



HEREFORD & WORCESTER Fire Authority

Full Authority

AGENDA

Wednesday, 17 June 2015

10:30

Conference Suites

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

ACTION ON DISCOVERING A FIRE

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

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

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

ACTION ON HEARING THE ALARM

- 1 Proceed immediately to the Assembly Point

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

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

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Toilets – please ask at reception.

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

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

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

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

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

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

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

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

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



Tel: 0845 122 4454





Hereford & Worcester Fire Authority

Full Authority

Wednesday, 17 June 2015,10:30

Agenda

Councillors

Mr D W Prodger MBE (Chairman), Mr R C Adams, Ms P Agar, Mr A Amos, Mr B A Baker, Mr S C Cross, Ms L R Duffy, Mrs E Eyre, Mr A Fry, Mr W P Gretton, Ms K S Guthrie, Mrs A T Hingley, Ms R E Jenkins, Mr J L V Kenyon, Mr R I Matthews, Mrs F M Oborski, Mr R J Phillips, Professor J W Raine, Mr C B Taylor, Mr J W R Thomas, Mr P A Tuthill, Mr R M Udall, Mr G J Vickery, Mr S D Williams, Mr G C Yarranton

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

5	Confirmation of Minutes	9 - 14
	To confirm the minutes of the meeting of the Fire Authority held on 18 February 2015.	
6	Chairman's Announcements	
	To update Members on recent activities.	
7	Public Participation	
	To allow a Member of the public to present a petition, ask a question or make a statement relating to any topic concerning the duties and powers of the Authority.	
	Members of the public wishing to take part should notify the Head of Legal Services in writing or by email indicating both the nature and content of their proposed participation no later than 2 clear working days before the meeting (in this case by 9:00am Monday 15 June 2015). Further details about public participation are available on the Council's website. Enquiries can also be made through the telephone numbers/email listed below.	
8	Appointment to Committees	15 - 20
	To consider the allocation of seats on Committees to political groups and to authorise the Head of Legal Services, following consultation with Group Leaders, to make appointments to Committees.	
9	Appointments to Outside Bodies	21 - 23
	1. To consider appointments to the Local Government Association.	
	2. To consider appointments to the Project Arrow Joint Project Board and Member Reference Group.	
10	Provisional Financial Results 2014/15	24 - 31
	To receive financial results for 2014/15 and to approve treatment of financial variations.	

11	Annual Performance 2014-15	32 - 52
	This report is a summary of annual performance for 2014-15 using the set of Key Performance Indicators (KPIs) agreed by Senior Management Board (SMB).	
12	Fire Authority Annual Report 2015-16	53 - 124
	To adopt the Fire Authority Annual Report 2015-16 and approve for publication.	
	[Appendix 1 is a separate document]	
13	Asset Management Strategy	125 - 130
	To update the Fire Authority on the progress made in the delivery of the Service's Asset Management Strategy to replace five fire stations and build four strategic training facilities.	
14	Wyre Forest Blue Light Hub	131 - 137
	To provide an update on the Wyre Forest Blue Light Hub project and to gain authorisation for public consultation.	
15	Members' Allowances	138 - 142
	To consider whether to make any alterations to the Members' Allowances Scheme for 2015/16 in light of the lack of change in the Consumer Price Index to April 2015.	
16	Chief Fire Officer's Service Report	143 - 147
	To inform the Authority of recent key developments and activities.	
17	Local Government Association Fire Conference and Exhibition 2015	148 - 150
	To update the Authority on issues raised at the recent Local Government Association (LGA) Annual Fire Conference and Exhibition 2015 (10th-11th March).	
18	Minutes of Policy and Resources Committee	151 - 156
	To receive the minutes of the meeting held on 25 March 2015.	

19 Minutes of Audit and Standards Committee

**157 -
159**

To receive the minutes of the meeting held on 15 April 2015.



Hereford & Worcester Fire Authority

Full Authority

Wednesday, 18 February 2015, 10:30

Minutes

Members Present: Mr R C Adams, Ms L R Duffy, Mr W P Gretton, Ms K S Guthrie, Mr A I Hardman, Mrs A T Hingley, Brigadier P Jones CBE, Mr D W Prodger MBE, Mr P A Tuthill, Ms P Agar, Mr A Fry, Mr D C Taylor, Mr S C Cross, Professor J W Raine, Mr A P Miller, Mr R M Udall, Mr G J Vickery, Mrs F M Oborski, Mr G C Yarranton, Mr J W R Thomas

Substitutes: none

Apologies for Absence: Mr P Sinclair-Knipe, Mr C B Taylor, Ms R E Jenkins, Mr J L V Kenyon, Mr R I Matthews

17 Declarations of Interest (if any)

None.

18 Confirmation of Minutes

RESOLVED that the minutes of the meeting held on 10 December 2014, be confirmed as a correct record and signed by the Chairman.

19 Chairman's Announcements

The Chairman announced the sad death of Cllr Kit Taylor's father last month. Bryan Taylor was a former Fire Authority Member from 1997 to 2005 who also served as Authority Vice-Chairman and leader of the Fire Authority Conservative group. The CFO represented this Authority and the Service at the funeral on 27th January.

The Chairman notified Members of Brigadier Jones' intention to stand down from the Fire Authority in May. The Brigadier has served on the Authority for 15 years, serving as Chairman for 4 years and as Vice-

Chairman since June 2011. The Chairman and Members thanked the Brigadier for all his work over the years wished him well for the future.

The Chairman asked Members to note that the publication of “The Fire and Rescue Service: Making Our Nation Safer” has been circulated. The document was published jointly by the Local Government Association and the Chief Fire Officers’ Association.

The Chairman informed Members that regrettably the Fire Brigades Union have notified the Service of another strike, for a period of 24 hours on 25 February commencing at 7am.

20 Public Participation

None.

21 Budget and Precept 2015-16 and Medium Term Financial Plan

The Authority received a report which sought to determine the Revenue and Capital Budgets and the Council Tax Requirement for 2015/16.

The report also recommended the approval of the Prudential Indicators and Minimum Revenue Provision (MRP) Statement for 2015/16. In addition, the Authority considered potential future resources, their consequential impact on future year budgets and the future Council Tax Requirement.

RESOLVED that:

i) the Capital Budget and Programme be approved;

ii) the Revenue Budget be approved;

iii) the Authority calculates that in relation to the year 2015/16:

a) the aggregate expenditure it will incur will be £32,989,000.00;

b) the aggregate income it will receive will be £13,512,414.00;

c) the net amount transferred to financial reserves will be £585,718.00;

d) the net amount of its Council Tax Requirement will be

£20,062,304.00;

e) the basic amount of Council Tax will be £76.50 (Band D);

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

- Bromsgrove £2,670,332.76***
- Herefordshire £5,037,173.49***
- Malvern Hills £2,213,791.59***
- Redditch £1,900,690.04***
- Worcester £2,296,658.88***
- Wychavon £3,509,992.87***
- Wyre Forest £2,433,664.37***

iv) the Medium Term Financial Plan be approved; and

v) the Statement of Prudential Indicators and Minimum Revenue Provision Policy be approved.

22 Day Crewing Plus - Hereford and Worcester Fire Stations

The Authority considered a report regarding the feasibility of introducing the Day Crewing Plus duty system to crew the second wholetime fire engines at Hereford and Worcester fire stations.

RESOLVED that:

(i) the Authority approves a two year trial period of the Day Crewing Plus duty system for the second fire engines at Hereford and Worcester; and

(ii) the Authority approves the capital expenditure (from existing resources) to enable the changes to facilitate the Day Crewing Plus crewing model at Hereford and Worcester Fire Stations and instructs the Treasurer to include the revenue expenditure in the 2015/16 and 2016/17 budgets forecasts.

23 Workforce Planning

The Authority received an update on options for reducing the whole time workforce as a consequence of changes in fire cover as agreed by the Fire Authority on 1 October 2014.

RESOLVED that:

i) the initiatives in progress for temporarily reducing staffing levels be noted; and

ii) staff who volunteer for redundancy in future be offered an enhanced redundancy payment calculated on the basis of actual pay (rather than the statutory maximum) plus 75% enhancement and that this be applied to all staff groups.

24 Hindlip Transformation Bid

The Authority considered a report on progress on the project to relocate the Fire Authority Headquarters to join West Mercia Police at Hindlip Park near Worcester and to provide assurance that Officers of the Service are fully engaged with their counterparts in the Police to ensure that this project is delivered successfully with the appropriate resources.

RESOLVED that a further report be submitted to the Authority for approval prior to entering into any contractual arrangements or committing major financial resources.

25 Joint Property Vehicle Update

The Authority received a report to update Members on decisions made by other bodies with regard to the Joint Property Vehicle (JPV) and to reaffirm this Authority's decision to join the JPV.

RESOLVED that this Authority become a member of the JPV company as resolved at the meeting on 10th December 2014, notwithstanding the decision by Herefordshire Council not to participate.

26 Pay Policy Statement 2015/16

The Authority considered a report regarding the requirement for the Service to publish its annual Pay Policy Statement for year 2015/16.

RESOLVED that the Pay Policy Statement 2015/16 and supporting information be approved for publication.

27 Chief Fire Officer's Service Report

The Authority considered recent key developments and activities, which included:

- i) key outcomes from the large scale service exercise as requested at the last Authority meeting;
- ii) an update on the two year government led Joint Emergency Services Interoperability Programme as it drew to its conclusion;
- iii) notification by the Fire Brigades Union of another strike, for a period of 24 hours on 25 February commencing at 7am. The Chief Fire Officer announced that the Service had robust contingency plans in place to deal with such events and assured Members that these arrangements had already been initiated; and
- iv) the recent publication from the Local Government Association and Chief Fire Officers' Association "The Fire and Rescue Service: Making Our Nation Safer". The document recommended that the new government should bring into force existing legislation making it mandatory to install and maintain smoke alarms in private rented properties.

Cllr Udall had drawn this matter to the attention of the Chief Fire Officer and requested that the Authority should urge local MPs to recommend the immediate enforcement of such legislation prior to any change in government. It was noted that the Chief Fire Officer would be writing to all local MPs to that effect.

Members were also provided with an update on the development of the new Service website which was soon to go live.

RESOLVED that the report be noted.

28 Minutes of the Audit and Standards Committee

The Chairman of the Committee reported the proceedings of the Audit and Standards Committee 21 January 2015.

RESOLVED that the minutes of the Audit and Standards Committee Meeting held on 21 January 2015 be received and noted.

29 Minutes of the Policy and Resources Committee

The Vice-Chairman of the Committee reported the proceedings of the Policy and Resources Committee 27 January 2015. The Vice-Chairman made reference to minute 5 and informed the meeting that Whychavon District Council had recently granted planning permission for the new Evehsam Fire Station.

RESOLVED that the minutes of the Policy and Resources Committee Meeting held on 27 January 2015 be received and noted.

The Meeting ended at: 12:40

Signed:.....

Date:.....

Chairman

Report of Head of Legal Services

8. Appointment of Committees

Purpose of report

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

Recommendations

It is recommended that the Authority:

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

Group	Appointments Committee	Audit & Standards Committee	Policy & Resources Committee
Conservative	4	7	7
Labour	1	2	2
Independent	1	1	2
2013	1	1	1
Non Aligned	0	1	1
(Total)	7	12	13

- ii) *appoints the Chairman and Vice-Chairman of the following Committees:*
 - a. *Appointments Committee*
 - b. *Audit and Standards Committee*
 - c. *Policy and Resources Committee;*
- iii) *authorises the Head of Legal Services to make other appointments to Committees in accordance with the wishes notified by the Group Leaders;*
- iv) *determines any appointments of non-aligned Members to seats on committees;*
- v) *appoints two Members to the Equality and Diversity Advisory Group;*
- vi) *appoints one Member to the Health and Safety Committee; and*
- vii) *appoints the Chairman to the Young Firefighters' Association Executive Committee.*

Introduction and Background

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

Political Groups

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

	Members	%
Conservative	14	56%
Labour	4	16%
Independent	3	12%
2013	2	8%
<i>[Non Aligned]</i>	2	8%
Total	25	

Committee Appointments

5. The constitution provides that the Authority will appoint the Chairmen and Vice-Chairmen of Committees at its Annual General Meeting.
6. Members should note the following rules governing Committee appointments:
 - (i) Group Leaders, the Chairman, Vice-Chairman, out-going Chairman of the Authority and Chairman of the Policy and Resources Committee are not eligible to serve on the Audit and Standards Committee.
 - (ii) Subject to the rules on political balance, the Authority Chairman, the Policy and Resources Committee Chairman and the Audit and Standards Committee Chairman will serve on the Appointments Committee.

7. Applying the requirements of political balance, the number of seats on each committee allocated to each Group is as set out in recommendation (i) of this report. It is recommended that the Head of Legal Services make appointments to Committees in accordance with the wishes notified by the Group Leaders and that the Authority determines any appointments of non-aligned Members to seats on committees.

[For information, Appendix 2 details the Committee Memberships to be confirmed].

Conclusion/Summary

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

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Each Committee Chairman is entitled to a Special Responsibility Allowance of £1,355 per year
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None directly.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None directly.
Consultation (identify any public or other consultation that has been carried out on this matter)	None.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	An Equalities Impact Assessment has not been carried out as the report does not contain a recommendation to approve a policy.

Background Papers

Appendix 1 - Composition of Political Groups

Appendix 2 – Committee Memberships 2015/16 to be confirmed

Authority Constitution

Committee Terms of Reference

Hereford & Worcester Fire Services (Combination Scheme) Order 1997

Local Government and Housing Act 1989

Contact Officer

Nigel Snape, Head of Legal Services

(01905 368242) Email: nsnape@hwfire.org.uk

Hereford & Worcester Fire Authority – Members [as at 9 June 2015]

Conservative Group (14)

Mr D W Prodger MBE

Mr R C Adams
Mr A Amos
Mr B A Baker
Mrs L R Duffy
Mrs E Eyre
Mr W P Gretton
Ms K Guthrie
Mrs A T Hingley
Mr R J Phillips
Mr C B Taylor
Mr P A Tuthill
Mr S D Williams
Mr G Yarranton

Labour Group (4)

Mr R M Udall

Ms P Agar
Mr A Fry
Mr G Vickery

Independent Group (3)

Ms R E Jenkins
Mr R Matthews
Mr J Thomas

2013 Group (2)

Mrs F M Oborski

Prof J W Raine

Non-aligned (2)

Mr S Cross
Mr J Kenyon

Committee Seats 2015/16 – to be confirmed

<u>Policy and Resources Committee (13)</u>	<u>Conservatives (7)</u>	<u>Labour (2)</u>	<u>Independents (2)</u>	<u>2013 (1)</u>	<u>Non-Aligned (1)</u>
	Mr K Taylor (Chair) Mr R Adams (Vice Chair) Mr D Prodger MBE Mr P Tuthill <i>Vacancy</i> <i>Vacancy</i> <i>Vacancy</i>	Mr R Udall Mr A Fry	Ms R Jenkins <i>Vacancy</i>	Mrs F Oborski	Mr J Kenyon
<u>Audit & Standards Committee (12)</u>	<u>Conservatives (7)</u>	<u>Labour (2)</u>	<u>Independents (1)</u>	<u>2013 (1)</u>	<u>Non-Aligned (1)</u>
<i>Cannot include: Chair/Vice-chair of Authority; Outgoing Chair of Authority; Chair of Policy & Resources; or Group Leaders</i>	Ms L Duffy (Chair) Mr G Yarranton (Vice- Chair) Mr P Gretton Ms K Guthrie Mrs A Hingley <i>Vacancy</i> <i>Vacancy</i>	Ms P Agar Mr G Vickery	Mr B Matthews Mr J Thomas [one Member to transfer to P&R]	Prof. J Raine	Mr S Cross
<u>Appointments Committee (7)</u>	<u>Conservative (4)</u>	<u>Labour (1)</u>	<u>Independent(1)</u>	<u>2013 (1)</u>	
<i>Should normally include: Chair of Authority Chair of Policy & Resources Chair of Audit & Standards</i>	Mr D Prodger MBE (Chair) Ms L Duffy Mr K Taylor <i>Vacancy</i>	Mr R Udall	<i>Vacancy</i>	Mrs F Oborski	

Member / Officer Working Group Representatives

Equality & Diversity Advisory Group:

Ms P Agar

Mrs F Oborski

Health & Safety Committee:

Mr G Yarranton

Chairman of the Young Firefighters' Association Executive Committee

Mrs A Hingley

Report of Head of Legal Services

9. Appointments to Outside Bodies

Purpose of report

1. To consider appointments to the Local Government Association.
2. To consider appointments to the Project Arrow Joint Project Board and Member Reference Group.

Recommendations

It is recommended that the Authority:

- i) *continues with the previous practice for representation and voting on the Local Government Association, as follows:*
 - a. *that the Authority's four representatives on the Local Government Association should be the Leaders of each of the current four political groups or their nominees;*
 - b. *that the 13 Service votes on the Local Government Association Assembly be allocated between its representatives on a politically proportionate basis as follows*

Conservative Group	8
Labour Group	2
Independent Group	2
2013 Group	1
Total	13; and
 - c. *the corporate vote on the Local Government Association Assembly be exercised by the Chairman or his nominee;*
- ii) *the place and vote available to the Authority on the Local Government Association Fire Commission be exercised by the Chairman of the Authority;*
- iii) *the Authority's representative on the Project Arrow Joint Project Board be the Chairman or his nominee; and*
- iv) *the Chairman, Vice-Chairman and Political Group Leaders represent the Authority on the Project Arrow Member Reference Group.*

Introduction and Background

3. The Local Government Association (LGA) works with local authorities to ensure local government has a voice with national government. It aims to influence and set the political agenda on the issues that matter to local

authorities and the people they serve. In total, 414 authorities, including this Authority are members of the LGA for 2015/16. These members include 350 English councils, the 22 Welsh councils via the Welsh LGA, 31 fire authorities, 10 national parks and one town council.

4. At its meeting on 11 December 2013, the Authority considered a proposal for future collaborative working with Warwickshire Fire and Rescue Service (WFRS) and agreed that a joint officer team be established with WFRS to examine the feasibility and potential benefits of collaboration.
5. A Joint Project Board is also in place to provide strategic guidance to the project leads and ensure that outcomes, risks, issues and decisions are shared at a senior management level. The Joint Project Board has developed and agreed a vision for exploring the options for closer working:

“To deliver a sustainable, resilient and more cost effective fire & rescue service (FRS) for the communities of Herefordshire, Warwickshire and Worcestershire”.

6. The Joint Project Board reports to both the Fire Authority and Warwickshire County Council and Cabinet.
7. A Member Reference Group has also been established to and comprises the Authority Chairman, Vice-Chairman and Group Leaders to provide a wider Member input to the Project.

Local Government Association Appointments

8. All Fire and Rescue Authorities are entitled to a place and a vote on the Local Government Association (LGA) Fire Commission. The Authority needs to determine whether it wishes to appoint the Chairman or his nominee to the Commission and exercise the vote on behalf of this Authority.
9. This Authority is also in corporate membership of the LGA and is entitled to appoint up to 4 representatives to serve on the General Assembly. The rules relating to political balance do not apply to LGA appointments but the Association encourages those authorities entitled to 3 or 4 representatives to allocate one of these positions to minority group leaders on their authorities.
10. Arrangements determined by the Authority on 9 June 2014 allocated places on the General Assembly to the Leaders of the Political Groups on the Authority or their nominees. The Authority needs to determine if it wishes to confirm its decision on how many places it wishes to take up and how those places should be allocated.
11. The LGA constitution provides that the Authority is entitled to :
 - a) 1 vote on the election of a Chairman, Vice-Chairman and Deputy Chairmen and on questions of estimated expenditure and subscriptions; and
 - b) 13 votes (the same as a unitary authority within the same population band) on issues of direct relevance to the statutory duties and responsibilities of the Authority.

Project Arrow

12. The Fire Authority Chairman currently represents the Authority on the Joint Project Board, which he chairs jointly with relevant Portfolio Holder for WFRS. The Vice-Chairman and Political Group Leaders currently represent the Authority on the Member Reference Group.

Conclusion/Summary

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

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	There may be some costs associated with travel by appointees to meetings. Generally there are 4 LGA Fire Commission meetings each year (attended by the Chairman) and an Annual Fire Conference that the Group Leaders or their nominees may attend. This will be met from existing budgets.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Project Arrow is seeking to identify efficiency savings linked to the overall savings required by the Service.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None directly.
Consultation (identify any public or other consultation that has been carried out on this matter)	None.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	An Equalities Impact Assessment has not been carried out as the report does not contain a recommendation to approve a policy.

Background Papers

Local Government Association Constitution <http://www.local.gov.uk/general-assembly>
Fire Authority Agenda Papers and Minutes – 9 June 2014, 13 December 2013

Contact Officer

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

Report of the Treasurer

10. Provisional Financial Results 2014/15

Purpose of report

1. To receive financial results for 2014/15 and to approve treatment of financial variations.

Recommendations

It is recommended that the Authority:

- i) Notes the provisional financial results for 2014/15;*
- ii) Approves the transfer of £0.300m to the Operational Activity Reserve;*
- iii) Approves the transfer of £0.300m to an ear-marked reserve for late equipment delivery;*
- iv) Approves the transfer of the balance of £1.229m to a temporary earmarked reserve and require the Policy and Resources Committee to recommend its appropriate use; and*
- v) Approves the re-phasing of capital budgets to 2015/16 as detailed in Appendix 2.*

Introduction and Background

2. Although this subject is normally a matter for the Policy and Resources Committee, this year the Committee does not meet between the end of the financial year and the date by which the Statement of Accounts must be submitted. As a consequence the necessary decisions will need to be made by the full Authority.
3. Detailed budget monitoring reports have been presented to the Policy and Resources Committee on a quarterly basis throughout 2014/15, and have shown that Officers are vigorously controlling budgets to minimise expenditure to prepare for the forecast future financial position.
4. The Audit and Standards Committee will consider the full Statement of Accounts which, as required, will be completed on the basis of International Financial Reporting Standards (IFRS) in September following completion of the external audit.
5. Until the process is completed these financial results remain provisional, but it is unlikely that they would change materially as a result of the audit.

Revenue Budget

6. The approved revenue budget for 2014/15 was £32.637m (*Appendix 1 Line 40 Column 2*) to which additional agreed expenditure of £0.062m funded from earmarked reserves (*Appendix 1 Line 38 Column 2*) has been added bringing the total expenditure budget to £32.699m (*Appendix 1 Line 37 Column 2*).
7. The net budget of £32.637m was funded by the forecast grant, precept and business rate figures (*Appendix 1 Line 47 Column 2*) which, since the changes to local government finance from April 2013, are now potentially variable in year rather than being fixed.
8. On 25th March the third quarter Budget Monitoring report forecast a planned year end underspend of £0.855m. The forecast at the second quarter was an underspend of £0.705m, and in February the Authority approved transfer of this sum to the Budget Reduction Reserve as part of the Medium Term Financial Plan (MTFP) strategy for dealing with the costs of excess firefighters, arising from the approved Community Risk Management Plan (CRMP).
9. Appendix 1 shows that the final out-turn position is now expected to be an under spending of £2.534m, an increase of £1.679m since the third quarter.
10. A large part of this increase arises from a relatively small number of one-off issues:
 - a. £0.479m – planned expenditure on equipment delayed or not delivered by the end of the financial year, partly caused by the delay to the final approval of the CRMP to September 2014.
 - b. £0.284m – secondment income. A very cautious approach had previously been adopted only accounting for actually committed secondments, of which more were confirmed in the final quarter.
 - c. £0.247m – Retained Firefighter operational activity payments, reflecting the net reduction in overall activity.
 - d. £0.100m – Retained Firefighter additional training. The impact of strike action during 2014/15 and the Action Short of Strike (overtime ban) had a significant impact on the ability to deliver this training, and it has not been possible to catch up within 2014/15.
 - e. £0.157m - Back-dated rate appeals: Officers have continued to challenge the rateable values of Fire Authority properties and have been successful in reducing them and receiving further substantial back-dated rebates, arriving after the third quarter.
 - f. £0.122m – balance of the provision for inflation, which as agreed is only allocated when a proven case is made by budget-holders
 - g. £0.092m – settlement of the Support Staff pay award from 1st Jan 2015 rather than 1st April 2014 as budgeted.

- h. Continued pressure on budget holders has produced further net savings of £0.198m.
- 11. The majority of the items in the above list, although large, are all one-off events and have no impact on the future budget requirement, however the Management Team are now examining (h) in detail to determine how much can be removed from future budgets.
- 12. It is proposed that the total under spending be transferred to reserves as follows:
 - a. £0.705m to Budget Reduction Reserve (as already approved).
 - b. £0.300m to an earmarked reserve to cover delayed equipment delivery.
 - c. £0.300m to the Operational Activity Reserve (£0.200m to bring the underlying reserve to £0.500m and £0.100m to allow completion of delayed training).
- 13. This leaves a figure of £1.229m for which could be utilised for a number of one-off requirements, for example:
 - a. Additional funding requirement for Wyre Forest Transformational Bid scheme, should it proceed.
 - b. Extension of the capital programme or revenue funding planned capital expenditure to reduce future revenue charges.
 - c. Extension of the Worcester/Hereford second pump DCP trial.
 - d. To meet any in-year grant reductions that might arise from the Chancellor's budget in July.
- 14. It is proposed that this balance is transferred to an ear-marked reserve and that the Authority request that the Policy and Resources Committee consider the most appropriate use in due course.

Capital Budget

- 15. The capital programme, as detailed in Appendix 2, is split into three main blocks:
 - a. Vehicle Replacement.
 - b. Major Building Works.
 - c. Minor Schemes - *detailed allocation made by Senior Management Board (SMB).*
- 16. The total approved budget for 2014/15 was revised to £6.773m by the February Authority meeting. Against this revised budget, expenditure of only £4.779m (71%) has been incurred, an under spending of £1.994m.
- 17. The significant part of this variation (£1.389m) arises from two factors:

- a. £0.637m Worcester Fire Station being slightly delayed compared to the budget plan.
 - b. £0.752m Minor Building Schemes. A pause on creating spending commitments until the outcome of the Community Risk Management Plan (CRMP) review was known in September and commitment of Property staff to the Joint Property Vehicle process rather than actual property work.
18. It is proposed that the unspent element of these budgets (£1.993m) as set out in Appendix 2 is re-phased to 2015/16. This will not have a detrimental effect on the 2015/16 revenue budget as provision for capital financing was made on the basis that the financing would have commenced in 2014/15.

Role of the Audit and Standards Committee

19. The Statement of Accounts will be prepared on an IFRS basis and will show the true economic cost (but not the overall economic benefits) of providing a Fire and Rescue Service.
20. The IFRS basis differs substantially from the statutory basis on which Members are charged with managing the finances of the Fire Authority which is the basis of this Provisional Financial Results report.
21. This is because there are significant items which:
 - a. Are required to be charged by statute but which are not permitted under IFRS.
 - b. Are required to be charged under IFRS but which are prohibited by statute.
22. The Statement of Accounts will reconcile these differences and the Audit and Standards Committee will scrutinise this reconciliation as well as the Accounts themselves.

