



HEREFORD & WORCESTER Fire Authority

Policy and Resources Committee

AGENDA

Wednesday, 21 September 2016

10:30

Conference Suites

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

ACTION ON DISCOVERING A FIRE

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

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

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

ACTION ON HEARING THE ALARM

- 1 Proceed immediately to the Assembly Point

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

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

GUIDANCE NOTES FOR VISITORS

Security

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

Wheelchair access

The meeting room is accessible for visitors in wheelchairs.

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Toilets – please ask at reception.

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

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

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

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

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

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

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



HEREFORD & WORCESTER
HWR
FIRE AND RESCUE SERVICE

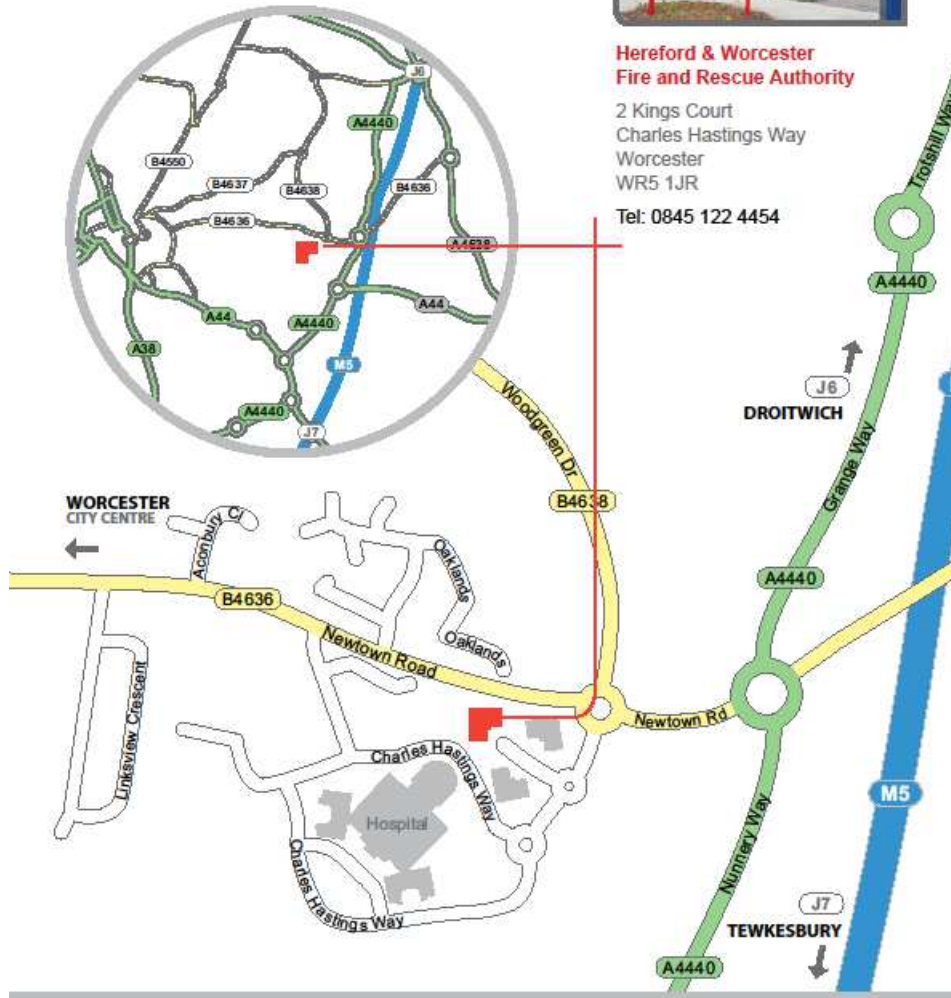
Service Headquarters



Hereford & Worcester Fire and Rescue Authority

2 Kings Court
Charles Hastings Way
Worcester
WR5 1JR

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Hereford & Worcester Fire Authority

Policy and Resources Committee

Wednesday, 21 September 2016, 10:30

Agenda

Councillors

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

No.	Item	Pages
1	Apologies for Absence To receive any apologies for absence.	
2	Named Substitutes To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.	
3	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.	
4	Confirmation of Minutes To confirm the minutes of the meeting held on 21 March 2016.	8 - 14
5	2016/17 Budget Monitoring - 1st Quarter To inform the Committee of the current position on budgets and expenditure for 2016/17.	15 - 20

6	Revision to Medium Term Financial Plan	21 - 24
	To recommend changes in the Medium Term Financial Plan.	
7	Treasury Management Activities 2015/16	25 - 35
	To review Treasury Management Activities for 2015/16.	
8	Quarterly Performance Report Q1	36 - 63
	This report is a summary of the Service's Quarter 1 (Q1) performance against a comprehensive set of Performance Indicators agreed by the Senior Management Board (SMB).	
9	Fleet Strategy 2016 - 2021	64 - 80
	To gain approval for the revised Fleet Strategy 2016 - 2021.	
10	Evesham Fire Station Update	81 - 84
	To advise Members of unforeseen additional work required to deliver the new Evesham fire station and to gain approval for funding to complete the project.	
11	Proposed New Hereford Fire Station ('One Herefordshire Hub')	
	Details	
12	Proposed Hereford Slipway - Feasibility	85 - 87
	To provide context and determine the need to proceed with a feasibility to explore the potential of an additional slipway in Hereford to launch water rescue boats.	
13	Employment Monitoring Data 2015-16	88 - 105
	This report summarises progress against the Public Sector Equality Duty, prior to the publication of the Employment Monitoring Data 2015-16 on the Service website.	

14	Update from the Health and Safety Committee	106 - 112
	To provide the Policy and Resources Committee with an update on the activities and items of significance from the Service's Health and Safety Committee.	
15	Update from the Equality and Diversity Advisory Group	113 - 116
	To provide an update from the Equality and Diversity Advisory Group since the last report to Committee on 21 March 2016.	
16	Update from the Joint Consultative Committee	117 - 119
	To inform the Committee of the activities of the Joint Consultative Committee (JCC) since March 2016.	



Hereford & Worcester Fire Authority

Policy and Resources Committee

Monday, 21 March 2016, 10:30

Minutes

Members Present: Mr R C Adams, Mr C B Taylor, Mr P A Tuthill, Mr A Fry, Mr R M Udall, Ms R E Jenkins, Mr B A Baker, Mr J W R Thomas, Mr R J Phillips

Substitutes: Professor J W Raine (for Mrs F M Oborski MBE)

Absent: none

Apologies for Absence: Mr D W Prodger MBE, Mrs F M Oborski MBE, Mr J L V Kenyon, Mrs E Eyre

45 Declarations of Interest (if any)

No Member declared an interest.

46 Confirmation of Minutes

RESOLVED that the minutes of the meeting of the Policy and Resources Committee held on 27 January 2016 be confirmed as a correct record and signed by the Chairman.

47 2015/16 Budget Monitoring – 3rd Quarter

Members were informed of the current position on budgets and expenditure for 2015/16.

Members noted the predicted underspend of £1.048m arising from budget constraints being exercised throughout the Service.

The Treasurer advised that of the current capital budget of £11.159m, only £2.305m expenditure had been spent, with a further £0.729m committed by way of orders. This, however, did not include the Redditch or Hereford Fire Station schemes included in the budget and £1.003m

remains as unallocated minor schemes.

With regard to treasury management, at 31 December 2015 short term investment via Worcestershire County Council comprised of £12.400m.

RESOLVED that the forecast revenue underspend of £1.048m be noted.

48 Proposed Co-Location of Police and Fire Service Assets

Members authorised Officers to progress to completion arrangements within the capital programme (minor works) for the joint location of Police and Fire Service assets at selected retained fire station locations.

Members were advised that closer working with West Mercia Police and other partners are continually being sought to deliver more efficient and improved ways of working.

Members asked about the timing of the works and were informed that it should be completed during the next 12 months. A more detailed timing schedule would be reported to a future meeting.

RESOLVED that Officers be authorised to progress arrangements with West Mercia and Warwickshire Police and the Fire Authority to share facilities at Bromyard Fire Station, Peterchurch Fire Station and Tenbury Wells Fire Station on terms to be agreed with the Treasurer and Head of Legal Services, and in consultation with the Chairman of the Authority.

49 Proposed New Hereford Fire Station

Members were advised that the Police were no longer in a position to proceed with a new joint fire and police station in Edgar Street, Hereford and authorised Officers to proceed with the development of a proposal for a fire station only, on the same site.

RESOLVED that:

i) Officers be authorised to enter into negotiations with Herefordshire Council to provide a new fire station, in Hereford, at the existing proposed site on Edgar Street;

ii) Officers be authorised to spend a revised further allocated budget of up to £25k, as necessary, to take this new proposal forward;

iii) a further paper, including a detailed cost feasibility be brought to the Policy and Resources Committee for final approval before submitting planning applications and entering into a contract for the acquisition of the site and any disposal of existing land; and

iv) at an appropriate time Officers withdraw the existing outline planning application currently submitted for the joint police and fire station.

50 Houses of Multiple Occupation

Following the decision at the full Authority meeting on 17 February (Minute No. 72) when it was resolved that the Policy and Resources Committee consider allocating a further £60,000 from reserves to improve community safety campaigns in areas of social deprivation, particularly with regards to Houses of Multiple Occupation, Members were presented with a proposal to target additional resources in identifying fire safety issues in unlicensed HMOs and residential use above commercial premises, exposing non-compliant landlords, where vulnerability of tenants may be considerably higher.

Members were advised that a report would be presented back to the Committee in 12 months' time following the completed project.

RESOLVED that £60,000 funding be utilised to enable a 12 month project to be completed, targeting fire safety within Houses of Multiple Occupation type premises.

51 2015-16 Performance Report: Quarters 1 to 3

Members were provided with a summary of the Service's Quarter 1 to 3 performance against the Fire Authority Annual Report 2015-16 using the set of Performance Indicators agreed by the Senior Management Board.

[Councillor Jenkins left the room at 11.16am and re-entered at 11.21am].

RESOLVED that Members note the following headlines taken from Appendix 1 relating to performance in Quarters 1 to 3, 2015-16:

i) A total of 4,961 incidents were attended in Q1-3, an overall increase of 5.6% (263 incidents) in comparison to the same three Quarters of 2014-15. Despite this, the overall incident trend over the

last 4 years indicates that incident numbers have remained at a consistent level;

ii) The majority of the increase over Q1-3 is accounted for by rises in the numbers of Fires and Special Service incidents:

a. Fires: an increase of 11.4% (152 incidents) is largely related to a peak in grassland, woodland and crop fires during the drier summer months of May to August 2015;

b. Special Services: an increase of 9.9% (100 incidents) can be largely accounted for by an increase in the numbers of road traffic collisions (RTCs) and weather-related incidents in the wake of Storm Barney, which impacted on the two counties in mid-November 2015;

iii) Incident numbers in each of the three main categories – Fires, Special Services and False Alarms – have remained consistent over the last 3-4 years; and

iv) Overall Staff Sickness levels have remained within tolerance levels for Quarters 1 to 3.

52 Community Risk Activity Reporting

[Councillor Phillips left the room at 11.25am].

Members were presented with a proposal to incorporate Community Risk activity data within the quarterly performance reports to the Policy and Resources Committee.

Members were advised that the data will bring together operational response, prevention and protection data into a single document and will provide a snapshot of how well the Service is delivering its aim of keeping communities and firefighters safe.

RESOLVED that Members endorse the proposal to incorporate Community Risk activity data within the Quarterly Performance Report from Quarter 1, 2016-17.

53 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.

Members were informed that the Authority had not relied on covert investigatory powers during the year.

Members were also advised that the Surveillance Inspector visited the Service on 2 March 2016 and confirmed that he was satisfied with the policies and procedures in place. It would nonetheless be helpful to include guidelines about the use of social media.

This would likely be the last such inspection the Authority receives as the Office of the Surveillance Commissioner is looking to adopt a risk based approach to inspections in future via a written questionnaire.

RESOLVED that:

- i) the Committee note there has been no use of covert investigatory techniques during the past year; and**
- ii) the Head of Legal Services be authorised to make a minor amendment to the existing policy, to include reference to the use of social media, subject to the usual staff consultation.**

54 Pensions Board Update

Members were updated on the establishment and activities of the Pensions Board and advised that further updates will be provided to the Committee on a yearly basis.

RESOLVED tht the following areas of progress be noted:

- i) The pensions 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 two training sessions; and**
- iv) The pensions board has agreed terms of reference and administration systems.**

55 Update from the Equality and Diversity Advisory Group

Members were provided with an update from the Equality and Diversity Advisory Group and were informed that the Service continues to make good progress in embedding its Equality and Diversity agenda and will continue to provide updates to the Committee.

Members were also informed that the Assistant Chief Fire Officer would now be chairing the future groups.

RESOLVED that the following areas of progress be noted:

- i) Service representatives attended the recent Asian Fire Service Association (AFSA) National Conference on 26 and 27 November 2015;**
- ii) Progress against the Service's equality objectives will be reported to the Equality and Diversity Advisory Group meeting on 23 March 2016; and**
- iii) The Service has subscribed to Quiltbag.**

56 Update from the Joint Consultative Committee

Members were informed of the activities of the Joint Consultative Committee since September 2015.

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

- i) Policy on financial assistance for medical treatment;**
- ii) Project Arrow Update;**
- iii) Relocation of Service Headquarters to Hindlip;**
- iv) Logging of Pre-Arranged Overtime;**
- v) Wyre Forest Hub;**
- vi) Union Recognition and consultation;**
- vii) Job Evaluation; and**

viii) Use of Agency Staff

57 Update from the Health and Safety Committee

Members were updated 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 for Quarter 3 of year 2015-16 (October to December 2015); and

ii) The involvement of the Service in a number of Health and Safety initiatives at national level.

At the end of the meeting the Chairman thanked the Chief Fire Officer for his work to the Authority and wished him well for the future. Members were also asked to make a note of the Service Exercise taking place on Saturday 1 October 2016 at the Fire Service College.

Members also sent best wishes to Councillor Prodger MBE and wished him a full recovery.

The Meeting ended at: 11:48

Signed:.....

Date:.....

Chairman

Report of the Treasurer

5. 2016/17 Budget Monitoring – 1st Quarter

Purpose of report

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

Recommendation

The Treasurer recommends that the Committee note the forecast revenue underspend of £0.656m (2.1%).

Introduction and Background

2. This report relates to the Authority's financial position for the period April – June 2016 (Quarter 1 – 2016/17), and an outturn projection based on that position.
3. Separate financial reports are included to detail the position for both Revenue and Capital for this period.
4. Details are included about the Authority's Treasury Management position for the period.

Revenue

5. In February 2016 the Authority set a net revenue budget for 2016/17 of £31.992m, allocated to budget heads.
6. This was subsequently amended to reflect changes in demand, proposed use of earmarked reserves and budget holder savings that were still to be achieved at the time the budget was set.
7. Appendix 1 gives details of the projected year end expenditure. At the end of quarter 1 (30th June 2016) the main variations relate to:
 - Income from sharing the running cost of the HQ building with the tenant (Line 25). £0.050m
 - Pay award savings as awards now confirmed at 1% rather than the 2% originally budgeted (Line 32). £0.200m
 - Inflation provision savings. Provision is made for general inflation but only allocated to budget holders on an evidenced basis. The whole provision is not now required. (Line 33). £0.156m

8. All of the above changes will have an impact on future budgets and are included in the revision to the Medium Term Financial Plan (MTFP) included elsewhere on this Agenda.
9. In addition it is anticipated that there will be some short and longer term savings in capital financing cost.
10. The shorter term savings arise from delays to the expenditure on major buildings projects compared to the assumptions made in the budget and MTFP, but which will resolve in the medium term.
11. The longer term savings, which also have a short term impact, arise from planned changes to the Vehicle Strategy (reported elsewhere on this Agenda) which, if approved, will reduce the future capital expenditure requirement.
12. The detailed impact of these will be worked through when finance department resources are available once the External Audit is completed. At this point an initial estimated impact of £0.250m is predicted. (Line 27).

Capital

13. The current capital budget (including approved rephrasing from 2015/16) was approved by the Authority in June 2016 and is detailed in Appendix 2. It is in two parts:

• Capital Budget (approved schemes)	£7.651m
• Schemes awaiting approval	£12.046m
• Total Capital Strategy	£19.698m
14. The approved Capital budget is divided into 4 blocks:
 - Vehicles
 - Major Buildings
 - Fire Control
 - Minor Schemes (allocated by Senior Management Board)
15. The Schemes waiting Approval total includes provision for Hereford and Redditch Fire Station replacement and the North Herefordshire Strategic Training Facility. It is expected that, once approved, expenditure will occur over a number of future years.
16. Of the Capital budget of £7.651m, £2.974m (39%) has been committed by way of expenditure and orders.
17. There will future amendments to the vehicle programme once a revised Fleet Strategy is approved.

Treasury Management

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

Organisation Type Invested in	H&WFRA (Proportion) £'000
Other Local Authorities	7,353
Debt Management Account Facility	425
Money Markey Funds*	3,476
Call	1,146
Total	12,400

* Instant Access

23. An investment income target of £0.040m has been set for 2016/17, however as investments with the County Council are now more diversified, whilst still ensuring risk levels are reduced, income levels are higher than expected. In the 3 months to 30th June 2016 the Council received income from investments of £0.013m; this slightly increased level is reflected in the capital financing variation.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	See paragraphs 5-17 and 23
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None
Consultation (identify any public or other consultation that has been carried out on this matter)	None
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	None – N/A

Supporting Information

Appendix 1 – 2016/17 Revenue Budget Monitoring

Appendix 2 – 2016/17 Capital Budget Monitoring

Contact Officer

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

Hereford & Worcester Fire Authority:
Policy & Resources Committee
Revenue Budget 2015-16 : 1st Quarter

		2016/17 Revised Base	Amend- ments	Managerial Changes	2016/17 Final Budget	Forecast Annual Expd	Forecast Annual Variance
		£m	£M	£m	£m	£m	£m
1	WT FF Pay	11.994			11.994	11.994	
2	RDS FF Pay	3.443	(0.030)		3.413	3.413	
3	Control Pay	0.722			0.722	0.722	
4	Support Pay	3.186	0.030		3.216	3.216	
5	Other Employee Costs	0.061			0.061	0.061	
6	Unfunded Pensions	0.975			0.975	0.975	
7		20.381	0.000	0.000	20.381	20.381	0.000
8	Strategic Management	0.108	(0.014)		0.094	0.094	
9		0.108	(0.014)	0.000	0.094	0.094	0.000
10	New Dimensions	0.109	(0.014)		0.095	0.095	
11	Technical Fire Safety	0.016			0.016	0.016	
12	Community Safety	0.174	(0.003)		0.171	0.171	
13	Training Dept	0.575			0.575	0.575	
14		0.874	(0.017)	0.000	0.857	0.857	0.000
15	P & I	0.088	(0.008)		0.080	0.080	
16	Ops Policy	0.078	(0.013)		0.065	0.065	
17	Human Resoruces	0.327	0.077		0.404	0.404	
18	Ops Logistics	1.563	(0.059)	(0.343)	1.161	1.161	
19	Fleet	0.558	(0.030)		0.528	0.528	
20	PPP - FRA Costs	0.059	0.005		0.064	0.064	
21		2.673	(0.028)	(0.343)	2.302	2.302	0.000
22	ICT	1.192	0.059	0.343	1.594	1.594	
23	Facilities Mngt	1.789	0.197		1.986	1.986	
24	Insurances	0.291	0.025		0.316	0.316	
25	Finance (FRS)	0.022			0.022	(0.028)	(0.050)
26	Finance SLA	0.098			0.098	0.098	
27	Capital Financing	3.189			3.189	2.939	(0.250)
28		6.581	0.281	0.343	7.205	6.905	(0.300)
29	Legal Services	0.028			0.028	0.028	
30	PPL Costs	0.378	(0.037)		0.341	0.341	
31		0.406	(0.037)	0.000	0.369	0.369	0.000
32							
33	Core Budget	31.023	0.185	0.000	31.208	30.908	(0.300)
34	Pay Award Provision 16/17	0.444			0.444	0.244	(0.200)
35	Inflation Contingency 16/17	0.200	(0.044)		0.156	0.000	(0.156)
36	Unallocated Budget	0.026	0.011		0.037	0.037	
37		0.670	(0.033)	0.000	0.637	0.281	(0.356)
38	Excess Staff	1.171			1.171	1.171	
39	Secondment Income	(0.241)			(0.241)	(0.241)	
40		0.930	0.000	0.000	0.930	0.930	0.000
41							
42	Gross Budget	32.623	0.152	0.000	32.775	32.119	(0.656)
43	Budget Reduction Reserve	(0.631)			(0.631)	(0.631)	
44	Other Earmarked Reserves		(0.152)		(0.152)	(0.152)	
45		(0.631)	0.000	0.000	(0.783)	(0.783)	0.000
46							
47	Net Budget Requirement	31.992	0.152	0.000	31.992	31.336	(0.656)

Hereford & Worcester Fire Authority:
Policy & Resources Committee
Capital Budget 2016 - 2017 :1st Quarter

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

Vehicles

149 - Command Support Unit replacement	350,000	-	350,000	-	350,000
152 - Pump Replacement 15/16	1,150,000	538,975	611,025	660,790	-49,765
199 - USAR Dog Van	29,000	26,865	2,135	-	2,135
204 - USAR ISV	81,000	82,680	-	13,030	-14,710
207 - 16 - 17 Pumps	1,150,000	-	1,150,000	-	1,150,000
208 - 16 - 17 Response Vehicles	387,000	-	387,000	56,851	330,149
Total	3,147,000	648,520	2,498,480	730,671	1,767,809

Major Buildings

179 - New Evesham Fire Station	3,820,000	480,564	3,339,436	1,918,038	1,421,398
200 - New Hereford Station Prelims	95,000	55,099	39,901	23,208	16,694
Total	3,915,000	535,663	3,379,337	1,941,245	1,438,092

Fire Control

103 - Fire Control Replacement	2,287,000	1,953,994	333,006	31,486	301,520
Total	2,287,000	1,953,994	333,006	31,486	301,520

Minor Schemes

197 - Public Sector Network Physical Security Measures	200,000	26,662	173,338	122,658	50,680
135 - Asbestos Works	144,765	14,765	130,000	-	130,000
144 - Electrical Dist	47,261	47,261	-	-	0
178 - UPS Enhancement	127,432	102,432	25,000	-	25,000
187 - Ross Roof	14,561	14,561	-	-	0
188 - Eardsley Roof	9,398	9,398	-	-	0
193 - Station Masts	133,425	3,425	130,000	-	130,000
201 - Day Crew Plus Hereford	275,000	60,643	214,357	1,697	212,660
202 - Day Crew Plus Worcester	275,000	197,624	77,376	76,831	545
203 - JPV Works	443,525	429,289	14,236	10,807	3,428
205 - Redditch Welfare	100,750	27,750	73,000	58,648	14,352
209 - Bromyard Station heating	10,000	-	10,000	-	10,000
210 - Droitwich Forecourt	70,000	-	70,000	-	70,000
211 - Eardisley Station Heating	10,000	-	10,000	-	10,000
212 - Hereford Staff Welfare	25,000	-	25,000	-	25,000
213 - Kingsland Station Heating	10,000	-	10,000	-	10,000
214 - Kington Station Heating	10,000	-	10,000	-	10,000
215 - Ledbury Station Heating	10,000	-	10,000	-	10,000
216 - Leintwardine Station Heating	10,000	-	10,000	-	10,000
217 - Pershore Boiler Room	30,000	-	30,000	-	30,000
218 - Pershore uPVC Facias	12,000	-	12,000	-	12,000
219 - Ross Station Heating	12,000	-	12,000	-	12,000
220 - Stourport Station Heating	10,000	-	10,000	-	10,000
221 - Upton Bay Floor	40,000	-	40,000	-	40,000
222 - Alerter Transmitters	175,000	-	175,000	-	175,000
223 - SAN Replacement	65,000	-	65,000	-	65,000
224 - Audit Software	35,000	-	35,000	-	35,000
225 - Hardware Replacement	69,200	-	69,200	-	69,200
Total	2,374,316	933,809	1,440,507	270,641	1,169,866

Capital Budget Approved Schemes	11,723,316	4,071,986	7,651,330	2,974,043	4,677,287
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Schemes Awaiting Approval

998 - Unallocated Minor Schemes - waiting SMB allocation	926,709	-	926,709	-	926,709
Major Buildings Schemes - awaiting Authority approval	11,119,644	-	11,119,644	-	11,119,644
Total	12,046,353	-	12,046,353	-	12,046,353

Capital Strategy	23,769,669	4,071,986	19,697,683	2,974,043	16,723,640
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Report of the Treasurer

6. Revision to the Medium Term Financial Plan (MTFP)

Purpose of report

1. To recommend changes in the Medium Term Financial Plan.
-

Recommendation

It is recommended that the Fire Authority be recommended to approve amendments to the Medium Term Financial Plan, resulting in a revised budget gap of £1.657m by 2019/20.

Introduction and Background

2. In February 2016 the Authority approved a Medium Term Financial Plan (MTFP) which showed a budget gap of £0.299m in 2017/18 rising to £2.423m by 2019/20.
3. As part of the grant settlement under-pinning the MTFP, government committed to confirming the four grant allocations for those Authorities that submitted an Efficiency Plan. The intent is that those Authorities that do not do so may be subject to further grant reductions
4. Details of the Home Office's requirements about the Efficiency Plan now indicate that it would be helpful for the Authority to re-align the current MTFP assumptions.
5. Normally these changes to the MTFP would come to this Committee in November but it is helpful if they are approved prior to the 14 October deadline for submission of the Efficiency Plan.
6. Additionally there are changes that have already occurred in respect of the 2016/17 budget which have an impact into future years.

Changes to the MTFP

7. Appendix 1 shows the impact of all the proposed changes to the MTFP which are outlined below:
 - a. 2016/17 Pay Awards: The budget and MTFP made provision for pay awards at 2%, these national awards have now been agreed at 1% for all staff groups, resulting in a saving in the base budget.

- b. 2016/17 base inflation: Although provision is made for general inflation it is only allocated to budget holders when an evidenced case is made. It has not been necessary to allocate the whole provision so the balance can be deleted from future years' requirements.
- c. HQ Rental Service Charge: there is now sufficient information to quantify the running costs of the building that are payable by the tenant.
- d. Future Pay Awards: provision had previously been made at 2% but government policy remains that public sector pay increases should not exceed 1%. There is a risk that the Home Office may reject the Authority's Efficiency Plan if it is based on different assumptions.
- e. Firefighter Pension Rates: Government has announced that the discount rate used in calculating future pensions liability is to be reduced. This has the consequence of increased employer costs from 2019/20.
- f. General Balances: Within the context of the overall precept strategy (to secure the future) the net effect of these changes allows the approved use of general balances to be deferred by a year. When the 2017/18 budget is considered in detail the Authority will be able to consider the final position more thoroughly.

Conclusion/Summary

- 8. The net result of these changes is that (subject to detailed changes) there is a balanced budget in 2017/18 and gaps of £0.480m and £1.657m in 2018/19 and 2019/20 respectively.

Corporate Considerations

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

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Hereford & Worcester Fire Authority 2016-17

Revised Medium Term Financial Forecasts

Col Row	1	2 2017/18 Forecast £m	3 2018/19 Forecast £m	4 2019/20 Forecast £m
1	Feb 2016 Approved MTFP Budget Gap	0.299	1.634	2.423
2	2016/17 Pay Awards at 1%	(0.200)	(0.200)	(0.200)
3	2016/17 Base Inflation Saving	(0.150)	(0.150)	(0.150)
4	HQ Rental Service Charges	(0.050)	(0.050)	(0.050)
5	Future Pay Awards at 1%	(0.227)	(0.454)	(0.681)
6	Fire-fighter Pensions Rates			0.315
7	Defer approved draw on General Balances	0.300	(0.300)	
8	Revised MTFP Budget Gap	(0.028)	0.480	1.657

Report of the Treasurer

7. Treasury Management Activities 2015/16

Purpose of report

1. To review Treasury Management Activities for 2015/16.
-

Recommendation

The Treasurer recommends that the Committee agree the Prudential Indicators were within the limits set by the Authority in February 2016 and that there are no matters that require further attention.

