



# **HEREFORD & WORCESTER Fire Authority**

**Policy and Resources Committee**

## **AGENDA**

**Wednesday, 22 March 2017**

**10:30**

**Conference Suites**

**Headquarters, 2 Kings Court, Charles Hastings Way,  
Worcester, WR5 1JR**

## **ACTION ON DISCOVERING A FIRE**

- 1 Break the glass at the nearest **FIRE ALARM POINT**.  
(This will alert Control and other Personnel)
- 2 Tackle the fire with the appliances available – **IF SAFE TO DO SO**.
- 3 Proceed to the Assembly Point for a Roll Call –

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

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

## **ACTION ON HEARING THE ALARM**

- 1 Proceed immediately to the Assembly Point

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

- 2 Close all doors en route. The senior person present will ensure all personnel have left the room.
- 3 Never re-enter the building – **GET OUT STAY OUT**.

## **GUIDANCE NOTES FOR VISITORS**

### **Security**

Upon arrival, visitors are requested to proceed to the barrier and speak to the reception staff via the intercom. There are parking spaces allocated for visitors around the front of the building, clearly marked. Upon entering the building, you will then be welcomed and given any further instructions. In particular it is important that you sign in upon arrival and sign out upon departure. Please speak to a member of the reception staff on arrival who will direct you to the appropriate meeting room.

### **Wheelchair access**

The meeting room is accessible for visitors in wheelchairs.

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**Smoking** is not permitted.

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**Toilets** – please ask at reception.

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- 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.

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

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

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

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

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

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



HEREFORD & WORCESTER  
**HWR**  
FIRE AND RESCUE SERVICE

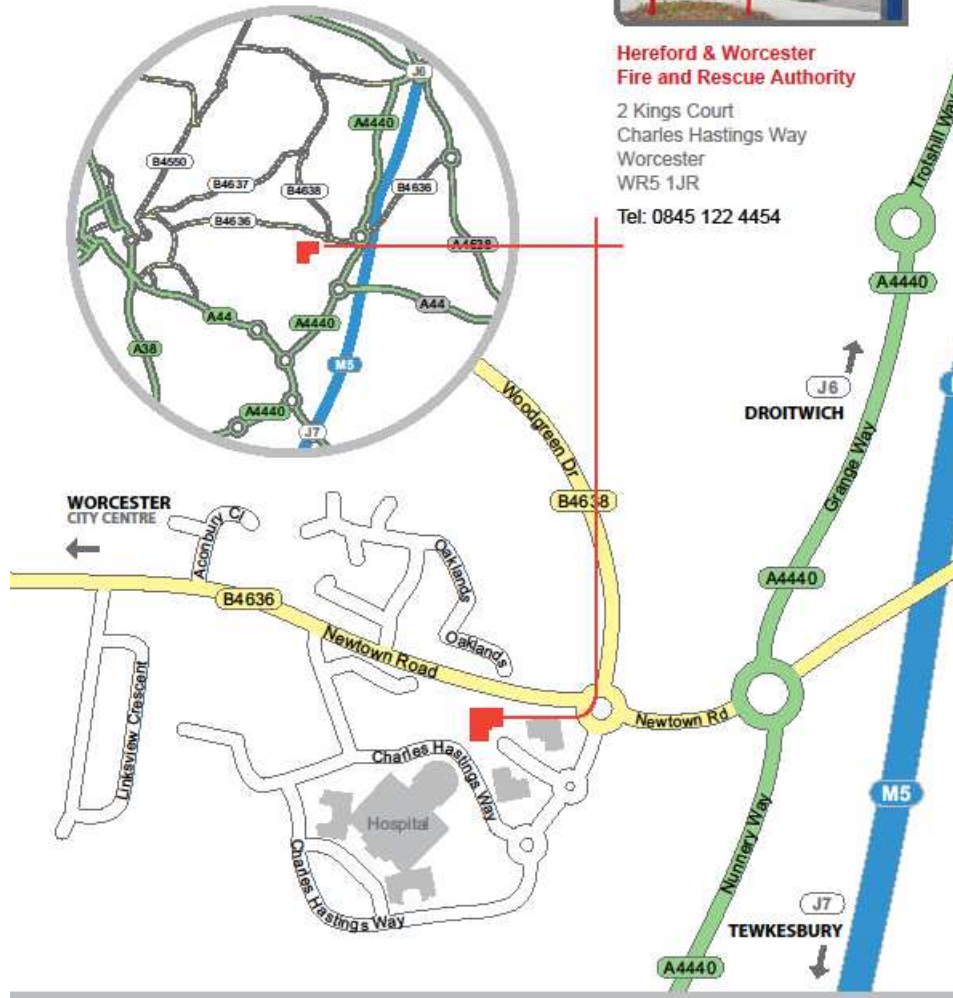
## Service Headquarters



### Hereford & Worcester Fire and Rescue Authority

2 Kings Court  
Charles Hastings Way  
Worcester  
WR5 1JR

Tel: 0845 122 4454





## Hereford & Worcester Fire Authority

### Policy and Resources Committee

Wednesday, 22 March 2017, 10:30

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#### Agenda

Councillors

Mr C B Taylor (Chairman), Mr R C Adams (Vice Chairman), Mr B A Baker, Mrs E Eyre BEM, Mr A Fry, Ms R E Jenkins, Mr J L V Kenyon, Mrs F M Oborski MBE, Mr R J Phillips, Mr D W Prodger MBE, Mr J W R Thomas, Mr P A Tuthill, Mr R M Udall

No.	Item	Pages
1	<b>Apologies for Absence</b>  To receive any apologies for absence.	
2	<b>Named Substitutes</b>  To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.	
3	<b>Declarations of Interest (if any)</b>  This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
4	<b>Confirmation of Minutes</b>  To confirm the minutes of the meeting held on 25 January 2017.	8 - 11
5	<b>2016/17 Budget Monitoring – 3rd Quarter</b>  To inform the Committee of the current position on budgets and expenditure for 2016/17.	12 - 18

<b>6</b>	<b>Thomas Review - summary and key findings</b>	<b>19 - 39</b>
	To provide a summary of findings and recommendations of the recently published 'Independent review of conditions of service for fire and rescue staff in England, February 2015' (the Thomas Review).	
<b>7</b>	<b>Houses of Multiple Occupation: Project Update</b>	<b>40 - 43</b>
	This briefing paper provides a six month update on the Houses of Multiple Occupation project being delivered by the Community Risk Department.	
<b>8</b>	<b>Equality and Diversity Objectives - 2017/2020</b>	<b>44 - 47</b>
	To recommend that the Committee approves the Service's proposed Equality and Diversity Objectives for 2017/2020.	
<b>9</b>	<b>2016-17 Performance Report: Quarter 1 – Quarter 3</b>	<b>48 - 78</b>
	This report is a summary of the Service's Quarter 1 to Quarter 3 performance against a comprehensive set of Performance Indicators agreed by the Senior Management Board (SMB).	
<b>10</b>	<b>Pensions Board Update</b>	<b>79 - 83</b>
	To provide the Policy and Resources Committee with an update on the establishment and activities of the Pensions Board.	
<b>11</b>	<b>Regulation of Investigatory Powers Act (RIPA) – Annual Review</b>	<b>84 - 86</b>
	To review the Authority's policy on the authorisation of covert surveillance techniques under the Regulation of Investigatory Powers Act 2000.	
<b>12</b>	<b>Update from the Health and Safety Committee</b>	<b>87 - 97</b>
	To provide the Policy and Resources Committee with an update on the activities and items of significance from the Service's Health and Safety Committee.	

**13 Update from the Joint Consultative Committee**

**98 - 100**

To inform the Committee of the activities of the Joint Consultative Committee (JCC) since September 2016.



Hereford & Worcester Fire Authority

Policy and Resources Committee

Wednesday, 25 January 2017, 10:30

## Minutes

**Members Present:** Mr R C Adams, Mr A Fry, Mrs F M Oborski MBE, Mr R J Phillips, Mr D W Prodger MBE, Mr C B Taylor, Mr J W R Thomas, Mr P A Tuthill, Mr R M Udall

**Substitutes:** none

**Absent:** Mrs Elizabeth Eyre BEM, Mr Jim Kenyon

**Apologies for Absence:** Mr B A Baker, Ms R E Jenkins

### 71 Confirmation of Minutes

**RESOLVED** that the minutes of the meeting of the Policy and Resources Committee held on 17 November 2016 be confirmed as a correct record and signed by the Chairman.

### 72 Fleet Procurement Strategy 2017/18

As agreed at the Member led Fleet Task and Finish Group in January 2016, Members were provided with an update on the proposed fleet procurements in the forthcoming year.

Members were provided with a two year forecast and were informed that due to the age of some vehicles and in order to modernise the whole fleet, there would be a significant number of new vehicles planned within the next two years.

Members questioned the use of restricted access vehicles and noted that their life had been extended by 3 years to 2020/21.

Members were reminded that the funding for the replacement fleet vehicle programme is allocated through the capital programme and is reviewed



by the Treasurer on a regular basis.

**RESOLVED that the Committee notes the contents of the report and approves the proposed outline procurements in 2017/18 and 2018/19, as detailed in Table 1 of the report.**

### **73 Budget 2017/18 and Medium Term Financial Plan (MTFP)**

Members were asked to review the current position in relation to budgets for 2017/18 and beyond, and to make recommendations to the Fire Authority.

Members were advised that only part of the information had been received to finalise the figures in the budget equation at the time of agenda publication. Members were then updated with the following precept information:

- final council tax-bases now increased by 1.8% equating to an additional £46,000 over the figure in the report.
- the one-off collection fund surplus was now estimated at £0.238m.

Members' attention was drawn to the rogue figure of £0.150m in the general balances table for the approved use for 2016/17 - this was an error and should be removed.

Members requested an update to the next meeting of the use of £60,000 of resources on the 12 month project targeting fire safety within Houses of Multiple Occupation type premises.

With regard to the move of Headquarters to Hindlip, Members requested involvement of Group Leaders when considering the options and a detailed plan of the layout to be included with the next update.

Members thanked the Treasurer for providing a clear and concise report.

**RESOLVED that the Fire Authority be recommended to:**

- agree the amendments to expenditure and resource projections as set out in Appendices 1 and 2;
- increase council tax by £1.53 per year (1.96%) for 2017/18);
- note the remaining budget gaps set out in Paragraph 49; and
- earmark up to £2.6m of reserves to smooth the implementation of efficiencies over the period to 2020/21.

**74 Health and Safety Committee Update**

Members were provided with an update on the activities and items of significance from the Service's Health and Safety Committee and drew Members' attention to key areas of work currently being undertaken by the Service.

Members questioned the electronic stability programme (ESP) fitted on new fire appliances and were pleased that additional driving training resolved the issue with no further incidences reported.

[Councillor Fry left the room at 11.13 and returned at 11.14].

**RESOLVED** that the following issues, in particular, be noted:

- i) Health and Safety performance information recorded during July 2016 to September 2016 (Quarter 2); and**
- ii) The involvement of the Service in a number of Health and Safety initiatives.**

**75 Exclusion of the Press and Public - Delivering a Wyre Forest Emergency Services Hub**

The Authority were asked to exclude members of the public and press from Agenda Item 8.

**It was RESOLVED to exclude the public and press on the grounds that the discussion would be likely to involve the disclosure of exempt information within the meaning of section 100A(4) of the Local Government Act 1972, namely**  
**- information relating to the financial or business affairs of any particular person (including the authority holding that information).**

**Delivering a Wyre Forest Emergency Services Hub**

Members were provided with clarity about the next stages required to move the project forward to deliver an emergency services hub for the Wyre Forest area.

**Summary of Decision:**

**RESOLVED that Members note the progress towards acquisition of the site and commencement of the design stage.**

The Meeting ended at: 11:31

Signed:.....

Date:.....

Chairman

## **Report of the Treasurer**

### **2016/17 Budget Monitoring – 3rd Quarter**

#### **Purpose of report**

1. To inform the Committee of the current position on budgets and expenditure for 2016/17.
- 

#### **The Treasurer recommends that the Committee:**

- *note the forecast revenue underspend of £1.268m; and*
- *approve the creation of £0.500m ESMCP Reserve.*

#### **Introduction and Background**

2. This report relates to the Authority's financial position for the period April – December 2016 (Quarter 3 – 2016/17), and an outturn projection based on that position. Separate financial reports are included to detail the position for both Revenue and Capital for this period.
3. Details are also included about the Authority's Treasury Management position for the period.

#### **Revenue**

4. In February 2016 the Authority set a net revenue budget for 2016/17 of £31.992m, allocated to budget heads.
5. This was subsequently amended to reflect the proposed use of earmarked reserves, allocation of pay award provision, and the additional budget changes approved by Policy and Resources Committee at their meeting on 17 November 2016.
6. Appendix 1 details the annual budget and gives details of the projected year end expenditure against this amended budget. A figure of £1.268m, compared to a forecast of £0.928m (after virement) at the end of Quarter 2.
7. The change in the forecast is summarised in the table overleaf:

	<b>Quarter 2</b>		<b>Quarter 3</b>	
	<b>Amended</b>	<b>change</b>	<b>Variance</b>	
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>Note</b>
RDS FF Pay	<b>(0.092)</b>	(0.036)	<b>(0.128)</b>	a
Control Pay	<b>0.000</b>	(0.020)	<b>(0.020)</b>	
Support Pay	<b>0.000</b>	0.019	<b>0.019</b>	b
	<b>(0.092)</b>	<b>(0.037)</b>	<b>(0.129)</b>	
Strategic Management	<b>0.000</b>	(0.001)	<b>(0.001)</b>	
New Dimensions	<b>0.000</b>	(0.036)	<b>(0.036)</b>	
Technical Fire Safety	<b>0.000</b>	(0.004)	<b>(0.004)</b>	
Community Safety	<b>0.000</b>	(0.007)	<b>(0.007)</b>	
Training Department	<b>0.000</b>	(0.042)	<b>(0.042)</b>	
P & I	<b>0.000</b>	(0.017)	<b>(0.017)</b>	
Ops Policy	<b>0.000</b>	(0.002)	<b>(0.002)</b>	
Human Resources	<b>0.000</b>	(0.008)	<b>(0.008)</b>	
Ops Logistics	<b>0.000</b>	(0.039)	<b>(0.039)</b>	
FRA Costs	<b>0.000</b>	(0.001)	<b>(0.001)</b>	
ICT	<b>0.000</b>	(0.090)	<b>(0.090)</b>	
Insurance	<b>0.000</b>	0.017	<b>0.017</b>	
Finance (FRS)	<b>0.000</b>	0.013	<b>0.013</b>	
Legal Services	<b>0.000</b>	(0.006)	<b>(0.006)</b>	
	<b>0.000</b>	<b>(0.223)</b>	<b>(0.223)</b>	c
Capital Financing	<b>(0.250)</b>	0.000	<b>(0.250)</b>	
	<b>(0.250)</b>	<b>0.000</b>	<b>(0.250)</b>	
Excess Staff (Net)	<b>(0.065)</b>	(0.080)	<b>(0.145)</b>	d
	<b>(0.065)</b>	<b>(0.080)</b>	<b>(0.145)</b>	
Pay & Inflation Provision	<b>(0.437)</b>	0.000	<b>(0.437)</b>	
Unallocated Budgets	<b>(0.084)</b>	0.000	<b>(0.084)</b>	
	<b>(0.521)</b>	<b>0.000</b>	<b>(0.521)</b>	
	<b>(0.928)</b>	<b>(0.340)</b>	<b>(1.268)</b>	

8. The key variations changes since this refocus are explained below:

- a) RDS underspending has moved slightly within the normal forecasting constraints but continues to reflect the 2014/15 and 2015/16 outturn position.
- b) Support Pay overspend reflects the costs relating to the departure of a non-uniformed member of staff.
- c) Net underspending in budget holder areas against amended budgets is £0.223m, 3% of the budget concerned.

- d) Net saving on remaining excess staff, has improved by £0.080m.
9. There is no variation in respect of Facilities Management costs as Place Partnership Limited (PPL) are still unable to supply reliable forecast data.
  10. Under the contractual arrangement with PPL, they are not permitted to incur expenditure in excess of agreed budgets so the question is more about how underspent we might be at the year end.
  11. There is a potential budget pressure in relation to the capitalisation of property staff costs (now PPL costs) against major capital schemes. The budget assumes that £0.100m of costs would be capitalised, but the lack of capital project recharge information may make it necessary to charge these additional costs to Revenue.
  12. It should be noted that of the £1.268m underspend, £0.916m is reflected in the recently approved 2017/18 budget.

### **ESMCP Reserve**

13. Members will be aware of the national project to replace the whole of the emergency services radio communications infrastructure. Whilst it was anticipated that government would be funding a “like for like” replacement, it is now clear that additional costs will fall on Fire Authorities. Work is currently being undertaken to quantify the potential impact, but it is considered prudent to consider setting aside around £0.500m of this year’s underspending to meet these costs.

### **Capital**

14. The current capital budget (including approved rephasing from 2015/16) was approved by the Authority in June 2016 and is detailed in Appendix 2 (*column 4*). It is in two parts:
  - Capital Budget (approved schemes) £7.896m
  - Schemes awaiting approval £12.024m
  - Total Capital Strategy £19.920m
15. The approved Capital budget is divided into 4 blocks:
  - Vehicles
  - Major Buildings
  - Fire Control
  - Minor Schemes (allocated by Senior Management Board)
16. The Schemes waiting Approval total includes provision for Hereford and Redditch Fire Station replacement and the North Herefordshire Strategic Training Facility. It is expected that, once approved, expenditure will occur over a number of future years.

17. Although approval has recently been given by the Fire Authority at the meeting on 11 October 2016, for the construction of the Wyre Forest Emergency Services Hub, this has not been included separately within this report because it is still subject to tender at this time.
18. Of the Capital budget of £7.896m, £4.813m (61%) has been committed by way of expenditure and orders.
19. Again comment must be made regarding the lack of financial information from PPL which is hampering forecast of minor building scheme projects.

## **Treasury Management**

20. Since October 2008 the Authority has adopted a policy of avoiding new long term borrowing, where working capital balances permit. The Authority will only extend long term borrowing when cash-flow requirements dictate that it is necessary, and only to finance long term assets.
21. At the beginning of the financial year (2016/17), borrowing was at a level of £13.137m, this will be reduced in February 2017 by an additional £0.500m to £12.637m following planned repayments to the Public Works Loans Board.
22. In accordance with the Authority's Treasury Management Strategy, surplus funds are invested by Worcestershire County Council alongside their own funds. Investment is carried out in accordance with the WCC Treasury Management Strategy, which has been developed in accordance with the Prudential Code for Capital Finance and is used to manage risks from financial instruments.
23. Given the uncertainty in financial markets, the Treasurer continues to advise that investment should be focussed on security. As a consequence surplus funds continue to generate low returns which are factored into the budget.
24. At 30 December 2016 short term investment with Worcestershire County Council comprised:

Organisation Type Invested in	H&WFRA (Proportion) £'000
Other Local Authorities	5,640
Debt Management Account Facility	2,880
Money Market Funds (Instant Access)	2,390
Call	1,490
<b>Total</b>	<b>12,400</b>

25. An investment income target of £0.040m has been set for 2016/17, however as investments with the County Council are now more diversified, whilst still ensuring risk levels are reduced, income levels are higher than expected. In the 9 months to 31<sup>st</sup> December 2016 the Authority received income from investments of £0.036m; this slightly increased level is reflected in the capital financing variation.

### Corporate Considerations

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

### Supporting Information

Appendix 1 – 2016/17 Revenue Budget Monitoring

Appendix 2 – 2016/17 Capital Budget Monitoring

### Contact Officer

Martin Reohorn, Treasurer to the Authority  
(01905 368205)  
Email: [mreohorn@hwfire.org.uk](mailto:mreohorn@hwfire.org.uk)



**Hereford & Worcester Fire Authority:**  
**Policy & Resources Committee**  
**Revenue Budget 2016-17 : 3rd Quarter**

		2	3	4	5	6
		2016/17 Budget Quarter 2	Budget Changes P&R	2016/17 Budget Quarter 3	Forecast Annual Expd	Q3 Forecast Annual Variance
		£m	£m	£m	£m	£m
1	WT FF Pay	12.093		12.093	12.093	0.000
2	RDS FF Pay	3.439		3.439	3.311	(0.128)
3	Control Pay	0.728		0.728	0.708	(0.020)
4	Support Pay	3.248		3.248	3.267	0.019
5	Other Employee Costs	0.061		0.061	0.061	0.000
6	Unfunded Pensions	0.975		0.975	0.975	0.000
7		20.544	0.000	20.544	20.415	(0.129)
8	Strategic Management	0.094	(0.015)	0.079	0.078	(0.001)
9	New Dimensions	0.095	(0.007)	0.088	0.052	(0.036)
10	Technical Fire Safety	0.016		0.016	0.012	(0.004)
11	Community Safety	0.171	(0.004)	0.167	0.160	(0.007)
12	Training Dept	0.575	(0.037)	0.538	0.496	(0.042)
13	P & I	0.108	(0.008)	0.100	0.083	(0.017)
14	Ops Policy	0.065	(0.014)	0.051	0.049	(0.002)
15	Human Resoruces	0.404	(0.024)	0.380	0.372	(0.008)
16	Ops Logistics	1.161	0.024	1.185	1.146	(0.039)
17	Fleet	0.528	(0.022)	0.506	0.506	0.000
18	FRA Costs	0.064	(0.003)	0.061	0.060	(0.001)
19	ICT	1.594	0.021	1.615	1.525	(0.090)
20	Facilities Mngt	2.036	0.071	2.107	2.107	0.000
21	Insurances	0.316		0.316	0.333	0.017
22	Finance (FRS)	0.022	(0.053)	(0.031)	(0.018)	0.013
23	Finance SLA	0.098		0.098	0.098	0.000
24	Legal Services	0.028	(0.004)	0.024	0.018	(0.006)
25	PPL Costs	0.341		0.341	0.341	0.000
26		7.716	(0.075)	7.641	7.418	(0.223)
27	Capital Financing	3.189		3.189	2.939	(0.250)
28		3.189	0.000	3.189	2.939	(0.250)
29	Pay Award Provision 16/17	0.281		0.281		(0.281)
30	Inflation Contingency 16/17	0.156		0.156		(0.156)
31	Unallocated Budget	0.009	0.075	0.084		(0.084)
32		0.446	0.075	0.521	0.000	(0.521)
33	<b>Core Budget</b>	<b>31.895</b>	<b>(0.000)</b>	<b>31.895</b>	<b>30.772</b>	<b>(1.123)</b>
34	Excess Staff	1.171		1.171	1.214	0.043
35	Secondment Income	(0.241)		(0.241)	(0.429)	(0.188)
36		0.930	0.000	0.930	0.785	(0.145)
37	<b>Gross Budget</b>	<b>32.825</b>	<b>(0.000)</b>	<b>32.825</b>	<b>31.557</b>	<b>(1.268)</b>
38	Budget Reduction Reserve	(0.631)		(0.631)	(0.631)	0.000
39	Other Earmarked Reserves	(0.202)		(0.202)	(0.202)	0.000
40		(0.833)	0.000	(0.833)	(0.833)	0.000
41	<b>Net Budget Requirement</b>	<b>31.992</b>	<b>(0.000)</b>	<b>31.992</b>	<b>30.724</b>	<b>(1.268)</b>

