



HEREFORD & WORCESTER Fire Authority

Full Authority

AGENDA

Wednesday, 12 June 2019

11:00

Council Chamber

County Hall, Spetchley Road, Worcester, WR5 2NP

Fire Alarm

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

Toilets

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

Parking

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

Smoking Policy

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

OPTIONAL INFORMATION

Cafe

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

Shop

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

Grounds/Site traffic

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

Public Transport

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

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

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

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

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

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

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

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

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

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



Hereford & Worcester Fire Authority

Full Authority

Wednesday, 12 June 2019, 11:00

Agenda

Councillors

Mr R J Phillips (Chairman), Mr P A Tuthill (Vice Chairman), Mr R C Adams, Ms P Agar, Mr A Amos, Mr T D Baker-Price, Mr B Clayton, Mrs E Eyre BEM, Mr A Fry, Mr I D Hardiman, Mr Al Hardman, Mr M Hart, Dr C A Hotham, Mr P Middlebrough, Mrs F M Oborski MBE, Dr K Pollock, Mrs J Potter, Professor J W Raine, Mr C B Taylor, Mr R M Udall

No.	Item	Pages
1	Election of Chairman To elect a Chairman of the Authority.	
2	Election of Vice Chairman To elect a Vice Chairman of the Authority.	
3	Apologies for Absence To receive any apologies for absence.	
4	Declarations of Interest (if any) This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
5	Chairman's Announcements To update Members on recent activities.	

6	Public Participation	
	To allow a Member of the public to present a petition, ask a question or make a statement relating to any topic concerning the duties and powers of the Authority.	
	Members of the public wishing to take part should notify the Head of Legal Services in writing or by email indicating both the nature and content of their proposed participation to be received no later than 2 clear working days before the meeting (in this case 7 June 2019). Further details about public participation are available on the website. Enquiries can also be made through the telephone numbers/email listed below.	
7	Confirmation of Minutes	8 - 15
	To confirm the minutes of the meeting held on 11 February 2019.	
8	Appointments to Committees and Outside Bodies	16 - 21
	To consider the allocation of seats on Committees to political groups, appointments to those Committees and to outside bodies (insofar as is necessary).	
9	Provisional Financial Out-turn 2018/19	22 - 42
	<ol style="list-style-type: none"> 1. To receive provisional financial results for 2018/19 and to approve transfers to and from reserves. 2. To review Treasury Management activities for 2018/19 and confirm compliance with Prudential Code Indicators. 	
10	On-Call Retaining Fee	43 - 48
	To inform the Authority of a decision taken by SMB to increase the on-call retaining fee.	
11	Service Values	49 - 52
	To seek the Fire Authority's endorsement of the Service's renewed organisational values, which have been reviewed and developed in full consultation with all staff groups.	

12	Fire Authority Annual Report 2019-20	53 - 55
	To adopt the Fire Authority Annual Report 2019-20 and approve it for publication.	
13	Strategic Fire Alliance - Projects Update	56 - 59
	To update Members on progress in preparing priority projects developed by the Strategic Fire Alliance between Hereford & Worcester and Shropshire Fire and Rescue Services.	
14	HMICFRS Improvement Plan - Update	60 - 85
	To update Members on progress in implementing the HMICFRS Improvement Plan.	
15	2018-19 Performance Report: Quarters 1-4	86 - 117
	This report is a summary of the Service's Quarters (Q1-Q4) performance against a comprehensive set of Performance Indicators agreed by Senior Management Board (SMB).	
16	Minutes of the Audit and Standards Committee	118 - 123
	To receive the minutes of the Audit and Standards Committee meeting held on 24 April 2019.	
17	Minutes of the Policy and Resources Committee	124 - 128
	To receive the minutes of the Policy and Resources Committee meeting held on 1 May 2019.	



Hereford & Worcester Fire Authority

Full Authority

Monday, 11 February 2019, 10:30

Minutes

Members Present: Mr R C Adams, Ms P Agar, Mr A Amos, Mr T D Baker-Price, Mr B Clayton, Mr A Fry, Ms K S Guthrie, Mr I D Hardiman, Mr Al Hardman, Mr M Hart, Dr C A Hotham, Mr P Middlebrough, Mrs F M Oborski MBE, Mr R J Phillips (Chairman), Dr K Pollock, Mrs J Potter, Professor J W Raine, Mr C B Taylor, Mr P A Tuthill (Vice-Chairman), Mr R Udall, Mr S D Williams

Also in Attendance: Mr J Campion, Police and Crime Commissioner

203 Apologies for Absence

Apologies were received from Ms T Bowes and Mrs E Eyre.

204 Declarations of Interest (if any)

Cllr R Phillips declared that he was a member of the Firefighters' Scheme Advisory Pensions Board and an employer member of the Fire NJC.

205 Chairman's Announcements

The Chairman informed the Authority of the following:

- He and the Chief Fire Officer had attended the first Strategic Board meeting between Hereford & Worcester and Shropshire Fire and Rescue Service to discuss efficiencies and savings. The next meeting was to be held at the beginning of March.
- The Judicial Review had now progressed to the 'Warned List' and we were waiting for the Court to set a hearing date.
- The Chief Fire Officer had sent a letter to the Home Secretary explaining the impact upon local services.
- He and the Chief Fire Officer had attended a feedback meeting in London following the first tranche of HMICFRS inspections.
- He had also attended various meetings, including advisory schemes, NJC, Group Leaders and meetings with Officers.

206 Public Participation

Mr Saul Bolton, a retired firefighter and a resident of Malvern requested to speak to the Authority to voice his opposition to Agenda Item 7, the proposed changes to fire cover for the citizens of Malvern.

Mr Bolton expressed his concern over the proposed changes to crewing arrangements and what he saw as a reduction in the number of guaranteed fire appliances at night time. The increased reliance on retained firefighters at night would place additional pressures on them and that in his opinion the retained firefighters were being taken advantage of.

He also argued that the only safe option for Malvern, in his opinion, was to continue the day crewing where crews were guaranteed 100% of the time, 24 hours a day, which is what the firefighters, public and union all wanted.

The Chief Fire Officer clarified to Mr Bolton that day crewing was no longer enforceable and unfortunately due to a local agreement not being agreed with the FBU, day crewed plus was now an unlawful duty system.

Mr Bolton requested answers to the following questions:

- 1) How has the impact of the extra night calls on retained staff and their employers been assessed?
- 2) Why can't day crewing continue at Malvern, Evesham and Droitwich, when staff and unions are willing to broker a local agreement? This is exactly what you asked for on DCP?

The Chairman indicated that as crewing arrangements were being discussed later on the agenda, Mr Bolton's representations would be taken into consideration as part of that item.

The Head of Legal Services subsequently confirmed that a written response to his questions would be provided to Mr Bolton within 14 days.

207 Confirmation of Minutes

RESOLVED that the minutes of the meeting of the Fire Authority held on 19 December 2018 be confirmed as a correct record and signed by the Chairman.

208 Budget and Precept 2019/20 and Medium Term Financial Plan

The Treasurer presented a report recommending the Revenue and Capital Budgets and the Council Tax Requirement for 2019/20, the Prudential Indicators and Minimum Revenue Provision (MRP) Statement for 2019/20, the level of Fees & Charges for chargeable services for 2019/20, potential future resources, their consequential impact on future year budgets and the future Council Tax Requirement (the Medium Term Financial Plan) and Capital, Investment and Reserves Strategies for approval.

The Treasurer announced to Members that the Business Rate Yield data had now been received and although it did not change the precept for 2019/20, it did impact on the technical calculations and also had a ripple through effect into a number of other Appendices. Members were provided with updated Appendices and Recommendations at the meeting.

Members drew attention to the HMICFRS report recommendation that we need to increase our activity in relation to prevention and the need to reflect this in the budget.

In response to questions from Members, the Head of Legal Services provided an update on major property related capital projects as follows:

- Wyre Forest Hub - on track for practical completion 29 November 2019, operational from early 2020.
- Hereford Hub - in conjunction with the Police and Place Partnership, designed and in budget.
- Redditch Fire Station - feasibility study has been commissioned to best accommodate joint Fire/Police station allowing the remainder of the land for sufficient housing.
- The Treasurer confirmed to Members that future income on capital receipt from the Kings Court building had already been factored into the Medium Term Financial Plan and was therefore part of the savings plan.

RESOLVED that:

- i. the Capital Budget and Programme (Appendix 1) be approved;**
- ii. the Revenue Budget (Appendix 11) be approved;**
- iii. the Medium Term Financial Plan (Appendix 12) be approved;**
- iv. the Authority calculates that in relation to the year 2019/20 and set out in Appendix 13:**
 - 1. the aggregate expenditure it will incur will be £34,958,200.00;**
 - 2. the aggregate income it will receive will be £10,523,823.00;**
 - 3. the net amount transferred from financial reserves will be**

£799,000.00;

- 4. the net council tax collection fund surplus is £141,257.00;**
- 5. the net amount of its Council Tax Requirement will be £23,494,120.00;**
- 6. the basic amount of Council Tax will be £84.34 (Band D);**
- 7. the precept demands on the individual Billing Authorities are:**
 - Bromsgrove £3,096,473.87**
 - Herefordshire £5,804,784.08**
 - Malvern Hills £2,610,927.93**
 - Redditch £2,200,935.39**
 - Worcester £2,690,275.80**
 - Wychavon £4,244,165.20**
 - Wyre Forest £2,846,557.73**

v) the Capital Strategy (paragraphs 48-61) be approved;

vi) the Investment Strategy (paragraphs 85-90) be approved;

vii) the Reserves Strategy (paragraphs 67-73 and Appendix 14) be approved;

viii) the fees and charges for 2019/20 (Appendix 8) be approved; and

ix) the Statement of Prudential Indicators and Minimum Revenue Provision Policy (Appendix 9) be approved.

209 Cessation of Day Crewing Plus Duty System and Adjustment of Day Crewing Duty System in Response to Recent Legal Rulings

The Chief Fire Officer presented a report seeking agreement from the Fire Authority to start the process of implementing revised emergency cover arrangements at Hereford, Worcester and Bromsgrove Stations, as soon as is practicable, due to the inability to reach a collective agreement with the Fire Brigades Union (FBU) on the existing Day Crewing Plus (DCP) duty system.

Members were advised that this is a similar situation to other Fire Authorities that have introduced comparable duty systems. In addition, because of a recent EU ruling linked to the Working Time Regulations (WTR), there is now a requirement to adjust the Service's approach to its Day Crewing (DC) Duty System. The implementation of both should take into account recent relevant legal rulings and subsequent legal advice, updated CRMP analysis, original public & staff consultation on 2014 CRMP and requirements for further public & staff consultation based on specific circumstances of the affected communities.

The Head of Legal Services provided Members with a clear legal view of

the issues surrounding the existing crewing systems:

- following the ruling in *Ville de Nivelles v. Matzak*, the on-call element of the DC duty system was no longer enforceable if staff chose not to opt out of the Working Time Regulations (or having opted out, subsequently chose to withdraw that opt-out);
- In relation to DCP, the decision in *FBU v. South Yorkshire FRS* clarified that all of the time spent on duty at the station was "working time" for the purposes of the WTR. This duty system was therefore in breach of those regulations unless there was a local collective agreement in place (which the FBU had refused to agree);

and confirmed that a plan needed to be put into place promptly to avoid possible prosecution.

The Chief Fire Officer confirmed to Members that the 10-hour day duty system had been negotiated and approved by the Technical Advisory Panel (TAP) but had not been agreed locally by the FBU.

The Chief Fire Officer reminded Members that other more expensive options, such as a return to 2-2-4 shift systems would have to be at the expense of other services provided across the two Counties.

Members discussed the option of deferring a decision until the Fire Authority meeting in June but a motion to that effect was lost.

The Police and Crime Commissioner acknowledged the clear advice from the Chief Fire Officer and the Head of Legal Services and agreed that a decision to move to new duty systems had to be made.

RESOLVED that the Authority would prefer to achieve a negotiated way forward with the trade unions but:

(1) Because of the inability to reach a local agreement with the FBU in respect to the existing DCP duty system, standard crewing arrangements on the full-time appliance at Bromsgrove and the second full-time fire appliances at both Hereford and Worcester stations be changed at the earliest opportunity.

(2) Proportionate public and staff consultation be undertaken in respect to future emergency cover arrangements at Hereford, Worcester and Bromsgrove, including the option to move the existing DCP appliances to a

Day-Duty type system in line with the Fire Authority's original 2014-2020 Community Risk Management Plan (CRMP) recommendation and/or the latest CRMP analysis.

(3) In light of recent Court decisions, staff currently working the Day Crewing duty system be requested to individually opt-out of the Working Time Regulations in respect to the 48 hour working week limit.

(4) If the FBU continues to refuse to enter into a local agreement on a suitable Day-Duty type system, the Service progress with the use of its agreed 7-day Flexible Day Duty system, as well as with its proposed 10-Hour Day Duty system, as the latter has recently been confirmed by the NJC Technical Advisory Panel (TAP) as being both Grey Book and Working Time Regulations (WTR) compliant.

(5) Officers be authorised to secure full implementation of the 10-Hour Day Duty system (or a suitable alternative) into the contracts of all relevant operational personnel by imposition if necessary and/or the use of a dismissal/re-engagement process, as and when required.

[A comfort break was taken at 12:05].

210 HMICFRS – Inspection update

[The meeting continued at 12:10].

The Chief Fire Officer and Deputy Chief Fire Officer updated Members on the HMICFRS inspection and the preparation of an improvement plan.

Members were advised that the inspection report highlighted a number of areas for improvement. A draft Improvement Plan had been prepared which focussed on the areas for improvement highlighted in the inspection report and also added a number of other areas, where further improvements could be made.

Members were assured that the Improvement Plan would be owned by senior managers and would be regularly updated and published as progress was made throughout the year ahead.

The Chairman expressed his concern regarding the results of a national survey of Fire and Rescue Services in which some 25% of respondents reported bullying of staff.

A Member asked if regular staff surveys took place in the Service and the Chief Fire Officer assured him that these were being looked into along with revising IPDRs.

The Chairman assured Members that they would be kept up to date with the improvement plan and suggested that this be discussed at the next Group Leaders Meeting in March.

RESOLVED that Members note the findings of the HMICFRS inspection and the proposed improvement plan.

211 Pay Policy Statement

The Assistant Chief Fire Officer presented the Pay Policy Statement for 2019/20 to Members for approval for publication on the Service's website.

[Mr Campion left the meeting at 12:38].

Members were reminded that it is a requirement that the Authority's approach to pay is accessible for citizens and enables local tax payers to take an informed view of whether local decisions on all aspects of remuneration are fair and make best use of the public funds.

RESOLVED that the Pay Policy Statement and supporting information be approved for publication.

212 Members Allowances Scheme 2019/20

Members were presented with a report to consider whether to make any alterations to the Members' Allowances Scheme for 2019/20 in light of the change in the Consumer Price Index to November 2018.

RESOLVED that there be no change to the existing allowances for 2019/20.

213 Disposal of Kidderminster, Bewdley and Stourport Fire Stations

The Head of Legal Services requested authority to dispose of the existing Bewdley, Kidderminster and Stourport fire stations once the new Wyre Forest Emergency Services Hub is completed.

Members were informed that all three existing fire stations at Bewdley, Kidderminster and Stourport would be surplus to requirements once the Wyre Forest Hub became operational in early 2020. Marketing of the sites is intended to commence as soon as possible in order to minimise any

delay once the buildings are vacated.

RESOLVED that Officers be authorised to proceed with the marketing and subsequent sale of the existing Bewdley, Kidderminster and Stourport Fire Stations, each on terms representing the best price reasonably obtainable and to be agreed by the Chief Fire Officer in consultation with the Treasurer, Head of Legal Services and Chairman of the Authority.

214 Fire Authority and Committee Dates 2019/20

Members were presented with the Fire Authority and Committee meeting dates for 2019/20.

It was suggested by a Member that in future the annual meeting in Hereford be moved to the Summer. The Head of Legal Services agreed to look at this when setting future years' meetings.

RESOLVED that the meeting dates for 2019/20 be noted.

215 Minutes of the Audit and Standards Committee

The Chairman of the Audit and Standards Committee presented the minutes of the Audit and Standards Committee meeting held on 22 January 2019.

RESOLVED that the minutes of the Audit and Standards Committee meeting held on 22 January 2019 be received and noted.

The Meeting ended at: 12:40

Signed:.....

Date:.....

Chairman

Report of the Head of Legal Services

Appointments to Committees and Outside Bodies

Purpose of report

1. To consider the allocation of seats on Committees to political groups, appointments to those Committees and to outside bodies (insofar as is necessary).

Recommendations

It is recommended that the Authority:

- i) *notes the appointment of the following Members from Herefordshire Council:*

Conservative	Cllr. R. Philips
Green Party	Cllr. T. Marsh
Herefordshire Independents (2)	Cllr. S. Bowen [vacancy to be confirmed]
Liberal Democrat	Cllr. L. Stark
It's Our County	Cllr. K. Hey

- ii) *notes the number of seats on each Committee and determines the allocation of those seats to political groups:*

[Note - an updated table will be provided at the meeting once group memberships have been confirmed]

- iii) *appoints the Chairman and Vice-Chairman of the following Committees:*
 - a. *Appointments Committee*
 - b. *Audit and Standards Committee*
 - c. *Policy and Resources Committee;*
- iv) *authorises the Head of Legal Services to make other appointments to Committees in accordance with the wishes notified by the Group Leaders;*
- v) *appoints any non-aligned members to seats on either Audit & Standards Committee or Policy & Resources Committee;*
- vi) *appoints one Member to the Health and Safety Committee; and*

- vii) appoints a Chairman to the Young Firefighters' Association Executive Committee.**
- viii) the current practice for representation and voting on the Local Government Association as set out in Appendix 2 be continued;**
- ix) the place and vote on the Local Government Association Fire Commission continues to be exercised by the Chairman of the Authority; and**
- x) the Chairman of the Authority continues as the Member representative on the Place Partnership Ltd. Shareholder Group.**

Political Groups and Committee Appointments

2. Where the Members of the Authority are divided into political groups the Authority must review the allocation of seats to political groups either at its annual meeting or as soon as practical thereafter.
3. Members should note the following rules governing Committee appointments:
 - (i) Group Leaders, the Chairman, Vice-Chairman, out-going Chairman of the Authority and Chairman of the Policy and Resources Committee are not eligible to serve on the Audit and Standards Committee.
 - (ii) Subject to the rules on political balance, the Authority Chairman, the Policy and Resources Committee Chairman and the Audit and Standards Committee Chairman will serve on the Appointments Committee.
4. Applying the requirements of political balance, the number of seats on each committee allocated to each Group is as set out in recommendation (i) of this report. It is recommended that the Head of Legal Services make appointments to Committees in accordance with the wishes notified by the Group Leaders and that the Authority determines any appointments of non-aligned Members to seats on committees.

[For information, Appendix 1 details the previous Committee Memberships].

Outside Bodies

5. The Local Government Association (LGA) works with local authorities to ensure local government has a voice with national government. This Authority has corporate membership of the LGA and is entitled to appoint up to 4 representatives to serve on the General Assembly. The arrangements determined previously by the Authority are attached at Appendix 2.
6. All Fire and Rescue Authorities are entitled to a place and a vote on LGA Fire Commission. The Authority has previously appointed the Chairman or his nominee to the Commission and to exercise the vote on behalf of this Authority.
7. As Members are aware, Place Partnership Ltd. brings together the respective estates functions of partner organisations. The Authority is currently

represented on the Shareholder Group by the Chairman and the Assistant Chief Fire Officer.

Conclusion/Summary

8. The above arrangements have proven to be effective and it is recommended that the Authority continue as set out above.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The Authority has approved a Members' Allowances Scheme for 2019/20 which sets out special responsibility allowances for the Chairman and Vice-Chairman of the Authority, Committee Chairmen and Political Group Leaders. This will be met within existing budgets. There may be some costs associated with travel by appointees to meetings of outside bodies. This will be met within existing budgets
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None directly.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None directly.
Consultation (identify any public or other consultation that has been carried out on this matter)	None.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	An Equalities Impact Assessment has not been carried out as the report does not contain a recommendation to approve a policy.

Appendices

Appendix 1 - Political Groups and Committee Memberships

Appendix 2 - Local Government Association - representation and voting

Contact Officer

Nigel Snape, Head of Legal Services
(01905 368242)

Email: nsnape@hwfire.org.uk

Committee Seats and Previous Memberships

<u>Policy and Resources Committee (13)</u>	<u>Conservatives</u>	<u>Labour</u>	<u>Independents</u>	<u>2017</u>	
	Mr K Taylor (Chair)	Mr R Udall	Dr C Hotham	Mrs F Oborski MBE	
	Mr R Adams (Vice Chair)	Mr A Fry			
	Mr T Baker-Price				
	Mr B Clayton				
	Mrs E Eyre BEM				
	Mr D Greenow				
	Mr R Phillips				
	Mrs J Potter				
	Mr P Tuthill				
<u>Audit & Standards Committee (12)</u>	<u>Conservatives</u>	<u>Labour</u>	<u>Independents</u>	<u>2017</u>	<u>Non-Aligned TBC</u>
<i>Cannot include:</i>	Mr M Hart (Chair)	Ms P Agar	Mr B Matthews	Prof. J Raine	Ms T Bowes
<i>Chair/Vice-chair of Authority;</i>	Mr A Amos (Vice-Chair)				
<i>Outgoing Chair of Authority;</i>	Mr A Hardman				
<i>Chair of Policy & Resources; or Group Leaders</i>	Mr I Hardiman				
	Ms K Guthrie				
	Mr P Middlebrough				
	Dr K Pollock				
	Mr S Williams				
<u>Appointments Committee (7)</u>	<u>Conservative</u>	<u>Labour</u>	<u>Independent</u>	<u>2017</u>	
<i>Should normally include:</i>	Mr R Phillips (Chair)	Mr R Udall	Dr C Hotham	Mrs F Oborski MBE	
<i>Chair of Authority</i>	Mr P Tuthill (Vice-Chair)				
<i>Chair of P & R</i>	Mr M Hart				
<i>Chair of A & S</i>	Mr K Taylor				

Member / Officer Working Group Representatives

Health & Safety Committee:

Mr B Clayton

Chairman of the Young Firefighters' Association Executive Committee

Mr T Baker-Price

Local Government Association - Representation and Voting

- a. the Authority's four representatives on the Local Government Association are the Leaders of each of the current four political groups;
- b. the 13 Service votes on the Local Government Association Assembly are allocated between the representatives on a politically proportionate basis as follows

Conservative Group	9
Labour Group	2
Independent Group	1
2017 Group	1
Total	13; and

- c. the corporate vote on the Local Government Association Assembly is exercised by the Chairman or his nominee.

Report of the Treasurer

Provisional Financial Out-turn 2018/19

Purpose of report

1. To receive provisional financial results for 2018/19 and to approve transfers to and from reserves.
 2. To review Treasury Management activities for 2018/19 and confirm compliance with Prudential Code Indicators.
-

Recommendations

It is recommended that the Authority:

- i) Notes the provisional financial results for 2018/19;***
- ii) Notes the transfers between reserves previously approved in accordance with the Reserves Strategy as below;***
 - a. £0.627m from the Equipment Reserve;***
 - b. £0.124m from the Development Reserve; and***
 - c. £0.097m from the Property Maintenance Reserve.***
- iii) Notes the additional transfers to reserves approved by the Policy and Resources Committee as below;***
 - a. £0.285m to the Pay Award Reserve;***
 - b. £0.075m to the Pension Reserve (ear-marked for 2019/20).***
- iv) Approves the transfer of £0.159m to the Budget Reduction Reserve (ear-marked for Service priorities);***
- v) Notes that the Treasurer will certify the 2018/19 Statement of Accounts, in accordance with the regulatory time-scale, on 31 May 2019;***
- vi) Notes that the Audit of the accounts will be undertaken by Grant Thornton LLP; and***
- vii) Confirms that the Prudential Code Indicators for 2018/19 were within the limits set by the Authority and no matters require further action.***

Background

3. This report brings together two areas that are within the Terms of Reference of the Policy and Resources Committee but that require attention before the next scheduled meeting of that Committee.
4. The two areas are:
 - a. Provisional Financial Results
 - b. Treasury Management and the Prudential Code Indicators

Provisional Financial Results

5. Detailed budget monitoring reports have been presented to the Policy and Resources Committee on a quarterly basis throughout 2019/20 (most recently on 1 May 2019), and, subject to the specific areas to be highlighted, the out-turn is consistent with this reporting.
6. The Audit and Standards Committee will consider the full Statement of Accounts, which will be completed on the basis of International Financial Reporting Standards (IFRS), on 30 July 2019 following completion of the external audit.
7. Until the process is completed these financial results technically remain provisional, but it is unlikely that they will change materially as a result of the audit.
8. The basis of the Statement of Accounts differs from the statutory framework within which the Authority is required to manage its budget, but it is the statutory position that this report is concerned with.

Revenue Budget

9. The approved net revenue budget for 2018/19 was £32.980m (*Appendix 1 Line 32 Columns 1 and 3*)
10. This was funded by:
 - a. Grants, precept and business rate figures £32.288m (*Appendix 1 Line 40 Columns 1 and 3*) and;
 - b. Planned use of earmarked reserves £0.692m (*Appendix 1 Line 49 Columns 1 and 3*)
11. On 1 May 2019 the Policy and Resources Committee received the fourth quarter Budget Monitoring report which forecast a year end net underspend of £0.129m.
12. The Committee received a verbal update that late receipt of government grant relating to prior years Business Rates would effectively increase this forecast underspending.
13. Appendix 1 shows that the final position is now an under spending, against the Net Budget, of £0.245m (*Appendix 1 Line 41 Column 7*).
14. A summary of the gross variations is given below:

	Revised Budget £m	Actual Out-turn £m	Actual Variation £m	Reserves Impact £m	Net Variation £m
Employee Costs	21.543	21.559	0.016	0.011	0.027
Running Costs	8.110	7.842	(0.268)	0.306	0.038
Capital Financing Costs	2.997	2.727	(0.270)	0.266	(0.004)
Contingencies	0.330		(0.330)	0.285	(0.045)
	32.980	32.128	(0.852)	0.868	0.016
Special Grants	(1.223)	(1.293)	(0.070)		(0.070)
Funding Grants	(5.667)	(5.667)			
Business Rates & Grants	(2.655)	(2.846)	(0.191)		(0.191)
Council Tax	(22.743)	(22.743)			
	0.692	(0.421)	(1.113)	0.868	(0.245)
to/(from) Earmarked Reserves	(0.692)	0.421	1.113	(0.868)	0.245
	0.000	(0.000)	0.000	0.000	0.000

15. Some of variation is offsetting i.e.

- The July 2017 pay award has still not been settled, so the resultant underspend in Contingencies is recommended to be transferred to reserves.
- Expenditure on major equipment (Cutting Gear and Mobile Data), to be funded from the reserve was not incurred as fast as forecast, so the underspend on Capital Finance costs is offset by a lesser contribution from this reserve.
- Expenditure on minor equipment, to be funded from the reserve was not incurred as fast as forecast, so the underspend on Operational Logistics budgets (within the Running Costs line) is offset by a lesser contribution from this reserve.

