



HEREFORD & WORCESTER Fire Authority

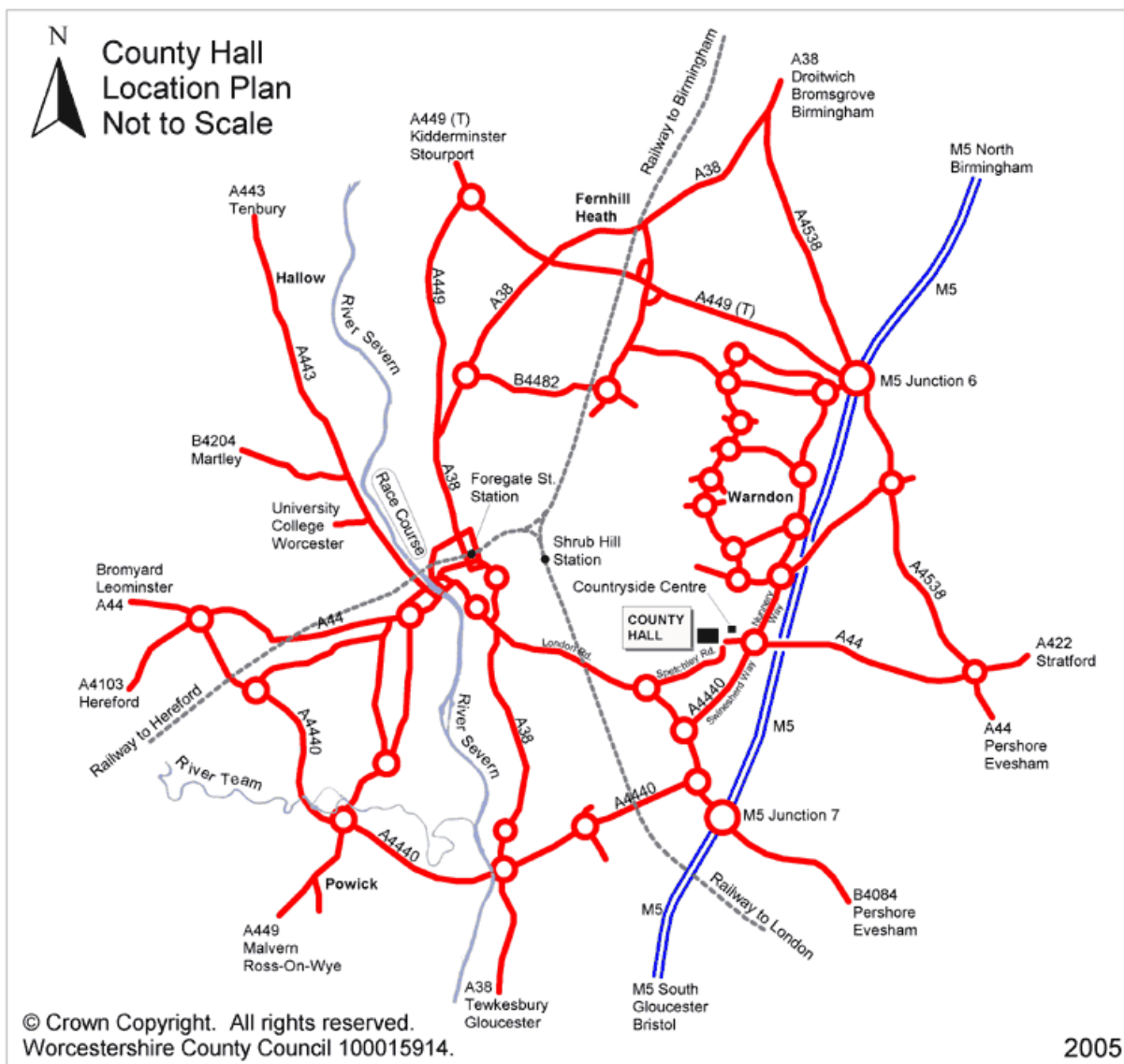
Full Authority

AGENDA

Monday, 12 December 2022

10:30

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



From the M5

From J7 of M5 follow A44 to Worcester (follow the brown and white tourist signs) at the roundabout turn right onto Swinesherd Way and continue to the end passing Wildwood Drive on the left and the Countryside Centre on the right.

From J6 of M5 follow A4538 to Evesham, (follow the brown and white tourist signs) turn right at 1st roundabout onto B4636 (to Worcester) then left at the next roundabout (Nunnery Way - A4440) and then right at the next roundabout onto Wildwood Drive.

From Worcester City Centre

Take the London Road away from the centre signposted M5 motorway and Evesham.

Travelling eastwards along London Road, passing through a set of traffic lights at the bottom of the first large hill, climb to the top of the next hill. Approach the large roundabout and take the first left (almost straight ahead if you remain in the inside lane) into Spetchley Road.

Travel along Spetchley Road for approximately 1/3 of a mile. At the mini roundabout turn left into the County Hall Campus.

Fire Alarm

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

Toilets

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

Parking

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

Smoking Policy

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

OPTIONAL INFORMATION

Cafe

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

Shop

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

Grounds/Site traffic

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

Public Transport

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

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

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

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

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

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

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

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

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

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

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



Hereford & Worcester Fire Authority

Full Authority

Monday, 12 December 2022, 10:30

Agenda

Councillors

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

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

5	Confirmation of Minutes	1 - 6
	To confirm the minutes of the meeting held on 12 October 2022.	
6	Attendance Performance Measure – proposed changes following public consultation	7 - 11
	To present a revised proposal for the new Attendance Performance Measure, which has been considered by the Policy and Resources Committee, for consideration and approval.	
7	Community Risk Management Plan – Area-Wide Risk Review	12 - 14
	To provide an update on the Community Risk Management Plan (CRMP) and seek approval from the Fire Authority on the proposed methodology for undertaking a Risk Review Project.	
8	His Majesty’s Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) Improvement Plan – Update Q2 2022	15 - 41
	To update Members on the HMICFRS Improvement Plan following the inspection report dated 15 Dec 2021.	
9	Statement of Assurance 2021/22	42 - 59
	To present the draft Statement of Assurance 2021-22 for approval and publication.	
10	Manchester Arena Inquiry – Volume 2 Report	60 - 64
	To provide assurance to the Fire Authority that officers have undertaken an effective review of the outcomes of the Manchester Arena Inquiry and taken steps to address the issues raised by the Inquiry.	
11	South District Exercise 2022	65 - 66
	To inform Members of the Service Exercise held on Sunday 6 th November 2022 at Worcester Cathedral and the outcomes from the Exercise.	
12	Minutes of the Policy and Resources Committee	67 - 70
	To receive the minutes of the meeting held on 15 November 2022.	



Hereford & Worcester Fire Authority

Full Authority

Wednesday, 12 October 2022, 10:30

Chairman: Mr C B Taylor

Vice-Chairman: Mr R J Phillips

Minutes

Members Present: Mr S Bowen, Mr B Brookes, Mr A Ditta, Mrs E Eyre BEM, Mr I D Hardiman, Mr Al Hardman, Mr J Hardwick, Mr M Hart, Mrs E Marshall, Mr D Morehead, Mr R J Morris, Mr R J Phillips, Ms L Robinson, Mr L Stark, Mr C B Taylor, Mrs D Toynebee, Mr R M Udall, Mr T Wells

378 Apologies for Absence

Apologies were received from Cllr A Amos, Cllr D Boatright, Cllr D Chambers, Cllr B Clayton, Cllr K Hey, Cllr N McVey and Cllr J Monk.

379 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).

380 Chairman's Announcements

The Chairman welcomed Cllr J Hardwick to his first meeting as an Authority Member

381 Public Participation

There was no public participation.

382 Confirmation of Minutes

RESOLVED that the minutes of the Fire Authority meeting held on 22 June 2022 be confirmed as a correct record and signed by the

Chairman.

383 Financial Matters

The Treasurer informed Members of the current position on the revenue and capital budget for 2022/23, in lieu of the cancelled September Policy and Resources Committee meeting and provided Members with an update on the Medium Term Financial Plan (MTFP).

The MTFP had been updated to reflect the likelihood that staff pay settlements for this year would exceed the 2% previously budgeted. Members recognised that the current national offer of a 5% increase for operational 'Grey Book' staff was below the current rate of inflation but all Members were nonetheless hopeful this would be accepted as fair and reasonable.

Members also discussed the potential future withdrawal of funding for the national resilience urban search & rescue (USAR) capability within Hereford & Worcester and agreed that the Chairman should make representations to our local MPs in support of retaining this function, if and when an announcement is made.

The cumulative effect of the changes to the MTFP were that the Authority is projecting an underlying revenue shortfall of approximately £1m in the next two to three years. Options for addressing this will be brought forward for consideration at a later date.

RESOLVED that the Authority:

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

384 Review of Committee Seats

The Head of Legal Services presented Members with changes to the

membership of political groups and allocation of committee seats, which had been anticipated but had not taken effect when the Authority last met.

RESOLVED that:

i) the appointment of Cllr J. Hardwick be noted;

ii) the revised allocation of committee seats to political groups as set out in Appendix 1 be approved; and

iii) the updated membership of committees set out in Appendix 2 be noted.

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

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

It was noted that the Authority were still awaiting a return visit from HMICFRS to formally discharge the previous 'cause for concern' in relation to prevention activities, although the necessary actions had been completed several months ago.

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

386 Strategic Fire Alliance Update

The Assistant Chief Fire Officer updated Members on progress against the programme of priority projects developed by the Strategic Fire Alliance between Hereford & Worcester Fire and Rescue Service (HWFRS) and Shropshire Fire and Rescue Service (SFRS).

Members noted that the Alliance would now focus predominately on delivery of the fire control project. In response to Members' questions, the Chief Fire Officer confirmed the intention to deliver a new control system that would be resilient across two separate control centres whilst offering the flexibility to meet any future requirements. Unlike the previous regional fire control project from some years ago, this was about renewing existing systems, not making structural changes to the fire control function.

RESOLVED that progress on the programme to date be noted.

387 2022-23 Performance Report: Q1 (01 April – 30 June 2022)

The Assistant Director (Prevention) presented Members with a summary of the Service's performance for Quarter 1, 2022-23.

In response to questions about on-call availability, the Chief Fire Officer explained that ensuring daytime on-call cover was a challenge faced by fire & rescue services and that on-call availability within Hereford & Worcester was very good in comparison to many.

Responding to a question about the support the Service can provide to ensure fire safety in houses in multiple occupation, the Assistant Director (Prevention) outlined the work being done in collaboration with a range of other community agencies.

It was agreed that all Members would be provided with further details of the 'winter warmth packs' currently being distributed by the Protection Team

RESOLVED that Members note the Q1 2022-23 performance headlines set out in Section 4 of this report, with further details available in Appendix 1. For completeness Appendix 2 also provided detail of Q4 2021-22, a duplicate of data provided in the Annual Service Review 2021-22 presented at the Fire Authority meeting on 22 June 2022.

