



# **HEREFORD & WORCESTER Fire Authority**

**Full Authority**

## **AGENDA**

**Wednesday, 11 December 2024**

**10:30**

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

## Wyre Forest House Location Map

SAT NAV: DY11 7FB

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

### From Stourport:

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

### From Kidderminster:

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



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

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

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

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

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

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

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

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

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

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



# Hereford & Worcester Fire Authority

## Full Authority

Wednesday, 11 December 2024, 10:30

### Agenda

Councillors

Mr C B Taylor (Chairman), Mr R J Phillips (Vice Chairman), Mr A Amos, Mr D Boulter, Mr B Brookes, Mrs J Carwardine, Mr D Chambers, Mr B Clayton, Mr D Davies, Mr A Ditta, Mrs E Eyre BEM, Mr Fry, Mr I D Hardiman, Mr Al Hardman, Mr M Hart, Mr J Kenyon, Mrs E Marshall, Ms N McVey, Ms J Monk, Mr D Morehead, Mr R J Morris, Ms L Robinson, Ms D Toynbee, Mr R M Udall, Mr T Wells

No.	Item	Pages
1	<b>Apologies for Absence</b> To receive any apologies for absence.	
2	<b>Declarations of Interest (if any)</b> This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
3	<b>Chairman's Announcements</b> To update Members on recent activities.	
4	<b>Public Participation</b> To allow a Member of the public to present a petition, ask a question or make a statement relating to any topic concerning the duties and powers of the Authority.  Members of the public wishing to take part should notify the Head of Legal Services in writing or by email indicating both the nature and content of their proposed participation to be received no later than 2 clear working days before the meeting (in this case 6 December 2024). Further details about public participation are available on the website. Enquiries can also be made through the telephone numbers/email listed below.	

<b>5</b>	<b>Confirmation of Minutes</b>	<b>1 - 5</b>
	To confirm the minutes of the meeting held on 16 October 2024.	
<b>6</b>	<b>Draft Community Risk Management Plan 2025-30 – Consultation</b>	<b>6 - 9</b>
	To request that the Fire Authority (FRA) approve the Draft Community Risk Management Plan (CRMP) 2025-30 for public consultation.	
<b>7</b>	<b>Resource Review update</b>	<b>10 - 13</b>
	To update the Authority on the implementation measures taken in support of the Resource Review.	
<b>8</b>	<b>Grenfell Tower Inquiry – Phase 2 Report Update</b>	<b>14 - 29</b>
	To provide an update on scheduled work in response to the Grenfell Tower Inquiry Phase 2 Report.	
<b>9</b>	<b>His Majesty’s Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) Improvement Plan 2023-25 – Q2 Update 2024-25</b>	<b>30 - 47</b>
	To update Members on the HMICFRS Improvement Plan and the progress made during Quarter 2 2024-25, following the inspection report dated 29 November 2023.	
<b>10</b>	<b>Fire Authority and Committee Dates 2025/26</b>	<b>48 - 51</b>
	To approve the meeting dates for 2025/26.	
<b>11</b>	<b>Minutes of the Policy and Resources Committee</b>	<b>52 - 56</b>
	To receive the minutes of the meeting held on 20 November 2024.	



Hereford & Worcester Fire Authority

Full Authority

Wednesday, 16 October 2024, 14:30

**Chairman: Mr C B Taylor**

## **Minutes**

**Members Present:** Mr A Amos, Mr B Brookes, Mr B Clayton, Mr D Davies, Mrs E Eyre BEM, Mr I D Hardiman, Mr Al Hardman, Mr M Hart, Mrs E Marshall, Mr R J Morris, Mr C B Taylor

### **0494 Apologies for Absence**

Apologies were received from Cllr D Boulter, Cllr J Carwardine, Cllr D Chambers, Cllr J Kenyon, Cllr N McVey, Cllr J Monk, Cllr D Morehead, Cllr R Phillips, Cllr L Robinson, Cllr D Toynbee, Cllr R Udall and Cllr T Wells.

### **0495 Declarations of Interest (if any)**

There were no interests declared.

### **0496 Chairman's Announcements**

- The Service recently signed a Statement of Intent to support the Armed Forces through their Employers Recognition Scheme. The scheme comprises bronze, silver and gold awards for employers who support those who serve or have served in the Armed Forces, and their families. Following some initial recruitment work that had been completed in association with the MOD over the past few months, the Service has successfully been awarded a Bronze Certificate. This is a significant achievement that demonstrates the Service's intent to support defence personnel with work already taking place to hopefully secure the Silver Award in 2025. All Members would have received an email from the Chief Fire Officer outlining this significant achievement.

- Planning Permission for Hereford temporary fire station should hopefully be completed this week.
- There will be a report to the Fire Authority in December regarding the Grenfell Report.
- At the recent UKRO Challenges which took place in Portsmouth, HWFRS teams did very well and HWFRS and were one of the very few Fire Services that had a team in every single category, including 2 Fire Cadet teams. Congratulations were passed to the teams.

**0497 Public Participation**

There was no public participation.

**0498 Confirmation of Minutes**

***RESOLVED that the minutes of the Fire Authority meeting held on 26 June 2024 be confirmed as a correct record and signed by the Chairman.***

**0499 Resource Review Update**

The Deputy Chief Fire Officer updated the Authority on the implementation measures taken in support of the Resource Review.

Members were pleased to note that the decision taken by the Authority on 26 June 2024, set out in the Resource Review, was already being implemented. The changes were showing an improvement in crewing levels on wholetime watches and had begun to impact on resilience register costs.

The full reallocation of resources should be completed by early 2025 and fully embedded throughout 2025. Early indications were they were having a positive effect on crewing at wholetime locations and would see an uplift in On-Call availability in the longer term.

***RESOLVED that Members note progress to date regarding measures taken to implement the outcome of the Resource Review, in particular:***

- ***Removal of the 7 On-Call appliances***
- ***Introduction of 4x4 vehicles***
- ***Capital financing costs***

- ***Increased wholetime watch strength (including Day Crewed)***
- ***Positive position regarding resilience cost***

**0500 On-Call Marketing and Recruitment Project Update**

The Deputy Chief Fire Officer updated Members on the outcome of the On-Call Marketing and Recruitment Project, along with next steps.

The On-Call project had enabled HWFRS to develop a focused approach to On-Call attraction and recruitment.

Members were pleased to note that the On-Call project had allowed the Service to gain a better understanding of the attraction characteristics, and motivators of the On-Call firefighters' role. It had also highlighted how digital media, driven through a branded campaign, could add value, broaden diversity, and increase the number of candidates applying to be On-Call firefighters.

Members noted that the outcome of the project now positioned HWFRS in a better place having invested in a dedicated resource to support the long-term sustainability of the On-Call system in use. It had a recruitment methodology that had a proven track record, and one that reflected the modern digital world we find ourselves operating in. Members noted that the promotional video could be seen via the link in the electronic agenda.

***RESOLVED that Members noted the improvements in new ways of working established by the project and the ongoing commitment from the Strategic Leadership Board (SLB) to establish and support dedicated resources to ensure the sustainability of the On-Call model used within Hereford & Worcester Fire and Rescue Service (HWFRS).***

**0501 His Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) Improvement Plan 2023-25 – Q1 Update 2024-25**

The Deputy Chief Fire Officer updated Members on the HMICFRS Improvement Plan and the progress made during Quarter 1 2024-25, following the inspection report dated 29 November 2023.

*[Cllr R Morris left the meeting at 15:20 and returned to the meeting at 15:22].*

Members noted that the first update of the HMICFRS Improvement Plan 2023-25 showed that progress had been made up to the end of June 2024 (Q1).

***RESOLVED that Members noted the actions to deliver the HMICFRS Improvement Plan and that notable progress had been made up to the end of June 2024 (Q1).***

**0502 Environmental Sustainability Update**

The Chief Fire Officer updated Members on the progress in delivering the actions set out in the Environmental Sustainability Plan 2021-2025 v2 (updated June 2023).

Members noted the continued progress made in delivering the actions set out in the Environmental Sustainability Plan 2021-2025 (v2). Members also noted that expected progress had been made on the approved 12 remaining actions, and the capital build programme continued to ensure that environmental sustainability was aligned with BREEAM (Building Research Establishment Environmental Assessment Methodology) 'good' principles.

The Chief Fire Officer assured Members that in the future the Service would look in more depth at suppliers' environmental impact and credentials.

***RESOLVED that Members note the progress to deliver the action plan set out in the Environmental Sustainability Plan 2021-25 v2.***

**0503 Fire Alliance Update: Fire Control Project**

The Chief Fire Officer updated Members on the progress of the Fire Alliance Fire Control Project.

Members noted that by working in partnership with Shropshire, Cleveland and County Durham and Darlington Fire Authorities, the Fire Alliance had provided the opportunity to make significant cost savings. Early estimates were that the Authority would make savings of close to £3.5 million over 7 years on the system, based on the joint collaboration rather than procuring a single system.