Conclusion

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

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Whole report
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any)	Budget prepared in support of current policy priorities

potential implications).	
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	n/a
Consultation (identify any public or other consultation that has been carried out on this matter)	n/a
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	n/a

Supporting Information

Appendix 1: Revenue Budget 2014/15 – Provisional Out-turn

Appendix 2: Capital Budget 2014/15 – Provisional Out-turn

Contact Officer

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Hereford & Worcester Fire Authority:

Revenue Budget 2014-15 : Provisional Out-turn

		Final Budget £m	Provisional Out-turn £m	Provisional Variance £m
1	WT FF Pay	13.929	13.297	(0.632)
2	RDS FF Pay	3.351	2.992	(0.359)
3	Control Pay	0.701	0.687	(0.014)
4	Support Pay	3.444	3.459	0.015
5	Other Employee Costs	0.061	0.061	0.000
6	Unfunded Pensions	0.966	0.996	0.030
	Support Staff Net Redundancy Costs		0.000	
7	Industrial Action		0.054	0.054
8		22.452	21.546	(0.906)
9	Strategic Management	0.084	0.058	(0.026)
10		0.084	0.058	(0.026)
11	New Dimensions	0.100	0.082	(0.018)
12	Technical Fire Safety	0.016	0.006	(0.010)
13	Community Safety	0.169	0.116	(0.053)
14	Training Dept	0.569	0.454	(0.115)
15		0.854	0.658	(0.196)
16	P & I	0.100	0.080	(0.020)
17	Ops Policy	0.064	0.015	(0.049)
18	Personnel	0.278	0.301	0.023
19	Ops Logistics	1.822	1.280	(0.542)
20	Fleet	0.590	0.617	0.027
21	FRA Members	0.059	0.058	(0.001)
22		2.913	2.351	(0.562)
23	ICT	1.020	0.995	(0.025)
24	Facilities Mngt	1.848	1.643	(0.205)
26	Insurances	0.291	0.317	0.026
27	Finance (FRS)	0.111	0.075	(0.036)
28	Finance SLA	0.098	0.083	(0.015)
29	Capital Financing	2.665	2.427	(0.238)
30		6.033	5.540	(0.493)
31	Legal Services	0.023	0.002	(0.021)
32		0.023	0.002	(0.021)
33	Core Budget	32.359	30.155	(2.204)
34	Pay Award Provision	0.218		(0.218)
35	Inflation Contingency	0.122		(0.122)
36		0.340	0.000	(0.340)
37	Gross Budget	32.699	30.155	(2.544)
38	Use of Development Reserve	(0.062)	(0.062)	0.000
39		(0.062)	(0.062)	0.000
40	Net Budget Requirement	32.637	30.093	(2.544)
41	Precept & Collection Fund	(19.455)	(19.455)	0.000
42	Revenue Support Grant	(9.443)	(9.443)	0.000
43	Retained Business Rates	(2.287)	(2.287)	0.000
44	S31 Grants - Business Rates	(0.181)	(0.195)	(0.014)
45	Fire Revenue Grant	(1.271)	(1.239)	0.032
46	Other S31 Grants	0.000	(0.008)	(0.008)
47	Financing	(32.637)	(32.627)	0.010
48	Net Position	0.000	(2.534)	(2.534)

Hereford & Worcester Fire Authority:

Capital Budget 2014-15 : Provisional Out-turn

	Revised Budget	Out-turn	Variance	Proposed Rephasing
Vehicles				
086 - Ex Leased Appliances	44,385	44,340	- 45	
148 - Off Road Vehicle Replacement 13/14	26,000	-	- 26,000	26,000
151 - Response Vehicles 14/15	338,000	11,161	- 326,839	326,839
199 - USAR Dog Van	29,000	-	- 29,000	29,000
Total	437,385	55,501	- 381,884	
Major Building				
049 - Malvern Refurb	779,000	786,393	7,393	- 7,393
XXX - All Strategic Training Facilities	56,000	57,201	1,201	- 1,201
126 - Worcester Station	3,776,000	3,138,732	- 637,268	637,268
179 - Evesham Prelim. Works	43,000	55,337	12,337	- 12,337
200 - New Hereford Station	-	5,650	5,650	- 5,650
Total	4,654,000	4,043,313	- 610,687	
Fire Control				
103 - Fire Control Replacement	107,000	131,134	24,134	- 24,134
Total	107,000	131,134	24,134	
Minor Schemes				
131 - Hereford Safety Refurbishment	-	668	668	
132 - Revised HQ Server Room Fire Suppression	50,000	-	- 50,000	50,000
134 - Stourport BA Wash	940	-	- 940	940
135 - Asbestos Removal	95,235	-	- 95,235	95,235
137 - Bromsgrove IT Fit Out	32,517	9,357	- 23,160	23,160
139 - Broadway Female Facilities 13 - 14 Scheme	35,000	-	- 35,000	35,000
140 - Upgrade Droitwich Generator 13 - 14 Scheme	50,000	16,891	- 33,109	33,109
141 - Droitwich Welfare Facilities 13 - 14 Scheme	40,000	2,000	- 38,000	38,000
142 - Droitwich Boiler Room Refurb 13 - 14 Scheme	655	-	- 655	
143 - Droitwich Forecourt Refurb 13 - 14 Scheme	15,000	850	- 14,150	14,150
144 - Electrical Distribution Boards Replacement	22,787	2,674	- 20,113	20,113
145 - Air Conditioning Gas Replacement 13 - 14 Scheme	34,770	17,370	- 17,400	17,400
175 - Bromsgrove Day Crew Plus Welfare Equipment	21,077	12,380	- 8,697	8,697
178 - UPS Enhancement	142,000	102,432	- 39,568	39,568
182 - USAR Intergration	26,832	26,611	- 221	
186 - Appliance Bay Doors	85,000	26,000	- 59,000	59,000
187 - Ross - Roof	30,000	-	- 30,000	30,000
188 - Eardisley - Roof	17,500	-	- 17,500	17,500
189 - Redditch - Roof	40,000	13,539	- 26,461	26,461
190 - FAHQ - Roof	10,000	1,895	- 8,105	8,105
191 - Hereford - Appliance Bay heating	7,500	-	- 7,500	7,500
192 - Redditch YFA	20,000	7,081	- 12,919	12,919
193 - Replace Redundant Towers with Masts	106,000	3,425	- 102,575	102,575
195 - Bromyard Garages - Retaining Walls	60,000	-	- 60,000	60,000
197 - Public Sector Network Physical Security Measures	70,000	12,730	- 57,270	57,270
202 - Day Crew Plus Worcester	-	3,745	3,745	- 3,745
203 - JPV Works	-	325	325	
Minor Building Schemes Sub-Total	1,012,813	259,974	- 752,839	

Appendix 2

	Revised Budget	Out-turn	Variance	Proposed Rephasing
127 - Wide Area Network / Internet Improvement	7,098	-	- 7,098	7,098
159 - Computer Software 12-13	8,079	-	- 8,079	8,079
161 - Network Upgrades LAN/ WAN	4,000	-	- 4,000	4,000
162 - Core Switch Hardware Replacement 12-13	15,000	14,639	- 361	
163 - Lan Switch Router IOS updates	7,000	6,934	- 66	
164 - Droitwich Wan upgrade	9,000	-	- 9,000	9,000
166 - Swipe Card Upgrade to ISO 14443A-4	50,000	-	- 50,000	50,000
167 - Retained Station Swipe Card Roll Out	80,000	-	- 80,000	80,000
169 - Hardware/Computer Purchase 13-14	25,433	11,577	- 13,856	13,856
170 - Computer Software 13-14	15,000	-	- 15,000	15,000
171 - Developments 13-14	7,854	4,064	- 3,790	3,790
172 - Server Hardware Upgrades 13/14	12,000	8,695	- 3,305	3,305
173 - Core Switch Hardware Replacement 13-14	15,000	15,562	- 562	
180 - Finance System Workflow	42,839	24,047	- 18,792	18,792
183 - Committee Management Information System	14,500	14,500	-	-
194 - Business Continuity	39,000	27,814	- 11,186	11,186
101 - Intel Application	13,700	-	- 13,700	13,700
Minor IT Schemes Sub-Total	365,503	127,833	- 237,670	
174 - Large Animal Rescue Equipment	1,140	344	- 796	
176 - UHRP / ISV Additional Equipment	5,538	-	- 5,538	5,538
181 - Bromsgrove BA Compressor	45,000	40,213	- 4,787	4,787
184 - Tactical Ventilation	44,000	21,736	- 22,264	22,264
185 - Compressors - Malvern/Peterchurch	85,000	83,945	- 1,055	1,055
196 - Hydraulic Test and Maintenance Rig	16,000	15,520	- 481	
Minor Equipment Schemes Sub-Total	196,678	161,758	- 34,920	
Total Minor Schemes	1,574,994	549,565	- 1,025,429	
TOTAL CAPITAL BUDGET	6,773,379	4,779,513	- 1,993,866	1,992,798

Report of Head of Corporate Services

11. Annual Performance 2014-15

Purpose of report

1. This report is a summary of annual performance for 2014-15 using the set of Key Performance Indicators (KPI's) as agreed by the Senior Management Board (SMB).
-

Recommendations

Recommended that the Authority notes the following headlines taken from Appendix 1 relating to annual performance for 2014-15:

- i) the total number of incidents attended in 2014-15 is the lowest overall total in the nine years that the current data set has been collected. It is also the lowest number of incidents for each of the three main categories of incidents individually;***
- ii) sickness levels for all staff continue to remain within tolerance and are comparable with 2013-14;***
- iii) the Service saw a 6.5% increase in attendances at building fires that met the 10 minutes attendance standard, compared with the same period last year; and***
- iv) retained (on-call) first appliances were available for operational duty 94.3% of the time.***

Introduction

2. The Service gathers data on a number of Key Performance Indicators (KPI), based on operational activity and other areas of the Service and reports quarterly on these to SMB, the Policy and Resources Committee and annually to the Fire Authority (FA).

Tolerance Levels

3. Individual KPIs are tested against the tolerance levels expected for the year. These are the levels between which performance is expected to fluctuate and are generally 10% above and below the average levels for the specific indicators.
4. The only indicator out of tolerance at the end of the year was the percentage of building fires attended by the first appliance within 10 minutes of the time of call; however there has been an overall improvement in achieving the standard. This indicator is analysed in detail in Appendix 1, together with an overview of all operational activity and an analysis of retained appliance availability.

5. The Senior Management Board will continue to receive reports based on the measures the Service is taking to stay within tolerance levels and where improvements are required and will report any action required together with details of future performance to the Policy and Resources Committee.

2014-15 Performance

6. 2014-15 saw a reduction in total incidents compared with the same period last year. All three categories of fire incidents have reduced when compared with the same period last year. Primary fires (fires involving property, casualties or when 5 or more appliances attend) have decreased to the lowest number in the previous nine years. Secondary fires (other fires such as grassland and rubbish) and chimney fires have also decreased when compared with 2013-14.
7. The numbers of special service incidents (emergency incidents that are not fire related such as rescues from vehicles and water, chemical incidents etc.) have also decreased when compared with 2013-14. This is despite an increase in wet weather related incidents.
8. Additionally the number of false alarm incidents has decreased compared with the same period last year. 70% of false alarms are caused by automatic false alarms actuations (AFAs) and this decrease has negated a rise in good intent false alarm and malicious false alarms.
9. The number of days/shifts lost to sickness absence for all staff has continued to remain within tolerance levels. Average sickness figures were considerably lower when compared with other fire services. For example Wholtime lost 5.36 days/shifts per head (average 12.41), Fire Control lost 5.51 (average 12.41) and non-uniform lost 7.96 (average 11.79).
10. There has been an improvement in the number of times the first appliance has attended a building fires within the 10 minutes attendance standard.
11. Overall retained appliances were available 91.6% of the time in 2014-15 (1st Appliance 94.3%), an increase of 0.3% on the same period in 2013-14. Some retained Stations have two appliances and in these situations it is ensured that the rescue pump (appliance with additional rescue equipment) availability is maintained as much as possible and any unavailability is first taken by the regular pump.

Conclusion/Summary

12. The Service gathers data on a number of Key Performance Indicators (KPI), based on operational activity and other areas of the Service. Attached at appendix 1 is the annual performance report for 2014-15. The annual performance report analyses the data and includes further details regarding the headlines in the recommendations. Members may be particularly interested to note that the total number of incidents attended in 2014-15 is the lowest overall total in the nine years that the current data set has been collected.

Corporate Considerations

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

Supporting Information

Appendix 1: Fire Authority Annual Report – 2014-15 Annual Performance

Contact Officer

G Marshall

Group Commander – Ops Assurance

(01905 368316)

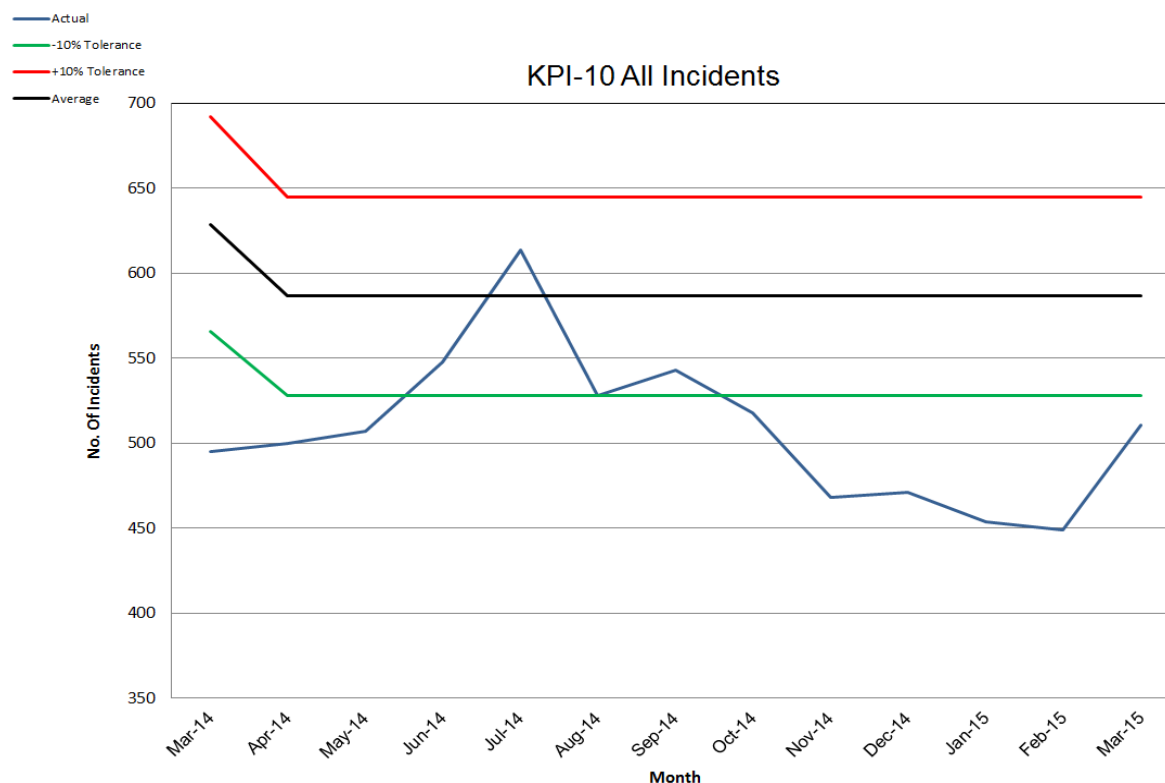
Email: gmarshall@hwfire.org.uk

Fire Authority Annual Report 2014-15 Annual Performance

1. Operational Activity – Total and Fire Incidents

1.1. Total Incidents Attended

This indicator measures the total number of emergency incidents attended by the Service within the Herefordshire & Worcestershire geographical boundaries. This includes the full range of operational activity including fires, false alarms and special service (other non-fire emergency) incidents.



(Figure 1 – Total incidents per month April 2014 to March 2015)

Summary Total incident levels for 2014-15 show a decrease in operational activity compared with the previous year. Special service incidents have reduced, as have the number of false alarms attended. The total number of incidents attended is the lowest on record since 2005-6.

Total Incidents	2013-14	2014-15	Percentage change
All Fires	1987	1733	-12.8%
Special Services	1458	1354	-7.1%
False Alarms	3177	3025	-4.8%
Total Incidents	6622	6112	-7.7%

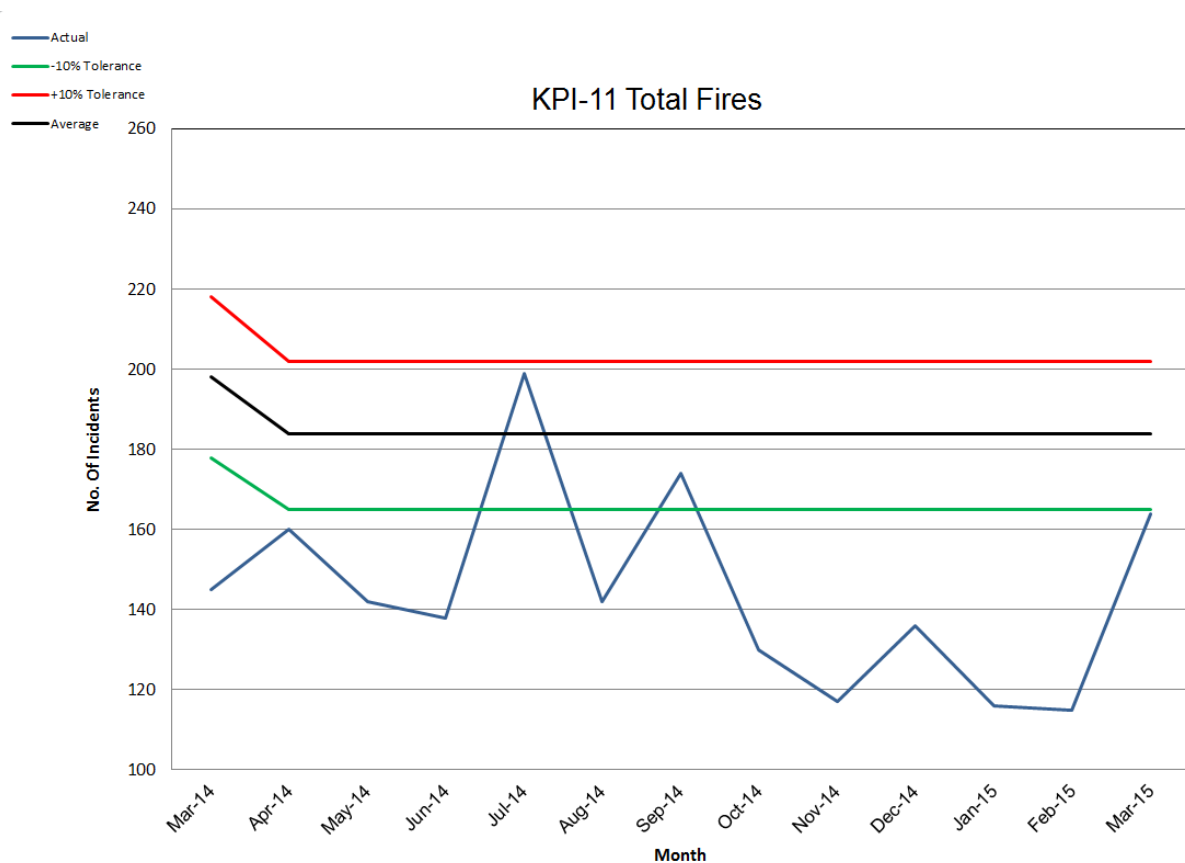
(Table 1 – Total incidents 2013-14 and 2014-15)

- There has been a -12.8% decrease in calls related to fires attended in 2014-15 compared to the previous year.

- Special service calls reduced by -7.1% compared with the same period last year, which is the lowest annual total attended since the dataset started in 2005-06.
- False alarm calls are also down by -4.8% compared with the position at the end of last year and is also the lowest total of false alarm incidents attended over the same nine year period.
- The peak of activity that can be seen in July 2014 is represented by a 19.5% increase in false alarms and a 44.2% increase in fires over two months. This peak may correspond with the weather, as it was the hottest time of the year and with the lowest rainfall and the 2nd lowest humidity levels.

1.2. Total Number of Fires

The indicator measures the total number of fires attended by the Service. This includes primary fires that involve property and/or people; secondary fires which are generally smaller fires in open areas and chimney fires.



(Figure 2 – Total fires per month April 2014 to March 2015)

Summary Total number of fires has reduced by 12.8% when compared to 2013/14

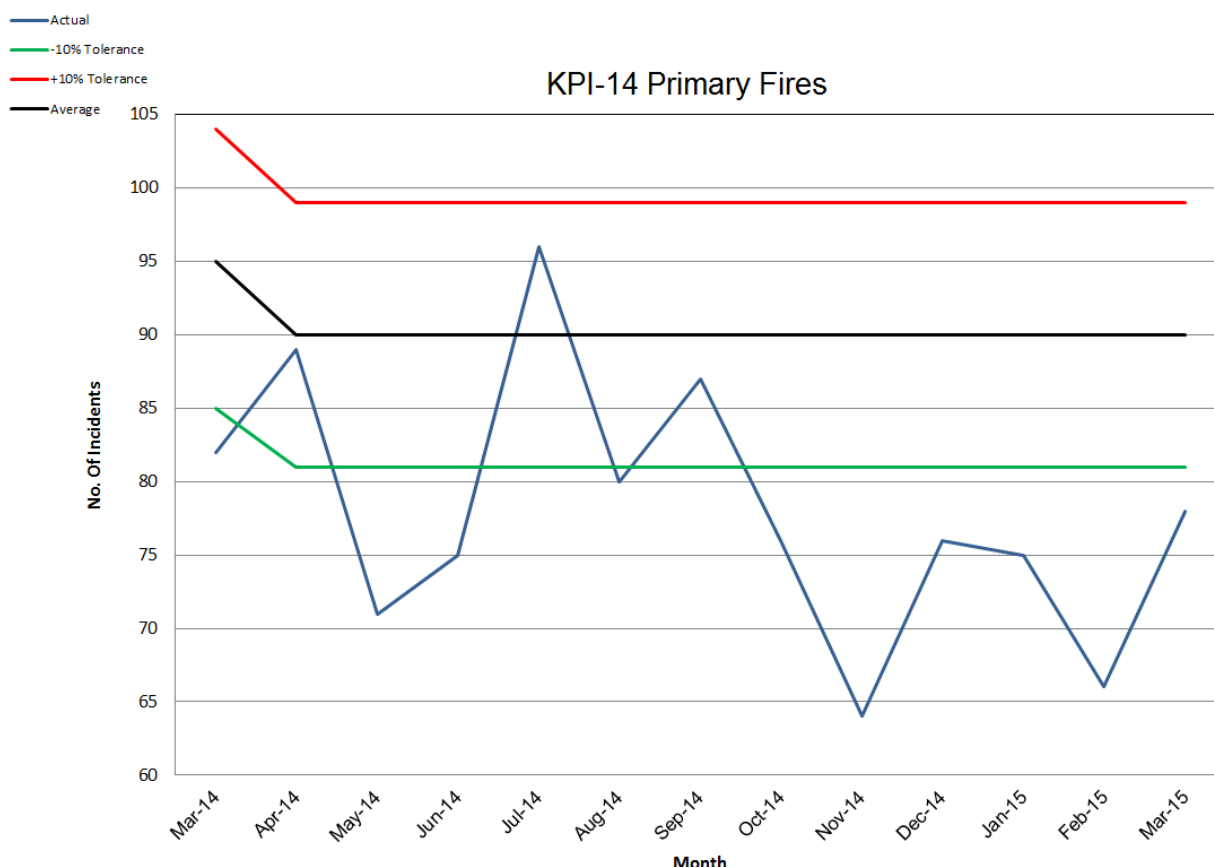
Total Fires	2013-14	2014-15	Percentage change
Primary Fires	1037	933	-10.0%
Secondary Fires	755	624	-17.4%
Chimney Fires	195	176	-9.7%
Total Fires	1987	1733	-12.8%

(Table 2 – Total fires 2013-14 and 2014-15)

- Primary fires have decreased by 10% when compared with the same period last year (933 compared with 1037) and the number is down from the last 5 years average (1076 incidents).
- Secondary fires have also decreased by 17.4% when compared with the same period last year (624 compared with 755). The number of secondary fires attended in 2014-15 is down from the last 5 years average (883 incidents).
- Chimney fires have decreased by 9.7% compared with 2013-14 (176 compared with 195) and are down by 1.6% compared with the average number of chimney fire incidents attended in the last 5 years (179 incidents).

1.3. Primary Fires

Primary fires include all fires involving property (including non-derelict vehicles) or casualties or when 5 or more appliances attend. As a result, larger outdoor fires are included in addition to building and vehicle fires.



(Figure 3 – Total primary fire incidents per month April 2014 to March 2015)

Summary Primary fire numbers in 2014-15 have decreased when compared with 2013/14 and are the lowest recorded since datasets began in 2005/6.

Primary Fires	2013-14	2014-15	Percentage change
Building Fires	657	576	-12.3%
Vehicle & Transport Fires	283	282	-0.4%
Outdoor Fires	97	75	-20.6%
Total Fires	1037	933	-10.0%

(Table 3 – Primary fires 2013-14 and 2014-15)

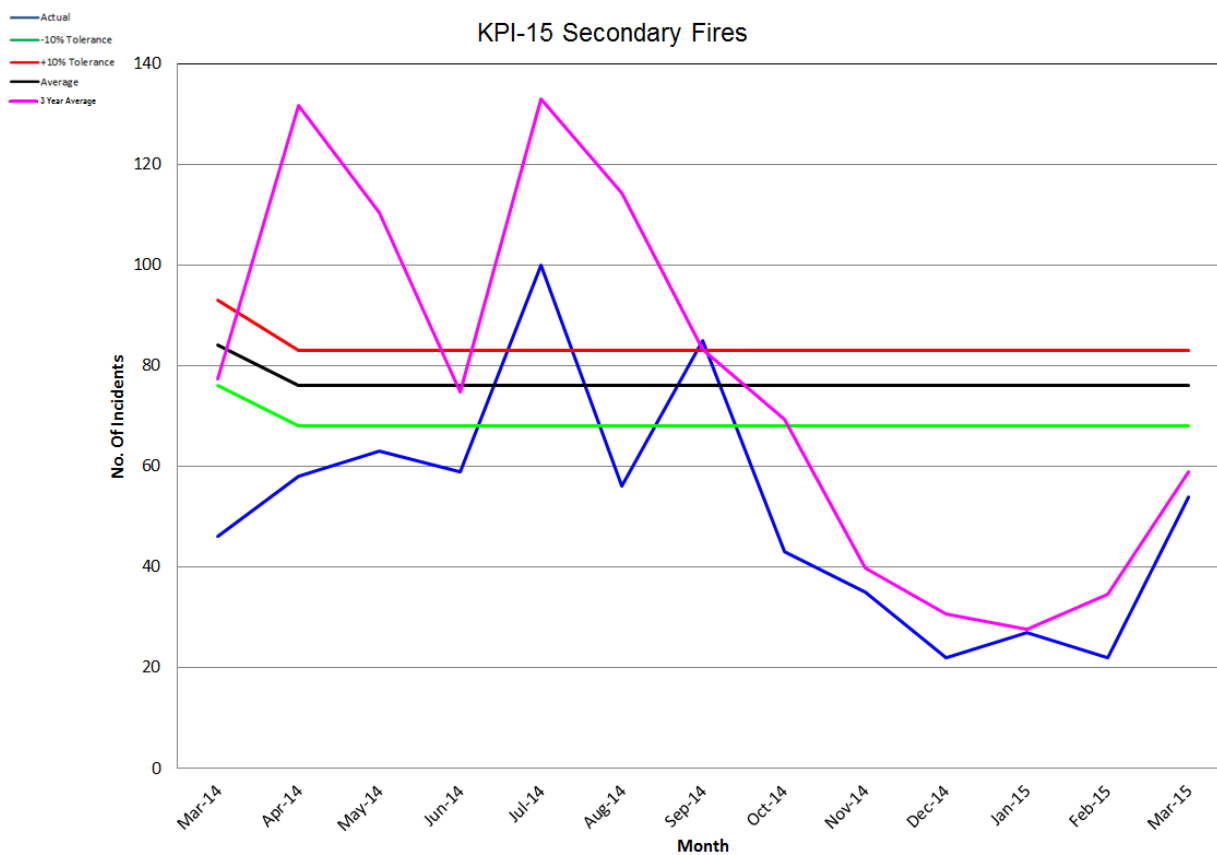
- Car fires account for the largest proportion of Vehicle and Transport fires and the number of incidents are nearly identical at 282 in 2014-15 and 283 in 2013-14.
- Building fires have decreased by -12.6% compared with the previous year.
- Although small in context, the number of outdoor fires has also decreased from 97 in 2013-14 to 77 in 2014-15. This can be very dependent on the weather conditions.
- Injuries from primary fires have decreased when compared to the same period last year. There were 25 injuries from primary fires in 2014-15 and 43 injuries in 2013-14. These were primarily a result of the casualty being overcome by smoke or having breathing difficulties (see breakdown below):

Type of Fire incident where Injuries occurred	2013-14 Incident	2014-15 Incidents
Fire - Boat	0	2
Fire - Building	6	8
Fire - Outdoor	12	3
Fire - Persons on fire	14	4
Fire - Vehicle large	0	1
Fire - Vehicle small	0	1
Fire - Hazardous Material - Vehicle leaking fuel	1	0
Fire - Rescues - RTC persons trapped (small vehicles)	0	2
Incident Total	33	21
Injuries from incidents	43	25

- Out of the 25 injuries in 2014-15, 11 were as a result of accidental dwelling fires; eight (32%) were kitchen related, two were in the living area and one (4%) in corridor/hall. A further three were deliberate fires.
- There were two fire related fatalities in 2014-15: one of those being deliberate. This figure is down from six in 2013-14.

