



# **HEREFORD & WORCESTER Fire Authority**

**Full Authority**

## **AGENDA**

**Thursday, 17 June 2021**

**10:30**

**Sixways Stadium**

**Warriors Way, Worcester, WR3 8ZE**

## HOW TO GET TO SIXWAYS STADIUM

Sixways Stadium, Warriors Way, Worcester, WR3 8ZE

### By Car:

Sixways Stadium is conveniently located just off Junction 6 of the M5 motorway.

From Junction 6 of the M5, take the A4538. At the roundabout turn left into the Stadium. There is free parking available.

### By Rail/Train:

Worcester Foregate Street Station, Worcester Parkway and Worcester Shrub Hill Station are all less than a 15 minute drive away.



**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.

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

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

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

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

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

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

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

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



# Hereford & Worcester Fire Authority

## Full Authority

Thursday, 17 June 2021,10:30

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### Agenda

#### Councillors

Mr R J Phillips (Chairman), Mr A Amos, Mr S Bowen, Mr B Brookes, Mr D Chambers, Mr B Clayton, Mr A Ditta, Mrs E Eyre BEM, Ms K S Guthrie, Mr I D Hardiman, Mr Al Hardman, Mr M Hart, Mrs K Hey, Ms E Marshall, Ms N McVey, Ms J Monk, Mr D Morehead, Mr R J Morris, Mr J Robinson, Ms L Robinson, Mr L Stark, Mr C B Taylor, Mrs D Toynbee, Mr R M Udall, Mr T Wells

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

## **6 Public Participation**

To allow a Member of the public to present a petition, ask a question or make a statement relating to any topic concerning the duties and powers of the Authority.

Members of the public wishing to take part should notify the Head of Legal Services in writing or by email indicating both the nature and content of their proposed participation to be received no later than 2 clear working days before the meeting (in this case 14 June 2021). Further details about public participation are available on the website. Enquiries can also be made through the telephone numbers/email listed below.

## **7 Confirmation of Minutes**

**1 - 7**

To confirm the minutes of the meeting held on 24 February 2021.

## **8 Appointments to Committees and Outside Bodies**

**8 - 12**

1. To consider the allocation of seats on committees to political groups in accordance with the requirements for political balance, the appointment of members to those committees and appointments to outside bodies.

2. At the time of writing this report, we have not yet received final confirmation regarding the formation and membership of all political groups and it is therefore not possible to finalise the details in Appendix 1 at this stage. Appendix 1 will be circulated as soon as possible or tabled at the meeting for approval.

## **9 Provisional Financial Out-turn 2020-21**

**13 - 37**

1. To receive provisional financial results for 2020-21, to approve final transfers to/from reserves, and to approve the reallocation of reserves.

2. To review Treasury Management activities for 2020-21 and to confirm compliance with the Prudential Code indicators.

## **10 Annual Service Review 2020-21 and Annual Service Plan 2021-22**

**38 - 40**

To adopt the Annual Service Review 2020-21 and the Annual Service Plan 2021-22, and approve them for publication.

<b>11</b>	<b>Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) Improvement Plan – Update April 2021</b>	<b>41 - 50</b>
	To update Members on the progress in implementing the HMICFRS Improvement Plan following the inspection report dated 20 December 2018.	
<b>12</b>	<b>Property Services Update</b>	<b>51 - 57</b>
	To provide an update for members on the dissolution of Place Partnership Ltd, the new arrangements with the OPCC for delivery of property services and an update on the current property programme.	
<b>13</b>	<b>2020-21 Performance Report: Q1-Q4</b>	<b>58 - 100</b>
	This report is a summary of the Service's performance for Quarter 1 to Quarter 4 2020-21 against a comprehensive set of Performance Indicators agreed by Senior Management Board (SMB).	
<b>14</b>	<b>Minutes of the Audit and Standards Committee</b>	<b>101 - 105</b>
	To receive the minutes of the meeting held on 21 April 2021.	



Hereford & Worcester Fire Authority

Full Authority

Wednesday, 24 February 2021, 10:30

**Chairman: Mr R Phillips**  
**Vice-Chairman: Mr P Tuthill**

## **Minutes**

**Members Present:** Mr R C Adams, Ms P Agar, Mr A Amos, Mr T D Baker-Price, Mr B Clayton, Mrs E Eyre BEM, Mr A Fry, Ms K S Guthrie, Mr I D Hardiman, Mr Al Hardman, Mr M Hart, Mrs K Hey, Dr C A Hotham, Mr R J Morris, Mrs F M Oborski MBE, Mr R J Phillips, Dr K Pollock, Mrs J Potter, Professor J W Raine, Mr L Stark, Mr C B Taylor, Mr P A Tuthill, Mr R M Udall

**Also in attendance: Mrs Tracey Onslow, West Mercia Deputy Police and Crime Commissioner**

### **306 Apologies for Absence**

Apologies were received from Cllr D Toynbee.

### **307 Declarations of Interest (if any)**

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

Cllr Oborski declared that she was a member of the Fire Commission.

Cllr Agar declared that she was a member of the Worcestershire Local Government Pension Board.

Cllr Raine declared that he was a member of the Task and Finish Group for Grenfell Fire and a member of the Fire Commission.

### **308 Chairman's Announcements**

The Chairman informed Members that this was the Chief Fire Officer's last meeting before his retirement and messages would be dealt with at

item 14 of the agenda. He also informed Members that the next round of HMICFRS inspections were due to take place in April.

The Chief Fire Officer was delighted to announce that Area Commander Guy Palmer was successful at interview for the vacant position of Assistant Chief Fire Officer and would take up the position upon his retirement and Jean Cole, Head of Corporate Services, was recently successful for the Assistant Chief Fire Officer post at Gloucestershire Fire and Rescue Service and would be leaving the Service at the end of April after the HMICFRS inspection. He congratulated them both and wished them good luck going forward.

Members were also updated on recent Covid activity which included working closely with Local Resilience Forum partners by continuing with face mask testing and supporting the acute trust with the movement of the deceased and supporting local authorities with PPE when necessary. The Service had also offered to assist vaccination teams, although at present this was not required as they had the appropriate number of volunteers, but may be called upon for resilience later in the year.

**309 Public Participation**

There was no public participation.

**310 Confirmation of Minutes**

**RESOLVED that the minutes of the meeting held on 27 January 2021 be confirmed as a correct record and signed by the Chairman at an appropriate time.**

**311 Budget and Precept 2021/22 and Medium Term Financial Plan**

The Treasurer presented a report recommending the Revenue and Capital Budgets and the Council Tax Requirement for 2021/22, the Prudential Indicators and Minimum Revenue Provision Statement (MRP) for 2021/22, the Capital, Investment and Reserves Strategies, the level of Fees and Charges for chargeable services for 2021/22 and potential future resources, their consequential impact on future year budgets and the future Council Tax Requirement (the Medium Term Financial Plan) for approval.

Members expressed their concerns with the pay award 'pause' proposed by the government for public sector workers as felt it didn't portray the right message following a difficult year with Covid and flooding. The Treasurer explained that this was a national award which, if one was



agreed, the Service would have to meet and would need to be included in a updated MTFP. The Treasurer confirmed that the figure shown for 2021/22 was for the full year effect of last year's pay award, as this was not clear in the report.

There was a query as to whether Brexit would affect the procurement strategy in the future. The Treasurer confirmed that the biggest procurement was commercial vehicles as most were manufactured in the EU, however based on information from the Home Office, additional inflation had been included in the budget to cover additional costs.

Members thanked the Treasurer for a very comprehensive report and confirmed they were pleased with the Service's good solid financial management and efficiency savings to move forward.

***RESOLVED that:***

- i) the Capital Strategy (paragraphs 13-26) be approved;***
- ii) the Capital Budget and Programme (Appendix 1) be approved;***
- iii) the Core Net Revenue Budget of £35,056,000 (Appendix 4) be approved;***
- iv) the Medium Term Financial Plan (Appendix 5) be approved;***
- v) the Authority calculates that in relation to the year 2021/22 and set out in Appendix 7:***
  - a) the aggregate expenditure it will incur will be £35,161,200.00;***
  - b) the aggregate income it will receive will be £10,811,794;***
  - c) the net amount transferred to financial reserves will be £131,000.00;***
  - d) the net collection fund deficit is £119,743.11;***
  - e) the net amount of its Council Tax Requirement will be £24,600,149.01;***
  - f) the basic amount of Council Tax will be £87.68 (Band D);***
  - g) the proportional tax-bands will be:***
    - Band A                      £58.45***
    - Band B                      £68.20***
    - Band C                      £77.94***

- **Band D** £87.68
- **Band E** £107.16
- **Band F** £126.65
- **Band G** £146.13
- **Band H** £175.36

***h) the precept demands on the individual Billing Authorities are:***

- **Bromsgrove** £3,260,346.04
- **Herefordshire** £5,993,071.97
- **Malvern Hills** £2,741,798.95
- **Redditch** £2,293,424.78
- **Worcester** £2,816,300.76
- **Wychavon** £4,533,534.15
- **Wyre Forest** £2,961,675.36

***vi) the Reserves Strategy (paragraphs 66-74 and Appendix 8) be approved;***

***vii) the Investment Strategy (paragraphs 75-80) be approved;***

***viii) the fees and charges for 2021/22 (Appendix 9) be approved; and***

***ix) the Statement of Prudential Indicators and Minimum Revenue Provision Policy (Appendix 10) be approved.***

## **312 Community Risk Management Plan 2021-25 – Proposed Amendments to Text following Consultation**

The Chief Fire Officer presented Members with proposed amendments to the draft Community Risk Management Plan 2021-25 (the CRMP) for approval for publication.

A Member felt that the reduction in fires over 10 years was not emphasised enough in the document as this was excellent news for the Fire Service.

A Member queried the number of RTCs on rural roads throughout Herefordshire and was pleased to note that the Service was working closely with the Police and Safer Roads Partnership to help reduce through prevention activities.

*[Cllr Alan Amos left the meeting at 11:23am]*

***RESOLVED that Members approve the proposed amendments to the draft CRMP document and authorise the publication of the finalised***

**CRMP.**

**313 Environmental Sustainability Plan: 2021-2025**

The Assistant Chief Fire Officer presented Members with the Environmental Sustainability Plan: 2021-25 for approval for publication on the Service's website.

Members were informed that this Strategy was not a cost saving exercise as some investment in years 1 and 2 would be required to facilitate future changes, however it represented a significant step forward for the Authority in meeting governmental and public expectation in reducing the impact the Service has on the environment.

Members queried why an end goal of zero carbon had not been included in the Strategy but were assured that before this was committed a greater understanding was required due to the reliance on diesel vehicles which would cause a challenge.

Following discussions, it was agreed that a Member Champion should be involved and the Chairman suggested this be nominated via the Group Leaders.

***RESOLVED that:***

***i) Members approve the Environmental Sustainability Plan for 2021-25 for publication; and***

***ii) A Member Champion for Environmental Sustainability be nominated via Group Leaders.***

**314 Members' Allowances Scheme 2021/22**

The Chairman presented Members with a report to consider whether to make any alterations to the Members' Allowances Scheme for 2021/22 in light of the change in the Consumer Price Index to December 2020.

Following discussions it was agreed that no change be made to the existing allowances for 2021/22.

***RESOLVED that there be no change to the existing allowances for 2021/22.***

**315 Pay Policy Statement**

The Chief Fire Officer presented Members with the annual Pay Policy

Statement 2021/2022 for approval for publication.

Members noted the contents of the report and approved the Pay Policy Statement 2021/22 for publication on the Authority's website.

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

**316 HMICFRS Improvement Plan – Update January 2021**

The Chief Fire Officer updated Members on the progress in implementing the HMICFRS Improvement Plan. The report confirmed that despite the significant impact currently being experienced due to the Covid–19 pandemic and three national lockdowns, good progress was being made to discharge the requirements of the Plan.

Members were assured that the Service was in a good position for the impending inspection.

***RESOLVED that the Authority note progress on actions to deliver the HMICFRS Improvement Plan.***

**317 Fire Authority and Committee Dates**

The Chairman presented Members with the meeting dates for 2021/22.

***RESOLVED that the meeting dates for 2021/22 be noted.***

**318 Minutes of the Audit and Standards Committee**

The Chairman of the Committee presented the minutes of the Audit and Standards Committee meeting held on 20 January 2021.

***RESOLVED that the minutes of the Audit and Standards Committee meeting held on 20 January 2021 be received and noted.***

**319 Special announcement from the Chairman**

The Chairman thanked all Members, in particular his Vice Chairman and Group Leaders for their support during this difficult and challenging year which has put the Authority in a very stable position to take forward.

*[Cllr Alan Amos entered the meeting at 12.23pm].*

The Chairman then spoke about the Chief Fire Officer who was retiring at the end of March as this was his last meeting. He commented that the Authority is now in a better place and has a clear road map for the future. He then called on Group Leaders and the Committee Chairs to speak.

The Chief Fire Officer then thanked everyone for their kind words and assured Members that the past 5 years had been a great end to his career.

Members then thanked Cllr Phillips for being a superb Chairman.

The Meeting ended at: 12:36

Signed:.....

Date:.....

Chairman

## Report of the Head of Legal Services

### Appointments to Committees and Outside Bodies

#### Purpose of report

1. To consider the allocation of committee seats to political groups in accordance with the requirements for political balance, the appointment of members to those committees and appointments to outside bodies.

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#### Recommendations

##### *It is RECOMMENDED that:*

- i) *following the recent elections to Worcestershire County Council, the following changes to the membership of the Authority be noted:*

##### **Retirements**

**Cllr. R. Adams**  
**Cllr. P. Agar**  
**Cllr. T. Baker-Price**  
**Cllr. A. Fry**  
**Cllr. C. Hotham**  
**Cllr. F. Oborski**  
**Cllr. K. Pollock**  
**Cllr. J. Potter**  
**Cllr. P. Tuthill**  
**Cllr. J. Raine**

##### **New Appointments**

**Cllr. R. Brookes**  
**Cllr. D. Chambers**  
**Cllr. A. Ditta**  
**Cllr. N. McVey**  
**Cllr. E. Marshall**  
**Cllr. J. Monk**  
**Cllr. D. Moorhead**  
**Cllr. J. Robinson**  
**Cllr. L. Robinson**  
**Cllr. T. Wells**

- ii) *it be noted that the Monitoring Officer has received notification of the formation and membership of political groups, as set out in appendix 1*
- iii) *in accordance with the requirements for political balance, Committee seats be allocated to political groups as set out at Appendix 1*
- iv) *the Authority appoints:*
  - (a) the Chairman of Policy & Resources Committee; and*
  - (b) the Chairman of Audit & Standards Committee*
- v) *it be delegated to the Monitoring Officer to make appointments to the remainder of those committee seats in accordance with the wishes of the respective Group Leaders*
- vi) *a Member of Audit & Standards Committee be appointed as the Member Champion for Equality, Diversity and Inclusion;*

- vii) a Member be appointed as a representative on the Health & Safety Committee**
- viii) the current practice for representation and voting on the Local Government Association as set out in Appendix 1 be continued;**
- ix) the place and vote on the Local Government Association Fire Commission continues to be exercised by the Chairman of the Authority; and**
- x) Cllr. R. Philips continues as the Authority's nominee on the Board of Place Partnership Ltd and as the Member representative on the Shareholder Group.**

### **Political Groups and Committee Appointments**

2. It is a requirement of the Local Government & Housing Act 1989, s.15 that where the members of the Authority are divided into political groups, the Authority must review the allocation of seats to those political groups, either at its annual meeting or as soon as practical thereafter, so as to ensure *so far as practicable* that:
  - the political balance on each committee mirrors that of the Authority overall
  - a group which holds a majority of seats on the Authority must also have a majority of the seats on each committee; and
  - the total number of committee seats allocated to each group mirrors the proportion of seats they have on the Authority as a whole
3. It is the responsibility of the Authority to agree the number of seats on each committee that are allocated to each group in accordance with the above principles. It is then for the respective group leaders to nominate the individual members for fill those seats.
4. A group is formed by giving notice to the Monitoring Officer including the names of the members (minimum two), name of the group and identifying one person as the group leader.
5. Appendix 1 contains details of the groups that have been established and the recommended allocation of seats to those groups based on the rules for achieving political balance.

### **Member Champion for Equality, Diversity & Inclusion**

6. The Authority has key objectives and statutory responsibilities with regard to equality, diversity and inclusion. Following the recommendations of the 2018 inspection by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) it was agreed to appoint a Member Champion for Equality, Diversity and Inclusion to meet with representatives from the Service on a regular basis and to support the important work in this area.. ED&I matters fall within the remit of the Audit & Standards Committee and so it is preferable that the ED&I Champion should be drawn from the membership of that committee.

## **Health & Safety Committee**

7. The Health & Safety Committee is a staff committee (i.e. not a committee of the Authority) and comprises both senior management, staff representatives and an elected member representative. It is chaired by the Assistant Chief Fire Officer: The purpose of the committee is to:
  - provide effective arrangements for the liaison and review of matters of a common interest in regards to Health and Safety (H&S)
  - provides the opportunity for the Service to discuss general H&S matters and to consult with the workforce via employee representatives.

## **Outside Bodies**

### Local Government Association

8. The Local Government Association (LGA) works with local authorities to ensure local government has a voice with national government. This Authority has corporate membership of the LGA and is entitled to appoint up to 4 representatives to serve on the General Assembly (although we only have one vote). It is at the discretion of the FRA how those seats are allocated but the practice in the past has been to allocate these to the four group leaders the group leaders, as described in appendix 1.
9. All Fire and Rescue Authorities are entitled to a place and a vote on LGA Fire Commission. The Authority has previously appointed the Chairman or his nominee to the Commission and to exercise the vote on behalf of this Authority.

### Place Partnership

10. As reported elsewhere on this agenda, Place Partnership Ltd was the former joint venture arrangement through which the Authority's property services functions were delivered. That arrangement ceased on 31<sup>st</sup> March 2021 and the company is currently in the process of being wound down. Cllr. R. Philips is the Authority's nominee on the board of directors and is heavily involved in overseeing that process. In the interests of continuity, it is recommended that Cllr Philips continue in that role.

## **Conclusion/Summary**

11. This report sets out the decisions that are necessary for the appointment of committees and representatives on other bodies .



## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	The Authority has approved a Members' Allowances Scheme for 2021/22 which sets out special responsibility allowances for the Chairman and Vice-Chairman of the Authority, Committee Chairmen and Political Group Leaders. This will be met within existing budgets. There may be some costs associated with travel by appointees to meetings of outside bodies. This will be met within existing budgets
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None directly.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	None directly.
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	None.
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	An Equalities Impact Assessment has not been carried out as the report does not contain a recommendation to approve a policy.

## Appendices

Appendix 1 – Political Groups and Committee Memberships  
Local Government Association - representation and voting

## Appendix 1

<b>Political Groups</b>						
	<b>Conservative Group</b>	<b>Herefordshire Alliance</b>	<b>Green &amp; Ind. Alliance</b>	<b>Unity Group</b>	<b>Total</b>	
	<b>Cllr. C. Taylor</b>	<b>Cllr. L. Stark</b>	Cllr.T. Wells	<b>Cllr. R. Udall</b>		
	Cllr. R. Phillips	Cllr Toynbee	Cllr.N. McVey	Cllr.J. Robinson		
	Cllr K. Guthrie	Cllr. S. Bowen				
	Cllr. A. Amos	Cllr. K. Hey				
	Cllr. B.Clayton					
	Cllr. E. Eyre					
	Cllr. A. Hardman					
	Cllr. I. Hardiman					
	Cllr. M.Hart					
	Cllr. R. Morris					
	Cllr.L. Robinson					
	Cllr.D. Chambers					
	Cllr.A. Ditta					
	Cllr.R. Brookes					
	Cllr.D. Morehead					
	Cllr. J. Monk					
	Cllr.E. Marshall					
	<b>17</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>25</b>	
	68%	16%	8%	8%		
<b>Allocation of Committee Seats</b>						
<b>Number In Group</b>		<b>Conservative Group</b>	<b>Herefordshire Alliance</b>	<b>Green &amp; Independent Alliance</b>	<b>Unity Group</b>	<b>Total</b>
		<b>17</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>25</b>
		68%	16%	8%	8%	
<b>Committee</b>	<b>Seats</b>					
Appointments	7	4	1	1	1	7
Audit and Standards	12	8	2	1	1	12
Policy and Resources	13	9	2	1	1	13
<b>TOTAL SEATS</b>	<b>32</b>	<b>21</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>32</b>
	%	66%	16%	9%	9%	

## Local Government Association - Representation and Voting

- The Authority's four representatives on the Local Government Association are the Leaders of each of the current four political groups
- The 13 Service votes on the Local Government Association Assembly are allocated between the representatives on a politically proportionate basis in the same proportions as Policy & Resources Committee (above)
- The corporate vote on the Local Government Association Assembly is exercised by the Chairman or his nominee.

## **Report of the Treasurer**

### **Provisional Financial Out-turn 2020-21**

#### **Purpose of report**

1. To receive provisional financial results for 2020-21, to approve final transfers to/from reserves, and to approve the reallocation of reserves.
  2. To review Treasury Management activities for 2020-21 and to confirm compliance with the Prudential Code indicators.
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#### **Recommendation**

***It is recommended that the Authority:***

- i) Notes the provisional financial results for 2020-21;***
- ii) Notes the transfers between reserves previously approved in accordance with the Reserves Strategy, or approved by Policy & Resources Committee 2<sup>nd</sup> December 2020 as below;***
  - a) £0.310m to the Sustainability Reserve;***
  - b) £0.201m to the Protection Grants Reserve;***
  - c) £0.164m from the Day Crew Plus (DCP) Change Reserve;***
  - d) £0.098m from the Property Maintenance Reserve;***
  - e) £0.067m from the Alliance Reserve;***
  - f) £0.048m from the Safety Initiatives Reserve;***
  - g) £0.048m from the Development Reserve;***
  - h) £0.040m from the Fire Control (C&C) Reserve;***
  - i) £0.019m from the Broadway Fire Station Reserve;***
  - j) £0.011 from the Fire Prevention Reserve; and***
  - k) £0.001m from the Equipment Reserve.***
- iii) Approves the transfers to Earmarked Reserves as set out below:***
  - a) £0.054 to the Pension Reserve;***

- b) £0.130m to the Taxation Guarantee Grant (TIG) Reserve;*
  - c) £0.602m to the Budget Reduction (Covid) Reserve; and*
  - d) £1.185m to the Budget Reduction Reserve.*
- iv) Approves the reallocation of Earmarked Reserves to amend the balances to those shown in Appendix 4 Column7 involving the following net transfers:*
  - a) £1.040m to a new Organisational Excellence Reserve;*
  - b) £0.300m to the Fire Control (C&C) Reserve;*
  - c) £0.500m from the ESMCP Reserve;*
  - d) £1.000m to a new On-Call Recruitment Reserve;*
  - e) £1.200m to a new ICT Replacements Reserve;*
  - f) £0.900m to a new Capital Projects Reserve;*
  - g) £0.837m from the 2017 Pay Award Reserve to close it down;*
  - h) £0.250m to the Property Maintenance Reserve;*
  - i) £3.353m from the Budget Reduction Reserve;*
  - j) £0.121m from the Alliance Reserve to merge with Development Reserve and to close the former; and*
- v) Approves the release of reserves by the Chief Fire Officer after consultation with the Authority Chair, the Chair of Policy & Resources Committee and the Treasurer.*
- vi) Notes that the Treasurer will certify the 2020-21 Statement of Accounts, in accordance within the regulatory time-scale, provided relevant information is received from all Billing Authorities;*
- vii) Notes that the Audit of the accounts will be undertaken by Grant Thornton LLP; and*
- viii) Confirms that the Prudential Indicators for 2020-21 were within the limits set by the Authority and no matters require further action.*

## **Background**

3. The two areas covered by this report normally come under the Terms of Reference of the Policy and Resources Committee, but because they require attention between meetings of that Committee, they are considered by the Full Authority.
4. The two areas are:
  - a. Provisional Financial Results
  - b. Treasury Management and the Prudential Indicators

## **Provisional Financial Results**

5. The Audit and Standards Committee will consider the full Statement of Accounts; which will be completed on the basis of International Financial Reporting Standards (IFRS) following completion of the external audit.
6. Ordinarily this would be at the July meeting prior to the 31<sup>st</sup> July deadline; however, due to a temporary change to the Account and Audit Regulations this will again be later this year.
7. Until the external audit process is completed these financial results technically remain provisional, but it is unlikely that they will change materially as a result of the audit.
8. The basis of the Statement of Accounts differs from the statutory framework within which the Authority is required to manage its budget. The detail of the differences between the two is dealt with in more detail by the Audit and Standards Committee.
9. This report is concerned with the statutory position under which the Authority is charged with governance.

## **Revenue Budget 2020-21**

10. The financial year 2020-21 has been unprecedented in many ways, and shows significant variation on the budget originally set. Whilst some of these have been formally reported to Policy and Resources Committee (and informally to Group Leaders) further changes have emerged after the end of the year.

11. Details of the revenue budget (split between expenditure and funding) are set out in detail Appendices 1 and 2, and a summary of the overall variation is set out in the table below:

		<b>Budget</b>	<b>Out-turn</b>	<b>Variance</b>
		<b>£</b>	<b>£</b>	<b>£</b>
Expenditure	<i>Appendix 1, Line 35</i>	36,121,000	35,421,403	(699,597)
Special Grants	<i>Appendix 2, Line 43</i>	(2,702,100)	(3,993,922)	(1,291,822)
Funding Grants	<i>Appendix 2, Line 44</i>	(5,441,200)	(5,438,636)	2,564
Business Rates & Grants	<i>Appendix 2, Line 45</i>	(3,001,935)	(3,412,023)	(410,088)
Council Tax	<i>Appendix 2, Line 46</i>	(24,561,700)	(24,561,739)	(39)
<b>Funding</b>		<b>(35,706,935)</b>	<b>(37,406,320)</b>	<b>(1,699,385)</b>
Net		414,065	(1,984,916)	(2,398,981)
To/(From) Reserves	<i>Appendix 2, Line 39</i>	(414,065)	1,984,916	2,398,981
		0	0	0

12. In overall terms this shows that expenditure was £0.7m (2.0%) lower than budgeted and funding was £1.7m (4.8%) greater than expected.

13. There are two key variations to the expenditure side which largely explain the £0.7m variation with a number of other offsetting variations and an explanation of these is given below:

- Whole-time Pay £0.400m under** (*Appendix 1 in Line 1 Column 4*): provision was made for the consequences of the settlement of the McCloud/Sargeant pensions appeal, assuming that the Authority would have been liable to meet the higher contribution rates from 1<sup>st</sup> April 2020. Early in the year the Home Office confirmed that costs would be rolled up into the new contribution rates due in April 2022.
- 2017 Pay Award Provision £0.285m under** (*Appendix 1 Line 33 Column 4*): as the July 2017 pay award was not formally settled (*the employer side 2% offer being rejected by the employee side, but a 1% award paid "on account"*) provision was made for the potential of the award being settled at the original offer. Circumstances have now moved on and this now settled at 1%
- Both these changes (representing £0.685m of the £0.700m) were reported during the year and their consequences incorporated in the 2021-22 Budget and Medium Term Financial Plan (MTFP).

14. There is a greater variations in funding, totalling £1.7m for a number of different reasons, the most significant are outlined below:

- Special Covid grant £0.763m additional** (*Appendix 2 Line 21 Column 4*): provided by central government to meet any costs associated with the Covid crisis. (Including £0.072m allocated after the year end). Whilst the Service has incurred additional costs (and has done a huge amount of planning to assist agencies) there have been offsetting savings within year. However, as the Authority is heavily reliant on Council tax and business rates funding, the slow down in tax-base growth will have a future impact and these monies will be taken to reserves for future use in accordance with the MTFP).

- b. Retained Business Rate Income £0.390m additional (*Appendix 2 Line 21 Column 9*): The Authority joined the Worcestershire Business Rate Pool in 2020/21, to assist in the retention of funds in Worcestershire under the Retained Business Rate System. The intention was that the Authority would be in no worse a position than had it not joined the Pool. In reality the pool sharing arrangements were significantly favourable to the Authority and represent funds that would have been paid to the Treasury if the Authority had not been in the Pool.
  - c. Special (Protection) Grants £0.242m additional (*Appendix 2 Lines 11-14 Column 9*): Funding provided to Fire Authorities to increase protection capability which will be used over the next two years to embed increased capacity.
  - d. TIG Grant £0.129m additional (*Appendix 2 Line 20 Column 9*): Taxation Income Guarantee Grant – part of governments support to meet some of the future funding shortfall as a result of tax-base loss. This relates to financial years 2021-22 to 2023-24 and will be taken to reserves to be used in those years in line with the MTFP.
  - e. Pension Admin.Grant £0.054m additional (*Appendix 2 Line 15 Column 9*): Another grant paid early. This is towards the inevitable additional administration costs of implementing the McCloud/Sargeant case, in respect to the Fire-fighters Pension Schemes, which will be incurred in 2021-22 and 2022-23, and will be taken to reserves to be used in those years.
15. In addition to this variation there are minor variations in other grants (*Appendix 2 Column 4*): which is detailed below:
- a. *Line 10* **£0.020m** to support Business Rate Relief granted by Government
  - b. *Line 16* **£0.008m** Transparency Grant to support cost of making information accessible to the public
  - c. *Line 17* **£0.047m** OPCC funding of “Making our Roads Safer for Everyone” (MORSE) road safety programme
  - d. *Line 18* **£0.012m** Government Grant to cover the costs of sustainability surveys of Authority buildings – matched by equal amount of expenditure.
  - e. *Line 19* **£0.033m** Ministry of Housing, Communities & Local (MHCLG) Bellwin Scheme Grant - towards the additional costs of flooding response in Feb/Mar 2020.
16. With the exception of items 15b and 15c, which are not material, none of these grants were known or predictable at the time that the budget was approved.
17. Taken together this means that there is a total of £2.399m less expenditure and more funding than was budgeted and as a result there will be a net transfer to reserves £1.985m, instead of the budgeted £0.414m transfer from reserves.