**Hereford & Worcester Fire and Rescue Service :**  
**Policy & Resources Committee**  
**Capital Budget 2016 - 2017 : 3rd Quarter**

Scheme	Total Budget	Prior Year Expenditure	Current Remaining Budget	Current Year Expd & Commitment	Remaining
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**Approved Schemes**

**Vehicles**

149 - Command Support Unit replacement	350,000	-	350,000	-	350,000
152 - Pump Replacement 15/16	1,150,000	538,975	611,025	660,790	-49,765
199 - USAR Dog Van	29,000	26,865	2,135	-	2,135
204 - USAR ISV	81,000	63,218	17,782	9,030	8,752
207 - 16 - 17 Pumps	1,150,000	-	1,150,000	-	1,150,000
208 - 16 - 17 Response Vehicles	387,000	-	387,000	68,222	318,778
<b>Total</b>	<b>3,147,000</b>	<b>629,058</b>	<b>2,517,942</b>	<b>738,041</b>	<b>1,779,901</b>

**Major Building**

179 - New Evesham Fire Station	3,918,903	535,901	3,473,002	3,490,805	-17,803
200 - New Hereford Station Prelims	95,000	60,749	34,251	23,208	11,044
238 - Evesham Fire Station Fixtures	30,000	-	30,000	20,831	9,169
239 - Evesham Station IT Fit Out	60,000	-	60,000	34,456	25,544
<b>Total</b>	<b>4,103,903</b>	<b>596,651</b>	<b>3,597,253</b>	<b>3,569,299</b>	<b>27,954</b>

**Fire Control**

103 - Fire Control Replacement	2,287,000	1,953,994	333,006	39,486	293,520
<b>Total</b>	<b>2,287,000</b>	<b>1,953,994</b>	<b>333,006</b>	<b>39,486</b>	<b>293,520</b>

**Minor Schemes**

135 - Asbestos Works	144,765	14,765	130,000	-	130,000	P
170 - Computer Software 13-14	4,403	4,403	-	10,505	-10,505	
178 - UPS Enhancement	127,432	102,432	25,000	10,931	14,069	P
193 - Station Masts	133,425	3,425	130,000	93,905	36,095	P
197 - Public Sector Network Physical Security Measures	200,000	26,662	173,338	159,956	13,382	P
201 - Day Crew Plus Hereford	275,000	60,643	214,357	1,697	212,660	P
202 - Day Crew Plus Worcester	275,000	197,894	77,106	76,831	275	P
205 - Redditch Welfare	100,750	27,750	73,000	59,598	13,402	P
209 - Bromyard Station heating	10,000	-	10,000	-	10,000	P
210 - Droitwich Forecourt	70,000	-	70,000	-	70,000	P
211 - Eardisley Station Heating	10,000	-	10,000	-	10,000	P
212 - Hereford Staff Welfare	25,000	-	25,000	-	25,000	P
213 - Kingsland Station Heating	10,000	-	10,000	-	10,000	P
214 - Kington Station Heating	10,000	-	10,000	-	10,000	P
215 - Ledbury Station Heating	10,000	-	10,000	-	10,000	P
216 - Leintwardine Station Heating	10,000	-	10,000	-	10,000	P
217 - Pershore Boiler Room	30,000	-	30,000	4,780	25,220	P
218 - Pershore uPVC Facias	12,000	-	12,000	-	12,000	P
219 - Ross Station Heating	12,000	-	12,000	-	12,000	P
220 - Stourport Station Heating	10,000	-	10,000	-	10,000	P
221 - Upton Bay Floor	40,000	-	40,000	-	40,000	P
222 - Alerter Transmitters	175,000	-	175,000	-	175,000	
223 - SAN Replacement	65,000	-	65,000	40,413	24,587	
224 - Audit Software	35,000	-	35,000	-	35,000	
225 - Hardware Replacement	69,200	-	69,200	-	69,200	
236 - Patient Report Form IRS System	7,600	-	7,600	7,600	0	
237 - Intel Software	14,500	-	14,500	-	14,500	
<b>Total</b>	<b>1,886,074</b>	<b>437,973</b>	<b>1,448,101</b>	<b>466,215</b>	<b>981,886</b>	

<b>Capital Budget Approved Schemes</b>	<b>11,423,977</b>	<b>3,617,675</b>	<b>7,896,303</b>	<b>4,813,042</b>	<b>3,083,261</b>
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**Schemes Awaiting Approval**

998 - Unallocated Minor Schemes	904,609	-	904,609	-	904,609
Major Building Schemes - awaiting Authority approval	11,119,644	-	11,119,644	-	11,119,644.00
<b>Total</b>	<b>12,024,253</b>	<b>-</b>	<b>12,024,253</b>	<b>-</b>	<b>12,024,253</b>

<b>Capital Strategy</b>	<b>23,448,229</b>	<b>3,617,675</b>	<b>19,920,555</b>	<b>4,813,042</b>	<b>15,107,514</b>
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## **Report of the Head of Corporate Services**

### **Thomas Review – summary and key findings**

#### **Purpose of report**

1. To provide a summary of findings and recommendations of the recently published 'Independent review of conditions of service for fire and rescue staff in England, February 2015' (the Thomas Review).

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#### **Recommendation**

***It is recommended that the findings set out in the Thomas Review and your officers' comments on key recommendations be noted.***

#### **Introduction and Background**

2. In August 2014 the Government commissioned an independent reviewer, Adrian Thomas an HR professional, to consider whether conditions of service are a barrier to change that would otherwise deliver a more effective and efficient service to the public. In compiling the review over the next six months, he met with 21 fire authorities, including a visit to Hereford & Worcester, and other key players including the Chief Fire Officers Association (CFOA) and the Representative Bodies.
3. The review was submitted to Government in February 2015 and it was finally published 20 months later in November 2016, during which time a number of changes have taken place including fire and rescue services in England moving to the Home Office, the introduction of the Fire Reform programme, three changes of Fire Minister and the publication of the new Policing and Crime Act 2017.

#### **Summary**

4. The terms of reference for the review was:  
"to review the conditions of service of chief fire officers and firefighters, and the processes by which they are determined to consider whether they present barriers to the reform, improvement and efficiency of fire and rescue services."
5. In carrying out the review two main areas were considered:
  - a. barriers to the flexibility and responsiveness of staffing and crewing arrangements; collaboration and integration with other emergency services; the increased use of on call firefighters; and the clarity of process in the fair recruitment and remuneration of senior fire officers and fire officers, and

- b. the national arrangements for agreeing conditions of service.
6. Thomas considered why there was a need for change, and pointed to the Knight Review and options available to reduce expenditure without reducing the quality of outcomes for the public, including in areas such as crewing levels and the ratio of senior officers to firefighters. The Knight Review argued that there were barriers hindering positive change, many of which were rooted in 'conditions of service' with particular barriers being the Grey Book (the scheme of conditions of service for uniformed employees of fire and rescue services) and prevailing industrial relations.
  7. In his meetings across the country, Thomas often found that while there is a sustained reduction in fires attended and an increase in fire safety and prevention activity, non-fire rescue and other resilience based activities, there hadn't been a corresponding change in the approach to conditions of service, recruitment, training and industrial relations. He was concerned that where change was happening, it was either slow or being resisted, despite the fire and rescue service having such a "valuable position of trust to lead and influence the public in the way they provide, and intend to provide the service in the future."
  8. The review recognised that conditions of service underpin the employment of the workforce and that any changes to the conditions will affect people directly, and therefore added a note of caution, "... there is sensitivity, and much legality, around how conditions of service are deployed and any desire to change them."
  9. Each section of the review has a range of observations and a number of recommendations, based on the findings from fieldwork and research. In drawing up the recommendations, Thomas recognised that different fire and rescue services may have already implemented some of them as a matter of course independently of the review.

## **Review Findings**

10. Throughout the review, Thomas argues that much of the change needed appears to be common sense to the independent observer and that it should become common practice across the service. However, he also recognised that some proposals are controversial and will be seen as challenges or threats to be resisted. For example, he argues that the Grey Book is an obstacle to change and should be slimmed down and modernised, with duty systems, role maps and national occupational standards replaced by contracts of employment. He also proposes a complete reform of the role of the National Joint Council (NJC) and that Government should remove the 'right to strike' where it impedes the service from making an emergency response. On this latter point, the Government has already responded that it has "no intention of removing the right to strike at this time."

11. The findings were set out in five main themes with a total of 45 recommendations mostly addressed to fire and rescue authorities and representative bodies as well as the Local Government Association (LGA) and the National Joint Council.
12. The five themes cover the conditions of service and the areas of employment and operational relationships that they impact, and are listed below along with a number of highlighted areas of interest: -

**a The working environment**

11 recommendations mostly aimed at FRSs locally and nationally, including the key issues of

- implementing change programmes,
- communication,
- reflecting community diversity, and
- the particular issue of declaring second jobs.

**b Documented conditions of service**

6 recommendations aimed at national level FRS leadership (LGA, NJC, Government) including:

- promoting the wide range of work activities and skills of firefighters highlighting the prevention role, and
- revisions to conditions of service including slimming down the Grey Book requirements in favour of local contracts of employment.

**c Industrial relations**

6 recommendations primarily aimed at the NJC and Government suggesting:

- revisions to the NJC roles, structures and membership, and
- removal of the 'right to strike' (not accepted by Government at this time).

**d Duty systems**

6 recommendations aimed at FRSs locally and at the national level covering:

- aligning staff resources to identified risk,
- awareness raising and promoting the role and wider use of RDS firefighters,
- national legislation to provide protection for RDS firefighters, and
- a proposal to test 'bounty payments' for employers of RDS staff (unlikely to be pursued by Government at this time).

e **Management of the fire and rescue service**

15 recommendations mostly aimed at FRSs locally and at the national level covering:

- the role of the Fire and Rescue Authority,
- raising recruitment and selection academic standards,
- promoting FRS collaboration in recruitment (e.g. 'fast-track' management programmes, succession plans and senior leader programmes) potentially leading towards formal mergers of FRSs,
- the need for strategic workforce planning, removing the requirement for all firefighters to attain the same level of competency and instead tailoring training and pay towards core skills, competencies based on changing roles and activities in line with the Integrated Risk Management Plan (IRMP) and introducing a 'safe to ride' measure,
- developing a national approach to leadership development including wider use of the Executive Leadership Programme (ELP) and recruitment,
- removal of the Gold Book in favour of local pay and conditions for senior managers reflecting local circumstances, and
- wider public access to pay policy statements

13. A final recommendation, reiterated throughout the review, was that all involved in the fire industry should adopt the principle of: -  
"Where change is **common sense** it should become **common practice**."
14. A number of findings were also highlighted as initial priorities for action:
  - a. the need for rebuilding to be done around **culture and trust**, including addressing concerns around bullying and harassment,
  - b. the potential of the **retained duty system** in offering a significant opportunity to align resources to risk at a significantly lower cost than maintaining full time cover at times of low level risk and activity,
  - c. the very little value in capturing conditions of service in the **Gold and Grey Books**, recommending that the Gold Book be discontinued and the Grey Book be slimmed down and replaced by a contract of employment at the local level, supported by an employee handbook, and
  - d. the description of **role maps and duty systems** in the Grey Book creates inflexibility in the deployment of fire fighters in support of the local IRMP, recommending that they be removed from the Grey Book.
15. These initial priorities are set out in full in Appendix 2 of this report. The full list of 45 recommendations is set out in Appendix 3.

## **Consideration of the Review Recommendations**

16. Of the recommendations to fire and rescue services, there are several relating to improving communication with the public and between management and workforce as a prerequisite to ensuring a healthy working culture and trust. He also includes recommendations on training and recruitment, duty systems, workforce planning, workforce diversity, management, governance and collaboration.
17. In most cases the Service is already doing or planning to do the actions recommended. Amongst the main activities underway is the establishment of the Organisational Development Working Group led by the Assistant Chief Fire Officer, which is looking at key areas such as equality objectives and organisational culture.
18. Twenty-two recommendations are of direct interest to HWFRS, and your officers have commented on the Service's current position in relation to each. The comments incorporate a simple Red-Amber-Green coding to show whether or not the Service is delivering the action recommended. Of the 22 recommendations, two are shown as red. These refer to the need for an annual statement on the use of retained firefighters, which is not currently provided by the Service, though it can be incorporated into the annual Statement of Assurance.
19. The detailed comments are set out in full in Appendix 1.

## **Reception**

20. Not surprisingly, given its opposition to the review in the first place, the Fire Brigades Union has roundly condemned the review as "incompetent, irrelevant and misleading" and the recommendations as "a compendium of ill-informed notions", as well as questioning the true 'independence' of the author.
21. CFOA has welcomed the publication and sees it as an opportunity to incorporate the review's recommendations into the overall fire reform programme which CFOA is supporting.
22. While Government will not be making a formal response to the review until it has engaged further with stakeholders and gained feedback on the recommendations and issues raised, the Fire Minister has said that the Government expects all fire and rescue authorities to focus on considering and delivering on the recommendations.

## Conclusion

23. The Thomas Review is a wide-ranging look at conditions of service with some far-reaching implications for fire and rescue services and for key organisations including CFA, the NJC and LGA as well as Government. The Service is either delivering, or is able to deliver without too much additional work, most of the recommendations addressed to fire and rescue services.
24. In summarising the findings, Thomas concluded that  
“The challenge for the Fire and Rescue Service is to continue to build upon the passion of the people within the industry, to accept and accelerate change, reach out to new technology and working practices to get in front of the change curve.”

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	The review has no direct resources implications. However, some of the recommendations, if implemented may have cost, legal and human resources implications. There may also be considerable HR implications should recommendations about changes to conditions of service be implemented.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Many of the areas considered in the review link in with the Service's transformation agenda and the overall risk management approach set out in the Community Risk Management Plan.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	Any risk implications arising from implementing changes recommended in the review would be considered through normal risk management procedures.
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	N/A
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	N/A



## **Supporting Information**

Appendix 1 – Comments on Recommendations of direct interest to HWFRS

Appendix 2 – Initial Priorities identified in the Thomas Review

Appendix 3 – Key Findings and Recommendations

## **Background papers**

Independent review of conditions of service for fire and rescue staff in England, February 2015 by Adrian Thomas

Facing The Future: Findings from the review of efficiencies and operations in fire and rescue authorities in England, May 2013 by Sir Ken Knight

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**Comments on recommendations of direct interest to HWFRS**

<b>The working environment</b>	
<b>1. Culture and trust are at the centre of many of the changes required to create a high performing service aligned to the needs of the people it serves. A consistent employee engagement survey should be developed and deployed across the service (allowing inter authority comparisons) and 'hard wired' into management objectives.</b>	
<p>Comments:</p> <p>The Fire Authority has established an Organisational Development Working Group, which reports to the Assistant Chief Fire Officer.</p> <p>The Group is currently refreshing the equality objectives, and one of the areas of focus will be culture. As part of this an external consultant has been engaged to carry out a benchmarking exercise against the Equality Framework. The results of this will then be used to inform an action plan supporting delivery of the objectives. It is anticipated that an appropriate employee survey will be developed as part of this.</p>	<p><b>Amber</b></p> <p>The Organisational Development Working Group is still at an early stage, but is planning to address these areas.</p>
<b>2. Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes.</b>	
<p>Comments:</p> <p>The Joint Consultative Committee provides a forum whereby all change programmes for consultation are reported and discussed and their progress monitored. This is supported by an agreed, and regularly used, industrial relations protocol promoting early engagement with Representative Bodies.</p>	<p><b>Green</b></p> <p>There are appropriate engagement mechanisms in place.</p>
<b>3. Fire and rescue services should deploy training in effective change management, leadership and employee engagement in addition to Industrial Relations.</b>	
<p>Comments:</p> <p>Development programmes include an accredited leadership and management qualification (commensurate to managerial level) which covers areas relating to change management and leadership and management.</p> <p>Leadership training is provided by recognised providers (Level 5,7) Masters, ELP, etc. Change management and industrial relations training does not take place currently.</p>	<p><b>Amber</b></p> <p>There are currently gaps in change management training and no specific training in industrial relations.</p>

**4. Increased importance should be placed by fire and rescue services on employee communication - appropriate management training and processes (direct to employee) should be implemented**

**Comments:**

The Service currently uses a wide array of methods to communicate with its employees including the Service Bulletin, management cascades, briefings, media and the Service website.

An internal review of communication was carried out in early 2016. It looked at the success of these methods and the key messages that were of importance to staff. Following the review several improvements were made to help improve employee communication, and further improvements are planned. Several managers will also be attending management courses arranged by HR, which will further assist with improving direct employee communication.

**Green**

Current employee communications are strong and there are plans to further improve employee communication.

**5. Fire and rescue services should instigate audits of the flow of management information reaching the workforce with the aim of improving the flow of information to the frontline firefighter**

**Comments:**

With regard to senior management, the Service carries out annual SMB visits to deliver key messages as well as gathering feedback and engaging with staff. In addition, the Chief Fire Officer publishes a regular message in the widely-read Service Bulletin, with key messages conveyed on a fortnightly basis.

The flow of management information was recently measured in the review of internal communications using a mixture of qualitative and quantitative methods.

Further audits may also take place in the future to ensure that the information is reaching the workforce efficiently and effectively.

**Green**

Current employee communications are strong and there are plans for further audits of information flow.

**6. Management performance objectives should be hard wired to the results of an annual employee engagement and communication survey.**

**Comments:**

As noted at 1 above, the recently established Organisational Development Working Group is currently refreshing the equality objectives. Part of this is likely to be the development of an employee survey, which can be used to identify areas of focus for management performance objectives.

**Amber**

The Organisational Development Working Group is still at an early stage, but is planning to address these areas.

**7. Unconscious bias training should be rolled out across the fire and rescue service.**

**Comments:**

In support of developments noted at 1 and 6 above, it is anticipated that the approach to equality and diversity training will be updated to incorporate unconscious bias training within it.

**Amber**

The Organisational Development Working Group is still at an early stage, but is planning to address these areas.

**8. The leadership of the Fire and Rescue Service (represented by the Local Government Association and Chief Fire Officers Association) and the employee representatives together with special interest groups representing woman and black and minority ethnic firefighters should publish a memorandum of understanding as to how people will be treated.**

**Comments:**

The Ethical Framework SPI sets out corporate values, purposes and the roles and responsibilities of all staff and volunteers.

Moreover, the Fire Authority are corporate members of the Asian Fire Service Association and Women in the Fire Service UK, and actively engage with these groups.

Women and black and ethnic minority firefighters still represent a very low proportion of the workforce relative to their demographic distribution across the two counties.

See also comments at 1 above.

**Amber**

While addressed to the LGA and CFOA, the Service also needs to reflect community diversity within its workforce.

**9. Research should be directed at how the cadet scheme could be utilised to widen the diversity of the service and how the interest in supporting the fire service can be maintained when the cadets leave the scheme (impacting both equality and potentially the retained duty system).**

**Comments:**

As noted at 1 above, the recently established Organisational Development Working Group is currently refreshing the equality objectives. It is anticipated that the cadet scheme will be incorporated into this.

**Amber**

The Organisational Development Working Group is still at an early stage, but is planning to address these areas.

**10. Each fire and rescue service should maintain an active register of firefighters with second jobs. A refusal or failure to declare a second job should be treated as a serious disciplinary matter.**

Comments:

All employees who undertake part-time paid employment, carry on a trade or business or hold another office for hire or gain are required to complete a Pers 22 Form (Request to undertake paid part-time employment), which has to be authorised by the Group Commander/Line Manager.

These details are then recorded on HR Connect.

A clause in contracts for uniformed staff states: "You are required to notify and keep the Service updated of any work performed for any other employer in order that working time records can be maintained." However, this clause is not in the current non-uniform contract.

Current records are reliant on individuals completing the forms, so their accuracy could be queried.

**Amber**

There is a need to stress that recording second jobs is compulsory and subject to serious disciplinary action if not declared. This is not currently enforced and is an area that needs to be addressed through review and action plan

**Documented conditions of service**

No specific recommendations for HWFRS

**Industrial relations**

No specific recommendations for HWFRS

**Retained duty system**

**24. Fire and Rescue Authorities should adopt duty systems and staffing which align fire fighter availability to the planned work load (e.g. community safety) whilst providing response cover appropriate to the Integrated Risk Management plan should be encouraged.**

Comments:

HWFRS has 19 Retained Duty System (RDS) units, 3 Day Crewing and 3 Day Crewing Plus in operation. These duty systems are appropriate to the risk profiles across the two counties.

**Green**

Duty systems are appropriate to risk profiles, and are kept under review.

**25. Fire and rescue authorities should be required to provide an annual statement on the use of retained firefighters. Any decision not to use or to cease to use retained firefighters should be communicated in this statement and underpinned with operational evidence provided by the fire and rescue service.**

<p>Comments:</p> <p>Not currently done in this format, though the availability of RDS crews and incidents attended is published in quarterly performance reports to the Fire Authority. HWFRS uses RDS crewing widely across the two counties.</p>	<p><b>Red</b></p> <p>Not done in this format at present, but this information could be provided.</p>
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**26. As part of the annual statement fire and rescue services should be required to provide an annual commentary on the number and use of retained firefighters. And in particular to report on the level of mixed crewing or co-working with wholetime personnel.**

<p>Comments:</p> <p>Policies are in place for mixed crewing (RDS Management and Day Crewing SPI). There is also a Resilience Register.</p> <p>At most incidents and at many training exercises, there is an element of co-working.</p>	<p><b>Red</b></p> <p>Not done at present, but this information could be provided.</p>
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**29. Trial and evaluate, in a limited number of fire and rescue services, the use of an annual bounty payment for employers of retained firefighters.**

<p>Comments:</p> <p>HWFRS would welcome any opportunity to work closely with employers to improve the recruitment and retention of RDS personnel, but understands that the Government are unlikely to pursue this particular option. It is appropriate for any other options to be considered at a national level through the Chief Fire Officers Association, as there are likely to be cost implications.</p>	<p><b>Green</b></p> <p>The Service continues to explore opportunities to work more closely with employers to help improve the recruitment and retention of retained firefighters.</p>
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### Management of the Fire and Rescue Service

**30. Fire authorities should keep the number and level of commitment of fire authority elected members under review. The right number may differ by authority but should be large enough to allow scrutiny without becoming burdensome on operational delivery.**

<p>Comments:</p> <p>The Fire Authority is constituted of 25 members, which is the current maximum membership as set out in the Combination Order.</p> <p>All new Members attend an induction and are made aware of their scrutiny role. The role description for Authority Members includes a key competency to provide constructive challenge and a responsibility to contribute actively to the scrutiny of the Authority's strategic policies, priorities, budget, performance and service delivery on</p>	<p><b>Green</b></p> <p>Procedures are already in place.</p>
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<p>behalf of the community.</p> <p>The Member Development Strategy and training programme aim to equip Members with the support, knowledge and information necessary to achieve and maintain this key competency. The attendance of Members at meetings, training and other events is recorded and feedback from Members is reviewed.</p> <p>The Authority's committee structure is set up to facilitate Members in undertaking scrutiny and to hold officers to account. For example, the Policy &amp; Resources Committee comprises 13 Members and scrutinises the quarterly performance and budget monitoring reports.</p> <p>The Audit &amp; Standards Committee (12 Members) scrutinises the adequacy of management responses to external and internal auditor's reports. Member Task and Finish Groups have also been utilised to look at specific issues in detail and report back to the principal committee.</p> <p>Officers provide the opportunities for Members to be engaged in the work of the Authority and it is the responsibility of political group leaders to ensure that their Members have an appropriate level of commitment to the Authority.</p>	
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<b>31. Recruitment and selection academic standards should be immediately raised.</b>	
<p>Comments:</p> <p>In terms of the wholetime workforce, there is no academic requirement to enter into selection processes for those who aspire to management levels. However, development programmes include a variety of academic qualifications (commensurate to the managerial level) ranging from Levels 3, 5 and 7 to MAs and MBAs.</p> <p>Entry requirements for the role of on-call firefighter include a level of Literacy and Numeracy at Key Skills Level 2 in Maths and English Language (e.g. GCSC at Grade A* - C), which is considered appropriate as it is not their primary occupation.</p>	<p><b>Amber</b></p> <p>Need to consider raising academic standards requirements for wholetime recruitment to ensure there is a sufficient pool of potential middle and senior managers.</p>

<b>35. Fire and rescue services should maintain an up-to-date strategic workforce plan.</b>	
<p>Comments:</p> <p>HWFRS currently operate workforce planning for wholetime employees. However, this is not linked to the learning and development programme. While retirement profiles and numbers are known, there is currently no profiling of staff career paths.</p>	<p><b>Amber</b></p> <p>A new Workforce Development Plan is being prepared, which will address these areas.</p>



Work is in progress for non-uniformed and retained employees.

