



HEREFORD & WORCESTER Fire Authority

Full Authority

AGENDA

Tuesday, 27 June 2017

10:30

Conference Suites

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

ACTION ON DISCOVERING A FIRE

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

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

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

ACTION ON HEARING THE ALARM

- 1 Proceed immediately to the Assembly Point

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

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

GUIDANCE NOTES FOR VISITORS

Security

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

Wheelchair access

The meeting room is accessible for visitors in wheelchairs.

Alternative formats

For information regarding requests for papers in alternative formats, please contact Committee & Members' Services on 01905 368241 /209 or by email at committeeservices@hwfire.org.uk.

Smoking is not permitted.

First Aid -please ask at reception to contact a trained First Aider.

Toilets – please ask at reception.

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
HWR
FIRE AND RESCUE SERVICE

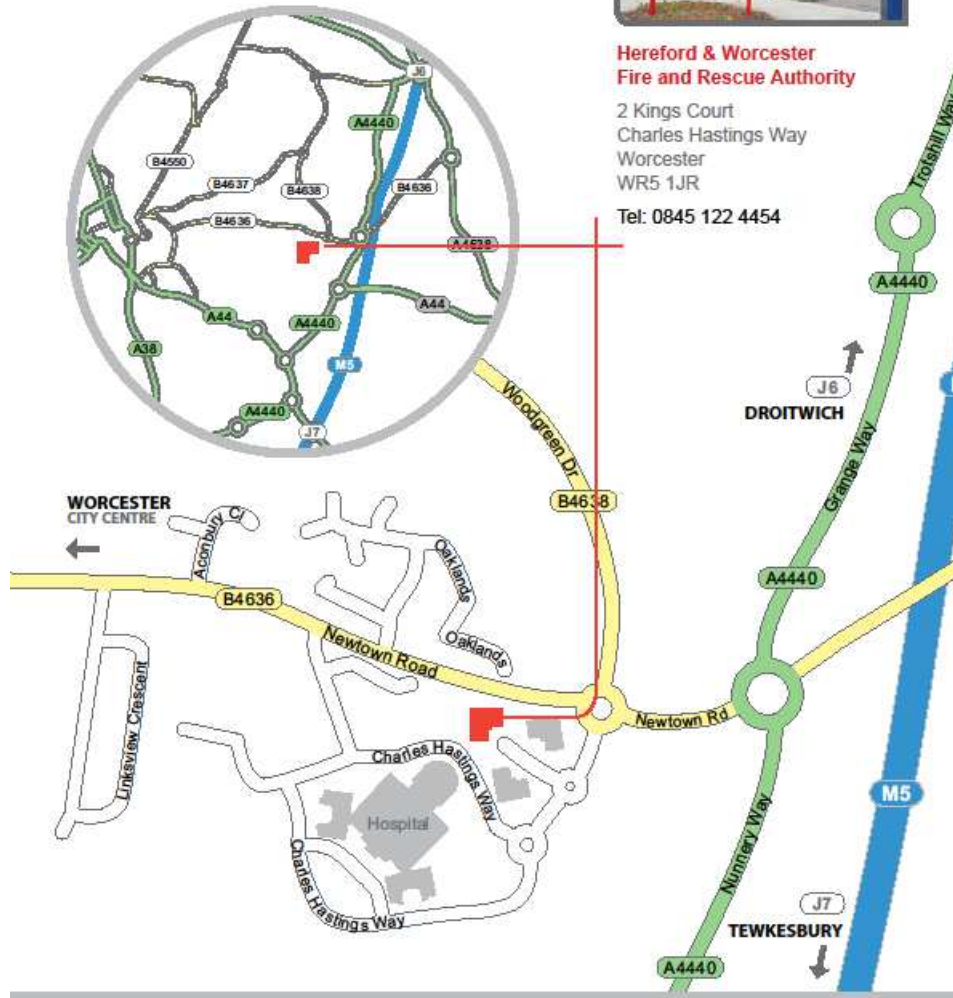
Service Headquarters



Hereford & Worcester Fire and Rescue Authority

2 Kings Court
Charles Hastings Way
Worcester
WR5 1JR

Tel: 0845 122 4454





Hereford & Worcester Fire Authority

Full Authority

Tuesday, 27 June 2017,10:30

Agenda

Councillors

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

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 22 June 2017). 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

9 - 16

To confirm the minutes of the meeting held on 15 February 2017.

8 Appointment to Committees

17 - 22

To consider the allocation of seats on Committees to political groups and to authorise the Head of Legal Services, following consultation with Group Leaders, to make appointments to those committees.

9 Appointments to Outside Bodies

23 - 25

To consider appointments to the Local Government Association and to the Place Partnership Ltd. Shareholder Group.

10 Provisional Financial Results 2016/17

26 - 34

To receive financial results for 2016/17 and to approve treatment of financial variations.

11 Crewing Proposals

35 - 38

To inform Members of the progress of the proposals to maintain a crew of 5 on wholetime based fire engines.

12	2016-17 Performance Report: Quarter 1 – Quarter 4	39 - 68
	This report is a summary of the Service’s Quarter 1 to Quarter 4 (Q1 to Q4) performance against a comprehensive set of Performance Indicators agreed by the Senior Management Board (SMB).	
13	Fire Authority Annual Report 2017-18	69 - 128
	To adopt the Fire Authority Annual Report 2017-18 and approve for publication.	
14	Chief Fire Officer's Service Report	
	The Chief Fire Officer will give a presentation on the following matters:	
	<ul style="list-style-type: none"> • Blackpole Trading Estate – ArrowXL Fire • Service Exercise – Sennybridge Camp • UKRO Challenge • National Fire Chiefs’ Council (NFCC) • Saving More Lives • PCC Business Case • National Security – HWFRS Response 	
15	Audit and Standards Committee Terms of Reference	129 - 137
	To consider the reallocation of areas of responsibility from Policy and Resources to Audit and Standards Committee.	
16	Minutes of the Policy and Resources Committee	138 - 143
	To receive the minutes of the meeting held on 22 March 2017.	
17	Minutes of the Audit and Standards Committee	144 - 148
	To receive the minutes of the meeting held on 12 April 2017.	
18	PCC Business Case	
	To discuss the PCC Business Case with Members <u>(please bring your copy of the Business Case).</u>	

Members Induction

A follow-up session to the Members' Induction held on 12 June will follow the meeting.



Hereford & Worcester Fire Authority

Full Authority

Wednesday, 15 February 2017, 10:30

Minutes

Members Present: Mr R C Adams, Mr A Amos, Mr B A Baker, Ms L R Duffy, Mr A Fry, Ms K S Guthrie, Mr Al Hardman, Ms R E Jenkins, Mr J L V Kenyon, Mr R I Matthews, Mrs F M Oborski MBE, Mr R J Phillips, Mr D W Prodger MBE, Professor J W Raine, Mr C B Taylor, Mr J W R Thomas, Mr P A Tuthill, Mr G J Vickery, Mr S D Williams

Apologies for Absence: Ms P Agar, Mr S C Cross, Mrs E Eyre BEM, Mrs A T Hingley, Mr R M Udall

Also in Attendance: Police and Crime Commissioner John Campion

118 Declarations of Interest (if any)

In relation to agenda item 8 (Minute 123 - Pay Policy Statement) Mr R J Phillips declared he was the Chairman of the Local Government Pension Scheme Advisory Board and the Vice-Chairman of the Local Government NJC Employers.

119 Chairman's Announcements

The Chairman welcomed Chief Fire Officer Rod Hammerton and Councillor Stuart West, Chairman of Shropshire Fire and Rescue Service and announced that himself and the Chief Fire Officer would be attending Shropshire's Authority meeting on 22 February 2017.

The Chairman also welcomed the Police and Crime Commissioner John Campion to the meeting.

He then informed the Authority of the following events:

- The official opening of Evesham Fire Station taking place on

Thursday 16 March 2017. All Members are invited to attend.

- Further meeting with John Campion confirmed that the PCC is commencing work on the preparation of a business case with reference to the future governance of the fire and rescue service. The PCC has appointed consultants to work on the business case and we will be imputing into that process.
- This was his last Authority meeting as Chairman before he retires in May and closing remarks would be at the end of the meeting.

120 Confirmation of Minutes

RESOLVED that the minutes of the meeting of the Fire Authority held on 15 December 2016 be confirmed as a correct record and signed by the Chairman.

121 Budget and Precept 2017/18 and Medium Term Financial Plan

The Treasurer presented a report that informed Members of the current position in relation to budgets for 2017/18 and beyond.

Following consideration by the Policy and Resources Committee on 25 January 2017, it was recommended that:

- a. the 2017/18 precept increase is set at £1.53 per year at Band D;
- b. future years' planning should assume an annual precept increase of 1.96%.; and
- c. the Budget Reduction Reserve is used to smooth the budget gap in transition to planned efficiency savings.

Members were informed that the Home Office had accepted the Efficiency Plan submitted by the Authority, without any questions or required amendment, and therefore future grant can be relied upon.

The Treasurer informed the meeting that the Government had not yet formally approved the settlement grant, therefore the 2016 position had been maintained.

Members were reminded that the Policy and Resources Committee had yet to recommend how to deploy the managed in-year underspending.

The Treasurer highlighted the budget risks and drew Members' attention to his Personal Assurance Statement.

[Councillor Jenkins entered the meeting at 10.45am].

Members requested an update on the new Hereford Fire Station and were grateful to hear the project was on track.

Members expressed their concern over the Government's reform of business rates and the impact it would have on the financial structure.

The Chairman of the Policy and Resources Committee reminded Members that the Medium Term Financial Plan had been considered at their meeting in January and the sensible approach was to increase the annual precept by 1.96%.

RESOLVED that:

i) the Capital Budget and Programme (Appendix 1 of the report) be approved;

ii) the Revenue Budget (Appendix 4 of the report) be approved;

iii) the Authority calculates that in relation to the year 2017/18:

a) the aggregate expenditure it will incur will be £32,965,000.00;

b) the aggregate income it will receive will be £10,187,950.00;

c) the net amount transferred from financial reserves will be £903,278.00;

d) the net collection fund surplus is £237,704.00;

e) the net amount of its Council Tax Requirement will be £21,636,068.00;

f) the basic amount of Council Tax will be £79.53 (Band D);

g) the precept demands on the individual Billing Authorities are:

- Bromsgrove £2,867,585.35**
- Herefordshire £5,376,085.62**
- Malvern Hills £2,386,370.81**
- Redditch £2,028,739.51**
- Worcester £2,476,643.72**
- Wychavon £3,873,448.98**
- Wyre Forest £2,627,194.01**

iv) the Medium Term Financial Plan (Appendix 5 of the report) and Reserves strategy be approved; and

v) the Statement of Prudential Indicators and Minimum Revenue Provision Policy (Appendix 8 of the report) be approved.

122 **Review of Crewing Levels**

Members were informed of the outcome of a review of crewing levels undertaken following the previous decision made by the Authority that standard crewing for all fire engines be 4 firefighters.

The Authority had allocated £0.8m to temporarily maintain a crew of 5 on wholetime based fire engines. This temporary arrangement had now come to an end and the Service was now able to confidently revert to the previously agreed crewing level of 4 on wholetime appliances.

Members were also advised that a review of crewing systems was underway with the objective of increasing resilience across the Service and providing crewing models that that could provide for a crew of 5 on the first appliance at Kidderminster, Redditch, Bromsgrove, Malvern, Evesham and Droitwich on as many occasions as possible at no additional cost to the Service and with no change to service provision.

[Councillor Raine entered the meeting at 11:09am].

Members asked if the review could be undertaken quickly and were advised that it was dependent on the liaising of staff and representative bodies, but all efforts would be made to complete the review at the earliest possible time.

Members queried the crewing levels of other Fire Authorities and were informed that it varied considerably. Members were reminded that the decision had been made by the Authority based on the Service's Community Risk Management Plan.

At the end of the discussions, Members approved the recommendation with a slight amendment to add clarity.

RESOLVED

1. It be noted that:

- i. the temporary period of enhanced standard crewing levels of 5 on all first fire engines whenever possible has now come to an end;**
- ii. the £0.8m provided for the 2 year period to support this initiative is now exhausted;**
- iii. a review of crewing systems is underway with the objective of**

increasing resilience across the Service and providing crewing models that can provide for a crew of 5 on the first appliance at Kidderminster, Redditch, Bromsgrove, Malvern, Evesham and Droitwich on as many occasions as possible at no additional cost to the Service and with no change to service provision; and

2. All efforts be made to complete the above review at the earliest possible time.

123 Pay Policy Statement

Members were advised of the requirement for the Service to publish its annual Pay Policy Statement for the year 2017/18.

Members were informed that it was a requirement that the Authority's approach to pay, as set out in the Pay Policy Statement, was accessible for citizens and enables local taxpayers to take an informed view of whether local decisions on all aspects of remuneration are fair and make best use of public funds.

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

124 Members' Allowances Scheme 2017/18

Members were asked to consider whether to make any alterations to the Members' Allowances Scheme for 2017/18 in light of the small change in the Consumer Price Index to December 2016.

The Office of National Statistics reported that the CPI rose by 1.6% in the year to December 2016, however Members proposed there be no change to the level of Members' Allowances for 2017/18.

RESOLVED that there be no change to the level of Members' Allowances for 2017/18.

125 Update on Collaborative Working

Members were provided with an update on the existing, and developing, collaborative work being undertaken by the Service with other organisations.

Members were advised that the Service would continue to seek out effective opportunities with partners that provide increased public value, for example, by enhancing resilience of a function/service or increasing

value for money.

Members expressed their wish to receive details of the savings and benefits identified.

Members queried partnership working with West Midlands Ambulance Service and were pleased that the Service was continuing to engage with them.

Members also expressed their concern over the mobile phone signal in certain areas of the two counties, particularly as the Joint Operations and Communications Centre at Hindlip Park would be relying on this. Officers advised that there was a national programme underway to enhance coverage.

RESOLVED that the following, in particular, be noted:

i. The Service has a history of effective collaboration and partnership working and is engaged in a wide range and variety of collaborative opportunities.

ii. The Service is continuing to seek out effective opportunities with partners that provide increased public value.

iii. Continued close working with police colleagues and partners may provide additional and currently unidentified longer-term efficiency benefits for both organisations.

iv. The existing governance arrangements within the Service support both the development and evaluation of collaborative opportunities and enable the prioritisation of work and the allocation of appropriate resources.

126 Chief Fire Officer's Service Report

The Chief Fire Officer informed the Authority of recent key developments and activities, which included:

- New Evesham Fire Station
- The New Policing and Crime Act 2017
- Home Safety Checks for Syrian Refugees

Members queried the use of interpreters for the Home Safety Checks of the Syrian refugees and Officers confirmed that they were made available

through Refugee Action. Members thanked the Service for helping the refugees.

RESOLVED that the report be noted.

127 Minutes of the Audit and Standards Committee

The Chairman of the Committee reported the proceedings of the Audit and Standards Committee meeting held on 18 January 2017. Members were advised that the Authority had four full assurances from Internal Audit and this was extremely positive. The Annual Audit Letter was attached to the minutes for Members' information.

RESOLVED that the minutes of the Audit and Standards Committee meeting held on 18 January 2017 be received and noted.

128 Minutes of the Policy and Resources Committee

The Chairman of the Committee reported the proceedings of the Policy and Resources Committee meeting held on 25 January 2017 and thanked Councillor Prodger MBE for having him as Chairman of the Committee.

RESOLVED that the minutes of the Policy and Resources Committee meeting held on 25 January 2017 be received and noted.

129 Chairman's Closing Remarks

This was the Chairman's last meeting before he retires in May.

He informed Members that he had enjoyed his time as Chairman for the past 6 years, had served on the Fire Authority since 1997 and had served on the Fire and Public Protection Committee prior to this. He thanked Members, Officers and Committee Services for their support during his time as Chairman.

Members thanked him for his excellent work as Chairman, his leadership and strong ethics and informed him that he was leaving the Authority extremely well managed.

The Chairman is officially opening the new Evesham Fire Station on 16 March 2017 and invited all Members to attend.

The Meeting ended at: 12:31

Signed:.....

Date:.....

Chairman

Report of Head of Legal Services

Appointment to Committees

Purpose of report

1. To consider the allocation of seats on Committees to political groups and to authorise the Head of Legal Services, following consultation with Group Leaders, to make appointments to those committees.

Recommendations

It is recommended that the Authority:

- i) notes the number of seats on each Committee and determines that the allocation of those seats to political groups be as follows:*

Group	Appointments Committee	Audit & Standards Committee	Policy & Resources Committee
Conservative	4	8	9
Labour	1	1	2
Independent	1	1	1
2017	1	1	1
Non Aligned	0	1	0
(Total)	7	12	13

- ii) appoints the Chairman and Vice-Chairman of the following Committees:*
 - a. Appointments Committee*
 - b. Audit and Standards Committee*
 - c. Policy and Resources Committee;*
- iii) authorises the Head of Legal Services to make other appointments to Committees in accordance with the wishes notified by the Group Leaders;*
- iv) appoints Cllr Jim Kenyon (non-aligned) to a seat on Audit & Standards Committee;*
- v) appoints two Members to the Organisational Development Group;*
- vi) appoints one Member to the Health and Safety Committee; and*
- vii) appoints the Chairman to the Young Firefighters' Association Executive Committee.*

Introduction and Background

2. In accordance with the Hereford & Worcester Fire Services (Combination Scheme) Order 1997 the Authority's membership comprises up to 25 Councillors, 19 from Worcestershire County Council and 6 from Herefordshire Council. The Police & Crime Commissioner (PCC) also attends Fire Authority meetings in a non-voting capacity.
3. Where the Members of the Authority are divided into political groups:
 - (i) the Authority must review the allocation of seats to political groups either at its annual meeting or as soon as practical thereafter;
 - (ii) seats on committees must be allocated so that:
 - (a) if there is a majority political group on the Authority overall, that group must have a majority of the seats on each committee; and
 - (b) subject to (a) above, the total number of committee seats allocated to each group overall is proportionate to the size of that group as a proportion of the total membership of the authority; and
 - (c) subject to (a) and (b) above, the number of seats allocated to each group on each individual committee is proportionate to the size of that group overall
 - (i) appointment of any non-aligned members to seats on committees is determined by the Authority

Political Groups

4. The composition of political groups currently notified to the Authority is as set out at Appendix 1 and equates as follows:

	Members	%
Conservative	17	68%
Labour	3	12%
Independent	2	8%
2017	2	8%
<i>[Non Aligned]</i>	1	4%
Total	25	

Committee Appointments

5. The constitution provides that the Authority will appoint the Chairmen and Vice-Chairmen of Committees at its Annual General Meeting.
6. 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.

7. 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 2 details the Committee Memberships to be confirmed].

Conclusion/Summary

8. The above arrangements have proven to be effective for the appointment of Committees to carry out the functions of the Authority, as specified in the Terms of Reference.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Each Committee Chairman is entitled to a Special Responsibility Allowance of £1,357.44 per year
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.

Background Papers

Appendix 1 - Composition of Political Groups 2017/18 to be confirmed
Appendix 2 – Committee Memberships 2017/18 to be confirmed
Authority Constitution

Contact Officer

Nigel Snape, Head of Legal Services (01905 368242) Email: nsnape@hwfire.org.uk

Composition of Political Groups 2017/18 Hereford & Worcester Fire Authority

Conservative Group (17)

Mr R C Adams
Mr A Amos
Mr B A Baker
Mr T Baker-Price
Mr B Clayton
Mrs E Eyre
Ms K Guthrie
Mr A Hardman
Mr I Hardiman
Mr M Hart
Mr P Middlebrough
Mrs J Potter
Mr R J Phillips
Mr C B Taylor
Mr P A Tuthill
Mr S D Williams
1 TBC

Labour Group (3)

Mr A Fry

Ms P Agar
Mr R M Udall

Independent Group (2) TBC

Mr R Matthews
Dr C Hotham

2013 Group (2)

Mrs F M Oborski MBE

Prof J W Raine

Non-aligned (1) TBC

Mr J Kenyon

Committee Memberships following 2017 election

<u>Policy and Resources Committee (13)</u>	<u>Conservatives (9)</u>	<u>Labour (2)</u>	<u>Independents (1)</u>	<u>2013 (1)</u>	
	Mr K Taylor (Chair)	Mr R Udall	[vacancy]	Mrs F Oborski MBE	
	Mr R Adams (Vice Chair)	Mr A Fry			
	Mr B Baker				
	Mrs E Eyre				
	Mr R Phillips				
	Mr P Tuthill				
	[vacancy x 3]				
<u>Audit & Standards Committee (13)</u>	<u>Conservatives (8)</u>	<u>Labour (1)</u>	<u>Independents (1)</u>	<u>2013 (1)</u>	<u>Non-Aligned TBC</u>
<i>Cannot include:</i>	Mr A Hardman (Vice-Chair)	Ms P Agar	Mr B Matthews	Prof. J Raine	Mr J Kenyon
<i>Chair/Vice-chair of Authority;</i>	Mr A Amos				
<i>Outgoing Chair of Authority;</i>	Ms K Guthrie				
<i>Chair of Policy & Resources; or Group Leaders</i>	Mrs A Hingley				
	Mr S Williams				
	[vacancy x 3]				
<u>Appointments Committee (8)</u>	<u>Conservative (4)</u>	<u>Labour (1)</u>	<u>Independent(1)</u>	<u>2013 (1)</u>	
<i>Should normally include:</i>	Mr R Phillips (Vice-Chair)	Mr R Udall	[vacancy]	Mrs F Oborski MBE	
<i>Chair of Authority</i>	Mr K Taylor				
<i>Chair of Policy & Resources</i>	[vacancy x 2]				
<i>Chair of Audit & Standards</i>					

Member / Officer Working Group Representatives

Organisational Development Group:

Ms P Agar

Mrs F Oborski MBE

Health & Safety Committee:

[vacancy]

Chairman of the Young Firefighters' Association Executive Committee

[vacancy]

Report of Head of Legal Services

Appointments to Outside Bodies

Purpose of report

1. To consider appointments to the Local Government Association and to the Place Partnership Ltd. Shareholder Group.
-

Recommendations

It is recommended that the Authority:

- i) continues with the previous practice for representation and voting on the Local Government Association, as follows:*
 - a. that the Authority's four representatives on the Local Government Association should be the Leaders of each of the current four political groups or their nominees;*
 - b. that the 13 Service votes on the Local Government Association Assembly be allocated between its 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 be exercised by the Chairman or his nominee;*
- ii) the place and vote on the Local Government Association Fire Commission be exercised by the Chairman of the Authority; and*
- iii) the Chairman be appointed as the Member representative on the Place Partnership Ltd. Shareholder Group.*

Introduction and Background

Local Government Association Appointments

2. The Local Government Association (LGA) works with local authorities to ensure local government has a voice with national government. It aims to influence and set the political agenda on the issues that matter to local authorities and the people they serve. In total, 415 authorities, including this Authority are members of the LGA for 2016/17. These members include 349 English councils, the 22 Welsh councils via the Welsh LGA, 29 fire authorities,

7 national parks, 5 Parish/Town councils via corporate NALC membership, one town council and Tamar Bridge and Torpoint Ferry Joint Committee.

3. This Authority has corporate membership of the LGA and is entitled to appoint up to 4 representatives to serve on the General Assembly. The rules relating to political balance do not apply to LGA appointments but the Association encourages those authorities entitled to 3 or 4 representatives to allocate one of these positions to minority group leaders on their authorities.
4. Arrangements determined previously by the Authority allocated places on the General Assembly to the Leaders of the Political Groups on the Authority or their nominees. The Authority needs to determine if it wishes to confirm its decision on how many places it wishes to take up and how those places should be allocated.
5. The LGA constitution provides that the Authority is entitled to :
 - a) 1 vote on the election of a Chairman, Vice-Chairman and Deputy Chairmen and on questions of estimated expenditure and subscriptions; and
 - b) 13 votes (the same as a unitary authority within the same population band) on issues of direct relevance to the statutory duties and responsibilities of the Authority (as determined by the Chair of the meeting).

Fire Commission

6. All Fire and Rescue Authorities are entitled to a place and a vote on the Local Government Association (LGA) Fire Commission. The Authority needs to determine whether it wishes to appoint the Chairman or his nominee to the Commission and exercise the vote on behalf of this Authority.
7. In addition to the appointment made by this Authority, LGA Group Leaders may appoint additional members of fire authorities to ensure political balance on the Fire Commission.

Place Partnership Ltd. Shareholder Group

8. As Members are aware, Place Partnership Ltd. brings together the respective estates functions of partner organisations. The Place Partnership Shareholders are Hereford & Worcester Fire Authority, Redditch Borough Council, Warwickshire Police, West Mercia Police, Worcester City Council and Worcestershire County Council.
9. Although the day to day management of Place Partnership business is carried out by the company directors, the shareholder group also has responsibilities such as the appointment of the Place Partnership Managing Director, approval of annual budgets and savings targets and performance review. The Authority is currently represented on the Shareholder Group by the Chairman and the Assistant Chief Fire Officer. The Authority is requested to appoint a member representative. The Chief Fire Officer will continue to exercise his delegated authority with regards the appointment of an officer to the Shareholder Group.

Conclusion/Summary

10. The above arrangements with regards to representation on the LGA, the Fire Commission and the Place Partnership Shareholder Group 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)	There may be some costs associated with travel by appointees to meetings. Generally there are 4 LGA Fire Commission meetings each year (attended by the Chairman) and an Annual Fire Conference that the Group Leaders or their nominees may attend. This will be met from existing budgets. The Authority derive a rental income from the lease of the accommodation to PPL
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	
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.

Background Papers

Local Government Association Constitution <http://www.local.gov.uk/general-assembly>

Contact Officer

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Report of the Treasurer

Provisional Financial Results 2016/17

Purpose of report

1. To receive financial results for 2016/17 and to approve treatment of financial variations.

Recommendations

It is recommended that the Authority:

- i) Notes the provisional financial results for 2016/17;***
- ii) Approves the transfer of £0.033m to an ICT Reserve;***
- iii) Approves the additional transfer of £0.791m to the existing £0.500m ESMCP Reserve previously approved by the Policy and Resources Committee;***
- iv) Approves the transfer of the balance of £1.063m to the Budget Reduction Reserve; and***
- v) Approves the re-alignment of reserves as set out in Appendix 2.***

Introduction and Background

2. Although financial matters are within the remit of the Policy and Resources Committee, the Committee does not meet between the end of the financial year and the date by which the Statement of Accounts must be approved by the Treasurer. As a consequence the necessary decisions will need to be made by the full Authority.
3. Detailed budget monitoring reports have been presented to the Policy and Resources Committee on a quarterly basis throughout 2016/17, and, subject to the specific areas to be highlighted, the out-turn is consistent with this reporting.
4. 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); in September following completion of the external audit.
5. 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.
6. The basis of the Statement of Accounts differs from the statutory framework within which the Authority is required to manage its budget, but is the statutory position that this report is concerned with.

Revenue Budget

7. The approved net revenue budget for 2016/17 was £31.992m (*Appendix 1 Line 41 Column 2*).
8. The underlying Core Budget (*Appendix 1 Line 34 Column 2*) was £32.825m.
9. This was funded by:
 - a. Planned use of earmarked reserves (*Appendix 1 Line 40 Column 2*) and;
 - b. Grants, precept and business rate figures (*Appendix 1 Line 51 Column 2*).
10. On 22nd March 2017 the Policy and Resources Committee received the third quarter Budget Monitoring report which forecast a planned year end net underspend of £1.268m against the Core Budget.
11. The Committee approved the creation of a £0.500mn earmarked reserve for potentially unfunded ESMCP costs and noted a £0.145m reduction in the call on the Budget Reduction reserve in respect of Excess Staff, leaving a net under spending of £0.623m.
12. Appendix 1 shows that the final position is now an under spending, against the Core Budget, of £1.790m (*Appendix 1 Line 34 Column 4*), an increase of £0.522m since the third quarter projection.
13. In addition Funding Grants (*Appendix 1 Line 51 Column 4*) are £0.886m more than budgeted.
14. The projected third quarter variations have been explained in detail at Policy & Resources Committee but the reasons for the change variation are given below:
 - a. -£0.201m – underspend in Property – Policy & Resources Committee were aware that there was a risk of under spending (that was not included in the third quarter projections) as a consequence of un-reliable budget monitoring from PPL.
 - b. +£0.131m – delays in delivery of services as a result of staff retention and recruitment issues.
 - c. -£0.090m – revised service charge to PPL for occupying ground floor and income from the Primary Authority Scheme (PAS)
 - d. -£0.059m – further variations around Retained pay.
 - e. -£0.041m – net other
15. The funding variation of £0.886m has three causes
 - a. -£0.791m – late receipt of advance grant for future ESMCP costs. This was notified and paid to the Authority in the last week of 2016/17 and represents expected funding of known future costs. (as compared to the potentially unfunded costs referred to at paragraph 11 above).