18. As a consequence of this it is appropriate to look at the level and purpose for which reserves are held. This is further considered below.

## Use of Reserves

19. Appendix 3 shows the planned and actual use of individual reserves in 2020-21.
20. The Reserves Strategy splits reserves into three types of Earmarked Reserves and a General Reserve, and there are a number of suggested reclassifications of existing Earmarked Reserves, shown in Column 2.
21. The budget and out-turn do involve some planned movements to and from reserves and these are summarised below:

<b><u>In accordance with MTFP Reserves Strategy</u></b>	<b>£m</b>
Transfer to Sustainability Reserve	0.310
Transfer to from DCP Change Reserve	(0.164)
Transfer from Property Maintenance Reserve	(0.098)
Transfer from Alliance Reserve	(0.067)
Transfer from Safety Initiatives Reserve	(0.048)
Transfer from Development Reserve	(0.048)
Transfer from Fire Control (C&C) Reserve	(0.040)
Transfer from Broadway Reserve	(0.019)
Transfer from Fire Prevention Reserve	(0.011)
Transfer from Equipment Reserve	(0.001)
<b><u>Policy &amp; Resources Committee 2 December 2020</u></b>	
Transfer to Protection Grants Reserve	0.201
<b><u>Final Transfers Recommended</u></b>	
Transfer to Pension Reserve	0.054
Transfer to TIG Reserve	0.130
Transfer to Budget Reduction Reserve	1.185
Transfer to Budget Reduction Reserve (Covid)	0.602
	<b>1.986</b>

22. The Reserves Strategy envisages the holding of the Budget Reduction Reserve pending the outcome of any future funding reductions following from the governments Comprehensive Spending Review (CSR) which has been delayed by two years. However, the out-turn results for this year, would mean that there would potentially be £5.5m in this reserve which would exceed requirements and necessity.
23. With the agreement of Group Leaders the new Chief Fire Officer/Chief Executive has undertaken a review of reserves and has identified areas where they can be used effectively to give significant organisational impacts. This is also in-line with HMICFRS recommendations in their previous State of Fire Report 2019, where all Fire Authorities were advised to review their reserves and make investments in the near future rather than holding or accumulating excessive reserve levels.



24. It is therefore recommended that existing reserves are reallocated in line with Appendix 3 Column 6 to support the new Chief Fire Officer's ambitious strategic change and investment programme. This programme supports the newly developed Response, Protection and Prevention Strategies at its core and focusses on improving the services provided to our communities, alongside upgrading and investing in new technologies and systems to deliver future efficiencies. The re-allocation will provide reserve funding for:
- £1.000m** On-Call Recruitment: a sustained and in-depth approach to On-Call recruitment over four years
  - £1.200m** for replacement of key IT systems including equipment tracking/monitoring, Intel (Intelligence on Operational Risks) systems and Station End Equipment for the Alerting system.
  - £0.900m** to provide funding to complete the North Herefordshire Strategic Training Facility and continue to move training facilities from the cramped site at Droitwich.
  - £1.040m** to embed National Operational Guidance (NOG), enhance Command training, and achieve accreditation of the Fire Investigation function.
  - £1.500m** for the replacement of the life-expired Fire Control system originally acquired in 2010.

### Capital Budget 2019/20

25. Details of the approved capital budget are set out in Appendix 4, and are summarised in the table below.

	<b>Vehicle Prog £m</b>	<b>Major Build £m</b>	<b>Other Schemes £m</b>	<b>Minor Schemes £m</b>	<b>Other £m</b>	<b>Total £m</b>
Revised Budget	2.653	20.864	0.590	2.804		<b>26.911</b>
Major Schemes Provision		(13.223)			13.223	<b>0.000</b>
Unalloc. Minor Schemes				(0.083)	0.083	<b>0.000</b>
<b>Approved for Spending</b>	<b>2.653</b>	<b>7.641</b>	<b>0.590</b>	<b>2.721</b>	13.306	26.911
Expenditure to 2019-20		7.007	0.290	0.962		<b>8.259</b>
Expenditure in 2020-21	0.441	0.212	0.028	0.419		<b>1.100</b>
<b>Remaining Budget C/fwd.</b>	<b>2.212</b>	<b>0.422</b>	<b>0.272</b>	<b>1.340</b>	13.306	17.552

26. Major Schemes provision is that for Hereford. Redditch and Broadway Fire Stations and the North Herefordshire Strategic Training Facility, which are not disclosed separately in case they prejudice any future tender processes.
27. For a number of reasons including Covid shutdowns and the run-down of Place Partnership capital expenditure has been very low this year at £1.1m and, as a consequence, there have been some savings in the capital financing revenue budget. This has allowed some revenue financing of capital to be undertaken which has released £0.080m of base budget for re-investment in Authority priorities. The planned use of reserve funding referred to above may also release future capacity for further priority investment.

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

### **Role of the Audit and Standards Committee**

29. 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.
30. The IFRS basis differs substantially from the statutory basis on which Members are charged with managing the finances of the Fire Authority which is the basis of this Provisional Financial Results element of this report.
31. This is because there are significant items which are; either required to be charged by statute but which are not permitted under IFRS; or required to be charged under IFRS but which are prohibited by statute.
32. The Statement of Accounts will reconcile these differences and the Audit and Standards Committee will scrutinise this reconciliation as well as the Accounts themselves.
33. The Accounts and Audit Regulations normally require that the Statement of Accounts is signed by the Chief Financial Officer (the Treasurer) no later than 31st May. The Regulations have again been temporarily amended this year to make this date more flexible. Progress was on track to achieve this by the original date, although this relies on the supply of information from Billing Authorities that have already indicated that this may not be available until 30<sup>th</sup> June.
34. These Regulations also oblige the Authority to approve and publish the audited Statement of Accounts normally by 31st July, although this year this has been amended to 30th September, and the Audit & Standards Committee will do this.

### **Treasury Management and Prudential Indicators**

35. The Local Government Act 2003 (the Act) and supporting regulations requires the Authority to ‘have regard to’ the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Authority’s capital investment plans are affordable, prudent and sustainable.
36. This guidance continues to make it clear that investment priorities should be security and liquidity, rather than yield and that authorities should not rely solely on credit ratings, but consider other information on risk.
37. In accordance with both the Chartered Institute of Public Finance and Accountancy’s Treasury Management Code of Practice, and current Fire Authority Financial Regulations the Treasury Management Activities are required to be reviewed by Members twice a year, but are now incorporated into the quarterly budget monitoring reports.

38. The final review of 2020-21 would normally have been brought to Policy & Resources Committee in September but, to allow inclusion of audited data within the Prudential Indicators, this has again been brought forward this Authority Report.

### **Treasury Management Activities**

39. Treasury Management is about managing the Authority's cash flow and investments to support its finances for the benefit of the Public and the Services that it provides. These activities are structured to manage risk foremost and then optimise performance.
40. The Treasury Management function strives to ensure the stability of the Authority's financial position by sound debt, cash and risk management techniques. The need to minimise risk and volatility is constantly addressed whilst aiming to achieve the treasury management objectives.
41. Banking arrangements and the Treasury Management functions for the Authority, in respect of lending and borrowing, are carried out by Worcestershire County Council (WCC) under a Service Level Agreement (SLA). All Authority funds are invested or borrowed by WCC in accordance with their Treasury Management Strategy; this means that the Authority is subjected to the same levels of risk and return as WCC. An extract of the relevant elements of WCC Treasury Management Strategy for 2020-21 is included at Appendix 5.
42. At 31 March 2020 the Authority had long-term debt totalling £13.637m, and during 2020-21 £1.500m was repaid as planned, bringing the total debt at 31 March 2021 to £12.137m. Without further borrowing, it would fall to £10.411m by 31 March 2022.
43. As a rule of thumb borrowing should not exceed the Capital Financing Requirement (CFR), which at 31 March 2021 stood at £20.330m.
44. In accordance with the SLA investment risk is shared with WCC proportionate to the relative funds invested. At 31st March 2021 the share of investment is as below:

	£m
Other Local Authorities	3.086
Money Market Funds (Instant Access)	2.822
On Call	2.681
Cash	1.411
	<b>10.000</b>

45. As part of the defined investment risk strategy Authority funds are currently deposited with the Bank of England and other organisations deemed to be low risk, such as other Local Authority Bodies, WCC Treasury Management keeps this policy under constant review. With the downgrading of several large financial institutions, to comply with the AA credit rating required by the Treasury Management Strategy, which ensures the continued reduction of risk exposure, there are now fewer financial institutions available where investments can be made which increases reliance upon the Bank of England/HM Treasury.
46. However, with investment rates remaining as low as they currently are, a less prudent risk strategy would not greatly increase the expected yield whilst significantly increasing the associated risk.

### **Prudential Indicators**

47. In considering the budget and precept for the year the Authority approves indicators and limits in respect of capital expenditure, borrowing and revenue consequences.
48. These are set by the Authority, as part of the overall budget setting process, in February prior to the start of the financial year.
49. Appendix 6 sets out the relevant indicators as approved and as they out-turn, and demonstrates that they are within the limits of the Medium Term Financial Plan.

### **Conclusion**

50. Since the advent of Austerity in 2011/12, where the underlying level of budget has remained virtually unchanged, the Authority has prudently managed its finances to ensure stability. Whilst 2019/20 was a very unusual year, and saw some very large unexpected increase in income, finances remain well controlled. Having achieved this stability, it is now open to the Authority to change strategy and make some key investments for the future.
51. The SLA with WCC and the use of its Strategy Statement ensures that the Authority invests its resources within a robust and effective framework to deliver a maximum return on investments within a secure environment. The monitoring of the Prudential Indicators has demonstrated that the Authority has complied with its Treasury Management target.

## Corporate Considerations

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

## Supporting Information

Appendix 1: Revenue Expenditure 2020-21: Provisional Out-turn

Appendix 2: Revenue Funding 2020-21: Provisional Out-turn

Appendix 3: Use of Reserves Strategy 2020-21: Provisional Out-turn

Appendix 4: Capital Budget 2020-21: Provisional Out-turn

Appendix 5: Treasury Management Strategy: 2020-21 (WCC Extract)

Appendix 6: Prudential Indicators: 2020-21 Provisional Out-turn

## Hereford & Worcester Fire Authority: 17th June 2021

### Provisional Financial Out-turn 2020-21: Revenue Expenditure

*Note: brackets indicate income and expenditure under-spending*

	2 Final Budget £	3 Final Out-turn £	4 Final Variance £
1 WT Firefighter Pay	14,584,550	<b>14,214,503</b>	(370,047)
2 OC (RDS) Firefighter Pay	4,082,200	<b>3,949,344</b>	(132,856)
3 Fire Control Pay	828,550	<b>838,329</b>	9,779
4 Support Staff Pay	4,243,700	<b>4,348,212</b>	104,512
5 Other Employee Costs	120,000	<b>83,098</b>	(36,902)
6 Pension Costs	995,000	<b>1,160,251</b>	165,251
7	<b>24,854,000</b>	<b>24,593,737</b>	<b>(260,263)</b>
8 Strategic Management	105,100	<b>96,207</b>	(8,893)
9 New Dimensions	44,500	<b>41,745</b>	(2,755)
10 Ops Policy	48,100	<b>47,531</b>	(569)
11 Tehnical Fire Safety	18,200	<b>9,564</b>	(8,636)
12 Community Fire Safety	209,000	<b>133,426</b>	(75,574)
13 Training	283,000	<b>404,515</b>	121,515
14 Ops Logistics	1,052,700	<b>1,255,176</b>	202,476
15 Fleet	540,100	<b>452,914</b>	(87,186)
16 Property	2,033,700	<b>1,811,131</b>	(222,569)
17 PPL Charges	491,000	<b>480,000</b>	(11,000)
18 PPL Capitalisation	(102,000)	<b>0</b>	102,000
19 ICT	2,121,100	<b>1,885,652</b>	(235,448)
20 Performance & Information	58,400	<b>65,130</b>	6,730
21 Corporate Comms	22,800	<b>30,123</b>	7,323
22 Human Resources	471,100	<b>437,447</b>	(33,653)
23 Fire Authority Costs	61,500	<b>50,779</b>	(10,721)
24 Committee Services	1,300	<b>184</b>	(1,116)
25 Legal Services	38,700	<b>50,908</b>	12,208
26 Insurances	370,000	<b>454,161</b>	84,161
27 Finance (FRA)	142,700	<b>37,329</b>	(105,371)
28 Finance (SLA)	90,400	<b>92,052</b>	1,652
29 Unallocated Budgets	36,600	<b>0</b>	(36,600)
30 Alliance Costs	0	<b>67,174</b>	67,174
	<b>8,138,000</b>	<b>7,903,149</b>	<b>(234,851)</b>
31 Capital Financing	2,844,000	<b>2,924,518</b>	80,518
32	<b>2,844,000</b>	<b>2,924,518</b>	<b>80,518</b>
33 2017 Pay Award Provision	285,000	<b>0</b>	(285,000)
34	<b>285,000</b>	<b>0</b>	<b>(285,000)</b>
35 <b>NET EXPENDITURE</b>	<b>36,121,000</b>	<b>35,421,403</b>	<b>(699,597)</b>
36 Funding	(35,706,935)	<b>(37,406,320)</b>	(1,699,385)
37 Transfers to/from Reserves	(414,065)	<b>1,984,916</b>	2,398,981
38	<b>0</b>	<b>(0)</b>	<b>(0)</b>

# Hereford & Worcester Fire Authority: 17th June 2021

## Provisional Financial Out-turn 2020-21: Revenue Funding

*Note: brackets indicate income and expenditure under-spending*

	2 Final Budget £	3 Final Out-turn £	4 Final Variance £
1 Council Tax Precept	(24,561,700)	<b>(24,561,739)</b>	(39)
2 Fire Revenue Grant - ND	(820,000)	<b>(823,309)</b>	(3,309)
3 Fire Revenue Grant - FL	(205,000)	<b>(204,286)</b>	714
4 Revenue Support Grant	(2,068,900)	<b>(2,068,858)</b>	42
5 Business Rate Top Up Grant	(3,372,300)	<b>(3,369,778)</b>	2,522
6 Pension Grant	(1,568,000)	<b>(1,568,396)</b>	(396)
7 Rural Services Delivery Grant	(109,100)	<b>(109,125)</b>	(25)
8	<b>(32,705,000)</b>	<b>(32,705,491)</b>	(491)
9 Retained Business Rates	(2,473,935)	<b>(2,864,404)</b>	(390,469)
10 S31 Business Rates Grant	(528,000)	<b>(547,619)</b>	(19,619)
11 Building Risk Review Grant	0	<b>(60,000)</b>	(60,000)
12 Protection Uplift Grant	0	<b>(121,640)</b>	(121,640)
13 Grenfell Infrastructure Grant	0	<b>(48,035)</b>	(48,035)
14 Protection Accred. Grant	0	<b>(12,551)</b>	(12,551)
15 Pension Admin Grant	0	<b>(53,865)</b>	(53,865)
16 Transparency Grant	0	<b>(7,679)</b>	(7,679)
17 MORSE funding - OPCC	0	<b>(47,000)</b>	(47,000)
18 SALIX Funding	0	<b>(12,310)</b>	(12,310)
19 Bellwin Grant	0	<b>(33,086)</b>	(33,086)
20 TIG Grant	0	<b>(129,986)</b>	(129,986)
21 2020/21 COVID Grant	0	<b>(762,655)</b>	(762,655)
22	<b>(35,706,935)</b>	<b>(37,406,320)</b>	<b>(1,699,385)</b>
23 Property Reserve	(222,000)	(98,316)	123,684
24 Pension Reserve	0	53,865	53,865
25 Fire Control Reserve	(40,000)	(40,000)	0
26 Alliance Reserve	0	(67,174)	(67,174)
27 DCP Change Reserve	0	(164,000)	(164,000)
28 Sustainability Reserve	309,935	309,935	0
29 Fire Prevention Reserve	0	(11,493)	(11,493)
30 Safety Initiatives Reserve	0	(47,730)	(47,730)
31 Equip Reserve	0	(1,190)	(1,190)
32 Broadway Reserve	0	(18,952)	(18,952)
33 ND Reserve	0	0	0
34 Development Reserve	(42,000)	(48,303)	(6,303)
35 Protection Grants Reserve	0	201,400	201,400
36 Budget Reduction Res	(420,000)	1,184,888	1,604,888
37 Budget Red. Res (Covid-19)	0	602,000	602,000
38 TIG Grant Reserve	0	129,986	129,986
39	<b>(414,065)</b>	<b>1,984,916</b>	<b>2,398,981</b>
40	<b>(36,121,000)</b>	<b>(35,421,404)</b>	<b>699,596</b>
41 NET EXPENDITURE	<b>36,121,000</b>	<b>35,421,403</b>	<b>(704,513)</b>
42	<b>0</b>	<b>(0)</b>	<b>(4,916)</b>
<b>Summary</b>			
43 Special Grants	(2,702,100)	(3,993,922)	(1,291,822)
44 Funding Grants	(5,441,200)	(5,438,636)	2,564
45 Business Rates & Grants	(3,001,935)	(3,412,023)	(410,088)
46 Council Tax	<b>(24,561,700)</b>	<b>(24,561,739)</b>	<b>(39)</b>
47	<b>(35,706,935)</b>	<b>(37,406,320)</b>	<b>(1,699,385)</b>

# Hereford & Worcester Fire Authority: 17th June 2021

## Provisional Financial Out-turn 2020-21: Use of Reserves

Note: brackets indicate transfers out of reserves

	1	2	3	4	5	6	7
	Actual	relassif-	Adjusted	Actual	Actual	Proposed	Adjusted
	31-Mar-20	ication	31-Mar-20	2020/21	31-Mar-21	Reallocation	31-Mar-21
	£m		£m	£m	£m	£m	£m
<b><u>Future Expenditure Reserves</u></b>							
1 Sustainability Reserve			0.000	0.310	0.310		0.310
2 Organisational Excellence Reserve			0.000		0.000	1.040	1.040
3 C&C Reserve	1.267		1.267	(0.040)	1.227	0.300	1.527
4 ESMCP Reserve	1.599		1.599		1.599	(0.500)	1.099
5 RPE Reserve	1.000		1.000		1.000		1.000
6 Broadway Reserve	1.000		1.000	(0.019)	0.981		0.981
7 On Call Recruitment Reserve			0.000		0.000	1.000	1.000
8 ICT Replacements Reserve			0.000		0.000	1.200	1.200
9 Capital Projects Reserve			0.000		0.000	0.900	0.900
10 Property Maintenance Reserve	0.660		0.660	(0.098)	0.562	0.250	0.812
11 Pensions HMRC Tribunal Reserve	0.400		0.400		0.400		0.400
12 Development Reserve		0.237	0.237	(0.048)	0.189	0.121	0.310
13 Pensions Reserve		0.162	0.162	0.054	0.216		0.216
14 Protection Grants Reserve			0.000	0.201	0.201		0.201
15 Safety Initiatives Reserve		0.158	0.158	(0.048)	0.110		0.110
16 Fire Prevention Reserve	0.242		0.242	(0.011)	0.231		0.231
17 Equipment Reserve	0.191		0.191	(0.001)	0.190		0.190
18 Pay Award Reserve	0.837		0.837		0.837	(0.837)	0.000
19 Alliance Reserve	0.188		0.188	(0.067)	0.121	(0.121)	0.000
20 DCP Change Reserve	0.164		0.164	(0.164)	0.000		0.000
21	7.548	0.557	8.105	0.069	8.174	3.353	11.527
<b><u>Other Specific Reserves</u></b>							
22 Operational Activity Reserve	0.600		0.600		0.600		0.600
23 Insurance Excess Reserve	0.130		0.130		0.130		0.130
24 Pensions Reserve	0.162	(0.162)	0.000		0.000		0.000
25 Safety Initiatives Reserve	0.158	(0.158)	0.000		0.000		0.000
26 Development Reserve	0.237	(0.237)	0.000		0.000		0.000
27	1.287	(0.557)	0.730	0.000	0.730	0.000	0.730
<b><u>Budget Reduction Reserves</u></b>							
28 Budget Reduction Reserve	3.582		3.582	1.185	4.767	(3.353)	1.414
29 Budget Reduction Reserve (Covic	0.000		0.000	0.602	0.602		0.602
30 TIG Reserve	0.000		0.000	0.130	0.130		0.130
31	3.582	0.000	3.582	1.917	5.499	(3.353)	2.146
32 <b>Total Earmarked Reserves</b>	12.417	0.000	12.417	1.986	14.403	0.000	14.403
33 General (Un-earmarked) Reserve	1.538		1.538		1.538		1.538
34 <b>Total Reserves</b>	13.955	0.000	13.955	1.986	15.941	0.000	15.941



# Hereford & Worcester Fire Authority: 17th June 2021

## Provisional Financial Out-turn 2020-21: Capital Programme

	2	3	4	5	6
	Revised Budget £	Prior Year Expenditure £	Balance at 01-Apr-20 £	2020-21 Expenditure £	Balance at 31-Mar-21 £
<b><u>Vehicle Programme</u></b>					
1 Command Support Unit	0	0	0	4,677	(4,677) #
2 Pumps 19-20	0	0	0	13,172	(13,172) #
3 Pumps 20-21	1,332,563	0	1,332,563	0	1,332,563
4 Water Carrier 20-21	412,000	0	412,000	0	412,000
5 Remote Access Vehicle 20-21	400,000	0	400,000	0	400,000
6 Water Rescue Vehicle (3) 20-21	262,650	0	262,650	226,481	36,169
7 Rope Rescue Vehicle(1) 20-21	87,550	0	87,550	76,000	11,550
8 Van-Spec 20-21	130,000	0	130,000	120,024	9,976
9 Car 20-21	27,800	0	27,800	0	27,800
10 <b>Total</b>	<b>2,652,563</b>	<b>0</b>	<b>2,652,563</b>	<b>440,353</b>	<b>2,212,210</b>
<b><u>Major Buildings</u></b>					
11 Redditch FS Prelims	100,000	26,524	73,476	29,696	43,780
12 Wyre Forest Hub	7,273,000	6,974,920	298,080	153,420	144,660
13 Hereford Prelims Holmer Road	250,000	6,055	243,945	9,600	234,345
14 Broadway FS Prelims	18,952		18,952	18,952	0
15 Future Building Schemes	13,222,512		13,222,512		13,222,512
16 <b>Total</b>	<b>20,864,464</b>	<b>7,007,498</b>	<b>13,856,965</b>	<b>211,668</b>	<b>13,645,298</b>
<b><u>Other Major Schemes</u></b>					
17 Mobile Data Terminal Replacement	340,000	290,157	49,843	1,190	48,653
18 Fire Control	249,911		249,911	26,558	223,353
19 <b>Total</b>	<b>589,911</b>	<b>290,157</b>	<b>299,754</b>	<b>27,748</b>	<b>272,006</b>
<b><u>Minor Schemes</u></b>					
20 Allocated - see Appendix 4b	2,720,320	962,395	1,757,925	418,289	1,339,635
21 un-Allocated - see Appendix 4b	83,248		83,248		83,248
22 <b>Total</b>	<b>2,803,568</b>	<b>962,395</b>	<b>1,841,173</b>	<b>418,289</b>	<b>1,422,884</b>
 68 <b>Capital Budget</b>	 <b>26,910,506</b>	 <b>8,260,051</b>	 <b>18,650,455</b>	 <b>1,098,058</b>	 <b>17,552,397</b>

## Hereford &amp; Worcester Fire Authority: 17th June 2021

## Provisional Financial Out-turn 2020-21: Capital Programme

	2	3	4	5	6
	Revised	Prior Year	Balance at	2020-21	Balance at
	Budget	Expenditure	01-Apr-20	Expenditure	31-Mar-21
	£	£	£	£	£
<b>Minor Schemes</b>					
1 224 - Audit Software	35,000	22,325	12,675	0	12,675
2 236 - Patient Report Form IRS System	7,600	0	7,600	0	7,600
3 237 - Intel Software	20,000	0	20,000	0	20,000
4 246 - ICT Strategy Wide Area Network	162,938	145,938	17,000	0	17,000
5 247 - ICT Strategy Cloud Services	96,082	33,266	62,816	8,211	54,605
6 248 - ICT Strategy Sharepoint	200,000	42,000	158,000	30,000	128,000
7 249 - ICT Strategy Professional Services	150,000	89,226	60,774	28,440	32,334
8 250 - ICT Strategy Equipment	250,000	117,579	132,422	0	132,422
9 253 - Eardisley Rear Extension	160,000	149,215	10,785	4,876	5,908
10 254 - Leintwardine Rear Extension	179,000	13,939	165,061	5,200	159,861
11 264 - Ladders	73,000	30,389	42,611	24,243	18,368
12 268 - Defford - Shower Block	45,000	10,375	34,625	5,257	29,368
13 270 - Droitwich - Refurb	100,000	99,391	609	0	609 #
14 272 - Ledbury Asbestos works	21,500	11,866	9,634	0	9,634
15 274 - Leominster Fire Station Tower	10,000	0	10,000	0	10,000
16 275 - Operational Logistics Doors and Gates	73,200	32,158	41,042	33,241	7,802
17 276 - Pershore Re Roof and Guttering	142,500	116,092	26,408	2,625	23,783
18 277 - Peterchurch STF Pallet Storage	8,000	255	7,745	6,052	1,694
19 301 - Droitwich Rear Yard Tarmac	37,000	0	37,000	15,445	21,555
20 302 - Ross Drainage	85,000	0	85,000	0	85,000
21 303 - Leominster Wellfare Refurb	23,000	0	23,000	0	23,000
22 304 - Tenbury Rear Yard	40,000	0	40,000	4,830	35,170
23 305 - Redditch Water First Responders	15,000	0	15,000	0	15,000
24 309 - Disaster Recovery	37,000	0	37,000	0	37,000
25 310 - ICCS FireWall	14,300	0	14,300	20,254	0 #
26 311 - Thermal Imaging Cameras	142,000	48,382	93,618	53,726	39,892
27 312 - Air Bags	60,000	0	60,000	0	60,000
28 313 - Power Tools	45,000	0	45,000	0	45,000
29 314 - CSU Hardware	0	0	0	1,620	0 #
30 315 - Stretchers	21,200	0	21,200	21,141	59 #
31 316 - Helmets	20,000	0	20,000	19,850	150 #
32 317 - Laptops Community Fire Safety	55,000	0	55,000	44,972	10,028
33 318 - Wifi Improvements	28,000	0	28,000	0	28,000
34 319 - Traffic Management Droitwich	75,000	0	75,000	0	75,000
35 320 - Houses Droitwich	25,000	0	25,000	0	25,000
36 321 - Droitwich1st Floor	24,000	0	24,000	0	24,000
37 322 - Deford Welfare	70,000	0	70,000	0	70,000
38 323 - Eardisley Roof	15,000	0	15,000	15,853	0 #
39 324 - Bromyard Appliance Bay Floor	5,000	0	5,000	0	5,000
40 325 - Bromyard Roof	27,000	0	27,000	18,595	8,405
41 326 - Bromyard Heating	3,000	0	3,000	0	3,000
42 327 - Ross On Wye Roof	20,000	0	20,000	0	20,000
43 328 - Upton On Severn CCTV	5,000	0	5,000	0	5,000
44 329 - Electrical Charging Points	50,000	0	50,000	0	50,000
45 353 - Remote Training	45,000	0	45,000	53,859	0 #
46 <b>Sub-Total</b>	<b>2,720,320</b>	<b>962,395</b>	<b>1,757,925</b>	<b>418,289</b>	<b>1,339,635</b>
47 Minor Schemes - Unallocated	83,248	0	83,248	0	83,248
48 <b>Total</b>	<b>2,803,568</b>	<b>962,395</b>	<b>1,841,173</b>	<b>418,289</b>	<b>1,422,884</b>

**Extract from Worcestershire County Council Treasury Management Strategy 2021/22****Background**

In accordance with the County Council's Treasury Management Practices (TMPs) and The Chartered Institute of Public Finance and Accountancy's (CIPFA) Treasury Management in the Public Services: Code of Practice the Council is required to approve the Treasury Management Strategy and Annual Investment Strategy for 2021/22. The Treasury Management Strategy is reflected in the Personal Assurance Statement given by the Chief Financial Officer concerning the 2021/22 budget calculations.

