



HEREFORD & WORCESTER Fire Authority

Policy and Resources Committee

AGENDA

Wednesday, 01 December 2021

10:30

**Wyre Forest House Council Chamber
Wyre Forest District Council, Wyre Forest House,
Finepoint Way, Kidderminster, Worcestershire, DY11 7WF**

Wyre Forest House Location Map

SAT NAV: DY11 7FB

Wyre Forest House, Finepoint Way, Kidderminster, DY11 7WF
Reception at Wyre Forest House 01562 732101

From Stourport:

Head towards Kidderminster on the A451 Minster Road, passing Stourport High School and Stourport Sports Club on your left. When you reach the traffic lights at the crossroads, turn left into Walter Nash Road West (signposted Wyre Forest House). Then take your first left onto Finepoint Way. Follow the road around to your left and Wyre Forest House is at the end of the road on the left. Visitor parking is available and signposted from the mini roundabout.

From Kidderminster:

From Kidderminster, follow the signs for Stourport and head out of Kidderminster on the A451 Stourport Road, this road becomes a dual carriageway. You will pass 24/7 Fitness and Wyre Forest Community Housing on your left. At the crossroads with traffic lights turn right into Walter Nash Road West (there is a dedicated right hand-turn lane), signposted for Wyre Forest House. Then take your first left onto Finepoint Way. Follow the road around to your left and Wyre Forest House is at the end of the road on the left. Visitor parking is available and signposted from the mini roundabout.



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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.

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

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

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

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

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

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

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

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



Hereford & Worcester Fire Authority

Policy and Resources Committee

Wednesday, 01 December 2021, 10:30

Agenda

Councillors

Mr R J Phillips (Chairman), Mr C B Taylor (Vice Chairman), Mr D Chambers, Mr A Ditta, Ms K S Guthrie, Mrs K Hey, Ms J Monk, Mr D Morehead, Ms L Robinson, Mr L Stark, Mr R M Udall, Mr T Wells

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 16 September 2021.	1 - 7
5	Budget Monitoring 2021/22 – Quarter 2 To inform Members of the current position on the revenue and capital budget for 2021/22.	8 - 13
6	Fleet Strategy Update To provide an update for Members on the current Fleet Strategy.	14 - 31

7	2021-22 Performance Report: Q2 (1 July – 30 September 2021)	32 - 47
	This report summarises the Service's performance for Quarter 2 2021-22	
8	Update from the Joint Consultative Committee	48 - 51
	To inform the Committee of the activities of the Joint Consultative Committee (JCC) since the last update provided on 2 December 2020.	



Hereford & Worcester Fire Authority

Policy and Resources Committee

Thursday, 16 September 2021, 10:30

Chairman: Mr R J Phillips

Vice-Chairman: Mr C B Taylor

Minutes

Members Present: Mr D Chambers, Mr A Ditta, Mrs K Hey, Mr R J Phillips, Mr L Stark, Mr C B Taylor, Mr T Wells

179 Apologies for Absence

Apologies were received from Cllr K Guthrie, Cllr L Robinson and Cllr R Udall.

180 Named Substitutes

There were no named substitutes.

181 Declarations of Interest (if any)

Cllr R Phillips declared that he was a member of the NJC for Fire Service, Vice Chair of the Firefighters Scheme Advisory Board (England and Wales), Chair of the Local Government Pension Scheme Advisory Board (England and Wales), a member of the Fire Commission and a Director of Place Partnership Limited.

182 Confirmation of Minutes

RESOLVED that the minutes of the meeting held on 2 December 2020 be confirmed as a correct record and signed by the Chairman.

183 Budget Monitoring 2021/22 – Quarter 1

The Treasurer updated Members on the current position of the revenue and capital budget for 2021/22.

Members were informed that since the Fire Authority meeting in June,

further clarity had emerged over the Retained Business Rate estimates which had resulted in a net reduction in the transfer to reserves of £0.121m. The Core Budget was now confirmed as £35.276m, funded by Precept, Grants and Retained Business Rates of £35.065m.

Members were also asked to note the Revenue overspend of £0.266m which related to pay awards and the potential for further capital financing under-spending due to a number of minor building schemes being delayed due to the wind down of Place Partnership Ltd.

RESOLVED that:

(i) the revised Core Revenue Budget at £35.276m and the allocations in Appendix 1 Column 6 be approved;

(ii) the Revenue overspend of £0.266m relating to pay awards be noted; and

(iii) the potential for further capital financing under-spending be noted.

184 Exclusion of Press and Public

RESOLVED that the press and public be excluded from the meeting relating to discussion of Appendix 1 of each of the Agenda Items 6 and 7 on the grounds that it would be likely to involve the disclosure of exempt information within the meaning of section 100A(4) of the Local Government Act 1972, namely:

information relating to the financial or business affairs of any particular person (including the authority holding that information).

185 Redevelopment of Hereford Fire Station

The Chief Fire Officer updated Members on the proposals for the redevelopment of Hereford Fire Station on the existing site in order to seek approval for an increased budget allocation.

Members were reminded that the Authority's Asset Management Plan 2009-2013, adopted in 2009 identified that the design of Hereford Fire Station was no longer fit for purpose, the building's services were approaching the end of their useful life and some elements of the building were deteriorating. In March 2011, the Policy and Resources Committee approved Hereford as one of four stations as priorities for replacement and allocated a budget at that time. Hereford Fire Station is the only scheme yet to be either completed or underway.

Although a number of proposals had been investigated over the years, including sites at Edgar Street Grid redevelopment, Bath Street, Merton Meadow, and more recently Holmer Road, none had been successful.

Members were informed that a high-level feasibility options appraisal of the existing fire station site at St. Owen Street had been prepared. A preferred option had been identified, proposing a new four bay fire station with associated accommodation, improving access and egress from the site and enhancing car parking.

Members were pleased to note the proposals and progress being made and approved the increased budget allocation for the build.

RESOLVED that:

(i) the budget allocation for the redevelopment of Hereford Fire Station be increased to the amount shown in Appendix 1
[CONFIDENTIAL - Not For Publication];

(ii) the Authority proceed with proposals for the redevelopment of the Fire Station on the existing site at St. Owen Street, Hereford; and

(iii) Officers be authorised to:

(a) appoint architects to complete detailed design work and seek planning permission for the proposed development;

(b) proceed with the proposed development subject to planning permission being granted and provided the estimated costs, including the costs of any temporary fire station, remain within the approved budget; and

(c) make suitable arrangements for the temporary location of the fire station during the construction period.

186 North Herefordshire Strategic Training Facility & Feasibility to Relocate Leominster Fire Station, and Options to Move Training Centre to Wyre Forest Fire Station

The Chief Fire Officer updated Members on the proposals for the development of a North Herefordshire Strategic Training Facility, the potential future relocation of Leominster Fire Station and options to relocate the Training Centre to Wyre Forest Fire Station.

Leominster STF was the only 'hot fire house' training facility approved in 2011 which had not so far been delivered. However, a potential site had now been identified at Leominster Police Station, with a proposal to provide a two-storey training facility, with both domestic and commercial training scenarios and BA facilities.

A long term option to relocate Leominster Fire Station to the Police site has also been identified. The proposal was to further develop and incorporate the fire station redevelopment option into the STF planning permission documents, proposing a two phased approach to the scheme.

The existing Training Centre at Droitwich Fire Station was very constrained. It was therefore proposed to investigate the feasibility of relocating the Training Centre to the Wyre Forest Hub. These proposals would be subject to identifying appropriate funding and could be phased over a four year period.

The budget allocation for the North Herefordshire STF had been previously approved by the Fire Authority and Members agreed to proceed with the feasibility options and planning appraisal for the relocation of the Training Centre.

RESOLVED that:

(i) the budget allocation for the development of the North Herefordshire Strategic Training Facility (STF) be noted, shown in Appendix 1 [CONFIDENTIAL - Not For Publication];

(ii) the Authority proceed with proposals for the development of a North Herefordshire Strategic Training Facility on the Leominster Police Station site at Enterprise Park, Leominster (phase 1) subject to the agreement of the Police & Crime Commissioner;

(iii) Officers be authorised to:

- 1. appoint architects to complete detailed design work and seek planning permission for the proposed STF development utilising the previously approved capital programme, shown in appendix 1;***
- 2. submit additional detail in the STF planning application as part of a proposed two phase development approach for the future relocation of Leominster Fire Station to the Police Station site;***

(c) proceed with the proposed STF development subject to planning

permission being granted and provided the estimated costs remain within the approved budget;

(d) make suitable arrangements to enter into an agreement with the Police & Crime Commissioner to locate the STF at Enterprise Park (phase 1), and the potential future relocation of Leominster Fire Station if planning permission is approved and capital funding is identified (phase 2); and

(e) appoint architects to complete a feasibility options appraisal, including planning feasibility to relocate Training Centre to Wyre Forest Fire Station, financed from within the reserve approved in June 2021, also shown in Appendix 1.

187 Property Update

The Chief Fire Officer updated Members on the current property programme.

Members were informed that the Fire Authority had entered into an agreement for the OPCC to deliver the Service's property management functions as part of a joint property team. The new service became operational on 1st April 2021 and continues to transition and develop well.

It was noted that there were currently four new build schemes being planned/developed including; Broadway Fire Station, Redditch Fire Station, Hereford Fire Station, and a Strategic Training Facility in North Herefordshire.. Site disposal of the former fire station sites at Windsor Street Bromsgrove, Bewdley, Kidderminster and Stourport continued to be progressed.

RESOLVED that the report be noted.

188 Pensions Board Update (Fire Pension Schemes)

The Treasurer updated Members on the activities of the Pension Board for the Firefighter Pension Schemes (FPS). The aim of the Board was to assist the Scheme Manager in accordance with the Public Services Pensions Act 2013.

The Head of Legal Services explained to Members that "McCloud/Sargeant", which the report referred to, was a legal case regarding the protections and transition arrangements for older members of the 2015 scheme. This was common across all public sector schemes,

however the scheme was found to be unlawful as it discriminated against younger members of the schemes. The Government intended to remedy this situation but the administrative consequences in doing so were significant.

RESOLVED that the following areas of progress are noted:

(i) The Pensions Board continues to be compliant with the Public Services Pensions Act 2013.

(ii) Following the last report to the Policy and Resources Committee in May 2020, after advice from The Pensions Regulator, it was decided that the Pensions Board would move to four meetings per year. These were held on 22 October 2020, 18 January 2021, 14 April 2021 and 21 July 2021.

189 Firefighters Pension Schemes – Voluntary Scheme Pays (VSP)

The Treasurer presented Members with a variation to the current approval for the implementation of a Voluntary Scheme Pays (VSP) to delegate authority to the Treasurer to agree appropriate arrangements.

Members agreed to delegate authority to the Treasurer to use the Voluntary Scheme Pays (VSP) arrangement.

RESOLVED that the Treasurer be given delegated authority to use the Voluntary Scheme Pays (VSP) arrangement, in relation to the Firefighters Pension Schemes.

190 Quarterly Performance Reporting

The Chief Fire Officer presented Members with proposals to redesign the Performance Quarterly Report based on key performance areas identified in the new core and enabling Strategies.

The adoption of these key strategic performance indicators would ensure that:

- (i) The needs of the Fire Authority Members were met and that they had sufficient information and assurance on the Service's performance. Additional information and statistics could be provided upon request or by exception;
- (ii) The process of management against the performance indicators was efficient, appropriate and aligned to the HMIFRS data requirements; and
- (iii) The proposed new performance indicators were appropriate, relevant

and aligned to the Service mission and strategies.

