



# **HEREFORD & WORCESTER Fire Authority**

**Full Authority**

**Members' Briefing Reports**

**FOR INFORMATION ONLY**



# **Hereford & Worcester Fire Authority**

## **Full Authority**

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### **Members' Briefing Document**

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## **Report of the Head of Corporate Services**

### **Collaboration Brochure 2020**

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#### **Introduction and Summary**

*This is the third edition of the Collaboration brochure, which is attached as Appendix 1.*

*The brochure has been designed to capture the evolving nature of the Service's wide variety of critical collaborative activities with key partner organisations. It is presented in a simple and easy to digest format for the consumption of all interested audiences.*

*The Collaboration brochure will be published on the website, subject to any final minor changes as agreed by the Chief Fire Officer in consultation with the Chairman.*

#### **Background**

##### **Collaboration Brochure 2020**

1. The first brochure in 2016 focused on our joint work with West Mercia Police, and the second brochure in 2019 highlighted the broader range of work we do with partners across the public, private and voluntary sectors. The second brochure also provided an update on the 'duty to collaborate' as set out in the Policing and Crime Act 2017 and noted several good examples of collaborative working as reported in the 2018 inspection report of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).
2. The new brochure provides a further update on the Service's wide range of collaborative work delivered and planned with partner agencies, and has a particular focus on the importance of collaboration in delivering the Saving More Lives vision and the ongoing joint work with Shropshire Fire and Rescue Service through the Strategic Fire Alliance, including the preparation of the forthcoming Community Risk Management Plan 2021-25.

## **Conclusion/Summary**

3. The third edition of the Collaboration brochure summarises some of the current and future work the Service is undertaking with partner agencies. Joint working is well-embedded across all services and there will continue to be opportunities to work better through collaboration in the future, including through the delivery of the forthcoming Community Risk Management Plan 2021-25.
4. Subject to any matters arising following your consideration, the new edition will be published on the Service website.

## **Supporting Information**

Appendix 1 – Collaboration brochure 2020



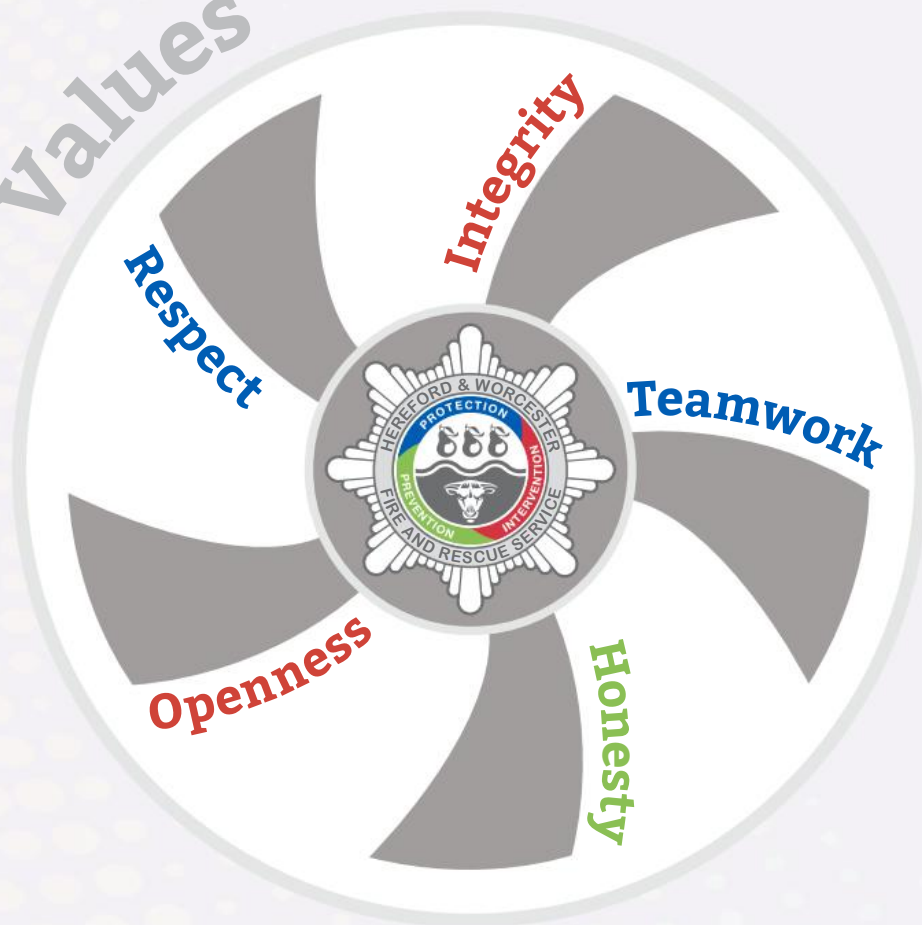
HEREFORD & WORCESTER  
**HWFR**  
FIRE AND RESCUE SERVICE

# Collaboration

Working together is working better

Updated  
April 2020

# Values



## What we believe in

### Integrity

We will do the right thing and show fairness and consistency in our approach, taking responsibility for the decisions we make and the actions we take.

### Teamwork

By working collaboratively, we can exceed expectations and go beyond the achievements of individuals

### Honesty

We will be truthful in our actions and duties to build trust amongst our colleagues and within the communities we serve.

### Openness

We will act in a way that is transparent and open to review and will welcome new or innovative ways of thinking.

### Respect

We value the differences between individuals and create an inclusive environment which recognises everyone's experiences and opinions.



HEREFORD & WORCESTER  
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# Collaboration

## Working together is working better

This is the third update of 'Collaboration,' our summary of the many ways we work with partners to keep our communities safe and well. The first report, in 2016, focused on our long history of joint working with West Mercia Police. Our next report highlighted the broader range of partners we work with across the public, private and voluntary sectors, including establishing a Strategic Fire Alliance with Shropshire Fire and Rescue Service. We also reported on the statutory duty for emergency services to collaborate, brought in by the Policing and Crime Act 2017, and highlighted several good examples of collaborative working as noted in the inspection report of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published in December 2018.

This new edition of 'Collaboration' provides a further update on our collaborative work, with a focus on the Fire Alliance in addition to the well-embedded ongoing work with partners. It also looks at the importance of collaborative working in both delivering our own services and in adding value to the wider community safety aims and priorities of our partner agencies. This will be emphasised in the forthcoming new Community Risk Management Plan 2021-25, due to be launched in April 2021, and in our refocused Service vision and values.



# Saving more lives

*making a difference every day*

## Our Vision - Saving More Lives

Our joint work with our Blue Light colleagues in the Police, Ambulance and Fire and Rescue services, as well as our other public, private and voluntary sector partners, helps us to deliver our fire and rescue agenda. But it also helps us to support our partners in delivering their own community safety and wellbeing priorities. This added value is an important way of making sure all partners can deliver their services more effectively and efficiently, while also providing better value for money for the public.

This approach is embodied in our aim of saving more lives. Over the last year or so, we have built on this by reshaping and renewing our overall Purpose, Vision, Mission and Values. Our vision is simple: "Saving More Lives – building on our successes to continue to make a difference, improve lives and help secure resilient communities." Working with our partners is a fundamental part of making a positive difference to people's lives. There are many examples in the 'What have we done?' section later in this document, but two examples help to illustrate the difference we can make for our partners.

- "gaining entry": a typical example is using our rescue equipment to help the Ambulance Service to gain access to premises where someone may be incapacitated. In 2019-20 we assisted 460 times, and of these entry was gained and assistance was given to save life on 286 occasions.

- “drone mobilisation”: in August 2019, we introduced drones to support our work especially for getting aerial images when tackling complex and large fires, but we also use them to support Police colleagues in searching for missing vulnerable persons and to help in rescues from water. In the last year, the drones have been used at over 140 incidents, and this is likely to increase further.

Overall, in the last year, the number of times we have provided assistance to other agencies or helped to gain entry/exit has more than doubled to over 700, representing a quarter of all our ‘Special Service’ incidents. (Special Services are emergency incidents that are neither fires nor false alarm related).

In February 2020, we also worked closely with colleagues in the West Mercia Local Resilience Forum to prepare and safeguard people and property from the impact of wide area flooding following Storm Dennis, and supported recovery operations in the communities affected. With the onset of the coronavirus (Covid-19) crisis across the country, the upward trend in supporting partners, such as the Ambulance Service, is likely to continue growing.

## Strategic Fire Alliance

The Strategic Fire Alliance between ourselves and Shropshire Fire and Rescue Service has now been in place since early 2018. It provides two relatively small Services with the strengths of a large organisation, without losing our individual identities and maintaining our focus on the safety of our communities.

The Alliance is guided by a joint Fire Alliance Strategic Plan (2018-2022), which aims to provide both Services with the long-term capacity and resilience to meet the increasing pressures of budgetary restrictions, changing demands and specialist skills requirements. At the heart of this lies collaboration and the benefits are already coming through.

Drawing on our collective professionalism, expertise, experience and resources, we have been able to pursue four major projects, which will help us to continue delivering first class, sustainable fire and rescue services for the communities of Herefordshire, Shropshire and Worcestershire. The following update on the four projects helps to illustrate the strengths of working together to achieve common aims.





## Project 1: Fire Control

This project explores the potential for creating a shared Fire Control function for both Services. Fire Control is the first point of call when a member of the public rings 999 to alert us of a fire or other emergency incident. Specialist staff deal with the calls and make sure fire engines are despatched promptly to deal with the situation. Behind this lies a highly sophisticated information technology framework, which is crucial to making sure the right resources are mobilised.

Over the last year, both Services have jointly funded the post of a dedicated officer to take this work forward and who has overseen the delivery of an in-depth analysis of the technical capabilities and longevity of the current Fire Control arrangements in both Services, as well as an overall risk assessment.

A joint resilience exercise is also being planned to determine the current level of capacity and capability to deal with a significant incident, such as a high-rise residential fire in the light of the Grenfell Tower Inquiry findings. Learning from this exercise will help to shape the requirements of any new technology and ways of working.

Both Services recognise the potential to increase their joint capacity and capability, as well as extra resilience across the three counties, by updating the technology and sharing the Fire Control function, and work is underway to review the most appropriate technology needed.

Fire Control is located in the Operations Communications Centre (OCC) at Southwell House, Hindlip Park, Worcester, with staff working alongside colleagues in the West Mercia Police control team.

## Project 2: IRMP/CRMP

This involves aligning each Service's processes for preparing their overall strategies for keeping people, their homes, communities and environment safe from fire and other emergencies. The strategies are called Risk Management Plans. We call ours the Community Risk Management Plan (CRMP) and Shropshire FRS call theirs the Integrated Risk Management Plan (IRMP). Each plan provides an overview of the fire and rescue related risks faced by the communities we serve, and bring together the high-level strategies for tackling those risks through prevention, protection and emergency response services. Both plans are due to be published in April 2021 and will cover the period 2021-25.

Over the last year, officers from both Services have been working together to develop a shared understanding of risk and have undertaken an assessment of the direct and broader impacts of a wide range of risks on our communities. There is also a shared agreement on the range of prevention, protection and emergency response activities we will be carrying out to manage and reduce risks. We are also examining the best ways of measuring the impact our services are having on reducing risk, and have begun to develop joint performance indicators and evaluation criteria.

We have also jointly commissioned independent analysts to undertake modelling to test plans to align our attendance standards. The attendance standard is a measure of how long we expect our fire engines to reach incidents wherever they are in the three counties.

Finally, we have examined how to best to align our communication strategies, and have agreed a shared communication process for carrying out the public consultation required prior to publishing the new Plans.

By aligning processes such as the IRMP/CRMP, we can not only learn from each other and share best practice, but we can also plan joint activities across protection, prevention and response and continue to work together better.

## Project 3: ICT

The Information and Communication Technology (ICT) functions form the crucial infrastructure behind the smooth running of a modern fire and rescue service. It is important in enabling good communication and integration between emergency services locally, regionally and nationally.

An in-depth review of the current ICT provisions across both Services has been carried out, and to take this work forward, both Services have jointly appointed a Strategic ICT Change Manager for a three year period. The role includes setting out a joint vision for ICT and determining the best ways of working across the two Services.

We are also working together to investigate how we can replace our separate Wide Area Networks (essentially how we keep our computers connected by telecommunications across a wide geographical area) with a shared facility, and which also integrates with the forthcoming national Emergency Service Network. This would improve our overall resilience and ability to support each other across the three counties, as well as supporting wider national resilience when required.

## Project 4: Procurement

Both Services have aligned contracts and jointly procured goods and services in a number of areas for many years, but this process has never been formalised. This project has examined the potential benefits of formalising the process.

Joint procurement not only helps to achieve cost and process savings, but also encourages closer working and sharing of procured resources, which in turn helps to reduce the procurement demand further. It can also provide many other opportunities including sharing the development of operational procedures, operating instructions and equipment risk assessments, reducing training costs and minimising maintenance costs. To this end a formal Fire Alliance Procurement Strategy, together with a Procurement Programme of actions in the short, medium and longer term, has been agreed by both Services.



In the next section, we highlight some of the key drivers for collaboration at the national level, in relation to the emergency services sector as a whole, and locally for HWFRS and partner organisations. This is followed by a further section highlighting the wide range of collaborative work we have already been

involved in across all aspects of our service functions, and a final section setting out what further work we are planning over the next few years. In both sections, we have also indicated where the initiatives can be seen to contribute to the key areas examined in the HMICFRS inspection, namely:



Effectiveness



Efficiency



People

# Key Drivers

## Government

- Government Fire Reform Agenda - aim to increase collaboration between Fire and Rescue and other services.
- An independent inspectorate – Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

- Fire and Rescue National Framework for England (May 2018) embeds the Fire Reform agenda.

- Fire and Rescue policy moved from Department for Communities & Local Government to Home Office, helping to drive collaboration between emergency services.

## Emergency services sector

- Chief Fire Officer Association/Local Government Report 2015-2019 – A Service for the Future. This supports change within Fire and Rescue Services, collaboration and shared services.

- National Fire Chiefs Council Strategy 2017-2020 – Details the strategic commitments to allow Fire and Rescue Services to adapt to meet the needs of their communities.

## Hereford and Worcester Fire and Rescue Service/ Partners

- Community Risk Strategy 2017-2020: working with partners is a golden thread across all elements of the strategy.

- New Community Risk Management Plan for 2021-2025 will establish a standardised methodology and consistent approach with Shropshire FRS as part of the Strategic Fire Alliance.

- The 2020 Vision Programme consists of transformational projects to drive a more sustainable and resilient Service for years to come.

# Key Drivers

## Government

- Police and Crime Act 2017: Statutory duty on emergency services to consider entering into collaborative working in the interests of efficiency and effectiveness.
- Potential for Police & Crime Commissioners to assume governance of fire and rescue services.

## Emergency services sector

- Emergency Services Collaboration Working Group – set up to aid emergency services with collaborative working.