***RESOLVED that Members noted the update, confirming the development of a new joint fire control system in partnership with Shropshire FRS, Cleveland FB and County Durham & Darlington FRS.***

**0504 Minutes of the Policy and Resources Committee**

The Chairman of the Committee presented the minutes of the Policy and Resources Committee meeting held on 11 September 2024.

***RESOLVED that the minutes of the Policy and Resources Committee meeting held on 11 September 2024 be received and noted.***

**0505 Minutes of the Audit and Standards Committee**

The Chairman of the Committee presented the minutes of the Audit and Standards Committee meeting held on 25 September 2024.

The Chairman of the Committee presented the minutes of the Audit and Standards Committee meeting held on 25 September 2024. The Treasurer brought to the attention of Members that on final completion of the Audit, the Auditors had now requested an additional note in the Accounts and sentence in the Letter of Representation relating to the accounting for the Redditch project.

***RESOLVED that the minutes of the Audit and Standards Committee meeting held on 25 September 2024 be received and the minor revision to the Letter of Representation and Accounts be approved.***

The Meeting ended at: 15:47

Signed:.....

Date:.....

Chairman

## **Report of the Assistant Chief Officer: Director of Prevention**

### **Draft Community Risk Management Plan 2025-30 – Consultation**

#### **Purpose of report**

1. To request that the Fire Authority (FRA) approve the Draft Community Risk Management Plan (CRMP) 2025-30 for public consultation.
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#### **Recommendation**

***It is recommended that the FRA consider the contents of the Draft CRMP 2025-30 and approve it for public consultation.***

#### **Introduction and Background**

2. The CRMP is the Authority's overall plan for improving public safety. It provides an overview of fire and rescue related risks and sets out high-level plans for identifying, assessing and mitigating those risks.
3. The current CRMP was extended by one year to cover the period 2021-25 following the agreement by the Strategic Fire Alliance between Hereford & Worcester and Shropshire Fire and Rescue Services to align the integrated risk management planning processes for both Services. The new CRMP will cover a five-year period from 2025-30.
4. This CRMP has been written using the National Fire Chiefs Council (NFCC) Framework and Risk Methodologies to identify and assess fire and rescue related risks. It also sets out how we intend to manage and reduce those risks through core Prevention, Protection and Response Strategies. It is an extensive document so to assist understanding, a Summary document has also been produced. The draft documents are now ready for consultation to gain public opinion on the Service plans for the 2025-2030 period. The draft CRMP and Summary document are attached as Appendices 1 and 2. The Equality Impact Assessment is also attached as Appendix 3 along with the proposed consultation questions in Appendix 4.

#### **CRMP Content**

5. The draft CRMP opens with an introduction which provides an overview of the main document and information about Hereford & Worcester Fire and Rescue Service (HWFRS) and the communities we serve. It is then organised into three main sections which cover the following:

- a) Stage 1: Identifying and Assessing Risk – this sets out the methodologies used to define the risks presented by:
- Dwelling Fires
  - Other Building Fires
  - Road Traffic Collisions (RTCs)
  - Water Incidents

It then details some areas of Foreseeable Risk which include:

- Expansion of Housing Stock
- Agricultural
- Light Industry
- Climate Change
- Wildfire
- Flooding
- Waste Fires
- Heritage/Tourism
- Cyber Security

- b) Stage 2: Managing and Reducing Risk – this sets out how the Service intends to mitigate the identified fire and rescue related risks over the term of the new CRMP and beyond. It includes sections covering aims and activities across six main areas:

- Prevention
- Protection
- Response
- Valuing our Workforce
- Value for Money
- Resilience

Each section also includes His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection areas and the work we are doing to meet them.

- c) Stage 3: Measuring and Demonstrating Impact – this is set out using the same sections as Stage 2 and outlines how we monitor and evaluate the impact of Service activities in reducing risk and making a positive difference over time.

6. The draft CRMP is presented with a Summary document and an extensive Equality Impact Assessment. There is also a raft of supporting documents including Risk Methodologies, our Strategic Understanding of Risk, a Demand document and the Prevention Statements of Intent.

## **Consultation**

7. There is a statutory requirement for public consultation prior to finalising the new CRMP. It is proposed that this will be conducted by an external agency from January 2025 to April 2025 and will include the following:

- a) Publication of the draft CRMP 2025-30 and supporting documents on our website.
- b) Publicity regarding the launch of the consultation process will be published on the HWFRS website, Facebook, Instagram and X pages.
- c) Public focus groups (for around 30 people).
- d) Distribution of the CRMP to over 100 strategic partners and other interested parties.
- e) Distribution of the CRMP to community contacts and a meeting with those contacts, including hard to reach groups.
- f) Meetings with staff Representative Bodies – Fire Brigades Union, Fire Officers Association, FRSA, UNISON and UNITE
- g) Senior Officer talks with staff will continue.
- h) Senior officers will discuss the CRMP with partner organisations.
- i) An on-line staff questionnaire on our website and social media for the public and staff.

It is proposed that Opinion Research Services (ORS), an independent social research practice, be engaged to undertake the consultation process, which will also include an impartial analysis of responses.

- 8. A set of questions are also proposed to encourage comments on the three main stages of the document to ensure that there is an understanding of how the Service intends to manage risks effectively, efficiently and sustainably over the coming years (Appendix 4).

### **Conclusion/Summary**

- 9. A new CRMP to cover the years 2025-30 has been drafted in conjunction with a Summary document and Equality Impact Assessment, which are due to be published in October 2025. A period of public consultation is required to gain views and local perspectives on the Service's plans for keeping people safe over the CRMP period. It is proposed to conduct the consultation for 12 weeks from January 2025 to April 2025.
- 10. Full details of the consultation and analysis of responses will be presented back to the Fire Authority for consideration at the earliest opportunity to ensure the final CRMP 2025-30 can be published in October 2025. FRA members are requested to consider the draft CRMP and approve it for public consultation.

## Corporate Considerations

<p><b>Resource Implications</b> (identify any financial, legal, property or human resources issues)</p>	<p>Sustainable funding will be required in order to maintain the delivery of high-quality services over the five-year term of the CRMP. Over this period, there may be public sector funding pressures that could impact on the delivery levels of services.</p>
<p><b>Strategic Policy Links &amp; Core Code of Ethics</b> (Identify how proposals link with current priorities and policy framework and align to the Core Code of Ethics)</p>	<p>The CRMP will represent the Authority's overall strategic plan for delivering priorities and policies between 2025 and 2030 and will guide all Service functions. It will also inform the Service's Core and supporting Strategies.</p>
<p><b>Productivity &amp; Efficiency</b> (Identify how proposal improves productivity or efficiency).</p>	<p>The Value for Money sections in the CRMP provide detail around the productivity and efficiency plan for the term of the CRMP, including 2% of non-pay costs and 3% increase in productivity.</p>
<p><b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).</p>	<p>The CRMP sets out the Authority's overall approach to risk management. Proposed activities to manage risks identified in the CRMP will be assessed and managed through normal departmental planning processes.</p>
<p><b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)</p>	<p>The preparation of the draft CRMP has involved extensive engagement sessions including staff, stakeholder and public questionnaires, and on-line engagement sessions with a cross section of the workforce. The proposed public consultation will ensure that wider public opinions and perspectives will also inform the final CRMP.</p>
<p><b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)</p>	<p>An extensive EIA has been conducted and reviewed throughout the CRMP process. The findings will inform how the public consultation is undertaken. The EIA will be published alongside the draft CRMP.</p>
<p><b>Data Protection Impact Assessment</b> (where personal data is processed a DPIA must be completed to ensure compliant handling)</p>	<p>The Foreseeable Risks section of the CRMP provides detail on the risks of cyber security and data protection and the mitigating measures we are putting in place over the term of the CRMP.</p>

## Supporting Information

- Appendix 1 - Draft CRMP
- Appendix 2 - Summary document
- Appendix 3 - Equality Impact Assessment
- Appendix 4 - Proposed consultation questions

## Report of Deputy Chief Fire Officer

### Resource Review Update

#### Purpose of report

1. To update the Authority on the implementation measures taken in support of the Resource Review.
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#### Recommendation

***It is recommended Members note progress to date regarding measures taken to implement the outcome of the Resource Review, in particular:***

- i) Removal of the proposed fire engines (listed below);***
- ii) The wholetime watch position at Hereford, Worcester and Wyre Forest;***
- iii) Operational use of the new 4x4 vehicles;***
- iv) The updated capital financing costs; and***
- v) Implementation of the new model for daytime support crewing at Leominster and Bromyard.***

#### Introduction

2. On 26 June 2024 the Fire Authority authorised the removal of the following On-Call staffed fire engines along with several additional measures and changes, alongside the reinvestment programme created because of the Resource Review recommendations:
  - The third (On-Call) fire engine at Redditch.
  - The fourth (On-Call) fire engine at Wyre Forest.
  - The third (On-Call) fire engine at Worcester.
  - The second (On-Call) fire engine at Droitwich.
  - The second (On-Call) fire engine at Bromyard.
  - The third (On-Call) fire engine at Hereford.
  - The second (On-Call) fire engine at Leominster.
3. The Deputy Chief Fire Officer delivered an interim update to the Authority on 16 October 2024. This paper provides an additional update on progress to date on the outcomes of the Review.
4. The On-Call unit at Droitwich Fire Station was the only On-Call unit to be fully disestablished, with all the other On-Call units being reduced in terms of staffing in relation to a reduction in the number of On-Call fire engines; as of the date of this paper, Droitwich On-Call has now been fully disestablished from the Service. The fire engine has been returned to the Operational Logistics Department, along with the other fire engines listed above and will be disposed of within the Fleet Strategy

in the normal manner. Eight members of the unit at Droitwich elected to take voluntary redundancy at a total cost of £33,244.63, as they already hold full time Fire Service employment, mostly with HWFRS in other roles. The remaining seven members of staff elected to be redeployed into other (wholetime) firefighting roles within the Service. Throughout the entire process staff and Unions were fully consulted and there were no compulsory redundancies.