1.4. Secondary Fires

Secondary fires are typically small fires which start in and are confined to, outdoor locations. Customarily, they are fires in grass or heathland, fires involving rubbish, fires comprising street or railway furniture and fires in derelict buildings or vehicles.



(Figure 4 – Secondary fire incidents per month April 2014 to March 2015)

Summary Secondary fire numbers have decreased in 2014-15 compared with the previous year down -17.4%.

Secondary Fires	2013-14	2014-15	Percentage change
Grassland Woodland and Crops	271	179	-33.9%
Other Outdoors (including land)	249	234	-6.0%
Outdoor Equipment & Machinery	12	15	25.0%
Outdoor Structures	190	157	-17.4%
Building & Transport	33	39	18.2%
Total Fires	755	624	-17.4%

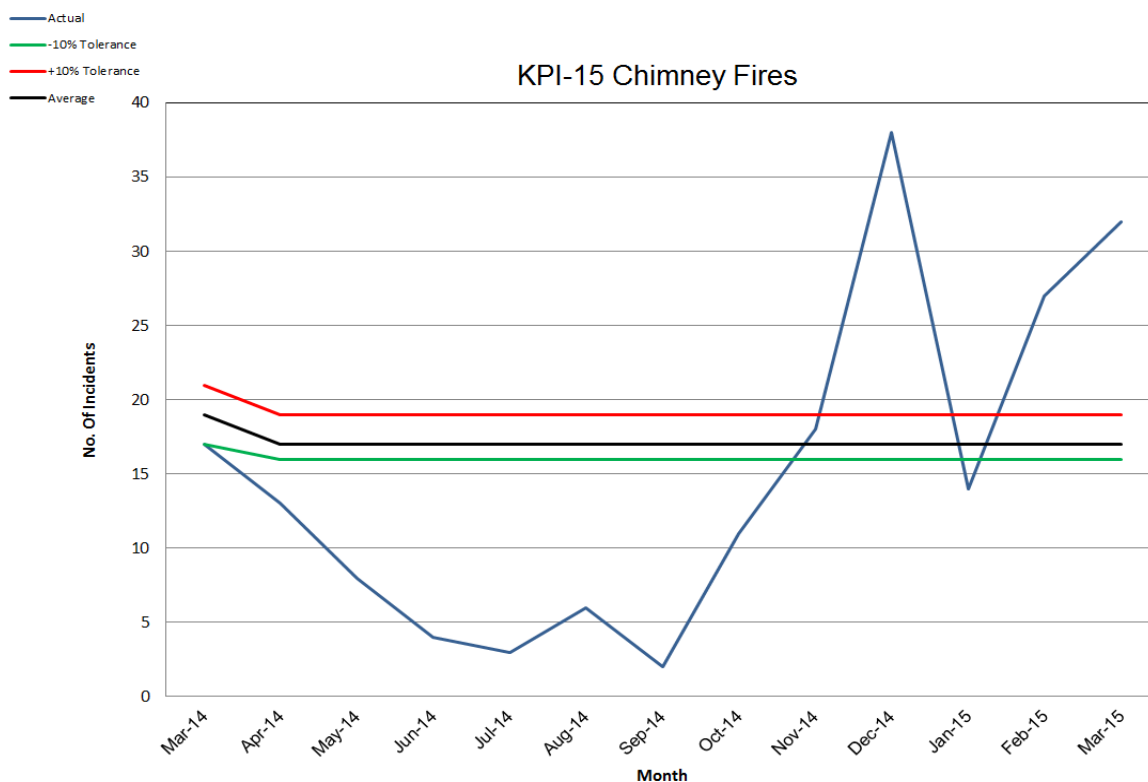
(Table 4 – Secondary fires 2013-14 and 2014-15)

- There has been a -17.4% reduction in the overall number of secondary fires, this is mainly due to a -33.9% drop in grassland, woodland and crop fires.

1.5. Chimney Fires

Chimney fires mainly occur when the deposits of combustion build up within the flueways of a chimney. A fire is only classed as a chimney fire if it is confined to the chimney itself. If it spreads to other parts of the building it is defined as a primary fire.

Summary Chimney fires have decreased in 2014/15 by 9.7% compared with 2013-14 (176 compared with 195). This is down 16.7% compared with the average number of chimney fire incidents attended in the last 5 years (211 incidents).



(Figure 5 – Chimney fire incidents per month April 2014 to March 2015)

- The total number of chimney fires attended throughout 2014-15 has reduced by 9.7% when compared with the previous year. December, February and March are outside tolerance; however anecdotally it seems there is an increasing trend to have wood burning fires in houses and monthly variables will mainly be linked to seasonal temperatures.

Chimney Fires	2013-14	2014-15	Percentage Change
April	33	13	-60.6%
May	13	8	-38.5%
June	7	4	-42.9%
July	1	3	200.0%
August	1	6	500.0%
September	8	2	-75.0%
October	17	11	-35.3%
November	26	18	-30.8%
December	22	38	72.7%
January	27	14	-48.1%
February	23	27	17.4%
March	17	32	88.2%
Total	195	176	-9.7%

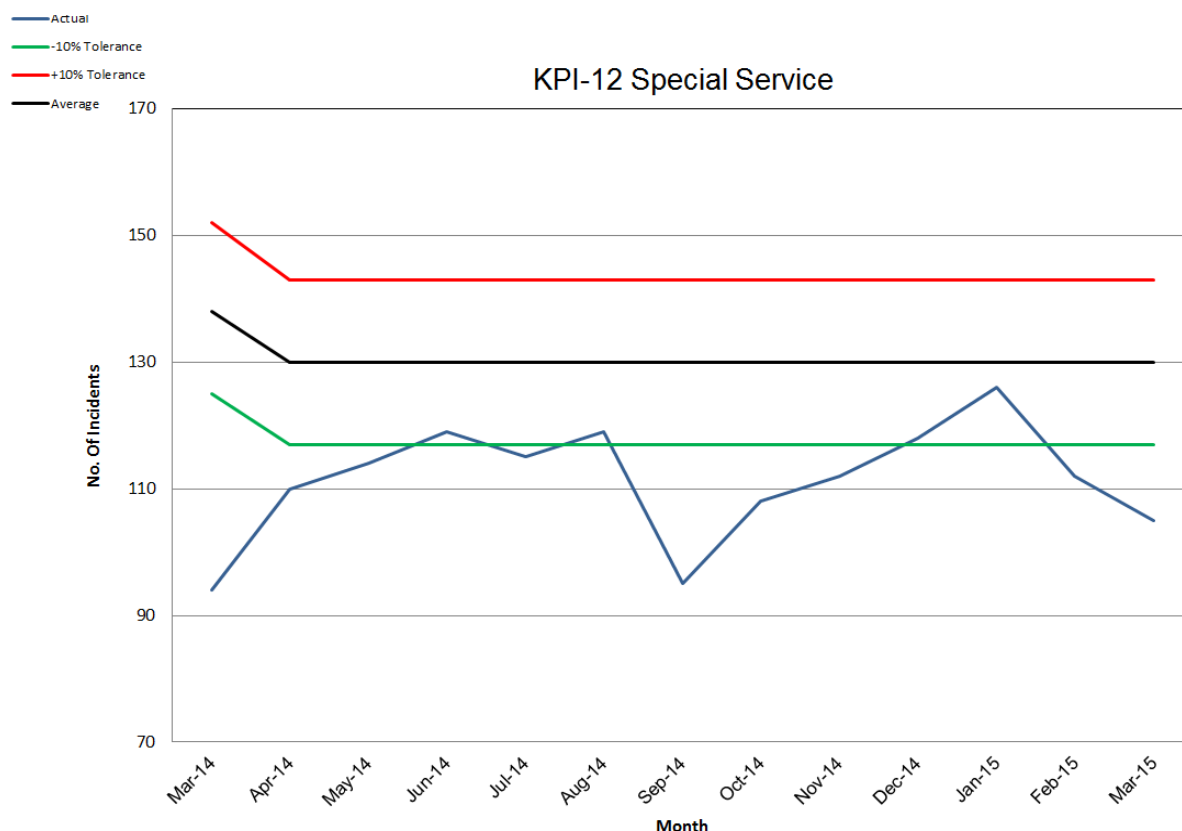
(Table 5 – Chimney fires 2013-14 and 2014-15)

2. Operational Activity – Other Non-Fire Incidents

Section 2 of this report focuses on operational activity in terms of other non- fire incidents attended.

2.1. Special Service Incidents

These are emergency incidents attended that are not fire related. They include RTCs, extrications, lift rescues, lock ins/outs, hazardous materials/ chemical incidents, other rescues and flooding incidents.



(Figure 6 – Special services Incidents per month April 2014 to March 2015)

Summary Special service incidents totals have declined by 7.1% when compared with the previous year and represents the lowest number of special service incidents attended for the nine years in which the current dataset has been collected; however RTC's have increased marginally by 1.4%, however actual extrications of casualties from serious RTC's have fallen.

All Special Services	2013-14	2014-15	Percentage change
RTC Incidents	565	573	1.4%
Flooding	113	93	-17.7%
Rescue/Evacuation from Water	79	45	-43.0%
Animal Assistance	103	83	-19.4%
Other Special Services	598	560	-6.4%
Total Incidents	1458	1354	-7.1%

(Table 6 – Special services 2013-14 and 2014-15)

A further breakdown of RTCs by category is shown below.

RTC category	2013-14	2014-15	Percentage change
Advice only	6	3	-50.00%
Extrication of person/s	117	103	-11.97%
Make scene safe	66	64	-3.03%
Make vehicle safe	312	339	8.65%
Medical assistance only	4	7	75.00%
Other	4	5	25.00%
Release of person/s	44	39	-11.36%
Stand by - no action	9	12	33.33%
Wash down road	3	1	-66.67%
Total	565	573	1.42%

(Table 7 – RTC by category 2013-14 and 2014-15)

- Whilst the number of RTC extrication incidents has reduced, the number of fatalities and injuries has increased (see table 8 below). It should be noted that this increase may be as a result of changes in the way we are gathering data on casualty reporting, owing to additional casualty care questions being included in reporting system since May 2014. However the number of fatalities and serious casualties does appear to have increased. The Service continues to play an active role in the Safer Roads Partnership and carries out bespoke pieces of Road Safety work across both counties.

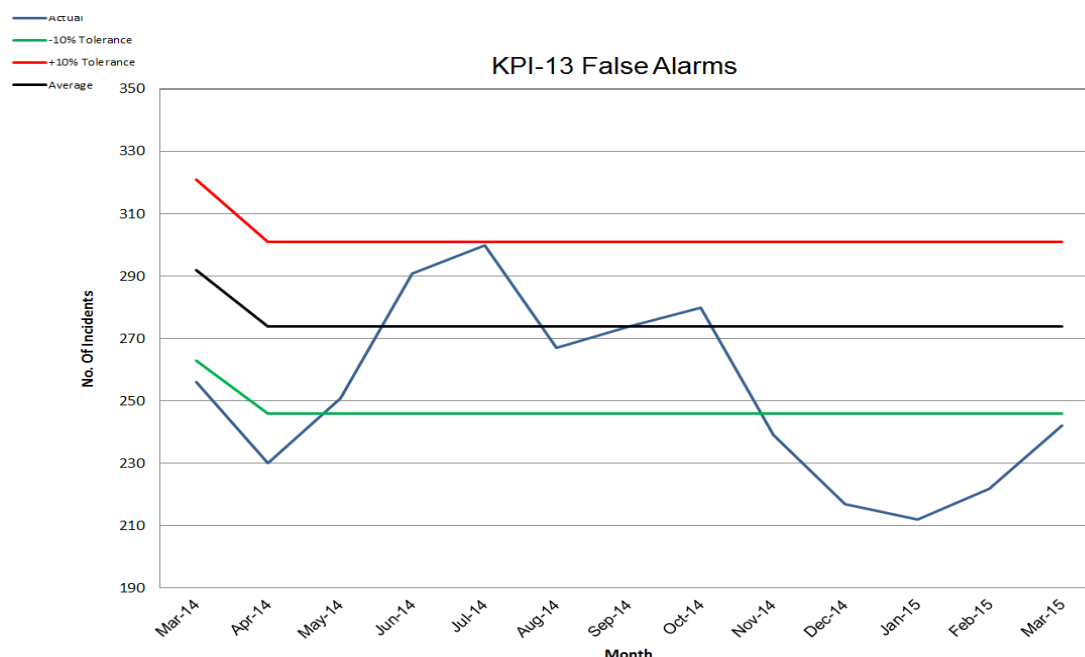
RTC casualties	2013-14	2014-15	% change
Fatalities	8	17	112.5%
Casualty taken to hospital – injuries appeared serious	96	138	43.75%
Casualty taken to hospital – injuries appeared slight	270	314	16.29%
Casualty given First Aid at scene	64	69	7.81%
Casualty rescued without injury	29	34	17.24%
Total	467	572	22.48%

(Table 8 – RTC casualties 2013-14 and 2014-15)

- The largest sub category of other special services were flooding incidents (93) which in 2014-15, accounted for nearly 6.9% of all special service incidents (1354 incidents). This has decreased by 17.7% when compared with the previous year, again this indicator is seasonally dependant on prevailing weather patterns.
- Although the Service attended a spate of wet weather incidents (flooding) in January, February and March 2013-14, this did not reoccur in 2014-15, meaning a 17.7% drop in flooding incidents attended overall in 2014-15.

2.2. False Alarm Incidents

False alarms are incidents attended by the Service where no firefighting was required. They can be the result of an automatic fire alarm or where a member of public incorrectly believes a fire is occurring (good intent) or because of a malicious call.



(Figure 7 – False alarm incidents per month April 2014 to March 2015)

Summary The total number of false alarms attended has decreased overall by - 4.8% in 2014-15.

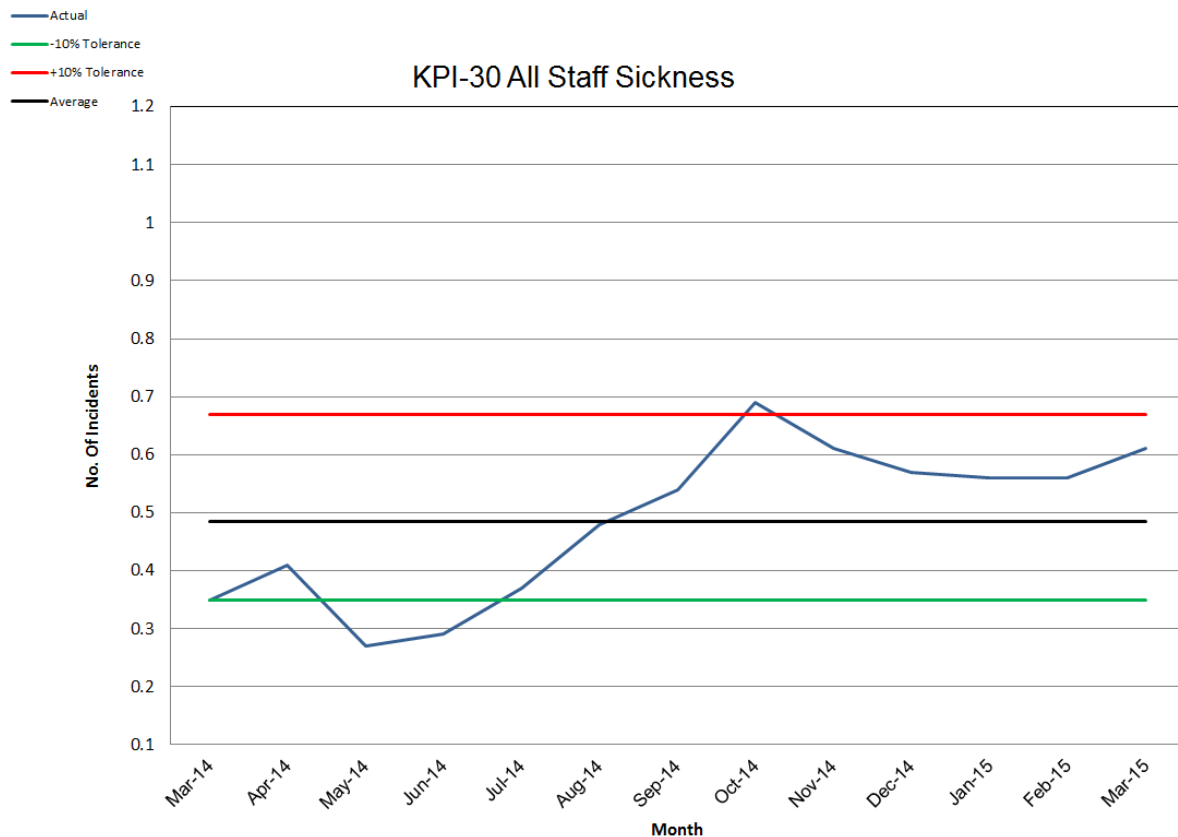
- There has been a slight increase in the number of good intent false alarms attended and of malicious false alarms, when compared with the previous year 4.3% and 2.3% respectively.
- The slight increase in good intent false alarms and malicious false alarms has been negated by a decrease in the number of automatic false alarms attended, which is down 7.1% compared to 2013-14.

Total False Alarms	2013-14	2014-15	Percentage change
Malicious False Alarms	46	48	4.3%
False Alarm Good Intent	730	747	2.3%
Automatic False Alarms	2401	2230	-7.1%
Total False Alarms	3177	3025	-4.8%

(Table 9 – False alarms 2013-14 and 2014-15)

3. Absence Management

3.1. All Staff Sickness



(Figure 8 – All staff sickness April 2014 to March 2015)

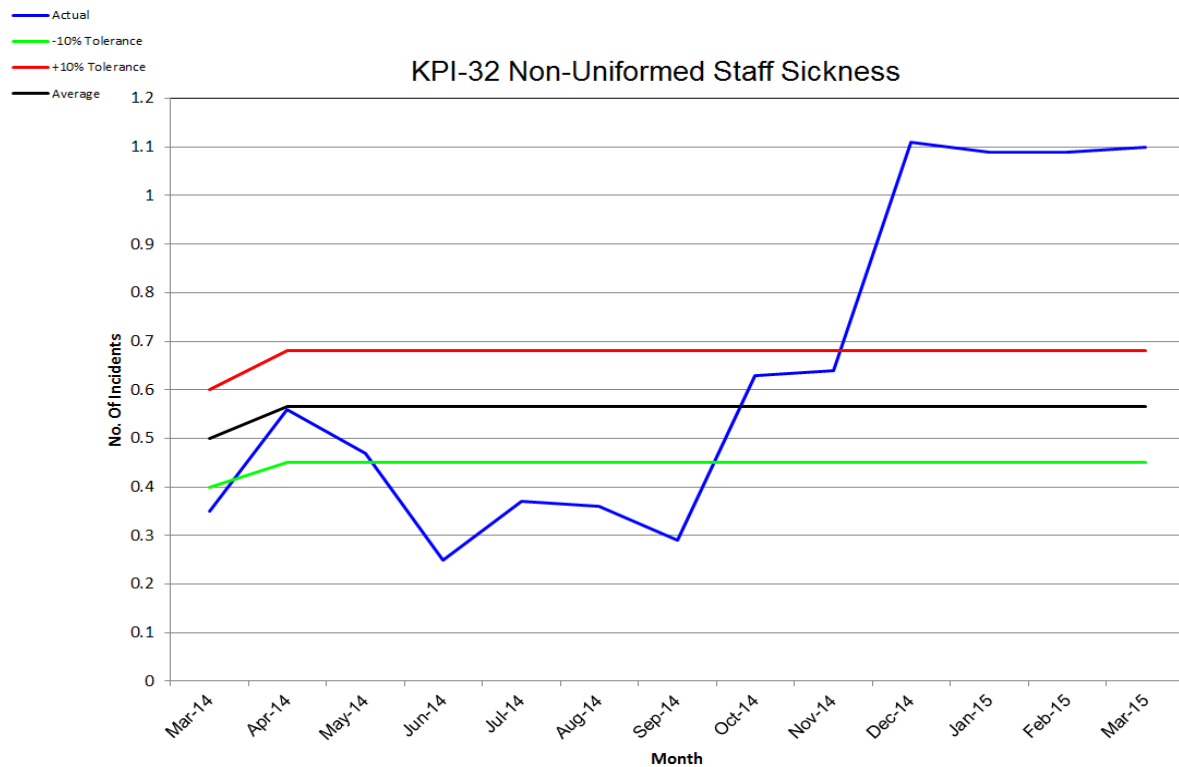
Summary Sickness levels for all staff are considered to be low overall and have remained within tolerance levels on a monthly basis, except for a marginal peak in October 2014.

Month	Short Term All Staff Sickness per head (shifts/days lost)	Long Term All Staff Sickness per head (shifts/days lost)	All Staff Sickness per head (shifts/days lost)
Apr-14	0.24 (101)	0.17 (70.43)	0.41 (171.43)
May-14	0.16 (65.46)	0.11 (46.74)	0.27 (112.2)
Jun-14	0.14 (58)	0.15 (64.74)	0.29 (122.74)
Jul-14	0.23 (98)	0.14 (57.49)	0.37 (155.49)
Aug-14	0.26 (108.55)	0.21 (87)	0.48 (195.55)
Sep-14	0.25 (103)	0.29 (117)	0.54 (220)
Oct-14	0.35 (145)	0.34 (137)	0.69 (279)
Nov-14	0.26 (103.7)	0.36 (145)	0.61 (248.7)
Dec-14	0.31 (125.22)	0.26 (106)	0.57 (231.22)
Jan-15	0.31 (125.22)	0.26 (106)	0.56 (231.22)
Feb-15	0.3 (125.22)	0.26 (106)	0.56 (231.22)
Mar-15	0.41 (167.37)	0.2 (82)	0.61 (249.37)
Total	3.22 (1325.74)	2.74 (1125.4)	5.96 (2448.14)

(Table 10 – All staff sickness per month 2014-15)

- The largest monthly total of all staff absence was in October 2014, where 0.69 days/shifts per head were lost to absence. 49.3% of all staff sickness in the same month was due to long term staff sickness.
- Long term staff absence rose as a monthly proportion of all staff sickness from 32.8% in November 2014 and by March 2015 it accounted for 40.7% of all staff sickness. At the end of the financial year, long term staff sickness represented 46.1% of all staff sickness for the whole year.

3.2. Non-Uniformed Staff Sickness

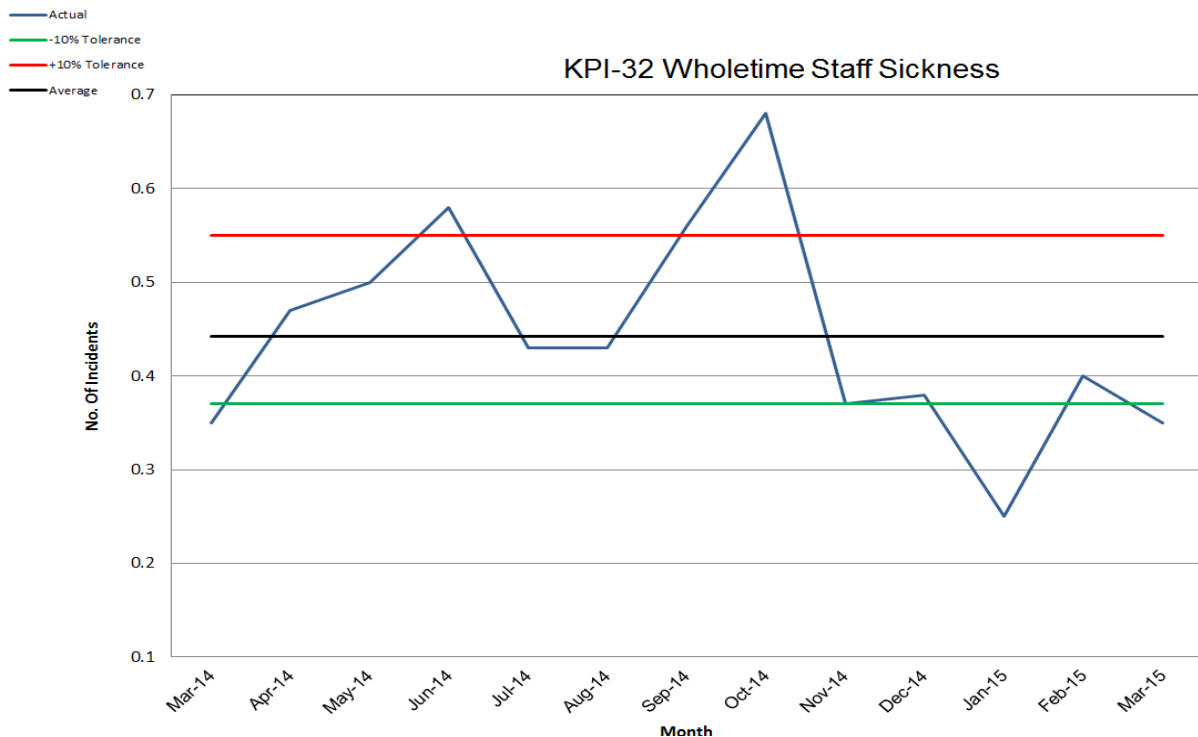


(Figure 9 – Non-uniform staff sickness April 2014 to March 2015)

Summary Non-uniform sickness was out of tolerance levels on a monthly basis in November, December, January, February and March.

- The largest monthly total of all non-uniform staff sickness for 2014-15 was in December 2014, where 1.11 days per head were lost to sickness absence.
- An increase in short and long term sickness has been seen over the last four months to March 2015.
- At the end of the financial year, long term staff sickness represented 30.5% of all non-uniformed staff sickness.

3.3. Wholetime Staff Sickness



(Figure 10 – Wholetime staff sickness April 2014 to March 2015)

Summary Wholetime sickness was in tolerance in all months except June and October.

- The largest monthly total of Wholetime staff sickness in 2014-15 was in October 2014, where 0.71 shifts per head were lost to sickness absence.
- 50.7% of Wholetime staff sickness in this month was due to long term sickness at 0.36 shifts per head.

- Long-term Wholetime staff sickness accounted for 45.0% of all Wholetime staff sickness at the end of the year.

Comparative Data

Sickness Absence	2013/14 (Days per head)	2014/15 (Days per head)	Percentage change
Wholetime Staff	5.42	5.36	-1.1%
Non Uniform Staff	7.45	7.96	6.8%
All Staff	5.92	5.96	0.04%

(Table 11 - Day sickness per head)

- There has been a small increase of 0.04% in 2014-15 in all staff sickness compared with the previous year. There has been a minor reduction in Wholetime sickness, whilst there is a small increase of 6.8% in non-uniformed staff sickness this year.

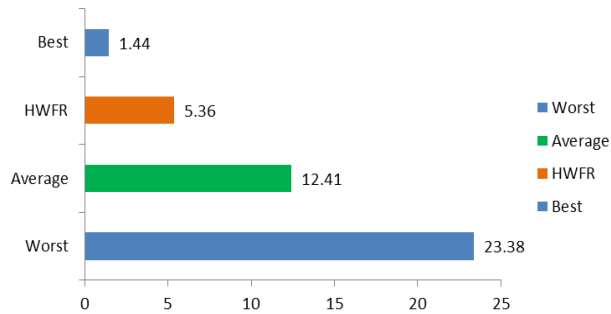
	Short Term All Staff Sickness per head (shifts/days lost)	Long Term All Staff Sickness per head (shifts/days lost)	All Staff Sickness per head (shifts/days lost)
Wholetime	2.53 (802)	2.83 (897)	5.36 (1699)
Non-Uniform	5.53 (516.74)	2.43 (228.4)	7.96 (745.14)
All Staff	3.22 (1325.74)	2.74 (1125.4)	5.96 (2448.14)

(Table 12 – Wholetime sickness per month 2014-15)

- As a result an annual 5.96 days/shifts per head was lost to all staff sickness during 2014-15 compared to 5.92 days/shifts per head in 2013-14 – an increase of 0.04%.