- Joint Emergency Services Interoperability Programme (JESIP). Set up to enable successful and efficient collaborative working between emergency services at major incidents.

- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services – measured against the inspection methodology of efficiency, effectiveness and people.

## Hereford and Worcester Fire and Rescue Service/ Partners




























- Following the General Election in 2019 and the delay to the 2019 Spending Review, the short term financial position has improved, but there are more uncertainties into the future. The current financial plan requires core savings of £0.5m by 2024/25, however the range of forecasts of potential changes gives a range from a surplus of £0.6m to gaps of £2.0m plus.

- Strategic Fire Alliance: joint commitment by both Hereford & Worcester Fire and Rescue Service and Shropshire Fire and Rescue Service to work together to provide our communities with effective, efficient and economical services that makes them safer.




























- Saving More Lives: building on our successes to continue to make a difference, improve lives and help secure resilient communities.




























# What have we done?























Service Function	Collaborative Initiative	HMICFRS Key areas
Support Services	<ul style="list-style-type: none"> <li>Hereford &amp; Worcester Fire and Rescue Service headquarters has successfully relocated to Hindlip Park co-located with West Mercia Police colleagues.</li> <li>Joint Fire and Police investigations at fires and serious incidents.</li> <li>Joint standard setting and enforcement work with the Police and other agencies.</li> <li>Joint press releases with the Police.</li> <li>Joint working relationships at support service department level. Departments working with peers at West Mercia Police and Shropshire FRS to develop joint working practices.</li> <li>Preparation of Community Risk Management Plan 2021-25: alignment of processes with Shropshire FRS.</li> </ul>	           
Buildings and Infrastructure	<ul style="list-style-type: none"> <li>Fire and Police form part of joint property function Place Partnership, which manages our property portfolio along with building change projects.</li> <li>Shared fire station buildings with the Police in Bromsgrove and Peterchurch, with the feasibility of enabling collaborative sharing at Tenbury Wells Fire Station being examined.</li> <li>Interoperable communications and radio channels as part of Airwave replacement programme are due to be enhanced further when the Emergency Services Mobile Communications Programme is implemented across emergency services.</li> <li>The Wyre Forest Station was opened in February 2020. This multi-agency facility currently includes the Severn Area Rescue Association (SARA), but Police occupation is currently delayed following the Covid-19 outbreak.</li> </ul>	           
Prevention, Protection and Response	<ul style="list-style-type: none"> <li>The Service has implemented a range of initiatives including assisting at Police incidents such as missing person (MISPER) searches, body recovery and gaining entry/exit to buildings supporting both Police and Ambulance Services, and a 24/7 operational multi-agency drone capability with plans to bring the North District drone into operation during 2020, though the Covid-19 outbreak has led to delays.</li> <li>A new community defibrillator was installed at Ewyas Harold Fire Station with joint funding from the local Parish Council and Place Partnership.</li> <li>The Service is a member of SOCJAG (the Serious and Organised Crime Joint Action Group) bringing together the Police and a number of other public sector agencies to reduce the impacts this type of crime has on business and the wider community.</li> <li>Joint command and control major incident facilities with the Strategic Coordinating Group and Tactical Command Group at the Operations Communication Centre at Police and Fire Headquarters. Recent developments include the formation of the Covid-19 Response Group.</li> </ul>	         

# What have we done?

Service Function	Collaborative Initiative	HMICFRS Key areas
Prevention, Protection and Response	<ul style="list-style-type: none"> <li>Home Fire Safety Checks: West Mercia Police provide referrals and all PCSOs across the two counties have had awareness training on fire safety and hazard spotting.</li> <li>Safe and Well Checks: includes referrals to and from other agencies, such as Social Services, as well as the charity sector, to help ensure safeguarding for individuals.</li> <li>Joint partnership working on Dying2Drive, Safer Roads Partnership, Signposting, Safeguarding, MORSE (Making Our Roads Safer for Everyone) and water safety.</li> <li>A GP Pilot/Frailty index is now operating across the two counties, with referrals from flu clinics, district nurses and other health care professionals.</li> <li>Hereford &amp; Worcester Fire and Rescue Service Fire Dog is trained by Fire and Police handlers and is available to support at incidents such as search and rescue.</li> <li>Fire prevention work includes sharing information with the Police to tackle deliberate fires and for arson prevention.</li> <li>The Service works with partners such as the Police Safer Neighbourhoods teams in providing a 'Fire-setter' intervention service for under-16s.</li> <li>Both Fire and Police are part of the Ignite, Crucial Crew and Young Citizens' Challenge initiatives which raise awareness and target young people by educating them on water, fire and road safety as well as arson and hoax calls.</li> <li>Police Community Support Officers have been recruited as on-call firefighters in Herefordshire and Shropshire.</li> <li>Over the border mobilisation of appliances to support neighbouring Fire and Rescue Services.</li> <li>Multi Agency Targeted Enforcement (MATE) - joint enforcement operations alongside West Mercia Police, Herefordshire Trading Standards, the Gangmasters &amp; Labour Abuse Authority, Her Majesty's Revenue and Customs, Environmental Health Housing and the Home Office Immigration Enforcement.</li> <li>Joint enforcement initiative with the Environment Agency.</li> <li>Primary Authority Scheme designed to streamline processes for businesses operating nationwide operates with a number of private sector companies to ensure consistent advice, inspection and enforcement processes.</li> <li>Extensive contingency planning with West Mercia Local Resilience Forum, including in relation to wide area flooding, the potential implications of Brexit and following the Covid-19 outbreak.</li> </ul>	                                      

# What have we done?

Service Function	Collaborative Initiative	HMICFRS Key areas
People and Training	<ul style="list-style-type: none"> <li>Police Incident Commanders attend Fire Service Incident Command Health Checks to develop a shared understanding.</li> <li>Joint major Fire Service training exercises such as Exercise Autumn Leaves in 2019 involving partners such as West Mercia Police, Worcester NHS, Worcestershire County Council and West Midlands Ambulance.</li> <li>Joint training in a number of areas including methods of entry, health and safety, family liaison and trauma.</li> <li>Joint training for road traffic collisions and incidents involving hazardous materials.</li> <li>The Service facilitates joint awareness sessions for Police search advisors, Police negotiators and Police Commanders.</li> <li>Police and Ambulance services have use of the Fire Service's Strategic Training Facilities.</li> <li>The Service, Police and Ambulance services have a number of National Inter-agency Liaison Officers (NILOs) to enhance communications and response to major incidents.</li> <li>Support staff and senior management teams are co-located with Police teams at Hindlip Park and have the ability to share data, intelligence and best practice.</li> <li>National Operational Guidance continues to be implemented with procedures aligned to best practice across Blue Light services. Regionally, West Midlands Fire Service provides a lead, while the Service is also appraising options with Shropshire FRS.</li> </ul>	                  
Fleet and Equipment	<ul style="list-style-type: none"> <li>Use of black box style technology on Fire Engines.</li> <li>Bunkered Fuel Stock Resilience provision.</li> </ul>	 
Procurement	<ul style="list-style-type: none"> <li>Joint procurement examples include the replacement of Command Support Units with Shropshire FRS completed in 2019, the replacement of officer cars completed in 2018, and the replacement of thermal imaging cameras, which is ongoing.</li> <li>Joint Procurement Strategy and Programme of work agreed with Shropshire FRS has been approved and is now in use.</li> </ul>	 
Resourcing for the Future	<ul style="list-style-type: none"> <li>Strategic Fire Alliance Board set up to oversee collaborative transformational change initiatives between HWFRS and Shropshire FRS.</li> </ul>	 

Service Function	Collaborative Initiative	HMICFRS Key areas
Governance/ Audit	<ul style="list-style-type: none"> <li>Potential change of governance to the Police and Crime Commissioner.</li> <li>Further future collaborative working with West Mercia Police and through the Strategic Fire Alliance with Shropshire FRS.</li> <li>Her Majesty's Inspectorate of Constabulary and Fire &amp; Rescue Services (HMICFRS) future inspections: shared approach with Shropshire FRS to align processes in preparation for future inspections</li> </ul>	        
Support Services	<ul style="list-style-type: none"> <li>Support staff from Fire and Police are becoming increasingly engaged in joint work such as Operational Policies and HR teams by aligning policies and sharing best practice. At senior management level, teams are engaged in collaborative working and developing shared strategies.</li> </ul>	 
Prevention Protection and Response	<ul style="list-style-type: none"> <li>Safe and Well Checks in which Community Risk work with partner organisations to help the elderly and vulnerable in the community.</li> <li>Fire and Police continue to work together on prevention and protection work, as well as co-responding to incidents.</li> </ul>	  
Buildings and Infrastructure	<ul style="list-style-type: none"> <li>Hereford Fire Station; a replacement station may be shared with the Police, though work is on hold following the Covid-19 outbreak.</li> <li>Potential for Police and Fire staff to share a joint station at Redditch in Worcestershire and Kington in Herefordshire.</li> <li>Emergency Services Mobile Communications Programme will be implemented across all emergency services.</li> </ul>	      
Procurement	<ul style="list-style-type: none"> <li>Further joint procurement with West Mercia Police and Shropshire FRS. This may include equipment, software and vehicles.</li> </ul>	





This brochure has aimed to show that collaboration is firmly embedded as a way of working across the Service. Our commitment to working with others not only supports the Fire Reform agenda, but also helps to ensure we make better use of limited resources and enhances our role in ensuring the safety and wellbeing of our communities. We believe we can build upon the successes we have already achieved through collaboration with our Blue Light colleagues, and we look forward to working jointly with many more public and voluntary sector partners in the future.



# Collaboration

Working together is working better

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## **Report of the Head of Corporate Services**

### **HMICFRS Improvement Plan – Update Quarter 4, 2019-20**

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#### **Introduction and Summary**

*This report is to update Members on the progress in implementing the HMICFRS Improvement Plan. The report confirms that despite the significant impact of severe widespread flooding across the Service area earlier in the year, and the significant impact currently being experienced due to the Covid – 19 Pandemic, sound progress is being made to discharge the requirements of the Plan.*

#### **Background**

##### **Introduction and Background**

1. At the Fire Authority meeting on 12 February 2020, Members received a copy of the Service's Improvement Plan drawn up to address the findings of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) inspection report.
2. The Improvement Plan has now been updated to outline progress made during Quarter 4 (Jan-Mar) 2019-20. The report covers the 14 'areas for improvement' highlighted in the HMICFRS inspection report.

##### **HMICFRS Improvement Plan – Progress Update, Quarter 4 2019-20**

3. 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 fourth update, covering Quarter 4 (Jan-Mar) 2019-20, is enclosed with this report (see Appendix 1).
4. 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 major flooding incident in February 2020 and the current Covid-19 restrictions imposed upon the Service, certain actions have been delayed or postponed.
5. Key points to note during Quarter 4 are highlighted below, with further details available in Appendix 1:

Effectiveness	
<b>Area for improvement</b>	<b>Q4 2019/20 - Update</b>
1. Access to relevant and up-to-date risk information	<ul style="list-style-type: none"> <li>• 'Training the trainer' sessions for using the new Mobile Data Terminals (MDTs) have been completed.</li> <li>• Installation of MDTs on fire engines is delayed following the Covid-19 outbreak.</li> </ul>
2. Understanding and identifying vulnerability and safeguarding vulnerable people	<ul style="list-style-type: none"> <li>• 77% of staff have now completed safeguarding training.</li> <li>• Safeguarding awareness is now assessed as part of the Level 1 Incident Command process and included in the station assurance process.</li> <li>• Domestic abuse awareness training: additional sessions are to be delivered in each District.</li> </ul>
3. Evaluating prevention work to understand the benefits	<ul style="list-style-type: none"> <li>• A monitoring and evaluation process is to be developed as part of the forthcoming Community Risk Management Plan 2021-25.</li> <li>• External evaluation of the Safe &amp; Well Check and Dying2Drive initiatives are now complete and the findings are being used to improve delivery.</li> <li>• Internal surveys are also being completed for Fire Safety Audits and Safe &amp; Well Checks.</li> </ul>
4. Resourcing the risk-based inspection programme	<ul style="list-style-type: none"> <li>• 766 complete audits at the end of Quarter 4. The target was 750. However, there have been more Intelligence Led audits and fewer Risk Based audits than planned for a number of reasons including staff departures, increased enforcement work and the impact of Covid-19.</li> </ul>

Efficiency	
<b>Area for improvement</b>	<b>Q4 2019/20 - Update</b>
5. Workforce productivity - clarify the role of Watch Manager	<ul style="list-style-type: none"> <li>• Complete – the new crewing system is in place, and the Service Delivery Management Day in January 2020 provided more information on the revised structure looking ahead to 2020/21.</li> </ul>
6. Workforce productivity - prevention	<ul style="list-style-type: none"> <li>• Revised Community Risk strategies have been drafted, but not yet finalised following the flooding and Covid-19 outbreak during the Quarter.</li> <li>• All vacant posts in the Community Risk department have now been filled, including</li> </ul>



	an additional Watch Commander and two new Technicians.
7. Managing the replacement of faulty smoke alarms	<ul style="list-style-type: none"> <li>• A report is being prepared to analyse 2019/20 data relating to faulty smoke detectors, including attendance by Watches and by Community Risk technicians.</li> </ul>
8. Workforce productivity – protection	<ul style="list-style-type: none"> <li>• To assist with inspecting premises, additional funding has been allocated to upskill operational Watch Commanders towards the National Fire Chiefs Council competence framework for inspection – postponed at present due to Covid-19 restrictions.</li> </ul>
9. Benefits and outcomes of collaboration	<ul style="list-style-type: none"> <li>• Annual Collaboration brochure has been updated and is due to be published in June 2020.</li> </ul>

People	
<b>Area for improvement</b>	<b>Q4 2019/20 - Update</b>
10. Staff engagement – communication	<ul style="list-style-type: none"> <li>• Ongoing engagement including Senior Management Board (SMB) visits and staff workshops on engagement and values has been planned, but delayed following the Covid-19 outbreak.</li> </ul>
11. Staff engagement – culture and values	<ul style="list-style-type: none"> <li>• As above.</li> </ul>
12. Feedback mechanisms and change processes – ensuring fairness and promoting diversity	<ul style="list-style-type: none"> <li>• Numerous Service Bulletin items covering a wide range of equality, diversity and inclusion issues continued throughout Quarter 4.</li> <li>• An Engagement and Wellbeing Officer and an Equality, Diversity and Inclusion Officer have been appointed.</li> <li>• A Positive Action Plan 2020-22 has been published and an Equality, Diversity and Inclusion Plan 2020-25 has been prepared.</li> <li>• Staff awareness sessions have also been held and a positive action plan has been agreed for the Wholetime recruitment campaign.</li> </ul>
13. Supporting high-potential staff and aspiring leaders – appraisal process	<ul style="list-style-type: none"> <li>• Staff appraisals, normally scheduled for January to April each year, have been affected by Covid-19 and an update was issued in the Service Bulletin.</li> </ul>
14. Supporting high-potential staff and aspiring leaders – promotion process	<ul style="list-style-type: none"> <li>• A Promotions Charter has been agreed following the completion of the Station Commander promotion process.</li> <li>• Promotion principles have been revised following a debrief on the process. The</li> </ul>

revised principles were used in the recent Group Commander promotion process and have informed the drafting of a new Promotion Policy.