388 Property Update

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

It was noted that Development Plan proposals for South Worcestershire would shortly be going out to consultation and which were likely to include plans for substantial additional housing development. It was agreed that the Authority should seek additional funding through the Plan process to address the fire risks and any additional demands on the Service arising from such developments.

RESOLVED that:

i) the property update and progress be noted; and

ii) the Authority make any appropriate representations in relation to forthcoming local plans.

389 Minutes of the Audit and Standards Committee

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

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

390 Urgent Decision Taken

The Monitoring Officer advised Members of an urgent decision that had been taken since the last meeting of the Policy and Resources Committee in relation to the redevelopment of Broadway Fire Station.

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

391 Exclusion of the Press and Public

RESOLVED that the press and public be excluded from the meeting for consideration of the following items due to the likelihood that it contains exempt information, namely information relating to the business affairs of another person or organisation, and the press and public are likely to be excluded from the discussion of this item.

392 Broadway Fire Station

The Assistant Chief Fire Officer provided Members with an update on the Broadway Fire Station replacement following the budget decision taken under the Urgent Decisions Procedure.

RESOLVED that the increased cost for the redevelopment of Broadway Fire Station be noted.

393 Proposed Interim Changes to Principal Officer Structure

The Chief Fire Officer requested approval from the Authority to make interim changes to the Principal Officer structure in order to ensure appropriate succession planning for senior posts, having regard to potential future retirements..

RESOLVED that the Authority approve the Chief Fire Officer to:

i) Continue with the current Temporary Deputy Chief Fire Officer in his role until his retirement.

ii) Commence a process to appoint a substantive uniformed

Assistant Chief Fire Officer to fill the current vacant role created by the retirement of Keith Chance.

iii) When the current Temporary Deputy Chief Fire Officer retires, commence a process through the Fire Authority Appointments Committee, to appoint a substantive Deputy Chief Fire Officer.

iv) In conjunction with ii) above, commence a process to appoint a substantive non-uniformed Director of Prevention.

The Meeting ended at: 12:17

Signed:.....

Date:.....

Chairman

Report of the Assistant Director: Prevention

Attendance Performance Measure – proposed changes following public consultation

Purpose of report

1. To present a revised proposal for the new Attendance Performance Measure, which has been considered by the Policy and Resources Committee, for consideration and approval.
-

Recommendation

It is recommended that a new Attendance Performance Measure be introduced with effect from 1st April 2023 as follows:

- i) Attendance times for a broad range of emergency incidents will be measured across three time zones (10, 15 and 20 minutes from the fire station).;***
- ii) For attendance times that take longer than expected, the reasons why will be analysed and areas for improvement will be identified as appropriate, and quarterly performance for each area will be published on the internet; and***
- iii) Attendance times will be measured from the time the fire station is alerted by Fire Control to the time the fire engine arrives at the incident scene.***

Introduction and Background

2. The Community Risk Management Plan 2021-2025 (the CRMP) highlighted a need to review the Service's Attendance Standard as it was considered to be no longer a meaningful measure of performance. In the public consultation for the CRMP in 2020, the respondents generally agreed with the proposal for a new way of recording attendance aligned to Shropshire Fire and Rescue Service methodology. The CRMP also then proposed that further public consultation be carried out to gain views on proposed changes, when the new way of measuring attendance was determined.
3. At your meeting on 15 February 2022, the Fire Authority gave approval to commence public consultation on agreed proposed changes, which would be incorporated into a new Attendance Performance Measure to replace the current Attendance Standard.

4. Independent consultants, Opinion Research Services (ORS) conducted the consultation over the summer of 2022 and their '[Final report of Findings](#)' was submitted in October 2022.
5. At their meeting on 15 November 2022, Policy and Resources Committee considered the '[Final report of Findings](#)' including a short presentation from ORS, and having reviewed the findings are recommending the Authority to approve and adopt the proposed changes to the Attendance Performance Measure.
6. It should be stressed that the proposed new Measure is an *internal* measure of performance only. The public will still see the same emergency response as at present, with a response to all incidents as quickly and safely as possible with the closest available and most appropriate resources. However, the new Measure will provide the public with increased transparency and information about how quickly they are likely to get a fire engine, and to a much wider range of emergencies.

The current Attendance Standard

7. The Attendance Standard was introduced in 2009 to assess performance in regard to how quickly fire engines attend incidents. The Standard originally intended to measure the performance of the first and second fire engines when attending fires in buildings and at road traffic collisions, but only attendance by the first fire engine at fires in building within 10 minutes on 75% of occasions has been consistently reported.
8. The attendance time was calculated from the time the emergency call was received by Fire Control to the time the fire engine arrived at the incident scene. The calculation was expressed as follows:
 - 'call handling time' + 'crew turnout time' + 'travel time'.
9. Over the years, the Attendance Standard has become less meaningful for a number of reasons, including:
 - the Service attend a much broader range of emergency incidents than fires in buildings (which represent just 7% of all incidents attended),
 - the blanket targets do not take account of where our fire stations are or how they are crewed,
 - the Standard hasn't kept pace with the changes to road networks and increasing levels of traffic congestion, and does not take into account weather conditions or time of day/night,
 - the overwhelmingly main reason for fire engines not meeting the 10 minute (75%) standard relates to travel distance to the incident, which in two geographically large counties is worthy of note.
10. To address this, the 2021-2025 CRMP included the following commitment:

A new standard based on our Alliance work with Shropshire FRS will be consulted upon and, if appropriate, introduced during the term of the CRMP. This will be complemented by a travel-time analysis of all incidents that do not align with expected travel times, in order to identify any areas for improvement.

Public Consultation on a new Attendance Performance Measure

11. Proposed changes to replace the Attendance Standard with a new Attendance Performance Measure were set out in a consultation document that formed the basis of a public consultation exercise carried out over the summer of 2022.
12. The new Attendance Performance Measure aims to give communities a clearer and more realistic picture of the response times they can expect for a wider range of incidents in relation to where they live. Three main changes were proposed:

a. Remove call handling time from the calculation

Attendance times will be measured from the time the fire station is alerted by Fire Control to the time the fire engine arrives at the incident scene. This follows, and aligns the Service with, the current national guidance on attendance times. Call handling time will still be reviewed, measured and reported separately.

b. Measure performance across three time zones (10, 15 and 20 minutes from the fire station) rather than having a blanket 10 minute target as at present.

In those areas that lie outside the 20 minute zone, additional prevention work and community safety activity have already been prioritised.

c. Measure performance across a broader range of emergency incidents rather than just fires in buildings.

This would include those incidents that have a potential to cause harm to life, property or the environment (such as fires, road traffic collisions and flooding incidents), as determined by the Service.

13. In June 2022, Opinion Research Services (ORS) were appointed to conduct an independent public consultation exercise. The consultation ran from 8 July 2022 to 16 September 2022. The consultation consisted of the consultation document, an online questionnaire and two public focus groups. Notice of the consultation was sent to all Fire Authority members and it was widely publicised through the Service website, social media and the internal Bulletin,

through press releases and it was communicated through all local authority services, including parish councils, local organisations and other stakeholders.

14. Having considered a report on the outcomes of the consultation process Policy & Resources Committee, whilst disappointed at the relatively low response rate, unanimously recommended that the Authority adopt a revised performance measure as proposed.

The new Attendance Performance Measure

15. **The aim is to measure attendance at those incidents that have a potential to cause harm to life, property or the environment.** If the new Measure is approved, a full list of proposed incidents will be developed and will be measured from the proposed launch of the new Attendance Performance Measure in April 2023. In practical terms, this will correspond closely with the 'Emergency Response' graded response category set out in the Service's 'Emergency Driving Graded Response Service Policy/Instruction (SPI), and highlights where a blue light response is necessary based upon the risk and information received.

16. Taking all this into account, the new Attendance Performance Measure is proposed as follows:

Attendance times for a broad range of emergency incidents will be measured across three time zones (10, 15 and 20 minutes from the fire station).

For attendance times that take longer than expected, the reasons why will be analysed and areas for improvement will be identified as appropriate, and quarterly performance for each area will be published on the internet.

Attendance times will be measured from the time the fire station is alerted by Fire Control to the time the fire engine arrives at the incident scene.

17. Quarterly performance reporting will provide an analysis of attendance times across the three time zones, including those that fall outside expected times. This will be complemented by further scrutiny at a local level to understand what might be slowing our response and to examine how it might be improved.

Conclusion/Summary

18. The CRMP 2021-2025 proposed a review of the Service's Attendance Standard, which is considered no longer meaningful and is overly restrictive in what it measures. Following review, officers published a consultation document setting out proposed changes to form the basis of a new Attendance Performance Measure. Public consultation on the proposed changes found a good level of support and the new Attendance Performance

Measure set out above is proposed for Fire Authority consideration and is recommended for approval.

19. On approval, it is proposed that the new Attendance Performance Measure will be implemented from 1 April 2023. Performance against the new Measure will be reported as part of the quarterly performance reviews submitted to the Policy and Resources Committee.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	None.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	A review of the Attendance Performance Measure was proposed in the Community Risk Management Plan 2021-2025. This also links closely to the Core Strategies, and in particular delivery of the Response Strategy.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	N/A
Consultation (identify any public or other consultation that has been carried out on this matter)	Public consultation on proposed changes to the Attendance Performance Measure has been undertaken.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	An EIA was completed for the CRMP 2021-2025.
Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)	Not required – no personal data is identified

Supporting Information

None

Report of Assistant Director of Prevention

Community Risk Management Plan – Area-Wide Risk Review

Purpose of report

1. To provide an update on the Community Risk Management Plan (CRMP) and seek approval from the Fire Authority on the proposed methodology for undertaking a Risk Review Project.
-

Recommendation

It is recommended that a detailed risk assessment of each of the 4,199 1km grid squares across the Authority's area be undertaken to help inform the future review of the CRMP.

Introduction and Background

2. Since the Authority published its CRMP 2021-25, the CRMP has been subject to a number of developments, with learning and improvement identified. These processes include a review of the three Core Strategies, the HMICFRS Inspection in 2021 and the publication of a CRMP Fire Standard.
3. In the last HMICFRS Inspection Report (2021/22) it was identified that HWFRS did not provide a clear rationale for how we allocate our Prevention, Protection and Response resources against risk.
4. We have completed a gap analysis against the CRMP Fire Standard that has been published which identified additional areas of improvement when preparing for the next CRMP.
5. To support delivery of the CRMP three core strategies were created and promoted across the Service in July 2021. These have now been reviewed and refreshed and are available on the Service [website](#).
6. Work is now underway to plan for the next CRMP (2025-2030). There is a desire to use the learning identified from the CRMP Fire Standard and by HMICFRS.
7. To ensure the Service better understands risk across the two counties, it is proposed that a Risk Review Project is undertaken that will provide a detailed risk analysis of Herefordshire and Worcestershire in relation to FRS activities.
8. The Project aims will be to risk assess all 4,199 1km grid squares across the two counties. Using historical incident data, Prevention and Protection activity

and other data sources such as household classification datasets, a picture of risk will be built up for each grid square.