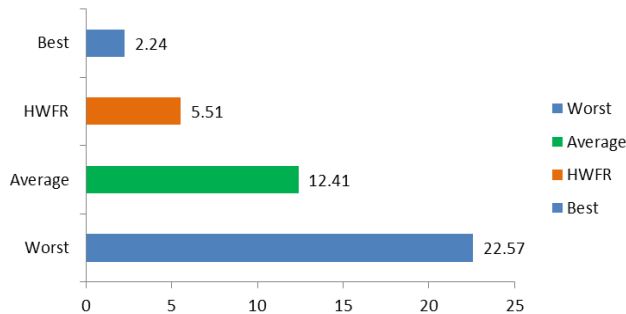
Comparison figures from other fire services.

Wholetime



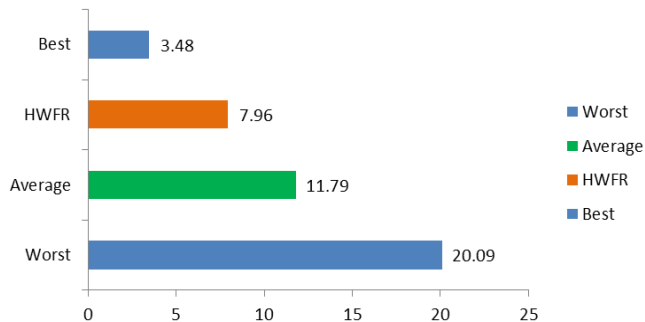
Out of a survey of 34 fire services Wholetime sickness/absence in Hereford & Worcester FRS had the 3rd lowest number of days/shifts lost per head.

Fire Control



Out of a survey of 33 fire services Fire control sickness/absence in Hereford & Worcester FRS was significantly lower than the average number of days/shifts lost per head recorded by other services.

Non-uniform



Out of a survey of 29 fire services Non-Uniform sickness/absence in Hereford & Worcester FRS was significantly lower than the average number of days/shifts lost per head recorded by other services.

4. Key Performance Indicators Out of Tolerance

At the end of 2014-15, all key performance indicators (KPI) were within accepted 10% tolerance levels, excluding the Service's current attendance standards: the first and second attendance by an appliance at building fires within 10 minutes. There has been an improvement in the building fire attendance standard, though the target has not yet been reached.

Summary *The Service saw an increase in the number of building fires that met the attendance standard compared with last year.*

1st Appliance attendance at building fires within 10 minutes	2013-14	2014-15
Building fires attended within 10 minutes	366	351
Total number of building fires attended	677	574
% attended within 10 minutes	54.6%	61.1%

(Table 13 – 1st Appliance attendance 2013-14 and 2014-15)

- There was an improvement of 6.5% in 1st appliance's meeting attendance standards in 2014-15 compared to the previous year 2013-14. However the overall average time taken to attend all types of incidents in 2014-15 has increased to 11 minutes 06 seconds from 10 minutes 37 seconds in 2013-14.
- As with 2013-14, the analysis undertaken ascertained that one of the reasons for being out of tolerance, is a slight change in the way the time of call is recorded on the Incident Recording System (IRS) following the introduction of the new Command and Control system in September 2012.
- Since the implementation of the new system, incident time of call is now recorded as earlier within the timeline of the call than under the old 3TC MIS Mobilisation system.
- In addition the changes in recording of this data on the new mobilising system, there are also occasions where attendance within 10 minutes is out of the Fire & Rescue Service's direct control, primarily due to the travel distance between the nearest appliance and the incident. The table below details the reasons for the fire crews not achieving the 10 minute standard:

Travel distance to the Incident	134	Traffic conditions causing delayed turn in time to stations (Retained and Day Crewed only)	6
Turn in time (Retained and Day Crew only)	39	Simultaneous Incident	2
Appliance not booked in attendance	21	Late Fire Call	4
Incident outside Station turnout area	12	Insufficient crew due to numbers of crew available	2
Road obstruction/road closure/road works/temp traffic controls or heavy traffic conditions once mobile	4	Training event delaying turn out i.e. drilling	4
Difficulty in locating incident address	5	Not on home Station i.e. school visit, HFS check	0
Incorrect or insufficient information passed to control on initial call	6	Civil disturbance Police intervention/Crown properties	0
Responding at normal road speed, i.e. AFA's	5	Known false alarm	0
Mobilised from other location (not on home Station)	7	Mobilised to incorrect address	0
Mobilising Error	1	Appliance involved in accident en route to incident	0
Weather conditions / Road conditions	6	Communication equipment fault	0
		Total	257

(Table 14 – Fire in buildings – 1st appliance standards not met 2014-15)

5. Retained Availability

Summary *There has been an overall increase in availability of 0.3% of all Retained Appliances across the Service when compared with the end of last year.*

Retained Availability	2013-14	2014-15	Percentage change
April	90.8%	93.5%	3.0%
May	89.4%	93.3%	4.4%
June	87.4%	91.7%	4.9%
July	89.2%	89.6%	0.5%
August	87.9%	87.4%	-0.6%
September	91.0%	90.8%	-0.2%
October	93.0%	90.5%	-2.7%
November	93.2%	91.0%	-2.4%
December	91.1%	91.3%	0.3%
January	94.5%	94.0%	-0.5%
February	94.2%	92.5%	-1.8%
March	93.5%	93.3%	-0.2%
Total	91.3%	91.6%	0.3%

(Table 15 – Retained availability by month 2013-14 and 2014-15: please note this tables includes all appliances to enable direct comparison with 2013-14).

Reasons for appliances being off the run 2014-15 for all Stations	% of time Appliances unavailable
Did not meet minimum crewing requirement	8.6%
No BA wearers	6.1%
No Officer in Charge	5.1%
No driver	2.6%
Total impact on appliance availability	8.6%

(Table 16 – Retained availability by factor 2014-15)

- Overall availability of HWFRS Retained appliances is deemed to be very high, however work is planned to seek further improvements in the future. Retained availability is dependent on a number of factors and an appliance can be unavailable due to a combination of these. The lack of sufficient competent crew (with the appropriate skills) is the primary reason for unavailability.
- It should be noted that the average availability of all Retained 1st appliances at the 27 Service Fire Stations locations in 2014/15 is 94.3% (see Table 20 below). Many Stations, particularly those in the larger towns, regularly provide first appliance availability in excess of 99%.

In certain areas where recruitment is particularly challenging and the population (especially during weekdays daytime period) is very low, provides availability that may be well below 90% overall. This has the effect of reducing the overall average figure of availability across the Service.

Appliance/Station	Availability 2013-14	Availability 2014-15	Better / Worse
213 Worcester	98.50%	99.10%	0.60%
221 Stourport	94.40%	96.00%	1.60%
231 Bewdley	93.20%	83.50%	-9.70%
241 Kidderminster	98.50%	95.40%	-3.10%
251 Bromsgrove	92.10%	93.70%	1.60%
261 Droitwich	79.80%	87.90%	8.10%
271 Redditch	99.40%	99.00%	-0.40%
281 Evesham	95.70%	92.80%	-2.90%
291 Pebworth	87.60%	90.50%	2.90%
302 Broadway	83.70%	82.60%	-1.10%
311 Pershore	92.70%	96.50%	3.80%
322 Upton	97.00%	91.90%	-5.10%
411 Malvern	99.00%	99.50%	0.50%
422 Ledbury	99.90%	99.10%	-0.80%
431 Fownhope	97.00%	95.50%	-1.50%
442 Ross on Wye	100.00%	100.00%	0.00%
452 Whitchurch	79.00%	87.30%	8.30%
463 Hereford	97.40%	95.90%	-1.50%
472 Ewyas Harold	92.90%	94.10%	1.20%
481 Eardisley	96.30%	96.80%	0.50%
492 Kington	98.50%	98.10%	-0.40%
502 Leintwardine	93.90%	97.10%	3.20%
511 Kingsland	100.00%	98.10%	-1.90%
522 Leominster	100.00%	99.80%	-0.20%
532 Tenbury	99.40%	99.90%	0.50%
541 Bromyard	99.20%	99.30%	0.10%
552 Peterchurch	90.50%	76.10%	-14.40%
Total	94.70%	94.30%	-0.40%

(Table 17 Retained availability by Station, comparing 2013-14 with 2014-15: note the Table above only includes the 1st Appliance).

Report of the Head of Corporate Services

12. Fire Authority Annual Report 2015-16

Purpose of report

1. To adopt the Fire Authority Annual Report 2015-16 and approve for publication.
-

Recommendation

It is recommended that the Authority adopts the draft Fire Authority Annual Report 2015-16 and approves it for publication subject to any final minor changes as agreed by the Chief Fire Officer in consultation with the Chairman.

Introduction and Background

2. As part of our corporate planning process, the Service produces a Fire Authority Annual Report (Appendix 1 – separate enclosure). The Fire Authority Annual Report 2015-16 presents an overview of the Service's activities in 2014-15, including a summary of overall performance and achievements, and highlights our plans for 2015-16.
3. The document has been prepared in a style that makes it easier to read and access on the Service's website as part of the aim to improve community engagement with, and understanding of, the work of the Service.
4. This year's report follows on from the publication of the Community Risk Management Plan 2014-2020 in October 2014, and includes the 2015-16 Action Plan under the main headings of Prevention, Protection, Response, Resilience and Organisational Support & Development. It also sets out a summary of actions proposed in the new 2020 Vision Programme.

Conclusion/Summary

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

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The whole document includes information on financial, property and human resource issues and changes which are necessary to support the implementation of Fire Authority objectives.
-----------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The whole document highlights key achievements and performance in delivering Our Strategy in 2014-15, and it highlights proposed actions in 2015-16 as part of the CRMP 2014-2020 and the 2020 Vision Programme.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	The document provides an overview of activities and proposed actions. The details for each activity and proposed action set out any risk implications.
Consultation (identify any public or other consultation that has been carried out on this matter)	Senior Management Board consultation.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	Business Impact Assessment completed, which includes equality and diversity. Equality and diversity will be considered by each project or activity manager. Equality and diversity ('the inclusiveness agenda') is embedded throughout the document.

Supporting Information

Appendix 1– Fire Authority Annual Report 2015-16 (separate enclosure)

Contact Officer

Jean Cole, Head of Corporate Services

(01905 368329)

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Hereford & Worcester
Fire Authority

Fire Authority Annual Report

2015-16

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Foreword

We are pleased to present the Fire Authority Annual Report for 2015-16. In this report you'll find a review of what we did last year, including our overall performance and some of our main achievements. You'll also see what we're planning to do this year.

As with most other public services, the last year has again been dominated by the ongoing funding issues facing the Authority. Up until last year, we'd already saved more than £4 million year-on-year since 2010-11, but we still needed to find a further £2.1 million by 2016-17. A major step towards tackling this was the approval in October last year of the Community Risk Management Plan 2014-2020 and its fire and emergency cover changes. The savings from the crewing changes at fire stations and the removal of two fire engines, combined with further reductions in management, support staff and spending budgets, mean we have managed to make savings totalling £6.4 million by 2015-16.

We know the funding issues aren't going to go away anytime soon and we estimate we'll need to find a further £3.3 million by 2019-20. To prepare for this, we've been making further plans to

tackle issues beyond 2016-17. We've called this the 2020 Vision Programme, which promises to herald a fundamental transformation in the way we'll be delivering our services in the future. You can read more about this later in the report.

Despite the funding issues, we've made some excellent progress in many areas: the overall trend in incident numbers continue to fall with last year's 6,112 incidents the lowest we've ever recorded; we started work on the Worcester Fire Station, which is now complete, and had official openings for Bromsgrove Police and Fire Station and the rebuilt and modernised Malvern Fire Station; we've taken part in major training exercises, including coordinating one of the largest multi-service emergency events we've ever held; and we've won more than £4.2 million funding from the Government to support two key projects in our 2020 Vision Programme.

We've also successfully maintained our frontline firefighting and rescue response service through 39 separate periods of industrial action arising from the long-running pensions dispute between the Fire Brigades Union and the Government without any noticeable impact on the public.

Finally, we completed a thorough overhaul of the Service's website to make it as interactive and accessible as possible.

As always, none of this would be possible without the commitment and integrity of our staff, the ongoing professional working relationships with our partner organisations, and the understanding and trust of our communities. Times continue to be tough, but with the continued support and involvement of our staff, our partners and our communities, we believe we will get through the challenges ahead.

This annual report paints an overall picture of our performance in 2014-15, our achievements and challenges, and our plans for 2015-16. To get a broader understanding of the full range of work we're involved in, we recommend you look through our reports to the Authority and its Committees, all of which are available on the [Service website](#).

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



Cllr. Derek W. Prodger MBE,
Chairman of the Fire Authority



Mark J. Yates QFSM, Chief
Fire Officer/Chief Executive

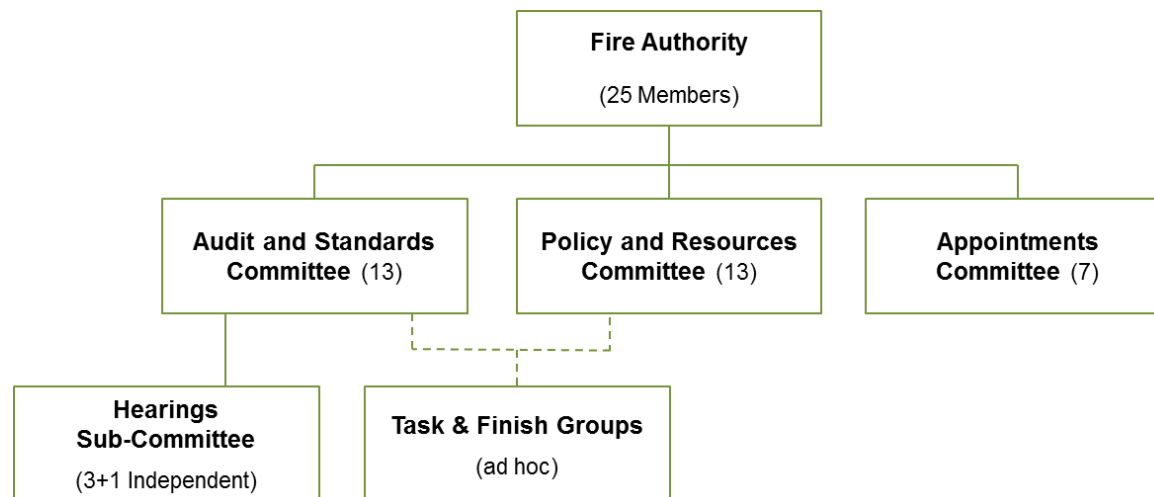
Our Authority

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

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

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

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



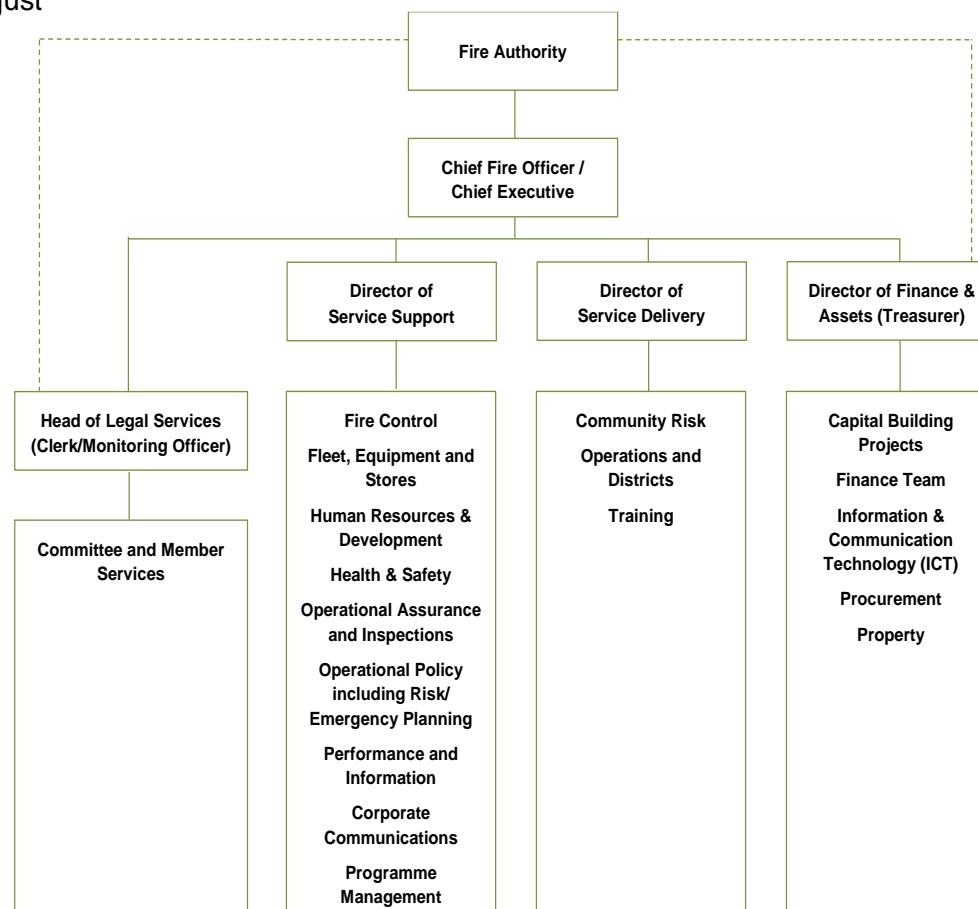
Our Service

The Service is led by the Chief Fire Officer/Chief Executive with the support of the Senior Management Board. The Service employs just under 800 full-time and part-time staff, most of whom are highly trained firefighters (approximately 80 per cent of the total workforce).

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

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

These essential services are supported by a wide range of organisational support services such as financial, personnel and legal management functions. The full range of services is shown in chart opposite.

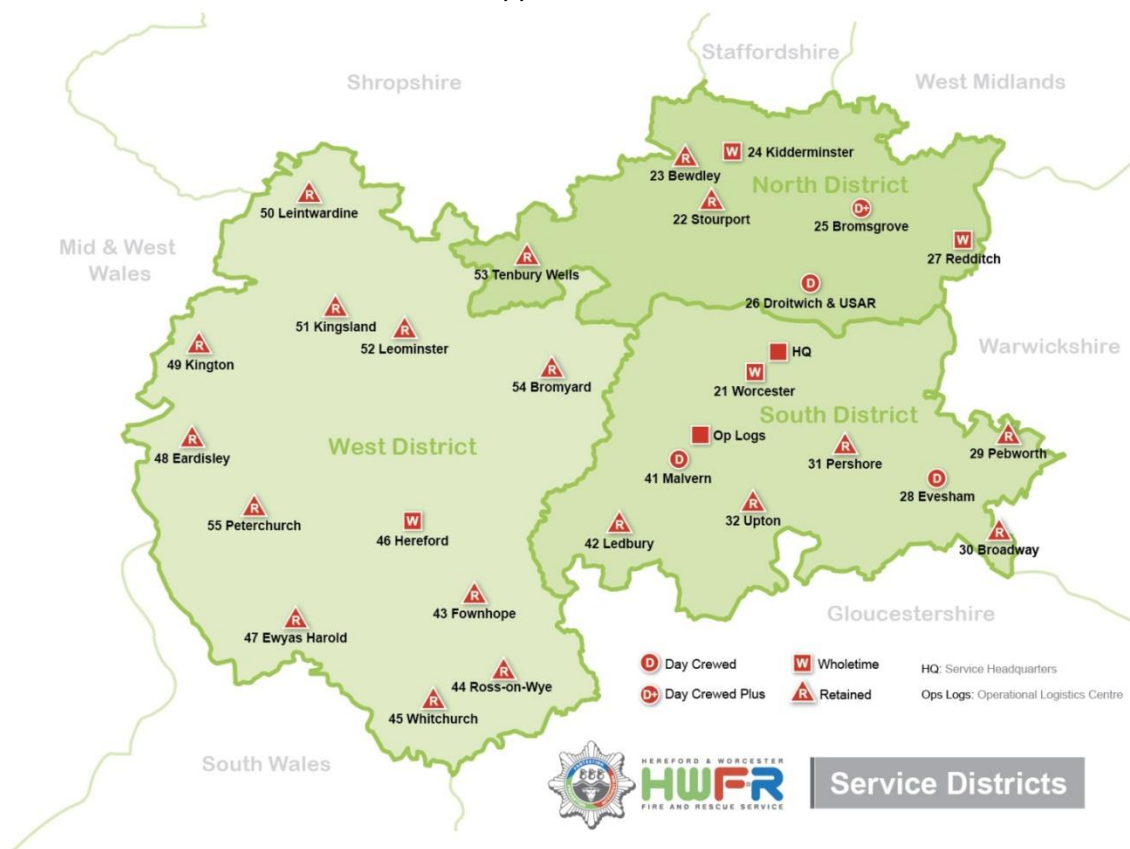


Our Districts

With an area of around 1,500 square miles (390,000 hectares) to cover, we organise our services into three Districts – North, South and West – to provide a balanced response to reducing community risk. This is supported by training services delivered at the Training Centre in Droitwich, fleet maintenance and supplies at the

Operational Logistics centre in Malvern, and the organisational support services at Service Headquarters in Worcester.

Across the three districts there are 27 [fire stations](#) and 41 [fire engines](#) strategically located to provide an appropriate response as soon as an emergency call is received. In 2014-15, we received 8,898 emergency calls for assistance at incidents ranging from property and countryside fires, road traffic collisions, water and animal rescues, collapsed structures and dealing with hazardous materials. We attended 6,112 incidents, about 118 a week. This continues a general downwards trend; in 2013-14 we attended an average of 127 incidents a week.

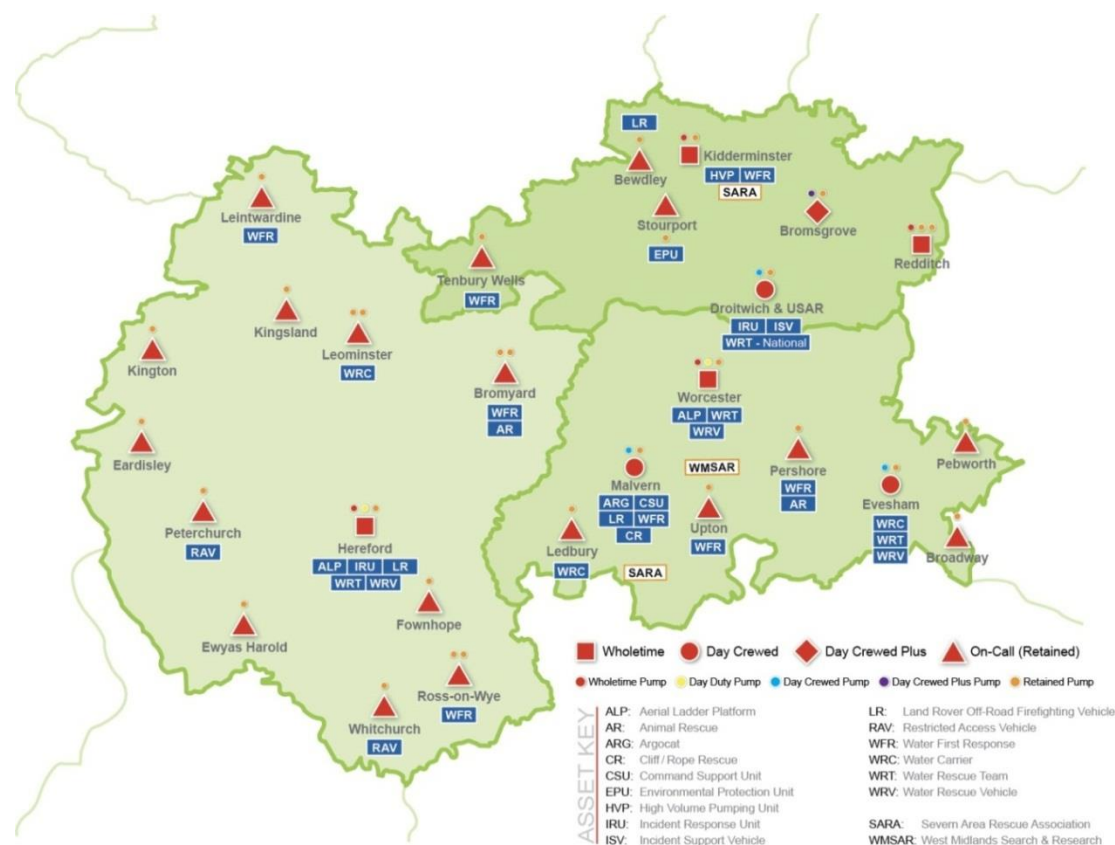


The downward trend continues to show how communities are becoming more aware of fire safety precautions and highlights the value of community safety work carried out by the Service and its partners. However, we can never be complacent about these improvements and must always be ready for any emergency, at any time and anywhere.

To make sure we are as prepared as possible we continually review our response arrangements and examine the different levels of risk across the two counties. This helps to make sure we have the right resources in the right places. For instance, most of our fire stations are crewed by on-call firefighters in areas where the risks are generally low, while the higher risk areas (which are usually where the most people live) have permanent 'wholetime' crews working during the day (with part-time crews at night) or providing 24-hour cover.

We also place our range of specialist vehicles and assets, such as boats, at fire stations where this additional support is more likely to be needed.

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



North District



North District covers north Worcestershire with the majority of people living in the main towns of Redditch, Kidderminster, Bromsgrove and Droitwich. Like most of Worcestershire, it has an ageing population with one in five of all residents aged over 65 years. It is a generally prosperous area though there are pockets of deprivation, notably in the built-up

areas of Kidderminster and Redditch. The rivers Severn and Stour run through the district and the M5 and M42 motorways are key features to the east.



The area is served by seven fire stations, with Redditch Fire Station being the Service's second busiest (after Worcester Fire Station). In 2014-15, there were 830 incidents within the Redditch Fire Station area, 32 per cent of all incidents in North District. The district now includes Tenbury Wells Fire Station following a review of fire station management arrangements.



South District



South District covers south Worcestershire and part of Herefordshire with the majority of people living in the city of Worcester and the main towns of Malvern and Evesham.

The city of Worcester is the largest urban area in the two counties with close to 100,000 people living there, and is the predominant employment, retail and tourism centre in Worcestershire. With an ageing population, the demand on health, housing and other public

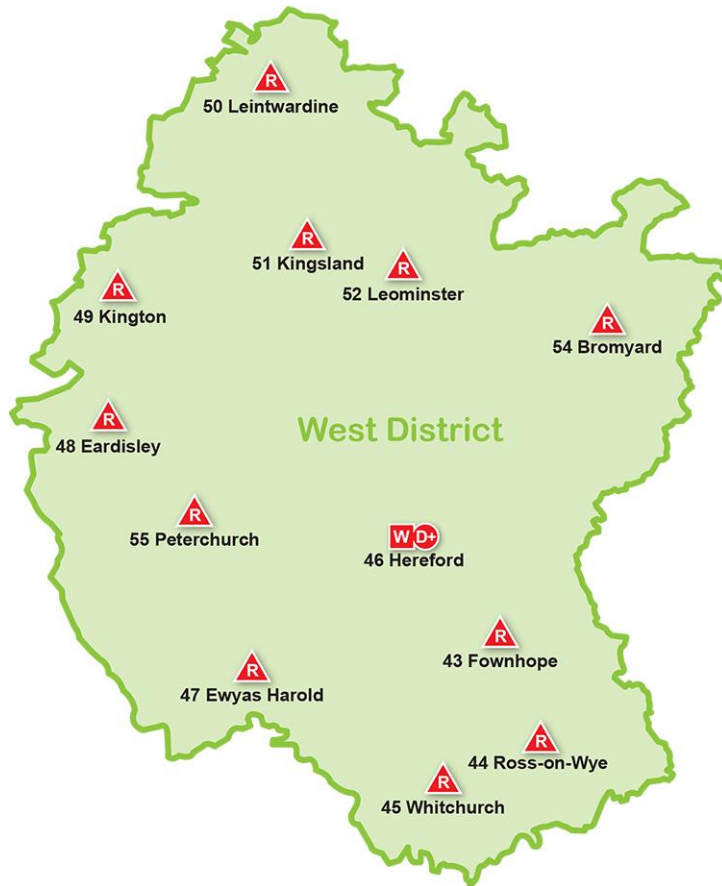
services is expected to increase over the coming years. Like the north of Worcestershire, the district is relatively prosperous, although there are some local areas – particularly in parts of Worcester –



where the quality of life is poorer in terms of employment, health, crime and educational attainment. The district has extensive areas of open countryside and farmland, including the Vale of Evesham and the Malvern Hills. The M5 motorway also passes through the district.