Introduction and Background

2. The Local Government Act 2003 (the Act) and supporting regulations requires the Authority to 'have regard to' the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Authority's capital investment plans are affordable, prudent and sustainable.
3. The revised guidance issued in November 2011 makes it clear that investment priorities should be security and liquidity, rather than yield and that authorities should not rely solely on credit ratings, but consider other information on risk.
4. In accordance with both the Chartered Institute of Public Finance and Accountancy's Treasury Management Code of Practice, and current Fire Authority Financial Regulations the Treasury Management Activities are reviewed by Members twice a year.

Treasury Management Activities

5. Treasury Management is about managing the Authority's cash flow and investments to support its finances for the benefit of the Public and the Services that it provides. These activities are structured to manage risk foremost and then optimise performance.
6. The Treasury Management function strives to ensure the stability of the Authority's financial position by sound debt, cash and risk management techniques. The need to minimise risk and volatility is constantly addressed whilst aiming to achieve the treasury management objectives.

7. Banking arrangements and the Treasury Management functions for the Authority, in respect of lending and borrowing, are carried out by Worcestershire County Council under a Service Level Agreement. All Authority funds are invested or borrowed by the County Council in accordance with their Treasury Management Strategy, this means that the Authority is subjected to the same levels of risk and return as the County Council. A copy of the relevant Treasury Management Strategy for 2015/16 is included at Appendix 2.
8. At 31 March 2015 the Authority had long-term debt totalling £13.971m, £0.834m of this debt was repaid during the financial year (2015/16). There has been no additional borrowing requirement during this financial year, so the balance that remains outstanding at the end of March 2016 is £13.137m.
9. Surplus cash is invested on a day-to-day basis under a Service Level Agreement with Worcestershire County Council. The average interest rate achieved for the second half of the period was 0.4187%.
10. As part of the defined investment risk strategy Authority funds are currently deposited with the Bank of England and other organisations deemed to be low risk, such as other Local Authority Bodies, WCC Treasury Management keeps this policy under constant review. With the downgrading of several large financial institutions, to comply with the AA credit rating required by the Treasury Management Strategy, which ensures the continued reduction of risk exposure, there are now fewer financial institutions available where investments can be made which increases reliance upon the Bank of England.
11. Historically performance has been measured against the “7-Day London Inter-bank Bid Rate” (LIBID) as a benchmark. However, the very low risk strategy evolved for Authority investment means that at present this measure is less meaningful. The relevant figure for the second half of 2015/16 was an average of 0.3610%.
12. However, with investment rates remaining as low as they currently are, a less prudent risk strategy would not greatly increase the expected yield whilst significantly increasing the associated risk.

Prudential Indicators

13. In considering the budget and precept for the year the Authority approves indicators and limits in respect of capital expenditure, borrowing and revenue consequences.
14. These are set by the Authority, as part of the overall budget setting process, in February prior to the start of the financial year.
15. Appendix 1 sets out the relevant indicators as approved and as they out-turn, and demonstrates that they are within the limits of the Medium Term Financial Plan.

Conclusion/Summary

16. The SLA with the County Council and the implied use of its Strategy Statement ensures that the Authority invests its resources within a robust and effective framework to deliver a maximum return on investments within a secure environment. The monitoring of the Prudential Indicators has demonstrated that the Authority has complied with its Treasury Management targets.

Corporate Considerations

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

Supporting Information

Appendix 1 – Prudential Indicators 2015/16 Outturn

Appendix 2 – Treasury Management Strategy 2015/16 – Worcestershire County Council (relevant extract)

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Prudential Indicators 2015/16 Out-turn

Introduction

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

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

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

Prudential Indicators

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

1. Capital Expenditure

The actual amount of capital expenditure that was incurred during 2015/16 was as follows:

	2015/16 Original Feb 2015 £m	2015/16 Forecast Feb 2016 £m	2015/16 Actual £m
Capital Expenditure	8.738	2.467	3.315
Operationally Leased Assets	0.027	0.052	0.332
	8.765	2.519	3.647

Actual capital expenditure is lower than that originally anticipated due to the following reasons:

- The vehicle replacement programme and minor capital projects was put on hold pending the outcome of the CRMP.
- Delays on major building projects.

2. Ratio of Financing Costs to Net Revenue Stream

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

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

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

	2015/16 Original Feb 2015 £m	2015/16 Forecast Feb 2016 £m	2015/16 Actual £m
Financing Costs	2.874	2.723	1.726
Net Revenue Stream	31.143	31.143	31.157
Ratio	9.23%	8.74%	5.54%

3. Capital Financing Requirement

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

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

	Original Feb 2015 £m	Forecast Feb 2016 £m	Actual £m
Capital Financing Requirement (CFR) 31 March 2016	25.368	17.151	18.142

4. Authorised Limit

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

5. Operational Boundary

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

The limits for these indicators set for 2015/16 and the final out-turn are given below, and it can be confirmed that the out-turn figure represents the maximum borrowing at any point in the year, i.e. the Authorised limit was not exceeded.

	2015/16 £m
Authorised Limit	31.000
Operational Boundary	28.000
Actual Borrowing 31 March 2016	13.137

6. Fixed Interest Rate Exposures

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

Fixed Interest Rate Exposure	2015/16 £m
Upper Limit	31.000
Actual Borrowing 31 March 2016	13.137

7. Variable Interest Rate Exposures

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

8. Maturity Structure of Borrowing

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

Period of Maturity	Lower Limit	Upper Limit	Actual
Under 12 months	0.000	3.284	0.500
12 months and within 24 months	0.000	3.284	1.500
24 months and within 5 years	0.000	6.569	2.000
5 years and within 10 years	0.000	9.853	3.649
10 years and above	3.284	12.480	5.488

Treasury Management Strategy 2015/16

Background

In accordance with the Council's Treasury Management Practices (TMPs) and The Chartered Institute of Public Finance and Accountancy's (CIPFA) Treasury Management in the Public Services: Code of Practice the Council is required to approve the Treasury Management Strategy and Annual Investment Strategy for 2015/16. The Treasury Management Strategy is reflected in the Personal Assurance Statement given by the Chief Financial Officer concerning the 2015/16 budget calculations.

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

In addition the Council employs Treasury Management advisors, Arlingclose, who provide information and advice on interest rate movements which is used to inform borrowing and investment decisions. The advisors have been engaged on a fixed term basis after a tendering procedure completed in July 2013.

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

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

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

During 2014/15 the County Council has invested its surplus cash with selected UK Banks, selected Money Market Funds, the UK Debt Management Office and with other local authorities.

Economic Commentary

There is momentum in the UK economy, with a continued period of growth through domestically-driven activity and strong household consumption. There are signs that growth is becoming more balanced. The greater contribution from business investment should support continued, albeit slower, expansion of GDP. However, inflationary pressure is benign and is likely to remain low in the short-term. There have been large falls in unemployment but levels of part-time working, self-employment and underemployment are significant and nominal earnings growth remains weak and below inflation.

The Bank of England Monetary Policy Committee's (MPC) focus is on both the degree of spare capacity in the economy and the rate at which this will be used up, factors prompting some debate on the Committee. Despite two MPC members having voted for a 0.25% increase in rates at each of the meetings August 2014 onwards, some Committee members have become more concerned that the economic outlook is less optimistic than at the time of the August Inflation Report. The UK bank base rate has remained at the historically low level of 0.5% throughout the year. The Bank's own forecasts suggest that the base rate should not increase until Q3 2015,

The Council's Treasury Management Advisors, Arlingclose agree with the Bank of England's (BoE) forecasts for the base rate to remain at 0.5% until August 2015. They have stated there are downside risks to this forecast, if the Eurozone weakness and deflation threat becomes more entrenched, the BoE are more likely to defer the increase in rates. Upside risks are less material and more of a threat in later years.

In November 2012, the PWLB launched the new "Certainty rate", which in exchange for summary information of the council's medium-term borrowing plans being submitted to HM Treasury, has given the council access to borrowing rates of 0.2% below those which would otherwise be available over all maturity periods. Rates applicable to early repayment of debt remain the same with the difference between these two sets of rates such that opportunities to reschedule debt are considerably limited.

Treasury Management Strategy

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

Borrowing Strategy

The outlook for borrowing rates is currently difficult to predict. Fixed interest borrowing rates are based on UK gilt yields. Gilt yields have been volatile but generally depressed in recent months, due to global uncertainty and Eurozone weakness in particular. Arlingclose expect yields to remain flat over the short term, but do expect the trend to be upwards over the medium and longer-term however. Rates on loans of 5 years are expected to be around 2.80%, while rates on longer term loans are expected to be around 3.80% by the end of 2015/16. As with the Base rate, the balance of risks to Gilt yields is biased to the downside, since continued International uncertainty would keep them depressed for a longer period.

The Council has prudently assumed a borrowing rate for 2015/16 of 4.01% in setting the budget. For medium-term planning purposes the Council has assumed borrowing rates of 4.45% in 2016/17 and 4.90% in subsequent years. This is in-line with Arlingclose's most pessimistic forecasts for borrowing rates during the 3rd Quarter of each of those years.

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

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

Interest rates will be monitored but as forecasts stand it is likely that borrowing will be undertaken towards the final third of the financial year.

The gross capital borrowing requirement for 2015/16 is estimated to be £64.7 million. After the use of the minimum revenue provision to repay debt of £16.1 million, the net capital borrowing requirement is estimated to be £48.6 million.

The management of the Council's debt will be exercised in the most efficient manner taking into account maturing debt. The opportunity will be taken to reschedule any outstanding debt if rates are favourable, and make savings in the revenue budget. The cost of external interest of maintaining the council debt is estimated to be £15.9 million in 2015/16.

In addition to its usual borrowing activity, the Council will be undertaking a project with Mercia Waste, to provide finance for the construction of an Energy Plant. Further details are given below in the paragraph titled "Energy from Waste".

Annual Investments Strategy

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

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

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

The investments, which the Council are able to use for the prudent management of cash balances are categorised as 'Specified Investments' and 'Non-Specified Investments'.

A Specified Investment offers high security and high liquidity, must be in sterling and have a maturity date of less than a year. Any Specified Investment must be with the United Kingdom Government, a local authority in England or Wales or a similar body in Scotland or Northern Ireland, a parish or community council, a AAA rated Moneymarket Fund, a bank which is part-owned by the UK Government, or with a body of high credit quality. The Council defines a body of high credit quality as counterparties who achieve ratings with all three rating agencies as described below (using the lowest rating of the three):

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

Agency:	Short-Term rating:
Fitch	F1+
Moodys	P-1
Standard and Poors	A-1+

- For term deposits between 2 and 364 days, the council defines a body of high credit quality as having the below Long-term ratings, in addition to the above Short-term ratings:

Agency:	Long-Term rating:
Fitch	AA
Moodys	Aa2
Standard and Poors	AA

Non Specified Investments have a range of vehicles not covered by the definition of Specified Investments, which are set out in the Treasury Management Practices (TMPs) and generally carry more risk.

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

- Equity shares in the municipal bonds agency (Local Capital Finance Company Ltd). The primary purpose of this investment is to support the Council's priorities, rather than to speculate on the capital sum invested. Only up to £0.075 million will be invested in this category.
- A routine term deposit with a counterparty as described above for Specified Investments, for a period of more than 1 year. This type of investment will be considered when rates are favourable and cash balances allow. The Council's prudential indicators allow no more than £10 million to be invested in this category.

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

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

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

Pension Fund

Cash is held in the Pension Fund account at the bank. This is a transactional sum to ensure that contributions are received and benefits are paid efficiently. The vast majority of Pension Fund assets are invested elsewhere under separate Governance Arrangements to the County Council's Annual Investments Strategy above. The cash held at the Bank may be either held in this account, or be invested in a manner deemed appropriate by the Shadow Pension Committee, as advised by the Shadow Pension Investment Advisory Committee'.

Report of the Head of Corporate Services

8. Quarterly Performance Report - Quarter 1

Purpose of report

1. This report is a summary of the Service's Quarter 1 (Q1) 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, 2016-17:

- i) ***a total of 1,678 incidents were attended in Q1, an increase of 7.3% (114 incidents) over the same Quarter of 2015-16, and 4.0% (67 incidents) higher than the average for the last five years. However, the overall 5 year trend remained relatively consistent;***
- ii) ***the majority of the increase in Q1 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: an increase of 19.9% (65 incidents) is mainly accounted for by increases in the number of animal assistance (13 incidents), flooding (11) Road Traffic Collisions (9) and water rescues (6).***
 - b. ***False Alarms: an increase of 11.2% (81 incidents) is mainly because of automatic activations at a number of sheltered housing, nursing homes and hospitals and 13 incidents following the installation of a new alarm system at a block of flats in Kidderminster;***
 - c. ***Fires: a decrease of 6.2% (32 incidents) over the previous year is largely accounted for by a fall in the number of Secondary Fires (down by 46 incidents) with fewer outdoor fires in a wetter than usual late spring/early summer period;***
- iii) ***the number of Fires and Special Service incidents continues to show a five-year downward trend, and False Alarms show a slight upward trend. While the figures are relatively consistent over the last five years, trends will continue to be analysed and monitored;***

- iv) overall Staff Sickness levels are 1.31 days lost per head, which remains within tolerance levels for Quarter 1 and below the five-year average of 1.63 days;**
- v) the Service attended 60.9% of Building Fires within 10 minutes in Q1 compared with 62.3% in the same period in 2015-16. The average time for the first fire appliance attendance at all building fires remained below 10 minutes (09:48); and**
- vi) the overall availability of the first On-Call (Retained) fire appliance remains high at 94.4%, a slight decrease of 0.5% in Q1 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 Policy and Resources Committee and SMB. The report includes commentary of any changes compared to the previous year and discussion of any exceptions to expected performance.

Tolerance Levels

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

Quarter 1 Performance

5. Quarter 1 saw a 7.3% increase in the total number of incidents attended by the Service compared to the same period last year, and is 4.0% higher than the average over the last five years (2012/13 to 2016/17). The number of incidents attended in Q1 has been relatively consistent over the last five years at just over 1,600 incidents.
6. In terms of Fires, there were 6 more Primary Fires and 8 more Chimney Fires in Q1 compared to the same period last year. The number of Building Fires, which form the largest proportion of Primary Fires, was 156, an increase of 6.8% (10 incidents) over last year. Within the figures,

an increase in the number of prison cell fires at HMP Hewell was noted and Community Risk officers are working with prison service colleagues to reduce the number of incidents. There were no fatalities in Primary Fires during the Quarter. The majority of the increase in Chimney Fires (24 of the 28 incidents) occurred during April, which was unseasonably cooler than normal. Secondary Fires, particularly Grassland, Woodland and Crop Fires, were down by 46 incidents in Q1 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 increased by 19.9% (65 incidents) compared to the same period in 2015-16, taking Q1 9.1% higher than the 5-year average. There were 9 more Road Traffic Collisions, the majority of which involved making the vehicle and/or scene safe, though the Service attended 7 fatalities in RTC incidents during the Quarter, compared to 2 in same period in 2015-16. Flooding incidents increased from 9 in Q1 of 2015-16 to 20 in Q1 of 2016-17; analysis shows there was a particular increase in the number of leaks in properties during the Quarter. The number of water rescue incidents also doubled, with 12 people rescued after swimming in rivers during the warmer period of the Quarter.
8. There was an increase in the number of False Alarm incidents in Q1 with 81 more incidents (a rise of 11.2%) compared to the same period in 2015-16. Within this figure, there were 67 more Automatic False Alarms. Analysis shows that most of the increase can be accounted for by incidents at sheltered housing, hospitals and nursing homes and a further 13 incidents following installation of a new alarm system in a block of flats in Kidderminster.
9. The number of days lost to sickness absence for all staff remains within tolerance levels and continues to compare favourably with Worcestershire County Council on all staff sickness levels, including short- and long-term sickness.
10. The percentage of Building Fires attended within 10 minutes by the first fire appliance was 60.9% during Q1, a fall of 1.4% compared to the same period in 2015-16. While this continues to remain below the 75% stretch target set in the Service's Attendance Standard, the average attendance time at all building fires is still below ten minutes (9 minutes and 48 seconds).
11. The availability of the first On-Call (Retained) fire appliance decreased slightly by 0.5% to 94.4% in Q1 compared to Q1 of 2015-16. Within this, On-Call crews at Bromyard, Leominster and Ross-on-Wye fire stations maintained 100% availability in Q1.

Conclusion/Summary

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

Appendix 2 – HWFRS Community Risk Activity: Quarter 1

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Appendix 1

Fire Authority 2016-17 Performance Report: Quarter 1

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.

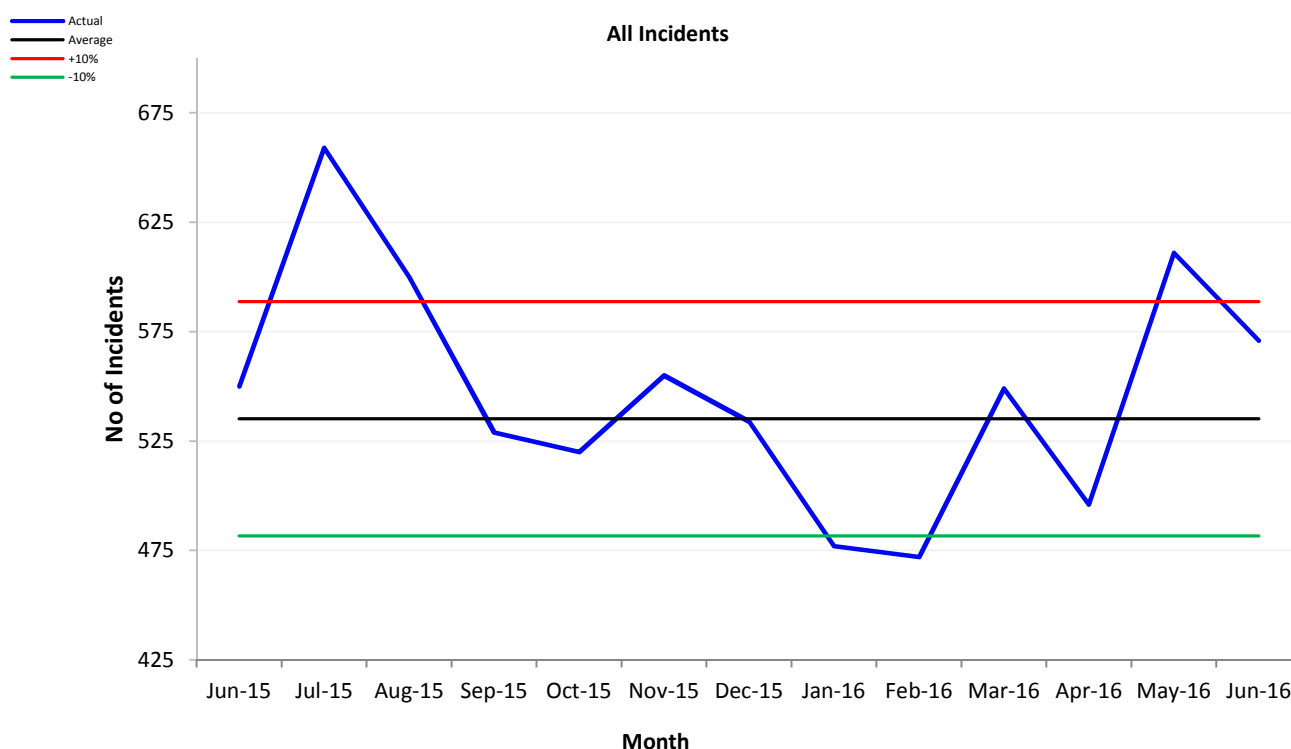
1. Operational Activity

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 2016-17 was 1,678, which is an increase of 7.3% (114 incidents) compared with Q1 in 2015-16. The majority of the increase is accounted for by a rise of 19.9% (65 incidents) in Special Service incidents, including RTC's water and animal rescues; and an 11.2% rise (81 incidents) in False Alarm incidents, predominately automatic fire alarms. Fire incidents were down (32 incidents, a fall of 6.2%).

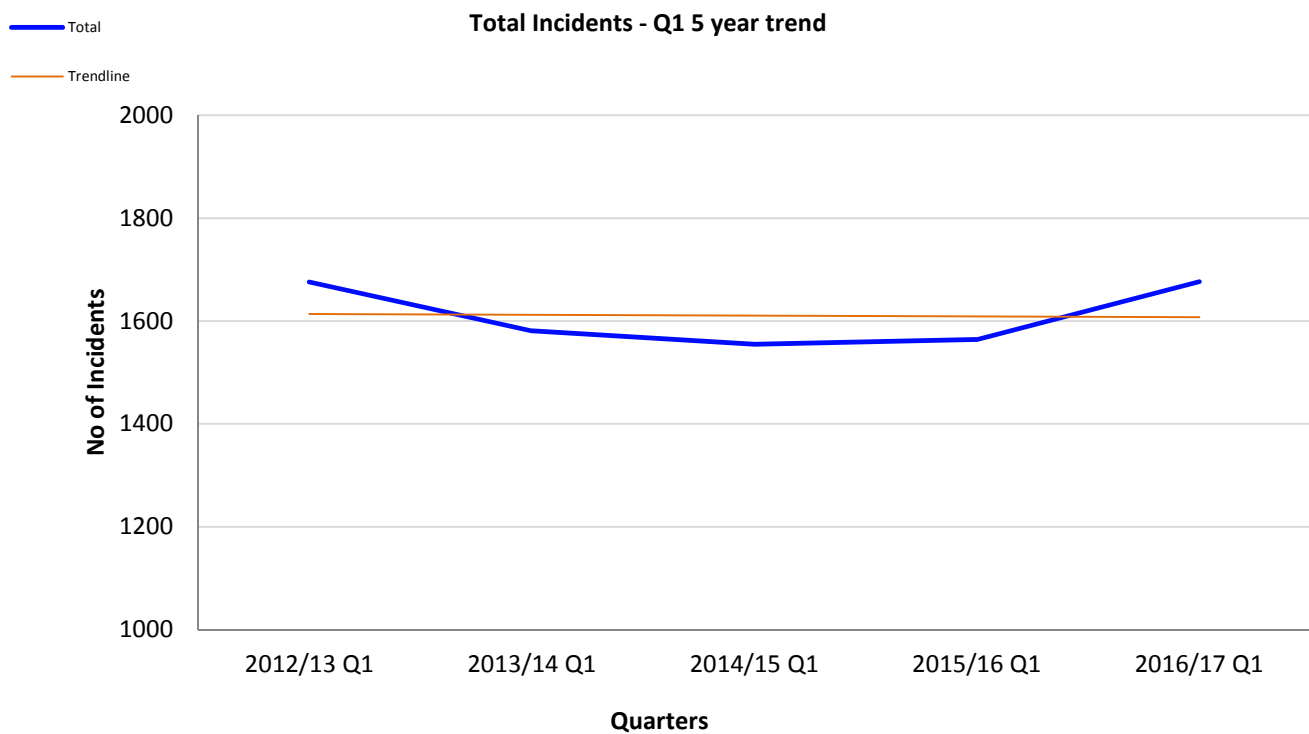


(Figure 1 – Total Incidents per month: June 2015 to June 2016)

Total Incidents	Q1 2015-16	Q1 2016-17	% change
All Fires	517	485	-6.2
Special Services	326	391	19.9
False Alarms	721	802	11.2
Total Incidents	1564	1678	7.3

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

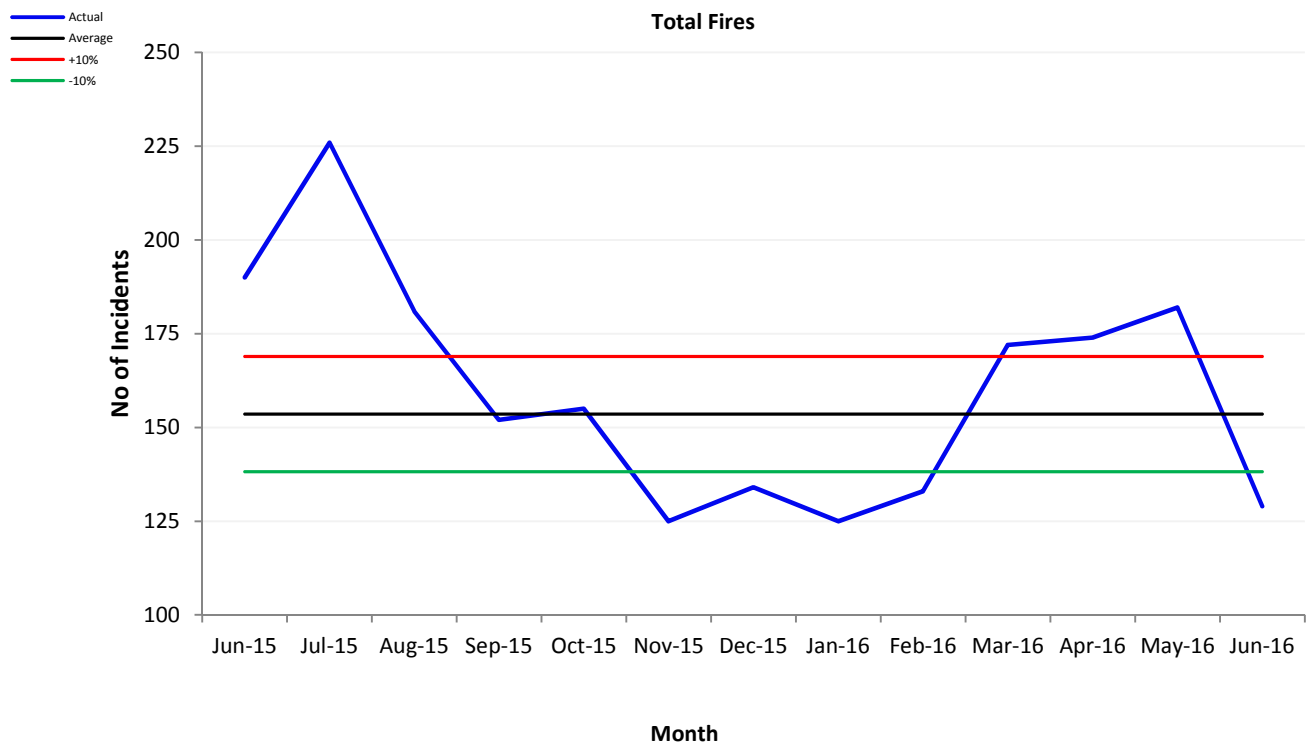
- Total Fire incidents, which include Primary, Secondary and Chimney Fires, were 6.2% lower (32 incidents) than over the same period in 2015-16. This is largely accounted for by an 18.5% decrease in the number of Secondary Fires, though the number of Primary Fires increased by 6 incidents and still represent the largest proportion (52.5%) of all fires attended.
- The number of Special Service incidents have increased by 19.9% (65 incidents) compared with the same period in 2015-16.
- The number of False Alarm incidents rose by 11.2% (81 incidents) compared with the same period in 2015-16.
- The number of incidents attended has remained relatively consistent at around 1,600 incidents in each Quarter 1 for the last 5 years.