### **Conclusion/Summary**

6. The fourth update of the HMICFRS Improvement Plan shows that some good progress has been made during Quarter 4, 2019-20, although delays have occurred due to the Covid-19 restrictions in place.
7. Members are recommended to note the progress made in delivering the HMICFRS Improvement Plan. Further progress updates will be reported each quarter.
8. Subject to any matters arising following your consideration, the update will be published on the Service website.

### **Supporting Information**

Appendix 1 - HMICFRS Improvement Plan 2018-19 - Update: Quarter 4, 2019-20



# Hereford & Worcester Fire and Rescue Service

## HMICFRS Improvement Plan 2018/19

### Updated: Q4 2019-20



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 18 December 2019 and the [Improvement Plan](#) was published on the Service website.

This report provides an update of progress in implementing the Improvement Plan during Quarter 4 (Jan-Mar), 2019-20. Areas for Improvement noted in the HMICFRS report are highlighted in bold and blue shading.



**HMICFRS Inspection – Improvement Plan 2018-19 Update: Quarter 4, 2019-20**

<b>Effectiveness</b>					
<b>Source: HMICFRS Inspection 2018</b>	<b>Summary finding</b>	<b>Areas for improvement</b>	<b>Desired Outcome (What is aimed to be delivered / achieved?)</b>	<b>Update Q4 2019/20</b>	<b>Completion / Delivery Date</b>
<b>ES1.1 Page 8, 9, 11,12</b>	The Service is good at understanding the risk of fire and other emergencies. Its plan to manage risk is based on a range of information. However, mobile computer systems are not updated fast enough with this risk information. The Service recognises this and has plans in place to address this.	<b>The Service should ensure its firefighters have good access to relevant and up-to-date risk information.</b>	Provide an Intel Risk Management system that can provide risk Intel for end users with the least delay in gathering data to getting data on to MDTs.	A meeting between Service Delivery and Service Support took place to discuss issues with the current quality of Intel gathering and the support being provided to Operational crews. A Service Bulletin item was issued providing crews with further guidance around the INTEL 8 process, and a new guidance document has been developed. Senior Management Board have agreed a new project to be developed in late 2020 to link to a new Fire Control project and consider how a full replacement Intel system could be introduced using a new platform and linked to mobilising and fire safety data.	<b>Complete</b>
			Train, coach and mentor other members in Operational Policy to understand the Risk Information and Mapping Manager's role.	Work is ongoing to develop staffing resilience for the Intel processing work of the Risk Information and Mapping Data Manager. their understanding of the process and provide a greater level of resilience within the Service. Ongoing training and mentoring will continue to strengthen the position, which has subsequently been delayed due to the restrictions of Covid-19.	<b>Ongoing</b>

			Roll out training aids & guidance for operational staff on use of new MDTs	The Risk Information and Mapping Data Manager and Watch Commander have delivered 'train the trainer' sessions to staff. Further training is pending due to the impact of flooding incidents and Covid-19. This will need to be revisited during the autumn, Covid-19 allowing, to coincide with the lead up to the installation of the new MDTs.	<b>Complete</b>
			Deliver new MDTs to operational appliances/ vehicles	New MDTs have been procured and testing had commenced to meet the March 2020 completion date, but due to the flooding major incident during February and the Covid-19 outbreak this has now been pushed back to autumn 2020.	<b>Expected autumn 2020</b>
			Review operational intelligence gathering/updating process	This review will look at the process in its entirety and identify any inefficiencies and areas where further improvements can be made. A new process to ensure that all care homes are visited and reviewed in 2020-21 is now being developed.	<b>Reporting due autumn 2020</b>
			Prioritise the processing and uploading of most urgent operational intelligence updates	This is partially complete and we have recently run MDT updates remoted (excluding mapping) as a risk control measure for the Department. Remote mapping updates will be possible with the new MDTs in autumn, and full processing will recommence when crews are able to visit premises again, post Covid-19.	<b>Deferred to autumn 2020</b>

			The actions above are to be achieved in conjunction with go-live of the new Command and Control software.		<b>Autumn 2020</b>
<b>ES1.4 Page 8, 12, 13</b>	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.	<b>The Service should ensure staff understand how to identify vulnerability and safeguard vulnerable people.</b>	We want all staff to have completed the existing Safeguarding e-learning. This will ensure a comprehensive understanding amongst all staff in relation to safeguarding, including what to look for, what information is required and what to do with that information.	All staff have access to the online E-learning package, due be completed by end September 2019. At the end of Q4, 524 staff (77%) have now completed this training whilst 160 (23%) staff are still required to complete the package and update their CTR record. Outstanding training for staff is now reviewed as part of the Operational Assurance Report and emails have been sent to Managers identifying the relevant personnel.	<b>June 2020</b>
				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. Unfortunately due to Covid-19 this training has been postponed.	<b>June 2020</b>
			Human Resources staff should be trained in safer recruiting.	Four recruitment officers have completed principles of safer recruitment training	<b>Complete</b>
			Safeguarding training included in L1 Command training	In the Level 1 incident command assessments, additional questions have been added to confirm understanding of safeguarding.	<b>Complete</b>
				From January 2021 new scenarios	<b>January 2021</b>

			<p>Continue to work with Operational Crews and how they can report to Community Risk of concerns</p> <p>Station Skills audits checking all staff are trained to the appropriate level.</p>	<p>introduced to the incident command system will contain safeguarding issues.</p> <p>Community Risk staff have now visited all Wholetime watches and district teams prior to the roll out of the new Safe and Well Check. In total 24 visits have been completed covering the following subject areas:</p> <p>Safe and Well Check History – FBU Vulnerabilities Priorities Bleeping alarms Safeguarding Signposting</p> <p>Attendance at these courses is recorded centrally on the Course Management System.</p> <p>As part of the 2020-21 Station Assurance Audit, questions regarding safeguarding are now included and will be reviewed on completion of this process.</p>	<p><b>Complete</b></p> <p><b>Complete</b></p>
<p><b>ES1.5</b> <b>Page 8, 13</b></p>	<p>The Service should also ensure it evaluates all its prevention work.</p>	<p><b>The Service should evaluate its prevention work, so it understands the benefits better.</b></p>	<p>We would like to be in a position where all of our preventative work is measured not just in quantity but qualitatively, so we know that the interventions we undertake have been effective.</p> <p>We want to be able to demonstrate that all of our Community Risk work (Safe &amp; Well Checks, BFSCs, Fire Safety Audits, Road Safety &amp; any other intervention work) has an</p>	<p>As part of the forthcoming Community Risk Management Plan 2021-25, a monitoring and evaluation process will be developed to assist in measuring the impact of prevention, protection and response activities. The aim is to develop the process in conjunction with Shropshire FRS using common key performance indicators where appropriate.</p>	<p><b>April 2021</b></p>

			<p>evaluation that sits alongside it with clear objectives, and which measures not only numbers. The evaluation should show how effective they have been. This should be in the form of both internal and external evaluation.</p> <p>Evaluation of Safe and Well GP referral pilot</p>	<p>Safe and Well GP referral pilot evaluation (March 2019 has shown that the actions of the Fire Service, through GP referrals, have had a positive effect on reducing future interventions. As a result, this programme is being rolled out across Worcestershire.</p> <p>The Safe and Well evaluation tender was awarded to the University of Worcester and the academic report has been received from the University. The report has now been presented to the partner agencies and the community risk department, but the SMB presentation was postponed, firstly due to flooding activity and most recently due to Covid-19. The presentation will be delivered to SMB as soon as the situation allows.</p> <p>Agilysis has completed its evaluation of Dying2Drive. The final evaluation report has now been received and contents will be used to improve the delivery of Dying2Drive. The 2020/21 rollout is currently under review due to Covid-19.</p>	<p><b>Complete</b></p> <p><b>May 2020</b></p> <p><b>Complete</b></p>
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				<p>MORSE commenced in October 2019 and evaluation proposals were submitted by external companies. The tender has now been assigned and evaluation is now progressing.</p>	<b>Ongoing</b>
				<p>The Protection team have developed a questionnaire using Survey Monkey to evaluate audits carried out. This model will be utilised incrementally for future Community Risk work.</p>	<b>Ongoing</b>
				<p>A questionnaire has been developed to demonstrate information retention of those that have received Safe and Well Checks. This is being tested by technicians attending faulty smoke alarms.</p>	<b>Ongoing</b>
				<p>Questions have been added to the Safe and Well Check about how beneficial the check has been. This is based on a Likert scale for crews to ask occupiers at the end of the visit. This will be reviewed and monitored by Community Risk Team.</p>	<b>Complete</b>
				<p>Investigations are in place to generate a report that will identify outcomes of the newly implemented questions / questionnaires.</p>	<b>June 2020</b>
				<p>An evaluation is being developed in digital and paper versions, which will be sent out to recipients of the Safe &amp; Well Check to evaluate performance of the teams and</p>	<b>June 2020</b>

				information retention.	
<b>ES1.6</b> <b>Page 8, 14,</b> <b>15</b>	The Service is good in how it protects the public through fire regulation. It needs to get the right balance between inspections based on risk and those based on intelligence.	<b>The Service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.</b>	We want to use the Risk Based Audit Programme and Intelligence Led Audit Programme along with Business Fire Safety Check referrals to inform what local risks we have in our communities. Using this way of working, we can identify targeted areas of risk and take relevant action. We can then apply a proportionate level of activity to reduce risk. RBAP = Risk Based Audit Programme ILAP = Intelligence-Led Audit Programme BFSC = Business Fire Safety Check	<p>The Audit Strategy (fire safety inspections, as defined by the Regulatory Reform (Fire Safety) Order 2005 was implemented in April 2019. A programme of activity for RBAP and ILAP has been created as reflected in the Audit Strategy document. This programme is currently in operation within the Business Fire Safety Team.</p> <p>An interim report was delivered to SMB in October 2019. Full data sets required for the year-end Home Office report are generated by the CFRMIS Systems Manager, which informed the review for 2019/20.</p> <p>At the end of Q4 the number of completed audits was 766 (The completed audits target for 2019/20 was 750 under the revised strategy). Of the 204 Intelligence Led Audits required under the strategy, 533 were completed during 2019/20, the increase being due to targeted enforcement activity, based on national, local trends and MATE activity. However, of the 346 Risk Based Audits required under the strategy, 233 were completed during 2019/20. Some audits have been started, but were not able to be completed prior to the end of the</p>	<p><b>May 2020</b></p> <p><b>Ongoing</b></p>

				<p>financial year. Any remaining very high, high and sleeping risks that were not inspected have been prioritised in the 2020/21 audit strategy.</p> <p>BFSCs are carried out by Operational crews and are limited to 'Low Risk' Factories, Offices &amp; Shops. Some of these premises are not deemed suitable for the Operational crews to inspect, and therefore are referred back to the BFS Inspecting Team. Under previous inspection strategies these premises would never be inspected, so they were included in the 2019/20 Audit strategy. None of these premises were inspected during 2019/20.</p> <p>The inability to achieve some of the targets identified within the audit strategy is due to a number of experienced, trained staff leaving the organisation. This has impacted on the team's workload, which includes establishing prosecution procedures and training and support for other departments. While the Intelligence Led Audits have led to an increase in identifying non-compliance and a subsequent increase in enforcements required, this has also impacted on the number of Risk Based Audits carried out. In Q4 of 2019/20, the required changes to follow the national guidance (NFCC &amp; Government) on Business Fire</p>	
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				<p>Safety protection activities due to COVID-19 have also adversely impacted on the number of completed enforcement visits (audits).</p> <p>The 2019/20 (year-end) Protection Home Office report (generated by the CFRMIS data) will inform the end of year review and determine the 2020/21 BFS Strategy and the number of audits to be carried out next year.</p>	
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Efficiency					
Source: HMICFRS Inspection 2018	Summary finding	Areas for improvement	Desired Outcomes (What is aimed to be delivered?)	Update Q4 2019/20	Completion / Delivery Date
EY1.3 Page 22, 24	We found that staff do not fully understand the proposed changes to the role of watch managers. The Service needs to address this situation.	<b>The Service should assure itself that its workforce is productive. It needs to clarify the role of watch manager.</b>	On 1st November 2018, the temporary crewing structure was made permanent following consultation with the representative bodies. This maintained appliance crewing at 4 and maintained a WC B available to carry out the WC role, including riding the appliance where appropriate.	The new crewing system is now in place (closed action.)	<b>Complete</b>
			The benefit to the organisation in this change was: <ul style="list-style-type: none"> <li>• Increased effective and efficient use of the WC role</li> <li>• Increased resilience across the Service to all appliances</li> <li>• Ability to effectively coach and mentor new Crew Commanders</li> <li>• Improve standardisation across the watches</li> <li>• Improve the development opportunities for WC, CC and FF</li> <li>• Improve the flexibility in deployment of WC</li> <li>• Improved personal flexibility for individuals</li> <li>• All WCs across the Service are now working the same duty system (interchangeability and resilience)</li> <li>• No contractual changes required</li> </ul>	Two Standard Setting days for Station, Watch and Crew Commanders have taken place in May and June 2019. Attendance has been recorded and there is a saved copy of the presentation delivered. The sessions build on the values workshops outlining the Watch Commander Roles.	<b>Complete</b>
				In addition, further dates have been delivered to ensure all staff have received the input.	<b>Complete</b>
				Additional feedback from the Standard Setting days is currently being reviewed. This has been moved from January 2020 due to staffing changes.	<b>May 2020</b>
				The Crew Commander promotion process has now concluded. The Watch Commander process has also been delivered to enable decisions taken at Workforce Planning. The newly promoted Crew Commanders were presented in the Service Bulletin in Q1 2019/20.	<b>Complete</b>
			On 19th December 2018, the FRA	A Service Delivery Management day was hosted on the 6 <sup>th</sup> Jan 2020 where	<b>Complete</b>