5. All the wholetime watches at five fire stations (Hereford, Worcester, Bromsgrove, Wyre Forest and Redditch) operate what is known as the 2,2,4 shift duty pattern which involves 2 x 9-hour days followed by 2 x 15-hour night shifts and four subsequent days off on a rolling eight-day pattern. Prior to the Resource Review all five stations operated this duty system with a watch size of five Firefighters (including Watch and Crew Commanders) to normally provide a crew size on duty of four Firefighters on each fire engine on any given shift. Four is the minimum number of staff required to mobilise a fire engine in HWFRS.
6. As a result of the Resource Review and the reinvestment programme, Hereford, Worcester and Wyre Forest Fire Stations will now have a complement of 6 Firefighters per watch by the end of December 2024 giving, on many occasions, five Firefighters on duty, not four. This will enable these staff to respond with five Firefighters on many more occasions where they would have previously been responding with four, and will provide resilience to other fire stations if they are short of crewing, or for essential training etc.
7. The operational deployment of the newly introduced four wheel drive crew carriers at all the locations affected by the Resource Review (except Droitwich) have also seen an increase in usage since the last update to the Authority in October 2024. These additional utility vehicles have been mobilised on 26 occasions and provided support at a variety of operational incidents; for example, barn fires, water rescues incidents, missing persons, factory fires, etc. This has enabled some of the available On-Call Firefighters not able to crew the first fire engine at the stations listed above to contribute to our operational response, where they otherwise may not have been mobilised or able to attend these incidents.
8. The reinvestment created by the Resource Review is now starting to be realised in several areas, and is allowing the transition of resource across the Service to take place. The loss of 22 posts of the proposed 45 On-Call posts has now been realised, creating a reinvestment figure of circa £172,000 per annum in staff wages. Additionally, the removal of the seven fire engines, and the introduction of the compact fire engine at Malvern, has created a reinvestment figure of circa £180,00 of revenue per annum against the reduced capital costs. It should be noted that the initial prediction to remove 45 On-Call posts has been revised to 40 due to the retention of the On-Call unit at Malvern; however, with some monies realised from other budgets the Resource Review is still on track and within the financial parameters established.
9. The On-Call support and reallocation of a contingent of wholetime staff dedicated to support the fire stations at Bromyard and Leominster will now take place in 2025, along with the realignment of wholetime non-fire station-based Watch Commander daytime working hours in support of On-Call availability across the Service area.

10. A further update will be brought forward to the Authority meeting in June 2025 with a more detailed assessment regarding the Resilience Register (wholetime overtime costs) savings that are predicted against the increased resilience and investment in the wholetime workforce.
11. The Service has now established a data gathering and monitoring process which will substantively come into force in early 2025 to provide accurate data on the improvements and management of the investment and staffing from the Resource Review. This data will also include details of the improvements in crewing and attendance at operational incidents.

### Conclusion/Summary

12. The decision taken by the Authority on 26 June 2024, set out in the Resource Review, is now being delivered by departments and managers across HWFRS. The changes set out are now supported by the improvement in crewing levels on wholetime watches and improved response arrangements using 4x4 vehicles. A headline figure of around £350,000 per annum has been realised and has been redirected as proposed. Additional funding has also been found within other existing budgets to support the ‘priming’ of the resources needed to deliver the reinvestment programme.
13. The full reallocation of resources should be completed in 2025 and should be fully embedded by the end of 2025. Early indications are the outcomes of the Resource Review are having a positive effect on crewing levels at wholetime locations and the Service should see an upturn in On-Call availability in the near future.

### Corporate Considerations

<p><b>Resource Implications</b> (identify any financial, legal, property or human resources issues)</p>	<p>The full realisation of the savings proposed within the Resource Review are now being realised. There will need to be a readjustment due to the 2-year extension of the Malvern appliance; consequently, the full 45 posts proposed will now be revised to 40.</p>
<p><b>Strategic Policy Links &amp; Core Code of Ethics</b> (Identify how proposals link with current priorities &amp; policy framework and align to the Core Code of Ethics)</p>	<p>Links to the CRMP, Response Strategy and Core Code of Ethics</p>
<p><b>Productivity &amp; Efficiency</b> (Identify how proposal improves productivity or efficiency)</p>	<p>Delivers a more efficient model by reallocating resources to reduce Resilience Register costs. It will also deliver additional efficiency in support of Prevention activities once established.</p> <p>Increases the overall efficiency of the on-call model by better use of wholetime resources and skills to support the Response Strategy (Availability).</p>

<p><b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).</p>	<p>All mobilising and deployment of assets have been assessed. The deployment of the newly introduced 4x4 is aligned to the National Incident types. Additionally, the internal guidance mandates normal road speed attendance.</p>
<p><b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)</p>	<p>Full public consultation was carried out to support the decision to remove the appliances and unit at Droitwich. Full formal consultation has been undertaken with staff and Representative Bodies regarding the redundancy process.</p>
<p><b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)</p>	<p>Yes, see previous FRA paper.</p>
<p><b>Data Protection Impact Assessment</b> (where personal data is processed a DPIA must be completed to ensure compliant handling)</p>	<p>DPIA is in place and being adhered to by the Human Resources Department.</p>

## Report of the Assistant Chief Fire Officer

### Grenfell Tower Inquiry – Phase 2 Report Update

#### Purpose of Report

1. To provide an update on scheduled work in response to the Grenfell Tower Inquiry Phase 2 Report.
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#### Recommendation

***It is recommended that Members note and approve the scheduled work in response to the Grenfell Tower Inquiry Phase 2 Report, in that:***

- ***The Service have conducted a gap analysis against the recommendations detailed in the GTI Phase 2 Inquiry Report;***
- ***The Service are taking a proactive approach, by reviewing procedures in areas targeting FRSs and other organisations, and have agreed an action plan with departmental heads to address these recommendations; and***
- ***The timescale for completion of this work and future reporting have been agreed and detailed.***

#### Introduction and Background

2. The Grenfell Tower Inquiry (GTI) Phase 1 Report was published in October 2019, and the National Fire Chief's Council (NFCC) published their response to this in December 2019. The report focused on the factual narrative of the events of the fire, and included recommendations in areas such as Training, Policy, Prevention, Protection, Response, Fire Control, Procurement and Human Resources.
3. In response to this the Service completed a gap analysis of both documents to identify areas of focus. GTI update papers have been presented to the Board in December 2022 and May 2023, detailing progress against all recommendations. In addition, NFCC returns, detailing progress against the recommendations, have been completed by the Area Commander Protection.
4. The main purpose of this paper is to provide an update on the Grenfell Tower Inquiry Phase 2 Report, which was published on 4th September 2024. This report examines the causes of the fire, including how Grenfell Tower came to be in a condition which allowed the fire to spread in the way identified by Phase 1.

#### Grenfell Tower Inquiry Phase 1 Report - update

5. All actions identified in the GTI Phase 1 Report have been completed, and further improvements have been scheduled in as part of on-going departmental activity. To support this further training, assurance and communications are on-going with staff, ahead of the roll out in December 2024 of a new command system to be used at incidents that will support the outcomes of the GTI Phase 1 Report.

## **Grenfell Tower Inquiry Phase 2 Report – update**

6. The Phase 2 Report makes 60 recommendations, across multiple areas, including government, local authorities, manufacturers, contractors, architects, fire risk assessors, legislation, certification and testing of products. Only 7 of these are under the direct control of Fire Services.
7. The Operational Policy and Protection Departments have completed a Service gap analysis against the 60 recommendations included in this report, to ensure we can work with partners and support these outcomes where they are not under our direct control. In addition, the NFCC have proposed to issue further work in due course in relation to the formal recommendations, to support FRSs. When received, this work will be incorporated in our overall action plan.
8. 32 of the recommendations are clearly beyond the immediate control or direct relevance to the Service. For example, recommendations include proposed changes to regulation, governance, legislation (Fire Safety and Civil Contingencies Acts), Approved Documents etc.