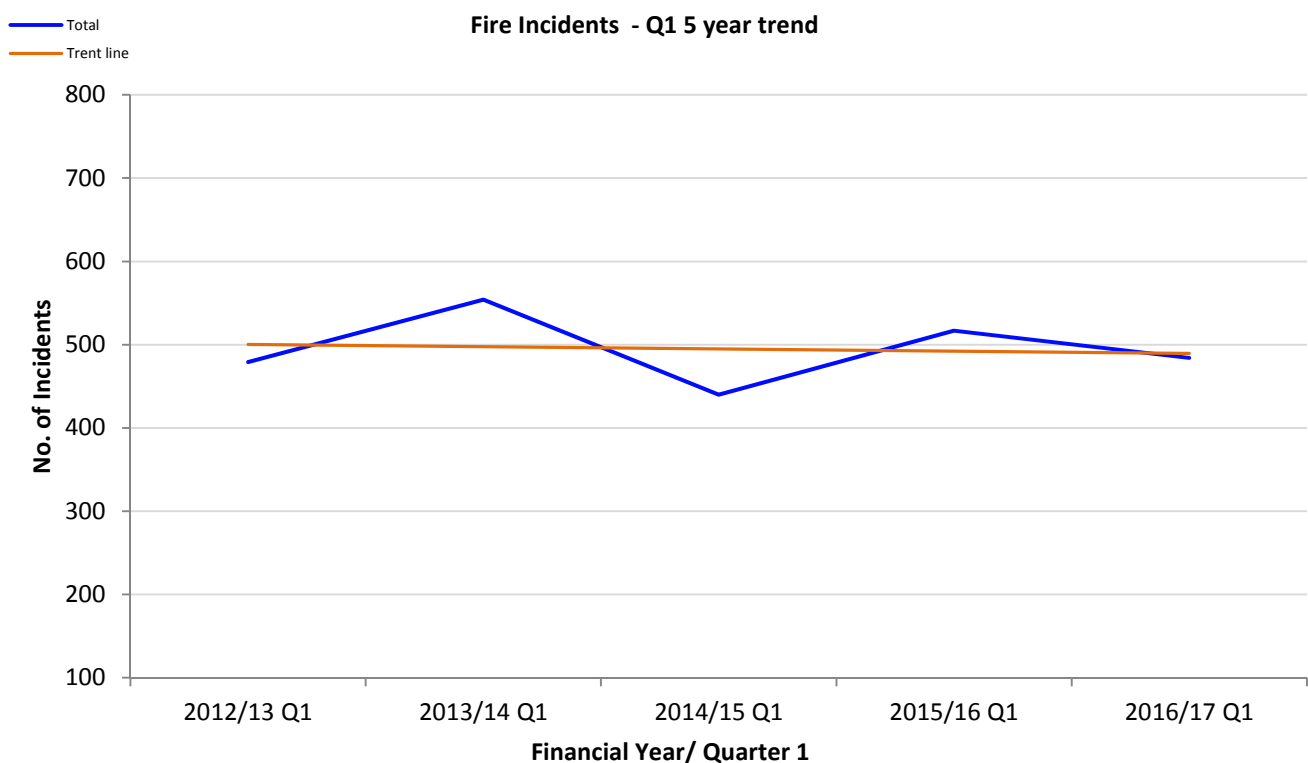
(Figure 2 – All Incidents: Q1 2012-13 to Q1 2016-17)

1.2 Total Number of Fires

The number of fires has reduced by 6.2% (32 incidents) in Quarter 1 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 May to August. Figure 4 shows that the total number of fires in Quarter 1 has remained relatively consistent at around 500 over the last 5 years.



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



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

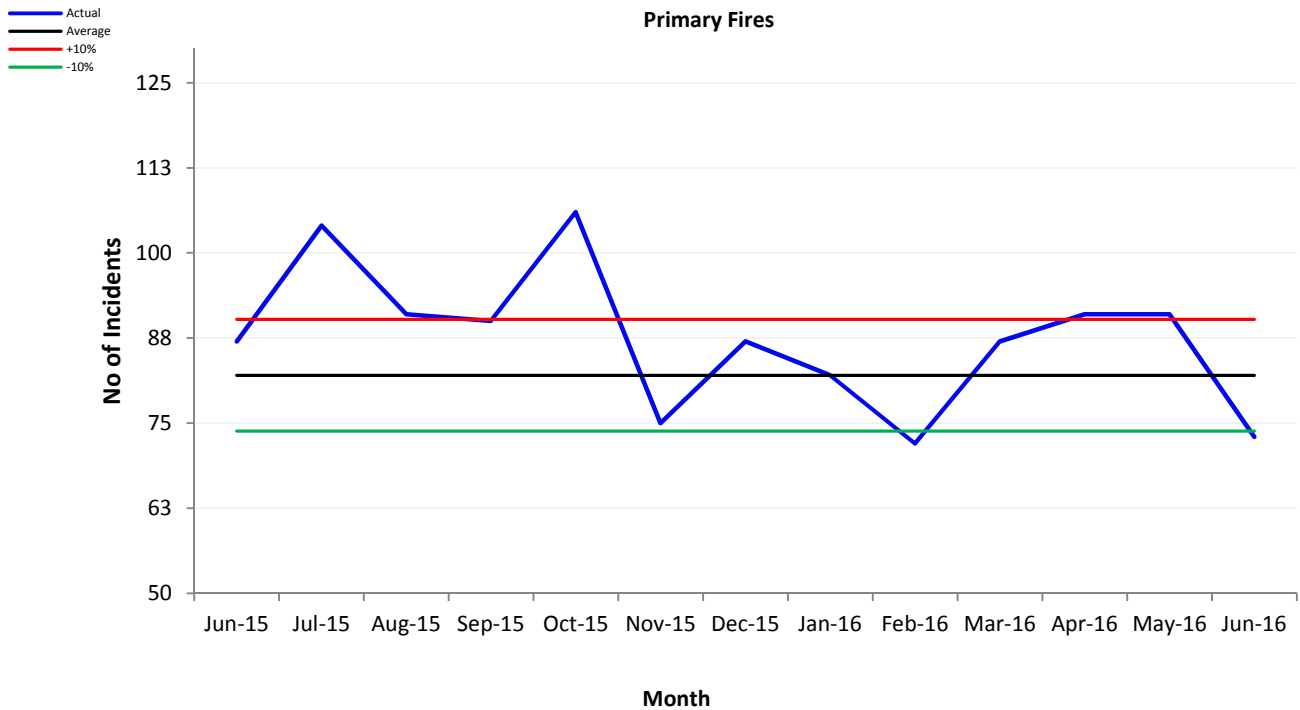
Total Fires	Q1 2015-16	Q1 2016-17	% change
Primary Fires	249	255	2.4
Secondary Fires	248	202	-18.5
Chimney Fires	20	28	40.0
Total Fires	517	485	-6.2

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

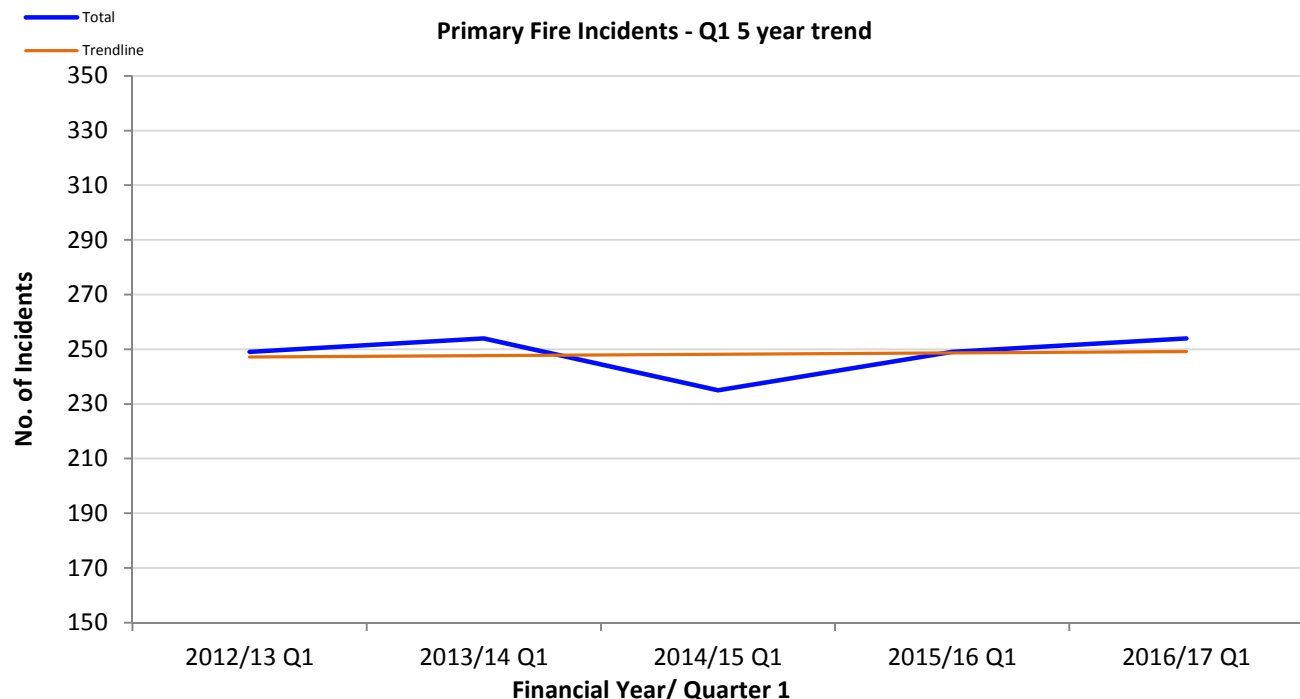
- There were 6 more Primary Fire incidents in Quarter 1 of 2016-17 than there were in the same period in 2015-16, representing an increase of 2.4%.
- The number of Secondary Fires decreased by 46 incidents (18.5%) compared with the same period in 2015-16.
- The number of Chimney Fires increased by 8 incidents (40%) compared with the same period in 2015-16. 27 of the 28 incidents occurred in April due to unseasonably cold weather.
- During Quarter 1, Community Risk activity included 1,055 Home Fire Safety Checks (HFSCs) which target vulnerable households, 186 Business Fire Safety Checks (BFSCs) and 295 Signposting referrals to other support agencies.
- Fire safety audits continue to be carried out in businesses. The 2016-17 audit programme is on target with 26.4% of audits completed in Q1.

1.3 Primary Fires

Primary Fires are broken down into three main categories: Building Fires, Vehicle & Transport Fires and certain Outdoor Fires. In Quarter 1 of 2016-17, there were 10 more Building Fires than in the same period of 2015-16. Outdoor Fires have remained at the same level. There was a decrease of 5.3% (4 incidents) for Vehicle & Transport Fires in 2016-17 compared with the same period in 2015-16. Building Fires continue to represent the greatest proportion (61.1%) of all Primary Fires. Overall, the number of Primary Fires in Q1 has remained relatively consistent at around 250 over the last 5 years (shown in Figure 6 below).



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



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

Primary Fires	Q1 2015-16	Q1 2016-17	% change
Building Fires	146	156	6.8
Vehicle & Transport Fires	76	72	-5.3
Outdoor Fires	27	27	0.0
Total	249	255	2.4

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

- The number of Building Fires increased by 6.8% compared with the same period in 2015-16. Within the Building Fires category, the number of Non-Residential Fires decreased by 14.0% and Dwelling Fires decreased by 3.4%.
- There has been an increase in minor cell fires at HMP Hewell in Q1. 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. The increases appear to coincide with a ban on smoking in prisons leading to prisoners setting fires in protest.
- Technical Fire Safety continue to work with businesses and post-fire audits are completed following all fires in business premises.
- Vehicle & Transport Fires decreased by 5.3% (4 incidents) compared with the same period in 2015-16. Car Fires continue to account for the greatest proportion (68.3%) in this category, with 43 incidents.
- Primary Outdoor Fires are at the same level (27 incidents) compared with 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.

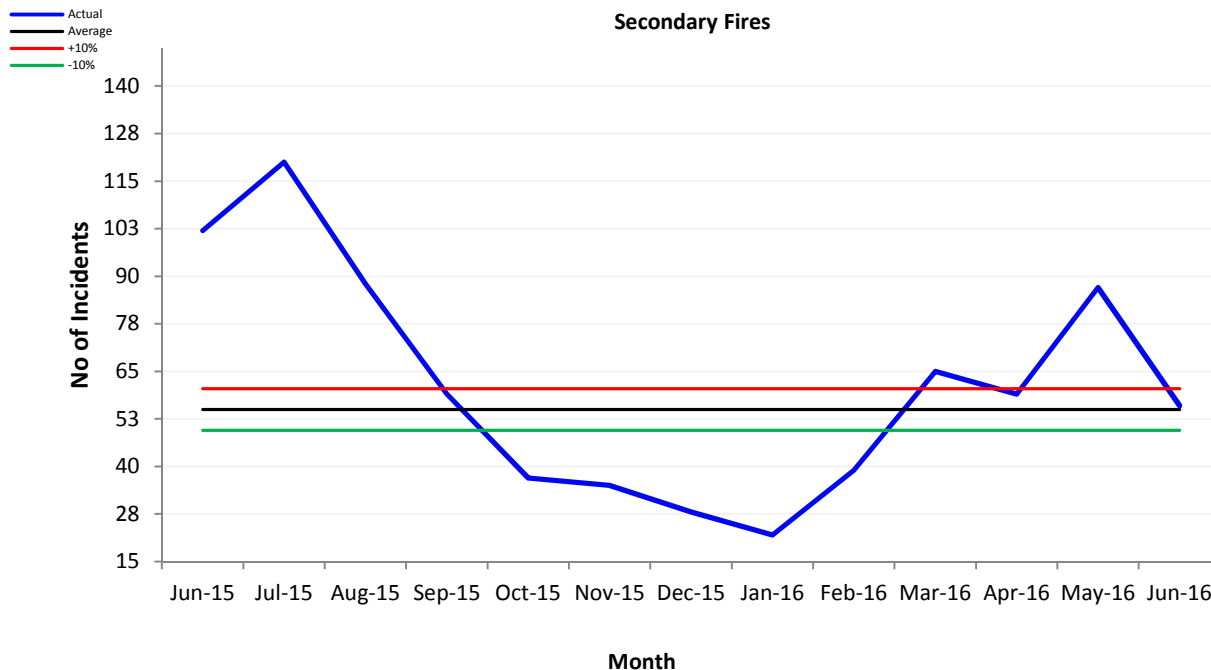
Primary Fires Casualty: severity	Q1 2015-16	Q1 2016-17	% change
Fatalities	0	0	0.0
Victim went to hospital, injuries appear to be Serious	2	3	50.0
Victim went to hospital, injuries appear to be Slight	15	2	-86.7
First aid given at scene	8	7	-12.5
Total	25	12	-52.0

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

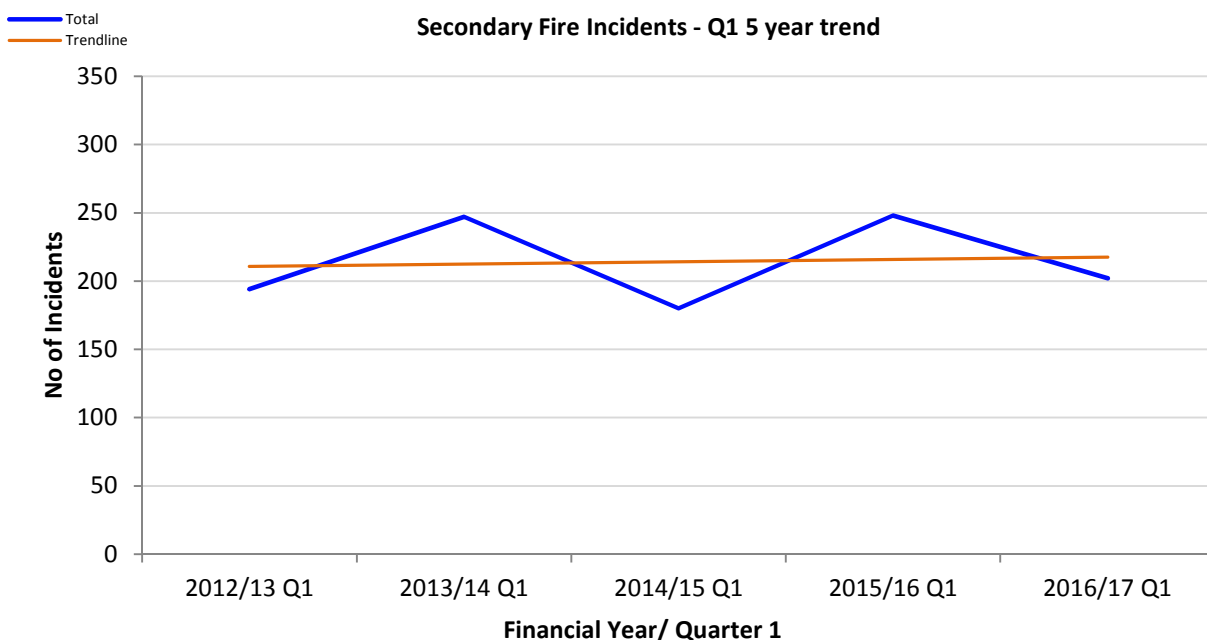
- There were no fatalities at Primary Fires during Quarter 1 2016-17, which is the same as the same period in 2015-16.
- Casualties who attended hospital with apparent 'serious' injuries increased slightly from 2 to 3; however those who attended hospital with apparent 'slight' injuries decreased from 15 to 2.
- The greatest proportion of injuries reported were under the category 'First aid given at scene' which reduced from 8 to 7 when compared with the same period in 2015-16.
- For more information on Community Risk Activity - See Appendix 2

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 an 18.5% decrease (46 incidents) in Secondary Fires in Quarter 1 of 2016-17 compared with the same period in 2015-16. This is mostly accounted for by a decrease in Outdoor Fires (mainly Grassland, Woodland and Crop Fires) due to the wetter than usual Quarter1 of 2016, compared to 2015. Figure 8 shows that despite the increases in the summer months of 2015, the overall number of Secondary Fires in Q1 has remained relatively consistent at around 200 over the last 5 years.



(Figure 7 – Secondary Fires per month: June 2015 - June 2016)



(Figure 8 – Secondary Fires: Q1 2012-13 to Q1 2016-17)

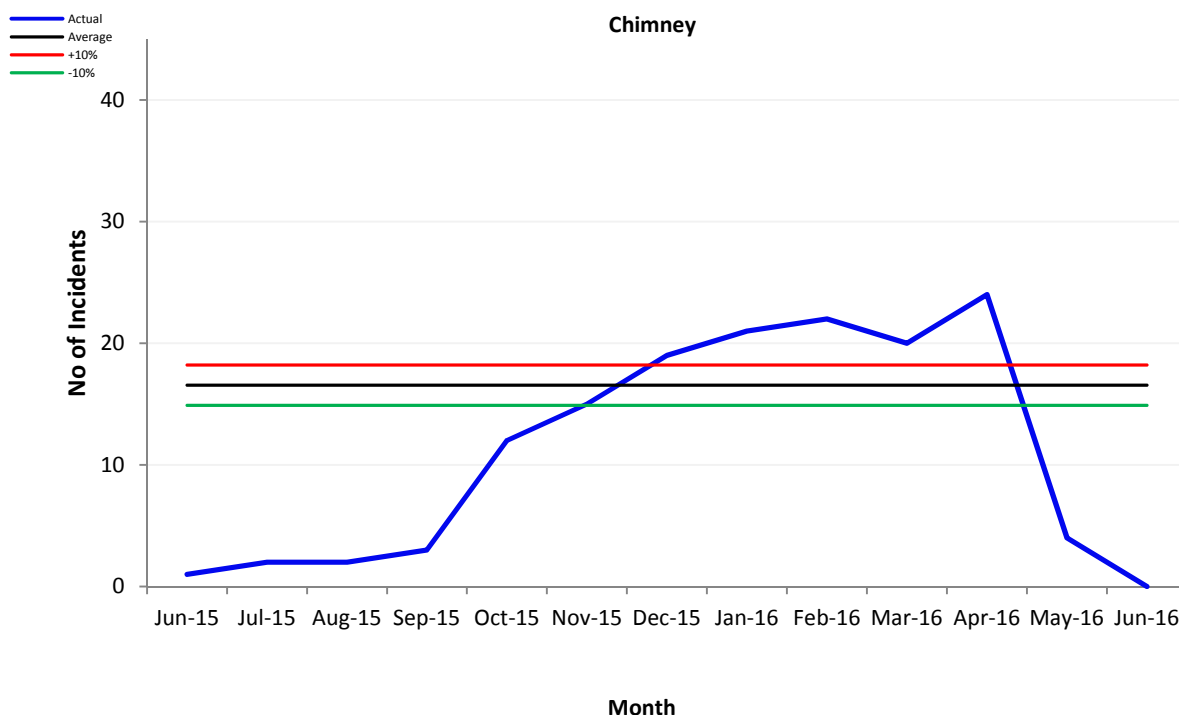
Secondary Fires	Q1 2015-16	Q1 2016-17	% change
Grassland, Woodland and Crop	107	76	-29.0
Other Outdoors (including land)	65	59	-9.2
Outdoor equipment & machinery	5	6	20.0
Outdoor Structures	59	46	-22.0
Building & Transport	12	15	25.0
Total	248	202	-18.5

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

- Grassland, Woodland and Crop Fires represent the greatest proportion (37.6%) of all Secondary Fires.
- The number of Building & Transport fires increased by 25% in Q1; this can be accounted for by 6 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 two safety campaigns during this Quarter - "Barbecue Safety" in May and "Setup Camp" in June.

1.5. Chimney Fires

The number of Chimney Fires increased to 28 in Quarter 1 of 2016-17, compared to 20 in the same period of 2015-16. The largest increase occurred during April as the weather was unseasonably mild.



(Figure 9 - Chimney Fires per month: June 2015 to June 2016)

Chimney Fires	Q1 2015-16	Q1 2016-17	% change
April	13	24	84.6
May	6	4	-33.3
June	1	0	-100.0
July			
August			
September			
October			
November			
December			
January			
February			
March			
Total	20	28	40.0

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

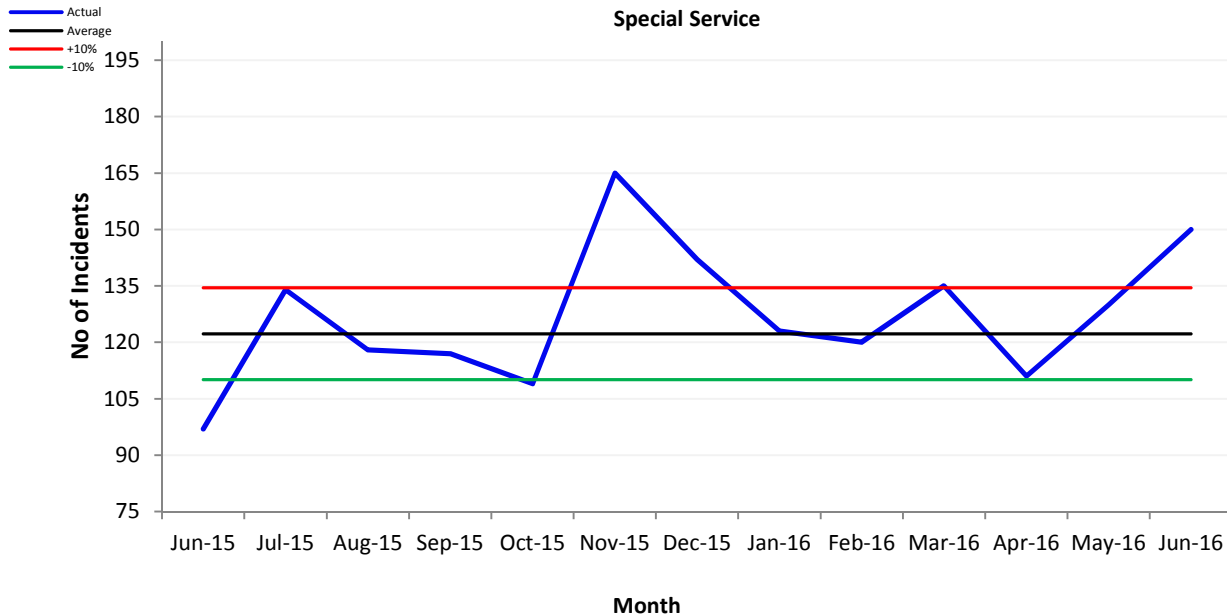
- The total number of Chimney Fires in Quarter 1 of 2016-17 was 40% higher than in the same Quarter of 2015-16. 24 of the 28 Chimney Fires occurred in April when the mean temperature was 2 degrees C lower than the same period in the previous year.

2. Operational Activity - Other Non-Fire incidents

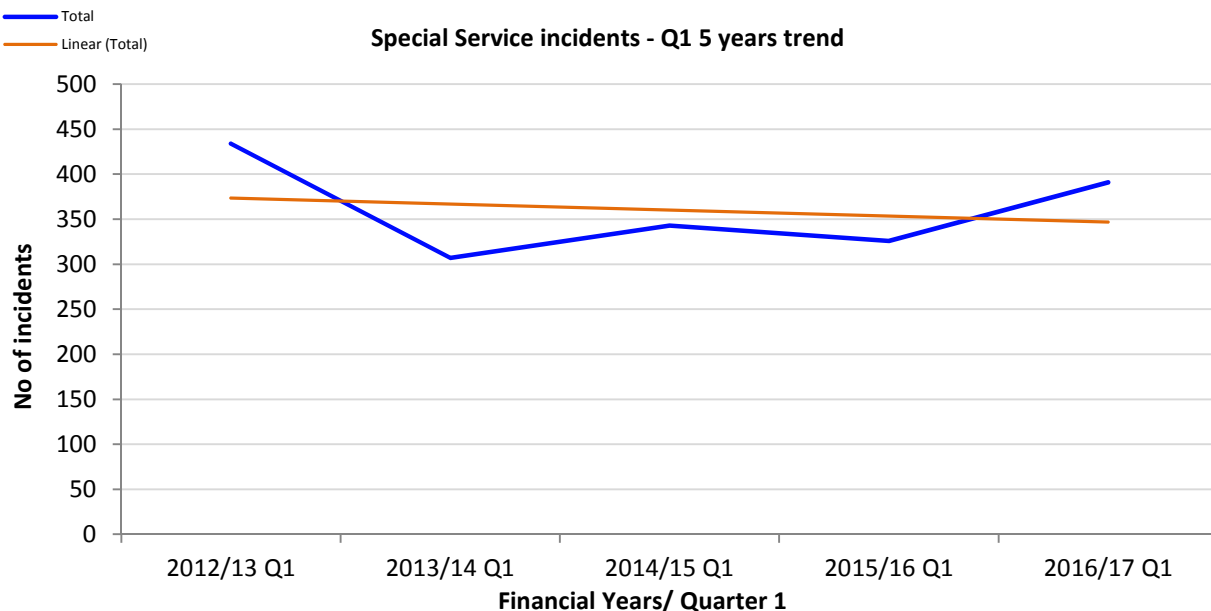
Emergency incidents attended which are not fire related, are generally termed as Special Services and False Alarms. Special Services include road traffic collisions (RTCs), extrications, lift rescues, lock-ins/outs, hazardous materials, chemical incidents, flooding incidents and other rescues.

2.1. Special Service Incidents

The number of Special Service incidents has risen by 19.9% (65 incidents) in Quarter 1 of 2016-17 compared to the same period in 2015-16. RTC incidents continue to form the greatest proportion of Special Service incidents, representing 38.8% of all Special Service incidents.