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

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

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

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

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

During 2020/21 the County Council has invested its surplus cash with selected Banks, AAA-rated Money market and cash-plus funds, the UK Debt Management Office and with other local authorities.

**Economic Commentary**

The COVID-19 outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it left Bank Rate unchanged at its subsequent meetings to 16th December, although some forecasters had suggested that a cut into negative territory could happen. However, the Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. As shown in the forecast table above,

no increase in Bank Rate is expected in the near-term as economic recovery is expected to be only gradual and, therefore, prolonged.

The balance of risks to the UK

- The overall balance of risks to economic growth in the UK is probably even, but dependent on how quickly the economy can reopen over the coming months.
- The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similarly to the downside.

One risk that is both an upside and downside risk, is that all central banks are now working in very different economic conditions than before the 2008 financial crash as there has been a major increase in consumer and other debt due to the exceptionally low levels of borrowing rates that have prevailed since 2008. This means that the neutral rate of interest in an economy, (i.e. the rate that is neither expansionary nor deflationary), is difficult to determine definitively in this new environment, although central banks have made statements that they expect it to be much lower than before 2008. Central banks could therefore either over or under do increases in central interest rates. Another complication is a post-COVID inflation spike, which could effectively end the post-2008 era of ultra-low interest rates, but this is not certain.

The Council has appointed Link Group as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Link provided the following forecasts on 11<sup>th</sup> of August 2020. However, following the conclusion of the review of PWLB margins over gilt yields on 25<sup>th</sup> November 2020, all forecasts below have been reduced by 1%. These are forecasts for certainty rates, gilt yields plus 80bps:

Link Group Interest Rate View													
9.11.20													
These Link forecasts have been amended for the reduction in PWLB margins by 1.0% from 26.11.20													
	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
6 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
12 month ave earnings	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
5 yr PWLB	0.80	0.80	0.80	0.80	0.90	0.90	0.90	0.90	0.90	1.00	1.00	1.00	1.00
10 yr PWLB	1.10	1.10	1.10	1.10	1.20	1.20	1.20	1.20	1.20	1.30	1.30	1.30	1.30
25 yr PWLB	1.50	1.60	1.60	1.60	1.60	1.70	1.70	1.70	1.70	1.80	1.80	1.80	1.80
50 yr PWLB	1.30	1.40	1.40	1.40	1.40	1.50	1.50	1.50	1.50	1.60	1.60	1.60	1.60

## Treasury Management Strategy

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

## Borrowing Strategy

There was much speculation during the second half of 2019 that bond markets were in a bubble which was driving bond prices up and yields down to historically very low levels. The context for that was a heightened expectation that the US could have been heading for a

recession in 2020. In addition, there were growing expectations of a downturn in world economic growth, especially due to fears around the impact of the trade war between the US and China, together with inflation generally at low levels in most countries and expected to remain subdued. Combined, these conditions were conducive to very low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers. This means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. The consequence of this has been the gradual lowering of the overall level of interest rates and bond yields in financial markets over the last 30 years. Over the year prior to the coronavirus crisis, this has seen many bonds yield up to 10 years turn negative in the Eurozone. In addition, there has, at times, been an inversion of bond yields in the US whereby 10-year yields have fallen below shorter-term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities.

Gilt yields had therefore already been on a generally falling trend up until the coronavirus crisis hit western economies during March 2020. After gilt yields spiked up during the financial crisis in March, we have seen these yields fall sharply to unprecedented lows as investors panicked during March in selling shares in anticipation of impending recessions in western economies, and moved cash into safe haven assets i.e. government bonds. However, major western central banks took rapid action to deal with excessive stress in financial markets during March, and started massive quantitative easing purchases of government bonds: this also acted to put downward pressure on government bond yields at a time when there has been a huge and quick expansion of government expenditure financed by issuing government bonds. Such unprecedented levels of issuance in “normal” times would have caused bond yields to rise sharply. Gilt yields and PWLB rates have been at remarkably low rates so far during 2020/21.

As the interest forecast table for PWLB certainty rates above shows, there is expected to be little upward movement in PWLB rates over the next two years as it will take economies, including the UK, a prolonged period to recover all the momentum they have lost in the sharp recession caused during the coronavirus shut down period. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment, (as shown on 9th November when the first results of a successful COVID-19 vaccine trial were announced). Such volatility could occur at any time during the forecast period.

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

As HM Treasury has, de-facto removed the 100-bps uplift from PWLB rates, this is now a viable source for long-term funding again. Other borrowing sources are not ruled-out, when assessing these, the following will be considered:

- Borrowing from other local authorities -an active and easily accessible market with terms of up to 5 years available
- Plain vanilla, fixed rate borrowing from other financial institutions, for fixed terms of up to 30 years, requiring some credit assessment by the lender and longer lead-times than PWLB.
- Forward rate agreements with lenders for fixed rate loans above, to secure funding for drawdown at a future date, for a certain rate.

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

Interest rates will be monitored but as forecasts stand it is likely that borrowing could be undertaken late in 2020/21 and mid-year 2021/22.

The gross capital borrowing requirement for 2021/22 is estimated to be £71.3 million. After the use of the minimum revenue provision to repay debt of £13.5 million, the net capital borrowing requirement is estimated to be £57.8 million.

The management of the County Council's debt will be exercised in the most efficient manner considering maturing debt. The opportunity may be taken to reschedule any outstanding debt if rates become favourable to delivering savings in the revenue budget. The cost of external interest of maintaining the council debt is estimated to be £14.7 million in 2021/22.

### **Annual Investments Strategy**

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

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

The County Council will not borrow money purely to invest. The County Council will only borrow up to 2 years in advance of cash being required to fund its capital expenditure and the amount borrowed will not exceed the annual borrowing requirement.

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

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

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

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

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

Agency:	Long-Term rating:
Fitch	A+
Moodys	A1
Standard and Poors	A+

- The County Council will undertake continued due diligence and will not automatically lend to Counterparties that merely satisfy the above criteria. As additional consideration, the County Council will assess for each:
  - Input from Treasury Advisors
  - Other market data from a reputable source
  - Press coverage
  - Market presence by the Counterparty
  - Availability of suitable products from the Counterparty
  - Ease of execution with the Counterparty
  - Level of Customer service from the Counterparty
- The above list is not exhaustive, the County Council may at any time exclude a Counterparty should it perceive any reasonable doubt concerning its Creditworthiness; the 2011 Code and subsequent revisions advise that subjective criteria may be used, in line with the Council's risk appetite.
- For **secured** term deposits, the council defines high credit quality as an **instrument** that has the above ratings with every agency that rates it.
- Enhanced Money Market funds or Cash Plus funds, which carry a AAA-rating from at least one rating agency.

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

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

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

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

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

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



## Prudential Indicators 2020-21 Out-turn

### Introduction

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

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

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

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

### Prudential Indicators

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

#### **1. Capital Expenditure**

The actual amount of capital expenditure that was incurred during 2020-21 was as follows:

	Original (Feb 2020) £m	Revised (Feb 2021) £m	Provisional Out-turn £m
Capital Expenditure	7.411	2.188	1.098

#### **2. Ratio of Financing Costs to Net Revenue Stream**

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

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

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

the Prudential Code these costs are included for comparative purposes.

	Original (Feb 2020) £m	Revised (Feb 2021) £m	Provisional Out-turn £m
Financing Costs	2.964	2.169	2.247
Net Revenue Stream	35.827	35.827	35.089
Ratio	8.27%	6.05%	6.40%

### **3. Capital Financing Requirement (CFR)**

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

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

	Original (Feb 2020) £m	Revised (Feb 2021) £m	Provisional Out-turn £m
CFR at 31st March 2021	20.448	21.559	20.330

The reduction is due to the impact of the two following factors:

- The impact of Covid-19
- The cessation of Place Partnership, this reduction in work will be addressed going forward by the new Service Level Agreement entered into with West Mercia Police to undertake this work

### **4. Authorised Limit**

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

### **5. Operational Boundary**

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

The limits for these indicators set for 2020/21 and the final out-turn are given below, and it can be confirmed that the out-turn figure represents the maximum borrowing at any point in the year, i.e. the Authorised limit was not exceeded.

	£m
Authorized Limit at 31st March 2021	34.000
Operational Boundary at 31st March 2021	31.000
Actual Borrowing at 31st March 2021	12.137

## **6. Fixed Interest Rate Exposures**

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

	£m
Upper Limit at 31st March 2021	34.000
Actual Borrowing at 31st March 2021	12.137

## **7. Variable Interest Rate Exposures**

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

## **8. Maturity Structure of Borrowing**

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

	Lower Limit £m	<b>Actual</b> £m	Upper Limit £m
Under 12 months	0.000	<b>1.726</b>	3.034
Over 12 months but within 24 months	0.000	<b>1.365</b>	3.034
Over 24 months but within 5 years	0.000	<b>0.558</b>	6.068
Over 5 years but within 10 years	0.000	<b>2.000</b>	9.103
Over 10 years	3.034	<b>6.488</b>	11.530
		<b>12.137</b>	

## **Report of Assistant Director: Prevention**

### **Annual Service Review 2020-21 and Annual Service Plan 2021-22**

#### **Purpose of report**

1. To adopt the Annual Service Review 2020-21 and the Annual Service Plan 2021-22, and approve them for publication.
- 

#### **Recommendation**

***It is recommended that Members consider the Annual Service Review 2020-21 and the Annual Service Plan 2021-22 and approve them for publication on the Service website, subject to any final minor changes as agreed by the Chief Fire Officer in consultation with the Chairman.***

#### **Introduction and Background**

2. The Service produces a Fire Authority Annual Service Review and Annual Service Plan Report as part of its corporate planning process. The Annual Service Review provides a review of the previous year's activity and performance, and an overview of the Service organisation and budget. The Annual Service Plan is a look ahead to the priorities for the coming year, arranged against the overall aims of the Community Risk Management Plan (CRMP).
3. The documents are prepared in a style ready for publication on the Service website and include the use of infographics and hyperlinks that are more visual, engaging and relevant to an increasingly online audience to accurately summarise our activities.
4. The two shorter reports are produced in a new format for this year and replace the Fire Authority Annual Report which the Service has used to report this information in previous years. They are enclosed as separate appendices.

#### **The Annual Service Review 2020-21**

5. The Review provides information on the Service's main activities throughout the year. It was a year dominated by the Covid-19 pandemic, and there is a short feature on our response activities during this time. Despite the pandemic, the Service continued working throughout the year with some groups of staff working from home. Figures presented in the Review show that we attended just over 7,000 incidents, down 11 per cent on the previous year, and continued our prevention and protection activities. During the year, we also prepared the new Community Risk Management Plan 2021-25 in conjunction with Shropshire Fire and Rescue Service's own Integrated Risk

Management Plan 2021-25 and addressed a number of the recommendations of the Grenfell Tower Inquiry phase 1 report. We were also inspected by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services on our response to Covid-19 in the early stages of the pandemic.

6. The Review concludes with a selection of highlights across all areas of the Service, including our ongoing work to promote equality, diversity and inclusion across the Service. The Review is included as Appendix 1.

### **The Annual Service Plan 2021-22**

7. The Plan focuses on the key priorities for the Service in 2021-22, following the restructuring of Service departments. The headline priorities have been collected together under the new CRMP to highlight the overall focus on prevention, protection, response, valuing our workforce, and value for money. In addition to these headline priorities, each department is also working on their more detailed business plans, in order to help deliver the actions set out in the Service Plan. The Plan is included as Appendix 2.

### **Conclusion/Summary**

8. Two new-style reports have been prepared: the Annual Service Review, which looks back at our work over the last year; and the Annual Service Plan, which sets out our key priorities for the coming year.
9. Subject to Authority approval, the finalised reports will be published on the Service website.

### **Corporate Considerations**

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	Both reports provide information on resources necessary to support the implementation of Fire Authority objectives.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The Review highlights key achievements and performance in delivering the Service's core purpose during 2020-21, and the Plan highlights proposed priority actions in 2021-22 to support the delivery of CRMP 2021-25 objectives.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	The Plan provides an overview of proposed priority actions, Any risk implications are considered as part of the details of each activity as drawn up in departmental business plans.
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	Senior Management Board consultation

<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	Project or activity managers are required to consider proposed activities against the Service's equality objectives as set out in the Equality, Diversity and Inclusion Plan 2020-25.
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### **Supporting Information**

Appendix 1 – Annual Service Review 2020-21 – separate enclosure

Appendix 2 – Annual Service Plan 2021-22 – separate enclosure

## **Report of Assistant Director: Prevention**

### **Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) Improvement Plan – Update April 2021**

#### **Purpose of report**

1. To update Members on the progress in implementing the HMICFRS Improvement Plan following the inspection report dated 20 December 2018.
- 

#### **Recommendation**

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

#### **Introduction and Background**

2. At the Fire Authority meeting on 24 February 2021, Members received a copy of the Quarter 3 update of the Service's Improvement Plan drawn up to address the findings of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection report dated 20 Dec 2018.
3. The Improvement Plan has now been updated to outline progress made up to April 2021. The report covers the 4 outstanding 'areas for improvement' highlighted in the HMICFRS inspection report.

#### **HMICFRS Improvement Plan – Progress Update**

4. The delivery of the Improvement Plan is overseen by members of the Performance and Information team (P&I team), who meet regularly with senior managers responsible for each area for improvement to prepare updates on actions proposed and completed. The P&I team also ensure that actions carried out are fully evidenced and available for evaluation and audit. The eighth update, covering up to April 2021, is attached to this report (see Appendix 1).
5. The update shows that progress is being made in addressing areas identified within the three themes covered in the HMICFRS report; effectiveness, efficiency and people. However it should be noted that due to the current Covid-19 restrictions imposed upon the Service, certain actions have been delayed or postponed. Members should note that actions completed or embedded in the Service's ongoing processes have been greyed out in the Improvement Plan.
6. Key points to note are highlighted below, with further details available in Appendix 1.

7. Following work undertaken this quarter, eleven out of the fifteen areas for improvement have now been completed, with strong progress being made in the other four.

Effectiveness	
<i>Area for improvement</i>	<i>April 21 - Update</i>
1. Access to relevant and up-to-date risk information	<ul style="list-style-type: none"> <li>• Closed in Q3 2020-21.</li> </ul>
2. Understanding and identifying vulnerability and safeguarding vulnerable people	<ul style="list-style-type: none"> <li>• Domestic abuse training will be reviewed again in June due to the lockdown extension.</li> <li>• Prevention staff monitor completion of e-learning packages and follow up on any outstanding.</li> </ul>
3. Evaluating prevention work to understand the benefits	<ul style="list-style-type: none"> <li>• Closed in Q3 2020-21.</li> </ul>
4. Resourcing the risk-based inspection programme	<ul style="list-style-type: none"> <li>• Closed in Q2 2020-21.</li> </ul>
5. Effective system for learning and debriefs	<ul style="list-style-type: none"> <li>• Awaiting purchase of the Incident Recording System (IRS) configuration tool to allow hot debrief questions to be added to incident reports.</li> </ul>

Efficiency	
<i>Area for improvement</i>	<i>April 2021 - Update</i>
6. Workforce productivity - clarify the role of Watch Manager	<ul style="list-style-type: none"> <li>• Closed in Q1 2020-21</li> </ul>
7. Workforce productivity - prevention	<ul style="list-style-type: none"> <li>• SMB has approved the need for overarching Prevention and Protection Strategies. These documents will incorporate the previously drafted plans and align with aims identified within the Service's CRMP 2021-2025. These strategies have been drafted and are due to go to SMB for consideration imminently.</li> </ul>
8. Managing the replacement of faulty smoke alarms	<ul style="list-style-type: none"> <li>• Closed in Q2 2020-21.</li> </ul>
9. Workforce productivity – protection	<ul style="list-style-type: none"> <li>• Closed in Q3 2020-21.</li> </ul>
10. Benefits and outcomes of collaboration	<ul style="list-style-type: none"> <li>• Closed in Q2 2020-21.</li> </ul>



People	
<b>Area for improvement</b>	<b>April 2021 - Update</b>
11. Staff engagement – communication	<ul style="list-style-type: none"> <li>• Closed in Q2 2020-21.</li> </ul>
12. Staff engagement – culture and values	<ul style="list-style-type: none"> <li>• Closed in Q1 2020-21</li> </ul>
13. Feedback mechanisms and change processes – ensuring fairness and promoting diversity	<ul style="list-style-type: none"> <li>• Closed in Q2 2020-21.</li> </ul>
14. Supporting high-potential staff and aspiring leaders – appraisal process	<ul style="list-style-type: none"> <li>• Reminders continue to be published in the Bulletin on completing appraisals. Overall completion rates are being monitored within HRD. Next steps are to provide evidence of local ownership at a corporate level.</li> <li>• Due to a change in strategic management the Service Learning and Development Plan has been delayed and is now due to go to SMB in Q2 2021-22.</li> </ul>
15. Supporting high-potential staff and aspiring leaders – promotion process	<ul style="list-style-type: none"> <li>• Closed in Q3 2020-21.</li> </ul>

## Conclusion/Summary

8. The eighth update of the HMICFRS Improvement Plan shows that additional progress has been made up to April 2021, although delays have occurred due to the Covid-19 restrictions in place and three national lockdowns.
9. Members are recommended to note the progress made in delivering the HMICFRS Improvement Plan. Further progress updates will be reported each quarter.
10. Subject to any matters arising following your consideration, the update will be published on the Service website.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	The Improvement Plan highlights areas for improvement relating to effectiveness, efficiency and people. Actions to address these areas are likely to have resource implications, which will be identified in the Improvement Plan.
<b>Strategic Policy Links</b> (identify how)	Actions proposed in the Improvement Plan

proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	are likely to have an impact on both the CRMP and the MTFP. All proposals will be assessed to ensure they meet the Service's overall Core Purpose and Vision.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	Any risks associated with proposals will be assessed through the Improvement Plan.
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	Proposals to deliver the Improvement Plan have the full participation of Senior Managers in relevant Service departments. The Improvement Plan is publicly available on the Service website.
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	An EIA is not required for this report. EIAs will be completed as appropriate when preparing proposals through the Improvement Plan.

## Supporting Information

Appendix 1: HMICFRS Improvement Plan 2018-19; Update: April 2021



# Hereford & Worcester Fire and Rescue Service

HMICFRS Improvement Plan 2018/19

Updated: April 2021



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

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

### **Report findings**

The inspection considered three main questions:

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

The Service was found to be 'good' within the effectiveness area but 'requiring improvement' when considering efficiency and people. The inspection report highlighted a number of areas for improvement and recommended that action be taken to address them. Therefore, the Service has prepared an Improvement Plan which not only focuses on the areas for improvement highlighted in the inspection report. The Improvement Plan is owned by senior managers and is regularly updated and published as progress is made.

The last update was presented to the Fire Authority on 24<sup>th</sup> February 2021 and the [Improvement Plan](#) was published on the Service website.

This report provides an update of progress in implementing the Improvement Plan up to April 2021 against the identified Areas for Improvement noted in the HMICFRS report. Greyed out sections in the Improvement Plan note actions completed or embedded in the Service's ongoing processes.

## Effectiveness – ES1.4

Area for Improvement	The Service should ensure staff understand how to identify vulnerability and safeguard vulnerable people.		
Summary Finding	The Service has extended its home fire safety checks to include questions about vulnerable people. Further training is needed to give staff more confidence in this process.		
HWFRS Action Proposed	Progress To Date	Q4 2020-2021	Target Date
a. All staff to complete the Safeguarding e-learning package.	All staff have access to the online E-learning package, due be completed by end September 2019. Q1 89% complete, districts to chase those outstanding.	Prevention now has procedures in place to regularly monitor the e-learning package and to follow up on any that are outstanding.	Ongoing
b. Human Resources staff should be trained in safer recruiting.	Four recruitment officers have completed principles of safer recruitment training.		Complete
c. Safeguarding training included in L1 Command training.	In the Level 1 incident command assessments, additional questions have been added to confirm understanding of safeguarding.		Complete
d. Continue to work with Operational Crews and how they can report concerns to Community Risk.	Community Risk staff have now visited all Wholtime watches and district teams prior to the roll out of the new safe and well check. 24 visits have been completed and covered Vulnerability, safeguarding and signposting.		Complete
e. Station Skills audits checking all staff are trained to the appropriate level.	As part of the 2020-21 Station Assurance Audit, questions regarding safeguarding are now included and will be reviewed on completion of this process.		Complete
f. Additional training for Managers.	Domestic Abuse training was delivered in September 2019 via Training & Development Centre. 55 staff from across the Service completed this training. An additional 6 sessions were booked for March 2020 for Level 1 Commanders. 3 training sessions have been completed with the rest postponed again due to Covid-19 and Lockdown 3. These will be programmed in when it's safe to do so. The external provider is reluctant to deliver this remotely due to the loss of impact.	The domestic abuse training will be reviewed again in June 2021 due to the lockdown extension.	Jun 21
	Statutory safeguarding training for middle managers and the service lead has commenced. Basic Adults safeguarding training took place on 10th Dec 20 and 25th Jan 21. Children's Safeguarding training and Recognising, Responding and Report Adult Safeguarding training completed. Any other outstanding courses were completed remotely.		Feb 21
Strategic lead	Assistant Director: Prevention		

## Effectiveness – ES1.10

<b>Area for Improvement</b>	<b>The service should ensure it has an effective system for staff to use learning and debriefs to improve operational response and incident command.</b>		
<b>Summary Finding</b>	The service is good at responding to fires and other emergencies. It has good equipment and training. It is flexible in how it responds to incidents and follows national guidance. However, it should use hot debriefs more often.		
<b>HWFRS Action Proposed</b>	<b>Progress To Date</b>	<b>Work since last update</b>	<b>Target Date</b>
Review policy and make necessary amendments.	The Incident and Exercise Debrief SPI is up to date and current with the last review date 1 September 2019. Following this review only minor amendments were required, notably a revision to reflect the new electronic system and to highlight 'hot debriefing' protocols as recommended by HMICFRS. Ops policy have created a handbook file that includes hot, electronic and formal debrief overviews.		<b>Complete</b>
Incident Command department to cover debriefs on initial course, during the bi-annual health checks and on the technical knowledge packages.	A supplementary debrief question has been added to the list of questions asked following conclusion of an Incident Commander Health check. Incident Command Training Lead has confirmed that he covers all debriefs on the initial incident courses. This will be noted in the course master file. Incident Command Training Lead has confirmed that hot debriefs have been added to Incident Command packages and questions.		<b>Complete</b>
Appropriate debrief carried out' question included in AIM form.	This question is included within the AIM form. Monitoring has identified further information is required in the notes section of the debrief. This is currently being addressed with all monitoring Officers		<b>Complete</b>
Questions on hot debriefs is included in the Practical Skills Audit 20/21 to report on the understanding of Junior Officer's responsibilities for hot debriefs.	This has been requested as part of the Practical Skills Audit for the 2020/21. This process starts in April.		<b>Complete</b>
IRS update. Additional question to be added into Incident Reporting System.	When the new IRS is introduced an additional question asking whether a hot debrief has taken place will be added. This will allow the Service to monitor the number of hot debriefs being carried out. Bulletin item now drafted to raise the awareness of debriefs, including individual responsibilities. This will be circulated following completion of the above work on the IRS.	Awaiting purchase of IRS configuration tool to allow hot debrief questions to be added to incident reports. To be purchased in 2021.	<b>On-going</b>
Debriefs to be included in all future promotion workbooks for CC's and WC's.	Actioned		<b>Complete</b>
<b>Strategic lead</b>	<i>Assistant Director: Response</i>		

## Efficiency- EY1.4

Area for Improvement	The Service should assure itself that its workforce is productive.		
Summary Finding	Progress made in the Service’s prevention work is likely to increase workloads in other areas. We found that specialist prevention officers already have a lot of work to do. This is a risk. The Service should review the situation and consider how to deal with this problem.		
HWFRS Action Proposed	Progress To Date	Q4 2020-2021	Target Date
Implementation of Community Risk Plans 2020/2021: Accidental Dwelling Fires Deliberate Fires Health and Well Being Road Traffic Collisions.	These plans are currently in draft. A Strategic CRMP Workshop took place in January 2019 where a common definition of risk was agreed with Shropshire FRS. The updated plans are drafted and awaiting SMB sign off. Progress against the plans will be reviewed on a quarterly basis once they have gone live. Due to flooding events in February affecting staff availability and the current situation with Covid-19, the sign off of these documents has been delayed.	SMB have approved the need for overarching Prevention and Protection Strategies. These documents will incorporate the previously drafted plans and align with aims identified within the Service’s CRMP 2021-2025 these strategies have been written and are due to go to SMB imminently	May 2021
We want to clear the backlog we have for the specialist prevention officers and allocate sufficient resources to prevention.	As a result of the SMB paper (December 2018) additional budget has been allocated in 2019/2020 to fund additional posts in Community Risk.		Complete
	Two Community Risk Technicians have been appointed and are now in position taking the total number of technicians within the Service to 4.		Complete
	To support the MORSE initiative, an additional Watch Commander and Technician have joined the department. These positions are funded through the PCC budget allocation.		Complete
Periodic review of progress against back log for Technicians	A quarterly report is being developed to review the number of outstanding jobs for the Community Risk Technicians.	This report is now being produced on a quarterly basis and will assist in monitoring workloads now that all technicians have been appointed. It also includes a review of the number of faulty alarms being attended by crews and those attended by crews.	Complete
Strategic lead	Assistant Director: Prevention		

## People – P1.8

<b>Area for Improvement</b>	<b>The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.</b>		
<b>Summary Finding</b>	The Service should improve how it manages performance and develops leaders.		
<b>HWFRS Action Proposed</b>	<b>Progress To Date</b>	<b>Q4 2020-2021</b>	<b>Target Date</b>
Ensure specific development actions are being captured as part of the review of the appraisal process/policy.	A bulletin item was published reminding staff that appraisals need to be carried out and the process through which courses can be requested.		<b>Complete</b>
	Appraisals completion has been affected by COVID-19. A bulletin item was published to update staff and an email sent to managers communicating flexibility around completion dates and update them regarding CPD payments.	Reminders continue to be published in the Bulletin on completing appraisals. Overall completion rates are being monitored within HRD. Next steps are to provide evidence of local ownership at a corporate level.	<b>Ongoing</b>
Building on the success of the Crew Commanders promotion process create toolkit for promotion/recruitment events.	Toolkit templates for each stage of the promotion process available in HR to support Service Delivery e.g. advert template, candidate guidance, shortlisting matrix, etc. Updates on progress through each promotion process have been provided through regular bulletin items.		<b>Complete</b>
Review promotion policy and recruitment policy to support implementation.	The promotion policy has been approved and is now live.		<b>Jan 21</b>
	The recruitment policy has been approved by SMB and is now live.		<b>Jan 21</b>
Implement the NFCC Leadership Framework and the leadership behaviours as assessment criteria for promotion processes.	The NFCC Leadership Framework was used in all the promotional process during 2020 and is now embedded in the Service.	Due to a change in strategic management the Service Learning and Development Plan has been delayed and is now due to go to SMB in Q2 2021-22.	<b>Aug 21</b>
Look into providing coaching and mentoring courses to managers.	Three places on an initial coaching course were offered to ODCG members in collaboration with Shropshire FRS. Consultation on the coaching and mentoring roadmap paper has finished and is with the ODCG group for consideration; this will inform the SMB paper outlining the implementation of coaching and mentoring within the Service.		<b>Feb 2021</b>
	Virtual training sessions, Coaching Skills for Managers, were held for staff who will coach and mentor the newly appointed Watch Commander 'A's. So far 90 members of staff from throughout the organisation have attended over 10 sessions. The Service is tied into the NFCC coaching and mentoring work stream and when they publish their guides later in the year this will form our coaching plan going forward.		
Continue to have a regular workforce planning meeting.	Workforce Planning Meetings scheduled every 6 weeks and include succession planning. TORs have been agreed. Also communicated to staff via the <a href="#">Service Bulletin</a> (28/08/20).		<b>Completed</b>
<b>Strategic lead</b>	<i>Assistant Director: Prevention</i>		



## Report of Head of Legal Services

### Property Services Update

#### Purpose of report

1. To provide an update for members on the dissolution of Place Partnership Ltd, the new arrangements with the OPCC for delivery of property services and an update on the current property programme.
- 

#### Recommendation

***It is RECOMMENDED it be noted that:***

- (i) Place Partnership Limited ceased trading on 31<sup>st</sup> March 2021 following a decision by the shareholders that the company was no longer viable and should be wound up in view of the County Council's decision to withdraw from the venture***
- (ii) along with the other shareholders, the Fire Authority has entered into a Deed of Assurance in order to facilitate a solvent liquidation of the company and will enter into a supplemental shareholder agreement to give further effect to this***
- (iii) the Fire Authority has entered into a new arrangement with effect from 1st April 2021 for the provision of property management services on our behalf by the OPCC for West Mercia as part of a joint property function***
- (iv) the appendix to this report contains an update on current property schemes***

#### Introduction and Background

2. Place Partnership Ltd (PPL) was a joint venture arrangement entered into in 2015 to provide shared property services on behalf of Worcestershire County Council, Worcester City Council, Redditch Borough Council, Warwickshire Police, West Mercia Police and Hereford & Worcester Fire Authority. Worcester City and Redditch Borough Council's both subsequently withdrew from the venture in 2018.
3. It was reported to the FRA meeting in June 2020 that Worcestershire County Council had served notice to withdraw from the joint arrangements with effect from 31<sup>st</sup> March 2021 and in light of this Chief Fire Officer, in consultation with the Chairman and Group Leaders, was given delegated authority to determine the future arrangements for the delivery of the Authority's property function

including entering into any shared service or outsourced arrangement as appropriate.