RESOLVED that:

(i) future quarterly performance reporting be aligned to the new Service core and enabling strategies and key performance indicators; and

(ii) the format of the report presented to Members be refreshed accordingly.

191 Q1 2021-22 Performance Report

The Chief Fire Officer presented Members with a summary of the Service's performance for Quarter 1 2021-22.

The Chief Fire Officer informed Members that they would receive a report at the next Fire Authority meeting detailing the Cause of Concern from the HMICFRS.

Members were pleased to note the Service's performance.

RESOLVED that Members note the Q1 2021-22 performance headlines set out in the report, with further details available in the Appendix to the report.

The Meeting ended at: 12:04

Signed:.....

Date:.....

Chairman

Report of the Treasurer

Budget Monitoring 2021/22 – Quarter 2

Purpose of report

1. To inform Members of the current position on the revenue and capital budget for 2021/22.
-

Recommendation

It is recommended that the Committee:

- i) Approves the revised Core Revenue Budget at £35.356m; and***
- ii) Notes the net Revenue overspend of £0.026m.***

Introduction and Background

2. This report follows the established format and for the Revenue budget is an out-turn projection nominally based on second quarter information, but incorporating latest information up to early November.
3. For the Capital report, because capital projects tend to last beyond a single financial year, the report shows progress against the approved scheme totals.
4. Details are also included about the Authority's Treasury Management position for the period and the latest available month end position on investments.

Revenue Budget

5. In September 2021 the Policy and Resources Committee approved a Revised Core Budget of £35.276m (*Appendix 1: Column 1, Row 36*), which was funded by Precept, Grants and Retained Business Rates of £35.065m (*Appendix 1: Column 1, Row 41*), and planned net transfers from reserves of £0.211m (*Appendix 1: Column 1, Row 46*).
6. In preparation for the replacement Fire Control project, and to allow the release of staff there has been a temporary increase in Fire Control staffing. This will give time for sufficient staff to be trained and ready before existing staff are abstracted onto the project. This cost will be funded from the specific reserve set aside for this project and the budget is therefore increased appropriately.
7. The new Revised Core Budget of £35.356m is shown at *Appendix 1: Column 3, Row 36*.

8. Column 5 of Appendix 1 shows the current out-turn projection against these revised budgets, and column 7 shows the additional variation now appearing at the second quarter.
9. As a reminder the variations reported at Quarter 1 were:
 - a. **+£0.266m** relating to pay awards.
 - b. **-£0.080m** relating to Capital Financing. The Chief Fire Officer will bring future proposals to invest this to improve appliance availability.

The additional variations now reported at Quarter 2 are:

- a. **-£0.030m** relating to National Insurance Contributions on provided vehicles – this presents an on-going saving and will be reflected in future budgets
 - b. **-£0.050m** relating to travel/subsistence and accommodation. In the first part of the year we were still subject to Covid restrictions and normality has not yet returned so there will be a saving in these items but the long-term situation is not clear.
 - c. **-£0.080m** relating to further savings in capital financing.
10. It is possible that at quarter 3 there will be cost pressures on fuel and utility costs but these are yet to materialise in sufficient detail to quantify at the moment.

Capital Budget

11. The current capital budget, as amended by this Committee in September 2021 is detailed in Appendix 2 and summarised below.

Approved at Sep 2021	2.715	7.916	0.590	2.532	0.212	12.949	26.914
Closed Schemes	0.000	0.000	0.000	(0.099)	0.000	0.000	(0.099)
Minor Schemes Allocation	0.000	0.000	0.000	0.035	(0.035)	0.000	0.000
Approved at Nov 2021	2.715	7.916	0.590	2.468	0.177	12.949	26.815
Expenditure to 2020/21	0.423	7.219	0.318	0.635	0.000	0.000	8.595
Unspent Budget C/fwd.	2.292	0.697	0.272	1.833	0.177	12.949	18.220

12. The approved capital budget is divided into four blocks:
 - Major Buildings – in accordance with the approved Property Strategy
 - Vehicles – in accordance with the approved Vehicle Strategy
 - Other Major Schemes (Fire Control and Mobile Data Terminals)
 - Minor Schemes (allocated by Senior Management Board)
13. The Future Buildings Scheme figure (*Appendix 2: Row 66*) is provision for Hereford, Redditch and Broadway fire station replacements and the North Herefordshire Strategic Training Facility. These schemes are not disclosed separately to protect the Authority's procurement interest until contracts are actually awarded.

14. Allowing for the Schemes awaiting allocation or approval the Budget available to be spent at the start of 2021/22 is £5.094m and is summarised below:

		£m
Total Approved Budget	<i>Column 2 Line 67</i>	26.815
Less: Future Buildings	<i>Column 2 Line 66</i>	(12.949)
Less: Unallocated Minor	<i>Column 2 Line 63</i>	(0.177)
Approved to Spend		13.689
Incurred to 2020/21	<i>Column 3 Line 67</i>	(8.595)
Balance		5.094

15. Against this budget £2.412m (*Column 5, Row 67*) has been incurred. This represents 47% of the relevant budget at the end of the second quarter.
16. There are two matters to which Members attention is drawn:
- The apparent over-spending on Broadway FS Prelims (*line 14*). The Authority has approved this Scheme to proceed and spend up to the project budget, but until contracts are let this sum is not being disclosed. There will be a further budget transfer from the Future building Scheme provision to cover this.
 - Small overspendings on Minor Schemes (lines 26, 36, 38 & 55) totalling £8,409. These are under investigation, but if justified will require an additional allocation from the unallocated Minor Schemes provision.

Treasury Management

17. Since October 2008 the Authority has adopted a policy of avoiding long term borrowing where working cash balances permit, and will only incur long term borrowing to finance long term assets.
18. As the Authority is currently holding significant earmarked reserves, and has recently sold the old HQ building cash balance do not currently require additional borrowing.
19. At 31st March 2021 long term borrowing stood at £12.137m, with £1.726m scheduled to be repaid this year, leaving an expected £10.411m at 31st March 2022.
20. It is unlikely that additional borrowing will be required this year (see paragraph 20 above), but rates are always under review to ensure borrowing is taken at an appropriate point.
21. All existing borrowing is via the Public Works Loans Board (PWLB), and it is probable that any future borrowing will be from the same source, as PWLB remains the only practical alternative for the Fire Authority.
22. In accordance with the Authority's Treasury Management Strategy (approved in February each year by the Fire Authority) surplus funds are invested by Worcestershire County Council (WCC) alongside their own funds. Investment is carried out in accordance with WCC's own Treasury Management Strategy,

which is developed from the Prudential Code for Capital Finance and is used to manage risks from financial instruments.

23. The Treasurer continues to advise that investment should be focused on security and, as a consequence, surplus funds continue to generate low returns, which are factored into the revenue budget.
24. At 31-Aug-2021 (*the latest date for which WCC have provided information*) short term investment via WCC comprised:

Other Local Authorities	2.586
Money Market Funds	5.054
Call (instant access)	2.274
Cash Plus (liquidity fund)	2.586
	12.500

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Whole Report
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	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?)	N/A

Supporting Information

Appendix 1 Revenue Budget Monitoring 2021/22 Quarter 2

Appendix 2 Capital Budget Monitoring 2021/22 Quarter 2

Hereford & Worcester Fire Authority
Policy & Resources Committee: 1 December 2021
Revenue Budget Monitoring 2021/22: 2nd Quarter

Col. Line		1	2	3	4	5	6	7
		Qtr. 1	Fire	Qtr. 2	Forecast	Forecast		Additional
		Revised	Control	Revised	Out-turn	Out-turn	at Qtr. 1	Qtr. 2
		Budget	Project	Budget	Expenditure	Variation	Report	Variation
		£	£	£	£	£	£	£
1	Wholetime Firefighter Pay/NI/Pension	13,938,900		13,938,900	14,095,900	157,000	157,000	0
2	Retained Fire-fighter Pay/NI/Pension	4,102,600		4,102,600	4,148,600	46,000	46,000	0
3	Control Pay/NI/Pension	899,500	80,000	979,500	989,500	10,000	10,000	0
4	Support Pay/NI/Pension	4,291,000		4,291,000	4,344,000	53,000	53,000	0
5	Other Employee Costs	120,000		120,000	90,000	(30,000)	0	(30,000)
6	Unfunded Pension Costs	1,035,000		1,035,000	1,035,000	0	0	0
7	Employee Related	24,387,000	80,000	24,467,000	24,703,000	236,000	266,000	(30,000)
8	Strategic Management	105,500		105,500	105,500	0	0	0
9	New Dimensions	46,400		46,400	46,400	0	0	0
10	Operational Policy	37,800		37,800	37,800	0	0	0
11	Technical Fire Safety	17,800		17,800	17,800	0	0	0
12	Community Safety	213,000		213,000	213,000	0	0	0
13	Training	621,500		621,500	621,500	0	0	0
14	Operational Logistics/Fleet	1,737,000		1,737,000	1,737,000	0	0	0
15	Property/Facilities Management	2,025,500		2,025,500	2,025,500	0	0	0
16	PPL Charges	479,800		479,800	479,800	0	0	0
17	PPL Charges - Capitalised	(99,700)		(99,700)	(99,700)	0	0	0
18	Information & Comms Technology	2,003,700		2,003,700	2,003,700	0	0	0
19	Policy & Information	74,300		74,300	74,300	0	0	0
20	Corporate Communications	28,300		28,300	28,300	0	0	0
21	Human Resources/Personnel	452,800		452,800	452,800	0	0	0
22	Authority Costs	61,300		61,300	61,300	0	0	0
23	Committee Services	700		700	700	0	0	0
24	Legal Services	37,800		37,800	37,800	0	0	0
25	Insurances	361,800		361,800	361,800	0	0	0
26	Finance (FRS)	139,400		139,400	89,400	(50,000)	0	(50,000)
27	Finance SLA	88,300		88,300	88,300	0	0	0
28	Unallocated Savings	(41,000)		(41,000)	(41,000)	0	0	0
29	Running Costs	8,392,000	0	8,392,000	8,342,000	(50,000)	0	(50,000)
30	Capital Financing	2,497,000		2,497,000	2,337,000	(160,000)	(80,000)	(80,000)
31	Capital Financing	2,497,000	0	2,497,000	2,337,000	(160,000)	(80,000)	(80,000)
36	Core Budget	35,276,000	80,000	35,356,000	35,382,000	26,000	186,000	(160,000)
37	Funding Grants	(8,337,000)		(8,337,000)	(8,337,000)	0	0	
38	Council Tax Precept/Collection Fund	(24,481,000)		(24,481,000)	(24,481,000)	0	0	
39	Retained Business Rates - Net	(1,759,300)		(1,759,300)	(1,759,300)	0	0	
40	One-Off Grants	(488,000)		(488,000)	(488,000)	0	0	
41	Total Funding	(35,065,300)	0	(35,065,300)	(35,065,300)	0	0	0
42	Structural Gap/(Surplus)	210,700	80,000	290,700	316,700	26,000	186,000	(160,000)
43	to/(From) Budget Reduction Reserve	9,300		9,300	(96,700)	(106,000)		
44	to/(From) Property Reserve	(220,000)		(220,000)	(220,000)	0		
45	to/(From) Fire Control Reserve	0	(80,000)	(80,000)	0	80,000		
46	Use of Reserves	(210,700)	(80,000)	(290,700)	(316,700)	(26,000)		
47	Residual Gap	0	0	0	0	0		