(Figure 10 – Special Service incidents per month: June 2015 to June 2016)



(Figure 11 – Special Service incidents: Q1 2012-13 and Q1 2016-17)

Special Services	Q1 2015-16	Q1 2016-17	% change
RTC Incidents	143	152	6.3
Flooding	9	20	122.2
Rescue/Evacuation from Water	6	12	100.0
Animal Assistance	24	37	54.2
Other Special Services	144	170	18.1
Total	326	391	19.9

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

- The number of RTC incidents shows an 6.3% (9 incidents) increase in Quarter 1 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 of 2016-17 (32 incidents); this can be accounted for by an increase in water leaks in properties and more rescues of people swimming in rivers.
- 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 year (as shown in Figure 11).
- Other Special Services include incidents such as removal of objects, lift rescues, spills and leaks (non-RTC), provision of advice and assisting other agencies. The rise in Q1's figures can be attributed to an increase in incidents involving assistance to Police, such as persons on roof, ring removals (14 incidents) etc.

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 increased by 6.3% (9 incidents) compared to the same period in 2015-16. This can be attributed to an increase in making the scene safe (13 incidents). The majority of these incidents involved making vehicles safe (53.9% of all RTC incidents attended). Fire and Rescue crews attended 7 fatalities involving RTCs in Quarter 1, compared to 2 in the same period in 2015-16. The number of people seriously injured in RTCs decreased from 22 to 16 (as shown in Table 9 below).

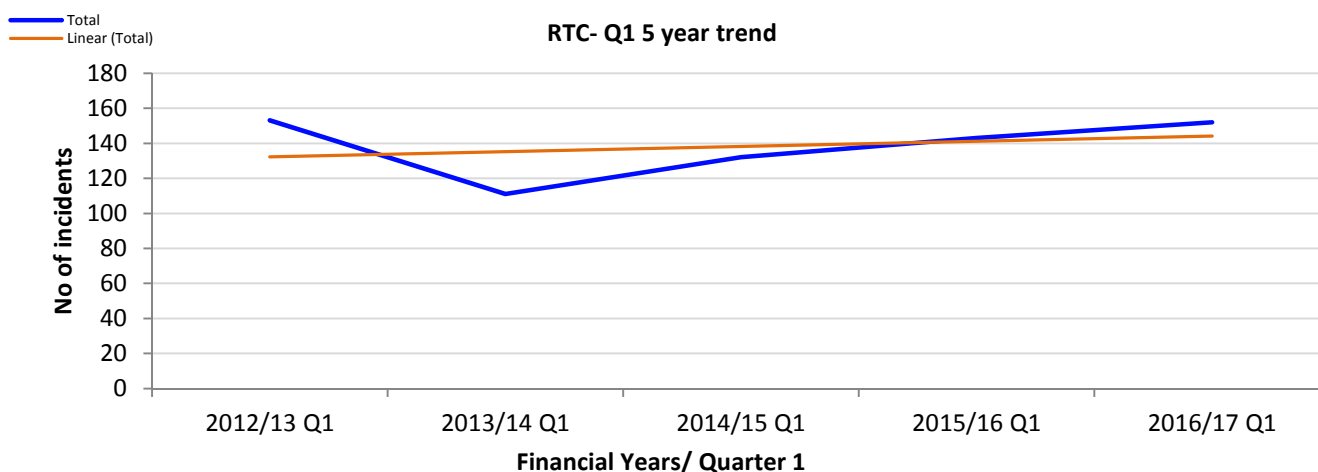
RTC Incidents	Q1 2015-16	Q1 2016-17	% change
Extrication of person/s	21	21	0.0
Make scene safe	12	25	108.3
Make vehicle safe	85	82	-3.5
Release of person/s	12	10	-16.7
Wash down road	0	0	0.0
Other	13	14	7.7
Total	143	152	6.3

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

RTC Casualty severity	Q1 2015-16	Q1 2016-17	% change
Fatalities	2	7	250.0
Victim went to hospital, injuries appear to be Serious	22	16	-27.3
Victim went to hospital, injuries appear to be Slight	73	68	-6.8
First aid given at scene	16	17	6.3
Total	113	108	-4.4

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

- RTC incidents that involved a fatality have increased 7 (6 separate incidents). These incidents have been analysed and there are no trends i.e. road or vehicle type, area, time etc. This information continues to be passed on to Community Safety for inclusion in their road safety initiatives such as Dying to Drive.

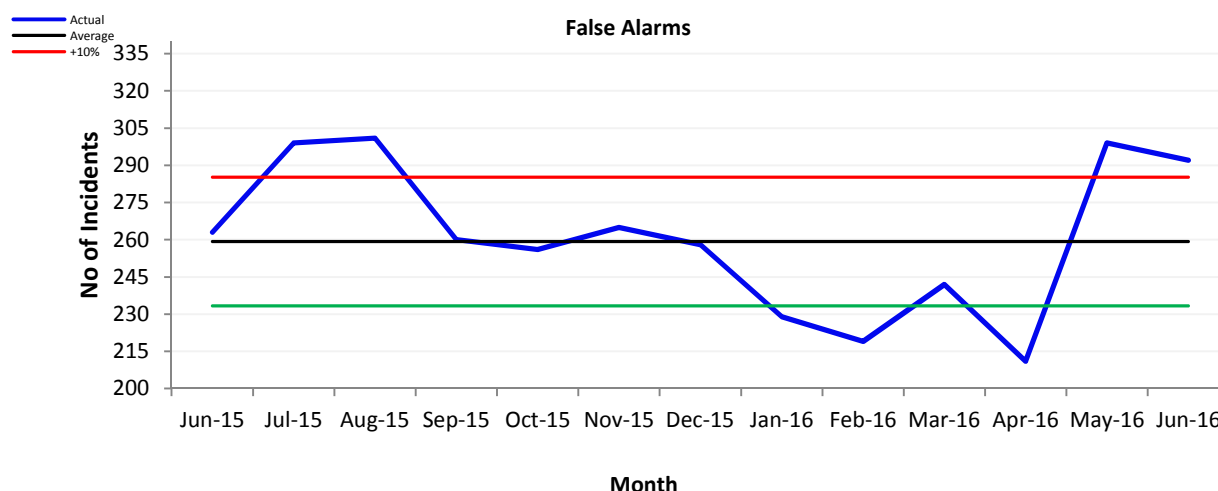


(Figure 12 – RTC Incidents per month: Q1 2012-13 to Q1 2016-17)

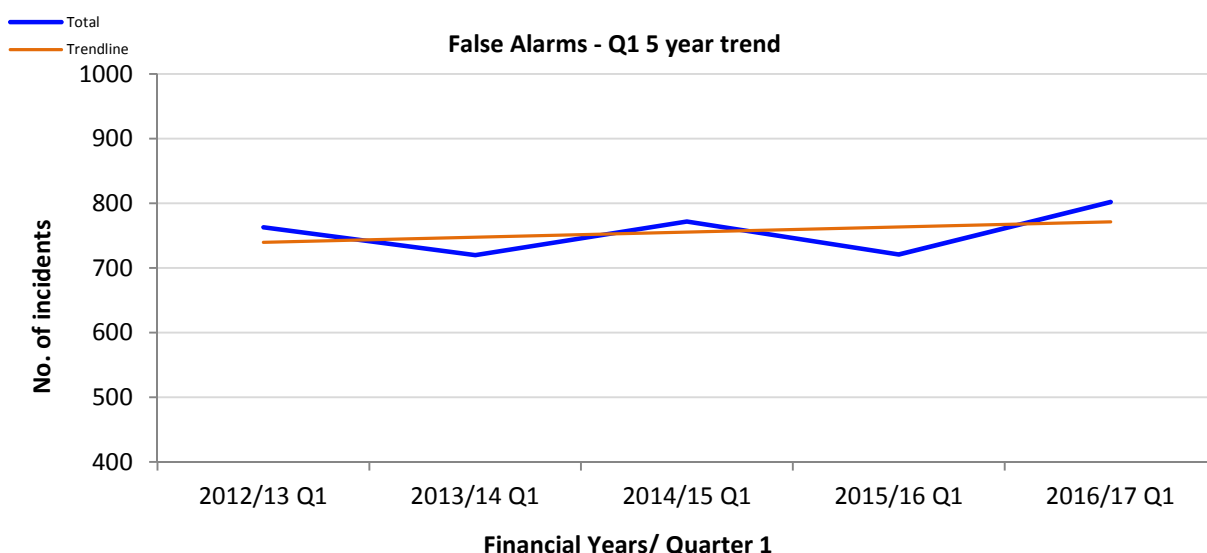
2.3. False Alarm Incidents

The number of False Alarm incidents in Quarter 1 of 2016-17 shows a rise of 11.2% (81 incidents) compared to the same period in 2015-16. The number of hoax calls and good intent false alarm calls remained consistent for the Quarter.

- The number of False Alarms have remained relatively consistent over the last 5 years (as shown in Figure 14). The main increases were in May and June and were located at various Sheltered Housing, Hospitals and Nursing Homes, which all doubled from a low in April. Ongoing communication with housing bodies and hospitals concerning False Alarms. In addition, 13 automatic alarms activated at a block of flats in Kidderminster following the installation of a new Alarm system. Local crews continue to work with the local representatives from community housing to reduce call outs.
- In addition, there were a further 89 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 13 – False Alarm incidents per month: June 2015 to June 2016)



(Figure 14 – False Alarm incidents: Q1 2012-13 to Q1 2016-17)

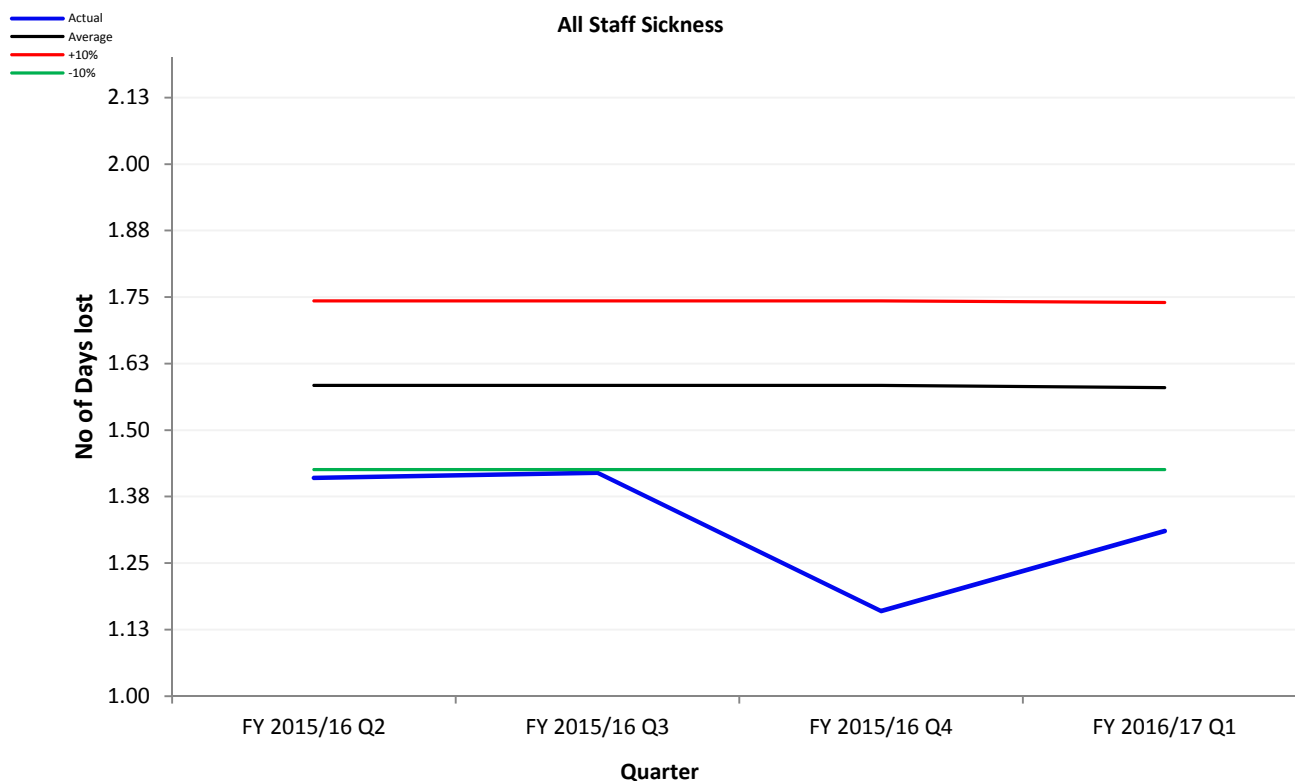
False Alarms	Q1 2015-16	Q1 2016-17	% change
Malicious False Alarms	13	12	-7.7
False Alarm Good Intent	192	207	7.8
Automatic False Alarms	516	583	13.0
Total	721	802	11.2

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

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 Quarter 1 of 2016-17 has fallen from the same quarter in 2015-16 to 1.31 days lost per head and remains below the 5-year average of 1.63 days lost per head. Within this Non-Uniform staff sickness levels has fallen from a peak in Quarter 4 of 2015-16 and remain within tolerance. The overall staff sickness level continues to compare favorably with sickness levels of 2.54 for Worcestershire County Council.

3.1. All Staff Sickness

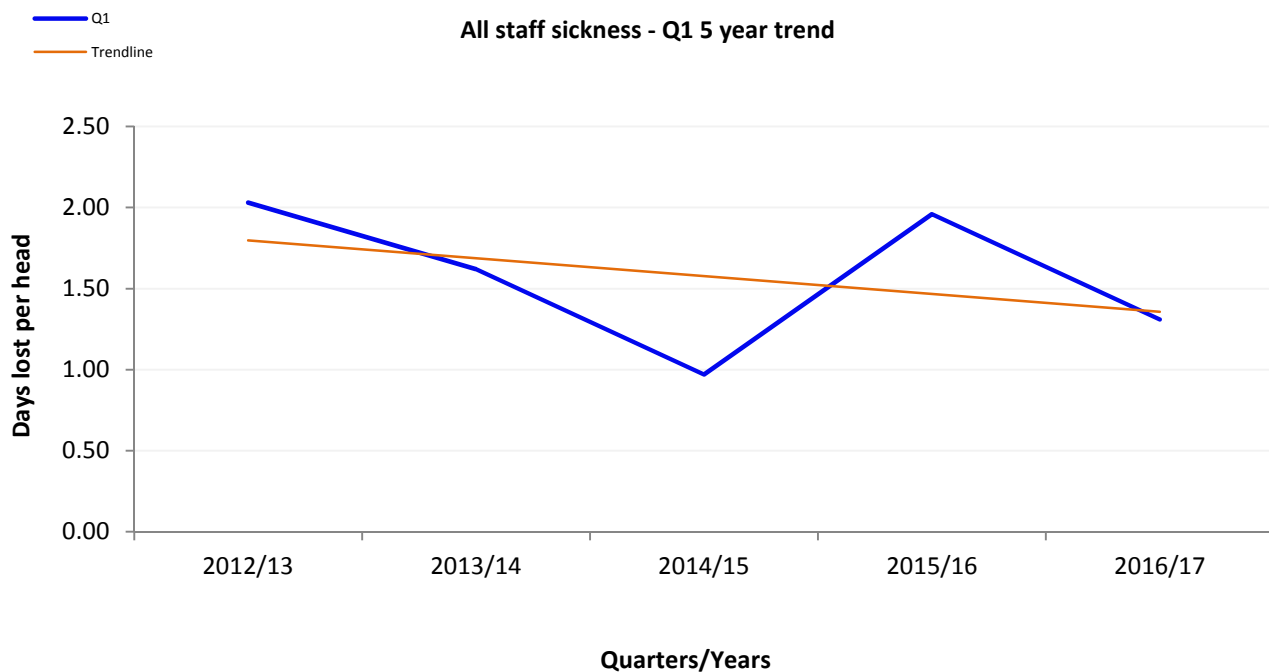


(Figure 15 – All Staff Sickness June 2015 to June 2016)

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			0.00
Quarter 3			0.00
Quarter 4			0.00
Total	0.59	0.72	1.31

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

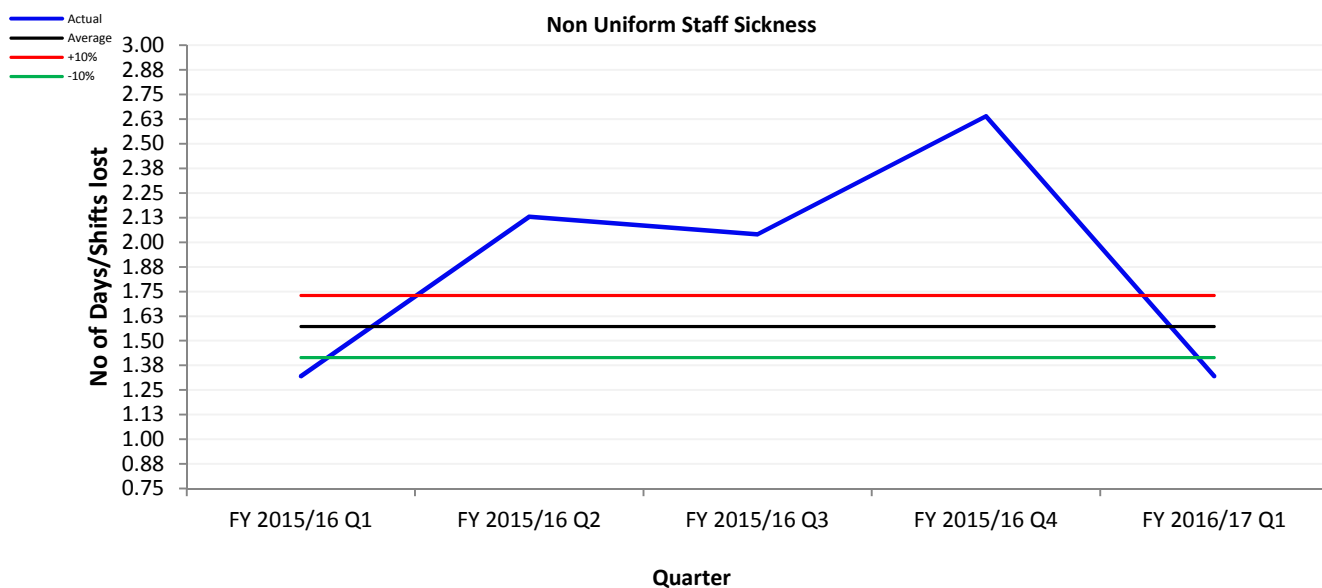
- Quarter 1 of 2016-17 saw a drop in short-term, long-term and overall staff sickness levels. The total of 1.31 days lost per head in Quarter 1 remains below the average 1.63 for Q1 over the last five years. Long-term sickness continues to form the greatest proportion representing 55.0% of all sickness. Figure 16 below shows the 5 year sickness downward trend.



(Figure 16 – All staff sickness: Q1 from 2012-13 to Q1 2016-17)

3.2. Non-Uniform Staff Sickness

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

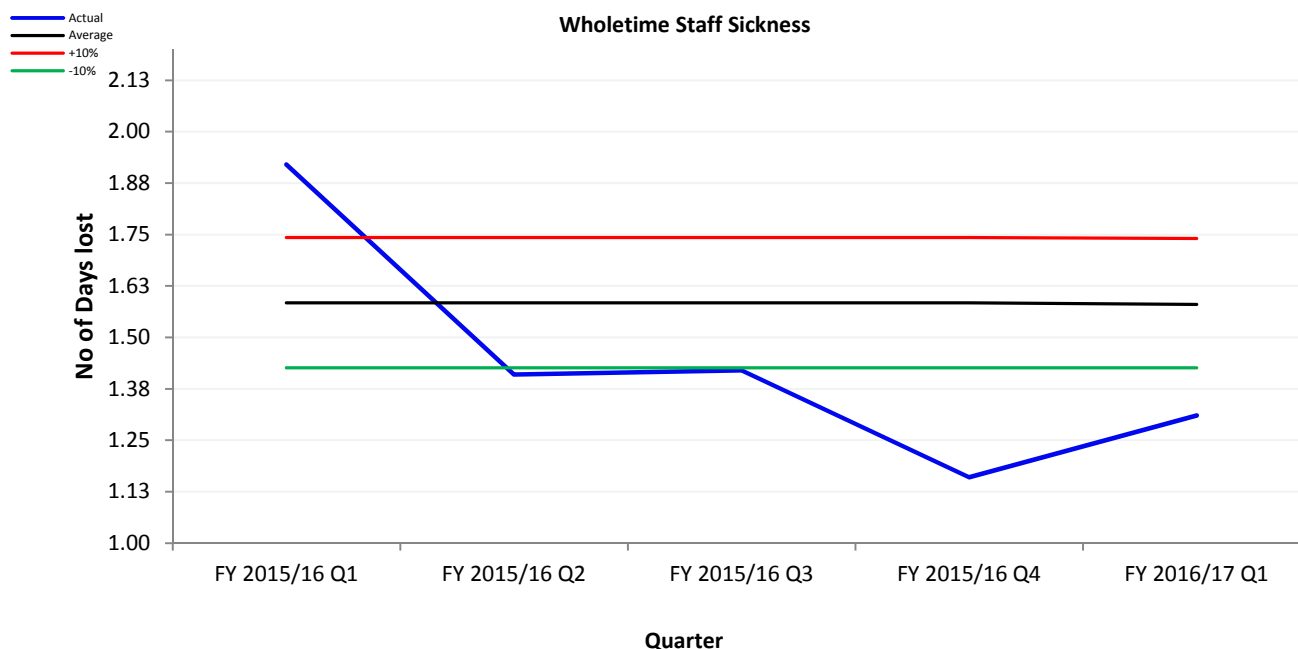


(Figure 17 – Non-Uniform Staff Sickness: Q1 2015-16 to Q1 2016-17)

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			0.00
Quarter 3			0.00
Quarter 4			0.00
Total	0.60	0.70	1.30

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

3.3 Wholetime Staff Sickness



(Figure 18 – Wholetime Staff Sickness: Q1 2015-16 to Q1 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			0.00
Quarter 3			0.00
Quarter 4			0.00
Total	0.59	0.72	1.31

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

- The reduction in both short and long-term sickness means Wholetime Staff Sickness has remained within tolerance for the last 4 quarters.

3.4 Comparative All Staff Sickness

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

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	0.59	0.72	1.31
Herefordshire Council	Information not provided	Information not provided	Information not provided
Worcestershire County Council	1.06	1.48	2.54

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

- The latest figures for Quarter 1 of 2016-17 show that the Service's overall staff sickness levels continue to compare favorably, 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, the first attendance by a Fire Appliance at Building Fires within 10 minutes was also outside the 10% tolerance level. Reasons for the increases in Special Service and False Alarm incidents during Q1 were noted above in the relevant section.

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 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 was 60.9% which is down 1.4% compared to the same period in 2015-16.

1st Fire Appliance attendance at Building Fires within 10 minutes	Q1 2015-16	Q1 2016-17
Building Fires attended within 10 minutes	91	95
Total number of Building Fires attended	146	156
% attended within 10 minutes	62.3%	60.9%

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

1st Fire Appliance attendance at Building Fires - average times	Q1 2015-16 (mm:ss)	Q1 2016-17 (mm:ss)
Time of Call until Time Appliance Mobilised	02:06	01:42
Mobile Time until Appliance Arrival at Scene	07:29	08:06
Time of Call to Arrival at Scene	09:35	09:48

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

- While the attendance time for the 156 Building Fires in the period fell outside the standard, the average attendance time for first Fire Appliances at all building fires is 9:48 minutes.
- The main reason cited by crews for the first Fire Appliances not attending Building Fires within 10 minutes is travel distance (51.5% of incidents).

Reasons for not meeting 1st Fire Appliance attendance at Building Fires within 10 minutes	
Travel distance to the incident	34
Turn in time (Retained and Day Crew only)	11
Other: insufficient information received, traffic conditions, simultaneous incidents etc.	16
Total	61

(Table 17 – Reasons for not meeting 1st Fire Appliance attendance at Building Fires within 10 minutes: Q1 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 new Fire Control system and there is no exact match between a time recorded in the new system and the time used under the old method to record the time of call. The nearest time in the new system would be "Incident Created", which is after the time of call and is when the Fire Control has identified the address in the database and needs to pinpoint the nearest Fire Appliance.

5. Retained Availability

The overall availability of the first On-Call Fire Appliance has slightly decreased by 0.5%, when compared with the same period of 2015-16.

Call sign	Station	Q1 Availability 2015-16	Q1 Availability 2016-17	% Change
213	Worcester	99.8%	99.3%	-0.5%
221	Stourport	99.0%	90.2%	-8.8%
231	Bewdley	78.5%	81.1%	2.6%
241	Kidderminster	90.6%	91.9%	1.3%
251	Bromsgrove	93.6%	90.3%	-3.3%
261	Droitwich	88.7%	83.1%	-5.6%
271	Redditch	99.5%	99.0%	-0.5%
281	Evesham	95.9%	93.0%	-2.9%
291	Pebworth	94.7%	89.7%	-5.0%
302	Broadway	89.2%	95.0%	5.8%
311	Pershore	98.8%	98.8%	0.0%
322	Upton-upon-Severn	82.6%	87.6%	5.0%
411	Malvern	99.7%	98.2%	-1.5%
422	Ledbury	98.4%	98.0%	-0.4%
431	Fownhope	98.4%	87.6%	-10.8%
442	Ross-on-Wye	100.0%	100.0%	0.0%
452	Whitchurch	91.8%	83.8%	-8.0%
463	Hereford	99.1%	99.5%	0.4%
472	Ewyas Harold	99.8%	99.3%	-0.5%
481	Eardisley	93.0%	97.4%	4.4%
492	Kington	96.7%	93.3%	-3.4%
502	Leintwardine	99.7%	98.7%	-1.0%
511	Kingsland	99.8%	99.6%	-0.2%
522	Leominster	100.0%	100.0%	0.0%
532	Tenbury	99.1%	99.6%	0.5%
542	Bromyard	100.0%	100.0%	0.0%
552	Peterchurch	76.3%	94.7%	18.4%
Total Hours Available		94.9%	94.4%	-0.5%

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

- Ross-on-Wye, Leominster and Bromyard On-Call Crews maintained a 100% availability rate during Quarters 1 of 2016-17.
- Areas where cover has fallen, such as Fownhope, can be accounted for by a loss of daytime cover. Stations are actively recruiting in these areas.
- 78% of On-Call availability was above 90% during Quarter 1 in 2016-17.

Appendix 2

HWFRS Community Risk Activity Q1 2016/17



HFSCs



Standard Alarms



Specialist Alarms

Q1

1055

1249

275



Arson Referrals



Fire Setter Referrals

Q1

295

9

9



**Community Safety
Activity (CE1 hours)**



**Public Engagement
(total no. of people)**



CR Media Campaigns

Q1

217

1840

10



RBAP/Visits/Post Fires



BFSCs



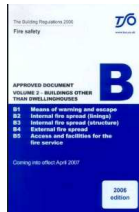
INTELs from BFSCs

Q1

440

186

13



Building Reg Consultations



Licensing Apps



Fire Investigation

Q1

138

59

24



Twitter



CR 0800



Enforcement

Q1

34915

661

2

Example Key to Community Risk Activity Data Sheet



Home Fire Safety Checks

Carried out by both Community Risk department staff and whole-time operational personnel.



Firesetter Referrals

Referrals from partnership agencies for individuals aged up to 16 years, where it is felt there is a risk of fire setting or a particular interest in fire.



Standard Smoke Alarms

Fitted in properties where no additional specialist alarms are needed. One working smoke alarm should be fitted on each floor of a property.



Public Engagement

This is the number of members of the public that have attended events/seminars/groups that Community Risk have been involved in



Wi-Fi Hearing Impaired Smoke Alarms

Fitted in properties where an occupant has a hearing impairment. This can consist of an alarm, vibrating pad and strobe.



CR Media Campaigns

Media releases distributed by the Community Risk department on community safety campaigns.