			<p>confirmed the decision for Wholetime appliances to be crewed with crews of 4.</p> <p>12 Hr Day Duty SPI now live. Staff and managers have been consulted on resetting the Service Delivery Structure.</p>	<p>managers received input regarding the revised structure, contributed to amending it ready for changes needed in 2021, along with Standard Setting for contract management linked to the Gartan Availability System.</p>	
<b>EY1.4 Page 22, 24</b>	<p>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.</p>	<p><b>The Service should assure itself that its workforce is productive.</b></p>	<p>We want to clear the backlog we have for the specialist prevention officers and allocate sufficient resources to both prevention and protection to allow successful enforcement and follow up activity.</p> <p>Implementation of Community Risk Strategies 2019/2020: Accidental Dwelling Fires Deliberate Fires Health and Well Being Road Traffic Collisions</p> <p>Allocate sufficient resources to prevention</p>	<p>These strategies 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 strategies are drafted and awaiting SMB sign off. Progress against the strategies 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.</p> <p>As a result of the SMB paper (December 2018) additional budget has been allocated in 2019/2020 to fund additional posts in Community Risk.</p> <p>Two Community Risk Technicians have been appointed and are now in position</p>	<p><b>June 2020</b></p> <p><b>Complete</b></p> <p><b>Compete</b></p>

			Periodic review of progress against back log for Technicians	<p>The Data administrator vacancy has been filled with an Apprentice administrator commenced December 2019 and will start college in January 2020.</p> <p>To support the MORSE initiative, an additional Watch Commander and Technician have joined the department. These positions are funded through the PCC budget allocation.</p> <p>A quarterly report is being developed to review the number of outstanding jobs for the Community Risk Technicians. This will assist in monitoring workloads now that additional technicians have been appointed. The delivery date for this work has been extended to include the previous year's data in its entirety.</p>	<p><b>Complete</b></p> <p><b>Complete</b></p> <p><b>May 2020</b></p>
<b>EY1.5 Page 22, 24</b>	In particular, it may be able to introduce a better system for replacing faulty smoke alarms.	<b>The Service should assure itself that its workforce is productive. It needs to consider alternative ways to manage the replacement of faulty smoke alarms.</b>	<p>We want to see a reduction in defective alarms and see the need for us to replace faulty alarms decrease. In turn we want to see a reduction in false alarm calls due to faulty alarms. Our priority is those at risk groups to ensure they have working smoke alarms in their homes and premises to ensure they are protected in this way.</p> <p>New Smoke Alarm supplier (procurement took place in Summer 2017)</p>	<p>A procurement process took place in the summer of 2017 for a new smoke alarm supplier with a more reliable product. The procurement exercise was from the national framework. The outcome of that saw the contract awarded to Fireblitz.</p>	<b>Complete</b>

				<p>All faulty alarms are replaced and the manufacturer of the faulty alarms is recorded. As yet there have been no reports of any faulty alarms from the new manufacturer.</p>	
			Produce Service wide communication outlining procedures around replacing faulty alarms	<p>A Smoke Alarm update was issued in the Service Bulletin on 07 June 2019. This detailed responsibilities of crews to attend any urgent requests received out of office hours and how these would be dealt with by the Community Risk teams in office hours.</p>	<b>Complete</b>
			Allocate sufficient resources to prevention	<p>As a result of the SMB paper (December 2018) additional budget has been allocated in 2019/2020 to fund additional posts in Community Risk.</p>	<b>Complete</b>
				<p>Two Community Risk Technicians have been appointed and are now in position. Part of their role will be to attend defective alarms which will reduce the number attended by crews. This will be monitored through a quarterly report of faulty alarms attended to see if there is a decrease in crews attending.</p>	<b>Complete</b>
			Monitor number of false alarm calls as a result of faulty alarms	<p>Incidents attended by crews are now being monitored. This report will be cross-matched with faulty alarm HFSC visits on a quarterly basis by the CR Systems Officer. There are two reports to identify faulty alarms visits that Service personnel attend. The IRS report gives detail on incidents that are attended, following a phone call to Fire Control. The crews attend these in an</p>	<b>Ongoing</b>

				<p>emergency, as alarms sounding. The 'Faulty Alarm' report provided from CFRMIS indicates the number of visits that crews / Technicians have attended as a result of members of the public calling in to the Community Risk team with smoke alarms that are bleeping or are showing as faulty. A 'Faulty Alarm' HFSC visit is carried out and recorded on CFRMIS From Q1 2020/21 these two reports will be cross-matched on a quarterly basis to ascertain if there is any duplication. In Q4 2020 there were 105 faulty alarms visits were carried out (52 by watches / 53 by Technicians) In addition there were 17 Automatic Fire Alarm calls to dwellings with a faulty smoke detector.</p>	
<p><b>EY1.6</b> <b>Page 24</b></p>	<p>The Service's fire protection programme of work is risk-based and is increasingly targeted at sites where the risk to community and firefighter safety is greatest. However, this better targeting of protection activity means that inspections are leading to more enforcement and follow-up activity. This affects the workloads of other staff and could soon lead to current resourcing levels becoming stretched.</p>	<p><b>The Service should assure itself that its workforce is productive.</b></p>	<p>We want to clear the backlog we have for the specialist prevention officers and allocate sufficient resources to both prevention and protection to allow successful enforcement and follow up activity.</p> <p>Allocate sufficient resources to prevention</p>	<p>As a result of the SMB paper (December 2018) additional budget has been allocated in 2019/2020 to fund additional posts in Community Risk.</p> <p>All Community Risk Watch Commanders are now in place.</p> <p>There are currently no end point assessors available to support the Apprentice Business Fire Safety auditor. However, the Office of Product Safety</p>	<p><b>Complete</b></p> <p><b>Complete</b></p> <p><b>June 2020</b></p>

				<p>and Standards have established apprentice regulators. Investigations are underway to determine suitability for HWFRS. Due to Covid-19 this is delayed.</p> <p>Budget has been allocated to incrementally upskill Watch Commanders towards the NFCC competence framework for inspecting. This would provide further resilience and succession planning for the Technical Fire Safety Department. This training has been booked, but postponed due to Covid-19.</p>	
			Introduce new Business Fire Safety Audit Strategy	<p>A Business Fire Safety Audit Strategy (known as the Audit Strategy) document has been drafted and is being used to inform activity within the protection elements of Community Risk as of April 2019.</p>	<b>Complete</b>
			Monitor Progress against targets within the Audit Strategy	<p>At the end of Q4 the number of completed audits was 766 (HWFRS completed audits target for 2019/2020 was 750 under the revised strategy) Of the 204 intelligence audits required under the strategy, 533 were completed during 2019/2020, the increase being due to targeted enforcement activity, based on national, local trends and MATE activity. However, of the 346 risk based audits required under the strategy, 233 were completed during 2019/2020. Some audit jobs have been started but were not able to be completed prior to the end of the financial year. Any remaining very high,</p>	<b>Ongoing</b>



				<p>high &amp; sleeping risks that were not inspected have been prioritised in the 2020/2021 audit strategy.</p> <p>BFSCs are carried out by Operational crews and are limited to 'Low Risk' Factories, Offices &amp; Shops. Some of these premises are not deemed suitable for the Operational crews to inspect, and therefore are referred back to the BFS Inspecting Team. Under previous inspection strategies these premises would never be inspected, so they were included in the 2019/2020 Audit strategy –none of these premises were inspected during 2019/2020.</p> <p>The inability to achieve some of the targets identified within the audit strategy is due to a number of experienced, trained staff leaving the organisation, leaving the detachment of an inspector to establish prosecution procedure and training and support for other departments including the drone. This has been exacerbated through additional enforcements, as a result of the Intelligence Led element of the Strategy. Although this has provided an increase in identifying non-compliance, it has impacted on risk based audit. In Q4 of 2019/2020, the required changes to follow the national guidance (NFCC &amp; Government) on BFS protection activities due to COVID-19 have adversely impacted on the number of completed enforcement visits (audits).</p> <p>The 2019/2020 (year-end) Protection</p>	<p><b>May 2020</b></p>
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				Home Office report (generated by the CFRMIS data) will inform the end of year review and determine the 2020/2021 BFS Strategy and the number of audits to be carried out next year.	
<b>EY1.7 Page 22, 24, 26</b>		<b>The Service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any future collaboration.</b>	<p>Every project prior to commencing will have a Business Case document which will include the expected benefits involved with delivering the project. In addition, key metrics to enable evaluation for each project will clearly identified at the outset and documented in a benefits realisation exercise post project. A close down meeting will take place with an end project report being produced fully evaluating the strengths and weaknesses of a project.</p> <p>Amend 2020 Vision Programme and project templates amended to align with Shropshire FRS and capture as much information as possible regarding the project.</p> <p>Introduce Benefit Realisation process introduced to departmental planning.</p> <p>Create Business Case/PID document created for each project</p> <p>Create End Project Report for each project</p>	<p>All programme and project templates have been refreshed and are now aligned with Shropshire FRS. A paper was submitted to SMB in April 2019 to reflect changes to the 2020 programme and project management process.</p> <p>Benefit Realisation process introduced to departmental planning. Templates are submitted to Performance &amp; Information.</p> <p>Each project moving forward will have a business case/PID.</p> <p>Every completed project in the 2020 Vision Programme has an End project report including Evesham Fire Station</p>	<p><b>Complete</b></p> <p><b>Complete</b></p> <p><b>Complete</b></p> <p><b>Complete</b></p>

			<p>Benefits Realisation included in end project report for each project to include measurable KPI's for each project</p> <p>Collaboration brochure updated annually</p>	<p>Hindlip OCC PSN</p> <p>Each project moving forward will have benefits realisation with KPI's included in the end project report. Examples included in projects listed above.</p> <p>The Collaboration brochure provides an overview of the collaborative work we do and will be updated annually. This document has been updated for 2019/20 and will include updates on projects that are part of the Strategic Fire Alliance with Shropshire FRS.</p>	<p><b>Complete</b></p> <p><b>June 2020</b></p>
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People					
Source: HMICFRS Inspection 2018	Summary finding	Areas for improvement	Desired Outcomes (What is aimed to be delivered?)	Update Q4 2019/20	Completion / Delivery Date
P1.1 Page 29, 30, 36	A Fire and Rescue Service that looks after its people should be able to provide an effective service to its community. It should offer a range of services to make its communities safer. This will include developing and maintaining a workforce that is professional, resilient, skilled, flexible and diverse. The Service's leaders should be positive role models, and this should be reflected in the behaviour of the workforce. Overall, Hereford and Worcester Fire and Rescue Service requires improvement at looking after its people.	<b>The Service should put in place a regular and effective system to measure and monitor staff engagement (across the whole service.) It needs to improve its two-way communication channels with staff, and its face-to-face communication by and with senior leaders.</b>	As a Service we want to ensure that staff are engaged with utilising multiple methods improving two way communication. Sufficient monitoring systems are required to confirm the effectiveness of each engagement method.		<b>Complete</b>
			As part of the development of the new Service values engage staff in values workshops and online survey to collate and feed into new service values	SMB Away Days to review Service Values were completed November 2018. All staff workshops to determine Service Values were completed by end April 2019 and the results from the workshops and online survey were submitted to SMB in a report. SMB have signed off new Values and this was communicated in the Service Bulletin on 1 <sup>st</sup> May 2019. The new, refreshed values are available on the Service Website (September 2019).	
			Area Commander Service Delivery to visit all On-Call	All 27 On-call units were visited by Area Commander Palmer between October 2018 and June 2019.	
			Assistant Chief Fire Officer to visit Stations and Departments	Between August 2018 and September 2019 Assistant Chief Fire Officer Chance	<b>Complete</b>

			Human Resources in conjunction with Organisational Development & Challenge Group put in place a regular and effective system to measure and monitor staff engagement	<p>visited 46 units and departments across the Service</p> <p>The Organisational Development &amp; Challenge Group sub-groups of 'employee engagement' and 'values' have merged and have planned a number of staff workshops to discuss how staff would like to be engaged with, and to revisit our values to understand how they are being demonstrated in practical terms and examples of what they mean to them. A briefing paper was delivered to the ODCG meeting on 27 January 2020 and a selection of 6 workshops were available to attend by staff across the Service to explore what good employee engagement means to them facilitated by members of the ODCG. Unfortunately these workshops have been postponed due to the current working conditions as a result of Covid-19. Once completed results from these workshops will be collated and fed into a report for consideration by SMB.</p> <p>In the newly aligned HR department, an Employee Engagement and Wellbeing</p>	<p><b>Ongoing</b></p> <p><b>Complete</b></p>
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			<p>CRMP staff workshops in progress as part of consultation process. Between September and December, 57 visits will be completed to all units and departments.</p> <p>SMB visits across the service to continue across the service to both operational and non-operational departments/teams/watches to increase visibility and engagement with the workforce.</p>	<p>Officer has been appointed who will co-ordinate and implement innovative employee engagement across the Service.</p> <p>At the end of Q3 all visits had been completed. Nearly 300 staff have been engaged with through this process.</p> <p>SMB visits continue to be carried out across the Service to promote visibility and engagement with the workforce. Following each visit, themes are recorded and shared with Corporate Communications for monitoring of commonalities. Any issues raised are dealt with by visiting SMB member.</p>	<p><b>Complete</b></p> <p><b>Ongoing</b></p>
<p><b>P1.2</b> <b>Page 29, 31, 32</b></p>	<p>The Service needs to improve how it promotes the right values and culture. It particularly needs to improve how senior leaders communicate with the workforce. It is making changes to make the workforce more adaptable and take on different work. Staff do not fully understand the reasons for these changes. The Service should address this, so that it can improve trust and move forward with its plans.</p>	<p><b>The service should put in place a regular and effective system to measure and monitor staff engagement (across the whole service). It needs to improve its two-way communication channels with staff, and its face-to-face communication by and with senior</b></p>	<p>As a Service we want to ensure that staff are engaged with utilising multiple methods improving two way communication. Sufficient monitoring systems are required to confirm the effectiveness of each engagement method.</p> <p>We want to ensure that the Service culture and values are promoted to all staff and that any changes being made are communicated effectively.</p> <p>As part of the development of the new</p>	<p>SMB Away Days to review</p>	<p><b>Complete</b></p>