There are eight fire stations in the district after Ledbury Fire Station was added as part of the review of fire station management arrangements. Worcester Fire Station continues to be the Service's busiest fire station, with 1,084 incidents in the area in 2014-15, 51 per cent of all incidents in South District.

West District



West District covers the majority of Herefordshire, one of the most rural and sparsely population counties in England, with less than one person per hectare. Just over half the population lives in the city of Hereford, the county's main employment and retail centre.

With the rest of the population living in the handful of market towns and smaller villages, access to services is a particular issue with some communities in relatively remote and hard to reach locations.

The district is served by 12 fire stations located in Hereford, the main towns and smaller settlements along the border with Wales. Hereford Fire Station is the busiest Station in the district with 744 incidents in the area in 2014-15, 55 per cent of all incidents in West District.

Detailed data and statistics about the districts and their fire stations in 2014-15 are available on the Service website, if you would like more in-depth information.



Our Strategy

'Our Strategy' is the Service's overall statement of intent. With safety firmly at its heart, the statement has a clear core purpose built on strong foundations linked by three driving principles: firefighter safety, community safety and the delivery of quality services.

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

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



Our Values

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

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

We Value Innovation, Change and Learning

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

We Value Diverse Communities

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

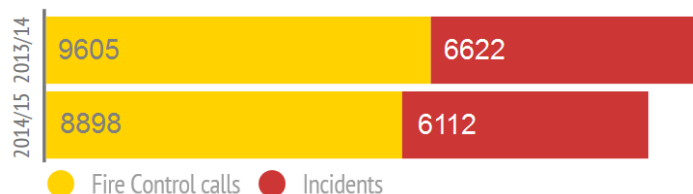
We Value Our People

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

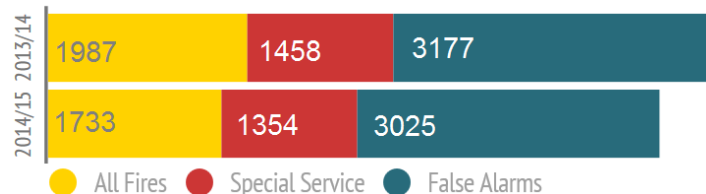
We Value Our Fire and Rescue Service

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

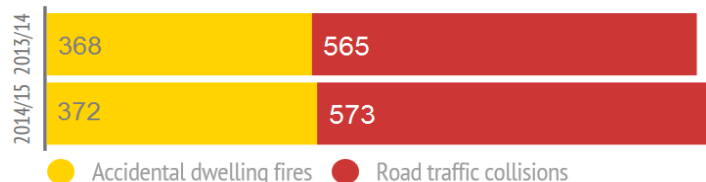
Our performance in 2014-15 at a glance



Emergency calls received and incidents attended were both down by more than seven per cent on the previous year.



We attended fewer fires, special services and false alarms than we did last year.



However, there was a small increase in the number of accidental dwelling fires and road traffic collisions.



We recorded fewer people injured at primary fire incidents attended in 2014-15, down by more than 40 per cent on the previous year, and the number of people killed fell from six to two.

The Service attended 6,112 incidents 2014-15. This continues the downward trend and is the lowest total for the nine years that data has been collected in this way. Fires are down by more than 12 per cent, 'special service' incidents by seven per cent and false alarms by almost five per cent.

There were falls in numbers in almost all the recorded incident categories, as seen in the Summary table on the next page. It should be noted, however, there were small increases in the numbers of accidental dwelling fires (four more than last year) and road traffic collisions (eight more).

Overall staff sickness levels saw a small increase to 5.96 shifts/days lost per head in 2014-15 (when compared to 5.92 in 2013-14). This still compares favourably with local partners: for example, Worcestershire County Council saw 7.17 days lost per head in 2014-15 and Herefordshire Council 9.71.

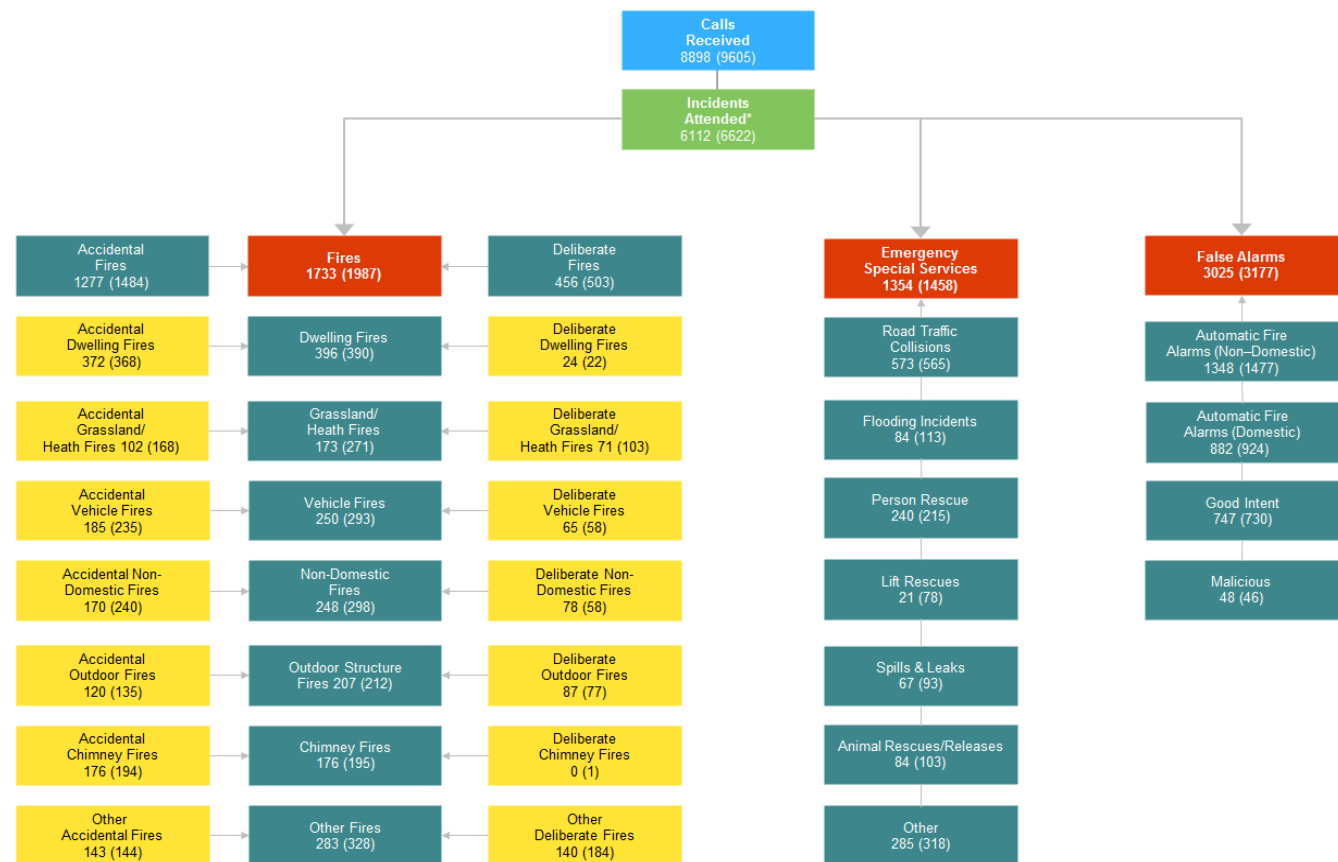
Also, in 2014-15 HWFRS had the third lowest rate of sickness for wholtime firefighters in the country (5.36 shifts/days per head), in a survey of 34 fire and rescue services.

Summary of 2014-15 Incidents

This table shows the breakdown of fires, special services and false alarm incidents attended by the Service last year, with the 2013-14 equivalent figures shown in brackets. The figures are used for comparison with other fire and rescue services and for reporting to the Department for Communities and Local Government.

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

Overall performance data, including 'key performance indicators' (or KPIs), are reported to the Authority's [Policy and Resources Committee](#) every quarter – these reports can be found on the Service website.



* These are incidents attended within the Hereford & Worcester Fire and Rescue Service area only.

Our performance: five-year trends

All incidents



The 6,112 incidents attended in 2014-15 is the lowest number we have ever recorded and is a 25 per cent fall since 2010-11. In fact, that is more than 3,000 fewer incidents than we attended just ten years ago. Over this period, the Service's

community and business safety work has focused on increasing people's awareness of the dangers of fire and water and the need for care on the roads. With our partner organisations we are also helping communities to be well prepared should emergencies happen.

Special service incidents



Special service incidents are those other than fire and false alarms, and include road traffic collisions, flooding, person rescues, lift rescues, spills/leaks and animal rescues. In the last five years, the number of incidents has

fallen by 24 per cent, including a seven per cent fall since 2013-14. Within this figure there was a small increase in road traffic collisions (RTCs) attended – up from 565 to 573 – though overall there has been a 12 per cent fall in the number of RTCs attended over the last five years.

All fires



The number of fires attended has fallen by more than 30 per cent in the last five years, including a 13 per cent fall since 2013-14. Within this figure the number of primary fires – mainly fires in buildings and vehicles or where five or

more fire engines are required – was down by 10 per cent since 2013-14. The number of secondary fires, such as grassland and heath fires, was also down by almost 34 per cent while chimney fires were down by almost 10 per cent. There was a small increase in accidental dwelling fires from 368 to 372, and this is an area for increased community safety work with those groups that are most at risk from fire.

False alarms



The number of false alarms attended has fallen by more than 20 per cent in the last five years, including an almost five per cent fall since 2013-14. We attended 2,230 automatic false alarms in 2014-15, a fall of 23 per cent in five years, a

reflection of the valuable work of business fire safety officers and the impact of call challenging by Fire Control officers.

Our work completed in 2014-15

In the last Annual Report we reported that one of the biggest challenges facing the Fire Authority was the need to balance the budget with fewer resources available. We expect this challenge to remain for a few more years to come, but a lot has been happening over the last 12 months to tackle the issue. We have balanced the budget for 2015-16 and 2016-17 through further savings, helped to offset any compulsory redundancies through careful workforce planning and made changes to our fire and emergency cover arrangements following this year's publication of the CRMP 2014-2020.

Behind the scenes we've also been making plans to tackle the issues beyond 2016-17, with a major new programme of projects

called the 2020 Vision Programme. We also won £4.2 million from the Government's Fire Transformation Fund, which will support two of the projects.

At the same time, we've been able to continue our programme of fire station improvements, developed our range of safety-critical training for firefighters and continued to deliver a quality service for the communities of Herefordshire and Worcestershire.

This section expands on these areas along with other initiatives and activities in the year.

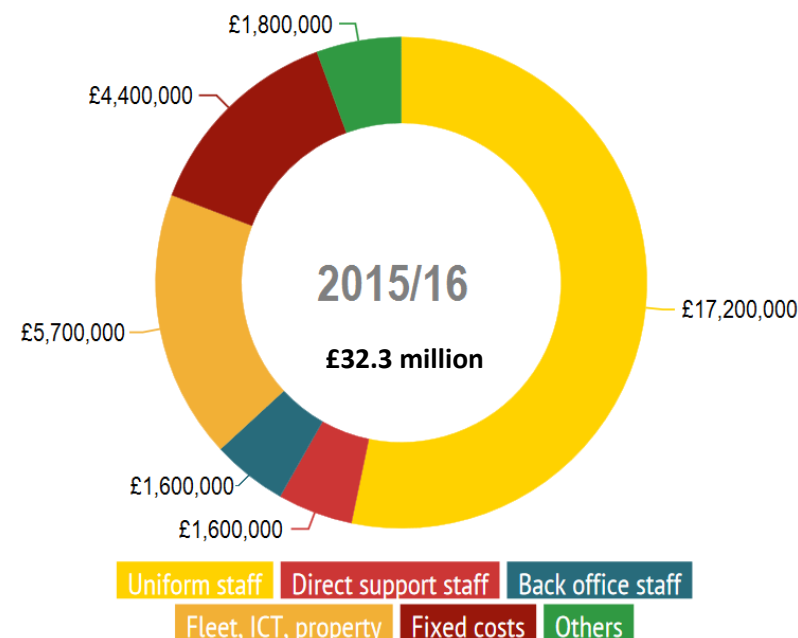
Budget savings

Last year, we reported we'd managed to set a balanced budget of £32.6 million for 2014-15, while also cutting more than £4 million from the budget year on year since 2010-11. In 2014-15, with the scale of cutbacks required, we still needed to find another £2.1 million by 2016-17.

To tackle this, we have made further reductions in our workforce, including managers and support staff, made changes to crewing at fire stations, cut our spending budgets and removed two fire engines from the Service's fleet. By doing this, we have managed to make savings totalling £6.4 million by 2015-16 with a negligible impact on the services we deliver.

By 2019-20 the full implementation of these measures will total £6.7 million annually, of which only £100,000 (less than two per cent) has had an impact on our frontline response.

These savings, along with some small improvements in income from Council Tax and business rates, mean the Fire Authority has been able to achieve a balanced budget for 2015-16 and a virtually balanced budget for the following year.



2015/16 Budget breakdown

Beyond 2016-17 the financial picture is less clear, but from our estimates of public sector savings still needed, the Fire Authority is likely to have to find a further £3.3 million between 2016-17 and 2019-20. For further information on the spending gap up to 2019-20, see the section "Resourcing the Future – financial information" later in this report.

Workforce planning

With the majority of our budget being spent on employees, it is inevitable the savings needed since 2010-11 have had an impact on staff numbers. In March 2011 the Service had a staffing level of 763, while in April 2015 the staffing level was 659.

Further reductions were approved by the Fire Authority in October 2014 as part of the changes to fire and emergency cover agreed in the Community Risk Management Plan 2014-2020 (see the next page for more details). This requires a reduction of 44 wholetime firefighter posts, and in combination with other reductions following departmental reviews, approximately 55 uniformed posts will not be supported by the Authority's budget. This does not mean our frontline service provision from wholetime firefighters has changed,

but that we have reorganised how we deliver services to become more efficient.

The timescale required for the reductions mean planned retirements and natural turnover will not be sufficient to achieve the reduction. Therefore, the Service has begun a programme of temporary secondments of firefighters to neighbouring fire and rescue services – Shropshire, Warwickshire, Staffordshire, West Midlands and Mid & West Wales – and the Fire Authority has approved voluntary redundancy for those who wish to apply. This will help to ensure there is a controlled reduction in workforce numbers in line with the CRMP requirements. Full details can be found in the [Workforce Planning](#) report in the Fire Authority section of the Service website.

Community Risk Management Plan 2014-2020 (CRMP)

The CRMP was published in October 2014 and sets out the overall approach to how we'll be delivering our services in the future. This is based on our understanding of how risk is changing across the two counties and our analysis of what needs to be done to continue delivering the best service we can at a time when financial resources are decreasing.

The CRMP included a review of the way in which we provide fire and emergency cover (response) services, and set out a number of changes that would help to find savings while continuing to provide an effective, efficient and sustainable service in the future. It involved removing two on-call fire engines from our fleet of 43 fire engines, which was carried out in November 2014, and making changes to the crewing system at Hereford and Worcester Fire Stations and the number of firefighters required on a fire engine. This also required the removal of 44 wholetime firefighter posts, which also helps towards the savings required.

In February 2015, following a feasibility study, the Fire Authority agreed to introduce the Day Crewing Plus crewing model to replace wholetime crewing on the second fire engines at Hereford and

Worcester Fire Stations. Further details can be found on the [Fire Authority pages](#) of the Service website.



The [CRMP 2014-2020](#) document and related plans can be found in the [Publications section](#) of the Service website.

2020 Vision Programme



In the CRMP we considered how different the Service might look like in 2020. We said the challenge of delivering excellent quality services with fewer resources and staff would be difficult and we would need to be able to adapt to changing circumstances.

To ensure we are able to manage this successfully we have developed a single, far-reaching programme of projects that we

believe will fundamentally transform the Service. Having a single programme gives a strong focus on the future and clarity of vision in working towards 2020. There are 11 projects, each of which is critical to protecting the future of the Service and ensuring its on-going resilience. Work on each project got underway during the year and you can find an update on progress in the section "Our work to be completed in 2015-16".

Between them, the 11 projects will change how some of our services are delivered, including through increased working with other agencies, and improving our own response service through new technologies and new fire stations. A short summary of each project is set out in the following table.

	Project	Summary	Key Benefits
1	CRMP	This project implemented the CRMP 2014-2020, including the agreed changes to fire and emergency cover. It was completed by May 2015	Sustainable and efficient prevention, protection and response services focused on community safety, firefighter safety and quality.
2	Payroll	This project transferred the delivery of the Service's payroll service from Worcestershire County Council to Warwickshire County Council. The changeover took place at the start of the 2015-16 financial year.	Delivery of a more cost-effective, streamlined payroll service.
3	Evesham Fire Station	This project sees collaboration with Wychavon District Council and the Waitrose supermarket company to move the fire station to a brand new facility, freeing up the existing site for town centre redevelopment.	Benefits to local residents through town centre improvements plus a new, more efficient, cost-effective state-of-the-art fire station.
4	Project Arrow	This project aims to develop collaborative opportunities with Warwickshire Fire and Rescue Service and Warwickshire County Council.	Sustainable, resilient and more efficient fire and rescue services for the communities of the three counties.
5	Place Partnership (JPV)	This project will amalgamate the Service's property functions with five other local partners in a new and unique public sector company called Place Partnership Ltd. It was previously called the Joint Property Vehicle (JPV) during the project's development stage.	More efficient use of building property and resources, as part of a highly innovative estates management partnership.

	Project	Summary	Key Benefits
6	Public Services Network (PSN)	This project is part of the Government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources. It incorporates Protective Security to help secure the Service's data in accordance with national requirements, ensuring we are resilient against physical and cyber-attacks.	More effective partnership working through a dedicated, secure network and shared ICT services, with improved emergency service responses to multi-agency incidents.
7	Wyre Forest Hub	This project aims to develop a single 'blue light hub' in the Wyre Forest area and includes multiple emergency response partners. It won financial support from the Government's Transformation Fund.	A modern, centrally-located hub for emergency service partners providing greater opportunities for sharing expertise and facilities.
8	Hereford Fire Station	This project aims to develop a new fire station in Hereford to replace the existing station, which is in a poor condition and no longer suitable. We are working closely with Herefordshire Council and West Mercia Police to build a joint police and fire station for the city.	Greater collaboration between blue light services providing greater opportunities for sharing expertise and facilities.
9	Hindlip (Headquarters relocation)	This project will move Service Headquarters to co-locate with West Mercia Police at their Hindlip Park site. It won financial support from the Government's Transformation Fund and will help to foster a closer working relationship between the two blue light services as well as producing ongoing savings.	Co-location of management teams creating opportunities for closer collaboration, improvements in working practices and greater efficiencies.

	Project	Summary	Key Benefits
10	Fire Control	This project enhances the Service's 999 response resilience in association with Shropshire Fire and Rescue Service and also involves co-locating with West Mercia Police's control centre as part of the plans to move Fire Service HQ to Hindlip	Greater resilience and opportunities for intelligence and data sharing between blue light partners.
11	Emergency Services Mobile Communications Programme (ESMCP)	This project will implement a new national radio scheme to replace services currently provided by Airwave. The new national system will enable the three emergency services – police, fire and ambulance – to share an extensive, highly secure and resilient integrated voice and broadband data mobile communications network.	A more cost-effective, operationally efficient and demand-led service providing secure, resilient and modernised communications to help emergency services protect the public and save lives.

£4.27 million from the Fire Transformation Fund

The list of 2020 Vision projects above includes two projects that won funding from the Government's Fire Transformation Fund; the Wyre Forest Hub and the Hindlip project. The fund aims to help fire and rescue authorities deliver better and more efficient frontline services for the public.

The Fire Authority's successful bids were two of 37 projects across the country awarded a share of £75 million to help transform the way in which services are delivered. Both projects were able to demonstrate they met the fund's strict criteria of delivering better services and at a lower cost to the public.

The successful bids will help the Fire Authority sustain services into the future.

More details on the progress of each project can be found in the section "Our work to be completed in 2015-16".

New fire stations



While funding issues continue to challenge the Service to find new and more cost-effective ways of delivering services, we

remain committed to ensuring our fire stations provide a modern, efficient and secure environment for our firefighters and the local communities they serve.

In April we saw the opening of the new Bromsgrove Police and Fire Station (pictured above), an innovative approach to sharing facilities as well as costs. Later in the year, in July, crews moved back in to the newly rebuilt and modernised Malvern Fire Station, which will also save on-going running costs. Then in May, work commenced on a new fire station for Worcester to replace the outdated premises at Copenhagen Street in the city centre, which will be sold to help to provide more funding for future building projects (see below).



Official opening of the new Bromsgrove Police and Fire Station by HRH Princess Alexandra, 30th October 2014



New Worcester Fire Station opens



In May 2014 building work began on the new fire station for Worcester. Located at the Great Western

Business Park off Tolladine Road, the new station includes enhanced training and lecture facilities and incorporates the latest energy efficiency features.



Just a year later, on Monday 11 May, 2015, crews moved over to the new Worcester Fire Station. To mark the occasion, there was a final parade outside the old Copenhagen Street fire station and a convoy of fire engines made their way to their new home station.



The new station includes modern welfare amenities for firefighting crews, an advanced training facility, multi-use lecture facilities and provision for the Young Firefighters Association.

An official opening for the new fire station will take place later in the year.



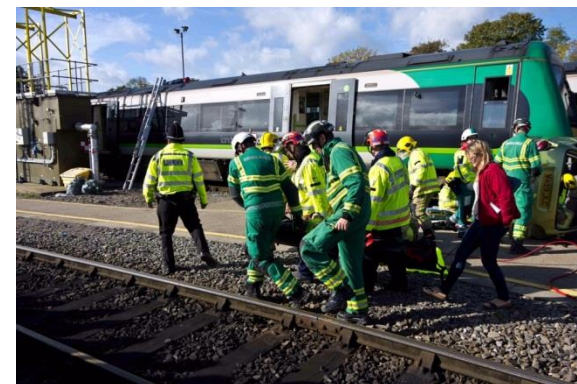
Exercise Sodor

Training in highly realistic situations is crucial to ensuring our firefighters are able to respond to any real emergency quickly, effectively and safely.

Exercise Sodor was held at two sites in October 2014 and is one of the largest training events the Service has ever coordinated. It simulated a large rail crash within a tunnel and a collision on the exit of the tunnel, using the actual lines, sheds and tunnels at Worcester Shrub Hill railway station and the Severn Valley Railway in Kidderminster. The first attending emergency crews were faced with challenging and realistic scenes of overwhelming devastation with more than 100 casualties and people trapped. All the major emergency services were involved and the exercise represented a major test of multi-agency liaison and incident management. We all hope such massive disasters don't ever happen, but if they do, such exercises



help communities have the confidence that our crews and emergency services colleagues are well equipped and well prepared to cope with whatever challenges they face. [LINK TO VIDEO HERE](#)



Police, Ambulance, Fire and Rescue and rail crews working together at the major rail collision exercise at Worcester Shrub Hill railway station on 19th October 2014.

Other training highlights

A. Tactical Ventilation Techniques (Feb 2015)

During the year all wholetime firefighters were trained in more advanced tactical ventilation techniques. This involves the controlled and safe removal of smoke and other fumes at a building fire by using mechanical fans or the wind to ventilate affected parts of the building to improve conditions for firefighters and anyone trapped inside. This highly effective technique was brought into practice in February 2015. All on-call firefighters were provided with awareness training; practical training will commence in 2015-16.



The small photos show one of the portable fans and a demonstration of how smoke can be controlled in various parts of a building while the larger photo shows the training in practice at the Peterchurch Strategic Training Facility.

B. Road traffic collision training programme (Feb 2015)

All firefighters completed a refresher training programme covering a wide range of vehicle-related incidents including road traffic collisions, farm vehicles and livestock carriers, as well as ultra-low emission vehicles such as hybrid fuelled cars. Training included the use of the Service's ultra-heavy rescue vehicles at incidents involving large goods vehicles and coaches. It also covered firefighter welfare issues arising from exposure to traumatic incidents.



C. Business fire safety training (April 2014)

Every wholtime watch in the Service has completed technical fire safety training enabling them to carry out Business Fire Safety Checks at business premises across the two counties. The check involves a practical inspection aimed at preventing fires, and is a way of checking if businesses have the measures required by law to protect people from fire.

The training also helps to increase firefighters' understanding of issues that can inform tactical planning at building fires, specifically the effect of a building's structure on how fire spreads and different approaches to emergency evacuation in high life-risk premises and high-rise buildings. The training has been extended to on-call firefighters starting with the most risk-critical fire safety issues.

In 2014-15, firefighters carried out more than 450 Business Fire Safety Checks and there were more than 1,100 inspections and visits to businesses by fire safety officers.

D. Further support to training

i. **New INTEL process developed**

This process keeps up-to-date records of the main risks in all our fire station areas. It makes sure we know which sites and premises might have a big impact on public safety if there's an incident, and what kinds of hazards crews could face at the scene.

ii. **Incident Command Suite enhancements**

Incident commanders are the officers who take charge at incidents we attend. They make sure our crews are well organised to deal with incidents quickly, effectively and safely. We carry out regular assessments to keep incident commanders fully trained and the Incident Command Suite at the Training Centre is a key part of this. The suite has simulation software, which can now model scenarios based on the top 15 risks identified in the INTEL process giving incident commanders a highly realistic training experience. The training scenarios can also be modelled for training at local fire stations so there is less impact on crews. Further enhancements will include modelling local risks identified in the INTEL process.

iii. **National JESIP training programme completed**

JESIP stands for the [Joint Emergency Services Interoperability Programme](#). It was set up following the 7/7 London bombings in 2005 to help improve the ways in which police, fire and ambulance services work together at major and complex incidents. The aim was to better understand each other's expertise and ways of working so they can jointly deal with an emergency. The programme is now complete, and the learning is being spread throughout the Service.

iv. **National guidance: OGBA and PORIS**

We have updated all our breathing apparatus procedures and operational risk information in line with government guidance and training will be carried out in 2015-16. This helps to make sure firefighters are as safe as possible in carrying out their duties.

OGBA stands for [Operational Guidance: Breathing Apparatus](#) and PORIS stands for [Provision of Operational Risk Information System](#).

v. Fire Simulation Training

At the Defford facility near Pershore, we've created a new fire simulation facility using shipping containers with moveable internal walls to produce a challenging training environment. This helps firefighters practice working in difficult conditions.



vi. Operational Assurance completed

Worcestershire County Council's Internal Audit completed an audit of the Service's Operational Assurance systems in January 2015 and gave an overall rating of 'significant assurance'. This is highly creditable as it focuses on six safety critical areas: Training, Intelligence (Intel), Policies, Active Incident Monitoring, Thematic Reviews and External Health & Safety Factors. Operational Assurance supports the Service's commitment to firefighter and community safety, and it plays a key role in Service improvement.



An important part of this is [Active Incident Monitoring](#), a web-based system that was launched in July 2014 which helps managers to monitor the performance of incident commanders at an incident against specific national occupational standards set for their role. More than 250 officers have been enrolled on the system, from incident commanders-in-development through to the Chief Fire Officer, and more than 150 incidents and exercises have been monitored to date.

Operational and Organisational Changes

The Service is constantly changing as it seeks more effective and efficient ways to deliver its services in the light of the financial circumstances and with the aim of improving services for the communities of the two counties. Among the changes during the year were the following:

A. District restructure

Following a review of flexible duty officers (managers who can provide additional support at complex or protracted incidents; there is always a minimum of six on duty 24 hours a day), the pool of officers has reduced from 28 to 24. The removal of these four station commander posts has added to the significant management savings already made towards tackling the budget issues, though it has increased the workload of the remaining officers. District boundaries have been realigned to take account of this reduction by moving the management of Tenbury Wells and Ledbury Fire Stations from West District to North and South Districts respectively.