### **Response to Recommendations**

9. An action plan (Appendix 1), has been created for the other 28 recommendations and all actions and timescales have been agreed with department heads. An overview of action areas is shown below:

7 recommendations directly refer to actions required by all Fire and Rescue Services (FRSs), some of which are already complete in HWFRS

- Digital radio provision (2)
- Hydrant and comms training (2)
- Agree a protocol with water providers (1)
- Voluntary / Community Group partnerships (1)
- Review of the response to the Phase 1 recommendations (1)

21 recommendations specifically target other organisations

- Local Authorities (6)
- Guidance and legislation change (6)
- HMICFRS Inspection of London Fire Brigade (4)
- Local Resilience Forum (2)
- National Fire Chiefs Council (1)
- Gas providers (1)
- Future College of Fire and Rescue (1)

10. In addition to addressing actions required by all FRSs, the Service are also taking a proactive approach to recommendations aimed at other organisations. This provides an opportunity to review our current procedures, whilst also preparing the Service for future inspections, changes in legislation/guidance, and Home Office/NFCC reporting requirements.

11. As well as identified areas of outstanding work, department heads are also providing evidence of work already completed by the Service. All evidence is being recorded in the gap analysis held by the Operational Policy department.

### Proposed Future Updates

12. A further update will be provided to SLB in April 2025 to provide assurance of progress against recommendations; or prior to this, subject to additional NFCC / Home Office reporting requirements.

### Conclusion

13. The Service have conducted a gap analysis against the 60 recommendations detailed in the GTI Phase 2 Inquiry Report. The Service are taking a proactive approach, by reviewing procedures in areas targeting FRSs and other organisations, and have agreed an action plan with departmental heads to address these recommendations. Timescale for completion of this work and future reporting have been agreed and detailed.

### Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	Resource implications are unknown at present, and will be highlighted in future papers
<b>Strategic Policy Links &amp; Core Code of Ethics</b> (Identify how proposals link with current priorities & policy framework and align to the Core Code of Ethics)	The requirements of the GTI Phase 2 Report link directly to all Core Strategies e.g. competence and Intel (Response) inspect, advise and enforce (Protection); and community awareness and safety (Prevention).  In addition, this aligns to Develop and Train in the (People Strategy); and Putting our Communities First, Integrity and Leadership of the CCoE.
<b>Productivity &amp; Efficiency</b> (Identify how proposal improves productivity or efficiency)	Aligning to national guidance, and direct links to core Service strategies, supports productivity and efficiency.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	Requirement to ensure legislative compliance (various Fire Safety legislation, CCA and FRSA)
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	Public engagement, no consultation required.

<p><b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)</p>	<p>EIA's will be undertaken as required for individual projects or initiatives.</p>
<p><b>Data Protection Impact Assessment</b> (where personal data is processed a DPIA must be completed to ensure compliant handling)</p>	<p>DPIA's will be undertaken as required for individual projects or initiatives.</p>

### Supporting Information

Appendix 1 – Grenfell Tower Inquiry – Phase 2 Action Plan

**Appendix 1 - Grenfell Tower Inquiry, Phase 2 Action Plan, October 2024**

<b>Actions required by all Fire and Rescue Services</b>
<b>Recommendations specifically target other organisations - opportunity to review our current procedures</b>

GC Training	
Area for Improvement	Training
HWFRS Action Proposed	
Target Date	
113.51 – Recommendation to create a national College of Fire & Rescue to provide practical training, education (lectures & seminars), research into FRS work; development of equipment, policies and procedures; setting and maintaining national standards of managerial competence for senior managers, including control room managers, and including training and assessment of senior ranks. <b>Evidence of practical &amp; theoretical training/exercising in dealing with fires in high-rise &amp; complex buildings.</b>	<b>April 2025</b> Lead - CW
113.51 – Recommendation to create a national College of Fire & Rescue to provide practical training, education (lectures & seminars), research into FRS work; development of equipment, policies and procedures; setting and maintaining national standards of managerial competence for senior managers, including control room managers, and including training and assessment of senior ranks. <b>Provide evidence of management training and assessments for senior managers</b>	<b>April 2025</b> Lead – CW
113.56 – Recommendation that asap HMICFRS inspect LFB to examine and report on the arrangements it has in place for assessing the training of incident commanders at all levels and their continuing competence, whether by a process of revalidation or otherwise. <b>Provide evidence of assessing the training of incident commanders at all levels as detailed above</b>	<b>April 2025</b> Lead – CW
113.61 – Recommendation that firefighters be trained to respond appropriately to loss of communications & to understand how to restore them. <b>Provide evidence of training for operational personnel as detailed above</b>	<b>April 2025</b> Lead – PR
113.62 – Recommendation that basic training on the structure and operation of hydrants, including the different types of hydrants in use & their functions, be given to all firefighters. Training should also be given on effective measures to increase water flow & pressure when necessary. <b>Provide evidence of training for operational personnel as detailed above</b>	<b>April 2025</b> Lead - PR
Strategic lead	<b>AC Prevention</b>

GC Training	
Area for Improvement	Training
HWFRS Action Proposed	
Target Date	
113.65 – Recommendation that the NFCC consider whether, and if so in what circumstances, firefighters should be discouraged from departing from their instructions on their own initiative and provide appropriate training in how to respond to a situation of that kind. <b>Provide evidence of the use of Operational Discretion for operational staff</b>	<b>April 2025</b> Lead – CW
113.70 - There is a need for a clearer understanding of the nature of Gold arrangements. Recommendation that guidance on operation of arrangements be revised & existing and newly appointed chief executives be given regular training to ensure familiarity with its principles. <b>Provide evidence of Gold Command training, exercising and CPD</b>	<b>April 2025</b> Lead – CW
113.71b - Recommendation that a mechanism be introduced for independently verifying the frequency and quality of training provided by local authorities and other Category 1 responders. <b>Provide evidence of Command, Major Incident and JESIP training, exercising and CPD</b>	<b>April 2025</b> Lead - CW
<b>Strategic lead</b>	<b>AC Prevention</b>

GC Operational Policy	
Area for Improvement	Operational Policy
HWFRS Action Proposed	
Target Date	
<p>113.51 – Recommendation to create a national College of Fire &amp; Rescue to provide practical training, education (lectures &amp; seminars), research into FRS work; development of equipment, policies and procedures; setting and maintaining national standards of managerial competence for senior managers, including control room managers, and including training and assessment of senior ranks.</p> <p><b>Provide evidence of shared learning in the FRS sector</b></p>	<p><b>February 2025</b></p> <p>Lead - LB</p>
<p>113.58 – recommendation that LFB establish effective arrangements for collecting, considering &amp; implementing lessons learned from previous incidents, inquests &amp; investigations. Those arrangements should be as simple as possible, flexible and can be implemented speedily.</p> <p><b>Provide evidence of effective implementation of NOL / JOL / Debrief / gap analysis etc.</b></p>	<p><b>February 2025</b></p> <p>Lead - LB</p>
<p>113.68 – Recommendation that the regulation be amended to require Category 1 responders to establish and maintain partnerships with the voluntary, community and faith organisations in the areas in which they are responsible for preparing for and responding to emergencies.</p> <p><b>Provide evidence of partnerships as described above. Include partnership evidence through the LRF</b></p>	<p><b>February 2025</b></p> <p>Lead - CG</p>
<p>113.69a – Recommendation that emergency preparation guidance be revised and simplified, emphasis on need for those leading the response to consider recovery; identifying vulnerable people; co-operation with voluntary, community and faith groups &amp; consistency with the Equality Act</p> <p><b>Provide evidence of how information about vulnerable people is identified &amp; passed to Response, &amp; how it adheres to the Equality Act</b></p>	<p><b>April 2025</b></p> <p>Lead - CG</p>
<p>113.69b – Recommendation that humanitarian considerations be recognised by making it the ninth principle of effective response &amp; recovery.</p> <p><b>EPRO to raise this with the LRF, and record evidence</b></p>	<p><b>April 2025</b></p> <p>Lead - CG</p>
Strategic lead	AC Protection

GC Operational Policy	
Area for Improvement	Operational Policy
HWFRS Action Proposed	
HWFRS Action Proposed	Target Date
<p>113.70 - There is a need for a clearer understanding of the nature of Gold arrangements. Recommendation that guidance on operation of arrangements be revised &amp; existing and newly appointed chief executives be given regular training to ensure familiarity with its principles.</p> <p><b>Provide evidence of Gold Command training, exercising and CPD across the LRF</b></p>	<p><b>April 2025</b> Lead - CG</p>
<p>113.71a – Recommendation that local resilience forums adopt national standards to ensure effective training, preparation and planning for emergencies and adopt independent auditing schemes to identify deficiencies and secure compliance.</p> <p><b>EPRO to raise this with the LRF, update Response, and record evidence</b></p>	<p><b>April 2025</b> Lead - CG</p>
<p>113.71b - Recommendation that a mechanism be introduced for independently verifying the frequency and quality of training provided by local authorities and other Category 1 responders.</p> <p><b>EPRO to raise with the LRF &amp; provide evidence of Command, Major Incident and JESIP training, exercising and CPD across the LRF</b></p>	<p><b>April 2025</b> Lead - CG</p>
<p>113.73 – Recommendation that local authorities train all their employees, including chief executives, to regard resilience as an integral part of their responsibilities.</p> <p><b>Provide evidence of effective Business Continuity Plans, and Major Incident Procedures</b></p>	<p><b>February 2025</b> Lead - CG</p>
<p>113.74 – Recommendation that all local authorities devise methods of obtaining and recording information of those missing and displaced from an incident, if possible in electronic form, and practise putting them into operation under a variety of different circumstances.</p> <p><b>Provide evidence of effective guidance, systems, training, exercising and assurance of Fire Survival guidance.</b></p>	<p><b>April 2025</b> Lead - DH</p>
<b>Strategic lead</b>	<b>AC Protection</b>