		<b>leaders.</b>	<p>Service values engage staff in values workshops and online survey to collate and feed into new service values</p> <p>Area Commander Service Delivery to visit all On-Call</p> <p>Assistant Chief Fire Officer to Stations and Departments</p> <p>Human Resources in conjunction with Organisational Development &amp; Challenge Group put in place a regular and effective system to measure and monitor staff engagement</p>	<p>Service Values were completed November 2018. All staff workshops to determine Service Values were completed by end April 2019 and the results from the workshops and online survey were submitted to SMB in a report. SMB have signed off new Values and this was communicated in the Service Bulletin on 1st May 2019. The new, refreshed values are available on the Service Website (September 2019).</p> <p>All 27 On-call units were visited by Area Commander Palmer between October 2018 and June 2019.</p> <p>Between August 2018 and September 2019 Assistant Chief Fire Officer Chance visited 46 units and departments across the Service</p> <p>The Organisational Development &amp; Challenge Group sub-groups of 'employee engagement' and 'values' have merged and have planned a number of staff workshops to discuss how staff would like to be engaged with, and revisit our values to understand how they are being demonstrated in</p>	<p><b>Complete</b></p> <p><b>Complete</b></p> <p><b>Ongoing</b></p>
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				<p>practical terms and examples of what they mean to them. A briefing paper was delivered to the ODCG meeting on 27 January 2020 and a selection of 6 workshops were available to attend by staff across the Service to explore what good employee engagement means to them facilitated by members of the ODCG. Unfortunately these workshops have been postponed due to the current working conditions as a result of Covid-19. Once completed results from these workshops will be collated and fed into a report for consideration by SMB.</p>	
				<p>In the newly aligned HR department, an Employee Engagement and Wellbeing Officer has been appointed who will co-ordinate and implement innovative employee engagement across the Service.</p>	<b>Complete</b>
			<p>CRMP staff workshops in progress as part of consultation process. Between September and December, 57 visits will be completed to all units and departments.</p>	<p>At the end of Q3 all visits had been completed. Nearly 300 staff have been engaged with through this process.</p>	<b>Complete</b>
			<p>SMB visits across the service to continue across the service to both operational and non-operational departments/teams/watches to</p>	<p>SMB visits continue to be carried out across the Service to promote visibility and engagement with the</p>	<b>Ongoing</b>

			increase visibility and engagement with the workforce.	workforce. Following each visit themes are recorded and shared with Corporate communications for monitoring of commonalities. Any issues raised are dealt with by visiting SMB member.	
<b>P1.6</b> <b>Page 29, 34</b>	The Service needs to improve how it ensures fairness and promotes diversity. We found that some staff do not understand the importance of diversity. The Service should focus on developing this understanding, so that the workforce can build trust and confidence with its community.	<p><b>The Service should assure itself that staff are confident using its feedback mechanisms.</b></p> <p><b>The Service should ensure any change processes it proposes are visible to all staff.</b></p>	We want to ensure effective communication across the Service of the key principles of fairness, inclusion and diversity within our overall culture and values.	<p>The Head of HR attended the Asian Fire Service Association (June 2019) and a summary of key learning has been shared with the Organisational Development and Cultural Challenge Group.</p> <p>Service Bulletins have been issued covering key subjects: diversity, equality, inclusions and LGBT issues:</p> <ul style="list-style-type: none"> <li>• outlining the meaning of equality, diversity and inclusion. (May 2019)</li> <li>• promoting the Service attendance at Malvern Pride in July 2019.</li> <li>• promoting the Service attendance at Worcestershire Pride in</li> </ul>	<b>Ongoing</b>
			<p>Attend regular AFSA events and promote learning</p> <p>Regular Service bulletin items on diversity, equality and inclusion</p>		<b>Ongoing</b>

				<p>September 2019.</p> <ul style="list-style-type: none"> <li>• reporting Service attendance at Worcester Warriors Sepsis Event in December 2019.</li> <li>• regarding Wholetime recruitment positive action programme (January.2020).</li> <li>• reporting Service attendance at Worcestershire Skills Show (March 2020).</li> <li>• outlining the Positive Action Plan 2020-2022 (March 2020).</li> <li>• introducing the Women@HWFire network (March 2020).</li> <li>• outlining gender pay gap report for 2019 (April 2020).</li> <li>• introducing new EDI Officer post (April 2020).</li> </ul>	
			Create, consult on and implement a Transgender policy	<p>Transitioning at Work Guidance for Managers circulated for consultation on in July 2019. Transgender Guidance Document went live in August 2019.</p>	<b>Complete</b>

			ODCG Group – Inclusion Task Group set up	A sub-group set up to examine issues and formulate plans to address issues such as equality and diversity training, gender pay gap report, lack of diversity within the fire service amongst others.	<b>Ongoing</b>
			Appoint an Equality, Diversity and Inclusion Officer	In our newly aligned HR&D department, we have appointed an Equality, Diversity and Inclusion Officer who will work proactively within the Service to develop and embed equality and diversity practices and provide inclusion and diversity advice. The role will also promote awareness of equality issues and develop and deliver training to promote a culture of inclusion across the organisation.	<b>Complete</b>
			Produce a Positive Action Plan for Wholetime recruitment	A Positive Action Plan for Wholetime recruitment has been approved; this includes training framework document to promote importance of diversity and the role of positive action to achieve this. Positive action plan for Wholetime recruitment presented to SMB on 14.01.20.	<b>Complete</b>
				The training document and bulletin item were published	<b>Complete</b>

				<p>January 2020 to support On call and Wholetime recruitment.</p> <p>Training delivered to all units and departments by line managers highlights the importance of diversity and the information on positive action.</p> <p>Positive action plan 2020-2022 is now live on the Service website. Delivery frameworks for Year 1 and Year 2 are being finalised.</p> <p>A gap analysis has been prepared identifying where the Service can make improvements to be delivered over the next two years as part of the Equality, Diversity and Inclusion delivery framework.</p> <p>Equality, Diversity and Inclusion Plan 2020-2025 has been developed and is with SMB for sign off (delivery framework incorporates a number of IFSG recommendations). This plan is due to go to FRA in June 2020.</p>	<p><b>Ongoing</b></p> <p><b>June 2020</b></p> <p><b>Complete</b></p> <p><b>June 2020</b></p>
<b>P1.8</b> <b>Page 30, 34</b>	The Service should improve how it manages performance and develops leaders.	<b>The Service should put in place an open and fair process to</b>	The appraisal process will help to ensure future leaders are identified, with support and development		

		<b>identify, develop and support high-potential staff and aspiring leaders.</b>	<p>provided. We want to ensure all Appraisals are consistent and all staff have regular review with clear goals and objectives. Appraisals need to capture specific development actions. Appraisals will be tracked and action to address delays will be prioritised. The appraisal process will help to ensure future leaders are identified, with support and development provided.</p> <p>Ensure specific development actions are being captured as part of the review of the appraisal process/policy</p> <p>Building on the success of the Crew Commanders promotion process create toolkit for future promotion / recruitment events</p>	<p>A bulletin item was published to remind managers and staff that appraisal's need to be carried out and the process through which courses can be requested. This will also highlight with managers those who do not have a current appraisal.</p> <p>Appraisals currently take place between January and the end of April so the completion will be monitored around this time. Unfortunately appraisal completion has been affected by COVID-19. A bulletin item was published to update staff and an email sent to managers communicating this flexibility and update regarding CPD payments.</p> <p>Toolkit templates for each stage of the promotion process available in HR to support Service Delivery e.g. advert template, candidate</p>	<p><b>Complete</b></p> <p><b>June 2020</b></p> <p><b>Complete</b></p>
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				<p>guidance, shortlisting matrix, etc. Updates on progress through each promotion process have been provided through regular bulletin items.</p> <p>The outcome of the promotion process debrief has now been completed and the promotion principles have been revised. The changes have been recently adopted and used during the recent Group Commander promotion process in March 2020. The Promotion policy is in final draft format.</p> <p>Recruitment policies have completed formal consultation. Currently in the process of responding to feedback.</p> <p>This work has been delayed slightly due to the impact of work being carried out in response to Covid-19.</p>	<p><b>May 2020</b></p> <p><b>June 2020</b></p>
			<p>Review promotion policy and recruitment policy to support implementation</p>		
			<p>Implement the National Fire Chiefs Council (NFCC) Leadership Framework and Introduce the leadership behaviours as assessment criteria for promotion processes. This will assist the Service in mapping clear career / development pathways for all roles built on leadership development programmes that underpin the framework</p>	<p>Both the Recruitment and Promotion policies will inform the Service's adoption of the NFCC Leadership Framework.</p> <p>The NFCC Leadership Framework is being used in the 2020 Wholtime Firefighter recruitment as well as the Watch Commander (A)</p>	<p><b>September 2020</b></p> <p><b>June 2020</b></p>

				<p>process in May 2020. The framework will also be used in future promotion activity, wherever possible. It should be noted there is currently a limited number of developed tools available to Fire Services based on the Leadership Framework.</p>	
			Look into providing coaching and mentoring courses to managers	<p>Three places on an initial coaching course were offered to ODCG members in collaboration with Shropshire FRS. Feedback has been provided to inform future options within HWFRS.</p> <p>A coaching and mentoring roadmap paper has been developed for ODCG consideration; and shared with Head of HR and Area Commander lead. This paper will inform the SMB paper outlining the implementation of coaching and mentoring within the Service.</p>	<p><b>Complete</b></p> <p><b>April 2020</b></p>
			Review and update capability / performance policy	<p>This will be added to the Human Resources 2020/21 work plan.</p>	<b>2020/21</b>
			Continue to have a regular workforce planning meeting and publish / promote TOR. To include succession planning	<p>Workforce Planning Meetings scheduled every 6 weeks. Terms of reference have been drafted.</p>	<b>Ongoing</b>

<b>P1.12</b> <b>Page 30, 36</b>	The Service should do more to make sure staff are confident in the promotion process. It is not as open as it could be.	<b>The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.</b>	We want to put in place a process that is deemed to be open and transparent and communicated to all. It should be built on clear guidelines and policies and informed through a robust feedback process.	Following feedback from the Cultural Review and HMICFRS inspection, the Promotion Process group was formed to review the structure of all processes. This group has outlined a consistent approach to all promotion processes. The purpose of this group has been communicated to all staff via the Bulletin.	<b>Complete</b>
			Form promotion process group to review structure of all processes.		
			Formalise independent scrutiny of promotion process		
			Building on the success of the Crew Commanders promotion process create toolkit for future promotion / recruitment events	The terms of reference have now been agreed for this element of the promotion process. A scrutiny panel will now be part of every promotion process.	<b>Complete</b>
				Toolkit templates for each stage of the promotion process are 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>

			Continue combined working with operational staff and leaders	All promotion processes are Service Delivery led with advice and guidance from HR. There is a nominated Service Delivery lead for each promotion process.	<b>Ongoing</b>
			Agree Recruitment and Promotions Charter and update associated policies is agreed and promoted.	The Charter has been agreed. The outcome of the promotion process debrief has now been completed and the promotion principles have been revised. The changes have been recently adopted and used during the recent Group Commander promotion process in March 2020. The Promotion policy is in final draft format.	<b>May 2020</b>
				Recruitment policies have completed formal consultation. Currently in the process of responding to feedback.	<b>June 2020</b>
			Continue to develop positive relations with Representative Bodies as observers in key processes	These relationships have been established Representative Bodies who are now utilised as part of the part of the scrutiny panel.	<b>Complete</b>
			Ensure post process debriefs are conducted to capture learning	Feedback will now be collected with specific reference to each stage of the process, rather than at the end of the process for candidates who have attended the	<b>Ongoing</b>

				selection day. This will enable collation of feedback from the early stages, for example Application Form, right through to the final stages.	
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## Report of Head of Legal Services

### Property Update

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#### Introduction and Summary

*This report provides an update on the Authority's various capital project schemes and site disposals, as requested by Members at the last full Authority meeting.*

*These schemes are reported to and monitored by Group Leaders on a regular basis.*

*There have been some excellent success stories, such as the development of Evesham Fire Station (we have now reached agreement with Wychavon District Council regarding the outstanding costs and a final project costs are given below) and the new Wyre Forest Hub which went operational in February. Other projects such as Hereford and Redditch have not yet come to fruition, in both cases due to sites issues - it is fair to say that there are few straightforward sites that have not already been developed. However, there is now positive progress being made in relation to Redditch.*

*Finally, there is an update on current co-location initiatives with West Mercia Police. These are being explored on a case by case basis, as opportunities arise.*

#### New Build Schemes

##### Wyre Forest Hub

1. Members had a tour of the new facility following the Fire Authority meeting in December 2019, shortly prior to practical completion. The building became fully operational in February this year. Crews from Kidderminster, Stourport and Bewdley have fully relocated and those stations are no longer in use.
2. Members approved a total project budget in 2017 (including land purchase costs) of £7.273m. The final account on the construction contract is yet to be finalised but we expect the costs to be within budget.

##### Evesham Fire Station

3. This project was undertaken as a partnership with Wychavon District Council whereby they acquired the former fire station site at Merstow Green, which has since been redeveloped as a supermarket and in return the Council were to largely fund the construction of the new fire station. Due to the risks to both

parties, it was eventually agreed that any site remediation costs over and above the original estimates would be split 50:50. Unfortunately the scale and cost of site remediation proved considerably more expensive than originally anticipated and a revised estimate was presented to Policy & Resources in September 2016 indicating that the Authority's share of the costs was likely to increase to £761,000. There was a commitment to report the final cost in due course.

4. The building was completed in November 2016 but there was a difference of opinion with the Council over the costs apportionment which delayed the final account. I am pleased to say that has now been resolved.
5. The final cost to the Fire Authority was £753,500. Whilst this is more than was envisaged when Wychavon District Council originally proposed the scheme, it has to be seen in the context that we have secured a new £4m fire station which is much better suited to the modern operational needs of the Service and have helped support the Council deliver a major regeneration project for the Town centre.

### **Redditch Fire Station**

6. The replacement of Redditch Fire Station has been part of the Authority's approved capital programme for several years. The intention is to work in collaboration with West Mercia Police, who are also keen to relocate from their existing premises and 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.
7. Land at the rear of the existing fire station on Middlehouse Lane belonging to Redditch Borough Council and Worcestershire County Council has now been identified as the preferred location for the new joint station (subject to planning permission). 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 the ground investigation survey of the site. Not unexpectedly, this has revealed a degree of contamination consistent with the use of part of the site as a former tip. A further report is currently being prepared to assess the likely costs of remediation and the overall feasibility of developing the site.
8. It is envisaged that the development will most likely include a land swap with the two Councils in exchange for the existing Fire Station site, which would then be available for redevelopment. Discussions with the local authorities are continuing and it is envisaged that a full proposal will be brought to Policy & Resources Committee for approval as soon as possible.
9. The alternative option in the event the above proposal does not come to fruition would be to redevelop the existing Fire Station site, although this would not be large enough to accommodate West Mercia Police unless we



also purchase part of the County Council's land. It would also necessitate provision of a temporary fire station whilst works were underway, thus adding to the development costs.

### **Hereford Fire Station**

10. Members will be aware that there have been several previous schemes to replace Hereford Fire Station, none of which have come to fruition due to restrictions over conservation planning (Bath Street) or flooding concerns (Merton Meadow). As at Redditch, we have sought to work in collaboration with West Mercia Police with the aim of building a joint Fire/Police station.
11. In November 2018 Policy & Resources Committee authorised officers to pursue the development of a joint Fire/Police station on land off Holmer Road which had been secured by West Mercia Police. However, once detailed layout design work was undertaken, it became apparent the site was too small to accommodate all of the partners' requirements comfortably. The PCC's office sought to acquire additional land close by for additional parking space but the costs of providing a satisfactory access proved to be prohibitive.
12. Despite some minor adjustment to the layout, your officers were not satisfied the Holmer Road site could satisfactorily accommodate our requirements alongside those of the Police. Further investigation of the surrounding road network also gave rise to concerns regarding traffic congestion, which was likely to impede access and egress unless significant traffic control measures were introduced. This would have particularly impacted upon on-call staff when responding to the Station.
13. On balance therefore, despite initial hopes, your officers concluded that the Holmer Road site was not suitable for our needs and informed the PCC in January this year that we would instead investigate the possibilities for redevelopment of the existing St. Owen Street site. That work is still ongoing.