16. The final two columns of the table adjust for these items.

17. The net result of these gross variations is shown in detail in Appendix 1 and summarised below:

	£m
Net Expenditure	32.128
Grants, Business Rates & Precept	(32.549)
Net Surplus	(0.421)

18. Part of this surplus has been dealt with as a result of decisions already taken by the Fire Authority in approving the Reserves Strategy as part of the Medium Term Financial Plan (MTFP) in February 2019 and by decision of the Policy and Resources Committee in May 2019 and the position is set out below:

	Agreed Reserve Strategy £m	P&R Committee 01-May-19 £m	Fire Authority 22-Jun-2019 £m	TOTAL £m
From Property Reserve	(0.097)			(0.097)
From Development Reserve	(0.124)			(0.124)
From Equipment Reserve	(0.627)			(0.627)
To B-way FS Reserve	0.750			0.750
To Pension Reserve		0.075		0.075
To Pay Award Reserve		0.285		0.285
To Bud. Reduction Reserve			0.159	0.159
	(0.098)	0.360	0.159	0.421
	0.098	(0.098)		0.000
	0.000	0.262	0.159	0.421

19. The table shows that £0.262m of the surplus has already been approved to move to/from balances leaving £0.159m remaining. It is recommended that this is taken to Budget Reduction Reserve to be earmarked to deliver additional Community Safety activities in 2019/20.

Reserves Strategy Update

20. The approved MTFP envisaged that total earmarked reserves would reduce by £0.671m from £12.348m at 31 March 2018 to £11.677 at 31 March 2019, with planned reductions thereafter.
21. Appendix 2 sets out that the net position at out-turn is a net increase of £0.421m, a difference of £1.092m. As set out in the appendix, a large part of this (£0.922m) is due to timing issues and will rectify itself in 2019/20.
22. The remaining sum, which largely arose from late grant adjustments relating to prior years, will, if approved, be utilised in 2019/20 to support Community Safety activities in 2019/20.
23. With these timing adjustments taken into account the Strategy remains on overall target.

Capital Budget

24. In June 2016 the Fire Authority changed the way in which the capital programme is reported. Multi-year schemes are now approved in total without annual phasing, and actual expenditure (within that approved total) is incurred as determined by project management needs, any uncommitted sums at year end being automatically rolled forward until completion of the scheme.
25. The Programme is split between:
- i. Major Building Schemes.
 - ii. Vehicle Schemes
 - iii. Major Equipment Schemes

iv. Minor Schemes - *detailed allocation made by SMB*

26. Within the Major Building Schemes block the “Other Schemes Provision” line represents schemes either awaiting Policy and Resources Committee approval or approved but still subject to a tender process.

27. A summary of the programme position is shown in the table below:

	Major Buildings £m	Vehicles £m	Major Equip £m	Minor Schemes £m	TOTAL £m
Approved Programme (Feb-19):	25.664	12.551	3.191	5.816	47.222
less: post 2018/19 Starts		(7.895)		(2.400)	(10.295)
	25.664	4.656	3.191	3.416	36.927
Omitted OPE Funded Scheme	0.084				0.084
Vehicle Replacement b/fwd		0.357			0.357
Reinstate closed Schemes				0.173	0.173
Reallocations (P&R: May-19)	0.248			(0.248)	0.000
	25.996	5.013	3.191	3.341	37.541
Final 2018/19 Reallocations		0.075		(0.075)	0.000
Budget to 2018/19	25.996	5.088	3.191	3.266	37.541
Closed Schemes now removed	(0.158)	(1.564)	(0.564)	(1.328)	(3.614)
Budget Carried-forward	25.838	3.524	2.627	1.938	33.927
less: Expenditure to Date	8.418	2.537	2.046	0.873	13.874
Remaining Budget	17.420	0.987	0.581	1.065	20.053

28. Appendices 3a and 3b show the position on individual schemes and shows that £8.037m (*Appendix 3a Line 28 Column 5*) has been incurred on approved schemes in 2018/19.

29. Schemes shown as “#” in the appendices are completed and will be removed from future monitoring reports.

Role of the Audit and Standards Committee

30. The Statement of Accounts will be prepared on an IFRS basis and will show the true economic cost (but not the overall economic benefits) of providing a Fire and Rescue Service.

31. The IFRS basis differs substantially from the statutory basis on which Members are charged with managing the finances of the Fire Authority which is the basis of this Provisional Financial Results element of this report.

32. This is because there are significant items which:

- a. Are required to be charged by statute but which are not permitted under IFRS.

- b. Are required to be charged under IFRS but which are prohibited by statute.
- 33. The Statement of Accounts will reconcile these differences and the Audit and Standards Committee will scrutinise this reconciliation as well as the Accounts themselves.
- 34. The Accounts and Audit Regulations require that the Statement of Accounts is signed by the Chief Financial Officer (the Treasurer) no later than 31 May. This was done.
- 35. These Regulations also oblige the Authority to approve and publish the audited Statement of Accounts by 31 July 2019, and the Audit and Standards Committee is scheduled to do this on 30 July.

Treasury Management and Prudential Indicators

- 36. The Local Government Act 2003 (the Act) and supporting regulations requires the Authority to 'have regard to' the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Authority's capital investment plans are affordable, prudent and sustainable.
- 37. The revised guidance issued in November 2011 makes it clear that investment priorities should be security and liquidity, rather than yield and that Authorities should not rely solely on credit ratings, but consider other information on risk.
- 38. In accordance with both the Chartered Institute of Public Finance and Accountancy's Treasury Management Code of Practice, and current Fire Authority Financial Regulations the Treasury Management Activities are reviewed by Members twice a year.
- 39. The final review of 2018/19 would normally have been brought to Policy and Resources Committee in September, to allow inclusion of audited data within the Prudential Code Indicators, but has been brought forward this year.

Treasury Management Activities

- 40. Treasury Management is about managing the Authority's cash flow and investments to support its finances for the benefit of the Public and the Services that it provides. These activities are structured to manage risk foremost and then optimise performance.
- 41. The Treasury Management function strives to ensure the stability of the Authority's financial position by sound debt, cash and risk management techniques. The need to minimise risk and volatility is constantly addressed whilst aiming to achieve the treasury management objectives.
- 42. Banking arrangements and the Treasury Management functions for the Authority, in respect of lending and borrowing, are carried out by Worcestershire County Council under a Service Level Agreement (SLA). All Authority funds are invested or borrowed by the County Council in accordance with their Treasury Management

Strategy; this means that the Authority is subjected to the same levels of risk and return as the County Council. An extract of the relevant elements of WCC Treasury Management Strategy for 2018/19 is included at Appendix 4

43. At 31 March 2018 the Authority had long-term debt totalling £11.137m. Of this total £0.500m was repaid, as planned, during the financial year 2018/19. There has been no additional borrowing requirement during this financial year, so the balance that remains outstanding at the end of March 2019 is £10.637m.
44. In accordance with the SLA investment risk is shared with WCC proportionate to the relative funds invested. At 31 March 2019 the share of investment is as below:

	£m
Money Market Funds (Instant Access)	2.116
Cash Plus Funds	1.667
On Call	0.950
Other Local Authorities	0.667
	5.400

45. As part of the defined investment risk strategy Authority funds are currently deposited with the Bank of England and other organisations deemed to be low risk, such as other Local Authority Bodies, WCC Treasury Management keeps this policy under constant review. With the downgrading of several large financial institutions, to comply with the AA credit rating required by the Treasury Management Strategy, which ensures the continued reduction of risk exposure, there are now fewer financial institutions available where investments can be made which increases reliance upon the Bank of England/HM Treasury.
46. Historically performance has been measured against the “7-Day London Inter-bank Bid Rate” (LIBID) as a benchmark. However, the very low risk strategy evolved for Authority investment means that at present this measure is less meaningful. The relevant figure for the second half of 2018/19 was an average of 0.58%.
47. However, with investment rates remaining as low as they currently are, a less prudent risk strategy would not greatly increase the expected yield whilst significantly increasing the associated risk.

Prudential Indicators

48. In considering the budget and precept for the year, the Authority approves indicators and limits in respect of capital expenditure, borrowing and revenue consequences.
49. These are set by the Authority, as part of the overall budget setting process, in February prior to the start of the financial year.
50. Appendix 5 sets out the relevant indicators as they were approved and how they have out-turned, and demonstrates that they are within the limits of the Medium Term Financial Plan.

Conclusions

51. It can be seen that the Authority's finances for 2018/19 were well controlled and that, despite the late one-off items, the resultant under spend is part of a planned response to known future budget constraints.
52. The SLA with the County Council, and the use of its Strategy Statement, ensures that the Authority invests its resources within a robust and effective framework to deliver a maximum return on investments within a secure environment. The monitoring of the Prudential Code Indicators has demonstrated that the Authority has complied with its Treasury Management targets.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Whole report
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Budget prepared in support of current policy priorities
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	n/a
Consultation (identify any public or other consultation that has been carried out on this matter)	n/a
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	n/a

Supporting Information

Appendix 1: Revenue Budget 2018/19 – Provisional Out-turn
Appendix 2: Reserves Strategy 2018/19 – Provisional Out-turn
Appendix 3a: Capital Budget 2018/19 – Provisional Out-turn
Appendix 3b: Capital Budget (Minor Schemes) 2018/19 – Provisional Out-turn
Appendix 4: Treasury Management Strategy 2017/18 (WCC Extract)
Appendix 5: Prudential Code Indicators – 2017/18 Provisional Out-turn

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Hereford & Worcester Fire Authority: 12-Jun-2019

Revenue Budget Out-turn 2018/19

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
	Budget Quarter 4	Redirected Under- spend	Out-turn Budget	Provisional Out-turn	Provisional Variance	Reserves Impact	Net Variance
	£m	£m	£m	£m	£m	£m	£m
1 Wholetime Firefighter Pay	12.396		12.396	12.526	0.130		0.130
2 Retained (On-Call) Firefighter Pay	3.524		3.524	3.393	(0.131)		(0.131)
3 Control Staff Pay	0.750		0.750	0.789	0.039		0.039
4 Support Staff Pay	3.698		3.698	3.745	0.047	0.011	0.058
5 Other Employee Expenses	0.120		0.120	0.073	(0.047)		(0.047)
6 Unfunded Pension Costs	1.055		1.055	1.033	(0.022)		(0.022)
7 Sub-total: Employee Related	21.543	0.000	21.543	21.559	0.016	0.011	0.027
8 Strategic Management	0.108		0.108	0.097	(0.011)		(0.011)
9 New Dimensions	0.064		0.064	0.036	(0.028)		(0.028)
10 Operational Policy	0.093		0.093	0.080	(0.013)	0.011	(0.002)
11 Technical Fire Safety	0.015		0.015	0.009	(0.006)		(0.006)
12 Community Safety	0.171		0.171	0.154	(0.017)		(0.017)
13 Training	0.561	(0.058)	0.503	0.503	0.000		0.000
14 Fleet	0.531		0.531	0.521	(0.010)	0.054	0.044
15 Operational Logistics	1.263	0.058	1.321	1.227	(0.094)	0.078	(0.016)
16 Information/Comms Technology	1.847		1.847	1.889	0.042		0.042
17 Human Resources	0.476		0.476	0.416	(0.060)		(0.060)
18 Policy & Information	0.043		0.043	0.049	0.006		0.006
19 Corporate Communications	0.020		0.020	0.007	(0.013)		(0.013)
20 Legal Services	0.025		0.025	0.022	(0.003)		(0.003)
21 Property Services (incl. PPL)	2.474		2.474	2.401	(0.073)	0.163	0.090
22 Authority Costs	0.064		0.064	0.051	(0.013)		(0.013)
23 Committee Services	0.002		0.002	(0.002)	(0.004)		(0.004)
24 Insurances	0.316		0.316	0.326	0.010		0.010
25 Finance etc.	0.037		0.037	0.056	0.019		0.019
26 Sub-total: Running Costs	8.110	0.000	8.110	7.842	(0.268)	0.306	0.038
							0.000
27 Capital Financing Costs	2.997		2.997	2.727	(0.270)	0.266	(0.004)
28 Sub-total: Capital Financing	2.997	0.000	2.997	2.727	(0.270)	0.266	(0.004)
29 Pay Award Provision 2017/18	0.285		0.285		(0.285)	0.285	0.000
30 Unallocated Budgets	0.045		0.045		(0.045)		(0.045)
31 Sub-total: Contingencies	0.330	0.000	0.330	0.000	(0.330)	0.285	(0.045)
32 Total: Net Budget	32.980	0.000	32.980	32.128	(0.852)	0.868	0.016
Funding Sources							
33 Revenue Support Grant	(2.427)		(2.427)	(2.427)	0.000		0.000
34 Business Rate Top Up Grant	(3.240)		(3.240)	(3.240)	0.000		0.000
35 Fire Revenue Grant	(1.135)		(1.135)	(1.176)	(0.041)		(0.041)
36 Rural Services Delivery Grant	(0.088)		(0.088)	(0.109)	(0.021)		(0.021)
37 Transparency Grant	0.000		0.000	(0.008)	(0.008)		(0.008)
38 Net Business Rates & S31 Grants	(2.655)		(2.655)	(2.846)	(0.191)		(0.191)
39 Net Council Tax	(22.743)		(22.743)	(22.743)	0.000		0.000
40 Total: Funding	(32.288)	0.000	(32.288)	(32.549)	(0.261)	0.000	(0.261)
41 Budget Gap	0.692	0.000	0.692	(0.421)	(1.113)	0.868	(0.245)
Use of Reserves							
42 To/(from) Property Reserve	(0.260)		(0.260)	(0.097)	0.163	(0.163)	0.000
43 To/(from) Development Reserve	(0.146)		(0.146)	(0.124)	0.022	(0.022)	0.000
44 To/(from) Equipment Reserve	(1.025)		(1.025)	(0.627)	0.398	(0.398)	0.000
45 To/(from) Major Build Reserve	0.750		0.750	0.750	0.000		0.000
46 To/(from) Pension Reserve	0.000		0.000	0.285	0.285	(0.285)	0.000
47 To/(from) Pay Award Reserve			0.000	0.075	0.075		0.075
48 To/(from) Budget Reduction Reserve	(0.011)		(0.011)	0.159	0.170		0.170
49 Sub-total: Use of Reserves	(0.692)	0.000	(0.692)	0.421	1.113	(0.868)	0.245
50	0.000	0.000	0.000	0.000	0.000	0.000	0.000

Hereford & Worcester Fire Authority 2018/19

Reserves Strategy

2018/19 Out-turn Position

Col			1	2	3	
Row			Feb 2019	Out-turn	2019/20	
			MTFP	Variation	Out-turn	
			£m	£m	£m	
	Reserves at 31st March 2018					
	<u>Deferred Expenditure</u>					
1	Equipment Reserves	A	2.088		2.088	
2	ESMCP Reserve	B	1.599		1.599	
3	C&C Reserve	C	1.267		1.267	
4	Property Reserve	D	0.872		0.872	
2	HMRC Tribunal Reserve	F	0.400		0.400	
3	Jul 2017 Pay Reserve	G	0.267		0.267	
4	Other Reserves	H	0.050		0.050	
5			6.543		6.543	
	<u>Other Reserves</u>					
6	Operational Activity Reserve	J	0.600		0.600	
7	Pensions Reserve	K	0.422		0.422	
8	Insurance Reserve	L	0.130		0.130	
9	New Dimensions Reserve	M	0.381		0.381	
10	Development Reserve	N	0.311		0.311	
11			1.844		1.844	
12	<u>Funding Reduction Reserve</u>	P	3.961		3.961	
13	AI Reserves		12.348		12.348	
	2018/19 Impact:					
14	To Fund Equipment	A	(1.004)	0.377	(0.627)	
15	To Fund Property Mntnce.Backlog	D	(0.260)	0.163	(0.097)	
16	To Create Reserve for Broadway	E	0.750		0.750	
17	To Fund HMRC Tribunal	F				
18	To Fund Jul 2017 Pay Award	G		0.285	0.285	
19	To Fund other One-Off Expenditure	H				
20	To Fund other One-Off Expenditure	N	(0.146)	0.022	(0.124)	
21	To Smooth Future Pension Costs	K		0.075	0.075	
22	To Smooth the Budget Gap	P	(0.011)	0.170	0.159	
23			(0.671)	1.092	0.421	
	Reserves at 31st March 2019					
	<u>Deferred Expenditure</u>					
24	Equipment Reserves	A	1.084	0.377	1.461	MDT spend delayed #
25	ESMCP Reserve	B	1.599		1.599	
26	C&C Reserve	C	1.267		1.267	
27	Property Reserve	D	0.612	0.163	0.775	Planned Mtnce Re-phasing #
28	Fire Station Renewal Reserve	E	0.750		0.750	
29	HMRC Tribunal Reserve	F	0.400		0.400	
30	Jul 2017 Pay Reserve	G	0.267	0.285	0.552	Jul 2017 Pay Award not yet settled #
31	Other Reserves	H	0.050		0.050	
32			6.029	0.825	6.854	
	<u>Other Reserves</u>					
33	Operational Activity Reserve	J	0.600		0.600	
34	Pensions Reserve	K	0.422	0.075	0.497	to be used in 2019/20 #
35	Insurance Reserve	L	0.130		0.130	
36	New Dimensions Reserve	M	0.381		0.381	
37	Development Reserve	N	0.165	0.022	0.187	Unexpected vacancy #
38			1.698	0.097	1.795	
39	<u>Funding Reduction Reserve</u>	P	3.950	0.170	4.120	late prior year grant adjustments
40	AI Reserves		11.677	1.092	12.769	
41	# Future Commitments	#		(0.922)	(0.922)	
42			11.677	0.170	11.847	

Hereford & Worcester Fire Authority: 12-Jun-2019

Capital Budget Out-turn 2018/19

		(1) Amended Budget P&R May-19 £m	(2) Proposed Realloc- ation £m	(3) Revised Scheme Budget £m	(4) Expend- iture to 17/18 £m	(5) Expend- iture in 18/19 £m	(6) TOTAL SPEND £m	(7) Balance Remaining £m
<u>Major Building Schemes</u>								
1	Evesham FS	4.270		4.270	4.213	0.056	4.269	0.001
2	HQ Relocation	1.903		1.903	0.272	1.622	1.894	0.009
3	Wyre Forest Hub	7.273		7.273	0.894	1.337	2.231	5.042
4	Hereford Prelims (Bath Rd)	# 0.074		0.074	0.074		0.074	
5	Hereford Prelims (Merton Grn)	# 0.085	(0.001)	0.084		0.084	0.084	
6	Hereford Prelims (Homer Rd)	0.250		0.250		0.005	0.005	0.245
7	Other Schemes Provision	12.141	0.001	12.142	0.019		0.019	12.123
8		25.996	0.000	25.996	5.472	3.104	8.576	17.420
<u>Vehicle Schemes</u>								
9	13-14 CSU Replacement	0.350		0.350			0.000	0.350
10	16-17 Resp Vehicles	# 0.068		0.068	0.068		0.068	
11	17-18 Pumps	1.708		1.708	0.551	0.699	1.250	0.458
12	17-18 Reponse Vehicles	# 0.409		0.409		0.409	0.409	
13	17-18 White Fleet	# 0.330	0.035	0.365	0.021	0.344	0.365	
14	18-19 Pumps	1.257		1.257		1.249	1.249	0.008
15	18-19 Resp Vehicles	# 0.606		0.606		0.606	0.606	
16	18-19 White Fleet	# 0.076	0.040	0.116		0.116	0.116	
17	18-19 Boats	0.050		0.050		0.038	0.038	0.012
18	19-20 Resp Vehicles	0.159		0.159			0.000	0.159
19		5.013	0.075	5.088	0.640	3.461	4.101	0.987
<u>Major Equipment Schemes</u>								
20	Fire Control	2.287		2.287	2.026		2.026	0.261
21	Cutting Gear	# 0.564		0.564		0.564	0.564	
22	MDT Replacement	0.340		0.340		0.020	0.020	0.320
23		3.191	0.000	3.191	2.026	0.584	2.610	0.581
<u>Minor Schemes (SMB Allocation)</u>								
24	Minor Schemes - Live	1.912	0.026	1.938	0.408	0.465	0.873	1.065
25	Minor Schemes - Unallocated	0.116	(0.116)	0.000			0.000	
26	Minor Schemes - Completed	# 1.313	0.015	1.328	0.905	0.423	1.328	
27		3.341	(0.075)	3.266	1.313	0.888	2.201	1.065
28		37.541	0.000	37.541	9.451	8.037	17.488	20.053
29	less: Completed Schemes	#		(3.614)			(3.614)	
30				33.927			13.874	20.053

Hereford & Worcester Fire Authority: 12-Jun-2019

Capital Budget Out-turn 2018/19: Minor Schemes

		(1) Amended Budget P&R May-19 £	(2) Proposed Realloc- ation £	(3) Revised Scheme Budget £	(4) Expend- iture to 17/18 £	(5) Expend- iture in 18/19 £	(6) TOTAL SPEND £	(7) Balance Remaining £
Live Schemes								
1 Builds	234 - Whitchurch Asbestos	30,000	(10,004)	19,996	19,996		19,996	
2 Builds	251 - Droitwich Staff Welfare	82,000		82,000	78,284		78,284	3,716
3 Builds	252 - Service-wide Window Security	100,000		100,000	44,471	53,971	98,443	1,558
4 Builds	253 - Eardisley Extension	127,500	32,500	160,000	8,572	87,753	96,325	63,675
5 Builds	254 - Leintwardine Extension	144,500	34,500	179,000	11,083	1,655	12,738	166,262
6 Builds	255 - Relocate Comm. Risk to Worcs FS	59,400		59,400	27,568	31,580	59,148	252
7 Builds	265 - Bromyard Extension	30,000		30,000			0	30,000
8 Builds	268 - Defford Shower Block	45,000		45,000			0	45,000
9 Builds	269 - Droitwich Security	17,500	(17,500)				0	
10 Builds	270 - Droitwich Refurb	85,000		85,000		82,861	82,861	2,139
11 Builds	271 - Droitwich WigWag Lights	12,500	(12,500)				0	
12 Builds	272 - Ledbury Storage	12,000		12,000			0	12,000
13 Builds	274 - Leominster Tower	10,000		10,000			0	10,000
14 Builds	275 - Ops Logistics Gates	39,000		39,000		6,095	6,095	32,905
15 Builds	276 - Pershore Roof	142,500		142,500		8,934	8,934	133,566
16 Builds	277 - Peterchurch Stowage	8,000		8,000			0	8,000
17 ICT	224 - Audit Software	35,000		35,000	22,325		22,325	12,675
18 ICT	236 - Patient Referral - Incident Rec Syst	7,600		7,600			0	7,600
19 ICT	237 - Intel Software	20,000		20,000			0	20,000
20 ICT	246 - ICT Strategy Wide Area Network	162,938		162,938	128,918	17,019	145,938	17,000
21 ICT	247 - ICT Cloud	96,082		96,082	31,029	(963)	30,066	66,016
22 ICT	248 - ICT Sharepoint	200,000		200,000		42,000	42,000	158,000
23 ICT	249 - ICT Professional Services	150,000		150,000	36,000	24,433	60,433	89,567
24 ICT	250 - ICT Equipment	250,000		250,000		82,603	82,603	167,398
25 Equip	264 - Ladders	45,000		45,000		26,566	26,566	18,434
26		1,911,519	26,996	1,938,515	408,247	464,507	872,754	1,065,762
Completed Schemes								
27 Builds	135 - Asbestos Works	# 134,724		134,724	134,724		134,724	
28 Builds	178 - UPS Enhancement	# 102,432		102,432	102,432		102,432	
29 Builds	193 - Station Masts	# 107,179		107,179	107,179		107,179	
30 Builds	201 - DCP Hereford	# 62,340		62,340	62,340		62,340	
31 Builds	205 - Redditch Staff Welfare works	# 88,220		88,220	88,220		88,220	
32 Builds	210 - Droitwich Forecourt	# 35,402		35,402	35,402		35,402	
33 Builds	212 - Hereford Staff Welfare works	# 39,748		39,748	39,748		39,748	
34 Builds	217 - Pershore Boiler	# 28,577		28,577	28,577		28,577	
35 Builds	221 - Upton Bay Floor	# 16,993		16,993	16,993		16,993	
36 Builds	226 - Eardisley Asbestos	# 23,500		23,500	23,500		23,500	
37 Builds	229 - P/shore Female Facilities	# 20,224	701	20,925	67	20,858	20,925	
38 Builds	230 - Pershore Wall	# 14,611		14,611	14,611		14,611	
39 Builds	231 - Ross Bay Doors	# 10,505		10,505	10,505		10,505	
40 Builds	232 - Tenbury Forecourt	# 15,657	1,129	16,786		16,786	16,786	
41 Builds	259 - CCTV Upgrade	# 45,535		45,535	43,595	1,940	45,535	
42 Builds	266 - Defford Attack Box (CFBT)	# 76,000	44	76,044		76,044	76,044	
43 ICT	222 - Alerter Transmitters	# 175,000	14,983	189,983	8,972	181,011	189,983	
44 ICT	223 - SAN Replacement	# 65,000	(1,882)	63,118	63,118		63,118	
45 ICT	225 - Hardware Replacement	# 71,703		71,703	39,287	32,416	71,703	
46 ICT	235 - 17-18 Hardware Replacement	# 180,122		180,122	86,228	93,894	180,122	
47		1,313,471	14,975	1,328,446	905,497	422,950	1,328,446	0
Unallocated Budgets								
48	998 -Unallocated Minor Schemes	116,475	(116,269)	206			0	206
49		116,475	(116,269)	206	0	0	0	206
		3,341,466	(74,297)	3,267,168	1,313,743	887,457	2,201,200	1,065,968
		£m	£m	£m	£m	£m	£m	£m
50	Minor Schemes - Live	1.912	0.026	1.938	0.408	0.465	0.873	1.066
51	Minor Schemes - Unallocated	0.116	(0.116)	0.000			0.000	
52	Minor Schemes - Completed	1.313	0.015	1.328	0.905	0.423	1.328	
53		3.341	(0.075)	3.266	1.313	0.888	2.201	1.066

Appendix 4

Extract from WCC Treasury Management Strategy 2018/9

Background

In accordance with the County Council's Treasury Management Practices (TMPs) and The Chartered Institute of Public Finance and Accountancy's (CIPFA) Treasury Management in the Public Services: Code of Practice the Council is required to approve the Treasury Management Strategy and Annual Investment Strategy for 2018/19. The Treasury Management Strategy is reflected in the Personal Assurance Statement given by the Chief Financial Officer concerning the 2018/19 budget calculations.