9. Following completion of this Project, the Service will have a more detailed database of risk assessed information that can be regularly reviewed, and can form the basis from which to prepare for the next Community Risk Management Plan (CRMP).
10. The Authority will then have a clear understanding of the risk our communities face, what our mitigating actions need to be to reduce that risk and create a strategic plan to achieve those actions providing a better service to our local communities.
11. This project will meet the CRMP Fire Standard, use standardised terminology and follow the risk assessment process that has been developed by the National Fire Chiefs Council (NFCC) Community Risk Programme.
12. The projected completion for the Risk Review Project is 12 months so that a detailed understanding of strategic risk will be available to inform the next CRMP planning phase which is due to commence in Quarters 3 and 4 of 2023.

Benefits

13. The outcome of this will provide the Authority with a more detailed set of information that will assist in making strategic resource decisions about where our high, medium and low risk areas are. This information will be used to inform the next CRMP, future Core Strategies and the Medium Term Financial Plan (MTFP).
14. The project will also produce a visual representation of the data through our existing mapping software so that we can easily understand the risk within our communities and use this information to inform decision making and target prevention and protection work.

Resources

15. To complete this work, a project team will be established so that it will be completed within the proposed timescales, in preparation for work to start on the next CRMP. The Service already has access to suitable software for the database and mapping requirements.

Conclusion/Summary

16. It is important that the Service uses all the available tools to reasonably understand and quantify the risks in our communities. This risk assessment methodology provides the basis to inform decisions made about the deployment of resources in the next CRMP, achieving one of the Areas for Improvement in the last HMICFRS Inspection Report.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The Service already has the software to complete the task so no additional resources will be required to provide a suitable system.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Completion of this project will achieve one of the Areas for Improvement from the last HMICFRS inspection report and will address the need to have a detailed understanding of risk to inform the next CRMP, MTFP and Core Strategies.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None as this is a proposal for to endorse a methodology.
Consultation (identify any public or other consultation that has been carried out on this matter)	Endorsed by Strategic Leadership Board
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	No, this is a proposal to endorse a methodology for risk assessment. This will be completed as part of the Project Initiation Document
Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)	This will be completed as part of the Project Initiation Document.

Supporting Information

None

Report of the Assistant Director: Prevention

His Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) Improvement Plan – Update Q2 2022

Purpose of report

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

It is recommended that the actions agreed to address the HMICFRS Improvement Plan be noted.

Introduction and Background

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

HMICFRS Improvement Plan – Progress Update

4. Delivery of the Improvement Plan is overseen by members of the Performance and Information (P&I) team, who meet regularly with senior managers responsible for each Area for Improvement to prepare updates on actions proposed and completed. The P&I team also ensure that actions carried out are fully evidenced and available for evaluation and audit. The third update, covering up to the end of September 2022 (Q2), is attached to this report (see Appendix 1).
5. The Senior Leadership Board have strategic oversight of the improvement plan and are provided with quarterly updates.

6. The update shows that action plans are progressing to address areas identified within the three themes covered in the HMICFRS report:
 - effectiveness,
 - efficiency and
 - people.
7. There have been some delays, caused by external technical issues, such as the Gartan upgrade and the implementation of the new learning management system, that have impacted some anticipated timeframes.
8. The Cause of Concern related to Prevention is being reported on separately via the Audit and Standards Committee.
9. Quarterly updates will be provided to the Strategic Leadership Board and also to the Fire Authority.

Conclusion/Summary

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

Corporate Considerations

<p>Resource Implications (identify any financial, legal, property or human resources issues)</p>	<p>The Improvement Plan highlights areas for improvement relating to effectiveness, efficiency and people. Actions to address these areas are likely to have resource implications, which will be identified in the Improvement Plan.</p>
<p>Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).</p>	<p>Actions proposed in the Improvement Plan directly link to both the CRMP and the MTFP. In turn the items being reported on all impact on the three core strategies and associated supporting strategies. All proposals align to the Service meeting the overall Core Purpose and Vision.</p>
<p>Risk Management / Health & Safety (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>Consultation (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 is publicly available on the Service website.</p>
<p>Equalities (has an Equalities Impact Assessment (EIA) 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>

Supporting Information

Appendix 1 – FRA HMICFRS Improvement Plan 2021-22; Update Q2 2022



HMICFRS Improvement Plan 2021/22

Updated: Q2 2022





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

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

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

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

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

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

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

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

HMICFRS Inspection – Improvement Plan 2021-22 Update: Q2 2022

Effectiveness – ES1	
Area for Improvement	The service should ensure that the aims and objectives of prevention, protection and response activity are clearly defined in its Community Risk Management Plan (CRMP).
HWFRS Action Proposed	
	Target Date
Publish Core Strategies for Protection, Prevention and Response linked to delivery of the CRMP, communicate across Service and develop understanding.	Complete
Business Planning cycle and process embedded across Service linked to delivery of the Community Risk Management Plan and three Core Strategies. Digital tracking process set up electronically to monitor progress.	Complete
CRMP Fire Standard to be analysed and a gap analysis produced and shared with the Strategic Leadership Board (SLB). Learning defined and mapped into clear recommendations for implementation into the new CRMP process for launch in 2025.	Complete
Develop an evidential based resource to risk assessment. Clearly identifying areas of risk, resource and people assets that can be utilised.	Q4 2022/23
Key Performance Indicators (KPI) identified and agreed specifically linked to delivery of the CRMP and Core Strategy. An approach to be mapped out to identify trends and exception reporting.	Q3 2022/23
Strategic lead	<i>DCFO & ACFO</i>

Effectiveness – ES2

Area for Improvement

The service should ensure its firefighters have good access to relevant and up-to-date temporary risk information.

HWFRS Action Proposed

Target Date

A risk management system procurement process to be initiated.

Complete

Data cleanse of data in preparation for transfer to a new system to be commenced.

Q2 2023/24

Upon procurement of a new system, a comprehensive training and communication programme to support embedding of a new system to commence.

Q2 2023/24

Explore development of an internal and external audit process of the information held within the Service.

Q4 2022/23

Strategic lead

Assistant Director: Protection

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

Effectiveness – ES4	
Area for Improvement	The service should ensure that it has an effective quality assurance process in place, so that staff carry out audits to an appropriate standard.
HWFRS Action Proposed	
	Target Date
Performance appraisals with employees in the Technical Fire Safety team of the Protection Department are being booked in and a peer review of audits for the purposes of quality assurance to be scheduled aligned with these dates.	Complete
Technical Fire Safety quality assurance proforma finalised.	Complete
Agree an external peer review schedule with neighbouring Services in order to quality assure processes.	Q3 2022/23
Experian data being merged with Community Fire Risk Management Information System (CFRMIS) data to ensure Protection Services applied equitably.	Complete
Conduct external peer review quality assurance process, and consider recommendations.	2023/24
Strategic lead	<i>Assistant Director: Protection</i>

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

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

Effectiveness – ES7	
Area for Improvement	The service should ensure its Response Strategy provides the most appropriate response for the public in line with its Community Risk Management Plan (CRMP).
HWFRS Action Proposed	
	Target Date
Response Strategy linked to the risks in the CRMP published.	Complete
Response annual and three-year Business Plan (linked to delivery of the Response Strategy) finalised.	Complete
Special appliances review report and evaluation finalised.	Complete
Commence the process to identify an external agency to provide risk data mapping.	Q4 2023/24
Review the previously used Fire Cover research methodology, ensuring it is adaptive enough to meet new and emerging risks.	Q4 2022/23
Review of White Paper implications on CRMP and Response Strategy.	Unknown
Prepare a report on the review of Water First Responders capability across the Service (Response)	Q4 2022/23
Strategic lead	<i>Assistant Director: Response</i>

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

Effectiveness – ES9	
Area for Improvement	The service should ensure it understands what it needs to do to adopt national operational guidance, including joint and national learning, and put in place a plan to do so.
HWFRS Action Proposed	
	Target Date
Enrol Digital Training Project Team	Q3 2022/23
Integrate new Learning Management System (LMS)	Q4 2022/23
Integrate the National Operational Guidance's Service Integration Tool (SIT) This project has been cancelled by the National Fire Chiefs Council due to external software issues.	Q1 2023/24
Develop eLearning suite referenced to National Operational Learning (NOG)	Q3 2024/25
Strategic lead	<i>Assistant Director: Protection</i>

Effectiveness – ES10

Area for Improvement	The service should ensure it is well-prepared to form part of a multi-agency response to a terrorist incident, and its procedures for responding are understood by all staff and are well tested.
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HWFRS Action Proposed	Target Date
Develop presentation covering responsibilities of FRS' and specifically non-specialist responders when attending potential Marauding Terrorist Attacks (MTA) incidents. To include overview of statutory responsibilities This has been delayed due to the impact of the Commonwealth Games on regional NILO working.	Q4 2022/23
Review of Pre-Determined Attendances (PDA's) for MTAs and other like incidents	Complete
National Inter-Agency Liaison Officer (NILO) Cadre to deliver presentation to all operational staff including Fire Control and Officer Groups	Q3 2022/23
As part of Regional Group establish exercising programme with other Fire & Rescue Services' and responding agencies (Police/Ambulance)	Q3 2022/23
Test knowledge and understanding through District exercising and assurance programme	Q3 2022/23

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

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

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

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

People – P1

Area for Improvement	The service should assure itself that senior managers are visible and demonstrate service values through their behaviours.	
HWFRS Action Proposed		Target Date
Strategic Leadership Board visits for the year have been programmed with every watch and department		Complete
The Service will commission an external organisation to undertake a review of internal communications and provide recommendations for improvement.		Q3 2022/23
Whole leadership meetings scheduled for the year every quarter.		Complete
The Service will commission a service wide inclusion training programme to further embed understanding of inclusion as a core element linked to values.		Q2 2023/24
The Service will carry out a full staff survey and review the feedback received and implement changes as required.		Q3 2022/23
The Service will fully implement the FRS Core Code of Ethics (CCoE).		Q4 2022/23
The Service will develop a more regular method of surveying staff opinion and gathering feedback.		Q4 2022/23
Strategic lead	<i>Assistant Director: Prevention</i>	

People – P2**Area for Improvement**

The service should monitor secondary contracts to make sure working hours are not exceeded.

HWFRS Action Proposed**Target Date**

Review Appraisal template to include discussion prompt on secondary contracts and/or additional roles within the Service.

Q3 2022/23

Set out a process to monitor compliance with the Secondary Employment policy.

Q3 2022/23

Establish a method to monitor total working hours of those with secondary contracts and/or additional roles, to highlight when working hours are excessive.