### **Broadway**

14. Policy & Resources Committee approved a proposal for the redevelopment of Broadway Fire Station (subject to planning approval) in September 2018. Commencement of the scheme was delayed until late 2019 whilst resources were concentrated on development of the Wyre Forest Hub and investigation of the Redditch and Hereford projects.
15. We have since been out to tender and selected a firm of architects to undertake the detailed design work for Broadway. This work is ready to proceed. However, the local County Councillor has now put forward a suggestion for an entirely different scheme elsewhere in the village which may or may not be suitable for our needs. Consequently the original scheme has again been delayed whilst officers evaluate the alternative proposal.

## **Site Disposals**

### **2 Kings Court, Worcester**

16. The sale of the Authority's freehold interest in the former headquarters building to Worcester City Council was completed on 7<sup>th</sup> April 2020.

### **Windsor Street, Bromsgrove**

17. This is a sale jointly with Worcestershire County Council of the former Bromsgrove Fire Station and adjoining library building. We exchanged contracts for the sale of the land to a developer in August 2018, conditional upon satisfactory ground investigation surveys and planning permission for retirement style assisted living accommodation. It has so far not proved possible to satisfy those conditions and we are currently seeking confirmation whether or not the developer still wishes to proceed.

### **Bewdley Fire Station**

18. This site was marketed jointly with the County Council's adjoining land in order to maximise the potential development value of the two sites. A conditional offer subject to planning permission has been accepted. The sale is proceeding and contracts are expected to be exchanged shortly.

### **Kidderminster Fire Station**

19. Although this site was marketed at the same time Bewdley Fire Station, no acceptable offers were received. Plans to re-market the site are currently on hold due to the effects of the coronavirus pandemic.

### **Stourport Fire Station**

20. This site forms part of a complex of buildings alongside those belonging to the County Council. Consideration will be given to jointly marketing the buildings as a whole, once the last of the County Council's tenants have vacated their building.

## **Other Fire/Police Co-location Initiatives**

We continue to work closely with the PCC and West Mercia Police. In addition to the Police's involvement in the Wyre Forest Emergency Services Hub, we have explored opportunities for the Police to co-locate at a number of Fire Stations within the two counties:

- **Peterchurch Fire Station** - the Police have been successfully co-locating at Peterchurch Fire Station since 2017.
- **Tenbury Fire Station** – agreement has been reached in principle on a number of internal alterations to the building that would accommodate the Police's

requirements. These would be funded by the PCC and we currently await a final decision as to whether the Police wish to proceed with the scheme.

- **Bromyard Fire Station** – the Police decided not to proceed with a proposed co-location at Bromyard Fire Station. It would have been necessary for them to build an extension, which proved to be cost prohibitive.
- **Worcester Fire Station** – there is agreement in principle for a Police team to co-locate at Worcester Fire Station alongside our Community Risk team, as at Wyre Forest Emergency Services Hub.
- **Upton upon Severn Fire Station** – we are currently looking into the feasibility of accommodating the Police at Upton upon Severn Fire Station and thereby freeing up the space they currently occupy at Upton Library.

## Report of the Head of Corporate Services

### 2019-20 Performance Report: Quarters 1-4

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#### Introduction and Summary

*During Quarters 1-4 2019 – 20 the total number of incidents attended by the Service has been heavily influenced by local weather conditions. The Service faced the wettest month on record in February when the UK was hit with three storms in quick succession resulting in unprecedented levels of attendance to incidents caused by the flooding during this month, when compared with the past 10 years. Weather conditions alongside a continued support to other Blue light Services at incidents requiring collaboration such as gaining entry and missing persons has mainly accounted for the 44.27% increase in Special Service incidents when compared to the same period last year. Whilst the total number of fires has decreased the attendance time standard continues to prove extremely challenging to achieve. False Alarms continues to rise, which is mainly accounted for by an increase in fire alarms due to apparatus, however the Service continues to work with businesses to lower this figure. Furthermore, the annual total days lost due to all staff sickness is at a five year low. Finally our On-call (Retained) availability has decreased slightly when compared to the same period last year, however station amalgamations alongside the novel Wyre Forest Emergency Services Hub has affected this percentage.*

*The Service has experienced some of its most challenging operational times, resulting in significant levels of varied operational activity, yet the Service continues to perform well and has coped with the resources available.*

#### Background

1. 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

2. 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.

3. Total Fires, Primary Fires and Secondary Fires remained within the levels of tolerance for the majority of Q1-Q4 2019-20 but did peak in certain months. Total Incidents were above tolerance levels for six months of the year, False Alarms were above for four months of the year and Chimney Fires were above for five months. Special Service incidents continued to be outside upper tolerance levels for the majority of the year including a spike in February due to the extensive flooding. 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.

### **Quarters 1-4 Performance**

4. Quarters 1-4 2019-20 saw 7,901 incidents, a 5.80% increase in the total number attended by the Service compared to the same period last year, and this was 10.30% (814 incidents) higher than the 5-year average.
5. In terms of Fires, there were 130 fewer Primary Fires, 325 fewer Secondary Fires and 14 fewer Chimney Fires in Quarters 1-4 2019-20, compared to the same period last year. There were 2 fatalities in Primary Fires during Q1-Q4 2019-20. The largest proportion of Primary Fire incidents were Building Fires (614 incidents), a decrease of 41 incidents when compared with the same period in 2018-19. The largest proportion of Secondary Fire incidents were Grassland, woodland and crop at 35.53%, even though there was a 42.78% decrease when compared to the same period in 2018-19. Overall, there was a 12.25% decrease (209 incidents) than the 5-year average.
6. The number of Special Service incidents (emergency incidents that are not fire related) in Quarters 1-4 2019-20 increased by 842 incidents to 2,744 when compared against the same period in 2018-19. This is a 31.45% increase (863 incidents) when compared to the 5-year average. Assisting other agencies increased from 195 to 431 incidents and Effecting entry/exit from 146 to 279. Flooding incidents also increased from 128 to 354 alongside a corresponding increase in incidents requiring Rescue or evacuation from water from 48 to 236 incidents when compared against the same period in 2018-19.
7. There were 14 fewer Road Traffic Collisions (RTCs) in total, the majority of which involved making the vehicle safe (62.44%), which had an increase of 17 incidents when compared to 2018-19. The Service attended 12 fatalities in 11 RTC incidents during Quarters 1-4 2019-20 compared to 15 fatalities in 15 incidents in Quarters 1-4 2018-19.
8. There was a 1.77% increase (60 incidents) in the number of False Alarms in Quarters 1-4 2019-20 when compared with the same period in 2018-19. The majority of False Alarms (71.31%) were due to apparatus and 50.04% of all False Alarms involved a domestic property (dwelling or other residential). The most common cause for False Alarms was 'Cooking/burnt toast' followed by 'Other' and 'Faulty'.

9. For Quarter 4 2019-20 (January to March) the sickness level for all staff decreased to -0.70 days lost per head when compared to the previous year. The negative number for the quarter is caused by fluctuations in the number of employees from quarter to quarter or delays with the HR system; this is corrected at the end of the fiscal year. In Quarters 1-4 2019-20 the number of days lost to all staff sickness absence (5.71 days per head) is the lowest number of days lost when comparing to the previous five-year period and lower than Worcestershire County Council with 8.10 days lost per head. Herefordshire County Council figures are not yet available.
10. The percentage of Primary Building Fires attended within 10 minutes by the first fire appliance was 51.79% (318 incidents) during Quarters 1-4 2019-20 in comparison to 56.34% (369 incidents) for the same period in 2018-19.
11. The average Time of Call to Arrival at Scene for the first fire appliance to attend Primary Building Fires increased by 15 seconds from 10 minutes 12 seconds in Quarters 1-4 2018-19 to 10 minutes 27 seconds in Quarters 1-4 2019-20. Call handling time has decreased by 12 seconds; however turnout time and travel time have both increased by 13 seconds and 14 seconds respectively.
12. The average availability of the first On-Call (Retained) fire appliance decreased by 1.42% to 87.31% in Quarters 1-4 2019-20 compared to Quarters 1-4 over the same period in 2018-19. From the 1<sup>st</sup> March 2019 On-Call (Retained) cover from 18:00-08:00 has included Wholetime Staff for Droitwich, Malvern and Evesham stations, and therefore a comparison has not been shown for these stations for Q1-Q4 2018-19. Furthermore, Wyre Forest has been removed from the results due to the availability of data.

## **Conclusion/Summary**

13. Further detail and analysis regarding the above headlines for performance in Quarters 1-4 2019-20 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.

## **Supporting Information**

Appendix 1 – Fire Authority 2019-20 Performance Report: Quarters 1-4

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

## Appendix 1

### Fire Authority 2019-20 Performance Report: Quarters 1-4

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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 Quarters 1 – 4 (01/04/19 – 31/03/20). It covers operational activity with a commentary on any notable events and activities, as well as absence management statistics and first on-call (retained) appliance availability.

*\*Incidents that occurred outside the Service's border have not been included in the following statistics. However, they have been now reported individually 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 discrepancy in the data between this report and previous ones. The interrogation of the Incident Recording System throughout the year has given an opportunity to assure the quality of the total incident figures reported in last year's Quarterly Report. Furthermore, by utilising Structured Query Language (SQL), the Service has gained access to a larger dataset with an increased level of accuracy primarily affecting how many incidents need to be removed from the Primary Building Fire attendance standards due to quality.

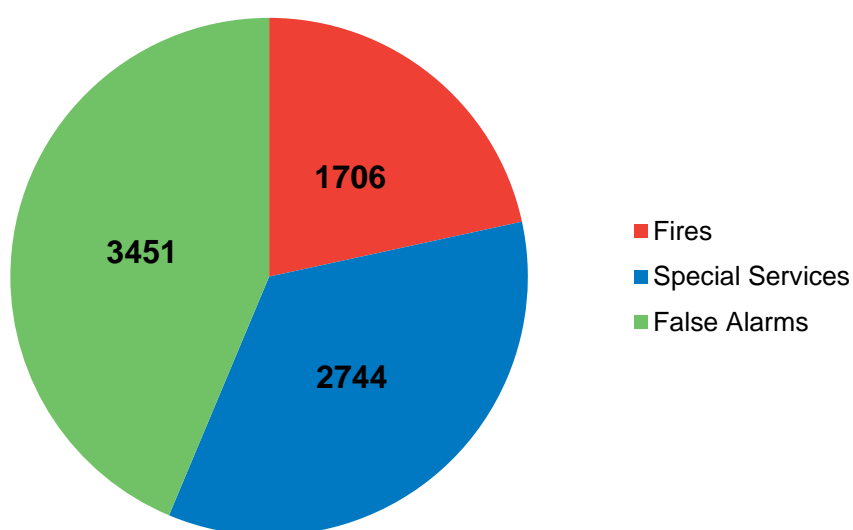
## 2. Total incidents

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.

*\*Special Services are all incidents other than fires and false alarms, and include but are not limited to Road Traffic Collisions (RTC), Flooding, Removal of people from objects, Lift rescues, Spills and leaks and Animal rescues.*

### 2.1. Overview

The total number of incidents attended in Q1-Q4 2019-20 (01/04/19 – 31/03/20) was 7,901 (Figure 1), Analysis shows that the total number of incidents has increased, with a strong correlation, by 368 incidents each year over the past five-year period.



Fires accounted for less than a quarter of all incidents attended by HWFRS (21.59%), and is the lowest number of incidents in the past five-year period. Special Service incidents continue to rise and account for 34.73% of all incidents attended. Further statistical analysis shows that Special Service incidents have increased by 289 incidents each year over the past five-year period. False Alarms account for the largest percentage of incidents attended by HWFRS at 43.68%. Further statistical analysis shows that False Alarms will continue to increase each year by 86 incidents when analysing the trend over the previous five-year period.

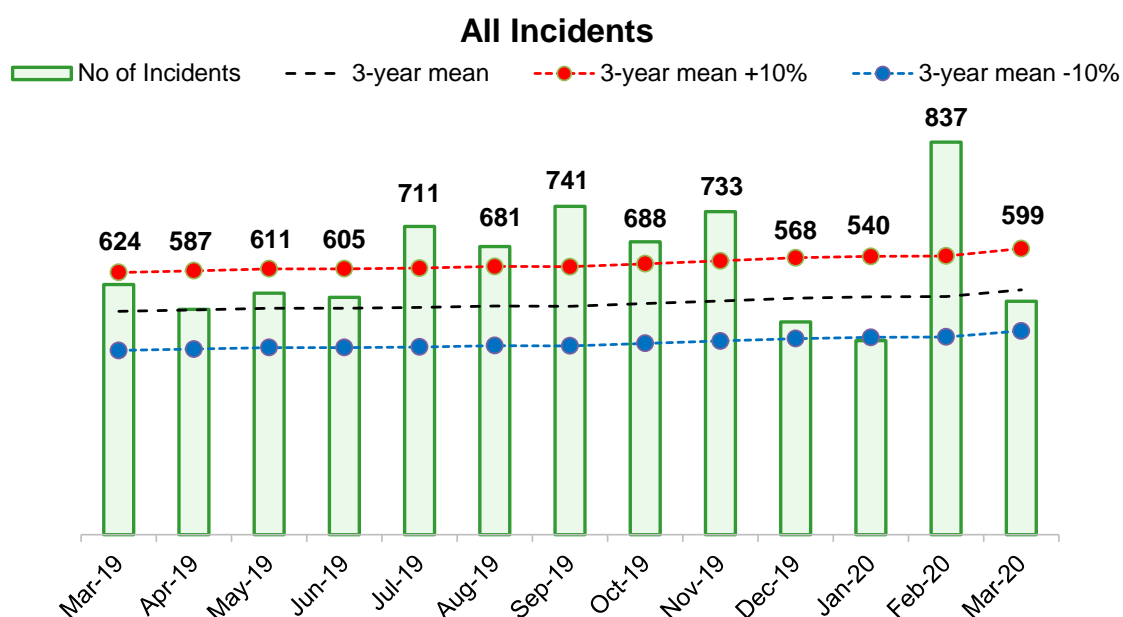


Figure 1 – Total Incidents per month: from Mar 2019 to Mar 2020

Table 1 – Total Incidents

Total Incidents	Q1-Q4 2018-19	Q1-Q4 2019-20	Change	
Fires	2175	1706	-469	-21.56%
Special Services	1902	2744	+842	+44.27%
False Alarms	3391	3451	+60	+1.77%
<b>Total</b>	<b>7468</b>	<b>7901</b>	<b>+433</b>	<b>+5.80%</b>

- a) The total number of Fire incidents, which includes Primary, Secondary and Chimney Fires, was 21.56% less (469 incidents) than the same period in 2018-19.
- b) The number of Special Service incidents increased by 44.27% (842 incidents) compared with the same period in 2018-19, largely due to increases in 'Flooding' (+226 incidents) and 'Rescue/Evacuation from water' incidents (+188 incidents) and in collaborative incidents such as 'Assisting other Agencies' (+236 incidents) and 'Effecting entry/exit' (+133 incidents)
- c) The total number of False Alarm incidents increased by 1.77% (60 incidents) compared with the same period in 2018-19 which can be mainly accounted for by an increase in the False Alarm type 'Fire Alarm Due to Apparatus' by 37 incidents (1.53%) in Q1-Q4 2019-20 compared to the same period in 2018-19.
- d) Figure 2 shows the 5-year trend line for the total number of incidents recorded in Q1-Q4 between 2015-16 and 2019-20. Further statistical analysis shows that the total number of incidents has increased with a strong correlation by 368 incidents each year over the past 5-year period.