Treasury management is undertaken by a small team of professionally qualified staff within financial services.

In addition the County Council employs Treasury Management advisors, Link Asset Services (formally Capita Asset Services), who provide information and advice on interest rate movements which is used to inform borrowing and investment decisions. The advisors have been engaged on a fixed term basis after a tendering procedure completed in August 2016.

Relevant information is also obtained from other financial commentators, the press and seminars arranged by other organisations, for example CIPFA and the Local Government Association.

Information received from these different sources is compared in order to ensure all views are considered and there are no significant differences or omissions from information given by the County Council's advisors.

All Treasury Management employees take part in the County Council's Staff Review and Development scheme, where specific individual development needs are highlighted training in Treasury Management activities and networking opportunities provided by both professional and commercial organisations are taken up where appropriate.

During 2018/19 the County Council has invested its surplus cash with selected Banks, AAA-rated Money market and cash-plus funds, the UK Debt Management Office and with other local authorities.

Economic Commentary

The Monetary Policy Committee, (MPC), increased the Bank Rate from 0.25% to 0.75% in August as it perceived increased inflationary risk, due to the perceived closing of the output gap, however the Bank of England has indicated that subsequent rises will be slow and gradual, with material risk of a pause or reversal of monetary tightening:

There is considerable uncertainty surrounding the circumstances of the UK's exit from the EU, scheduled for the 29th March 2019. A positive outcome with regards to market access and movement of goods and services could lead to accelerated growth and domestically generated inflation (from wage growth etc.) and possibly bring forward rate rises. However a no-deal scenario could have a broadly negative impact on activity and growth and may cause the Bank of England to re-enact a looser monetary policy.

On top of this there is potential for a Global slowdown precipitated by, amongst other things the ongoing US trade war with China and the US Government shutdown – both factors have led to rapid falls in share prices during the final quarter of 2018.

With the above in mind, Economic and interest rate forecasting with a reasonable degree of confidence remains virtually impossible. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

Our Treasury Management Advisors, Link Asset Services continue to forecast gradual increases in rates (see below), however there is a considerable downside risk to this forecast:

Link Asset Services Interest Rate View													
	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%	1.75%	2.00%
3 Month LIBID	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%	1.50%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%
6 Month LIBID	1.00%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%
12 Month LIBID	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%
5yr PWLB Rate	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.80%
10yr PWLB Rate	2.50%	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%
25yr PWLB Rate	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLB Rate	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	3.40%

Treasury Management Strategy

The Prudential Code for Capital Finance requires the Council to set a number of Prudential Code Indicators. The Treasury Management Strategy has been developed in accordance with these indicators.

Borrowing Strategy

PWLB rates and gilt yields rose sharply in the wake of the June General Election and the September MPC meeting, otherwise rates have remained volatile, with no discernible trend. It is likely that volatility could continue to occur for the foreseeable future, with the balance of risks generally biased to the downside; with political turmoil exerting downward pressure, but inflation and debt concerns exerting upward pressure.

The overall balance of risks to economy in the UK is to the downside, particularly in view of the current uncertainty over the final terms of Brexit and the timetable for its implementation. Rates on loans of 5 years are expected to be around 2.20%, while rates on longer term loans are expected to be around 2.90% by the middle of 2019/20. The County Council has assumed a borrowing rate for 2018/19 of 3.10% in setting the budget, with a working assumption to borrow halfway through the year. For medium-term planning purposes the County Council has assumed borrowing rates of 3.10% in 2019/20, 3.30% in 2020/21 and 3.30% in subsequent years. This is in-line with Link Asset Services' forecast for borrowing rates during Quarter 3 of each of those years.

The County Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with external debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure.

The strategy will be to borrow in order to replenish a proportion of the reserves and cash balances used to support capital expenditure since October 2008. This will mitigate any interest rate risk in that borrowing and will be taken before borrowing rates increase significantly. The timing of the borrowing will depend on cashflow requirements and forecast future developments and on interest rate movements and the forecast for those future movements. A mixture of shorter and longer-term loans will be taken in order to fit with the County Council's debt maturity profile.

This is the same situation for the Fire Authority

Annual Investments Strategy

The County Council's Investment Strategy has been drawn up having regard to both the Communities and Local Government's Guidance on Local Authorities Investments and the CIPFA Treasury Management in Public Services Code of Practice and CIPFA Cross-Sectoral Guidance Notes. This strategy will be revised and presented to Council if changes occur outside those envisaged within this strategy.

The policy objective for the County Council is the prudent investment of its cash balances. The investment priorities are firstly the security of capital (protecting sums from capital loss) and secondly the liquidity of investments (ensuring cash is available when required). Only when these two priorities are met will the third, of achieving the optimum return on investments, be taken into account.

The County Council will not borrow money purely to invest. The County Council will only borrow up to 12 months in advance of cash being required to fund its capital expenditure and the amount borrowed will not exceed the annual borrowing requirement.

The investments, which the County Council is able to use for the prudent

management of cash balances are categorised as 'Specified Investments' and 'Non-Specified Investments'.

A Specified Investment offers high security and high liquidity, must be in sterling and have a maturity date of less than a year. Any Specified Investment must be with the United Kingdom Government, a local authority in England or Wales or a similar body in Scotland or Northern Ireland, a parish or community council, a AAA-rated Money Market Fund, a bank which is part-owned by the UK Government, or with a body of high credit quality. The County Council defines a body of high credit quality as counterparties who satisfy the criteria as described below:

- ☐ For overnight investments, or money placed in instant access accounts, the council defines a body of high credit quality as firstly having the below Short-Term ratings:

Agency:	Short-Term
Fitch	F1
Moody's	P-1
Standard and Poors	A-1

- ☐ For unsecured term deposits between 2 and 364 days, the council will firstly define a body of high credit quality as having the below Long-term ratings:

Agency:	Long-Term
Fitch	A+
Moody's	A1
Standard and Poors	A+

- ☐ The County Council will undertake continued due diligence and will not automatically lend to Counterparties that merely satisfy the above criteria. As additional consideration, the County Council will assess for each:

- ☐ Input from Treasury Advisors
- ☐ Other market data from a reputable source
- ☐ Press coverage
- ☐ Market presence by the Counterparty
- ☐ Availability of suitable products from the Counterparty
- ☐ Ease of execution with the Counterparty
- ☐ Level of Customer service from the Counterparty

□ The above list is not exhaustive, the County Council may at any time exclude a Counterparty should it perceive any reasonable doubt concerning its Creditworthiness; the 2011 Code and subsequent revisions advise that subjective criteria may be used, in line with the Council's risk appetite.

□ For secured term deposits, the council defines high credit quality as an instrument that has the above ratings with every agency that rates it.

□ Enhanced Money Market funds or Cash Plus funds, which carry a AAA-rating from at least one rating agency.

Non Specified Investments have a range of vehicles not covered by the definition of

Specified Investments, which are set out in the Treasury Management Practices (TMPs) and generally carry more risk.

The only types of non-specified investments the County Council will enter into or hold during the coming financial year are as below:

- A routine term deposit with a counterparty as described above for Specified Investments, for a period of more than 1 year. This type of investment will be considered when rates are favourable and cash balances allow. The Council's prudential indicators allow no more than £10 million to be invested in this category.
- Investments in Pooled Property Funds, these will be considered as having a 5 to 10-year term.

The credit ratings of Fitch, Moodys and Standard and Poors are monitored at least weekly, ratings watches and downgrades are acted upon immediately. Any other information that is deemed relevant to the creditworthiness of any Counterparty will be acted upon, in line with the 2009 code revision.

The County Council may hold cash within its current account overnight as a transactional control to mitigate the risk of going overdrawn and incurring penalty and interest charges. On limited occasions the County Council may also leave funds in this account when it is impractical and/or not economically feasible to invest elsewhere. These balances are considered as cash or cash equivalents and not investments.

The County Council will aim to have not less than 50% of its investments returnable within 28 days with at least 20% within 7 days.

MIFID II

The County Council has elected to opt-up to Professional Client status for most of its Counterparties, on the grounds of the typical size of its Investment portfolio and the volume of Transactions on the relevant market. This was

primarily concerned with maintaining access to the financial instruments used. A few selected Counterparties indicated that the County Council would not need to opt-up to Professional Client status to continue service.

A schedule of the County Council's status with its Counterparties (Retail or Professional) is maintained as part of the Treasury Management Practices and will be reviewed annually and/or when a counterparty is added or removed

Appendix 5

Prudential Indicators 2018/19 Out-turn

Introduction

The Prudential Code for Capital Finance in Local Authorities (Prudential Code) has been developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) to provide a code of practice to underpin the system of capital finance embodied in Part 1 of the Local Government Act 2003.

The key objectives of the Prudential Code are to ensure that capital investment plans are affordable, prudent and sustainable.

The Prudential Code supports a system of self-regulation that is achieved by the setting and monitoring of a suite of Prudential Indicators that directly relate to each other. The indicators establish parameters within which the Authority should operate to ensure the objectives of the Prudential Code are met.

Recent revisions to the code have reduced the number of mandatory indicators, but the Treasurer believes that they provide useful information to the Authority so they continue to be included.

Prudential Indicators

The Prudential Indicators for which the Authority set limits are as follows:

1. Capital Expenditure

The actual amount of capital expenditure that was incurred during 2018/19 was as follows:

	Original (Feb 2018) £m	Revised (Feb 2019) £m	Provisional Out-turn £m
Capital Expenditure	11.645	7.925	6.667
Revenue Expenditure for Capital Under Statute (REFCUS)			1.370
	11.645	7.925	8.037

2. Ratio of Financing Costs to Net Revenue Stream

Financing Costs include the amount of interest payable in respect of borrowing or other long term liabilities and the amount the Authority is required to set aside to repay debt, less interest and investments income.

The actual Net Revenue Stream is the 'amount to be met from government grants and local taxation' taken from the annual Statement of Accounts, and the estimated figure is the Authority's budget net of any transfers to or from the balances.

The indicator only requires that the costs associated with capital expenditure are

measured in this way. However the Authority has used, and may continue to use Operational Leasing as a cost effective method of acquiring vehicles. In the spirit of the Prudential Code these costs are included for comparative purposes.

	Original (Feb 2018) £m	Revised (Feb 2019) £m	Provisional Out-turn £m
Financing Costs	2.608	2.618	1.827
Net Revenue Stream	30.953	30.956	32.549
Ratio	8.43%	8.46%	5.61%

3. Capital Financing Requirement (CFR)

The capital financing requirement is a measure of the extent to which the Authority needs to borrow to support capital expenditure. It does not necessarily relate to the actual amount of borrowing at any one point in time. The Authority arranges its treasury management activity via a Service Level Agreement (SLA) with Worcestershire County Council (WCC) which has an integrated treasury management strategy where there is no distinction between revenue and capital cash flow, and the day to day position of external borrowing and investments can change constantly.

The capital financing requirement concerns only those transactions arising from capital spending, whereas the amount of external borrowing is a consequence of all revenue and capital cash transactions combined together following recommended treasury management practice.

	Original (Feb 2018) £m	Revised (Feb 2019) £m	Provisional Out-turn £m
CFR at 31st March 2019	23.468	21.622	20.131

4. Authorised Limit

The Authorised Limit represents an upper limit of borrowing that could be afforded in the short term but may not be sustainable.

5. Operational Boundary

The Operational Boundary represents an estimate of the most likely, prudent, but not worst case scenario and provides a parameter against which day to day treasury management activity can be monitored.

The limits for these indicators set for 2017/18 and the final out-turn are given below, and it can be confirmed that the out-turn figure represents the maximum borrowing at any point in the year, i.e. the Authorised limit was not exceeded.

	£m
Authorized Limit at 31st March 2019	29.000
Operational Boundary at 31st March 2019	26.000
Actual Borrowing at 31st March 2019	10.637

6. Fixed Interest Rate Exposures

The Authority set an upper limit on its fixed interest rate exposures as follows:

	£m
Upper Limit at 31st March 2019	29.000
Actual Borrowing at 31st March 2019	10.637

7. Variable Interest Rate Exposures

The Authority set an upper limit on its variable interest rate exposures, however all current borrowing is at fixed rates.

8. Maturity Structure of Borrowing

The upper and lower limits for the maturity structure of borrowings are as follows:

	Lower Limit £m	Actual £m	Upper Limit £m
Under 12 months	0.000		2.659
Over 12 months but within 24 months	0.000	1.500	2.659
Over 24 months but within 5 years	0.000	3.302	5.319
Over 5 years but within 10 years	0.000	0.347	7.978
Over 10 years	2.659	5.488	10.105
		10.637	

Report of the Area Commander – Service Delivery

On-Call Retaining Fee

Purpose of report

1. To inform the Authority of a decision taken by SMB to increase the on-call retaining fee.
-

Recommendation

It is recommended that the annual retaining fee for on-call firefighters be increased, over and above the nationally agreed terms and conditions of service, as follows:

- ***Bands A to D attract an additional 20% increase***
- ***Bands E to F attract an additional 5% increase***

With the enhancement being reviewed in the event of any future significant increase in nationally agreed rates.

Introduction and Background

2. The basis of the Retained Duty System (RDS) has not significantly changed since its inception in 1947. Parity of pay, holiday pay, sickness pay and frequency of payments has changed but the 'pay as you go' nature of the system has not and is operated within Hereford & Worcester Fire and Rescue Service (HWFRS).
3. The Service is increasingly finding it much more challenging to recruit new entrants, in particular on 120hr and 100hr contracts, and alongside this, retaining those staff for the duration of their working life. One of the identified main issues is that people are more transient now with regard to both their personal and work lives.
4. It was the intention around ten years ago to create flexibility with the introduction of banded contracts so the Service would be able to attract a higher number of staff on less weekly hours to address this issue. However, the dramatic drop in those providing 'full cover' has been stark and this is replicated across the UK.
5. An on-call questionnaire carried out in 2018 demonstrated that our on-call staff felt undervalued, with one of the main reasons being that they feel they are underpaid for the commitment that they give to maintain appliance availability. Also, due to the decrease in operational activity over recent years on-call pay has significantly decreased for this element of their role, leading to a reduced financial incentive for staff, lower morale, and staff retention.

6. The on-call service is a flexible model operating 24/7 365 days a year which we accept as a Service. However, there is a growing concern that the payment for the commitment provided is not keeping up with market forces and is not offering sufficient remuneration for the loss of time spent on social and family related activities, thus creating difficulties for recruitment and retention.
7. In response to these issues, the Senior Management Board (SMB) received a paper on 18 December 2018 setting out a case to use the year on year underspend from the on-call budget to increase the payment paid for retaining staff to respond. This underspend varies year on year, historically being circa £150 to 200K. In 2018/19 it was reported at £0.174m. The exact figures generated are laid out in Appendix B totalling £0.200m.
8. The proposal demonstrated how the Service could increase the overall retaining fee above the nationally agreed minimum standard set out in the NJC circular 1st July 2018 Appendix A.
9. Following a number of discussions with staff and representative bodies it was agreed that an increase could be achieved as follows:
 - **Band A and B**
120+ and 120 hour contracts will attract an additional 20% over and above that laid out in the NJC circular 1st July 2018
 - **Band C and D**
100 and 80 hour contracts will attract an additional 20% over and above that laid out in the NJC circular 1st July 2018
 - **Band E and F**
50 and 40 hour contracts will attract an additional 5% over and above that laid out in the NJC circular 1st July 2018
10. It was universally accepted by all involved (Fire Brigades Union, Fire Officers Association and the Fire and Rescue Services Association, formally known as the Retained Firefighters Union) in the discussions and negotiations that HWFRS is meeting Section 4 of the Grey Book – Conditions of Service Framework, Part B, Rates of Pay, Annual retainer set out below.

Annual Retainer

- Subject to meeting the requirements at paragraph 14 of Part A, an employee shall be paid the annual retainer set out in circulars issued by the NJC.
- The annual retainer for an employee providing full cover (which is defined as cover of at least 120 hours per week) is 10% of the appropriate annual basic pay.

- Where an employee provides cover for less than 120 hours per week the fire and rescue authority may set a lower annual retainer subject to it being no less than 75% of the annual retainer of an employee providing full cover.
 - The annual retainer for an employee providing cover as part of the day-crewing duty system shall be 5% of the employee's full-time annual basic pay.
11. The increase set out above was agreed and recorded at the Joint Consultative Committee (JCC), in that the above percentage differential is being met, and the difference between bands A&B and E&F created by the additional pay commitment made by HWFRS is over and above that laid out within the Grey Book and NJC circular dated 1 July 2018.

Conclusion/ Summary

12. The Service faces some difficult challenges over the coming years around staff recruitment and retention where it employs on-call staff to deliver frontline services. The challenges are being brought to bear on the Service in part by social demographics, some by the austerity placed on the jobs market, and wider budgetary constraints placed on the Service.
13. There are a number of pressing issues that relate to on-call staff from retention due to opportunities for recruitment, leisure market forces, the steady decline in operational activity, management skills needed to support and lead on-call units and parity with wholetime colleagues.
14. It is apparent from direct feedback to managers by on-call staff that they are currently feeling undervalued and under paid. The pay increase linked to the banded aspect of the retaining fee across the Service demonstrates to the on-call staff that they are being listened to as part of the on-call questionnaire and is the first step towards making on-call staff feel more valued.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Small changes required updating Service policy and also contracts. In addition the financial commitment to uplift the base retaining fee – minor impact on budget as the funding will come from the normal underspend of between 150 – 200K
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Linked to 'Our Strategy' under the people foundation ensuring we have the right people with the right skills in the right place to deliver high quality fire fighting services

Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	N/A
Consultation (identify any public or other consultation that has been carried out on this matter)	Consultation has taken place with the relevant representative bodies
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	No issues identified

Contact Officer

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Appendix A

Retained Duty **System** (NJC - 1st July 2018)

	<i>Full Annual Retainer</i>	<i>Day Crewing Retainer</i>	<i>Rate per Hour</i>	<i>Disturbance per Occasion</i>
	£	£	£	£
Firefighter				
Trainee	2,291	1,145	10.46	4.02
Development	2,386	1,193	10.90	4.02
Competent	3,053	1,527	13.94	4.02
Crew Manager				
Development	3,245	1,623	14.82	4.02
Competent	3,385	1,693	15.46	4.02
Watch Manager				
Development	3,458	1,729	15.79	4.02
Competent A	3,554	1,777	16.23	4.02
Competent B	3,785	1,893	17.29	4.02

Appendix B

	<i>New Rates</i>	<i>Old Rates</i>	<i>On Cost</i>
LSI CPD	34,787.64	34,787.64	0.00
Attendances	42,262.68	42,262.68	0.00
Disturb Allow	101,670.60	101,670.60	0.00
Turnouts	439,370.04	439,370.04	0.00
Retaining Fee	1,166,951.16	1,002,830.64	164,120.52
Station Work	224,786.64	224,786.64	0.00
Retained Train	231,698.16	231,698.16	0.00
Retained Drills	833,598.00	833,598.00	0.00
Holiday Pay	185,287.08	185,287.08	0.00
National Insurance	61,183.92	59,697.96	1,485.96
06 Pen- Ers Sup	-28,754.88	-25,790.76	-2,964.12
RDS M Pen ERS	-18,884.16	-14,924.52	-3,959.64
2015 Fire Fight	810,109.20	768,608.64	41,500.56
		Cost	200,183.28

Report of Chief Fire Officer/Chief Executive

Service Values

Purpose of Report

1. To seek the Fire Authority's endorsement of the Service's renewed organisational values, which have been reviewed and developed in full consultation with all staff groups.
-

Recommendation

It is recommended that the Fire Authority endorse the Service's renewed set of organisational values.

Background

2. Following the Service's inspection by Her Majesty's Inspectorate for Constabulary, Fire and Rescue Services (HMICFRS) in July 2018, one of the key findings was that "the service needs to improve how it promotes the right values and culture" (page 29, HMICFRS inspection report). This issue had already been identified by the Senior Management Board (SMB) some 12 months previously and incorporated into its People Strategy 2017-2020.
3. In November 2018, SMB spent some dedicated time reviewing the Service's organisational values (which had been in place and unchanged for over a decade) so that they would better reflect the developing needs and expectations of local communities and employees. The result was a focussed set of proposed core values that could then be consulted upon more widely with across the entire Service, in order for them to be constructively challenged, influenced and developed before being finalised.
4. During March and April 2019, all staff were invited to participate in a series of consultation forums, which included; an on-line anonymous survey and a set of five cultural workshops. As well as providing participants with an overview of what organisational values are, the consultation forums focussed on three main questions:
 - What do our communities expect of HWFRS?
 - What values motivate you to do your job?
 - How do you want to be treated?

5. In total, 222 people contributed to the consultation via the survey and workshops – equating to around a third of the organisation's entire workforce. The participants also came from all sections of the Service, including both operational and support teams, as well as volunteers.
6. The findings were then discussed and endorsed by the Service Organisational Development and Challenge Group, which is made up of employees from across the Service with a keen interest in influencing and promoting a positive culture, values and behaviours within the Service.
7. In May 2019, the organisers of the consultation forums presented their findings to SMB and identified the revised set of core values that participants had developed – constructively building upon the earlier work done by SMB as well as incorporating their own priority areas.
8. As a consequence, SMB has accepted the new set of core values in their entirety, without further revision, feeling that they not only accurately reflect the values that staff could aspire to, but also the behaviours that they would willingly incorporate into their day-to-day dealings with both the public and partner organisations.
9. The revised set of organisational values, together with an explanatory narrative, as as follows:
 - **Integrity** – *we will do the right thing and show fairness and consistency in our approach, taking responsibility for the decisions we make and the actions we take.*
 - **Teamwork** – *by working collaboratively, we can exceed expectations and go beyond the achievements of individuals.*
 - **Honesty** – *we will be truthful in our actions and duties to build trust amongst our colleagues and within the communities we serve.*
 - **Openness** – *we will act in a way that is transparent and open to review and will welcome new or innovative ways of thinking.*
 - **Respect** – *we value the differences between individuals and create an inclusive environment which recognises everyone's experiences and opinions.*
10. After endorsement by the Fire Authority, the aim is to formally launch this new set of organisational values across the Service, whilst at the same time, embedding them into everyday work behaviour and performance through a combination of positive promotion and incorporation into formal planning and performance processes.

Summary

11. Following the identification from both internal and external sources that improvements were required in order to put in place and promote a more positive organisational culture (despite the Service having to continue to work within a challenging and financially-limited operating environment), SMB has sought to actively engage individuals and teams in the development of a new set of organisational core values.
12. The final set of values is the culmination of constructive discussions and debate by a large number of participants from across the Service – around a third of the workforce - which gives a high degree of confidence that they will be readily adopted and practically owned going forward.
13. As a consequence, SMB are keen to seek their full endorsement by the Fire Authority, as this would help demonstrate the trust that both SMB and the Fire Authority have in their people.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Yes – embedding the new set of values will require time and resources, although it is anticipated that this will be delivered within existing resources.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Yes – People Strategy, HMICFRS improvement plan, future CRMP and business plans.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	These will be considered, as required, within any subsequent resultant projects / activities.
Consultation (identify any public or other consultation that has been carried out on this matter)	Yes – extensive staff consultation over a seven week period, which include survey and workshops events.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	Equalities will be considered, as required, within any subsequent resultant projects / activities – although Equality as a subject matter was intrinsically considered within the development process.

Supporting Information

Service Values: Outcome of the Consultation Workshops and Survey – May 2019

Background Papers

People Strategy 2017-2020

HMICFRS report – December 2018

Contact Officer

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Report of the Head of Corporate Services

Fire Authority Annual Report 2019-20

Purpose of report

1. To adopt the Fire Authority Annual Report 2019-20 and approve it for publication.
-

Recommendation

It is recommended that the Authority adopts the draft Fire Authority Annual Report 2019-20 and approves it for publication, subject to any final minor changes as agreed by the Chief Fire Officer in consultation with the Chairman.

Introduction and Background

2. The Service produces a Fire Authority Annual Report as part of its corporate planning process. The Annual Report for 2019-20 presents an overview of the Service's activities in 2018-19, including a summary of overall performance and achievements, and outlines plans for 2019-20. The Report is a separate enclosure at Appendix 1.
3. The document is prepared in a style ready for publication on the Service website, so it is easier to read and access. In line with our aim to improve community understanding of the work of the Service, this year's Annual Report also includes a number of easy-to-understand infographics rather than text. These help to provide a quick overview of the Service and its performance over last year.

Annual Report 2019-20

4. The Annual Report has three main purposes: a review of the year's work of the Service including notable highlights; an overview of the Service's performance over the last year; and an update on completed and planned work in relation to the delivery of the Community Risk Management Plan 2014-2020. There is also a summary of the Service's new Core Purpose, Vision and Mission Statement together with a new set of Values. These have been renewed to ensure the Service remains focused on making our communities safer. The new Values are subject to Fire Authority endorsement, as reported elsewhere on your agenda.
5. This year's report also summarises the findings of the independent inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services, which looked at how effective and efficient the Service is and how it supports its people.

6. Last year's Annual Report envisaged that governance of the Service would have passed to the West Mercia Police and Crime Commissioner by this time. However, following requests by Hereford & Worcester and Shropshire & Wrekin Fire Authorities for a judicial review of the Government's decision, this has not taken place at the time of writing. The judicial review hearing was scheduled for the 5th and 6th June 2019, so Members may be aware of the outcome at the present meeting.
7. Members should also note that, at the time of writing, updated financial information was not available. These sections of the Annual Report are left blank, but will be completed by the Director of Finance & Assets before publication on the Service website, subject to agreement from the Chief Fire Officer and the Chairman.

Conclusion/Summary

8. Subject to Authority approval, the finalised report will be published on the Service website.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The whole document includes information on finance, property and human resources and changes which are necessary to support the implementation of Fire Authority objectives.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The whole document highlights key achievements and performance in delivering the Service's Core Purpose and Vision during 2018-19, and it highlights proposed actions in 2019-20 as part of the delivery of the CRMP 2014-2020.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	The document provides an overview of activities and proposed actions. Any risk implications are considered as part of the details of each activity and proposed action.
Consultation (identify any public or other consultation that has been carried out on this matter)	Senior Management Board consultation.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	Business Impact Assessment completed for the Annual Report process. Equality and diversity will be considered by each project or activity manager. Equality is a key commitment of the Service's People Strategy.