- b. -£0.050m - Section 31 grants associated with government's Business Rate reliefs were higher than expected,
 - c. -£0.045m – Section 31 grants in respect of Firelink costs were higher than anticipated, plus some other small unbudgeted Section 31 grants.
16. Other than the PPL service charge, which is on-going and will be taken into account in the next review of the MTFP, the items in the above list are all one-off events and have no impact on the future budget requirement.
17. This gross financial variation of £2.676m (£1.790m + £0.886m) impacts on the use of earmarked reserves as indicated in the table below:

	£m
Gross Variation	(2.676)
reduced draw on Bud Red Reserve for Excess Staff	0.129
reduced draw on Property Reserve	0.202
use of Fleet Financing Reserve	(0.042)
ESMCP Reserve - approved P&R Cttee	0.500
	(1.887)
ICT Mobile devices reserve	0.033
ESMCP Reserve - advanced S31 grant	0.791
	(1.063)

18. This remaining net variation compares to the figure of £0.623m that was projected at the third quarter and it is proposed that this sum be transferred to the Budget Reduction Reserve for re-designation as outlined below.

Earmarked Reserves

19. As part of the approved Medium Term Financial Plan (MTFP) the Authority has authorized the use of some of the Budget Reduction Reserve to temporarily fund the MTFP budget gap, until phased budget reduction measures are fully implemented. This plan left some of the Reserve uncommitted.
20. There are a number of known capital investment needs that currently fall outside the MTFP period but that will require future funding. Principally these are:
- a. Respiratory Protective Equipment (RPE) replacement, i.e. breathing apparatus, at an initial estimated cost of £1m.
 - b. Command and Control (C&C) refresh/update, at an initial estimated cost of £1m
21. It is estimated that the annual revenue capital financing costs of this capital expenditure will add £200,000 to the budget requirement. This is largely because the existing C&C investment was funded by government grant.
22. It is therefore considered prudent to re-allocate the uncommitted ear-marked reserves for these purposes.

23. In addition it has been identified that investment in replacement of currently serviceable equipment with modern equivalents will allow the service to take advantage of technological developments and reduce future maintenance and repair costs, and a £0.400m increase in the equipment reserve is proposed.
24. Appendix 2 sets out the impact of these proposals.

Capital Budget

25. In June 2016 the Fire Authority changed the way in which the capital programme is reported.
26. 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 un-committed sums at year end being automatically rolled forward until completion of the scheme.
27. The Programme is split between:
- a. Schemes that have received approval for spend
 - i. Vehicle Replacement.
 - ii. Major Building Works.
 - iii. Fire Control Project
 - iv. Minor Schemes - *detailed allocation made by SMB*
 - b. Schemes awaiting either Policy and Resources Committee approval to incur expenditure (Major Building Schemes) or Senior Management Board (SMB) allocation (Minor Schemes)
28. Appendix 2 shows the expenditure incurred on individual schemes and shows that £5.278m has been incurred in 2016/17, the bulk of which (68%) on the new Evesham station, (largely funded by Wychavon District Council).
29. There are 3 schemes to which Members attention is drawn:
- a. Small overspending on the Malvern and Worcester projects. This will add £.0007m to annual revenue capital financing costs and can be contained within the approved budget.
 - b. Small overspendings on individual heating schemes at Kingsland and Ledbury, are more than offset by savings on other heating schemes (marked “*” on the Appendix.
 - c. Evesham Fire Station Project shows the full cost of the project, including that funded by contributions from Wychavon DC. The anticipated net cost to the Fire Authority, subject to shared cost risk on abnormal ground-works, approved by Policy & Resources Committee on 21st September 2016 was £0.694m
30. In respect of the buildings related Minor Schemes, once confirmation is received from PPL that all expenditure has been incurred, any outstanding balances will be returned to the un-allocated budget for funding future schemes.

Role of the Audit and Standards Committee

31. 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.
32. 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 report.
33. 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.
34. The Statement of Accounts will reconcile these differences and the Audit and Standards Committee will scrutinise this reconciliation as well as the Accounts themselves.

Conclusion

35. It can be seen that the Authority's finances are well controlled and that, despite the late one-off items, the resultant under spending is part of a planned response to known future budget constraints.

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
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Supporting Information

Appendix 1: Revenue Budget 2016/17 – Provisional Out-turn

Appendix 2: Earmarked Reserves Extract

Appendix 3: Capital Budget 2016/17 – Provisional Out-turn

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Hereford & Worcester Fire Authority

Revenue Budget 2016-17 : Out-turn

	(2) Revised Budget £m	(3) Actual Expenditure £m	(4) Variation £m
1 Wholetime Uniformed Fire-fighters	12.093	12.093	0.000
2 Retained Uniformed Fire-fighters	3.439	3.252	(0.187)
3 Retained Uniformed Control Staff	0.728	0.706	(0.022)
4 Support Pay	3.248	3.288	0.040
5 Other Employee Costs	0.061	0.039	(0.022)
6 Un-funded Pensions	0.975	0.981	0.006
7 Employee Costs	20.544	20.359	(0.185)
8 Strategic Management	0.079	0.072	(0.007)
9 New Dimensions	0.088	0.035	(0.053)
10 Technical Fire Safety	0.016	0.014	(0.002)
11 Community Safety	0.167	0.152	(0.015)
12 Training	0.538	0.457	(0.081)
13 Performance, Information and Corporate Comms	0.100	0.078	(0.022)
14 Operational Policy	0.051	0.056	0.005
15 Human Resources	0.380	0.380	0.000
16 Operational Logistics	1.185	1.147	(0.038)
17 Fleet	0.506	0.507	0.001
18 Authority Costs	0.061	0.053	(0.008)
19 Information & Communications Technology (ICT)	1.615	1.394	(0.221)
20 Facilities Management	2.448	2.247	(0.201)
21 Insurances	0.316	0.313	(0.003)
22 Finance - FRS	0.067	(0.031)	(0.098)
23 Legal	0.024	0.020	(0.004)
24 Running Costs	7.641	6.894	(0.747)
25 Interest, Leasing, Provision for Debt Repayment	3.189	2.981	(0.208)
26 Capital Financing	3.189	2.981	(0.208)
27 Pay Award Provision	0.281	0.000	(0.281)
28 Inflation Provision	0.156	0.000	(0.156)
29 Unallocated Budget	0.084	0.000	(0.084)
30 Contingencies	0.521	0.000	(0.521)
31 Excess Staff	1.171	1.216	0.045
32 Secondment Income	(0.241)	(0.415)	(0.174)
33 Excess Staff	0.930	0.801	(0.129)
34 CORE BUDGET	32.825	31.035	(1.790)
35 Bud Red Res	(0.631)	(0.502)	0.129
36 Property Reserve	(0.202)	0.000	0.202
37 Fleet Funding Reserve	0.000	(0.042)	(0.042)
38 ICT Reserve	0.000	0.033	0.033
39 ESMCP Reserve	0.000	1.291	1.291
40 Earmarked Reserves	(0.833)	0.780	1.613
41 NET BUDGET	31.992	31.815	(0.177)
42 Fire Revenue Grant	(1.086)	(1.122)	(0.036)
43 Rural Services Delivery Grant	(0.108)	(0.108)	0.000
44 ESMCP Grant	0.000	(0.791)	(0.791)
45 Council Tax Precept & Collection Fund	(21.137)	(21.137)	0.000
46 Revenue Support Grant	(4.464)	(4.464)	0.000
47 Business Rate Top Up Grant	(2.845)	(2.845)	0.000
48 Transition Grant	(0.113)	(0.113)	0.000
49 Retained Business Rates & Associated Grants	(2.239)	(2.289)	(0.050)
50 Miscellaneous Other Grants	0.000	(0.009)	(0.009)
51 Funding	(31.992)	(32.878)	(0.886)
52	0.000	(1.063)	(1.063)

Hereford & Worcester Fire Authority

Earmarked Reserves Extract

	CSR Grant Phasing Reserve £m	Business Rates Reserve £m	Budget Reduction Reserve £m	Cap Fin Reserve £m	ICP Workwear Reserve £m	Fire Control Reserve £m	Equip Reserve £m	RPE Reserve £m	
Actual Balance at 31-Mar-2016	1.185	0.046	4.677	0.575	0.004	0.267	0.394		7.148
2016/17 used to support Excess Staff			(0.502)						(0.502)
2016/17 Out-turn			1.063						1.063
Create RPE Reserve			(1.000)					1.000	0.000
Increase C&C Reserve			(1.000)			1.000			0.000
Consolidate - for cutting gear				(0.575)			0.575		0.000
Increase Equipment Reserve	(0.225)		(0.175)				0.400		0.000
Consolidation - Other					(0.004)		0.004		0.000
Actual Balance at 31-Mar-2017	0.960	0.046	3.063	0.000	0.000	1.267	1.373	1.000	7.709
Supporting Excess Staff per MTFP			(1.722)						(1.722)
Initial revised projection			0.409						0.409
Supporting the MTFP Budget Gap	(0.960)	(0.046)	(1.750)						(2.756)
									0.000
Net Position	0.000	0.000	0.000	0.000	0.000	1.267	1.373	1.000	3.640

Hereford & Worcester Fire Authority

Capital Budget 2016-17 : Out-turn

	(2) Total Budget £	(3) Prior Yr Expd £	(4) 2016/17 Expd £	(5) Budget Remaining £
Vehicles				
1 Command Support Unit replacement	350,000			350,000
2 Pump Replacement	2,300,000	538,975	660,790	1,100,235
3 USAR Dog Van	29,000	26,865		2,135
4 USAR ISV	81,000	63,218	7,169	10,613
5 Response Vehicles	387,000		68,222	318,778
6	3,147,000	629,058	736,181	1,781,761
Major Buildings				
7 New Malvern Fire Station	2,067,000	2,066,776	54,945	(54,721)
8 New Worcester Fire Station	4,336,000	4,336,083	93,565	(93,648)
9 New Evesham Fire Station	4,098,903	392,714	3,653,675	52,514
10 New Hereford Station Preliminaries	95,000	60,749	8,417	25,834
11	10,596,903	6,856,322	3,810,602	(70,021)
Fire Control				
12 Fire Control Replacement	2,287,000	1,953,994	20,576	312,430
13	2,287,000	1,953,994	20,576	312,430
Minor Schemes				
14 Worcester Day Crew Plus	275,000	197,894	76,831	275
15 Hereford Day Crew Plus	275,000	60,643	1,697	212,660
16 Hereford Staff Welfare	41,000		12,808	28,192
17 JPV Works	443,525	429,289	10,807	3,428
18 Redditch Welfare	100,750	27,750	59,598	13,402
19 Bromyard Station Heating	10,000		8,364	1,636 *
20 Eardisley Station Heating	10,000		6,869	3,131 *
21 Kingsland Station Heating	10,000		11,109	(1,109) *
22 Kington Station Heating	10,000		9,437	563 *
23 Ledbury Station Heating	10,000		10,255	(255) *
24 Leintwardine Station Heating	10,000		5,156	4,844 *
25 Ross Station Heating	12,000		10,589	1,411 *
26 Stourport Station Heating	10,000		4,219	5,781 *
27 Droitwich Forecourt	70,000		0	70,000
28 Pershore Boiler Room	30,000		24,069	5,931
29 Pershore uPVC Facias	12,000		0	12,000
30 Upton Bay Floor	40,000		16,993	23,007
31 Station Alerter Masts	133,425	3,425	100,341	29,659
32 Asbestos Works	144,765	14,765	99,964	30,036
33 Public Sector Network Physical Security Measures	200,000	26,662	167,738	5,600
34 UPS Enhancement	127,432	102,432	0	25,000
35 Alerter Transmitters	175,000		0	175,000
36 SAN Replacement	65,000		63,118	1,882
37 Audit Software	35,000		10,505	24,495
38 Hardware Replacement	69,200		0	69,200
39 Patient Report Form IRS System	7,600		0	7,600
40 Intel Software	14,500		0	14,500
41	2,341,196	862,859	710,466	767,871
42 Capital Budget Approved Schemes	18,372,099	10,302,233	5,277,825	2,792,041

Report of Area Commander, Head of Operations

Crewing Proposals

Purpose of report

1. To inform Members of the progress of the proposals to maintain a crew of 5 on wholetime based fire engines.

Recommendations

It is recommended that the following be noted:

- i) The crewing proposals presented to the Joint Consultative Committee (JCC) on 27 March 2017 meet the aim of providing sustainable, high quality firefighting, rescue and preventative services.*
- ii) The crewing proposals presented to the JCC on 27 March 2017 meet the objective of providing a crew of 5 on wholetime appliances across the Service and other identified objectives.*
- iii) An initial consultation over the crewing proposals ended on 1 May 2017 and that two responses were received.*
- iv) Discussions with Representative Bodies are underway regarding the proposed crewing systems.*
- v) Negotiations into contractual issues will commence as soon as discussions on the systems have concluded.*

Introduction and Background

2. A paper was presented to Members at the FRA meeting on 15 February 2017 with the following recommendations being agreed:

“That the following be noted:

- The temporary period of enhanced standard crewing levels of 5 on all first fire engines whenever possible has now come to an end*
- The £0.8m provided for the 2 year period to support this initiative is now exhausted”*

An amendment was made to the third recommendation so that it read:

“Work is underway to provide options for increased resilience at no extra cost with the objective of increasing resilience across the Service and providing crewing

models that can provide for a crew of 5 on the first wholetime appliance at Kidderminster, Redditch, Bromsgrove, Malvern, Evesham and Droitwich on as many occasions as possible at no additional cost to the service and with no change to service provision.”

3. With regard to how the Service can deliver increased resilience and capacity by crewing with 5 on wholetime appliances in the future, the FRA requested that these options be brought forward as soon as possible.

Crewing Proposals

4. From 1 April this year, crewing on wholetime appliances is 4. This, coupled with the recent mandate from the FRA gave an impetus for the Service to urgently review crewing systems to see how, within existing resources, we could increase resilience whilst ensuring we continue to meet our core purpose of providing our communities with:

‘sustainable, high quality firefighting, rescue and preventative services’

5. Members will also be aware that the Home Office is mandating all Services to reform and modernise their practices across many areas of business, including how we recruit, employ and utilise our staff in order to achieve maximum efficiency and effectiveness at all times. Therefore this review of crewing arrangements comes as one part of a much wider suite of measures, which will affect all groups of employees, designed to ensure the organisation meets the expectations of Home Office in every way.
6. Whilst it is by no means the primary driver, efficient and effective crewing arrangements will also importantly contribute to the Service’s revised Medium Term Financial Plan (MTFP) which seeks to ensure sound financial arrangements over the coming years, whilst at the same time continuing to function effectively with up to £1.6m less annual revenue funding by 2019/20.
7. With all this in mind the key objectives set for this crewing review were designed to deal with issues identified by the FRA, managers of the Service, staff and Representative Bodies and are detailed below:
 - Create capacity and resilience (crewing 5s) on wholetime appliances across the Service.
 - Provide additional support to RDS and the crewing of RDS appliances across the Service.
 - Introduce modern, flexible working conditions that are attractive for people to work and that could encourage diversity across the Service.
 - Retain existing fire cover (speed and weight of attack) wherever possible.
 - Review the number of operational managerial posts.

- Develop solutions to help resolve the issues with recruiting staff to the Day Crewing Duty System.
- Resolve the complications around the allowances for Droitwich/USAR personnel.
- Create savings of up to £300,000 pa to meet MTFP.

Current Situation

8. In order to consult, discuss and negotiate these proposals with the Representative Bodies, HWFRS is following the procedure detailed in the National Joint Council (NJC) for Local Authority Fire and Rescue Services, Scheme of Conditions of Service, Sixth Edition 2004 (updated 2009), (known as the Grey Book) and within the Service Policy Instruction on the Joint Protocol for Industrial Relations.
9. On 27 March 2017, members of the Joint Consultative Committee (JCC) were invited to a meeting at which they were given a presentation on the proposals. That set of proposals meets all of the objectives above and importantly makes the delivery of our operational services sustainable for the future.
10. Following the JCC meeting on 27 March, officers have carried out a series of visits to the affected stations to present the proposals and to engage with staff to discuss them, identify issues and alternative approaches.
11. The initial consultation with the Representative Bodies was extended at the request of the Fire Brigades Union (FBU) and ended on 1 May 2017 and two responses were received by the Service from the FBU and the Fire Officer's Association (FOA). These responses identified a number of issues but did not identify any alternative proposals to meet the aim and objectives.
12. The issues raised in the consultation responses were fully considered, and responded to in writing by the CFO on 8 May 2017, and the two unions that responded (FBU & FOA) were invited to separate meetings to discuss their issues and to begin discussions on the crewing systems; a deadline for responses was agreed for 7 June 2017.
13. Since the crewing proposals were presented to the staff, officers have carried out visits to Evesham Town Council, Malvern Town Council, The Mayor of Hereford and the Wychavon and Malvern Hills District Council Chief Executives to engage with stakeholders and to explain the proposals.

Next Steps

14. Once discussions regarding the crewing systems have concluded, the Service will enter negotiations on contractual issues ahead of further periods of consultation on the negotiated outcomes and identifying implementation dates for transitioning to the new systems.

Conclusions

15. Following the FRA meeting on 15 February 2017 a set of proposals was presented to the Representative Bodies (RBs) on 27 March 2017.
16. An initial consultation period ended on 1 May 2017 and two responses were received from the RBs.
17. These responses did not provide any alternative solutions for consideration and raised a number of issues that were fully considered and responded to in writing by the CFO.
18. Discussions with the RBs began in May 2017 and once these have concluded, negotiations will start into contractual issues followed by a further period of consultation on the negotiated outcomes before transitioning to the new systems can begin.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Impact on all staff and resource implications for HR team
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications)	Link to core purpose and to Medium Term Financial Plan
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores)	Maintaining the agreed crewing level does not add additional risk
Consultation (identify any public or other consultation that has been carried out on this matter)	Consultation with Representative Bodies carried out. Engagement with stakeholders and staff ongoing
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	Yes.

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Report of the Head of Corporate Services

2016-17 Performance Report: Quarter 1 – Quarter 4

Purpose of report

1. This report is a summary of the Service's Quarter 1 to Quarter 4 (Q1 to Q4) performance against a comprehensive set of Performance Indicators agreed by the Senior Management Board (SMB).
-

Recommendations

It is recommended that Members note the following headlines drawn from Appendix 1 relating to performance in Quarter 1 to Quarter 4, 2016-17:

- i) *A total of 6,749 incidents were attended in Q1 to Q4, an increase of 5.7% (290 incidents) over the same period in 2015-16, and 3.3% (223 incidents) higher than the average for the last five years.*
- ii) *The majority of the increase in Q1 to Q4 is accounted for by a rise in the numbers of Special Service and False Alarm incidents, while the number of Fire incidents was down:*
 - a. *Special Services: there was an increase of 71 incidents over the twelve month period. This is predominantly accounted for by increases in the number of animal assistance incidents (46 incidents), and Other Special Services such as, lift rescues, spills and leaks (non-RTC), provision of advice and assisting other agencies (80 incidents).*
 - b. *False Alarms: there was an increase of 252 incidents over the twelve month period in all types of False Alarm incidents. This is mainly because of an increase in automatic activations of inbuilt fire alarms systems (197 incidents).*
 - c. *Fires: a decrease of 33 incidents for this period over the previous year is largely accounted for by a fall in the number of Secondary Fires (down by 23 incidents) with fewer outdoor fires in a wetter than usual late spring/early summer period.*
- iii) *The number of Fires, Special Service and False Alarm incidents has stayed relatively consistent over the last 5 years.*
- iv) *Overall Staff Sickness levels are 6.08 days lost per head, which remains within tolerance levels set (see paragraph 3 below) for Q1 to Q4.*
- v) *The Service attended 58.2% (384 incidents) of Building Fires within 10*

minutes in Q1 to Q4 compared with 60.2% in the same period in 2015-16. The average time for the first fire appliance attendance at all building fires was ten minutes and thirty-six seconds.

- vi) The overall availability of the first On-Call (Retained) fire appliance remains high at 91.8%; this has increased by 0.8% compared to the same period in 2015-16.***

Introduction

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

Tolerance Levels

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

Quarter 1 – 4 Performance

5. Quarter 1 to Quarter 4 saw a 4.5% increase in the total number of incidents attended by the Service compared to the same period last year, however the number of overall incidents attended in Q1 to Q4 has been relatively consistent over the last five years.
6. In terms of Fires, there were 14 less Primary Fires and 4 more Chimney Fires over the twelve month period in Q1 to Q4 compared to the same period last year. The number of Building Fires, which form the largest proportion of Primary Fires, was 621, a decrease of 34 incidents over the same period in 2015-16. Within the figures, an increase in the number of prison cell fires at one particular location was noted and Community Risk officers are working with prison service colleagues in an attempt to reduce the number of these incidents. There was 1 fatality in Primary Fires during this period. The majority of the increase in Chimney Fires (24 of the 140 incidents) occurred during April, which was unseasonably cooler than normal. Secondary Fires, particularly Grassland, Woodland

and Crop Fires, were down by 35 incidents in Q1 to Q4 largely because of a cooler and wetter late spring/early summer period.

7. The number of Special Service incidents (emergency incidents that are not fire related) in Q1 to Q4 increased by 71 incidents compared to the same period in 2015-16, taking Q1 to Q4 1.2% lower than the 5-year average. There were 45 less Road Traffic Collisions, the majority of these incidents involved making the vehicle and/or scene safe. The Service attended 19 fatalities in RTC incidents during Q1 to Q4. Flooding incidents increased from 66 in Q1 to Q3 of 2015-16 to 68 in Q1 to Q4 of 2016-17. Animal assistance incidents also increased from 95 to 141.
8. There was an increase in the number of incidents that result in a False Alarm categorisation in Q1 to Q4, with 252 more incidents over the six month period compared to the same period in 2015-16. 55% of these incidents involved 'life risk' premises, such as residential properties, sheltered housing, hospitals, hotels, nursing homes, prisons etc. Calls to 'life risk' premises that result in a false alarm categorisation are mainly accounted for by faults on system or cooking related incidents between the hours of 8am-6pm.
9. The number of days lost to sickness absence for all staff remains within tolerance levels (see paragraph 3 above) and continues to compare favorably with others, including Herefordshire Council and Worcestershire County Council on all staff sickness levels.
10. The percentage of Building Fires attended within 10 minutes by the first fire appliance was 58.2% during Q1 to Q4; a decrease of 2% compared to the same period in 2015-16, and continues to remain below the 75% stretch target set in the Service's Attendance Standard. The average attendance time at all building fires improved slightly to Ten minutes and thirty six seconds.
11. The availability of the first On-Call (Retained) fire appliance increased by 0.8% to 91.8% in Q1 to Q4 compared to Q1 to Q4 of 2015-16. Within this, On-Call crews at Ross-on-Wye fire station maintained 100% availability in Q1 and Q4.

Conclusion/Summary

12. Further detail and analysis regarding the above headlines for performance in Quarter 1 to Quarter 4 of 2016-17 is included in Appendix 1.

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

Corporate Considerations

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 2016-17 Performance Report: Quarters 1 - 4

Appendix 2 – HWFRS Community Risk Activity: Quarters 1 - 4

Contact Officer

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Fire Authority 2016-17 Performance Report: Quarter 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 On-Call Firefighter availability.

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

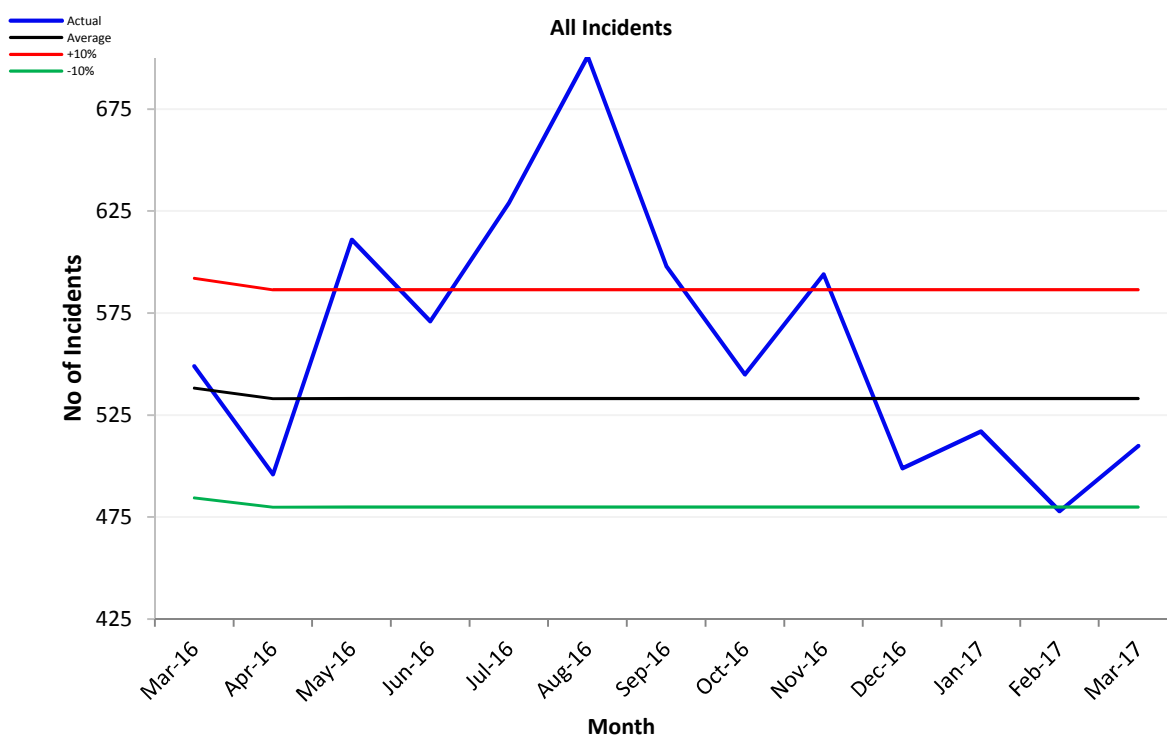
1. Operational Activity

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

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

1.1 Total incidents Attended

The total number of incidents attended in Q1 - Q4 2016-17 was 6,749, which is an increase of 4.5% (290 incidents) compared with Q1 - Q4 in 2015-16. The majority of the increase is accounted for by a rise of 8.3% (252 incidents) in False Alarm incidents (predominately automatic fire alarms) followed by an increase in Special Service calls of 4.8% (71 incidents). Fire incidents were down (33 incidents), a fall of 1.7%.