Hereford & Worcester Fire Authority
Policy & Resources Committee: 1 December 2021
Capital Budget Monitoring 2021/22: 2nd Quarter

Appendix 2

	2	3	4	5	6
	Revised	Prior Year	Balance at	2020-21	Remaining
	Budget	Expenditure	01-Apr-21	Expenditure	Unspent
	£	£	£	£	£
<u>Vehicle Programme</u>					
1 Pumps 20-21	1,332,563		1,332,563	1,085,351	247,212
2 Water Carrier 20-21	412,000		412,000		412,000
3 Remote Access Vehicle 20-21	404,130		404,130	404,130	0
4 Water Rescue Vehicle (3) 20-21	262,650	226,481	36,169	6,291	29,878
5 Rope Rescue Vehicle(1) 20-21	87,550	76,000	11,550		11,550
6 Van-Spec 20-21	130,000	120,024	9,976		9,976
7 Car 20-21	27,800		27,800		27,800
8 Van-Small 21-22	29,000		29,000		29,000
9 Car 21-22	29,000		29,000		29,000
10 Total	2,714,693	422,505	2,292,188	1,495,772	796,416
<u>Major Buildings</u>					
11 Redditch FS Prelims	358,000	56,220	301,780	301,780	0
12 Wyre Forest Hub	7,273,000	7,128,340	144,660	6,588	138,072
13 Hereford Prelims Holmer Road	250,000	15,655	234,345		234,345
14 Broadway FS Prelims	35,291	18,952	16,339	33,179	(16,840)
15 Total	7,916,291	7,219,166	697,125	341,547	355,578
<u>Other Major Schemes</u>					
16 Mobile Data Terminal Replacement	340,000	291,347	48,653	39,856	8,797
17 Fire Control	249,911	26,558	223,353	59,517	163,836
18 Total	589,911	317,905	272,006	99,373	172,633
<u>Minor Schemes</u>					
19 224 - Audit Software	35,000	22,325	12,675		12,675
20 237 - Intel Software	20,000		20,000		20,000
21 247 - ICT Strategy Cloud Services	96,082	41,477	54,605	13,605	41,000
22 248 - ICT Strategy SharePoint	200,000	72,000	128,000		128,000
23 249 - ICT Strategy Professional Services	150,000	117,666	32,334	17,050	15,284
24 250 - ICT Strategy Equipment	250,000	117,579	132,422	18,778	113,644
25 254 - Leintwardine Rear Extension	179,000	19,139	159,861	895	158,966
26 264 - Ladders	73,000	54,632	18,368	18,744	(376)
27 272 - Ledbury Asbestos works	21,500	11,866	9,634		9,634
28 274 - Leominster Fire Station Tower	10,000		10,000		10,000
29 276 - Pershore Re Roof and Guttering	0		0		0
30 277 - Peterchurch STF Pallet Storage	8,000	6,306	1,694		1,694
31 302 - Ross Drainage	85,000		85,000		85,000
32 303 - Leominster Welfare Refurb	23,000		23,000		23,000
33 304 - Tenbury Rear Yard	40,000	4,830	35,170		35,170
34 305 - Redditch Water First Responders	15,000		15,000		15,000
35 309 - Disaster Recovery	37,000		37,000		37,000
36 310 - ICCS FireWall	20,254	20,254	(0)	3,739	(3,739)
37 311 - Thermal Imaging Cameras	148,000	102,108	45,892	45,536	356
38 312 - Air Bags	60,000		60,000	62,474	(2,474)
39 313 - Power Tools	45,000		45,000		45,000
40 317 - Laptops Community Fire Safety	55,000	44,972	10,028		10,028
41 318 - Wifi Improvements	28,000		28,000	19,985	8,015
42 319 - Traffic Management Droitwich	30,000		30,000	24,153	5,847
43 320 - Houses Droitwich	25,000		25,000	16,476	8,524
44 321 - Droitwich1st Floor	24,000		24,000		24,000
45 322 - Defford Welfare	70,000		70,000	45,118	24,882
46 324 - Bromyard Appliance Bay Floor	5,000		5,000		5,000
47 326 - Bromyard Heating	3,000		3,000		3,000
48 327 - Ross On Wye Roof	20,000		20,000	850	19,150
49 329 - Electrical Charging Points	50,000		50,000		50,000
50 354 - Cmnd Training Relocation	130,000		130,000	122,828	7,172
51 355 - Ledbury Roof Works	35,000		35,000	32,781	2,219
52 356 - Hereford Welfare (Showers)	30,000		30,000		30,000
53 357 - Service Wide: LED Lighting	35,000		35,000		35,000
54 358 - Service Wide: Appliance Bay Pits	30,000		30,000		30,000
55 359 - Droitwich Appliance Bay Doors	30,000		30,000	31,820	(1,820)
56 360 - Pershore: Cellar Works	1,100		1,100		1,100
57 361 - Tenbury: Appliance Bay Doors	5,000		5,000		5,000
58 362 - Wyre Forest: STF	8,000		8,000		8,000
59 363 - Hose Branch Renewal	50,000		50,000		50,000
60 364 - Water First Responder Update	150,000		150,000		150,000
61 365 - WAN Hardware	139,000		139,000		139,000
62 Sub-Total	2,468,936	635,154	1,833,782	474,832	1,358,950
63 Minor Schemes - Unallocated	176,761		176,761		176,761
64 Total	2,645,696	635,154	2,010,543	474,832	1,535,711
<u>Future Building Schemes</u>					
65 Budgetary Provision	12,948,173	0	12,948,173		12,948,173
66 Total	12,948,173	0	12,948,173	0	12,948,173
67 Capital Budget	26,814,764	8,594,730	18,220,035	2,411,524	15,808,511

Report of the Deputy Chief Fire Officer/Director of Prevention and Assets

Fleet Strategy Update

Purpose of report

1. To provide an update for Members on the current Fleet Strategy.
-

Recommendation

It is recommended that the Fleet Strategy update be noted.

Introduction and Background

2. The purpose of the Fleet Strategy is to provide a 5 year structured approach to vehicle management that ensures that HWFRS continues to provide and maintain the right vehicles in order that our staff can undertake their jobs effectively, and is in line with the mission, purpose and Service strategies.
3. HWFRS aims to maintain a high standard of fleet provision through continual improvement, evaluation and investment. The current Fleet Strategy was developed in 2015 to cover the period 2016 to 2021 and has been updated annually. The current document covers a five year period from 2021/22 to 2025/26 (see **Appendix 1**), and a full review of the current strategy is underway to ensure that it aligns with the new core strategies, and this will be published in 2022.
4. In September 2016 Members were asked to approve the revised Fleet Strategy (2016-2021). At that meeting Members noted that the Fleet Strategy would be reviewed annually and the Committee would receive further updates at the January meeting each year, aligned to the budget setting processes. Councillor Phillips, as Chairman of a fleet task and finish group that considered fleet issues earlier in the year, noted that the strategy was in accordance with the task and finish group's findings.

Fleet Strategy Update

5. The table below outlines the predicted fleet replacements based upon the current fleet assumptions and aspirational fleet replacement ages.

	2021/22	2022/2023	2023/2024	2024/2025	2025/2026
Red Fleet (fire appliances)	4 Fire engines "2005 Scania's"		6 Fire Engines "2008 MAN's"		6 Fire Engines "2010 Scania's"
Red Fleet (specialist appliances)	2 x RAV's "carried fwd"	1x Argo Cat		USAR crew bus 2 x Water Carriers Pending review	
Responding Officer Cars		30 (may increase to 36)	6 (may be procured in 2022/23)		1 USAR K9 van
White Fleet (vans & cars)	3 x cars 2 x small vans 2 x cars carried fwd	7 x 4x4 Pickup trucks	1 x Large van BA		5 x Cars
Estimated costs	£1,833,148	£1,295,000	£2,047,400	£572,500	£1,952,543

6. The estimated costs shown are included in the capital budget planning agreed annually with the Director of Finance and Senior Management Board.

Current Year 2021/22

7. The Service has four new Scania fire engines in build which will replace 4 no. 55 registration plate fire engines. These are due for delivery in early 2022, two of which have been designed to hold specialist animal rescue equipment based at Pershore and Bromyard fire stations.
8. A new Restricted Access Vehicle (RAV) is also due to be delivered in early 2022 and will replace the existing RAV based at Whitchurch fire station.
9. To complement the pilot of two new compact fire engines that commenced at the end of 2020, a new 4 x 4 compact fire engine with the addition of a compressed air foam system (CAFS) is currently being built. This vehicle will be tested at Ross-on-Wye fire station and is due to be delivered February/March 2022.
10. An evaluation of replacement responding officer cars is currently underway, together with appraisals of electric small cars and vans to replace seven white fleet vehicles.
11. As detailed in the strategy 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 replacement of a vehicle may be determined (increased or decreased) based upon a number of considerations; 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. As detailed in the updated Fleet Strategy appendix, replacement dates have been extended for; the two Aerial Ladder Platforms (ALPs) by 5 years and the three Land Rovers following a review of condition. The revised replacement year for all five vehicles is now 2026/27.

Conclusion/Summary

12. The purpose of the fleet strategy is to provide a 5 year structured approach to vehicle management. The current fleet strategy was developed in 2015 to cover the period 2016 to 2021 and is updated annually. A full review of the current fleet strategy is underway to ensure that it aligns with the new core strategies, and will be published in 2022.
13. The Service currently has four new Scania fire engines in build, together with a Restricted Access Vehicle and a 4 x 4 compact fire engine, all due for delivery in early 2022. The fleet team are also evaluating replacement responding officer cars, together with the replacement of seven white fleet diesel vehicles with electric cars / vans.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues).	Estimated costs shown are included in the fleet capital budget plans.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The structured approach to fleet management underpins Service strategies.
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.
Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)	None.

Supporting Information

Appendix 1 - HWFRS Fleet Strategy dated Nov 2021 v8.1



Fleet Strategy

Folder Name		Folder Number	
Section Name		Section Number	
Part Name		Part Number	

Status	Approved
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SMB Sponsor	DCFO Hodges
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Version	Date	Description
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
6.0	Sep 2016	Final Version
7.0	Nov 2018	Review and update JD
8.0	Jan 2021	Review and update JD
8.1	Nov 2021	Para 2.2 and Appendix 1 updated JD/LW

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 a high standard of Fleet provision through continual improvement, evaluation and investment. The current Fleet Strategy was developed to cover periods 2016 – 2021, however this strategy has now been updated to provide an overview of the current position of the fleet and 5-year replacement plan from 2021 to 2026.

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1. Introduction

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 the right vehicles in order that our staff can undertake their jobs effectively, and is in line with the Service strategy.

1.1. Control of the Fleet Strategy

The Fleet Strategy will be reviewed annually by the Senior Management Board 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.

Note: This is due to the lead times required on some complex vehicle procurements which often cannot be delivered within one fiscal year.

The Fire Authority established a Member Task & Finish Group 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 was 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 2018

The existing Service fleet was generally fit for purpose, however there were a number of vehicles that fell within the planned replacement age that were to be purchased between 2018 and 2025. Future procurement will conform to the fleet strategy and will usually form part of the vehicle replacement programme with only relatively minor variations as deemed necessary.

However, 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 such as electric powered vehicles to reduce the service carbon footprint.

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 process and will to some extent, dictate the type of fleet the Service will maintain.