Supporting Information

Appendix 1 – Fire Authority Annual Report 2019-20 (separate enclosure)

Contact Officer

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Report of the Head of Corporate Services

Strategic Fire Alliance - projects update

Purpose of report

1. To update Members on progress in preparing priority projects developed by the Strategic Fire Alliance between Hereford & Worcester and Shropshire Fire and Rescue Services.
-

Recommendation

It is recommended that Members note progress to date.

Introduction/Background

2. At the Fire Authority meeting on 19 December 2018, Members were informed that the Strategic Alliance Board had agreed terms of governance and a joint programme plan. The Board comprises the Chairs/Vice Chairs of both Fire Authorities and both Chief Fire Officers.
3. The Board also recommended that options be prepared for three priority projects, and your Authority gave approval for officers to prepare these jointly with officers from Shropshire FRS.
4. The priority projects agreed were as follows:
 - a. Fire Control: scoping the future requirements for ensuring a resilient Command & Control function,
 - b. IRMP/CRMP: reviewing options for aligning integrated risk management planning processes, and
 - c. ICT: developing organisational arrangements for the provision of Information & Communications Technology functions.
5. This report provides a progress update on the preparation of the three option appraisals.

Update on progress

6. Good progress has been made on all three priority projects with project teams, lead managers and work programmes in place. A summary of progress for each project is set out below.

Fire Control

7. The project is led by the Deputy Chief Fire Officer of Hereford & Worcester FRS as Senior Responsible Owner. He is supported by the Head of Corporate Services at Hereford & Worcester and the Head of Transformation & Collaboration at Shropshire FRS, plus a dedicated Project Manager from Hereford & Worcester.
8. The team have reviewed overall objectives, stakeholder involvement and the communications process. They have also met with key managers in the Fire Alliance Programme Delivery Board to review risks, issues, constraints, dependencies and long-list options.
9. Officers continue to research lessons learnt from other similar ongoing or completed projects within the Fire Sector as well as other emergency services and public sector organisations. In addition, officers have met with the British Association of Public Safety Communications Officials (BAPCO) to explore supplier availability, capacity and capability to deliver a new Mobilising System should that be required.

IRMP/CRMP

10. The Deputy Chief Fire Officer of Shropshire FRS has been appointed as the Senior Responsible Owner for this project and the Head of Corporate Services at Hereford & Worcester FRS has been appointed to the Project Manager role.
11. The intention is to prepare separate Community/ and Integrated/ Risk Management Plans 2021-25 for each Service, but to align processes where possible. Two main opportunities for alignment have been identified; identifying risk and analysing data.

a. identifying risk

At the beginning of April 2019, three Review Workshops were held with senior managers from both Services to examine approaches to the three main functions; response, protection and prevention. Each Workshop examined similarities and differences and considered how approaches might be standardised across each Service, while ensuring both Services remain agile to manage individual risks differently.

The Workshop sessions will continue throughout the summer to identify further potential risks and opportunities and to identify appropriate performance indicators and evaluation criteria.

b. analysing data

Each Service currently uses different suppliers to model risk data. Officers have met with both suppliers to gain an understanding of their risk models and any other products that could potentially assist with resource allocation versus demand in the areas of prevention and protection. Officers are considering the data modelling requirements

further and expect to prepare a tender to go out to the market in July 2019.

ICT

12. The Assistant Chief Fire Officer of Shropshire FRS has been appointed as the Senior Responsible Owner for this project and the Head of Corporate Services at Hereford & Worcester FRS has been appointed to the Project Manager role.
13. An independent review of current ICT provision has been carried out. The review looked at ICT systems, processes and resources across both organisations. It identified potential areas where skills and resources could be shared to help drive efficiencies, improve resilience and reduce duplication.
14. Following the review, the Fire Alliance Programme Delivery Board approved the appointment of a Strategic ICT Change Manager on a 3-year fixed term contract.
15. Meetings with ICT staff from both Services and representative bodies (Unison) have also taken place to inform staff of the high level outcomes of the independent review and the next steps, including discussions on ongoing engagement and communication in the process.
16. The recruitment process for the Strategic ICT Change Manager will commence shortly, led by Shropshire SRS supported by Hereford & Worcester.

Conclusion/Summary

17. Work programmes have been drawn up and are being delivered for the three priority projects identified by the Strategic Alliance Board and good progress is being made. Progress is reported regularly to the Strategic Alliance Board and Programme Delivery Board. This report provides Members with an overview of each work programme and the next steps over the coming months.
18. Members are recommended to note the overall progress. Members will also receive further updates as the projects develop.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	There may be financial, legal and human resource implications arising from the implementation of the priority projects. These will be considered within each project as they develop.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential	The projects are designed to address the Government's Fire Reform agenda as embedded in the Fire and Rescue National Framework . Fire Alliance Strategic Plan

implications).	
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	Risk Assessments will be undertaken as part of any project management processes recommended.
Consultation (identify any public or other consultation that has been carried out on this matter)	Not for this progress report. Each project considers consultation requirements.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	Each project will complete full equalities impact assessments in due course.

Contact Officer

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Report of the Head of Corporate Services

HMICFRS Improvement Plan - Update

Purpose of report

1. To update Members on progress in implementing the HMICFRS Improvement Plan.
-

Recommendation

It is recommended that the Authority note progress on actions to deliver the HMICFRS Improvement Plan.

Introduction and Background

2. At the Fire Authority meeting on 11 February 2019, Members were updated on the findings of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS), following their report which assessed three aspects of the Service: effectiveness, efficiency and support for its workforce.
3. Within their report, HMICFRS identified 12 specific priority 'areas for improvement' to be addressed by the Service. The areas for improvement have been compiled into an Improvement Plan, which also includes a further 20 local areas for improvement drawn from observations throughout the HMICFRS report.
4. Each area has been assigned to a senior manager to take strategic ownership for delivering the improvements required, namely; the Chief Fire Officer, Assistant Chief Fire Officer and the Heads of Service Delivery, Corporate Services, Community Risk and Operational Support.
5. This report provides an update on progress.

HMICFRS Improvement Plan – Progress Update

6. The delivery of the Improvement Plan is overseen by members of the Performance and Information team (P&I team), who have prepared a master template to collect evidence of actions proposed and improvements completed. The template was included as part of the 11 February 2019 report to the Fire Authority and is also available to the public on the Service website.
7. Since March 2019, members of the P&I team have met with each responsible senior manager to explain the HMICFRS requirements, and each manager has begun to populate individual improvement templates with updates on actions proposed and completed.
8. The individual templates ask four basic questions about each area for improvement:
 - a. where are we now?

- b. where do we want to get to?
 - c. what do we need to do to get there?
 - d. how will we know we have achieved what we set out to do?
- 9. The P&I team are working with each manager to review these questions and their proposed actions to ensure they address the changes required by the Improvement Plan.
- 10. Proposed actions have now been received for all 12 specific improvement areas identified by HMICFRS and for the 20 locally identified improvement areas. The P&I team are currently working with each manager to ensure all evidence of change is robust for evaluation and audit. Once scrutiny is complete, updated versions of the individual templates will be available on the Service SharePoint site. A master template will also be updated, along with further updates provided to the Fire Authority. Examples of work already completed include;
 - **People:** the inspectorate identified that the promotion of Service values and culture should be addressed. Staff consultation workshops have been completed, and the findings reviewed by the Organisational Development and Challenge Group, as well as the Senior Management Board. Five new Values have been identified as; Integrity, Teamwork, Honesty, Openness, and Respect, these are subject to Fire Authority endorsement, as reported elsewhere on your agenda.
 - **Efficiency:** the inspectorate identified the need to monitor and review the benefits and outcomes of future collaboration. Amendments to programme and project management processes and templates has already taken place, which will enable detailed evaluation of projects from inception to delivery. A collaboration document has also been updated which identifies current areas of collaboration with other blue light services, and partner organisations.
 - **Effectiveness:** the inspectorate identified the need to strengthen staff understanding of safeguarding, in light of its increased work with vulnerable people. Specific safeguarding training has been delivered to both Community Risk staff and Group Commanders, who act as duty officers, and eLearning has commenced across the whole workforce.

Conclusion/Summary

- 11. Following the publication of the HMICFRS inspection report, officers have drawn up a comprehensive Improvement Plan to address areas of improvement identified in the report. The P&I team are working with each manager responsible for delivering the improvements to ensure that all actions meet HMICFRS requirements. Progress will be recorded on the master template.
- 12. Members are recommended to note progress on delivering the HMICFRS Improvement Plan. Further progress updates will be reported each quarter.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The Improvement Plan highlights areas for improvement relating to effectiveness, efficiency and the Service workforce. Actions to address these areas are likely to have resource implications, which will be identified in the Improvement Plan.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Actions proposed in the Improvement Plan are likely to have an impact on both the CRMP and the MTFP. All proposals will be assessed to ensure they meet the Service's overall Core Purpose and Vision.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	Any risks associated with proposals will be assessed through the Improvement Plan.
Consultation (identify any public or other consultation that has been carried out on this matter)	Proposals to deliver the Improvement Plan have the full participation of Senior Managers in relevant Service departments. The Improvement Plan is publicly available on the Service website.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	An EIA is not required as part of this report. EIAs will be completed as appropriate when preparing proposals through the Improvement Plan.

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Hereford & Worcester Fire and Rescue Service

HMICFRS Improvement Plan 2018/19



In March 2018, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) announced their intention to inspect all 45 fire and rescue services in England over the next 18 months. The Service was selected as one of the first 14 services to be inspected.

Over summer 2018, inspectors from HMICFRS carried out their in-depth review of our Service, focusing on how effective and efficient we are and how well we look after our people. Their report was published in December 2018, and this is a [the link to the report](#).

Report findings

The inspection considered three main questions:

- How **effective** is the fire and rescue service at keeping people safe and secure from fire and other risks?
- How **efficient** is the fire and rescue service at keeping people safe and secure from fire and other risks?
- How well does the fire and rescue service look after its **people**?

The Service was found to be 'good' within the effectiveness area but 'requiring improvement' when considering efficiency and people.

The inspection report highlighted a number of areas for improvement and recommended that action be taken to address them. Therefore, the Service has prepared an Improvement Plan which not only focuses on the areas for improvement highlighted in the inspection report, but also adds a number of other areas, where further improvements can be made. The Improvement Plan will be owned by senior managers and will be regularly updated and published as progress is made throughout the year ahead.

A HMICFRS [update](#) was provided to the Fire Authority on 11/2/19 where the Improvement Plan was shared. This Plan can be found in the following pages:

HMICFRS Inspection – Improvement Plan 2018-19

Effectiveness				
Source (HMICFRS Inspection 2018)	Summary finding	Detailed finding	Areas for Improvement	Department – Activity Lead and Action Owner
Page 8, 9, 11-12	The service is good at understanding the risk of fire and other emergencies. Its plan to manage risk is based on a range of information. However, mobile computer systems are not updated fast enough with this risk information. The service recognises this and has plans in place to address this.	Staff informed us that delays often occur in uploading new or updated risk records to the mobile data terminals. This is due to limited capacity to produce the plans and to the need to update each fire engine mobile data terminal manually. This means that it can take several months to upload the full risk information. This is an area for improvement.	The service should ensure its firefighters have good access to relevant and up-to-date risk information.	Area Commander (Head of Operational Support)
Page 8, 9	Community engagement could also be better, to help understand local risk.	Apart from statutory consultations, like the one for the Wyre Forest hub, local station engagement with the community is limited. The service could not show how it engages with the community concerning the services it provides. The exception to this is the service's 'after fire' surveys, which it is aiming to improve.		Area Commander (Head of Community Risk) Head of Corporate Services
Page 8, 11, 12	The service needs to improve how it prevents fires and other risk. Its prevention plan does not explain how or when things will be done.	The community risk strategy also supports the CRMP. But while the priorities within this strategy are clear, it is less clear how they will be achieved, or how they link to the CRMP. The (community risk strategy) gives members of the public a good overview, but lacks any detail. It does not explain how and when priorities will be implemented, or who is responsible for ensuring they are completed.		Area Commander (Head of Community Risk)

Page 8, 12, 13	The service has extended its home fire safety checks to include questions about vulnerable people. Further training is needed to give staff more confidence in this process.	We found that staff had varying levels of understanding about safeguarding and vulnerable people. Staff informed us that most of the training has been done via e-learning, and that some people are not confident about what questions to ask, to complete the new home fire safety checks. The service acknowledges this and says it is planning further training as part of the rollout of safe and well checks.	The service should ensure staff understand how to identify vulnerability and safeguard vulnerable people.	Area Commander (Head of Community Risk)
Page 8, 13	The service should also ensure it evaluates all its prevention work.	The service recognises it has not evaluated all of its preventative work, other than the assessment of safe and well checks conducted by Worcester University and the Dying2Drive road safety scheme.	The service should evaluate its prevention work, so it understands the benefits better.	Area Commander (Head of Community Risk)

Page 8, 14, 15	<p>The service is good in how it protects the public through fire regulation. It needs to get the right balance between inspections based on risk and those based on intelligence.</p>	<p>Hereford and Worcester Fire and Rescue Service has a risk-based inspection programme, which is managed via the community fire risk management information system (CFRMIS). This is consistent with the fire and rescue national framework for England. We reviewed the fire safety policy and found that it did not contain much detail about how the service classifies risk and manages its risk-based inspection programme.</p> <p>The service has made a considerable effort to move to more intelligence-led safety inspections. ... The dilemma for the service is that this intelligence-led approach has reduced its capacity for risk-based inspection work. Staff told us that inspectors are unlikely to be able to complete all their risk-based inspections due to the additional intelligence-led work. The service needs to consider what balance it wants to take. Its fire safety enforcement strategy should be clear about how much of its inspection work will be pre-planned and risk-based, how much will be intelligence-led, and why.</p>	<p>The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.</p> <p>The service should assure itself that its enforcement plan prioritises the highest risks and includes proportionate activity to reduce risk.</p>	Assistant Chief Fire Officer (Service Delivery)
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Page 8,16	However, the work of the multi-agency targeted enforcement team has the potential to be notable practice.	<p>The work of the MATE team is innovative. It involves partners from a range of organisations that all work together from one location.</p> <p>The service informed us that inspectors took fire safety enforcement action at approximately 75 percent of the premises targeted by the MATE team, We reviewed a case which started with the service issuing an enforcement notice but led to much wider public safety and organised crime issues. The work of the MATE team has the potential for being notable practice. The service should consider formalising this in a partnership agreement and evaluate the outcomes.</p>		
Page 8, 16	The service supports local businesses in understanding fire regulations. It should also work more closely with them to reduce the number of false alarms.	<p>The service is updating its policy for unwanted fire signals (false alarms from fire alarms and detection systems). It last partially updated this in 2014. We found evidence that the service is working with premises where repeat activations occur. This depends on individual operational managers, however, and protection officers are only used when they request it. As the number of false alarms makes up a large proportion of the incidents attended by the service, the service should continue its work to engage with business and reduce false alarms.</p>		<p>Area Commander (Head of Community Risk)</p> <p>Area Commander (Head of Operational Support)</p>

Page 18		The service recognises that the availability of on-call firefighters is a current and future challenge. At several locations, staff (both wholtime and on-call) expressed their concerns about the availability of the on-call fire engine, as this often led to delays in additional crews attending an incident. The service is working on addressing this concern and is implementing an on-call charter. We look forward to reviewing this charter.		
Page 8, 19	The service is good at responding to fires and other emergencies. It has good equipment and training. It is flexible in how it responds to incidents and follows national guidance. However, it should use hot debriefs more often.	The senior management board receives quarterly reports on all operational assurance activities and acts on any deficiencies. Operational learning comes from debrief findings. We found that the use of incident debriefs varies between stations. At some locations, hot debriefs (that is debriefs shortly after the incident has occurred) follow all incidents, whereas at other stations they rarely happen.	The service should ensure it has an effective system for staff to use learning and debriefs to improve operational response and incident command.	Area Commander (Head of Operational Support) Area Commander (Head of Operations)

Page 8, 18, 19	Also, when it evaluates incident commanders, it should share the learning more widely.	<p>The use of operational discretion at an incident is broadly understood. Staff feel they would be supported if they had to use it. We were given an example of when it had been used and then debriefed, after which the learning was shared across the organisation. The service intends to do more to ensure all staff fully understand it, and any use of it properly recorded.</p> <p>The service uses active incident monitoring (AIM) to assess incident commanders. It believes this system is effective. It publishes the number of AIM assessments it carries out, as part of its performance snapshot to the public. However, with the number of incidents declining, AIM assessments are not always easy to achieve. Staff we spoke to were not clear about when these assessments should be carried out and who should complete them. The service acknowledges that this process is still evolving. We are keen to see how this work develops.</p>		Area Commander (Head of Operational Support)
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Efficiency				
Source (HMICFRS Inspection 2018)	Summary finding	Detailed finding	Areas for Improvement	Department – Activity Lead and Action Owner
Page 22, 23	An efficient fire and rescue service will manage its budget and spend money properly and appropriately. It will align its resources to its risk. It should try to keep costs down without compromising public safety. Future budgets should be based on robust and realistic assumptions. Hereford and Worcester Fire and Rescue Service's overall efficiency requires improvement.	<p>Hereford and Worcester Fire and Rescue Service is not currently operating as efficiently as planned. The service is spending more than it needs to in responding to emergencies. The 2014 CRMP was ambitious in its plans for the service. It intended to reduce costs by operating with greater flexibility and greater efficiency.</p> <p>The medium-term financial plan is good. It identifies the problems the service faces with prudent assumptions about future income and expenditure. While the budgets are broadly balanced during the four years of the plan through to 2023, this is only achieved by using a significant proportion of the financial reserves to support the overspending each year. Longer term action is needed to reduce spending to acceptable levels in line with projected funding available. If the changes planned in the 2014 CRMP had been implemented, they would have mitigated some of these problems. The service plans to implement the new crewing arrangements, together with other cost saving measures.</p>		Chief Fire Officer

Page 22, 23, 25-26	<p>The service made ambitious plans in 2014 that it has not achieved. These were based on saving money by improving efficiency and making changes to the workforce. The financial plan is good, and is based on sensible assumptions. But delays in bringing in the planned changes are costing the service money. This presents a risk.</p>	<p>One of the main elements of the (2014 CRMP) plan was to reorganise the way the service responds to emergencies, by aligning resources more closely to risk. Within this new model, fire engine crews for most incidents would reduce in number from five firefighters to four. However, the combined fire authority later decided to continue operating with crews of five at as many incidents as possible for another two years. It funded extra staffing for this by using £800,000 of the service's reserves until February 2017.</p> <p>While the budgets are broadly balanced during the four years of the (MTFP) plan through to 2023, this is mainly achieved by using financial reserves. Longer-term action is needed to reduce spending to acceptable levels in line with projected funding available. Had the service implemented its changes as planned in the 2014 CRMP, it would have mitigated some of these problems. The service is considering alternative crewing arrangements together with other cost-saving measures. These include reducing the number of fire stations in the Wyre Forest area and relocating the fire headquarters and control room to the West Mercia Police headquarters.</p> <p>The service plans to achieve a balanced budget by making long-term cost savings, which will improve value for money. However, over the medium term, it continues to spend more than it receives in funding. It uses reserves to fill the gaps. The service intends to have put in place sufficient measures to reduce its spending to within</p>	Chief Fire Officer
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		<p>affordable limits. The assumptions made on income and expenditure are prudent and cautious. This means that the use of the reserve can be phased to meet the budget shortfalls later in this financial period.</p> <p>Once again, the delay in implementing the decisions taken in the 2014 CRMP mean that the pace of improving value for money has been slow. There is a risk that the service will continue to operate inefficiently and that the operating model may become unaffordable. This is made more likely by delays in implementing the workforce and crewing changes, and by any delays in some of the more ambitious change projects, such as the Wyre Forest hub and the relocation to the West Mercia Police headquarters site.</p>		
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Page 22, 24	<p>We found that staff do not fully understand the proposed changes to the role of watch managers. The service needs to address this situation.</p>	<p>Compared with 2010, the service has reduced the numbers of fire engines and staff to save money. More recently it introduced a range of flexible working patterns to align its response arrangements to risk and demand for services. The new staffing structure removes watch managers from riding on fire engines as part of the crew. This means the service can reduce the number of watch managers at each station from four to two. The two watch managers are employed on a flexible seven-day rota (except at day-crewing-plus stations). In the new structure, crew managers do more of the day-to-day supervision of firefighters; watch managers manage the performance of a wider group of firefighters and have an enhanced role in local partnership engagement activities. However, because the service has not yet fully implemented the reduction to four riders, or the wider changes to the operating model, we found some staff were unclear about the proposals. While the service has communicated the benefits and reasons for change to staff and representative bodies, more needs to be done.</p>	<p>The service should assure itself that its workforce is productive. It needs to clarify the role of watch manager ...</p>	<p>Assistant Chief Fire Officer (Service Delivery)</p>
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Page 22, 24	Progress made in the service's prevention work is likely to increase workloads in other areas. We found that specialist prevention officers already have a lot of work to do. This is a risk. The service should review the situation and consider how to deal with this problem.	The service allocates resources to prevention and protection activities. These activities are designed to reduce the number of fires and other emergencies, as well as manage the risks throughout the area. We found that the specialist prevention officers have a backlog of work. The service needs to review this situation and make any changes necessary to reduce the backlog.	The service should assure itself that its workforce is productive.	Area Commander (Head of Community Risk)
Page 22, 24	In particular, it may be able to introduce a better system for replacing faulty smoke alarms.	It is not clear whether the service is making best use of response firefighters for prevention activities. For example, we found occasions when the service sent a full fire crew to replace faulty smoke alarms (in homes where the service previously fitted them). We recognise it is essential that fire crews can be deployed quickly to an emergency, and defective alarms do need to be replaced, but there may be more cost-effective ways of achieving this. This could free up crews to undertake other work, such as new home fire safety checks, where their skills could be better employed.	The service should assure itself that its workforce is productive. It needs to ... consider alternative ways to manage the replacement of faulty smoke alarms.	Area Commander (Head of Community Risk)
Page 24		The service's fire protection programme of work is risk-based and is increasingly targeted at sites where the risk to community and firefighter safety is greatest. However, this better targeting of protection activity means that inspections are leading to more enforcement and follow-up activity. This affects the workloads of other staff and could soon lead to current resourcing levels becoming stretched.	The service should assure itself that its workforce is productive.	Area Commander (Head of Community Risk)

Page 22, 24, 26	<p>The service is good at working with partner organisations. Good arrangements are in place for joint work with Shropshire Fire and Rescue Service, West Mercia Police, and several local authorities. Some of these arrangements are innovative and the service is willing to try new things. The service should evaluate the benefits of these arrangements and make sure they are achieved. The benefits should include providing value for money.</p>	<p>We found that the service is keen to collaborate both with other fire services and with the wider public sector. However, it is not clear whether the benefits of collaboration, for the fire and rescue service and its users, have been fully evaluated.</p> <p>Much of the collaboration work to date, although constructive and valued by partners, has not resulted in measurable improvements in terms of value for money. In discussions with the service and partner organisations, it is clear that the main initial motivation for these initiatives was not to save money, but because it felt like the right thing to do. The chief fire officer has ambitious intentions to involve fire service staff in much greater joint service provision with other public services. However, these plans are at an early stage of development. The service is not yet able to show how it can increase its range of activities without affecting its main statutory functions. The service acknowledges it needs to identify the expected benefits at the start and then monitor and evaluate the outcomes, to ensure these benefits are realised.</p>	<p>The service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any future collaboration.</p>	Head of Corporate Services
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Page 22, 25	There are good arrangements in place to make sure the service can continue to function in all circumstances.	Hereford and Worcester Fire and Rescue Service has a comprehensive system for assessing and recording business continuity. We reviewed plans across many areas including plans for the move of fire control. These include detailed plans for before, during and after the move, to ensure business as usual. However, in two of the plans supplied, there was no version control and review dates had not been recorded. The service could not, therefore, reassure us that these plans had been fully agreed.	Area Commander (Head of Operational Support) Area Commander (Head of Operations)
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People				
Source (HMICFRS Inspection 2018)	Summary finding	Detailed finding	Areas for Improvement	Department – Activity Lead and Action Owner
Page 29, 30, 36	A fire and rescue service that looks after its people should be able to provide an effective service to its community. It should offer a range of services to make its communities safer. This will include developing and maintaining a workforce that is professional, resilient, skilled, flexible and diverse. The service's leaders should be positive role models, and this should be reflected in the behaviour of the workforce. Overall, Hereford and Worcester Fire and Rescue Service requires improvement at looking after its people.	The people strategy action plan includes a number of proposed changes. This is still to be agreed. It is important that the service uses this opportunity to include staff in the process, so that they are aware of what is being proposed.	The service should put in place a regular and effective system to measure and monitor staff engagement (across the whole service). It needs to improve its two-way communication channels with staff, and its face-to-face communication by and with senior leaders.	Assistant Chief Fire Officer (Service Delivery)

Page 29, 31, 32	<p>The service needs to improve how it promotes the right values and culture. It particularly needs to improve how senior leaders communicate with the workforce. It is making changes to make the workforce more adaptable and take on different work. Staff do not fully understand the reasons for these changes. The service should address this, so that it can improve trust and move forward with its plans.</p>	<p>The service management team wants to move the service into new areas and develop an adaptable workforce that can cope with the new roles. We saw a lot of evidence of the more recent change initiatives. This included changes to crewing and the change in role for watch managers to become more flexible and responsible for wider change.</p> <p>Negotiation between the service and representative bodies has taken a considerable amount of time and effort, but has not yet achieved an agreed outcome. Staff told us that they had not understood the change process and felt it was being imposed on them. The senior manager with responsibility for frontline operational teams made regular visits to watches and stations to discuss the proposed changes with affected staff. Staff told us, however, that they felt senior management were not sufficiently visible and had only communicated through the union.</p> <p>Staff from a range of roles and levels across the organisation said they thought that challenge wasn't welcomed and the service does not listen to them. They believe there is no proper project management, "just people running with their own ideas". Several members of staff described Hereford as remote and forgotten about.</p>	<p>The service should put in place a regular and effective system to measure and monitor staff engagement (across the whole service). It needs to improve its two-way communication channels with staff, and its face-to-face communication by and with senior leaders.</p>	Assistant Chief Fire Officer (Service Delivery)
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		<p>The senior management board has recognised some of these problems. In early 2018, it hired independent consultants to carry out a cultural survey of the senior management board. Those who were consulted within the service were station and group managers or non-uniformed manager equivalents.</p> <p>After receiving the report, the chief fire officer proposed forming a managers' group to improve the culture, whose members would be selected from among their peers. This aimed to encourage the change proposals from managers who had been part of the survey. It was intended to represent a team approach, as the survey's results indicated that the leadership was viewed as high-handed.</p> <p>While senior and middle managers received a copy of the report and other staff groups were aware of the review, staff members reported they had not been told any details. In the absence of information, staff have drawn their own conclusions.</p>		
		<p>It is clear that improvements need to be made in communications and openness between senior leaders and the workforce. Senior leaders showed us plans that are in place to re-commence visits across the service. We would encourage this at the earliest opportunity, to tackle these communication problems.</p>		