4. Following consideration of a number of options, the remaining shareholders (HWFire/ West Mercia/ Warwickshire Police) concluded that it was no longer viable to continue with the PPL in light of the County Council's decision to withdraw. It was therefore agreed to dissolve PPL.

## **Place Partnership**

5. Considerable time and effort from all the partners and PPL, including the Chairman and officers of this Authority, was involved in the arrangements for PPL to cease trading on 31<sup>st</sup> March. This included setting up new service delivery models, TUPE transfer of staff (or in some cases redundancies where a transfer to one of the partners was not possible) and termination or assignment of existing contracts.

6. All partners were of the view that it would be preferable for there to be a solvent wind up of the Company by way of a members' voluntary liquidation (MVL). In order to facilitate this and ensure that the company was indeed solvent once all redundancy costs had been taken into account, the partners have entered in to a Deed of Assurance with the company whereby, should it be necessary, the partners have each agreed (subject to certain conditions, including approval of the final accounts and extent of any liabilities) to contribute towards any shortfall in the company's finances and to share any surplus in the following percentages, which reflect the value of each partner's previous usage:

Worcestershire County Council	39%
West Mercia Police	39%
Warwickshire Police	14%
Hereford & Worcester Fire Authority	8%

7. Approval to enter into the Deed of Assurance was given in accordance with the Authority's urgent business procedure following consultation with the Chairman and Group Leaders and following advice from the Treasurer regarding PPL's projected financial position.
8. The FRA's former representative on the Board of PPL, former CFO Nathan Travis, had resigned as a director in November 2020 in view of his impending retirement from the Service. In order to ensure that the Board remained quorate, it was necessary for the FRA to nominate a replacement and again, following consultation with Group Leaders, a decision was made under the urgent business procedure to appoint the Chairman, Cllr Roger Philips, as a director of PPL and to indemnify him in the same terms as we had done previously.
9. PPL ceased trading on 31<sup>st</sup> March as planned.
10. A further supplemental shareholder agreement is now required in order to give further effect to the terms of the Deed of Assurance, formalise the

termination of the previous service agreements between the company and each of the partners, deal with the arrangements for winding up and make arrangements for retention and management of legacy data.

11. A small group of finance staff have been retained on a temporary basis to manage the settlement of outstanding invoices and once this has been completed, liquidators will be appointed to formally wind-up the company. It is currently envisaged that the process is likely to be completed in about September. The Board of Directors are currently meeting weekly to oversee this process. The latest projections suggest that there may be a small financial surplus once all liabilities have been settled.

### **Shared Property Arrangements – West Mercia OPCC**

12. Following discussion with the OPCC and approval from Group Leaders, the Fire Authority has entered into an agreement for OPCC to deliver our property management functions as part of a joint property team. This achieves economies of scale, a common approach to procurement and better access to specialist skills than creating a separate in-house property team just for the Fire Authority. The services are the same as were previously provided by PPL and the cost is also the same. It is an open-ended agreement that will continue unless/until either party terminates on 12 months' notice.
13. The new service became operational on 1<sup>st</sup> April 2021 and the transition has so far gone well.
14. Following our own internal restructure, responsibility for managing the property function, including the new arrangements with the OPCC has moved to Adrian Elliot, Area Commander/Assistant Director for Operational Support.

### **On-going Property Schemes**

15. The appendix to this report summarises the current position in relation to the Authority's current new build schemes and on-going property disposals.

### **Summary**

16. PPL ceased trading on 31<sup>st</sup> March 2021 and each of the partners have now taken their property functions back in-house or in the case of the Fire Authority, we have entered into an arrangement for a joint property service provided by the OPCC for West Mercia.
17. PPL's financial affairs are still being wound up before liquidators are appointed and the company is formally dissolved.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	The new arrangements for delivery of property functions by the OPCC are within existing budgets
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	These arrangements underpin a number of key property priorities for the Authority
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	None
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	None
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	None

## Supporting Information

### Appendix 1 – Property Update

Background papers - List any papers relating to this report NB: papers will need to be made publicly available for 4 years

## **Property Update**

### **New Build Schemes**

#### **1. Broadway Fire Station**

- 1.1. Broadway is a one fire engine on-call station and has been recognised for some time as being in a very poor state of repair and lacking the facilities necessary for a modern fire station. The existing site is quite constrained but following abortive attempts to identify a suitable alternative location, the Fire Authority gave approval for the redevelopment of a new station on the existing site.
- 1.2. A project team has been established, Architects have been appointed and a detailed planning application has recently been submitted (May 2021).

#### **2. Redditch Fire Station**

- 2.1. The replacement of Redditch Fire Station has been part of the Authority's approved capital programme for several years. We are working in collaboration with West Mercia Police who are also keen to relocate from their existing premises, to provide a joint facility building upon the concept of the Bromsgrove joint Fire/Police station. Despite the intention and commitment, progress was hampered for some time by difficulties identifying a suitable site and the need for clarification over the Police's operational requirements. Both of these issues have now been resolved.
- 2.2. Land at the rear of the existing fire station on Middlehouse Lane belonging to Redditch Borough Council (RBC) and Worcestershire County Council (WCC) has been identified as the preferred location for the new joint station. This is supported as part of the Redditch regeneration plan and we were successful in securing money from the Government's 'One Public Estate' scheme to fund a ground investigation survey of the site. Not unexpectedly, this revealed a degree of contamination consistent with the use of part of the site as a former waste disposal site.
- 2.3. We have agreed heads of terms with RBC and WCC for the acquisition of their respective sites (subject to planning permission). This will involve a cash purchase from WCC and a land swap with RBC, who will then develop the existing fire station site and the remainder of their own land for housing.
- 2.4. Work is ongoing to finalise the legal agreements and in the meantime officers are investigating how best to expedite the procurement of architectural services in order that we can submit a planning application as soon as possible. There is pressure to complete the development by October 2023 in order to achieve demolition of the existing Redditch Police Station and transfer of that site also to RBC by March 2024.

### **3. North Herefordshire Strategic Fire Training Facility**

- 3.1. The Service currently has strategic fire training facilities (STF) at Wyre Forest, Evesham and Peterchurch. These provide 'hot fire house' training environments which are essential for the proper training of staff and maintenance of skills in a realistic environment. There has been a long term strategy to provide a fourth STF in the north Herefordshire so as to minimise travel time and improve training opportunities across both counties for all locations, particularly for on-call crews in that area.
- 3.2. A potential site has now been identified at Leominster Police Station. Architects are currently preparing a detailed feasibility report. Once this has been approved, we will formally approach the PCC for West Mercia with regard to the use of the land.

### **4. Hereford Fire Station**

- 4.1. Longstanding members of the Authority will be aware that there have been several previous schemes to replace Hereford Fire Station, initially starting with the redevelopment of the former cattle market site (Edgar Street Grid), however none of which have subsequently come to fruition due to a variety of concerns such as conservation planning (Bath Street), flooding (Merton Meadow), highway and access constraints (Holmer Road). The last two sites were being looked at in collaboration with West Mercia Police with the aim of building a joint Fire/Police station. However, it was reported in June 2020 that the Holmer Road site was no longer considered suitable. Since then, officers have been investigating the redevelopment of the existing fire station site on St. Owen Street.
- 4.2. Architects have prepared a number of feasibility options which are now being further refined before bringing a further report to members for approval.

## **Site Disposals**

### **5. Windsor Street, Bromsgrove**

- 5.1. This is the site of the former Bromsgrove Fire Station which has been vacant since the new joint Police/Fire Station was opened in 2014. The site is complicated in that the building adjoins the former County Council library and the buildings overlap.
- 5.2. We have previously marketed the site jointly with the County Council's land but several sales have fallen through. A further sale was being negotiated with a developer of retirement living accommodation but the County Council has now decided that it no longer wishes to support such a scheme in this location. Instead, the County Council is working with Bromsgrove Borough Council to investigate other options for regeneration schemes on the site. Bromsgrove Borough Council has expressed interest in potentially acquiring the Fire Authority's land as part of that scheme and is currently seeking valuation advice. If no offer is forthcoming or terms cannot be agreed, the Fire Authority will look to remarket its site.

## **6. Former Bewdley Fire Station**

- 6.1. This site was vacated following the move to the Wyre Forest Hub in February 2019. It was successfully marketed jointly with the County Council's adjacent land and contracts were exchanged in August 2020, subject to planning permission for a mixed retail and residential use. Planning permission was approved in February subject to a s.106 agreement and once this has been finalised, we expect completion to take place shortly.

## **7. Kidderminster Fire Station**

- 7.1. Following consultation with Group Leaders, the Authority has recently accepted an unconditional cash offer for the site. Whilst the price is lower than might be expected if the site were sold subject to planning, there is no guarantee of a better offer in the current market. We are currently awaiting confirmation of the heads of terms from the agent and will then proceed to exchange of contracts as soon as possible.

## **8. Stourport Fire Station**

- 8.1. The former fire station is adjacent to the County Buildings which are due to become vacant later this year. We are currently in discussion with the County Council regarding the possibility of them purchasing our land.

## Report of the Head of Prevention

### 2020-21 Performance Report: Q1-Q4

#### Purpose of report

1. This report is a summary of the Service's performance for Quarter 1 to Quarter 4 2020-21 against a comprehensive set of Performance Indicators agreed by Senior Management Board (SMB).
- 

#### Recommendation

***It is recommended that Members note the following headlines drawn from Appendix 1 relating to performance in Q1-Q4, 2020-21:***

- i) ***A total of 7,018 incidents were attended in Q1-Q4 2020-21, a decrease of 11.18% (883 incidents) when compared with Q1-Q4 2019-20.***
  - a. ***Fires: there were 1,664 Fire incidents in Q1-Q4 2020-21, a decrease of 42 incidents when compared to Q1-Q4 2019-20 which had 1,706. There was a decrease in Primary Fires of 157 incidents and an increase in Secondary Fires of 104 incidents. Overall there has been a 4.76% decrease in the number of casualties. However there has been an increase of one for both fatality and victim went to hospital, injuries appear to be serious when compared to Q1-Q4 2019-20.***
  - b. ***Special Services: there were 2,009 Special Services incidents Q1-Q4 2020-21, a decrease of 735 incidents (-26.79%) when compared to Q1-Q4 2019-20. The largest decrease was due to a reduction in flooding incidents (-183 incidents) followed by RTC's (-170) and Rescue or Evacuation from Water (-131 incidents).***
  - c. ***False Alarms: there were 3,345 Fire False Alarm incidents during Q1-Q4 2020-21, 106 fewer (-3.07%) than Q1-Q4 2019-20. Malicious False alarms had the largest percentage decrease (40.35%). Both Good Intent False Alarms and Fire Alarm Due to Apparatus also had small decreases (-1.39% and 2.84% respectively).***
- ii) ***Overall Staff Sickness level for Q1-Q4 2020-21 was 3.75 days lost per head (which is the ratio of the number of days/shifts lost per person against the average number of personnel) this shows a decrease when compared to Q1-Q4 2019-20, where the number of days lost per head was 5.71. Long term sickness continues to form the greatest proportion of all staff sickness with 72.90% in Q1-Q4 2020-21. Wholtime firefighter sickness, Non-uniformed and Fire Control staff sickness all improved when compared to Q1-Q4 2019-20. Wholtime firefighters lost 5.66 days,***



***Non-uniformed lost 6.28 days and Fire control staff lost 3.75 days per head.***

- iii) The Service attended 48.49% (241 incidents) of Primary Building Fires within 10 minutes in Q1-Q4 2020-21, compared with 51.79% (318 incidents) in Q1-Q4 2019-20. The average time for the first fire appliance to attend a Primary Building Fire was 11 minutes 1 seconds for Q1-Q4 2020-21 compared with 10 minutes 27 seconds in Q1-Q4 2019-20.***
- iv) The average for the overall availability of the first On-Call (Retained) fire appliance was 91.66% in Q1-Q4 2020-21 compared to 84.97% in Q1-Q4 2019-20; an increase in overall average availability of 6.69%. The new Wyre Forest hub is included in this calculation and is compared to the sum of Kidderminster, Bewdley and Stourport stations in 2019-20.***

## **Introduction and Background**

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

## **Tolerance Levels**

- 3. Each Performance Indicator is tested against tolerance levels anticipated for the year, based on the average for the same Quarter over the three previous years. The tolerance levels provide a range between which performance is expected to fluctuate, and are generally 10% above and below the average levels for each specific indicator.
- 4. The total number of incidents in Q1-Q4 2020-21 remained largely below the 3-year mean, with the exception of July and August. The total number of Fire incidents was above the upper tolerance in May and June 2020 and peaked above the 3-year mean in September and then remained below average for the rest of the financial year. The total number of Primary Fires was within tolerance levels, only peaking above the 3-year mean in May 2020 but remained below for the rest of Q1-Q4 2020-21. The number of Secondary Fires was above the upper tolerance in May, June, July, August and September but the rest of the financial year remained below the 3-year average. The number of False Alarms was below the 3-year mean during Q1-Q4 except in July and August where the number of incidents went above the upper tolerance level and in June and November where incidents were just above the 3-year mean. These indicators are analysed in more detail in Appendix 1, together with an overview of operational activity and an analysis of On-Call (Retained) appliance availability.

## Quarter 1 – Quarter 4 Performance

5. Quarters 1-4 2020-21 saw 7,018 incidents, a decrease of 883 incidents (11.18%) when compared to Quarters 1-4 2019-20. The majority of the decrease in incidents can largely be accounted for by 735 fewer Special Service incidents and 107 fewer False Alarms. The total number of Fires decreased by 42 incidents.
6. In terms of Fires, the number of Primary Fires in Q1-Q4 2020-21 has decreased by 16.14% when compared to Q1-Q4 2019-20. This can be accounted for by the reduction in the numbers of Primary Building Fires (-118 incidents) and Vehicle & Transport Fires (-78 incidents) whilst Primary Outdoor Fires increased by 55.71% (+39 incidents). The number of Secondary Fires in Q1-Q4 2020-21 has increased by 16.38% when compared to Q1-Q4 2019-20, where the greatest percentage increase of 44.69% is seen in 'Grassland, Woodland and Crop Fires' (+101 incidents) followed by 'Other Outdoors (including land)' fires (+45 incidents). Just under 45% of all Secondary Fires were caused deliberately and nearly 30% of all Secondary Fires were caused due to Loose refuse (incl in garden) and 'Private/Domestic garden/allotment (vegetation not equipment/building)'. Nearly 70% of all Secondary Fires had an estimated fire damage of up to 5sq.m. reflecting the Service's effective response to incidents.
7. The number of Special Service incidents (emergency incidents that are not fire related) in Q1-Q4 2020-21 decreased by 735 incidents when compared to Q1-Q4 2019-20. Almost 25% of the decrease was due to a reduction in Flooding (-183 incidents). The second largest decrease was RTC's with 170 less incidents than in Q1-Q4 2019-20. Other Special Services held the second greatest proportion of Special Service incidents, where the highest sub-category was 'No action (not false alarm)' with 16.09% (where service was not required). This was followed by 'Removal of objects from people' with 11.61% and 'Other rescue/release of persons' with 11.41%.
8. There were 170 fewer Road Traffic Collisions (RTCs) in total in Q1-Q4 2020-21 when compared to Q1-Q4 2019-20. The decrease in RTCs can largely be accounted for by 128 fewer incidents that required making a vehicle or the scene safe. However, making safe incidents still attributed to 77.4% of all RTC incidents in Q1-Q4 2020-21. There were a total of 53 extrications performed by the service during Q1-Q4 2020-21, 10 less than the same period in 2019. Over 92% of the extrications involved a car and nearly 80% of all extrications took up to 30 minutes to undertake. The Service attended 12 fatalities in 10 incidents in Q1-Q4 2020-21 compared to 12 fatalities in 11 incidents in Q1-Q4 2019-20.
9. There was a 3.07% decrease (106 incidents) in the number of False Alarms in Q1-Q4 2020-21 when compared with the same period in 2019-20. All three categories of false alarms have seen a decrease since Q1-Q4 2019-20. Over 70% of all False Alarm incidents were due to apparatus and over half of all False Alarms originated from a domestic property (Dwelling and Other Residential); and the remainder 38.20% in Non-Residential buildings. Self-contained sheltered housing incurred the highest number of False Alarms in

Q1-Q4 2020-21 with 510 incidents, 42.35% of these incidents were caused by 'Cooking/burnt toast' and the station ground which had the highest number of false alarms in self-contained sheltered housing was Worcester with 103 incidents.

10. Overall Staff Sickness level for Q1-Q4 2020-21 was 3.75 days lost per head, this shows a decrease in sickness when compared to Q1-Q4 2019-20 where the number of days lost per head was 5.71. Long-term sickness continues to form the greatest proportion of all Staff Sickness with 72.90%. In Q1-Q4 2020-21 Wholetime firefighter sicknesses (days lost per head) was 5.66, an improvement when compared to Q1-Q4 2019-20 with 8.92 days lost. Non-uniformed sickness in Q1-Q4 2020-21 was 6.28 days lost per head compared to 9.53 in Q1-Q4 2019-20. Fire Control staff sickness also improved from 7.28 in Q1-Q4 2019-20 to 3.75 in Q1-Q4 2020-21. It must be noted that sickness related to COVID-19 has been reported separately.
11. The percentage of Primary Building Fires attended within 10 minutes by the first fire appliance on attendance was 48.49% (241 incidents) during Q1-Q4 2020-21 in comparison to 51.79% (318 incidents) in Q1-Q4 2019-20. Call handling increased by an average of 23 seconds in Q1-Q4 2020-21. Turnout time remained the same and travel time increased on average by 11 seconds when compared to Q1-Q4 2019-20. The average time between the time of call and arrival at scene of the first fire appliance for Q1-Q4 was 11 minutes and 1 seconds compared with 10 minutes 27 seconds in Q1-Q4 2019-20. Out of the 250 which failed the Primary Building Fire attendance standard, over half with 51.00% (127 incidents) were recorded as a failure due to the travel distance to the incident.
12. The average for the overall availability of the first On-Call (Retained) fire appliance was 91.66% in Q1-Q4 2020-21 compared to 84.97% in Q1-Q4 2019-20, an overall average increase of 6.69%. The new Wyre Forest hub is included in this calculation and is compared to the sum of Kidderminster, Bewdley and Stourport stations in 2019-20.

## **Conclusion/Summary**

13. Further detail and analysis regarding the above headlines for performance in Q1-Q4 2020-21 is included in Appendix 1.
14. The Senior Management Board will continue to receive reports based on the measures the Service is taking to stay within tolerance levels. Where improvements are required, any necessary action will be reported to the Policy and Resources Committee.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	None at present.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The areas included link with the Fire Authority Annual Report and the strategic objectives of the Service.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	None.
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	None.
<b>Equalities</b> (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 – Performance Report: Q1-Q4 2020-21

Appendix 2 – HWFRS Community Risk Activity: Q1-Q4 2020-21

## Appendix 1

### **Fire Authority 2020-21 Performance Report: Q1-Q4 (1 April 2020 – 31 March 2021)**

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## 1. Introduction

This report summarises incident data recorded in the Incident Recording System (IRS)\* and reviews the Service's overall performance against agreed performance indicators for Q1-Q4 (01/04/20 – 31/03/21). It covers operational activity with a commentary on any notable events and activities, as well as absence management statistics and first on-call appliance availability.

*\*Incidents that occurred outside the Service's border are not included in the following statistics, but are reported separately in section 2.3 of this Performance Report.*

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

There may be some differences in the data between this report and previous ones. The interrogation of the Incident Recording System throughout the previous year has given an opportunity to assure the quality of the total incident figures reported in last year's Performance Reports. Furthermore, by utilising Structured Query Language (SQL), the Service has gained access to a larger dataset with an increased level of accuracy; this primarily affects the number of incidents that need to be removed from the Primary Building Fire attendance standards following quality control.

## 2. Total incidents

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

### 2.1. Analysis

The total number of incidents attended in Q1-Q4 2020-21 was 7,018 as shown in Figure 1, and is 11.18% (883 incidents) fewer than the same period in 2019-20. It comprises of 1,664 Fires, 2,009 Special Services and 3,345 False Alarms. The total number of incidents in Q1-Q4 remained below the 3-year mean with the exception of July and August which were above the 3-year mean; with August rising above the upper tolerance level (3-year mean +10%). Both months saw an increase in all incident types above the average for Q1-Q4 2020-21, in particular both July and August 2020 had the highest number of false alarms.

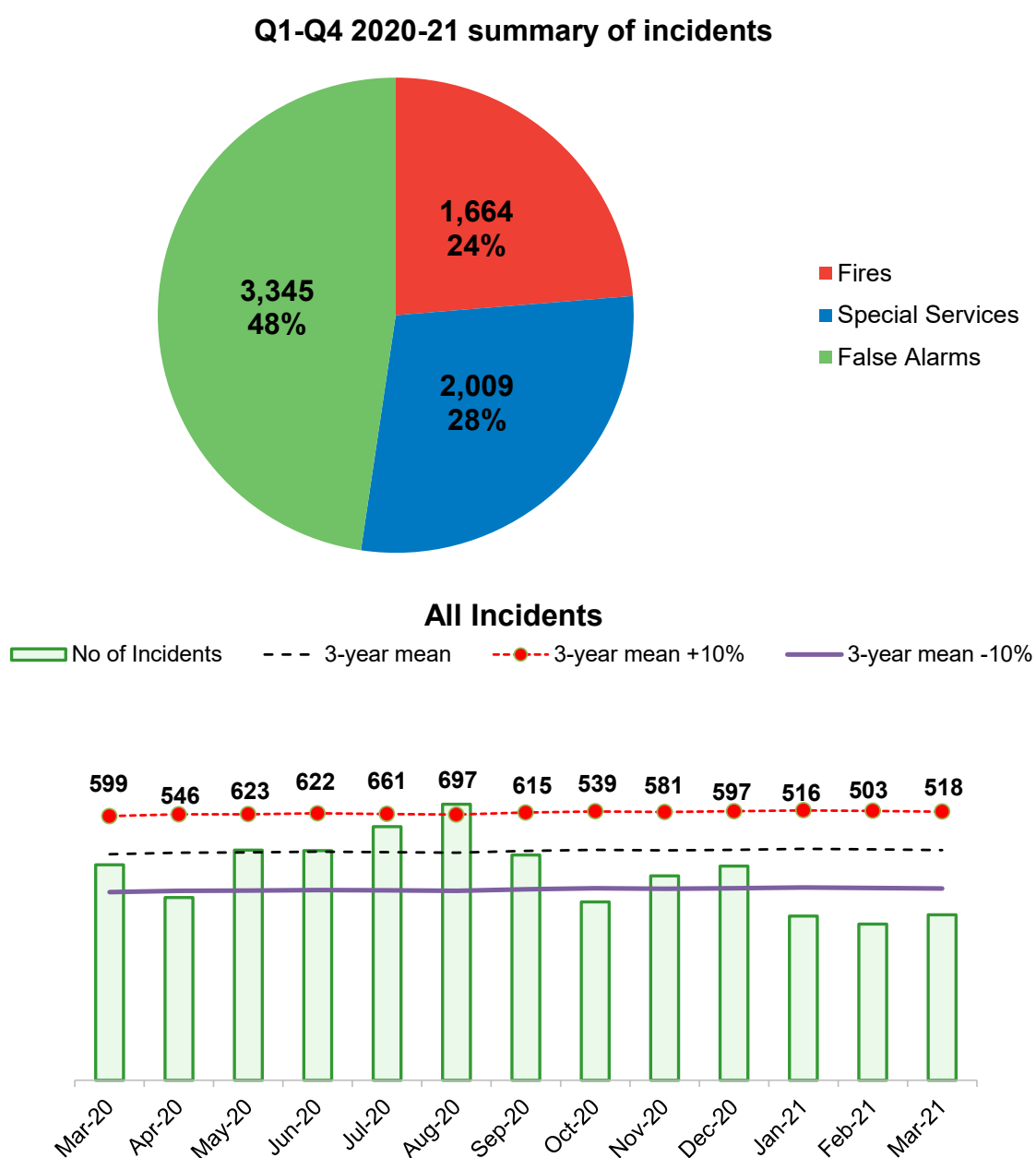


Figure 1 – Total Incidents per month: from March 2020 to March 2021

Table 1 – Total Incidents

Total Incidents	Q1-Q4 2019-20	Q1-Q4 2020-21	Change	
Fires	1,706	1,664	-42	-2.46%
Special Services	2,744	2,009	-735	-26.79%
False Alarms	3,451	3,345	-106	-3.07%
<b>Total</b>	<b>7,901</b>	<b>7,018</b>	<b>-883</b>	<b>-11.18%</b>

Table 1 provides a comparison between incidents attended in Q1-Q4 2020-21 and Q1-Q4 of the previous year.

- There were 1,664 Fires in Q1-Q4 2020-21. This is a decrease of 42 incidents in comparison to Q1-Q4 2019-20. More detail can be found in Section 3.
- There were 2,009 Special Service incidents in Q1-Q4 2020-21. This is a decrease of 735 incidents in comparison to Q1-Q4 2019-20. More detail can be found in Section 4.
- There were 3,345 False Alarms in Q1-Q4 2020-21. This is a decrease of 106 incidents in comparison to Q1-Q4 2019-20. More detail can be found in Section 5.

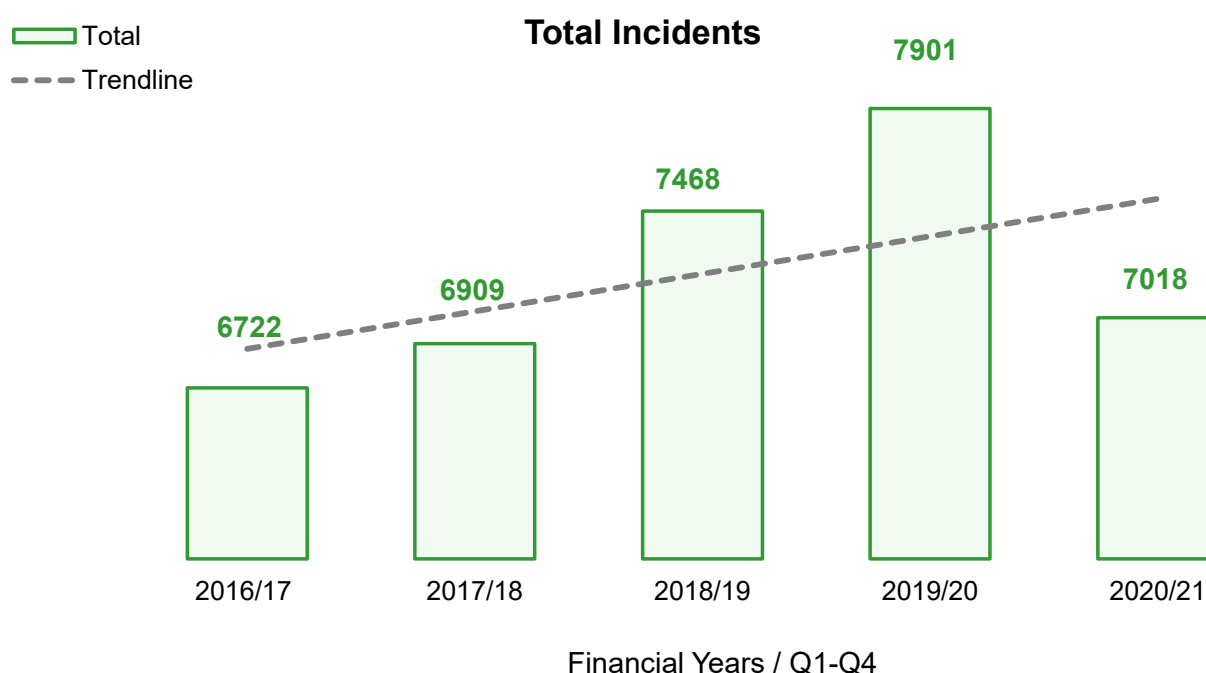


Figure 2 – All Incidents from Q1-Q4 2016-17 to Q1-Q4 2020-21

The overall number of incidents for Q1-Q4 2020-21 has decreased when compared to Q1-Q4 2019-20. The majority of the decrease in incidents can largely be accounted for by the 26.79% fall in the number of Special Service incidents (-735 incidents), however both Fires (-42 incidents) and False Alarms (-106 incidents) also decreased.