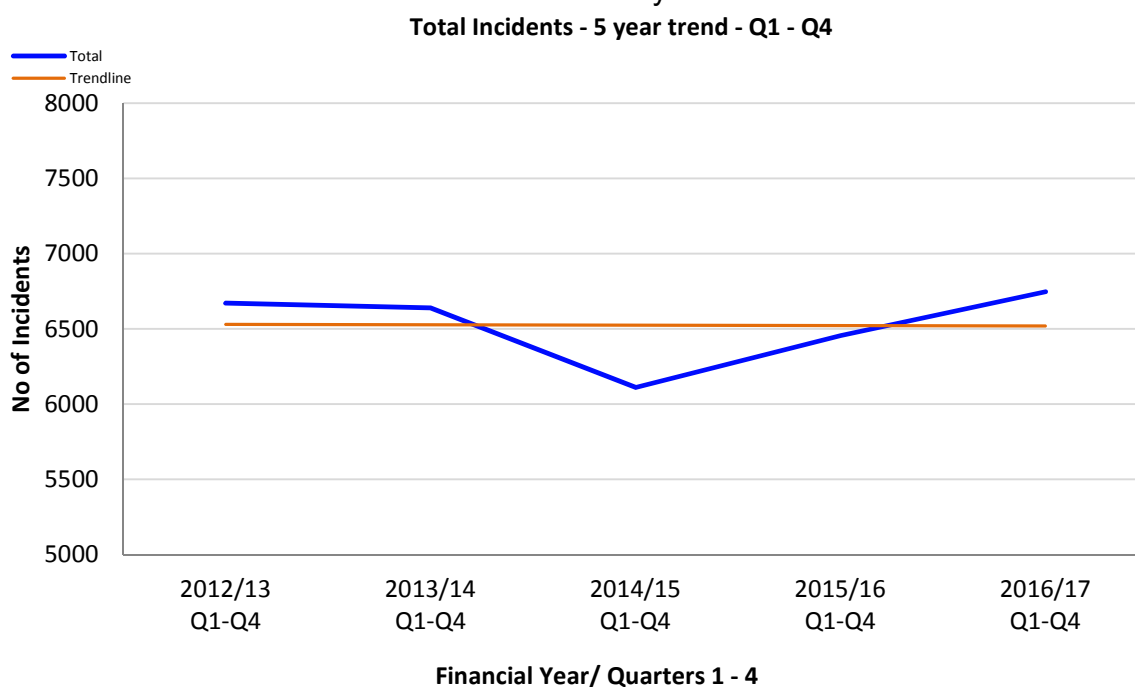


(Figure 1 – Total Incidents per month: Mar 2016 to Mar 2017)

Total Incidents	Q1-Q4 2015-16	Q1-Q4 2016-17	% change
All Fires	1920	1887	-1.7
Special Services	1489	1560	4.8
False Alarms	3050	3302	8.3
Total Incidents	6459	6749	4.5

(Table 1 – Total Incidents: Q1 & Q4 2015-16 and Q1 & Q4 2016-17)

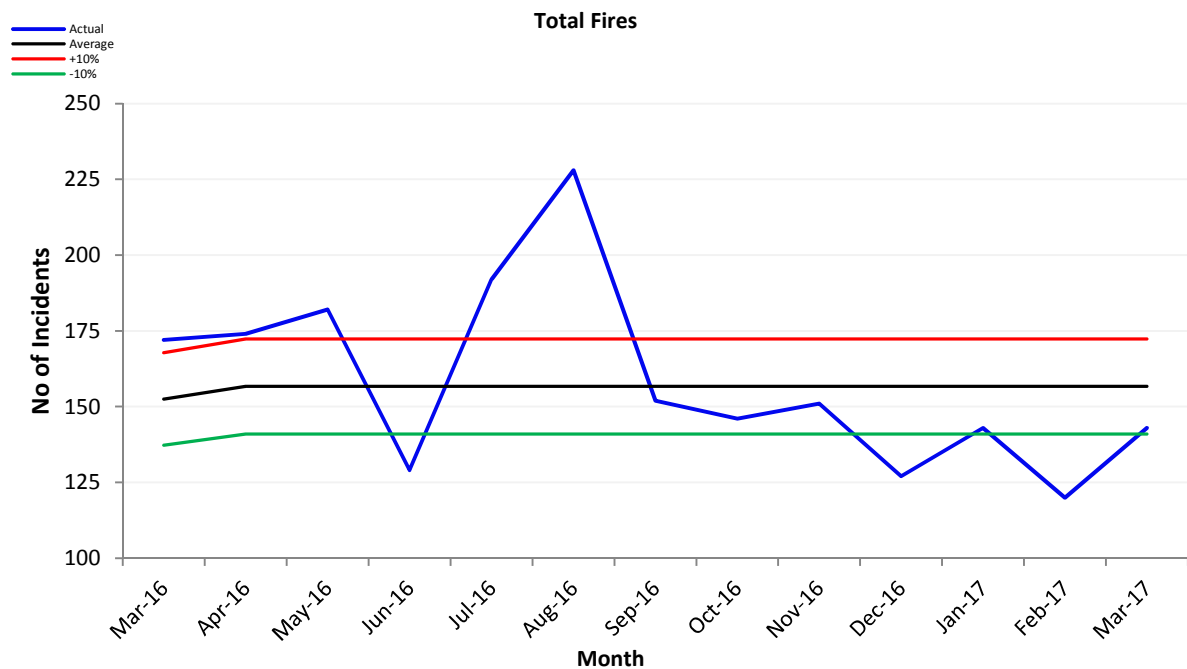
- Total Fire incidents, which include Primary, Secondary and Chimney Fires, were 1.7% lower (33 incidents) than over the same period in 2015-16. This is largely accounted for by a 3.1% decrease in the number of Secondary Fires, though the number of Primary Fires decreased by 14 incidents and still represents the largest proportion (54.5%) of all fires attended.
 - Additionally 10 Fire incidents occurred due to storm Doris.
- The number of Special Service incidents has increased by 4.8% (71 incidents) compared with the same period in 2015-16.
 - An additional 61 Special Service incidents occurred on the 23rd / 24th February when Storm Doris tore through the two counties.
- The total number of False Alarm incidents increased by 8.3% (252 incidents) compared with the same period in 2015-16.
- Whilst there has been a slight increase in 2016-17 the overall number of incidents attended has remained relatively consistent.



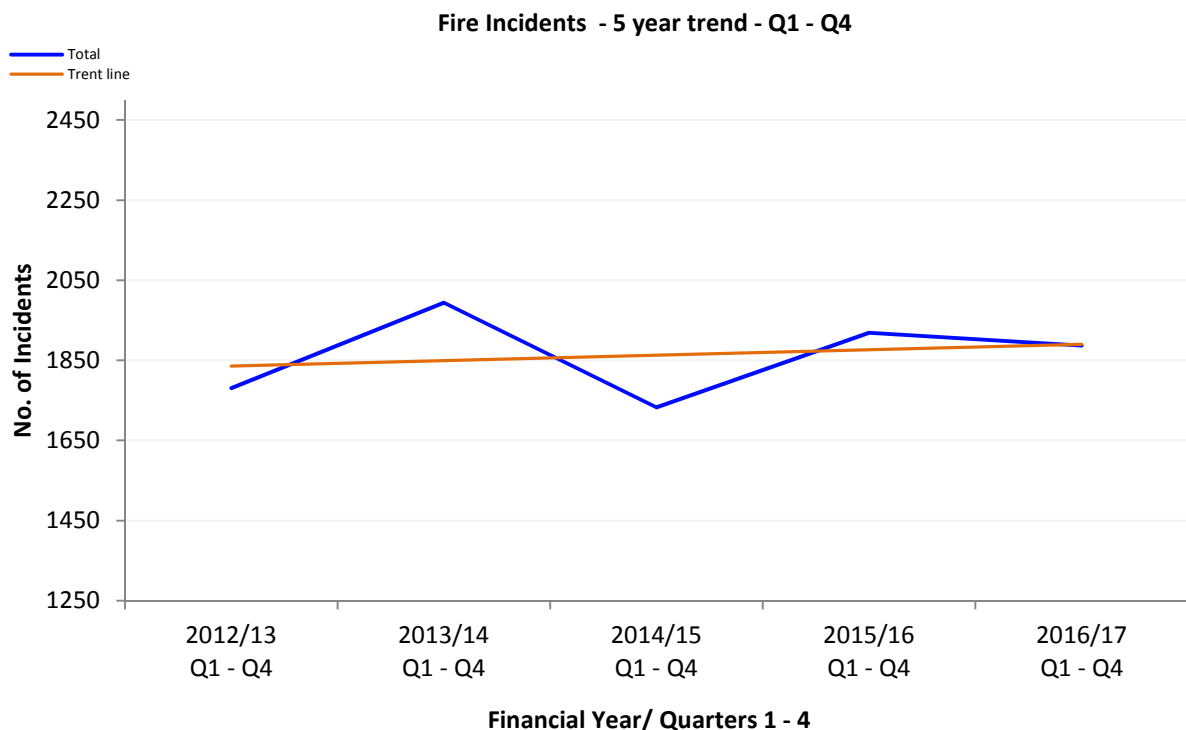
(Figure 2 – All Incidents: Q1 - Q4 2012-13 to Q1 - Q4 2016-17)

1.2 Total Number of Fires

The number of fires has reduced by 1.7% (33 incidents) in Quarter 1 - 4 2016-17 compared with the same period in 2015-16. Figure 3 shows the seasonal trends with fire incident numbers increasing in the warmer, summer months from June to September. Figure 4 shows that the total number of fires in Quarter 1 - 4 has remained relatively consistent at around 1,850 over the last 5 years.



(Figure 3 – Total Fires per month: Mar 2016 to Mar 2017)



(Figure 4 – Fire Incidents: Q1 - Q4 2012-13 to Q1 - Q4 2016-17)

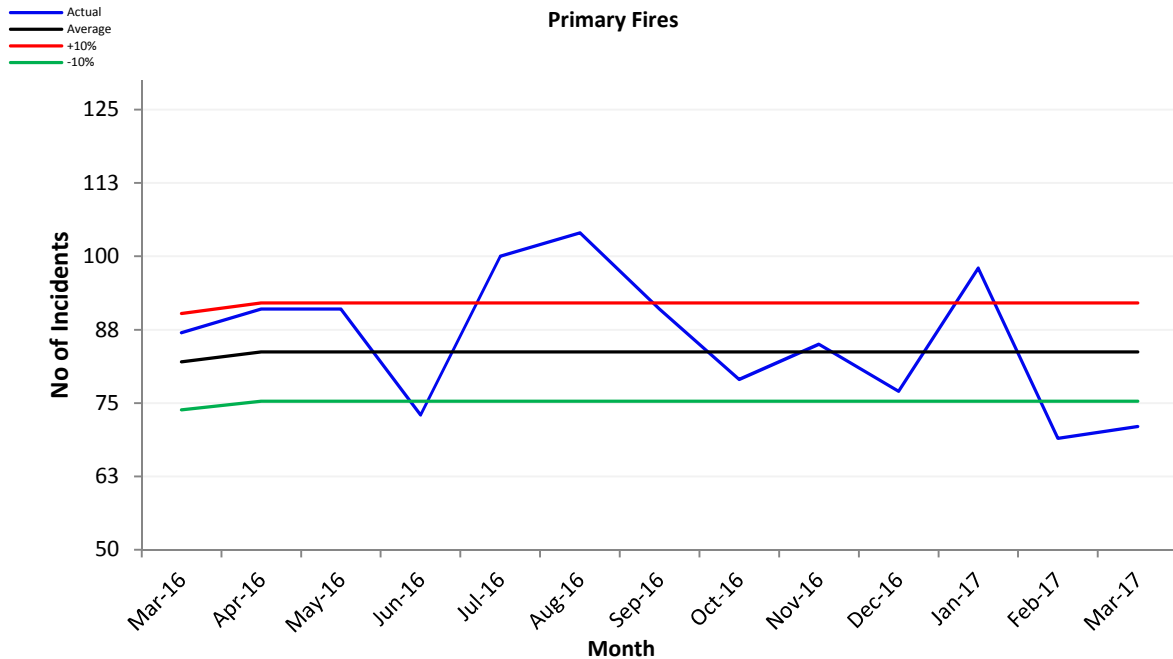
Total Fires	Q1-Q4 2015-16	Q1-Q4 2016-17	% change
Primary Fires	1043	1029	-1.3
Secondary Fires	741	718	-3.1
Chimney Fires	136	140	2.9
Total Fires	1920	1887	-1.7

(Table 2 – Total Fires: Q1 - Q4 2015-16 and Q1 - Q4 2016-17)

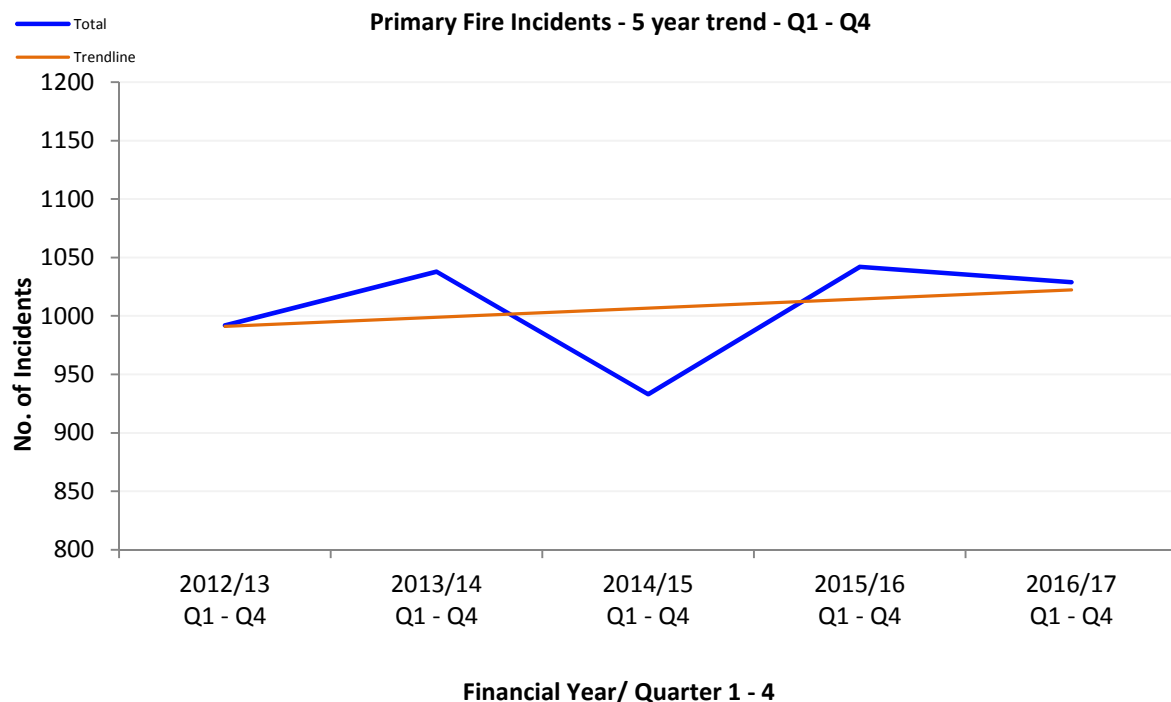
- The number of Primary Fire incidents decreased by 14 incidents in Quarter 1 - 4 of 2016-17 than in the same period in 2015-16, representing an decrease of 1.3%.
- The number of Secondary Fires decreased by 23 incidents (3.1%) compared with the same period in 2015-16.
- The number of Chimney Fires increased by 4 incidents (2.9%) compared with the same period in 2015-16 this is a 41% drop over a 5 year period.
- During Quarter 1 - 4, Community Risk activity included 4203 Home Fire Safety Checks (HFSCs) which target vulnerable households, 731 Business Fire Safety Checks (BFSCs) and 1248 Signposting referrals to other support agencies.
- The Fire Safety officers continued to deliver the Houses of Multi Occupancy (HMO) project, focusing on commercial properties with residential accommodation above. This project reflects the increase in enforcements shown in Appendix 2.

1.3 Primary Fires

Primary Fires are broken down into three main categories: Building Fires, Vehicle & Transport Fires and certain Outdoor Fires. In Quarters 1 - 4 of 2016-17, there was a decrease of 34 Building Fires compared to that within the same period of 2015-16. Outdoor Fires increased by 3 incidents with Vehicle & Transport Fires increasing by 17 when compared with the same period in 2015-16. Building Fires continue to represent the greatest proportion (60.4%) of all Primary Fires. Overall, the number of Primary Fires in Q1 - Q4 has remained relatively consistent at around 1,000 over the last 5 years (shown in Figure 6 below).



(Figure 5 – Primary Fires per month: Mar 2016 to Mar 2017)



(Figure 6 – Primary Fires: Q1 - Q4 2012-13 and Q1 - Q4 2016-17)

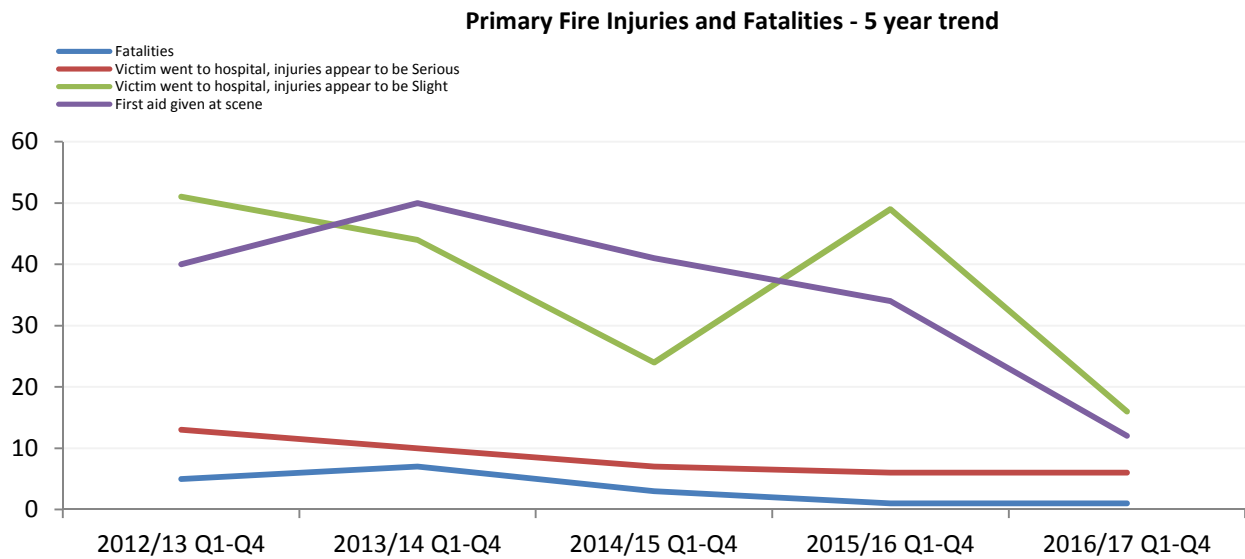
Primary Fires	Q1-Q4 2015-16	Q1-Q4 2016-17	% change
Building Fires	655	621	-5.2
Vehicle & Transport Fires	285	302	6.0
Outdoor Fires	103	106	2.9
Total	1043	1029	-1.3

(Table 3 – Primary Fires: Q1 - Q4 2015-16 and Q1 - Q4 2016-17)

- The number of Building Fires decreased by 5.2% compared with the same period in 2015-16.
- There have been a total of 40 minor cell fire incidents at HMP Hewell in Q1 - Q4. Whilst the Fire Service do not have jurisdiction over prisons, Community Risk and local crews are working with HMP Hewell and the Crown Premises Inspection Group to reduce incident numbers.
- Technical Fire Safety continues to work with businesses and post-fire audits are completed following all fires in business premises.
- Vehicle & Transport Fires increased by 6.0% (17 incidents) compared with the same period in 2015-16. Car Fires continue to account for the greatest proportion (60.3%) in this category with 182 incidents.
- Primary Outdoor Fires are at (106 incidents) in 2016-17 compared with (103 incidents) in the same period in 2015-16. These are classified as Primary Fires if they are attended by five or more Fire Appliances or if they involve a casualty or fatality.

Primary Fires Casualty: severity	Q1-Q4 2015-16	Q1-Q4 2016-17	% change
Fatalities	1	1	0.0
Victim went to hospital, injuries appear to be Serious	3	6	100.0
Victim went to hospital, injuries appear to be Slight	35	16	-54.3
First aid given at scene	28	12	-57.1
Total	67	35	-47.8

(Table 4 – Primary Fires Casualties: Q1 - Q4 2015-16 and Q1 - Q4 2016-17)

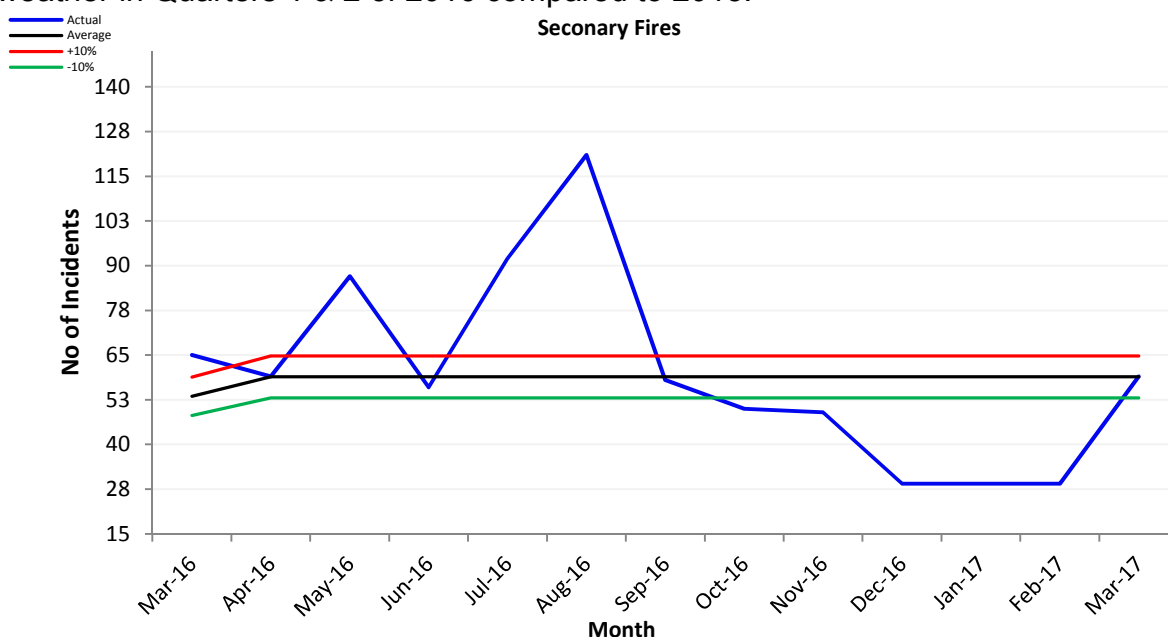


(Figure 7 – Primary Fires: Q1 - Q4 2012-13 and Q1 - Q4 2016-17)

- There was 1 fatality at a Primary Fire during Q1 - Q4 in 2016-17.
- Casualties who attended hospital with apparent 'serious' injuries increased from 3 to 6; however those who attended hospital with apparent 'slight' injuries decreased making the overall a 54.3% decrease.
- The greatest proportion of injuries reported were under the categories 'Victim went to hospital, injuries appear to be Slight' and 'First Aid given at scene' which have both reduced to 45.7% and 35.3% respectively when compared with the same period in 2015-16.

1.4 Secondary Fires

Secondary Fires include all other fires which are not Primary or Chimney Fires, do not involve casualties and are attended by no more than 4 Fire Appliances. There was a 3.1% decrease (23 incidents) in Secondary Fires in Quarter 1 - 4 of 2016-17 compared with the same period in 2015-16. This is mostly accounted for by a decrease in Other Outdoors incidents (including land) due to the wetter than usual weather in Quarters 1 & 2 of 2016 compared to 2015.



(Figure 8 – Secondary Fires per month: Mar 2016 - Mar 2017)

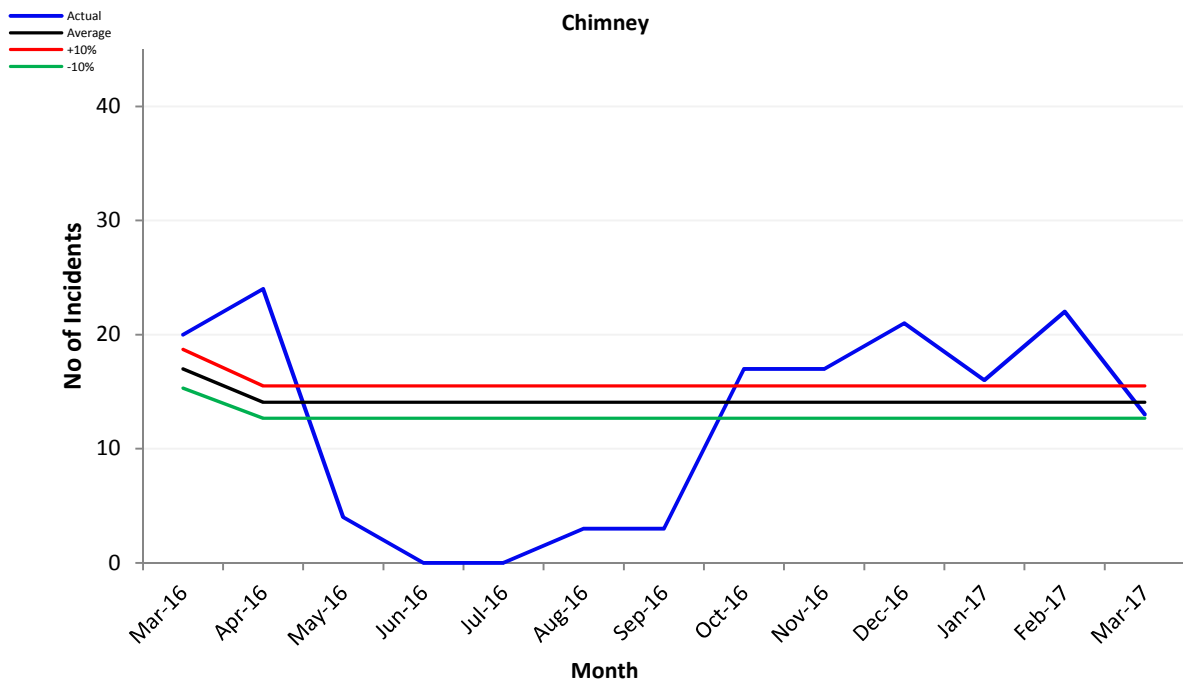
Secondary Fires	Q1-Q4 2015-16	Q1-Q4 2016-17	% change
Grassland, Woodland and Crop	287	252	-12.2
Other Outdoors (including land)	229	171	-25.3
Outdoor equipment & machinery	12	17	41.7
Outdoor Structures	177	222	25.4
Building & Transport	36	56	55.6
Total	741	718	-3.1

(Table 5 – Secondary Fires: Q1 - Q4 2015-16 and Q1 - Q4 2016-17)

- Grassland, Woodland and Crop Fires represent the greatest proportion (35.1%) of all Secondary Fires.
- The number of Building & Transport fires increased by 55.6% in Q1 - Q4; this can be accounted for by 19 deliberate fires at a derelict school in Kidderminster. The Service has engaged in discussions with the property owner, local authority and Police about better security to stop trespassers entering the site.
- The Service carried out 32 safety campaigns during 2016-17 including "Barbecue Safety" in May and "Setup Camp" in June.

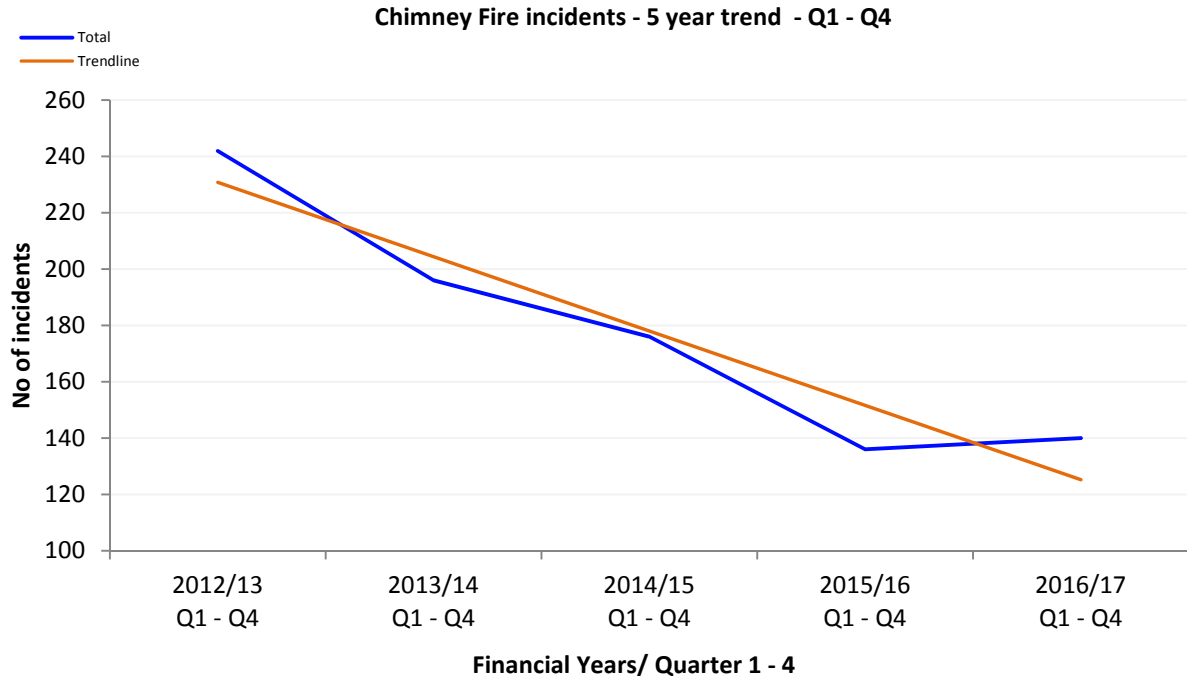
1.5. Chimney Fires

The number of Chimney Fires has increased by 4 incidents in Quarter 1 - 4 of 2016-17, compared to 136 in the same period of 2015-16. The largest increase occurred during April as the weather was unseasonably mild.



(Figure 10 - Chimney Fires per month: Mar 2016 to Mar 2017)

Overall Chimney Fires decreased 41% over a 5 year period,



(Figure 11 – Chimney Fires: Q1 - Q4 2012-13 to Q1 - Q4 2016-17)

Chimney Fires	Q1-Q4 2015-16	Q1-Q4 2016-17	% change
April	13	24	84.6
May	6	4	-33.3
June	1	0	-100.0
July	2	0	-100.0
August	2	3	50.0
September	3	3	0.0
October	12	17	41.7
November	15	17	13.3
December	19	21	10.5
January	21	16	-23.8
February	22	22	0.0
March	20	13	-35.0
Total	136	140	2.9

(Table 6 – Chimney Fires: Q1 - Q4 2015-16 and Q1 - Q4 2016-17)

- The total number of Chimney Fires in Quarter 1- 4 of 2016-17 was 2.9% (4 incidents) higher than in the same period of 2015-16. 24 of the 140 Chimney Fires occurred in April when the mean temperature was 2 degrees lower than the same period in the previous year. Though there has been a small increase when compared to 2015-16 this is below the 5 year average of 178 incidents.
- The Service carried out a chimney fire safety campaign in September.