GC Operational Policy	
Area for Improvement	Operational Policy
HWFRS Action Proposed	
	Target Date
<p>113.75 - Recommendation that all local authorities make short-notice temporary accommodation arrangements, as are reasonably practicable, and in ways that meet their personal, religious and cultural requirements. Such arrangements should, as far as possible, involve social housing.</p> <p><b>EPRO to raise accommodation procedures with the LRF, update Response, and record evidence</b></p>	<p><b>April 2025</b> Lead - CG</p>
<p>113.77 – Recommendation that as part of their emergency planning local authorities make effective arrangements for continuing communication with those who need assistance using the most suitable technology and a range of languages appropriate to the area.</p> <p><b>EPRO to raise comms methods with the LRF, &amp; record evidence. Response &amp; Comms to be updated of any learning &amp; improvement</b></p>	<p><b>April 2025</b> Lead - CG</p>
<p>113.78a – Recommendation that as part of their emergency planning local authorities include arrangements for providing information to the public by whatever combination of modern methods of communication are likely to be most effective for the areas that they are responsible.</p> <p><b>EPRO to raise communication methods with the LRF, and record evidence. Cascade learning to Comms and Response</b></p>	<p><b>April 2025</b> Lead - CG</p>
<p>113.82 – Recommendation that further consideration be given to the recommendations made in the Phase 1 Report in the light of our findings in this report.</p> <p><b>Provide evidence of progress made against Phase 1 Report, and assess any impact of Phase 2 Report on work already completed.</b></p>	<p><b>April 2025</b> Lead - MP</p>
Strategic lead	<b>AC Protection</b>

GC Protection	
Area for Improvement	Protection
HWFRS Action Proposed	
113.13b – Recommendation for guidance to be introduced to enable Fire Engineers to be able to calculate a high-rises evacuation strategy. Prior to this Fire Engineering expertise could be utilised to confirm ‘Stay Put’ Strategies are appropriate for all high-rise buildings. <b>Protection to support Response i.e. Fire Engineering advice, as required</b>	<b>April 2025</b> Lead: DW
113.15 – Recommendation for a statutory fire safety strategy to be produced by a registered Fire Engineer, for building control applications for the construction or refurbishment of any higher-risk buildings. This must take into account the needs of vulnerable people, including the additional time they may require to leave the building. <b>Provide evidence of consideration for evacuating vulnerable people from higher-risk properties e.g. high-rise &amp; complex buildings</b>	<b>April 2025</b> Lead: SA
113.25a – Recommendation that the profession of Fire Engineer be recognised & protected by law and that an independent body be established to regulate the profession, define the standards required for membership, maintain a register of members & regulate their conduct. <b>Provide evidence of access to Fire Engineering expert</b>	<b>December 2024</b> Lead: DW
Strategic lead	<b>AC Protection</b>



District Commanders	
Area for Improvement	Response
<b>HWFRS Action Proposed</b>	
	<b>Target Date / Lead</b>
<p>113.13b – Recommendation for guidance to be introduced to enable Fire Engineers to be able to calculate a high-rises evacuation strategy. Prior to this Fire Engineering expertise could be utilised to confirm Stay Put Strategies are appropriate for all of our high-rise buildings.</p> <p><b>Provide evidence to confirm evacuation strategies, update Intel &amp; inform local crews. Protection to support (FE advice), as required</b></p>	<p><b>April 2025</b> Lead - AF</p>
<p>113.15 – Recommendation for a statutory fire safety strategy to be produced by a registered Fire Engineer, for building control applications for the construction or refurbishment of any higher-risk buildings. This must take into account the needs of vulnerable people, including the additional time they may require to leave the building.</p> <p><b>Provide evidence of consideration for evacuating vulnerable people from higher-risk properties e.g. high-rise &amp; complex buildings (Intel / training / exercising)</b></p>	<p><b>April 2025</b> Lead - AF</p>
<p>113.44 – Recommendation that every gas transporter be required by law to check the accessibility of each pipeline isolation valve on its system at least once every three years and to report the results of that inspection to the Health and Safety Executive as part of its gas safety case review.</p> <p><b>Provide evidence that we have documented gas isolation in high-rise and complex building Intel and TIPs</b></p>	<p><b>February 2025</b> Lead - AF</p>
<p>113.51 – Recommendation to create a national College of Fire &amp; Rescue to provide practical training, education (lectures &amp; seminars), research into FRS work; development of equipment, policies and procedures; setting and maintaining national standards of managerial competence for senior managers, including control room managers, and including training and assessment of senior ranks.</p> <p><b>Provide evidence of equipment, policies and procedures for dealing with fires in high-rise and complex buildings</b></p>	<p><b>April 2025</b> Lead - AF</p>
<p>113.57 Recommendation that asap HMICFRS inspect LFB to examine &amp; report on its arrangements for collecting, storing and distributing 7(2)(d) information, in particular its arrangements for identifying high-risk residential buildings and collecting, storing &amp; distributing this information.</p> <p><b>Intel &amp; Response, provide evidence of collecting, storing &amp; distributing 7(2)(d) info, include identifying high-risk residential buildings</b></p>	<p><b>April 2025</b> Lead - AF</p>
<b>Strategic lead</b>	<b>AC Response</b>

District Commanders	
Area for Improvement	Response
<b>HWFRS Action Proposed</b>	
113.62 – Recommendation that basic training on the structure and operation of hydrants, including the different types of hydrants in use & their functions, be given to all firefighters. Training should also be given on effective measures to increase water flow and pressure when necessary. <b>Response to support training regarding hydrant function &amp; training packages</b>	<b>April 2025</b> Lead - AF
113.69a – Recommendation that emergency preparation guidance be revised and simplified, emphasis on need for those leading the response to consider recovery; identifying vulnerable people; co-operation with voluntary, community and faith groups and consistency with the Equality Act <b>Provide evidence that vulnerable people information is received (Ops Policy to support) and considered in Response and Recovery</b>	<b>April 2025</b> Lead - AF
113.76b - Recommendation that local authority emergency planning gives detailed consideration to the availability of key workers and the role they are expected to play so that suitable contingency arrangements can be made to ensure, as far as possible, continuity of support. <b>Provide evidence of Major Incident procedures, training &amp; Command Structure, including ability to escalate command</b>	<b>February 2025</b> Lead - AF
<b>Strategic lead</b>	<b>AC Response</b>



GC Operational Policy		
Area for Improvement	Fire Control	
HWFRS Action Proposed		
HWFRS Action Proposed		Target Date
<p>113.51 – Recommendation to create a national College of Fire &amp; Rescue to provide practical training, education (lectures &amp; seminars), research into FRS work; development of equipment, policies and procedures; setting and maintaining national standards of managerial competence for senior managers, including control room managers, and including training and assessment of senior ranks.</p> <p><b>Provide evidence of management training and assessments for Fire Control Managers</b></p>		<p><b>December 2025</b></p> <p>Lead - CM</p>
<p>113.55 – Recommendation that HMICFRS inspect the LFB asap to assess the integration of Fire Control into the organisation; effectiveness of training; effectiveness of the control room; the ability to handle a large number of concurrent requests from people impacted by emergencies; quality and effectiveness of the arrangements for communication between the control room and the incident commander.</p> <p><b>Provide evidence for each of the above (a more detailed explanation is shown in the gap analysis)</b></p>		<p><b>December 2025</b></p> <p>Lead - CM</p>
Strategic lead	<b>AC Protection</b>	

GC Protection	
<b>Area for Improvement</b>	Intel
<b>HWFRS Action Proposed</b>	
<p>113.57 Recommendation that asap HMICFRS inspect LFB to examine &amp; report on its arrangements for collecting, storing and distributing 7(2)(d) information, in particular its arrangements for identifying high-risk residential buildings and collecting, storing &amp; distributing this information.</p> <p><b>Intel &amp; Response, provide evidence of collecting, storing &amp; distributing 7(2)(d) info, include identifying high-risk residential buildings</b></p>	
<b>Target Date</b>	
<p><b>April 2025</b> Lead - BL</p>	
<b>Strategic lead</b>	<b>AC Protection</b>

## Report of the Assistant Chief Officer: Director of Prevention

### His Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) Improvement Plan 2023-25 – Q2 Update 2024-25

#### Purpose of report

1. To update Members on the HMICFRS Improvement Plan and the progress made during Quarter 2 2024-25, following the inspection report dated 29 November 2023.
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#### Recommendation

***It is recommended that Members note the actions to deliver the HMICFRS Improvement Plan and that notable progress has been made up to the end of September 2024 (Q2).***

#### Introduction and Background

2. Between May and August 2023, HMICFRS carried out their third inspection of Hereford & Worcester Fire and Rescue Service. The inspection report was published in November 2023 and can be seen at Appendix 1.
3. The report contains an assessment of the Service's effectiveness, efficiency and how well it looks after its people. HMICFRS measured the Service across 11 assessment areas which they hope will encourage Fire and Rescue Services to consider inspection findings as a whole.
4. The report shows in particular that:
  - Of the eleven assessment areas, the Service has achieved four ratings of 'good' and seven ratings of 'adequate'.
  - There were no areas rated as 'requires improvement' or 'inadequate'.
  - The report identifies eleven Areas for Improvement.
5. At the Fire Authority meeting on 13 February 2024, Members received a paper advising that the Service had developed an Improvement Plan to address the findings of [His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(HMICFRS\) inspection report dated 29 November 2023.](#)

6. The Improvement Plan has now been updated to outline the progress made up to the end of Q2 2024-25. The report covers the 11 AFIs highlighted in the HMICFRS inspection report and the 32 actions set out by the Service that will address those Areas for Improvement.