**36. Fire and rescue services that cannot offer promotional opportunities away from the original place of work/watch then preparatory management training should be available as part of a strategic workforce development plan.**

Comments:

As at 35 above.

**Amber**

A new Workforce Development Plan is being prepared, which will address these areas.

**37. The expectation that all fire fighters attain the same, maximum, level of competency should be removed. The wide and increasing range of roles and activities undertaken by fire fighters calls for a more sophisticated alignment of capability with the activity required in support of the local Integrated Risk Management Plan than can be provided by the view that 'a fire fighter is a fire fighter'.**

Comments:

HWFRS currently has different competencies for different staff based on role and/or location. There needs to be a minimum level to ensure that a firefighter is safe and effective.

HWFRS would investigate the possibility of sending 'defensive firefighters' to certain incident types.

This is also an area being considered at a national level through CFOA and the creation of a new National Fire Chiefs' Council.

**Amber**

May need to review HWFRS competency and capability requirements for activities undertaken, taking into account the work of CFOA/NFCC.

**38. Training and pay should reflect a 'safe to ride' measure – basic core skills and core pay followed by competency based increments as required (which in the event of losing that competency means that the fire fighter retains their job albeit without that competency).**

Comments:

Trainee rate of pay is awarded whilst individuals are attending the Core Skills Recruits Course. Upon completion, individuals are awarded the Development rate of pay. Competent rate of pay is achieved upon completion of the Firefighter Development Programme.

Having an operational workforce with varying technical competencies may result in a fragmented and inflexible approach to service delivery.

**Amber**

There would be a need to review (and potentially replace) existing guidance and protocols in relation to HWFRS competency and capability requirements for activities undertaken.



**40. Fire and rescue services not using the Executive Leadership Programme should reconsider doing so.**

Comments:

HWFRS uses the Executive Leadership Programme.

**Green**

Already in place.

**43. All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.**

Comments:

The Fire Authority's Pay Policy Statement is accessible on the Service website.

**Green**

Already in place.

Initial Priorities identified in the Thomas Review (pp 12-14)	
I.	<p>There is much re-building to be done around <b>culture and trust</b>, including addressing the concerns around bullying and harassment. This also has an obvious relationship with equality and diversity. Everyone deserves a work place free from bullying where employment and progression is on merit and free from bias. The fire service needs inspirational leaders able to deliver a high performing, engaged workforce. Where I found these leaders during my fieldwork visits I also found positive industrial relations. Understanding and surfacing the differing levels of industrial relations culture and trust is vital to moving forward in these areas. A service wide engagement survey focused on culture, equality and trust should be conducted on an annual basis. Management performance objectives should be 'hard wired' into this survey. Whilst embedding changes in management culture may take time, I believe the implementation of employee engagement surveys and amendments to management objectives could be taken forward by each fire and rescue authority and implemented relatively quickly.</p>
II.	<p>The <b>retained duty system</b> offers significant opportunity to align resources to risk at a significantly lower cost than maintaining full time cover at times of low level risk and activity. However the difficulties in recruiting retained duty system fire fighters were repeatedly communicated to me. In addition to supporting a national recruitment and communication programme Government should bring forward legislation that extends employment protection (as enjoyed by military reservists) to fire fighters engaged on retained duty systems and part-time contracts.</p>
III.	<p>Conditions of service are currently documented in the Green, Grey and Gold books. My review makes no recommendation as to the Green Book. However, I find very little value in capturing conditions of service in the <b>Gold and Grey Books</b>. I found the Gold Book to be redundant, unread and unused in virtually every authority I visited or which responded to my questionnaire. I recommend that the Gold Book is discontinued and that the employers and representative bodies implement this recommendation as soon as is reasonably practicable. The Grey Book is held by fire fighters as a key foundation or anchor for their conditions of service, even though in most fire and rescue services there are local derivations away from the national provisions contained within it. Employers repeatedly pointed out to me either that the Grey Book was a barrier to alignment of conditions of service with local delivery or that they had managed to change locally the conditions of service despite the Grey Book. Either way it appears to me that the Grey Book should be slimmed down. Consideration should be given by the employers, in consultation with representative bodies, as to replacing the Grey Book with a contract of employment at the local level, supported by an employee handbook. Base Pay (see section on training) should remain national but all other conditions of service should have a more regional/local flavour and I recommend that the national joint council takes action to explore how such a system could operate in practical terms.</p>

IV.	<p>The description of <b>role maps and duty systems</b> in the Grey Book creates inflexibility in the deployment of fire fighters in support of the local Integrated Risk Management Plan. Roles maps are too restrictive and duty systems within the Grey Book in many fires and rescue services do not reflect the changing activity from response to prevention. Both the list of role maps and the pre-determined duty systems should be removed from the Grey Book by the employers, in consultation with representative bodies.</p>
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**Key Findings and Recommendations identified in the Thomas Review**

<b>The working environment</b>
1. Culture and trust are at the centre of many of the changes required to create a high performing service aligned to the needs of the people it serves. A consistent employee engagement survey should be developed and deployed across the service (allowing inter authority comparisons) and 'hard wired' into management objectives.
2. Early engagement with employee representatives at the earliest opportunity should be a feature of all change programmes.
3. Fire and rescue services should deploy training in effective change management, leadership and employee engagement in addition to Industrial Relations.
4. Increased importance should be placed by fire and rescue services on employee communication - appropriate management training and processes (direct to employee) should be implemented
5. Fire and rescue services should instigate audits of the flow of management information reaching the workforce with the aim of improving the flow of information to the frontline firefighter
6. Management performance objectives should be hard wired to the results of an annual employee engagement and communication survey.
7. Unconscious bias training should be rolled out across the fire and rescue service.
8. The leadership of the Fire and Rescue Service (represented by the Local Government Association and Chief Fire Officers Association) and the employee representatives together with special interest groups representing woman and black and minority ethnic firefighters should publish a memorandum of understanding as to how people will be treated.
9. Research should be directed at how the cadet scheme could be utilised to widen the diversity of the service and how the interest in supporting the fire service can be maintained when the cadets leave the scheme (impacting both equality and potentially the retained duty system).
10. Each fire and rescue service should maintain an active register of firefighters with second jobs. A refusal or failure to declare a second job should be treated as a serious disciplinary matter.
11. Implement a single technological/equipment evaluation facility.
<b>Documented conditions of service</b>
12. The fire and rescue services in conjunction with the Government should create a national communication programme highlighting the range of activities and skills beyond fighting fires currently undertaken by firefighters. The aim of this would be to raise public awareness that creating a flexible fire and rescue service aligned to prevention is key to increasing safety in the local community.

13. Slim down and modernise the Grey Book, removing duty systems and reference to role maps and national occupational standards and replace with contracts of employment.
14. Minimum night time shift hours should be removed from the Grey Book
15. Disagreements regarding additional payments, collaborations or implementation of new technologies and working practices should be resolved locally without resort to the national advisory panels.
16. The national employers, government and employee representatives should, in support of establishing a changed culture (as detailed earlier), meet and agree a re-defined national joint protocol on industrial relations.
17. The ability to compulsorily move an individual from the flexible duty system should be introduced.

<b>Industrial relations</b>
18. The National Joint Council should be retained for the purposes of national pay bargaining for basic pay whilst reforming itself to represent employers and employees on a more local basis for all other conditions of service including incremental pay for acquiring competences beyond 'safe to ride'.
19. The National Joint Council should consider operating regionally to reflect the requirements of the different fire authorities whilst retaining a national umbrella with respect to basic pay
20. Remove Technical Advisory Panels and Resolution Advisory Panel and replace with a direct to ACAS approach. Fire and Rescue Authorities are undertaking a significant amount of local negotiation as they agree positions out with the Grey Book locally and this will not significantly increase workload or cost – in fact the Knight review suggested that local negotiations save money.
21. The Government should recognise the increasing view that the current right to withdraw labour (take strike action) is incompatible with the expectations that the public has of an emergency service. As such Government should bring forward appropriate legislation to remove the protection afforded under the Act to unions when their collective strike action, or action short of strike, impedes the fire and rescue service from making an emergency response. The right to strike being retained for non-emergency activities.
22. If the Government determines not to bring forward legislation to restrict the right to strike then Government should instigate consultation with a view to agreeing with employees impacted a no strike agreement in emergency situations. The right to strike being retained for non-emergency activities.
23. The chair of the National Joint Council should instigate an independent review of the structure and representative make-up of the National Joint Council to enable it to perform effectively at both a local and national level – noting that a number of contributors, from both the employers and the representatives, felt that they were excluded from the council.

### **Retained Duty systems**

24. Fire and Rescue Authorities should adopt duty systems and staffing which align fire fighter availability to the planned work load (e.g. community safety) whilst providing response cover appropriate to the Integrated Risk Management plan should be encouraged.
25. Fire and rescue authorities should be required to provide an annual statement on the use of retained firefighters. Any decision not to use or to cease to use retained firefighters should be communicated in this statement and underpinned with operational evidence provided by the fire and rescue service.
26. As part of the annual statement fire and rescue services should be required to provide an annual commentary on the number and use of retained firefighters. And in particular to report on the level of mixed crewing or co-working with wholetime personnel.
27. Legislation should be brought forward to provide employment protection to fire fighters employed on the Retained Duty System. This legislation is already in place for other groups (military reservists, magistrates and so on).
28. A national awareness programme for retained duty system personnel should be produced.
29. Trial and evaluate, in a limited number of fire and rescue services, the use of an annual bounty payment for employers of retained firefighters.

### **Management of the Fire and Rescue Service**

30. Fire authorities should keep the number and level of commitment of fire authority elected members under review. The right number may differ by authority but should be large enough to allow scrutiny without becoming burdensome on operational delivery.
31. Recruitment and selection academic standards should be immediately raised.
32. Fire and rescue services should create critical mass by collaborating in recruitment including lateral recruitment into 'fast track' management programmes.
33. Fire and rescue services should explore a collaborative approach to the creation of succession plans and senior leader programmes with more cross authority developmental moves
34. Where collaboration could lead to more formal mergers, Government should find transformational funding to support the creation of larger fire and rescue services that offer critical mass in areas of technology introduction, recruitment, succession and development.
35. Fire and rescue services should maintain an up-to-date strategic workforce plan.
36. Fire and rescue services that cannot offer promotional opportunities away from the original place of work/watch then preparatory management training should be available as part of a strategic workforce development plan.

37. The expectation that all fire fighters attain the same, maximum, level of competency should be removed. The wide and increasing range of roles and activities undertaken by fire fighters calls for a more sophisticated alignment of capability with the activity required in support of the local Integrated Risk Management Plan than can be provided by the view that 'a fire fighter is a fire fighter'.
38. Training and pay should reflect a 'safe to ride' measure – basic core skills and core pay followed by competency based increments as required (which in the event of losing that competency means that the fire fighter retains their job albeit without that competency).
39. To create and maintain (in the face of decreasing numbers) a cadre of managers capable of becoming future fire and rescue service leaders, a standardised industry wide approach to leadership development should be adopted.
40. Fire and rescue services not using the Executive Leadership Programme should reconsider doing so.
41. A lateral, industry wide, recruitment scheme should be created. This will fast track managers through the experiential requirements and into senior roles.
42. The Gold Book (conditions of service for principal officers) should be removed along with that for Brigade Managers. With pay and conditions of service agreed locally subject to the introduction of a more sophisticated job evaluation programme that better reflects job size, role complexity and other duties in a way which allows inter authority comparison.
43. All fire and rescue services and fire authorities should review the accessibility of their pay policy statements.
44. The Chief Fire Officers Association should consider increasing the term of office for the role of president from 1 year to 2 or 3 years – to provide increased stability of leadership.
45. Finally all participants in the fire industry should adopt the principle of: -  <p style="text-align: center;">“Where change is <b>common sense</b> it should become <b>common practice</b>”</p>

## **Report of Area Commander, Community Risk & Training**

### **Houses of Multiple Occupation: Project Update**

#### **Purpose of report**

1. This briefing paper provides a six month update on the Houses of Multiple Occupation project being delivered by the Community Risk Department.

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#### **Recommendations**

##### ***It is recommended that:***

- i) Members note the success of the project to date:***
  - an additional 157 business fire safety checks have been carried out so far;***
  - a third of which resulted in further enforcement action; and***
  - 112 residents are now living in safer conditions where the risk of harm or injury from fire has been considerably reduced.***
- ii) A full evaluation report be produced at the conclusion of the 12 month project.***

#### **Introduction and Background**

2. At the Policy and Resources Committee meeting on 21 March 2016, approval was given for the funding of a twelve month project focussing on Houses of Multiple Occupation (HMO) type premises. The approved funding of £60,000 from Service reserves is being used to employ two additional temporary Community Risk (CR) technicians (£42,366), with the remaining funds allocated to project costs, and a temporary promotion.
3. The previous report provided evidence that whilst HMOs were present in the two counties, it was residential accommodation above commercial properties that presented potential fire safety issues. Breaches in fire safety by rogue landlords had been identified as a concern by HWFRS fire safety officers, Local Authorities, the UK Border Agency, and the Police.
4. The aim of the project is to identify fire safety issues in unlicensed HMOs and residential accommodation above commercial premises, exposing non-compliant landlords where vulnerability of tenants may be considerably higher. HWFRS have been involved nationally, working with other Services on behalf of CFA, regarding revisions to the LACORS guidance (fire safety within HMO type premises). This project will therefore provide valuable evidence, which may be used to support recommended national guidance.



5. The twelve-month initiative links directly to the **Community Risk** department strategy *Business Fire Safety Objective* - “to work with our businesses to ensure they are properly protected.”

### Six-Month Update

6. The project started in August 2016, following an external recruitment process, training, and handover with existing Community Risk department staff. A desktop review was completed for the following areas: Kington, St Johns (Worcester), Evesham and Droitwich. The review focussed on existing Fire Authority data for each area, Google mapping, and street observations and identified potential tenanted residential properties above commercial premises.
7. Business Fire Safety Checks (BFSCs) revealed that the main fire safety risk concerned the means of escape from residential accommodation into business areas. Other concerns included inadequate fire detection and warning systems, and excessive fire loading (for example the storage of retail stock in escape routes).
8. To date the following outcomes have been achieved:

	Kington	St Johns	Evesham	Droitwich	Total
Properties identified	34	44	107	49	234
Business Fire Safety Checks completed	22	32	70	33	157
Enforcements / Prohibitions / NODs issued	4	12	33	2	51
Potential number of lives protected	8	21	77	6	112
Residential only properties contacted whilst in area	77	78	65	On-going	220
HFSCs completed by HMO project team	9	4	3	On-going	16

9. 32% of the BFSCs undertaken during the pilot have resulted in further fire safety officer intervention and/or enforcement action in respect of circumstances which had the potential to expose the 112 residents living within those HMOs to a greater risk of injury or harm from fire (based on the number of sleeping facilities prohibited). In addition, whilst on site, the team identified other residential properties not linked to businesses and delivered Home Fire Safety Check (HFSCs) information to approximately 220 homes. This has resulted in the HMO project team completing 16 ad-hoc visits (further HFSCs are being dealt with directly by central CR staff).

## Look Forward

10. Following the completion of inspections at identified properties in Droitwich, the project team will commence work in Kidderminster based upon historical incident trends and local inspecting officer's knowledge, focussing initially in the Horsefair area. Further locations will be targeted during the remaining months of the project.
11. An additional benefit of having two extra CR department technicians is the ability to support community risk initiatives currently being delivered, providing greater departmental resilience, and contributing to the wider health and wellbeing agenda.

## Conclusion/Summary

12. This paper provides a six-month update for the HMO project, which identifies fire safety issues in unlicensed HMOs and residential accommodation above commercial premises, and highlights the significant fire safety intervention that has been achieved in the first six months. Headline figures demonstrate the value of the project: 32% of BFSCs have resulted in enforcement, and 112 residents are living in safer conditions where the risk of harm or injury from fire has been considerably reduced through this pilot.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	The initial funding of £60,000 will be utilised by the end of twelve-month period (end July 2017). To continue the project additional resources need to be approved.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The project has demonstrated how the Service delivers the Core Purpose of 'Our Strategy', and meets the CR Strategy 'business fire safety' objective.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	Whilst the risk based audit programme (RBAP) will continue as core fire safety business, this targeted project approach is based on an intelligence led audit programme (ILAP).
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	Potential new working arrangements for CR Dept. technicians will require consultation with RBs, and potential job description alterations.
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	No, the report concerns a six-month project update on the HMO initiative, where additional resources have targeted fire safety issues identified in HMO type premises.

## **Supporting Information**

Background papers – Policy and Resources Committee report: Houses of Multiple Occupation, dated 21 March 2016.

### **Contact Officer**

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## **Report of the Head of Corporate Services**

### **Equality and Diversity Objectives – 2017/2020**

#### **Purpose of report**

1. To recommend that the Committee approves the Service's proposed Equality and Diversity Objectives for 2017/2020.
- 

#### **Recommendations**

*It is recommended that the following be approved as the revised Equality Objectives for 2017–2020:*

- **Leadership and Corporate Commitment**  
*We will encourage a culture that supports equal treatment, opportunity, inclusion and transparency at all levels of the Authority.*
- **Service Delivery and Community Risk**  
*We will make sure that our prevention, protection and response activities target the most vulnerable people and the greatest risks.*
- **People and Culture**  
*To have a diverse workforce that represents our community.*

#### **Equality and Diversity Objective Background**

2. Public authorities are required under the Equality Act 2010 to prepare and publish one or more objectives they believe they should achieve in order to support delivery of the aims of the general public sector equality duty. This had to be in place for the first time by 6 April 2012, and should be revised at least every four years thereafter.

#### **Equality and Diversity Objectives**

3. The Organisational Development Working Group has developed the Service's 2017 – 2020 Equality & Diversity Objectives. The areas of focus for the equality objectives are as follows:
  - **Leadership and Corporate Commitment**  
We will encourage a culture that supports equal treatment, opportunity, inclusion and transparency at all levels of the Authority.

- **Service *Delivery* and Community Risk**

We will make sure that our prevention, protection and response activities target the most vulnerable people and the greatest risks.

- **People and Culture**

To have a diverse workforce that represents our community.

### **Organisational Development Working Group Background and Progress**

3. The Policy and Resources Committee were notified on 21 September 2016 that it had been agreed to disband the Equality and Diversity Advisory Group in its current form and replace it with a working group tasked by an Organisational Development Board, which is led by the Assistant Chief Fire Officer. This is in order to better support the embedding of equality and diversity, and mainstream it into other people and community focused work streams. The Assistant Chief Fire Officer and Head of Corporate Services task the Organisational Development Working Group and provide Committee updates as appropriate.
4. Membership of the Organisational Development Working Group is voluntary and is a mixture of both operational and support members of staff from across the Service.
5. Since the last update the Group has met on three occasions, and has agreed on the Service's Equality Objectives for 2017/2020 and is looking to develop an action plan once a review of the equality, diversity and organisational culture has been evaluated.

### **Progress Update in Other Areas**

6. There has been progress in a number of important areas, as noted below.

#### ***The Wisdom Factory CIC***

7. In order to ensure that an action plan is appropriately focused, information which is available on equality, diversity and organisational culture is being evaluated. The Service has chosen the 'The Wisdom Factory CIC' to carry out this review, which will consist of the following:
  - An analysis of the demographic composition of the Service;
  - Conducting a self-assessment against the Fire and Rescue Service Equality Framework, focussing on the 'Leadership, partnership and organisation commitment' requirements;
  - A review of the relevant Service Policy Instructions (SPIs).
8. The review is due to be completed by 2 March 2017.

### ***Inclusive Fire Service Workshop***

9. The NJC-led Inclusive Fire Service Group is undertaking work relating to equality, diversity and cultural issues in the UK-wide fire and rescue service with the intention of developing strategies to deliver improvements. As part of this work the group has organised focus groups with female, BME and LGBT employees. An employee survey is also been undertaken, which our staff have been encouraged to complete.
10. The Inclusive Fire Service Group is also keen to gather wider views, via focus groups. Two Service representatives attended the Inclusive Fire Service Workshop which was facilitated by the Local Government Association at Avon Fire and Rescue Service on 3 February 2017. The main areas covered at the workshop were recruitment, progression, retention of minority group employees and cultural issues of bullying and harassment in general. The outputs from this meeting will be shared with the Organisational Development Group at its next meeting.

### ***Asian Fire Service Association***

11. Two Service representatives attended the two day National Conference which was held at the Holiday Inn in Wembley on 24 and 25 November 2016. The theme for the Conference was 'The changing role of the Fire and Rescue Service – the role of culture and inclusion'. The key messages from this event were considered as part of the work the Organisational Development Working Group is undertaking on refreshing the Service's Equality Objectives.