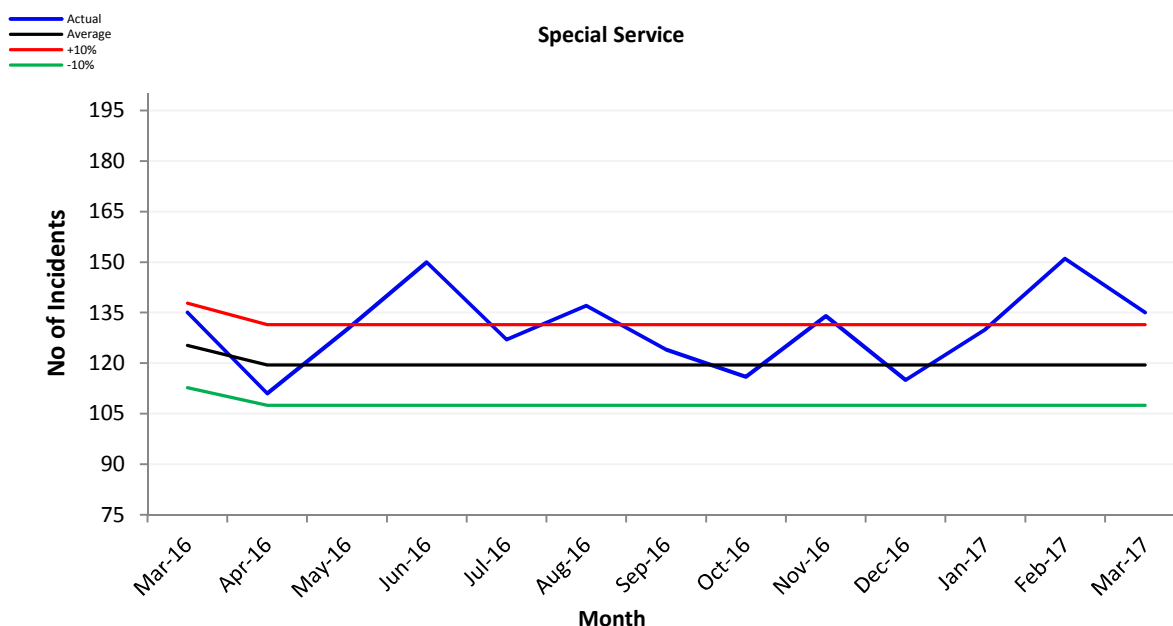
2. Operational Activity - Other Non-Fire incidents

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.

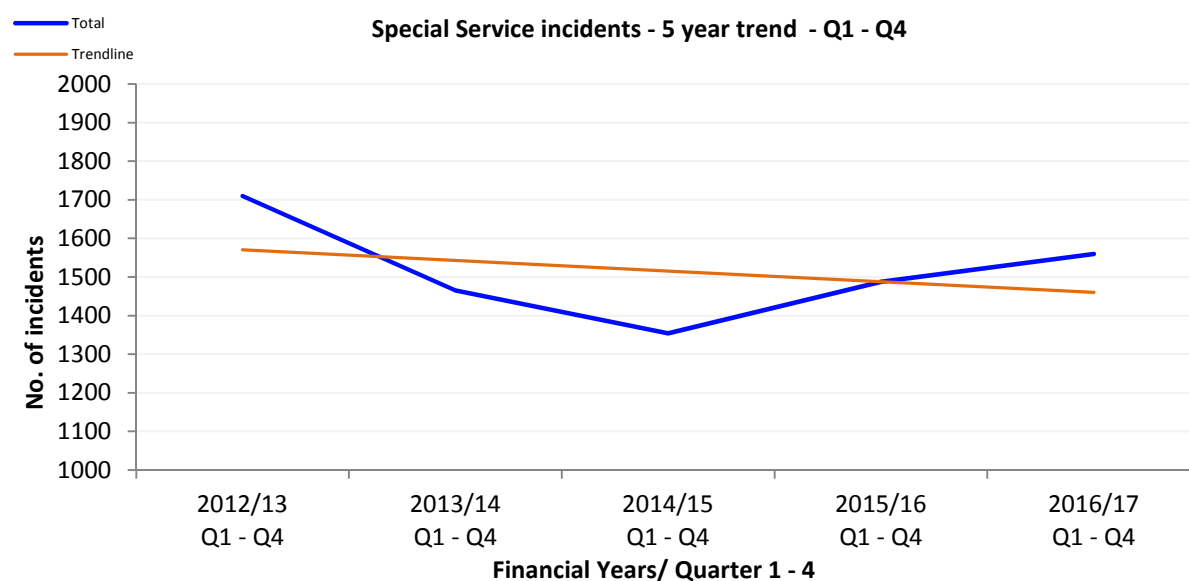
2.1. Special Service Incidents

The number of Special Service incidents has risen by 4.8% (71 incidents) in Quarter 1 - 4 of 2016-17 compared to the same period in 2015-16. RTC incidents continue to form the greatest proportion of Special Service incidents, representing 38.7% of all Special Service incidents.

- The spike in February was due to Storm Doris which accounted for 36 Special Service incidents in one day.



(Figure 12 – Special Service incidents per month: Mar 2016 to Mar 2017)



(Figure 13 – Special Service incidents: Q1 - Q4 2012-13 and Q1 - Q4 2016-17)

Special Services	Q1-Q4 2015-16	Q1-Q4 2016-17	% change
RTC Incidents	648	603	-6.9
Flooding	66	68	3.0
Rescue/Evacuation from Water	58	39	-32.8
Animal Assistance	95	141	48.4
Other Special Services	622	709	14.0
Total	1489	1560	4.8

(Table 7 – Special Services: Q1 - Q4 2015-16 and Q1 - Q4 2016-17)

- The number of RTC incidents shows a decrease of 6.9% (45 incidents) increase in Quarter 1- 4 2016-17 compared with the same period in 2015-16.
- There was an increase in the number of Flooding and Rescue/Evacuation from Water incidents in Quarter 1 - 4 of 2016-17 (2 incidents).
- The Service ran two Water Safety Awareness Weeks in May and June 2016.
- Despite a spike in 2012-13, caused by 3 days of severe flooding, the number of Special Service incidents has remained relatively consistent over the last 5 years (as shown in Figure 13).
- Other Special Service incidents increased by 87 incidents. These are incidents such as removal of objects, lift rescues, spills and leaks (non-RTC), provision of advice and assisting other agencies.

2.2. RTC Incidents

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

The number of RTC incidents attended in Q1 - Q4 decreased by 6.9% (45 incidents) compared to the same period in 2015-16. The majority of these incidents involved making vehicles safe (57.9% of all RTC incidents attended). Fire and Rescue crews attended 19 fatalities involving RTCs in Q1 - Q4, compared to 9 in the same period in 2015-16. The number of people seriously injured in RTCs decreased from 94 to 46 (as shown in Table 9 below).

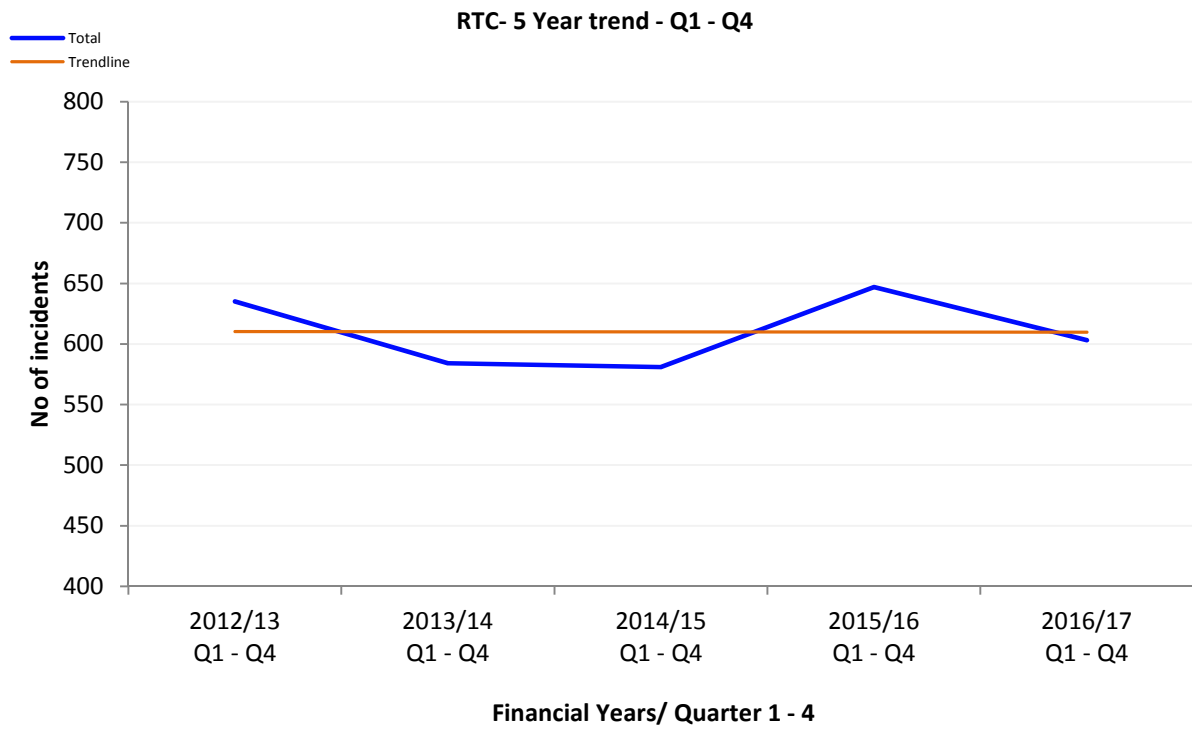
RTC Incidents	Q1-Q4 2015-16	Q1-Q4 2016-17	% change
Extrication of person/s	90	72	-20.0
Make scene safe	78	93	19.2
Make vehicle safe	364	349	-4.1
Release of person/s	57	37	-35.1
Wash down road	1	3	200.0
Other	58	49	-15.5
Total	648	603	-6.9

(Table 8 – RTC Incidents: Q1 - Q4 2015-16 and Q1 - Q4 2016-17)

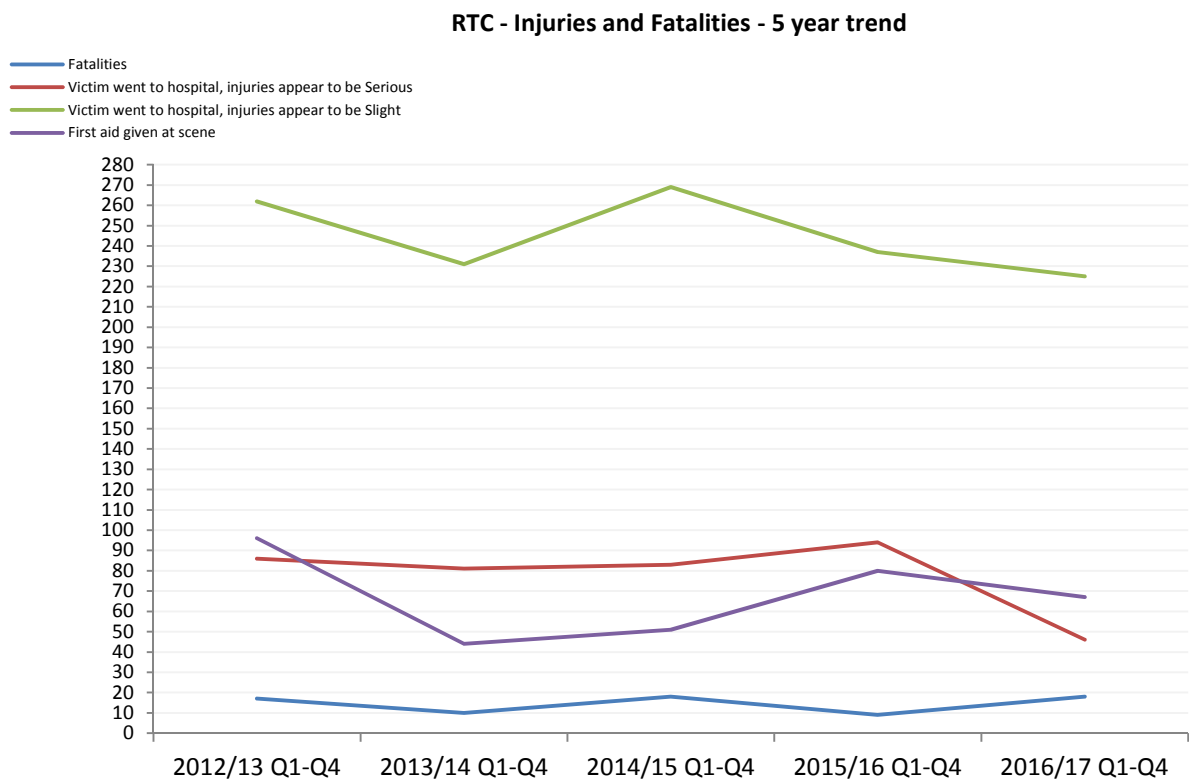
RTC Casualty severity	Q1-Q4 2015-16	Q1-Q4 2016-17	% change
Fatalities	9	19	111.1
Victim went to hospital, injuries appear to be Serious	94	46	-51.1
Victim went to hospital, injuries appear to be Slight	237	225	-5.1
First aid given at scene	80	67	-16.3
Total	420	356	-15.0

(Table 9 – RTC Casualty severity: Q1 - Q4 2015-16 and Q1 - Q4 2016-17)

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



(Figure 14 – RTC Incidents per month: Q1 - Q4 2012-13 to Q1 - Q4 2016-17)

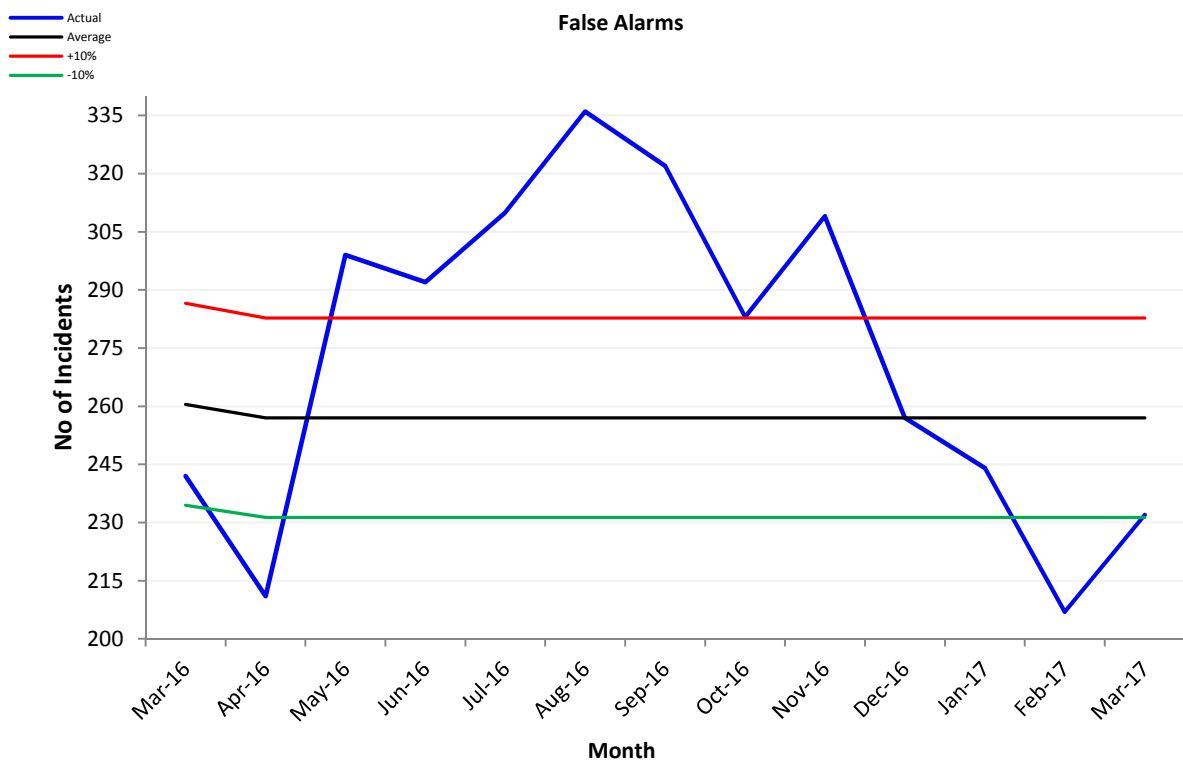


(Figure 15 – RTC Injury and fatalities quarterly data: Q1 - Q4 2012-13 to Q1 - Q4 2016-17)

2.3. False Alarm Incidents

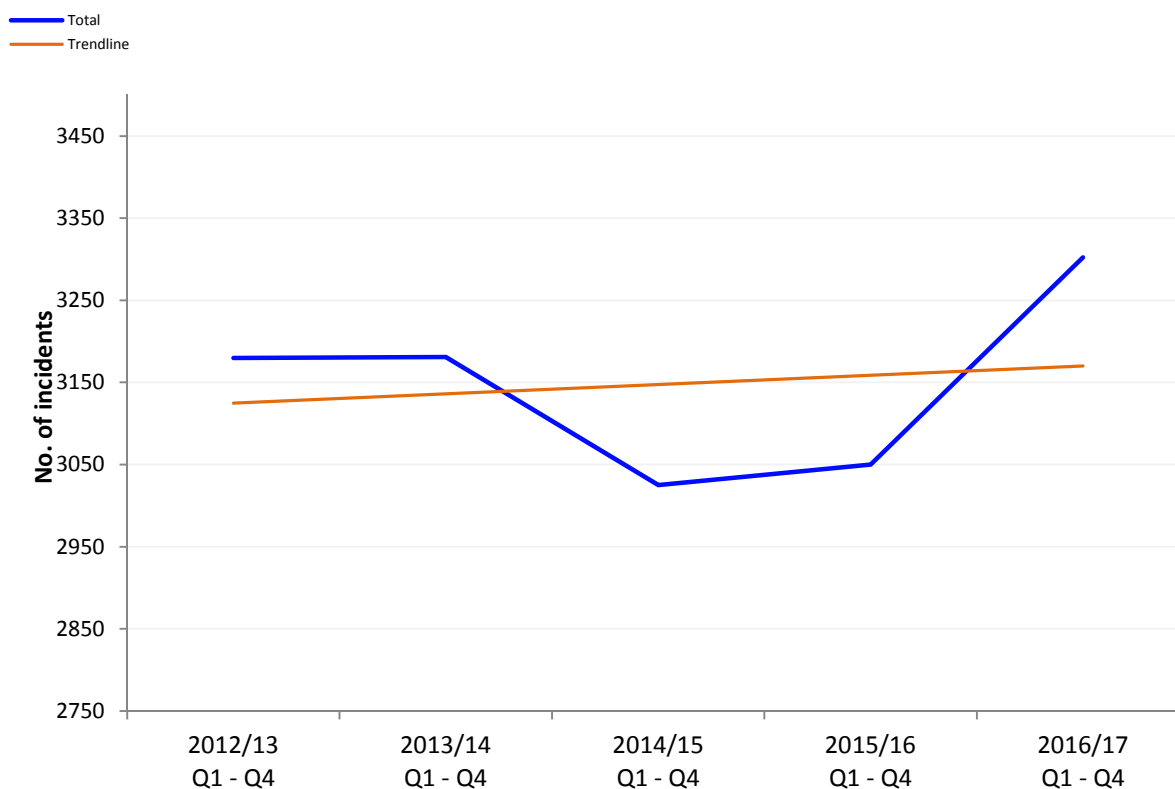
The number of False Alarm incidents in Quarter 1 - 4 of 2016-17 shows a rise of 8.3% (252 incidents) compared to the same period in 2015-16.

- Automatic fire alarm incidents increased by 8.7% (197 incidents) in Q1 - Q4 2016-17, compared to the same period in 2015-16. The service continues to analyse the cause and location of the incident and work with premise owners to reduce call numbers.
- False alarm good intent incidents increased by 8.3% (61 incidents) in Q1- Q4 2016-17, compared to the same period in 2015-16.
- In addition, there were a further 161 False Alarms which did not require the attendance of the Fire and Rescue Service. These include those that were cancelled following rigorous call challenging by Fire Control officers and those where the Fire Appliances were 'returned en route' following the receipt of further information from Fire Control.



(Figure 16 – False Alarm incidents per month: Mar 2016 to Mar 2017)

False Alarms - 5 year trend - Q1 - Q4



Financial Years/ Quarter 1 - 4

(Figure 17 – False Alarm incidents: Q1 - Q4 2012-13 to Q1 - Q4 2016-17)

False Alarms	Q1-Q4 2015-16	Q1-Q4 2016-17	% change
Malicious False Alarms	51	45	-11.8
False Alarm Good Intent	733	794	8.3
False alarm due to Apparatus	2266	2463	8.7
Total	3050	3302	8.3

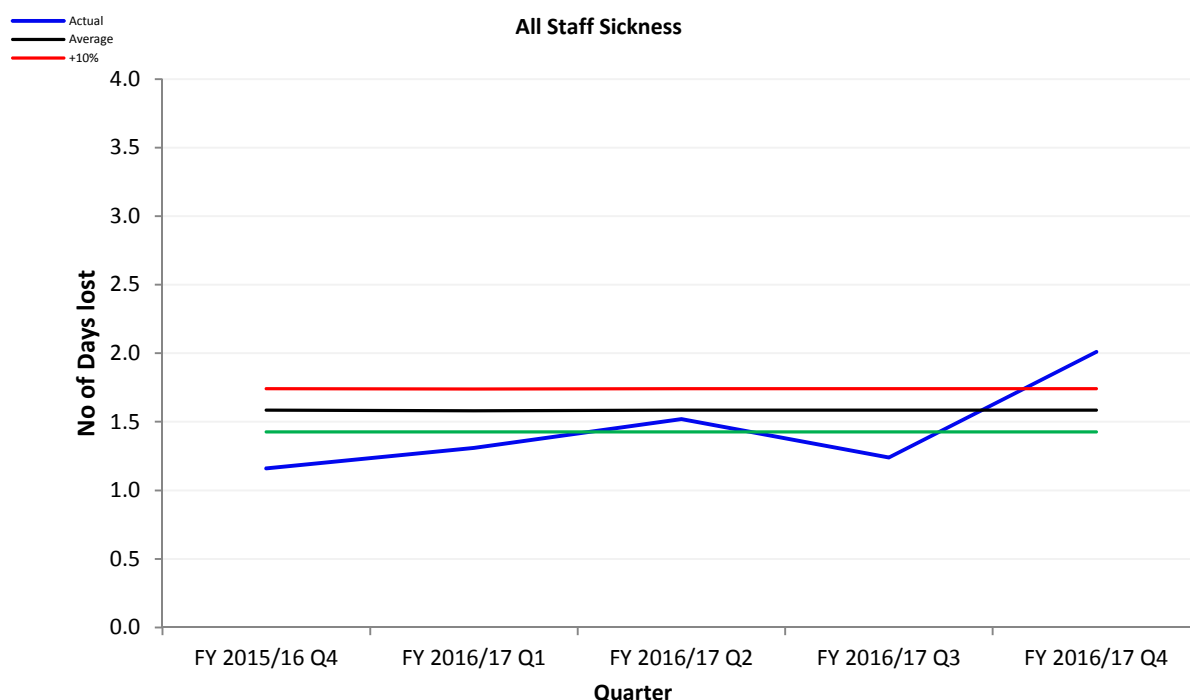
(Table 10 – False Alarms: Q1 - Q4 2015-16 and Q1 - Q4 2016-17)

- Though False Alarm due to Apparatus has increased by 8.7% (197 incidents) 68 of these incidents occurred due to one faulty systems. Overall an increase of (143 incidents) due to Faults in systems at properties when compared to the same period in 2015-16.
- An increase of 27 False Alarms due to Apparatus also occurred at hospitals in 2016-17 compared to the same period in 2015-16.
- Cooking/Burnt toast accounted for the largest proportion of False alarm due to Apparatus at (464 incidents) followed by Faults in systems at (463 incidents).
- Private/Domestic garden/allotment (vegetation not equipment/building) and small refuse/rubbish/recycle containers (excluding wheelie bin) accounting for the largest increases for False Alarm Good Intent (41 incidents) in total.

3. Absence Management

Staff absence and sickness is recorded on a Quarterly basis in line with the Service's HR Connect management system. The sickness level for all staff in Quarters 1 - 4 of 2016-17 have increased compared to Quarters 1 - 4 in 2015-16 to 6.08 days lost per head and remains below the 5-year average of 6.22 days lost per head. The overall staff sickness level continues to compare favourably with sickness levels of 9.63 for Herefordshire County Council.

3.1. All Staff Sickness



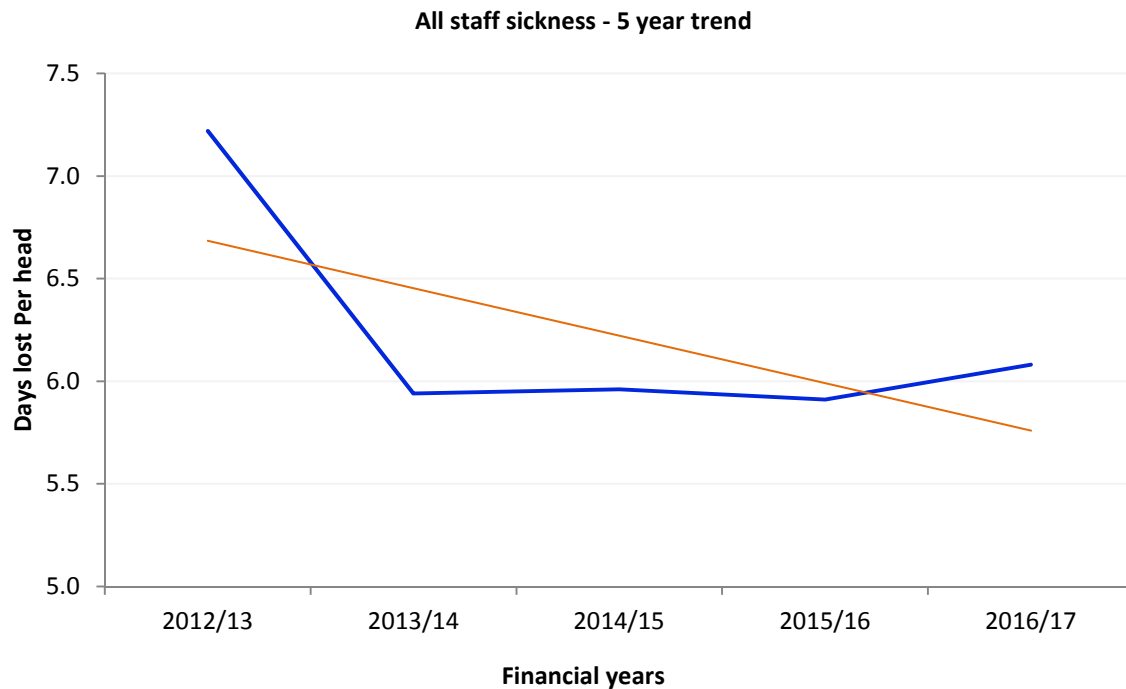
(Figure 17 – All Staff Sickness: Q4 2015-16 to Q1 - Q4 2016-17)

All Staff Sickness	Short Term Sickness per head (Day lost)	Long Term Sickness per head (Days lost)	All Staff Sickness per head (Days lost)
Quarter 1	0.59	0.72	1.31
Quarter 2	0.60	0.92	1.52
Quarter 3	0.48	0.76	1.24
Quarter 4	0.80	1.21	2.01
Total	2.47	3.61	6.08

(Table 11 – All Staff Sickness: Q1 - Q4 2016-17)

- There is 1 non-uniformed personnel on long term sickness that has accounted for the increase in Q4.