B. New Community Risk department

Over the last year as part of the CRMP consultations, the Community Safety and Technical Fire Safety teams were reviewed. Following the review, the prevention work of Community Safety and the protection work of Technical Fire Safety were brought together to create a single 'Community Risk' department. This will help to deliver a coordinated and focused approach to delivering these services across the two counties. The merger also achieved significant ongoing savings of £265,000 with the removal of eight posts.

C. Human Resources and Development department

With the major changes happening across the Service, all of which affect the workforce, the opportunity was taken to restructure the Human Resources department so it is more able to support staff through the changes as well in their day-to-day work with communities. The restructure brings in support for firefighter development, which was formerly managed through the Training Centre, and includes the secondment of a senior manager from West Midlands Fire Service, bringing additional expertise and experience while also providing an opportunity to share resources.

D. Review of ICT services completed

A full review of the Information and Communication Technology services was carried out during the year to ensure they remain resilient and secure. This included a successful annual audit of ICT processes and procedures by Worcestershire County Council.

E. New payroll provider

A new Payroll contract for all staff was established with Warwickshire County Council. The new system will generate savings and efficiencies and was introduced in April 2015. The payroll project is one of the eleven 2020 Vision projects.

F. Co-location with West Mercia Police

The Operational Policy team and the Emergency Planning Officer have moved to the West Mercia Police headquarters at Hindlip, which will help to foster further good working relationships between the two blue light services.

G. Place Partnership Ltd. formed



Another 2020 Vision project, this major initiative was formally approved at the meeting of the Fire Authority in December 2014. The Service is one of six local partner organisations that have agreed to amalgamate their property departments into a single, publicly owned company called Place

Partnership Ltd. The new company will manage the estates for the Fire Authority, Worcestershire County Council, Worcester City Council, Redditch Borough Council, Warwickshire Police and West Mercia Police, and aims to reduce duplication of effort, work and costs, share best practice, and ultimately meaning better customer service, better protected frontline service and all at less cost to the local taxpayer.

H. Project Arrow

Project Arrow was established in early 2014 to explore opportunities for collaborative working between the Service, Warwickshire Fire and Rescue Service and Warwickshire County Council, particularly in terms of helping to relieve the anticipated funding pressures from 2017 onwards. A project team and board have been established and a report to the Fire Authority in December 2014 ([Closer Working with Warwickshire Fire and Rescue Service](#)) sets out the details of an agreement to progress operational collaboration and to continue exploring further opportunities, including with other partner organisations.

Operational collaboration involves aligning policies and procedures, systems, resources, guidance and best practice so there is

improved consistency in areas such as operational support, training, development, technical services, fire protection and prevention, and health and safety.

The focus is on preparing the groundwork for relieving funding pressures beyond 2017 and to ensure continued resilient, sustainable and safe service delivery for the communities of Herefordshire, Worcestershire and Warwickshire. This work will develop further throughout 2015-16.

Community Safety highlights

During the year more than 3,000 Home Fire Safety Checks (HFSCs) were carried out by firefighters and community risk officers across both counties. The Service directs its resources to those most at risk, with HFSCs targeted towards elderly and vulnerable people and disadvantaged groups. During an HFSC, our officers are able to recognise when other agency interventions are required, so with permission of the individual concerned, their details are shared with other partners through our 'signposting' procedures.

Supporting vulnerable people



Signposting connects people to services for assistance when they are currently not receiving that help or support. We use our Signposting service to engage the help of our partner agencies – such as Health

and Social Care, Housing, Neighbourhood Policing Teams – to provide assistance to the people who need help the most. Last year the Signposting service received 1,226 referrals for Home Fire Safety Checks for the more vulnerable members in our communities and out of these referrals we then connected people to

additional services which led to a further 1,663 requests for extra help to keep people safer in their own homes. In addition to engaging other partners through Signposting, we also fit smoke alarms and help people maintain their escape routes.



Severe hoarding (pictured above) is not only a serious fire risk, it also indicates the householder needs additional help from other support services. This is an example of where the Signposting service can make the right referrals to improve the vulnerable person's quality of life as well as keeping them safe in their home.

Safeguarding



We work in partnership with safeguarding teams in Herefordshire and Worcestershire for those adults and children who may be at a higher level of risk to ensure their safety and protection. Many agencies work together to make sure vulnerable people are given the support they need.



Fire setter interventions

Fire setter interventions were delivered by the Community Safety team. These interventions target young people who have been involved with inappropriate fire setting. The young people are either identified during the Service's HFSCs or by request from partner agencies (generally the police, probation services, youth offending teams and health services). The intervention work aims to educate the individuals about their behaviour, and the dangers, costs, and overall impact on the wider community of their activity.

Young people

More than 4,000 young people were provided with community safety education through a wide range of initiatives including: Crucial Crew (a multi-agency Herefordshire initiative aimed at Year 6 pupils), Young Citizens Challenge (a multi-agency Worcestershire initiative aimed at Year 6 pupils), Dying 2 Drive (a road safety programme delivered to Year 11 pupils), and Green Light (a road safety programme delivered to colleges and sixth forms, linked to the Safer Roads Partnership). Department staff also worked with Action for Children, a Princes Trust education initiative, through local school projects for Year 6 pupils.

Dying 2 Drive

Dying 2 Drive is a free multi-agency road safety scheme aimed at reducing death and serious injury amongst young road users in Herefordshire. Our educational events involve a realistic road traffic collision (RTC) reconstruction followed by powerful interactive workshops. The scheme is aimed at Year 11 students who will



currently be car passengers and soon become young drivers.

For more information, visit the Service's website [here](#).

Community Safety Events

Over the year, our teams have carried out safety campaigns, fire station open days and demonstrations to help make people more aware of fire, road and water safety, including issues like smoking, fireworks and staying safe around water. In the photograph below, the firefighter is demonstrating the explosive impact of putting a cup of water onto a chip pan fire.



Partnerships

Partnership arrangements were secured with around 20 local organisations working to promote fire safety in the home. The partnerships aim to share knowledge about vulnerable people, enabling the Service to access hard-to-reach individuals known to other groups. The Service then provides Home Fire Safety Check and Signposting referrals to those identified where appropriate. Partnerships include: Fortis Living (Worcestershire Community Housing & Festival Housing), Worcestershire Health & Care Trust (older adult mental health teams), Bromsgrove District Housing Trust, and the Royal Voluntary Service.

The team also continued to support two multi-agency initiatives involved in risk management and public protection, the Multi-Agency Risk Assessment Conference (MARAC) dealing with high-risk cases of domestic violence and abuse, and the Multi-Agency Public Protection Arrangement (MAPPA) dealing with the management of violent and sexual offenders.

The team also continued to develop its pool of Community Risk Volunteers, with 41 volunteers across the two counties providing support through fire safety talks, accompanying staff involved in fire setter initiatives and attending events.

New vehicles

A new Land Rover off-road firefighting vehicle was introduced at Bewdley Fire Station in November 2014. This will help firefighters to reach incidents in less accessible areas. It's fitted with a FirExpress fogging firefighting system, ideal for grass and heathland fires, and the vehicle can also carry equipment or personnel to incidents. It replaces the Pinzgauer and Argocat off-road vehicles that were at Bewdley.

Responding to industrial action

Throughout the year, the Fire Brigades Union continued their campaign of industrial action in their long-running pensions dispute with the Government. With careful business resilience planning in place, despite 39 separate instances of industrial action in 2014-15 that ranged from a few hours to several days, the Service was able to continue providing fire cover across the whole of the two counties with no noticeable impact on public safety.



Compressed Air Foam System (CAFS): internal firefighting

The Compressed Air Foam System (CAFS) uses compressed air, water and foam to generate an effective and efficient fire fighting spray that significantly improves internal conditions for firefighters and potential casualties. As a mixed spray it is more effective than water alone because of its enhanced cooling capabilities.

During 2014-15 the Service introduced a CAFS appliance at Ross-on-Wye Fire Station. The staff at Ross-on-Wye were also given training in both internal and external firefighting techniques using CAFS at a variety of likely incidents such as vehicle and property fires.

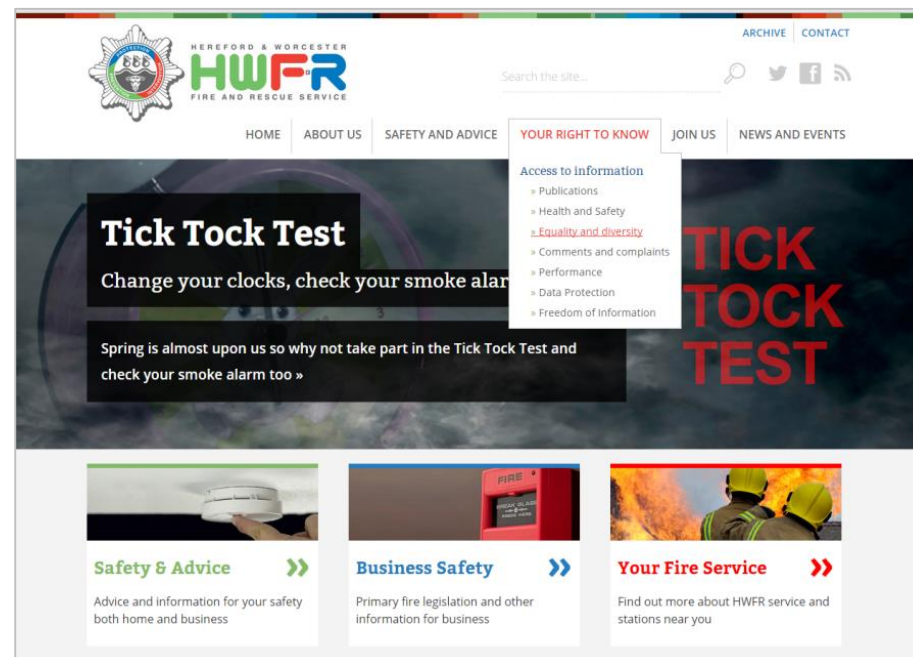
CAFS appliances are already based at Redditch, Peterchurch, Whitchurch and Upton-upon-Severn fire stations.



New Service website went live in February 2015

The Service's website has been completely redesigned with the assistance of students from The Worcester Business School's Media Lab. The new website is easier for visitors to read and navigate around, with interactive features such as the ability to apply for a free Home Fire Safety Check, keep up with the latest news through RSS updates and an events calendar. The website is also responsive, so it automatically adapts for viewing on a tablet or smart phone, a feature currently offered by only a few fire and rescue service websites.

This is a major step forward in our aims to make communities safer and more aware of what we do through the provision of good advice, safety campaigns and other news articles. You can view the website by clicking [here](#).



Competitions, awards and fundraising

Throughout the year, our crews take part in many national events aimed at developing and showcasing the skills of firefighters across the country. Two events where the Service's teams were outstanding were the RTC Extrication Challenge organised by the United Kingdom Rescue Organisation in April 2014, and the national BA Challenge held at the Fire Service College in October 2014.

A. RTC Extrication Challenge

This regional competition was held in Hampshire with the Service represented by a team of firefighters from Ross-on-Wye and Hereford Fire Stations. The competition involved safely releasing a casualty from a car involved in a road traffic collision within 20 minutes. 17 teams took part including the current national and world champions, but it was the team from Hereford & Worcester Fire and Rescue that won the day, winning in all three main categories; Incident Command, Medical and Technical skills.

This was a great achievement for the team and fully demonstrates the quality of their individual skills and team-working abilities, as well as their overall dedication and commitment. It is also a reflection of the excellent training carried out within the Service. The

team has now been invited to take part in an international event in Hamburg, Germany, in June 2015.



B. National BA Challenge

Two teams represented the Service in this national breathing apparatus challenge. In total, 13 teams from around the country took part in the event, which tested their ability to resolve scenarios,



which involved building fires with multiple people, reported within a 30-minute timeframe. The Service's teams came a very creditable 5th and 10th overall, but the real winner was the professionalism,

skills and knowledge of the fire and rescue community being highlighted in a prestigious showcase event.

C. Worcester Works Well Health & Wellbeing Award

The staff of Kidderminster Fire Station achieved the 'Worcester Works Well Health & Wellbeing Award, Level 2.' This is a considerable achievement for the station, and it demonstrates our Service's commitment to improving the health and wellbeing of staff.

D. YFA Passing Out Parade

In May 2014, we celebrated the fourth joint Redditch/Droitwich Young Firefighters Association passing out parade. 19 of the Service's newest recruits demonstrated the many firefighting and rescue skills they had learned over the last five months. All the young people involved fully deserved their well-earned certificates presented by the Chief Fire Officer.



E. Fundraising for the Fire Fighters Charity

The Service is proud of its spirit of generosity, and the personal dedication and commitment of our fire and rescue staff is second to none when it comes to raising money for good causes. One outstanding success during the year was the completion of a “Mountain Trilogy” by the Service’s Group Commander Martin Lown in aid of the Fire Fighters Charity (FFC). Other achievements were the Service’s contributions to textile recycling in addition to the always popular charity car washes at fire stations and bike rides.

‘Mountain Trilogy’ Fundraising Challenge

During the year, Group Commander Martin Lown (pictured right), who is also the Service FFC co-ordinator, ascended more than 4,000 metres while completing three mountain climbs – Mount Kilimanjaro, Everest Base Camp and Mount Toubkal in the Atlas Mountains. He did all this wearing a full fire kit and a breathing apparatus set in all conditions and in temperatures ranging from -28°C to 35°C. Through public donations and corporate sponsorship, Martin managed to raise more than £12,000 for the Fire Fighters Charity.



Fire Fighters Charity textile recycling reaches £1,000,000



In the last four years, this national textile recycling scheme has raised more than £1 million for the Fire Fighters Charity. More than 7,000 tonnes of clothing have been diverted away from landfill sites, such that the charity now receives an annual income of £300,000 from funds raised by recycling unwanted clothing, shoes and household textiles.

The Service has played a great part in this, with more than £13,000 income generated in the last year, up 16 per cent on the previous year. There are 11 textile banks across the Service area and plans for more. You can recycle clothing and textiles at the fire stations in Ewyas Harold, Peterchurch, Ross-on-Wye, Ledbury, Redditch, Bewdley, Pershore, Leominster, Upton-Upon-Severn and Tenbury Wells, as well as Bransford Nurseries in Worcester.



Examples of fundraising for the Fire Fighters Charity: a typical car wash and a 100-mile cycle ride from Pebworth Fire Station.

Our work to be completed in 2015-16

Throughout last year we continued to make plans to take the Service forward through the ongoing financial challenges. Our plans were outlined in the Community Risk Management Plan 2014-2020, and more detailed projects are being developed through the 2020 Vision Programme.

This section of the Annual Report provides an overview of what we'll be doing in 2015-16 in each of these areas.

CRMP Action Plan 2015-16

The CRMP 2014-2020 gave an overview of the services we will be delivering until 2020 to ensure we meet the main principles of Our Strategy – firefighter safety, community safety and quality services. It's broken down into the Service's four main responsibilities – prevention, protection, response and resilience – and a fifth theme, 'organisational support and development', which covers the range of support functions often termed 'back office' services.

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

Prevention

Preventing fires and other emergencies from happening in the first place is the most effective ways of saving lives and property. To support this over the next five years, the Community Risk department will: -

- Continue to develop our risk prevention work.
- Concentrate community safety activities on those groups most at risk
- Use risk analysis software and techniques to help to keep work targeted on changing risks.
- Work with partners to improve how risk data can be shared more effectively.

In 2015-16 activities contributing towards achieving these aims will include the following:			
a)	Develop and deliver a programme of community safety activities and campaigns focused on four main areas: <ul style="list-style-type: none"> • accidental dwelling fires • vulnerable people • arson • road safety 	d)	Evaluate youth education programmes to assess their contribution to reducing the number and severity of fires in the home and for road safety. This will include targeting, where appropriate, known challenging groups, such as those attending exclusion units.
b)	Key target audiences for community safety work in the year will be elderly people and youth engagement, for instance through the Dying 2 Drive multi-agency events (see page 40).	e)	In support of Project Arrow, share good practice with Warwickshire Fire and Rescue Service, to include the Service's models for volunteering and signposting.
c)	Build stronger relationships with public, private and third sector partner organisations to help to share data and identify those most at risk of fire so Home Fire Safety Checks can be carried out.		

Protection

Protection work significantly reduces the risk of fire in buildings where people work, shop and visit. The work is highly specialised and involves carrying out inspections of all business premises and enforcing fire safety measures when required. Over the five years, the work will involve:

- Advising business about the risks of fire and ensuring they have appropriate fire safety precautions in place.
- Carrying out risk-based audits of premises identified as posing higher fire risks than others.
- Training more fire and rescue officers in delivering legislative fire safety requirements.
- Sharing technical expertise and good practice with partners to foster a consistent approach to fire safety.

In 2015-16 activities contributing towards achieving these aims will include the following:			
a)	Extend fire safety training to more firefighters and Community Risk team members, with all training based on recognised national standards to ensure consistency between fire safety auditors and inspectors.	d)	Continue work with Shropshire and Warwickshire fire and rescue services to share good practice and expertise, including work to align practices and share resources with Warwickshire FRS in support of Project Arrow. This will focus on ensuring consistency in approach, such as sharing the same forms and procedures where appropriate.
b)	Engage with businesses in the implementation of Primary Authority (PA) Partnerships where appropriate, following the inclusion of fire and rescue services in PA legislation.		
c)	Deliver thematic fire safety checks at residential care homes and larger licensed premises.		

Response

Being able to act quickly, safely and effectively in the event of a fire and rescue emergency is at the heart of our response services. To maintain this, our firefighters need to be well trained and well equipped to be able to tackle all kinds of emergencies across the two counties. At the same time, we need to ensure our fire and emergency response arrangements remain appropriate in the light of changing risks and available resources. Over the next few years to 2020, work will involve:

- Implementing changes to fire and emergency cover arrangements as set out in the CRMP.
- Designing and delivering firefighter training courses to develop fire and rescue skills and technical knowledge.
- Enhancing training facilities to support greater practical experience in more realistic conditions.
- Sharing training expertise and facilities with other fire and rescue services to enhance skills and competence.
- Researching and understanding general and local hazards and risks.
- Reviewing operational planning arrangements with other fire and rescue services to help ensure common practice and consistency, high standards and value for money.
- Exploring and evaluating innovations in fire and emergency cover to maximise effectiveness and efficiency of response.
- Investigating new technologies to improve firefighting and rescue techniques.
- Making best use of resources and assets, including exploring opportunities with partners to share facilities.

In 2015-16 activities contributing towards achieving these aims will include the following:			
a)	<p>Implement the fire and emergency cover changes set out in the CRMP 2014-2020 to include:</p> <ul style="list-style-type: none"> i. Change the crewing on the second fire engines at Hereford and Worcester fire stations from wholetime to Day Crewing Plus in May 2015. ii. Provide appropriate rest and welfare facilities at Hereford and Worcester fire stations to accommodate Day Crewing Plus staff. iii. Maintain five riders on first response fire engines on as many occasions as possible. 	c)	<p>Deliver a range of training programmes including:</p> <ul style="list-style-type: none"> i. Commence a two-year practical programme in controlled tactical ventilation in buildings for all on-call crews. ii. Embed high-speed driver legislation into blue light driver training, including refresher courses for the more than 300 blue light drivers in the Service. iii. Incorporate technical rescue training into core training activity, to include rope rescue, water rescue, USAR, High Volume Pump and mass decontamination. iv. Additional training to support the roll out of new equipment (see d. below). iv. Media training for all flexi-duty officers. v. Update breathing apparatus procedures and provide refresher training in light of recent Government guidance (Operational Guidance: Breathing Apparatus).
b)	<p>Continue enhancement of training scenarios for the Incident Command Suite to include:</p> <ul style="list-style-type: none"> i. Model the top service and fire station risks. ii. Improve modelling software and equipment. iii. Use mobile resources to deliver risk training scenarios at fire stations. 		

d)	Introduce new and replacement equipment including respirators and gas monitors for all fire engines, thermal imaging cameras, upgraded trauma packs, additional personal protective equipment for water rescue, replacement gas tight suits, replacement hydraulic rescue equipment, replacement working-at-height equipment and replacement fire ground communications radios.	h).	Continue the fire station replacement and rebuild programme to update and modernise buildings and facilities, including:
e).	Establish training collaboration opportunities with other fire and rescue services, including with Warwickshire and Shropshire FRSs through Project Arrow, as well as with other partners involved in multi-agency working, such as West Mercia Police and the National Health Service.		
f).	Begin to introduce a range of new and replacement appliances recognising the geography of the service area, including smaller fire engines better able to negotiate rural roads and a more appropriate replacement for the large Command Support Unit.		
g).	Incorporate further training facilities in the replacement and rebuild projects and introduce a new Strategic Training Facility for north Herefordshire.		
			<ul style="list-style-type: none"> i. A new Worcester Fire Station in May 2015. ii. A new Evesham Fire Station, aiming for start on site in 2015-16 (see 2020 Vision section). iii. Investigate a new site for Hereford Fire Station including the potential for joint opportunities with other blue light services (see 2020 Vision section). iv. Develop a new fire station for Redditch and investigate further opportunities for other replacement fire stations. v. Investigate a potential site for a new 'blue light hub' in the Wyre Forest area (see 2020 Vision section). vi. Carry out refurbishment works at Service Headquarters to incorporate Place Partnership Ltd. as a new tenant, and continue preparations for Headquarters relocation to the Hindlip site (see 2020 Vision section).

Resilience

Resilience is about being as prepared as possible for whatever emergency might happen and being able to provide timely back up support at incidents. It requires having local and national contingency plans in place for all kinds of incidents, and involves working together with other emergency services. To support this over the next five years, work will involve:

- Working with other emergency services and agencies to assess risks and preparing plans to tackle them if they happen.
- Maintaining working relationships with neighbouring fire and rescue services in providing mutual assistance when needed.
- Carrying out assessments of risks specific to each local fire station area.
- Reviewing and updating procedures set out in business continuity plans for all parts of the Service.

In 2015-16 activities contributing towards achieving these aims will include the following:			
a).	Review and update all high-priority policy documents to ensure they remain current.	d).	Continue work with partner services to develop and update contingency plans for all emergency risk situations.
b).	Collate all fire station 'fall-back plans,' so crews will be able to maintain their operational response in the event of their fire station being out of action through events such as power failures, computer failures, gas leaks and flooding.	e).	Consider the findings of an audit of the Service's national resilience capabilities (USAR, High Volume Pumps, mass decontamination) to identify any areas for further development.
c).	Further roll-out of the Intel system to ensure all firefighters understand the process and to identify any new risks.		

Organisational Support and Development

Organisational Support and Development covers the range of support functions that are often termed 'back office' services, which help to make sure we continue to deliver effective frontline services. The work includes business functions such as financial and legal management, information and communications technology, human resources and corporate services as well as vehicle and equipment maintenance and property management. Over the next five years, these services will continue to provide essential support as the Authority implements its plans to transform how its services are delivered and ensure a sustainable future.

Key areas of support will include:

- Workforce planning and support;
- Financial planning and budgeting;
- Strategic planning support and partnership working;
- Information and communications technology support systems.
- Media and communications;
- Member support services.

In 2015-16 activities contributing towards achieving these aims will include the following:			
a).	Continue to support innovative ways of managing and supporting the workforce and preserving skills throughout the transformation period, including: <ol style="list-style-type: none"> i. Manage secondments and staff returning from secondment. ii. Provide advice and guidance on health, fitness and wellbeing. iii. Embed the terms of the <u>Ethical Framework</u> and 		Code of Conduct through refresher training as part of the inclusiveness agenda. iv. Establish a local Pensions Board to assist in the administration of the Firefighters' Pension Scheme 2015. v. Review Occupational Health services.

b)	Review and update key strategic documents such as the Community Risk Management Plan and Fire Authority Annual Report as new incident data and risk information becomes available.	f)	Develop a three-year ICT strategy including a review of business continuity and ensure the structure of the department is robust in order to support 2020 Vision projects and wider Service strategies.
c)	Continue to work in partnership with other public sector organisations in the delivery of major projects in the 2020 Vision Programme and provide representation at statutory partnerships such as Community Safety Partnerships.	g)	Develop a robust staging platform to support the development of the Fire Control (Command and Control) mobilising system.
d)	Continue development of the Service's interactive website and social media presence, and undertake a review of internal communications.	h)	Focus the Member Development strategy on 'Resourcing For The Future' with a programme of visits to key locations covering issues such as firefighter pensions, budgeting, the 2020 Vision Programme and fire safety.
e)	Continue the Operational Assurance safety critical theme with the introduction of Practical and Station Assurance audits covering areas such as breathing apparatus, hazardous materials, CPR and defibrillator use, gathering operational intelligence and supporting Incident Command through the Active Incident Monitoring (AIM) system. Other audits will cover Intel, Breathing Apparatus, Incident Command and National Resilience.		

2020 Vision Programme



The Service has embarked on an ambitious £18 million programme of major projects to be delivered by the year 2020. Called

the 2020 Vision Programme, it is a clear statement of intent that the Service aims to manage its own future rather than just reacting to change as it happens. The Programme consists of 11 projects that have been designed to help secure the Service's future and ensure its continued ability to provide our communities with sustainable, high quality firefighting, rescue and preventative services.

The projects cover a range of transformational, operational and technological solutions including:

- New fire stations for Evesham and Hereford along with a relocated Service Headquarters.
- The roll-out of vital new technology upgrades as part of national projects.
- Collaborative work with local partner organisations including West Mercia Police, Warwickshire Fire and Rescue Service, and several local authorities and voluntary organisations.

The following tables sets out what each project intends to achieve in 2015-16.

1	Community Risk Management Plan 2014-2020	<i>Implementation of FRA decisions including the feasibility of Day Crewing Plus and workforce reduction.</i>
	The CRMP is the Service's strategic plan for managing risk. Its implementation includes all the actions described in the previous section (CRMP Action Plan 2015-16), which cover the whole range of prevention, protection, response and resilience services. The actions include changes to fire and emergency cover arrangements that needed to be made to address the reduction in the Service's budget in the coming years. These changes are set out in the Response section above and are all being implemented in 2015. The changes will deliver ongoing savings each year.	
2	Payroll	<i>Transfer of payroll services from Worcestershire County Council to Warwickshire County Council</i>
	Previously the payroll function was fulfilled by Worcestershire County Council, but because the council is choosing to outsource this work the Service needed to find an alternative supplier. The Service has decided to employ Warwickshire County Council to deliver the payroll service from 1 April 2015.	
3	Evesham Fire Station	<i>Collaboration with Wychavon District Council and Waitrose supermarket to build a new fire station.</i>
	The fire station in Evesham is set to move to a brand new facility next to the town's leisure centre releasing space for a new Waitrose store to be built in its place. Liaison with West Midlands Ambulance Service will continue to establish if they are able to be involved in this project.	

4	Project Arrow	<i>Continuation of collaborative opportunities with Warwickshire Fire and Rescue Service</i>
	<p>A number of operational collaboration opportunities will be sought throughout the year including:</p> <ul style="list-style-type: none"> i. Both services' training departments to work together to establish ways of delivering common training procedures. ii. Work together to establish joint operational policies for more effective cross-border working. iii. Explore further opportunities to align processes and policies in other operational areas such as fire safety, health & safety and technical support. <p>The services will also explore further collaboration opportunities within other service departments, and share experience with others, including Shropshire Fire and Rescue Service.</p> <p>A report on progress to date and an examination of future opportunities will be taken to both Fire Authorities in late 2015.</p>	
5	Place Partnership Ltd (JPV)	<i>Amalgamation of the Service's property functions with other local partners.</i>
	<p>In December 2014, the Fire Authority agreed to amalgamate its property department with five other local partner organisations to create a single, publicly-owned company called Place Partnership Ltd. The new company will be formally launched in September 2015 and arrangements are being made to manage the transfer of staff. The company will be based at Service Headquarters and refurbishment works are taking place during summer 2015 to accommodate staff on the ground floor of the building.</p> <p>Note: Place Partnership Ltd was provisionally called the Joint Property Vehicle until it was fully registered as a company in March 2015.</p>	

6	Public Services Network (PSN)	<i>Securing data in accordance with national protocols and ensuring public bodies are resilient against physical and cyber attacks.</i>
	PSN is at the heart of the Government's ICT strategy and aims to help public sector organisations work together, reduce duplication and share resources. This national project aims to provide an assured network over which services and data can be shared securely. It incorporates Protective Security to help secure the Service's data in accordance with national requirements, ensuring resilience against physical and cyber attacks. In the coming year the Service will review and update its governance arrangements in line with PSN requirements.	
7	Wyre Forest Blue Light Hub	<i>Development of a blue light hub in the Wyre Forest area incorporating multiple response partners.</i>
	This project won £2.38 million from the Government's Fire Transformation Fund and involves the creation of a single fire station for the Wyre Forest area to replace the three existing fire stations. The new fire station will be designed as a major hub for the police and ambulance services and for voluntary sector partners, the British Red Cross and the Severn Area Rescue Association. Discussions with partner services will take place during 2015 to establish site requirements prior to identifying and purchasing a new site. Because the project involves major changes to how fire and emergency cover would be provided, an extensive public consultation programme will be delivered during 2015 prior to the project's submission to the Fire Authority for final consideration and approval.	
8	Hereford Fire Station	<i>Continued exploration of options for a new fire station, possibly as a blue light hub.</i>
	The current Hereford Fire Station is in a poor condition and not fit for the requirements of modern fire station. The Service will continue working with Herefordshire Council to identify a suitable site in the city for a new fire station, and will continue discussions with West Mercia Police about the potential for developing a joint fire and police station.	