The fleet strategy comprises of three main categories (see Appendix 1):

- Red Fleet – all fire appliances 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 appliances - 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.

The fleet consists of the following (see appendix 1):

- 41 operational fire engines,
- 9 fire engines for operational reserve, training & Young Firefighters Association
- 22 specialist red fleet vehicles plus eight trailers
- 36 responding officer & principal officer cars
- 53 white fleet vehicles, vans (small and large) and cars

Note: additional functions and as vehicles are procured and disposed of will result in the numbers of vehicles actually owned to vary.

Current position

The performance of the red fleet (fire appliances and specialist vehicles) is considered suitable and to a high standard. Responding officers cars were reviewed in 2015/16 with the results being published widely and replacement taking place in 2018-19 and due again in 2022-23.

The performance of the white fleet is largely suitable, but this strategy had identified certain vehicles that required review. The age of this fleet had increased significantly in the last decade, but significant investment brought the age profile back on line in 2018. The cost vs. benefit of alternative fuels for the car and van fleet is still an uncertain area but will always be considered, however a

change to small clean running petrol engines from diesel was carried out on the car fleet with 15 purchased in 2018 with a further 5 in 2019.

Consideration to procurement of fully electric and hybrid vehicles will be considered for all future white fleet and response car replacement from 2021 and once charging infrastructure has been put in place.

In creating the existing fleet there has been significant user engagement which will form part of any future procurement. Future planned reviews will endeavour to achieve efficiencies whilst maintaining a high standard of vehicle and user satisfaction.

There is also some scope to investigate other vehicle types and explore new technological solutions within this strategy over the next five years.

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 in this strategy.

Adverse Weather

Where possible vehicles that have an operational response element should incorporate or be able to accommodate a high degree of resilience for adverse weather conditions, such as the ability to mobilise promptly in sub-zero temperatures, wading depths, all-wheel drive or traction in snow and ice.

2. Assessing the performance and suitability of the HWFRS Fleet

It is the role of the Fleet Engineer to carry out a continuous and detailed appraisal of the fleet, in conjunction with the user requirements.

Any assessment should identify:

- Those vehicles which are in the current fleet yet are not meeting staff or Service needs and therefore suggest change is 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.

2.1. Lifespan of vehicles

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 has been greater than that of some other Services, particularly metropolitan FRSs in relation to the red fleet.

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.

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 may not be able to accommodate the retrofitting of technical advances.

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 Engineer and user should not be limited to age or mileage.

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:

- Fire engines – 15 years
- Operational support vehicles - Van sized up to 3.5 tonne & 4x4 – 10 years
- Operational support vehicles - large over 3.5 tonne (e.g. ALP) – 15 years to 20 years
- Responding officers cars – 4 years
- Non-operational cars and small vans – 6 years
- Non-operational larger ancillary vehicles – 10 – 12 years

Vehicle Rotation

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

Based upon the current fleet assumptions (See Appendix 1) and aspirational fleet replacement ages the following 5 year plan outlines the predicted replacements:

	2021/22	2022/2023	2023/2024	2024/2025	2025/2026
Red Fleet (fire appliance)	4 Fire engines "2005 Scania"		6 Fire Engines "2008 MAN"		6 Fire Engines "2010 Scania's"
Red Fleet (other)	2 x RAV'S "carried fwd"	1x Argo Cat		USAR crew bus 2 x Water Carriers Pending review	
Responding Officer car		30 (may increase to 36)	6 (may be procured in 2022/23)		1 USAR K9 van
White Fleet (vans and cars)	3 x cars 2 x small vans 2 x cars carried fwd	7 x 4x4 Pick up trucks	1 x Large van B.A		5 x Cars
Estimated cost Total	£1,833,148	£1,295,000	£2,047,400	£572,500	£1,952,543

Notes relating to table above;

The two large vans are workshop vans that have very high mileage and are becoming unreliable and costly to operate, so replacement was brought forward by one year.

2021/22

Five fire engines would have been purchased, but the purchase of the three CAFS appliances in 2020/21 used more budget than a basic fire engine and did not leave enough to buy five, other work within the fleet will compensate for this.

The five cars and three vans are a combination of three years requirements held back to allow installation of charging points and replacement with electric vehicles, the budget will need to be reviewed as electric vehicles are more expensive than oil powered cars.

The two RAV replacements are overdue from 2017 and are late as a suitable vehicle has been difficult to find and only became available in 2020, budget has been adjusted to suit annual cost increases and different style of vehicle.

2022/23

No update required

2023/24

Six fire engines are required these may be different to our standard vehicles depending on the results of a review of service vehicle types and water carrying capacities in 2022.

2024/25

The service currently has three water tankers and two were due replacement in 2018, their lives have been extended due to low mileage and condition and until a water strategy review takes place in 2022

2025/26

Six fire engines are required these may be different to our standard vehicles depending on the results of a review of service vehicle types and water carrying capacities in 2022.

Due to international supply chain difficulties lead time on vehicles may be extended affecting project build times. This should be taken into consideration when planning projects as it may affect Capital budget planning, this should be monitored annually.

Note

Cost estimates may vary and are based on assumptions from previous procurements with a 3% year on year increase, existing user specification and supplier advice, which are all subject to change and updating.

Vehicle Procurement

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 most appropriate and best quality vehicle.

The Treasurer will determine the best method of funding these vehicles which may involve outright purchase, lease, capital or revenue financing or any combination of these.

In reaching procurement decisions in this matter there will be regard to (not definitive):

- Whole life costs including resale values
- 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

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.

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.

Such matters that may need consideration in regard to differing vehicles 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

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.

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.

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

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

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.

Regard to the following areas should be given when disposing of a vehicle:

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 the financial amount realised following disposal. Where public value is best served there may also be alternative routes for disposal within the public sector.

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.

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.

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.

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

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 cleaner and more fuel efficient vehicles.

The Service, primarily through the 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.

The potential to switch one or more categories of vehicles to an alternative fuel such as electricity or LPG provides a number of challenges at this time:

- Alternative fuels can often incur higher 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.

3. Appendix 1

HWFRS Fleet Updated 11/11/2021

Red Fleet

Reg'N Number	Vehicle Class	Vehicle Type	Operator	Date In Service	Proposed Replacement Year
VX51KOH	MERCEDES ATEGO	Pump - Training	DROITWICH TRAINING	01/02/2002	REPLACED 2018
VX60AKJ	SCANIA APPLIANCE	Pump - Front Line	BROADWAY STN 30	01/02/2011	2026/27
VX12GXL	SCANIA APPLIANCE	Pump - Front Line	DROITWICH STN 26	01/05/2012	2027/28
FJ16AYG	SCANIA APPLIANCE	Pump - Front Line	EWYAS HAROLD STN 47	22/07/2016	2031/32
VX60AKF	SCANIA APPLIANCE	Pump - Front Line	BROMYARD STN 54	01/02/2011	2026/27
VX62FYE	SCANIA APPLIANCE	Pump - Front Line	DROITWICH STN 26	30/11/2012	2027/28
VX53JEU	DENNIS SABRE	Pump - Spare	OPS LOGISTICS	01/12/2003	REPLACED 2020
VX12GXM	SCANIA APPLIANCE	Pump - Front Line	EVESHAM STN 28	04/05/2012	2027/28
VX53JCV	DENNIS SABRE	Pump - Spare	OPS LOGISTICS	01/12/2003	REPLACED 2020
VX08OCH	MAN APPLIANCE	Pump - Front Line	FOWNHOPE STN 43	01/06/2008	2023/24
VX08OCG	MAN APPLIANCE	Pump - Front Line	HEREFORD STN 46	01/06/2008	2023/24
VX62FYO	SCANIA APPLIANCE	Pump - Front Line	HEREFORD STN 46	30/11/2012	2027/28
FJ16AYF	SCANIA APPLIANCE	Pump - Front Line	EARDISLY STN 48	21/07/2016	2031/32
VX55HDK	SCANIA APPLIANCE	Pump - Front Line	WYRE FOREST STN 24	01/11/2005	2020/21
FJ16AYH	SCANIA APPLIANCE	Pump - Front Line	WYRE FOREST STN 24	22/07/2016	2031/32
VX53JCY	DENNIS SABRE	Pump - Spare	OPS LOGISTICS	01/12/2003	REPLACED 2018
VX55HDZ	SCANIA APPLIANCE	Pump - Front Line	KINGTON STN 49	01/11/2005	2020/21
VX55HDX	SCANIA APPLIANCE	Pump - Spare	OPS LOGISTICS	01/11/2005	REPLACED 2018
VX55HDL	SCANIA APPLIANCE	Pump - Front Line	TRAINING DROITWICH	01/11/2005	REPLACED 2018
VX08OCJ	MAN APPLIANCE	Pump - Front Line	PEBworth STN29	01/06/2008	2023/24
WX08MVD	MAN APPLIANCE	Pump - Front Line	LEOMINSTER STN 52	01/07/2008	2023/24
FJ16AYC	SCANIA APPLIANCE	Pump - Front Line	REDDITCH STN 27	19/07/2016	2031/32
VX60AHN	SCANIA APPLIANCE	Pump - Front Line	MALVERN STN 41	01/09/2010	2025/26
VX55HDV	SCANIA APPLIANCE	Pump - Front Line	PERSHORE STN 31	01/11/2005	2020/21
VX55HDN	SCANIA APPLIANCE	Pump - Front Line	BROMYARD STN 54	01/11/2005	2020/21
VX12GXO	SCANIA APPLIANCE	Pump - Front Line	WHITCHURCH STN 45	01/05/2012	2027/28
VX60AHP	SCANIA APPLIANCE	Pump - Front Line	REDDITCH STN 27	01/09/2010	2025/26
VX62FYB	SCANIA APPLIANCE	Pump - Front Line	BROMSGROVE STN25	30/11/2012	2027/28
WX08MVZ	MAN APPLIANCE	Pump - Front Line	ROSS ON WYE STN 44	01/07/2008	2023/24
VX51KOE	MERCEDES ATEGO	Pump - Training	TRAINING DROITWICH	01/02/2002	REPLACED 2018
VX12GXN	SCANIA APPLIANCE	Pump - Front Line	WYRE FOREST STN 24	01/05/2012	2027/28
VX55HDY	SCANIA APPLIANCE	Pump - Spare	OPS LOGISTICS	01/11/2005	REPLACED 2020
VX60AKG	SCANIA APPLIANCE	Pump - Training	DRIVER TRAINING	01/02/2011	REPLACED 2018
WX08MVE	MAN APPLIANCE	Pump - Front Line	PETERCHURCH STN 55	01/07/2008	2023/24
VX55HDO	SCANIA 4SERIES	Pump - Front Line	WORCESTER STN21	01/11/2005	2020/21
FJ16AYD	SCANIA APPLIANCE	Pump - Front Line	WORCESTER STN 21	20/07/2016	2031/32
VX60AHO	SCANIA APPLIANCE	Pump - Front Line	WORCESTER STN 21	01/09/2010	2025/26
FJ68FKV	SCANIA APPLIANCE	Pump - Front Line	DROITWICH STN 26	08/11/2018	2033/34
FJ68FKW	SCANIA APPLIANCE	Pump - Front Line	EVESHAM STN 28	08/11/2018	2033/34
FJ68FKX	SCANIA APPLIANCE	Pump - Front Line	LEDBURY STN42	08/11/2018	2033/34
FJ68FKY	SCANIA APPLIANCE	Pump - Front Line	TENBURY STN 53	08/11/2018	2033/34
FJ68FKZ	SCANIA APPLIANCE	Pump - Front Line	MALVERN STN 41	08/11/2018	2033/34
FJ68FLK	SCANIA APPLIANCE	Pump - Front Line	LEINTWARDINE STN 50	08/11/2018	2033/34
FJ68FLL	SCANIA APPLIANCE	Pump - Front Line	LEOMINSTER STN 52	08/11/2018	2033/34
FJ68FLM	SCANIA APPLIANCE	Pump - Front Line	KINGSLAND STN 51	08/11/2018	2033/34
FJ68FLN	SCANIA APPLIANCE	Pump - Front Line	HEREFORD STN 46	08/11/2018	2033/34
FJ68FLP	SCANIA APPLIANCE	Pump - Front Line	WYRE FOREST STN 24	08/11/2018	2033/34
SP69WZG	IVECO DAILY 7 TONNE	Pump - Compact	ADDITIONAL ON TRIAL	13/09/2019	2033/34
SP69WZH	IVECO DAILY 7 TONNE	Pump - Compact	ADDITIONAL ON TRIAL	13/09/2019	2033/34
FJ20ABV	SCANIA CAFS APPLIANCE	Pump - Front Line	ROSS ON WYE STN 44	03.02.2020	2034/35
FJ20ABX	SCANIA CAFS APPLIANCE	Pump - Front Line	UPTON STN 32	03.02.2020	2034/35
FJ20ABZ	SCANIA CAFS APPLIANCE	Pump - Front Line	BROMSGROVE STN 25	03.02.2020	2034/35