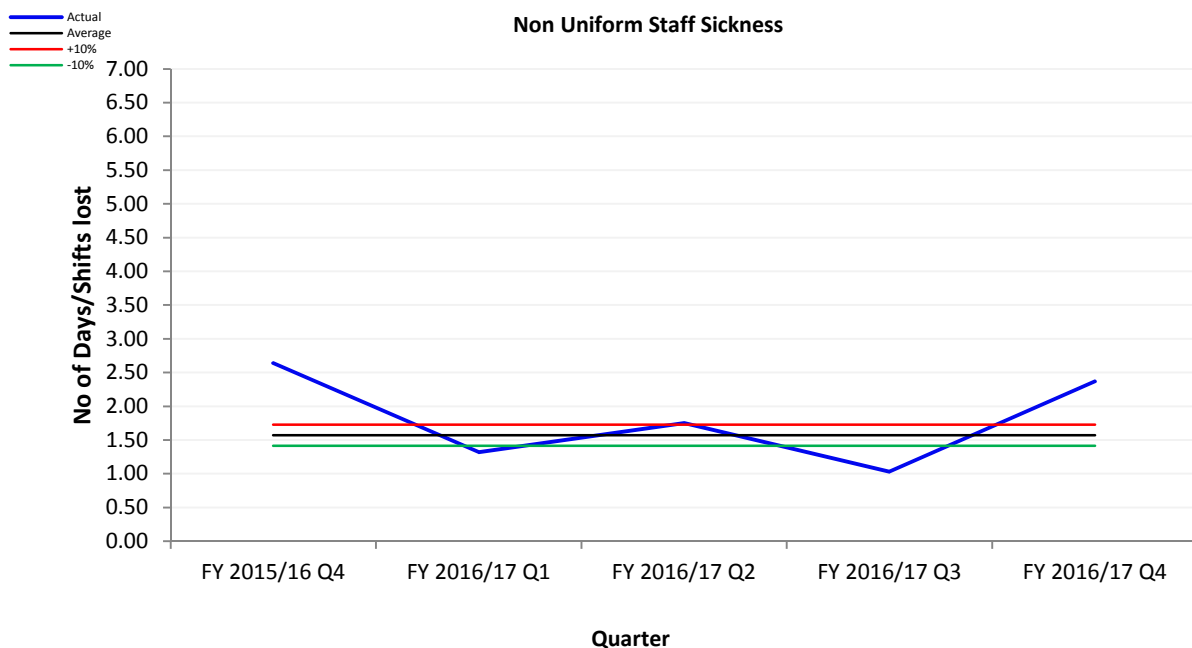
Quarters 1 - 4 of 2016-17 saw a small increase in overall sickness compared to the same period in 2015-16 (6.08 to 5.91 days lost). The total of 6.08 days lost per head remains below the average of 6.22 over the last five years (see figure 18). Long-term sickness continues to form the greatest proportion representing 60.0% of all sickness.



(Figure 18 – All staff sickness: Q1 - Q4 from 2012-13 to Q1 - Q4 2016-17)

3.2. Non-Uniform Staff Sickness

The overall level of Non-Uniform Staff Sickness for Quarters 1 - 4 of 2016-17 has risen out of tolerance level in Q4 but still lower than the 5 year average.



(Figure 19 – Non-Uniform Staff Sickness: Q4 2015-16 to Q1 - Q4 2016-17)

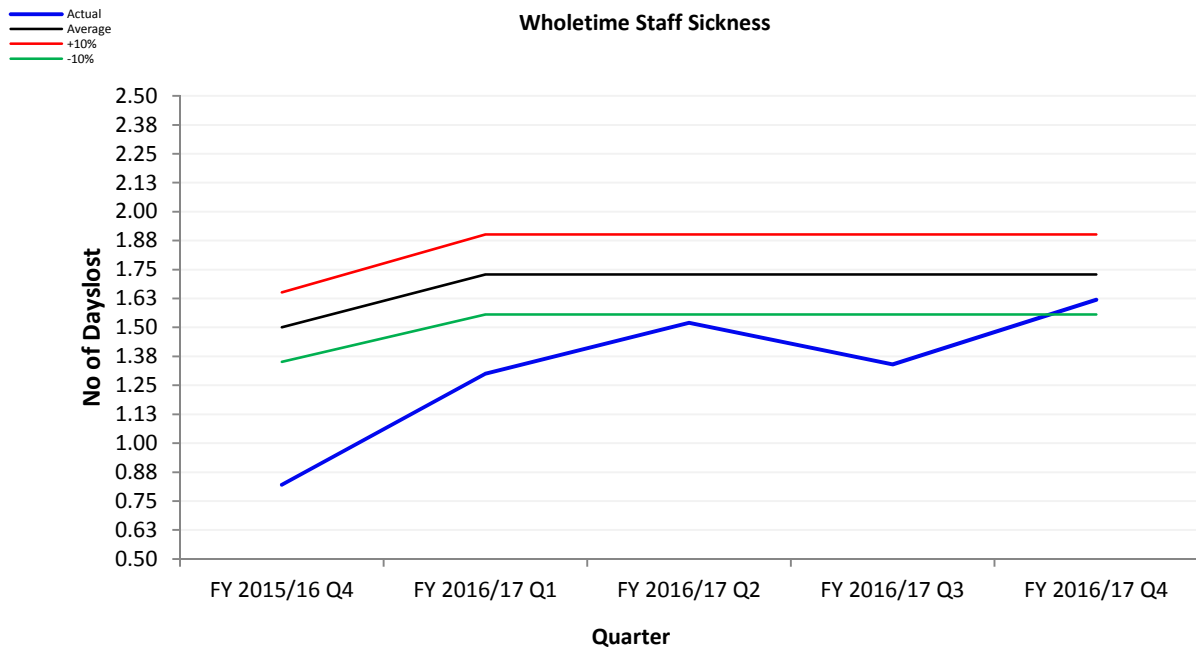
Non-Uniform Staff Sickness	Short Term Sickness per head (Days lost)	Long Term Sickness per head (Days lost)	All Non-uniform Staff Sickness per head (Days lost)
Quarter 1	0.60	0.70	1.30
Quarter 2	0.66	1.05	1.71
Quarter 3	0.48	0.55	1.03
Quarter 4	0.95	1.42	2.37
Total	2.69	3.72	6.41

(Table 12- Non-Uniform Staff Sickness: Q1 - Q4 2016-17)

- Long-term sickness continues to be the largest proportion of sickness.
- There is 1 person on long term sickness with a non-work related illness.

3.3 Wholetime Staff Sickness

Wholetime Staff Sickness has increased in Q4 but has remained within tolerance levels.



(Figure 20 – Wholetime Staff Sickness: Q4 2015-16 to Q1 - Q4 2016-17)

Wholetime Staff Sickness	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Wholetime Staff Sickness per head (days lost)
Quarter 1	0.59	0.72	1.31
Quarter 2	0.63	0.89	1.52
Quarter 3	0.52	0.81	1.33
Quarter 4	0.65	0.97	1.62
Total	2.39	3.39	5.78

(Table 13 – Wholetime Staff Sickness: Q1 - Q4 2016-17)

- Though there has been an increase in both short and long-term sickness Wholetime Staff Sickness has remained within tolerance.

3.4 Comparative All Staff Sickness

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

Comparative All Staff Sickness	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Wholetime Staff Sickness per head (days lost)
HWFRS	2.47	3.61	6.08
Herefordshire Council	N/A	N/A	9.63
Worcestershire County Council	3.17	5.75	8.92

(Table 14 – Comparative All Staff Sickness: Q1 - Q4 2016-17)

- The latest figures for Quarter 1 - 4 of 2016-17 show that the Service's overall staff sickness levels continue to compare favourably, with lower levels of short-term and long-term sickness for all staff.

4. Key Performance Indicators Out of Tolerance

In addition to the totals for Special Service and False Alarms being out of tolerance for Q1 - Q4, the first attendance by a Fire Appliance at Building Fires within 10 minutes was also outside the 10% tolerance level.

4.1 Attendance Standards – 1st Fire Appliance at Building Fires

The Attendance Standard was set in the Service's Integrated Risk Management Plan (IRMP) 2009-2012. The standard is a stretch target for the first Fire Appliance to arrive at all Building Fires within 10 minutes on at least 75% of occasions. The percentage of Building Fires attended by the first Fire Appliance within 10 minutes during Quarter 1 - 4 was 58.2%.

1st Fire Appliance attendance at Building Fires within 10 minutes	Q1-Q4 2015-16	Q1-Q4 2016-17
Building Fires attended within 10 minutes	404	384
Total number of Building Fires attended	671	660
% attended within 10 minutes	60.2%	58.2%

(Table 15 - 1st Fire Appliance attendance at Building Fires within 10 minutes: Q1-Q4 2015-16 and Q1-Q4 2016-17)

1st Fire Appliance attendance at Building Fires - average times	Q1-Q4 2015-16 (mm:ss)	Q1-Q4 2016-17 (mm:ss)
Time of Call until Time Appliance Mobilised	01:57	02:18
Mobile Time until Appliance Arrival at Scene	07:54	08:18
Time of Call to Arrival at Scene	09:51	10:36

(Table 16 –1st Fire Appliance attendance at Building Fires average times: Q1-Q4 2015-16 and Q1-Q4 2016-17)

- The main reason cited by crews for the first Fire Appliances not attending Building Fires within 10 minutes is travel distance (60.4% of incidents).

Reasons for not meeting 1st Fire Appliance attendance at Building Fires within 10 minutes	
Travel distance to the incident	123
Turn in time (Retained and Day Crew only)	58
Other: insufficient information received, traffic conditions, simultaneous incidents etc.	6
Total	187

(Table 17 – Reasons for not meeting 1st Fire Appliance attendance at Building Fires within 10 minutes: Q1 - Q4 2016-17)

- This benchmark or measurement standard does not alter how quickly the Service attend incidents. Many other factors can influence this target, such as call challenging and information gathering by Fire Control, changing societal issues, for example fewer incidents in built up areas and 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 new 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.

5. Retained Availability

The overall availability of the first On-Call Fire Appliance has slightly increased by 0.8%, when compared with the same period of 2015-16.

Call sign	Station	County Council	Q1-Q4 Availability 2015-16	Q1-Q4 Availability 2016-17	% Change
542	Bromyard	Herefordshire	99.6%	99.5%	-0.1%
481	Eardisley	Herefordshire	93.5%	94.6%	1.1%
472	Ewyas Harold	Herefordshire	98.9%	98.8%	-0.1%
431	Fownhope	Herefordshire	79.3%	86.0%	6.7%
463	Hereford	Herefordshire	97.1%	98.4%	1.3%
511	Kingsland	Herefordshire	98.2%	99.0%	0.8%
492	Kington	Herefordshire	98.4%	95.9%	-2.5%
422	Ledbury	Herefordshire	97.9%	96.5%	-1.4%
502	Leintwardine	Herefordshire	96.4%	97.9%	1.5%
522	Leominster	Herefordshire	99.9%	99.9%	0.0%
552	Peterchurch	Herefordshire	95.2%	91.8%	-3.4%
442	Ross-on-Wye	Herefordshire	100.0%	100.0%	0.0%
452	Whitchurch	Herefordshire	85.4%	82.5%	-2.9%
231	Bewdley	Worcestershire	76.9%	77.2%	0.3%
302	Broadway	Worcestershire	85.9%	90.6%	4.7%
251	Bromsgrove	Worcestershire	90.4%	88.8%	-1.6%
261	Droitwich	Worcestershire	69.4%	75.5%	6.1%
281	Evesham	Worcestershire	89.9%	91.8%	1.9%
241	Kidderminster	Worcestershire	80.3%	73.1%	-7.2%
411	Malvern	Worcestershire	96.8%	97.7%	0.9%
291	Pebworth	Worcestershire	79.5%	84.1%	4.6%
311	Pershore	Worcestershire	91.7%	94.9%	3.2%
271	Redditch	Worcestershire	97.2%	97.2%	0.0%
221	Stourport	Worcestershire	72.0%	78.1%	6.1%
532	Tenbury	Worcestershire	96.0%	97.8%	1.8%
322	Upton upon Severn	Worcestershire	94.0%	93.0%	-1.0%
213	Worcester	Worcestershire	97.5%	98.2%	0.7%
Total Hours Available			91.0%	91.8%	0.8%

(Table 18 – 1st Appliance Retained Availability: Q1 - Q4 2015-16 and Q1 - Q4 2016-17)

- Ross-on-Wye On-Call Crews maintained a 100% availability rate during Quarters 1 - 4 of 2016-17.
- Areas where cover has fallen can be accounted for by a loss of daytime cover. Stations are actively recruiting in these areas.
- 70.4% of On-Call availability was above 90% during Quarters 1 - 4 in 2016-17.

5. No of incidents per station ground

- Number of incidents recorded in each station ground area.

Station Ground	County Council	False Alarm	Fire	Special Service	Total
Bromyard	Herefordshire	28	31	40	99
Eardisley	Herefordshire	8	15	9	32
Ewyas Harold	Herefordshire	8	10	5	23
Fownhope	Herefordshire	11	4	5	20
Hereford	Herefordshire	420	203	169	792
Kingsland	Herefordshire	13	20	12	45
Kington	Herefordshire	11	13	8	32
Ledbury	Herefordshire	53	47	30	130
Leintwardine	Herefordshire	5	7	6	18
Leominster	Herefordshire	83	52	28	163
Peterchurch	Herefordshire	3	16	5	24
Ross-on-Wye	Herefordshire	67	56	56	179
Whitchurch	Herefordshire	11	11	9	31
Bewdley	Worcestershire	21	36	16	73
Broadway	Worcestershire	31	13	11	55
Bromsgrove	Worcestershire	285	155	150	590
Droitwich	Worcestershire	125	87	92	304
Evesham	Worcestershire	183	113	73	369
Kidderminster	Worcestershire	421	225	165	811
Malvern	Worcestershire	220	98	106	424
Pebworth	Worcestershire	10	11	7	28
Pershore	Worcestershire	93	47	26	166
Redditch	Worcestershire	422	238	181	841
Stourport	Worcestershire	66	55	37	158
Tenbury	Worcestershire	17	18	15	50
Upton upon Severn	Worcestershire	27	18	37	82
Worcester	Worcestershire	660	288	262	1210
Total		3302	1887	1560	6749

(Table 19 – Incidents per station ground: Q1 - Q4 2016-17)

2016/17



HFSCs

Year to date	4203	4567	913
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Standard Alarms



Specialist Alarms



signposting

Year to date	1248	82	44
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Arson Referrals



Fire Setter Referrals

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

CR Media Campaigns

Year to date	1407	7185	32
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RBAP/Visits/Post Fires

Year to date	1729	731	43
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BFSCs



INTELs from BFSCs



Building Reg Consultations

Year to date	530	205	102
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Licensing Apps



Fire Investigation



Twitter

Year to date	125591	3074	82
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CR 0800



Enforcement

Report of the Head of Corporate Services

Fire Authority Annual Report 2017-18

Purpose of report

1. To adopt the Fire Authority Annual Report 2017-18 and approve for publication.
-

Recommendation

It is recommended that the Authority adopts the draft Fire Authority Annual Report 2017-18 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. As part of our corporate planning process, the Service produces a Fire Authority Annual Report (Appendix 1 – separate enclosure). The Annual Report 2017-18 presents an overview of the Service's activities in 2016-17, including a summary of overall performance and achievements, and outlines our plans for 2017-18.
3. The document is prepared in a style ready for publication on the Service website, so that it is easier to read and access. This is part of our aim to improve community engagement with, and understanding of, the work of the Service.
4. This year's report is arranged to reflect the Service's new 'Saving More Lives' vision, with each section organised under the vision's three main themes of Understanding Community Risk; Responding in the Time of Need; and Preventing Harm and Promoting Wellbeing. It also acknowledges the changes being brought in through the Policing and Crime Act 2017 and the government's Fire Reform agenda.

Conclusion/Summary

5. 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 financial, property and human resource issues 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 Our Strategy in 2016-17, and it highlights proposed actions in 2017-18 as part 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. The details for each activity and proposed action include any risk implications.
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 and diversity is embedded throughout the document.

Supporting Information

Appendix 1 – Fire Authority Annual Report 2017-18

Contact Officer

Jean Cole, Head of Corporate Services
(01905 368329)
Email: jcole@hwfire.org.uk















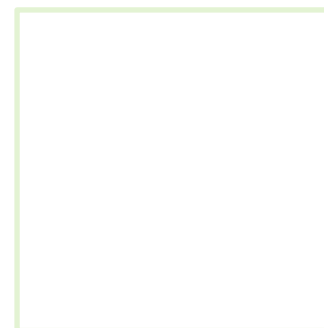
Hereford & Worcester
Fire Authority

Fire Authority **Annual Report** 2017-18

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Foreword

Annual Reports provide an overview of our work over the previous year with a summary of incidents we've attended and a flavour of the wide range of safety activities we've carried out. They also set out our plans for the forthcoming year to help keep the communities of our two counties safe, including measures to address the ongoing challenge of reducing budgets.

This year, we're going to tell you more about why we do what we do. Put simply, we are here to save lives; by tackling fires, road traffic accidents and many other emergency incidents, by helping people to stay safe in their homes, at work, on the road and in their communities, and by being prepared for eventualities such as flooding and storms.

But we believe we can do more, so this year we are launching our new vision to help bind together everything we do. Called 'Saving More Lives' it sets out how we can make more of a difference every day, and help improve the lives of people in our community. It is about understanding risks in our communities, responding in the time of need, and preventing harm and promoting wellbeing. We want to build on our success and secure our future as a vital and trusted Service at the heart of every community across our two

counties. There is more information about Saving More Lives in the Our Vision section of this Annual Report.

In last year's Annual Report we said that 2016-17 would be a watershed year for the fire service as a whole, and so it has proved to be. Following the move to the Home Office, the Government introduced its Fire Reform programme aimed at making all fire and rescue services more efficient, accountable and professional, and there is a whole raft of new measures to drive this forward. The Policing and Crime Act 2017 is now in place, putting a duty on all emergency services to work together more closely and strengthening the role of Police and Crime Commissioners, who can take on a local responsibility for governing fire and rescue services. The independent review of fire and rescue conditions of service (the Thomas Review) was also published, with some far-reaching recommendations for reform within the fire sector.

All in all it's been an eventful year for the Service, but we haven't just waited for all these changes to happen. We've continued to develop our transformation programme - the 2020 Vision Programme - and our collaboration work with West Mercia Police and others. We've also continued to make efficiencies in the way

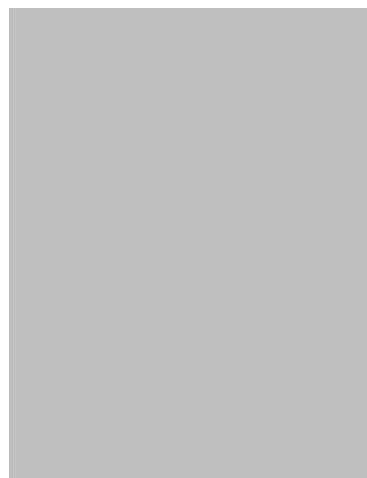
we deliver our services to help meet our funding shortfalls, including changes at some of our fire stations and in our workforce. We are a leaner and more flexible Service, but we still face funding pressures in the coming years and will continue to develop measures to address this without impacting on the local community.

Although we attended more incidents this year than we did last year, most of this was because of a rise in false alarms, while the number of fires, including house fires, was down. The overall trend is still downward, with this year's total of 6,749, some 30 per cent lower than it was just ten years ago. We expect small variations in numbers from year to year, but we are not complacent and we continually review incidents and trends to help find new and better ways of delivering our services.

As always, we would like to thank the people who have continued to help our organisation to succeed, despite difficult times. Whether they are our Elected Members, for their on-going support and guidance, or our staff who continue to work with great professionalism and dedication to help keep our communities safe. The outstanding work of all our teams has been all the more creditable given the uncertainties we have faced over the last few years, and we are now much better placed to meet the challenges of forthcoming years.

The Annual Report gives an overall view of our work and our future plans; to get a fuller perspective we recommend you look through the pages of our website and our reports to the Fire Authority and its Committees.

Finally, we always welcome your comments and thoughts, and there are many ways you can do this, all of which are detailed at the end of this report.



Councillor XXXX XXXX
Chairman of the Fire Authority



Nathan Travis, Chief Fire Officer
/ Chief Executive

The Fire Authority

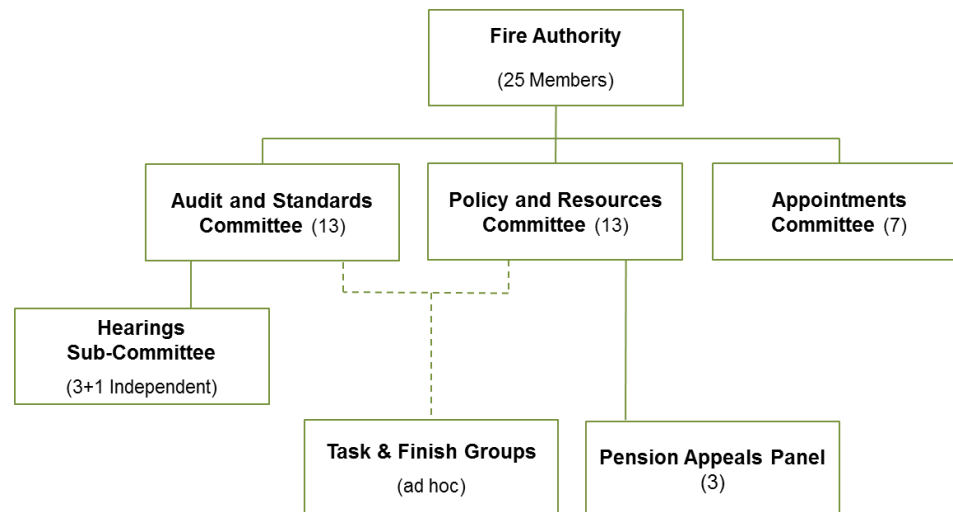
Hereford & Worcester Fire Authority is the governing body of the Fire and Rescue Service and is made up of 25 local councillors, six from Herefordshire Council and 19 from Worcestershire County Council. They make sure the Service carries out its duties in relation to fire prevention, fire safety, firefighting and rescues, including from road traffic collisions and other emergencies such as flooding, as set out in the Fire and Rescue Services Act 2004.

The Authority sets the budget and approves the overall direction for the Service. It also appoints the Chief Fire Officer and makes sure the Service has the right people, equipment and training to deliver their services effectively and efficiently in the best interests of the

communities of Herefordshire and Worcestershire. The Police and Crime Commissioner (PCC) for West Mercia also attends Fire Authority meetings and participates in discussions as a non-voting member.

The Fire Authority meets four times a year and is supported by three committees as shown in the structure chart below. Meetings are usually open to the public.

Members of the Authority and the PCC are also kept up to date on fire and rescue matters through an annual programme of seminars, workshops and visits to fire stations and other facilities.



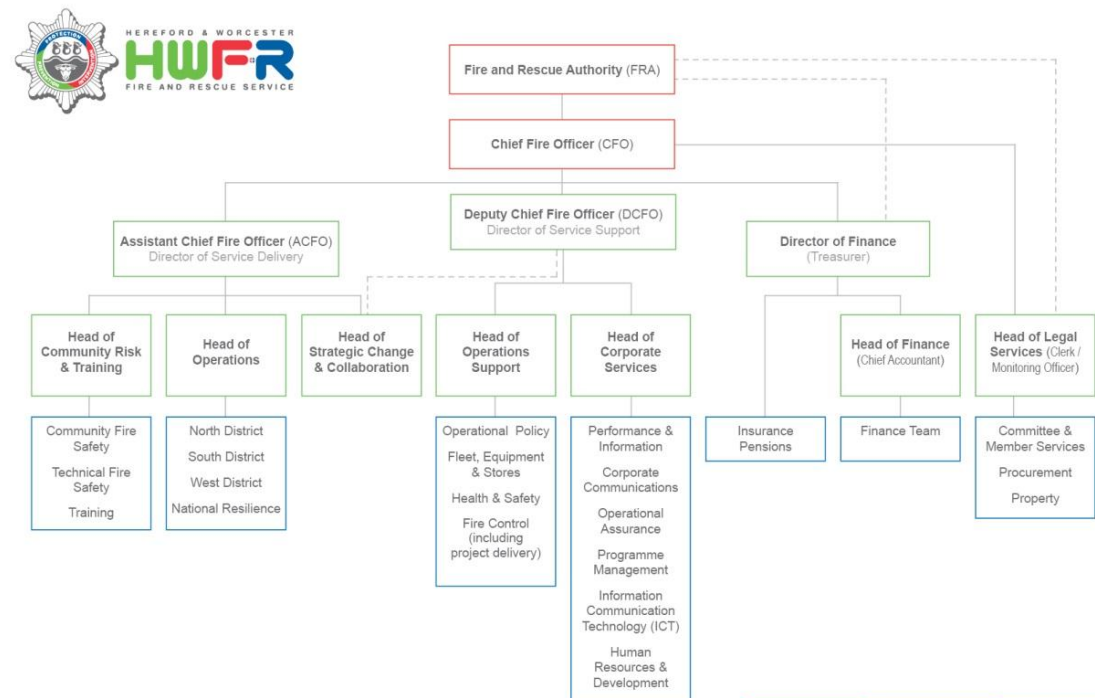
The Fire and Rescue Service

The Service is led by the Chief Fire Officer/Chief Executive with the support of the Senior Management Board, made up of Directors and Heads of Department. The Service employs 759 full-time and part-time staff, most of whom are highly trained firefighters (approximately 83 per cent of the total workforce).

In addition to Service Headquarters in Worcester, there are 27 fire stations across the two counties, a training centre, stores/workshops and a number of locally based training facilities.

The Service is structured into three directorates – Service Support, Service Delivery and Finance. Most staff are directly involved in delivering prevention, protection, response and resilience services. These services are designed to keep the communities of Herefordshire and Worcestershire as safe as possible by working with local people, organisations and business to try to make sure emergency incidents don't happen in the first place, as well as by being able to respond quickly and effectively to any emergencies that do occur.

These essential services are supported by a number of organisational support services such as financial, human resources and legal services. The full range of services is shown in the chart below.



Service Structure

Our Vision



Saving More Lives is our overarching vision for the future direction of our Service. It guides everything we want to achieve as a vital and trusted organisation working for the communities of Herefordshire and Worcestershire.

Ultimately, Saving More Lives is about improving the lives of everyone in the community, building on our success and securing our future as a Service that makes even more of a difference every day.

To help deliver our vision, we have set out several headline objectives to guide our work over the next 3-5 years. They are summarised in the table opposite.

Corporate Objective	What this means
Understanding community risk	<ul style="list-style-type: none"> being smarter with our data so that we can identify areas of risk more clearly analysing trends so that we can set priorities based on risk and forecast future risks further supporting our communities to understand their risks
Responding in the time of need	<ul style="list-style-type: none"> reviewing our response model to ensure that we respond in the best way possible responding efficiently and effectively based on the risk working with partners to explore and develop innovative response solutions
Preventing harm and promoting wellbeing	<ul style="list-style-type: none"> improving the lives and wellbeing of others by seizing opportunities to help reviewing activities with partners so that we can add even more value leading by example and being role models

Our Strategy

Our Strategy sets out how we aim to achieve our Saving More Lives vision. With safety firmly at its heart, the strategy has a clear core purpose built on strong foundations linked by three driving principles: firefighter safety, community safety and the delivery of quality services.

It relies on all parts of the Service – from frontline firefighting to support staff and community safety volunteers – working together to deliver services and plans.

The following diagram illustrates how Our Strategy brings all this together.



Supporting the Vision

To support the vision we prepare a Medium Term Financial Plan each year, which enables us to effectively forecast, plan and make decisions on how we use our available resources to deliver our priorities. Alongside our ongoing collaborative work with partner organisations, we are also strengthening Our Strategy's foundations by developing new strategies for People, Asset Management and ICT & Data.



Strategy	What this means
People Strategy	<ul style="list-style-type: none">▪ supporting our workforce to become more resilient and diverse▪ making HWFRS a great place to work▪ developing skills and embedding innovative leadership at all levels▪ maximising wellbeing at work
Asset Management Strategy	<ul style="list-style-type: none">▪ reviewing our property portfolio▪ ensuring all our assets are fit for purpose▪ planning well for future investment▪ sharing assets when appropriate▪ procuring goods and services effectively
ICT & Data Strategy	<ul style="list-style-type: none">▪ supporting our workforce through smarter data and technology▪ becoming more secure and joining up systems to help us improve our understanding of risk▪ working more effectively with our partners and communities

Our Values

The Service has developed a strong set of values, which guide all members of staff in carrying out their roles and responsibilities. They help the Service to maintain high standards in operating fairly, ensuring dignity and respect in the workplace and working in

communities, recognising individual contributions and working towards eliminating discrimination. A summary is set out below, and further information can be found in the Service's [Ethical Framework and Code of Conduct](#), available on the Service's website.