Q4 2022/23

Strategic lead*Assistant Director: Prevention*

People – P3

Area for Improvement	The service should make sure it has a robust system in place to update and review its operational incident (analytical) risk assessments.	
HWFRS Action Proposed		Target Date
Review current guidance for the completion of Analytical Risk Assessments (ARA).		Complete
Review training levels and provided training to crews to carry out ARA and the associated reviews.		Q3 2022/23
Develop and introduce an assurance process to assure the completion of ARA's.		Q4 2022/23
Strategic lead	<i>Assistant Director: Protection</i>	

People – P4

Area for Improvement	The service should ensure itself that records for risk critical competencies, such as breathing apparatus, driving fire engines and incident command are accurate and up to date.	
HWFRS Action Proposed		Target Date
Complete audit of assurance processes.		Q4 2022/23
Review fire control training to ensure recording of training is up to date.		Q4 2022/23
Integrate a new learning management system to improve recording and monitoring of skills.		Q4 2022/23
Strategic lead	<i>Assistant Director: Protection</i>	

People – P5

Area for Improvement	The service should ensure its workforce plan takes full account of the necessary skills and capabilities to carry out the Community Risk Management Plan.
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HWFRS Action Proposed	Target Date
Develop a Workforce Planning Policy.	Q3 2022/23
Review and evaluate workforce planning process to strengthen links with business planning cycle.	Q3 2022/23
Develop Workforce Planning Toolkit for managers to support workforce planning at a departmental level.	Q4 2022/23

Strategic lead	<i>Assistant Director: Prevention</i>
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People – P6	
Area for Improvement	The service should make sure it has appropriate ways to engage with and seek feedback from all staff, including those from under-represented groups.
HWFRS Action Proposed	
	Target Date
Refer to P1 actions.	
Ensure staff survey collates equality data to inform which groups are engaging and identify the best methods to do this in the future.	Q3 2022/23
Strategic lead	<i>Assistant Director: Prevention</i>

People – P7**Area for Improvement**

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

HWFRS Action Proposed**Target Date**

Review current appraisal process (link with Training).

Q3 2022/23

Establish completion rate reporting mechanism to monitor appraisal completion rates.

Q3 2022/23

Implement identified amendments to appraisals process.

Q4 2022/23

Publish refreshed appraisal toolkit for managers.

Q4 2022/23

Develop appraisal training for managers.

Q4 2022/23

Strategic lead*Assistant Director: Prevention*

People – P8**Area for Improvement**

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

HWFRS Action Proposed**Target Date**

Establish clear links to appraisal process (career conversations) – links to P7.

Q4 2022/23

Develop a talent management strategy.

Q4 2022/23

Develop a framework for managers to use to identify and develop high-performing staff (appraisal) in line with NFCC talent management toolkit.

Q4 2022/23

Review Promotion process.

Q3 2022/23

Develop and implement temporary promotion toolkit for managers.

Q3 2022/23

Complete interim review of Aspiring Executive Leaders programme.

Q3 2022/23

Scope out “Aspiring Leaders” programme for Middle Managers.

Q3 2022/23

Strategic lead*Assistant Director: Prevention*

Report of the Assistant Director: Prevention

Statement of Assurance 2021-22

Purpose of report

1. To present the draft Statement of Assurance 2021-22 for approval and publication.
-

Recommendation

It is recommended that the Statement of Assurance 2021-22 be approved for publication.

Introduction and Background

2. The Government's Fire and Rescue National Framework for England 2018 requires Fire and Rescue Authorities to publish an Annual Statement of Assurance. The Statement is designed to provide members of the public with assurance on governance, financial and operational matters. It must also show that due regard is given to the expectations set out in the Community Risk Management Plan and other provisions in the National Framework.
3. The Statement of Assurance summarises key points and signposts the reader to relevant Fire Authority reports publicly available on the Service website. It sits alongside these reports and is not designed to reproduce them.
4. The Statement covers the year 1 April 2021 to 31 March 2022.

Statement of Assurance 2021-22

5. The Statement of Assurance is a short report designed to give staff, partners and members of the public assurance that the Authority continues to do everything it can to keep them safe as well as providing value for money.
6. The Statement covers three areas: governance, finance and operational matters. It provides information on how Authority funds are managed and how services are organised and carried out properly, efficiently and effectively. It reflects many other existing documents including the Annual Governance Statement, the Statement of Accounts, internal and external audit reports, the Community Risk Management Plan 2021-25 and the three Core Strategies (Response, Protection, and Prevention). The Statement also provides links to other assurance documents to help readers assess performance and value for money.

Scrutiny of the Statement of Assurance 2021-22

7. Fire Authority should satisfy itself that the Statement, alongside other documents referenced in the report, provides appropriate levels of assurance to the public and Government in relation to governance, financial and operational matters.
8. Members are asked to provide constructive scrutiny of the Statement and approve it for publication.

Conclusion/Summary

9. The Statement of Assurance 2021-22 is designed to provide assurance on governance, financial and operational matters. Much of the information in the Statement is already publicly available elsewhere and links are provided in the document as advised in national guidance.
10. Subject to your approval, the finalised version of the Statement will be published on the Service website.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The Statement is designed to provide assurance on resource management among other things.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The Statement sits alongside other key documents, including the Annual Governance Statement, the Statement of Accounts, the Community Risk Management Plan and Core Strategies.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	The Statement references the requirements in relation to risk management and health & safety, where appropriate.
Consultation (identify any public or other consultation that has been carried out on this matter)	Strategic Leadership Board consultation.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	An EIA is not required for this report. The Statement is an overview document.
Data Protection Impact	Not required – no personal data is identified.

Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)	
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Supporting Information

Appendix 1 – Statement of Assurance 2021-22

Hereford & Worcester Fire and Rescue Service

Statement of Assurance

2021-22



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE



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Foreword

The Statement of Assurance is the annual report designed to provide assurance that we are doing everything we can to respond to emergencies when our communities need us, and provide effective and efficient preventative and protection services.

It follows national guidance set out in the 2018 Fire and Rescue National Framework for England, which requires Fire and Rescue Authorities to provide assurance to our community and to government in three main areas:

- **Governance:** making sure our governance arrangements are delivering our services effectively and efficiently
- **Finance:** ensuring our financial arrangements are in order and providing good value for money, and
- **Operations:** organising our services to make sure risks are well understood and we have the right resources in place to tackle them effectively and safely.

The Statement also needs to have due regard to the expectations in the Community Risk Management Plan and the provisions of the National Framework.

The Statement is a signposting document that points the reader to documents and reports that will help them to form a judgement on how well the Service is delivering its services. As such, it has been designed to provide an overview of important activities in relation to governance, finance and operations along with links to relevant documents for further information.

The Statement covers the year up to 31 March 2022 and sits alongside our strategies, plans, policies and procedures – all of which can be viewed on the [Publications](#) page of the Service website.

In the report, we highlight some of the work we are doing through our Organisational and Operational Excellence programmes to drive learning and improvement throughout the Service.

We also highlight our commitment to long-term improvements in service delivery and infrastructure through our Invest to Improve programme, which is aligned to the Service's Core Strategies.

As Chairman of the Fire Authority and Chief Fire Officer, we are confident that our governance, financial and operational assurance arrangements continue to be effective and appropriate in supporting our aim to deliver our services to the best of our abilities for the communities of Herefordshire and Worcestershire.

Through this Statement, we want to give you an opportunity to review these arrangements and be assured that we have conducted our business in accordance with the law and proper standards and have used our public funding efficiently, effectively and economically.



Cllr. Kit Taylor
*Chairman of the
Fire Authority*



Jonathon Pryce
*Chief Fire Officer /
Chief Executive*

Our Area

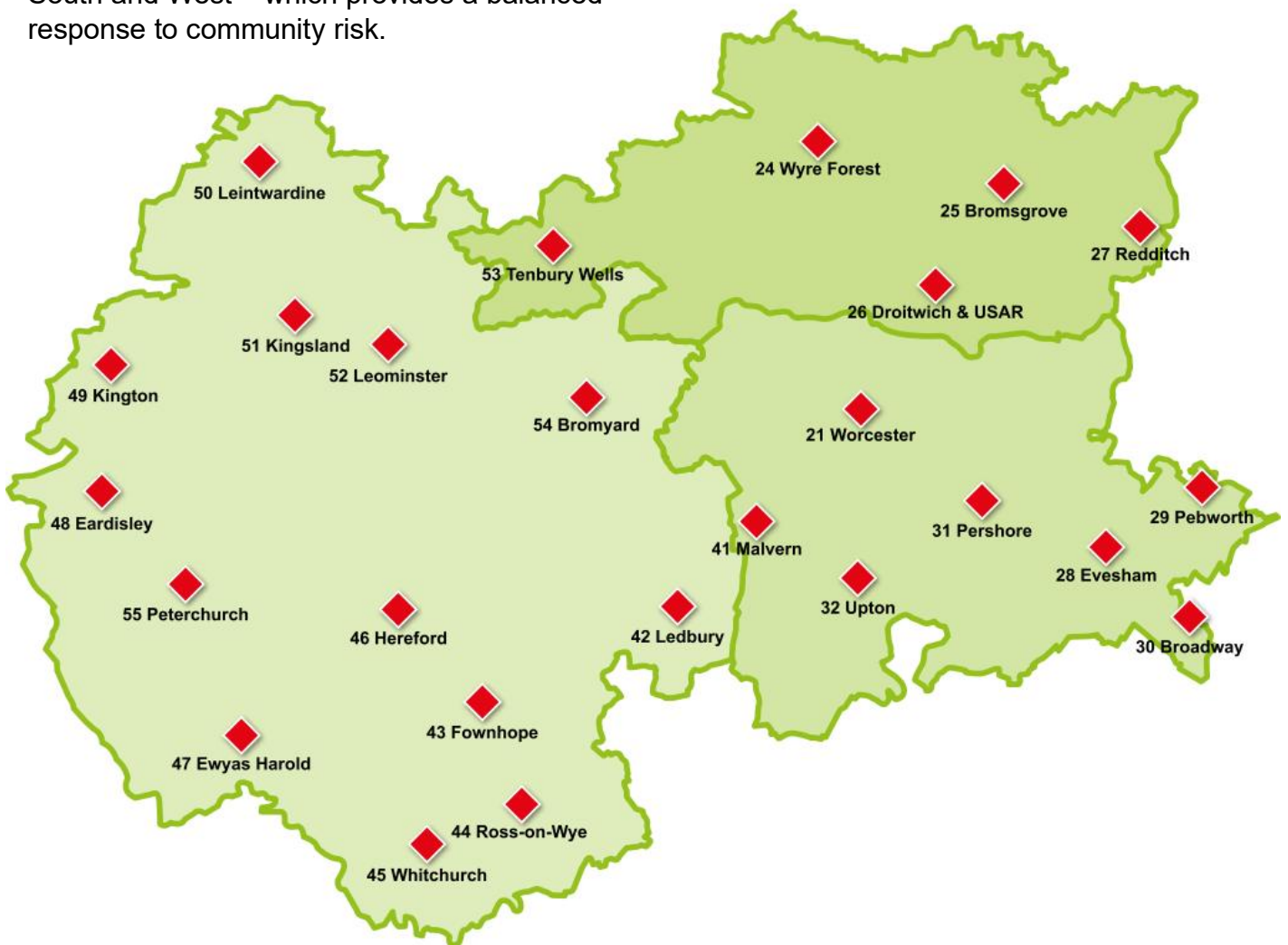
Hereford & Worcester Fire and Rescue Service (HWFRS) provides prevention, protection and emergency response services across Herefordshire and Worcestershire.

The two counties cover a large, mostly rural area of 1,500 square miles and are home to 791,685 people, three-quarters of whom live in Worcestershire.