Red Fleet (Specials)

Reg'N Number	Vehicle Class	Vehicle Type	Operator	Date In Service	Proposed Replacement Year
VX13FHO	LAND ROVER 130	Special	WYRE FOREST STN 24	23/05/2013	2026/27*
BK16EHP	IVECO 7.2T ISV2	Special	DROITWICH STN 26	22/03/2016	2025/26
WX70UMK	MERCEDES SRT	Special	EVESHAM STN 28	01/01/2021	2030/31
VX53JFE	SCANIA WATER CARRIER	Special	EVESHAM STN 28	01/12/2003	2022/23
VX56PKE	SCANIA ALP	Special	HEREFORD STN 46	01/01/2007	2026/27**
VU59CGE	LAND ROVER 130	Special	HEREFORD STN 46	11/11/2009	2026/27*
WX70UMO	MERCEDES SRT	Special	HEREFORD STN 46	01/01/2021	2030/31
VU03WWC	SCANIA WATER CARRIER	Special	PETERCHURCH STN 55	01/03/2003	2022/23***
VX60AHU	SCANIA WATER CARRIER	Special	LEOMINSTER STN 52	01/09/2010	2025/26***
DX61KAJ	ARGOCAT 8X8	Special	MALVERN STATION	01/10/2012	2022/23
EU12BYJ	LAND ROVER 130	Special	MALVERN STN 41	01/10/2012	2026/27*
WX70UMM	MERCEDES LINE RESCUE	Special	MALVERN STN 41	01/01/2021	2030/31
VX56AKG	MERCEDES RAV	Special	PETERCHURCH STN 55	04/12/2006	2019/20
VX60GDJ	MERCEDES EPU	Special	WYRE FOREST STN 24	03/12/2010	2022/23
VX56AKJ	MERCEDES RAV	Special	WHITCHURCH STN 45	04/12/2006	2019/20
VX56PKD	SCANIA ALP	Special	WORCESTER STN 21	01/01/2007	2026/27**
WX70UML	MERCEDES SRT	Special	WORCESTER STN 21	01/01/2021	2030/31
SF69WZX	MERCEDES COMMAND VEH	Special	LEDBURY STN 42	20/10/2019	2033/34
SF69WZW	MERCEDES COMMAND VEH	Special	WYRE FOREST STN 24	20/10/2019	2033/34
VX10AUT	MERCEDES ANIMAL RESCUE	Temp role	PERSHORE STN 31		Replaced 2021
VX60GDK	MERCEDES RECRUITMENT	Temp role	OPS LOGISTICS		Replaced 2021

* Land Rover replacement date extended and all dates aligned agreed by SMB

** ALP replacement date extended by 5 years following review of condition agreed by SMB.

*** Scania Water Carriers replacement date extended pending water strategy review.

White Fleet

Reg'N Number	Vehicle Class	New Vehicle Type	Operator	Date In Service	Proposed Replacement Year
WR70HGY	MERCEDES SPRINTER	Large Van	OPS LOGISTICS	01/01/2021	2030/31
WR70HGZ	MERCEDES SPRINTER	Large Van	OPS LOGISTICS	01/01/2021	2030/31
VX14XCG	MERCEDES SPRINTER	Large Van	TRAINING CENTRE	01/03/2014	2023/24
BX15SMU	CITROEN BERLINGO	Small Van	ICT	04/08/2015	2021/22*
BX15PVW	CITROEN DESPATCH	Small Van	OPS LOGISTIC	04/08/2015	2021/22*
KY68OCU	VAUXHALL VIVARO COMBI 9 SEATER	Mini Bus	TRAINING CENTRE	01/09/2018	2028/29
VX15FZT	FORD FIESTA	Car leased	DISPOSED "written off"	25/07/2015	2020/21*
EN15OLV	FORD FOCUS ESTATE	Car	PROTECTION	01/07/2015	2021/22*
EN15OMD	FORD FOCUS ESTATE	Car	OPS POLICY	01/07/2015	2021/22*
EO13HZC	FORD FOCUS ESTATE	Car	REDDITCH STN 27	13/03/2013	2019/20*
EX64WXA	FORD FOCUS ESTATE	Car	DROITWICH STN 26	08/10/2014	2019/20*
KR18OXV	VAUXHALL ASTRA EST	Car	PROTECTION	20/04/2018	2024/25
KW18ZLV	VAUXHALL COMBI	Small Van	PREVENTION	18/05/2018	2024/25
KR18OXT	VAUXHALL ASTRA EST	Car	PROTECTION	10/04/2018	2024/25
KR18OXS	VAUXHALL ASTRA EST	Car	PROTECTION	10/04/2018	2024/25
KR18OXU	VAUXHALL ASTRA EST	Car	RESPONSE	10/04/2018	2024/25
KY68ODC	VAUXHALL VIVARO COMBI 9 SEATER	Mini Bus	TRAINING CENTRE	01/09/2018	2028/29
KW18ZLE	VAUXHALL COMBO	Small Van	PREVENTION	01/06/2018	2024/25
KW18ZLK	VAUXHALL COMBO	Small Van	PREVENTION	01/06/2018	2024/25
KW18ZLN	VAUXHALL COMBO	Small Van	PREVENTION	01/06/2018	2024/25

KO18GZD	VAUXHALL VIVARO	Medium van	OPS LOGISTICS	01/09/2018	2028/29
KO18GZB	VAUXHALL VIVARO	Medium van	OPS LOGISTICS	01/09/2018	2028/29
KO18GZC	VAUXHALL VIVARO	Medium van	OPS LOGISTIC S	01/09/2018	2028/29
WN17XBX	MITSUBISHI TITAN	4x4	SOUTH DISTRICT	28/04/2017	2022/23
WM66VYA	MITSUBISHI TITAN	4x4	WEST DISTRICT	23/12/2016	2022/23
WM66VYB	MITSUBISHI TITAN	4x4	KIDDERMINSTER STN 24	30/12/2016	2022/23
WM66VYC	MITSUBISHI TITAN	4x4	NORTH DISTRICT	30/12/2016	2022/23
WM66VYD	MITSUBISHI TITAN	4x4	HEREFORD STN 46	30/12/2016	2022/23
WM66VYE	MITSUBISHI TITAN	4x4	WEST DISTRICT	30/12/2016	2022/23
WM66VYF	MITSUBISHI TITAN	4x4	SOUTH DISTRICT	23/12/2016	2022/23
KR18OXZ	VAUXHALL ASTRA EST	Car	PROTECTION	10/04/2018	2024/25
KR18OXF	VAUXHALL ASTRA EST	Car	PROTECTION	10/04/2018	2024/25
KR18OXE	VAUXHALL ASTRA EST	Car	ICT	10/04/2018	2024/25
KR18OXP	VAUXHALL ASTRA EST	Car	TRAINING CENTRE	10/04/2018	2024/25
KR18OXN	VAUXHALL ASTRA EST	Car	OPS POLICY	10/04/2018	2024/25
KW18ZLU	VAUXHALL COMBI	Small Van	WEST DISTRICT	18/05/2018	2024/25
KW18ZLX	VAUXHALL COMBI	Small Van	PREVENTION	18/05/2018	2024/25
KR18XZP	VAUXHALL ASTRA EST	Car	OPS LOGISTICS	01/07/2018	2024/25
KW18ZLY	VAUXHALL COMBI	Small Van	SOUTH DISTRICT	18/05/2018	2024/25
KP68GZW	VAUXHALL COMBO	Small Van	PREVENTION	01/10/2018	2024/25
KR18OXW	VAUXHALL ASTRA EST	Car	PROTECTION	10/04/2018	2024/25
KO18GYZ	VAUXHALL MOVANO	Large Van	OPS LOGISTIC	01/11/2018	2028/29
KO18GZA	VAUXHALL MOVANO	Large Van	OPS LOGISTIC	01/11/2018	2028/29
KJ68ASX	VAUXHALL ASTRA EST	Car	PROTECTION	01/02/2019	2024/25
KJ68ASZ	VAUXHALL ASTRA EST	Car	PROTECTION	01/02/2019	2024/25
KR69UYE	VAUXHALL ASTRA EST	Car	MALVERN STN 41	23/10/2019	2024/25
KR69UYF	VAUXHALL ASTRA EST	Car	WORCESTER STN 21	23/10/2019	2024/25
KR69YDY	VAUXHALL ASTRA EST	Car	HEREFORD STN 46	22/11/2019	2024/25
KR69YEU	VAUXHALL ASTRA EST	Car	EVESHAM STN 28	22/11/2019	2024/25
KR69YEX	VAUXHALL ASTRA EST	Car	BROMSGROVE STN 25	22/11/2019	2024/25

* Not yet replaced to allow for establishment of charging infrastructure

Response Cars

KW18VPU	VOLVO XC60 4x4		RESPONSE OFFICER	26/06/2018	22/23
KW18VCU	VOLVO XC60 4x4		PRINCIPAL OFFICER	19/07/2018	22/23
KW18VCX	VOLVO XC60 4x4		RESPONSE OFFICER	26/06/2018	22/23
KX68UBS	VOLVO XC60 4x4		RESPONSE OFFICER	01/11/2018	22/23
KX68TYG	VOLVO XC60 4x4		RESPONSE OFFICER	02/11/2018	22/23
KT18OOE	VOLVO XC60 4x4		RESPONSE OFFICER	02/11/2018	22/23
KX18TYU	VOLVO XC60 4x4		RESPONSE OFFICER	05/11/2018	22/23
KT18ONZ	VOLVO XC60 4x4		RESPONSE OFFICER	29/08/2018	22/23
KR18VAH	VOLVO XC60 4x4		RESPONSE OFFICER	08/06/2018	22/23
KR18VAO	VOLVO XC60 4x4		RESPONSE OFFICER	04/06/2018	22/23
KW18VDC	VOLVO XC60 4x4		RESPONSE OFFICER	11/07/2018	22/23
KW18VPT	VOLVO XC60 4x4		PRINCIPAL OFFICER	09/07/2018	22/23
KR18VOC	VOLVO XC60 4x4		RESPONSE OFFICER	15/06/2018	22/23
KW18ONU	VOLVO XC60 4x4		RESPONSE OFFICER	20/07/2018	22/23
KT18OOA	VOLVO XC60 4x4		RESPONSE OFFICER	14/08/2018	22/23
KR18VOM	VOLVO XC60 4x4		RESPONSE OFFICER	19/06/2018	22/23
KR18VAK	VOLVO XC60 4x4		RESPONSE OFFICER	11/06/2018	22/23
KR18VAM	VOLVO XC60 4x4		RESPONSE OFFICER	08/06/2018	22/23
KR18VOB	VOLVO XC60 4x4		WORKSHOP SPARE	13/06/2018	22/23
KR18VAJ	VOLVO XC60 4x4		RESPONSE OFFICER	05/06/2018	22/23
KR18VOA	VOLVO XC60 4x4		RESPONSE OFFICER	18/06/2018	22/23