7. The 11 Areas for Improvement (AFI) are:

<b>Ref</b>	<b>Area for Improvement</b>	<b>Assessment Area</b>
AFI1	The Service should make sure its firefighters have good access to relevant and up-to-date risk information.	Understanding the risk of fire and other risks.
AFI2 AFI3	<ul style="list-style-type: none"> <li>The Service should make sure staff carry out home fire safety visits competently.</li> <li>The Service should evaluate its prevention activity, so it understands what is most effective.</li> </ul>	Preventing fires and other risks.
AFI4	The Service should make sure it effectively addresses the burden of unwanted fire signals.	Protecting the public through fire regulation.
AFI5	The Service should make sure it has an effective system to learn from operational incidents.	Responding to fires and other emergencies
AFI6 AFI7	<ul style="list-style-type: none"> <li>The Service should make sure it has an effective method to share fire survival guidance information with multiple callers and that it has a dedicated communication link in place.</li> <li>The Service should make sure it has an overarching cross-border exercise strategy. The strategy should assure the service that exercise objectives are in line with community risk management plan risks and that learning is recorded, shared and actioned.</li> </ul>	Responding to major and multi-agency incidents.
AFI8	The Service should make sure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration activity.	Making best use of resources.
AFI9	The Service needs to make sure it has adequate plans in place to close its identified budget gaps.	Making the FRS affordable now and in the future.
AFI10	The Service should monitor secondary contracts to make sure staff don't work excessive hours.	Promoting the right values and culture.
AFI11	The Service should make sure it has processes in place to manage and develop talent within the organisation.	Managing performance and developing leaders.

## HMICFRS Improvement Plan – Progress Update

8. The delivery of the Improvement Plan is overseen by the Service Improvement Manager, who meets regularly with senior managers responsible for each area for improvement to prepare updates on actions proposed and completed. The P&I team also ensure that any actions carried out are fully evidenced and available for evaluation and audit. The latest update, covering up to the end of September 2024, is attached to this report (see Appendix 1).
9. The Improvement Plan includes 32 separate actions across the 11 Areas for Improvement (AFI) highlighted by the inspectorate.
10. The Strategic Leadership Board (SLB) have oversight of the Improvement Plan and receive quarterly updates on progress.
11. Further progress was made against plans in Q2. As of Q3 2024-25, the Service has completed 41% of the actions in the Improvement Plan, with the completed actions currently being within the 'effectiveness' assessment area. This includes all of the actions under AFI4 and AFI5. Meanwhile, the remaining 59% of the actions are in progress.
12. Progress against the actions set out in the Improvement Plan is currently as expected, with no areas being raised as a particular concern. Further progress is expected during quarter 3 which should see more actions and AFIs progressed to completion.
13. All target dates being met will mean that the service will achieve completion against all actions ahead of the next HMICFRS inspection, which is likely to take place in late 2025 to early 2026.

## Conclusion/Summary

14. Members are recommended to note that the first update of the HMICFRS Improvement Plan 2023-25 shows that further progress has been made up to the end of September 2024 (Q2).
15. Quarterly updates on the progress of the Improvement Plan will continue to be provided to the Fire Authority.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	The Improvement Plan highlights areas for improvement relating to effectiveness, efficiency and people. Actions to address these areas are likely to have resource implications, which will be considered in the Improvement Plan.
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<p><b>Strategic Policy Links &amp; Core Code of Ethics</b> (Identify how proposals link with current priorities &amp; policy framework and align to the Core Code of Ethics)</p>	<p>Actions proposed and developed through the Improvement Plan are directly linked to the Community Risk Management Plan (CRMP), the Mid Term Financial Plan (MTFP) and core strategies. The actions contained in the Plan will all have a positive impact on delivery against the three Core Strategies and associated enabling strategies. All proposals will be assessed to ensure they meet the Service’s overall Core Purpose and Vision.</p>
<p><b>Productivity &amp; Efficiency</b> (Identify how proposal improves productivity or efficiency)</p>	<p>The Improvement Plan contains actions that have been formulated in response to the inspection report. These actions may have implications on productivity and efficiency and will be continue to be considered in the Improvement Plan.</p>
<p><b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).</p>	<p>Any risks associated with proposals will be assessed through the Improvement Plan.</p>
<p><b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)</p>	<p>Proposals to deliver the Improvement Plan have the full participation of Senior Managers in relevant Service departments. The Improvement Plan, when published, will be publicly available on the Service website.</p>
<p><b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)</p>	<p>An EIA is not required for this report. EIAs will be completed as appropriate when preparing proposals through the Improvement Plan.</p>
<p><b>Data Protection Impact Assessment</b> (where personnel data is processed a DPIA must be completed to ensure compliant handling)</p>	<p>Impact assessments will be completed as required for specific actions related to the Improvement Plan.</p>

## Supporting Information

Appendix 1 – HMICFRS Improvement Plan 2023-25 – Q2 Update

[Link to HMICFRS Inspection report](#)



# HMICFRS Improvement Plan

## 2023 Inspection





During May to July 2023, His Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) inspected Hereford & Worcester Fire and Rescue Service (HWFRS). HWFRS was selected as the 11<sup>th</sup> Service to be inspected in the third round of inspections.

The inspection team from HMICFRS carried out their in-depth review, focusing on how effective and efficient we are and how well we look after our people. The report, titled "Fire and Rescue Service 2023-25, Effectiveness, Efficiency and People – An inspection of Hereford & Worcester Fire and Rescue Service" was published on 29<sup>th</sup> November 2023, and this is [the link to the report](#).

The inspection measured the Service across 11 assessment areas which they hope will encourage Fire and Rescue Services to consider inspection findings as a whole. HMICFRS have also expanded their previous four-tier system of graded judgements to five.

In the report, the Inspectorate state that they are pleased with the performance of HWFRS and the improvements made since the last inspection, and they would encourage the Service to continue to make improvement in the areas they have highlighted.

The inspection report highlighted 11 Areas for Improvement (AFI) and recommend that action be taken to address them. In response, the Service has prepared an Improvement Plan. This Improvement Plan is owned by senior managers and is updated on a quarterly basis and published as progress is made.

The Improvement Plan summarises the proposed actions against the AFIs noted in the inspection report.

## Areas for Improvement: Summary

<b>Assessment Area</b>	<b>Area for Improvement</b>	<b>Page</b>
Understanding fires and other risks	AFI-1 - The service should make sure its firefighters have good access to relevant and up-to-date risk information.	<b>4</b>
Preventing fires and other risks	AFI-2 - The service should make sure staff carry out home fire safety visits competently.	<b>5</b>
	AFI-3 - The service should evaluate its prevention activity, so it understands what is most effective.	<b>6</b>
Protecting the public through fire regulation	AFI-4 - The service should make sure it effectively addresses the burden of unwanted fire signals.	<b>7</b>
Responding to fires and other emergencies	AFI-5 - The service should make sure it has an effective system to learn from operational incidents.	<b>8</b>
Responding to major and multi-agency incidents	AFI-6 - The service should make sure it has an effective method to share fire survival guidance information with multiple callers and that it has a dedicated communication link in place.	<b>9</b>
	AFI-7 - The service should make sure it has an overarching cross-border exercise strategy. The strategy should assure the service that exercise objectives are in line with community risk management plan risks and that learning is recorded, shared and actioned.	<b>10</b>
Making best use of resources	AFI-8 - The service should make sure it effectively monitors, reviews, and evaluates the benefits and outcomes of any collaboration activity.	<b>11</b>
Future affordability	AFI-9 - The service needs to make sure it has adequate plans in place to close its identified budget gaps.	<b>12</b>
Promoting the right values and culture	AFI-10 - The service should monitor secondary contracts to make sure staff don't work excessive hours.	<b>13</b>
Managing performance and developing leaders	AFI-11 - The service should make sure it has processes in place to manage and develop talent within the organisation.	<b>14</b>