### **Conclusion**

12. The Service continues to make good progress in embedding equality and diversity including a revision to its Equality Objectives and will continue to provide updates to this Committee.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	Current associated costs are £5320.00 (The Wisdom Factory) and it is expected that further financial costs will be required in regards to progressing the E&D agenda.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The work of the Organisational Development Group links to the values set out in "Our Strategy".
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	None
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	None
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	Yes

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## **Report of the Head of Corporate Services**

### **2016-17 Performance Report: Quarter 1 – Quarter 3**

#### **Purpose of report**

1. This report is a summary of the Service's Quarter 1 to Quarter 3 performance against a comprehensive set of Performance Indicators agreed by the Senior Management Board (SMB).
- 

#### **Recommendations**

*It is recommended that Members note the following headlines drawn from Appendix 1 relating to performance in Quarter 1 to Quarter 3, 2016-17:*

- i) *A total of 5,244 incidents were attended in Q1 to Q3, an increase of 5.7% (283 incidents) over the same period in 2015-16, and 5.3% (199 incidents) higher than the average for the last five years.*
- ii) *The majority of the increase in Q1 to Q3 is accounted for by a rise in the numbers of Special Service and False Alarm incidents, while the number of Fire incidents was down:*
  - a. *Special Services: there was an increase of 33 incidents over the nine month period. This is predominantly accounted for by increases in the number of animal assistance incidents (30 incidents), and Other Special Services such as, lift rescues, spills and leaks (non-RTC), provision of advice and assisting other agencies (37 incidents).*
  - b. *False Alarms: there was an increase of 259 incidents over the nine month period in all types of False Alarm incidents. This is mainly because of an increase in automatic activations of inbuilt fire alarms systems (174 incidents)*
  - c. *Fires: a decrease of 9 incidents for this period over the previous year is largely accounted for by a fall in the number of Secondary Fires (down by 14 incidents) with fewer outdoor fires in a wetter than usual late spring/early summer period.*
- iii) *The number of Fires, Special Service and False Alarm incidents has stayed relatively consistent over the last 5 years.*



- iv) ***Overall Staff Sickness levels are 4.07 days lost per head, which remains within tolerance levels set (see paragraph 3 below) for Quarter 1 to Quarter 3. Quarter 3 sickness was an average of 1.24 days lost per head, which is below the quarterly five-year average of 1.63 days.***
- v) ***The Service attended 57.4% (267 incidents) of Building Fires within 10 minutes in Q1 to Q3 compared with 60.0% in the same period in 2015-16. The average time for the first fire appliance attendance at all building fires was nine minutes and fifty-one seconds.***
- vi) ***The overall availability of the first On-Call (Retained) fire appliance remains high at 91.0%, however this did decrease by 2.7% compared to the same period in 2015-16.***

## **Introduction**

- 2. The Service gathers data on a range of Performance Indicators covering response and prevention activity, absence management and on-call (retained) availability. This is reported on a quarterly basis to the Policy and Resources Committee and SMB. The report includes commentary of any changes compared to the previous year and discussion of any exceptions to expected performance.

## **Tolerance Levels**

- 3. Each Performance Indicator is tested against tolerance levels anticipated for the year, based on the average of the same Quarter over the three previous years. The tolerance levels provide a range between which performance is expected to fluctuate, and are generally 10% above and below the average levels for each specific indicator.
- 4. Three indicators were out of tolerance at the end of Quarter 3, 2016-17: Chimney Fires, False Alarms and the percentage of Building Fires attended by the first fire appliance within 10 minutes of the time of call. These indicators are analysed in more detail in Appendix 1, together with an overview of operational activity and an analysis of Retained appliance availability.

## **Quarter 1 - 3 Performance**

- 5. Quarter 1 to Quarter 3 saw a 5.7% increase in the total number of incidents attended by the Service compared to the same period last year, however the number of overall incidents attended in Q1 to Q3 has been relatively consistent over the last five years.
- 6. In terms of Fires, there were 11 less Primary Fires and 16 more Chimney Fires over the nine month period in Q1 to Q3 compared to the same period last year. The number of Building Fires, which form the largest proportion of Primary Fires, was 468, a decrease of 23 incidents over the

same period in 2105/16. Within the figures, an increase in the number of prison cell fires at one particular location was noted and Community Risk officers are working with prison service colleagues in an attempt to reduce the number of these incidents. There were no fatalities in Primary Fires during this period. The majority of the increase in Chimney Fires (24 of the 89 incidents) occurred during April, which was unseasonably cooler than normal. Secondary Fires, particularly Grassland, Woodland and Crop Fires, were down by 14 incidents in Q1 to Q3 largely because of a cooler and wetter late spring/early summer period.

7. The number of Special Service incidents (emergency incidents that are not fire related) in Q1 to Q3 increased by 33 incidents compared to the same period in 2015-16, taking Q1 to Q3 0.6% higher than the 5-year average. There were 47 less Road Traffic Collisions, the majority of these incidents involved making the vehicle and/or scene safe. The Service attended 10 fatalities in RTC incidents during Quarter 1 to Quarter 3. Flooding incidents increased from 42 in Q1 and Q3 of 2015-16 to 51 in Q1 to Q3 of 2016-17. Animal assistance incidents also increased from 77 to 107.
8. There was an increase in the number of incidents that result in a False Alarm categorisation in Q1 to Q3, with 259 more incidents over the six month period compared to the same period in 2015-16. 55% of these incidents involved 'life risk' premises, such as residential properties, sheltered housing, hospitals, hotels, nursing homes, prisons etc. Calls to 'life risk' premises that result in a false alarm categorisation are mainly accounted for by faults on system or cooking related incidents between the hours of 8am-6pm.
9. The number of days lost to sickness absence for all staff remains within tolerance levels (see paragraph 3 above) and continues to compare favorably with others, including Herefordshire Council and Worcestershire County Council on all staff sickness levels.
10. The percentage of Building Fires attended within 10 minutes by the first fire appliance was 57.4% during Q1 to Q3; a decrease of 2.6% compared to the same period in 2015-16, and continues to remain below the 75% stretch target set in the Service's Attendance Standard. The average attendance time at all building fires improved slightly to nine minutes and fifty-one seconds.
11. The availability of the first On-Call (Retained) fire appliance decreased by 2.7% to 91.0% in Q1 to Q3 compared to Q1 of 2015-16. Within this, On-Call crews at Ross-on-Wye fire station maintained 100% availability in Q1 and Q3.

### **Conclusion/Summary**

12. Further detail and analysis regarding the above headlines for performance in Quarter 1 to Quarter 3 of 2016-17 is included in Appendix 1.

13. The Senior Management Board will continue to receive reports based on the measures the Service is taking to stay within tolerance levels. Where improvements are required any necessary action will be reported to the Policy and Resources Committee.

### Corporate Considerations

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

### Supporting Information

Appendix 1 – Fire Authority 2016-17 Performance Report: Quarters 1 - 3

Appendix 2 – HWFRS Community Risk Activity: Quarters 1 - 3

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## **Fire Authority 2016-17 Performance Report: Quarter 1 – 3**

This report reviews the Service's overall performance against agreed performance indicators. It covers operational activity with a commentary on any notable events and activities, as well as absence management statistics and On-Call Firefighter availability.

In the following sections, each graph includes a black line indicating an average monthly total over the previous three years for that statistic, with red and green lines indicating 10% upper and lower tolerance thresholds. The report reviews any negative factors affecting performance outside the tolerance levels.

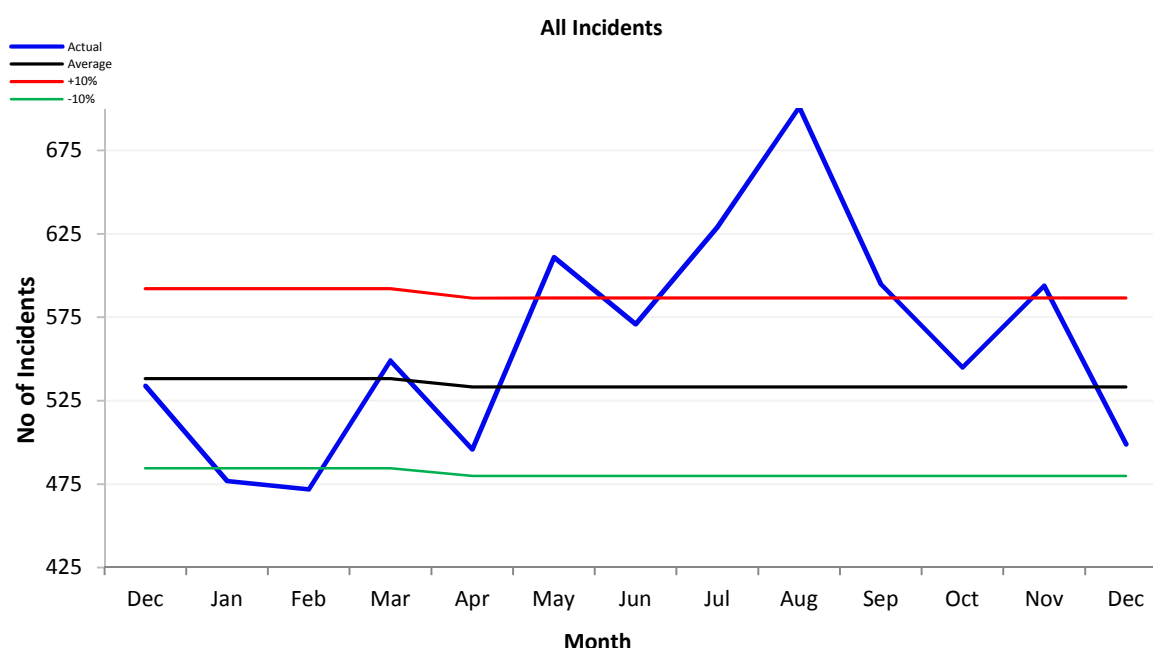
### **1. Operational Activity**

Operational activity covers all emergency incidents attended by Fire and Rescue crews, including Fires, Special Services\* and False Alarms. Each of these is broken down further in the following tables.

*\* Special Services are incidents other than fires and false alarms, and include road traffic collisions, flooding, person rescues, lift rescues, spills and leaks and animal rescues.*

#### **1.1. Total Incidents Attended**

The total number of incidents attended in Q1 - Q3 2016-17 was 5,244, which is an increase of 5.7% (283 incidents) compared with Q1 - Q3 in 2015-16. The majority of the increase is accounted for by a rise of 11.0% (259 incidents) in False Alarm incidents (predominately automatic fire alarms) followed by Special Services 3.0% (33 incidents). Fire incidents were down (9 incidents), a fall of 0.6%.

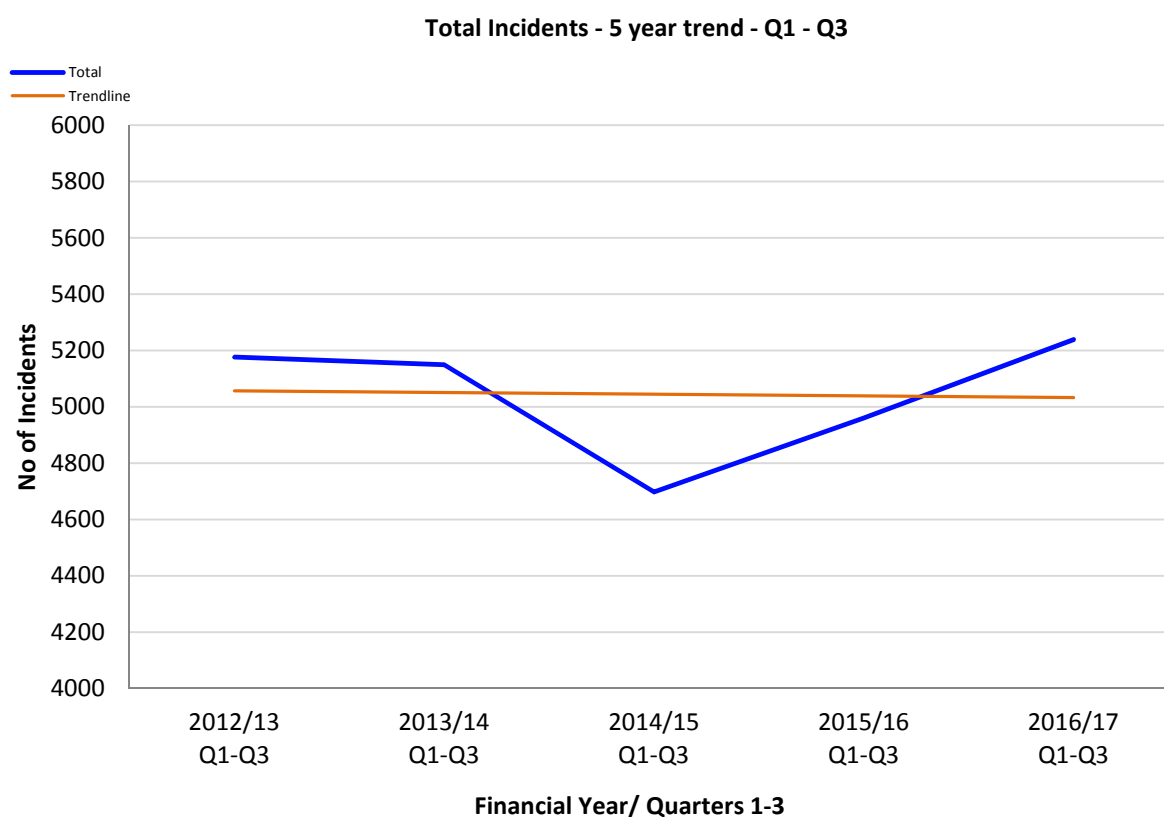


(Figure 1 – Total Incidents per month: Dec 2015 to Dec 2016)

Total Incidents	Q1-Q3 2015-16	Q1-Q3 2016-17	% change
All Fires	1490	1481	-0.6
Special Services	1111	1144	3.0
False Alarms	2360	2619	11.0
<b>Total Incidents</b>	<b>4961</b>	<b>5244</b>	<b>5.7</b>

(Table 1 – Total Incidents: Q1 & Q3 2015-16 and Q1 & Q3 2016-17)

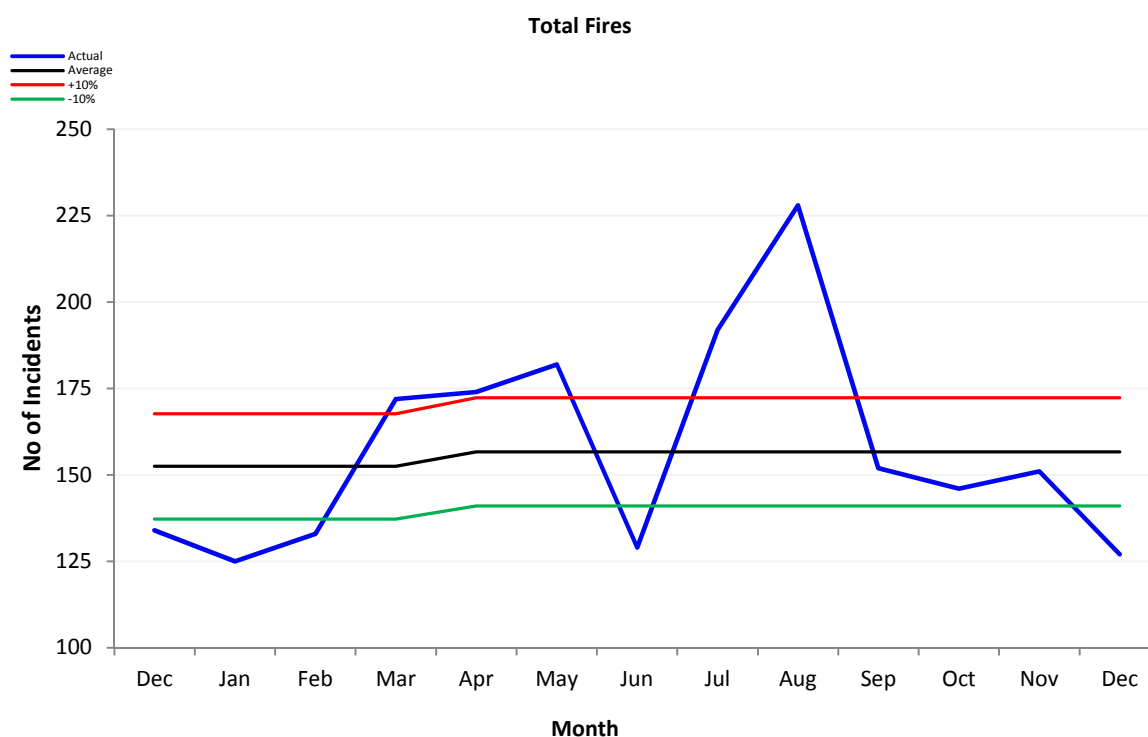
- Total Fire incidents, which include Primary, Secondary and Chimney Fires, were 0.6% lower (9 incidents) than the same period in 2015-16.
- The number of Special Service incidents have increased by 3.0% (33 incidents) compared with the same period in 2015-16.
- The number of False Alarm incidents increased by 11.0% (259 incidents) compared with the same period in 2015-16.
- The number of incidents attended has remained relatively consistent at around 5,050 incidents in each Quarter 1 - 3 for the last 5 years.



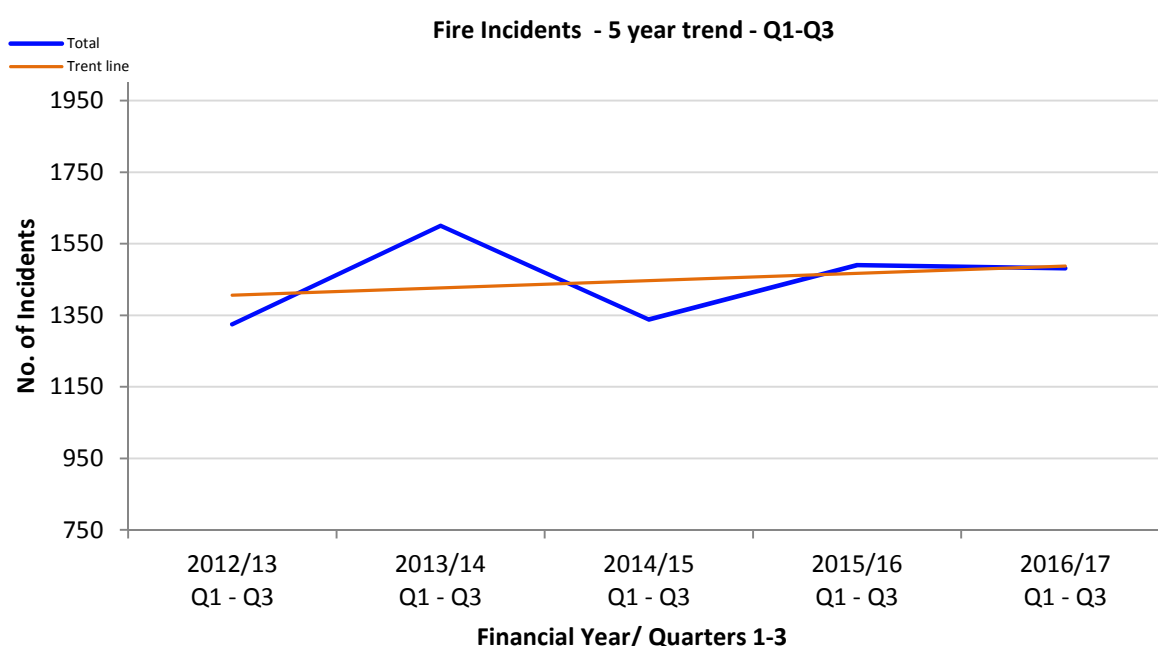
(Figure 2 – All Incidents: Q1 - Q3 2012-13 to Q1 - Q3 2016-17)

## 1.2 Total Number of Fires

The number of fires has reduced by 0.6% (9 incidents) in Quarter 1 - 3 2016-17 compared with the same period in 2015-16. Figure 3 shows the seasonal trends with fire incident numbers increasing in the warmer, summer months from July to September. Figure 4 shows that the total number of fires in Quarters 1 - 3 has remained relatively consistent at around 1450 over the last 5 years.