Page 29, 30	The service is good at making sure staff wellbeing is a priority. Staff access a range of support services. The service could consider the benefits of letting staff from all roles work more flexibly.	The service provided us with examples of flexible working. It should continue to consider requests for flexible working across all its roles, to meet its people strategy. On-call staff told us they would welcome more flexibility in the contracts for on-call staff, which they said would aid recruitment and retention. The service believes there is sufficient flexibility, but recognise it needs to do more to promote opportunities more widely.		Area Commander (Head of Operations)
Page 32		We were told of several occasions when engines had relatively new crew managers in charge. While this is not unusual across fire and rescue services, the service will need to ensure that these new managers are supported during their operational development, especially at incidents.		Area Commander (Head of Operations)
Page 29, 32, 33	The service is good at getting the right people with the right skills and makes sure they are well trained. It is working on a charter for on-call firefighters to improve their experience and increase numbers. The service would also benefit from finding out about the wider skills and experience of on-call staff.	<p>We were told that the low numbers of on-call staff willing to take on crew manager roles is a principal reason why fire engines are unavailable. The reasons given for this reluctance are the extra responsibility and time required, balanced against the reward offered. The service is publishing an on-call charter and will be surveying on-call staff. We look forward to seeing the progress of the on-call charter.</p> <p>On-call staff told us that the service doesn't audit the skills staff have gained from working in other jobs, to understand how these may benefit the service. These staff work in roles outside the fire service, as business owners, project managers or IT workers, for example. The service should consider what wider skills could be gained from its on-call workforce.</p>		Assistant Chief Fire Officer (Service Delivery)

Page 29, 34	<p>The service needs to improve how it ensures fairness and promotes diversity. We found that some staff do not understand the importance of diversity. The service should focus on developing this understanding, so that the workforce can build trust and confidence with its community.</p>	<p>We have already discussed some of the concerns about engagement from senior leaders under the 'Culture and values' section. Work is underway to address this and we look forward to reviewing the results of this at a later date.</p> <p>Senior leaders understand the need for a diverse workforce but staff at lower levels are not as clear and do not understand its relevance. The service provides diversity training for staff. However, staff referred to 'diversity issues' in the 1990s, which they said had made them wary of having a female firefighter on their station. Overall, staff told us there is too much emphasis on diversity and the service is already doing all it can in this field. This again indicates the importance of more effective communication between the service and its workforce.</p>	<p>The service should assure itself that staff are confident using its feedback mechanisms.</p> <p>The service should ensure any change processes it proposes are visible to all staff.</p>	Chief Fire Officer
Page 34		<p>In the 12 months to 31 March 2018, the service recorded a low number of grievances. We reviewed these and found that the majority did not meet the timescales laid down in the policy. In some cases, an explanation was given for the delay. However, support was not offered to the staff members, despite the potential of these delays to cause stress. This was the case even when a grievance was subsequently upheld.</p>		

Page 30, 34	The service should improve how it manages performance and develops leaders.	The service does not have a process throughout the organisation to identify future leaders. It has recently allowed group managers to apply for the national executive leadership programme. Two have since been successful.	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	Area Commander (Head of Community Risk)
Page 30, 35	Managers with specialist skills should continue to be included in leadership team meetings, to support decision making.	The senior management board includes specialist staff within its membership. The board invites managers with specialist skills to participate in some discussions and decisions. To support its understanding of issues and allow more informed decision making, the service should consider how this could be expanded. It could also consider using these skills more in wider senior management team meetings.		Area Commander (Head of Community Risk)

Page 30, 35	All staff need to understand and use the appraisal system, to assist workforce development.	<p>The service has an individual personal development review (IPDR) or appraisal process in place. We found that all operational staff use it to maintain their continual professional development, for which they receive a payment. However, some staff have not had an IPDR for several years. We were also told others have been emailed their review without having a face-to-face meeting with their manager. By not ensuring that staff understand the IPDR process, and by not using the information to assist workforce development, the service is missing out on wider benefits.</p> <p>Processes are in place for the use of exit interviews when staff leave the service, but their use does not appear to be consistent. The service would benefit from using these interviews in all cases where possible, as important information can be obtained that will assist with future improvements.</p>	Chief Fire Officer
Page 35		We were informed that the service manages any failure of on-call staff to respond to incidents. This will usually involve an investigation into the reasons for the failure, such as traffic conditions or a pager not working. The service's policy states that when six failures to respond occur within six months, management intervention is required. During our inspection, the lack of evidence meant that no conclusion could be drawn about whether this happens uniformly across the service.	<p>Area Commander (Head of Operational Support)</p> <p>Area Commander (Head of Operations)</p>

Page 30, 36	<p>The service should do more to make sure staff are confident in the promotion process. It is not as open as it could be.</p>	<p>Staff at many levels informed us that the promotion procedure is not open and clear. At roles up to watch manager, we noted a lack of defined selection criteria, and that the procedure has changed several times. The perception is common that staff will only be promoted to station manager and above if they have sponsorship from more senior managers. The service's process for promotions should be clear and open.</p> <p>The service has recognised this perception, which the cultural review mentioned previously also highlighted. An independent person took part in its recent middle-manager promotions, to encourage a more open process. We highlighted this change to the staff we spoke to. They told us they were aware of it, but felt it was only a start. More needs to be done to build confidence in the process.</p>	<p>The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.</p>	Chief Fire Officer
Page 36		<p>We were told that that some staff have been in temporary management positions for years, and not been substantively promoted, despite having applied for it. Staff members gave us various examples of this, each with different explanations as to why this might be the case. This situation may results in some individuals being in long-term temporary management positions with little or no management training, though they are experienced operational commanders. The service should ensure that it is confident in the skills of its managers and supports them in these roles.</p>		Chief Fire Officer

Report of the Head of Corporate Services

2018-19 Performance Report: Quarters 1-4

Purpose of report

1. This report is a summary of the Service's Quarters (Q1-Q4) performance against a comprehensive set of Performance Indicators agreed by Senior Management Board (SMB).
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Recommendation

It is recommended that Members note the following headlines drawn from Appendix 1 relating to performance in Quarters 1-4, 2018-19:

- i) A total of 7,501 incidents were attended in Q1-Q4, an increase of 8.22% (570 incidents) over the same Quarters of 2017-18, and 11.13% (751 incidents) higher than the average for the last five years. The overall five year trend shows a gradual increase in the total number of incidents.***
- ii) The majority of the increase in Q1-Q4 is accounted for by a rise in the numbers of Fire and Special Service incidents, while the number of False Alarm incidents was also up but at a lower rate:***
 - a. Fires: an increase of 14.96% was mainly accounted for by a rise in the number of Secondary Fires (28.74%).***
 - b. Special Services: an increase of 9.63% (168 incidents) was mainly accounted for by increases in the number of Other Special Services (111), Assisting other agencies (56) and Lift release (7) incidents.***
 - c. False Alarms: an increase of 3.59% (118 incidents), the most common automatic activations are at a number of sheltered housing, nursing homes and hospitals.***
- iii) Overall Staff Sickness level for Q1-Q4 2018-19 was 8.51 days lost per head and was above the 5-year average of 6.71.***
- iv) The Service attended 54.41% (358 incidents) of Primary Building Fires within 10 minutes in Quarters 1-4, compared with 58.73% in the same period in 2017-18. The average time for the first fire appliance attendance at all Primary Building Fires was 10 minutes and 23 seconds.***
- v) The overall availability of the first On-Call (Retained) fire appliance remains high at 84.75%; however, this has decreased by 4.86% when compared to the same period in 2017-18.***

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 the Senior Management Board. 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 for 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. In addition to the totals for Total Incidents, Total Fires, Primary Fires, Secondary Fires, Special Service and All Staff Sickness being out of tolerance for Q1-Q4 2018-19, the first attendance by a fire appliance at Primary Building Fires within 10 minutes was also outside the 10% tolerance level. These indicators are analysed in more detail in Appendix 1, together with an overview of operational activity and an analysis of On-Call (Retained) appliance availability.

Quarters 1-3 Performance

5. Quarters 1-4 saw 7,501 incidents, a 8.22% increase in the total number attended by the Service compared to the same period last year, or an 11.13% increase compared to the 5-year average of 6,750.
6. In terms of Fires, there were 37 more Primary Dwelling Fires and 21 fewer Chimney Fires over the period in Quarters 1-4, compared to the same period last year. The number of Primary Building Fires, which form the largest proportion of Primary Fires, was 658, an increase of 57 incidents over the same period in 2017-18. There were 4 fatalities in Primary Building Fires during this period.
7. The number of Special Service incidents (emergency incidents that are not fire related) in Quarters 1-4 increased by 168 incidents compared to the same period in 2017-18. This is 18.61% higher than the 5-year average. There were 25 more Road Traffic Collisions (RTCs), the majority of which involved making the vehicle safe (59.10%). The Service attended 15 fatalities in RTC incidents during Quarters 1-4. Assisting other agencies increased from 140 in Quarters 1-4 in 2017-18 to 196 in Quarters 1-4 in 2018-19. Animal assistance incidents decreased from 123 to 96.
8. There was a 3.59% increase (118 incidents) in the number of incidents in the False Alarm category in Quarters 1-4 over the same period in 2017-18. 55.56% 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 the system or cooking related incidents between the hours of 8am and 9pm.

9. The number of days lost to sickness absence (8.51 days per head) in Quarters 1-4 for all staff was slightly outside tolerance levels, but continues to compare well with others, such as Herefordshire County Council.
10. The percentage of Primary Building Fires attended within 10 minutes by the first fire appliance was 54.41% during Quarters 1-4; a decrease of 4.32% compared to the same period in 2017-18. This continues to remain below the 75% stretched target set in the Service's Attendance Standard.
11. The availability of the first On-Call (Retained) fire appliance decreased by 4.86% to 84.75% in Quarters 1-4 compared to Quarters 1-4 over the same period in 2017-18. From the 1st March 2019 On-Call (Retained) cover from 18:00-08:00 has included Wholtime Staff for Droitwich, Malvern and Evesham stations. For this period first fire appliance availability has also been calculated and shown in Table 19 (Appendix 1).
12. The availability of the second On-Call (Retained) fire appliance increased by 0.33% to 46.10% in Quarters 1-4 compared to Quarters 1-4 over the same period in 2017-18.

Conclusion/Summary

13. Further detail and analysis regarding the above headlines for performance in Quarters 1-4 of 2018-19 is included in Appendix 1.
14. 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

Resource Implications (identify any financial, legal, property or human resources issues)	None at present.
Strategic Policy Links (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.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None.

Consultation (identify any public or other consultation that has been carried out on this matter)	None.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	No, the report concerns operational activity and other areas of general performance, but not from an equalities viewpoint.

Supporting Information

Appendix 1 - Fire Authority 2018-19 Performance Report: Quarters 1-4
Appendix 2 - HWFRS Community Risk Activity: Quarters 1-4

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Fire Authority 2018-19 Performance Report: Quarters 1-4

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 first On-Call (Retained) appliance availability.

In the following sections, each graph includes a black dotted line indicating an average monthly total over the previous three years for that statistic, with red and blue 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 from objects, lift rescues, spills and leaks and animal rescues.

1.1. Total Incidents attended

The total number of incidents attended in Q1-Q4 2018-19 was 7,501 (Figure 1), which is an increase of 8.22% (570 incidents) compared with Q1-Q4 2017-18 as shown in Table 1. The majority of this is accounted for by an increase of 14.96% in Fires (284 incidents). Special Service related incidents were up by 9.63% (168 incidents). False Alarms were also up by 118 incidents, an increase of 3.59%.

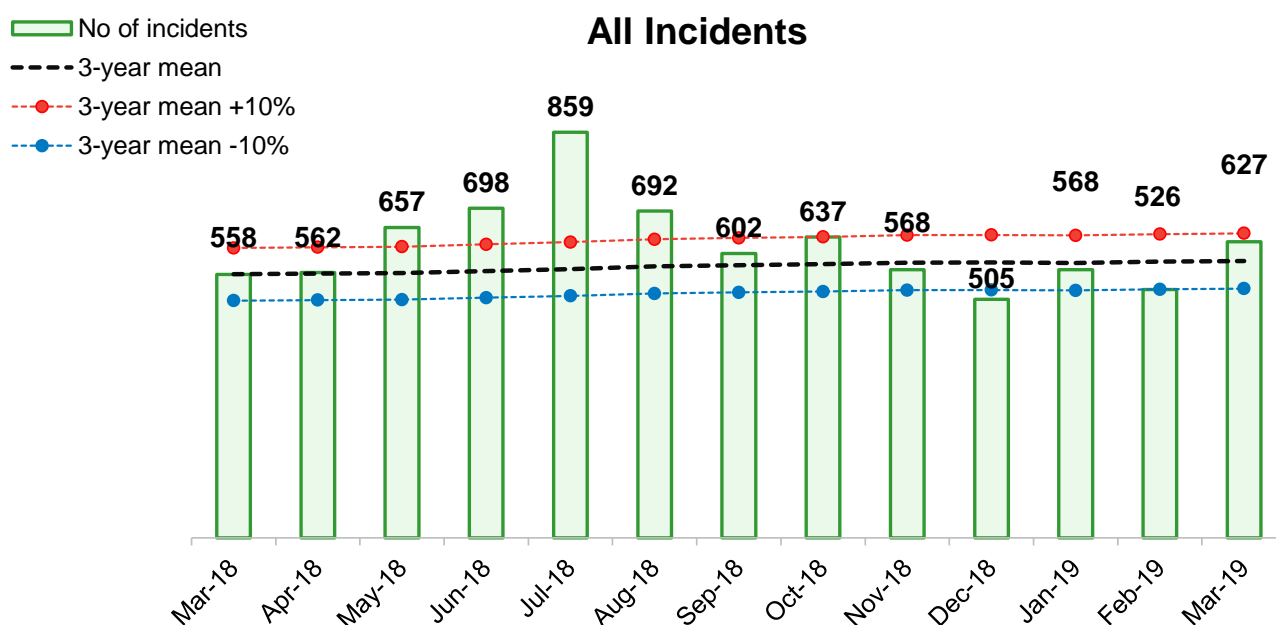


Figure 1 – Total Incidents per month: from Mar 2018 to Mar 2019

Table 1 – Total Incidents

Total Incidents	Q1-Q4 2017-18	Q1-Q4 2018-19	% change
Fires	1,898	2,182	14.96
Special Services	1,744	1,912	9.63
False Alarms	3,289	3,407	3.59
Total	6,931	7,501	8.22

- The number of Fire incidents, which include Primary, Secondary and Chimney Fires, was 14.96% higher (284 incidents) than the same period in 2017-18.
- The total for Fires includes an increase of 215 incidents (28.74%) for Secondary Fires in Q1-Q4 2018-19 compared to Q1-Q4 2017-18.
- The number of Special Service incidents increased by 9.63% (168 incidents) compared with the same period in 2017-18, largely due to increases in Assisting other Agencies incidents (up 40.00% - 56 incidents), Other Special Services (up 19.41% - 111 incidents) and Lift release (up 11.29% - 7 incidents).
- The total number of False Alarm incidents increased by 3.59% (118 incidents) compared with the same period in 2017-18.
- Figure 2 shows the 5-year trend line for the total number of incidents recorded in Q1-Q4 between 2014-15 and 2018-19. Analysis shows that for each Q1-Q4 period the total number of incidents increased by 325 incidents, an increase of over 1,600 incidents in 5 years.

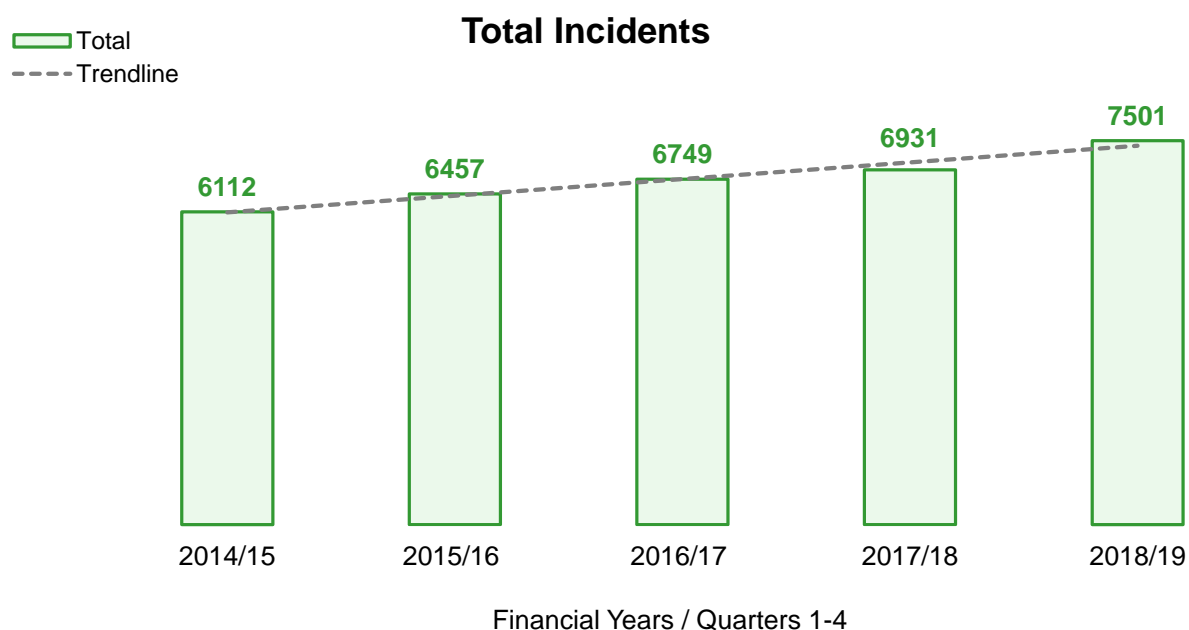


Figure 2 – All Incidents: from Q1-Q4 2014-15 to Q1-Q4 2018-19

1.2 Total Number of Fires

The number of Fires increased by 14.96% (284 incidents) in Q1-Q4 2018-19 compared with the same period in 2017-18 (Table 2). Figure 3 shows the seasonal trends with fire incident numbers increasing in the warmer, summer months and decreasing during winter.

Figure 4 shows the 5-year trend line for the total number of fires recorded in Q1-Q4 between 2014-15 and 2018-19. Analysis shows that for each Q1-Q4 period the total number of fires increased by 88 incidents, an increase of over 400 incidents in 5 years.

Table 2 – Total Fires

Total Fires	Q1-Q4 2017-18	Q1-Q4 2018-19	% change
Primary Fires	1,017	1,107	8.85
Secondary Fires	748	963	28.74
Chimney Fires	133	112	-15.79
Total	1,898	2,182	14.96

- The number of Primary Fire incidents increased by 90 incidents in Q1-Q4 2018-19 compared to the same period in 2017-18, representing an increase of 8.85%.
- The number of Secondary Fires increased by 215 incidents (28.74%) compared with the same period in 2017-18.
- The number of Chimney Fires decreased by 21 incidents (-15.79%) compared with the same period in 2017-18.
- During Quarters 1-4, Community Risk activity included 4,016 Home Fire Safety Checks (HFSCs), which target vulnerable households, 694 Business Fire Safety Checks (BFSCs) and 1,561 Signposting referrals to other support agencies. The full range of Community Risk activity is shown in Appendix 2.
- Fire Safety officers continue to deliver the Houses of Multi-Occupancy (HMO) project, focusing on commercial properties with residential accommodation above. This project reflects the increase in enforcement activity, also shown in Appendix 2.

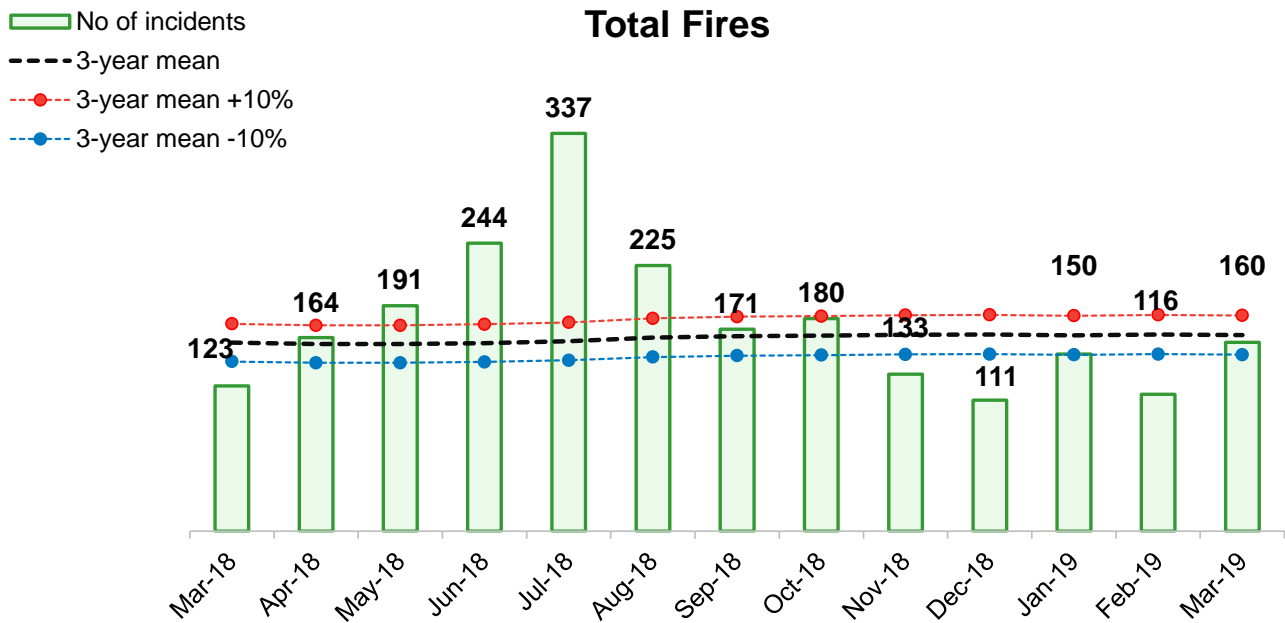


Figure 3 – Total Fires per month: from Mar 2018 to Mar 2019

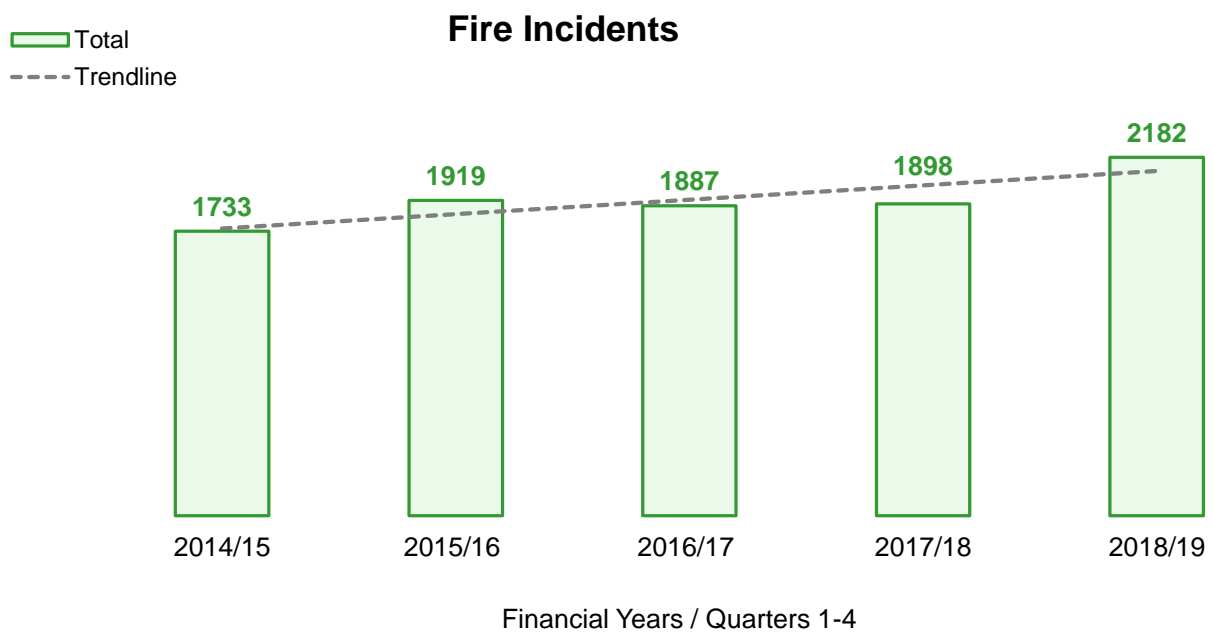


Figure 4 – Total Fires: from Q1-Q4 2014-15 to Q1-Q4 2018-19

1.3 Primary Fires

There was a 8.85% increase (90 incidents) in Primary Fires in Quarters 1-4 2018-19 compared with the same period in 2017-18 (Table 3, Figure 5).

Figure 6 shows the 5-year trend line for the total number of Primary Fires recorded in Q1-Q4 between 2014-15 and 2018-19. Analysis shows that for each Q1-Q4 period the total number of Primary Fires increased by 32 incidents, an increase of 160 incidents in 5 years.

The number of Primary Building Fires increased by 9.48% compared with the same period in 2017-18. This was predominantly caused by an increase in commercial (non-residential) property fires (27 incidents). Domestic fires constituted 64.89% of the total primary building fires. The top three causes of domestic primary building fires were 'Cooking – other cooking' (116 incidents), 'Fault in equipment or appliance' (101 incidents) and 'Heat source and combustibles brought together deliberately' (73 incidents). The Community Risk Department continues to work alongside operational crews to deliver home fire safety messages on a day to day basis.