To cover this very large area, we organise our services around three Districts – North, South and West – which provides a balanced response to community risk.

Within the area we have 25 fire stations, mostly located in the main towns, with 41 frontline fire engines supported by 28 specialist vehicles. These are placed strategically to be able to respond effectively and in a timely manner whenever an emergency call is received.

You can read more about our area and the Service on our [website](#).



<p>791,700* Population</p> 	<p>355,600* Households</p> 	<p>4,755 Road length in Miles</p> 	<p>392,000 Area in Hectares</p> 
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**Mid-2021 estimates*

Our Service in 2021-22

Who We Are

Hereford & Worcester Fire and Rescue Service (HWFRS) works to keep people safe from fire and other risks. We employ over 690 full-time and part-time members of staff in 770 roles, delivering a wide range of prevention, protection and emergency response services across Herefordshire and Worcestershire (an area of 392,000 hectares with a population of over 790,000 people).



Purpose

Why we are here

Keeping people safe from fire and other risks. Responding efficiently and effectively to incidents and emergencies.

Vision

What we want to do

Saving More Lives: Building on our successes to continue to make a difference, improve lives and help secure resilient communities.

Mission

What we do every day

As one professional team we will work hard every day to deliver high quality, sustainable services to our communities.

251
Wholetime
Firefighters



368
On-Call
Firefighters



24
Fire Control
Firefighters



127
Support
Staff



In 2021-22 our Fire Control service dealt with over 16,000 calls and we attended over 7,400 incidents, including property and countryside fires, road traffic collisions, water rescues, collapsed structures, hazardous materials and animal rescues (an average of about 142 incidents every week).



16,212
Calls to
Fire Control



7,419
Incidents
attended



1,605
Fires



2,385
Special Service
Incidents

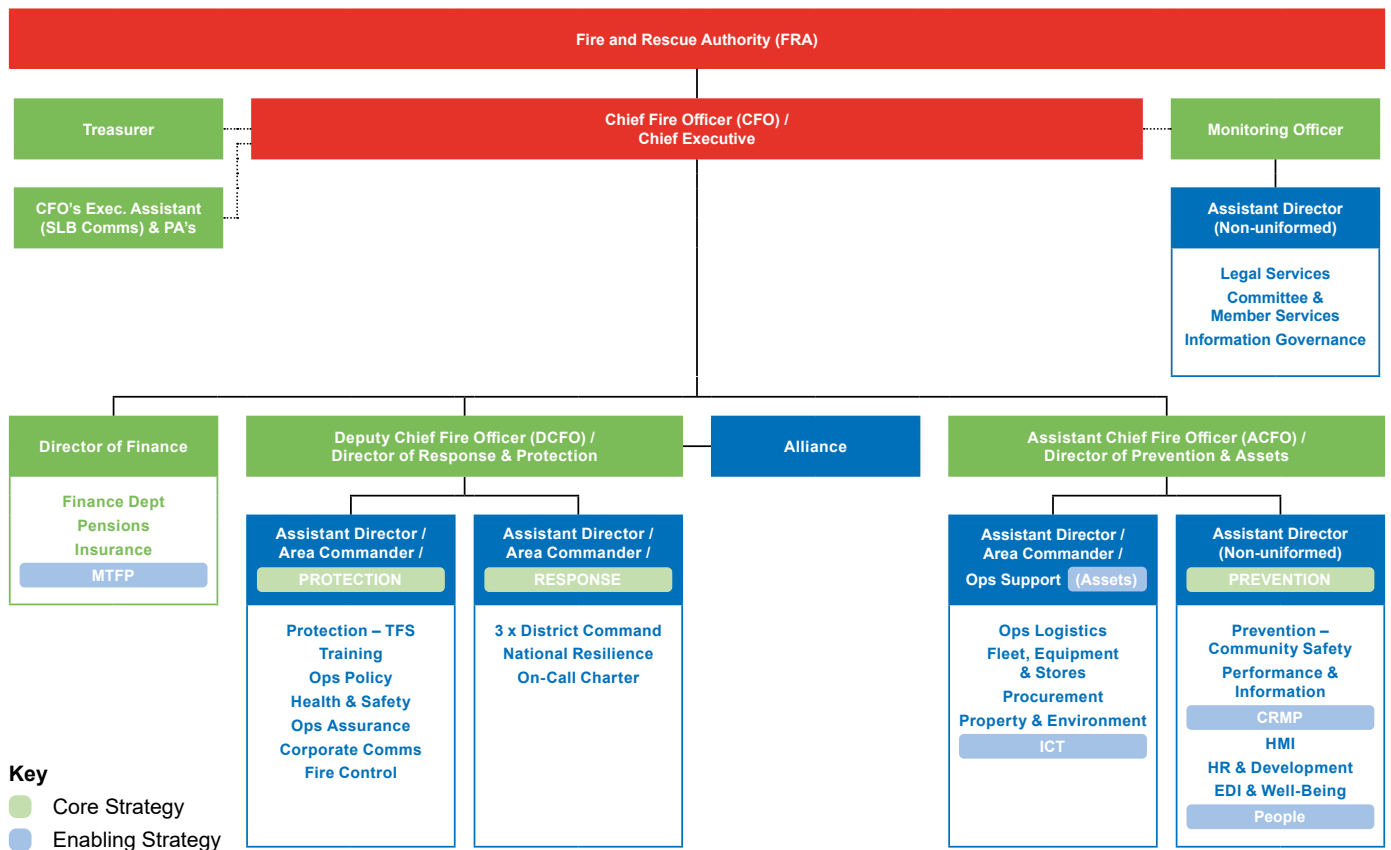


3,429
False Alarms

Our core purpose, vision and mission guide us in our work to make the communities of Herefordshire and Worcestershire safer. To do this effectively we need to ensure we understand and appreciate the diversity of the communities we serve, and have a workforce that is inclusive and fully represents and understands those communities.

Our Structure

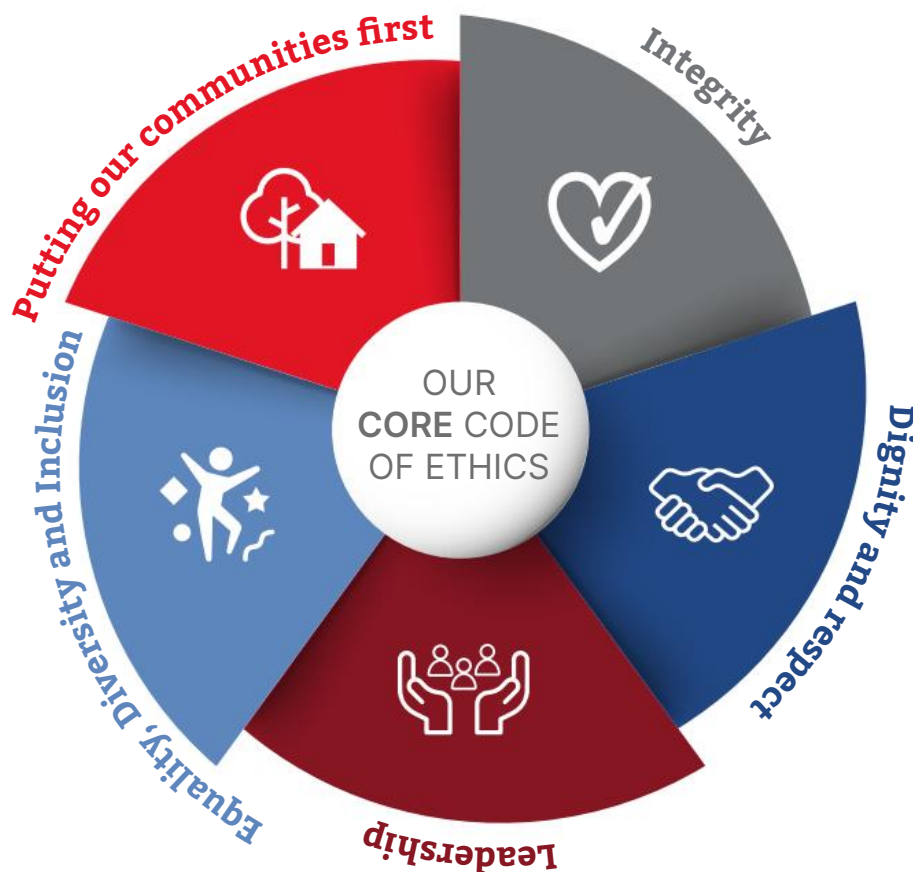
The chart shows how we organise our core Prevention, Protection and Response services into directorates, and most staff are directly involved in delivering these services. They are assisted by professional teams providing support and enabling services such as finance, human resources, legal services and information and communications technology. There is also a Fire Control team, who are the frontline service for receiving emergency calls and deploying crews to incidents.



You can read more about how we are structured and managed on the [About Us](#) page on our website.

Our Ethical Principles

How we deliver our services to achieve our core purpose is guided by the Core Code of Ethics for Fire and Rescue Services in England, which has been jointly developed by the National Fire Chiefs Council, the Local Government Association and the Association of Police and Crime Commissioners. The Code sets out five ethical principles, which provide the basis for promoting good behaviour and challenging inappropriate behaviour. By adopting the Code as our guiding set of values, we are committed to championing ethical behaviours that help to improve organisational culture and workforce diversity, ensuring that communities are supported in the best way.



Putting our communities first

We put the interest of the public, the community and service users first.

Integrity

We act with integrity including being open, honest and consistent in everything we do.

Dignity and respect

We make decisions objectively based on evidence, without discrimination or bias.

Leadership

As positive role models, we are accountable for everything we do and challenge all behaviour that falls short of the highest standards.

Equality, Diversity and Inclusion

We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations and celebrate difference.

Our Work in 2021-22

In 2021-22, our Fire Control service dealt with over 16,000 calls and we attended over 7,400 incidents, about 142 incidents each week. This was about 6% more than the previous year. Although we attended fewer Fires (down by 4% on the previous year), there was a 19% rise in Special Service (non-fire) incidents. This is mainly accounted for by a 32% increase in the number of road traffic collisions attended following the gradual relaxation of Covid-19 restrictions.

Over the year, we also carried out many other activities to reduce risk and improve community safety, including home fire safety visits, inspecting buildings and enforcing fire safety legislation.

You can read more about our work in the [Annual Service Review 2021-22](#), which provides an overview across all aspects of our work including Response, Protection, Prevention, Training and Fleet & Equipment. You can also read about our plans for the coming year in our [Annual Service Plan 2022-23](#). Both are available on the Service website.