## 2.2. Number of incidents per station ground area

Table 2 shows the number of incidents recorded in each fire station ground area in Q1-Q4 2020-21. "Over the border" incidents are not included; more information on this can be found in section 2.3.

Table 2 – Incidents per station ground Q1-Q4 2020-21

Station Ground	County	Fire	Special Service	False Alarm	Total
Bromsgrove	North District	116	146	218	480
Droitwich Spa	North District	75	96	145	316
Redditch	North District	210	236	416	862
Tenbury	North District	14	31	21	66
Wyre Forest	North District	307	275	600	1182
Total	North District	722	784	1400	2906
		43.39%	39.02%	41.85%	41.41%
Broadway	South District	5	8	25	38
Evesham	South District	120	109	234	463
Malvern	South District	78	92	199	369
Pebworth	South District	26	13	12	51
Pershore	South District	41	50	70	161
Upton upon Severn	South District	26	40	28	94
Worcester	South District	223	321	632	1176
Total	South District	519	633	1200	2352
		31.19%	31.51%	35.87%	33.51%
Bromyard	West District	38	50	30	118
Eardisley	West District	14	26	7	47
Ewyas Harold	West District	12	26	13	51
Fownhope	West District	5	12	7	24
Hereford	West District	160	235	432	827
Kingsland	West District	18	17	15	50
Kington	West District	11	15	15	41
Ledbury	West District	43	34	47	124
Leintwardine	West District	10	12	11	33
Leominster	West District	30	49	72	151
Peterchurch	West District	14	15	12	41
Ross-on-Wye	West District	49	65	62	176
Whitchurch	West District	19	36	22	77
Total	West District	423	592	745	1760
		25.42%	29.47%	22.27%	25.08%
Grand Total		1664	2009	3345	7018

Where the difference between the numbers of incidents located in the station ground area has increased by more than 10 incidents when compared to Q1-Q4 2019-20, the cell is filled yellow, where the increase is greater than 50 the cell is filled orange. Where the number of incidents has decreased by more than 10 the cell is filled green.

- a) The total number of incidents in the North District decreased by 287 incidents when compared to 2019-20, the majority of this reduction is accounted for by a 217 decrease in Special Service incidents.
- b) The total number of incidents in the South District decreased by 400 incidents when compared to 2019-20, the majority of this decrease is accounted for by a 244 decrease in Special Service incidents and a 140 incident decrease in False Alarms.
- c) The total number of incidents in the West district decreased by 196 incidents when compared to 2019-20, the biggest decrease was seen in Special Service incidents with 274 fewer incidents; however this decrease was offset by an increase of 67 False Alarm incidents.
- d) The increase of the 67 False Alarm incidents in the West District is accounted for by the 86 incident increase of False alarms in Hereford when compared to Q1-Q4 2019-20.
- e) Wyre Forest, Evesham, Pebworth and Ross on Wye were the only four station ground areas which saw an increase of 10 or more Fires when compared to 2019 with 13, 15, 10 and 10 respectively.
- f) Pebworth was the only station ground to have an increase of more than 10 incidents overall when compared with 2019-20, with an additional 11 incidents.

### 2.3. Over the border incidents attended by HWFRS

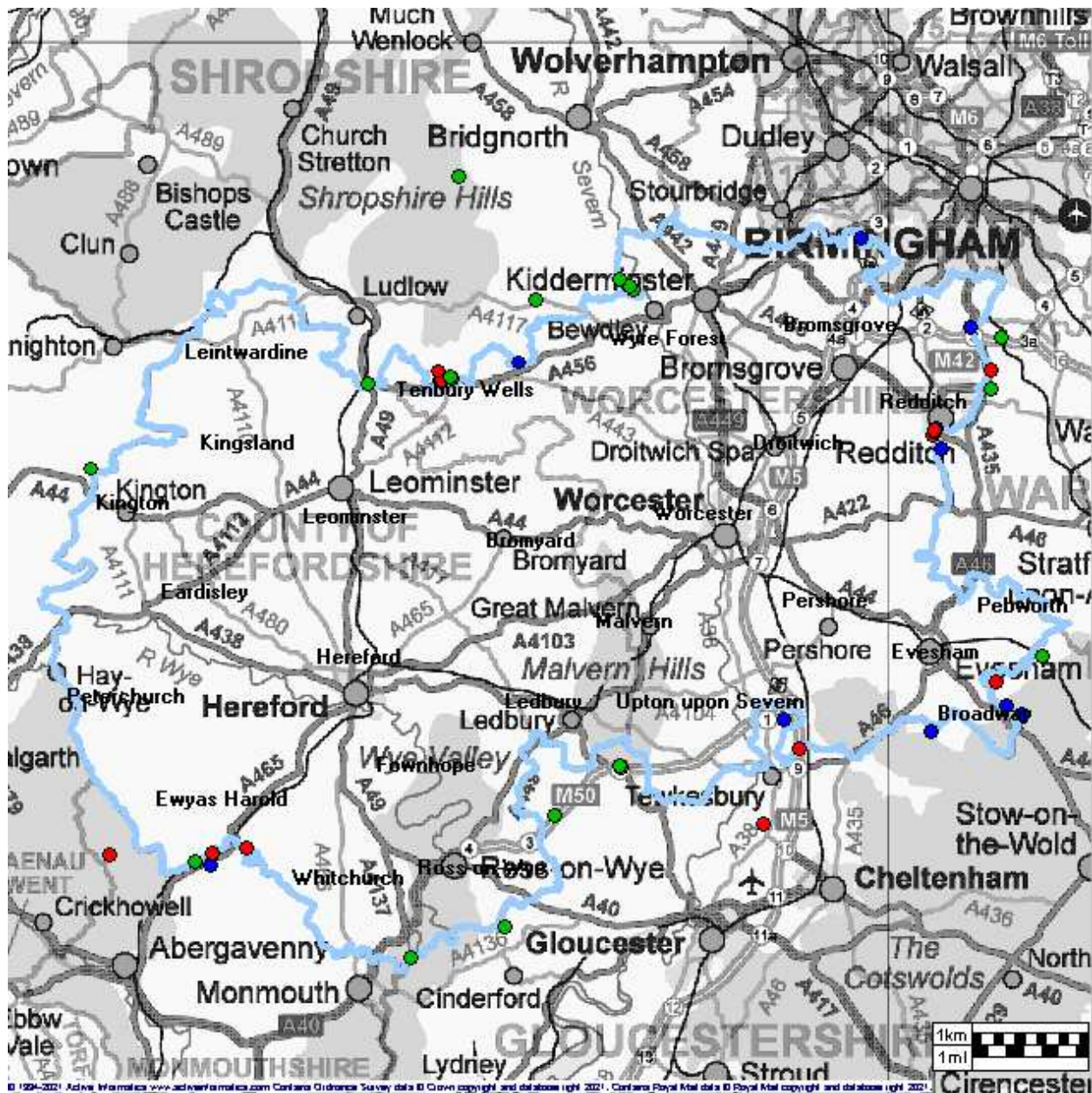
The total number of over the border incidents attended in Q1-Q4 2020-21 was 47, as shown in Table 3. This is a decrease of 7 incidents compared with Q1-Q4 2019-20. The 47 incidents comprised 13 Fires, 22 Special Services and 12 False Alarms. No over the border incidents were attended in Staffordshire.

Out of the 47 over the border incidents the Service attended, 4 involved a missing person and 2 required entry to be gained.

Table 3 – Over the border incidents by Station attended Q1-Q4 2020-21

Station attended	Total	South Wales	Shropshire	Warwickshire	West Midlands	Gloucestershire	Mid & West Wales
Broadway	1	0	0	0	0	1	0
Bromsgrove	1	0	0	0	1	0	0
Evesham	3	0	0	0	0	3	0
Ewyas Harold	4	4	0	0	0	0	0
Kington	2	0	0	0	0	0	2
Ledbury	4	0	4	0	0	0	0
Pebworth	1	0	0	0	0	1	0
Pershore	3	0	0	0	0	3	0
Redditch	9	0	0	9	0	0	0
Ross on Wye	4	0	0	0	0	4	0
Tenbury Wells	10	0	10	0	0	0	0
Upton upon Severn	1	0	0	0	0	1	0
USAR	1	0	1	0	0	0	0
Wyre Forest	3	0	3	0	0	0	0
<b>Total</b>	<b>47</b>	<b>4</b>	<b>18</b>	<b>9</b>	<b>1</b>	<b>13</b>	<b>2</b>

Figure 3 – Location of over the border incidents attended by HWFRS\*



- False Alarm
- Fire
- Special Service

\*Two Ledbury incidents and the USAR incident are not shown on this map as they were located outside of the map boundary in Shropshire. All three incidents were Special Services.

## 2.4. Key performance indicators

- a) The total number of incidents in Q1-Q4 2020-21 remained below the 3-year mean, with the exception of July and August. In these months there was an above quarterly average of False Alarms. (see Section 2)
- b) The total number of Fire incidents was above the 3 year average +10% in May and June 2020, peaked above the 3-year mean in September and then remained below average for the rest of the financial year. Secondary Fires caused the biggest rise in total fires when compared to Q1-Q4 2019-20. (see Section 3)
- c) The total number of Primary Fires was above the 3 year average in May 2020 but remained below average for the rest of Q1-Q4. The only increase in incidents was Primary Outdoor Fires, while both Primary Building Fires and Primary Vehicle & Transport Fires decreased when compared to Q1-Q4 2019-20. (see Section 3.3)
- d) There was a 7.69% decrease in Primary Fire casualties in Q1-Q4 2020-21, with 72 casualties compared to 78 in Q1-Q4 2019-20. There were three Primary Fire fatalities during this period. (see Section 3.3)
- e) The number of Secondary Fires was above the 3 year average +10% between April 2020 to September 2020, with the majority of the increase seen in Grassland, Woodland and Crop fires. (see Section 3.4)
- f) The number of Chimney Fires increased by 11.22% when compared to Q1-Q4 2019-20. (see Section 3.5)
- g) The total number of Special Service incidents was above the 3 year average +10% in August 2020, December 2020 and January 2021, even though the total number of incidents attended declined by 26.79% when compared to Q1-Q4 2019-20. (see Section 4)
- h) The number of RTC's during Q1-Q4 2020-21 decreased by 170 incidents, casualties in RTC's also declined by 38.42%, with 234 casualties compared to 380 in Q1-Q4 2019-20. (see Section 4.3)
- i) The number of False Alarms was below the 3-year mean during Q1-Q4 except in July and August 2020 where the number of incidents went above the upper tolerance. All False Alarm subcategories decreased during Q1-Q4 2020-21 (see Section 5).
- j) The average time for the first fire appliance attendance at all Primary Building Fires in Q1-Q4 2020-21 was 11 minutes and 1 second with 48.49% of incidents meeting the Primary Building Fire 10 minute attendance standard. (see Section 6)
- k) The first On-Call appliance availability for Q1-Q4 2020-21 was on average 91.66% increasing by an average of 6.69% when compared to 2019-20. (see Section 7)
- l) All staff sickness has improved from 5.71 days lost per head in Q1-Q4 2019-20 to 3.75 Q1-Q4 2020-21. (see Section 8.1)
- m) All Wholetime staff sickness has improved from 8.92 days lost per head in Q1-Q4 2019-20 to 5.66 in Q1-Q4 2020-21. (see Section 8.2)
- n) All Non-Uniformed staff sickness has improved from 9.53 days lost per head in Q1-Q4 2019-20 to 6.28 in Q1-Q4 2020-21. (see Section 8.3)
- o) All Fire Control staff sickness has improved from 7.28 days lost per head in Q1-Q4 2019-20 to 3.75 in Q1-Q4 2020-21. (see Section 8.4)

## 2.5. Community Risk's activity

- a) Due to the Covid-19 pandemic, prevention activities were reduced in Q1 2020-21. Throughout lockdown the Community Risk team continued to receive referrals from partner agencies for vulnerable individuals who required a visit. The team adopted a risk assessment approach and Community Risk Technicians, wearing the correct PPE, continued to visit the homes of those who are most vulnerable to fire to carry out Safe and Well Checks. Due to the hot spells of weather encountered, seasonal advice was offered, in particular water safety, bonfire safety



and cooking safely outdoor. Fire safety advice was also given to businesses to assist them during the pandemic.

- b) Campaigns in Q2 2020-21 included Home Safety, Business Safety, gas and chimney safety. The team has worked with partners to promote fire safety and Safe and Well Checks to ensure we reach those who are most vulnerable to fire. The team has also been working alongside local high schools to look at alternative ways to deliver road safety to year 11 students, as Dying 2 Drive was unable to take place this year in its usual format. Seasonal advice has also been offered, in particular with fires, BBQs, cooking safety and water safety.
- c) Campaigns in Q3 included Older People's Day, Road Safety Week, Home Safety Week and Electrical Fire Safety Week. The Community Risk team have continued to carry out home safety visits to those individuals who are most vulnerable to fire and we have worked with partners to promote fire safety and Safe and Well Checks to ensure we reach those who are most in need of our Service. Seasonal advice has also been offered, in particular with fireworks and bonfire safety along with giving advice to the public on staying safe during the festive period and during this time of Covid-19.
- d) Campaigns in Q4 included Cooking Safety, Smoke Alarm purchasing and testing. The Prevention team have continued to carry out home safety visits to those individuals who are most vulnerable to fire. We have been working with partners to promote fire safety and Safe and Well Checks, carrying this out by virtual training sessions, as well as carrying out awareness sessions virtually to vulnerable groups within the community. Seasonal advice has also been offered, in particular during cold spells of weather and chimney safety. We have also given advice to the public on staying safe during the Chinese New Year celebrations, particularly during this time of a Covid-19 lockdown.

## 2.6. Weather<sup>1</sup>

- a. April 2020 had a high temperature of 24° C in Worcester with an average rainfall of 4.2cm.
- b. May 2020 had a high temperature of 26° C in Worcester with an average rainfall of 4.03cm
- c. June 2020 had the highest record temperature in Q1 2020-21 with 29° C in Worcester; June also had the highest average rainfall with 4.5cm.
- d. July 2020 had a high temperature of 31° C in Worcester with an average rainfall of 4.96cm.
- e. August 2020 had the highest record temperature in Q2 2020-21 of 32° C in Worcester with an average rainfall of 5.89cm
- f. September 2020 had a high temperature of 27° C in Worcester with an average rainfall of 5.4cm.
- g. October 2020 had a high temperature of 23° C in Worcester with an average rainfall of 7.13cm.
- h. November 2020 had a high temperature of 17° C in Worcester with an average rainfall of 6.9 cm.
- i. December 2020 had a high temperature of 15° C in Worcester with an average rainfall of 6.82cm and 1 day of snow.
- j. January 2021 had a high temperature of 13° C in Worcester and a Low of -3° C.
- k. February 2021 had a high temperature of 16° C in Worcester and a Low of -2° C.
- l. March 2021 had a high temperature of 22° C in Worcester and a Low of -3° C. The midlands saw an average rainfall of 4.52cm.

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<sup>1</sup> Data from weather trends, Microsoft Bing.

### 3. Fire incidents

#### 3.1. Introduction

Types of fire as recorded in the IRS:

- a) Primary – to be categorised as Primary, fires must be either:
  - occurring in a (non-derelect) building, vehicle or outdoor structure;
  - involving fatalities, non-fatal casualties or rescues, or
  - attended by 5 or more appliances.
- b) Secondary – are generally outdoor fires which do not involve people or property.
- c) Chimney – are fires in buildings where the flame was contained within the chimney structure and did not meet any of the requirements to become a Primary Fire.

#### 3.2. Analysis

The number of fires in Q1-Q4 2020-21 has decreased by 42 incidents to 1,664 when compared to the same period in 2019-20 (Table 4). The total number of Fire incidents was above the 3 year average +10% in May and June 2020, peaked above the 3-year mean in September and then remained below average for the rest of the financial year. Secondary Fires caused the biggest rise in total fires when compared to Q1-Q4 2019-20.

Table 4 – Total Fires

Total Fires	Q1-Q4 2019-20	Q1-Q4 2020-21	Change	
Primary Fires	973	816	-157	-16.14%
Secondary Fires	635	739	+104	+16.38%
Chimney Fires	98	109	+11	+11.22%
<b>Total</b>	<b>1,706</b>	<b>1,664</b>	<b>-42</b>	<b>-2.46</b>

- a) There was a total of 816 Primary Fires in Q1-Q4 2020-21. This is a decrease of 157 incidents in comparison to Q1-Q4 2019-20.
- b) There was a total of 739 Secondary Fires in Q1-Q4 2020-21. This is an increase of 104 incidents in comparison to Q1-Q4 2019-20.
- c) There was a total of 109 Chimney Fires in Q1-Q4 2020-21. This is an increase of 11 incidents in comparison to Q1-Q4 2019-20.

The overall number of Fire incidents in 2020-21 remained within +/- 10% of 2019-20. The main changes in the figures are seen in the Primary and Secondary Fire categories with both decreasing and increasing by around 16% respectively. Chimney Fires remain comparable to 2019-20 with a slight increase of 11 incidents. This is discussed further in section 3.4.

Figure 5 shows the 5-year downward trend for the total number of fires recorded in each Q1-Q4 period between 2016-17 and 2020-21, with the lowest number of fires in 2020-21 (1,664) and the highest in 2018-19 (2,175).

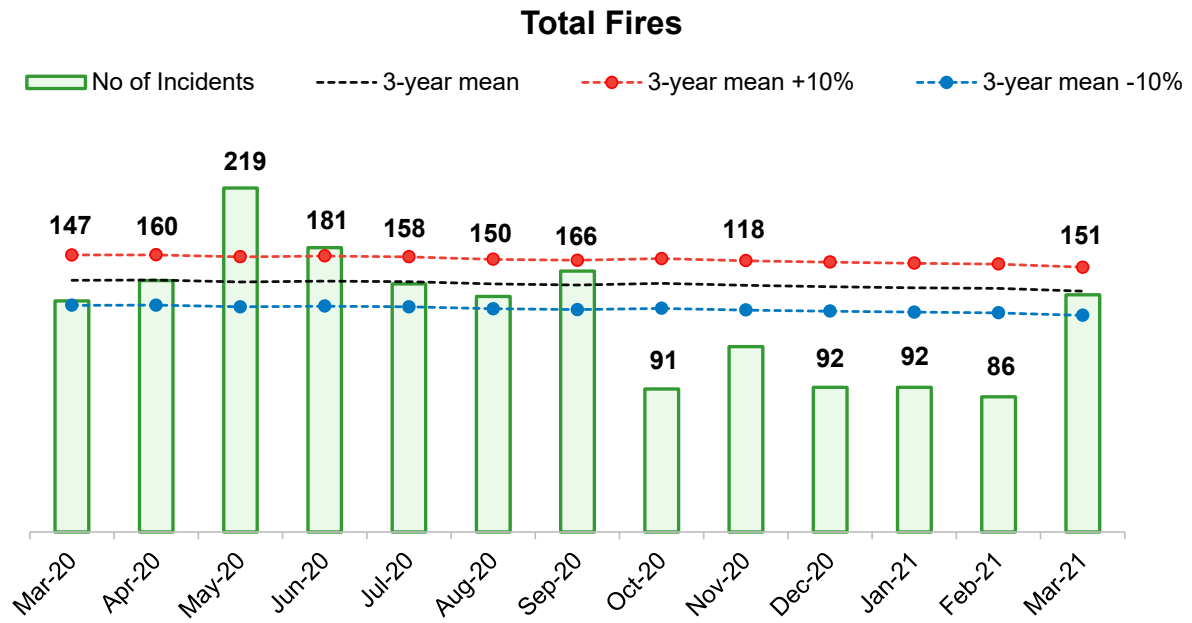


Figure 4 – Total Fires per month: from March 2020 to March 2021

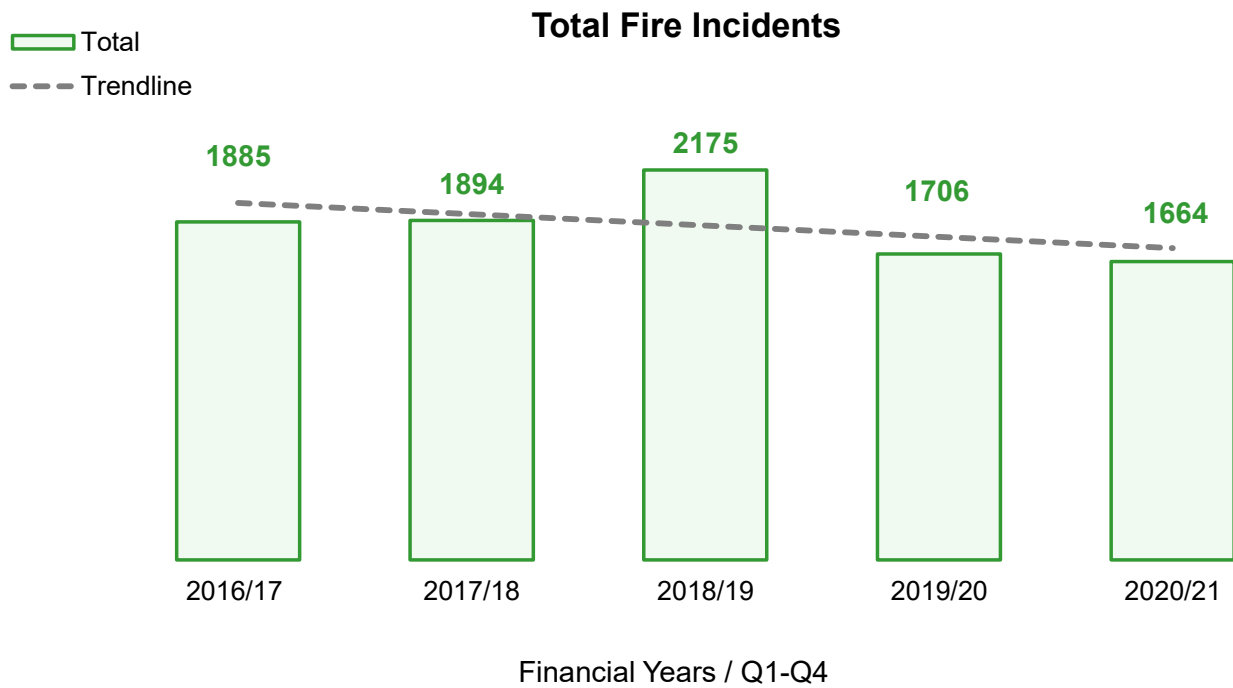


Figure 5 – Total Fires: from Q1-Q4 2016-17 to Q1-Q4 2020-21

### 3.3. Primary fires

The number of Primary Fires in Q1-Q4 2020-21 has decreased by 157 incidents overall when compared to Q1-Q4 2019-20 (Table 5, Figure 6). Figure 7 shows a downward 5-year trend for the total number of Primary Fires recorded in each Q1-Q4 between 2016-17 and 2020-21. The total number of Primary Fires was above the 3 year average in May 2020 but remained below for the rest of Q1-Q4. The only increase in incidents was Primary Outdoor Fires, while both Vehicle & Transport Fires and Primary Building Fires decreased when compared to Q1-Q4 2019-20.

Table 5 – Primary Fires

Primary Fires	Q1-Q4 2019-20	Q1-Q4 2020-21	Change	
Building Fires	615*	497	-118	-19.19%
Outdoor Fires	88	127	+39	+44.32%
Vehicle & Transport Fires	270	192	-78	-28.89%
<b>Total</b>	<b>973*</b>	<b>816</b>	<b>-157</b>	<b>-16.14%</b>

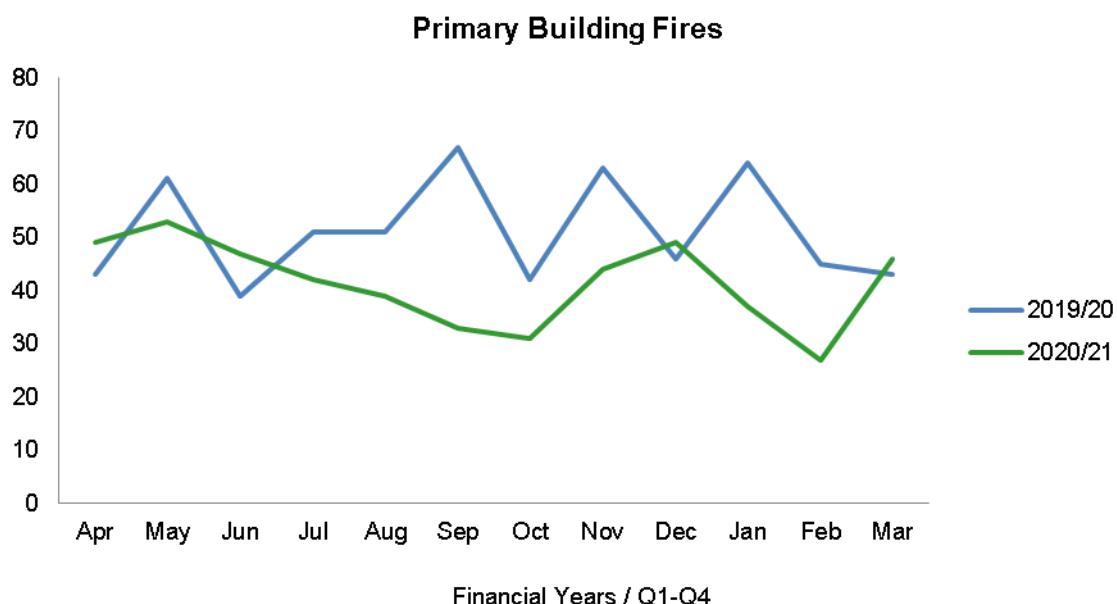
\* Note: The 2019-20 Q1-Q4 Performance Report shows the number of Primary Building Fires to be 614 whereas in this report it shows as 615. Hereford and Worcester Fire Service ensure that the data retained in the Incident Recording System is timely and up to date. Since the Q1-Q4 Performance report was written, an incident which was reported as a derelict building was updated to be non-derelict following a Fire Investigation. This also results in the total number of Primary Fires increasing by 1, and the total number of Secondary Fires decreasing by 1.

- There were 497 Primary Building Fires in Q1-Q4 2020-21. This is a decrease of 118 incidents in comparison to Q1-Q4 2019-20.
- There were 127 Primary Outdoor Fires in Q1-Q4 2020-21. This is an increase of 39 incidents in comparison to Q1-Q4 2019-20.
- There were 192 Primary Vehicle & Transport Fires in Q1-Q4 2020-21. This is a decrease of 78 incidents in comparison to Q1-Q4 2019-20.

The total number of Primary Fires in Q1-Q4 2020-21 has decreased by 16.14% when compared to Q1-Q4 2019-20. This can be largely accounted for by the reduction in the numbers of Primary Building Fires and Vehicle & Transport Fires. In terms of the locations of the Primary Fires, the Wyre Forest station ground area had the largest percentage of all Primary Fires with 18.26% (149 incidents). 15.07% of all Primary Fires were caused deliberately (123 incidents) with the highest number located in Redditch (30 incidents), this compares with 84.93% (693 incidents) which were caused accidentally or where the cause is not known.

There were 497 Primary Building Fires in Q1-Q4 2020-21, a decrease of 19.19% when compared to 2019-20. The main location of Primary Building Fires was in the Wyre Forest (88 incidents), followed by Redditch (73 incidents). The main starting location of Primary Building Fires was located in the Kitchen (190 incidents) where the main causes were cooking, combustible materials too close to a heat source and fault in an equipment or appliance. Of these causes, the most predominant housing occupancy type was people who lived on their own. Over three quarters (75.65%) of all Primary Building Fires resulted in a Fire damage area of less than 5sq.m; The Service continues to improve response times to Primary Building Fires, and further information can be found in Section 6.2 of this report.





There was a steady decrease in Primary Building Fires from May – October 2020. During this time lockdown restrictions were gradually eased and people were able to spend more time outside of their houses. In October 2020, the PM announced the second lockdown which came into force in November; this coincides with an increase in Primary Building Fires as people began to spend more time at home. In December 2020, the number of Primary Building Fires returned to a level comparable with 2019-20 as people spent time at home for Christmas. In January 2021, England entered the third lockdown which reflects the gradual increase of Primary Building Fires in the following months. Although more people remained at home during 2020/21, the number of Primary Building Fires remained in most part lower than 2019-20.

The domestic property type 'dwelling' is a further classification of Primary Building Fires of interest. There were 424 Accidental (including not known) dwelling fires during Q1-Q4 2020-21 compared to 449 in the same period in 2019-20, a decrease of 25 incidents. The most common household occupancy was people who lived alone with 127 incidents, with 67.72% of incidents starting in the kitchen, with the most common cause due to cooking. The next highest household occupancy type were couples with dependent children with 66 incidents, where the most common cause of fire for this household type due to a fault in equipment or appliance with 21.21%, followed by combustible articles too close to heat source and cooking with 15.15% each. Both people living on their own and couples with dependent children also had the highest number of incidents where the smoke alarm failed to operate. The most common reasons given for this was that the fire was not close enough to the detector or that the fire was in an area which was not covered by the system.