KT18ONS	VOLVO XC60 4x4		RESPONSE OFFICER	12/07/2018	22/23
KT18ONW	VOLVO XC60 4x4		RESPONSE OFFICER	20/07/2018	22/23
KX68UAC	VOLVO XC60 4x4		RESPONSE OFFICER	26/10/2018	22/23
KW18ONW	VOLVO XC60 4x4		RESPONSE OFFICER	20/07/2018	22/23
KX68TXT	VOLVO XC60 4x4		RESPONSE OFFICER	18/10/2018	22/23
KX68UBZ	VOLVO XC60 4x4		RESPONSE OFFICER	18/10/2018	22/23
KT18OOC	VOLVO XC60 4x4		RESPONSE OFFICER	22/08/2018	22/23
KT18ONX	VOLVO XC60 4x4		RESPONSE OFFICER	31/08/2018	22/23
KT18OOD	VOLVO XC60 4x4		RESPONSE OFFICER	20/08/2018	22/23
KX19JMW	VOLVO XC60 4x4		PRINCIPAL OFFICER	02/07/2019	23/24
KX19JMZ	VOLVO XC60 4x4		RESPONSE OFFICER	02/07/2019	23/24
KX19JNA	VOLVO XC60 4x4		RESPONSE OFFICER	02/07/2019	23/24
KU19BCP	VOLVO XC60 4x4		PRINCIPAL OFFICER	02/07/2019	23/24
KU19BCR	VOLVO XC60 4x4		RESPONSE OFFICER	02/07/2019	23/24
KU19BCS	VOLVO XC60 4x4		RESPONSE OFFICER	02/07/2019	23/24

Report of the Assistant Director: Prevention

2021-22 Performance Report: Q2 (1 July – 30 September 2021)

Purpose of report

1. This report summarises the Service's performance for Quarter 2 2021-22.
-

Recommendation

It is recommended that Members note the Q2 2021-22 performance headlines set out in Section 4 of this report, with further details available in Appendix 1.

Introduction and Background

2. The Service gathers performance data relating to incidents attended and activities carried out, and reports to the Policy and Resources Committee and the Senior Management Board on a quarterly basis. The Quarter 2 2021-22 Performance Report is attached as Appendix 1, and provides information on overall incident numbers, Prevention, Protection and Response activities and an overview of the Service workforce.
3. The Performance Report has been compiled in the same format as the new Annual Service Review and Annual Service Plan introduced in April 2021 and relates closely to the new Prevention, Protection and Response strategies as well as the Community Risk Management Plan 2021-25.

Key Headlines

Incident Overview

4. A total of 1,994 incidents were attended in Q2 2021-22, a small increase of 1% on Q2 2020-21, and close to the five year average of 2,001 incidents. This is made up of:
 - a. 466 Fires: the 466 fires attended in Q2 were 2% lower than Q2 2020-21, and represents the fewest number of fires in Q2 over the last five years.
 - b. 565 Special Services: the figure remained constant, with only 2 incidents less when compared with Q2 2020-21. However, it is still 5% lower than the 594 incidents recorded in Q2 2019-20.
 - c. 963 False Alarms: a small increase of 3% on Q2 2020-21, despite fewer Good Intent False Alarms, which fell by 3%.

Prevention

5. 792 Home Fire Safety Visits were completed in Q2 2021-22, an 89% increase over the same period in 2020-21, which reflected the restrictions on working arrangements following the March 2020 national lockdown.

Protection

6. With businesses restarting following the easing of lockdown restrictions, more inspections have been possible during Q2 2021-22.
7. The easing of restrictions has also enabled the Risk Based Inspection Programme (RBIP) to gain momentum during the quarter, with 89 completions out of 800 inspections programmed for the full year. Watch Commanders are also being trained to gain Level 3 Certificates in Fire Safety, which will increase capacity to carry out formal inspections from Q3 2021-22.
8. New building safety legislation has also been introduced, and the department is proactively contacting business leads to highlight their fire safety responsibilities and offer support and signposting to other assistance where needed.

Response

Fires

9. The numbers of Primary Fires attended in Q2 2021-22 were up by 12%, whereas Secondary Fires were down by 11% over the same period in 2020-21. While the number of Primary Fires rose to 246, the number of domestic primary fires remained relatively constant at 87 incidents. However, despite an increase building primary fires (130 incidents), no fatality or serious injuries were recorded.
10. The 11% decrease to 220 Secondary Fires coincided with generally cool weather during the quarter.
11. No life was lost due to a fire incident during the Q2 2021-22. The same was recorded in Q2 2020-21.

Road Traffic Collisions

12. In terms of Road Traffic Collisions (RTCs), the 169 incidents during the quarter was a 1% decrease over Q2 2020-21. Prior to pandemic, 173 RTCs were recorded in Q2 2019-20 and therefore they remain relatively constant during the past three years.
13. With the increase in road use during the quarter, both fatalities and injuries in RTCs increased: there were eight fatalities and 17 serious injuries in the RTCs attended by the Service.

Attendance Standard

14. In Q2 2020-21 Service attended 130 Primary Building Fires; 3 reports were removed from data analysis as they did not meet data quality control requirements. The average attendance time increased from 11 minutes 1 second recorded in Q2 2020-21 to 11 minutes 2 seconds in Q2 2021-22.
15. Out of 130 examined Primary Building Fires, 72 incidents reported that the attendance standard was not met. The main reasons given continue to be travel distance (34 incidents) and responding at normal road speed (AFAs) (17 incidents).

On Call Appliance Availability

16. The first On Call appliance availability fell to 83.46% during the quarter, down from 87.96% in the same quarter of 2020-21. While availability for all On Call appliances fell to 74.05%, almost a half fire stations (10 stations) remained at over 90%, with the main falls occurring at Bromsgrove, Redditch, Peterchurch, Wyre Forest, Pershore, Pebworth and Tenbury Wells fire stations.

People

17. In terms of equality and diversity, the proportion of female employees has risen to 18% of the workforce, compared to 16% in 2017-18. There has also been a 2% increase in ethnic minority representation in the workforce rising to 7% since 2017-18.
18. Overall absence due to staff sickness remained unchanged and was equal to 2.12 days lost per person in the Quarter 2 2021-22. Both Wholetime and Fire Control staff showed increases during the quarter, while Support Staff sickness absence remained constant. Long-term absence represents 56% of all staff sickness absence, down from 76.5% in Q2 2020-21. Musculo-skeletal disorders (especially relating to the back) and hospital, post-operative recovery was found to be the most common reasons for absence.
19. Staff absence figures do not include sickness related to Covid-19, which is reported separately.

Conclusion/Summary

20. Further information on the headlines set out above is included in Appendix 1.
21. The Senior Management Board will continue to receive performance reports and the measures being taken to address any issues arising. 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 Annual Service Review and Annual Service Plan and the strategic objectives of the Service as outlined in the CRMP and three core strategies.
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.
Data Protection Impact Assessment (where personal data is processed a DPIA must be completed to ensure compliant handling)	Not required – no personal data is identified.

Supporting Information

Appendix 1 – Performance Report: Quarter 2 2021-22

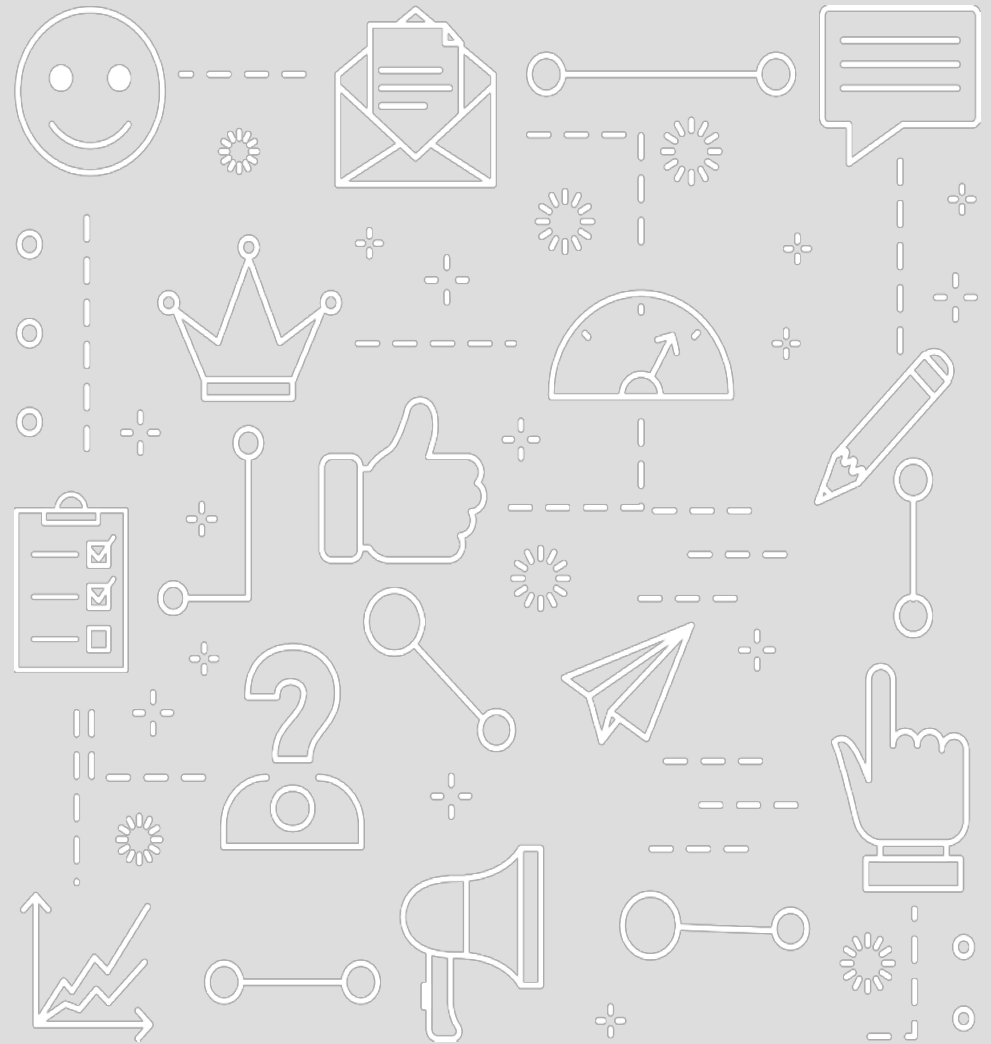


HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

Performance Report

Quarter 2 2021-22

Report of the Assistant Director: Prevention



Incident Overview

Q2 2021-22 (1 Jul – 30 Sept 2021)



All Incidents

Total

1,994

Change since Q2 2020-21

↑ 1%

Small increase on Q2 2020-21, and continues to average about 2,015 per Q2 over the last 5 years. The Service also attended 12 'Over The Border' incidents.