We Value Innovation, Change and Learning

- we encourage critical and lateral thinking and manage constructive challenge
- we take responsibility for improving our performance
- we develop ourselves and others to achieve our full potential
- we take responsibility for our actions
- we encourage problem solving at all levels

We Value Diverse Communities

- we are committed to serving all parts of our communities
- we recognise that diverse needs, expectations and risks need diverse solutions
- we always fulfil our responsibilities to people, communities and the environment
- we remove barriers to entry and seek true diversity to reflect the communities we serve
- we will challenge inappropriate behaviour

We Value Our People

- we are committed to developing our people
- we build relationships based upon mutual trust and respect
- we work in an inclusive way
- we recognise that everyone has a contribution to make
- we respect and see difference as a strength
- we behave in an ethical way

We Value Our Fire and Rescue Service

- we are passionate about maintaining and improving our great reputation
- we make work rewarding and motivating
- we all pull together in the right direction
- we are a team and not a family
- we enjoy and celebrate our work
- we focus on priorities by setting clear objectives and accountabilities

Our Districts

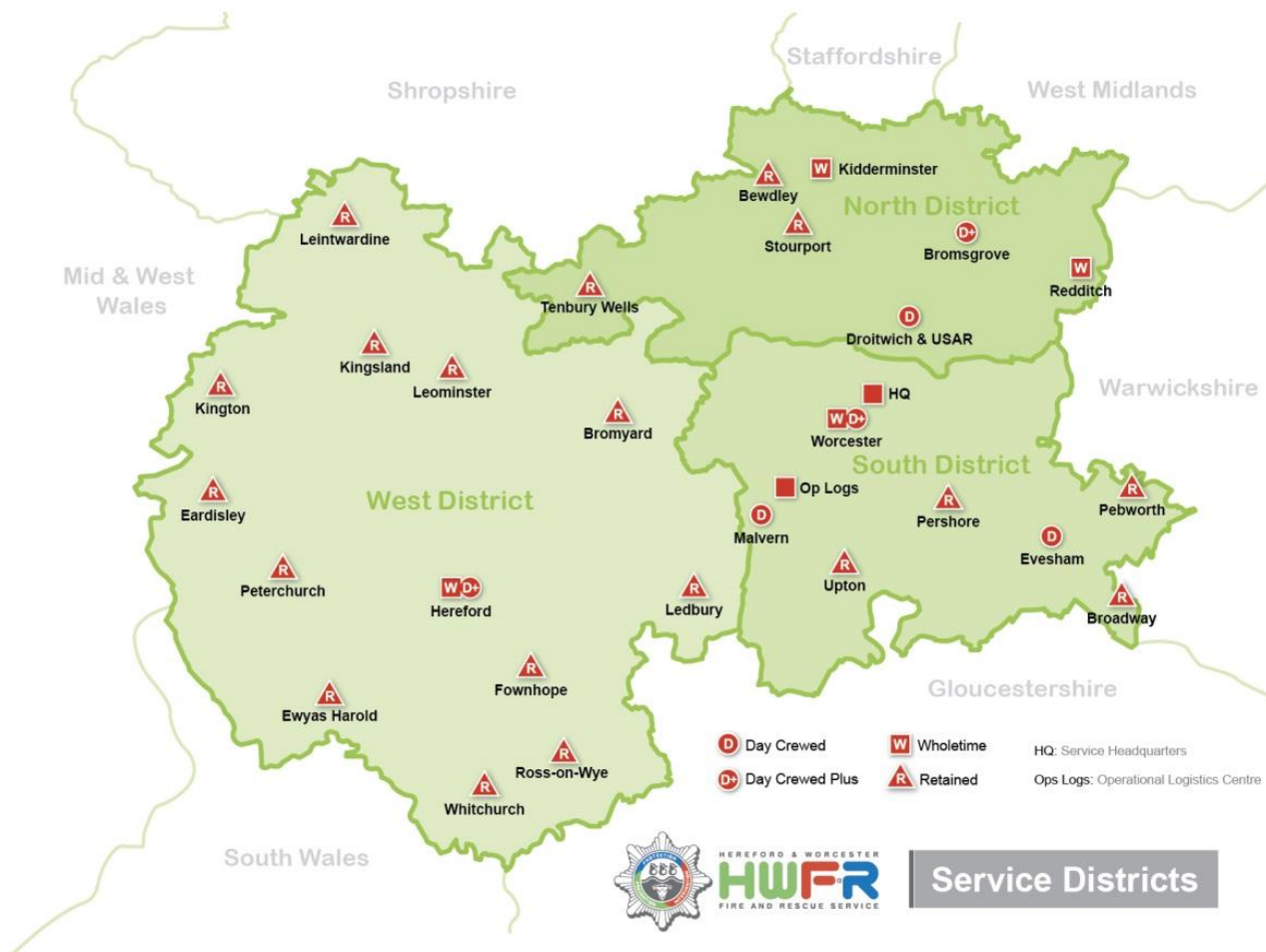
The Service covers the whole of Herefordshire and Worcestershire, an area of around 1,500 square miles (390,000 hectares) and a resident population of just over three-quarters of a million people

(766,692 – ONS mid-2016 population estimate) in about 320,000 households. About three-quarters of the population live in Worcestershire, with around 100,000 people living in the city of

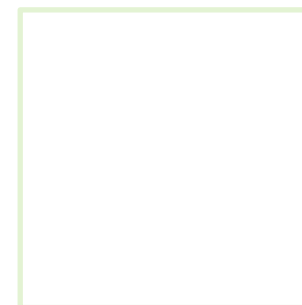
Worcester, the largest urban area in the two counties. Herefordshire is more sparsely populated with a largely rural population, about a third of whom (62,000 people) live in the city of Hereford.

The two counties have a generally ageing population with one in five residents aged 65 or over, and this rises to one in four in parts of south Worcestershire and Herefordshire. Growing urban areas such as Worcester and Redditch tend to have a younger population base and a relatively larger proportion of BME residents than the two counties as a whole.

Population data for the two counties is set out in the table on the following page.



Local Authority	Area (hectares)	Population (Census 2011) 2016 mid year projection	Households (Census 2011)
Herefordshire			
Herefordshire	218,000	188,099	78,300
Total	218,000	188,099	78,300
North Worcestershire			
Bromsgrove	21,700	95,768	38,300
Redditch	5,400	84,743	34,800
Wyre Forest	19,500	99,503	43,000
Total	46,600	280,014	116,100
South Worcestershire			
Malvern Hills	57,700	75,731	32,200
Worcester	3,300	101,328	42,000
Wychavon	66,400	121,520	49,500
Total	127,400	298,579	123,700
Total	392,000 (c. 1,500 sq. miles)	766,692	318,100



In 2016-17, we received 9,041 emergency calls covering a wide range of incidents including property and countryside fires, road traffic collisions, water and animal rescues, collapsed structures and dealing with hazardous substances. In all, we attended 6,749 incidents, about 130 a week. This represents an overall annual increase of 290 incidents over the previous year, though the majority of the increase is accounted for by an 8 per cent rise in false alarms (252 incidents) during the year. Incident data is summarised in the following table.

	Fires	Special Services*	False Alarms	Total
2015-16	1,920	1,489	3,050	6,459
2016-17	1,887	1,560	3,302	6,749
change	- 33	+ 71	+ 272	+ 290
change %	- 1.7	+ 4.7	+ 8.3	+ 4.5

* Special Services are incidents such as road traffic collisions, flooding, person rescues, spills, leaks and animal rescues.

In terms of potential life risk incidents, the Service attended 347 accidental dwelling fires in the two counties during 2016-17. This was 12 less than the previous year, though unfortunately 14 people were injured, 1 of whom died. While any death is tragic, the figures remain low given the relative size of the population. Injuries and

fatalities in accidental dwelling fires represent just 0.002 per cent of the population, or 1 in 55,000. The Service also attended 603 road traffic collisions in 2016-17, 45 fewer than the previous year.

To make sure we are as prepared as possible, we continually examine risk levels across the two counties and review our response arrangements. This helps to make sure we have the right resources in the right place. For example, in areas where most people live, such as the larger towns, the risks tend to be higher so we have immediately available crews working at the station during the day (with on-call crews at night) or providing 24-hour cover. In areas where risks are generally low and there are usually fewer incidents, most of our fire stations are crewed by on-call firefighters.

Our risk analysis shows that some areas and certain groups of people, such as older people living alone and those with impairments because of poor health or a hazardous lifestyle, tend to be more vulnerable to suffering harm in their homes, for example, by fire. Therefore, we target our community safety activities towards these more at risk groups and areas.

We also make sure our specialist vehicles and assets that respond throughout the two counties, such as boats, are available for when this additional support is more likely to be needed.

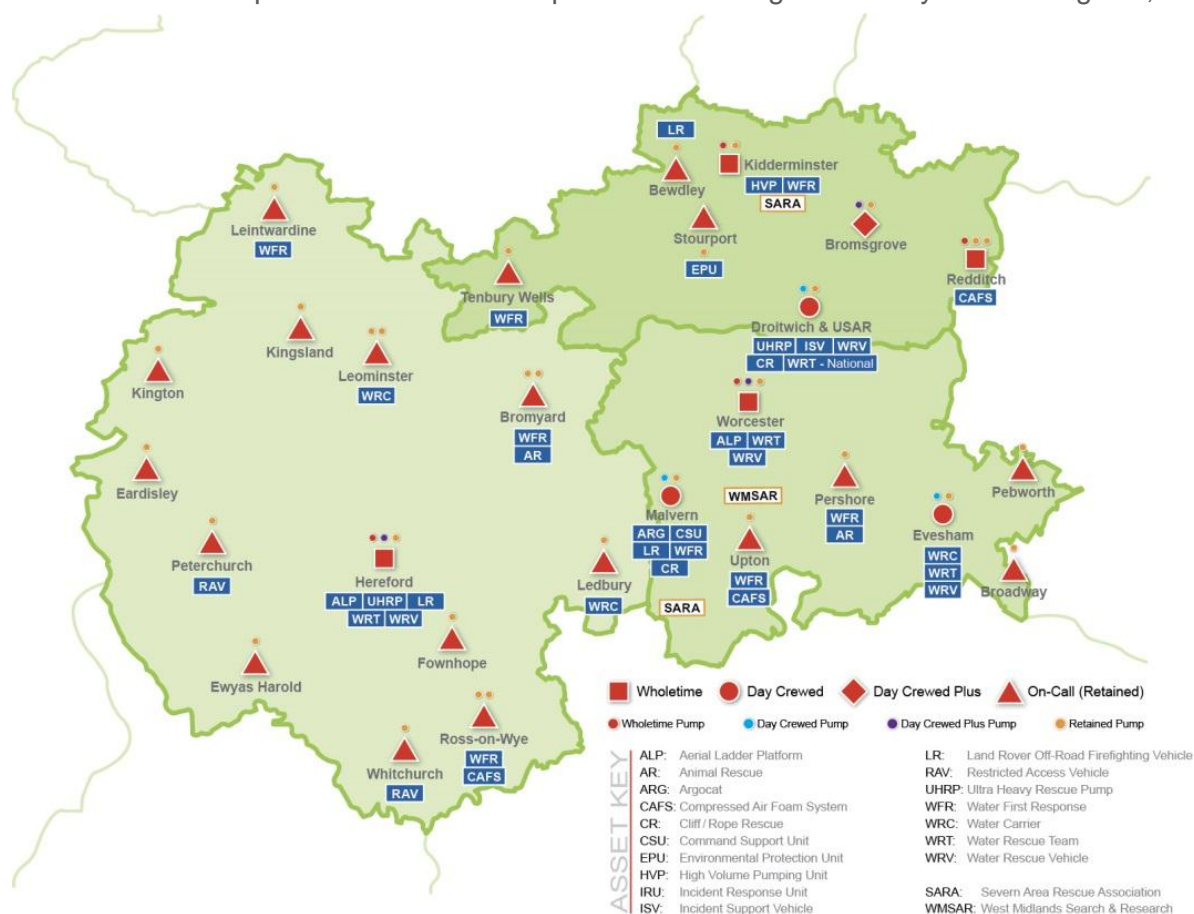
The following map shows the different types of crewing and specialist vehicles at our 27 fire stations. More details on crewing and vehicles can be found in the [Fire Service](#) section of our website.

Our services are organised around three Districts – North, South and West – to provide a balanced response to reducing community

risk. This is supported by a Training Centre in Droitwich, a fleet maintenance and supplies centre called Operational Logistics in Malvern, and a Service Headquarters in Worcester (which will be moving to Hindlip to join West Mercia Police Headquarters in 2018).

Across the three Districts we have 27 fire stations and 41 fire engines, each of which is strategically placed to be able to respond effectively as soon as an emergency call is received. Each fire station also has an on-call crew of firefighters who live or work locally and are available within five minutes should they be needed. Eight fire stations also have Wholtime crews, who are immediately available.

Each District has identified the main risks in their areas. The risks vary across Districts, but generally include major industrial sites, important heritage sites and environmentally sensitive areas, as well as key public buildings such as hospitals. Our crews maintain detailed information about the different types of risks they may face should there be an incident at any of these sites and undertake specific training, including with the aid of computer-generated simulations.



North District



North District covers about 180 square miles across the northern area of Worcestershire with the majority of people living in the towns of Redditch, Kidderminster, Bromsgrove and Droitwich. Like most of the Service area it has an ageing population, though Redditch has proportionally more young people. Overall, about one in five residents are aged over 65 years and this is expected to increase over the coming years. It is a generally prosperous area with a few pockets of deprivation, notably in the built-up areas of Kidderminster and Redditch. The District includes mainline rail and major road infrastructure, such as the M5 and M42 motorways. While large industrial sites are a feature of the area there are also

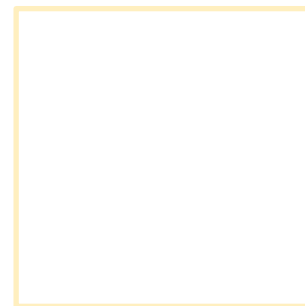
heritage buildings and environmentally sensitive areas including the rivers Severn and Stour to the east of the area.

North District is currently served by seven fire stations. This will reduce to five fire stations in the next few years as the stations at Bewdley, Kidderminster and Stourport are to be replaced with a new, more central Wyre Forest Emergency Services Hub. There were 2,827 incidents across the District during 2016-17, an increase of 126 (4.7 per cent) over the previous year. The majority of incidents were false alarms (1,357 incidents or 48 per cent of the total), which was 119 more than the previous year. The number of fires fell to 814 in 2016-17, 6.7 per cent lower than the previous year. Redditch remains the busiest station in the District, attending 841 incidents during 2016-17 (30 per cent of all incidents in the District).

The table on the following page provides the 2016-17 incident data for each fire station in North District, alongside the 2015-16 figures for comparison.

North District incident profile by Fire Station area¹

North District		2015-16				2016-17			
Fire Stations	Fire	Special Service	False Alarm	Total		Fire	Special Service	False Alarm	Total
<i>Bewdley</i>	27	17	16	60		36	16	21	73
<i>Bromsgrove</i>	181	118	267	566		155	150	285	590
<i>Droitwich</i>	79	96	140	315		87	92	125	304
<i>Kidderminster</i>	234	160	311	705		225	165	421	811
<i>Redditch</i>	284	150	435	869		238	181	422	841
<i>Stourport</i>	49	34	53	136		55	37	66	158
<i>Tenbury</i>	19	15	16	50		18	15	17	50
Total	873	590	1,238	2,701		814	656	1,357	2,827



¹ note that the figures represent the numbers of incidents attended within each fire station area, not the number of attendances by fire engines at each station, because fire engines occasionally attend incidents outside their own station areas.

South District

South District covers an area of about 490 square miles across south Worcestershire. Most people live in the city of Worcester and the two towns of Malvern and Evesham. Worcester is the largest urban area in the two counties and is the main centre for employment, retail and tourism. Like North District, there is an ageing population, which is likely to continue rising over coming years. In the Malvern Hills district people aged over 65 accounts for one in four of the local population. The District is relatively prosperous though there are some local areas, notably in parts of Worcester, where the quality of life is poorer in terms of employment, health, crime and educational attainment. Features of the District include large industry in Worcester and the two towns, and major infrastructure networks, such as the M5 motorway. There are also heritage and environmental sites, such as Worcester Cathedral and extensive areas of open countryside and farmland.

South District is currently served by seven fire stations. There were 2,334 incidents across the District during 2016-17, an increase of 102 incidents (4.6 per cent) over the previous year. As with North District, the majority of incidents were false alarms, representing 52 per cent (1,224 incidents) of the total. This was an increase of 111 incidents over 2015-16. The number of fires attended was 588, a

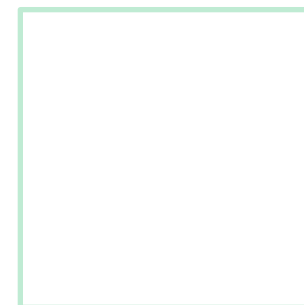
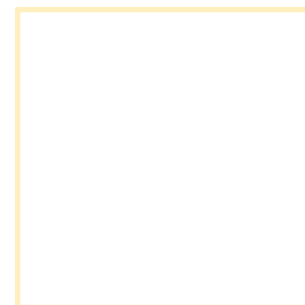


slight fall of 1.2 per cent compared to 2015-16. Worcester continued to be the busiest fire station in the Service, attending 1,210 incidents during 2016-17 (52 per cent of all incidents in the District).

The table on the following page provides the 2016-17 incident data for each fire station in South District, alongside the 2015-16 figures for comparison.

South District incident profile by Fire Station area²

South District		2015-16				2016-17			
Fire Stations	Fire	Special Service	False Alarm	Total	Fire	Special Service	False Alarm	Total	
Broadway	9	13	23	45	12	11	31	55	
Evesham	128	83	160	371	113	73	183	369	
Malvern	98	100	218	416	98	106	220	424	
Pebworth	18	8	16	42	11	7	10	28	
Pershore	32	34	70	136	47	26	93	166	
Upton	21	25	17	63	18	37	27	82	
Worcester	289	261	609	1,159	288	262	660	1,210	
Total	595	524	1,113	2,232	588	522	1,224	2,334	



² note that the figures represent the numbers of incidents attended within each fire station area, not the number of attendances by fire engines at each station, because fire engines occasionally attend incidents outside their own station areas.

West District

West District covers the whole of Herefordshire, one of the most rural and sparsely populated counties in England, with less than one person per hectare. About a third of the population lives in the city of Hereford, the county's main employment and retail centre.

With the majority of people living in a handful of market towns and smaller villages, access to services is a particular issue with some communities in relatively remote and hard-to-reach locations. This rural location also has environmental considerations such as the Rivers Wye, Teme, Lugg and Arrow and significant heritage sites such as Hereford Cathedral. Although mainly rural, Herefordshire also contains several large industrial sites including the Rotherwas Industrial Estate to the south of Hereford.

West District is currently served by 13 fire stations. There were 1,588 incidents across the District during 2016-17, an increase of 62 (4.1 per cent) over the previous year. The majority of incidents were false alarms, representing 45 per cent (721 incidents) of the total. The number of fires attended increased by 33 to 485, a rise of 7.3 per cent over 2015-16. Hereford was the busiest fire station, attending 792 incidents during 2016-17 (50 per cent of all incidents in the District).



The table on the following page provides the 2016-17 incident data for each fire station in West District, alongside the 2015-16 figures for comparison.

West District incident profile by Fire Station area³

West District		2015-16				2016-17			
Fire Stations	Fire	Special Service	False Alarm	Total		Fire	Special Service	False Alarm	Total
<i>Bromyard</i>	32	37	27	96		31	40	28	99
<i>Eardisley</i>	15	13	12	40		15	9	8	32
<i>Ewyas Harold</i>	17	4	6	27		10	5	8	23
<i>Fownhope</i>	8	5	12	25		4	5	11	20
<i>Hereford</i>	195	156	401	752		203	169	420	792
<i>Kingsland</i>	15	17	7	39		20	12	13	45
<i>Kington</i>	14	13	16	43		13	8	11	32
<i>Ledbury</i>	28	21	54	103		47	30	53	130
<i>Leintwardine</i>	5	6	4	15		7	6	5	18
<i>Leominster</i>	43	22	59	124		52	28	83	163
<i>Peterchurch</i>	6	6	4	16		16	5	3	24
<i>Ross-on-Wye</i>	53	57	88	198		56	56	67	179
<i>Whitchurch</i>	21	18	9	48		11	9	11	31
Total	452	375	699	1,526		485	382	721	1,588

Detailed data and statistics about the Districts and their fire stations are available on the [Service website](#), if you would like more in-depth information.

³ note that the figures represent the numbers of incidents attended within each fire station area, not the number of attendances by fire engines at each station, because fire engines occasionally attend incidents outside their own station areas.

Our Performance in 2016-17: at a glance

The Service attended 6,749 incidents in 2016-17. This was 290 incidents more than last year, an increase of 4.5 per cent. Although we expect fluctuations in the numbers up and down from year to year, we continue to analyse the underlying causes, with the aim of improving the performance of our response services and targeted prevention activities. This is reported to the Fire Authority each quarter. Despite the increase, the long-term trend continues to be downward, and this year's total is 30 per cent lower than the 9,719 incidents recorded in 2006-07.

While there was an overall increase in the number of incidents, this is primarily accounted for by an 8.3 per cent rise in the number of false alarms attended. False alarms represent almost one in every two incidents attended (48.9 per cent). The Service continues to work with businesses to reduce this, including working with occupiers to identify where false alarm activations by repeat offenders could be reduced. Our Fire Control officers also challenge reports of alarms activating to assess whether the activation is false or not, and can quickly pass on information to attending crews.

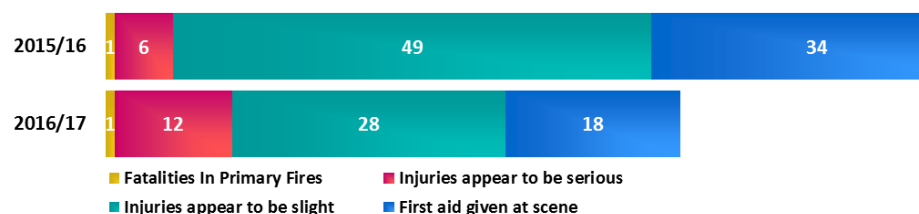
The number of fires attended in 2016-17 fell by 1.7 per cent (33 incidents) compared to 2015-16, including a fall in the number of accidental dwelling fires from 359 to 347.

We attended 1,560 special service incidents in 2016-17. While this was an increase of 4.8 per cent over the previous year including a 48 per cent rise in animal (mostly pet) rescues, the number of road traffic incidents attended fell by 6.8 per cent, from 648 to 603.

	Fires	Special Services*	False Alarms	Total
2015-16	1,920	1,489	3,050	6,459
2016-17	1,887	1,560	3,302	6,749
change	- 33	+ 71	+ 272	+ 290
change %	- 1.7	+ 4.8	+ 8.3	+ 4.5

** Special Services are incidents such as road traffic collisions, flooding, person rescues, spills, leaks and animal rescues.*

Of fourteen people injured in accidental dwelling fires, thirteen required hospital treatment and there was one fatality. While the numbers are very low in relation to overall the population of the two counties, our Community Risk officers work in the localities affected by dwelling fires to provide fire safety advice and access to further support if needed.



In terms of maintaining a healthy workforce, the overall staff sickness level saw a small increase to 6.08 days lost per head in 2016-17 (compared to 5.91 in 2015-16). This still compares favourably with local partners, e.g. Worcestershire County Council had 8.92 days lost per head in 2015-16 and Herefordshire Council 9.63 days.

Maximising the health and wellbeing of all members of staff forms a key commitment in the People Strategy, which will be published during 2017-18.



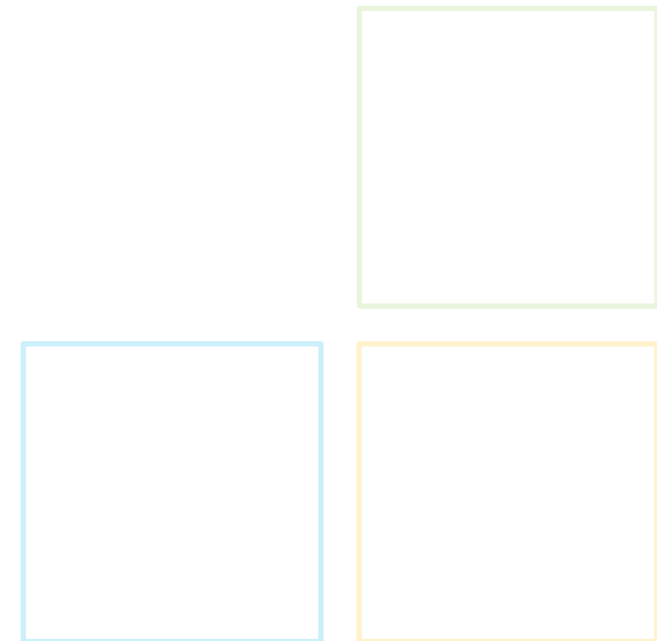
Summary of 2016-17 incidents

The table on the following page shows the breakdown of fires, special services and false alarm incidents attended by the Service last year, with the 2015-16 equivalent figures shown alongside. The figures are used for comparison with other fire and rescue services and for reporting to Government.

The figures do not include mobilisations to other miscellaneous incidents attended by the Service, such as attendances at incidents in neighbouring counties, those where we arrived at the scene and were not required, exercises, and where crews are asked to standby.

Overall performance data, including Key Performance Indicators (KPIs), are reported to the Authority's [Policy and Resources](#)

[Committee](#) every quarter – these reports can be found on the Service website. Our performance is also compared against similar services, and this information can also be found on the [Website](#).



Fire Categories	2015/16	2016/17
Primary	1043	1029
Secondary	741	718
Chimney	136	140
Total	1920	1887

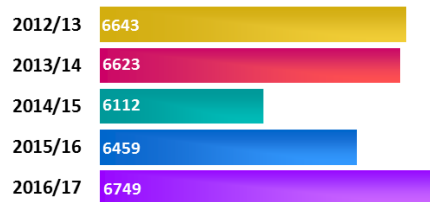
2015/16	2016/17
Calls received	
9346	9041
Incidents Attended	
6459	6749

2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
Accidental Fires		Fires		Deliberate Fires	
1387	1325	1920	1887	533	562
Accidental property Fires		Property Fires		Deliberate property Fires	
508	504	533	534	25	30
Accidental non-domestic property Fires		Non-domestic Fires		Deliberate non-domestic property Fires	
203	182	277	266	74	84
Accidental vehicle Fires		Vehicle Fires		Deliberate vehicle Fires	
224	221	302	319	78	98
Accidental grassland, woodland & crop Fires		Grassland, woodland & crop Fires		Deliberate grassland, woodland & crop Fires	
206	182	331	295	125	113
Accidental outdoor structures & equipment Fires		Outdoor structures and equipment Fires		Deliberate outdoor structures & equipment Fires	
149	158	247	248	98	90
Accidental other outdoors (including land) Fires		Other outdoors (including land) Fires		Deliberate other outdoors (including land) Fires	
97	78	230	225	133	147
Accidental other Fires		Other Fires		Deliberate other Fires	
0	0	0	0	0	0

2015/16	2016/17	2015/16	2016/17
Special Service		False Alarms	
1489	1560	3050	3302
Road traffic collisions (RTC)		Automated fire alarms (non-domestic)	
648	603	1026	1129
Flooding incidents		Automated fire alarms (domestic)	
66	68	1240	1334
Person rescue (Inc. Lift & Water)		False alarms good intent	
173	187	733	794
Animal rescue		False alarms malicious	
95	141	51	45
Spills & leaks (inc. Hazardous materials)			
86	105		
Assist other agencies			
83	88		
Other			
338	368		

Our performance: five-year trends

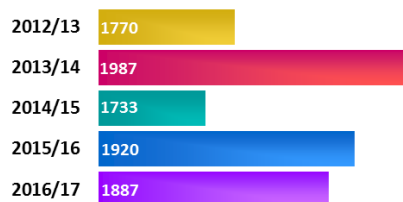
All Incidents



The table shows that this year's figure of 6,749 incidents attended was the most in the last five years, though it is still 30 per cent lower than it was ten years ago. As

noted in previous annual reports, there may be some levelling out. The Service's community and business safety work continues to focus on prevention, protection and education, especially targeted towards those groups more likely to be at greater risk than others.

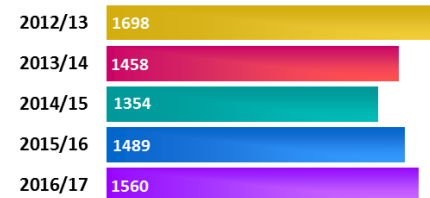
All Fires



The fall in the number of fires includes both primary (mainly building fires) and secondary (mainly grassland, woodland, crop fields and other outdoor

structures) fires. The long term trend continues to be downwards, with this year's figure of 1,887 representing 1,703 fewer fires than in 2006-07, a fall of 47 per cent. Accidental dwelling fires remain low at 45 per 100,000 of the population, and while any loss of life is tragic, there was just one fatality in a house fire this year. As with all similar incidents, the Community Risk team launched a specially targeted fire safety campaign in the local area to provide additional support and advice to local residents.

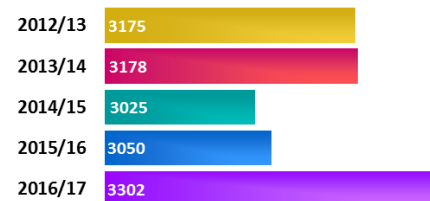
Special Service incidents



Special Service incidents are those such as road traffic collisions, flooding, person rescues, spills, leaks and animal rescues. Although the total increased in 2016-

17, it is still 25 per cent lower than ten years ago. The 5 per cent increase over 2015-16 is largely accounted for by an increase in the number of animal assistance incidents (from 95 in 2015-16 to 141 this year) and other services such as removal of objects, lift rescues, spills and leaks, and providing advice and assistance to other agencies, which collectively increased from 622 to 709.