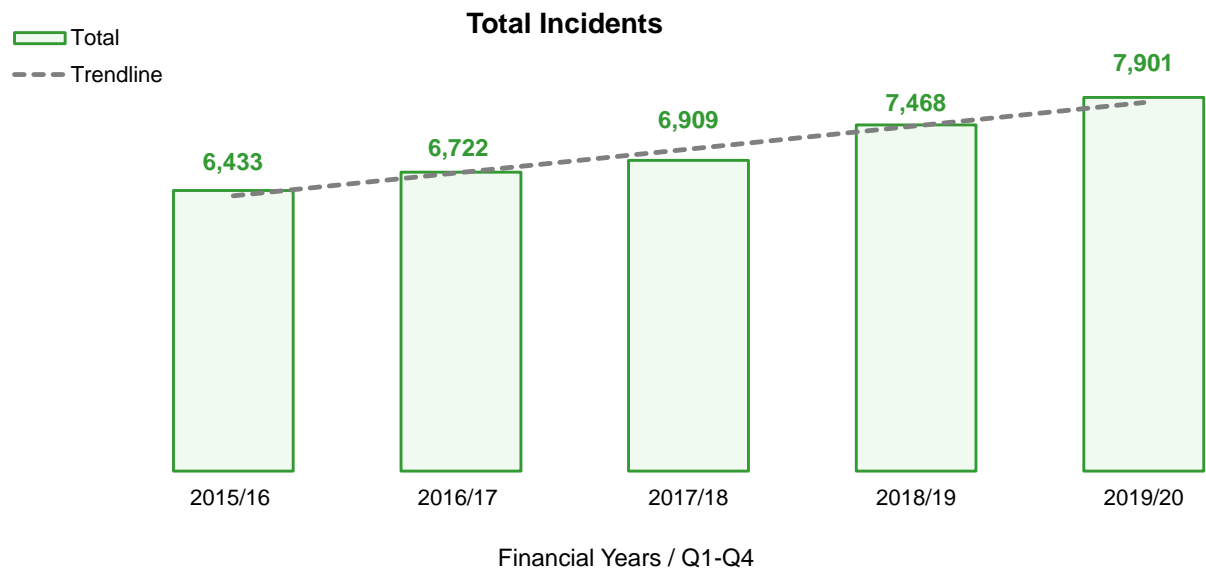


Figure 2 – All Incidents: from Q1-Q4 2015-16 to Q1-Q4 2019-20

## 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 2019-20.

Table 2 – Incidents per station ground Q1-Q4 2019-20

Station Ground	County	Fire	Special Service	False Alarm	Total
Bromyard	Herefordshire	29	48	33	110
Eardisley	Herefordshire	15	39	7	61
Ewyas Harold	Herefordshire	15	23	12	50
Fownhope	Herefordshire	6	10	5	21
Hereford	Herefordshire	158	333	346	837
Kingsland	Herefordshire	18	27	15	60
Kington	Herefordshire	6	19	7	32
Ledbury	Herefordshire	36	58	71	165
Leintwardine	Herefordshire	12	37	6	55
Leominster	Herefordshire	40	91	82	213
Peterchurch	Herefordshire	19	23	13	55
Ross-on-Wye	Herefordshire	39	85	58	182
Whitchurch	Herefordshire	19	73	23	115
Broadway	Worcestershire	13	14	20	47
Bromsgrove	Worcestershire	113	177	274	564
Droitwich Spa	Worcestershire	88	130	141	359
Evesham	Worcestershire	105	142	240	487
Malvern	Worcestershire	69	133	187	389
Pebworth	Worcestershire	16	10	14	40
Pershore	Worcestershire	45	57	71	173
Redditch	Worcestershire	246	280	470	996
Tenbury	Worcestershire	18	54	8	80
Upton upon Severn	Worcestershire	26	64	50	140
Worcester	Worcestershire	261	457	758	1,476
Wyre Forest**	Worcestershire	294	360	540	1,194
<b>Total</b>		<b>1,706</b>	<b>2,744</b>	<b>3,451</b>	<b>7,901</b>
		<b>21.59%</b>	<b>34.73%</b>	<b>43.68%</b>	<b>100.00%</b>

\*The geographical location of each incident is recorded in the Incident Recording System, which determines the relevant station ground. The table summarises the data for all incidents except where the incidents were recorded as 'Over the Border' or OTB.

\*\*Stourport, Kidderminster and Bewdley fire stations have been replaced by the new opening of the Wyre Forest emergency hub in February 2020. Wyre Forest represents the sum of the three previous stations combined.

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

The total number of over the border incidents attended in Q1-Q4 2019-20 (01/04/19 – 31/03/20) was 54 (Figure 3), which is a decrease of 5.26% (3 incidents) compared with Q1-Q4 2018-19 as shown in Table 3. Overall, HWFRS attended 10 fire incidents (18.52%), 29 special service incidents (53.70%) and 15 false alarm incidents (27.78%). The majority of the incidents (59.26%) occurred in Gloucestershire and Shropshire FRSS' areas, resulting in 16 incidents attended respectively. The highest number of the over the border incidents was attended by Ledbury fire station (10 incidents).

Table 3 – Over the border Incidents

Total Incidents	Q1-Q4 2018-19	Q1-Q4 2019-20	Change	
Gloucestershire	24	16	-8	-33.33%
Mid & West Wales	2	6	+4	+200.00%
Shropshire	9	16	+7	+77.77%
South Wales	2	2	-	-
Staffordshire	2	1	-1	-50.00%
Warwickshire	13	10	-3	-23.08%
West Midlands	5	3	-2	-40.00%
<b>Total</b>	<b>57</b>	<b>54</b>	<b>-3</b>	<b>-5.26%</b>

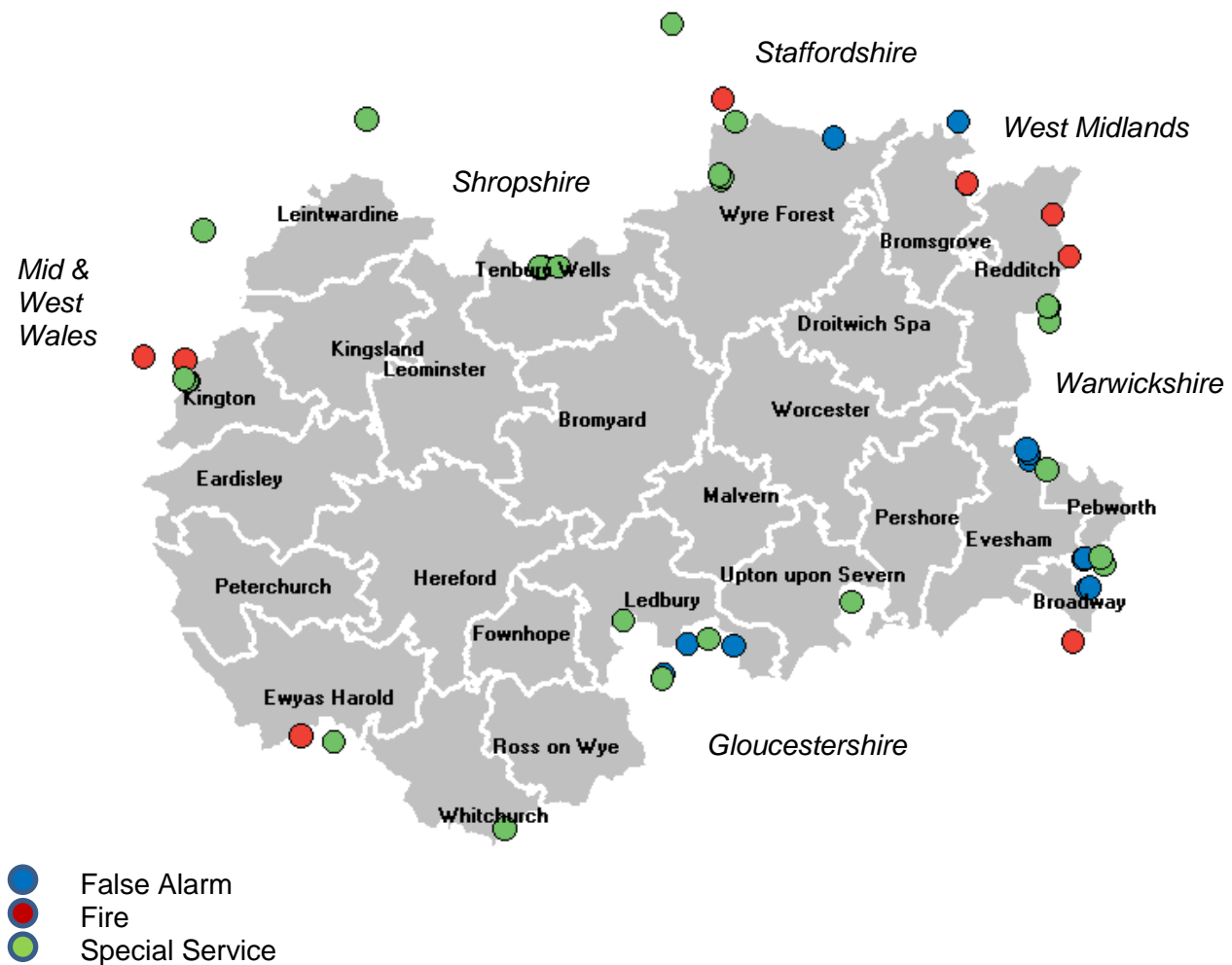


Figure 3 – Location of over the border incidents attended by HWFRS

## 2.4. Key performance indicators out of tolerance

- a) This report shows that in Q1-Q4 2019-20 the total incidents attended by HWFRS was above the 3-year mean +10% tolerance levels for the months July, August, September, October, November and February.
- b) Total Fire incidents were above the 3-year mean +10% threshold for July and September but remained within the tolerance levels for the rest of the year. Special Service incidents were above the 3-year mean for the majority of the year spiking in February 2020 due to the extensive flooding seen in Herefordshire and Worcestershire. False Alarms were above the tolerance levels in July, August, September and November.
- c) In Q4 2019-20, all staff sickness was below the level of tolerance for All Staff, whereas Wholetime firefighters and Non-uniformed staff sickness were above the tolerance levels. However, Q1-Q4 2019-20 saw the lowest number of days lost for all staff sickness when compared to the past five year period.

## 2.5. Community Risk's activity

- a) In Q1 2019-20 campaigns delivered by Community Risk included Electrical Safety, Business Safety, Gas and Chimney Safety. They supported various local events to promote fire safety and Home Fire Safety Checks, along with working with partners at Young Citizen's events, an initiative which is aimed to encourage school age children to think about their personal safety and the safety of others. Seasonal advice has also been offered, in particular water safety and cooking safely outdoor during the summer holidays.
- b) In Q2 2019-20 HWFRS joined forces with the Police and Crime Commissioner's office, other search and rescue organisations, the police, charities, and street pastors, to encourage young people to stay safe during their first weeks away from home at university, helping to protect new students during their university Welcome Week, launching the 'Home and Dry' campaign.
- c) In Q3 2019-20, campaigns delivered by Community Risk included candle safety, student fire safety and smoke alarm testing and purchasing. The Community Risk team supported various local events to promote fire safety including during Older People's Day and have worked with local GPs by attending flu clinics to generate Safe and Well Check referrals for vulnerable individuals. Seasonal advice has also been offered on fireworks and bonfire safety along with giving advice to the public on staying safe during periods of flooding, particularly as there were periods of flooding in October, November and December.
- d) In Q4 2019-20 campaigns included cooking safety, smoke alarm testing and purchasing and supporting No Smoking Day. The Community Risk team have supported various local events to promote fire safety and Safe and Well Checks. They have also carried out training sessions to partner agencies, so that they can identify vulnerable individuals who may benefit from a Safe and Well Check. Advice has also been offered to the public on staying safe during periods of flooding, particularly as there were high levels of flooding across the two counties throughout February.
- e) During Q1-Q4 2019-20, Community Risk activity included 3,869 Home Fire Safety Checks (HFSCs), which target vulnerable households, 525 Business Fire Safety Checks (BFSCs), 1,794 Signposting referrals to other support agencies and 88 Safeguarding checks. The full range of Community Risk activity is shown in Appendix 2.
- f) Fire Safety officers continue to deliver intelligence led project work, focusing on commercial properties with residential accommodation above. This work reflects the increase in enforcement activity, also shown in Appendix 2.



## 2.6. Weather

- a) Rainfall was 177% of average, making it the 8<sup>th</sup> wettest June since 1910. It was particularly wet in the Midlands and Lincolnshire (Met Office, 2019). This had a direct impact on the number of total fires recorded in the month of June, a decrease of 34.71% and 39.01% when compared with the total number of fire incidents recorded in April 2019 and May 2019, respectively.
- b) July saw the highest temperature ever recorded in the UK (38.7°C), with summer 2019 becoming the twelfth warmest and seventh wettest on record since 1910 across the UK (Met Office, 2019).
- c) In October rainfall was 109% of average with a significant spell peak observed between 24<sup>th</sup> and 26<sup>th</sup> of October 2019; the maximum precipitation in central England reached 118 mm (Met Office, 2019). The river flow in the River Severn, River Wye and River Avon was classified as exceptionally high (the highest possible) by the Environment Agency (2019).
- d) In February, the United Kingdom experienced three storm events, i.e. Storm Ciara (8-9 Feb 2020), Storm Dennis (15-17 Feb 2020) and Storm Jorge (28 Feb to 1 Mar 2020). Out of them, the most significant adverse impact on Worcestershire and Herefordshire was Storm Dennis, which brought heavy and persistent rain reaching up to 100 mm of rain and causing widespread flooding. Unfortunately, the local newspaper reported one person being killed in flood waters near Wyre Forest. This was an extremely busy period for HWFRS with a major incident being declared in both Herefordshire and Worcestershire during this time. The high level of operational activity is reflected in the incident figures for this quarter where crews worked closely with partner agencies to support the local communities. HWFRS were also a key player within the Local Resilience Forum with staff working collectively with all other responding agencies at every SCG, TCG and Bronze cell to help deliver a coordinated response across the two counties.