Table 3 – Primary Fires

Primary Fires	Q1-Q4 2017-18	Q1-Q4 2018-19	% change
Building Fires	601	658	9.48
Vehicle & Transport Fires	318	296	-6.92
Outdoor Fires	98	153	56.12
Total	1,017	1,107	8.85

- Building Fires currently account for the greatest proportion (59.44%) in this category with 658 incidents.
- Vehicle & Transport Fires decreased by 22 incidents (-6.92%) compared with the same period in 2017-18 (Table 3).
- On 22 March 2019, within a 4-hour window, 7 small vehicles were set on fire by an arsonist. All incidents were closed as Primary Fires.
- Primary Outdoor Fires totalled 153 incidents in Q1-Q4 2018-19 compared with 98 incidents in the same period in 2017-18. These are classified as Primary Fires if they are attended by five or more fire appliances or if they involve a casualty or fatality.
- There were 4 fatalities in Primary Fires during Q1-Q4 in 2018-19 (Table 4 shows incident and casualty numbers, Figure 7).
- Technical Fire Safety continues to work with businesses and post-fire audits are completed following all fires in business premises.
- We have supported Dementia Awareness Week and Deaf Awareness Week to promote fire safety and Home Fire Safety Checks.

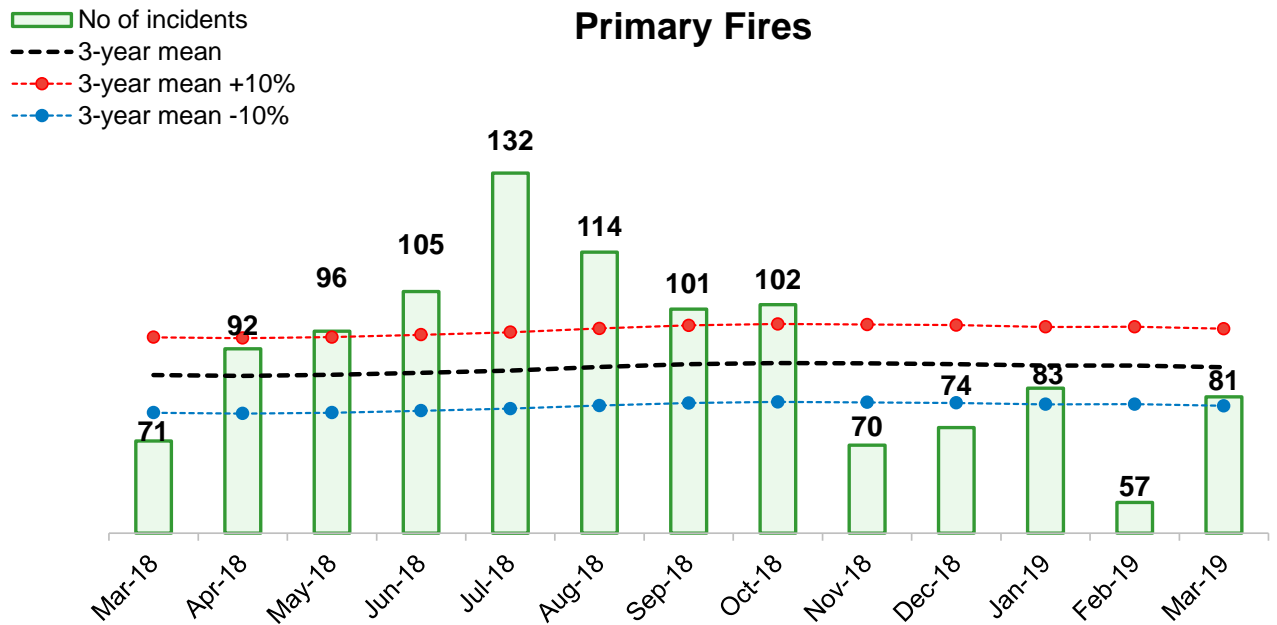


Figure 5 – Primary Fires per month: from Mar 2018 to Mar 2019

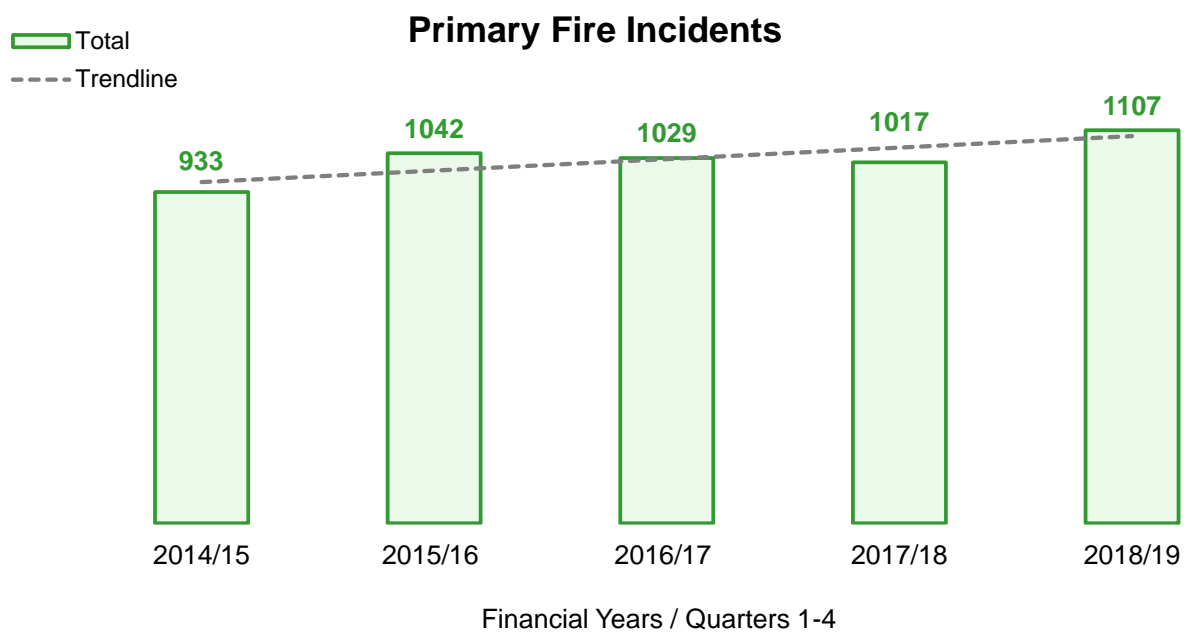


Figure 6 – Primary Fires: from Q1-Q4 2014-15 to Q1-Q4 2018-19

Table 4 – Primary Fires Casualties

Primary Fires Casualty*: severity	Q1-Q4 2017-18		Q1-Q4 2018-19		% change	
	Inc No.	Cas No.	Inc No.	Cas No.	Inc No.	Cas No.
Fatalities	9	9	3	4	-66.67	-55.56
Victim went to hospital, injuries appear to be Serious	6	8	7	7	16.67	-12.50
Victim went to hospital, injuries appear to be Slight	26	35	26	26	0.00	-25.71
First aid given at scene	32	45	23	27	-28.13	-40.00
Total	73	97	59	64	-19.18	-34.02

* Note: the above casualty severity data refer to all fire incidents regardless of property type.

- Fatalities
- Victim went to hospital, injuries appear to be Serious
- Victim went to hospital, injuries appear to be Slight
- First aid given at scene

Primary Fire Injuries and Fatalities

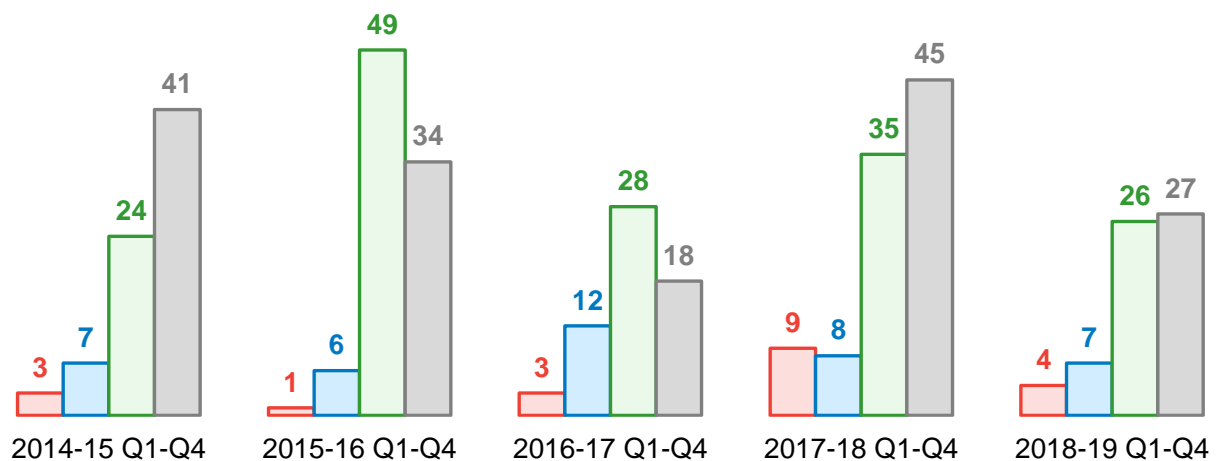


Figure 7 – Primary Fire Injuries and Fatalities: from Q1-Q4 2014-15 to Q1-Q4 2018-19

1.4 Secondary Fires

Secondary Fires include all other fires which neither are Primary nor Chimney Fires, do not involve casualties and are attended by no more than four fire appliances. There was a 28.74% increase (215 incidents) in Secondary Fires in Quarters 1-4 2018-19 compared with the same period in 2017-18 (Table 5, Figure 8).

Table 5 – Secondary Fires

Secondary Fires	Q1-Q4 2017-18	Q1-Q4 2018-19	% change
Grassland, Woodland and Crop	247	395	59.92
Other Outdoors (including land)	259	310	19.69
Outdoor Structures	180	197	9.44
Building & Transport	48	36	-25.00
Outdoor Equipment & Machinery	14	25	78.57
Total	748	963	28.74

- Grassland, Woodland and Crop fires represent the greatest proportion (41.02%) of all Secondary Fires. 70.63% of Grassland, Woodland and Crop fires were classed as accidental.
- The majority of Other Outdoors (including land) secondary fires were caused by loose refuse which resulted in 174 incidents (56.13%) in Q1-Q4 2018-19.
- The number of Building & Transport fires decreased by 25.00% in Q1-Q4 2018-19.

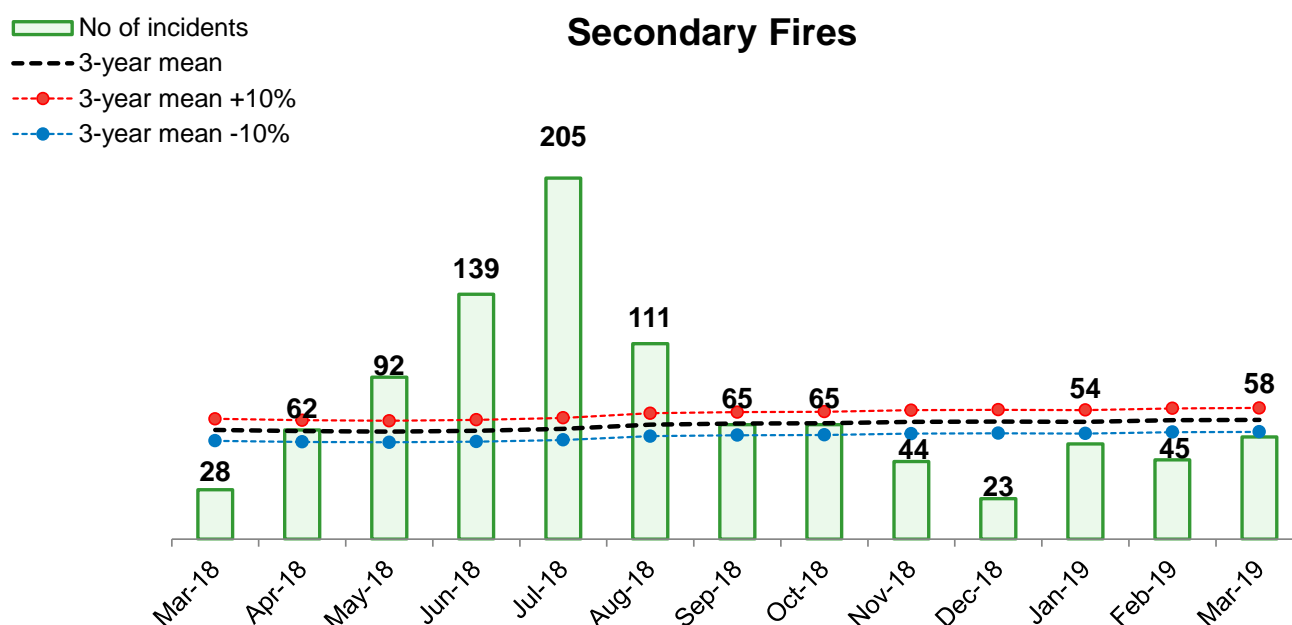


Figure 8 – Secondary Fires per month: from Mar 2018 to Mar 2019

- The increase in the number of Secondary Fires was mostly seen during a heatwave, which occurred between the end of June and early July, and peaking between 6 and 8 July 2018 with temperatures reaching 30°C.
- Secondary Fires in Q1-Q4 2018-19 were also influenced by other weather events; during Q1 and Q2, the weather was dominated by a low pressure system which brought higher monthly precipitation in April and June compared to the long-term weather analysis (1981-2010, Met Office). From 8 August 2018 onwards, the number of fires significantly decreased to 10 or less incidents per day. This can also be explained by cooler weather at times during the second half of August and rainfall amounts which were more significant during this period.
- Figure 9 shows the 5-year trend line for the total number of Secondary Fires recorded in Q1-Q4 between 2014-15 and 2018-19. Analysis shows that for each Q1-Q4 period the total number of Secondary Fires consistently increased by 69 incidents, an increase of over 340 incidents in 5 years.

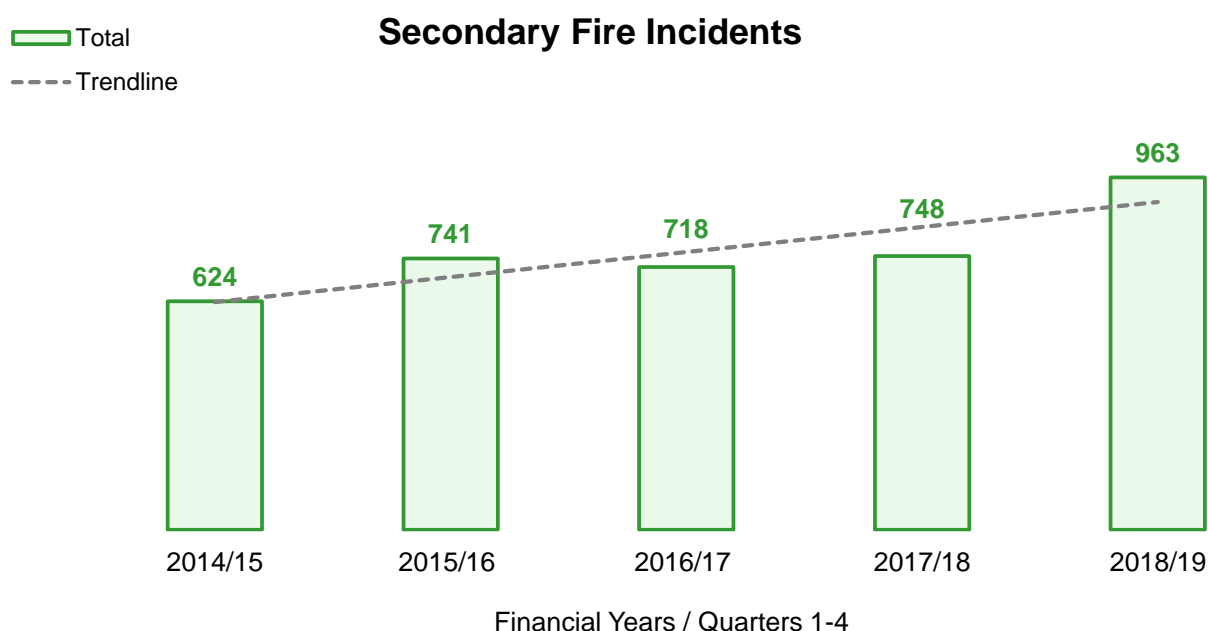


Figure 9 – Secondary Fires: from Q1-Q4 2014-15 to Q1-Q4 2018-19

1.5. Chimney Fires

The number of Chimney Fires (112 incidents) decreased by 21 incidents in Quarters 1-4 2018-19, compared to 133 in the same period of 2017-18 (Table 6, Figure 10). The decrease in the number of Chimney Fires is likely to be related to the warmer than usual weather during the winter period.

Table 6 – Chimney Fires

Chimney Fires	Q1-Q4 2017-18	Q1-Q4 2018-19	% change
April	12	10	-16.67
May	4	3	-25.00
June	2	0	-200.00
July	2	0	-200.00
August	0	0	0.00
September	3	5	66.67
October	7	13	85.71
November	17	19	11.76
December	25	14	-44.00
January	16	13	-18.75
February	21	14	-33.33
March	24	21	-12.50
Total	133	112	-15.79

■ No of incidents
--- 3-year mean
- - - ● 3-year mean +10%
- - - ● 3-year mean -10%

Chimney Fires

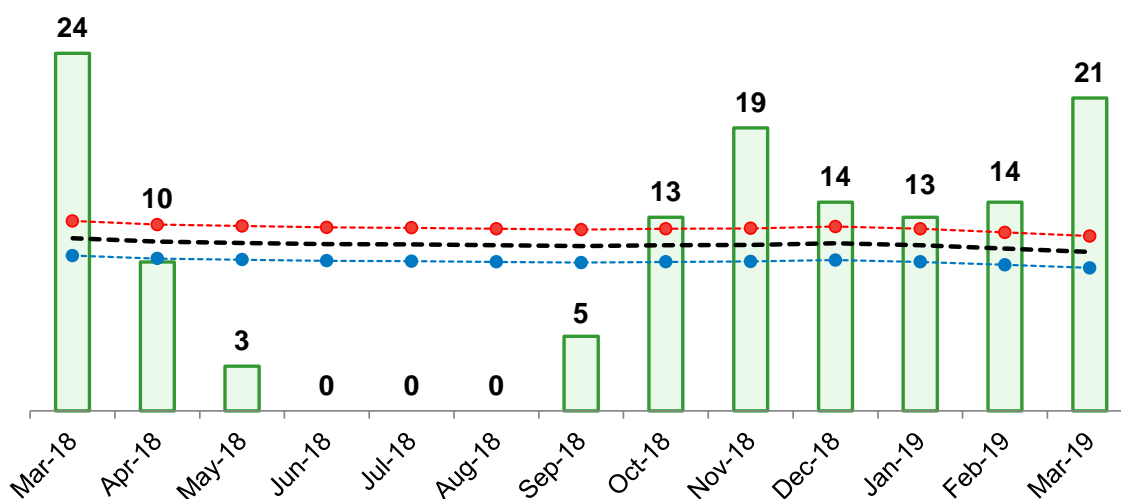


Figure 10 - Chimney Fires per month: from Mar 2018 to Mar 2019

The number of Chimney Fires in Q1-Q4 2018-19 was 19.66% less than the 5-year average of 139.40 incidents. Figure 11 shows the 5-year trend line for the total number of Chimney Fires recorded in Q1-Q4 between 2014-15 and 2018-19. Analysis shows that for each Q1-Q4 period the total number of Chimney Fires consistently decreased by 13 incidents, a decrease of over 60 incidents in 5 years.

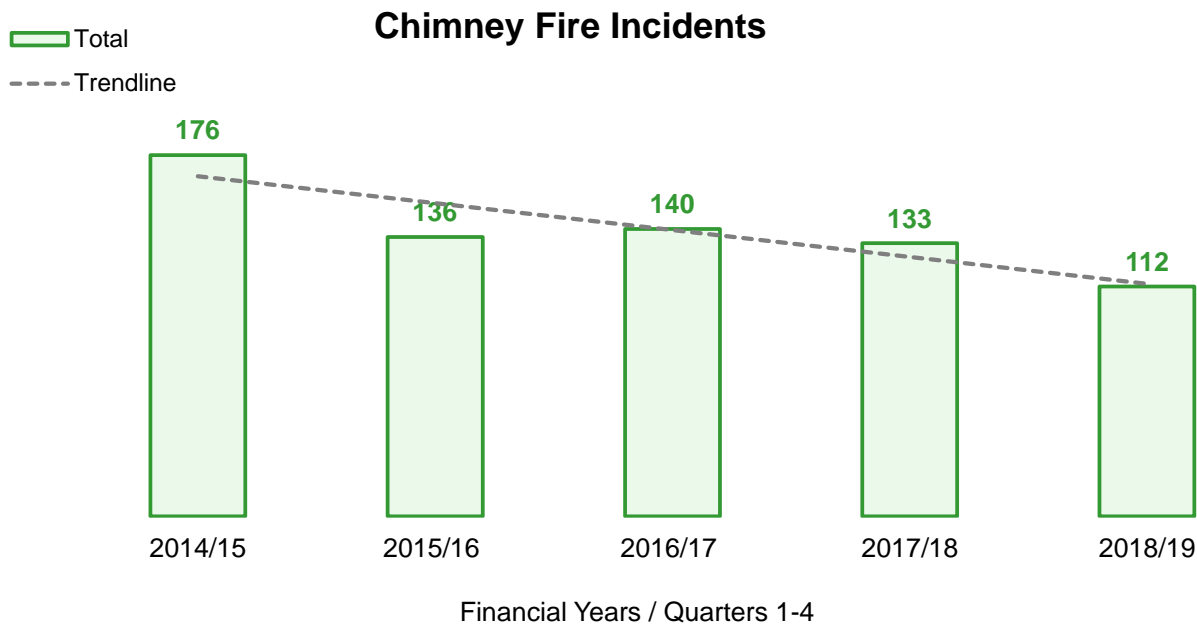


Figure 11 – Chimney Fires: from Q1-Q4 2014-15 to Q1-Q4 2018-19

Figure 12 shows the distribution of Chimney Fires by fire station ground. It shows that the highest numbers of Chimney Fires were in the Evesham area (12 incidents), while Leominster, Eardisley and Kingsland fire station area had 8 incidents each. Please note that some incident locations may overlap on the map.

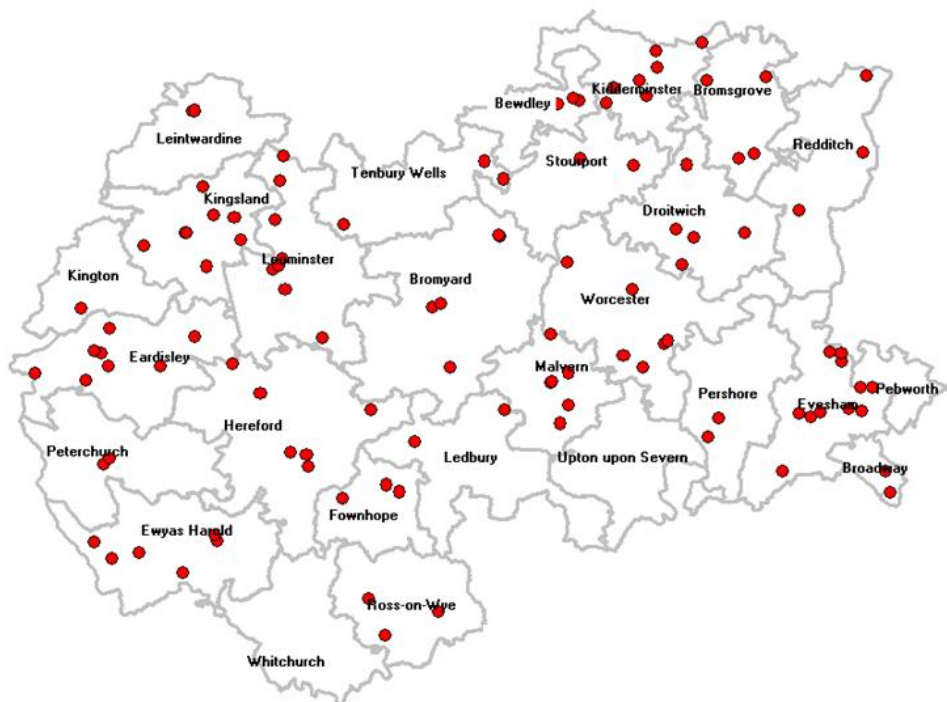


Figure 12 – Chimney Fires per station ground area in Q1-Q4 2018-19

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 9.63% (168 incidents) in Quarters 1-4 2018-19 compared to the same period in 2017-18 (Table 7, Figure 13). RTC incidents continue to form the greatest proportion of Special Service incidents, representing 36.19% of all Special Service incidents.