False Alarms



The number of false alarms continues to be the largest proportion of all incidents attended, representing 49 per cent of all incidents, though the overall number is 18

per cent lower than ten years ago. The majority of false alarms are due to faults in fire alarm apparatus causing them to activate; this now represents three out of every four false alarms we attend. This is an issue our business fire safety and fire control officers continue to tackle.

Budget savings

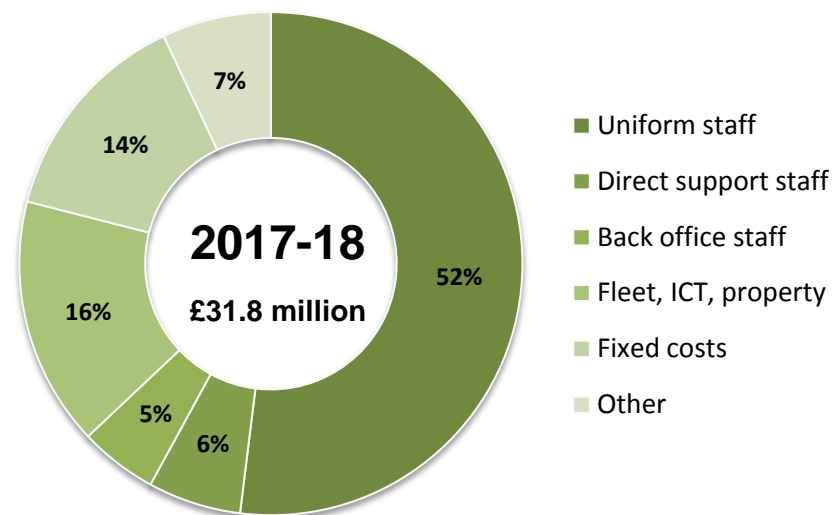
Since the start of the 'austerity' period in 2010-11, the Fire Authority's annual revenue budget has reduced by 16 per cent in real terms. Taking into account the additional running costs over the last five years, such as inflation pressures, national pay rises, tax increases and maintenance of property and equipment, this has resulted in a headline budget reduction from £32.6 million in 2010-11 to £31.8 million in 2017-18.

In order to meet these pressures, we have made reductions in our workforce, including managers and support staff, made changes to crewing at fire stations, cut our spending budgets and removed two fire engines from the fleet. By 2019-20 the full implementation of these measures will be saving £6.7 million per year.

Prior to calling the General Election (held on 8 June 2017), the Government had confirmed grant allocations up to 2019-20, showing a further reduction of 30 per cent over this period. There is added uncertainty as the Government had plans to move to 100 per cent rate retention and the removal of grant by 2019-20, which may have an impact on resource distribution.

Even with continued growth in the Council Tax base and an annual 2 per cent increase in Band D tax, there is a small underlying budget gap in 2018-19 rising to £1.6 million in 2020-21. The Fire Authority has plans in place for the full delivery of £1.6 million of further efficiencies by 2021-22 and is using uncommitted reserves prudently to close this gap until those efficiencies are realised.

Fire Authority Budget 2017-18



For further information on the spending gap up to 2020-21, see the section Resourcing the future: financial information, later in this report.

Fire Reform and the Policing and Crime Act 2017

At the beginning of 2017 the [Policing and Crime Act](#) was published. Among its provisions is a new duty on emergency services to review opportunities and enter into collaboration where it would be in the interests of efficiency or effectiveness. This duty came into force in April 2017.

Hereford & Worcester Fire and Rescue Service has explored joint working for many years, and is already involved in major transformational collaboration projects with West Mercia Police as well as neighbouring fire and rescue services. Further opportunities with other services, including the ambulance service and local authorities, are also being explored, and collaboration forms an overarching theme of our new Saving More Lives vision.



The Act also gives further powers to the Police and Crime Commissioners (PCCs) to take on additional responsibilities for fire and rescue. In relation to this, the PCC for West Mercia has already been co-opted as a non-voting member of the Fire Authority.

With responsibility for fire and rescue now sitting with the Home Office alongside policing, the Policing and Fire Minister announced in February 2017 his intention to drive forward the Government's Fire Reform programme. This agenda is aimed at making all fire and rescue services more efficient, accountable and professional, and three pillars of reform were announced: accountability and transparency, efficiency and collaboration, and workforce reform. To support this, the [Minister announced](#) a raft of measures including; the creation of a new independent fire inspectorate, a new professional standards body, a new national fire website to provide a range of comparable data for the public, and a full rewrite of the Fire and Rescue National Framework, which sets out the Government's expectations and priorities. The Service will be fully engaged in all these areas in the coming year.

Our work completed in 2016-17

Following the introduction of our new Saving More Lives vision, this section looks at the work we've carried out over the last year to help improve people's lives. There is little doubt that our prevention, protection and response activities have helped to save many lives and livelihoods over the years. Educating people about the hazards of fires and floods, fitting smoke alarms in the homes of vulnerable people, and rescuing people trapped in dangerous situations are good examples of where we continue to make a difference.

This year's annual report highlights our work supporting the vision under its three main themes: understanding community risk, responding in the time of need, and preventing harm and promoting wellbeing.

Many other examples of our work can found on our [News and Events](#) page and in our reports to the Fire Authority, both of which are on our [website](#).

Understanding Community Risk

The more we understand risk in our communities, the better equipped we will be to save more lives. This means using our data effectively to identify areas of risk more clearly. It also means improving how information is collected and recorded, and how it is shared with our partners to get a better picture of what risk in our communities looks like. We can also analyse trends and patterns to identify where the risks are greatest and to forecast future risks. From this, we can set priorities to target our resources effectively. Working with our partners, we can also help to educate our communities about risks and provide more support to those groups identified as being more vulnerable.

Over the last year, we have been developing our approach to understanding community risk in many ways, some of which are highlighted next.

Being smarter with our data

During 2016-17 we have been investigating new ways of sharing information with our partners. One example is our work with local health partners, clinical commissioning groups and voluntary

organisations such as AgeUK to improve how we target the most vulnerable in our communities. Through this we have been able to enhance our Home Fire Safety

Check (HFSC) process, which we aim to develop further in 2017-18 as a new Safe & Well Check providing additional support to wider community wellbeing using the trusted relationship and privileged access our staff have to the most vulnerable households.

We have also investigated how NHS Exeter Data could be used to support our Signposting and referral services, which currently generate over four thousand HFSCs a year. Exeter Data is a general term for a range of data about potentially vulnerable older people in the community. We have mapped this information against our fire station areas to test how best to use the data, and will be reviewing the outcome during 2017-18.

Summaries of Community Risk activity are now firmly embedded in quarterly performance reports to the Fire Authority, and the range of work can be seen in the diagram on the following page.



HWFRS Community Risk Activity

Year 2016/17



HFSCs



Standard Alarms



Specialist Alarms

Year to date	4203	4567	913
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signposting



Arson Referrals



Fire Setter Referrals

Year to date	1248	82	44
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Community Safety Activity
(CE1 hours)



Public Engagement
(total no. of people)



CR Media Campaigns

Year to date	1407	7185	32
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RBAP/Visits/Post Fires



BFSCs



INTELs from BFSCs

Year to date	1729	731	43
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Building Reg Consultations



Licensing Apps



Fire Investigation

Year to date	530	205	102
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Twitter



CR 0800



Enforcement

Year to date	125591	3074	82
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Analysing trends

Each quarter we report to the Fire Authority on incidents throughout the year to highlight trends and patterns of risk. This helps to identify any particular trends that might need priority attention. For example, increasing our work with commercial property owners to tackle a rise in false alarm calls, and planning seasonal safety campaigns, such as the dangers of causing fires in the open and swimming in open water during the summer months. At a more strategic level, the [Community Risk Management Plan 2014-2020](#) (CRMP) explained how we use incident data, research and risk modelling to help us prioritise our activities and balance our resources, and the strategic risk data in the plan will be reviewed and updated in 2017-18.

During the year, we continued to work closely with partners such as AgeUK and Keep Herefordshire Warm and supported key events such as Older People's Day 2016 and two Pensioners Fairs. This is very important work, as our statistics show that the risk of dying in a fire for people aged 65 and over is more than twice as high as the average. With an ever-increasing ageing population, forecast to reach one in four of the population over the next fifteen years, activities to help older people prevent fires and keep themselves safe are a growing part of our work.

Further supporting our communities

We continue to provide our communities with support and advice on risks and work with partners to provide further support. For example, the very successful Dying 2 Drive multi-agency road safety scheme in Herefordshire was expanded into Worcestershire. This will help to reach even more young people with crucial advice on safer driving.



Dying 2 Drive multi-agency road safety scheme

Working with key partners such as West Mercia Police helps to identify mutually beneficial community safety initiatives and reinforces the impact of our safety work in the community. During the year, Community Risk officers have worked alongside partners in the Wyre Forest Police Harm Hub, and Community Risk staff in Herefordshire relocated to the Police Station in 2016-17.

Being visible and accessible is also an important part of supporting our communities. A good example during the year was the launch of a Positive Role Model Initiative in partnership with Bromsgrove & Redditch Borough Council's Connecting Families team and the University of Worcester to pilot a mentoring project for vulnerable young people in Redditch. In addition, the Positive Role Model scheme is becoming known amongst schools in the local area, which are recognising the potential for the Service to provide additional support in helping to avert the need to exclude pupils at risk.

Another example is our ongoing programme of school visits to fire stations, including Honeybourne Primary Academy becoming the first school to visit the new fire station on Abbey Road, Evesham.



Schoolchildren visit the new Evesham Fire Station – January 2017

Responding in the time of need

Understanding community risks across the two counties enables us to identify the main priorities so that we can design our response services for best effect and efficiency. We constantly review our response arrangements to ensure they are most appropriate for the level of risk balanced against available resources. In many cases our close working with partners is helping to explore and develop new and innovative response solutions.

The following sections provide some of the highlights of our response activities during 2016-17.

Reviewing our response model

Having the right resources in the right place at the right time is crucial to ensuring we continue to deliver our services effectively and efficiently. We keep this under constant review to make sure our response services maintain a careful balance against changing risks and needs in our communities and against reducing levels of available funding.

Our current Community Risk Management Plan (CRMP), published in 2014, introduced a number of changes to fire cover (i.e. how we

provide and crew fire and rescue vehicles across the two counties) in response to changing levels of risks and resources. During 2017-18, we will be reviewing the CRMP to ensure it continues to guide our plans.

In 2016-17, we decided to extend the Day Crewing Plus (DCP) shift system trial at Hereford and Worcester Fire Stations for a further period. DCP is now a recognised shift system across the Service, providing increased choice of flexible crewing options and 24/7 fire cover.

Following two extensive public consultations undertaken throughout 2015 and 2016, the Fire Authority approved the development of a new Emergency Services Hub for the Wyre Forest area. The Hub will replace the three current fire stations at Bewdley, Kidderminster and Stourport and will be a shared home for the local Police and other supporting emergency services.

Making sure our fire stations, fire vehicles and fire and rescue equipment remain fit for purpose is also kept under close review, and during the year many improvements were made, including;



- A new highly cost-effective fire station and strategic training facility at Evesham was officially opened in December 2016, releasing the old fire station site for retail redevelopment.
- In October 2016 work commenced on building a new Operations and Communication Centre (OCC) at the West Mercia Police headquarters site at Hindlip, Worcester. The OCC is a joint project by West Mercia Police and Warwickshire Police to redesign and redevelop their control rooms and communications systems for managing emergency calls. The Service's Fire Control function is included in the design of the purpose-built facility, which will have all the benefits of closer working, including providing better support during peak periods or critical incidents. The OCC building works should be complete by 2018 and Fire Control is due to relocate there when practical.



Official opening of the new Evesham Fire Station in December 2016

- Planning work is continuing on the major project to co-locate Service Headquarters functions to the Police HQ at Hindlip, including working out the technical logistics involved in such a major move, such as infrastructure and personnel issues, the availability of accommodation and the need to reduce disruption to Service operations as much as possible.
- Feasibility work is underway for a new Hereford Fire Station on land at Edgar Street, Hereford as part of the proposed One Herefordshire Hub in partnership with West Mercia Police and Herefordshire Council. This will enable the provision of better facilities and will be more economical than a refurbishment or rebuild at the current location.



Work starts on the new OCC at Hindlip – October 2016

- Place Partnership Limited, the public sector company bringing together the Service's property functions with five other local partners, was commissioned to investigate opportunities to provide a new replacement fire station in Redditch.
- A wide range of new training equipment was introduced including mobile electronic devices that create computer-generated simulations of fires and portable smoke machines to help simulate fire behaviour, and Cardiopulmonary Resuscitation (CPR) dummies which are excellent for practising advanced trauma care, such as assisting someone experiencing a heart attack.
- We also introduced five new replacement fire engines and other cars and vans, and a range of enhancements to equipment on-board fire engines. We also worked with Shropshire Fire and Rescue Service to find a more modern alternative as a replacement for the old Command Support Unit (a very large vehicle equipped to support the control of large and major incidents).

Responding efficiently and effectively based on risk

During the year, the Service Risks project was developed further and now contains 110 specific risk presentations available to all operational staff and shared with partner agencies. We have also continued to develop the Risk Based Audit Programme, including a software update and an ongoing audit of around 950 business premises. The Command Suite at Droitwich Fire Station, which enables risk scenarios to be simulated using computer software, was awarded Centre of Excellence status and is regularly visited by other services. It has also increased its library of high risk premises to include key sites such as Hereford Cathedral.

One of our most important priorities is to keep our firefighters safe from risks and hazards when carrying out their duties. We support this through extensive training for operational staff, including practical exercises with other agencies. During the year, training for staff covered a wide range of firefighting skills and operational procedures including specialist fire safety courses, tactical ventilation and incident command. Practical training included; Exercise St Francis, a major multi-agency response scenario involving a large-scale motorway traffic accident with multiple casualties (around 200 staff, 14 fire engines, three ambulance, several police cars and a police helicopter were involved); Exercise Triton, a five-day national

exercise using High Volume Pumps to tackle adverse weather scenarios including flooding and a dam burst, and a number of water rescue, safe working at height, working in confined spaces and methods of entry courses. Our Urban Search and Rescue Team also took part in a simulated multi-storey car park collapse involving over 40 casualties.



USAR teams tackle a simulated car park collapse – October 2016

The high quality skills and techniques developed by our firefighters were demonstrated further in successes at various national training challenges and competitions. At the Irish National Challenge, our Trauma Team won the title of Best International Team, while our Extrication Team won the title of Best International Extrication Team. Both teams won further



HWFRS Extrication Team in action - May 2016

plaudits at the UK Rescue Organisation National Challenge, taking first and second place respectively in their fields. They both went to compete in the prestigious World Rescue Challenge 2016, with the Extrication Team from Ross-On-Wye taking an outstanding second place and the Trauma Team winning an impressive third. To cap an excellent year that has shown our truly world class firefighting and rescue skills, Broadway Fire Station's team came second in the country at the National Breathing Apparatus Challenge.



HWFRS Extrication Team at the World Rescue Challenge - October 2016

Over the year our firefighters put their excellent skills to the test in many varied, real-life emergency situations, including;

- June 2016 - working with Gloucestershire and Warwickshire fire and rescue services to tackle a large fire at an industrial unit in Honeybourne; 60 firefighters involved.
- July 2016 – providing Urban Search and Rescue support in Shropshire to shore up and prevent the total collapse of a three-storey building after being hit by an articulated lorry.
- September 2016 – tackling an intense fire at a wax recycling plant in Bromsgrove; 65 firefighters involved.



Firefighters tackle a major fire in Bromsgrove - September 2016

- January 2017 – fighting a large barn fire in Herefordshire; 40 firefighters involved.
- February 2017 – working with ambulance crews to carry out a complex, specialist rope rescue at height of a bell ringer at Worcester Cathedral.
- February 2017 – tackling 64 weather-related incidents across the two counties in the wake of Storm Doris.



Bell ringer rescue at Worcester Cathedral - February 2017

Working with partners

Taking part in training courses, practical exercises and national competitions not only helps to sharpen skills, but also provides opportunities to work alongside other emergency services to learn new techniques and to share skills.

Over the year, the Service has made good use of the Strategic Training Facilities to train Police negotiators in working at height and Ambulance hazardous response teams in water rescue. Working with Shropshire FRS, we developed a new, joint approach to incident command training providing greater flexibility and improving access



A training exercise with our partners the Ambulance HART team

to courses. We have also teamed up with Shropshire and Warwickshire fire and rescue services to improve the user-friendliness and flexibility of recruit firefighter training to allow more time for practical training and reduce the impact on employers.

Resilience Direct, a website with a shared database of operational information for all fire and rescue services and Local Resilience Forum colleagues, is now embedded as a major resource for sharing risk information and promoting consistent working practices in emergency planning and response. The Service is also currently hosting a Virtual Command facility to enable staff to access information to support how large scale incidents are tackled.

Preventing Harm and Promoting Wellbeing

Many of our prevention and protection activities are well known throughout our communities, from carrying out Home Fire Safety Checks and fitting smoke alarms to providing advice on fire safety precautions to local employers, and helping people to be prepared in the event of emergencies such as flooding. Our work takes us into people's homes, schools, businesses, community centres and high streets. We know this helps to make a difference to people's lives, especially when we improve the safety and wellbeing of the more vulnerable members of our communities.

We work with partners such as health services, the police, local councils and voluntary groups to reach more people and add even more value to their work. We are also very visible and distinctive in our communities, which helps to build on our credibility and trust among local people and partner organisations.

Over the last 12 months, we have been working on how we can add even more value and make a bigger difference to people's lives and their livelihoods. A few of our initiatives are highlighted next.

Improving the lives and wellbeing of others

During the year, we have been putting together a revised Community Risk Strategy that focuses our work into five key priorities: accidental dwelling fires, business fire safety, deliberate fires, road traffic collisions and health & wellbeing. By targeting our prevention work towards the most vulnerable people in our communities, we have an opportunity to explore our role in supporting the wider health, social care and wellbeing agenda.

We are already fully involved in the Signposting Referral Scheme, which supports thousands of people helping them to lead safer and more independent lives. Many different support agencies are involved in the scheme, and each can alert other partners about concerns or issues they have identified when visiting people as part of their work.

We also run a range of youth engagement schemes including the Young Firefighters Association (YFA), which provides young people aged between 13 and 17 with an insight into the work of the fire and rescue service as well as giving them more self-confidence, improving their communication skills and providing them with a chance to work in a team. Our Ignite, Crucial Crew and Young Citizens Challenge annual events are also designed to develop



young people's key skills for their future lives, including leadership, responsibility and problem solving.

Some of the other practical ways we've supported health and wellbeing include;

- We worked with the Heartstart Malvern charity to install a community access defibrillator at Malvern Fire Station, the first in Malvern Link, giving local people quick access to life-saving equipment in the event of an emergency.



New defibrillator installed at Malvern Fire Station - December 2016

- Community Risk Toolkits have been made more widely available at fire stations. The toolkits contain specialist equipment including smoke detectors, fire blankets and

letterbox blanking plates. These are used to protect some of the most vulnerable people in our communities, such as those affected by deliberate fires.



New Community Risk Toolkits made available - February 2017

- Our Signposting scheme linked up with Herefordshire Council's 'Keep Herefordshire Warm' service to promote free boiler servicing for vulnerable households, and with the Marches Energy Agency and AgeUK to provide access to home energy checks and advice.

Reviewing activities with partners

We know that working with partners helps us to reach more people and add even more value to our work.

An excellent example of this is the multi-agency Dying 2 Drive road safety scheme, which expanded from Herefordshire into Worcestershire. With the help of West Mercia Police, the Safer Roads Partnership, St John Ambulance and DHL, the hard-hitting reconstruction of a fatal traffic accident was presented to Year 11 pupils in Worcestershire showing them how the services work together to tackle such a major incident. It was followed by workshops discussing the aftermath and impact on families, the



Dying 2 Drive reconstruction at Worcester fire station - November 2016

consequences of risky behaviour behind the wheel, and giving the soon-to-be young drivers and passengers the right skills and knowledge to prevent them from becoming victims of potential future traffic accidents.

Other examples of how we've added more value by working with our partners this year include;

- We joined up with Shropshire Fire and Rescue Service to develop a combined recruit course for new on-call firefighters. The course was extended to Police Community Support Officers from West Mercia Police, who are ideal candidates as on-call firefighters because of fewer constraints than other employers.
- Our West District administrative and Community Risk teams moved to Hereford Police Station in March 2017, enabling them to work alongside their police counterparts. This is a great opportunity to learn from each other, share information, and make efficient use of facilities and resources.
- We teamed up with the Canal & River Trust to make Diglis Weir in Worcester safer by repositioning a boom (water safety barrier), which was causing boats to get stuck, with

people on board needing urgent rescue. Working with the Trust the boom is now correctly positioned and boats can access the Diglis Basin safely, crews have learned new rescue techniques and the Trust has developed better preventative measures.



Joint work with the Canal & River Trust at Diglis Basin, Worcester - October 2016

Leading by example

We are proud of the trusted position we hold in our communities, and we see this as an ideal opportunity to lead by example and become role models in promoting wellbeing and healthy lifestyles. The Positive Role Model Initiative in Redditch, mentioned earlier, is an excellent example of how this can work. Working with

Bromsgrove and Redditch Borough Council's Connecting Families team and the University of Worcester, members of our North District Team have begun to be trained in child protection and other safeguarding issues and they will eventually be able to work alongside family workers in supporting families in crisis. One of the important benefits of this is to demonstrate how positive action can turn challenging situations around.

We are also pleased to support many local and national charities involved in improving the wellbeing of those most vulnerable in the community. Over the last year, we have attended many fairs and events, ran safety campaigns and collected funds for a wide range of charities. These are important ways in which we can use our standing in the community to support people most at risk. The examples are numerous and include;

- supporting the Warm Homes campaign run by National Energy Action charity to combat fuel poverty,
- supporting Older People's Day and attending two Pensioners Fairs along with 20 other organisations including AgeUK, the National Trust and West Mercia Police to provide a one-stop-shop approach to improving access to support services,

- supporting Dementia Awareness Week with the Alzheimer's Society, Age UK and others,
- supporting the Heartstart Malvern charity to install a defibrillator at Malvern Fire Station,
- supporting the White Ribbon Campaign against domestic violence, and
- raising money for Save The Children through their Christmas Jumper Day, Macmillan Cancer Support through their Coffee Mornings and the Fire Fighters Charity through their National Car Wash Day.

Promoting the wide range of safety-related activities we carry out in our day jobs, with partners and as volunteers helps us to lead by example. Our website, social media sites and news articles go from strength to strength in getting messages out to the community. Last year, our website was visited over 26,000 times, we had 35,000 Twitter followers and 2,600 likes on Facebook, and we featured in many newspaper articles as well as in TV and radio interviews.

In February 2017, Worcester Fire Station was featured on [BBC Hereford & Worcester](#) radio, when the breakfast presenters, Elliott and Toni, spent some time with the Worcester RDS (on-call) crew.

This was not only an opportunity to promote the recruitment of on-call firefighters, but to showcase their wide range of firefighting and rescue skills. The presenters were tasked with a range of challenges including a ladder climb, using breathing apparatus to move through a smoke-filled house and rescuing a casualty from a crashed car. This gave the presenters and radio listeners a tremendous insight into what firefighters do to keep the communities of Herefordshire and Worcestershire safe and well.



BBC H&W radio presenter Elliott Webb gets to grips with a ladder climb – February 2017.

In addition to these good examples of how we maintain a visible presence and continue to promote ourselves as good role models, we are keen to support the development of our own staff. In the year, we made further progress towards a new occupational health service, increased support for the issues of stress and mental health at work, and continued our annual programme of Medals and Awards Ceremonies in Herefordshire and Worcestershire. These ceremonies celebrate the outstanding work of staff as well as giving an opportunity to commend public acts of bravery throughout the year.



Our work to be completed in 2017-18

This year's Annual Report uses the three main themes of our new Saving More Lives vision to provide an overview of the work we'll be carrying out to deliver our CRMP Action Plan in 2017-18.

There will also be a mid-point review of the CRMP during 2017-18, which will be a further opportunity to embed the Saving More Lives vision and to help ensure our services continue to support Our Strategy and its three principles of firefighter safety, community safety and the delivery of quality services.

The CRMP themes set out below cover the five main areas in which we contribute towards making a positive difference to the lives and livelihoods of the communities across the two counties. By weaving the values of Saving More Lives into our work, we aim to make even more of a difference in the coming years.

The following sections provide an overview of the main areas we'll be working on.

CRMP Theme	Objectives 2014-2020
1 Prevention	Delivering activities that aim to stop incidents happening in the first place
2 Protection	Making sure buildings where people work, shop and visit are as safe as possible
3 Response	Being able to act quickly, safely, effectively and efficiently in the event of an emergency
4 Resilience	Being as prepared as possible for whatever emergency might happen
5 Organisational Support and Development	Making sure the Service is able to deliver its main responsibilities

Understanding Community Risk: CRMP 2017-18 Action Plan

	In 2017-18 activities contributing towards achieving the aims of <i>Understanding Community Risk</i> will include:	Purpose of the activity
a)	Our community risk activities will focus on five key priorities: <ul style="list-style-type: none"> • accidental dwelling fires • business fire safety • deliberate fires • health & wellbeing • road traffic collisions 	Activities support a new Community Risk Strategy 2017-2020, which aims to ensure our limited resources are targeted towards those most vulnerable in our communities.
b)	We will work with partners involved in the Worcestershire Office for Data and Analytics (WODA) to explore what organisational and cultural changes may be needed to facilitate data sharing.	Sharing data and other information securely with partner organisations will enhance our joint ability to improve outcomes for residents, businesses and the wider community.
c)	The central Community Risk department team will move to Worcester Fire Station.	Moving to the new fire station will make use of available space there and it provides an opportunity to work more closely with West Mercia Police's South Worcestershire Harm Hub team, promoting more joint community initiatives and information sharing.
d)	We will continue to review and test our business continuity plans, risk registers and station fall-back arrangements to ensure they remain fit for purpose.	Keeping our business continuity plans updated helps to ensure we can continue to deliver our services if there are interruptions to our day-to-day business.

	In 2017-18 activities contributing towards achieving the aims of <i>Understanding Community Risk</i> will include:	Purpose of the activity
e)	We will work with Local Resilience Forum partners in Resilience Direct related exercises and will undertake an internal audit to ensure a consistent approach.	Joint exercises help to ensure all emergency services are well-prepared to support a safe and effective response in the event of large-scale emergencies. They also help to ensure that Resilience Direct provides consistent support in terms of accessing relevant information and multi-agency plans.
f)	During the year we aim to migrate the Fire Control mobilising system to the Operations and Communication Centre (OCC) at West Mercia Police headquarters at Hindlip, Worcester.	The establishment of the Fire Control system alongside the Police control room and communications systems will enable closer working between the emergency services.
g)	We will continue to develop the Emergency Services Mobile Communications Programme (ESMCP) to deliver a new national communications system called the Emergency Services Network (ESN). The ESN will provide an extensive integrated voice and broadband data service for emergency services. ESMCP intends to deliver ESN when current mobile communications contracts begin to expire from mid-2017.	In addition to providing a faster, more secure and resilient communications system, the ESN will be more cost-effective than the current system and it will help to improve our crucial role in maintaining public safety and saving lives.
h)	We will develop proposals for a new Intelligence Led Audit Programme (ILAP) to replace the Risk Based Audit Programme for 2018-19.	Improved intelligence on key risks, including from incident data and from information held by partner organisations, will help to improve our prevention, protection and intervention activities.

Responding in the time of need: CRMP 2017-18 Action Plan

	In 2017-18 activities contributing towards achieving the aims of <i>Responding in the time of need</i> will include:	Purpose of the activity
a)	We will undertake a review of crewing systems across the Service.	This will contribute to the overall aim of providing sustainable, high quality firefighting and preventative services by increasing capacity and resilience, providing increased support to RDS crews, delivering a flexible choice of crewing systems and creating opportunities for budget savings.
b)	We will support and develop fire and police collaboration opportunities to enhance training provision.	Pooling and sharing training resources and buildings will increase the number of training places available, increase overall resilience and may help to standardise common practice.
c)	We will align the Service's competency and training standards to the new Fire Professionals Framework and National Occupational Standards.	Ensuring that staff competency is in line with nationally agreed standards will bring the added benefits of maintaining a highly skilled workforce, identifying capability gaps and supporting succession planning.
d)	We will prepare a fit-for-purpose training course for future Wholetime firefighter recruitment.	The course will ensure that the skills and knowledge of new full time staff reflect the changing requirements of the fire and rescue sector and the diversity of community needs.
e)	We will deliver a refresher training programme for specialist foam firefighting capability.	Refresher training will ensure firefighters are able to use foam for firefighting safely and effectively.