Organisational and Operational Excellence

During the year, we embarked on a transformational programme of work to drive excellence throughout the Service. We want to be constantly learning and improving, celebrating our achievements but also challenging ourselves to ask if we could do better. We want everyone to take ownership and responsibility for their own performance as well as supporting others to deliver the best service we can for the communities of the two counties. This year, to support our plans we have:

- Replaced Senior Management Board with a Strategic Leadership Board (SLB) and a separate Statutory Officers Group (SOG). This will allow SLB to focus on leading, managing and driving the Service's core and enabling strategies, plans and policies, while the SOG will focus on governance, legal and political matters and take on a scrutiny and assurance role.
- Launched the three Core Strategies to help focus resources and align everything we do behind them so we can drive efficiency and value, and embrace greater accountability, responsibility and ownership throughout the organisation.
- Initiated Trans2 leadership training for all managers to help them support personal development and improvement across our workforce.
- Promoted Command Excellence with the opening of our new Multi-Agency Command Suite at Worcester fire station, providing state-of-the-art facilities for incident command learning, training, rehearsing and testing skills.
- Ensured ongoing commitment to adopting National Operational Guidance as the primary guidance for operational staff, helping to ensure consistent standards, interoperability and notable practice across the fire sector.
- In recent months, we have also adopted the NFCC Core Code of Ethics.



Governance Assurance: 1

The Service's governing body is Hereford & Worcester Fire Authority. It is made up of 25 local councillors, six from Herefordshire Council and 19 from Worcestershire County Council. Since October 2016, the Fire Authority has included the West Mercia Police and Crime Commissioner (PCC) in a non-voting capacity.

The Authority:

- makes sure the Service carries out its duties in relation to fire prevention, fire safety, firefighting and rescues, including road traffic collisions and other emergencies such as flooding, as set out in the Fire and Rescue Services Act 2004
- makes sure due regard is given to the terms and requirements set out in the Fire and Rescue National Framework for England, as updated in 2018
- sets the budget and approves the Service's overall direction
- appoints the Chief Fire Officer and makes sure the Service has the right people, equipment and training to deliver their services effectively and efficiently in the best interests of the communities of Herefordshire and Worcestershire.

The Authority normally meets four times a year and is supported by three main committees. Most meetings are held in public.

Full details of the Authority, committees, meetings, reports and decisions can be found on [Fire Authority](#) page of the Service website.

The Authority has a responsibility to ensure its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for. This is supported by a [Code of Corporate Governance](#) setting out how good governance will be promoted.

The main elements of the governance framework are:

- [Constitution](#) – defines the roles and responsibilities of the Authority, Committees, Members and Officers
- [Audit and Standards Committee](#) – reviews arrangements for identifying and managing the Authority's business risks and the approval of policies
- **Monitoring Officer** – provides advice on the scope of powers and responsibilities of the Authority, and has a statutory duty to ensure lawfulness and fairness of decision making
- **Chief Financial Officer (Treasurer)** – ensures the sound administration of the financial affairs of the Authority as required by the statutory duties under the Local Government Act 1972, the Local Government Finance Act 1988 and the Account and Audit (England) Regulations 2015
- **Code of Conduct** – including the Ten General Principles of Public Life

Information Governance

The Service collects and maintains information and data to enable us to carry out our statutory duties. The Information Governance service within the Legal Services team ensures information is kept secure and is used fairly and properly. The [Access to Information](#) page of the Service website provides more information, including links to the Freedom of Information and Data Protection acts.

Further information can be found in the [Fire Authority Document Library](#).

Governance Assurance: 2

Each year, the Authority prepares an [Annual Governance Statement](#) (AGS) setting out how it meets its responsibilities.

It provides assurance in relation to seven Core Principles:

- A:** Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law,
- B:** Ensuring openness and comprehensive stakeholder engagement
- C:** Defining outcomes in terms of sustainable economic, social and environmental benefits,
- D:** Determining the interventions necessary to optimise the achievement of the intended outcomes
- E:** Developing the entity's capacity, including the capability of its leadership and the individuals within it,
- F:** Managing risks and performance through robust internal controls and strong public financial management
- G:** Implementing good practices in transparency, reporting and audit to deliver effective accountability.

We have reviewed compliance against these Principles and are assured that all elements are met. This is set out in the [AGS Assurances 2021/22 and Action Plan 2022/23](#), which shows compliance with all the core and supporting principles of good governance.

The Annual Governance Statement for 2020-21 has been audited by the External Auditors and included in the [External Audit Findings 2020/21 report](#) and [Letter of Representation 2020/21](#).

Internal Audit

During the year, the Worcestershire Internal Audit Shared Service (WIASS) carried out a number of audits in relation to Corporate Governance and System/ Management Arrangements. These audits help to ensure our systems and controls are adequate, effective and functioning correctly.

The audits examined Procurement and Contracts, Covid-19, Young Fire Fighters & Volunteering and Safeguarding, and there were no 'limited' or 'below assurance' areas. The [Internal Audit Annual Report 2021-22](#) is available on the Service website for further information.

Update on future governance

The provisions of the 2017 Policing and Crime Act enable Police and Crime Commissioners (PCCs) to take on responsibility for fire and rescue services.

The West Mercia PCC subsequently submitted a plan to take on governance of both Hereford & Worcester and Shropshire fire and rescue services. The plan was approved by Government, but it was subject to a legal challenge by both Fire Authorities.

A judicial review of the challenge in June 2019 upheld the Home Secretary's decision. However, in the light of changing circumstances, the legal proceeding concluded.

Following his re-election in May 2021, the West Mercia PCC reiterated his intention to pursue a takeover of governance for fire services in West Mercia.

Financial Assurance

The Fire Authority is responsible for ensuring public money is properly accounted for and used efficiently and effectively. To ensure that sound financial management policies are in place, the Authority adheres to and implements the provisions of [Financial Regulations](#), updated in January 2020.

The Regulations cover all aspects of financial management and planning, the management of risks and resources, financial systems and processes, arrangements for joint working and delegation limits.

Assurance is provided through an Annual Statement of Accounts. The Statement is designed to provide a true and fair view of the financial position, including a statement of income and expenditure. In preparing the Statement, the Treasurer follows the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Local Authority Accounting in the United Kingdom.

The Fire Authority's arrangements to secure economy, efficiency and effectiveness in its use of resources is also subject to an independent assessment annually by External Auditors.

The final [Statement of Accounts 2020-21](#) covers the Authority's financial year ending 31 March 2021 and is available on the Service website, along with the [Unaudited Statement of Accounts 2021-22](#) for further information.

The External Auditors, Grant Thornton UK LLP, considered the Fire Authority's financial resilience as part of their work on assessing value for money and found no issues. More detail can be found in their [Annual Report 2020-21](#).

Internal Audit

To provide further assurance, every year a structured programme of internal audit reports of accountancy and finance systems is carried out by Worcestershire Internal Audit Shared Service in line with Public Sector Internal Audit Standards.

During the year, four audits were undertaken. The audit found an assurance level of "full" for three core financial areas (Main Ledger, Creditors and Debtors), and "significant" assurance for Payroll & Pension. A proposed review of Financial Processes was deferred. Further details can be found in the [Internal Audit Annual Report 2021-22](#).

Budget

Each year, the Authority approves a [Medium Term Financial Plan](#), which sets out the resources needed to deliver our services, and agrees an annual budget. A Budget Monitoring report is also presented to the Fire Authority quarterly.

The budget for 2021-22 was £35.3m and a summary of how it was spent is included in the [Annual Service Review 2021-22](#). It shows that the annual cost to the average Council Tax Band D household was £87.69 or £1.68 per week. Full details of the budget and [Council Tax](#) are available on the Service website.

Transparency

In addition to ensuring prudent financial management, the Authority is committed to promoting openness and accountability in local decision making, public spending and democratic processes. As part of this, it has adopted a [Transparency Code of Practice](#), which includes details of payments for goods and services to external bodies and suppliers above £250, details of salaries, allowances and expenses paid to staff and Members.

Operational Assurance: 1

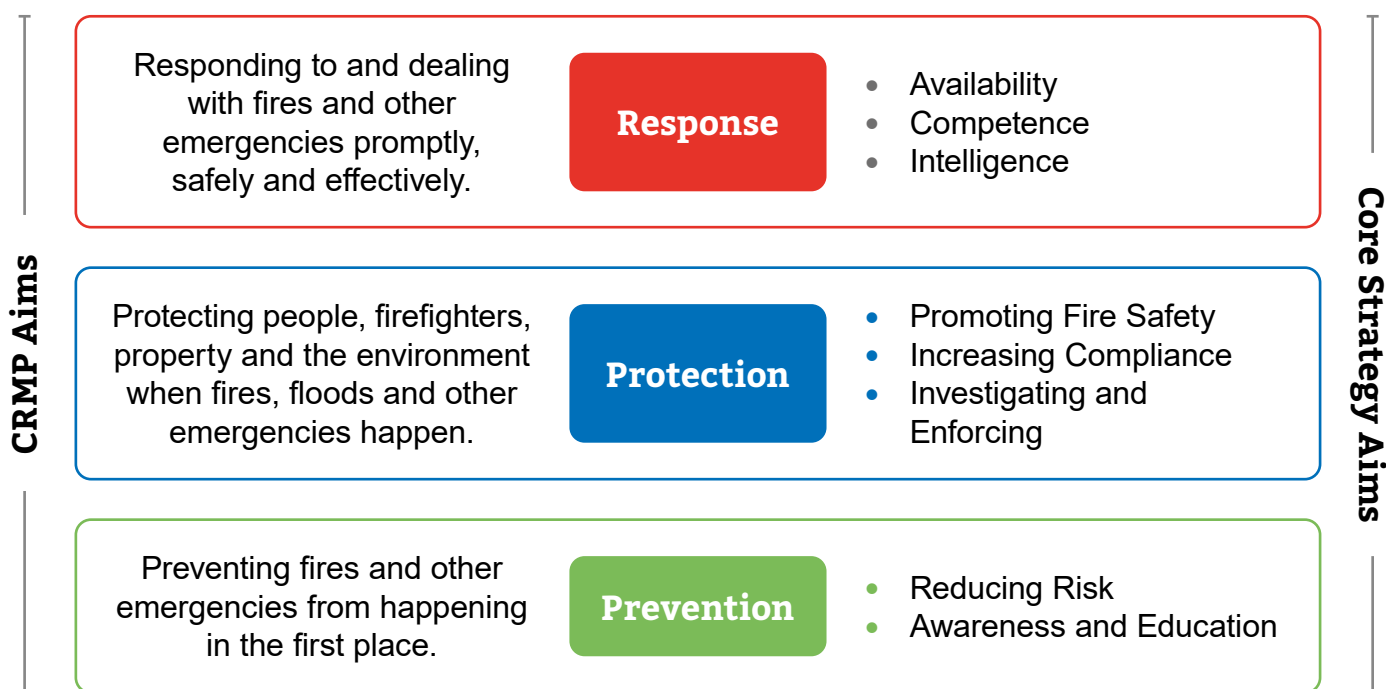
Framed by statutory responsibilities set out in the Fire and Rescue Services Act 2004, the Civil Contingencies Act 2004 and other strategic legislation and guidance, we organise our services to make sure our firefighters and communities are kept as safe as possible.

We aim to provide the best training and equipment for our firefighters to do their jobs safely and ensure they have the best incident command and operational leadership available. We continually assess the level of risk across the two counties and use this to help organise how we target our prevention and protection services.

Our overall plans are set out in the [Community Risk Management Plan 2021-25](#) (CRMP), and are supported by our three Core Strategies. The Core Strategies provide a focus for how we will deliver our response, protection and prevention services as effectively and efficiently as we can. The can be viewed on the [Publications](#) page of the Service website.