9	Hindlip	<i>Relocation of Service Headquarters to the Hindlip site to co-locate with West Mercia Police.</i>
	<p>This project successfully attracted £1.89 million from the Government's Transformation Fund, and aims to improve services and create future financial efficiencies as part of moving Fire Service Headquarters, including Fire Control, from its present location on the outskirts of Worcester to join West Mercia Police at their headquarters at Hindlip near Worcester. The move would also foster a closer working relationship between the two blue light services as well as producing on-going savings from the co-location of HQs. Discussions are taking place with West Mercia Police to establish site requirements, and options are being developed.</p>	
10	Fire Control	<i>Replacement Command & Control system including new equipment for fire stations and mobile data terminals, plus systems support.</i>
	<p>The Fire Control team are responsible for answering 999 calls, mobilising crews to incidents and keeping in touch with firefighters at the scene. The project is developing closer working with Shropshire Fire and Rescue Service – so both services have greater resilience and back-up procedures in place – and as part of the Hindlip project discussions are in progress with West Mercia Police to create a joint Command & Control centre at the police headquarters site.</p>	
11	Emergency Services Mobile Communications Programme (ESMCP)	<i>Implementation of a new national radio and communications scheme to replace Airwave.</i>
	<p>This is one of the Government's largest procurement projects ever. It aims to create a national Emergency Services Network, a mobile broadband communications service with extensive coverage enabling all emergency services to communicate together more effectively and securely in delivering their vital services. It will replace services provided by Airwave Solutions, as their contracts begin to expire in 2016. Over the next 12 months the Service will prepare a project plan to manage the delivery of this programme locally in conjunction with the police and ambulance services.</p>	

Resourcing the Future – Financial Information

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

Summary of our workforce		What the Service costs in 2015-16	
As at the end of March 2015			<i>Budget £m</i>
Wholetime firefighters	44%	Employees	21.4
On-call firefighters	38%	Fleet, equipment, ICT, property	5.7
Support staff	15%	Capital financing*	3.2
Fire Control staff	3%	Other running costs**	2.0
Total number of employees (Fulltime equivalent - FTE)	659	Total	32.3

*Capital financing is interest and provision to repay loans.

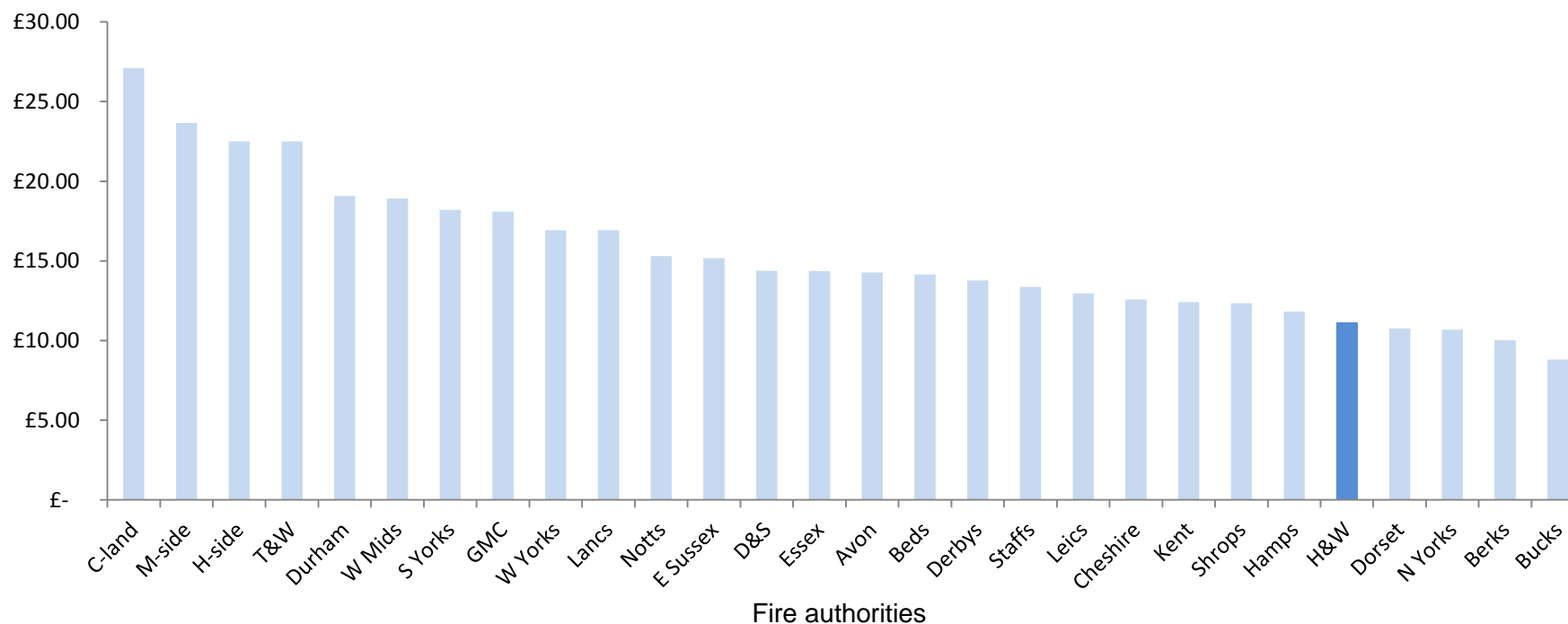
**Other running costs include training costs, community safety material, payroll services, legal costs, Fire Authority costs and insurances.

Summary of our resources	How the Service is paid for	
As at the end of March 2015		£m
27 fire stations	Herefordshire and Worcestershire Council Tax payers	20.3
41 frontline fire engines	Herefordshire and Worcestershire business rates, etc.	2.5
28 specialist vehicles, including all-terrain vehicles, aerial appliances and boats	Government grants (Revenue Support Grant, special grants)	9.5
Training Centre		
Strategic Training Facilities		
Fire Service Headquarters	Total	32.3
Operational Logistics Centre		
Urban Search and Rescue facility		

The cost of the Fire and Rescue Service to the average household in Herefordshire and Worcestershire (Council Tax Band D) is £76.50. This is above the £70 average for comparable Fire Authorities in 2015-16, but considerably less than the highest cost of £93.96. One of the reasons for this is the low level of grant we receive from Government, because of the way the formula is

worked out nationally. In the table below, Hereford and Worcester Fire Authority receives just £11.11 per head of population across the two counties, while the average for comparable fire authorities is £15.43, with the highest grant being £27.10 per head of population.

Government grant per head of population 2015-16



Capital investment in 2015-16

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

	<i>£m</i>
Fire stations / training facilities	5.6
Vehicles and equipment	1.9
ICT / communications system / minor building works	1.2
Total	8.7

Closing the spending gap

For financial planning purposes the future is split between the relatively known (that is, up to 2016-17) and the less known (from 2017-18 to 2019-20).

The Fire Authority has been planning for the earlier period for some time and the decisions and actions described in previous sections have resulted in a balanced budget for 2015-16 and a small gap of just £300,000 in 2016-17. Closing this gap is very unlikely to have any impact on frontline response.

Beyond 2016-17, the position is more speculative. All indicators suggest the period of austerity is likely to continue until at least 2019-20, and there has been no suggestion the grant reduction trend of the last four years will be any different. This means there

are likely to be fewer financial resources in 2019-20 than we are anticipating in 2016-17.

Assuming a continuation of grant reductions, an annual two per cent increase in Council Tax and provision for inflation and pay awards, a further budget gap of £1.6 million is forecast for 2017-18 rising to £3.3 million by 2019-20.

Work is currently underway with partners in other emergency services and local authorities to collaborate in the provision of back-office support functions to provide savings to meet these future gaps. It is too early to say with certainty how much of the gap these measures will meet.

What do you think of our Annual Report?

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

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

If you have any general enquiries, please call 0845 122 4454 or email us at info@hwfire.org.uk.

You can also follow us on Twitter at @HWFire (<https://twitter.com/hwfire>)

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

Alternatively you may write to:

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

If you would like this information in an alternative language or format such as large print or audio, please contact us on 0845 122 4454.

Your right to know: access to information

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Report of the Head of Asset Management

13. Asset Management Strategy

Purpose of report

1. To update the Fire Authority on the progress made in the delivery of the Service's Asset Management Strategy to replace five fire stations and build four strategic training facilities.
-

Recommendations

It is recommended that the Authority notes that since the Asset Management Strategy was proposed in March 2011:

- i) three fire stations have been replaced,***
- ii) three Strategic Training Facilities have been built,***
- iii) the Service has aligned its fire station replacement programme with the Police through closer collaboration; and***
- iv) the Place Partnership Limited venture has been registered as a company with a managing director having been appointed.***

Introduction and Background

2. In November 2013 the Policy and Resources Committee were updated on the progress of the Authority's Asset Management Strategy. The strategy was approved by the Policy and Resources Committee on 24 March 2011, and authorised the replacement of five fire stations with new buildings in Hereford, Redditch, Worcester, Malvern and Bromsgrove. These fire stations had been highlighted as a priority for replacement following extensive condition surveys, which demonstrated that the maintenance profile of these buildings was such that it would be uneconomic to repair them.
3. In addition, the Policy and Resources Committee agreed to build four Strategic Training Facilities (STFs) across Herefordshire and Worcestershire, which the Chief Fire Officer advised were urgent and of vital importance. These facilities would provide realistic fire fighting training scenarios for the Service's fire fighters as well as structures to simulate specific rescue situations, for example extrication from road traffic collisions. By increasing the number of STFs at more accessible locations, there would be a significant reduction in the travelling time and distance that Retained Duty System (RDS) fire fighters would have to undertake to maintain their level of training.

4. The Policy and Resources Committee were provided with more updates about the individual projects as they developed and an additional scheme was added into the overall programme when an opportunity to replace Evesham fire station emerged as part of a retail development scheme at the current fire station site. The update below picks up from the November 2013 Policy and Resources Committee report and provides information on the completion of a number of schemes which were still being developed at that time. The Chief Fire Officer has also updated members about new stations via his Service report to the Authority. Regular updates have been provided to Members in the Members' Bulletin and Group Leaders have been kept informed.

Malvern Fire Station

5. The fire station which was replaced at the existing location in Malvern Link was past its useful Service life and suffered from water ingress from the glass and metal 'cassette' structure. The building was extremely inefficient from an energy point of view and suffered from significant solar heat gain during the summer. The station facilities were inadequate with limited vehicle storage and poor staff welfare facilities. Construction commenced in May 2013 and whilst construction work was being undertaken, the fire station staff, equipment and vehicles were temporarily relocated to the Service's Operational Logistics site at Betony Road in Malvern. The project used the existing foundations and part of the existing steel structure, resulting in significant savings compared with a full replacement. The building was completed and in use by July 2014.

Bromsgrove Fire Station

6. This project was supported as part of the Government's 'Capital and Asset Pathfinder' national projects and was the first Hereford & Worcester fire station to be shared with another partner, in this case West Mercia and Warwickshire Police. The existing fire station was beyond its service life and uneconomic to repair. The new building is owned by the Police, who managed design and construction works in conjunction with the Service's Property team. The project was the first Hereford & Worcester fire station to adopt the new crewing shift system, Day Crewing Plus. Construction commenced in November 2012 and was completed with the station in use by April 2014. The new station is very energy efficient, especially when compared with the efficiency of two separate Police and Fire Stations and the building has promoted a number of additional benefits with staff from the two services working closely together. The existing site has been sold (subject to completion) with a higher capital receipt than expected.

Worcester Fire Station

7. The fire station in Worcester city centre was beyond its service life, with very poor welfare facilities and with no training facilities. The site dimensions were very restrictive, space limited and the physical width of the appliance bays not large enough for modern fire engines. A location for a new fire station in Worcester was found in conjunction with a developer, with construction commencing in 2014 and the station in use by April 2015. The new building allows for much needed space, is far more energy efficient and provides state of the art training facilities. The station was completed with options to accommodate other partners, room for community use and facilities to

encourage development of a branch of the Young Fire fighter's Association at the station. The existing site has been sold (subject to completion) with a higher capital receipt than expected.

Hereford Fire Station

8. Like Worcester, the fire station in Hereford is beyond its service life, with very poor welfare facilities and limited training facilities. It was hoped that a potential new location could be secured at a council owned site in Bath Street, but this proved not to be a viable option. A new location is now being explored with a commitment that the Police will investigate the potential to accommodate staff and resources on a shared basis, similar to Bromsgrove and the council are fully engaged in supporting the project. Regular updates are now presented at the Policy and Resources Committee to advise on progress.

Redditch Fire Station

9. Similar to the work in Bromsgrove, it was hoped that a joint Police and Fire Station could be developed at the existing fire station location in Redditch. This would have been a reciprocal agreement to the Bromsgrove arrangement and it was proposed that the Fire Service would own the site and manage the construction with the Police leasing part of the building. Changes in the Police structure around the 2013 changed their requirements, and the Fire Service had limited resources to pursue a stand-alone project. Further collaboration with the Police has revisited the concept of a joint Police and Fire station scheme, which will now form part of a locality review to be undertaken by Place Partnerships Limited (see below). The current building is beyond its service life and uneconomic to repair.

Evesham Fire Station and Strategic Training Facility

10. Although not part of the original Asset Management Plan, an opportunity to replace Evesham Fire Station with its Strategic Training Facility was identified in 2012 and the project will facilitate a wider development scheme to regenerate Evesham town centre, being led by Wychavon District Council. Following authorisation from the Policy and Resources Committee, Officers of the Service have developed a build programme with the Council to replace the current fire station at a new location adjacent to the leisure centre in Evesham. The current station is not beyond its Service life, but does require significant maintenance improvements especially around the building infrastructure, with associated costs.

Strategic Training Facilities

11. The Strategic Training Facilities (STF) Project proposed two types of training facility, which would provide realistic hot-fire training scenarios for fire fighters and support their essential training programme. This supports the Health and Safety of fire fighters and assists in maintaining competence in the use of Breathing Apparatus. The first type of facility burns wood within a steel structure, which internally broadly resembles a residential property. This provides very realistic training scenarios and training is supported with an additional working at height steel structure at the location. This type of facility was completed in September 2013 at Peterchurch, but unfortunately due to planning and land

purchase issues at Kingsland, the North Herefordshire facility did not materialise. Officers of the Service are now liaising closely with Herefordshire Council to find a suitable site.

12. The second type of training facility utilises LPG gas to create fire situations housed within a brick built building which also resembles a traditional residential property. This type has been introduced at Evesham, with construction completed in March 2013. A project to enhance an existing facility at Kidderminster with a second floor burn-room was completed in September 2013. Both these facilities have seen much use since being put into service and have consistently been positively rated by fire fighters in feedback from Senior Management Board visits to fire stations.

Financial Position

13. When the original Asset Management Strategy was proposed at the Policy and Resources Committee in March 2011, a funding gap of £4.365 million was identified between cost estimates for the schemes and the resources identified to fund them. At the November 2013 Policy and Resources Committee, the financial position for these capital projects was revised, which indicated that the gap had been reduced to zero through contract savings, expected savings and additional grant. The summary of how this financial gap was closed is presented again as Appendix 1.

Police Collaboration and Place Partnerships Limited

14. The Chief Fire Officer has built a close working relationship with the Chief Constable of West Mercia Police Force and this has filtered down through the Service resulting in on-going dialogue between the two organisations to explore opportunities to collaborate on a range of projects that will drive efficiencies. The property capital replacement programmes of both organisations are now aligned and any fire station which is being considered for replacement will have facilities for sharing space with the Police. An extensive programme to allow Police to share current stations commenced with Bewdley fire station and a number of other locations are also being considered.
15. The Hereford & Worcester Fire and Rescue Service will be transferring the property team into Place Partnerships Limited, a company wholly owned by six public sector partners. This new organisation will provide cost savings through reducing duplication of activity and will coordinate locality reviews which will propose more efficient use of publicly owned property at specific locations. The Service's Asset Management Strategy will be aligned with the other partners and will inform the locality reviews. The Chief Fire Officer will sit on the board of Place Partnerships Limited and the Authority will be represented at shareholder level, alongside representatives from Warwickshire and West Mercia Police, Redditch Borough Council, Worcester City Council and Worcestershire County Council. The Managing Director was appointed in May 2015 and staff transfer will commence in September 2015.

Conclusion/Summary

16. All of the projects being delivered as detailed above have had contract tender returns within their initial overall budget estimated allocations agreed with the

Policy and Resources Committee on 24 March 2011. Some will be delivered with significant savings over the original contract estimates, which has closed a funding gap highlighted at the start of the process. By replacing these fire stations, on-going maintenance costs will be reduced and, in addition, safeguard our resources for the future.

17. It is recommended that the Authority notes the content of this report and notes that since the Asset Management Strategy was proposed in March 2011, three fire stations have now been replaced, three Strategic Training Facilities have now been built, the Service has aligned its fire station replacement programme with the Police through closer collaboration and the Place Partnership Limited venture has been registered as a company with a Managing Director having been appointed.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The whole document has legal, financial and property resource implications, which are reported on via individual reports to the Policy and Resources Committee.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The Asset Management Strategy supports 'Our Strategy' – 'Buildings and Infrastructure' and 'Resourcing for the Future'.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	No
Consultation (identify any public or other consultation that has been carried out on this matter)	No
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	Equalities Impact Assessment is considered as part of each individual project.

Supporting Information

Appendix 1 – Asset Management Strategy Update from 19 November 2013 Policy and Resources Committee.

Background papers – Policy and Resources Committee, 24 March 2011, Policy and Resources Committee, 19 November 2013

Contact Officer: Ian Edwards, Head of Asset Management, (01905 368360)
Email: iedwards@hwfire.org.uk

Asset Management Strategy Update : Policy & Resources Committee 19-Nov-2013

	A.M.S approved P&R Mar 2011	Agreed increase for STF	Contract Savings	Anticipated Savings	Additional Grant	Agreed increase Evesham	Latest Position
<u>Expenditure</u>							
Strategic Training Facilities	2.000	0.276					2.276
Bromsgrove - Notional	4.200						4.200
Malvern	3.086		(1.086)				2.000
Worcester	5.476		(1.076)				4.400
	14.762	0.276	(2.162)	0.000	0.000	0.000	12.876
Other Schemes	10.655			(1.036)		0.058	9.677
	25.417	0.276	(2.162)	(1.036)	0.000	0.058	22.553
<u>Resources</u>							
Expected Receipts	(2.863)						(2.863)
Bromsgrove - Notional	(4.200)						(4.200)
LPSA Reward Grant	(0.332)						(0.332)
Capital Grant 2011/12	(1.173)						(1.173)
Capital Programme to 2014/15	(12.484)						(12.484)
E&D Capital Grant		(0.238)					(0.238)
LPSA Capital Grant		(0.036)					(0.036)
Capital Grant 2012/13					(1.169)		(1.169)
Wychavon						(0.058)	(0.058)
	(21.052)	(0.274)	0.000	0.000	(1.169)	(0.058)	(22.553)
Shortfall	4.365	0.002	(2.162)	(1.036)	(1.169)	0.000	0.000

Report of the Chief Fire Officer

14. Wyre Forest Blue Light Hub

Purpose of report

1. To provide an update on the Wyre Forest Blue Light Hub project and to gain authorisation for public consultation.

Recommendation

It is RECOMMENDED that the Authority approves the commencement of formal public consultation for the Wyre Forest Blue Light Hub project.

Introduction and Background

2. In March 2014, the Government made £75 million available to Fire and Rescue Authorities through a Fire Transformation Fund and invited bids for projects designed to ensure better and more efficient front line services for the public.
3. The bid assessment criteria made it clear that successful bids would most likely be those that encouraged greater collaboration with other emergency services and which also promoted asset/property transformation and other efficiencies delivering better value for money.
4. Following consultation with the Authority's political Group Leaders, two bids were prepared and formally signed off by the Chairman and Treasurer.
5. In October 2014, the Government announced that both bids had been successful, with the FRA to receive a total of £4.27 million from the Transformation Fund. The two projects are as follows:
 - a. Move the Fire Service Headquarters from its present location on the outskirts of Worcester to join West Mercia Police at their headquarters at Hindlip near Worcester;

Transformation Fund award: **£1.89 million** received
 - b. Create a new Wyre Forest Blue Light Hub which relocates the existing three fire stations in the Wyre Forest area into a new purpose-built, centrally located station;

Transformation Fund award: **£2.38 million** received.

Update on progress to date

6. On 19 November 2014, the Policy and Resources Committee authorised officers to carry out the necessary work to prepare detailed schemes and proposals for implementing both projects, including incurring professional fees where necessary. The Committee also noted that a further report would be submitted to the Fire Authority prior to undertaking formal public consultation or entering into any contractual arrangements for land purchase or building construction.
7. Since November 2014 officers have been preparing detailed schemes for both projects. In terms of the Hindlip project, an update was submitted to the Fire Authority on 18 February 2015. Since then negotiations with West Mercia Police and detailed planning design work are progressing well and will be reported separately to the Fire Authority as appropriate.

Wyre Forest Blue Light Hub project

8. With regard to the Wyre Forest project, the development of the scheme has made the following progress:
 - a. Officers are working closely with partner agencies (West Mercia Police, West Midlands Ambulance Service, Severn Area Rescue Association and the British Red Cross) to finalise their specific site requirements prior to identifying potential sites.
 - b. As the project potentially involves changes to how fire and emergency cover will be provided, an extensive formal public consultation programme will need to be carried out during 2015.
 - c. To assist with identifying a new site and assessing the implications, Operational Research in Health Ltd. (ORH) have been commissioned to undertake independent data analysis and validation of the operational impact associated with any potential changes to fire station locations and appliance deployment.
 - d. In addition, Opinion Research Services (ORS) have been commissioned to support officers in convening and facilitating 'Listening and Engagement Forums' with key stakeholders. ORS has a wealth of experience working with other fire authorities and public sector organisations on statutory public consultation and engagement.
 - e. The results of the Listening and Engagement Forums and the findings will inform the consultation programme.
9. On 15 May 2015, the Fire Authority received the £4.27 million grant from the Transformation Fund and was notified of the conditions attached for its lawful expenditure.

Financial context

10. Members will be aware of the scale of the financial issues facing the Authority. Over the coming years there is a growing gap between the budget needed to deliver the current range of services and what will be available. Actions taken to date to address this include savings from crewing changes at fire stations and the

removal of two fire engines as part of the Community Risk Management Plan 2014-2020, and further reductions in management, support staff and spending budgets.

11. While these actions have enabled the Fire Authority to set a budget for 2015-16 and effectively for 2016-17, the funding issues are likely to persist beyond then. The Treasurer estimates that a further £3.3 million savings will need to be found by 2019-2020. Plans to address this include the highly innovative 2020 Vision Programme, which Members will be aware of. Both Transformation Fund projects are part of this Programme and will contribute towards meeting the required savings and efficiencies.
12. Members should note that the Wyre Forest project requires further funding in addition to the Transformation Fund grant, and it is expected that a large proportion of this will be met from the sale of existing sites and from on-going revenue savings following the implementation of the project or from savings already accrued from past years' budgets. These costs and savings will be determined in the light of detailed analysis of the new site location and the consultation outcomes.

Consultation

13. In order to meet the required funding timetable and before a new site location can be selected, it is proposed that a full, formal public consultation be carried out. Following authority to consult, officers will prepare a consultation document based upon work carried out by ORH and in the light of a review of outcomes from the listening and engagement forums. The timetable for consultation is proposed as follows:
 - a. June 2015: Fire Authority approval to carry out public consultation.
 - b. July 2015: Commencement of a 12-week formal public consultation period.
 - c. October 2015: Completion of consultation period followed by analysis and write up of results.
 - d. November 2015: Preparation of report of findings and recommendations.
 - e. December 2015: Report to Fire Authority for decision on proposal.
14. A proposed consultation programme is being drawn up between officers and ORS, taking into account the need to carry out extensive direct consultation with the wider general public. Meetings with other appropriate groups and interested parties will be included in the programme, along with personnel at those fire stations most affected by the project. A proposed list of consultees is attached as Appendix 1 although this list cannot be considered to be definitive.
15. At the end of the consultation period an analysis of the results will be brought back to the Fire Authority for consideration. Subject to the Authority's comments and obviously approval, an implementation plan will then be prepared.

Conclusion/Summary

16. The Wyre Forest Blue Light Hub is a key project in the 2020 Vision Programme. Due to it potentially involving the relocation of three existing fire stations into a single, central hub and co-locating multiple partners, it is important to ensure the views of staff, stakeholders and the wider public are heard. The consultation programme will enable these views to be considered in drawing up the final project details for consideration by the Fire Authority in December 2015. Officers will ensure the consultation process and the implementation of the agreed course of action are carried out with the utmost sensitivity.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	<p>The project is designed to contribute towards the savings required in the period up to 2019-20 as well as forming part of the 2020 Vision Programme aimed at achieving a sustainable future for the Service.</p> <p>If the project is found to be not viable and does not proceed, or if the bid funding is withdrawn for any reason, then under the funding terms and conditions any revenue costs already incurred will need to be absorbed from other areas of the Fire Authority budget.</p>
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The project is directly linked to delivering 'Our Strategy' (Resourcing the Future and Buildings and Infrastructure).
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	A Risk Management log is included within the project documentation.
Consultation (identify any public or other consultation that has been carried out on this matter)	Listening and Engagement forums for the Wyre Forest Blue Light Hub project have been held with key stakeholders. An extensive formal consultation programme will be carried out prior to implementing the project.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	No, an Equalities Impact Assessment will be carried out following Fire Authority's approval to proceed with formal consultation.

Supporting Information

Background Information

Appendix 1: Consultation – list of consultees

Contact Officer

Jean Cole, Head of Corporate Services

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Consultation – list of consultees

The consultation on the Wyre Forest Blue Light Hub project will run for 12 weeks.

A wide range of stakeholders will be contacted during the consultation period in order for them to have a full appreciation of the proposal being put forward.

The consultation programme includes both internal consultation with members of staff at the Fire and Rescue Service, as well as external consultation with key groups and organisations. In addition, there will be wider publicity to raise awareness with members of the public. There will also be a series of briefings with key heads of organisations and members of the press.

External Consultation – wider public awareness	
	Press releases to be issued throughout consultation process.
	Social media campaign to be launched when consultation gets underway.
	Dedicated website page on www.hwfire.org.uk with all documents available. A visible banner on the home page of the website to direct people to the relevant page.
	Questionnaires to be handed out at public events undertaken by the Service during the consultation period.

External Consultation – key groups and organisations	
Direct email with links to the consultation document.	Other Fire and Rescue Services
	Voluntary, Third Sector and Interest Groups
	County, District, Town and Parish Councils
	Public Sector Organisations, including Police, Ambulance and NHS Trusts
	Housing Associations and Trusts
	Business Organisations

Internal Consultation
All watches at affected fire stations will receive briefings from the Project Team and the Station Commander for each specific fire station.
All Service Departments will be invited to attend briefing sessions to be held at appropriate locations.
Direct email will be sent to all staff with links to relevant documents.
Regular articles and reminders will be placed in the Service's weekly newsletter/bulletin.
The Service Intranet will be regularly updated to help to encourage staff to respond to consultation.
Representative Bodies will have direct briefings.