Primary Outdoor Fires was the only incident category that saw an increase in incidents when compared to the same period in 2019-20 (+44.32%). The main causes of Primary Outdoor Fires were arson (33.86%) and bonfires going out of control (11.81%). Wyre Forest had the highest number of Primary Outdoor incidents with 31, followed by Bromsgrove (14), Redditch (13) and Worcester (12).

The decrease in the number of Vehicle & Transport Fires was mainly found in the urban areas of Redditch (-22 incidents), Bromsgrove (-15 incidents), Wyre Forest (-14 incidents) and Hereford (-12 incidents), however in Worcester, there was an increase of 6 Primary Vehicle & Transport incidents.

During Q1-Q4 2020-21, many people across England were subject to lockdowns by the government following the Covid-19 coronavirus outbreak; this could be a reason for the drop in the number of Vehicle and Transport Fires in the urban areas of Herefordshire and Worcestershire, as fewer people were using their cars. Alongside this, schools were closed as school terms were brought to an end earlier than usual in 2020-21; this may be a cause of the rise in deliberate Outdoor Fires.

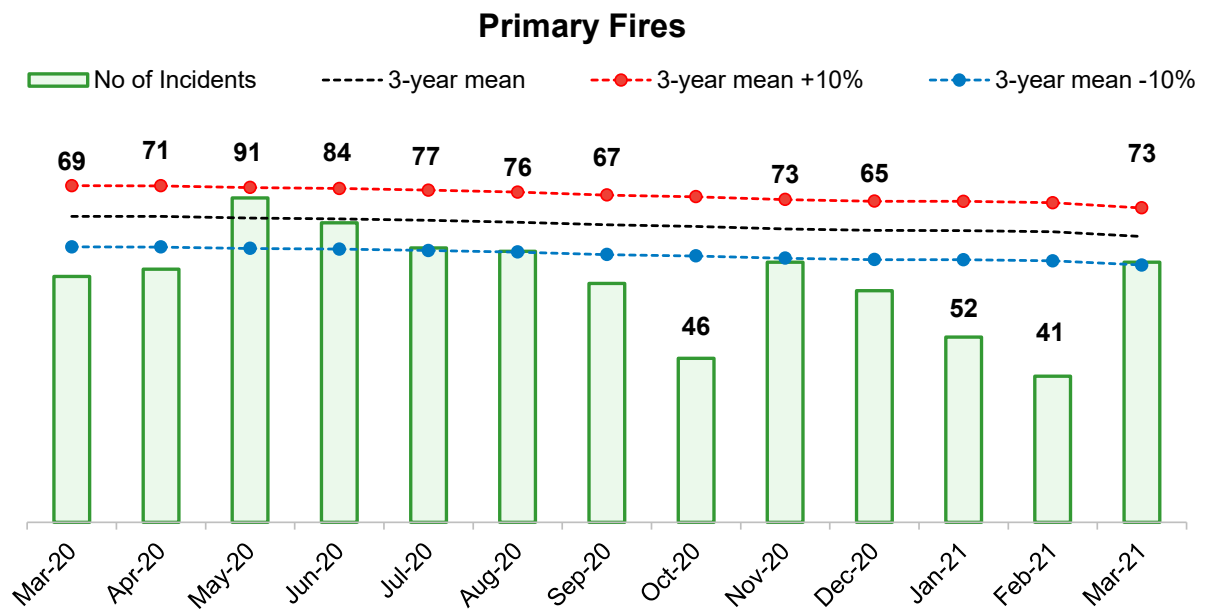


Figure 6 – Primary Fires per month: from March2020 to March 2021

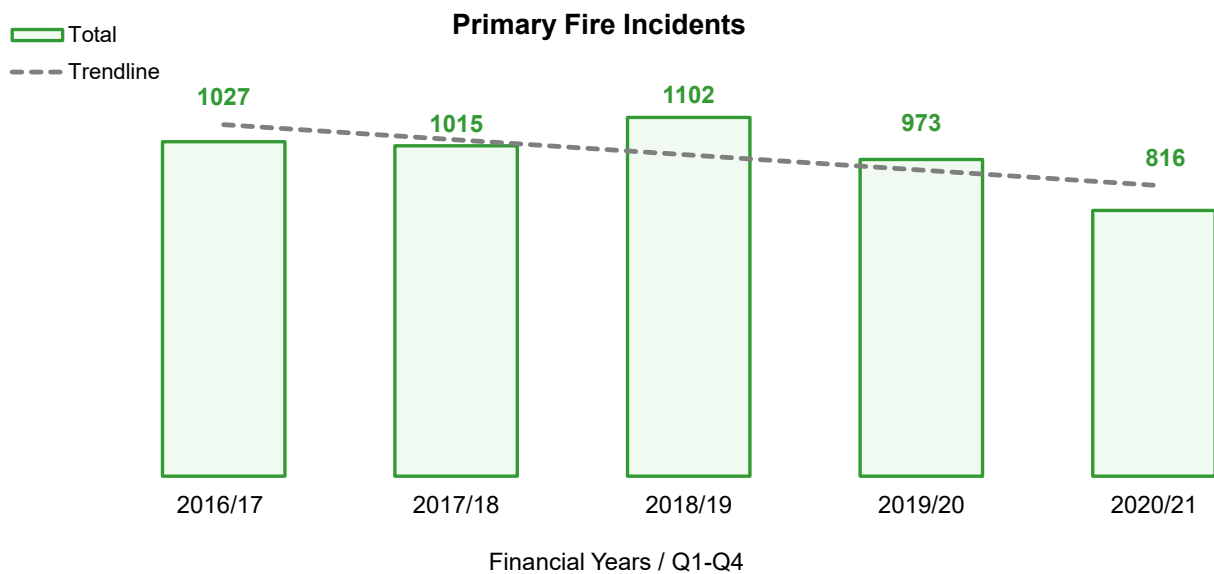


Figure 7 – Primary Fires: from Q1-Q4 2016-17 to Q1-Q4 2020-21

Table 6 – Primary Fires casualties

Primary Fires Casualty*: severity	Q1-Q4 2019-20		Q1-Q4 2020-21		Change (%)	
	Inc No.	Cas No.	Inc No.	Cas No.	Inc No.	Cas No.
Fatalities	2	2	3	3	+50.00%	+50.00%
Victim went to hospital, injuries appear to be Serious	10	11	11	13	+10.00%	+18.18%
Victim went to hospital, injuries appear to be Slight	26	38	25	33	-3.85%	-13.16%
First aid given at scene	25	27	21	23	-16.00%	-14.81%
<b>Total</b>	<b>63</b>	<b>78</b>	<b>60</b>	<b>72</b>	<b>-4.76%</b>	<b>-7.69%</b>

\* Note: the above casualty severity data refers to all Primary Fire incidents regardless of property type (see section 3.1 to see how Primary Fires are classified).

The total number of Primary Fire casualties for Q1-Q4 2020-21 decreased when compared to Q1-Q4 2019-20 by 7.69%. Unfortunately, there were 3 fatalities during Q1-Q4 2020-21.

The main sources of ignition for the casualties who suffered injuries or needed first aid were due to cooking, smoking related causes or matches and candles.

### Primary Fire Injuries and Fatalities

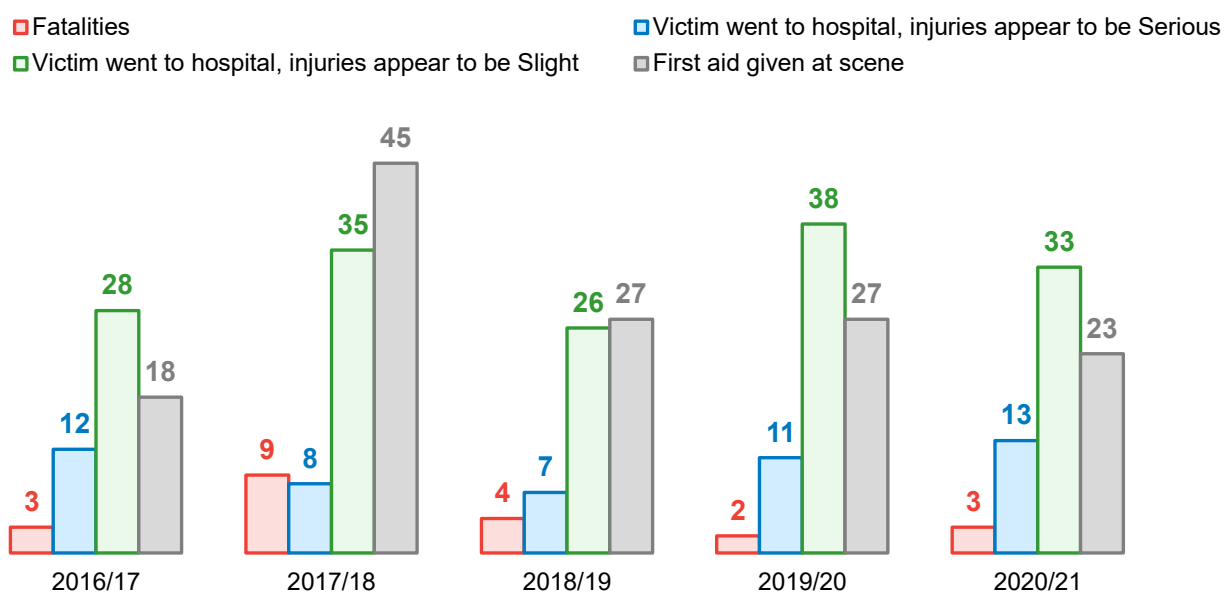


Figure 8 – Primary Fire Injuries and Fatalities: from Q1-Q4 2016-17 to Q1-Q4 2020-21

### 3.4. Secondary fires

The number of Secondary Fires in Q1-Q4 2020-21 increased by 16.38% when compared to 2019-20 (Table 7, Figure 9) with the highest number of Secondary Fires occurring in May 2020. The months of April, May, June, July, August and September were all above the upper tolerance level of the 3-year mean +10% but the rest of the financial year remained below the 3-year average.

Figure 10 shows the 5-year trend line for the total number of Secondary Fires recorded in each Q1-Q4 between 2016-17 and 2020-21. The 739 Secondary Fires is higher than the same period in 2019-20 but lower than in 2018-19.

Table 7 – Secondary Fires

Secondary Fires	Q1-Q4 2019-20	Q1-Q4 2020-21	Change	
Grassland, Woodland and Crop	226	327	<b>+101</b>	<b>+44.69%</b>
Other Outdoors (including land)	187	232	<b>+45</b>	<b>+24.06%</b>
Outdoor Structures	152	129	<b>-23</b>	<b>-15.13%</b>
Building & Transport	57	38	<b>-19</b>	<b>-33.33%</b>
Outdoor Equipment & Machinery	13	13	-	-
<b>Total</b>	<b>635</b>	<b>739</b>	<b>+104</b>	<b>+16.38%</b>

- Just under half of all Secondary Fires for Q1-Q4 2020-21 were 'Grassland, Woodland and Crop' fires, increasing by 101 incidents when compared to Q1-Q4 2019-20.
- The second largest proportion of Secondary Fires for Q1-Q4 2020-21 were Other Outdoors (including land) fires, increasing by 45 incidents when compared to Q1-Q4 2019-20.
- There were decreases in the numbers of Building & Transport and Outdoor Structure fires.
- Outdoor Equipment & Machinery fires remained the same with 13 fires during Q1-Q4 2020-21 compared to Q1-Q4 2019-20.

While 55.21% of all Secondary Fires were caused by accident (including unknown), 44.79% were recorded as deliberate. Although there has been an increase of over 100 incidents, the causes of Secondary Fires remain within a small deviation compared to 2019, where 56.69% of Secondary Fires were accidental (including unknown) and 43.31% were deliberate.

The main cause for 29.09% of all Secondary Fires was 'Loose refuse (incl. in garden)' and 'Private/Domestic garden/allotment (vegetation not equipment/building)'. The most notable percentage changes in the causes of Secondary Fires when compared to Q1-Q4 2019 were an 1500% increase in the number of Secondary Fires involving Heathland or moorland (+15 incidents), a 137.93% increase in the number of incidents involving tree scrub (+ 40 incidents), and a 128.57% increase with other outdoor items (including roadside furniture) (+9 incidents). The main decreases were Secondary Fires involving rubbish (-24 incidents) followed by railway trackside vegetation (-20 incidents).

The highest numbers of Secondary Fires were located in Wyre Forest with 20.30% of the total (150 incidents) but remained comparable to 2019 (140 incidents). The main changes in the locations of Secondary Fires are found in Evesham with an additional 21 incidents when compared to 2019, followed by Redditch with 14 and Hereford with 12.

Nearly 70% of all Secondary Outdoor Fires had an estimated fire damage of up to 5sq.m. reflecting the Service’s effective response to incidents. However, three incidents had fire damage estimated at over 10,000 sq.m. One was in Peterchurch in May 2020 and involved Heathland/Moorland, which took over two hours to extinguish. The other was in Hereford in August, and was an accidental wildfire in ‘Grassland, Woodland and Crops’, which took under an hour to extinguish and the third in Bromyard in March 2021, involving Heathland/Moorland.

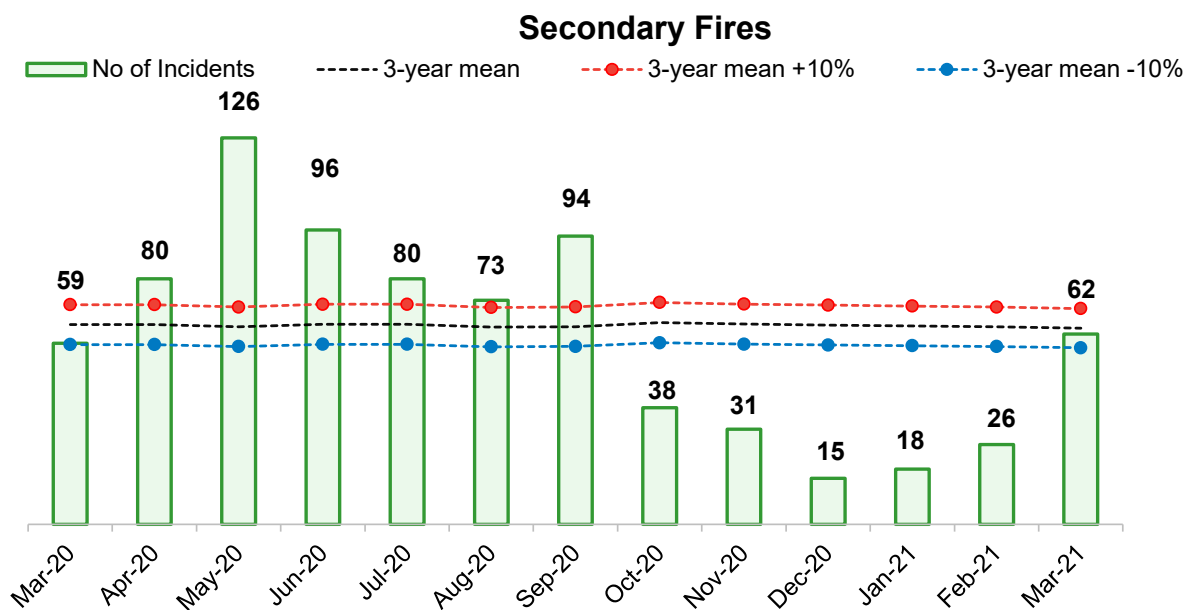


Figure 9 – Secondary Fires per month: from March 2020 to March 2021

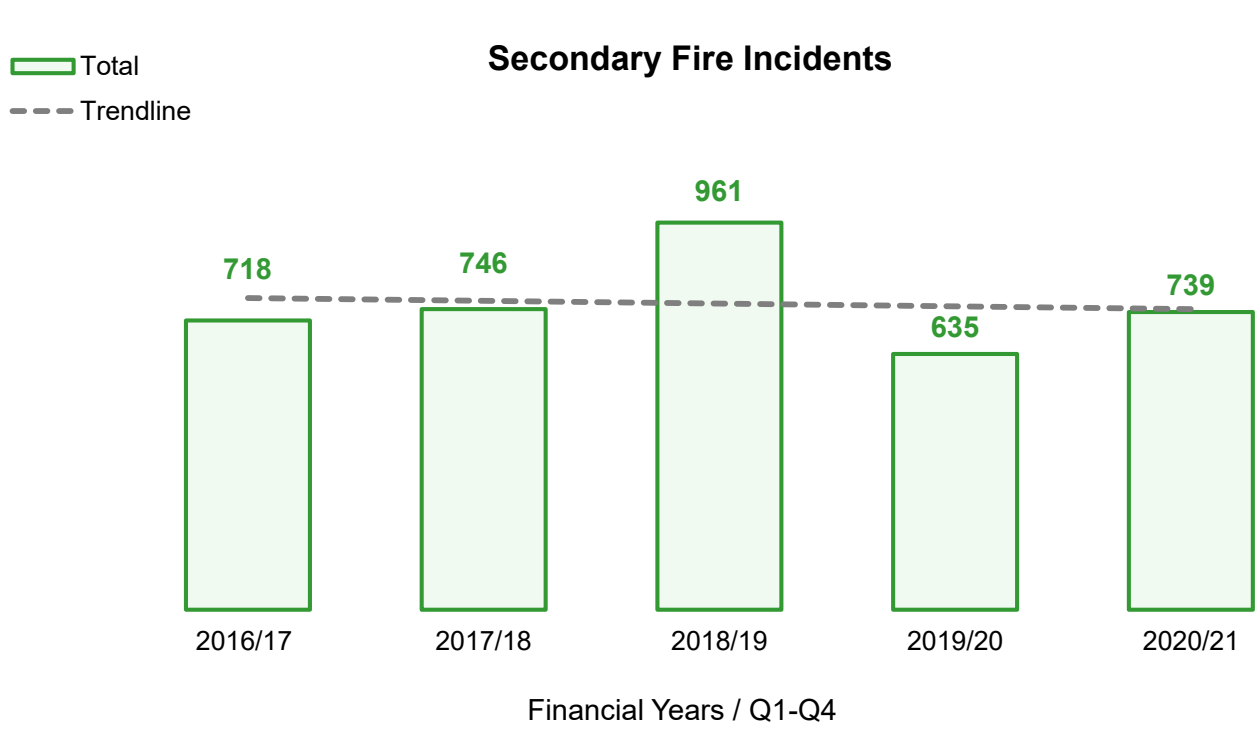


Figure 10 – Secondary Fires: from Q1-Q4 2016-17 to Q1-Q4 2020-21

### 3.5. Chimney fires

The number of Chimney Fires in Q1-Q4 2020-21 increased by 11.22% when compared to Q1-Q4 2019-20 (Table 8, Figure 11) with the most occurring in the colder months between November and March where usage would be higher.

Although the number of Chimney Fires increased in Q1-Q4 2020-21, Figure 12 shows a clear downward 5-year trend for the total number of Chimney Fires recorded in each Q1-Q4 between 2016-17 and 2020-21. The increase could be a consequence of the public spending more time at home due to the lockdowns that occurred during this financial year. Figure 13 shows the distribution of the 109 Chimney Fires in Q1-Q4 2020-21 by fire station ground.

Table 8 – Chimney Fires

Chimney Fires	Q1-Q4 2019-20	Q1-Q4 2020-21	Change	
April	9	9	-	-
May	4	2	-2	-50.00%
June	6	1	-5	-83.33%
July	0	1	+1	∞
August	0	1	+1	∞
September	3	5	+2	+66.67%
October	8	7	-1	-12.50%
November	13	14	+1	+7.69%
December	15	12	-3	-20.00%
January	7	22	+15	+214.29%
February	14	19	+5	+35.71%
March	19	16	-3	-15.79%
<b>Total</b>	<b>98</b>	<b>109</b>	<b>+11</b>	<b>+11.22%</b>

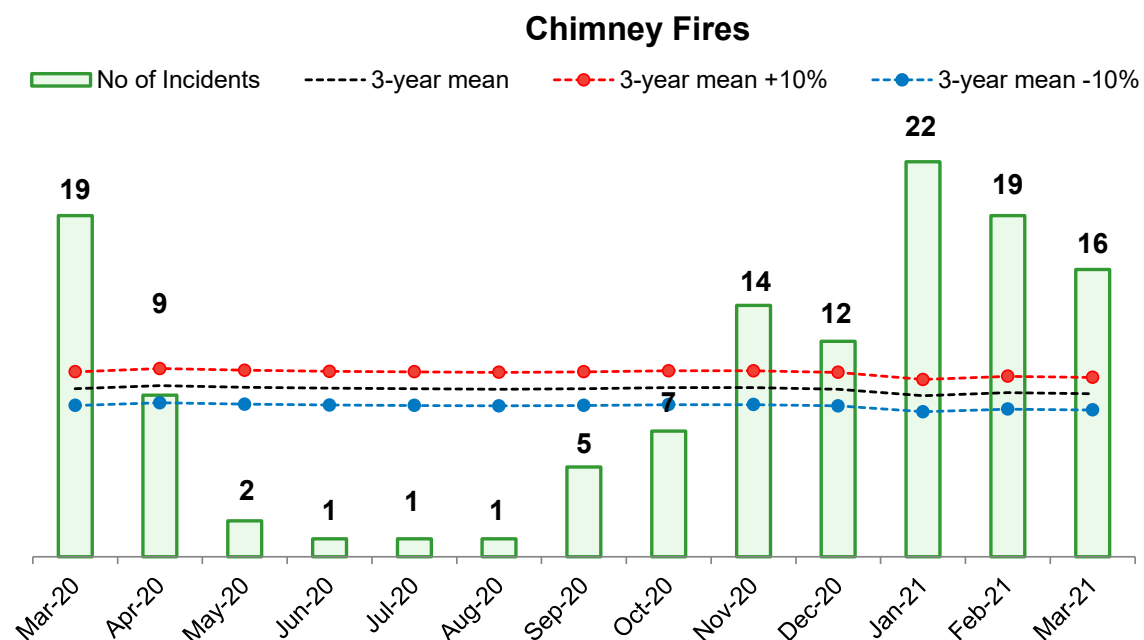


Figure 11 - Chimney Fires per month: from March 2020 to March 2021

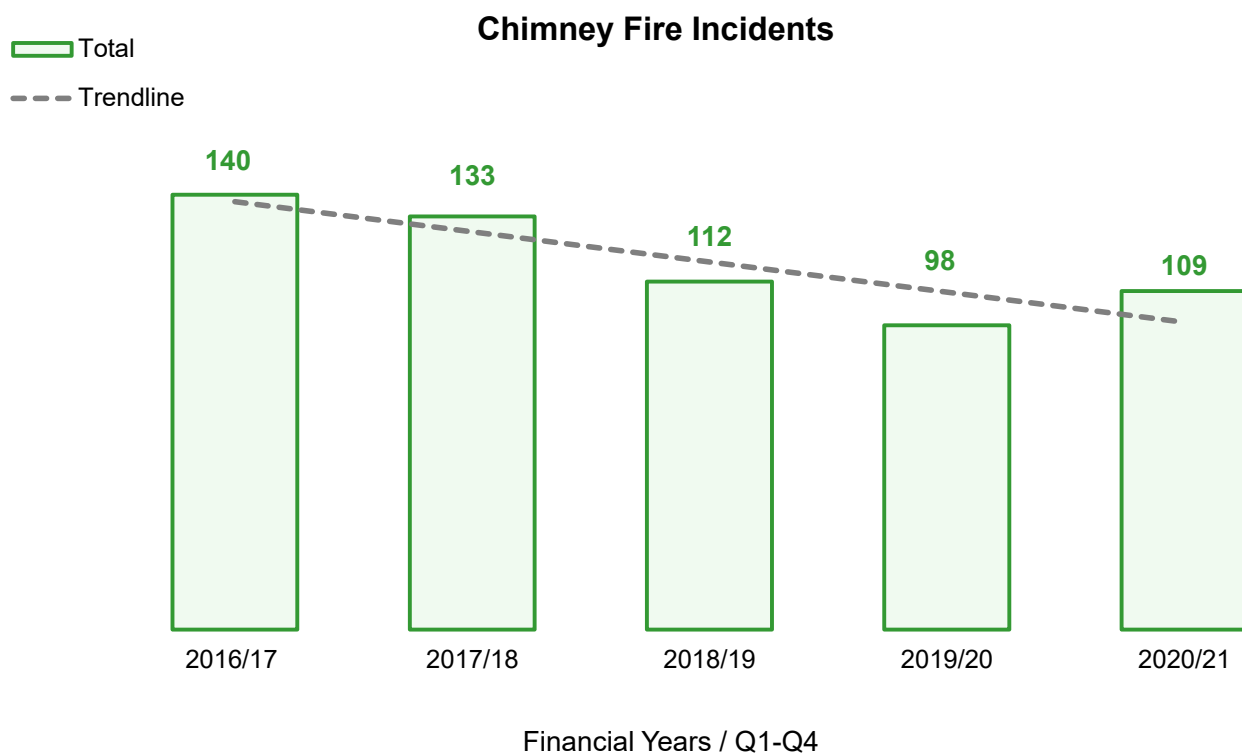


Figure 12 – Chimney Fires: from Q1-Q4 2016-17 to Q1-Q4 2020-21

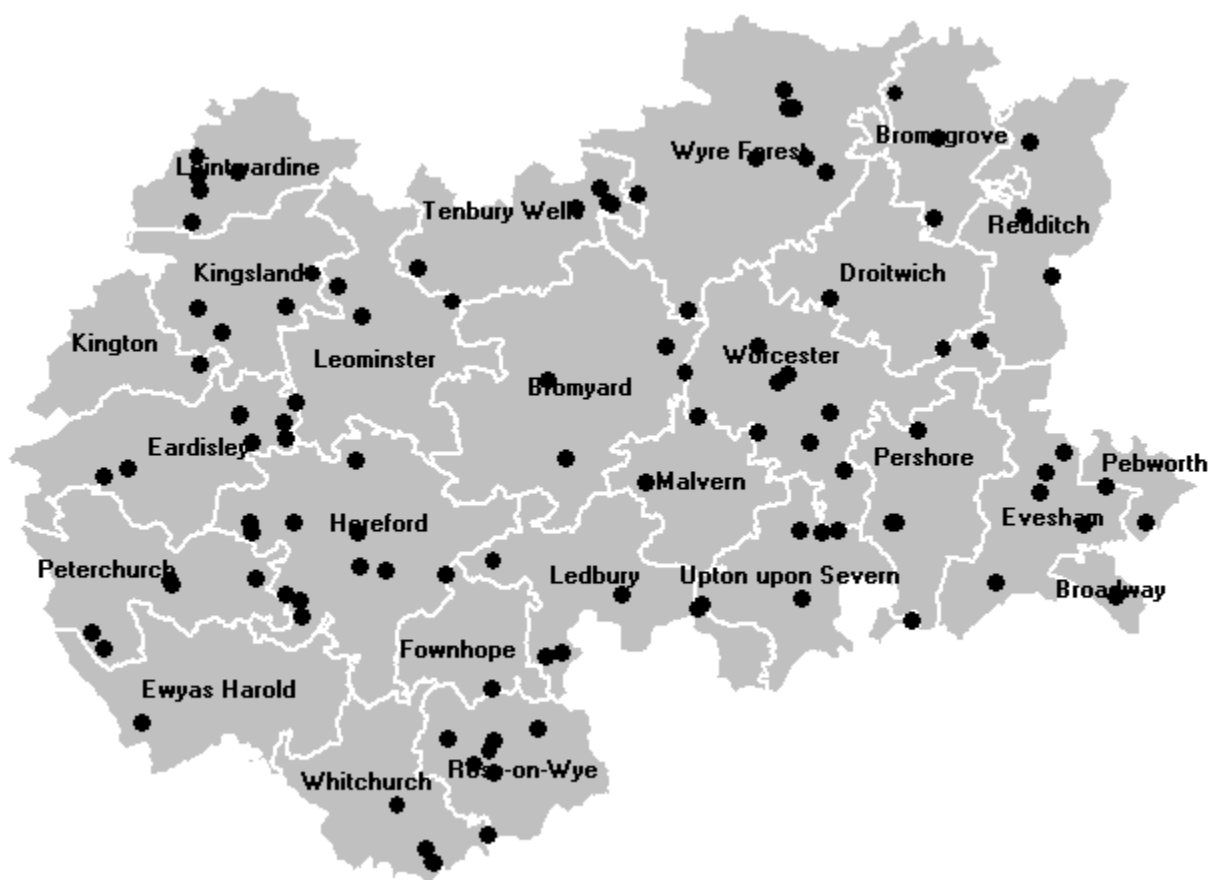


Figure 13 – Chimney Fires per station ground area in Q1-Q4 2020-21



## 4. Special Service incidents

### 4.1. Introduction

Special Service incidents are incidents attended, which are neither fire nor false alarm related. This report (and accompanying data tables) groups together the Special Services into eight main categories (see Table 9). These categories comprise of either the most common incident types or incident types that are of particular interest. The 'Other Special Services' sub-category contains all incidents that do not fit within the other categories and include types such as, but not limited to, 'Hazardous Materials incident', 'Evacuation (no fire)', 'Suicide/attempts' and 'Medical Incident'. The figures relating to Road Traffic Collisions (RTCs) in this section are those that have been closed as a Special Service. Note that an incident closed as a Fire that was due to an RTC is not included, but can be found in the 'Building & Transport' section of Table 7 above.