Signposting

Home Fire Safety Check referrals made by local authority partners, health professionals/ agencies, and voluntary groups



Community Safety Activity (CE1 hours); recorded hours for operational personnel and Community Risk staff engaged in Community Risk activity & initiatives, other than Home Fire Safety and Business Fire Safety Checks.



Arson Referrals;

Referrals made to the Community Risk department by both operational personnel and partner agencies. Referrals target those potentially involved in arson activity, with prevention and behavioural change being key in its delivery.



Fire Investigation

Total number of fire investigations completed by level 2 qualified fire investigation officers, and administered by the Community Risk department.



Risk Based Audit Programmes/Visits/Post Fires

The Risk Based Audit Programme (RBAP) is a system that ensures a cross section of business premises are inspected and audited in a timely manner. Post fire audits take place following a fire to ensure fire safety arrangements are adequate.



Twitter

Community Risk regularly tweet fire safety messages and re-tweet relevant media. This is the number of people been captured through social media within the department.

Business Fire Safety Checks

Carried out by both Community Risk department staff and whole-time operational personnel.



CR 0800

Number of telephone calls received to the Community Risk department from public/agencies on the Freephone telephone number.



Intels from BFSCs

Operational safety information obtained during Business Fire Safety Check visits.



Enforcement

The FRS enforces Fire Safety law laid down in Regulatory Reform (Fire Safety) Order 2005, known as the Fire Safety Order (FSO)



Building Regulation Consultations

The FRS is a statutory consultee for proposed building regulations approval. Comments must be made in 15 working days.



Licensing Application Consultations

The FRS is a statutory consultee for premises licence and marriage licence applications. Comments must be made within 28 days.



Report of the Area Commander (Head of Operations Support)

9. Fleet Strategy 2016 - 2021

Purpose of report

1. To gain approval for the revised Fleet Strategy 2016 - 2021.
-

Recommendation

It is recommended that the new Fleet Strategy 2016-2021 be approved.

Introduction and Background

2. The Policy and Resources Committee established a Task and Finish group to review the Fleet Strategy in January 2016. The Task and Finish Group, chaired by Cllr Phillips, met on 7 March 2016 and subsequently reported back to the Policy and Resources Committee on 16th June 2016 with their findings, which were approved at that meeting (below):
 - i. *a revised and updated Fleet Strategy be provided to the Policy and Resources Committee in September 2016 for approval;*
 - ii. *further detail on the fleet provision be included in the yearly budget report to the Policy and Resources Committee;*
 - iii. *the Fleet Strategy be reviewed at least every five years with a report to the Policy and Resources Committee; and*
 - iv. *the revised Fleet Strategy should reflect the distinction between operational decisions over the specification and choice of vehicles/equipment, which were matters for officers, and broader strategic issues affecting the Authority's finances or the Service to the public, which would require Member involvement.*

Delivery of the New Fleet Strategy

3. A revised fleet strategy has now been developed, including details of the financing through the capital (fleet) replacement programme, which has also been fully reviewed in the new Strategy.
4. The new Fleet Strategy (2016 - 2021) was approved by the Service's Senior Management Board on 9th August 2016, prior to submission to this Committee.
5. As noted in point i. above, this report now seeks approval for a revised 5 year (2016 - 2021) Fleet Strategy as detailed in Appendix 1.

Financial Considerations

6. The revised Fleet Strategy, as set out, changes the budget requirement from that currently under-pinning the Medium Term Financial Plan, which was based on the previous 2007-2022 Fleet strategy.
7. As a consequence of a the review and the consequential reductions in the fleet, the overall financial requirement (as shown in the table below) is significantly reduced.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
MTFP Capital Provision	2.498	1.469	2.155	2.312	1.462	1.230	11.126
MTFP Leasing Provision	0.084	0.307	0.603	0.043	0.084	0.020	1.141
	2.582	1.776	2.758	2.355	1.546	1.250	12.267
Revised Fleet Strategy	1.401	2.275	2.060	0.496	2.110	1.774	10.116
Difference	(1.181)	0.499	(0.698)	(1.859)	0.564	0.524	(2.151)
Cumulative		(0.682)	(1.380)	(3.239)	(2.675)	(2.151)	

8. The changes, if, approved, will have an impact on capital financing charges and therefore the overall revenue budget. However, as the cumulative difference is financially favourable this will assist in reducing future budget gaps.
9. The exact detail is yet to be worked through but will be included in the next update to the MTFP to be brought to the Committee in November. A initial estimate of the 2016/17 impact is included in the 2016/17 budget monitoring report included elsewhere on the Agenda.

Conclusion/Summary

10. The considerations and views of the Task and Finish Group have been included in the new Strategy which seeks to support the management of the entire HWFRS fleet for the next five years.
11. The Fleet Strategy will be updated regularly and will be reviewed annually by the Senior Management Board prior to the submission of a report to the Policy and Resources Committee each year, usually at the January meeting aligned to the budget setting processes.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	There are financially favourable resource implications which will be reflected in future revisions to the MTFP.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	This paper includes a strategy which is aligned to the Services strategic objectives, "Our Strategy".
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	This paper and strategy underpins the supporting of sound and appropriate H&S considerations in regard to providing a fit for purpose fleet of vehicles.
Consultation (identify any public or other consultation that has been carried out on this matter)	Undertaken as appropriate.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	As appropriate

Supporting Information

Appendix 1 – Fleet Strategy 2016-2021

Background Papers

Fleet Strategy 2007 – 2022

P&R paper 16th June 2016. 12. Vehicle Fleet Capital Programme

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HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

Fleet Strategy

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1.0	23/02/2015	Fleet strategy
2.0	July 2016	Feedback from BB / RD
3.0	July 2016	JP review
4.0	July 2016	Consult
5.0	Aug 2016	SMB version
final	Aug 2016	Approved SMB

Executive Summary

ABOUT THIS DOCUMENT

This document forms part of a range of key strategies which encompass Fleet, Equipment, Supplies and Water. The document illustrates how HWFRS will procure, maintain and replace vehicle assets in order to meet current and future operational needs.

HWFRS aims to maintain the standard of the fleet through continual improvement and evaluation. The fleet strategy has been developed following the previous fleet strategy 2008 – 2015. This fleet strategy covers a five year period from 2016 to 2021.

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Fleet Strategy 2016 - 2021

1. Introduction

1. The purpose of this fleet strategy is to provide a 5 year structured approach to vehicle management that ensures that HWFRS continues to provide and maintain an effective fleet of vehicles to ensure that our staff can undertake their jobs effectively, and is in line with the overarching Service strategy for “Fleet and Equipment”.

1.1. Control of the Fleet Strategy

2. The fleet strategy will be reviewed annually by the Senior Management Board (SMB) and an annual report will be made to the Policy & Resources Committee (P&R) aligned with the budget setting processes. The report will outline the significant vehicle procurements planned for the following fiscal year, as well as an indicative plan of those in the year thereafter.
3. **Note:** This is due to the lead times required on some complex vehicle procurements which often cannot be delivered within one fiscal year.
4. The Fire Authority established a Member Task & Finish Group (P&R) that reviewed the fleet strategy in January 2016 of which the findings were:
 - The fleet strategy 2007-2015 provided a long-term strategy for the replacement of vehicles, which had served the Authority well, but the detail was now out of date.
 - An updated strategy is therefore required.
 - The strategy had been applied flexibly so as to respond to the changing needs of the Service and it was appropriate that this continue.
 - Any updated strategy should reflect the distinction between operational decisions over the specification and choice of vehicles/equipment, which were matters for officers, and broader strategic issues affecting the Authority’s finances or the service to the public, which ought to be subject to Member involvement.
 - The fleet strategy should in future be reviewed at least every five years and in the interim, a yearly update on the strategy should be provided to Members as part of the budget setting process.

1.2. Condition of the Fleet 2016

5. The existing fleet is generally deemed fit for purpose and in good condition, therefore most future procurement within the fleet strategy will usually form part of the vehicle replacement programme and would normally only be subject to relatively minor variations.
6. However, on occasions there may be a requirement for a significant deviation of parts of the existing fleet strategy whereby for example:
 - An urgent operational need is identified - that cannot be met by utilising existing vehicles or by adapting existing vehicles at an economical cost.
 - Significant “invest to save” or collaborative benefits are identified where an opportunity arises that presents a viable operational and/or financial benefit.

- A significant incident such as a catastrophic vehicle failure, (or replacement parts issue), defect or omission presents a need, or opportunity, to procure or dispose of a vehicle that would not normally have been the case.
 - The Service has a need to develop, introduce or trial new technology or concepts which may present different ways of working or a different model of delivery to the communities served.
7. The fleet is one of the key categories of physical assets for the Service. The way in which a Fire and Rescue Service fulfils its duties in meeting the requirements of the Fire and Rescue Services Act (2004) is through the Integrated Risk Management Planning (IRMP) process and will to some extent, dictate the type of fleet the Service will maintain. As a key stakeholder within this the Service Delivery Directorate will in most cases be the end user, therefore the user requirement and business case will normally originate through the appropriate Service Delivery SMB member.
8. The fleet strategy comprises of three main categories (see Appendix 1):
- Red Fleet – all fire engines and similar specialist operational vehicles utilised for an emergency response role and/or to meet a specific capability.
- Within this category there are three sub-headings:
- Fire engines - vehicles regardless of size or type that offer a first response front line capability to most incident types.
 - Special appliances - vehicles that regardless of size are designed or built to meet a specific identified local or strategic need(s). This may also include trailers used to support operational assets.
 - National Resilience Assets.
- Responding Officers' cars – all officer cars, spare response cars and Principal Officer cars that have an emergency response role.
 - White Fleet – all cars, vans and other type of vehicles (including trailers) not used for operational response as their primary role.
9. The fleet consists of the following (see Appendix 1):
- 41 operational fire engines,
 - 11 fire engines for operational reserve, training & Young Firefighters Association
 - 19 specialist red fleet vehicles plus 14 trailers
 - 8 National Resilience assets (not in HWFRS replacement programme)
 - 35 responding officer & principal officer cars
 - 52 white fleet vehicles, vans (small and large) and cars
10. **Note:** Vehicles that are in the process of being procured and disposed of will result in the numbers of vehicles actually owned to vary.

Current position

11. The performance of the red fleet (fire engines and specialist vehicles) is considered suitable and to a high standard. Responding officers' cars are also deemed fit for purpose and were reviewed in 2015/16, the results of which have been published.
12. The performance of the white fleet is largely suitable but identifies certain vehicles that require review. The age of this fleet has grown significantly in the last decade and should be reduced to within the aspirational age (of normally less than six years) by 2019. The cost vs. benefit of alternative fuels for the car and van fleet is still an uncertain area but will be considered.
13. The existing fleet has undergone a significant amount of user engagement in the last decade and this will continue to form a large part of any future procurement. Future planned reviews will always be led by the end user, however this must be balanced against the need to achieve efficiencies and work within budgetary restraints, whilst endeavouring to maintain a high standard of vehicle and user satisfaction.
14. There is also some scope to investigate other vehicle types and explore new technological solutions within this strategy over the next five years.
15. Overall, the entire fleet appears to be in a good state with no category of vehicle being considered 'Unsuitable', however, where some vehicles are considered 'Not Entirely Suitable' (for example certain older white fleet vehicles), this will be addressed through the revised replacement programme within this strategy.

2. Assessing the performance and suitability of the HWFRS fleet

16. It is the role of the Fleet Manager to carry out a continuous and detailed appraisal of the fleet, in conjunction with the user requirements. The user requirements will be defined by the end user and their management team alongside, where appropriate, the IRMP and/or business case, which will identify the purpose for which the organisation requires the vehicle to deliver against.
17. Any assessment should identify:
 - Those vehicles which are in the current fleet yet are not meeting the required need and therefore changes may be required.
 - Those vehicles which require improvements to make the vehicle more suitable.
 - Vehicles which are performing well and which can be used to provide guidance for future vehicle choice.

Business Continuity and Resilience of the fleet

18. Where possible all vehicles that have an operational response or support element should incorporate, or be able to accommodate, a high degree of resilience for adverse weather conditions. This may include such issues as; the ability to mobilise promptly in sub-zero temperatures, wading depths, all-wheel drive or traction in snow and ice. This will form part of the user specification and will be considered within any business case or review where a vehicle is being procured. Based upon experiential learning it is deemed essential that operational response and support vehicles can deliver the core functions of the Service throughout the year and continue to operate in adverse weather conditions.

2.1. Lifespan of vehicles

19. Fleet replacement programmes vary across the UK FRS and there is no appropriate industry benchmark to equate this to. Informal benchmarking with some partner FRSs suggests that the lifespan of HWFRS vehicles is greater than that of some other Services, particularly metropolitan FRSs in relation to the red fleet.
20. The age of a vehicle has some potential to present increased maintenance and repair costs; however, this must be offset against the effect of low vehicle mileages, low operational usage, above average maintenance cycles and the quality of the product that is procured at the outset.
21. Conversely consideration should also be given to whether the lifespan of vehicles will limit the ability to respond to technological advances. Vehicle specifications and designs have allowed modifications and updates to occur where necessary, but older vehicles generally have lower levels of technology and cannot accommodate the retrofitting of technical advances.
22. It is important to regularly assess the current lifespans of the fleet to determine whether it is beneficial to reduce or extend these lifespans further. The areas taken into account in these assessments by the Fleet Manager and user should not be limited to age or mileage.
23. The replacement of a vehicle may be determined (increased or decreased) based upon a number of considerations. As well as the factors detailed above, other areas such as the type of vehicle and any bespoke built elements, costs of maintenance, residual value, public perception and image, financing and any other cost related matters over the life of the vehicle.

Aspirational fleet replacement ages; (subject to full assessment):

- Fire engines – 15 years
- Operational support vehicles - Van sized – minimum of 10 years
- Operational support vehicles - large (e.g. ALP) – 15 years
- Responding officers' cars – 4 years
- Non-operational cars and vans – 6 years
- Non-operational ancillary vehicles (such as minibuses) – subject to assessment

Vehicle Rotation

24. Where fleet assets are subject to low mileage, (not necessarily low usage) these vehicles may be rotated and swapped with other similar vehicles of higher mileage during their lifespan. Where a vehicle consistently demonstrates low mileage and low usage the management responsible for that vehicle will be expected to consider whether the vehicle can be removed from the fleet and other options for a more efficient use of transport explored.

2.2. Fleet Replacement Programme

25. Based upon the current fleet assumptions (See Appendix 1) and aspirational fleet replacement ages the following 5 year plan outlines the predicted replacements, subject to user needs and requirements and a fleet assessment of the vehicle:

	2017/18	2018/19	2019/2020	2020/2021	2021/2022
Red Fleet (fire engine)	7	5		8	
Red Fleet (other)	CSU 2 x RAV –	WRC x 3	1 LR	5 Vans & 5 Trailers	2 ALP
Responding Officer car	5	21	10	2	7
White Fleet (vans and cars)	30	12	2 Minibus	0	7
<u>Estimated</u> cost total	£2.275m	£2.060m	£0.496m	£2.110m	£1.774m

26. Costs estimates will vary and are based on assumptions from previous procurements, market inflation, and existing user requirements, all of which are subject to change.

CSU – command support unit
 LR – land rover off road firefighting vehicle
 RAV – restricted access vehicle
 WRC – water carrier (large vehicle)
 ALP – ariel ladder platform

Vehicle Procurement

27. Vehicles will be procured in accordance with all relevant guidelines, standing orders and legislative requirements and may be either procured directly through the appropriate tender process or off an existing framework or other means. The procurement process will seek to determine the method of obtaining the best value for money over the life of the vehicle, whilst providing the user with the appropriate and best quality vehicle.
28. The Treasurer will determine the most effective method of financing the fleet to minimise overall costs. This may involve outright purchase, leasing, revenue financing or a combination of these.
29. In reaching procurement decisions in this matter there will be regard to (not definitive):
- Whole life costs including resale values and/or disposal costs
 - Manufacturer and product support
 - Maintenance requirements
 - User requirements and specification
 - Product testing and user feedback
 - Feedback from other users
 - Reliability ratings
 - Estimated lifespan of the vehicle
 - Environmental impact
 - Fleet consistency (see below)

2.3. Consistency of the Fleet

30. Alongside the need for transparent and regularly reviewed procurement when replacing vehicles there is also a balance with the needs of the organisation. It is beneficial to avoid having too many different technical characteristics which would result in incompatibility, or a disproportionate level of technical difficulty in operation and maintenance. This should not be a barrier to new types of vehicles entering the fleet but is a legitimate consideration which may be taken into account at review periods.
31. Where appropriate, and in the interests of efficiency, vehicles may be procured for consistency over an extended period (such as a call-off contract or framework), which should not normally exceed four years, after which a full review of the specification and procurement route should be undertaken.
32. Such matters that may need consideration in regard to differing vehicle manufacturers could be the costs associated with:
 - Varying makes of vehicles requiring extensive technician training for maintenance.
 - Provision of replacement parts, stock held on site, product support and tools required.
 - Driver familiarisation and interoperability of the fleet by the user.
 - Wide variances in stowage solutions, as appropriate.

2.4. Secondary and Tertiary use of vehicles

33. Consideration can be given to determine whether vehicles in the fleet strategy can be used in more than one way during their lifespan or adapted at the end of their lifespan for alternate secondary or tertiary uses. However, it will normally be the policy to dispose of a vehicle at the end of its life (see 2.6 below). This does not preclude the extension of the use of a vehicle where appropriate beyond its aspirational replacement age.
34. The legacy costs of aged vehicles and the adoption of old vehicles into roles they may not be entirely suited to should be avoided and especially where they are not specified within the fleet strategy.
35. Where ad hoc vehicles are required or short term use is identified for fixed periods, existing vehicles may be adapted or utilised. However, other means should be explored, such as the user providing their own vehicle and claiming appropriate recompense, or the hiring or loan of a suitable vehicle.

2.5. Collaboration

36. HWFRS will ensure that where appropriate, collaboration discussions are considered for all fleet procurements (between appropriate partners) and will include the potential for loan, hire and support arrangements.

2.6. Disposal of vehicles

37. It is the policy of this strategy that at the end of a vehicle's life it is disposed of and in such a way as to realise the best value for the asset and through the most appropriate route.

38. Regard to the following areas should be given when disposing of a vehicle:
39. **Maximising re-sale value** - the primary objective upon disposal of a vehicle is to ensure best value is obtained therefore the Service will normally explore the most efficient route for disposal to achieve this. In some cases this does not always equate to financial amount realised following disposal. Where public value is best served there may also be alternative routes for disposal within the public sector.
40. **Security** - to ensure vehicles are not acquired by purchasers who could potentially use an ex-HWFRS vehicle for purposes that are detrimental to the national interests of the country e.g. crime or terrorism.
41. **Charitable organisations** - there may be requests to supply end of life vehicles to charitable organisations to help developing countries. The ability to do so will be considered against the residual value of any vehicle, which often can be significant, thus the donation of a public asset worth several thousands of pounds to a charity may not be appropriate.
42. **Assisting other UK Fire Services and partners** - vehicles may still have a useful function for other organisations, however, as noted above the value of any asset owned by the Fire Authority would need to be considered before any such agreements are made.
43. **Spare parts** - some vehicles may be utilised for spare parts before disposal, where this represents better value for money or provides parts that cannot be obtained through other cost effective methods.

2.7. Environmental considerations

44. There are five main areas which could have a significant effect on CO₂ emissions:
1. Reducing the number of vehicles
 2. Reducing the number of vehicle movements
 3. Improved driving techniques
 4. Changing to more environmentally friendly fuels
 5. Changing to more fuel efficient vehicles.
45. The Service, primarily through the IRMP (referred to as the Community Risk Management Plan in HWFRS; CRMP) has identified the requirements for the red fleet, which cannot easily be reduced further unless the CRMP determines as such. During the previous fleet strategy (2007-2015), the number of all vehicles was reduced significantly over the period, thus making further reductions more challenging within the next five years.

Alternative fuelled vehicles

46. The potential to switch one or more categories of vehicles to an alternative fuel such as electricity or LPG has a number of issues that need careful consideration:
- Alternative fuels can often incur larger costs in the initial procurement but could deliver efficiencies over the period of use, with uncertain resale values at the end of life. This makes the financial assessment of these vehicles hard to determine.
 - A transfer to alternate fuelled vehicles may present challenges over a large rural geographic area for obtaining sufficient resilient support for obtaining fuel and/or

charging across both counties in comparison to the relatively widespread availability of current fuels.

- Vehicles with alternate fuels or hybrids may present challenges with existing fleet support for maintenance, training and parts and may require a greater reliance on using external maintenance providers at a higher costs than the current resilient internal provision.
47. These challenges and uncertainty in some areas with alternative fuelled vehicles does not preclude them from being introduced into the fleet strategy. The Service does endorse the continued exploration of options within this category and will consider how a reliable, cost effective and resilient alternative fuelled vehicle could be utilised within the HWFRS fleet. This could particularly be considered within the white fleet replacement programme.

Appendix 1 (04/08/2016)

Red Fleet

Vehicle Class	Vehicle Type	Operator	Date In Service	Proposed Replacement Year
BOBCAT	National Resilience	DROITWICH USAR	10/10/2006	
MAN 26-363FDLRC	National Resilience	DROITWICH USAR	01/09/2004	01/09/2019
MAN 26-363FDLRC	National Resilience	DROITWICH USAR	01/11/2004	01/11/2019
MAN 26-363FDLRC	National Resilience	DROITWICH USAR	23/12/2004	23/12/2019
MAN 26-363FDLRC	National Resilience	KIDDERMINSTER STN 24	01/09/2004	01/09/2019
MAN 26-363FDLRC	National Resilience	KIDDERMINSTER STN 24	18/01/2005	18/01/2020
MERCEDES TECH/ROPE	National Resilience	DROITWICH USAR	01/03/2013	01/03/2023
VAUXHALL VIVARO K9	National Resilience	DROITWICH USAR K9	10/06/2015	10/06/2025
MERCEDES ATEGO	Pump - front line	BEWDLEY STN 23	01/02/2002	01/02/2017
SCANIA P SERIES	Pump - front line	BROADWAY STN 30	01/02/2011	01/02/2026
SCANIA 4SERIES	Pump - front line	BROMSGROVE STN 25	01/11/2005	01/11/2020
SCANIA P SERIES	Pump - front line	BROMSGROVE STN 25	01/05/2012	01/05/2027
DENNIS SABRE	Pump - front line	BROMYARD STN 54	01/02/2002	01/02/2017
SCANIA P SERIES	Pump - front line	BROMYARD STN 54	01/02/2011	01/02/2026
DENNIS SABRE	Pump - front line	DROITWICH STN 26	06/02/2003	06/02/2018
SCANIA P SERIES	Pump - front line	DROITWICH STN 26	30/11/2012	30/11/2027
DENNIS SABRE	Pump - front line	EARDISLEY STN 48	01/12/2003	01/12/2018
DENNIS SABRE	Pump - front line	EVESHAM STN 28	01/09/2000	01/09/2015
SCANIA P SERIES	Pump - front line	EVESHAM STN 28	04/05/2012	04/05/2027
DENNIS SABRE	Pump - front line	EWYAS HAROLD STN 47	01/12/2003	01/12/2018
DENNIS SABRE	Pump - front line	FOWNHOPE STN 43	01/11/1999	01/11/2014
MAN	Pump - front line	HEREFORD STN 46	01/06/2008	01/06/2023
MAN	Pump - front line	HEREFORD STN 46	01/06/2008	01/06/2023
SCANIA P SERIES	Pump - front line	HEREFORD STN 46	30/11/2012	30/11/2027
SCANIA 4SERIES	Pump - front line	KIDDERMINSTER STN 24	01/11/2005	01/11/2020
SCANIA P SERIES	Pump - front line	KIDDERMINSTER STN 24	01/05/2012	01/05/2027
DENNIS SABRE	Pump - front line	KINGSLAND STN 51	01/12/2003	01/12/2018
SCANIA 4SERIES	Pump - front line	KINGTON STN 49	01/11/2005	01/11/2020
SCANIA 4SERIES	Pump - front line	LEDBURY STN 42	01/11/2005	01/11/2020
SCANIA 4SERIES	Pump - front line	LEINTWARDINE STN 50	01/11/2005	01/11/2020
MAN	Pump - front line	LEOMINSTER STN 52	01/07/2008	01/07/2023
DENNIS SABRE	Pump - front line	MALVERN STN 41	01/11/1999	01/11/2014
SCANIA P SERIES	Pump - front line	MALVERN STN 41	01/09/2010	01/09/2025
DENNIS SABRE	Pump - front line	PEBworth STN 29	01/02/2002	01/02/2017
SCANIA 4SERIES	Pump - front line	PERSHORE STN 31	01/11/2005	01/11/2020
SCANIA 4SERIES	Pump - front line	PETERCHURCH STN 55	01/11/2005	01/11/2020
MAN REGULAR	Pump - front line	REDDITCH STN 27	01/06/2008	01/06/2023
SCANIA P SERIES	Pump - front line	REDDITCH STN 27	01/05/2012	01/05/2027
SCANIA P SERIES CAFS	Pump - front line	REDDITCH STN 27	30/11/2012	30/11/2027
MAN RESCUE CAFS	Pump - front line	ROSS ON WYE STN 44	01/07/2008	01/07/2023
MERCEDES ATEGO	Pump - front line	ROSS ON WYE STN 44	01/02/2002	01/02/2017
DENNIS SABRE	Pump - front line	STOURPORT STN 22	01/09/2000	01/09/2015
SCANIA P SERIES	Pump - front line	TENBURY STN 53	01/02/2011	01/02/2026
MAN RESCUE CAFS	Pump - front line	UPTON STN 32	01/07/2008	01/07/2023
SCANIA 4SERIES	Pump - front line	WHITCHURCH STN 45	01/11/2005	01/11/2020
DENNIS SABRE	Pump - front line	WORCESTER STN 21	06/02/2003	06/02/2018
SCANIA P SERIES	Pump - front line	WORCESTER STN 21	01/09/2010	01/09/2025
SCANIA P SERIES	Pump - front line	WORCESTER STN 21	01/09/2010	01/09/2025
DENNIS SABRE	Pump - front line	LEOMINSTER STN 52	01/09/2000	01/09/2015
DENNIS SABRE	Pump - training	DROITWICH T&DC	01/01/1998	01/01/2013
DENNIS SABRE	Pump - training	DROITWICH T&DC	01/09/2000	01/09/2015
DENNIS SABRE	Pump - training	DROITWICH T&DC	01/12/2003	01/12/2018