(Figure 3 – Total Fires per month: Dec 2015 to Dec 2016)



(Figure 4 – Fire Incidents: Q1 - Q3 2012-13 to Q1 - Q3 2016-17)

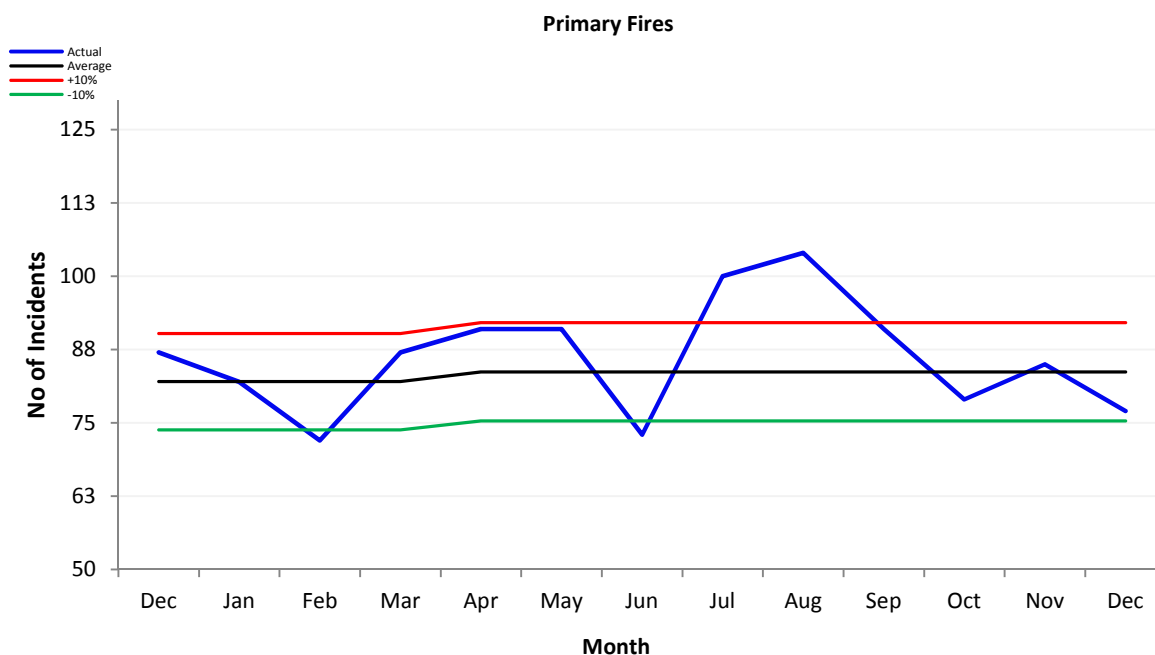
<b>Total Fires</b>	<b>Q1-Q3 2015-16</b>	<b>Q1-Q3 2016-17</b>	<b>% change</b>
Primary Fires	802	791	<b>-1.4</b>
Secondary Fires	615	601	<b>-2.3</b>
Chimney Fires	73	89	<b>21.9</b>
<b>Total Fires</b>	<b>1490</b>	<b>1481</b>	<b>-0.6</b>

*(Table 2 –Total Fires: Q1 - Q3 2015-16 and Q1 - Q3 2016-17)*

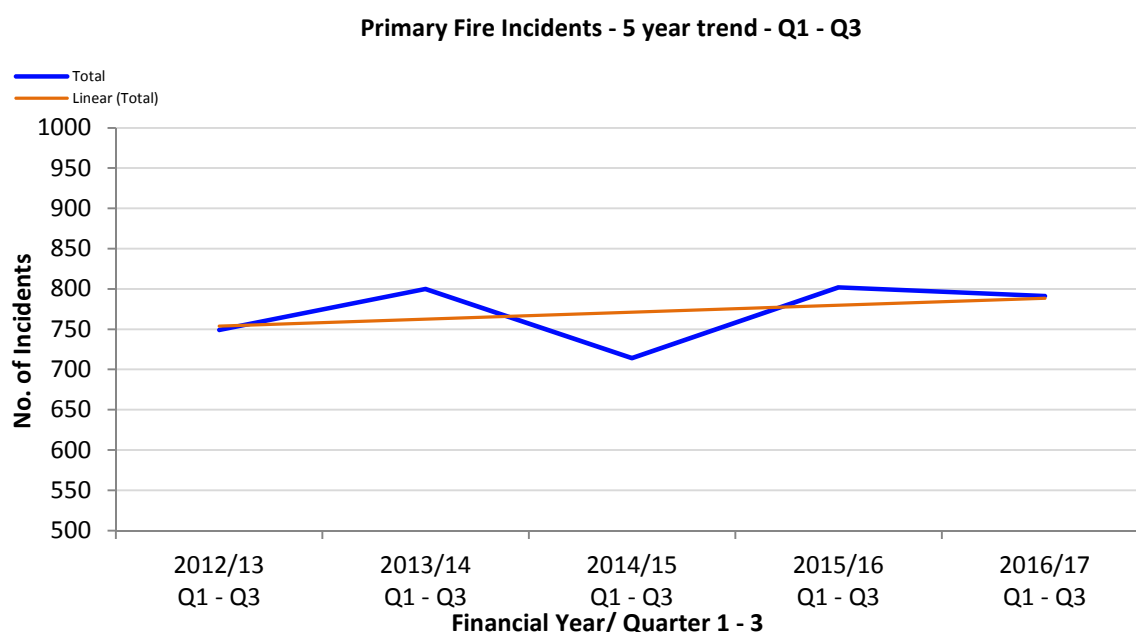
- There were 11 fewer Primary Fire incidents in Quarter 1 - 3 of 2016-17 than there were in the same period in 2015-16, representing a decrease of 1.4%.
- The number of Secondary Fires decreased by 14 incidents (2.3%) compared with the same period in 2015-16.
- The number of Chimney Fires increased by 16 incidents (21.9%) compared with the same period in 2015-16.
- During Quarter 1 - 3, Community Risk activity included 3184 Home Fire Safety Checks (HFSCs) which target vulnerable households, 555 Business Fire Safety Checks (BFSCs) and 884 Signposting referrals to other support agencies.
- The Service carried out a chimney fire safety campaigns in September and December which has supported the overall downward trend in the number of chimney fires.

### 1.3 Primary Fires

Primary Fires are broken down into three main categories: Building Fires, Vehicle & Transport Fires and certain Outdoor Fires. In Quarter 1 - 3 of 2016-17, there were 23 fewer Building Fires than in the same period of 2015-16. Vehicle & Transport Fires increased by 10 and Outdoor Fires increased by 2 incidents when compared with the same period in 2015-16. Building Fires continue to represent the greatest proportion (59.2%) of all Primary Fires. Overall, the number of Primary Fires in Q1 - Q3 shows a slight increase over the last 5 years (shown in Figure 6 below).



(Figure 5 – Primary Fires per month: Dec 2015 to Dec 2016)



(Figure 6 – Primary Fires: Q1 - Q3 2012-13 and Q1 - Q3 2016-17)



<b>Primary Fires</b>	<b>Q1-Q3 2015-16</b>	<b>Q1-Q3 2016-17</b>	<b>% change</b>
Building Fires	491	468	<b>-4.7</b>
Vehicle & Transport Fires	221	231	<b>4.5</b>
Outdoor Fires	90	92	<b>2.2</b>
<b>Total</b>	<b>802</b>	<b>791</b>	<b>-1.4</b>

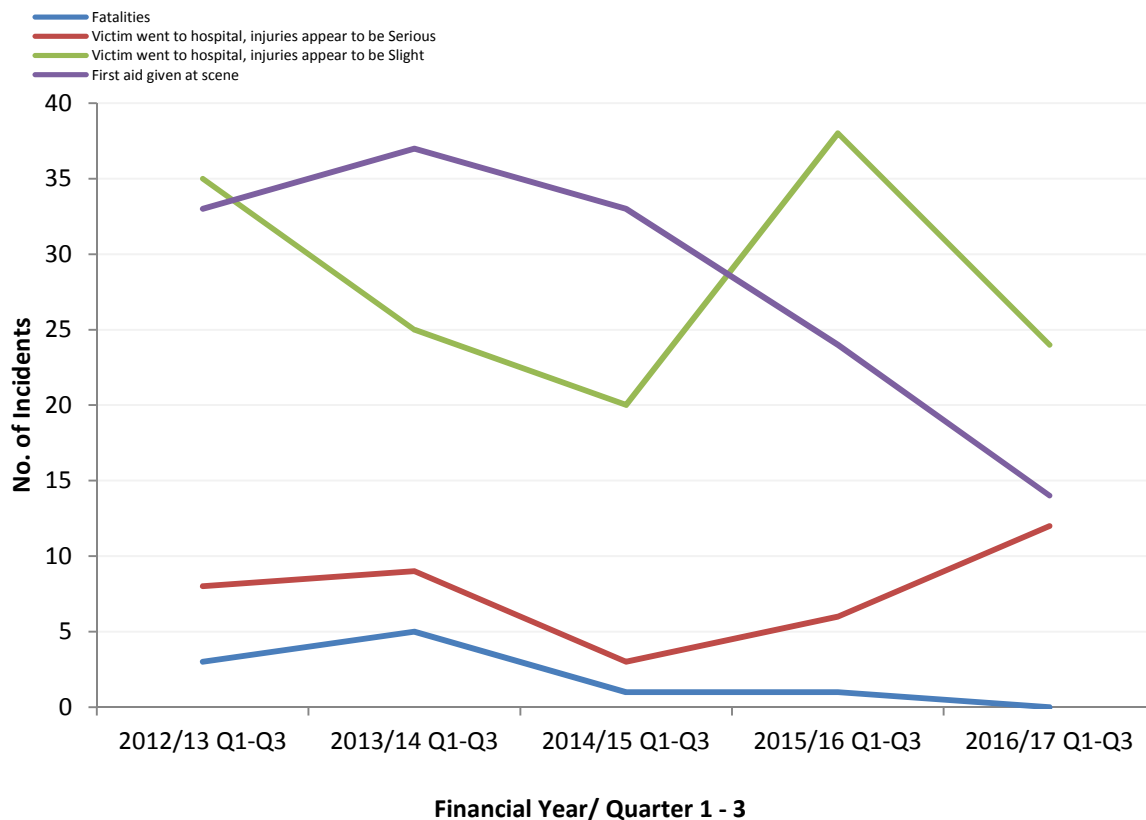
(Table 3 – Primary Fires: Q1 - Q3 2015-16 and Q1 - Q3 2016-17)

- The number of Building Fires decreased by 4.7% compared with the same period in 2015-16.
- The Service continues to deliver a project targeting fire safety in premises with residential accommodation above commercial. This has led to an increase in enforcement activity which is reflected in Appendix 2. The project compliments day to day activities to work with businesses to ensure they are properly protected.
- Vehicle & Transport Fires increased by 4.5% (10 incidents) compared with the same period in 2015-16. Car Fires continue to account for the greatest proportion (57.6%) in this category, with 133 incidents.
- Primary Outdoor Fires are at a similar level with 92 incidents in 2016-17 compared with 90 incidents in the same period in 2015-16. These are classified as Primary Fires if they are attended by five or more Fire Appliances or if they involve a casualty or fatality.

<b>Primary Fires Casualty: severity</b>	<b>Q1-Q3 2015-16</b>	<b>Q1-Q3 2016-17</b>	<b>% change</b>
Fatalities	0	0	<b>0.0</b>
Victim went to hospital, injuries appear to be Serious	6	12	<b>100.0</b>
Victim went to hospital, injuries appear to be Slight	38	24	<b>-36.8</b>
First aid given at scene	24	14	<b>-41.7</b>
<b>Total</b>	<b>68</b>	<b>50</b>	<b>-26.5</b>

(Table 4 – Primary Fires Casualties: Q1 - Q3 2015-16 and Q1 - Q3 2016-17)

### Primary Fire Injuries and Fatalities - 5 year trend

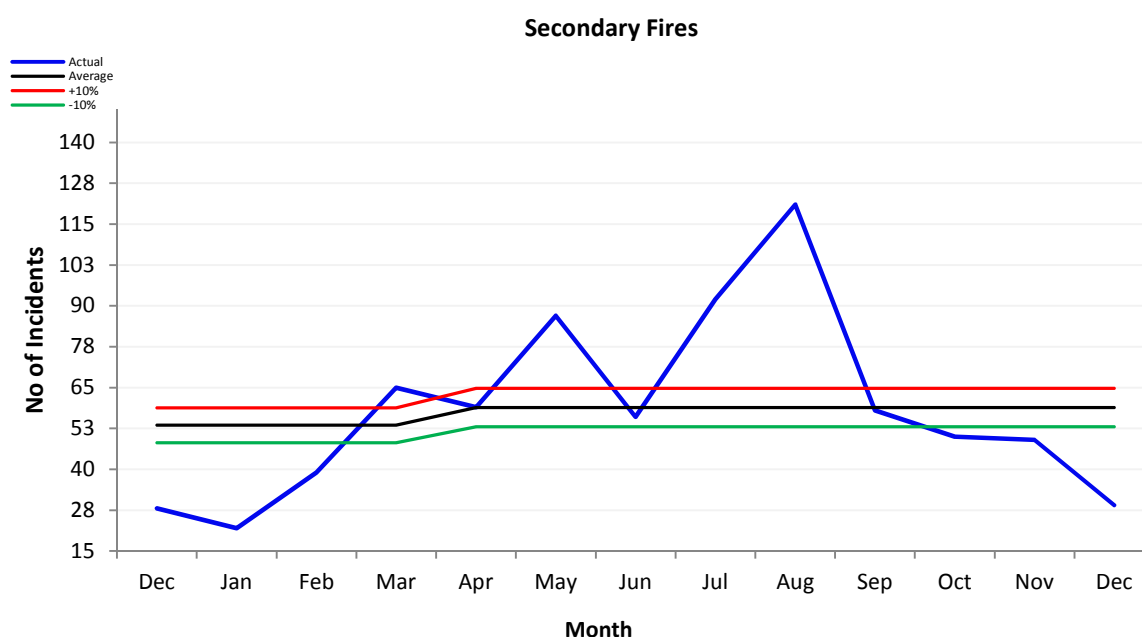


(Figure 7 – Primary Fires: Q1 - Q3 2012-13 and Q1 - Q3 2016-17)

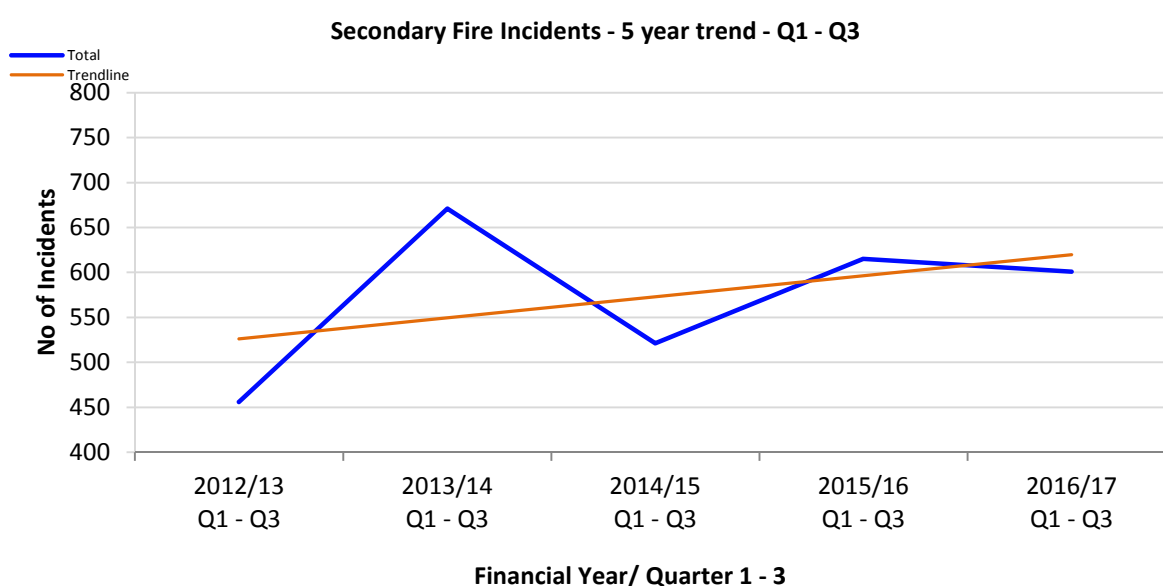
- There were no fatalities at Primary Fires during Q1 - Q3 2016-17, which is the same as the same period in 2015-16.
- Casualties who attended hospital with apparent 'serious' injuries increased from 6 to 12. Serious injuries can be defined as at least an overnight stay in hospital. Injury Types include: Burns – severe, Head injury, Fracture, asphyxiation, Chest/Abdominal injury, Back/Neck Injury & Impalement.
- Casualties who attended hospital with apparent 'slight' injuries and those who were given first aid at the scene both decreased resulting in a 26.5% overall decrease in casualties that required medical treatment. Slight injuries can be defined as attending hospital as an outpatient (not precautionary check).
- For more information on Community Risk Activity - See Appendix 2

## 1.4 Secondary Fires

Secondary Fires are those that include all other fires which are not Primary or Chimney Fires, do not involve casualties and are attended by no more than 4 Fire Appliances. There was a 2.3% decrease (14 incidents) in Secondary Fires in Quarter 1 - 3 of 2016-17 compared with the same period in 2015-16. This is mostly accounted for by a decrease in Outdoor Fires (mainly Grassland, Woodland and Crop Fires) largely due to the wetter than usual Quarter 1 - 3 of 2016-17, compared to 2015-16. Figure 8 shows the usual increase over the warmer summer months of 2016. Figure 9 indicates a rising 5 year trend of Secondary Fires. However this is mainly due to a low number of Secondary Fires reported in 2012-2013. In the last 4 years the number of Secondary Fires has remained relatively consistent.



(Figure 8 – Secondary Fires per month: Dec 2015 - Dec 2016)



(Figure 9 – Secondary Fires: Q1 - Q3 2012-13 to Q1 - Q3 2016-17)

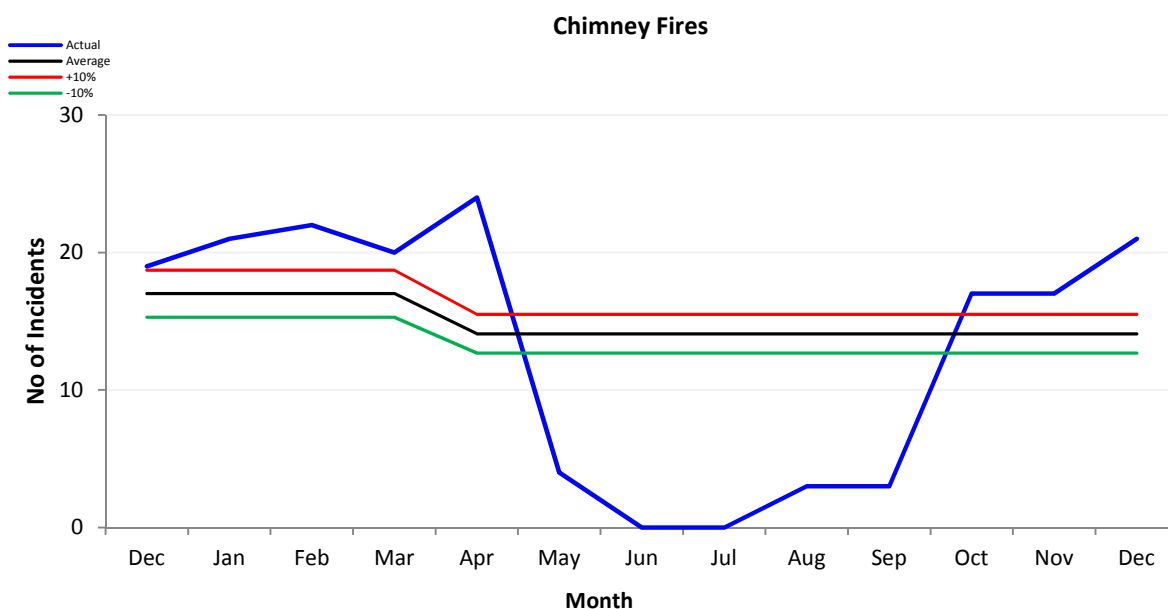
<b>Secondary Fires</b>	<b>Q1-Q3 2015-16</b>	<b>Q1-Q3 2016-17</b>	<b>% change</b>
Grassland, Woodland and Crop	248	223	<b>-10.1</b>
Other Outdoors (including land)	178	180	<b>1.1</b>
Outdoor equipment & machinery	9	13	<b>44.4</b>
Outdoor Structures	152	141	<b>-7.2</b>
Building & Transport	28	44	<b>57.1</b>
<b>Total</b>	<b>615</b>	<b>601</b>	<b>-2.3</b>

(Table 5 – Secondary Fires: Q1 - Q3 2015-16 and Q1 - Q3 2016-17)

- Grassland, Woodland and Crop Fires represent the greatest proportion (37.1%) of all Secondary Fires.
- The number of Building & Transport fires increased by 57.1% in Q1 - Q3. Eight incidents within this category occurred at a derelict school in Kidderminster. The Service has engaged in discussions with the property owner, the local authority and West Mercia Police about better security to stop trespassers entering the site.
- The Service carried out two safety campaigns during Quarters 1 - 3: "Barbecue Safety" in May and "Setup Camp" in June. Further campaigns are scheduled for the spring and summer months of 2017.

## 1.5. Chimney Fires

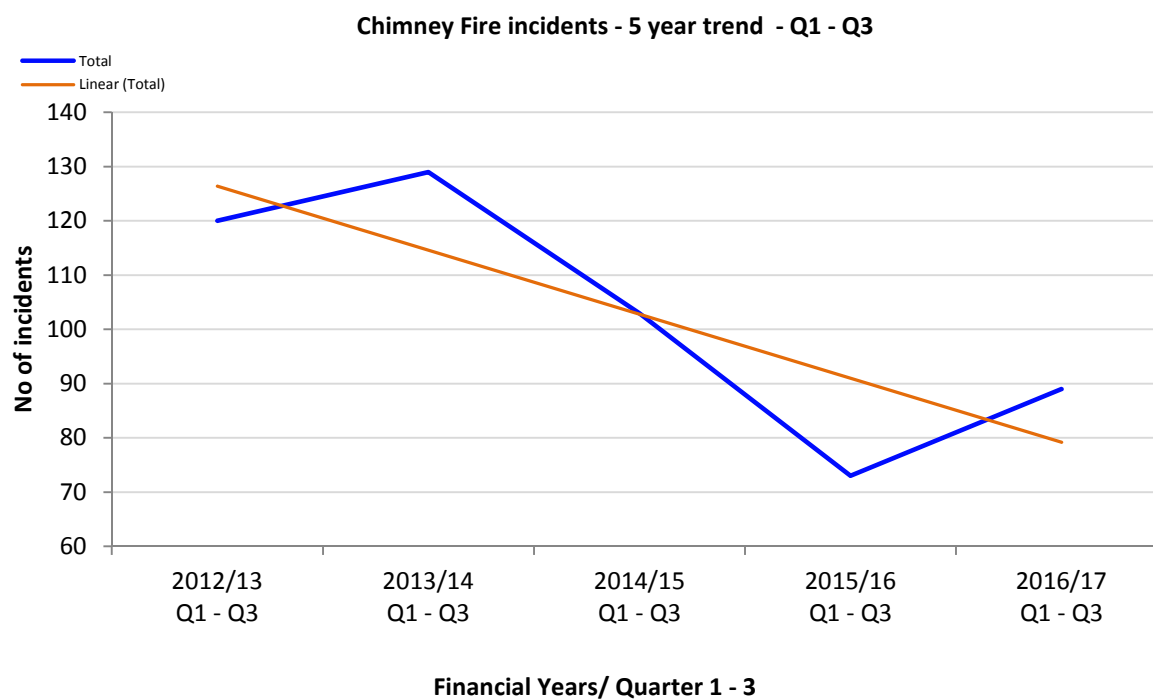
The number of Chimney Fires has increased by 16 incidents in Quarter 1 - 3 of 2016-17, compared to 73 in the same period of 2015-16. The largest increase occurred during April as the weather was unseasonably cold.



(Figure 10 - Chimney Fires per month: Dec 2015 to Dec 2016)

Chimney Fires	Q1-Q3 2015-16	Q1-Q3 2016-17	% change
April	13	24	84.6
May	6	4	-33.3
June	1	0	-100.0
July	2	0	-100.0
August	2	3	50.0
September	3	3	0.0
October	12	17	41.7
November	15	17	13.3
December	19	21	10.5
<b>Total</b>	<b>73</b>	<b>89</b>	<b>21.9</b>

(Table 6 – Chimney Fires: Q1 - Q3 2015-16 and Q1 - Q3 2016-17)



*(Figure 11 - Chimney Fires per month: Dec 2015 to Dec 2016)*

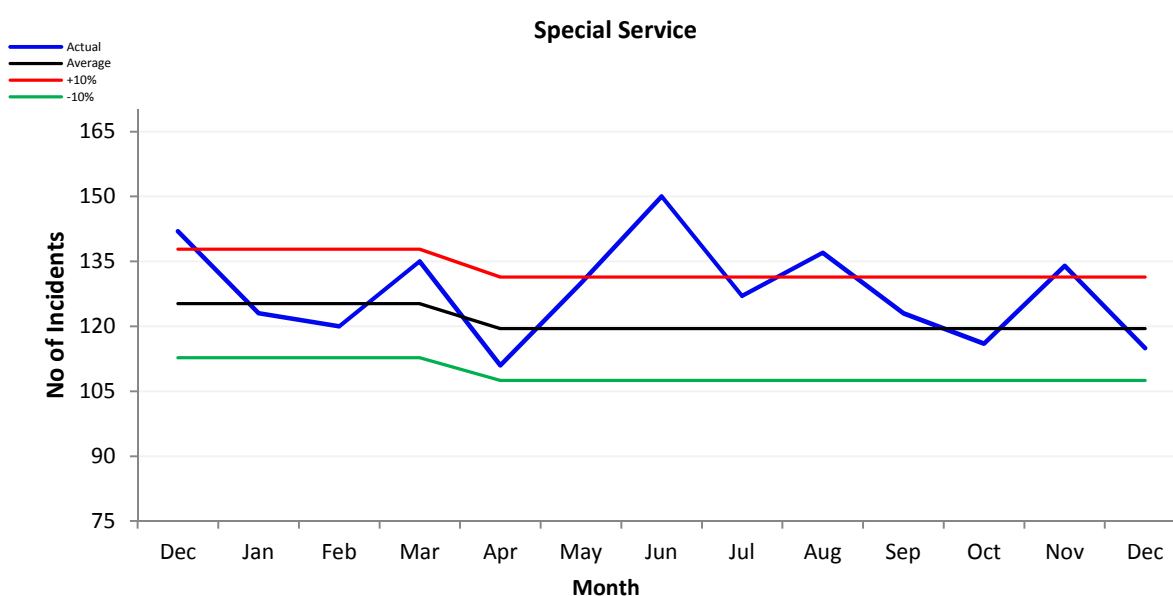
- In the colder months the Service's campaigns focussed on chimney safety and winter weather advice for motorists. Candle and electrical safety supported the wider Christmas safety campaign.