	In 2017-18 activities contributing towards achieving the aims of <i>Responding in the time of need</i> will include:	Purpose of the activity
f)	We will support the installation of modern training facilities within the fire station new build and refurbishment programme.	Providing high quality training facilities in local fire station areas helps to ensure a minimum travel distance for firefighters (and partner agencies where appropriate) undertaking training.
g)	Operational Assurance will continue to focus on safety critical themes with audits covering key areas such as breathing apparatus, road traffic collisions, hazardous materials, trauma care and effective working with other agencies.	Operational Assurance helps to ensure our firefighters are well skilled and well equipped to undertake their response and community support activities safely.
h)	We will continue to introduce new, and replace older, equipment to help improve firefighting effectiveness and firefighter safety. This will include introducing the most up-to-date firefighting kit, new defibrillators, two compact fire engines and five new fire engines, cars and support vehicles, replacement vehicles for the Command Support Unit, improved hydraulic rescue equipment, replacement radios and improved lighting units.	Providing, replacing and maintaining operational equipment will ensure our staff are able to carry out their jobs effectively and safely and will help to keep our communities as safe as possible.

Preventing Harm and Promoting Wellbeing: CRMP 2017-18 Action Plan



	In 2017-18 activities contributing towards achieving the aims of <i>Preventing Harm and Promoting Wellbeing</i> will include:	Purpose of the activity
a)	We will extend the Dying 2 Drive road safety initiative across Worcestershire.	This highly effective road safety initiative helps to ensure that young people who are soon-to-be drivers become more aware of the dangers and consequences of hazardous driving.
b)	We will implement a new Safe and Well Check in our core community safety activity.	Extending and ultimately replacing the Home Fire Safety Check will support the wider health and wellbeing agenda, ensuring that 'every contact counts.' It will also help to increase referrals with partners and ensure the Community Risk department continues to target limited resources to those most vulnerable in the community.
c)	We will engage and support the Under 17 Driver Charity in their Pathfinder initiative during 2017-18.	This engagement provides additional support to voluntary sector partners involved in keeping young people safe on the roads.

	In 2017-18 activities contributing towards achieving the aims of <i>Preventing Harm and Promoting Wellbeing</i> will include:	Purpose of the activity
d)	<p>We will continue to support innovative ways of managing, developing and supporting our workforce through the on-going period of change in the Service. This will include:</p> <ul style="list-style-type: none"> • developing a People Strategy and People Plan 2017-20 • reviewing the Job Evaluation process • publishing a Gender Pay Audit • undertaking an Equal Pay Audit • developing a new recruitment strategy • implementing the Equality & Diversity Audit Action Plan 	This will support the Service's drive to be an employer of choice and to improve the diversity of the workforce, reduce the potential for any inequality among staff and to instil an improved culture and supportive working environment.
e)	We will continue to deliver a range of vital internal and external communications, and will build upon our main channels of communication.	Effective communication ensures that all stakeholders and members of the wider community are informed and engaged in the prevention work of the Service.
f)	We will formally launch Saving More Lives as the new corporate vision for the Service.	Adopting Saving More Lives clearly conveys the Service's overall aim and purpose. It will serve as a guide for all decision making and will help to demonstrate the integral role every member of staff plays in adding value and making a positive difference to the lives of the communities we serve.

Resourcing the future: financial information

This section shows what the Fire Authority spends and breaks it down into the on-going running costs and major capital investments.

As at the end of March 2017				£m
Wholetime firefighters	40%	Employees		21.0
On-call firefighters	39%	Fleet, equipment, ICT, property		5.2
Support staff	18%	Capital financing *		3.1
Fire Control staff	3%	Other running costs **		2.5
Total number of employees (Full-Time Equivalent - FTE)	591	Total		31.8
Total Headcount	759			

* Capital financing is interest and provision to repay loans.

** Other running costs include; training costs, community safety materials, payroll services, legal costs, Fire Authority costs, and insurances.

Summary of our resources	How the Service is paid for	£m	%
27 fire stations	Herefordshire and Worcestershire Council Tax payers	21.9	69
41 frontline fire engines	Herefordshire and Worcestershire business rates, etc.	2.3	7
28 specialist vehicles, including all-terrain vehicles, aerial appliances and boats	Government grants (Revenue Support Grant, special grants)	7.6	24
Training Centre	Total	31.8	100
3 Strategic Training Facilities			
Fire Service Headquarters			
Operational Logistics Centre			
Urban Search and Rescue facility			

The cost of the Fire and Rescue Service to the average household in Herefordshire and Worcestershire (Council Tax Band D) is £79.53. This is above the £72.80 average for comparable Fire Authorities in 2017-18, but considerably less than the highest

cost of £97.65. One of the reasons for this is the historically low level of grant we receive from Government, because of the way the formula is worked out nationally.

Capital investment: 2017-18 to 2020-21

The table below provides details of the Authority's estimated investment in major capital schemes, such as major building works and purchase of fire engines. Unlike revenue expenditure, this is funded through borrowing, with only a small proportion funded through central government grants.

	£m
Fire stations / training facilities	19.3
Vehicles and equipment	7.6
ICT / communications system / minor building works	3.9
Total	30.8

Closing the budget gap

Subject to any changes that may come following the General Election, the grant settlement is now known until 2019-20 and continues to show significant reductions. There is added uncertainty as there are plans to move to 100 per cent rate retention replacing grant by 2019-20. This will have, as yet, unknown effects on resource distribution and it is still uncertain as to whether fire will be included in this regime at all.

While there will be an increase in the number of people paying Council Tax, and the Authority is expecting to increase Band D Council Tax annually by 2 per cent (in line with the Government's own planning assumptions), the need to provide for pay awards and inflation, coupled with known grant reductions, means that the expenditure need exceeds likely resources.

Looking forward, this gap is expected to be £1.6 million by 2020-21.

The Authority has a number of initiatives underway, which will deliver a significant part of this saving by 2020-21, including relocation of Service Headquarters to the police estate at Hindlip, the Wyre Forest Emergency Services Hub and further collaboration on Fire Control arrangements.

To allow time for these plans to fully deliver savings, the Authority is closing the budget gaps by using uncommitted balances that were built up by prudent financial management in readiness to deal with such issues.

What do you think of our Annual Report?

We welcome any views you have on the content of this Annual Report or the way in which Hereford & Worcester Fire Authority delivers its services.

If you have any comments or would like to contact us about any issue, please visit our website at www.hwfire.org.uk where you will find full contact details along with links to further information about our services and activities.

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



You can also follow us on
Twitter www.twitter.com/hwfire



or find us on
Facebook www.facebook.com/hwfire

Alternatively you may write to:

Hereford & Worcester Fire and Rescue Service Headquarters,
2 Kings Court,
Charles Hastings Way,
Worcester,
WR5 1JR.

If you would like this information in an alternative language or format such as large print or audio, please contact us on 0345 122 4454.

Your right to know: access to information

Hereford & Worcester Fire and Rescue Service collects and maintains information and data to enable it to carry out its statutory duties. A great deal of information on the Service is already available in the public domain through our [Publication Scheme](#) and [Transparency](#) webpage. Service staff will help you obtain the information you want unless disclosure would be against the law. You have a right to request information under the Freedom of Information Act 2000, which gives you

a general right of access to recorded information held by the Service. The Act is designed to ensure greater accountability, as well as to promote a more open culture. If you want to know what personal information is held about you, you can make a request under the Data Protection Act 1998. To find out more, please follow the link: [Your Right to Know](#)



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HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

Report of the Head of Legal Services

Audit and Standards Committee Terms of Reference

Purpose of report

1. To consider the reallocation of areas of responsibility from Policy and Resources to Audit and Standards Committee.
-

Recommendations

It is recommended that:

- I. the following areas of responsibility be reallocated to Audit and Standards Committee from Policy and Resources;*
 - *Equality & Diversity*
 - *Health & Safety*
 - *Employment Monitoring*
- II. the amended Terms of Reference for Audit and Standards Committee, as set out in Appendix 2, be approved.*

Introduction and Background

2. Terms of Reference for Audit and Standards have not been reviewed since its establishment in February 2013. It is noticeable that Policy and Resources is rather heavier in agenda items than Audit and Standards, particularly now Policy and Resources have additional working party items to consider. It is evident that work load is not distributed evenly between the Committees. We have therefore looked at whether it is possible to transfer any of the roles from Policy and Resources over to Audit and Standards in order to better balance the workload.

Reallocation of Areas of Responsibility

3. The Head of Legal Services has identified three areas where improvements can be made to the division of workload between Audit and Standards Committee and Policy and Resources. It is recommended that the following items taken from point 10 of Policy and Resources Terms of Reference (see Appendix 1) which is 'Approve, monitor and review matters in relation to staff' be transferred across to Audit and Standards Committee.

- e) the development and implementation of equality and fairness policies receiving regular reports from the Equalities and Development Steering Group;
 - f) the development and implementation of health and safety policies receiving regular reports from the Health and Safety Liaison Panel; and
 - g) employment monitoring reports.
4. Health and safety is not only a key risk for the Authority but is also subject to external review and therefore sits well within the roles of Audit and Standards
 5. Similarly equality and fairness and employment data both have monitoring roles where a watchful eye is needed so again fits in nicely with the functionality of Audit and Standards.
 6. The revised draft Terms of Reference for Audit and Standards Committee are attached at Appendix 2. There would be a corresponding deletion from the Terms of Reference for Policy and Resources Committee.
 7. The previous Authority Chairman, Vice-Chairman and Chairman of Policy and Resources Committee have been consulted and have no objections to the proposed changes.

Conclusion

8. The proposed reallocation of areas of responsibility and amended Terms of Reference are designed to ensure a balanced workload across the committees enabling effective and efficient decision making.
9. Any such changes to would be introduced following Fire Authority approval at the Annual General Meeting.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	none
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	none

Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	none
Consultation (identify any public or other consultation that has been carried out on this matter)	SMB, Authority Chairman, Chairman of Policy and Resources Committee.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	n/a

Supporting Information

Appendix 1 – Policy and Resources Terms of Reference
Appendix 2 – Audit and Standards Terms of Reference

Contact Officer

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Email: nsnape@hwfire.org.uk

APPENDIX 1

POLICY AND RESOURCES COMMITTEE

Terms of Reference, Constitution, Rules and Procedures

Role

The Committee will:

1. Make recommendations as to:
 - the Authority's strategic policies and objectives;
 - annual budget, medium term financial plan and precept;
 - community risk management plan and any fire cover review, and monitor progress with implementation when approved; and
 - the Scheme of Delegations to Officers.
2. Monitor and review financial performance including revenue and capital budgets, treasury management, the use of resources and fees and charges (adopting any changes to fees and charges where necessary on behalf of the Authority).
3. Authorise capital and revenue virements in excess of limits delegated to the Treasurer and Chief Fire Officer and to authorise capital re-phasing where necessary.
4. Monitor and review key operational performance targets and ensure that the Authority has an effective performance management framework in place.
5. Determine the Authority's Asset Management Plan and any matter relating to the Authority's land holdings or buildings and structures which is not delegated to officers.
6. Approval of capital projects and purchase of supplies, vehicles and services in accordance with the agreed budget and medium term financial plan
7. Authorise the waiver of tender rules in accordance with Standing Orders and Financial Regulations, where necessary.
8. Approve and amend any strategic policy not reserved for the Authority or that falls within the remit of another Committee.
9. To settle any claim or uninsured claim against or by the Authority when the sum is above the limit of officer delegation.
10. Approve, monitor and review of the following matters in relation to staff:
 - a) the implications of the adoption of nationally agreed conditions of service;
 - b) regular reports from the Joint Consultative Committee;

- c) agreement to the premature retirement of any employee where this is in the interests of the efficient exercise of the functions of the Authority, or by reason of redundancy, including the power to grant added years' service reckonable for superannuation purposes;
 - d) responsibility for exercising the discretionary elements of the Local Government Pension Scheme, including the authority for incurring any costs involved;
 - e) the development and implementation of equality and fairness policies receiving regular reports from the Equalities and Development Steering Group;
 - f) the development and implementation of health and safety policies receiving regular reports from the Health and Safety Liaison Panel;
 - g) employment monitoring reports; and
 - h) amendments to duty systems worked on fire stations.
11. Consider and approve responses to consultation papers issued by Government and other organisations.
 12. Any other matter not reserved to the Authority or falling within the remit of any other Committee nor delegated to an officer.

Constitution

13. The Committee will comprise 13 Members.
14. In accordance with the requirements of the Local Government and Housing Act 1989, political balance will apply.
15. The quorum of the Committee will be 4 Members.
16. Subject to the approval of the Chairman and Vice Chairman of the Authority, the Committee may establish non-politically balanced, time-limited Task and Finish Groups to investigate issues within terms of reference set by the Committee. Only one Task and Finish Group may be established by the Committee at any one time.

Rules and Procedures

17. The Chairman and Vice-Chairman will be elected by the Authority
18. The Committee will meet at least four times a year.
19. The Committee Chairman will report proceedings of the Committee to the Authority.

20. The minutes and reports of the Committee will be available for public inspection, except those documents classified as exempt.
21. The Committee will be advised by the Chief Fire Officer, Treasurer, Monitoring Officer and other officers and advisors as necessary.
22. Meetings will normally be held in public, with the right of attendance for all Members, public and press, except during consideration of exempt business.
23. An agenda, together with reports, will be made available at least five clear working days before each formal meeting.

APPENDIX 2

AUDIT AND STANDARDS COMMITTEE

Terms of Reference, Constitution, Rules and Procedures

Role

The Committee will:

1. Ensure processes are in place to deliver effective controls and audit functions, including agreement of the Internal Audit Plan, appointment of External Auditors and consideration of External Audit fees and External Audit Plans.
2. Consider external and internal auditors' reports and the adequacy of management response to auditors' advice, recommendations and action plans.
3. Consider reports regarding the management and performance of Internal Audit.
4. Consider the External Audit Annual Letter, making recommendations to the Authority where necessary and monitor the Authority's response.
5. Monitor the results of external reviews of the Authority's services, ensuring progress is made on actions planned to remedy any significant issues highlighted.
6. Consider an annual report regarding compliments, complaints and concerns about the Service.
7. Consider, monitor and review the development and operation of the Authority's risk management and corporate governance arrangements in accordance with best practice.
8. Exercise delegated power in relation to the approval of the Annual Statement of Accounts.
9. Exercise delegated power in relation to the consideration of the Annual Governance Statement, the procedures followed in its compilation and the appropriateness of supporting documentation, addressing any significant governance weaknesses disclosed within the Statement.
10. Consider and make recommendations to the Authority on:
 - the Annual Assurance Statement;
 - Standing Orders and Financial Regulations of the Authority;
 - Committee Structure, Terms of Reference and Scheme of Delegation;
 - Members' Code of Conduct; and
 - Protocol for Member-Officer Relations.

11. Formulate and approve policy documentation in respect of Strategic Risk, Whistleblowing and Anti-Fraud and Corruption processes and review the effectiveness of their application throughout the Authority.
12. Promote and maintain high standards of conduct and ethical governance by Members and co-opted Members of the Authority.
13. Oversee the Registers of Members' Interests and keep under review the Authority's procedures for investigating and responding to complaints about Members.
14. Monitor the operation of the Members' Code of Conduct and assist Members and where appropriate, co-opted Members to observe the Code.
15. Advise, train or arrange to train the Members and co-opted Members of the Authority on matters relating to the Member Code of Conduct.
16. Grant dispensations to Members, from requirements relating to interests set out in the Member Code of Conduct, as referred by the Monitoring Officer.
17. Receive reports and comment on complaints procedures and/or reports from the Local Government Ombudsman.
18. Appoint Independent Persons for the purposes of the ethical framework under the Localism Act 2011.
19. Approve, monitor and review of the following matters in relation to staff;
 - a) the development and implementation of equality and fairness policies receiving regular reports from the Equalities and Development Steering Group;
 - b) the development and implementation of health and safety policies receiving regular reports from the Health and Safety Liaison Panel; and
 - c) employment monitoring reports.

Constitution

20. The Committee will comprise 12 Members.
21. In accordance with the requirements of the Local Government and Housing Act 1989, political balance will apply.
22. Group Leaders, the Chairman, Vice-Chairman of the Authority, outgoing Chairman of the Authority and Chair of the Policy and Resources Committee are not eligible to serve on the Audit and Standards Committee.
23. The quorum of the Committee will be 4 Members.
24. Subject to the approval of the Chairman and Vice Chairman of the Authority, the Committee may establish non-politically balanced, time-limited Task and Finish Groups to investigate issues within terms of

reference set by the Committee. Only one Task and Finish Group may be established by the Committee at any one time.

Rules and Procedures

25. The Chairman and Vice-Chairman will be elected by the Authority.
26. The Committee will submit an annual report to the Authority each June.
27. The Committee Chairman will report proceedings of the Committee to the Authority.
28. The minutes and reports of the Committee will be available for public inspection, except those documents classified as exempt.
29. The Committee will be advised by the Monitoring Officer, Chief Fire Officer and Treasurer and other officers and advisors as necessary.
30. Meetings will normally be held in public, with the right of attendance for all Members, public and press, except during consideration of exempt business.
31. An agenda, together with reports will be made available at least 5 clear working days before each formal meeting.



Hereford & Worcester Fire Authority

Policy and Resources Committee

Wednesday, 22 March 2017, 10:30

Minutes

Members Present: Mr R C Adams, Mr B A Baker, Mrs E Eyre BEM, Mrs F M Oborski MBE, Mr R J Phillips, Mr D W Prodger MBE, Mr C B Taylor, Mr J W R Thomas, Mr R M Udall

Substitutes: None

Absent: None

Apologies for Absence: Mr A Fry, Ms R E Jenkins, Mr J L V Kenyon, Mr P A Tuthill

71 Confirmation of Minutes

RESOLVED that the minutes of the meeting of the Policy and Resources Committee held on 25 January 2017 be confirmed as a correct record and signed by the Chairman.

72 2016/17 Budget Monitoring – 3rd Quarter

Members were informed of the current position on budgets and expenditure for 2016/17.

Members were asked to note the forecast revenue underspend of £1.268m and approve the creation of £0.500m ESMCP Reserve for the emergency services radio communications infrastructure.

In relation to revenue, Members raised concern over the lack of capital project recharge information from Place Partnership Limited (PPL) and requested that the Treasurer make PPL aware of this concern. Members were informed that the lack of information was due to the setting up of new systems which had been delayed.

RESOLVED that the Committee:

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

73 Thomas Review - summary and key findings

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

Members were advised that out of the five main themes reviewed, 45 recommendations were highlighted which were mostly addressed to fire and rescue authorities and representative bodies as well as the Local Government Association (LGA) and the National Joint Council.

Members were pleased to note that work was already being undertaken to progress the recommended actions.

RESOLVED that the findings set out in the Thomas Review and your officers' comments on key recommendations be noted.

74 Houses of Multiple Occupation: Project Update

Members were provided with a six month update on the Houses of Multiple Occupation project being delivered by the Community Risk Department.

On 21 March 2016, approval was given by the Policy and Resources Committee to fund a 12 month project focussing on Houses of Multiple Occupation (HMOs) type premises. The project, funded by £60,000 from Service reserves, started in August 2016 and identified fire safety issues in unlicensed HMOs and residential accommodation above commercial premises and highlighted the significant fire safety intervention that had been achieved in the first 6 months.

Members were pleased with the success so far and requested that a full year report be presented to the Authority later in the year.

RESOLVED that:

i) Members note the success of the project to date:

- **an additional 157 business fire safety checks have been carried out so far;**
- **a third of which resulted in further enforcement action; and**
- **112 residents are now living in safer conditions where the risk of**

harm or injury from fire has been considerably reduced.

ii) A full evaluation report be produced at the conclusion of the 12 month project to be presented at the Authority meeting later in the year.

75 Equality and Diversity Objectives - 2017/2020

Members were asked to approve the Service's proposed Equality and Diversity Objectives for 2017/2020, which had been developed by the Organisational Development Working Group.

Members requested that the outcomes of the Wisdom Factory CIC (Community Interest Company) review be shared with Members at a future Committee meeting.

RESOLVED that the following be approved as the revised Equality Objectives for 2017–2020:

- **Leadership and Corporate Commitment**

We will encourage a culture that supports equal treatment, opportunity, inclusion and transparency at all levels of the Authority.

- **Service Delivery and Community Risk**

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

- **People and Culture**

To have a diverse workforce that represents our community.

76 2016-17 Performance Report: Quarter 1 – Quarter 3

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

Members were reminded that the Senior Management Board continue to receive reports based on the measures the Service is taking to stay within tolerance levels and where improvements are required, any necessary action will be reported to the Committee.

Members raised concern over the number of fires in prisons and were informed that although there was a rise in incidents, the Service was liaising closely with the Prisons Service.

With regard to attendance times in urban areas, Members requested further information to the next Committee meeting.

[Councillor Prodger MBE left the meeting at 11.22].

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

i) A total of 5,244 incidents were attended in Q1 to Q3, an increase of 5.7% (283 incidents) over the same period in 2015-16, and 5.3% (199 incidents) higher than the average for the last five years.

ii) The majority of the increase in Q1 to Q3 is accounted for by a rise in the numbers of Special Service and False Alarm incidents, while the number of Fire incidents was down:

a. Special Services: there was an increase of 33 incidents over the nine month period. This is predominantly accounted for by increases in the number of animal assistance incidents (30 incidents), and Other Special Services such as, lift rescues, spills and leaks (non-RTC), provision of advice and assisting other agencies (37 incidents).

b. False Alarms: there was an increase of 259 incidents over the nine month period in all types of False Alarm incidents. This is mainly because of an increase in automatic activations of inbuilt fire alarms systems (174 incidents)

c. Fires: a decrease of 9 incidents for this period over the previous year is largely accounted for by a fall in the number of Secondary Fires (down by 14 incidents) with fewer outdoor fires in a wetter than usual late spring/early summer period.

iii) The number of Fires, Special Service and False Alarm incidents has stayed relatively consistent over the last 5 years.

iv) Overall Staff Sickness levels are 4.07 days lost per head, which remains within tolerance levels set (see paragraph 3 below) for Quarter 1 to Quarter 3. Quarter 3 sickness was an average of 1.24

days lost per head, which is below the quarterly five-year average of 1.63 days.

v) The Service attended 57.4% (267 incidents) of Building Fires within 10 minutes in Q1 to Q3 compared with 60.0% in the same period in 2015-16. The average time for the first fire appliance attendance at all building fires was nine minutes and fifty-one seconds.

vi) The overall availability of the first On-Call (Retained) fire appliance remains high at 91.0%, however this did decrease by 2.7% compared to the same period in 2015-16.

77 Pensions Board Update

Members were provided with an update on the establishment and activities of the Pensions Board.

Members were reminded that the Pensions Board is not a decision making body.

RESOLVED that the following areas of progress be noted:

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

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

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

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

Members were asked to review the Authority's policy on the authorisation of covert surveillance techniques under the Regulation of Investigatory Powers Act 2000 and informed that the Authority had not relied on covert investigatory powers during the past year.

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

79 Update from the Health and Safety Committee

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

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

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

80 Update from the Joint Consultative Committee

Members were informed of the activities of the Joint Consultative Committee since September 2016.

Members requested further information on electronic payslips.

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

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

The Meeting ended at: 11:51

Signed:.....

Date:.....

Chairman



Hereford & Worcester Fire Authority

Audit and Standards Committee

Wednesday, 12 April 2017, 10:30

Minutes

Members Present: Mr A Amos, Mr S C Cross, Ms L R Duffy, Ms K S Guthrie, Mr Al Hardman, Mrs A T Hingley, Mr S D Williams

Substitutes:

Absent: Councillor Ms Pat Agar

Apologies for Absence: Mr R I Matthews, Professor J W Raine, Mr G J Vickery

64 Declarations of Interest (if any)

None

65 Confirmation of Minutes

RESOLVED that the minutes of the Audit and Standards Committee held on 18 January 2017 be confirmed as a correct record and signed by the Chairman.

66 Internal Audit Monitoring Report 2016/2017

The Head of Internal Audit Shared Service reported against the 2016/17 audit plan and highlighted to Members that there were no 'high' or 'medium' priority recommendations resulting from the work. Members were assured that any recommendations were being addressed through appropriate management actions and asked to note that reviews on CARE System Pensions, Safeguarding, Fees and Charges, Training Centre and Technical Fire Safety are currently at draft report stage and will be presented at the next Audit and Standards Committee.

RESOLVED the Internal Audit Monitoring Report 2016/17 be noted.

67 Internal Audit Draft Audit Plan 2017-18

The Head of Internal Audit Shared Service provided the draft Audit Plan for 2017/18 highlighting the timetable of scheduled audits to be undertaken during the year, the determination of which is measured on risk. Outturns from work will be closely monitored and will be brought to the Committee throughout the year.

Members were asked to note that following full assurance reports on key financial systems in 2016/17 less audit time will be allocated to these areas this year.

Members queried the level of security and degree of risk attached to ICT but were reassured by officers that penetrative testing formed part of the regular testing process. Officers highlighted that ICT continued to be an identified risk and would remain an on-going risk item on the register. Members also questioned the scope of the intended audit around partnership arrangements and were informed these would focus on ensuring that effective governance arrangements were in place from the outset of any contractual or shared service partnership to protect the Fire Authority.

RESOLVED the 2017/18 Draft Internal Audit Plan be approved.

68 External Audit Plan 2016/2017

The External Audit Plan explained the potentially significant risks that would be considered as part of the 2016/17 audit and advised Members that work was on track to meet the delivery schedule. As part of a phased approach to meeting new deadlines next year an agreed Audit Findings report will be completed by mid August 2017.

RESOLVED the External Audit Plan 2016/17 be noted.

69 Informing the Audit Risk Assessment 2016-17

Members were advised to note that there were no specific risks highlighted that were abnormal, or which cause the Treasurer or External Auditor particular concern.

Members attention was drawn to the Going Concern consideration and reminded that their role as an Audit Committee was, as far as they were able, to confirm or raise any queries regarding management response.

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

70 Strategic Risk Register: Progress Against Audit Findings

The Authority's arrangements for dealing with risk management had been the subject of an internal Audit Review in March 2016. That report had highlighted four medium priority recommendations. The Head of Operational Support confirmed that the agreed action plan had been completed with all recommendations having now been implemented.

In response to questions Members were advised that the Authority is linked into local, regional and national risk registers thus ensuring risks are managed thoroughly and effectively and that the Authority remains updated on the risk from terrorism through National Intelligence Liaison Officers.

RESOLVED

i) the closure of the outcomes of the 2015/16 audit of Strategic and Departmental Risk Registers, based upon measures now implemented, be approved; and

ii) the new format adopted for the Strategic Risk Register and the changes made to the process and framework of all Risk Registers be noted.

71 National Fraud Initiative 2016/17

The Treasurer highlighted to Members that there has been a 44% reduction in matches identified by the National Fraud Initiative (NFI) exercise since 2014/15 but also emphasised that the existence of a match in an NFI report does not mean that there is a fraud; only that there is a need to investigate further to eliminate the possibility of fraud or error. The NFI outputs have been examined promptly and comprehensively and no fraud has been identified.

RESOLVED that action taken to date by the Authority in response to the National Fraud Initiative and that no fraud has been detected be noted.

72 Audit and Standards Committee Terms of Reference

The Head of Legal Services asked Members to consider improving the division of workload between Committees and proposed the reallocation of three areas of responsibility from Policy and Resources to Audit and Standards Committee and that the Terms of Reference be amended to reflect this. It was proposed that any such changes to would be introduced following Fire Authority approval at the Annual General Meeting which is scheduled to take place on 22 June 2017.

***RESOLVED* that**

i) the following areas of responsibility be reallocated to Audit and Standards Committee from Policy and Resources;

- Equality & Diversity**
- Health & Safety**
- Employment Monitoring**

ii) the amended Terms of Reference for Audit and Standards Committee be recommended to the Fire Authority for approval.

73 Member Development Plan 2017/2018

Members were presented with a draft Development Plan for 2017-18. It was highlighted that sessions within the Member Development Plan link in not only with the theme “Adding Extra Value - Saving More Lives”, but also with key foundations and objectives as set out in Our Strategy and have been influenced by the feedback received from Members on previous sessions.

***RESOLVED* the Member Development Plan 2017/18 be approved.**

74 Annual Compliments, Complaints and Concerns 2016/2017

Members were informed of the compliments, donations, complaints and concerns made by the public over the past 12 months. Reassurance was given that there were no significant recurring themes or trends in concerns or complaints to give any cause for concern and that officers were satisfied that no change in Service delivery was necessary.

***RESOLVED* that the Annual Compliments, Complaints and Concerns**

2016/17 Report be noted.

The Meeting ended at: 11:32

Signed:.....

Date:.....

Chairman