DENNIS SS	Pump - YFA	YFF DROITWICH	01/08/1992	01/08/2007
DENNIS SS	Pump - YFA	YFF REDDITCH	01/08/1992	01/08/2007
DENNIS SABRE	Pump Spare	OPS.LOGISTIC MALVERN	16/01/1997	16/01/2012
DENNIS SABRE	Pump Spare	OPS.LOGISTIC MALVERN	16/01/1997	16/01/2012
DENNIS SABRE	Pump Spare	OPS.LOGISTIC MALVERN	01/01/1998	01/01/2013
DENNIS SABRE	Pump Spare	OPS.LOGISTIC MALVERN	01/01/1998	01/01/2013
DENNIS SABRE	Pump Spare	OPS.LOGISTIC MALVERN	01/11/1999	01/11/2014
DENNIS SABRE	Pump Spare	OPS.LOGISTIC MALVERN	01/11/1999	01/11/2014
SCANIA P SERIES ALP	Special	HEREFORD STN 46	01/01/2007	01/01/2022
SCANIA P SERIES ALP	Special	WORCESTER STN 21	01/01/2007	01/01/2022
DENNIS DART CSU	Special	MALVERN STN 41	01/11/2000	01/11/2015
Land Rover 130	Special	BEWDLEY STN 23	23/05/2013	23/05/2023
Land Rover 130	Special	HEREFORD STN 46	11/11/2009	11/11/2019
ARGOCAT 8X8	Special	MALVERN STATION	01/10/2012	01/10/2022
IVECO 7.2T ISV2	Special	DROITWICH STN 26	22/03/2016	22/03/2026
MERCEDES EPU	Special	STOURPORT STN 22	03/12/2010	03/12/2020
Land Rover 130	Special	MALVERN STN 41	01/10/2012	01/10/2022
MERCEDES RAV	Special	PETERCHURCH STN 55	04/12/2006	04/12/2016
MERCEDES RAV	Special	WHITCHURCH STN 45	04/12/2006	04/12/2016
MERCEDES LINE RESCUE	Special	MALVERN STN 41	28/08/2010	28/08/2020
MERCEDES SRT	Special	DROITWICH USAR	26/02/2010	26/02/2020
MERCEDES SRT	Special	EVESHAM STN 28	28/05/2010	28/05/2020
MERCEDES SRT	Special	HEREFORD STN 46	01/06/2010	01/06/2020
MERCEDES SRT	Special	WORCESTER STN 21	01/05/2010	01/05/2020
SCANIA 4 SERIES WC	Special	EVESHAM STN 28	01/12/2003	01/12/2018
SCANIA 4 SERIES WC	Special	LEDBURY STN 42	01/03/2003	01/03/2018
SCANIA P SERIES WC	Special	LEOMINSTER STN 52	01/09/2010	01/09/2025

Responding Officer Cars

Vehicle Class	Vehicle Type	Operator	Date In Service	Proposed Replacement Year
LAND ROVER FREELAND	AC	SHQ COM,RISK TRAINING	01/08/2014	01/08/2018
LAND ROVER FREELAND	AC	SHQ OPERATIONS	01/08/2014	01/08/2018
LAND ROVER FREELAND	AC	SHQ SERVICE SUPPORT	01/08/2014	01/08/2018
LAND ROVER DIS SPORT	FD	WORCESTER STN 21	29/03/2016	29/03/2020
LAND ROVER DIS SPORT	FD	WEST DIST. OFF. OPS.	29/03/2016	29/03/2020
LAND ROVER DIS SPORT	FD	MALVERN STN 41	29/03/2016	29/03/2020
LAND ROVER DIS SPORT	FD	OPS.LOGISTIC MALVERN	29/03/2016	29/03/2020
LAND ROVER DIS SPORT	FD	NATIONAL RESILIENCE	29/03/2016	29/03/2020
LAND ROVER DIS SPORT	FD	WEST DIST. OFF. OPS.	29/03/2016	29/03/2020
LAND ROVER FREELAND	FD	SHQ COMM RISK RISK	01/04/2014	01/04/2018
LAND ROVER FREELAND	FD	WEST DIST. OFF. OPS.	01/04/2014	01/04/2018
LAND ROVER FREELAND	FD	KIDDERMINSTER	01/04/2014	01/04/2018
LAND ROVER FREELAND	FD	SHQ, OPS POLICY	01/04/2014	01/04/2018
LAND ROVER FREELAND	FD	HEREFORD	01/03/2014	01/03/2018
LAND ROVER FREELAND	FD	SHQ COMMITY RISK	01/03/2014	01/03/2018
LAND ROVER FREELAND	FD	HINDLIP / POLICE	21/05/2014	21/05/2018
LAND ROVER FREELAND	FD	SOUTH DIST. OFF. OPS	21/05/2014	21/05/2018
LAND ROVER FREELAND	FD	NORTH DIST.OFF.OPS.	21/06/2014	21/06/2018
LAND ROVER FREELAND	FD	SHQ, OPS POLICY	21/06/2014	21/06/2018
LAND ROVER FREELAND	FD	TECH FS WEST	21/06/2014	21/06/2018
LAND ROVER FREELAND	FD	ROSS ON WYE STN 44	21/06/2014	21/06/2018
LAND ROVER FREELAND	FD	DROITWICH T&DC	21/06/2014	21/06/2018
LAND ROVER FREELAND	FD	DROITWICH T&DC	21/06/2014	21/06/2018
LAND ROVER FREELAND	FD	SHQ, PPP	02/01/2011	02/01/2015
LAND ROVER FREELAND	FD	SHQ COMM FIRE SAFETY	01/04/2014	01/04/2018
LAND ROVER FREELAND	FD	FIRE CONTROL PROJECT	01/03/2014	01/03/2018

LAND ROVER DIS SPORT	FD	SHQ OPERATIONS WILLS	29/03/2016	29/03/2020
LAND ROVER DISC.	PO	SHQ PRIN. OFFICE	09/12/2015	09/12/2018
LAND ROVER DIS SPORT	PO	SHQ PRIN. OFFICE	29/03/2016	29/03/2020
LAND ROVER DISC.	PO	SHQ PRIN. OFFICE	01/03/2013	01/03/2016
LAND ROVER DIS SPORT	PO	SHQ PRIN. OFFICE	06/01/2016	06/01/2019
LAND ROVER FREELAND	RESILIENCE	SHQ, COMM RISK	01/03/2011	01/03/2018
LAND ROVER FREELAND	RESILIENCE	DROITWICH STN 26	01/01/2012	01/01/2018
LAND ROVER FREELAND	RESILIENCE	DROITWICH T&DC	01/01/2012	01/01/2018
LAND ROVER FREELAND	RESILIENCE	SHQ OPERATIONS	01/01/2012	01/01/2018

White Fleet

Vehicle Class	Vehicle Type	Operator	Date In Service	Proposed Replacement Year
MERCEDES SPRINTER		Ops Logs Mechanics	18/04/2011	2017
MERCEDES SPRINTER		Ops Logs Mechanics	18/04/2011	2017
MERCEDES SPRINTER		TDC BA Van	01/03/2014	2020
CITROEN BERLINGO		SHQ ICT	04/08/2015	2021
CITROEN DESPATCH		OPS.LOGISTIC MALVERN	04/08/2015	2021
CITROEN RELAYMIN BUS		DROITWICH T&DC	13/09/2006	N/A
FORD FIESTA		SHQ, TECH FIRE SAFE	25/07/2015	2021
FORD FOCUS ESTATE		SHQ, TECH FIRE SAFE	01/07/2015	2021
FORD FOCUS ESTATE		SHQ, OPS POLICY	01/07/2015	2021
FORD FOCUS ESTATE		EVESHAM STN 28	13/03/2013	2019
FORD FOCUS ESTATE		REDDITCH STN 27	13/03/2013	2019
FORD FOCUS ESTATE		HEREFORD STN 46	13/03/2013	2019
FORD FOCUS ESTATE		MALVERN STATION	25/03/2013	2019
FORD FOCUS ESTATE		WORCESTER STN 21	13/03/2013	2019
FORD FOCUS ESTATE		BROMSGROVE STN 25	13/03/2013	2019
FORD FOCUS ESTATE		DROITWICH STN 26	08/10/2014	2020
FORD FOCUS ESTATE		D.O.COMM.FIRE SAFETY	15/07/2002	2017
FORD FOCUS ESTATE		CFS KIDDERMINSTER	01/05/2003	2017
FORD FOCUS ESTATE		SHQ COMM FIRE SAFETY	01/08/2005	2017
FORD FOCUS ESTATE		SHQ COMM FIRE SAFETY	01/08/2005	2017
LDV MAXUS		REDDITCH STN 27 14 seats YFF	02/09/2007	N/A
PEUGEOT BIPPER		SHQ COMM FIRE SAFETY	23/03/2009	2017
PEUGEOT BIPPER		CFS UPTON	23/03/2009	2017
PEUGEOT BIPPER		SHQ COMM FIRE SAFETY	23/03/2009	2017
PEUGEOT EXPERT		OPS.LOGISTIC MALVERN Hydrants	31/10/2012	2018
PEUGEOT EXPERT		OPS.LOGISTIC MALVERN Hydrants	24/10/2012	2018
PEUGEOT PARTNER		DROITWICH T&DC	22/10/2012	2018
TOYOTA HI LUX		KIDDERMINSTER STN 24	01/03/2010	2017
TOYOTA HI LUX		NORTH DIST.OFF.OPS.	01/05/2008	2017
TOYOTA HI LUX		SOUTH DIST.OFF.OPS.	01/05/2008	2017
TOYOTA HI LUX		WEST DIST. OFF. OPS.	02/05/2008	2017
TOYOTA HI LUX		WEST DIST. OFF. OPS.	01/05/2008	2017
TOYOTA HI LUX		OPS.LOGISTIC MALVERN SERVICE VA	01/09/2011	2017
VAUXHALL COMBO		SHQ ICT	01/11/2011	2017
VAUXHALL COMBO		WEST DIST. OFF. OPS.	01/11/2011	2017
VAUXHALL COMBO		Chris Giles Shropshire	01/11/2011	2017
VAUXHALL COMBO		DROITWICH T&DC	27/10/2011	2017
VAUXHALL COMBO		WEST DIST. OFF. OPS.	01/11/2011	2017

VAUXHALL COMBO		SHQ OPERATIONS	01/11/2011	2017
VAUXHALL COMBO		TECH FS NORTH	01/03/2011	2017
VAUXHALL COMBO		WEST DIST. OFF. OPS.	01/03/2011	2017
VAUXHALL COMBO		SHQ COMM FIRE SAFETY	01/03/2011	2017
VAUXHALL COMBO		TECH FS WEST	01/03/2011	2017
VAUXHALL COMBO		SOUTH DIST.OFF.OPS.	01/03/2011	2017
VAUXHALL COMBO		SOUTH DIST.OFF.OPS.	01/03/2011	2017
VAUXHALL COMBO		OPS.LOGISTIC MALVERN	01/03/2011	2017
VAUXHALL CORSA CAR		SOUTH D.O.FIRE SAFET	11/09/2012	2018
VAUXHALL CORSA CAR		WEST D.O.FIRE SAFETY	11/09/2012	2018
VAUXHALL CORSA CAR		NORTH D.O.FIRE SAFET	11/09/2012	2018
VAUXHALL MOVANO		OPS.LOGISTIC MALVERN	13/05/2011	2017
VAUXHALL MOVANO		OPS.LOGISTIC MALVERN	13/05/2011	2017

Report of the Head of Legal Services

10. Evesham Fire Station

Purpose of report

1. To advise Members of unforeseen additional work required to deliver the new Evesham fire station and to gain approval for funding to complete the project.

Recommendations

It is recommended that:

- i) the additional costs of this scheme be noted and the budget allocation be adjusted accordingly; and*
- ii) that a further report is presented to the Committee when the final costs are known.*

Introduction and Background

2. Members will recall that in March 2013, following an approach from Wychavon District Council, this Committee agreed in principle to the sale of the existing Evesham Fire Station to the Council in order to facilitate the development of a Waitrose supermarket in the Town and for a new fire station and strategic training facility (STF) to be built on land adjacent to the Evesham Leisure Centre off Abbey Road.
3. Further reports were presented in January and March 2015 when it was noted that the new site was a challenging one from a development perspective because of its former uses as a sewage treatment works (there were subterranean concrete structures to be removed), land fill and a Council depot. There had also been Japanese Knotweed on the site, which the new buildings would need to be protected against.
4. Following the results of a ground investigation survey, additional remediation costs had been identified and in order to manage the risks for both parties, it was agreed that these additional costs would be shared equally between the Fire Authority and Wychavon District Council. At that stage (March 2015), the potential cost to the Fire Authority was estimated at up to £495,000 but the report noted that the nature of the ground conditions and the necessary remediation works were such that we will not be sure of the eventual costs until the works are complete. There was therefore an element of risk in the scheme and the eventual figure could be more or less than this.

5. The final tender for the ground remediation works and construction of the new fire station was higher than expected, but still within the envelope agreed by the Committee, due in part to the fact that we were unlikely to now require a temporary fire station. Because of the significant ground investigations completed, it was felt that there was no reason not to commence with the project as all risks known at that stage were accounted for.

Current Position

6. Construction on the new fire station commenced in February 2016 and is due for completion in November 2016. As indicated above, the conditions of the site were known to be poor but Place Partnership, who are managing the scheme on our behalf, have now advised us that a number of additional issues have materialised that could not have been foreseen prior to commencement, as follows:
 - ground contamination and extent of subterranean structures (including remains of concrete sewer penins) turned out to be significantly greater than expected at tender stage (initial samples to establish the degree of ground contamination could not be taken from under the dwelling until it was demolished, for obvious reasons). A greater volume of TPH (Total Petrochemical Hydrocarbons) and PAH (Polycyclic Aromatic Hydrocarbons) contamination was discovered during the course of the groundworks phase, so a greater amount of spoil was required to be removed;
 - the costs for water run-off attenuation requirements were not known prior to commencement (the water company could not advise within the timescales and delays to the project would have incurred significant penalty fees from the overall agreement with Wychavon District Council);
 - there has been a significant increase in the tax rate for contaminated spoil removed from the site. During the construction phase the tax rate increased from £98.45 per Tonne at tender stage to £186.45 and there has been a further increase to £188.43 per tonne since April 2016. This is the single largest factor in the overall costs increase and was a completely unforeseen element in the delivery of this project.
7. The additional costs are in part off-set by the fact that we are unlikely to now require a temporary fire station.
8. As the Committee were advised in March 2015, the eventual costs for these works will not be fully known until they have been completed. Although the works are on-going at the time of writing, it is clear that the costs will be in excess of the sum previously approved by the Committee. A further report will be presented to the Committee when actual final costs have been determined but it is currently estimated that the final sum will be approximately £694,000 as follows:

	Mar 2015	Tender	Aug 2015	<i>Change from 2015</i>
Construction, Normal Groundworks & Fees	2,940,000	3,321,922	3,319,290	379,290
IT / Comms Fit out, Furniture			90,000	
Ground Remediation & Abnormals (in excess of PC sums)	700,000	378,557	570,364	-129,636
Sewer Diversion		119,257	119,249	119,249
Temporary Fire Station (if necessary)	200,000	-	-	-200,000
	3,840,000	3,819,736	4,098,903	258,903
Wychavon DC Funding	3,345,000	3,308,536	3,404,431	59,431
Fire Authority Funding	495,000	511,200	694,472	199,472

9. Although costs have increased, these are still lower than the estimated back-log maintenance requirements of the old fire station. The new scheme will provide much improved facilities, a building that is better designed to meet modern needs and in an excellent location. The scheme still represents good value for a new fire station.

Conclusion/Summary

10. The Committee will obviously be disappointed in this additional increase in costs and as the project is at such an advanced state, there is no option but to continue with the works. However, the Committee has been made aware of the risk associated with this project and the potential for costs to increase due to the difficult nature of the ground conditions. The scheme overall is still advantageous for the Fire Authority.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The annual revenue costs of financing the additional capital expenditure amount to £11,000 and can be contained within the existing capital financing budget. This budget being subject to review as indicated in the Budget Monitoring report to this Committee.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	'Our Strategy' is to provide appropriate premises in the right locations that enable our staff to carry out their roles effectively
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None
Consultation (identify any public or other consultation that has been carried out on this matter)	None

Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	None identified
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Supporting Information

Background papers – Previous reports to Policy & Resources Committee

Contact Officer

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Report of Head of Operations and Head of Legal Services

12. Proposed Hereford Slipway - Feasibility

Purpose of report

1. To provide context and determine the need to proceed with a feasibility to explore the potential of an additional slipway in Hereford to launch water rescue boats.
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Recommendation

It is RECOMMENDED that officers be authorised to contribute towards the costs of a feasibility study into the provision of a slipway at Hereford if satisfied that there are sufficient other interested parties willing to contribute for such a scheme to be potentially viable.

Introduction and Background

2. Cllr Kenyon requested that funding be allocated to carrying out a feasibility study into the provision of a slipway to enable the launch of water rescue boats directly onto the river at Hereford.
3. Currently, Fire crews launch water rescue boats from Hereford Rowing Club to access incidents in that vicinity, which does not have a slip-way but does have steps leading to the river, which requires that boats are carried to the river down the steps. Each HWFRS Water Rescue Vehicle and team normally carries two boats to each incident. Both boats can be carried into the water in the absence of slipway, however the larger boat is too heavy to be carried by the boat crew alone, and so the launching of this boat may require either a second crew to be mobilised or assistance from others, such as the Police. The smaller boat carried is also difficult to handle due to its weight but can be launched by the boat crew alone. This is the same as the arrangements at both Worcester and Evesham.
4. From an operational perspective, these arrangements are considered satisfactory and do not compromise the use of the rescue boats. Whilst access to a slipway would be advantageous and provide an improved response, the Service does not need a dedicated slipway for its own exclusive use.

Feasibility

5. To explore potential options to build a new slipway would need an extensive feasibility study. This could be undertaken by Place Partnership at an estimated cost of £8,000 plus disbursements. The feasibility would examine three key elements:
 - identifying an appropriate location with land that was available to purchase or lease;
 - cost of land acquisition; and
 - the cost of construction/engineering works.
6. The search for an appropriate location would need to consider whether the site:
 - is accessible by Fire Service vehicles;
 - is appropriate in terms of resilience (for example, can it be accessed during times of flooding); and
 - is available to purchase/lease and at what cost
7. The specialist nature of the engineering works required for the construction of a slipway are such that an estimate of construction costs cannot be determined until a site is identified but the costs are potentially significant. Given that a slipway is not essential from an operational perspective, your officers do not believe the costs are likely to be viable unless the work was being undertaken in partnership with others, at shared cost and as a joint facility.
8. A meeting is due to take place in Hereford on 8th September with interested parties to explore whether they would be interested in contributing towards the development of a slipway for joint use. The outcome from that meeting will be reported to Members at the Policy and Resources Committee.

Conclusion/Summary

9. The availability of a slipway for use when launching the rescue boats would be an advantage but is not an operational requirement. From an operational perspective there would be no justification for the expense involved in constructing a slipway for our own use, especially if this involved the cost of land acquisition. There is therefore no benefit in undertaking a feasibility study on our own, at this time.
10. However, the construction of a slipway for joint use with others may be viable if other interested parties were willing to contribute to the costs.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	There is currently funding allocated for the provision of a slipway at Hereford. A contribution towards the cost of a feasibility study could be funded from any general underspend within the revenue budget but if the scheme were to proceed, a specific capital allocation would be required.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Our Strategy is to provide and maintain the right fleet, tools and equipment to ensure our staff can do their jobs effectively
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None at this stage
Consultation (identify any public or other consultation that has been carried out on this matter)	None at this stage
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	Not applicable at this stage

Supporting Information

Background papers - None

Contact Officer

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Report of the Head of Corporate Services

13. Employment Monitoring Data 2015-16

Purpose of report

1. This report summarises progress against the Public Sector Equality Duty, prior to the publication of the Employment Monitoring Data 2015-16 on the Service website.

Recommendations

It is recommended that the following areas are noted:

- i) Progress has been made in increasing the diversity profile of Retained Duty System (RDS) staff with an increase in representation from female and Black and Minority Ethnic (BME) RDS groups;*
- ii) Targeted recruitment campaigns to increase the representation of local communities within the workforce are ongoing;*
- iii) There has been progress in reducing formal disciplinary, harassment and bullying case work, and it should be noted that this has coincided with the Training Centre reporting an increased number of staff who have completed Equality and Diversity training.*

Background

Public Sector Equality Duty

2. The Equality Act 2010 sets out the Public Sector Equality Duty. It requires public bodies with 150 or more employees to publish information at least annually about their employees, to further the aims of the Equality Duty and to consider how activities affect people possessing one or more of the nine Protected Characteristics, which are as follows:
 - Age
 - Disability
 - Gender reassignment
 - Marriage/civil partnership status
 - Pregnancy and maternity
 - Race
 - Region or belief
 - Gender
 - Sexual orientation

3. Effective monitoring is an important tool for measuring performance and progress towards equality and diversity objectives and for ensuring a more inclusive working environment. It enables the Service to examine how employment policies and processes are working and to identify areas where these appear to be impacting disproportionately on certain groups of staff. This should lead to more informed and inclusive decision making in activities affecting the workforce, for example, recruitment, selection and promotion.
4. Effective monitoring also helps in minimising possible legal, financial and reputational harm. Understanding the composition of the workforce also enables the Service to highlight differences between groups to help identify, tackle and prevent issues that could otherwise undermine employee engagement and working relationships.

Employment Monitoring Data Trends

5. The Employment Monitoring Data covers five main areas: staff in post, applications for employment, applications for promotion, leavers and casework. The full set of data is set out in Appendix 1.
6. While there has been little change in employment information relating to the Protected Characteristics since the previous Employment Monitoring Data Report in 2014-15, there has been progress in a number of important areas, as noted below.

Staff in Post

7. Since 2012-13, the overall number of employees has reduced from 844 to 766. The number of wholetime operational staff has reduced from 313 to 265 and the number of support staff has reduced from 135 to 93. This is primarily due to resignations, retirements and voluntary redundancies, though there was also a small number of compulsory redundancies for support staff in 2013.

Ethnicity

8. The overall number of BME staff has decreased from 14 in 2012-13 to 12 in 2015-16, mainly as a result of a reduction in the number of support staff. There have been more BME applicants for support staff and RDS vacancies in 2015-16, resulting in the number of BME RDS staff increasing from 7 to 9. The number of White Irish Staff is unchanged. In recent months the Service has used targeted advertising on social media to help alert local communities to vacancies. This should help to ensure the workforce is representative of the communities within Herefordshire and Worcestershire, and its progress is being monitored by the Human Resources and Development Department.

Gender

9. The total number of female staff has decreased from 129 in 2012-13 to 105 in 2015-16. This is primarily due to a reduction in the number of support staff through leaving, retirement and voluntary redundancies plus a small number of compulsory redundancies in 2013. However, within this timeframe the number of female RDS

employees increased to 26 in total. This can be linked to a number of positive action initiatives targeting female candidates applying for RDS operational roles, including targeted advertising and offering a female firefighter mentor to support candidates through the recruitment process. Supporting female firefighters in maintaining their fitness is referenced in as part of a fitness report which has been submitted to SMB, with a particular focus on the affects of the menopause and post menopausal fitness.

Sexual Orientation

10. There has been an increase in the number of gay/lesbian applications for employment in 2015-16. 14 applications were received compared to 8 in the previous year. The number of staff declaring themselves as gay/lesbian in 2015-16 has also increased from 4 to 5 compared to the previous year. The Service continues to explore ways of engaging with the LGBT communities.

Disability

11. Overall there has been a decrease in the number of staff, who have declared themselves as being disabled. This is due to a reduction in the numbers of wholetime and support staff. However, there has been an increase from 4 to 5 in the number of RDS staff who have declared themselves as being disabled.

Religion

12. There has been an increase in the number of staff who have declared themselves as religious. The increase is by 1 in each of the Buddhist and Muslim classifications. There has also been an increase in the number of applications received from the Buddhist, Muslim and Sikh communities.

Age

12. Applications for employment have increased across all age classifications. There has also been an increase in applications for promotion amongst the 25-35, 36-45 and 46-55 age categories.

Leavers

13. There has been an incremental increase in the number of retirees over the previous four years. There has also been an increase in the number of resignations, particularly from within support staff leaving the Service. Findings from exit interviews with support staff indicate that remuneration packages at new employers are better than provision within the Service. Work is currently underway to explore the use of market supplements for hard-to-recruit-to vacancies.

Case Work

14. There is downward trend in the overall number of staff who have been subject to formal disciplinary action. There has been an overall increase in the number of grievance cases, 4 of which have been raised by wholetime staff and 2 by support staff. There have been no cases of harassment and bullying reported, and it should be noted that this has coincided with the Training Centre reporting an increased number of staff who have completed Equality and Diversity training.

Conclusion

14. The Service continues to make good progress in embedding Equality and Diversity and will continue to provide updates to this Committee. All employment monitoring data will be published on the Service website in accordance with the Public Service Equality Duty.

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).	Supports and enables the people objective in the Corporate Strategy
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?)	Not applicable however this report demonstrates commitment to embed the Equality Duty

Background and Supporting Information

Appendix 1: Employment Monitoring Data 2015-16

Contact Officer(s)

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HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

Employment Monitoring 2015/16

Introduction

Hereford & Worcester Fire and Rescue Service (HWFRS) are committed to challenging discriminatory behaviour or practices. We are committed to creating an environment where our staff feel safe, secure, valued, motivated and developed so that they have the skills, knowledge and abilities to confidently flourish; enabling them to provide the highest quality service to the communities we serve. We want to ensure that our staff complement and are reflective of our diverse communities and that we are recognised as an employer of choice.

We recognise that equality and diversity must be at the heart of our day-to-day activity, it must be embraced with integrity and fairness underpinning all that we do. We recognise that our people management policies, procedures, recruitment and retention of staff are key aspects of mainstreaming equality, diversity and inclusion across the organisation.

As part of our commitment to promoting mental health awareness, on 26 January 2016 we joined over 300 emergency service employers in England in signing up to the [Blue Light Time to Change Pledge](#), which aims to put an end to mental health stigma and discrimination in the workplace. We are also corporate members of the [Asian Fire Service Association](#) and [Networking Women in the Fire Service UK](#).



Nathan Travis
Chief Fire Officer



The Equality Duty

Monitoring of Equality Information

The Equality Act 2010 sets out the public sector Equality Duty. The Equality Duty requires public bodies with 150 or more employees to publish information at least annually about their employees, furthering the aims of the Equality Duty, and to consider how activities affect people who possess the 9 protective characteristics which are as follows: age, disability, gender reassignment, marriage/civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Whilst the Duty applies to marriage and civil partnership, this in respect of the requirement to have due regard to the need to eliminate discrimination.

This report contains data in relation to staff in post, applications for employment, applications for promotion, staff leaving the Service, staff subject to formal disciplinary procedures, staff who are involved in grievance procedures, the number and nature of harassment and bullying.

It is important to view the numbers behind the percentage figures in conjunction with the commentary to ensure that the full context is appreciated.

Equality Objectives

The Service's equality objectives were updated and published in 2013. They focus on continuing to embed equality, diversity and inclusion within all aspects of service delivery and support functions, and developing partnerships to promote equality.

Progress against the current objectives has been analysed and a number of points were noted:

- There is an appropriate equality impact assessment process in place;
- Staff have annual equality and diversity training which is monitored by the Training Centre;
- The Community Risk Department utilise data to target prevention activities in conjunction with partner organisations; and
- Ethnicity data is captured through Home Fire Safety Checks which provides information on the profile of recipients who receive this service.

The Service is developing a revised set of equality objectives, which will be published in 2017.

An Organisational Development Board, which is led by the Assistant Chief Fire Officer, is being developed in order to better support the embedding of equality and diversity, and mainstream it into other people and community focused work streams.

Population

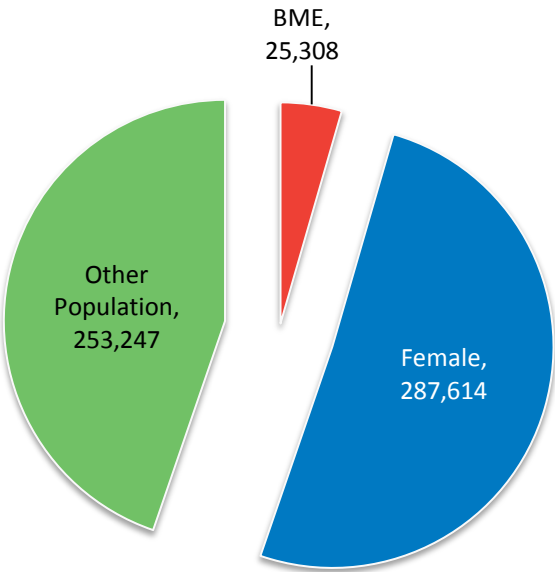
Hereford & Worcester Fire and Rescue Service are located in the Heart of England and extends from the metropolitan borders of the West Midlands to the rural southern borderland between England and Wales.