## 2. Operational Activity - Other Non-Fire incidents

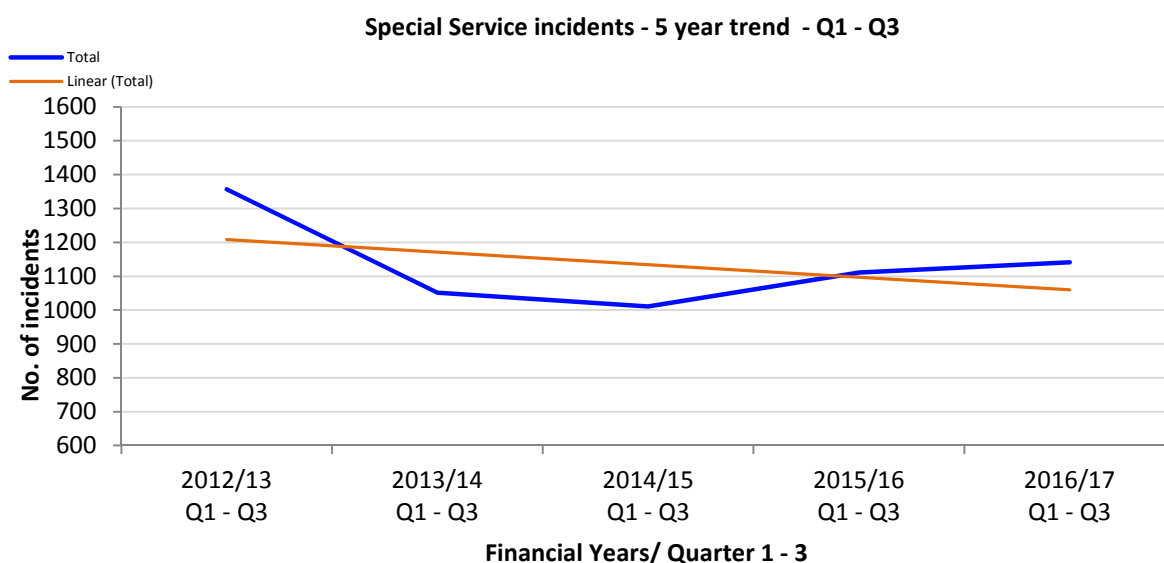
Emergency incidents attended which are not fire related, are generally termed as Special Services and False Alarms. Special Services include road traffic collisions (RTCs), extrications, lift rescues, lock-ins/outs, hazardous materials, chemical incidents, flooding incidents and other rescues.

### 2.1. Special Service Incidents

The number of Special Service incidents has risen by 3.0% (33 incidents) in Quarter 1 - 3 of 2016-17 compared to the same period in 2015-16. RTC incidents continue to form the greatest proportion of Special Service incidents, representing 39.8% of all Special Service incidents.



(Figure 12 – Special Service incidents per month: Dec 2015 to Dec 2016)



(Figure 13 – Special Service incidents: Q1 - Q3 2012-13 and Q1 - Q3 2016-17)

- Despite a spike in 2012-13, caused by 3 days of severe flooding, the number of Special Service incidents has remained relatively consistent over the last 5 year (as shown in Figure 13).

<b>Special Services</b>	<b>Q1-Q3 2015-16</b>	<b>Q1-Q3 2016-17</b>	<b>% change</b>
RTC Incidents	490	443	<b>-9.6</b>
Flooding	42	51	<b>21.4</b>
Rescue/Evacuation from Water	27	30	<b>11.1</b>
Animal Assistance	77	107	<b>39.0</b>
Other Special Services	475	513	<b>8.0</b>
<b>Total</b>	<b>1111</b>	<b>1144</b>	<b>3.0</b>

*(Table 7 – Special Services: Q1 - Q3 2015-16 and Q1 - Q2 2016-17)*

- The number of RTC incidents shows a 9.6% decrease (47 incidents) in Quarter 1 - 3 2016-17 compared with the same period in 2015-16.
- There was an increase in the number of Flooding and Rescue/Evacuation from Water incidents in Quarter 1 - 3 of 2016-17 (12 incidents).
- Incidents involving Animal Assistance has increased by 30 (39.0%) this was mainly due to domestic animal rescues (57.0%) within Worcestershire.
- Other Special Services incidents increased by 37. These are incidents such as removal of objects, lift rescues, spills and leaks (non-RTC), provision of advice and assisting other agencies.



## 2.2. RTC Incidents

Road Traffic Collision incident numbers reflect the total number of incidents attended by HWFRS occurring across the two counties of Herefordshire and Worcestershire.

- The number of RTC incidents attended in Q1 - Q3 decreased by 9.6% (47 incidents) compared to the same period in 2015-16.
- RTC incidents that required the extrication of persons reduced by 14 from 67 to 53 incidents. Incidents requiring release of persons also reduced by 11 from 43 to 32 incidents.
- The majority of RTC's involved making vehicles safe (56.9% of all RTC incidents attended).
- Fire and Rescue crews attended 10 fatalities involving RTCs in Quarter 1 - 3, compared to 6 in the same period in 2015-16. The number of people seriously injured in RTCs decreased from 70 to 32 and the overall number of casualties decreased from 340 to 270 (as shown in Table 9 below).

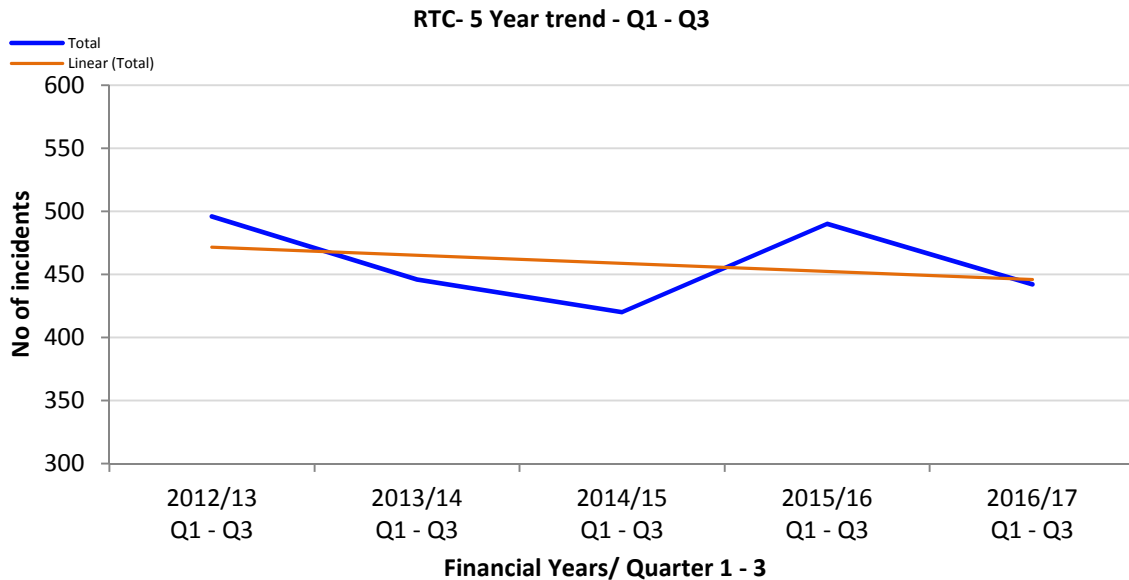
RTC Incidents	Q1-Q3 2015-16	Q1-Q3 2016-17	% change
Extrication of person/s	67	53	-20.9
Make scene safe	51	68	33.3
Make vehicle safe	279	252	-9.7
Release of person/s	43	32	-25.6
Wash down road	1	2	100.0
Other	49	36	-26.5
<b>Total</b>	<b>490</b>	<b>443</b>	<b>-9.6</b>

(Table 8 – RTC Incidents: Q1 - Q3 2015-16 and Q1 - Q3 2016-17)

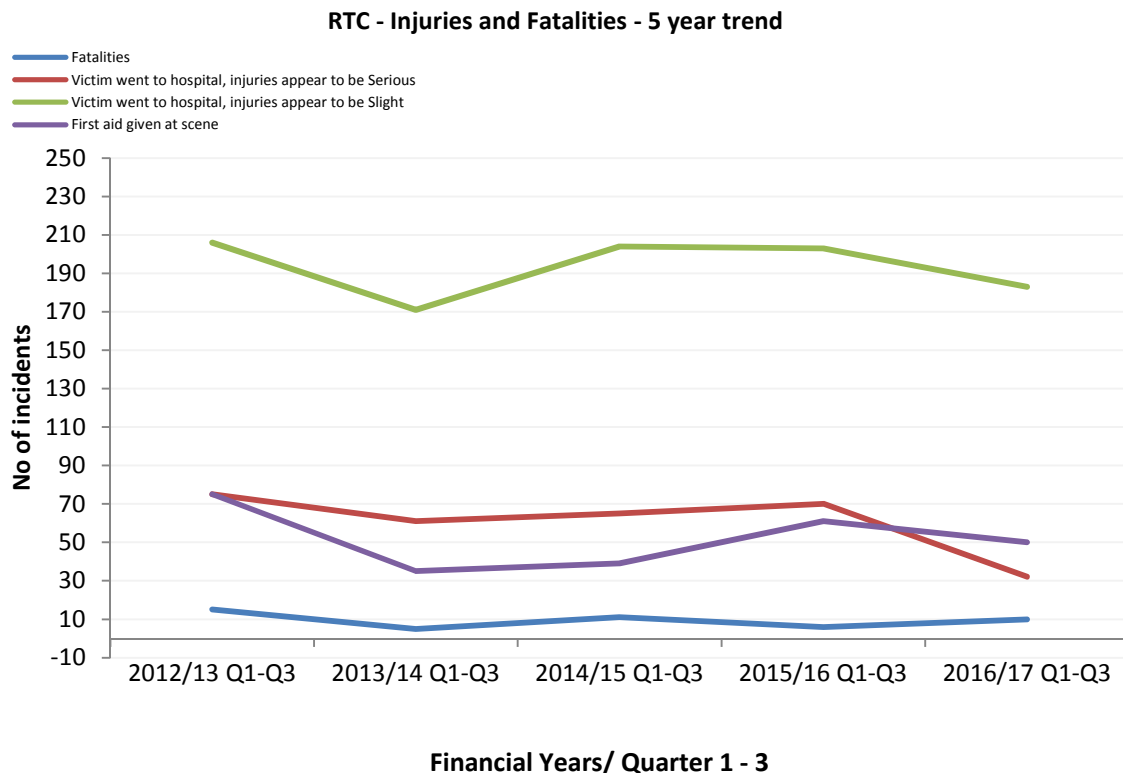
RTC Casualty severity	Q1-Q3 2015-16	Q1-Q3 2016-17	% change
Fatalities	6	10	66.7
Victim went to hospital, injuries appear to be Serious	70	32	-54.3
Victim went to hospital, injuries appear to be Slight	203	183	-9.9
First aid given at scene	62	50	-19.4
<b>Total</b>	<b>341</b>	<b>275</b>	<b>-19.4</b>

(Table 9 – RTC Casualty severity: Q1 - Q3 2015-16 and Q1 - Q3 2016-17)

- RTC incidents that involved a fatality have been analysed and there are no trends i.e. road or vehicle type, area, time etc. This information continues to be passed on to Community Safety for inclusion in their road safety initiatives such as Dying to Drive.



(Figure 14 – RTC Incidents per month: Q1 - Q3 2012-13 to Q1 - Q3 2016-17)



(Figure 15 – RTC Injury and fatalities quarterly data: Q1 - Q3 2012-13 to Q1 - Q3 2016-17)

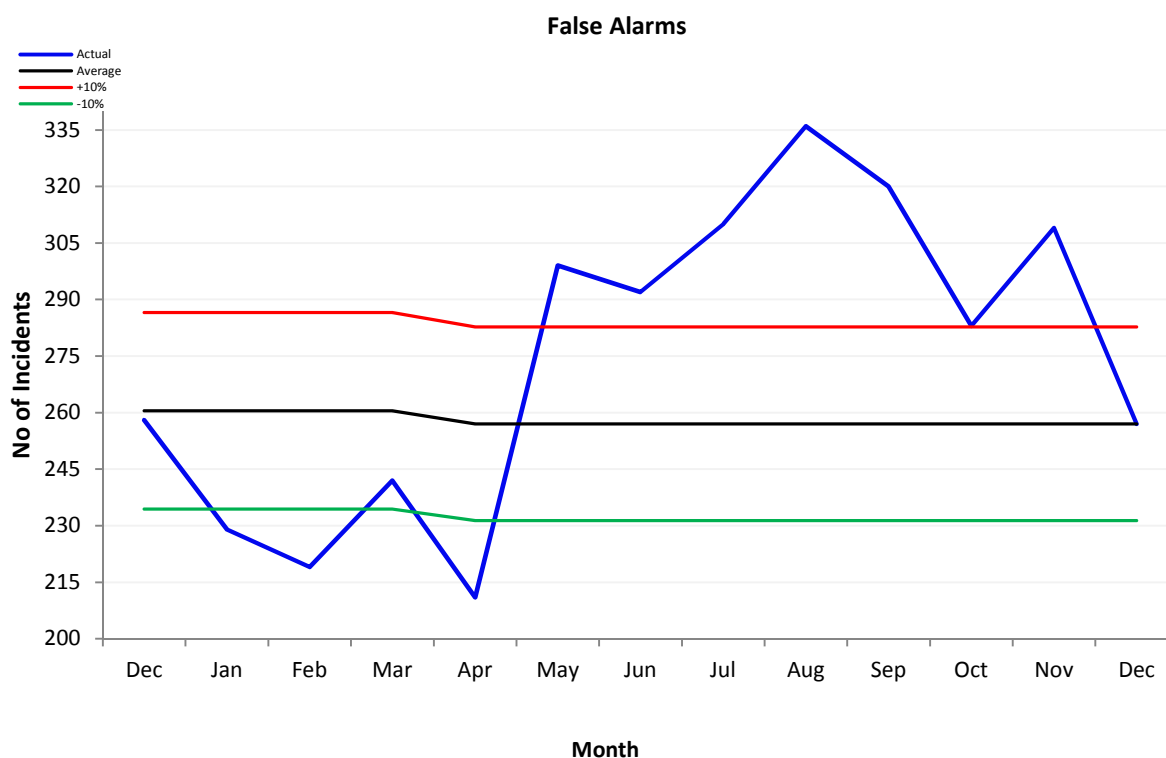
### 2.3. False Alarm Incidents

The number of False Alarm incidents in Quarter 1 - 3 of 2016-17 shows a rise of 11.0% (259 incidents) compared to the same period in 2015-16.

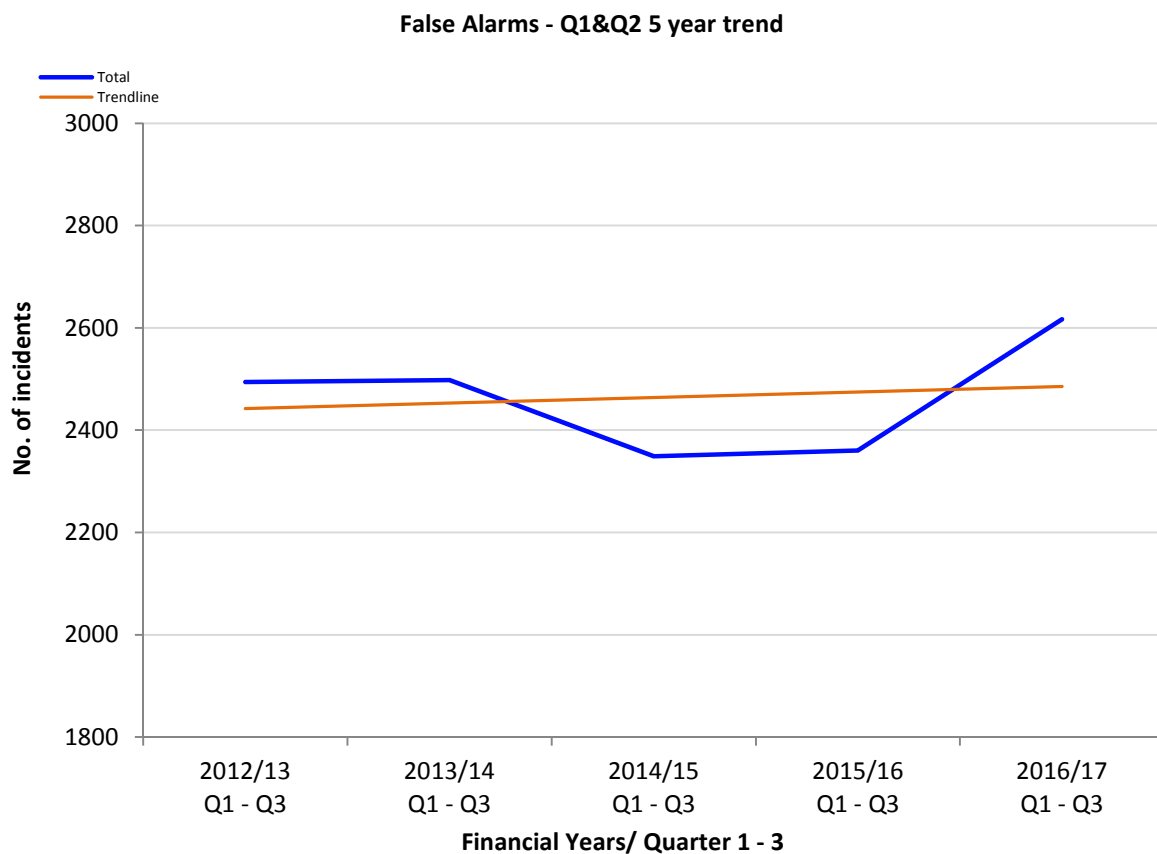
Automatic Fire Alarm incidents increased by 9.8% (174 incidents) in Q1 - Q3 2016/17, compared to the same period in 2015/16. The Service continues to analyse the cause and location of the incidents and works with premises owners to reduce call numbers.

False Alarm Good Intent incidents increased by 16.1% (89 incidents) in Q1 - Q3 2016/17, compared to the same period in 2015/16. Malicious False Alarms reduced from 36 to 32.

In addition, there were a further 234 False Alarms which did not require the attendance of the Fire and Rescue Service. These include those that were cancelled following rigorous call challenging by Fire Control officers and those where the Fire Appliances were 'returned en route' following the receipt of further information from Fire Control.



(Figure 16 – False Alarm incidents per month: Dec 2015 to Dec 2016)



(Figure 17 – False Alarm incidents: Q1 - Q3 2012-13 to Q1 - Q3 2016-17)

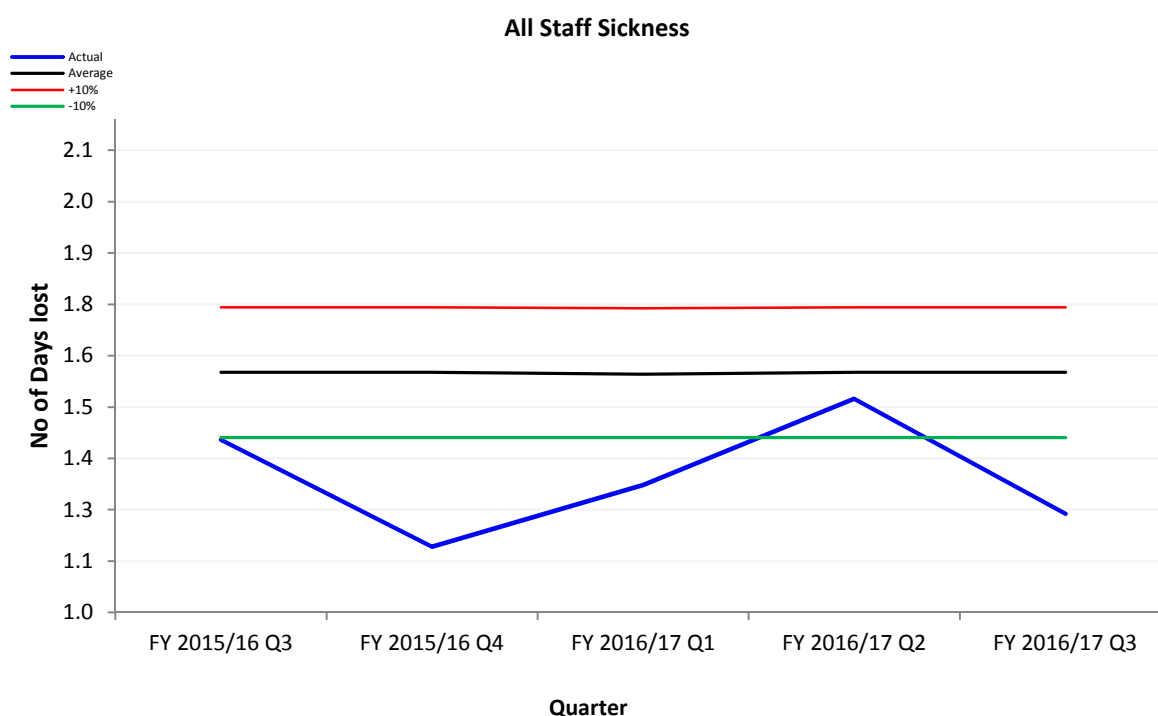
False Alarms	Q1-Q3 2015-16	Q1-Q3 2016-17	% change
Malicious False Alarms	36	32	-11.1
False Alarm Good Intent	554	643	16.1
Fire Alarm due to Apparatus	1770	1944	9.8
<b>Total</b>	<b>2360</b>	<b>2619</b>	<b>11.0</b>

(Table 10 – False Alarms: Q1 - Q3 2015-16 and Q1 - Q3 2016-17)

### 3. Absence Management

The sickness level for all staff in Quarter 3 of 2016-17 has decreased to 1.24 days lost per head compared to 2015-16 and remains below the 5-year average of 1.63 days lost per head. Within this, the Non-Uniform Staff Sickness level has fallen from a peak in Quarter 4 of 2015-16 and remains within tolerance. The overall staff sickness level continues to compare favourably with sickness levels for Worcestershire County Council and Herefordshire Council.