Fires

466

↓ 2%

Fewest number of fires in Q2 over the last 5 years, lowest number of incidents recorded in September (144) for this quarter.



Special Services

565

↔ 0%

The Special Service incidents stayed similar to pandemic levels following last year's Q2 high of 567 incidents.



False Alarms

963

↑ 3%

Small increase on Q2 2020-21, with people reporting Good Intent False Alarms (218 incidents, an increase of 11% compared to Q1 2020-21).

District Overview

Incidents per District Q2 2021-22



Fire



Special
Service



False
Alarms



All
Incidents

Change since
Q1 2021-22

North District	182	214	416	812	↑ 11%
South District	153	203	331	687	↑ 16%
West District	131	148	216	495	↑ 10%
Total	466	565	963	1,994	↑ 12%

Asset location



Prevention

Fire Prevention Checks Completed

Q2 2021-22 Q2 2020-21

Home Fire Safety Visits

795 418

Equipment Only Checks

179 187

Total Checks

974 605

Safe and Well Check Survey Q2 2021-22

Proportion of Positive Responses

99.7%

The number of fire prevention checks have continued to increase since the easing of lockdown and the number of referrals from partner agencies gain momentum.

There had been a restricted number of visits to people's home during the first lockdown, but these have now increased by 61% to 974 checks during Q2 2021-22.

We have increased capacity in the Prevention department to undertake more prevention checks.

We continue to work closely with partner agencies and gather feedback from service users on visits we undertake.

Protection

Inspections Completed	Q2 2021-22	Q2 2020-21
Business Fire Safety Checks	1	0
Technical Fire Safety Activity	589	399
Satisfactory Audit Outcomes	89	26
Total Enforcement Activity	8	10
.....		
Specific Post Fire Audit	42	16
- Within target date	39	10
- Exceeded target date	3	6

Post Fire Audit Survey Q2 2021-22

Proportion of
Positive Responses

88.9%

With businesses restarting following the easing of lockdown restrictions, more inspections have been possible during Q1 and Q2 2021-22.

The easing of restrictions has also enabled the Risk Based Inspection Programme (RBIP) to gain momentum during the Q2 with 89 completions out of 800 inspections programmed for the full year. Watch Commanders are also being trained to gain Level 3 Certificates in Fire Safety, which will increase capacity to carry out formal inspections from Q3 2021-22.

New building safety legislation has also been introduced, and the department is proactively contacting business leads to highlight their fire safety responsibilities and offer support and signposting to other assistance where needed.

Response - Fires



Primary Fires

246

Primary Fires	Q2 2020-21	Q2 2021-22	Change	
Building Fires	114	130	+16	+14%
Outdoor Fires	33	41	+8	+24%
Vehicle & Transport Fires	73	75	+2	+3%
Total	220	246	+26	+12%

The number of Primary Fires has risen by 14% compared to Q2 2020-21, the number of domestic (dwelling and other residential properties) primary fires remained similar (87 incidents recorded in Q2 2020-21 and 88 incidents in Q2 2021-22). Vehicle and transport fires has also stayed similar following the easing of lockdown restrictions on 12 April 2021, it has reached pre-lockdown levels (79 primary vehicle fires were recorded in Q2 2019-2020).

Secondary Fires

220

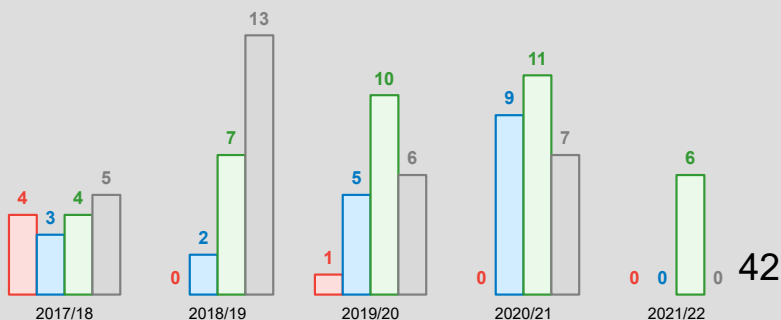


Secondary Fires	Q2 2020-21	Q2 2021-22	Change	
Grassland, Woodland and Crop	115	100	-15	-13%
Other Outdoors (including land)	72	80	+12	+11%
Outdoor Structures	50	26	-24	-48%
Buildings & Transport	9	10	+1	+11%
Outdoor Equipment & Machinery	1	4	+3	+300%
Total	247	220	-23	-11%

There was a 11% decrease in Secondary Fires compared to Q2 in 2020-21. However, there was an increase of 3% when compared to Q1 in 2021-22. This coincides with the reasonably warm, settled and quiet weather during the quarter (apart from two weeks).

Primary Fire Injuries and Fatalities

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

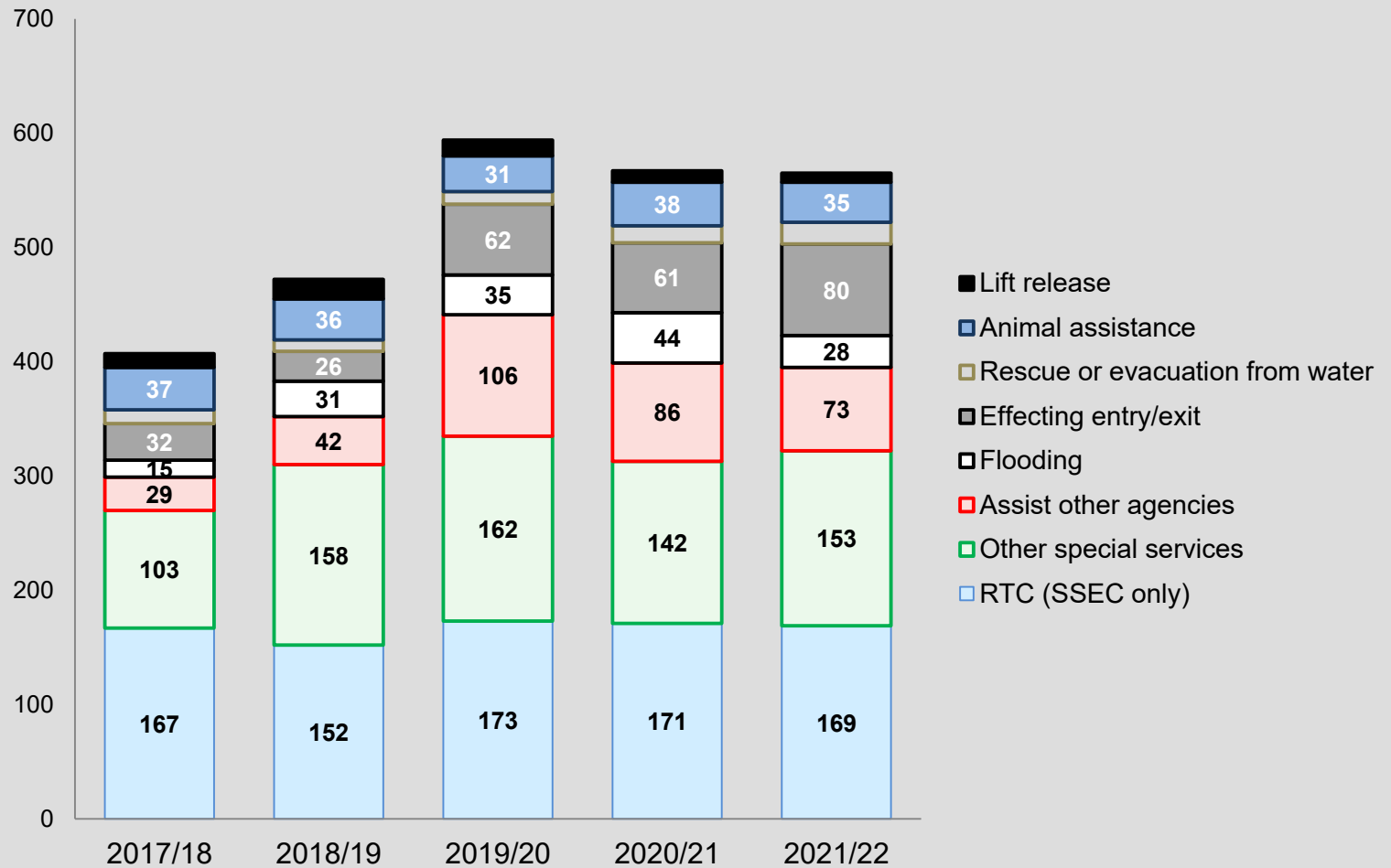


No fatalities in primary fires were recorded in Q2 2021-22 and there were 6 victims who had to visit hospital with slight injuries.

Response – Special Services



565
Special
Service
incidents
in Q2
2021-22

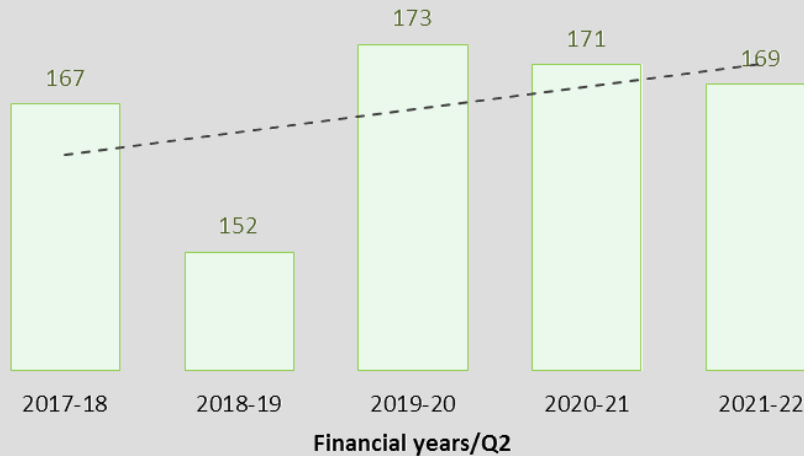


Response – Road Traffic Collisions



169
RTCs

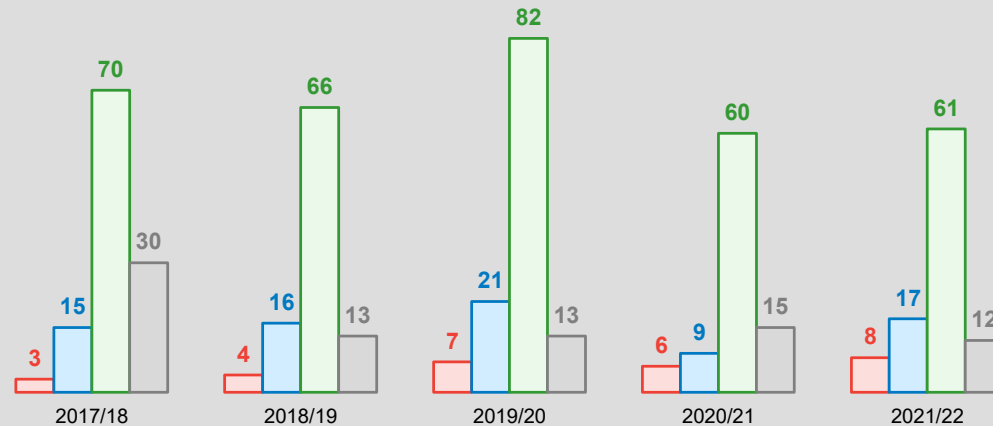
Total RTC Incidents



Whilst the number of RTC incidents showed an overall decrease of 1% over Q2 in 2021-22, this is largely a reflection of population getting used to the road use following the first Covid-19 national lockdown on 23 March 2020. The number of RTC incidents show a gradual return to pre-lockdown levels, there continues to be an overall downward trend in RTC numbers.