### 4.2. Analysis

The number of Special Service incidents in Q1-Q4 2020-21 decreased by 26.79% (735 incidents) when compared to Q1-Q4 2019-20 (Table 9, Figure 14). Most of the incidents occurred in December 2020, with a total of 249 incidents followed by August 2020 with 215 incidents and January 2021 with 208, taking August, December and January above the 3-year mean +10% tolerance level. Although the number of incidents decreased in Q1-Q4 2020-21, Figure 15 shows that the overall 5-year trend of the number of Special Service incidents the service is attending is increasing.

Table 9 – Special Services

Special Service sub-categories	Q1-Q4 2019-20	Q1-Q4 2020-21	Change	
Animal assistance	101	127	+26	+25.74%
Assist other agencies	431	342	-89	-20.65%
Effecting entry/exit	279	237	-42	-15.05%
Flooding	354	171	-183	-51.69%
Lift release	61	35	-26	-42.62%
Rescue or evacuation from water	236	105	-131	-55.51%
RTC	671	501	-170	-25.34%
Other Special Services	611	491	-120	-19.64%
<b>Total</b>	<b>2,744</b>	<b>2,009</b>	<b>-735</b>	<b>-26.79%</b>

- a) RTC's made up the largest proportion of Special Service incidents in Q1-Q4 with 501 incidents, or nearly a quarter of the total. Although RTC's were the largest proportion of Special Service incidents, the incident category also had the second largest decrease when compared to Q1-Q4 2019-20 with 170 fewer incidents only being surpassed by the reduction of 183 Flooding incidents in Q1-Q4 2020-21 which can be explained by the extensive flooding the Service face during 2019-20. Road traffic collisions are discussed further in section 4.3. Collaborative incident types 'Assist other Agencies' and 'Effecting entry/exit' had the third largest decrease in incidents with 131 less when compared to Q1-Q4 2019-20. Although the number of collaborative incidents decreased, there were 67 incidents which involved missing persons and 346 incidents which required the Service to gain entry during Q1-Q4 2020-21.

- b) Other Special Services held the second greatest proportion of Special Service incidents, where the highest sub-category was 'No action (not false alarm)' with 16.09% (where service was not required). This was followed by 'Removal of objects from people' with 11.61% and 'Other rescue/release of persons' with 11.41%.
- c) Rescue or evacuation from water incidents' and 'Flooding' incidents had the greatest percentage decrease when compared to 2019-20 with -55.51% and -51.69% respectively. This is due to the extensive flooding that occurred during 2019-20.
- d) The only Special Service category that saw an increase in incidents was 'Animal assistance' with 26 more incidents when compared to Q1-Q4 2019-20. The main increase were due to an additional 11 'Rescue from height' and 5 'Animal Harm' incidents.
- e) The urban areas held the highest proportion of Special Service incidents with the largest located in Worcester's station ground with 15.98% of the total, followed by Wyre Forest with 13.69% and Redditch at 11.75%.
- f) December was out of tolerance for the number of Special Service incidents (Figure 14) when compared to the rest of Q1-Q4 2020-21. The number of incidents between April to November 2020 on average is 5 for 'Rescue or evacuation from water' incidents, this compares to 36 in December 2020 equating to over 7x more incidents. Furthermore, the number of incidents on average for 'Flooding' is 10 between April to November 2020, compared to the 35 incidents which occurred in December. January 2021 was also slightly above the upper tolerance level.

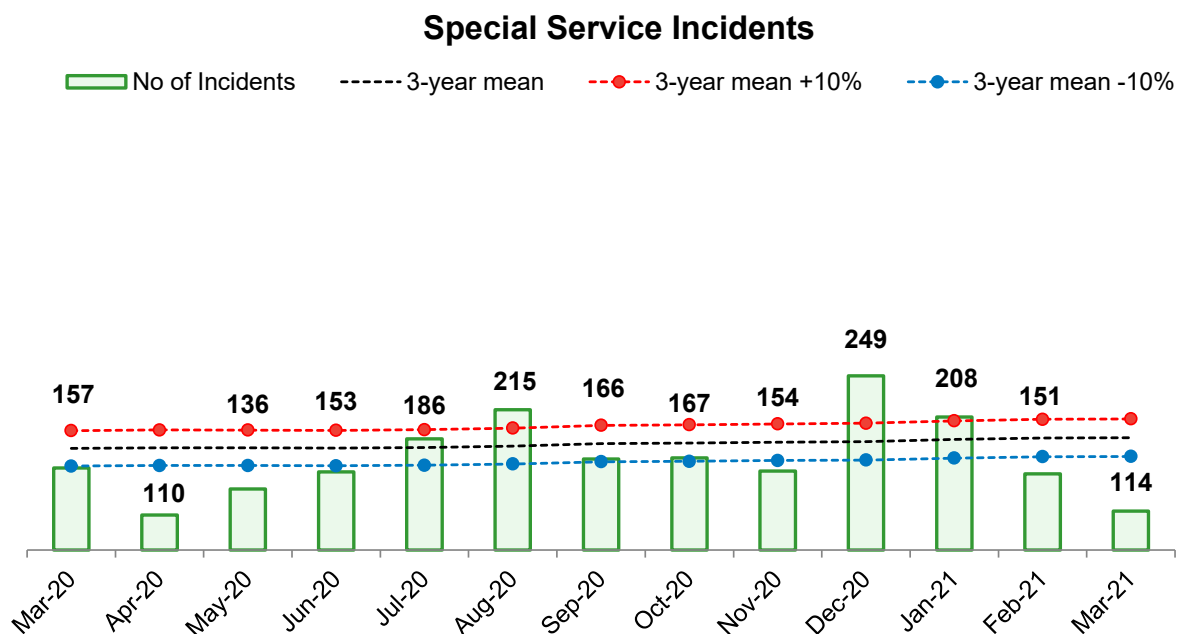


Figure 14 – Special Service incidents per month: from March 2020 to March 2021

*\*The number of incidents in September 2020 has increased by one; due to data quality an incident that was classified as an over the border incident was reclassified as a HWFRS incident.*

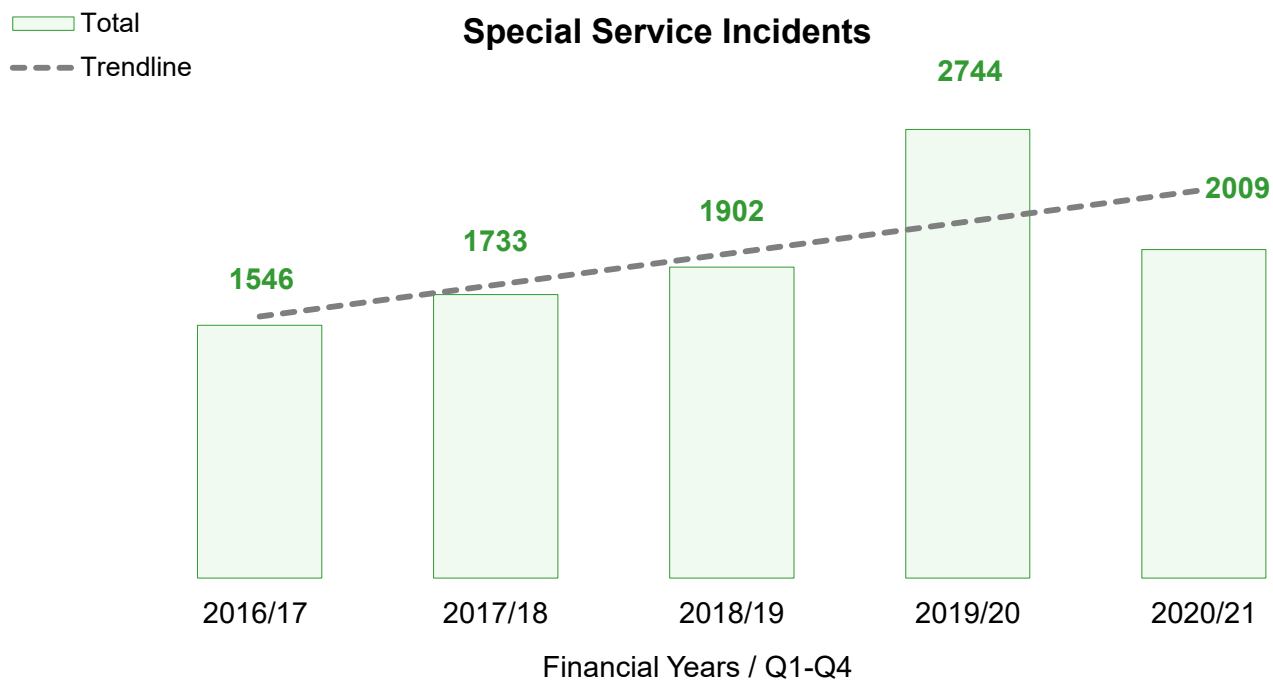


Figure 15 – Special Service incidents: from Q1-Q4 2016-17 to Q1-Q4 2020-21

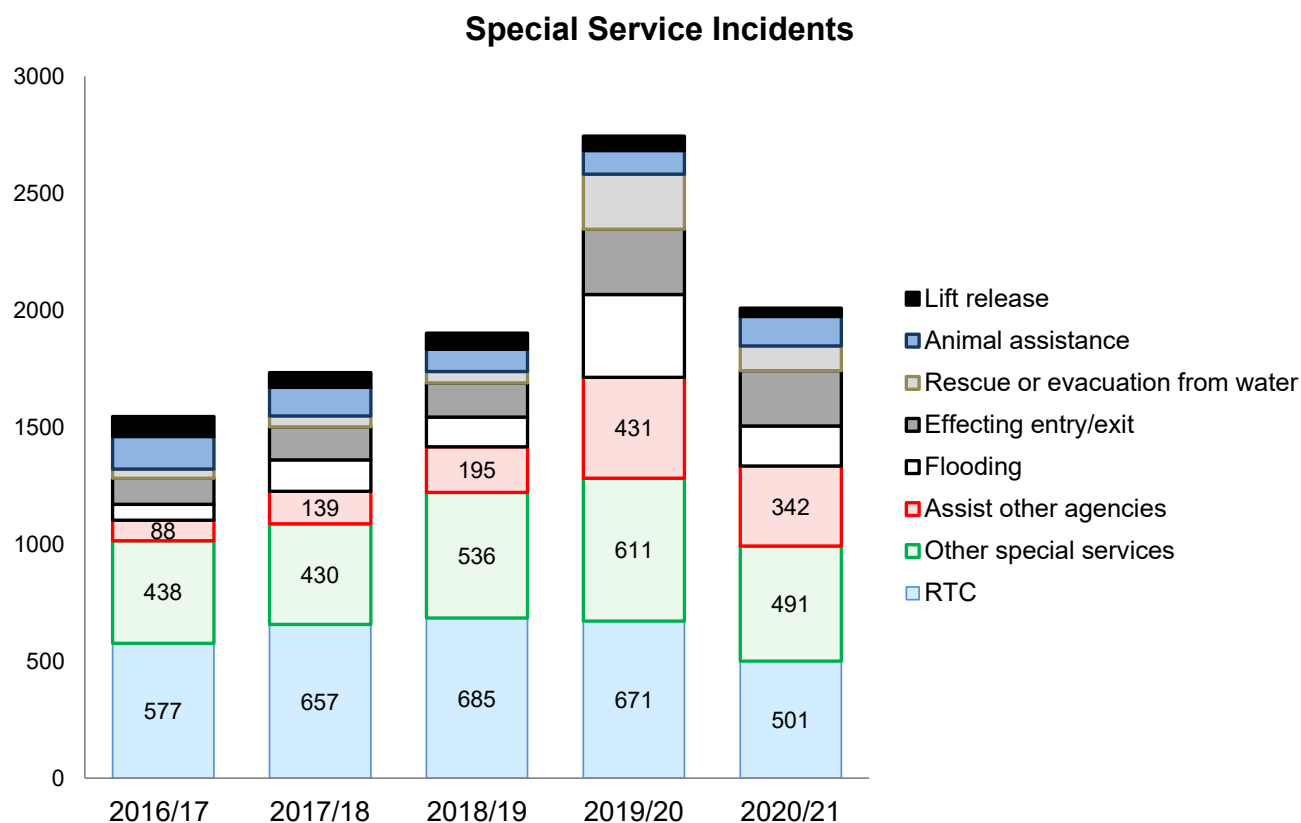


Figure 16 – Special Service incidents: from Q1-Q4 2016-17 to Q1-Q4 2020-21

### 4.3. Total RTC incidents

The number of Road Traffic Collision (RTC) incidents reflects the total number of incidents in the two counties that were attended by HWFRS crews; and only includes those incidents with the Special Service closure code. Incidents that were RTCs, but which were closed as a different code (e.g. Fire or Assisting other agencies) are not included in the total figure. This report (and accompanying data tables) groups together the total RTC incidents into six main categories (Table 10). These categories comprise of either the most common incident types, or incident types of particular interest. The 'Other RTC' sub-category contains all incidents that do not fit within the chosen categories and include types such as (but not limited to): 'Medical assistance only', 'Stand by – no action' and 'Advice only'.

Table 10 – Total RTC incidents\*

Total RTC Incidents	Q1-Q4 2019-20	Q1-Q4 2020-21	Change	
Extrication of person/s	63	53	-10	-15.87%
Make scene safe	97	85	-12	-12.37%
Make vehicle safe	419	303	-116	-27.68%
Release of person/s	44	32	-12	-27.27%
Wash down road	4	3	-1	-25.00%
Other RTC	44	25	-19	-43.18%
<b>Total</b>	<b>671</b>	<b>501</b>	<b>-170</b>	<b>-25.34%</b>

\*Table 10 summarises the RTC incidents closed as Special Service – RTC.

- The number of RTC incidents attended in Q1-Q4 2020-21 declined by 25.34% (170 incidents) compared to the Q1-Q4 in 2019-20 (Table 10). The overall decrease in the number of RTCs attended could be a consequence of the pandemic, as people continue to work from home, and journeys were restricted. With fewer cars on the road, there is less likelihood of an RTC occurring.
- Making vehicles safe was the RTC sub-category which decreased by the highest number of incidents with 116 less when compared to Q1-Q4 2019-20.
- The biggest decreases in RTC's were found in Worcester's station ground with a reduction of 42 incidents followed by Hereford with 24 and Wyre Forest with 18.
- Although there were 53 'Extrication of person/s' incidents, the Service performed a total of 66 individual extrications during Q1-Q4 2020-21, 17 less than the same period in 2019. The station grounds where the most extrications were performed was in the Wyre Forest and Redditch each performing 10, followed by Bromyard with 8.

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

## RTC - Injuries and Fatalities

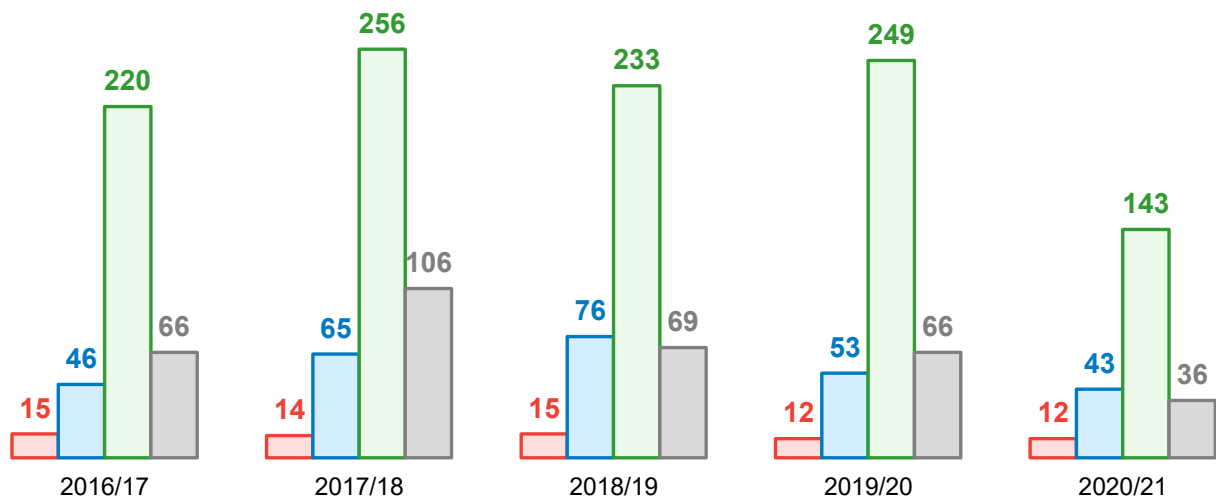


Figure 17 – RTC Injuries and fatalities quarterly data: from Q1-Q4 2016-17 to Q1-Q4 2020-21

Table 11 – Total RTC casualties\*

Total RTC Casualty: severity	Q1-Q4 2019-20		Q1-Q4 2020-21		Change (%)	
	Inc No.	Cas No.	Inc No.	Cas No.	Inc No.	Cas No.
Fatalities	11	12	10	12	-9.09%	-
Victim went to hospital, injuries appear to be Serious	48	53	36	43	-25.00%	-18.87%
Victim went to hospital, injuries appear to be Slight	190	249	109	143	-42.63%	-42.57%
First aid given at scene	50	66	32	36	-36.00%	-45.45%
<b>Total</b>	<b>299</b>	<b>380</b>	<b>187</b>	<b>234</b>	<b>-37.46%</b>	<b>-38.42%</b>

\*Table 11 summarises the total incidents which were closed as Special Service – RTC.

The total number of RTC incidents for Q1-Q4 2020-21 declined by -25.34%, and this is also reflected by a corresponding decrease in the number of casualties -38.42% caused by RTCs. There were 146 fewer casualties in Q1-Q4 2020-21 when compared with Q1-Q4 2019-20. These figures are the lowest for Q1-Q4 over the past five year period (Figure 17).

Unfortunately, 12 fatalities did occur during Q1-Q4, despite every effort made by the joint collaboration of the Fire and Rescue Service, Paramedics and the Police during these incidents. The Community Risk Department continues to work with Partner Agencies to raise awareness of road safety.

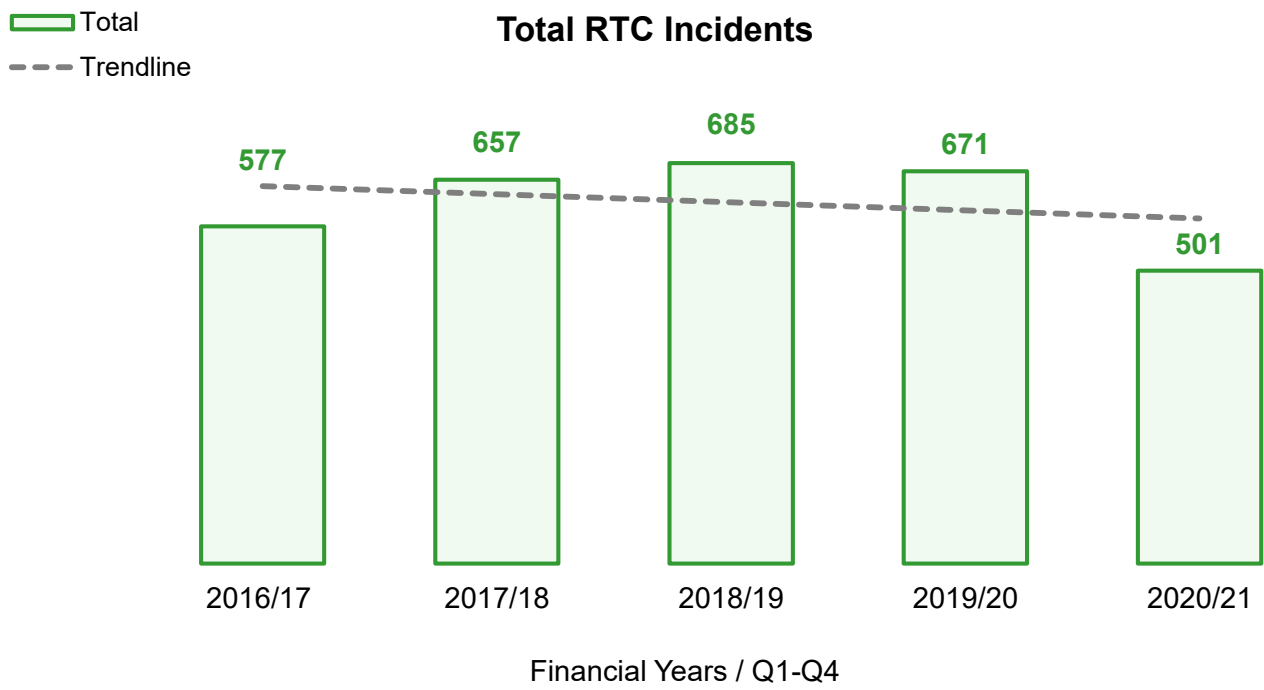


Figure 18 – RTC Incidents: from Q1-Q4 2016-17 to Q1-Q4 2020-21

## 5. False alarm incidents

### 5.1. Introduction

A 'Fire False Alarm' is an incident where the Service attends a location believing there to be a fire incident, but on arrival discovers that no such incident exists, or existed.

Types of false alarm as recorded in the IRS are:

- Malicious False Alarms – these are calls made with the intention of getting the Service to attend a non-existent incident, including for deliberate and suspected malicious intentions.
- Good Intent False Alarms – these are calls made in good faith in the belief that the Service would be attending a real incident.
- False Alarm due to Apparatus – these are calls initiated by fire alarm and fire-fighting equipment operating (including accidental initiation of alarm apparatus by persons or where an alarm operates and a person then routinely calls the Service as part of a standing arrangement, i.e. with no 'judgement' involved, for example from a security call centre or a nominated person in an organisation).

### 5.2. Analysis

The number of False Alarm incidents attended in Q1-Q4 2020-21 decreased by 3.07% (106 incidents) compared to Q1-Q4 in 2019-20 (Table 12, Figure 19). The number of False Alarms was below the 3-year mean during Q1-Q4 except in July and August where the number of incidents went above the upper tolerance level and in March, June and November where incidents were just above the 3-year mean.

Table 12 – False Alarms

Category	Q1-Q4 2019-20	Q1-Q4 2020-21	Change	
Malicious False Alarms	57	34	-23	-40.35%
Good Intent False Alarms	933	920	-13	-1.39%
Fire Alarm Due to Apparatus	2461	2391	-70	-2.84%
Total	<b>3,451</b>	<b>3,345</b>	<b>-106</b>	<b>-3.07%</b>

- a) Malicious False Alarms accounted for 1.02% of all False Alarms and decreased by 23 incidents in Q1-Q4 2020-21 when compared to Q1-Q4 2019-20.
- b) Good Intent False Alarm incidents accounted for 27.50% of all False Alarms for Q1-Q4 2020-21 and decreased by 13 incidents (-1.39%) when compared to Q1-Q4 2019-20.
- c) Fire Alarm Due to Apparatus incidents represents the greatest proportion of the total amount of False Alarms with 71.48% for Q1-Q4 2020-21, though there was a decrease of 70 incidents when compared to Q1-Q4 2019-20.

82.48% of False Alarms originated from a building (2,759 incidents) where over a half of those (1,705 incidents) were from a domestic property type (Dwelling and Other Residential) and the remainder 38.20% in Non-Residential buildings. Self-contained sheltered housing incurred the highest number of False Alarms in Q1-Q4 2020-21 with 510 incidents, 42.35% of these incidents were caused by 'Cooking/burnt toast' and the station ground which had the highest number of false alarms in self-contained sheltered housing was Worcester with 103 incidents, followed by Hereford with 86 and the Wyre Forest with 79. 13.81% of False Alarms (462 incidents) were from outdoor property types – 'Grassland, Woodland and Crop', 'Other Outdoors (including land)', 'Outdoor Structures' and 'Outdoor equipment and machinery'. The remaining 3.71% of False Alarms were from Vehicles or unknown.

All False Alarm subcategories decreased when comparing to Q1-Q4 2020-21 to the same period in 2019.

Fire alarms due to apparatus had the biggest decrease of incidents with 70 less than the same period in 2019-20. This can mostly be accounted for by a decrease of 90 incidents where the False alarm due to apparatus cause was 'Other'/'Unknown' followed by 12 less 'Accidentally/carelessly set off'. These decreases have been offset by a 32 incident increase in False alarms where the cause was 'Cooking/burnt toast' when comparing Q1-Q4 2020-21 with 2019-20.

Malicious false alarms decreased by 23 incidents in Q1-Q4 when compared to the same period in 2019. The number of malicious false alarms that originated from dwellings increased by 3 incidents and the number of incidents from non-residential property types decreased by 20, accounting for the majority of the decrease. Nearly a third of Malicious False Alarms occurred in the station ground of Worcester, followed by 6 in Hereford, 5 in Bromsgrove and 5 in Redditch in Q1-Q4 2020-21.

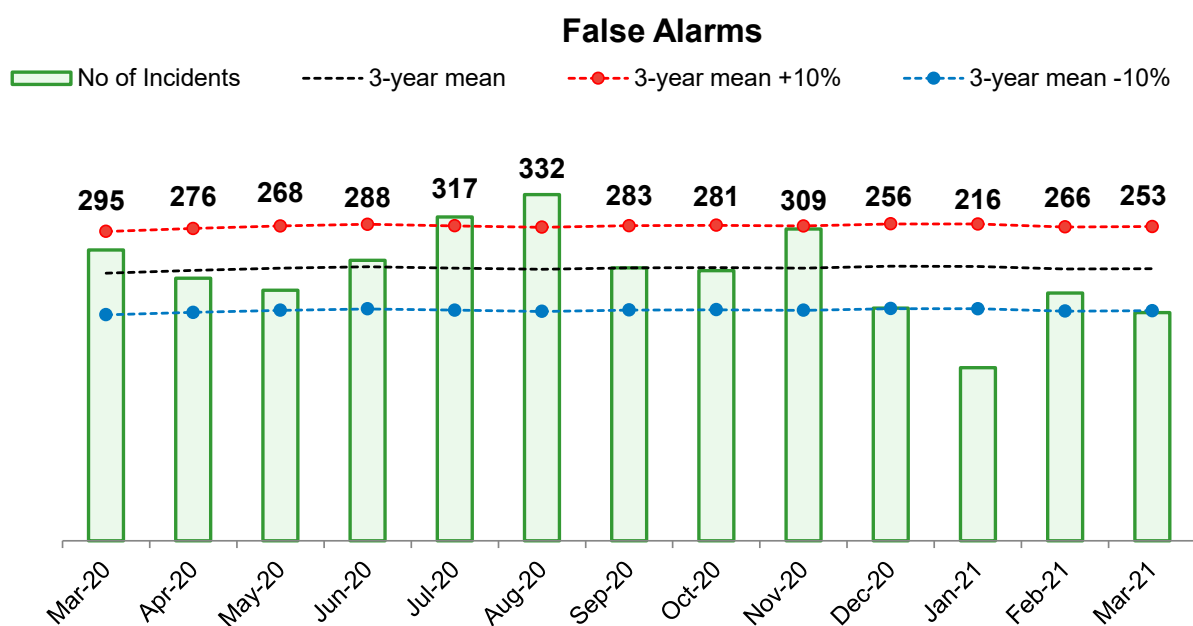


Figure 19 – False Alarm incidents per month: from March 2020 to March 2021

*\*In the Q1 – Q3 2020-21 Performance Report, November states that there were 308 False Alarms, this figure is actually 309. Due to a system error, the incident failed to transfer to the Incident Recording System.*



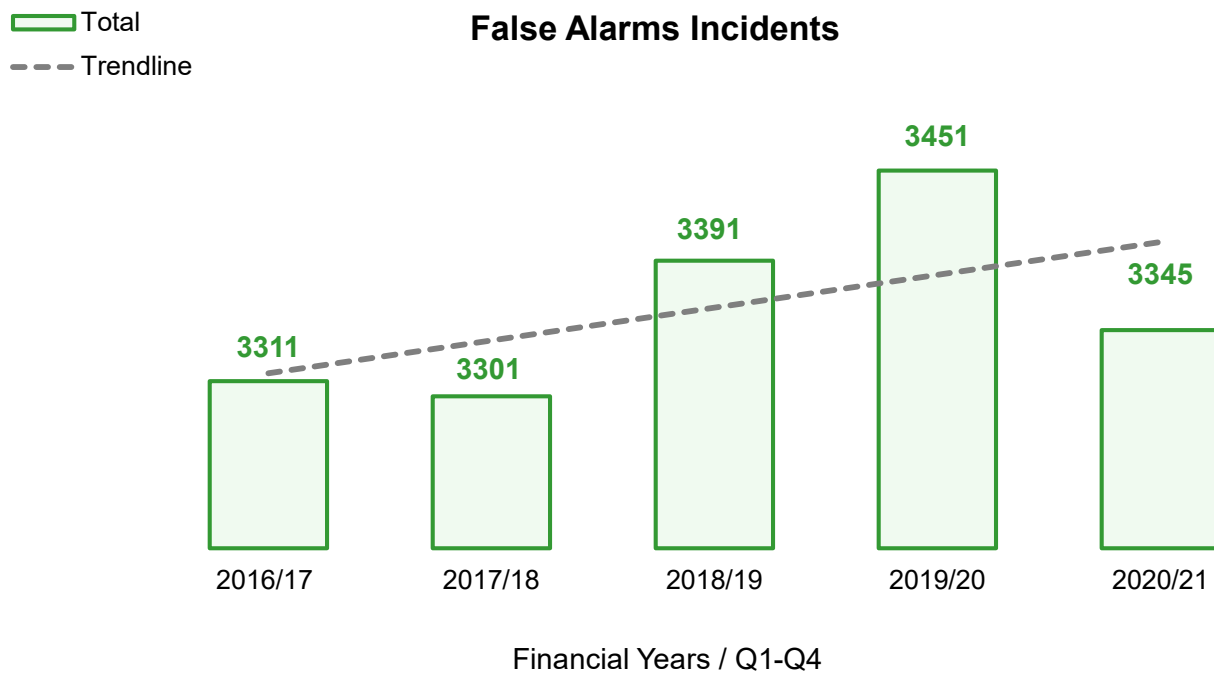


Figure 20 – False Alarm incidents: from Q1-Q4 2016-17 to Q1-Q4 2020-21

## 6. Attendance Standards

### 6.1. Introduction

The Attendance Standard was set in the Service's Integrated Risk Management Plan (IRMP) 2009-2012. The standard is a stretch target for the first fire appliance to arrive at all Primary Building Fires within 10 minutes on at least 75% of occasions. The definition for Primary Fires can be found in section 3.1 of this report. To classify as a building in this standard, the property should be either a dwelling or non-residential property.