Table 7 – Special Services

Special Services	Q1-Q4 2017-18	Q1-Q4 2018-19	% change
RTC	667	692	3.75
Animal assistance	123	96	-21.95
Assist other agencies	140	196	40.00
Flooding	134	128	-4.48
Lift release	62	69	11.29
Rescue or evacuation from water	46	48	4.35
Other Special Services	572	683	19.41
Total	1,744	1,912	9.63

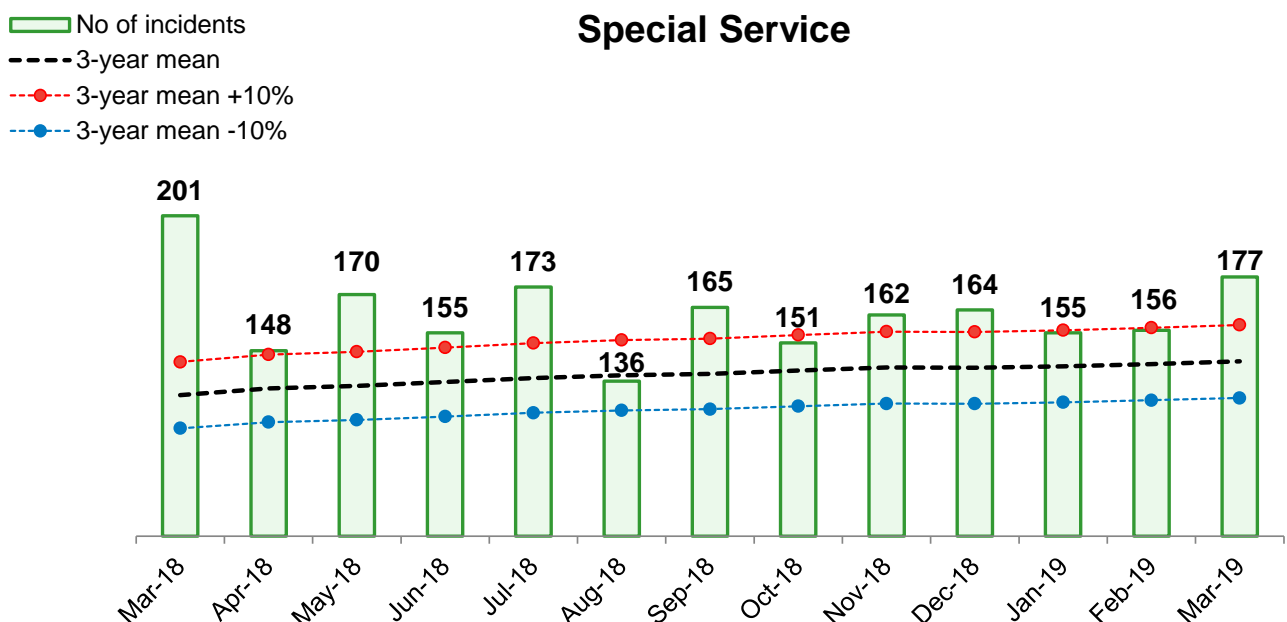


Figure 13 – Special Service incidents per month: from Mar 2018 to Mar 2019

- The number of RTC incidents shows a 3.75% increase (25 incidents) in Quarters 1-4 2018-19 compared with the same period in 2017-18.
- There was a large increase in the number of flash flooding incidents in Quarters 1-4 2018 which were caused by torrential rains recorded on 25th May 2018 (27.4 mm) and on 27th May 2018 (13.5 mm). 19 incidents were recorded on 27th May 2018 in the Hollywood area of Bromsgrove and were attended by Redditch and Bromsgrove fire station crews. In contrast, another torrential rain incident on 20th September 2018, which yielded 30.2 mm of rain, did not seem to have an impact on the number of Special Service incidents. This was Storm Bronagh which just by-passed Herefordshire and Worcestershire.
- Incidents involving Animal Assistance decreased by 21.95%.
- Other Special Services incidents increased by 19.41%. These are incidents such as the removal of objects, spills and leaks (non-RTC), provision of advice and assisting other agencies. In Q1-Q4 2018-19 the top 3 categories were 'Other' (132 incidents), 'Ring removal' (64 incidents), 'Service not required' (56 incidents).
- Figure 14 shows the 5-year trend line for the total number of Special Service incidents recorded in Q1-Q4 between 2014-15 and 2018-19. Analysis shows that for each Q1-Q4 period the total number of Special Service incidents consistently increased by 137 incidents, an increase of approximately 700 incidents in 5 years.

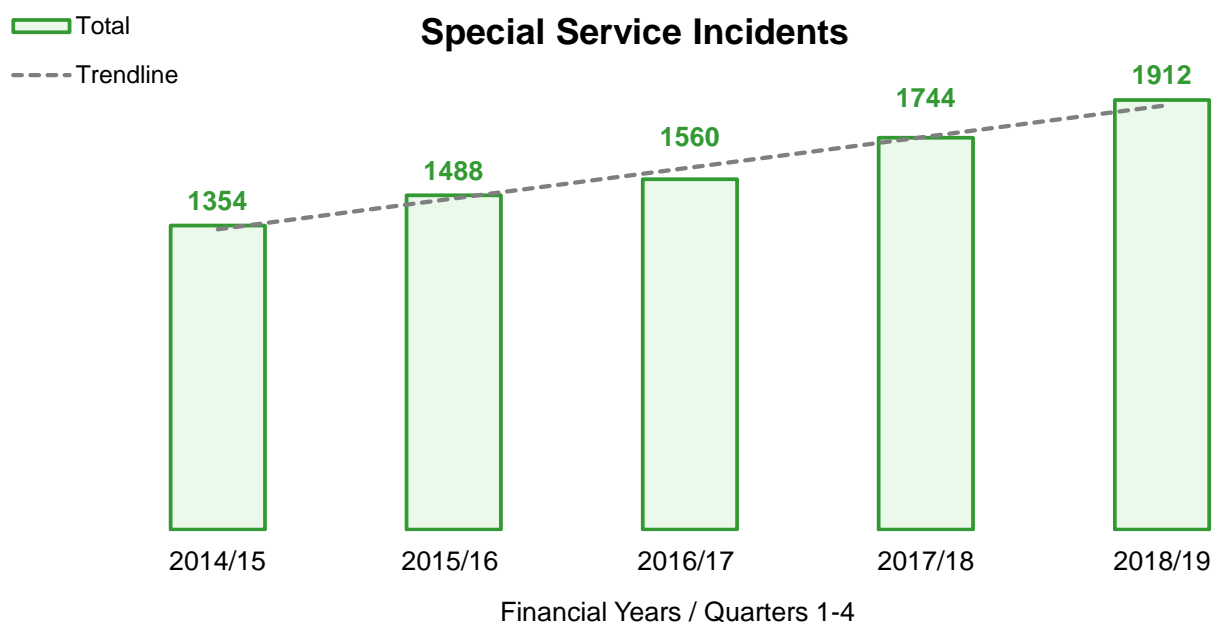


Figure 14 – Special Service incidents: from Q1-Q4 2014-15 to Q1-Q4 2018-19

2.2. RTC Incidents

Road Traffic Collision (RTC) incident numbers reflect the total number of incidents in the two counties of Herefordshire and Worcestershire that were attended by HWFRS crews.

Table 8 – RTC Incidents

RTC Incidents	Q1-Q4 2017-18	Q1-Q4 2018-19	% change
Make vehicle safe	409	409	0.00
Make scene safe	95	101	6.32
Extrication of person/s	83	71	-14.46
Release of person/s	37	59	59.46
Wash down road	2	2	0.00
Other	41	50	21.95
Total	667	692	3.75

- The number of RTC incidents attended in Q1-Q4 2018-19 increased by 3.75% (25 incidents) compared to the same period in 2017-18 (Table 8). This is mostly accounted for by an increase in attending 'RTC – Release of person/s' (22 incidents) and 'RTC – Other' (9 incidents).
- The majority of RTCs involved making vehicles safe (59.10% of all RTC incidents attended).
- RTC incidents that required the extrication of person/s (using cutting equipment) decreased by 14.46% from 83 to 71 incidents.
- Fire and Rescue crews attended 15 fatalities involving RTCs in Quarters 1-4, similar to the same period in 2017-18. These 15 fatalities all occurred at separate incidents. The number of people slightly injured in RTCs decreased from 257 to 234, whereas the number of people seriously injured increased by 12. The overall number of casualties decreased by 48 people (Table 9, Figure 15).
- The Community Risk Department continues to work with Partner Agencies to raise awareness of road safety.

Table 9 – RTC Casualties

RTC Casualty: severity	Q1-Q4 2017-18		Q1-Q4 2018-19		% change	
	Inc No.	Cas No.	Inc No.	Cas No.	Inc No.	Cas No.
Fatalities	12	15	15	15	25.00	0.00
Victim went to hospital, injuries appear to be Serious	56	65	68	77	21.43	18.46
Victim went to hospital, injuries appear to be Slight	185	257	180	234	-2.70	-8.95
First aid given at scene	76	106	56	69	-26.32	-34.91
Total	329	443	319	395	-3.04	-10.84

- Fatalities
- Victim went to hospital, injuries appear to be Serious
- Victim went to hospital, injuries appear to be Slight
- First aid given at scene

RTC - Injuries and Fatalities

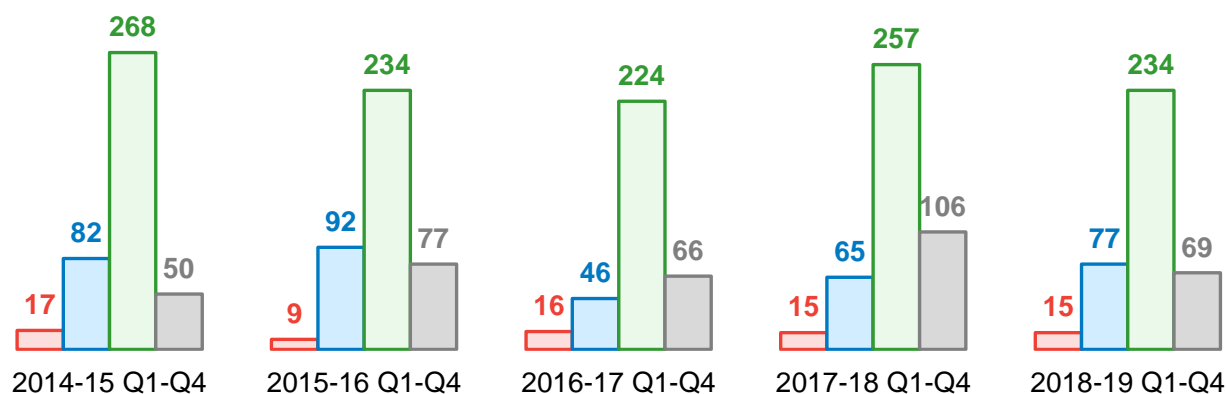


Figure 15 – RTC Injuries and fatalities quarterly data: from Q1-Q4 2014-15 to Q1-Q4 2018-19

- Figure 16 shows the 5-year trend line for the total number of Road Traffic Collisions recorded in Q1-Q4 between 2014-15 and 2018-19. Analysis shows that for each Q1-Q4 period the total number of Road Traffic Collisions consistently increased by 27 incidents, an increase of over 130 incidents in 5 years.

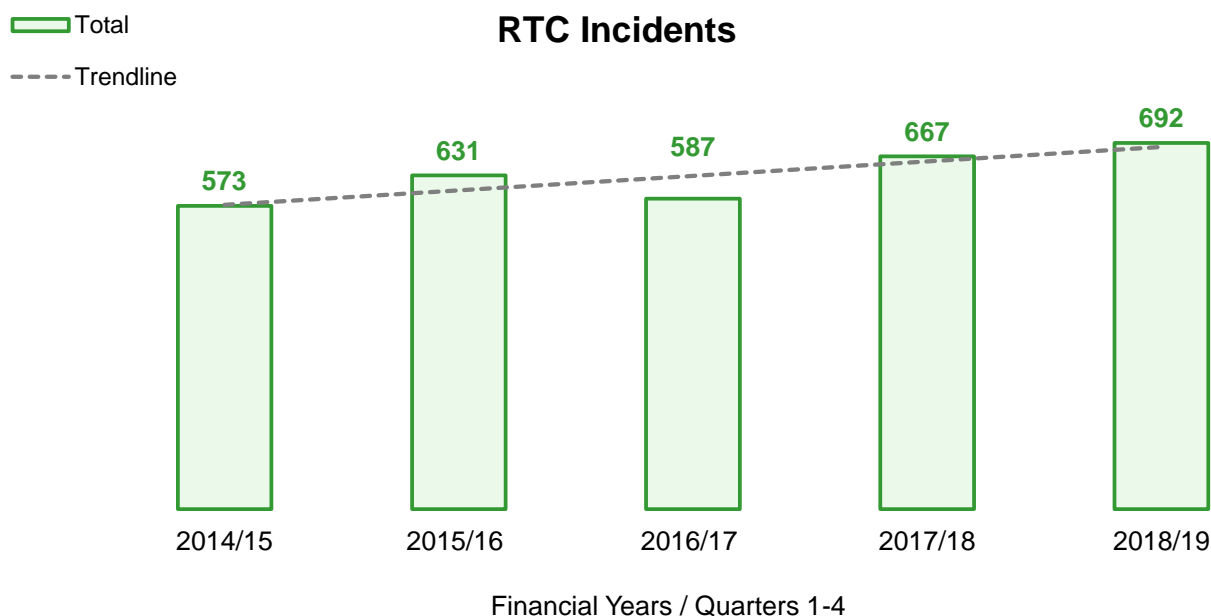


Figure 16 – RTC Incidents: from Q1-Q4 2014-15 to Q1-Q4 2018-19

2.3. False Alarm Incidents

The number of False Alarm incidents in Quarters 1-4 2018-19 shows an increase of 118 incidents (3.59%) compared to the same period in 2017-18 (Table 10, Figure 17). Overall, 45.85% of False Alarm calls were for residential properties and 54.15% were for non-residential premises.

Automatic Fire Alarm incidents decreased by 20 incidents (0.82%) in Q1-Q4 2018-19 compared to the same period in 2017-18 (Table 10). 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 147 incidents (18.80%) in Q1-Q4 2018-19, compared to the same period in 2017-18. Malicious False Alarms decreased from 56 to 47.

Figure 18 shows the 5-year trend line for the total number of False Alarms recorded in Q1-Q4 between 2014-15 and 2018-19. Analysis shows that for each Q1-Q4 period the total number of False Alarms consistently increased by 100 incidents, an increase of 500 incidents in 5 years.

Table 10 – False Alarms

Category	Q1-Q4 2017-18	Q1-Q4 2018-19	% change
Malicious false alarms	56	47	-16.07
Good intent false alarms	782	929	18.80
Fire alarm due to apparatus	2,451	2,431	-0.82
Total	3,289	3,407	3.59

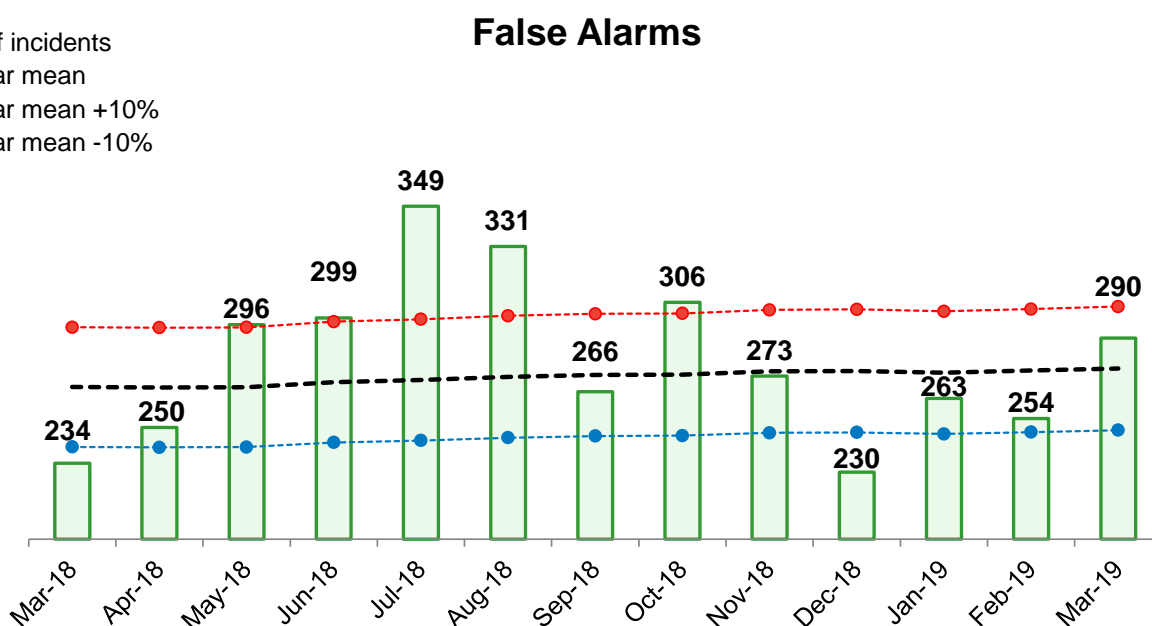


Figure 17 – False Alarm incidents per month: from Mar 2018 to Mar 2019

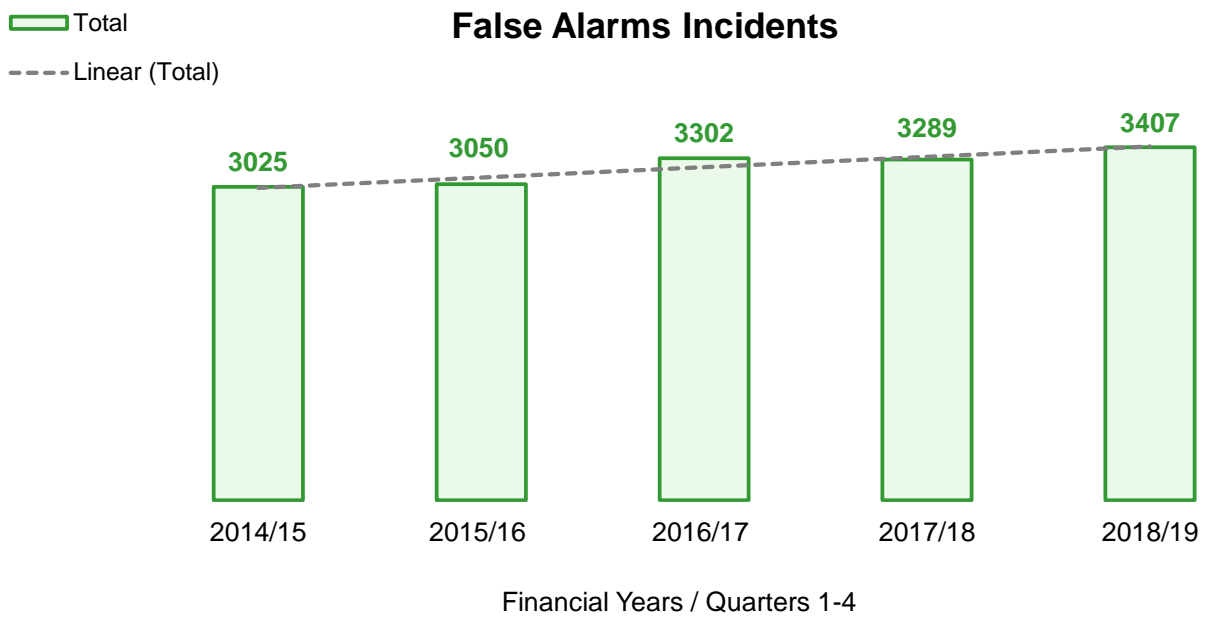


Figure 18 – False Alarm incidents: from Q1-Q4 2014-15 to Q1-Q4 2018-19

3. Absence Management

Staff absence and sickness is recorded on a quarterly basis in line with the Service's HR Connect management system (Figure 19). The sickness level for all staff in Q4 2018-19 has increased overall to 2.25 days when compared to 1.44 days lost per head in Q4 in 2017-18. This is slightly above the 5-year average of 1.72 days lost per head. More details can be found in Table 11.

3.1. All Staff Sickness

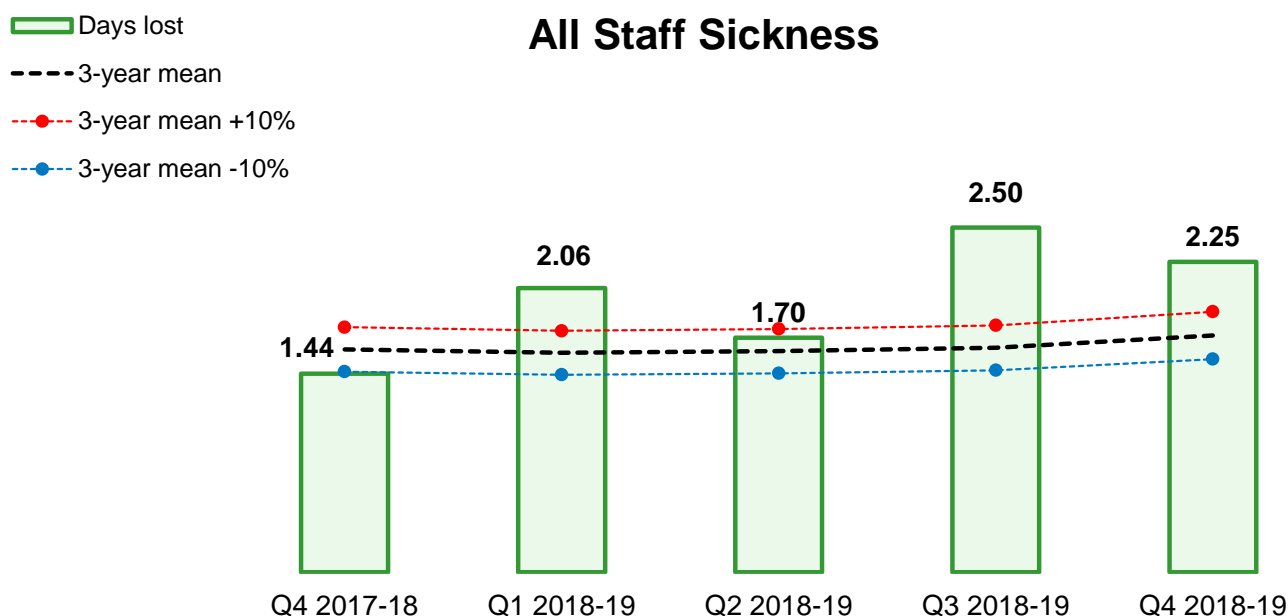


Figure 19 – All Staff Sickness: from Q4 2017-18 to Q4 2018-19

Table 11 – All Staff Sickness

Quarter	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Staff Sickness per head (days lost)
Quarter 1	0.86	1.20	2.06
Quarter 2	0.45	1.25	1.70
Quarter 3	0.52	1.98	2.50
Quarter 4	0.93	1.32	2.25

- Long-term sickness continues to form the greatest proportion of All Staff sickness.
- Figure 20 shows the 5-year trend line for the All Staff Sickness (the number of days/shifts lost per head) recorded in Q4 between 2014-15 and 2018-19. Time cannot be used as a predicting variable for the increasing number of days/shifts lost per head, since the model is of a very poor fit.

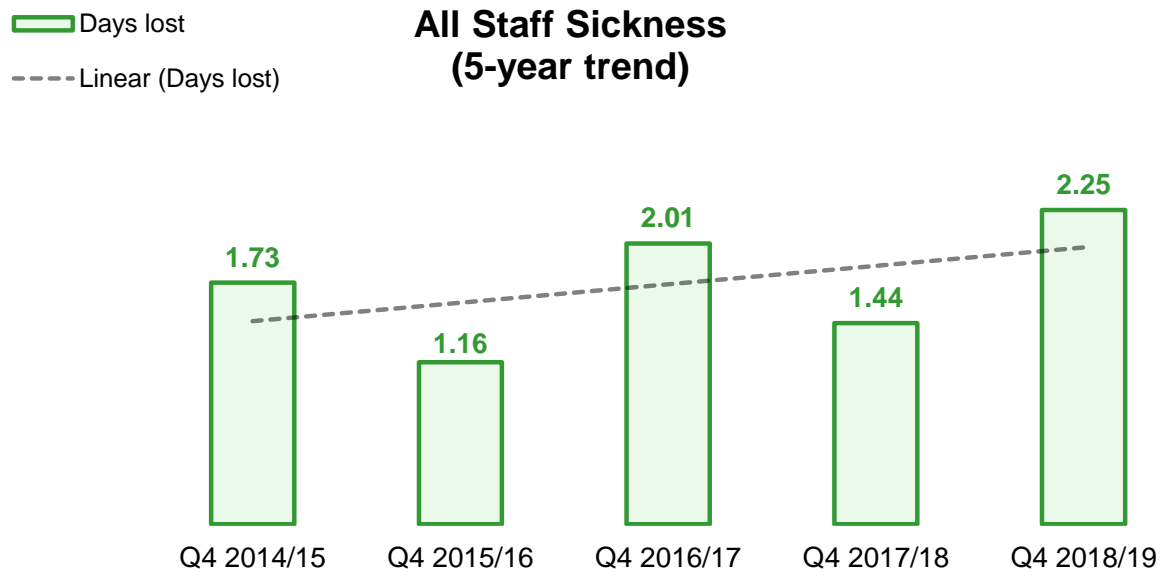


Figure 20 – All Staff Sickness: from Q4 2014-15 to Q4 2018-19

3.2. Non-Uniformed Staff Sickness

Non-Uniformed Staff Sickness increased in Q4 2018-19 to 2.80 days (Figure 21, Table 12). During the same period in 2017-18, Non-Uniformed Staff Sickness was at a lower level (2.53 days lost per head).

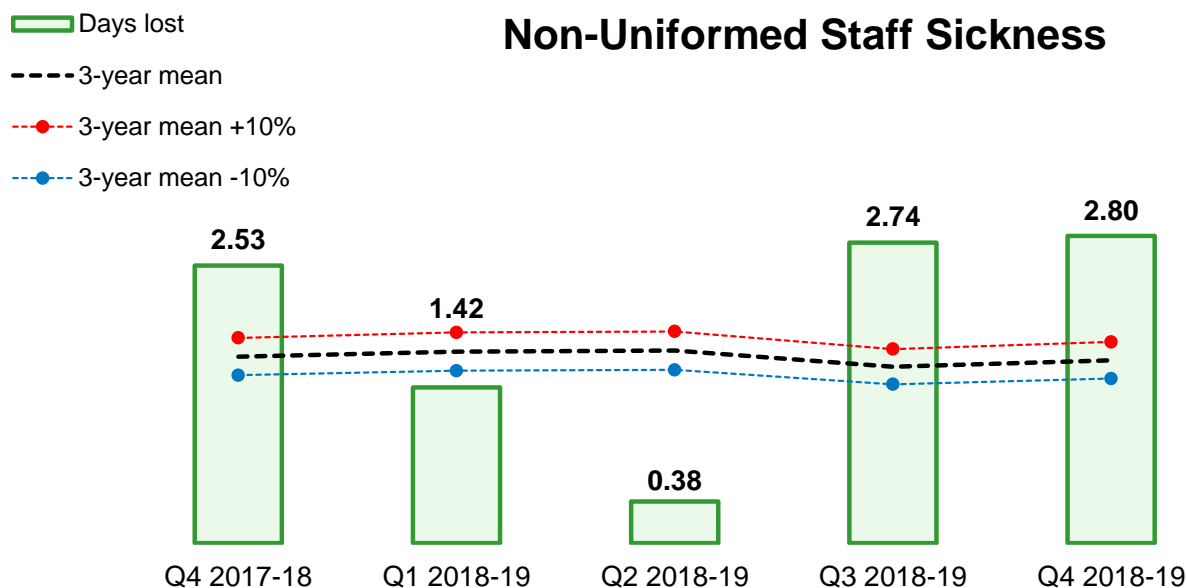


Figure 21 – Non-Uniformed Staff Sickness: from Q4 2017-18 to Q4 2018-19

Table 12 - Non-Uniformed Staff Sickness

Quarter	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Non-Uniformed Staff Sickness per head (days lost)
Quarter 1	1.11	0.31	1.42
Quarter 2	0.40	-0.02*	0.38
Quarter 3	0.50	2.24	2.74
Quarter 4	1.06	1.74	2.80

- Long term sickness continues to form the largest proportion of sickness for Non-Uniformed Staff.
- By occurrence the most frequently recorded reason for absence in Q1-Q4 2018-19 were respiratory infections (cold / influenza).
- By number of days lost the most significant reason for absence in Q1-Q4 2018-19 were anxiety and stress.