Briefings	
One-to-one briefing by the Chief Fire Officer or a Principal Officer, to include:	Members of Parliament
	Chief Executive of West Midlands Ambulance Service
	Chief Constable of West Mercia Police
	Chief Executive Officer of Herefordshire & Worcestershire Chamber of Commerce
	Members of the Press

Report of Head of Legal Services

15. Members' Allowances Scheme 2015/16

Purpose of report

1. To consider whether to make any alterations to the Members' Allowances Scheme for 2015/16 in light of the lack of change in the Consumer Price Index to April 2015.

Recommendation

It is recommended that:

- i) *the Members' Allowances Scheme 2015/16 (attached at Appendix 1), as amended be approved; and*
- ii) *Members determine the level of Members' Allowances for 2015/16.*

Introduction and Background

2. The Authority is required to have a scheme for its Members to be paid a basic annual allowance, under the Local Authorities (Members' Allowances) (England) Regulations 2003. Authorities may also make provision for other allowances, for example for those Members with special responsibilities or for travel and subsistence. The current budget for Members' Allowances is £50,300.
3. Prior to making or amending its scheme, the Authority must have regard to the recommendations made by the Independent Remuneration Panels from which its Members are nominated i.e. Worcestershire County Council and Herefordshire Council.

Members' Allowances Scheme 2015/16

4. The proposed 2015/16 Scheme is attached at appendix 1. The following amendments have been made to provide greater clarity in terms of setting out the current conventions that have always occurred in practice:
 - i) Claims for travel expenses can only be made for journeys undertaken to enable Members to undertake approved duties.
 - ii) Claims for subsistence expenses can only be made for journeys undertaken to enable Members to undertake approved duties.
 - iii) Approved duties are:

- meetings of the Authority, it's committees, sub-committees, panels or working parties;
 - meetings of outside bodies to which a Member is appointed by the Authority, if that organisation does not pay Members' expenses;
 - Authority Member training seminars, events and workshops;
 - Chairman's briefing meetings;
 - meetings with Officers in connection with the functions of the Authority which have been convened by the Chief Fire Officer or a member of the Senior Management Board; or
 - any meeting or event as approved by the Authority or it's Committees.
- iv) Members can elect to forgo their entitlement or part of their entitlement to allowances if they so wish.

Consumer Price Index

5. On 16 June 2008 the Authority agreed to use the Consumer Price Index (CPI) for the purpose of annually adjusting Members' Allowances. However the Authority has previously agreed not to take any CPI related increase since 2009. Both the Worcestershire County Council and Herefordshire Council Independent Remuneration Panels have recommended further use of the CPI until the end of the financial year 2016/17.
6. There has been no increase in the CPI for 2015/16 and therefore Members are asked to determine whether to make any alterations to the Members' Allowances Scheme for 2015/16.

Conclusion/Summary

7. The Members' Allowances Scheme 2015/16 incorporates various amendments that aim to provide greater clarity in terms of setting out the current conventions which have always occurred in practice.
8. The Independent Remuneration Panels have recommended the use of the Consumer Price Index (CPI) to make annual adjustments to Members' Allowances until the end of 2016/17. However, there has been no increase in the CPI up to April 2015.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The current budget for Members' Allowances is £50,300.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None directly.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None directly.
Consultation (identify any public or other consultation that has been carried out on this matter)	None.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	The basic allowance payable is determined by Regulation, however the current Members' Allowances Scheme also includes a Dependents' Carers' Allowance to assist those Members with caring responsibilities in carrying out their approved duties.

Supporting Information

Appendix 1 – draft Members' Allowances Scheme 2015/16

Background papers –

Local Authorities (Members Allowances) (England) Regulations 2003

Fire Authority Report and Minutes – 9 June 2014

Contact Officer

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Members' Allowances Scheme 2015/16

Fire Authority Members receive certain allowances in recognition of their various duties and to recognise the time they give to undertake Authority work. Allowances are also intended to cover incidental costs that may be incurred by Members.

Allowances are adjusted annually in line with the Consumer Price Index, as approved by the Authority.

Basic Allowance

The annual basic allowance of £1163 is paid to all Members.

Special Responsibility Allowance

The following additional allowances are paid to Members with special responsibilities:

Chair of the Authority £9032
Vice Chair of the Authority £5419
Political Group Leaders £1355
Chairman of Audit & Standards Committee £1355
Chairman of Policy & Resources Committee £1355

Members with more than one special responsibility will only receive one special responsibility allowance at the higher appropriate level.

The Members' Allowances Scheme also includes the following travel and subsistence allowances:

Travel Allowance

Allowances for travel expenses incurred by Members undertaking their approved duties can be claimed.

Mileage can be claimed for travel by car motorbike or cycle in line with the rate used by HM Revenue & Customs. Car park costs incurred by a Member whilst undertaking an approved duty may also be claimed back although evidence of the payment will need to be submitted.

For those Members who car share, a passenger allowance can be claimed by the driver in respect of one or more passengers who are fellow Authority Members carried on Authority business.

Members may claim for use of public transport up to the amount of the ordinary standard class fare (or any available cheap fare as incurred). Evidence of the payment will need to be submitted. Taxi fares may be claimed where bus/train travel is not practical. Receipts will be required.

Approved Duties

Members may submit a claim for travel allowances

- a) meetings of the Authority, its committees, sub-committees, panels or working parties;
- b) meetings of outside bodies to which a Member is appointed by the Authority, if that organisation does not pay Members' expenses;
- c) Authority Member training seminars, events and workshops;
- d) Chairman's briefing meetings;
- e) meetings with Officers in connection with the functions of the Authority which have been convened by the Chief Fire Officer or a member of the Senior Management Board; or
- f) any meeting or event as approved by the Authority or its Committees.

Subsistence Allowances

Members can claim subsistence allowance payments as a reimbursement of actual expenditure, on the basis that reasonable expenses evidenced by receipts will be paid. Similarly, overnight accommodation expenses will be paid where this is necessary and is evidenced by receipts.

Dependent Carers' Allowance

Members can claim an additional allowance to cover expenditure incurred for the care of dependents as follows:

- i) £6.09 per hour;
- ii) Payable in respect of attendance at meetings of the Authority, its committees and Member training events; and
- iii) Claims to be made only in respect of care provided by persons other than family members resident in the house and all claims to be evidenced by receipts.

Report of the Chief Fire Officer

16. Chief Fire Officer's Service Report

Purpose of Report

1. To inform the Authority of recent key developments and activities.
-

Recommendation

The Chief Fire Officer recommends that the report be noted.

Local Government Challenge

2. Hereford & Worcester Fire and Rescue hosted the final task of the Local Government (LG) Challenge, which is now in its sixth year. This fierce competition involved 10 aspiring future local government chief executives confronted by tough real-life challenges that tackle issues faced by local government.
3. Run by the Local Government Association (LGA), the LG Challenge seeks to identify local government's top talent, promote best practice and highlight the breadth and variety of the challenges for top executives in local government.
4. The contestants had already faced four challenges with other organisations that involved creating strategies, preparing business cases, marketing plans and developing campaigns, which they then put forward to high profile judging panels. The contestants faced their 5th and final challenge with Hereford & Worcester Fire and Rescue Service on 3rd and 4th June 2015.
5. The finalists will now attend the LGA's Annual Conference, where they will pitch a project plan that they have developed to benefit local communities. The overall winner will scoop up the prize of the £10,000 Bruce-Lockhart Scholarship, which will assist with implementation of their project.
6. We were delighted to be the only fire service selected to facilitate one of the LG Challenges this year and were extremely excited to see what ideas these talented individuals came up with. The contestants were given the challenges of RDS firefighter recruitment and retention to deal with and were then judged on their business acumen, creativity, problem solving and their ability to be forward thinking and inspire others. Hosting this event was an excellent PR opportunity for the Service as well as obtaining free consultancy from a number of talented individuals on a very important issue.
7. Just like the television show The Apprentice, cameras followed the contestants and there was live-tweeting as the challenge took place. Films of every challenge will be available on the LGA website.

Day Crewing Plus (DCP) – Hereford and Worcester Fire Stations

8. Following the Authority's decision in February of this year in relation to the Community Risk Management Planning process I am pleased to be able to report that both Hereford and Worcester city fire stations went live with the new DCP crewing pattern at 08.00hrs on Monday 11th May.
9. The new working patterns meant the same speed of response from these two specific wholetime fire engines but with 14 less staff at each location, plus a compliment of Retained Duty staff for the third fire engine. The wholetime staff are now split into two duty patterns with 24 staff crewing one fire engine on a traditional four watch based system and the remaining 12 staff working a self rostering DCP model with a 12 hour working day accompanied by a 12 hour on call period where they respond to emergency calls only and live on station. These staff receive a 25% pay enhancement and overall this duty pattern will provide a saving of £240,000 per annum per location against traditional crewing. This duty system also means that the community we serve in both cities will not see any change to the time it takes to respond or the number of fire engines at each fire station.
10. Between February and May an intensive period of activity was needed to ensure the Service was ready for this new duty system which included extensive property works at Hereford in particular. The provision of a new fire station in Worcester made this task a little easier at that location. Staff at both locations needed to undergo a rigorous selection process to identify those suitable to undertake DCP, those who would remain on the station on the watch based duty systems and those who would be required to work at other locations. As both stations host a variety of other emergency response assets (not just fire engines) such as boats, aerial ladder platforms, off-road vehicles and at Hereford a mass decontamination unit, it was essential that those staff with the most appropriate skills remained at these locations.
11. The DCP system is working well and staff are working hard to make this new way of working a success. I visited these stations on the go live date and was not only impressed by the enthusiasm and commitment of staff but also by their determination to make the new arrangement work and how much thought and time has gone into making the transition a success. It is believed that HWFRS is the first Service in the country to run both a DCP, Retained and a traditional watch based duty system at the same location and whilst this will pose some challenges the Service is sure that it has the right people in place to make this work for the two year trial period approved by the Authority.

Opening of the new Worcester Fire Station

12. As well as the commencement of the new DCP shift system on 11th May I was extremely proud to witness the operational go-live of the new Worcester Fire Station in McKenzie Way. The transfer from the old location that was occupied for nearly 80 years was an emotional one for some. The transfer was well supported by staff, past and present, on and off duty staff as well as some members of the local community.

13. The new facilities are a substantial achievement for the Authority and provide a state of the art fit for purpose station that is future proof for many years to come. It not only accommodates the full time station staff, but also the complement of on call staff and managers. The building can also be used by the wider Service for meetings, events and could also be the next location to extend our community work with younger people.
14. The new site also has extensive training facilities and can provide staff from around the Service with challenging and interesting training experiences. Feedback from staff so far has been positive on all accounts and it would be remiss not to mention the fantastic job that has been done by a variety of support staff and departments over the last few years in making this new station a reality. The quality of this project and the final outcome is without doubt to the highest standards and without a significant number of “backroom” staff this really would not have been possible.
15. A Members’ visit to key locations in Worcestershire is planned for 29 September which will include a tour of the new Worcester Fire Station to provide all Members with an opportunity to visit the new facilities.

New Cabinet Member in Warwickshire – Project Arrow

16. Councillor John Horner has replaced Councillor Les Caborn as the Cabinet Member with responsibility for Fire and as such will now be the lead contact for all political matters relating to Project Arrow, which looks to identify ways to work more closely with Warwickshire Fire and Rescue Service.

Provision of Payroll Services

17. As part of the closer working with Warwickshire FRS through Project Arrow it was identified that Warwickshire County Council was able to provide a payroll service at a competitive rate. Following an analysis of costs, benefits and risks of both routes, the most advantageous solution was to award the contract to Warwickshire County Council. The transfer to the new payroll system was completed with the first payments to staff and Members carried out in April 2015.

Public Access Defibrillators at Fire Stations

18. Building on the Service aim 'to make the counties of Herefordshire and Worcestershire safer from fire and other associated hazards', Bromyard Fire Station and Redditch Fire Station now join Kingsland Fire Station in having an Automated External Defibrillator (AED) available to the public 24 hours a day.
19. In Bromyard, donations made by local resident Mrs Kathleen Harris to Hereford Community First Responder scheme enabled the AED to be available to the public at Bromyard Fire Station. The AED is supplied by WMAS NHS Foundation Trust and enables vital lifesaving equipment available to the local community. Although there are several other AED sites in Bromyard this is the first to be available 24 hours a day, 7 days a week. The AED is fixed to the external wall of the fire station and is only accessible through a code which is known by appropriately trained staff or through WMAS control centre.

20. In Redditch, the Service entered into an agreement with a registered charity, the Charlotte and Craig Saving Hearts Foundation based in Redditch which works in conjunction with West Midlands Ambulance Service to provide public access defibrillators. This device is located within a coded box fixed to an external wall of Redditch Fire Station and is available 24 hours a day for community use if required. Bromsgrove and Redditch Fire stations have extended an offer to assist with fund raising to provide further defibrillators for other venues

United Kingdom Rescue Organisation (UKRO) Extrication and Trauma Challenges

21. Following their success at the 2014 Service extrication challenge, the team from Ross on Wye has been busy further developing their skills in extricating casualties from cars involved in crashes. They have attended other regional extrication events within the West Midlands and Hampshire securing a respectable third place at both competitions. It should be noted that the first and second place teams at both events were previous world champions so the standard of skills demonstrated was very high.
22. The level of the team's skill and performance during 2014 has been recognised outside of the Service which led to an invitation to compete at the Holmatro Rescue Experience in Hannover Germany on 8th June. This is an international event where 29 teams from 16 different countries respond to a unique realistic 20 minute extrication scenario.
23. The participating countries were; Poland, Hungary, Austria, France, Spain, Italy, UK, Slovenia, Germany, Sweden, Finland, Norway, The Netherlands, Belgium, Ireland and Canada.
24. Competing teams had a chance of winning one of three sets of rescue tools with a total value of €35,000 and will undertake further training in the latest cutting techniques developed by leading equipment producers.
25. This year's Service extrication challenge was held at Webbs of Wychbold and saw teams from Broadway, Bromyard, Ross on Wye and Worcester competing to represent the Service. As well as Hereford & Worcester teams, two external teams from South Wales and Avon FRS also took part, which is an indication of the standing that Hereford & Worcester teams have with regard to other teams wishing to develop their skills further.
26. This year's extrication challenge was won again by the team from Ross on Wye.

27. In addition to the Extrication Challenge, the Trauma Challenge saw entrants from two Hereford & Worcester Service teams as well as teams from West Midlands and Hampshire Fire and Rescues Services. The Trauma Challenge teams of two are presented with realistic scenarios involving simulated injuries to volunteer casualties. Teams are assessed on their ability to diagnose, treat and stabilise casualties within a set time. Teams use the skills taught within the Service and are assessed by nationally recognised assessors. This year's winning team was James Clarke and Jayne Collins from Kidderminster.
28. The Service is fortunate to have a national trauma assessor as a member of operational staff, Watch Commander Simon Cusack. Simon's skills and ability have been recently recognised internationally when he was nominated as the only United Kingdom Rescue Organisation (UKRO) assessor to attend the RTC Challenge organised by the World Rescue Organisation in Valencia. Here he worked with 14 teams, leading a number of workshops to teach and share best practice within the trauma discipline.

United Kingdom Rescue Organisation (UKRO) Breathing Apparatus Challenge

29. This year's Service run offs for the UKRO BA Challenge took place at the newly refurbished strategic training facility at Kidderminster on 25th April 2015. This year's events saw five teams competing to represent the Service at the national competition to be held at the Fire Service College on 10th October. Two teams from both Worcester RDS and Broadway RDS units competed against a mixed team from Hereford and Malvern Wholetime and RDS staff to resolve a complex fire with multiple casualties over two floors. The winners for the third year running were the Worcester RDS 1st team with Broadway RDS 1st team taking the runner up spot for the second year. The Worcester team will be taking part in the West Midlands Fire Service run offs as practice for the national competition, at which they hope to build on their result of 5th place overall (out of 20 teams) which they achieved last year.

Contact Officer

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Report of the Fire Authority Chairman

17. Local Government Association Fire Conference and Exhibition 2015

Purpose of report

1. To update the Authority on issues raised at the recent Local Government Association (LGA) Annual Fire Conference and Exhibition 2015 (10th-11th March).
-

Recommendations

It is recommended that the Authority notes the content of this report.

Introduction and Background

2. The Local Government Association (LGA) works with local authorities to ensure local government has a voice with national government. It aims to influence and set the political agenda on the issues that matter to local authorities and the people they serve. The LGA Fire Conference is an opportunity to discuss how this can be done and consider the future direction of the Fire and Rescue sector.
3. This year's conference was hosted by Tyne & Wear Fire and Rescue Service and was attended by the previous Vice-Chairman Brigadier Jones, Group Commander Jordan, Group Commander Wills, the Chief Fire Officer and Chairman Derek Prodger MBE.
4. The Conference had a number of speakers as well as some specific sessions.

The introduction of new regulations requiring private sector landlords to fit smoke and carbon monoxide detectors

5. The Minister announced that following the responses to the public discussion paper on property conditions in the private rented sector, regulations would be introduced to require smoke detectors and carbon monoxide detectors to be fitted. The regulations would also require that the alarms are in working order at the beginning of each tenancy.
6. The Fire Minister, Penny Mourdant MP confirmed that one-off funding would be made available to the Fire and Rescue Service to support landlords in the transition to complying with the new regulations.
7. It is estimated that these new regulations will result in 36 fewer fatalities and 1529 fewer injuries in England over a ten year period. Members will recall that it was noted at the Authority meeting on 18 February 2015 that the Chief Fire

Officer would write to all local MPs to recommend the immediate enactment of the legislation and it is apparent that this type of lobbying has had a positive affect.

Outline findings of the Thomas Review into Fire and Rescue Conditions of Service

8. The review undertaken by former Chief Fire & Rescue Advisor Sir Ken Knight, published in May 2013 recommended various reforms for the Fire and Rescue Service. One area that was highlighted by the Knight Review was that the conditions of service for firefighters may act as a barrier or perceived barrier to potential reforms. In response to the Knight Review, the Fire Minister Penny Morduant MP launched an independent review designed to ensure conditions of service continue to support frontline work.
9. The review was led by Adrian Thomas, an expert in the field of personnel management and staff resourcing who undertook consultation with fire authorities, firefighters and representative bodies to inform his review. Members may recall that this Authority approved its response to the consultation on 1 October 2014.
10. Adrian Thomas gave a presentation to the conference to outline his findings whilst emphasising the report had not yet been released but was now complete and with the Fire Minister. At the time of writing this paper this report has still not been released.
11. Mr Thomas explained that the report contained 45 recommendations and these were based on the themes of:
 - The working environment
 - Documented Conditions of Service
 - Industrial relations
 - Duty systems
 - Management of the Fire and Rescue Service
12. Exact details were not given on the recommendations but Mr Thomas explained that change should not have to happen in 46 separate FRSs, rather that where change is common sense, it should become common practice.

Conclusion/Summary

13. This report updates the Authority on the key themes from the LGA Fire Conference 2015. Members are requested to note the introduction of new regulations requiring private sector landlords to fit smoke and carbon monoxide detectors and to note the update on the Thomas Review into Conditions of Service.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The cost of attending the conference is charged at the LGA member rate of £360 per delegate and is met within the existing budget for Members' seminar and conference expenses.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The LGA Fire Conference provides the Authority with the opportunity to contribute to discussions regarding the future direction of the sector.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None
Consultation (identify any public or other consultation that has been carried out on this matter)	None
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	None

Supporting Information

Background papers:

Chief Fire Officer's letter to all Local MPs 23 February 2015

Fire Authority Report "Conditions of Service" and consultation response to the Thomas Review considered on 1 October 2014

Contact Officer

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Hereford & Worcester Fire Authority

Policy and Resources Committee

Wednesday, 25 March 2015, 10:30

Minutes

Members Present: Mr R C Adams, Brigadier P Jones CBE, Mr D W Prodger MBE, Mr C B Taylor, Mr P A Tuthill, Mr R M Udall, Ms R E Jenkins, Mrs F M Oborski, Mr J L V Kenyon

Substitutes: Mr J W R Thomas (for Mr D C Taylor)

Apologies for Absence: Mr W P Gretton, Mr A I Hardman, Mr A Fry, Mr D C Taylor

9 Declarations of Interest (if any)

None

10 Confirmation of Minutes

RESOLVED that the minutes of the Policy and Resources Committee held on 27 January 2015 be confirmed as a correct record and signed by the Chairman.

11 Chairman's Announcements

The Chairman informed the Committee that:

- i) he had been asked to allow consideration of a late item relating to Evesham fire station and this was agreed.
- ii) there was no Health and Safety Committee update on the agenda this time as the last meeting was cancelled due to the national firefighters strike.
- iii) it was Councillor Brigadier Jones CBE last meeting for the Authority. He was thanked for all his work over the years on the Policy and Resources Committee and was wished well for the future.

12 2014/15 Budget Monitoring – 3rd Quarter

Members were informed of the current financial position for the period April - December 2014 and an outturn projection based on that position.

RESOLVED that the current position on budgets and expenditure for 2014/15 be noted.

13 Joint Property Vehicle - Provision of Accommodation

Members were asked to approve the letting of accommodation on the ground floor of the Service Headquarters to the Joint Property Vehicle.

RESOLVED that:

- i) the offer of accommodation to the Worcester Hospital NHS Trust be withdrawn; and**
- ii) the Chief Fire Officer be authorised to enter into a lease of office accommodation at Service Headquarters to the Joint Property Vehicle on terms to be agreed by Head of Legal Services and Director of Finance.**

14 Quarter 1 to 3 Performance 2014-15

Members were provided with a summary of annual performance against the Fire Authority Annual Plan 2014-15 using the set of Key Performance Indicators (KPIs) agreed by Senior Management Board.

RESOLVED that the Committee note the following headlines taken from Appendix 1 relating to performance in Quarter 1 to 3 2014-15:

- i) the total number of incidents attended in Quarter 1 to 3 2014-15 is the lowest overall total in the nine years that the current data set has been collected. It is also the lowest number of incidents for the three main categories of incident individually;**
- ii) this is despite an increase in wet weather related special service incidents attended in Quarter 1 to 3 2014-15 which have increased when compared to the same period last year;**
- iii) although sickness levels for all staff continue to remain within tolerance levels for the year so far, sickness levels are beginning to rise again since dropping from a peak in October 2013;**

iv) the Service saw a slight increase in the percentage of attendances at building fires that met the 10 minutes attendance standard compared with the same period last year, and has investigated the reasons behind reductions in the number of building fires attended by the first appliance within 10 minutes over the past number of years; and

v) retained appliances were available for operational duty 90.9% of the time.

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

Members were asked to review the Authority's policy on the authorisation of covert surveillance techniques under the Regulation of Investigatory Powers Act 2000.

RESOLVED that:

i) the Committee note there has been no use of covert investigatory techniques during the past year; and

ii) no changes be made to the existing policy.

16 Asset Management Strategy: Hereford Fire Station Update

Progress was reported to Members regarding the provision of a new fire station in Hereford. A property update report will be presented to all Members at the Fire Authority meeting on 17 June 2015.

RESOLVED that progress to explore the potential of a preferred option to replace Hereford fire station, be noted.

17 Pensions Board - Firefighters' Pension Scheme 2015

Members were informed of the requirement to establish a Pensions Board for the Firefighter Pension Schemes (FPS) to assist the Scheme Manager in securing compliance with the Public Services Pensions Act 2013.

RESOLVED that:

i) the establishment of a pensions board be approved with effect

from 1 April 2015 in accordance with the Public Services Pensions Act 2013 and relevant DCLG guidance; and

ii) authority to implement the pensions board and make appointments to the board be delegated to the Head of Legal Services, in consultation with the Chairman of Policy and Resources Committee, having regard to the relevant regulations and any further best practice advice that may emerge.

18 Update from the Equality and Diversity Advisory Group

Members were provided with an update from the Equality and Diversity Advisory Group since the last report on 10 September 2014.

RESOLVED that the following key areas of development be noted:

- i) Positive Action Sub Group - key development areas;
- ii) AFSA National Conference 2014; and
- iii) Corporate membership of Networking Women in the Fire Service has been renewed.

19 Update from the Joint Consultative Committee

Members were informed of the activities of the Joint Consultative Committee (JCC) since September 2014.

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

- i) Project Arrow update;
- ii) Transformation Bids (Hindlip and Wyre Forest);
- iii) Joint Property Vehicle (JPV);
- iv) Voluntary redundancy;
- v) Logging of pre-arranged overtime;
- vi) Policy on financial assistance for medical treatment; and
- vii) Restructure involving Performance and Information department.

Late Item

In accordance with Section 100B 4(b) of the Local Government Act 1972 (as amended) the Chairman allowed consideration of this late item as a matter of urgency because of the need to enter into formal agreements with Wychavon District Council prior to the date of the next meeting.

RESOLVED that:

the press and public be excluded from the discussions relating to the Appendix to the following item on the grounds that it is 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).

Evesham Fire Station

Members were asked to approve the revised terms for the re-provision of Evesham Fire Station in light of additional project costs that had now been identified.

RESOLVED that the Head of Legal Services, in consultation with the Chief Fire Officer and Director of Finance, be authorised to enter into an agreement with Wychavon District Council for the sale and replacement of Evesham Fire Station on terms that:

(i) the Fire Authority will contribute an initial £150,000 towards the cost of the development; and

(ii) any additional costs in excess of the partners' currently identified funding, as detailed in appendix 1 (exempt information), be shared equally between the Fire Authority and Wychavon District Council.

The Meeting ended at: 11:54

Signed:.....

Date:.....

Chairman



Hereford & Worcester Fire Authority

Audit and Standards Committee

Wednesday, 15 April 2015, 10:30

Minutes

Members Present: Ms L R Duffy, Ms K S Guthrie, Mr A P Miller, Mr G C Yarranton, Ms P Agar, Mr G J Vickery, Professor J W Raine, Mr S C Cross, Mr J W R Thomas

Substitutes: none

Apologies for Absence: Mr W P Gretton, Mrs A T Hingley, Mr P Sinclair-Knipe, Mr R I Matthews

7 Declarations of Interest (if any)

No declarations of interest were made.

8 Confirmation of Minutes

RESOLVED that the minutes of the Audit and Standards Committee meeting held on 21 January 2015 be confirmed as a correct record and signed by the Chairman.

9 Strategic Risk Register

Members were advised of the current position in relation to items held on the risk register. In particular the continued likelihood, but reduced impact of industrial disputes.

RESOLVED that the Committee note the Strategic Risk Register.

10 Internal Audit Monitoring Report

Members were advised that good progress was being made against the Audit Action Plan and there were currently no high priority recommendations to report.

RESOLVED that the Committee note the Internal Audit Monitoring Report 2014/15

11 External Audit Plan

Members were advised that work was on track to meet the key phases of the 2014/15 audit delivery schedule.

Councillor Vickery entered the meeting at 10:55am

***RESOLVED* that the Committee note the External Audit Plan 2014/15.**

12 Informing the Audit Risk Assessment

The newly appointed Audit Manager Neil Preece of Grant Thornton was introduced to the Committee. Neil Preece explained the areas they would be concentrating on in the audit of the 2014/15 accounts. Members were advised to note that there were no areas in the Audit Risk Assessment 2014/15 report that were of concern to the Treasurer or External Auditor.

***RESOLVED* that the Committee note the Audit Risk Assessment 2014/15 report.**

13 National Fraud Initiative

Members were informed of the results of the National Fraud Initiative and were assured that no fraud had been detected.

***RESOLVED* that the Committee note the action taken to date by the Authority in response to the National Fraud Initiative.**

14 Annual Compliments, Complaints and Concerns Review

Members were informed of the compliments, complaints and concerns made by the public over the past 12 months.

***RESOLVED* that the Committee note the Annual Compliments, Complaints and Concerns 2014/15 Report.**

15 Member Development Plan

Members were presented with a draft Development Plan for 2015/16.

***RESOLVED* that the Committee approve the Member Development Plan 2015/16.**

The Meeting ended at: 11:55

Signed:.....

Date:.....

Chairman