The geographical area amounts to some 390,000 hectares and has a total population of around 749,700. It covers two counties, Worcestershire in the east with a population of 566,169 and Herefordshire to the west with 183,477. Both counties are largely rural, however, Worcestershire’s population mainly reside in the towns of Worcester, Bromsgrove, Droitwich, Evesham, Kidderminster, Malvern and Redditch.

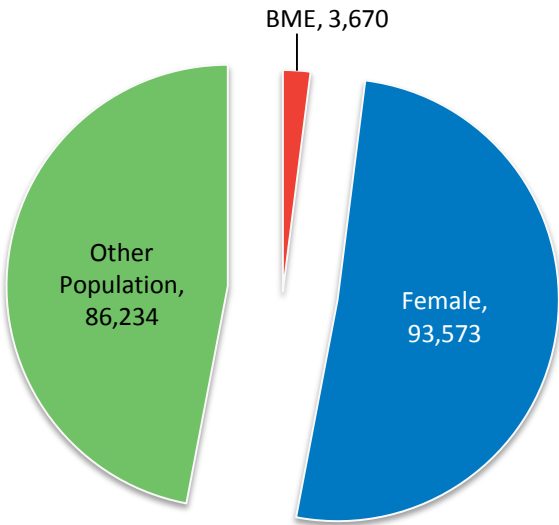
The breakdown of the total working age population of the Herefordshire and Worcestershire area is shown in the table opposite (figures shown are in '000s').

	Total population	BME	BME %	Female	Female %
Herefordshire	183,477	3,670	2.00	93,573	51.00
Worcestershire	566,169	25,308	4.47	287,614	50.80

Worcestershire



Herefordshire



Recruitment and staff in employment



Work has continued towards increasing our diversity levels as part of On-Call (RDS) recruitment campaigns during 2015-16.

During the last three years the overall numbers of employees have decreased from 827 to 766. The numbers of BME staff have decreased from 13 to 12. The numbers of female staff have decreased from 111 to 105. The number of Support staff has reduced from 112 to 93 predominantly due to natural wastage and redundancies.

For retained positions, there has been an increase in the overall number of applications; 135 compared to 95 last year. There has been an increase in the number of BME RDS applicants although no BME was employed, compared to 1 the previous year. There has been an increase in the number of female applicants (158 compared with 71 the previous year) and the number of female RDS staff have now increased by 1 individual since the previous year. During the last 12 months 100 individuals left the Service, 46 RDS individuals compared with 50 in 2014 -2015.

In 2015/16 there has been an increase in female and BME applications for support staff roles. There have been 51 applicants, compared to 15 in 2014 /15, who declared their sexual orientation to be other than heterosexual. In this year there were 20 applicants who declared their religion/belief to be other than Christian, which is higher than the previous year.

	Total	% BME (Inc. White Other)	% Female	% Disabled	% LGB
Staff in Post by the end of	766	3.8%	13.7%	1.8%	0.7%
Applications for Employment	536	10.7%	34.3%	5.6%	2.6%
Applications for Promotion	47	0%	4.3%	0%	0%
Leavers	100	2%	17%	7%	0%

Disability reporting has shown a decrease of 3 members of staff who classed themselves as disabled since last year. There has been no change in the number of staff with a sexual orientation other than heterosexual since 2014/15. We have no employees who have undergone gender reassignment.

There have been a number of positive action initiatives targeting female candidates applying for retained operational roles, including targeted advertising and offering a female firefighter mentor to support candidates through the recruitment process.

In recent months the Service has used targeted advertising on social media to help alert local communities to vacancies. This should help to ensure the workforce is representative of the communities we serve within Herefordshire and Worcestershire, and its progress is being monitored.

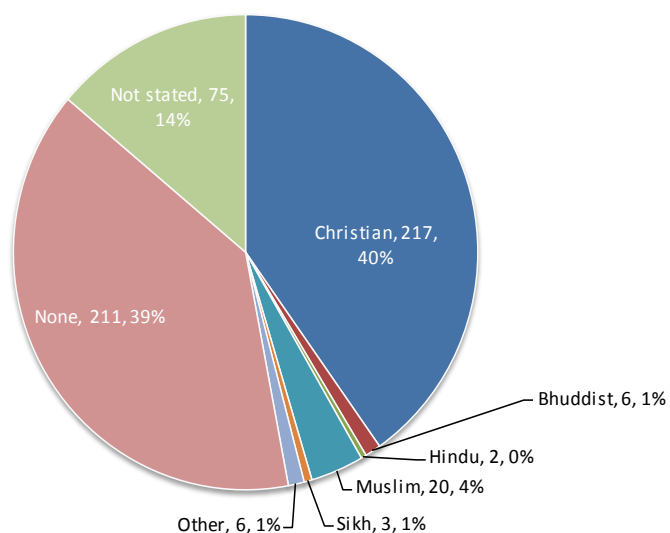
Applications for Employment

Year/Duty system	GENDER											
	Total staff				Male				Female			
	WT	RDS	Control	Support	WT	RDS	Control	Support	WT	RDS	Control	Support
2012/13	123			45	108			32	15			13
2013/14	63			86	55			54	8			32
2014/15	95	10	198		82	7	127		13	3	71	
2015/16	135	24	377		122	11	219		13	13	158	

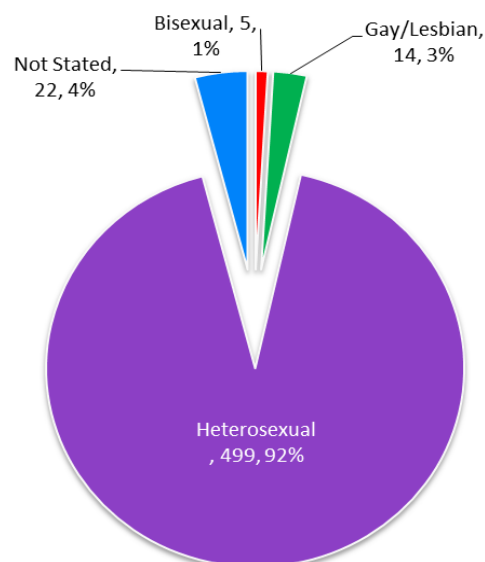
Year/Duty system	DISABILITY											
	Disabled				Not Disabled				Not Stated			
	WT	RDS	Control	Support	WT	RDS	Control	Support	WT	RDS	Control	Support
2012/13	3			3	120			41				1
2013/14	1			6	62			80				1
2014/15	2	1	12		79	9	181		14		7	
2015/16	8	3	19		123	21	357		4		5	

Year/Duty system	ETHNICITY															
	White British				White Irish				White Other				BME			
	WT	RDS	Control	Support	WT	RDS	Control	Support	WT	RDS	Control	Support	WT	RDS	Control	Support
2012/13	107			37					9	3	6	5	1			
2013/14	59			72					4	1		8				6
2014/15	77	10	170						5	5		15	13		8	
2015/16	114	22	295		2				8	4	7	51	4	2	31	

Religion Or Similar Belief



Sexual Orientation



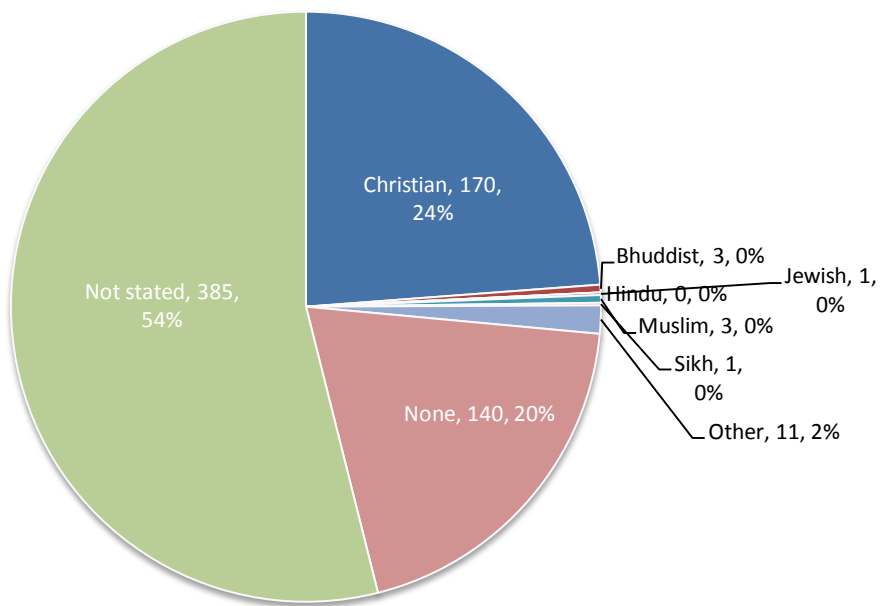
Staffing in Post

Year/Duty system	GENDER											
	White British				Male				Female			
	WT	RDS	Control	Support	WT	RDS	Control	Support	WT	RDS	Control	Support
2012/13	313	372	24	135	297	351	6	61	16	21	18	74
2013/14	297	396	22	112	281	374	6	55	16	22	16	57
2014/15	287	380	23	103	271	355	7	52	16	25	16	51
2015/16	265	386	22	93	249	360	7	45	16	26	15	48

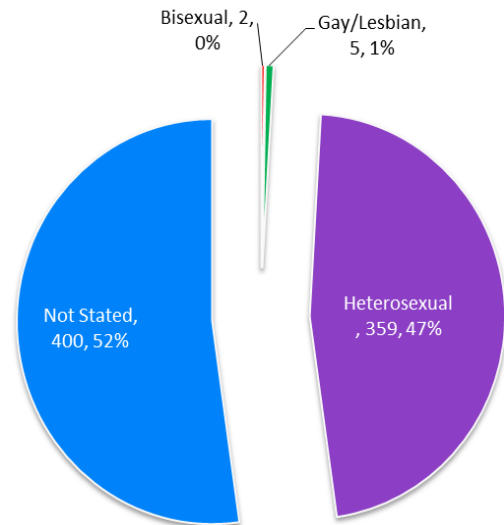
Year/Duty system	DISABILITY											
	Disabled				Not Disabled				Not Stated			
	WT	RDS	Control	Support	WT	RDS	Control	Support	WT	RDS	Control	Support
2012/13	6	4		4	307	368	24	131				
2013/14	6	4		3	291	392	22	109				
2014/15	6	4	1	6	281	376	22	97				
2015/16	5	5	1	3	260	381	21	90				

Year/ Duty system	ETHNICITY																			
	White British				White Irish				White Other				BME				Not Stated			
	WT	RDS	Control	Support	WT	RDS	Control	Support	WT	RDS	Control	Support	WT	RDS	Control	Support	WT	RDS	Control	Support
2012/13	302	359	23	127			1		6	5			2	7		5	3	1		3
2013/14	286	380	21	104					6	8			2	7		4	3	1		4
2014/15	276	364	23	95				1	6	9		2	2	6		2	3	1		3
2015/16	255	358	22	79					6	10		1	1	9		2	3	9		11

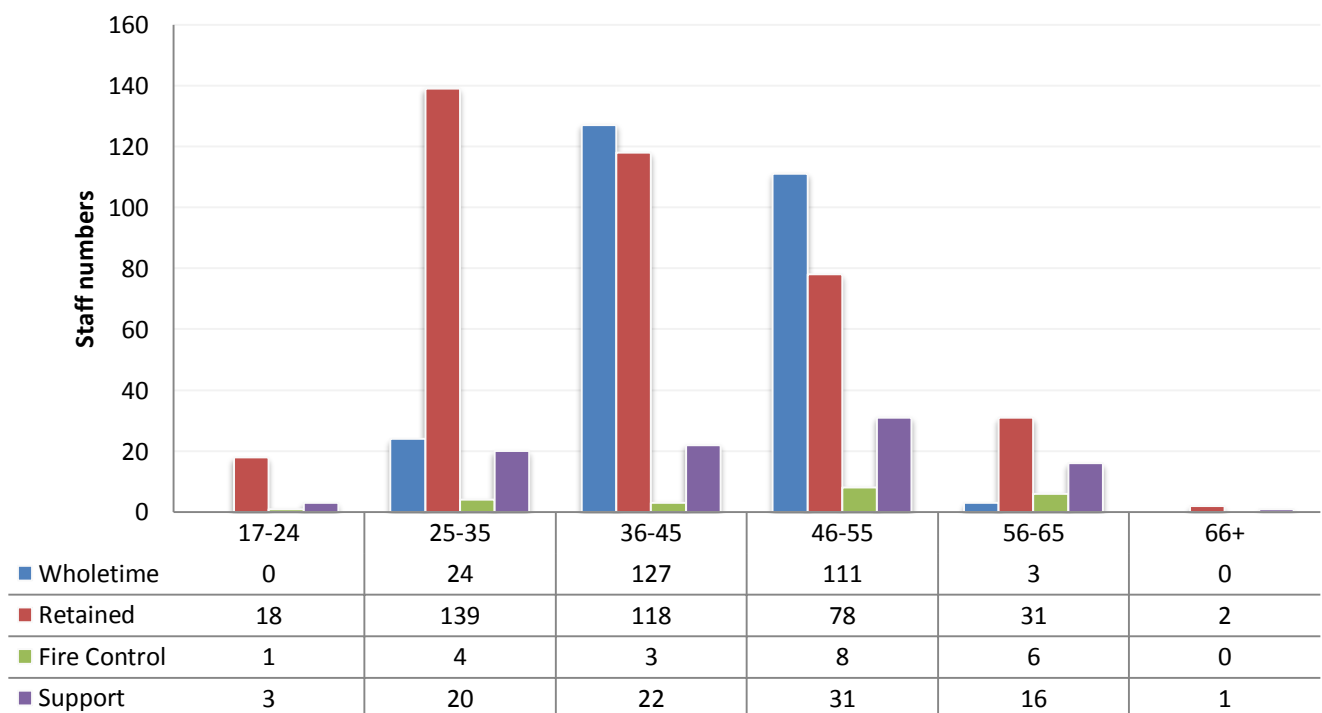
Religion Or Similar Belief



Sexual Orientation

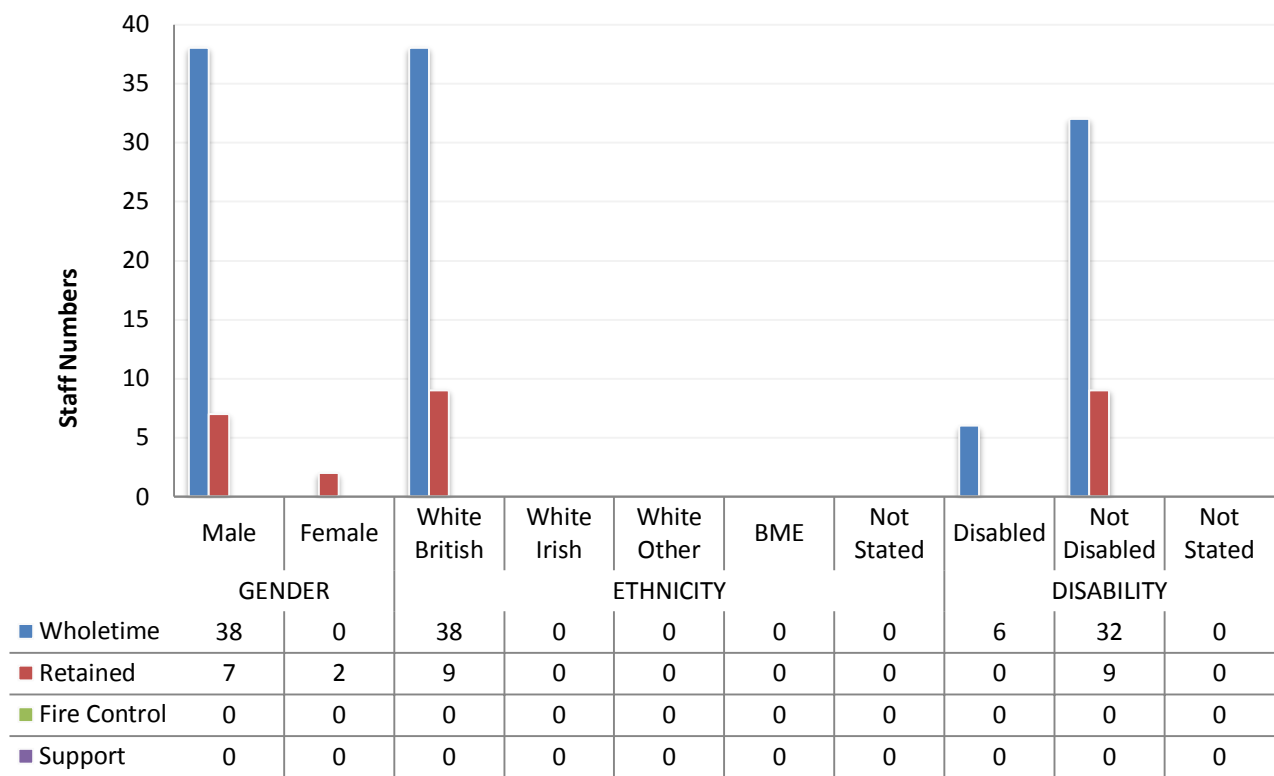


Age bracket of applicants

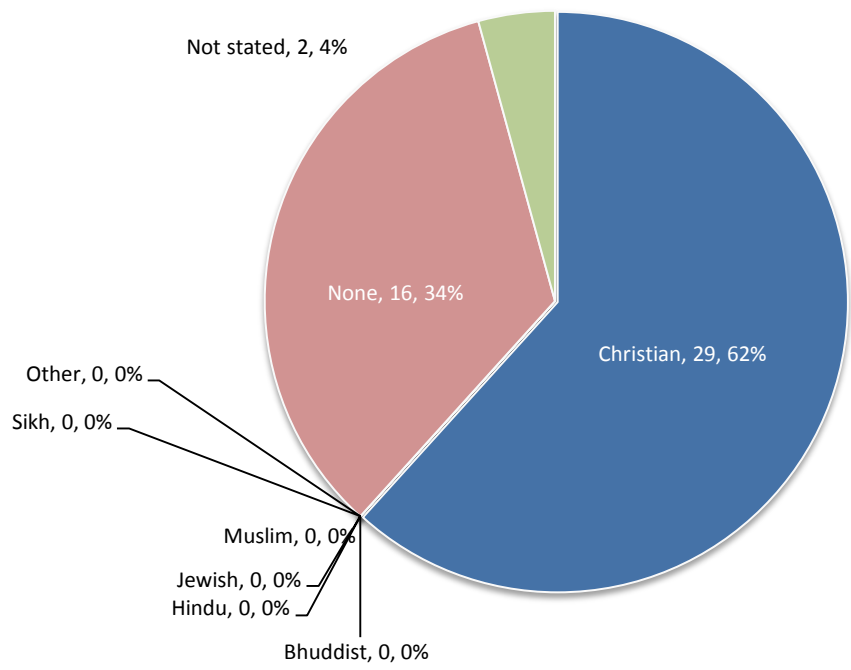


Applications for Promotion

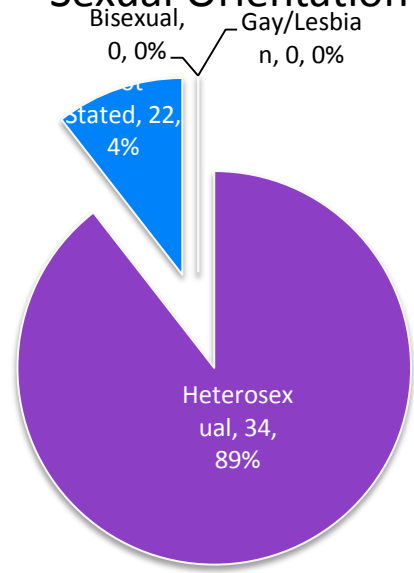
This year there have been 47 applications for promotion compared to 45 applications last year. 38 were wholetime, 9 RDS. No applicants were from the BME community however 2 applicants were female.



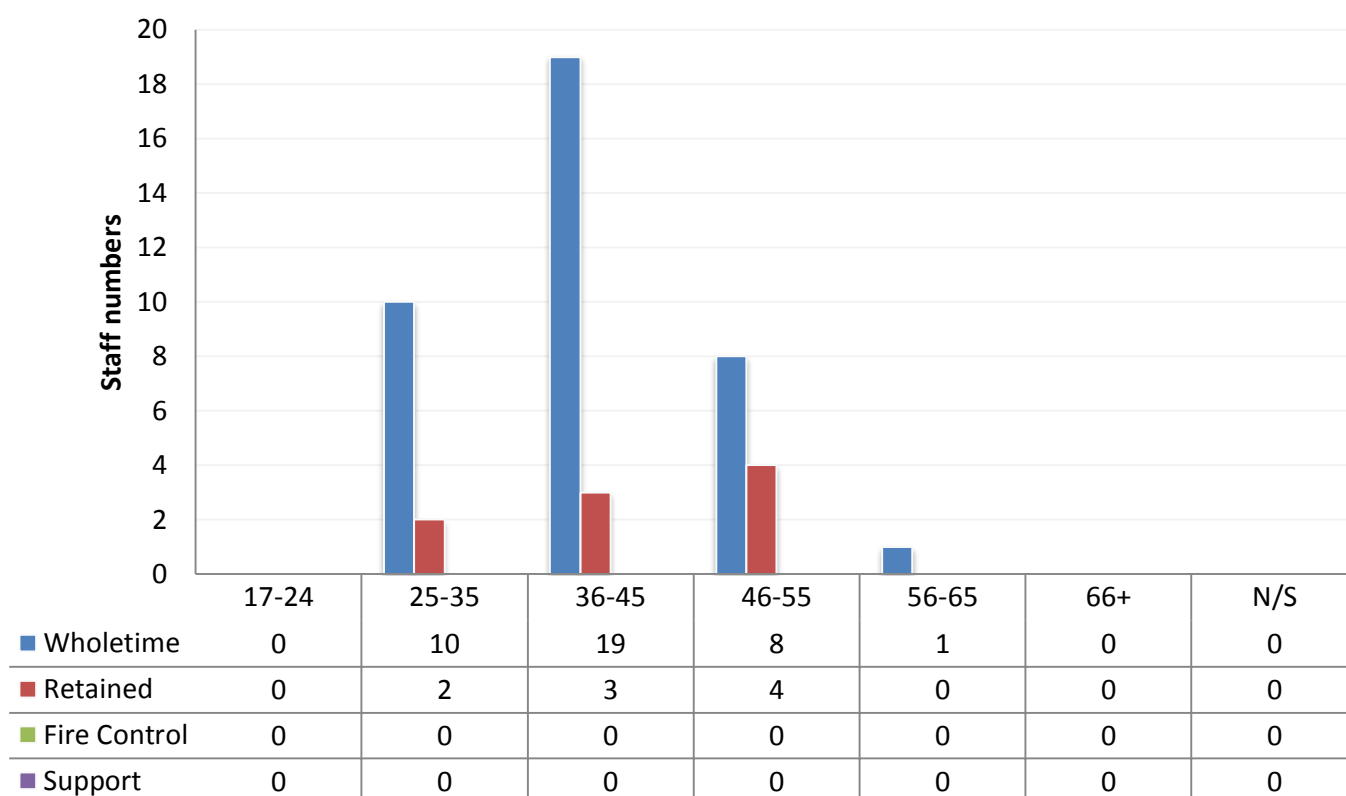
Religion Or Similar Belief



Sexual Orientation



Age bracket of applicants



Number of staff leaving

Between April 2015 and March 2016 there has been an increase in the number of staff leaving the Service (100 compared to 96 last year). 21 (21%) were wholetime, 46 (46%) were RDS, 5 (5%) were from Fire Control and 28 (28%) were support members of staff.

Of the total number of leavers, 17 were female (1 WT, 3 RDS, 2 Fire Control and 11 support), 1 was White Other and 2 was BME.

7 classed themselves as disabled. 32% of staff leaving the Service were aged between 46-55.

1 leaver had a sexual orientation other than heterosexual and 3 leaver had a religion/belief other than Christian.

Out of the 100 leavers within this period, 15 retired, 1 had their contract terminated), 9 were made redundant and 7 member of staff left due to other reasons.

The main reason for RDS employees resigning was stated as personal reasons and/or they were relocating outside of the turnout area. Many commented that their work-life balance was affected due to the increased commitment required. For support staff, the main reason for leaving was that they had resigned to take up another post with another organisation or redundancy.

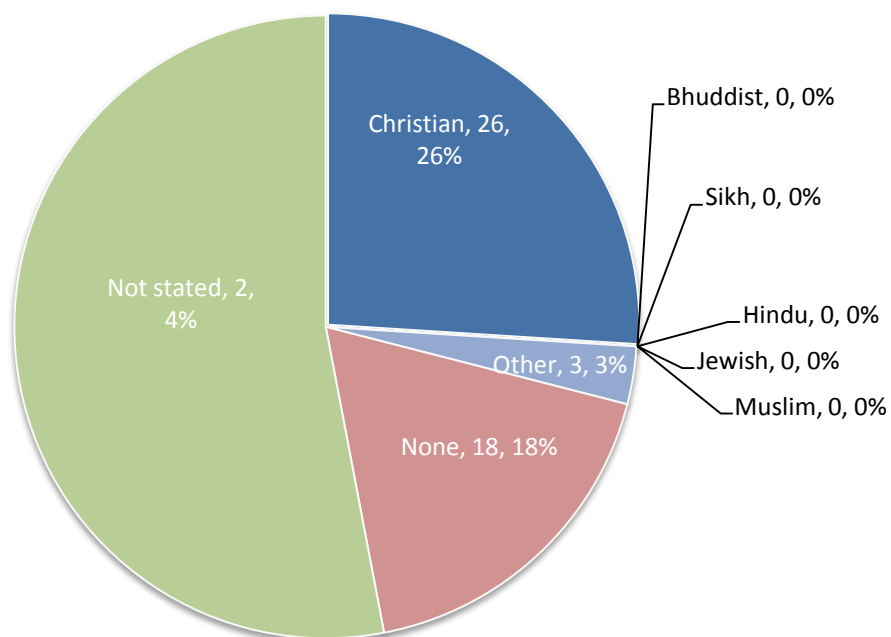
Every employee who leaves the Service, (other than those that are dismissed) is offered an exit interview. The information gained from forms that are returned is monitored and any significant information recorded.