You can read more about our key priorities, plans and activities in the [Annual Service Review 2021-22](#) and the [Annual Service Plan 2022-23](#).

The diagram below highlights the key themes and work areas of the CRMP and the three Core Strategies.



Invest to Improve

Supporting our plans is our [Invest to Improve](#) programme, which aims to make long term improvements in key elements of core service delivery and infrastructure, aligned to strategic objectives set out in the Core Strategies.

The programme includes improvements such as:

- the new Incident Command Suite at Worcester,

- plans to improve On-Call firefighter recruitment,
- technological improvements to support training, communications and tracking/testing/tracing equipment,
- a joint fire investigation project with Shropshire Fire and Rescue Service and
- further work to support prevention, protection and environmental sustainability.

Operational Assurance: 2

Operational Audits

The Service continued its programme of Operational Assurance audits throughout the year. The audits are important in ensuring that all operational staff maintain their skills and competence in carrying out their critical roles.

Key areas covered during the year were Practical Skills audits which focus on safety-critical operational areas, and Station Assurance audits which look at how effective local management processes are.

Practical Skills audits are completed annually by all Watches and On-Call units. They look at technical knowledge, such as compartment searching, tactical ventilation, high rise buildings and wildfire, alongside practical assessments, such as kit checks, using Mobile Data Terminals and trauma scenarios.

Station audits cover a range of areas such as understanding health and safety requirements, community safety, community risk and operational policy in order to make sure correct procedures are understood and followed.

Findings continue to be very positive in relation to practical and technical abilities and competencies demonstrated, with any outstanding actions needed noted and followed up.

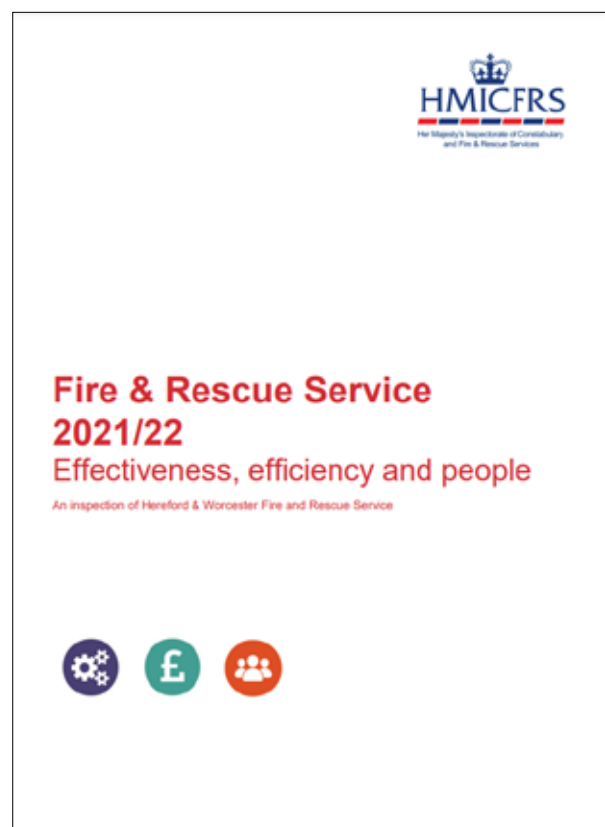
HMICFRS

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services published their second full inspection report in December 2021.

It highlighted areas of good performance, such as how we respond to major and multi-agency incidents and protect the public through fire regulation, but it also details areas where improvements can be made, such as how efficiently we use our limited resources and how we support and develop our people.

The inspectors were encouraged by all the improvements we have made since their last inspection, and we are well underway in working through initiatives to address all issues raised in the latest report. Updates on progress are published in an [Improvement Plan](#), which is reported quarterly to the Fire Authority.

You can read the full inspection report by clicking here: [HMICFRS inspection report](#)



Directory of Assurance Documents

Governance

- [Annual Governance Statement 2021-22](#)

Other key governance documents can be found by following the links on the [Transparency Code of Practice](#) page of the Service website.

Key legislation includes:

- [Fire and Rescue Services Act 2004](#)
- [Civil Contingencies Act 2004](#)
- [Regulatory Reform \(Fire Safety\) Order 2005](#)
- [Fire and Rescue Services \(Emergencies\) \(England\) Order 2007](#)
- [Fire and Rescue National Framework for England 2018](#)
- [Local Government Act 1999](#)
- [Localism Act 2011](#)
- [Equality Act 2010](#)
- [Policing and Crime Act 2017](#)
- [Crime and Disorder Act 1988](#)
- [Health and Safety at Work etc. Act 1974](#)

Finance

- [Annual Statement of Accounts 2021-22 \(unaudited\)](#)
- [Link to previous Statements of Account](#)
- [Budget and Precept 2021-22 and Medium Term Financial Plan, Precept Appendices 1-9 and Appendix 10 – Statement of Prudential Indicators](#)
- [Internal Audit Annual Report 2021-22](#)
- [External Audit Findings 2020-21 and Letter of Representation 2021](#)

Other key finance documents can be found by following links on the [Your Right To Know](#) page of the Service website.

Other legislation and guidance includes:

- [Local Government Finance Act 1988](#)
- [Accounts and Audit Regulations 2015](#)
- [Local Government Transparency Code 2015](#)
- [Public Sector Internal Audit Standards](#)
- [Local Audit and Accountability Act 2014](#)
- [Chartered Institute for Public Finance and Accountability \(CIPFA\) Codes of Practice](#)

Operations

The Fire Authority publishes reports on all its services, including the overall strategy, operational performance, policies and financial plans. Key documents can be found on the [Publications](#) page of the Service website and through the [Publication Scheme](#). Links include:

- [Annual Service Review 2021-22](#) and the [Annual Service Plan 2022-23](#)
- [Community Risk Management Plan 2021-2025](#)

The Service website also provides a wide range of information about the Fire Authority and the services delivered by the Fire and Rescue Service. The [Home](#) page will take you to all the links including essential [Safety and Advice](#) information and guidance, [News and Events](#) and recruitment opportunities through our [Join Us](#) page.



Contacting us

We always welcome any views or comments on our plans, so if you want to contact us about any issues, please visit our website at www.hwfire.org.uk where you will find full contact details along with links to further information about our services and activities.

If you have any general enquiries, please call 0345 122 4454 or email us at info@hwfire.org.uk

Alternatively, you can write to us at:
Hereford & Worcester FRS Headquarters
Hindlip Park
Worcester
WR3 8SP

If you require a paper version, or information in an alternative language or format such as large print or audio, please contact us on 0345 122 4454.

Your right to know: Access to information

A great deal of information on the Service is available in the public domain through our Publications Scheme and Transparency links on the Service website. If you need assistance, Service staff will help you to obtain the information you want, unless disclosure would be against the law.

You have a right to request information under the [Freedom of Information Act 2000](#), which gives you a general right of access to recorded information held by the Service. The Act is designed to ensure greater accountability, as well as to promote a more open culture. If you want to know what personal information is held about you, you can make a request under the [Data Protection Act 1998](#). To find out more, please click on the [Access to Information link](#).



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Report of Chief Fire Officer

Manchester Arena Inquiry – Volume 2 Report

Purpose of report

1. To provide assurance to the Fire Authority that officers have undertaken an effective review of the outcomes of the Manchester Arena Inquiry and taken steps to address the issues raised by the Inquiry.
-

Recommendation

It is recommended that the measures taken within HWFRS to learn from and address the shortcomings in emergency response following the Manchester Arena bombing in 2017 be noted and approved.

Introduction and Background

2. At just after 22:30hrs on Monday 22 May 2017, a suicide bomber detonated an improvised device in an area known as the City Room, which is just outside the Manchester Arena, following a concert. The bomb used was substantial and had a devastating impact. The bomb killed twenty-two people including many children. Over one hundred were physically injured and many more suffered psychological and emotional trauma.
3. The Manchester Arena attack was the deadliest in the UK since the London bombings on 7 July 2005, and the events of 22 May 2017 were something none of those involved had ever encountered before.
4. The Kerslake Review was commissioned shortly after the attack and delivered its full report on 27 March 2018. The review focused on the response to the attack in the nine days that followed it. The report covers many aspects of the response to the attack that went well; however, there are some areas of significant learning in the report directly relating to the Fire and Rescue Service (FRS) and Local Resilience Forum (LRF) response that Hereford and Worcester Fire and Rescue Service (HWFRS) have reviewed and implemented in 2018.
5. More recently (November 2022), the Volume 2 Report of the Manchester Arena Inquiry was published, which focussed on the response of the emergency services to the attack.

Main Findings

6. The Terms of Reference of the Volume 2 Report on the emergency services' response to the Manchester Arena attack assessed the impact of any inadequacies in the planning and preparation by the emergency services, and in the emergency response. The report highlights some areas where responders performed under extraordinary pressure and, at an individual level, many people did their jobs to a high standard and were a positive influence on the outcome; undoubtedly lives were saved by responders as well as members of the public.
7. However unfortunately the Volume 2 Report mainly finds that the emergency response was inadequate and that, when looked at overall, and objectively, the performance of the emergency services was far below the standard it should have been.
8. Of particular interest to HWFRS is the performance of Greater Manchester Fire and Rescue Service. The report highlights that, due to command and control failings: 'Greater Manchester Fire and Rescue Service (GMFRS) failed to turn up at the scene at a time when they could provide the greatest assistance', alongside a number of other areas where the Fire and Rescue Service could have performed better on the night in question.
9. HWFRS carried out an extensive review following the publication of the Kerlake Report in 2018 and implemented a number of measures as a result. It was reassuring to find that the issues that were reviewed and addressed in 2018 were reflected in the 2022 Volume 2 Report and that, whilst the Service will carry out a further review following the publication of the Volume 2 Report, it is unlikely that it will highlight any areas that have not already been considered.
10. In broad terms both reports (2018 & 2022) highlight four key areas which have been reviewed:
 - Essential communications and relevant key information passed at an early stage between Police and Fire mobilising functions, as well as communications and understanding between senior officers from all emergency services.
 - The role and location of the specialist Fire and Rescue Counter Terrorism trained National Inter-Agency Liaison Officers (NIOs) and the use of nationally agreed procedures to predicted scenarios.
 - The ability to effectively mobilise crews and officers to the scene of an incident, and for crews and officers to safely and effectively attend the scene of an incident and render lifesaving assistance at an early stage, where the risk and threat to Firefighters may be unprecedented, unconventional, and is not yet fully understood or determined.
 - How the FRS integrate and support the establishment of wider multi-agency command structures at an early stage, in conjunction with other LRF partners.