This benchmark or measurement standard does not alter how quickly the Service attends incidents. Many other factors can influence this target, such as call challenging and information gathering by Fire Control, changing societal issues (e.g. fewer incidents in built up areas and more incidents proportionally outside of towns and cities) and weather or road conditions. All of these may increase the average time taken to attend incidents across both counties.

The Attendance Standard was developed prior to the introduction of the current Fire Control system and there is no exact match between a time recorded in the current system and the time used under the old method to record the time of call. The nearest time in the current system would be "Incident Created", which is after the time of call and is when Fire Control has identified the address in the database and pinpoints the nearest fire appliance.

### 6.2. First Fire Appliance at Primary Building Fires in Q1-Q4 2020-21

Table 13 provides a summary of how the Attendance Standard was met in Q1-Q4 2020-21 with a comparison of Q1-Q4 2019-20.

Table 13 – First fire appliance attendance at Primary Building Fires within 10 minutes

First fire appliance attendance	Q1-Q4 2019-20		Q1-Q4 2020-21	
Primary Building Fires attended within 10 minutes	318	51.79%	241	48.49%
Primary Building Fires not attended within 10 minutes	294	47.88%	250	50.30%
Discarded incidents due to missing information	2	0.33%	6	1.21%
<b>Total</b>	<b>614*</b>	<b>100.00%</b>	<b>497</b>	<b>100%</b>

*\* Note: The 2019-20 Q1-Q4 Performance Report shows the number of Primary Building Fires to be 614 whereas the total in this report it shows as 615. Hereford and Worcester Fire Service ensure that the data retained in the Incident Recording System is timely and up to date. Since the Q1-Q4 Performance report was written, an incident which was reported as a derelict building was updated to be non-derelict following a Fire Investigation.*

- The total number of Primary Building Fires in Q1-Q4 2020-21 was 497, which is a 19.19% decrease when compared to the same period in 2019-20.
- The percentage of Primary Building Fires attended by the first fire appliance within 10 minutes during Q1-Q4 2020-21 was 48.49%, a 3.30% decrease when compared to the same period in 2019-20 (Table 13).

Table 14 – First fire appliance attendance at Primary Building Fires average times

First fire appliance attendance (average times)	Q1-Q4 2019-20 (mm:ss)	Q1-Q4 2020-21 (mm:ss)
Call handling time (Time of Call until Time Appliance Mobilised)	01:20*	01:43*
Turnout time (Time Mobilised until Time Mobile)	02:36*	02:36*
Travel time (Time Mobile until Appliance Arrival at Scene)	06:31*	06:42*
<b>Time of Call to Arrival at Scene</b>	<b>10:27*</b>	<b>11:01*</b>

*\*It should be noted that call handling time, turnout time and travel time are three independently averaged values, and, therefore, may not always add up.*

- a) The average time for the first fire appliance attendance at all Primary Building Fires in Q1-Q4 2020-21 was 11 minutes and 1 second (Table 14).
- b) Call handling time increased by an average of 23 seconds.
- c) The turnout time remained the same at 2 minutes 36 seconds
- d) The travel time increased on average by 11 seconds.

Out of the 497 Primary Building Fires, 241 responses met the Attendance Standard and were attended by the first appliance within 10 minutes, and 250 did not meet the Standard (as shown in Table 13). (Six incidents were removed due to data quality).

When completing an incident report the Incident Commanders are able to give a reason for not meeting the Attendance Standard. As the Attendance Standard is calculated by using the time of call until arrival at scene, there may be occasions when an Incident Commander gives a reason for not meeting the standard, but actually met it. In Q1-Q4 2020-21 there were 15 incidents which had a reason for not meeting the standard, but had actually passed.

Table 15 –Primary Building Fire Attendance Standard not met – reason

Reason for not meeting Attendance Standard	No. of incidents
Known False Alarm	1
Mobilised to incorrect address	1
Incorrect or insufficient information passed to control on initial call	1
Mobilising error	1
Weather conditions / Road conditions	1
Spate Conditions	1
Not on home station ie school visit, HFS check	2
Mobilised from other location (not on home station)	2
Training event delaying turn out ie drilling	4
Incident outside station turnout area	5
Traffic conditions causing delayed turn in time to stations (On-call & Day Crewed only)	5
Reason not given	5
Road obstruction/road closure/road works/temp traffic controls or heavy traffic conditions once mobile	6
Difficulty in locating incident address	6
Appliance not booked in attendance	17
Responding at normal road speed	27
Turn in time (On-call and day crew only)	38
Travel distance to the incident	127
<b>Total</b>	<b>250</b>

Out of the 250 incidents that did not meet the Primary Building Fire Attendance Standard:

- a) Travel distance to the incident was the main cause for over half with 51.00% (127 incidents)
- b) The second most common reason with 38 incidents (15.26%) was due to Turn in time (On-call and Day Crew only)

## 7. First On-Call Appliance Availability

Gartan is an online crew and appliance availability management system. A report from the system was produced on 22<sup>nd</sup> April 2021 (a copy of the report is available upon request). The overall availability of the first On-Call fire appliance increased by + 6.69% in Q1-Q4 2020-21 when compared with Q1-Q4 2019-20 (Table 16).

From 1<sup>st</sup> March 2019, Wholtime appliances at Droitwich, Evesham and Malvern were on-call at night (19:00-07:00) and therefore a weighted average has been applied to calculate the availability of first On-call appliances at these locations. Wyre Forest is a new station which opened in March 2020. This station replaced Kidderminster, Bewdley and Stourport. Therefore in Table 16 in Q1-Q4 2019-20, Wyre Forest is the sum of Kidderminster, Bewdley and Stourport attendance.

Station	County	Q1-Q4 2019-20	Q1-Q4 2020-21	Change %
Bromyard	Herefordshire	97.93%	99.14%	+1.21%
Eardisley	Herefordshire	93.07%	92.24%	-0.83%
Ewyas Harold	Herefordshire	99.80%	99.93%	+0.13%
Fownhope	Herefordshire	88.99%	88.40%	-0.59%
Hereford	Herefordshire	97.34%	98.39%	+1.05%
Kingsland	Herefordshire	98.58%	99.71%	+1.13%
Kington	Herefordshire	97.91%	99.43%	+1.52%
Ledbury	Herefordshire	99.01%	97.91%	-1.10%
Leintwardine	Herefordshire	96.10%	98.88%	+2.78%
Leominster	Herefordshire	99.69%	99.74%	+0.05%
Peterchurch	Herefordshire	63.59%	97.96%	+34.37%
Ross-on-Wye	Herefordshire	100.00%	100.00%	-
Whitchurch	Herefordshire	76.51%	85.50%	+8.99%
Broadway	Worcestershire	31.73%	52.46%	+20.73%
Bromsgrove	Worcestershire	65.92%	84.26%	+18.34%
Droitwich	Worcestershire	63.74%	57.07%	-6.67%
Evesham	Worcestershire	92.05%	93.40%	+1.35%
Malvern	Worcestershire	87.29%	85.14%	-2.15%
Pebworth	Worcestershire	79.56%	95.93%	+16.37%
Pershore	Worcestershire	93.33%	94.27%	+0.94%
Redditch	Worcestershire	90.16%	97.76%	+7.60%
Tenbury Wells	Worcestershire	97.95%	95.20%	-2.75%
Upton upon Severn	Worcestershire	92.87%	95.00%	+2.13%
Worcester	Worcestershire	55.93%	86.76%	+30.83%
Wyre Forest	Worcestershire	65.31%	97.07%	+31.76%
<b>Total</b>		<b>84.97%<sup>a</sup></b>	<b>91.66%<sup>a</sup></b>	<b>+6.69%<sup>a</sup></b>

Table 16 – First fire appliance On-Call availability in Q1-Q4 2020-21

<sup>a</sup>The average (mean) of availability of first appliances only.

- The first fire appliance On-Call availability increased by 6.69%<sup>a</sup> in Q1-Q4 2020-21 compared to Q1-Q4 2019-20.

## 8. Absence management

### 8.1. All staff sickness

The following sickness data does not include any data where the sickness was COVID-19 related.

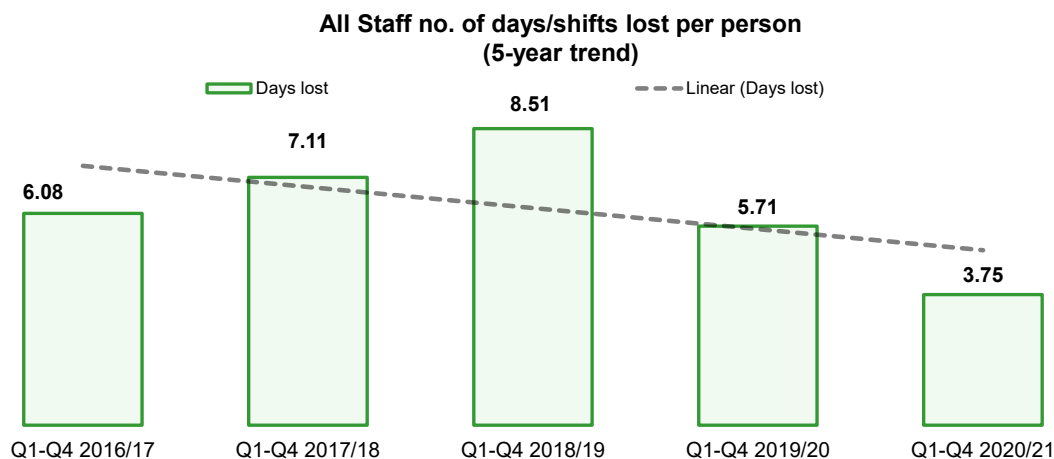


Figure 21 – All Staff Sickness: from Q1-Q4 2016-17 to Q1-Q4 2020-21

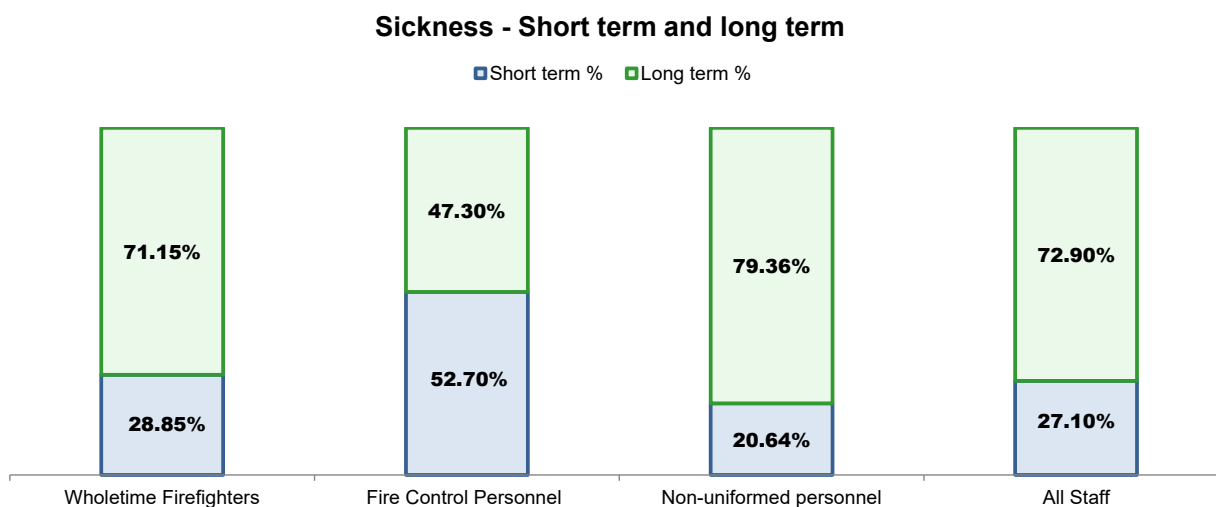


Figure 22 – Staff Sickness (Short term/Long term) Q1-Q4 2020-21

- The number of days/shifts lost per person in Q1-Q4 was 3.75, a decrease when compared to Q1-Q4 2019-20 with 5.71 days lost per person.
- Long-term sickness continues to form the greatest proportion of All Staff Sickness with 72.90%.
- Sickness figures for other Fire and Rescue Services are generally only available a quarter in arrears and are currently unavailable.

## 8.2. Wholetime staff sicknesses

Wholetime Staff Sickness in Q1-Q4 2020-21 was 5.66 days lost per head (Figure 23, Table 18) an improvement on Q1-Q4 2019-20 when Wholetime Staff Sickness was at a higher level (8.92 days lost per head).

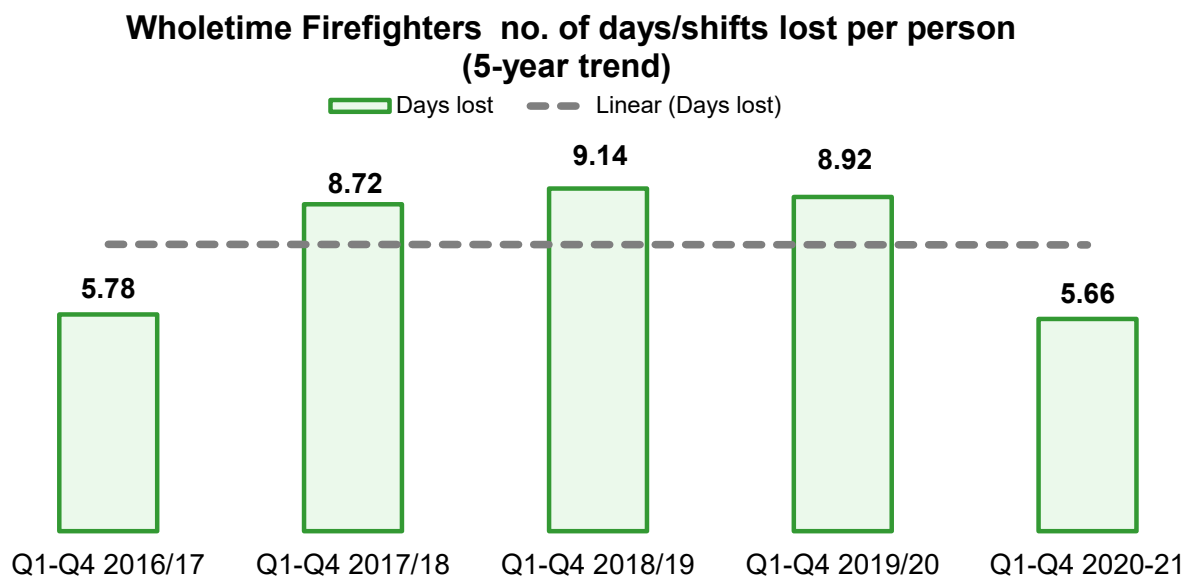


Figure 23 – Wholetime Staff Sickness: from Q1-Q4 2016-17 to Q1-Q4 2020-21

- a) By occurrence the most frequently recorded reason for absence in Q1-Q4 2020-21 for Wholetime firefighters was Musculo Skeletal – Back.
- b) Long-term sickness continues to form the greatest proportion with 71.15%.
- c) The 5-year average for Wholetime Staff Sickness is 7.64 days lost.

### 8.3. Non-uniformed staff sickness

Non-Uniformed Staff Sickness in Q1-Q4 2020-21 was 6.28 days lost per head (Figure 24, Table 19).

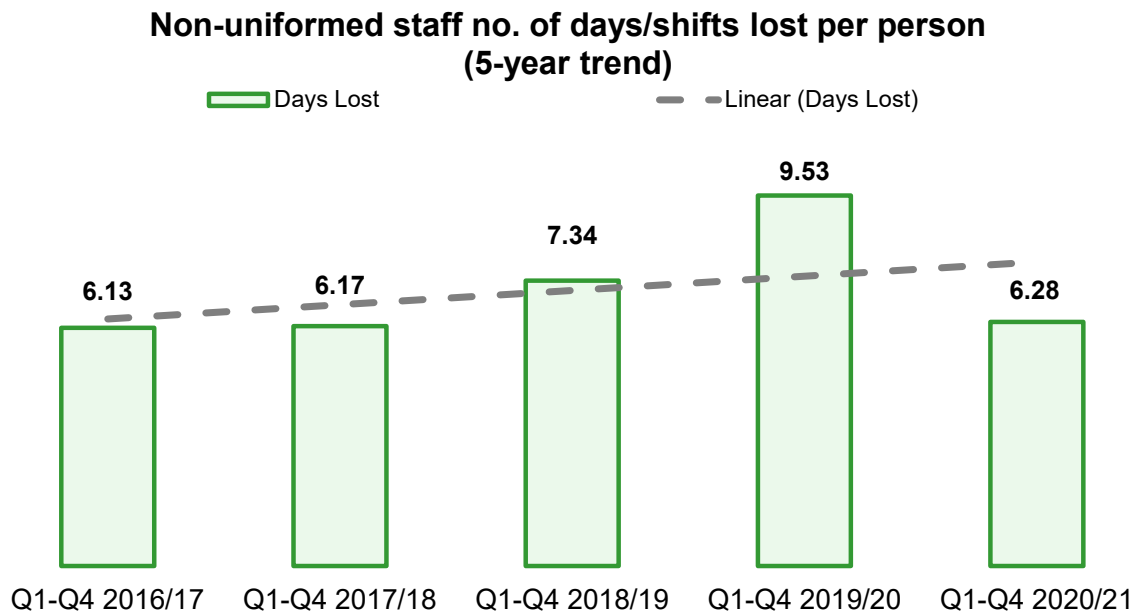


Figure 24 – Non-Uniformed Staff Sickness: from Q1-Q4 2016-17 to Q1-Q4 2020-21

- a) Although the number of days lost for Non-Uniformed Staff is lower than 2019-20, the overall 5-year trend is positive.
- b) Long term sickness continues to form the largest proportion of sickness for Non-Uniformed Staff with 79.36%.
- c) By occurrence the most frequently recorded reason for absence in Q1-Q4 2020-21 for Non-Uniformed staff was Gastro-Intestinal and Headaches/Migraines.
- d) The 5-year average for Non-Uniformed Staff is 7.09 days lost.



## 8.4. Fire Control staff sickness

Fire Control Sickness in Q1-Q4 2020-21 was 3.75 days lost per head (Figure 25, Table 19) an improvement on Q1-Q4 2019-20 where the number of days lost was 7.28.

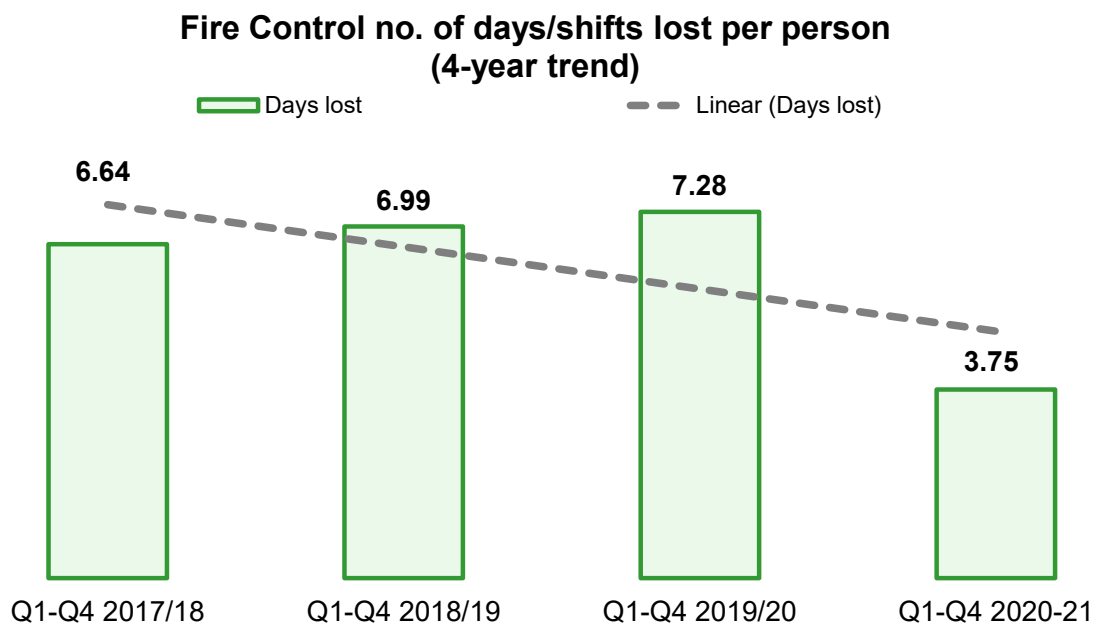


Figure 25 –Fire Control Staff Sickness: from Q1-Q4 2017-18 to Q1-Q4 2020-21

- a) Long term sickness formed just over half of sickness Fire Control staff with 52.70%.
- b) By occurrence the most frequently recorded reason for absence in Q1-Q4 2020-21 for Fire Control staff was Gastro-Intestinal and Headaches/Migraines.
- c) Fire control staff sickness shows a downward 4-year trend.

# HWFRS Community Risk Activity

Q4 Jan-Mar 2020-2021



HFSCs



Standard Alarms



Specialist Hearing Alarms

Q4	562	612	100
FY 20-21	2080	2276	277



Arson Referrals



Fire Setter Referrals

Q4	50	31	3
FY 20-21	910	122	30



Community Safety Activity  
(CE1 hours)



Public Engagement  
(total no. of people)



Safeguarding

Q4	23	1128	14
FY 20-21	130	3308	68



RBAP/Visits/Post Fires



BFSCs



CR Media Campaigns

Q4	552	0	2
FY 20-21	1092	1	23



Building Reg Consultations



Licensing Apps



Fire Investigation

Q4	109	60	14
FY 20-21	408	231	72



Twitter



CR 0800



Enforcement

Q4	20928	721	4
FY 20-21	35670	3044	34



Hereford & Worcester Fire Authority

Audit and Standards Committee

Wednesday, 21 April 2021, 10:30

**Chairman: Mr M Hart**

**Vice-Chairman: Mr A Amos**

## **Minutes**

**Members Present:** Ms P Agar, Mr A Amos, Mr S Bowen, Mrs E Eyre BEM, Mr I D Hardiman, Mr Al Hardman, Mr M Hart, Mr R J Morris, Dr K Pollock, Mr L Stark, Mrs D Toynbee

### **188 Apologies for Absence**

There were no apologies received.

### **189 Named Substitutes**

There were no named substitutes.

### **190 Declarations of Interest (if any)**

Cllr P Agar declared that she was a member of the LGPS Pensions Board.

### **191 Confirmation of Minutes**

**RESOLVED that the minutes of the meeting held on 20 January 2021 be confirmed as a correct record and signed by the Chairman.**

### **192 Internal Audit Progress Report 2020/21**

The Head of Internal Audit Shared Service presented Members with an update in regards to the delivery of the Internal Audit Plan 2020/21.

Members were pleased to note that there were no indications of any 'high' priority recommendations to be reported on the reviews that were progressing through clearance and draft report stages. There were 2 reviews that would not be completed during 2020/21, namely

Safeguarding and Young Firefighters and Volunteering which would be risk assessed as part of the 2021/22 audit plan and rolled into the 2021/21 plan if necessary.

***RESOLVED that the report be noted.***

**193 Draft Annual Governance Statement 2020/21**

The Head of Legal Services presented the Draft Annual Governance Statement 2020/21 for approval.

*[Cllr R Morris entered the meeting at 10.40am].*

Members were informed that the Authority has to review its governance arrangements once a year via self assessment. Members were pleased to note that the vast majority of assurances were green. In relation to data management, where there had been a change to requirements under the GDPR, the Head of Legal Services explained that a project plan from the external consultants had been followed for implementation, all stages of which had been achieved and were fully compliant, however additional stages had been added for minor refinements.

Members raised concern with the wording 'holding staff to account' in appraisals. The Chief Fire Officer assured Members that this was CIPFA's terminology which the Service followed, and gave complete assurance that individual appraisals definitely had 360 degree feedback to ensure staff felt valued. It was suggested that the Annual Governance Statement should emphasise the importance of equality, diversity and inclusion (Core Principle A) and provide further details of staff engagement (Core Principle B).

***RESOLVED that the Draft Annual Governance Statement 2020/21 be approved for publication following a minor amendment to be agreed by the Chairman.***

**194 National Fraud Initiative 2020/21**

The Treasurer presented Members with an update on the National Fraud Initiative 2020/21.

Members were informed that there were 225 data matches this year, down from 333 the previous year, which had all been investigated and, except 2 which were still under review, no fraud had been detected.

***RESOLVED that the Committee notes:***

***i) that the process of examining all National Fraud Initiative matches***

*is almost complete and no fraud has been detected so far; and*

*ii) that two matches are still under review and outcomes will be reported back to the next meeting of this Committee.*

**195 Annual Compliments, Complaints, Concerns and Requests for Information 2020/21**

The Head of Legal Services presented a report on compliments, complaints, concerns and requests for information made by the public to the Service over the past 12 months.

Members were informed that there were 53 complaints received in the past 12 months, 40 of which were activities of the Service. Each complaint was investigated and written responses were provided for each. There were 6 that were considered the Service was at fault and remedial action was taken and 4 people who were dissatisfied with the response from the investigating officer and those cases were reviewed by the Deputy Chief Fire Officer. One person was still dissatisfied and took the matter to the Local Government Ombudsman, however they declined to investigate.

Compliments were down by 50% compared to last year which was thought to be because a lot are received as a result of home fire safety checks, which last year was 46% fewer.

There were 276 Freedom of Information requests received, which actually resulted in over 1200 pieces of information requested.

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

***RESOLVED that the Committee notes that during the period 1 April 2020 to 31 March 2021:***

***i) a total of 276 requests for information containing 1,224 queries about the Service were received;***

***ii) a total of 50 compliments were received from the public;***

***iii) 40 complaints about Service activities were made;***

***iv) 13 complaints or concerns were received about activities carried out by other organisations or individuals; and***

***v) 4 of the complainants appealed the response provided and one***

***was passed to the Local Government Ombudsman for investigation.***

**196 Health and Safety Committee Update**

The Chief Fire Officer presented Members with a Health and Safety update on activities and items of significance.

Members were informed that Quarter 3 October to December is normally a very busy quarter for the Service for operational training activity. Due to training being restricted, this reflected the lower amount of injuries and accidents.

There was concern from a Member of the possible long term affects of contamination and the national research on the high incidents of cancer for retired firefighters. The Chief Fire Officer commented that certain types of cancer are doubling in retired firefighters which is why staff are educated in their cleanliness and hygiene routine and decontaminated kits are stored in sealed bags. The Chief Fire Officer also assured Members that the 2 remaining retained stations that do not have a separate area for kit are now on the build programme in Herefordshire.

There was concern from a Member of the firefighters' knowledge of vehicles with lithium iron batteries which when caught fire are unable to be distinguished. The Chief Fire Officer assured Members that staff are trained in all the hazardous materials and was confident with the training provided, however agreed to discuss with the training department to ensure this area was highlighted further.

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

***i) The involvement of the Service in Health and Safety initiatives;  
and***

***ii) Health and Safety performance information recorded during  
October to December 2020 (Quarter 3).***

The Meeting ended at: 11:46

Signed:.....

Date:.....

Chairman