#### 3.1. All Staff Sickness

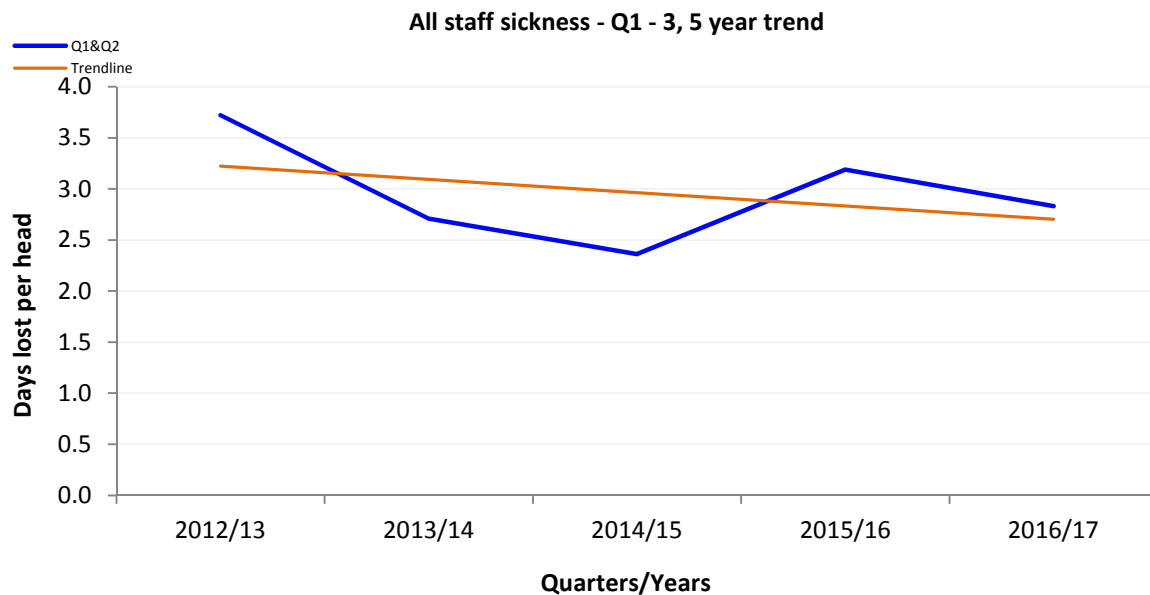


(Figure 18 – All Staff Sickness: Q3 2015-16 to Q3 2016-17)

All Staff Sickness	Short Term Sickness per head (Day lost)	Long Term Sickness per head (Days lost)	All Staff Sickness per head (Days lost)
Quarter 1	0.59	0.72	1.31
Quarter 2	0.60	0.92	1.52
Quarter 3	0.48	0.76	1.24
Quarter 4			0.00
<b>Total</b>	<b>1.67</b>	<b>2.40</b>	<b>4.07</b>

(Table 11 – All Staff Sickness: Q1 - Q3 2016-17)

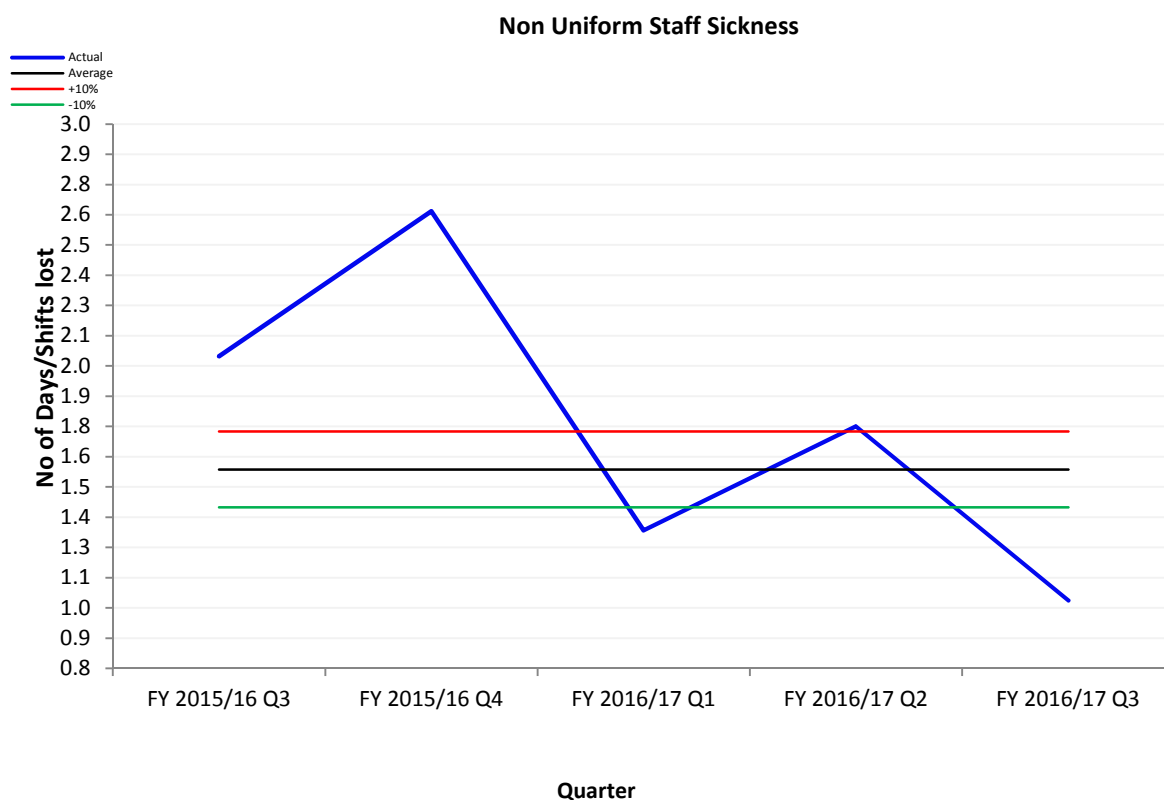
- Quarter 1 - 3 of 2016-17 saw a decrease in overall sickness compared to the same period in 2015-16 (4.76 days lost fell to 4.07). The total of 4.07 days lost per head in Quarter 1 - 3 remains below the average for Q1 - Q3 over the last five years (see Figure 19). Long-term sickness continues to form the greatest proportion representing 61.3% of all sickness.



(Figure 19 – All staff sickness: Q1 - Q3 from 2012-13 to Q1 - Q3 2016-17)

### 3.2. Non-Uniform Staff Sickness

The overall level of Non-Uniform Staff Sickness for Quarter 1 - 3 of 2016-17 has improved to within tolerance level.



(Figure 20 – Non-Uniform Staff Sickness: Q1 - Q3 2015-16 to Q1 - Q3 2016-17)

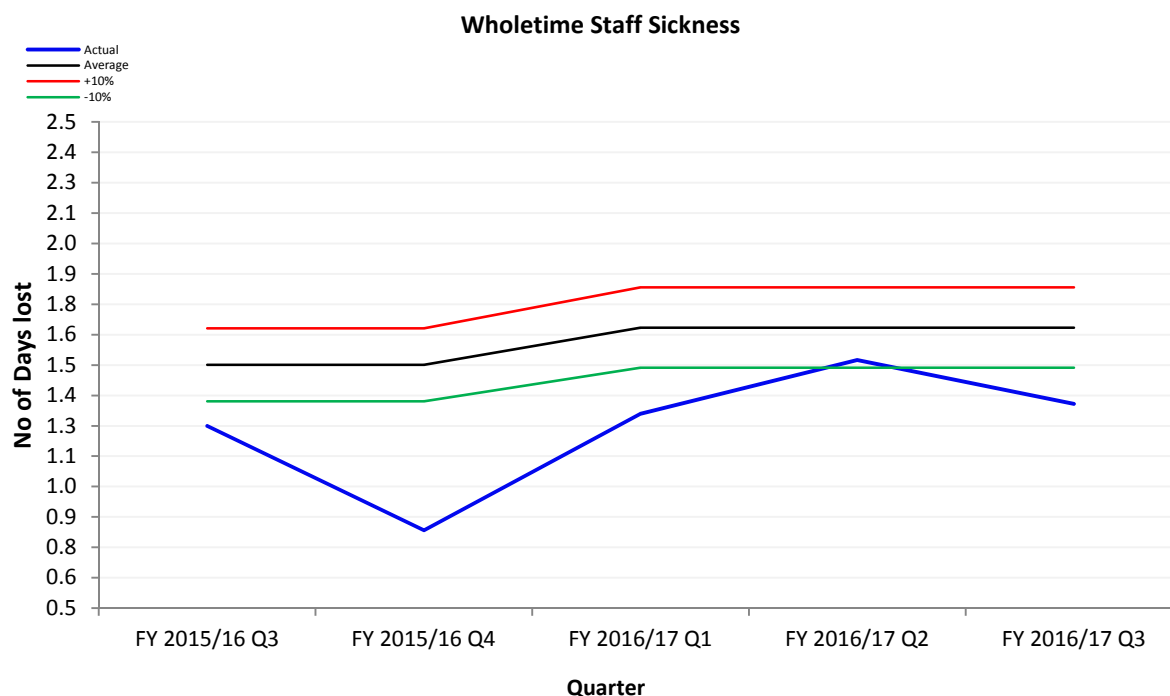
- Long-term sickness continues to be the largest proportion of sickness.

Non-Uniform Staff Sickness	Short Term Sickness per head (Days lost)	Long Term Sickness per head (Days lost)	All Non-uniform Staff Sickness per head (Days lost)
Quarter 1	0.60	0.70	1.30
Quarter 2	0.66	1.05	1.71
Quarter 3	0.48	0.55	1.03
Quarter 4			0.00
<b>Total</b>	<b>1.74</b>	<b>2.30</b>	<b>4.04</b>

(Table 12- Non-Uniform Staff Sickness: Q1 - Q3 2016-17)

### 3.3 Wholetime Staff Sickness

The Wholetime Staff Sickness level decreased in Quarter 1 - 3 of 2016-17, compared to the same period in 2015-16 (5.49 days lost fell to 4.16) and remains below tolerance levels.



(Figure 21 – Wholetime Staff Sickness: Q1 - Q3 2015-16 to Q1 - Q3 2016-17)

Wholetime Staff Sickness	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Wholetime Staff Sickness per head (days lost)
Quarter 1	0.59	0.72	1.31
Quarter 2	0.63	0.89	1.52
Quarter 3	0.52	0.81	1.33
Quarter 4			0.00
<b>Total</b>	<b>1.74</b>	<b>2.42</b>	<b>4.16</b>

(Table 13 – Wholetime Staff Sickness: Q1 - Q3 2016-17)

- The reduction in both short and long-term sickness means Wholetime Staff Sickness has remained within tolerance for the last 5 quarters.



### 3.4 Comparative All Staff Sickness

To give an idea of how the Service's staff sickness levels compare with other public sector organisations, a comparison has been made against Herefordshire Council and Worcestershire County Council, whose sickness figures are most readily available.

<b>Comparative All Staff Sickness</b>	<b>Short Term Sickness per head (days lost)</b>	<b>Long Term Sickness per head (days lost)</b>	<b>All Staff Sickness per head (days lost)</b>
HWFRS	1.67	2.40	4.07
Herefordshire Council			6.05
Worcestershire County Council	2.45	4.37	6.82

*(Table 14 – Comparative All Staff Sickness: Q1 - Q3 2016-17)*

- The latest figures for Quarter 1 - 3 of 2016-17 show that the Service's overall staff sickness levels continue to compare favourably, with lower levels of short-term and long-term sickness for all staff.

#### **4. Key Performance Indicators Out of Tolerance**

In addition to the totals for Chimney Fires and False Alarms being out of tolerance for Q1 - Q3, the first attendance by a Fire Appliance at Building Fires within 10 minutes was also outside the 10% tolerance level.

##### **4.1 Attendance Standards – 1st Fire Appliance at Building Fires**

The Attendance Standard was set in the Service's Integrated Risk Management Plan (IRMP) 2009-2012. The standard is a stretch target for the first Fire Appliance to arrive at all Building Fires within 10 minutes on at least 75% of occasions. The percentage of Building Fires attended by the first Fire Appliance within 10 minutes during Quarter 1 - 3 was 57.4% which is down 2.6% compared to the same period in 2015-16.

<b>1st Fire Appliance attendance at Building Fires within 10 minutes</b>	<b>Q1-Q3 2015-16</b>	<b>Q1-Q3 2016-17</b>
Building Fires attended within 10 minutes	302	267
Total number of Building Fires attended	503	465
<b>% attended within 10 minutes</b>	<b>60.0%</b>	<b>57.4%</b>

*(Table 15 - 1st Fire Appliance attendance at Building Fires within 10 minutes: Q1-Q3 2015-16 and Q1-Q3 2016-17)*

<b>1st Fire Appliance attendance at Building Fires - average times</b>	<b>Q1-Q3 2015-16 (mm:ss)</b>	<b>Q1-Q3 2016-17 (mm:ss)</b>
Time of Call until Time Appliance Mobilised	02:01	01:57
Mobilisation Time until Appliance Arrival at Scene	07:55	07:54
<b>Time of Call to Arrival at Scene</b>	<b>09:56</b>	<b>09:51</b>

*(Table 16 –1st Fire Appliance attendance at Building Fires average times: Q1&Q3 2015-16 and Q1&Q3 2016-17)*

- The average attendance time for the 465 Building Fires attended improved by 5 seconds to 9 minutes and 51 seconds.
- The main reason cited by crews for the first Fire Appliances not attending Building Fires within 10 minutes is travel distance (45.7% of incidents).

### Main reasons provided by crews for not meeting 1st Fire Appliance attendance at Building Fires within 10 minutes

Travel distance to the incident	91
Turn in time (Retained and Day Crew only)	41
Appliance not booked in attendance	24
<b>Total</b>	<b>156</b>

*(Table 17 – Reasons for not meeting 1st Fire Appliance attendance at Building Fires within 10 minutes: Q1 - Q3 2016-17)*

- This benchmark or measurement standard does not alter how quickly the Service attend incidents. Many other factors can influence this target, such as call challenging and information gathering by Fire Control, changing societal issues, for example fewer incidents in built up areas and proportionally more incidents outside of towns and cities and changing weather/road conditions. All of this may increase the average time taken to attend incidents across both counties.
- The attendance standard was developed prior to the introduction of the new Fire Control system and there is no exact match between a time recorded in the new system and the time used under the old method to record the time of call. The nearest time in the new system would be “Incident Created”, which is after the time of call and is when the Fire Control has identified the address in the database and needs to pinpoint the nearest Fire Appliance.

## 5. Retained Availability

The overall availability of the first On-Call Fire Appliance has decreased by 2.7%, when compared with the same period of 2015-16.

Call sign	Station	Q1-Q3 Availability 2015-16	Q1-Q3 Availability 2016-17	% Change
542	Bromyard	100.0%	99.6%	-0.4%
481	Eardisley	93.8%	93.5%	-0.3%
472	Ewyas Harold	99.9%	98.9%	-1.0%
431	Fownhope	91.8%	79.3%	-12.6%
463	Hereford	99.0%	97.1%	-1.9%
511	Kingsland	99.8%	98.2%	-1.6%
492	Kington	97.3%	98.4%	1.0%
422	Ledbury	97.4%	97.9%	0.5%
502	Leintwardine	98.6%	96.4%	-2.2%
522	Leominster	99.9%	99.9%	0.1%
552	Peterchurch	78.7%	95.2%	16.5%
442	Ross-on-Wye	100.0%	100.0%	0.0%
452	Whitchurch	90.3%	85.4%	-4.9%
<b>Herefordshire Total</b>		<b>95.9%</b>	<b>95.4%</b>	<b>-0.5%</b>
231	Bewdley	76.4%	76.9%	0.5%
302	Broadway	90.1%	85.9%	-4.2%
251	Bromsgrove	88.9%	90.4%	1.6%
261	Droitwich	85.2%	69.4%	-15.9%
281	Evesham	97.5%	89.9%	-7.6%
241	Kidderminster	86.1%	80.3%	-5.8%
411	Malvern	98.9%	96.8%	-2.1%
291	Pebworth	85.7%	79.5%	-6.2%
311	Pershore	98.5%	91.7%	-6.8%
271	Redditch	97.5%	97.2%	-0.3%
221	Stourport	97.4%	72.0%	-25.3%
522	Tenbury	99.4%	96.0%	-3.4%
322	Upton	81.2%	94.0%	12.8%
213	Worcester	99.7%	97.5%	-2.2%
<b>Worcestershire Total</b>		<b>91.6%</b>	<b>87.0%</b>	<b>-4.6%</b>
<b>Total Hours Available</b>		<b>93.7%</b>	<b>91.0%</b>	<b>-2.7%</b>

(Table 18 – 1st Appliance Retained Availability: Q1 & Q3 2015-16 and Q1 & Q3 2016-17)

- Ross-on-Wye On-Call Crews maintained a 100% availability rate during Quarters 1 - 3 of 2016-17.
- Areas where cover has fallen can be accounted for by a loss of daytime cover. Stations are actively recruiting in these areas.
- 66% of On-Call availability was above 90% during Quarter 1 - 3 in 2016-17.

## **5.1 No of incidents per station ground**

Number of incidents recorded in each station ground area (Q1-Q3).

<b>Station Ground</b>	<b>False Alarm</b>	<b>Fire</b>	<b>Special Service</b>	<b>Total</b>
Bromyard	19	32	26	77
Eardisley	5	8	3	16
Ewyas Harold	12	10	5	27
Fownhope	6	5	5	16
Hereford	334	144	102	580
Kingsland	13	12	9	34
Kington	10	11	7	28
Ledbury	52	36	30	118
Leintwardine	3	6	4	13
Leominster	75	43	20	138
Peterchurch	3	17	6	26
Ross-on-Wye	58	45	36	139
Whitchurch	7	12	13	32
<b>Herefordshire</b>	<b>597</b>	<b>381</b>	<b>266</b>	<b>1244</b>
Bewdley	28	33	16	77
Broadway	25	12	8	45
Bromsgrove	195	110	99	404
Droitwich	109	76	76	261
Evesham	127	73	52	252
Kidderminster	304	145	116	565
Malvern	159	71	71	301
Pebworth	6	13	5	24
Pershore	78	42	28	148
Redditch	336	202	130	668
Stourport	74	69	42	185
Tenbury	12	14	11	37
Upton upon Severn	24	16	30	70
Worcester	545	224	194	963
<b>Worcestershire</b>	<b>2022</b>	<b>1100</b>	<b>878</b>	<b>4000</b>
<b>Total</b>	<b>2619</b>	<b>1481</b>	<b>1144</b>	<b>5244</b>

(Table 19 – Incidents per station ground: Q1 - Q3 2016-17)

HWFRS Community Risk Activity

Q1-Q3



HFSCs

Q1-Q3

2794



Standard Alarms

3540



Specialist Alarms

695



Q1-Q3

887



Arson Referrals

63



Fire Setter Referrals

31



Community Safety Activity  
(CE1 hours)

Q1-Q3

1170



Public Engagement  
(total no. of people)

5366



CR Media Campaigns

28



RBAP/Visits/Post Fires

Q1-Q3

1221



BFSCs

549



INTELs from BFSCs

32



Building Reg Consultations

Q1-Q3

407



Licensing Apps

148



Fire Investigation

76



Twitter

Q1-Q3

92321



CR 0800

2109



Enforcement

24

## **Report of the Deputy Chief Fire Officer**

### **Pensions Board Update**

#### **Purpose of report**

1. To provide the Policy and Resources Committee with an update on the establishment and activities of the Pensions Board.

---

#### **Recommendations**

***It is recommended that the following areas of progress are noted:***

***(i) The Pension Board has been established and is compliant with the Public Services Pensions Act 2013.***

***(ii) There have been two meetings of the Pensions Board.***

***(iii) Pension Board members have attended one training session.***

#### **Background**

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

#### **Update**

4. Following my last report to the Policy and Resources Committee in March 2016, the Pension Board agreed to expand its membership to 3 Employee and 3 Employer Representatives to improve sustainability. It was acknowledged that there was a potential for a conflict of Interest for the Director of Finance's roles as Pensions Lead and as Treasurer. He has, therefore, stood down as an Employer Representative but will continue to attend as a Board Advisor.

5. Two meetings have been held on 8 June 2016 and 18 October 2016. The meeting scheduled for 25 January 2017 was postponed due to the number of apologies received, however, there have been ongoing informal discussions between the Deputy Chief Fire Officer and the Director of Finance to enable progression of agreed Board activities.
6. Key Performance Indicators (KPIs) have been formally agreed with the Pension Administrators (refer to Appendix A) to enable the level of service to be monitored and maintained. These will be provided to the Board on a quarterly basis along with the Firefighters' Pension Scheme membership figures.
7. Board members attended a training day on 30 September 2016. Training was provided by the Local Government Association and included an introduction to the Firefighter Pension fund, Pension Regulator Governance and the roles and responsibilities of the Pension Board. Training, where possible, will be organised on a regional basis.
8. A work plan and training programme for the Board has been established.
9. The publication of information regarding the Board and its activities has been agreed and uploaded onto the Fire Service website within the Fire Authority section.