11. To address the issues above HWFRS undertook the following actions, note; these are all currently under further review:

- HWFRS Fire Control is now located in the West Mercia Police mobilising centre and both teams routinely work together on a face to face basis. Further work is being undertaken with the replacement Fire Control mobilising systems to implement a digital system to exchange information across all emergency services. Additionally, all HWFRS senior officers have strong relationships with the senior West Mercia Police officers; we train and regularly work together and are co-located with the Police senior officers at Hindlip Hall. There are also good relationships across West Midlands Ambulance Service especially at NILO level, however these could be further strengthened in the future.
- Since 2018 HWFRS has doubled the number of NILOs to usually provide two NILOs on duty at any given time, therefore being able to deploy to the operational scene and to the command centre simultaneously. HWFRS NILOs also work closely with the Shropshire Fire and Rescue Service's (SFRS) contingent of NILOs providing further resilience to each other. NILOs carry out regular training with other officers in the Service to familiarise them with specialist protocols. This is especially important due to the large geographic span of HWFRS, as it is not reasonable to expect a NILO to be able to attend incidents across both counties quickly; a close working relationship between all other command officers and NILOs is crucial.
- A new policy has been implemented and training has been undertaken by Fire Control staff (together with NILOs), to ensure that they are confident to gather information, carry out a prompt risk assessment and mobilise crews and officers to the scene of incidents where a full range of information is not always available. The fundamental concept is that HWFRS will deploy to an incident wherever possible (unless instructed not to do so by the Police for safety reasons), and where the risks are not clear; they should proceed with caution and provide life saving assistance wherever it is safe to do so.
- HWFRS is a key partner in the West Mercia Local Resilience Forum (LRF) and due to regular flooding events and other emergencies has well-tested and close working relationships with all our partners. This year senior officers undertook multi-agency refresher training led by the LRF and funded by both HWFRS and SFRS, and further training for all command levels is planned for the future. Whilst the staff in all organisations often change and new relationships need to be developed, there is a high degree of assurance that the LRF can, and will, function effectively during any major incident or terrorist related emergency. This was evident in the past few years during two major emergencies within the LRF area.

12. In addition to the findings of the Volume 2 Report the Service has, for some time, invested in a high-quality level of accredited trauma training (a high level of first

aid or immediate care) and has specialist equipment on every fire engine, including comprehensive traumatic injury packs, oxygen and defibrillators. In addition, HWFRS now employs three paramedics to maintain the training and skills of all the front-line staff to ensure that at any incident the Service attends we have the skills and equipment to provide immediate life saving care in a variety of scenarios. Alongside this for incidents where there are mass casualties, and in line with the findings of the Kerslake Review in 2018, the Service also provides additional equipment to treat and assist with the evacuation of large numbers of casualties from high risk areas.

13. Further training is planned and currently underway for all operational and Fire Control staff to further embed the lessons learnt, and skills required, to respond to an incident of this nature. The Service also continues to work closely with the Police and other specialist colleagues in order to carry out a full risk assessment of the Service's current capabilities.

Summary

14. Any unprecedented major incident, especially one such as a terrorist attack, will always highlight significant areas of learning for all emergency responders; however, it is clear that in 2017, in Manchester, significant failings were identified.
15. HWFRS has carefully evaluated the outcomes of the Manchester Arena Inquiry and thanks to the honesty, openness and transparency of all those emergency services involved, we are able to learn from them, and put in place measures to try to avoid those mistakes being repeated in the future.
16. HWFRS will continue to review our operations, planning and policy for all types of major incidents and prepare accordingly, putting in place the training, equipment and procedures which will help us try to provide the best possible service to our communities whenever they need us.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	None, all resource for this is contained within existing budgets
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	This links with the HWFRS core Response strategy and the national strategies that relate to terrorist threats and incidents.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	The policy and approach is in line with the guiding principles of H&S risk assessment.
Consultation (identify any public or other consultation that has been carried out on this matter)	Not Applicable
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	Not Applicable

Supporting Information

None.

Background papers –

Link [Kerslake Review Report](#)

Link [Manchester Arena Inquiry - Vol 2 Report](#)

Report of Assistant Director – Response

South District Exercise 2022

Purpose of report

1. To inform Members of the Service Exercise held on Sunday 6th November 2022 at Worcester Cathedral and the outcomes from the Exercise.
-

Recommendation

It is recommended that the outcomes from the South District Exercise, the findings of which will be used to finalise the High Volume Pump (HVP) plan for the Cathedral and inform a review of the Cathedral's salvage plan, along with any other necessary operational points be noted.

Introduction and Background

2. On Sunday 6th November 2022, South District held its annual exercise to provide staff with the opportunity to practice their skills in a realistic environment, and the venue for this year was Worcester Cathedral. The scenario was a persons reported fire in the undercroft of the College Hall building, which is linked to the main Cathedral by the Cloisters. A number of Authority Members attended to see the exercise first hand.
3. The exercise was designed to test the operational procedures involved when tackling a significant fire in a national heritage risk, including the newly created High Volume Pump (HVP) tactical plan. The Cathedral's library is home to a number of priceless artefacts dating back to Anglo-Saxon times, including manuscripts. Therefore, another part of the exercise was to test the Cathedral's salvage plan, and crews worked with Cathedral staff to enact the plan to rescue and preserve replica books from the library's archive.
4. The exercise was attended by crews from Worcester, Malvern, Upton, Broadway, Evesham, the HVP from Wyre Forest, the Command Support Unit and Drone from Ledbury and the brand-new Welfare Unit from Tenbury. They were joined by colleagues from West Midlands Ambulance Service, including their Hazardous Area Response Team (HART) and British Transport Police, who are stationed at Worcester Fire Station. Together with Cathedral staff, and using the JESIP principles, they developed a multi-agency response to bring the scenario to an effective conclusion.

5. A media team consisting of reporters and cameras tested the Commanders on the scene and conducted a number of live interviews. The footage will be used to create a report that will be used as part of the Service's media training for officers and a debrief will be held for individual feedback.

Conclusion/Summary

6. As with any exercise, there will always be learning to be gained and an operational debrief will be conducted to gain feedback from Fire Control and all Officers and crews who attended. The debrief is due to take place on Wednesday 7th December 2022. The findings and recommendations will be used to improve HWFRS's operational procedures when responding to major incidents that require a multi-agency resolution. However, the incident objectives and outcomes were as follows:
 - Successful test of the High Volume Pump (HVP) Plan for Worcester Cathedral.
 - Successful test of the Worcester Cathedral salvage plan.
 - HWFRS crews better prepared for a large incident at a known Heritage risk within the Service area.
 - Joint Emergency Service Principles (JESIP) fully implemented and tested during a major incident scenario.

Corporate Considerations

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



Hereford & Worcester Fire Authority

Policy and Resources Committee

Tuesday, 15 November 2022, 10:30

Chairman: Mr R J Phillips

Vice-Chairman: Mr C B Taylor

Minutes

Members Present: Mr D Chambers, Mr A Ditta, Mr J Hardwick, Mr D Morehead, Mr R J Phillips, Mr L Stark, Mr C B Taylor, Mr T Wells

0214 Apologies for Absence

Apologies were received from Cllr K Hey, Cllr J Monk, Cllr L Robinson and Cllr R Udall.

0215 Named Substitutes

Cllr E Marshall substituted for Cllr J Monk.

0216 Declarations of Interest (if any)

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

0217 Confirmation of Minutes

RESOLVED that the minutes of the meeting held on 4 May 2022 be confirmed as a correct record and signed by the Chairman.

0218 Attendance Performance Measure – Public Consultation Report

The Assistant Director of Prevention presented a report following the public consultation on proposed changes to the Attendance Performance Measure, including a detailed report from the external consultants, Opinion Research Services (ORS), who had undertaken the consultation on our behalf. ORS also gave a presentation on the methodology,

responses received and conclusions to be drawn from the consultation.

[Cllr Hardwick entered meeting at 10.41am].

[David Chambers entered the meeting at 10.51am].

Although there had been a relatively low response to the public questionnaire, this was not uncommon and there had been a good representative split between Worcestershire and Herefordshire. 75% of respondents had 'agreed' or 'strongly agreed' with the proposals and this support was also reflected by the two focus groups, where the proposals had been discussed in more detail.

Whilst the FBU were not in favour of the first two proposals, Members were nonetheless satisfied the changes would actually show areas of real performance and be more transparent than the current arrangements.

It did not invalidate the results but Members were nonetheless disappointed with the response rate to the consultation and it was recognised that any future consultation exercises should endeavour to improve upon this.

Members agreed to recommend the Fire Authority approve the revised Attendance Performance Measure at their meeting on 12 December 2022.

UNANIMOUSLY RESOLVED *that:*

1. efforts be made to improve upon the response rate to any future consultation exercises; and

2. the Fire Authority be recommended to:

(i) approve the proposed changes to the Attendance Performance Measure; and

(ii) adopt a revised Attendance Performance Measure which:

- removes call handling time from the calculation;***
- measures performance across three zones (10, 15 and 20 minutes from each fire station); and***
- measures performance across a broader range of emergency incidents rather than just fires in buildings.***

0219 Budget Monitoring 2022/23 – Quarter 2

The Treasurer informed Members of the current position on the revenue

and capital budget for 2022/23.

With regard to the pay award budgets, the Treasurer confirmed that since writing the report the FBU had rejected the offer of 5% in a recent ballot. The figure that had been factored into the budget was based on the employers offer of 5%.

There were further savings in the capital financing programme due to delays to the start of the scheme,

Members were informed of the projected small revenue budget overspend of £0.131m which would be funded from the budget reduction reserve if necessary.

With regard to Treasury Management, Members noted that the Authority was significantly “under-borrowed” to the extent of around £10m. This shortfall is funded by disinvesting the large cash balances held in relation to the ear-marked revenue reserves. As the invest to improve programme progresses this cash will be used up and additional long term borrowing will be required.

RESOLVED that the Committee:

i) Approves the allocation of pay award budgets in Appendix 1 Column 3;

ii) Approves the revised Capital Budget allocations in Appendix 2;

iii) Notes the forecast Revenue Budget over spend of £0.131m; and

iv) Notes the potential for this to change dependent on the final pay settlement.

0220 2022-23 Performance Report: Q2 (01 July – 30 September 2022)

The Assistant Director of Prevention presented Members with a summary of the Service’s performance for Quarter 2, 2022-23.

Members noted that there was a total of 2,475 incidents in Q2 2022-23, which was an increase of 24% on Q2 2021-22. This was mainly due to a significant increase in the number of outdoor fires during the summer. There was also a small increase of special service incidents and a small increase in false alarms.

RESOLVED that Fire Authority note the Q2 2022-23 performance headlines set out in Section 4 of this report, with further details available in Appendix 1.

0221 Update from the Joint Consultative Committee

The Assistant Chief Fire Officer – Director of Prevention and Assets, presented Members with the activities of the Joint Consultative Committee (JCC) since the last update provided on 4 May 2022.

Members noted the new and existing items currently under discussion, in particular regarding the ballot of FBU members for industrial action.

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

- i) Urban Search and Rescue (USAR) Contracts/Policy***
- ii) On Call Bandings***
- iii) Fitness, Attendance Management and Equality Diversity and Inclusion (EDI) Policies***
- iv) Promotion Processes***
- v) Industrial Action***
- vi) Review of Three Core Strategies***
- vii) Current Financial Position***
- viii) Project Updates – National Operational Guidance (NOG), On-Call, Unwanted Fire Signals and Fire Investigation***

The Meeting ended at: 11:52

Signed:.....

Date:.....

Chairman