Year/Duty system	GENDER											
	White British				Male				Female			
	WT	RDS	Control	Support	WT	RDS	Control	Support	WT	RDS	Control	Support
2012/13	9	52	1	12	7	50		6	2	2	1	6
2013/14	17	32	2	25	17	31		8		1	2	17
2014/15	11	50	3	32	11	49	2	20		1	1	12
2015/16	21	46	5	28	20	43	3	17	1	3	2	11

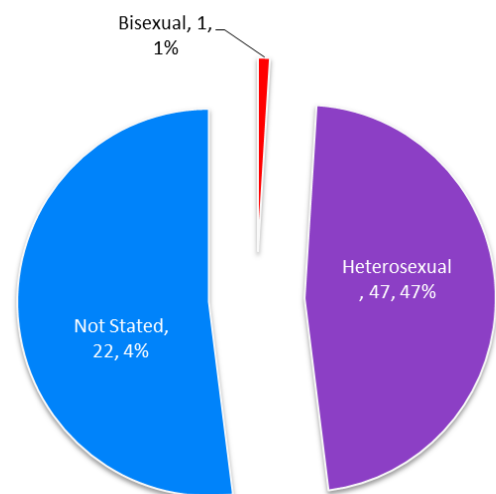
Year/Duty system	DISABILITY											
	Disabled				Not Disabled				Not Stated			
	WT	RDS	Control	Support	WT	RDS	Control	Support	WT	RDS	Control	Support
2012/13	6	4		4	307	368	24	131				
2013/14	6	4		3	291	392	22	109				
2014/15	6	4	1	6	281	376	22	97				
2015/16	5	5	1	3	260	381	21	90				

Year/Duty system	ETHNICITY																			
	White British				White Irish				White Other				BME				Not Stated			
	WT	RDS	Control	Support	WT	RDS	Control	Support	WT	RDS	Control	Support	WT	RDS	Control	Support	WT	RDS	Control	Support
2012/13	9	52	1	11												1				
2013/14	17	32	2	24												1				
2014/15	11	48	2	18						1						1				1
2015/16	20	42	5	26						1		1	1			1		3		

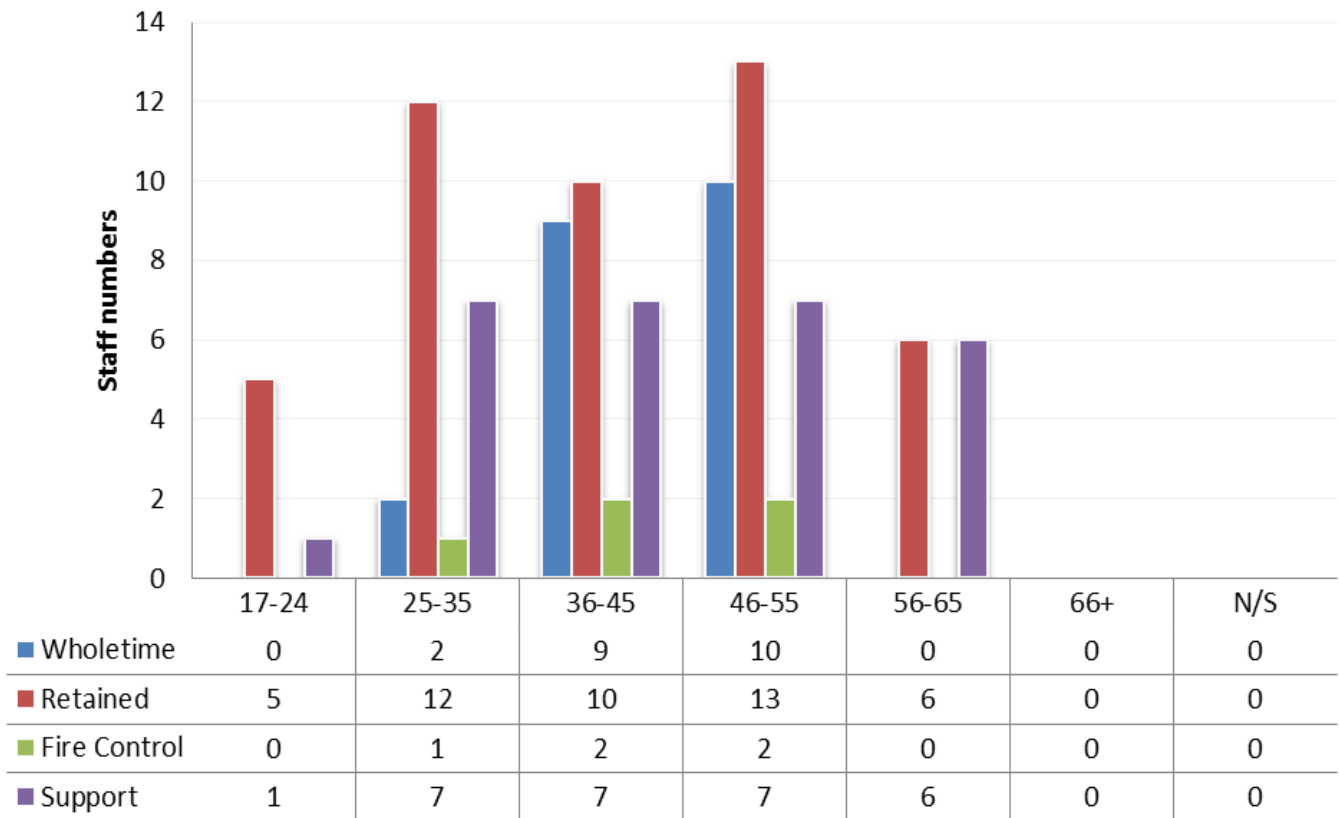
Religion Or Similar Belief



Sexual Orientation

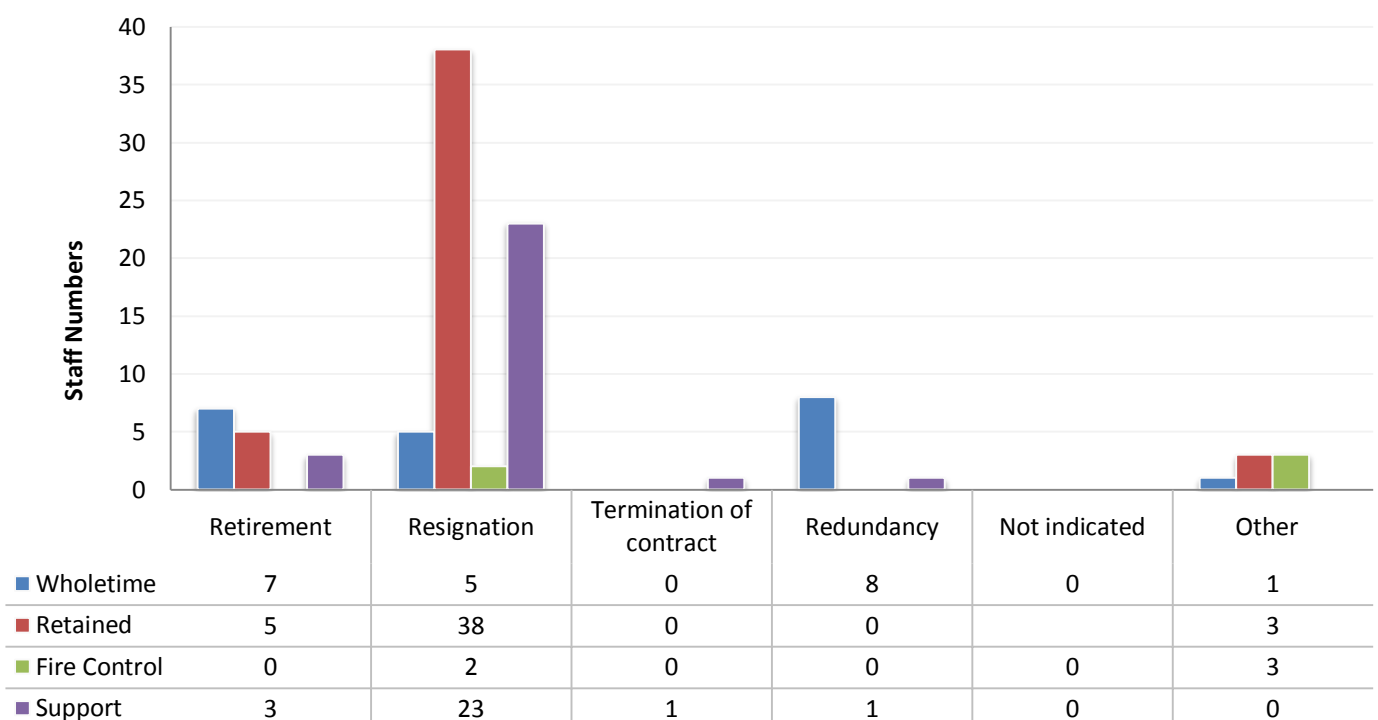


Age bracket of applicants



Reasons for staff leaving

100 individuals left the Service between April 2015 and March 2016, compared to 82 in the previous year. There has been an incremental increase in the number of retirees over the previous four years. There has also been an increase in the number of resignations, particularly from within support staff leaving the Service. Findings from exit interviews with support staff indicate that remuneration packages at new employers are better. Work is currently underway to explore the use of market supplements for hard to recruit to vacancies.



Formal discipline case work

Overall the total number of formal disciplinarys between April 2015 and March 2016 has decreased when compared to the previous year.

During this year there were 7 staff subject to formal disciplinary procedures (recorded as the date the discipline was received and commenced) 2 Whole Time employees, 2 RDS employees and 3 Support.

There were no employees subject to disciplinary procedures, who were classed as BME, disabled or had a sexual orientation other than heterosexual or not stated, or who had a religion/belief other than Christian or not stated.

Detailed data has not been disclosed in order to protect individual information.

Year/Duty system	FORMAL DISCIPLINES									
	Total staff		Wholetime		Retained		Fire Control		Support	
	Total staff BME (inc. White Other) Female		Wholetime BME (inc. White Other) Female		Retained BME (inc. White Other) Female		Fire Control BME (inc. White Other) Female		Support BME (inc. White Other) Female	
2012/13	14		7		6				1	
2013/14	9				8		1			
2014/15	9		3		6					
2015/16	7	2	2		2				3	2

Grievance case work

There have been 6 formal grievances submitted in 2015 -2016, an increase of 5 compared to the previous year.

Detailed data has not been disclosed in order to protect individual information.

Year/Duty system	GRIEVANCE									
	Total staff		Wholetime		Retained		Fire Control		Support	
	Total staff BME (inc. White Other) Female		Wholetime BME (inc. White Other) Female		Retained BME (inc. White Other) Female		Fire Control BME (inc. White Other) Female		Support BME (inc. White Other) Female	
2012/13	6	5	1							
2013/14	3	2			1					
2014/15	1	1								
2015/16	6		4							2

Bullying and harassment case work

During this year there have been no complaints that were considered in line with the Services Bullying and Harassment SPI.

Year/Duty system	BULLYING AND HARASSMENT									
	Total staff		Wholetime		Retained		Fire Control		Support	
	Total staff		Wholetime		Retained		Fire Control		Support	
	BME (inc. White Other)	Female	BME (inc. White Other)	Female	BME (inc. White Other)	Female	BME (inc. White Other)	Female	BME (inc. White Other)	Female
2012/13	2		1		1					
2013/14	1				1					
2014/15	3	1	2	1	1					
2015/16										

Other Key Information

Work is continuing with Remploy and Occupational Health to enhance the level of support that is provided to job applicants and employees that have mental health conditions, learning disabilities and physical disabilities. For example: seeking specialist advice on reasonable adjustments.

District Management Meeting templates have been developed which report trend information on case work including sickness, grievances, capability and disciplinary.

Report of the Deputy Chief Fire Officer

14. Update from the Health and Safety Committee

Purpose of report

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

Recommendation

It is recommended that the following activities and items of significance from Quarter 4 2015-16 be noted:

- i) a total of 29 Health and Safety events were reported, a decrease in comparison to the previous quarter where 38 events were reported;***
- ii) the Health & Safety Committee is exploring a number of opportunities to share best practice and to collaboratively develop health and safety policies and procedures with other fire and rescue services; and***
- iii) the Health & Safety department is undertaking a review of the health and safety management systems with regards to the Service's fleet.***

Introduction

2. The Health and Safety Committee (the Committee) is established to provide effective arrangements for the liaison and review of all matters in regards to Health and Safety (H&S). The Committee acts as a forum for liaison on all matters relating to H&S for key stakeholders and departments and provides an opportunity for stakeholders to discuss any H&S matter, which includes consultation with the workforce via the employee representatives that are on the Committee. The Committee is also supported by an Authority Member, Cllr Gordon Yarranton.
3. The Committee has the facility to task work to the Health & Safety Working Group, with specific pieces of H&S related work which require dedicated resources and input. The group meets as and when required but at least every six months.

Quarterly Performance

4. The Committee last met on 22nd June 2016 and is due to meet next on 27th September 2016. A review of quarterly performance for the relevant period was discussed in detail, which did not highlight any particular area of concern. The report is included at Appendix 1.

Collaborative Opportunities

5. The group are exploring a number of opportunities to share best practice and to collaboratively produce generic FRS H&S policies and procedures. This is linked to the Regional Operations Committee and the work they are undertaking with the National Operational Guidance Programme in delivering regional policies and procedures.

Review of Health & Safety Management Systems

6. The H&S department is undertaking a review of the H&S management systems at Operational Logistics with the initial focus on the fleet area of business. An action plan will be produced highlighting any potential areas for improvement, with implementation being supported by the H&S Advisor.

Chief Fire Officers Association (CFOA) – West Midlands Region Audit

7. To complete the remaining outstanding recommendations of the CFOA West Midlands Region H&S Audit, a Risk Assessment database has been created and trialled at a number of locations across the Service. Further analysis and testing of the system is being undertaken. Generally the feedback has been positive and with a few minor amendments, a plan and timescales for delivery can be developed. The H&S Committee will monitor the recommendations to completion.

Fleet Related Incidents

8. There have been two fleet related reports received which were responded to. The first item was a significant crack of a trailer connection to a Service vehicle. In this case it related to a water rescue van with a towed boat. The second fleet related incident was as a result of an event that occurred in Merseyside FRS and was reported through the CFOA H&S Safety Bulletin. All the relevant HWFRS fleet types were precautionary inspected and no defects were found.

Organisational Road Risk

9. The H&S Working Group was tasked with reviewing all aspects of organisational road risk, with a focus on operational road risk. Whilst HWFRS has a relatively good track record and low levels of serious accidents, there have in recent years been a number of FRSs who have undergone legal scrutiny following collisions. There have also been a number of FRSs who have implemented different approaches and ways of working in relation to operational road risk that may be worthy of further investigation and consideration.

Conclusion

10. In general terms there appears to be no significant issues of concern and the level of reporting indicates a strong H&S culture with a low level of serious accidents. The tasking of the H&S Working Group shows a proactive approach to developing and improving an area of inherent risk that reports locally and nationally.

11. This report provides Members with an update on health and safety issues discussed at the previous Health and Safety Committee of which further detail and other matters can be found in Appendix 1.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	N/A this report is for noting and does not propose any new policies
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Corporate strategy – Ensuring firefighter safety
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	Reduces the overall impact for health and safety management in the areas identified and safeguards the Service's legal requirements
Consultation (identify any public or other consultation that has been carried out on this matter)	N/A - this report is for noting and does not propose any new policies
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	N/A – this report is for noting and does not propose any new policies

Supporting Information

Appendix 1: Quarter 4 of year 2015/2016 (January – March 2016) Health & Safety Performance Report

Contact Officer

Richard Lawrence, Deputy Chief Fire Officer
(01905 368206)
Email: Rlawrence@hwfire.org.uk

Overview of Events Reported During Quarter 4 (Jan 16 – Mar 16)

Summary

In the period of January 2016 to March 2016 a total of **29** Health and Safety (H&S) events were reported. They fell into the categories of:

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

During this period there were no events reported in the following categories:

- Exposure and Violence or Aggression

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

Personal Injury

Of the **29** H&S events reported, **10** were related to the category of Personal Injury. These are described in Table 1 below:

Sub-Categories	Break-down of Injuries in Each Sub-Category
5 incidents relate to accidents/injuries occurring during training.	1 relates to a lower back injury during road traffic collision (RTC) training exercise.
	1 relates to a twisted ankle while running across the training ground, there were no external factors involved. 3 Days lost
	1 relates to an injury to the knee caused by a ejected blank cap from an American style pillar fire hydrant
	1 relates to a neck injury sustained during an RTC exercise
	1 relates to an ankle injury sustained while hose running on uneven ground.
1 incident relates to a non-work accident/injury	1 relates to an operational employee (On Call) falling over on an uneven road surface getting to his car to respond, following activation of his alerter.
2 accident/injuries were at operational incidents	1 relates to a hand injury caused by a third party shutting a door on someone's hand.
	1 relates to a fall into an uncovered man hole in garden of property.
	1 relates to a bump to the head while investigating a narrow loft space (helmet had been removed to gain better access into loft space).
1 incident was due to routine chronic action.	1 relates to bursitis to elbow caused by prolonged computer use during a limited period.
	Totalling 10 personal injuries
	Totalling 0 RIDDOR events
	Totalling 3 days lost

Table 1: Personal Injuries Reported during Quarter 4

Vehicle Accidents

Of the **29** H&S events **11** were related to the category of Vehicle Accidents - these are further described in Table 2 below. Only 7 of these events could be attributed to the FRS driver and the events in grey are highlighted as not being the fault of the FRS driver:

Sub-Categories	Breakdown of Injuries in Each Sub-Category
7 accidents were during routine activities	1 relates to Service car reversed into dry riser inlet of drill tower.
	1 relates to Service car struck by third party whilst manoeuvring into car parking space.
	1 relates to a Service car being hit by third party.
	1 relates to a Service car being struck from behind by a third party
	1 relates to a fire engine striking a private wall whilst manoeuvring. This was not during an operational response
	1 relates to a Service van being driven through flood water and stopping three quarters of the way through the distance.
	1 relates to a fire engine being reversed in the appliance bay with the ladder making contact with a partially open bay door. This was not part of an operational response.
1 accident was non service related	1 relates to a Service car sustaining damage whilst in the care of a specialist cleaning contractor.
3 accidents were responding to incidents	1 relates to a fire engine striking a hedgerow, during an operational response
	1 relates to a fire engine wing mirror striking a temporary road sign on the hard shoulder of the motorway
	1 relates to a fire engine losing control and striking a tree and a third party vehicle during an operational response *Significant event
	Totalling 11 vehicle accidents

Table 2: Vehicle Accidents Reported during Quarter 4

Property or Equipment Damage

Of the **29** H&S events **1** was related to the category of Damage to Property or Equipment, this is further described in Table 3 below:

Sub-Categories	Break-down of Injuries in Each Sub-Category
1 was damage to property	1 relates to a third party driving into a perimeter wall of station grounds.
	Totalling 1 property or equipment damage

Table 3: Damage to Property or Equipment Reported during Quarter 4

Near Hits or Causes for Concern

Of the **29** H&S events **7** were related to the category of Near Hits or Causes for Concern - these are further described in Table 4 below:

Sub-Categories	Break-down of Injuries in Each Sub-Category
1 was whilst responding to an incident	1 relates to charging lead separating from the connector exposing live wires.
2 were at operational incidents	1 relates to reverse running procedure between Hereford and Worcester Fire and Rescue Service (HWFRS), Central Motorways Policing Group (CMPG) and the Highways Agency.
	1 relates to a public car driven over hose ramps at high speed (approx. 60mph). Personnel were also in close proximity. Warning lights, signs and personal protective equipment (PPE) were displayed and in use.
3 were during routine activities	1 relates to a television aerial mounting protruding at head height on new accommodation building.
	1 relates to a piece of heavy operational RTC equipment falling out of an appliance locker onto the floor.
	1 relates to a member of staff receiving a minor shock from a portable heater.
1 was during a training exercise	1 relates to a third party from a partner agency becoming submerged in water during a water rescue exercise *Significant event
	Totalling 7 near hits or causes for concern

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

Significant/Serious Events during Quarter 4 (Jan 16 – Mar 16)

- 1.1 A total of two serious events were reported in Quarter 4 of the year 2015-16. One was reported in February and relates to the West Midlands Ambulance Service's (WMAS) employee who had a near miss during a water training exercise at Symonds Yat. The employee was a member of a Hazardous Area Rescue Team (HART) that were training with a Hereford and Worcester Water Rescue Team. The other incident relates to a serious RTC with an appliance responding to a fire call reported in March. The previous Quarter, Q3 (Oct 15-Dec 15), had only one serious incident reported, as did Quarter 4 of the financial year 2014-15.
- 1.2 The first significant event reported during the reporting period relates to an incident where a member of the HART team was uncontrollably submerged during joint water rescue training. A joint investigation is being undertaken.
- 1.3 The second event involved a fire engine colliding with a tree and third party public car whilst responding to an incident. An investigation is currently being conducted and evaluated by the Crown Prosecution Service.

Summary for Quarter 4 (Jan 16 – Mar 16)

- 2.1 No RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reports were submitted to the Health and Safety Executive (HSE).
- 2.2 In comparison to the previous quarter, the total number of reported personal injuries and vehicle accidents has slightly decreased.

Report of the Head of Corporate Services

15. Update from the Equality and Diversity Advisory Group

Purpose of report

1. To provide an update from the Equality and Diversity Advisory Group since the last report to Committee on 21 March 2016.

Recommendations

It is recommended that the following areas are noted:

- i) Positive progress against the Service's current equality objectives was reported to the Equality and Diversity Advisory Group Meeting on 27 June 2016;*
- ii) There is a proposed realignment of equality and diversity replacing the Advisory Group with an Organisational Development Board led by the Assistant Chief Fire Officer in order to better support embedding equality and diversity across the Service;*
- iii) Excellent progress has been made in equality and diversity training, and there are plans to introduce an e-learning package;*
- iv) A Service representative attended the recent Asian Fire Service Association (AFSA) Annual General Meeting and Development Day on 26 and 27 May 2016;*
- v) Service representatives attended the MIND Blue Light Regional Conference;*
- vi) A Service representative attended the Women in the Fire Service UK Annual Conference.*

Background

Equality and Diversity Advisory Group

2. The Equality and Diversity Advisory Group helps to ensure Hereford & Worcester Fire and Rescue Service meets its duties under the Equality Act 2010. The Group's core function is to promote equality of opportunity and thereby help to eliminate unnecessary and unlawful discrimination within Hereford & Worcester Fire and Rescue Service and to develop a working environment where individual diversity is valued

3. The Group meets quarterly and is represented by each department across the Service in order to mainstream Equality and Diversity across the whole Service. Two Authority Members and representatives of the trade unions also attend the meetings.
4. Since the last update to the Policy and Resources Committee on 21 March 2016, there has been one meeting of the Equality and Diversity Advisory Group on 27 June 2016.

Progress Update

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

Equality Objective

6. The current equality objectives were approved by the Fire Authority in 2013 and are as follows:
 - To continue to embed equality and diversity within all aspects of service delivery and support functions; and
 - To develop partnerships to improve equality
7. Progress against the current objectives has been analysed and a number of points were noted:
 - There is an appropriate equality impact assessment process in place;
 - Staff have annual equality and diversity training which is monitored by the Training Centre;
 - The Community Risk Department utilise data to target prevention activities in conjunction with partner organisations; and
 - Ethnicity data is captured through Home Fire Safety Checks which provides information on the profile of recipients who receive this service.
8. Public authorities are required to prepare and publish one or more objectives they think they should achieve to support delivery of the aims of the general equality duty. This had to be in place for the first time by 6 April 2012, and revised at least every four years thereafter. The Service is developing a revised set of equality objectives, which will be published in 2017.

Proposed realignment of Equality and Diversity

9. The responsibility for Fire and Rescue Policy has recently transferred to the Home Office. It is anticipated that there is likely to be a greater level of scrutiny of organisational equality and diversity activities in the future and it is therefore important to have robust systems in place to monitor, demonstrate and evidence compliance with the Equality Act.
10. In response to this, the Service has contacted West Midlands Fire Service, Shropshire Fire and Rescue Service and Staffordshire Fire and Rescue Service to discuss their approach to equality and diversity and benchmark against the following areas:

- Embedding equality and diversity;
 - Governance structure;
 - Reviewing progress on and refreshing equality objectives;
 - Equality and diversity training; and
 - Equality impact assessments
11. Following a discussion at the last meeting, it was agreed to disband the Equality and Diversity Advisory Group in its current form and replace it with a working group tasked by an Organisational Development Board, which is led by the Assistant Chief Fire Officer. This is in order to better support the embedding of equality and diversity, and mainstream it into other people and community focused work streams. The Assistant Chief Fire Officer and Head of Corporate Services will provide Committee updates as appropriate.

Equality and Diversity Training

12. All Service employees are required to have annual Ethical Framework training. It was reported that as at 16 June 2016 all but 13 staff across the whole Service have successfully completed their Ethical Framework training. In an effort to support a more flexible approach in the future, the Training Centre is planning to introduce an e-learning package which will cover equality and diversity, and will be developed with counterparts at the Police to explore joint working opportunities.

Asian Fire Service Association

13. A Service representative attended the two day AGM and Development Day event which was held at Devon & Cornwall Fire and Rescue Service on 26 and 27 May 2016. Diane Dunleavy, Equality and Diversity Manager, at Staffordshire Fire and Rescue Service was elected as the Chair at the AGM. The focus of the Development Day was the refugee crisis and asylum seekers and knowledge gained was shared with the Community Risk Department, who are currently working with Redditch Borough Council.

MIND Blue Light Regional Conference

14. Service representatives attended the MIND Blue Light event at West Midlands Police on 12 July 2016. The purpose of the event was to explore methods of raising awareness of mental health in the workplace and challenge stigma about mental health problems, and for Blue Light Champions to network and share best practice. Knowledge gained will be used when developing the future Health and Wellbeing approach for the Service. As part of this, collaboration opportunities with West Mercia Police will be explored in areas such as training.

Women in the Fire Service UK National Training and Development Event

15. A Service representative attended the Women in the Fire Service UK Conference which was held at the Fire Service College on 17 to 19 June 2016. The purpose of the event was for colleagues to network and try a range of operational and classroom based activities.

Conclusion

16. The Service continues to make good progress in embedding Equality and Diversity and will continue to provide updates to this Committee.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The core function of the Equality and Diversity Advisory Group is to promote equality of opportunity and thereby help to eliminate unlawful discrimination within the Service. This will help the Authority meet its Public Sector Equality Duty obligations as set out in s.149 of the Equality Act 2010
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The work of the Equality and Diversity Advisory Group links to the values set out in "Our Strategy".
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?)	Not necessary, this report provides an update of current work and does not require a decision to be made.

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Report of the Assistant Chief Fire Officer – Service Delivery

16. Update from the Joint Consultative Committee

Purpose of report

1. To inform the Committee of the activities of the Joint Consultative Committee (JCC) since March 2016.
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Recommendation

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

- (i) A review of the Joint Protocol for Industrial Relations SPI***
- (ii) Relocation of Service Headquarters (SHQ) to Hindlip***
- (iii) Wyre Forest Hub***
- (iv) Job Evaluation***
- (v) Introduction of electronic payslips***

Background

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

Update

5. The Joint Protocol for Industrial Relations SPI, which provides the framework for communicating, consulting and negotiating with all Trade Unions, is currently being reviewed by HR in order to better reflect current practice. To align with this, it is proposed that JCC meetings are administered in a more structured way and it has been suggested that, in future, all items will be categorised into the following groups:

- For consultation
- For negotiation
- Requests for information from TU Reps
- Information items / updates for TU Reps from management

6. Since its last update to the Committee, the JCC has met on three occasions – 4 April, 13 June and 8 August.

- Relocation of SHQ to Hindlip: Work is continuing and different options for the physical move of SHQ to Hindlip are being explored. Departmental workshops between ourselves and West Mercia Police personnel are ongoing. Area Commander Grant Wills is now leading on this piece of work.
- Wyre Forest Hub: The second phase of consultation is now underway and concludes on 9th September; a number of consultation meetings have been held with both internal and external stakeholders. The feedback is being analysed by Opinion Research Services (ORS), an independent social research practice, who will then compile a report for consideration at the October FRA meeting.
- Job Evaluation: Following a recent review, it has been decided that the job evaluation process will be brought in-house. The timing of this has yet to be agreed and will depend on wider workload and priorities within the HR Department.
- Electronic Payslips: Jackie Conway, Head of HR Strategy, noted that electronic payslips are to be introduced from January 2017. For staff that prefer paper copies, this option will still be available. All payslips, and P60s, will be available to access securely online. There has been full consultation with RBs and their members.

7. Management representatives continue to keep JCC members updated on any key issues and activities in which the Service is involved. These currently include:

- Pensions auto-enrolment
- Workforce planning
- Circular NJC/9/16 (personal use of social media)
- Staff health and wellbeing initiatives

Conclusion

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

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Paragraph 6 and 7
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications)	Paragraph 6 and 7
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)	Paragraph 6 and 7
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	No, not required – information only

Supporting Information

None

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