* The number of employees is constantly changing and this influences the average number of days/shifts lost per person reported. The negative numbers reflects changes between these averages from one quarter to another.

3.3 Wholetime Staff Sickness

Wholetime Staff Sickness increased in Q4 2018-19 to 2.34 days (Figure 22, Table 13). However, during the same period in 2017-18, Wholetime Staff Sickness was at a higher level (3.33 days lost per head).

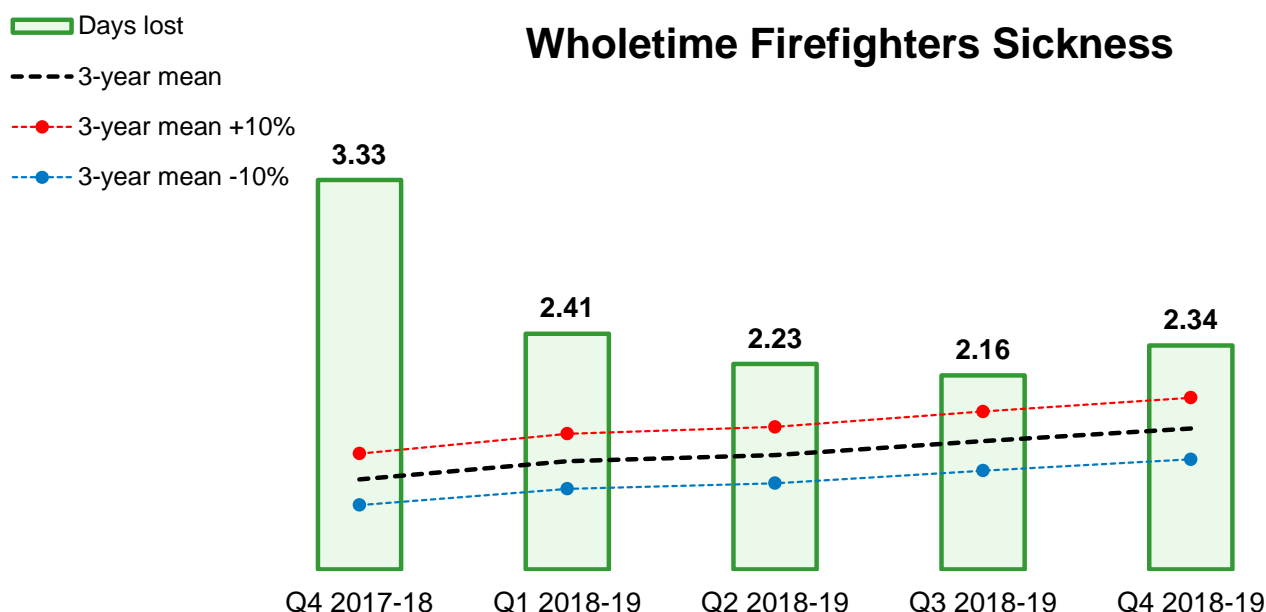


Figure 22 – Wholetime Staff Sickness: from Q4 2017-18 to Q4 2018-19

Table 13 – Wholetime Staff Sickness

Quarter	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Wholetime Staff Sickness per head (days lost)
Quarter 1	0.76	1.65	2.41
Quarter 2	0.30	1.93	2.23
Quarter 3	0.59	1.57	2.16
Quarter 4	0.84	1.50	2.34

- By occurrence the most frequently recorded reason for absence in Q1-Q4 2018-19 were gastro-intestinal related issues.
- By number of days lost the most significant reason for absence in Q1-Q4 2018-19 were stress and musculo skeletal (lower and upper limb) issues.

3.4 Comparative All Staff Sickness

To illustrate 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 (WCC), whose sickness figures are most readily available (Table 14).

Table 14 – Comparative All Staff Sickness

Comparative All Staff Sickness	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Staff Sickness per head (days lost)
Worcestershire County Council	2.04	5.64	7.68
Herefordshire Council			8.24
HWFRS	2.76	5.75	8.51

- The latest figures for Q1-Q4 2018-19 show that the Service's overall staff sickness levels continue to compare well, but slightly higher than the 7.68 at Worcestershire County Council and Herefordshire County Council.
- Figures for other Fire and Rescue Services are generally only available a quarter in arrears. The latest available figures are for Q1-Q3 2018-19, which showed that Hereford & Worcester FRS All Staff Sickness was higher than Shropshire FRS (6.26 average number of days/shifts lost per head compared to 4.46).

4. Key Performance Indicators Out of Tolerance

In addition to the totals for Total Incidents, Total Fires, Primary Fires, Secondary Fires, Special Service and All Staff Sickness being out of tolerance for Q1-Q4 2018-19, the first attendance by a fire appliance at Primary Building Fires within 10 minutes was also outside tolerance level. As previously explained, in the report for Q1-Q4 2018-19 there was an increase in the number of incidents attended, mainly influenced by weather events.

4.1 Attendance Standards – First Fire Appliance at Primary 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 Primary Building Fires within 10 minutes on at least 75% of occasions.

The total number of Primary Building Fires in Quarters 1-4 2018-19 was 658, which is a 8.66% increase compared to the same period in 2017-18.

The percentage of Primary Building Fires* attended by the first fire appliance within 10 minutes during Quarters 1-4 2018-19 was 54.41% which is a 4.32% decline compared to the same period in 2017-18 (Table 15).

* It should be noted that calculations are based on available records, which have been quality checked. During Q1-Q4 2018-19, 20 out of 658 (3.04%) records were not included compared to 14 in Q1-Q4 2017-18 (2.33%).

Table 15 – First fire appliance attendance at Primary Building Fires within 10 minutes

First fire appliance attendance	Q1-Q4 2017-18		Q1-Q4 2018-19	
Primary Building Fires attended within 10 minutes	353	58.73%	358	54.41%
Primary Building Fires not attended within 10 minutes	234	38.94%	280	42.55%
* Discarded incidents due to missing information	14	2.33%	20	3.04%
Total	601	100.00%	658	100.00%

Table 16 – First fire appliance attendance at Primary Building Fires average times

First fire appliance attendance (average times)	Q1-Q4 2017-18 (mm:ss)	Q1-Q4 2018-19 (mm:ss)
Call handling time (Time of Call until Time Appliance Mobilised)	01:40 *	01:36
Travel time (Mobile Time until Appliance Arrival at Scene)	08:13 *	08:47
Time of Call to Arrival at Scene	09:54 *	10:23

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

- 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 more incidents proportionally outside of towns and cities and 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 current Fire Control system and there is no exact match between a time recorded in the current system and the time used under the old method to record the time of call. The nearest time in the current 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.
- The average time for the first fire appliance attendance at all Primary Building Fires in Q1-Q4 2018-19 was 10 minutes and 23 seconds, a decrease of 4.88% compared with Q1-Q4 2017-18 (Table 16).
- In Q1-Q4 2018-19 the first fire appliance did not meet the Attendance Standard on 294 occasions out of the 658 Primary Building Fires attended* (Table 17). The main reason cited by crews for the first fire appliances not attending Primary Building Fires within 10 minutes was travel distance to the incident (51.36% of incidents). The top three reasons for not meeting the attendance standard are listed in Table 17.

* This statistic is based on information provided by firefighters in the incident reports.

Table 17 – Attendance Standard – Primary Building Fires

Reason for not meeting attendance standard	Number of incidents	%
Travel distance to the incident	151	51.36
Turn in time (On-Call and Day Crew only)	54	18.37
Appliance not booked in attendance	20	6.80
Other	69	23.47
Total	294	100.00

5. On-Call (Retained) Availability

The Gartan* report was produced on 9th April 2019 (a copy of the report is available upon request). The overall availability of the first On-Call (Retained) fire appliance decreased by 4.86%, when compared with the same period of 2017-18 (Table 18).

*Gartan is an online availability management system.

Table 18 – First fire appliance On-Call (Retained) availability

Call sign	Station	County	Q1-Q4 2017-18	Q1-Q4 2018-19	% Change +/-
542	Bromyard	Herefordshire	98.36%	93.70%	-4.66%
481	Eardisley	Herefordshire	93.39%	95.00%	1.61%
472	Ewyas Harold	Herefordshire	96.73%	98.27%	1.54%
431	Fownhope	Herefordshire	93.47%	96.05%	2.58%
463	Hereford	Herefordshire	98.82%	98.03%	-0.79%
511	Kingsland	Herefordshire	99.47%	99.39%	-0.08%
492	Kington	Herefordshire	95.68%	96.95%	1.27%
422	Ledbury	Herefordshire	97.43%	98.30%	0.87%
502	Leintwardine	Herefordshire	98.65%	98.21%	-0.44%
522	Leominster	Herefordshire	99.65%	99.94%	0.29%
552	Peterchurch	Herefordshire	87.29%	63.22%	-24.07%
442	Ross-on-Wye	Herefordshire	100.00%	100.00%	0.00%
452	Whitchurch	Herefordshire	82.79%	65.73%	-17.06%
231	Bewdley	Worcestershire	71.45%	62.40%	-9.05%
302	Broadway	Worcestershire	88.49%	51.38%	-37.11%
251	Bromsgrove	Worcestershire	75.26%	77.13%	1.87%
261	Droitwich Spa	Worcestershire	64.81%	59.14%	-5.67%
281	Evesham	Worcestershire	89.57%	88.35%	-1.22%
241	Kidderminster	Worcestershire	50.90%	69.08%	18.18%
411	Malvern	Worcestershire	84.43%	75.12%	-9.31%
291	Pebworth	Worcestershire	88.48%	83.60%	-4.88%
311	Pershore	Worcestershire	94.30%	86.84%	-7.46%
271	Redditch	Worcestershire	98.73%	91.76%	-6.97%
221	Stourport	Worcestershire	84.16%	70.69%	-13.47%
532	Tenbury	Worcestershire	98.87%	99.09%	0.22%
322	Upton upon Severn	Worcestershire	92.25%	89.83%	-2.42%
213	Worcester	Worcestershire	95.88%	80.94%	-14.94%
Total Hours Available			89.61%^{a,b}	84.75%^a	-4.86%

^a The average (mean) of availability of first appliances only.

^b The Gartan report for Q1-Q4 2017-18 was now presented with two decimal places instead of one.

From 1st March 2019 the following appliances were retained at night (18:00-08:00) and availability is shown below (Table 19).

Table 19 – First fire appliance On-Call (Retained) availability

Call sign	Station	County	Q1-Q4 2017-18	Q1-Q4 2018-19	% Change +/-
262	Droitwich	Worcestershire	NA	95.74%	NA
282	Evesham	Worcestershire	NA	100.00%	NA
412	Malvern	Worcestershire	NA	100.00%	NA

5.1 Number of incidents per station ground

Table 20 shows the number of incidents recorded in each fire station ground area* in Q1-Q4 2018-19.

Table 20 – Incidents per station ground Q1-Q4 2018-19

Station Ground	County	Fire	Special Service	False Alarm	Total
Bromyard	Herefordshire	41	31	31	103
Eardisley	Herefordshire	19	21	10	50
Ewyas Harold	Herefordshire	15	11	13	39
Fownhope	Herefordshire	11	10	6	27
Hereford	Herefordshire	177	216	419	812
Kingsland	Herefordshire	26	18	6	50
Kington	Herefordshire	9	19	4	32
Ledbury	Herefordshire	25	33	45	103
Leintwardine	Herefordshire	9	11	0	20
Leominster	Herefordshire	58	58	100	216
Peterchurch	Herefordshire	17	12	5	34
Ross-on-Wye	Herefordshire	50	46	69	165
Whitchurch	Herefordshire	13	27	10	50
Bewdley	Worcestershire	71	31	62	164
Broadway	Worcestershire	10	10	27	47
Bromsgrove	Worcestershire	155	151	353	659
Droitwich Spa	Worcestershire	108	90	140	338
Evesham	Worcestershire	157	99	178	434
Kidderminster	Worcestershire	243	170	354	767
Malvern	Worcestershire	72	115	221	408
Pebworth	Worcestershire	26	10	13	49
Pershore	Worcestershire	60	43	86	189
Redditch	Worcestershire	300	242	442	984
Stourport	Worcestershire	101	52	125	278
Tenbury	Worcestershire	25	26	6	57
Upton upon Severn	Worcestershire	45	32	32	109
Worcester	Worcestershire	339	328	650	1,317
Total		2,182	1,912	3,407	7,501
		29.09%	25.49%	45.42%	100.00%

* The geographical location of each incident is recorded in the Incident Recording System, which determines the relevant station ground. The table summarises the data for all incidents except where the incident was recorded as 'Over The Border' or OTB.

HWFRS Community Risk Activity

Year 2018/19 March – 2019



HFSCs



Standard Alarms



Specialist Alarms

Month	277	328	33
Year to date	4016	4278	671



Arson Referrals



Fire Setter Referrals

Month	135	12	3
Year to date	1561	112	42

Community Safety Activity
(CE1 hours)Public Engagement
(total no. of people)

CR Media Campaigns

Month	103	492	3
Year to date	899	6191	24



RBAP/Visits/Post Fires



BFSCs



INTELs from BFSCs

Month	120	68	3
Year to date	1555	694	42



Building Reg Consultations



Licensing Apps



Fire Investigation

Month	34	27	4
Year to date	538	257	62



Twitter



CR 0800



Enforcement

Month	3424	356	18
Year to date	130719	4402	225



Hereford & Worcester Fire Authority

Audit and Standards Committee

Wednesday, 24 April 2019, 10:30

Chairman: Cllr M Hart

Vice-Chairman: Cllr A Amos

Minutes

Members Present: Ms P Agar, Mr A Amos, Mr I D Hardiman, Mr Al Hardman, Dr K Pollock, Professor J W Raine

120 Apologies for Absence

Apologies were received from Mr M Hart and Ms K Guthrie.

121 Named Substitutes

There were no named substitutes.

122 Declarations of Interest (if any)

There were no interests declared.

123 Confirmation of Minutes

RESOLVED that the minutes of the meeting of the Audit and Standards Committee held on 22 January 2019 be confirmed as a correct record and signed by the Chairman.

124 External Audit Plan 2019/20 (2018/19 Accounts)

The External Auditor presented Members with the Audit Plan that sets out the work that will be undertaken during the audit of the 2018/19 Accounts.

Members noted that the Authority faces significant financial challenges ahead, in particular with regard to pensions.

[Cllr Hardman entered the meeting at 10.38am)

RESOLVED that the External Audit Plan 2019/20 (2018/19 Accounts) be noted.

125 External Audit Progress Report 2018-19

The External Auditor presented Members with an Audit Progress report and Sector update which updated them on the progress in delivering their responsibilities as external auditors.

Members were pleased to note that the Fire Service has a 'clean bill of health'.

RESOLVED that the External Auditor's "Audit Progress report and Sector Update" be noted.

126 Informing the Audit Risk Assessment 2018-19 Accounts

The External Auditor presented Members with the Audit Risk Assessment carried out by Grant Thornton UK LLP in deriving the External Audit Plan 2019/20 in respect of the 2018/19 Accounts.

Members felt reassured and thanked Grant Thornton for the work they had done.

RESOLVED that the External Auditor's "Informing the Audit Risk Assessment" report be noted.

127 Internal Audit Progress Report 2018/19

The Head of Internal Audit Shared Service presented Members with a progress update on the 2018/19 audit plan delivery.

Members were assured that there were no high priorities or risks to report and that recommendations made in regards to the reports produced throughout the year were being addressed through robust management action plans and in a timely manner.

Members were advised that a 'light touch audit' in future would provide a better coverage in less time. The Treasurer agreed that a 3 year cycle would enable a full audit of each area over the 3 years.

Members were pleased to note that the previous Gartan issues relating to payroll had been resolved.

The Head of Internal Audit confirmed that the Authority had good control which was helped by working closely with the management team.

RESOLVED that the report be noted.

128 Internal Audit Draft Audit Plan 2019/20

The Head of Internal Audit Shared Service presented Members with the Draft Audit Plan for 2019/20.

Members noted that the Audit Plan had been agreed by the Treasurer and considered by the Senior Management Board in March and feedback had been included in the Plan.

RESOLVED that the 2019/20 Draft Internal Audit Plan be approved.

129 Annual Compliments, Complaints, Concerns and Requests for Information 2018/19

Members were presented with details of compliments, complaints, concerns and requests for information made by the public to the Service over the past 12 months.

Members were reassured that officers were satisfied that there were no significant levels of recurring themes or trends in the concerns and complaints being reported to give any cause for concern.

Members requested that any suggestions for improvements following the investigation of the complaint/concern be reported to future meetings.

Members were pleased to note that the Service received three times the amount of compliments than complaints/concerns.

RESOLVED that the Committee notes that during the period 1 April 2018 to 31 March 2019:

- i) a total of 290 requests for information about the Service were received;**
- ii) a total of 102 compliments and donations were received from the public;**
- iii) 33 complaints about Service activities were made; and**
- iv) 20 complaints or concerns were received about activities carried out by other organisations or individuals.**

v) None of the complainants appealed the response provided and no complaints were passed to the Local Government Ombudsman for investigation.

130 Draft Annual Governance Statement 2018/19

Members were presented with the Draft Annual Governance Statement 2018/19 for approval.

Members noted from the self assessment that the Authority had provided evidence of compliance with all the core and supporting principles of good governance. There were no areas where immediate action was required.

Members also noted that there were two areas (shown within Core Principles A and F) where the direction of travel improved during 2018/19. This was due to the review of the Whistleblowing Policy which was to be considered elsewhere on the agenda and the commencement of the Review of Financial Regulations.

Members were reminded that the Committee had delegated responsibility to approve the Annual Governance Statement which would accompany the Statement of Accounts. The Annual Governance Statement would also be published alongside the unaudited statement of accounts at the beginning of the period for public inspection, commencing in early June.

Members thanked officers for the excellent work.

RESOLVED that the Draft Annual Governance Statement 2018/19 be approved.

131 National Fraud Initiative 2018/19

The Treasurer updated Members on the National Fraud Initiative (NFI).

Members were assured that a final report would be brought to the next Audit and Standards Committee to provide final details in relation to creditor matching reports and any new reports published in the interim.

The Treasurer was pleased to inform Members that there had been no fraud for the past 7 years.

RESOLVED that the Committee notes the process of examining all National Fraud Initiative matches is underway and that no fraud has been detected in relation to the completed review of employee matches.

132 Review of the Whistleblowing Policy

Members were presented with the Authority's Revised Whistleblowing Policy, which had recently been reviewed and updated.

Members were reminded that the Policy was designed for staff, contractors and the public to feel able to report any concerns they may have about improper conduct and to be confident their concerns would be investigated without fear of reprisal.

RESOLVED that the revised Whistleblowing Policy be noted.

133 Gender Pay Gap Report

Members were presented with data detailing the gender pay gap in the Service. Members were also informed that the data was published on the Service's website and the government's reporting website annually in accordance with legal requirements.

Members were made aware that this report was only for the Gender Pay Gap and not the Equal Pay Audit which measures whether men and women in the same employment performing equal work receive equal pay.

Officers were pleased to announce that a number of female candidates had been successful at the recent crew commander process and that the first female operational station commander had just taken up her role within the Service.

RESOLVED that:

- i) The gender pay gap figures be noted;**
- ii) Progress to bridge the gender pay gap be monitored via the Senior Management Board (SMB); and**
- iii) It be noted that the Gender Pay Gap Report was published on the corporate website and government's reporting website and includes a signed statement confirming the information was accurate.**

134 Health and Safety Committee Update

Members were presented with an update on the activities and items of significance from the Service's Health and Safety Committee.

A Member was concerned about decontamination facilities at fire stations. They were assured that all firefighting PPE was laundered by an outside company.

Members thanked officers for the excellent report.

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

- i) Health and Safety performance information recorded during October to December 2018 (Quarter 3);**
- ii) The involvement of the Service in a number of Health and Safety initiatives.**

To close the meeting, the Chairman expressed how pleased he was with the audit, maintenance and the general running of the Authority and thanked officers.

The Meeting ended at: 11:27

Signed:.....

Date:.....

Chairman



Hereford & Worcester Fire Authority

Policy and Resources Committee

Wednesday, 01 May 2019,10:30

Chairman: Cllr K Taylor

Vice-Chairman: Cllr R Adams

Minutes

Members Present: Mr R C Adams, Mr T D Baker-Price, Mrs E Eyre BEM, Dr C A Hotham, Mrs F M Oborski MBE, Mr R J Phillips, Mrs J Potter, Mr C B Taylor, Mr R M Udall

143 Apologies for Absence

Apologies were received from Cllr Clayton and Cllr Fry.

144 Named Substitutes

There were no named substitutes for this meeting.

145 Declarations of Interest (if any)

Cllr Phillips declared that he was a member of the Scheme Advisory Board in relation to agenda item 7 (Minute 149).

146 Confirmation of Minutes

RESOLVED that the minutes of the meeting of the Policy and Resources Committee held on 29 November 2018 be confirmed as a correct record and signed by the Chairman.

147 Budget Monitoring 2018/19 – Quarter 4

The Treasurer informed Members of the latest position on budgets and expenditure for 2018/19 and provided an update on the 2019/20 budget.

Members were asked to note the small revenue underspend of £0.129m,

of which £0.075m was earmarked to fund additional pension costs in 2019/20.

The Treasurer was pleased to announce that the Authority had not borrowed any funds this year, however this may change for the following year.

The Treasurer confirmed that there was no specific budget for the Judicial Review costs but there would be sufficient in reserves to cover the cost which was agreed by the Authority.

RESOLVED that the Committee notes the forecast revenue underspend of £0.129m (0.4%) and earmarks £0.075m of this to fund additional pension costs in 2019/20.

148 Place Partnership Limited - Shareholding

The Head of Legal Services requested Members to delegate authority to approve changes to the share structure of Place Partnership Ltd (PPL) as a result of Worcester City Council and Redditch Borough Council both having withdrawn from PPL.

Members expressed concern that the Fire Authority should review its own options in relation to PPL in view of the withdrawal of Worcester City and Redditch Borough Councils. It was noted that the County Council's Overview and Scrutiny panel were also due to undertake a review of PPL and that the Fire Authority could also take part in this.

It was agreed by Members that a report be presented to a future Committee meeting.

RESOLVED that:

(i) the Chief Fire Officer be given delegated authority in consultation with the Chairman of the Authority to approve any changes to the share capital, repurchase or cancelation of shares in Place Partnership Ltd consequent upon the withdrawal of Worcester City and Redditch Borough Councils.

(ii) a review of the Fire Authority's involvement in PPL be brought back to this Committee at a future date and following completion of the County Council's Overview and Scrutiny panel's own review.

149 Fire Pensions Board Update

The Deputy Chief Fire Officer presented Members with an update on the

establishment and activities of the Pensions Board.

Members were advised that although the Scheme Advisory Board suggests four meetings per year is best practice, the Pensions Board believes it should only meet when there is business to conduct and finds two meetings per year is sufficient at present.

The Deputy Chief Fire Officer confirmed that he had attended one training session since taking the position of Chair and had two further training sessions scheduled in the future.

Members were pleased that the contract with West Yorkshire Pension Fund was progressing well.

RESOLVED that the Committee confirms that the Pensions Board continues to be compliant with the Public Service Pensions Act 2013.

150 2018-19 Performance Report: Quarters 1-3

Members were provided with a summary of the Service's Quarters 1-3 performance against a comprehensive set of Performance Indicators agreed by the Senior Management Board.

A Member expressed her concern from her recent canvassing visits that residents had covered their smoke alarms. Members were advised to ask if residents would like a safe and well check from the Fire Service.

There was concern in relation to the increased number of incidents attended by the Service. The Deputy Chief Fire Officer assured Members that this was mainly due to greater partnership working and the more assisting of other services at incidents.

With regard to the monitoring of attendance times, Members were assured that this was being considered with a scientific approach.

In relation to on-call availability, Members requested comparable data. The Chief Fire Officer agreed to investigate neighbouring services and report back at a future meeting.

Members thanked the on-call staff for their excellent availability and service they provide to the communities. Members were assured that the Senior Management Board visit each station yearly to thank the staff personally.

RESOLVED that Members note the following headlines drawn from Appendix 1 relating to performance in Quarters 1-3, 2018-19:

i) A total of 5,780 incidents were attended in Q1-Q3, an increase of 9.45% (499 incidents) over the same Quarters of 2017-18, and 11.30% (587 incidents) higher than the average for the last five years. The overall five year trend shows a gradual increase in the total number of incidents.

ii) The majority of the increase in Q1-Q3 is accounted for by a rise in the numbers of Fire and Special Service incidents, while the number of False Alarm incidents was also up but at a lower rate:

a. Fires: an increase of 15.91% was mainly accounted for by a rise in the number of Secondary Fires (24.00%).

b. Special Services: an increase of 14.10% (176 incidents) was mainly accounted for by increases in the number of Flooding (43), Assisting other agencies (27) and Other Special Services (85) incidents.

c. False Alarms: an increase of 3.26% (82 incidents), the most common automatic activations are at a number of sheltered housing, nursing homes and hospitals.

iii) Overall Staff Sickness level for Q3 2018-19 was 2.50 days lost per head and was slightly above the 5-year average of 1.99.

iv) The Service attended 54.67% (281 incidents) of Primary Building Fires within 10 minutes in Quarters 1-3, compared with 59.82% in the same period in 2017-18. The average time for the first fire appliance attendance at all Primary Building Fires was 10 minutes and 26 seconds.

v) The overall availability of the first On-Call (Retained) fire appliance remains high at 85.21%; however, this has decreased by 3.14% when compared to the same period in 2017-18.

151 Regulation of Investigatory Powers Act (RIPA) – Annual Review

The Head of Legal Services was pleased to announce that there had been no use of covert investigatory techniques during the past year.

Members were also informed that this may be the last report they receive

as the Office of Security and Counter-Terrorism, with the agreement of the NFCC, were proposing to introduce amendments to legislation to remove Fire and Rescue Services from the list of authorised bodies for the purposes of RIPA, therefore taking away the need to report to Committee.

RESOLVED that the Committee note there has been no use of covert investigatory techniques during the past year.

152 Update from the Joint Consultative Committee

The Assistant Chief Fire Officer presented Members with the activities of the Joint Consultative Committee since September 2018.

Members were assured that in relation to the DCP, officers were still in consultation with representative bodies to continue with a wider agreement.

There was concern with the lack of exit interviews. Members were assured that there was a system in place, however employees choose not to undertake them.

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

i) Change of Contracts

ii) Internal Staff and Pay Protection SPI (Service Policy Instruction)

iii) DCP

iv) Service Core Values

v) Night Time Cover

The Meeting ended at: 11:55

Signed:.....

Date:.....

Chairman