## Understanding fires and other emergencies – (AFI-1)

### Area for Improvement

The service should make sure its firefighters have good access to relevant and up-to-date risk information

### HWFRS Action Proposed

### Target Date

Fire Control project team to address and reduce the existing backlog of temporary risk information as part of the data cleanse for the introduction of the new mobilisation system

Q4 2024/25

Implement the new reporting system, including ongoing monitoring of risk information processing time from submission to going live on the system

Complete

Develop a process for review and the updating / removal of old information

Complete

Establish KPI(s) for the ongoing reporting of actions 2 and 3 above for continued monitoring

Complete

### Strategic Lead

*Assistant Director, Protection*

### Tactical Lead

*Group Commander Ops Policy, Assurance and Fire Control*

**Preventing fires and other risks – (AFI-2)**

**Area for Improvement**

The service should make sure staff carry out home fire safety visits competently

**HWFRS Action Proposed**

**Target Date**

Undertake a review of the HFSV referral process to ensure HFSV's are being appropriately risk assessed, completed within time frames, suitably referred to the prevention team and ultimately that the referral process is being delivered effectively

Complete

Establish a clear process to communicate with crews to ensure a robust referral pathway is in place

Q3 2024/25

Produce a digital training video for crews undertaking Home Fire Safety Visits (HFSVs)

Q1 2025/26

**Strategic Lead**

*Assistant Director, Prevention*

**Tactical Lead**

*Head of Prevention*

**Preventing fires and other risks – (AFI-3)**

<b>Area for Improvement</b>	The service should evaluate its prevention activity, so it understands what is most effective	
<b>HWFRS Action Proposed</b>		
		<b>Target Date</b>
	Further embed the HFSV behaviour change evaluation process, and monitor and review to demonstrate continual improvement	Q3 2024/25
	Establish a process to evaluate the effectiveness of Prevention campaigns e.g. implement a stakeholder feedback mechanism	Q4 2024/25
	Develop an approach to evaluate changes in behaviour following the delivery of road safety education and intervention	Q4 2024/25
<b>Strategic Lead</b>	<i>Assistant Director, Prevention</i>	
<b>Tactical Lead</b>	<i>Head of Prevention</i>	

**Protecting the public through fire regulation – (AFI-4)**

**Area for Improvement**

The service should make sure it effectively addresses the burden of unwanted fire signals

**HWFRS Action Proposed**

**Target Date**

Establish terms of reference and commence a review on how we communicate with businesses etc.

Complete

Updated policy to be created and published

Complete

Produce guidance on mobilisation and provide Fire Control training

Complete

Establish a consistent recording and review process for unwanted fire signals

Complete

**Strategic Lead**

*Assistant Director, Protection*

**Tactical Lead**

*Group Commander, Protection*

**Responding to fires and other emergencies – (AFI-5)**

<b>Area for Improvement</b>	The service should make sure it has an effective system to learn from operational incidents	
<b>HWFRS Action Proposed</b>		<b>Target Date</b>
Incorporate a review of RTC fatalities into quarterly Fire, Death and Serious Injury (FDSI) Board meetings		Complete
Automate the process of requesting debriefs that hit the submission criteria, to improve the return rate of debriefs		Complete
Implement a new Organisational Learning and action tracking system		Complete
<b>Strategic Lead</b>	<i>Assistant Director, Protection</i>	
<b>Tactical Lead</b>	<i>Group Commander Ops Policy, Assurance and Fire Control</i>	

**Responding to major and multi-agency incidents – (AFI-6)**

<b>Area for Improvement</b>	The service should make sure it has an effective method to share fire survival guidance information with multiple callers and that it has a dedicated communication link in place	
<b>HWFRS Action Proposed</b>		<b>Target Date</b>
Update and review Fire Survival Guidance / Evacuation documentation including Evacuation Commander role		Complete
Review the existing procedures, carry out updates and test as required		Complete
Implement training for staff based on the above		Q3 2024/25
Procure and implement an electronic information sharing system to share Fire Survival Guidance		Q4 2024/25
<b>Strategic Lead</b>	<i>Assistant Director, Protection</i>	
<b>Tactical Lead</b>	<i>Group Commander Ops Policy, Assurance and Fire Control</i>	

Responding to fires and other emergencies – (AFI-7)	
<b>Area for Improvement</b>	The service should make sure it has an overarching cross-border exercise strategy. The strategy should assure the service that exercise objectives are in line with community risk management plan risks and that learning is recorded, shared and actioned
HWFRS Action Proposed	
	Target Date
Carry out a review of the Station Exercises Policy and Exercise Planning Guidance	Q4 2024/25
Develop an overarching cross-border exercise plan to sit alongside the existing Exercise Policy and Guidance	Q4 2024/25
<b>Strategic Lead</b>	<i>Assistant Director, Response</i>
<b>Tactical Lead</b>	<i>Group Commander, North District</i>

**Making the best use of resources – (AFI-8)**

<b>Area for Improvement</b>	The service should make sure it effectively monitors, reviews, and evaluates the benefits and outcomes of any collaboration activity
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**HWFRS Action Proposed**

<b>HWFRS Action Proposed</b>	<b>Target Date</b>
Review the existing mechanisms that HWFRS staff use when reviewing and evaluating collaboration. This will include a catalogue of collaborations and existing evaluation processes/tools.	Q4 2024/25
Review evaluation processes that have taken place and establish a consistent means of evidencing how we monitor, review and evaluate current and future collaborations.	Q1 2025/26

<b>Strategic Lead</b>	<i>Assistant Director, Prevention</i>
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<b>Tactical Lead</b>	<i>Group Commander, Performance &amp; Information</i>
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**Making the fire and rescue service affordable now and in the future – (AFI-9)**

<b>Area for Improvement</b>	The service needs to make sure it has adequate plans in place to close its identified budget gaps	
<b>HWFRS Action Proposed</b>		
		<b>Target Date</b>
	Revise the Medium-Term Financial Plan (MTFP), providing an updated position on potential budget gaps	Q4 2023/24
	Continue to monitor the budget gap and revise plans accordingly	Q2 2024/25
<b>Strategic Lead</b>	<i>Director of Finance</i>	
<b>Tactical Lead</b>	<i>Assistant Director, Finance</i>	

**Promoting the right values and culture – (AFI-10)**

<b>Area for Improvement</b>	The service should monitor secondary contracts to make sure staff don't work excessive hours	
<b>HWFRS Action Proposed</b>		
		<b>Target Date</b>
	Establish a service-level assurance process for employees with secondary employment or dual contracts	Q4 2024/25
	Implement a formal reporting mechanism on secondary employment and hours worked	Q4 2024/25
<b>Strategic Lead</b>	<i>Assistant Director, Prevention</i>	
<b>Tactical Lead</b>	<i>Head of HR &amp; Development</i>	

**Managing performance and developing leaders – (AFI-11)**

<b>Area for Improvement</b>	The service should make sure it has processes in place to manage and develop talent within the organisation	
<b>HWFRS Action Proposed</b>		<b>Target Date</b>
Develop a Talent Management strategy for the service		Q4 2024/25
Establish a delivery plan that is fair and equitable to enable talented individuals to develop and progress		Q1 2025/26
Develop a framework for managers which they can use to identify and develop high-performing staff (appraisal) in line with the NFCC talent management toolkit		Q2 2025/26
<b>Strategic Lead</b>	<i>Assistant Director, Prevention</i>	
<b>Tactical Lead</b>	<i>Head of HR &amp; Development</i>	

## Report of Monitoring Officer

### Fire Authority and Committee Dates 2025/26

#### Purpose of report

1. To approve the meeting dates for 2025/26.
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#### Recommendation

*It is recommended that the meeting dates for 2025/26 be agreed.*

#### Meeting Dates 2024/25

2. Attached at Appendix 1 are the proposed Authority meeting dates for 2025/26. These meeting dates have been checked with Worcestershire County Council and Herefordshire Council in a bid to avoid any clashes in Members' diaries so far as possible. For ease of reference, the already confirmed 2025 dates up to July 2025 have also been included (in blue).
3. Committee Services will send electronic meeting calendar invites in due course to assist with your diary planning.

#### Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	None
<b>Productivity &amp; Efficiency</b> (Identify how proposal improves productivity or efficiency).	N/A
<b>Strategic Policy Links &amp; Core Code of Ethics</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	None

<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	Consultation with Strategic Leadership Board Members and constituent authorities.
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	Not applicable
<b>Data Protection Impact Assessment</b> (where personal data is processed a DPIA must be completed to ensure compliant handling)	

### Supporting Information

Appendix 1 – Hereford & Worcester Fire Authority 2025/26 Meeting Dates.