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

RTC - Injuries and Fatalities



As expected RTC fatalities and injuries increased in Q2 2021-22 due to increased road use when compared to the reduced road use following the lockdown restrictions in March 2020.

Response – Attendance Standard



	Q2 2021-22	Q2 2020-21
Primary Building Fires	130	114

Attendance Standard
First fire appliance attendance at Primary Building Fires within 10 minutes



Attendance within 10 minutes	55 42.31%	57 50.0%
Attendance outside 10 minutes	72	57

Average Attendance time** (min:sec)	11:02***	11:01***
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** Time of call to arrival at scene.

Call handling time	01:46	01:46
Turnout time	03:28	02:01
Travel time	05:48	07:14

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

		<u>No. of incidents</u>
Reasons for not meeting Attendance Standard	Travel distance to the incident	34
	Responding at normal road speed (AFAs)	17
	Turn in time (Retained and day crew only)	13
	Road obstruction, road closure etc,	4
	Other	45

Response - On Call Appliance Availability



First On Call Appliance **83.46%**

All On Call Appliances **74.05%**

**First On Call
Appliance
Availability
Q2 2020-21**

87.96%

On Call Appliance Availability Q2 2021-22

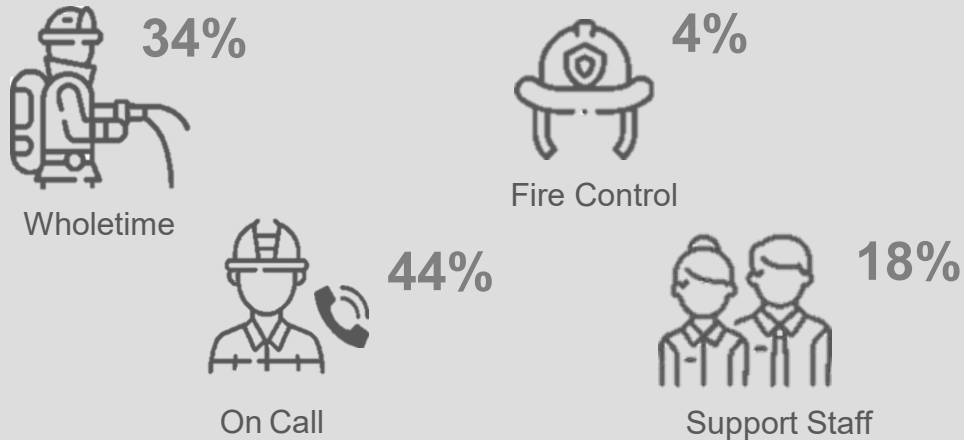
For Q2 2021-22, the first On Call appliance availability was 83.46%.

When looking at all On Call appliance availability for each fire station, there have been some changes since the previous year:

- Eardisley, Pebworth, Pershore, Redditch, Tenbury Wells, Worcester and Wyre Forest have all dropped below 85%
- Bromsgrove, Droitwich and Peterchurch dropped below 75%
- Broadway continued to have the lowest availability, remaining at the same level of 48%
- Ross-on-Wye continued to achieve 100% availability

People

Overall Workforce Profile



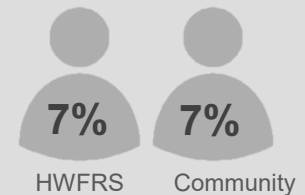
Equalities



2% increase in female representation since 2017-18

2% increase in ethnic minority representation since 2017-18

Ethnicity



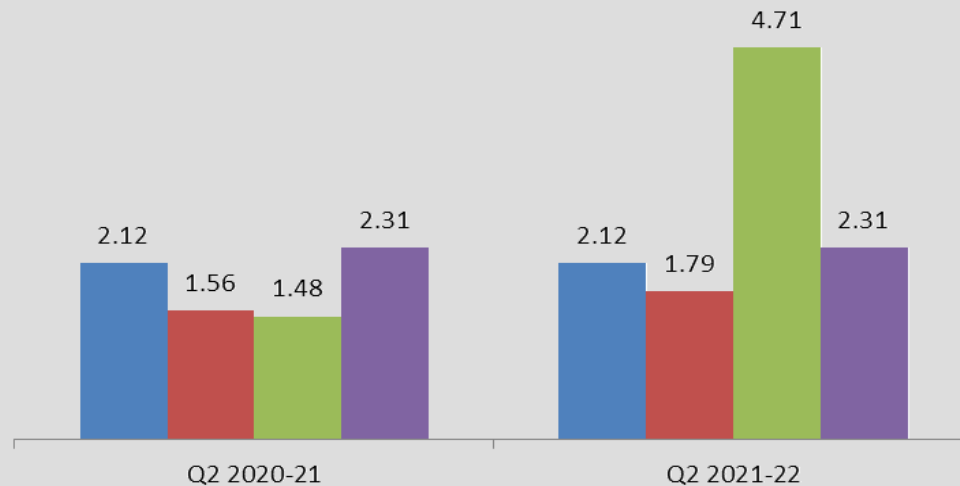
Days/ Shifts Lost

	Wholetime	Fire Control	Support Staff
Short Term Absence	137.00 31%	31.00 27%	90.85 37%
Long Term Absence	305.00 69%	84.00 73%	158.00 63%

Top 3 Reasons for Absence

- Musculo-Skeletal - Lower Limb
- Hospital/Post Operative
- Musculo-Skeletal - Shoulder

■ All Staff ■ WT ■ FC ■ Support Staff



*All sickness data does not include Covid-19

Report of the Assistant Chief Fire Officer – Director of Response and Protection

Update from the Joint Consultative Committee

Purpose of report

1. To inform the Committee of the activities of the Joint Consultative Committee (JCC) since the last update provided on 2 December 2020.
-

Recommendation

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

- (i) Occupational Health provider***
- (ii) HMICFRS Inspection and Cause of Concern***
- (iii) Policies***
- (iv) Job Evaluation***
- (v) 12 Hour Day Duty System trial at Hereford Fire Station***
- (vi) Standardising promotion processes***

Background

2. The JCC acts as the main route for formal employee consultation. It consists of managers and employee representatives who meet every six weeks to discuss issues of mutual interest. 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, FRSA 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 Assistant Directors/Area Commanders responsible for Protection, Prevention, Response and Assets, as well as the Head of HR and Development.

Update

5. The Joint Protocol for Industrial Relations SPI provides the framework for communicating, consulting and negotiating with all Trade Unions.

6. Following a review of how the JCC operates, all new items raised at JCC meetings are now categorised under one of the following headings thus enabling a more structured flow of information between management and RBs:
- For consultation
 - For negotiation
 - Service Policy and Instructions (SPI) undergoing formal consultation
 - Items for Information/Updates for TU Reps
 - Requests for information/Issues raised by TU Reps
 - Other Items
7. Since its last update to the Committee, the JCC has met on 8 occasions – 6 January 2021, 25 February 2021, 1 April 2021, 6 May 2021, 17 June 2021, 22 July 2021, 9 September 2021 and 11 October.

New Issues under discussion since the last Update

8. New key issues that have been discussed are as follows:
9. Occupational Health Provider
- A new contract with Heales Medical commenced on 1 September. Communications have been issued to staff via the Service Bulletin on a regular basis leading into the transition away from the previous provider. Every member of staff was contacted regarding their personal medical information and how the transfer process would be carried out.
10. HMICFRS Inspection and Cause of Concern
- The Prevention Cause of Concern Action Plan has now been finalised with everyone at JCC having had sight of it. The HMICFRS Liaison Lead and the Assistant Director for Prevention are now holding regular monthly meetings. The internal Prevention Improvement Panel now meets to discuss issues every other week linked to addressing the concern. The Prevention Improvement Panel are now looking at all factors and providing regular updates to Audit & Standards Committee and the Senior Management Board. The full inspection report will be release later on this year.
11. Policies
- The main focus over the coming months in terms of policies is currently as follows:
1. Attendance Management SPI (draft currently being finalised) – this has been delayed by the implementation of the Occupational Health contract.
 2. Capability SPI (draft currently being finalised)
 3. Fitness SPI (being progressed by the H&S Working Group).
12. Job Evaluation
- The Assistant Director for Prevention advised JCC a final report has now been received from the external consultant with recommendations for the Service to

consider. The Head of HR & Development has shared the report with Unison with additional meetings booked to discuss next steps.

13. 12 Hour Day Duty System trial at Hereford Fire Station

The Assistant Director for Response advised that a report has been received from managers based at Hereford who are enjoying working the revised duty pattern. Work is now underway between Representative Bodies and managers to finalise and agree the variation to the duty pattern in policy.

14. Standardising Promotion Processes

The Resourcing Manager is finalising a draft framework for managers in terms of promotions for Green Book staff with principles for consideration against the current Grey Book principles. The Head of HR & Development and Resourcing Manager are due to update Unison regarding the outcome in the coming weeks.

Previous Issues under Discussion

15. Lateral Flow Testing for COVID

Following a decision made on 25 March 2021, confirmatory Polymerase Chain Reaction (PCR) testing has now been re-introduced. Consequently, should a member of staff test positive from any lateral flow test, they would also take a follow-up PCR test as soon as possible. Home testing kits will be provided going forward, however is proving challenging at this time.

16. Long COVID

A guidance paper was made available on SharePoint for those individuals (and their managers) who may be suffering from Long COVID.

17. HMI Inspection

The HMI Inspection commenced on 12 April with the same footprint as the previous inspection. It lasted for a period of six weeks and was mainly carried out online and remotely by the Inspectors. A Strategic Briefing was held with SMB and the FRA Chairman on Tuesday 20 April. Additionally, a staff survey was carried out to support the audit and closed on 29 April.

18. PPL

It was noted that Place Partnership Limited (PPL) ceased trading on 31 March; therefore from 1 April, HWFRS have entered into a Service Level Agreement with the Office of the Police and Crime Commissioner (OPCC). There has been a transition period as work commences with the OPCC Estates Team; however, new systems have been in operation since 1 April which replace the existing PPL contact centre and associated processes.

19. Debriefs for Disciplinarys, Grievances, Capability Processes

Debriefs are now being held following all significant disciplinary cases, grievances or capability processes in order to establish any learning points or areas for improvement.

20. Fitness Policy

Due to the COVID pandemic, it has been a challenging task trying to train the Level 3 Fitness trainers who will support our staff in maintaining their fitness levels to meet the required standards. HR are liaising with the provider to review other options with the University of Worcester continuing to carry out COVID fitness testing on stations.

Conclusion

21. 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 Members 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)	None
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications)	The JCC forum links to the successful discharge of the People 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)	Consultation has been carried out on all significant policy changes as per service procedures. In addition, managers are consulted regarding COVID 19 issues via the COVID 19 Response Group, along with SMB.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	All significant policy changes are fully supported by EIAs.