### **Conclusion/Summary**

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



## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues).	The local Pension Board has been implemented in accordance with the Public Sector Pensions Act 2013 which is a new burden on Fire Authorities.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None.
<b>Risk Management/Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores.	A risk register has been introduced.
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter).	None
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?	None

## Supporting Information

Appendix A: Key Performance Indicators - Firefighter Pension Administration and Pensioner Payroll

## Contact Officer

Tania Ling, Payroll Manager  
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**KEY PERFORMANCE INDICATORS  
FIREFIGHTER PENSION ADMINISTRATION AND PENSIONER PAYROLL**

<b>Performance Standard</b>	<b>Minimum Target</b>
Respond to requests for estimates of benefits within 10 working days following receipt of request	90%
In the case of early leavers and opt outs calculate and make payment of refunds within 5 working days of application for payment of refunds being received Notify Firefighter and employer (via email) of amount and date of payment.	90%
Provide a statement of deferred benefit entitlement on leaving service within 10 working days of date of leaving or receipt of notification, whichever is later.	90%
Notification and payment of actual retirement benefits within 5 working days of receipt of notification of lump sum option from individual or date of entitlement to benefit; whichever is later. The Authority to receive commutation payment schedule 5 working days before retirement where relevant information is received.	90%
Provide annual statement of benefit entitlement to active and deferred members within legislative timescales and in accordance with the deadline set by the Authority	100%
Personal representatives to be contacted within 5 working days of receiving death notice. Pension payroll notified within 5 working days and death grant payment schedule to be sent to the Authority within 5 working days of receiving all relevant information	100%
Calculate and pay transfer value out within 10 working days of receipt of necessary documentation	90%
Calculate transfer values into the Authority within 10 working days of receipt of necessary documentation.	100%
Respond to general queries/correspondence within 10 working days of receipt of query/correspondence	100%
Provision of management information to update the Pension Board	100%

Notify the Authority of any errors caused by the Administrator or third parties as well as any complaints within 3 working days. Ensure investigation is completed in 5 working days and corrective action is taken after appropriate investigations within 10 working days	100%
Make payment of pensions on due date	100%
Produce P60s to pensioners within statutory deadlines	100%
Implement annual pension increases by payment due date	100%
Set up a new entrant pension record within 10 days, and issue a statutory notification within 6 weeks of the employment start date.	100%
Where a Firefighter's Pension Input Amount within the 'scheme' exceeds the Annual Allowance provide a pension savings statement by 5 October	100%
Where a Firefighter's Pension Input Amount within the 'scheme' does not exceed the Annual Allowance, they may make a written request for a Pensions Saving Statement to be issued. To be actioned in 10 working days	100%
Provide information on request in respect of Pension Sharing on Divorce within legislative timescales. (A charge to the member will be levied in line with pension sharing on divorce legislation)	100%
Implement Pension Sharing Orders within legislative timescales	100%
Notification to scheme member and pensioners payroll of modification to pensions at state pension age and increases to pension at the appropriate age one month in advance of the amended pension being paid	100%
Purchase of Additional Benefit within 20 working days of member request	90%
Annual review of injury benefits commenced in February and completed by end of April in each year.	100%
On receipt of GMP notification CA1629 from the Authority make adjustments to ensure no further increases are applied to the different elements of pension. Ensure GMP notification is received and notify Authority where not.	100%

## **Report of Head of Legal Services**

### **Regulation of Investigatory Powers Act (RIPA) – Annual Review**

#### **Purpose of report**

1. To review the Authority's policy on the authorisation of covert surveillance techniques under the Regulation of Investigatory Powers Act 2000.
- 

#### **Recommendations**

***It is recommended that the Committee note there has been no use of covert investigatory techniques during the past year.***

#### **Introduction and Background**

2. The Regulation of Investigatory Powers Act 2000 ("RIPA") sets out procedural rules to enable specified public authorities to use covert investigatory techniques which might otherwise infringe legal rights to privacy and respect for family life under the Human Rights Act 1998. In particular they govern when and how hidden surveillance, covert witnesses and interception of communications can be used. Fire Authorities are included in the list of public authorities that can rely on RIPA.
3. The Authority has no history of using the covert surveillance techniques covered by RIPA but nonetheless we are required to have a policy in place and are subject to periodic inspection by the Office of Surveillance Commissioners.
4. The current policy was adopted by this committee in March 2013 and it was agreed that in accordance with the Home Office code of practice, an annual report would be made to the Policy and Resources Committee with a review of the policy and the Authority's use of powers under the Act.

#### **Review of RIPA Authorisations**

5. The following table shows that the Authority has not dealt with any cases during the past year in which covert investigatory powers were necessary. There is no expectation that there will be a need to use them in the future. The Authority will usually be able to gather all the information required for its statutory functions without resorting to covert techniques.

Applications for RIPA authorisation	nil
Applications granted	nil
Applications refused	nil
Authorisations renewed or extended	nil

6. Although the Authority has not needed to rely on the use of RIPA, the policy nonetheless:
- reinforces advice to officers that the use of covert investigatory techniques should be avoided in most circumstances;
  - ensures that should the unforeseen and exceptional eventuality arise when reliance on RIPA is needed there will be a clear procedure for handling its use;
  - ensures that any application to use the techniques covered by RIPA will be made using the appropriate Home Office forms and approved by one of the designated 'Authorised Officers'; and
  - meets the requirements of the Office of Surveillance Commissioners.

### Conclusion/Summary

7. Best practice under the code of practice requires members of local authorities, including fire authorities, to set the policy on the use of RIPA and to review it annually. However under the codes, Members are not to have any role in considering any particular application to rely on RIPA.
8. The Authority has not relied on covert investigatory powers during the past year.

### Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	It is a requirement to have a policy in place but there are no on-going resource implications
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	This report enables Fire Authority Members to exercise an oversight role on behalf of the wider community
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	None
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	None

<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	Not applicable
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### **Supporting Information**

Background papers:  
RIPA Policy

### **Contact Officer**

Nigel Snape, Head of Legal Services  
(01905 368242)  
Email: [nsnake@hwfire.org.uk](mailto:nsnake@hwfire.org.uk)

## **Report of Deputy Chief Fire Officer**

### **Update from the Health and Safety Committee**

#### **Purpose of report**

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

#### **Recommendation**

***It is recommended that the following issues, in particular, be noted:***

- (i) Health and Safety performance information recorded during Oct 2016 to December 2016 (Quarter 3); and***
- (ii) The involvement of the Service in a number of Health and Safety initiatives.***

#### **Introduction**

2. Hereford & Worcester Fire Authority's aim is to ensure the safety and well-being of its employees and to reduce and prevent accidents and injuries at work.
3. The Health and Safety Committee (the Committee) is established to provide effective arrangements for the liaison and review of matters of a common interest in regards to Health and Safety (H&S) and to act as a forum for liaison on all matters relating to H&S for key stakeholders and departments. The Committee provides the opportunity for the Service to discuss general H&S matters on which it must consult the workforce via employee representatives.
4. The Committee has the facility to task work to the Health & Safety Working Group, which sits beneath it and is chaired by the Area Commander Operations Support. The group meets as and when required but at least every six months (see section 14 for current work package update).

#### **Update**

5. The Committee last met on 8 December 2016 and is due to meet next on 15 March 2017, after the writing of this report.
6. A review of quarterly performance for the relevant period is examined in detail at the Committee meetings. Whilst Q3 performance (Appendix 1) shows an increase in total number of personal injuries reported, the severity levels remained relatively low and there are no significant issue to report.

## **National Activities**

### CFOA R&D PPE Contaminants Project

7. A joint letter between CFOA and the Home Office has been sent to all Fire and Rescue Services. The content of the letter explains that a project group has been created to assess the level of risk associated with fire related contaminants on firefighting operational clothing
8. The first action of the Project group has been to commission a literary review to be undertaken by the Home Office Centre of Applied Science and Technology (CAST)
9. The questions and issues being considered as part of the literature review include:
  1. What is the international problem we are here to understand?
  2. Does the UK have an equivalent problem?
  3. To what relative extent does the UK have a problem?
  4. How far do current procedures address the issue?
  5. Do alternative procedures/ideas/technologies exist?
  6. Does existing research indicate any gaps in UK approach?
10. The Project Board will aim to provide an update on the progress of the project via similar letters to Services on a regular basis.

### Lessons Learned – East Sussex FRS

11. East Sussex FRS has issued a report relating to a serious accident that took place at their training centre in June 2015. Following an investigation into the accident a report has been generated which identified 16 recommendations to enhance the safety of firefighters at similar training events.
12. An internal (HWFRS) review of the report has been undertaken, carrying out an analysis to identify any actions that could be taken within HWFRS. The initial review of the recommendations shows that the Service already has a number of control measures in place to manage the recommendations made within the report.
13. Of the 16 recommendations, only 5 remain open with some further action required. These are of a minor nature and will be monitored by the H&S Committee until all actions are closed.

## **HWFRS H&S Update – Local Initiatives**

### Regulation 28 – Coroners Reports

14. Regulation 28 reports are issued by Coroners to prevent future deaths. These reports are part of the legal process to ensure that the courts comply with their duty to inform parties where the Coroner believes action should be taken to prevent further occurrences which may lead to death or injury.



15. The Health and Safety Advisor has conducted a review of how the Service manages such reports it receives. HWFRS has a robust system in place to assess the impact of any reports received and then processes are in place to disseminate and follow up the findings of any reports issued.

### Respirators

16. Following the changes to the asbestos regulations and to further enhance the level of respiratory protection available to staff, HWFRS has procured respirators to be worn in conjunction with the Draeger Breathing Apparatus face mask.
17. To ensure that the maximum level of protection is being provided, a formal face fit test, additional to that required for the wearing of breathing apparatus, will be necessary for all operational personnel.
18. An external provider has commenced a programme of face fit testing which will be complete by the end of March 2017.

### **Conclusion**

19. This report provides Members with an update on health and safety issues and draws particular attention to key areas of work currently being undertaken by the Service. In addition, the report provides information on quarterly health and safety performance.

### **Corporate Considerations**

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	N/A
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Corporate strategy – Ensuring firefighter safety
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	Reduces the overall impact for health and safety management in the areas identified and safeguards the Services legal requirements
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	None
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	N/A

**Supporting Information**

Appendix 1: Quarter 3 of year 2016/2017 (October - December 2016) Health & Safety Performance Report

**Contact Officer**

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(01905 368206)

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## Overview of Events Reported During Quarter 3 (Oct 16 – Dec 16)

### Summary

In the period of October 2016 to December 2016 a total of **41** Health and Safety (H&S) events were reported. They fall into the categories of:

- Personal Injury
- Vehicle Accidents
- Property or Equipment
- Near Hits or Causes for Concern.
- Violence or Aggression
- Exposure

Individual summaries of reporting in the key areas are outlined below.

### Personal Injury

Of the **41** H&S events reported, **20** were related to the category of Personal Injury. These are described in Table 1 below:

Sub-Categories	Break-down of Injuries in Each Sub-Category
13 incidents relate to accidents/injuries occurring during training.	1 relates to a fall injury when person slipped on wet rocks during water awareness training.
	1 relates to an ankle injury whilst restowing hose back on the fire engine. 3 calendar days lost
	1 relates to manual handling injury. Person reported sharp pain in shoulder when rolling out the hose.
	1 relates to an aggravation of a pre existing back injury whilst on recruit firefighter training. 30 calendar days lost <i>Significant Event</i>
	1 relates to manual handling injuries whilst carrying equipment
	1 relates to manual handling injuries whilst carrying equipment
	1 relates to an injury sustained by being hit on the chin due to potentially improper positioning when using RTC cutting equipment
	1 relates to an injury to persons hand becoming trapped whilst removing a casualty on a long board.
	1 relates to an injury to a person's back when replacing hydrant cover. 13 calendar days lost RIDDOR <i>Significant Event</i>
	1 relates to steam burns to person's ear during live fire training.
	1 relates to an injury to the person's knee during live fire training.
	1 relates to a minor burn to a person's right forearm during live fire training.

	1 relates to a minor burn to a person's right forearm during live fire training.
2 accident/injuries were at operational incidents	1 relates to a facial injury whilst moving a piece of equipment from fire engine.
	1 relates to wrist injury caused by snagging of hose on the wheel of the fire engine.
1 accident/injuries were during routine activities	1 relates to when a piece of equipment fell from a locker and hit person in the chest and left side.
2 accident/injuries were non-work accident/injury	1 relates to an injury sustained to their middle finger when it was caught in a door. The finger became bruised, swollen and the nail, blackened.
	1 relates to an injury sustained by school pupil who fainted whilst at a "Dying to Drive" event.
1 accident/injury was due to special service activities.	1 relates to an injury when a person trapped their finger when removing a ladder from a fire engine.
1 accidents/injuries due to Responding – Fire call	1 relates to a person tripping over, severe grazing to right knee, hand and ribs occurred. 23 calendar days lost RIDDOR <i>Significant Event</i>
	Totalling <b>20</b> personal injuries
	Totalling 2 RIDDOR events
	Totalling 69 calendar days lost

Table 1: Personal Injuries Reported during Quarter 3

## Vehicle Accidents

Of the **41** H&S events 9 are related to the category of Vehicle Accidents - these are further described in Table 2 below. Only 6 of these events could be attributed to the FRS driver these events are highlighted in grey.

Sub-Categories	Breakdown of Injuries in Each Sub-Category
3 accident was during routine activities	1 relates to a fire engine hitting gate post when leaving farm yard causing damage to locker closing bar
	1 relates to damage to wall heater when hit by 9 metre ladder on fire engine reversing.
	1 relates to damage to 9 metre ladder on fire engine caused by overhanging branches on narrow lane.
3 accidents were responding to incidents	1 relates to a fire engine struck by appliance bay door when it was travelling towards the forecourt.
	1 relates to the fire engine wheel guard being pulled off when driven past gate.

	1 relates to a fire engine catching nearside rear bumper and tow bar of car with nearside wheel arch of the appliance
2 accidents were responding to road traffic collisions.	1 relates to minor damage to nearside wing mirror of fire engine due to contact with rear offside corner of a LGV. 1 relates to complaint by third party about contact with their vehicle.
1 accident was a non-service related accident	1 relates to a damage done to front park assist mirror glass when pheasant flew out of hedge and hit front nearside of vehicle.
	Totalling <b>9</b> vehicle accidents

*Table 2: Vehicle Accidents Reported during Quarter 3*

Vehicle mileage statistics for the year 2015-2016 have been provided by the Operational Logistics Fleet Department and have been used to predict vehicle mileage for Q3 2016. These are summarised in Table 2A below. It can be seen that there were no white fleet accidents out of approximately 254,500 miles driven. The 9 accidents by red fleet vehicles were out of approximately 69,600 miles driven, which equates to 1 accident for every 7,333 miles driven.

Fleet	Total Mileage 2015-2016	Predicted Mileage Q3 2016
White Fleet	1,018,054	254,514
Red Fleet	278,464	69,616
	Totalling <b>1,296,518</b> miles	Totalling <b>324,130</b> miles

*Table 2A: Vehicle Mileage Statistics*

## **Property or Equipment Failure/Damage**

Of the **41** H&S events 1 related to the category of Damage to Property or Equipment, this is further described in Table 3 below:

Sub-Categories	Break-down of Injuries in Each Sub-Category
1 property or equipment failure/damage during training	1 relates to a tripped fuse showing in STF control room relating to lighting cables in roof space above large ground floor burn room.
	Totalling 1 property or equipment damage

*Table 3: Damage to Property or Equipment Reported during Quarter 3*

## **Near Hits or Causes for Concern**

Of the **41** H&S events **9** related to the category of Near Hits or Causes for Concern - these are further described in Table 4 below:

<b>Sub-Categories</b>	<b>Break-down of Injuries in Each Sub-Category</b>
1 was whilst responding to incidents	1 relates to a near collision between a fire engine and other vehicles whilst responding to a fire call. <i>Significant Event</i>
1 was at operational incidents	1 relates to a the accidental activation of the air powered winding mechanism causing the hose to rewind, which could have endangered anyone close to or holding the hose.
2 were whilst responding to special service	1 relates to a discovering an empty cylinder to be used for inflatable path which may have been required for rescue.
	1 relates to a cliff rescue and person lost footing and fell on sloping embankment.
2 were during routine activities	1 relates to a piece of equipment falling from a locker of a fire engine
	1 relates to glass and powder from lighting tubes stored in racking bays getting into kit bag.
2 were during Non-Uniformed activities	1 relates to the discovery of a 6ft fluorescent light cover fallen from light and shattered on ground
	1 relates to 2 private vehicles clipping wing mirrors during manoeuvring around a stationary Fire engine.
1 was during a training exercise	1 relates to a cause for concern. After a training event 24 BA cylinders were found to have faulty ratchets which could enable them to be shut off accidentally. <i>Significant Event</i>
	Totalling <b>9</b> near hits or causes for concern

*Table 4: Near Hits or Causes for Concern Reported during Quarter 3*

## **Exposure to Violence or Aggression**

Of the **41** H&S events **1** related to the category of Exposure to Violence or Aggression, this is further described in Table 5 below:

<b>Sub-Categories</b>	<b>Break-down of Injuries in Each Sub-Category</b>
1 Exposure to violence or aggression	1 relates to incident where a member of public became verbally aggressive to 2 people from Fire Control
	Totalling <b>1</b> exposure to violence or aggression

*Table 5: Exposure to Violence or Aggression Reported during Quarter 3*

## **Exposure or Contamination**

Of the **41** H&S events **1** related to the category of Exposure or Contamination, this is further described in Table 6 below:

<b>Sub-Categories</b>	<b>Break-down of Injuries in Each Sub-Category</b>
1 Exposure or Contamination	1 relates to incident where 2 broken asbestos sheets had been placed against a bonfire which was out of control. The asbestos was still in large pieces and did not appear to have been damaged by fire.
	Totalling <b>1</b> Exposure or Contamination

*Table 6: Exposure or Contamination*

## **Significant/Serious Events during Quarter 3 (Oct 16 – Dec 16)**

- The first incident relates to a manual handling injury whilst an operational member of staff was replacing a hydrant cover. Manual handling refresher given (found in personal injury category).
- The second Specialist Investigation relates to a reoccurrence of and pre existing injury during a training course, no specific action caused the injury (found in personal injury category).
- The third event occurred when a member of staff tripped over when responding to a fire call, resulting in grazes and damage to their ribs (found in personal injury category)
- The near miss relating to a near collision between a fire engine and another vehicle was fully investigated as part of the electronic stability programme (ESP) investigation which was briefed during quarter 2's events paper. Fully reviewed control measures have now been implemented.

- 24 BA cylinders were found to have faulty ratchets which could enable them to be shut off accidentally. All cylinders had their ratchets repaired and a more robust equipment inspection schedule has been implemented at Training Centre. (Found in near hits or causes for concern category). Notification has been sent to stations by Ops Logistics to check other cylinders for the defects.

### **Summary for Quarter 3 (Oct 16 – Dec 16)**

- 2.1** Two RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reports were submitted to the Health and Safety Executive (HSE). These relate to personal injuries where operational personnel were absent from work for 36 days of quarter 3.

### **Comparison between Quarters**

#### **Comparison of Events Reported Showing Differences Q3 2016 and Q3 2015**

- 2.1.1** Table 6 below, compares the number of events reported in Q3 2015-16 and Q3 2016-17 for different categories. It can be seen that in Q3 2016-17, the number of Vehicle Accidents reported were less than in Q3 2015-16. Conversely, Personal Injuries reported, reports of Violence and Aggression, Near Hit reports and reports of Damage to Property or Equipment in Q3 2016-17 have increased compared to Q3 2015-16. Overall, this demonstrates that event reporting as a whole has slightly increased during Q3 2016-17 compared with Q3 2015-16.

<b>Event Type</b>	<b>Q3 2015-16</b>	<b>Q3 2016-17</b>	<b>Increase/Decrease</b>
<b>Personal Injuries</b>	11	20	<b>+9</b>
<b>Vehicle Accidents</b>	20	7	<b>-13</b>
<b>Property or Equipment</b>	0	3	<b>+3</b>
<b>Violence &amp; Aggression</b>	2	1	<b>-1</b>
<b>Near Hits</b>	5	9	<b>+4</b>
<b>Exposure or Contamination</b>	0	1	<b>+1</b>
<b>Overall</b>	38	41	<b>+3</b>

*Table 6: Quarterly Events Reported Q3 2015-2016 and Q3 2016-2017*

- 2.1.2** Table 6 above, compares Q3 2015-16 to Q3 2016-17 reports the service has had:\*



- Nine additional Personal Injury reports
- Thirteen **fewer** Vehicle Accidents
- Three additional report of Damage to Property or Equipment
- One additional exposure or contamination
- One fewer Violence or Aggression events against service personnel
- Four additional reports of Near Hits or Causes for Concern were made

\*Specific details of these can be provided upon request to the Health and Safety advisor.

### **2.1.3 Trend Analysis**

In summary, whilst there has been an increase in personal injuries reported, overall they have been of a minor nature. There has been a significant reduction in the number of vehicle accidents reported, which supports the high level of driver training provided.

## **Report of the Assistant Chief Fire Officer – Service Delivery**

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

#### **Purpose of report**

1. To inform the Committee of the activities of the Joint Consultative Committee (JCC) since September 2016.
- 

#### **Recommendation**

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

- (i) Wyre Forest Hub***
- (ii) Relocation of Service Headquarters (SHQ) to Hindlip***
- (iii) Relocation of Community Risk staff into Worcester Fire Station***
- (iv) Introduction of electronic payslips***
- (v) Health & Wellbeing initiatives***

#### **Background**

2. The JCC acts as the main route for employee consultation. It comprises managers and employee representatives who meet every other month to discuss issues of mutual concern. The JCC is not a decision making body.
3. Employees are represented on JCC by members from each of the Representative Bodies (RBs) in Hereford & Worcester Fire and Rescue Service, namely the FBU, FOA, GMB, RFU and Unison.
4. The Committee is chaired by the Assistant Chief Fire Officer who is currently responsible for industrial relations. Other management representatives include the Head of Corporate Services, Senior HR Manager and the Area Commanders responsible for Operations and Operations Support.

#### **Update**

5. The Joint Protocol for Industrial Relations SPI, which provides the framework for communicating, consulting and negotiating with all Trade Unions, has recently been reviewed to better review current practice and is currently out for consultation.

6. As previously advised, the way JCC meetings are administered has been revised and all new items are now categorised under one of the following headings enabling a better flow of information between management and RBs:
- For consultation
  - For negotiation
  - Requests for information from TU Reps
  - Information items / updates for TU Reps from management
7. Since its last update to the Committee, the JCC has met on three occasions – 10 October 2016, 12 December 2016 and 16 February 2017.
- Wyre Forest Hub: an offer for the Stouport 5 site has been submitted and has been accepted subject to land contamination results which we are still awaiting. AC Chance has met with the crews affected and a Working Group has been established to look at crewing options. Staff will be kept updated on progress.
  - Relocation of SHQ to Hindlip: discussions between senior Fire and Police officers are ongoing and regular meetings are in place. A move to 'project' phase is anticipated in the next few weeks when more detailed consultation and communications with staff and RBs will be undertaken.
  - Relocation of Community Risk Staff: plans to relocate staff from the CR team to Worcester Fire Station along with their Police counterparts have been temporarily put on hold due to resourcing issues within ICT.
  - Electronic Payslips: these were launched on 1 January 2017 and are available to any employees wishing to move away from the paper version. Guidelines on how staff can register for electronic payslips have been issued in the Service Bulletin.
  - Health & Wellbeing: a number of initiatives linked to providing support for vulnerable adults, are currently being explored with both the Herefordshire and Worcestershire CCGs. A 'home from hospital' pilot, run in conjunction with Age UK, is anticipated to commence shortly and the opportunity for us to get involved in a falls response programme in Herefordshire is also being considered. Both schemes will operate on a cost recovery basis and would be resourced initially through the Community Risk Technicians.
8. Management representatives continue to keep JCC members updated on any emerging issues and activities in which the Service is involved. These have included:
- A financial briefing by the CFO and Finance Director
  - An overview of the Fire Reform agenda
  - The potential implications of the Police & Crime Bill which received Royal Assent on 31 January 2017
  - The findings of an FBU Employment Tribunal on pension transitional arrangements
  - RDS recruitment

## Conclusion

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

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	Para 7 & 8
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications)	Para 7 & 8
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores)	None
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	Para 7 & 8
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	No, not required – information only

## Supporting Information

None

## Contact Officer

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