**Hereford & Worcester Fire Authority 2025/26 Meeting Dates**

<b>Meeting</b>	<b>Date</b>	<b>Time</b>	<b>Location</b>
Audit & Standards	Wed 15 Jan 2025	10.30	Wyre Forest Council Chamber
Special Policy & Resources (if required)	Wed 29 Jan 2025	10.30	Wyre Forest Council Chamber
FRA	Wed 19 Feb 2025	10.30	Wyre Forest Council Chamber
Policy & Resources	Wed 5 Mar 2025	10.30	Wyre Forest Council Chamber
Audit & Standards	Wed 16 April 2025	10.30	Wyre Forest Council Chamber
Policy & Resources	Wed 11 June 2025	10.30	Wyre Forest Council Chamber
FRA	Wed 25 June 2025	10.30	Wyre Forest Council Chamber
Policy & Resources	Wed 9 July 2025	10.30	Wyre Forest Council Chamber
Policy & Resources	Wed 10 Sept 2025	10.30	Wyre Forest Council Chamber
Audit & Standards	Wed 24 Sept 2025	10.30	Wyre Forest Council Chamber
FRA	Tue 14 Oct 2025	10.30	Herefordshire Council Conference Room 1
Policy & Resources	Wed 26 Nov 2025	10.30	Wyre Forest Council Chamber
FRA	Wed 17 Dec 2025	10.30	Wyre Forest Council Chamber
Audit & Standards	Wed 14 Jan 2026	10.30	Wyre Forest Council Chamber

Special Policy & Resources (if required)	Wed 28 Jan 2026	14.00	Wyre Forest Council Chamber
FRA	Wed 18 Feb 2026	10.30	Wyre Forest Council Chamber
Policy & Resources	Wed 4 Mar 2026	10.30	Wyre Forest Council Chamber
Audit & Standards	Wed 15 April 2026	10.30	Wyre Forest Council Chamber
FRA	Wed 24 June 2026	10.30	Wyre Forest Council Chamber
Policy & Resources	Wed 8 July 2026	10.30	Wyre Forest Council Chamber



Hereford & Worcester Fire Authority

Policy and Resources Committee

Wednesday, 20 November 2024, 14:00

**Chairman: Mr R J Phillips**

**Vice-Chairman: Mr C B Taylor**

## **Minutes**

**Members Present:** Mr D Boulter, Mr D Chambers, Mr D Davies, Mr A Ditta, Mr D Morehead, Mr R J Phillips, Ms L Robinson, Mr C B Taylor, Mr R M Udall, Mr T Wells

### **0277 Apologies for Absence**

Apologies were received from Cllr J Carwardine and Cllr J Monk.

### **0278 Named Substitutes**

There were no named substitutes.

### **0279 Declarations of Interest (if any)**

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

### **0280 Confirmation of Minutes**

***RESOLVED that the minutes of the Policy and Resources Committee meeting held on 11 September 2024 be confirmed as a correct record and signed by the Chairman.***

### **0281 Budget Monitoring 2024/25 – Quarter 2**

The Treasurer informed Members of the current position on the revenue and capital budget for 2024/25 and provided an update on Treasury Management. Members' attention was drawn to an error in the second recommendation, which should have read 'overspending' rather than

'underspending'.

Members noted the following budget variations:

- Wholetime Pay – a predicted overspend of £0.396m, mostly relating to the challenges with wholetime crewing arrangements that were outlined in detail in the recent Resource Review.
- Unfunded pension costs – a saving in LGPS back-funded costs reflecting the relatively well funded position at the last valuation.
- Potential saving in additional costs of administering the FFPS reflecting the long term approach adopted by the Service a number of years ago.
- Small savings in the capital financing budget. Members were advised that the annual underspendings that had previously occurred as a result of scheme slippage were ear-marked to fund the final costs of the Hereford Fire Station replacement.

Members also noted that at the time of drafting the report the April 2024 pay award for "Green Book" (support staff) had not been settled, but was being forecast at the employers final offer which gave a small saving. The Treasurer was pleased to announce that this had now been agreed and was as forecast.

There was discussion around the government's announcement of increased national insurance and the impact this would have on the Service's budget. The Treasurer confirmed that this mostly affected the Service in relation to Oncall firefighters and although the government had indicated that they wanted to mitigate government bodies, it was unsure if there would be a rebate to Fire Services or if the grant would be increased to compensate.

Members requested that the minor schemes in the capital budget be reviewed and the Chief Fire Officer confirmed that this would be undertaken and reported back to the Committee.

Members noted that the grant settlement was expected on 19 December 2024.

**RESOLVED that:**

- i) the revenue budget allocation adjustments be confirmed;***
- ii) the current projection of a £0.197m (0.5%) revenue overspending be noted; and***

*iiii) the changes to the Capital Budget be noted.*

**0282 Unwanted Fire Signals (UwFS)**

The Chief Fire Officer presented a progress update regarding a new policy introduced to reduce attendance at Unwanted Fire Signal (UwFS) incidents, following the implementation of a risk-based call filtering methodology in September 2024.

Members noted that HWFRS implemented new UwFS procedures on 30 September 2024, following completion of a policy, ARC agreements, and extensive internal and external communications and engagement.

Members were informed that early indications showed that the roll out had been successful and the new procedures were on track to meet the estimated 332 (13.5%) annual reduction in attendance at UwFS incidents. The new policy had realised benefits to Prevention, Protection and Response activities, whilst also addressing an area for improvement, highlighted by HMICFRS. Quality assurance procedures had been implemented with reporting arrangements in place for both the Strategic Leadership Board and the Fire Authority.

***RESOLVED that Members noted the implementation and impact of the Unwanted Fire Signals policy in particular that:***

- ***Early indications were that the roll out had been successful and the new procedures were on track to meet the estimated 332 (13.5%) annual reduction in attendance at UwFS incidents.***
- ***The new policy had realised benefits to Prevention, Protection and Response activities.***
- ***Quality assurance procedures had been implemented and reporting arrangements were in place for both the Strategic Leadership Board and the Fire Authority.***

**0283 Quarterly Performance Report: Quarter 2, 01 July 2024 to 30 September 2024**

The Assistant Chief Officer - Director of Prevention presented a summary of the Service's performance for Q2 2024 to 2025.

Members noted that the total number of incidents attended in Quarter 2 of 2024/25 had increased by 7% to 2,217 compared to the same quarter of 2023/24. Members also noted that 1,894 Home Fire Safety Visits (HFSVs) were completed in Q2 of 2024/25 (a decrease of 3% when compared to the same period last year). 471 (25%) were delivered by

Prevention Technicians and 1,423 (75%) were delivered by operational crews.

The number of HFSVs completed had decreased by 3% (-55) compared to the same period last year.

Concern was expressed for the On Call availability at Pershore. The Chief Fire Officer assured Members that this was due to staff turnover. Pershore is being targeted with support from the recruitment and marketing team who have been successful in other locations recently.

There was also concern with the increase of RTC incidents and officers were asked whether this was a national trend. The Chief Fire Officer stated that the Fire Service were not called out to all RTCs and therefore comparative data may not be accurate. It was noted though that in preparation for the next CRMP RTC data had been looked at in depth and it had found that classified B roads of a speed limit of 60 in urban towns were the most dangerous roads in our two counties and preventative work was currently being researched to target age groups over the next few years. This would form part of the CRMP for 2025-2030.

***RESOLVED that the details of the Q2 2024 to 2025 performance headlines be noted, in particular that:***

***i) A total of 2,217 incidents were attended in Q2 2024 to 2025 which was an increase of 7% (+154 incidents) compared to Q2 2023 to 2024.***

***ii) Fire incidents (459) were 9% greater (+39 incidents) than in Q2 2023 to 2024 but below the five-year average of 540.***

***iii) Special Services (690) were 15% higher (+90 incidents) than in Q2 2023 to 2024 with road traffic collisions (RTCs) up by 16% (+26 incidents) compared to Q2 2023 to 2024.***

***iv) False alarms (1,068) were 2% higher in number (+25 incidents) compared with Q2 2023 to 2024.***

#### **0284 Update from the Joint Consultative Committee**

The Assistant Chief Officer - Director of Prevention informed Members of the activities of the Joint Consultative Committee (JCC) since the last update provided on 8 May 2024.

Members were informed that the Joint Consultative Committee had met on 2 occasions since the previous update delivered to the Committee - 11 July and 2 October 2024. Future meetings were scheduled on

19 November and 18 December 2024. Proposed meetings at six weekly intervals had been arranged for 2025. Recent JCC meetings had received updates concerning the recent Resource Review, the Service's HMICFRS Action Plan updates presented to the Fire Authority, the on-going CRMP process and discussions on budgets and finance.

A question was asked whether there should be a Member role at the JCC meetings, which had happened in previous years, and it was agreed that this would be considered.

***RESOLVED that the following new and existing items currently under discussion by the Joint Consultative Committee be noted:***

- i) Statement of Particulars***
- ii) Fitness and Attendance Management Policies***
- iii) Resource Review Update***
- iv) Culture and Ethics Steering Group***
- v) National Operational Guidance (NOG) and Intel Projects***
- vi) Property Updates***
- vii) HMICFRS Action Plan***
- viii) Updates: Flexible Duty System for Fire Control, Fire Control Crewing, Culture Statement of Intent, and Grenfell Tower Inquiry Phase 2 Report***
- ix) CRMP Update***
- x) Finance Update***

The Meeting ended at: 14:50

Signed:.....

Date:.....

Chairman