### 3. Fire incidents

#### 3.1. Introduction

Types of fire as recorded in the IRS:

- a) Primary – to be categorised as primary these fires must be either:
  - occurring in a (non-derelict) 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. Overview

The number of Fires decreased by 21.56% (-469 incidents) in Q1-Q4 2019-20 compared with the same period in 2018-19 (Table 4). Figure 4 shows the seasonal trends with fire incident numbers increasing in the warmer, summer months and decreasing during winter.

Figure 5 shows the 5-year trend line for the total number of fires recorded in Q1-Q4 between 2015-16 and 2019-20. Analysis of time cannot be used as a predicting variable for the number of fires, since the model is of a very poor fit.

Table 4 – Total Fires

Total Fires	Q1-Q4 2018-19	Q1-Q4 2019-20	Change	
Primary Fires	1102	972	-130	-11.80%
Secondary Fires	961	636	-325	-33.82%
Chimney Fires	112	98	-14	-12.50%
<b>Total</b>	<b>2175</b>	<b>1706</b>	<b>-469</b>	<b>-21.56%</b>

- a) The number of Primary Fire incidents decreased by 130 incidents (-11.80%) in Q1-Q4 2019-20 compared to the same period in 2018-19.
- b) The number of Secondary Fires decreased by 325 incidents (-33.82%) compared with the same period in 2018-19.
- c) The number of Chimney Fires decreased from 112 to 98 (-12.50%) compared with the same period in 2018-19.

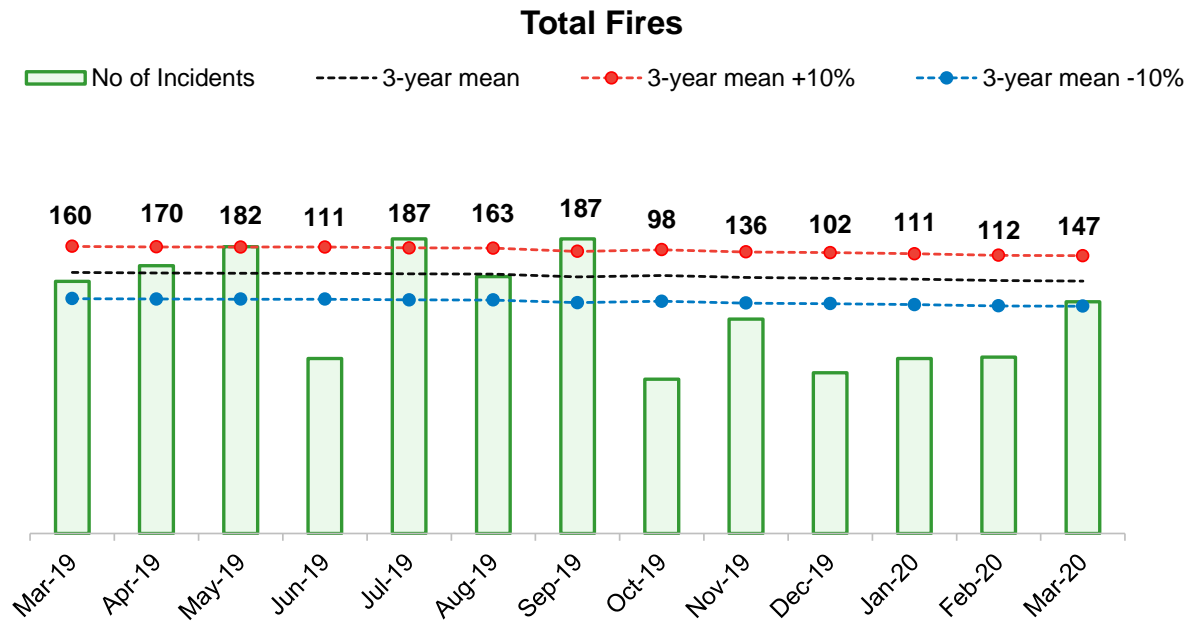


Figure 4 – Total Fires per month: from Mar 2019 to Mar 2020

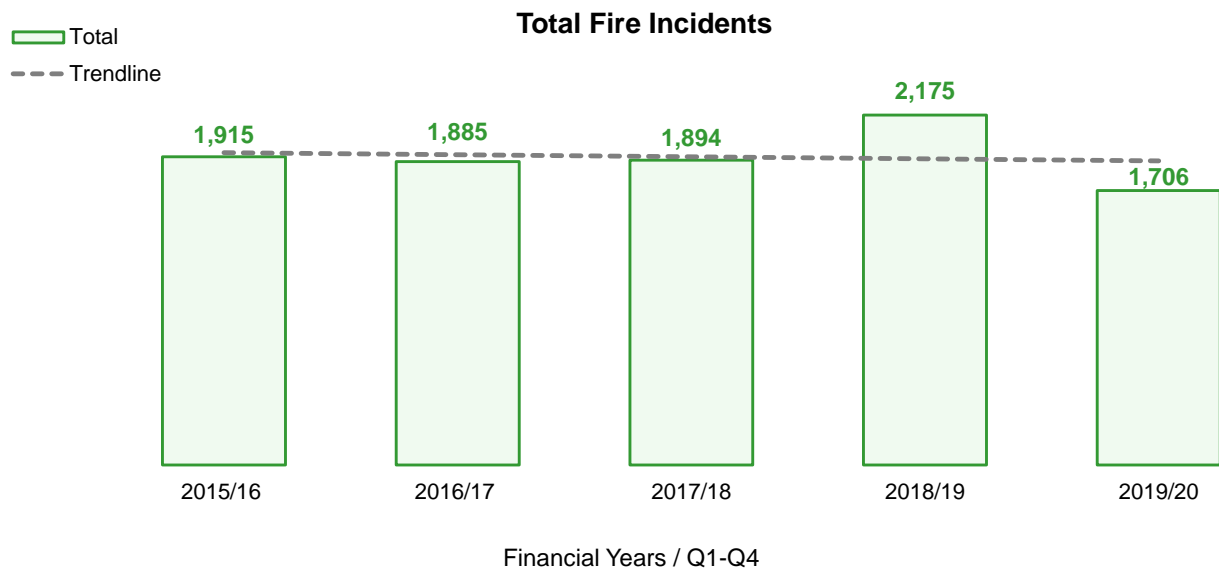


Figure 5 – Total Fires: from Q1-Q4 2015-16 to Q1-Q4 2019-20

### 3.3. Primary fires

There was a 11.80% decrease (-130 incidents) in Primary Fires in Q1-Q4 2019-20 compared with the same period in 2018-19 (Table 5, Figure 6).

Figure 7 shows the 5-year trend line for the total number of Primary Fires recorded in Q1-Q4 between 2015-16 and 2019-20. Analysis of time cannot be used as a predicting variable for the number of Primary Fires, since the model is of a very poor fit.

Table 5 – Primary Fires

Primary Fires	Q1-Q4 2018-19	Q1-Q4 2019-20	Change	
Building Fires	655	614	-41	-6.26%
Vehicle & Transport Fires	295	270	-25	-8.47%
Outdoor Fires	152	88	-64	-42.11%
<b>Total</b>	<b>1,102</b>	<b>972</b>	<b>-130</b>	<b>-11.80%</b>

- The number of Primary Fires in Q1-Q4 2019-20 decreased by 11.80%, when compared with the same period in 2018-19. This was predominantly caused by a 42.11% decrease in Outdoor Fires (64 incidents) and a 6.26% decrease in domestic (dwelling and other residential) property fires (41 incidents).
- The month of May had the highest number of Primary Fires with 105 incidents, followed by July with 97, September with 92 and August and November with 91 incidents each. The main cause for Primary Fires with 137 incidents was 'Heat source and combustibles brought together deliberately', followed by 'Overheating, unknown cause' with 114 incidents, 'Fault in equipment or appliance' with 113 incidents and 'Cooking – other cooking' with 111 incidents. Overall, 84.67% of all Primary Fires were classified as accidental/unknown.
- There were 2 fatalities in Primary Fires during Q1-Q4 in 2019-20 (Table 6 shows incident and casualty numbers, Figure 8).
- Primary Building Fires currently account for the greatest proportion (63.17%) in this category with 614 incidents.
- Domestic fires constituted 64.98% (399 incidents) of the total Primary Building Fires. The top three causes of domestic primary building fires were 'Cooking – other cooking' (102 incidents), 'Fault in equipment or appliance' (53 incidents) and 'Combustible articles too close to heat source (or fire)' (50 incidents).
- Vehicle & Transport Fires decreased by 25 incidents (-8.47%) compared with the same period in 2018-19 (Table 5). 11 of these incidents were the result of an RTC.
- Primary Outdoor Fires totalled 88 incidents in Q1-Q4 2019-20 compared with 152 incidents in the same period in 2018-19 decreasing by 42.11%.
- Technical Fire Safety officers continue to work with businesses and post-fire audits are completed following all fires in business premises.

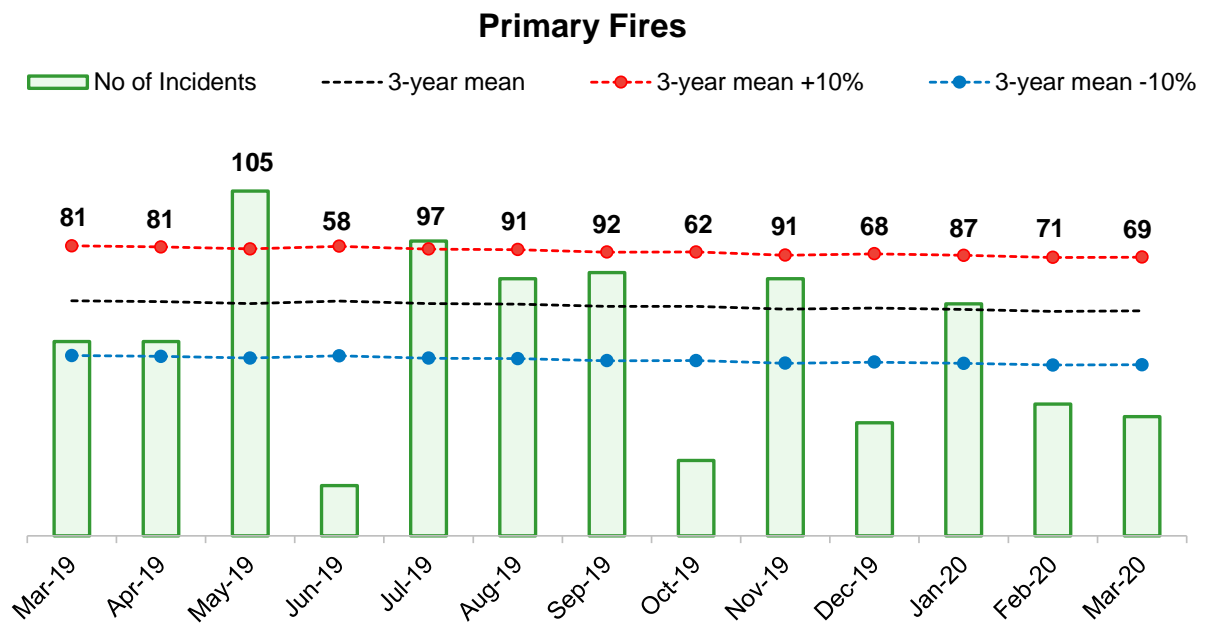


Figure 6 – Primary Fires per month: from Mar 2019 to Mar 2020

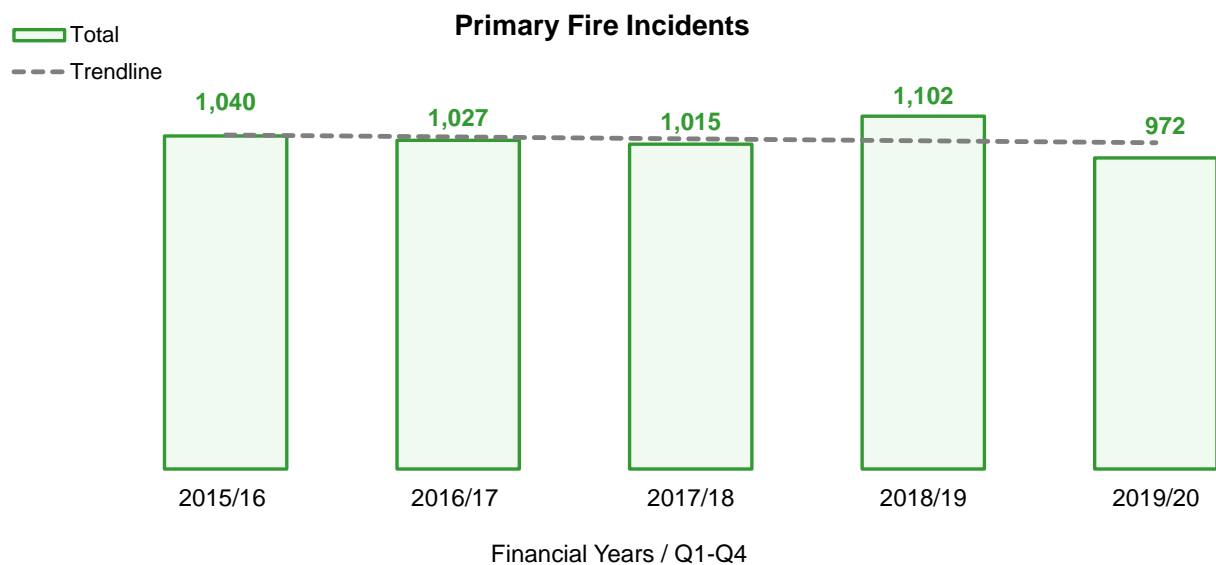


Figure 7 – Primary Fires: from Q1-Q4 2015-16 to Q1-Q4 2019-20

Table 6 – Primary Fires casualties

Primary Fires Casualty*: severity	Q1-Q4 2018-19		Q1-Q4 2019-20		Change (%)	
	Inc No.	Cas No.	Inc No.	Cas No.	Inc No.	Cas No.
Fatalities	3	4	2	2	-1	-2
Victim went to hospital, injuries appear to be Serious	7	7	10	11	+3	+4
Victim went to hospital, injuries appear to be Slight	26	26	26	38	-	+12
First aid given at scene	23	27	25	27	+2	-
<b>Total</b>	<b>59</b>	<b>64</b>	<b>63</b>	<b>78</b>	<b>+4</b>	<b>+14</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).

### Primary Fire Injuries and Fatalities

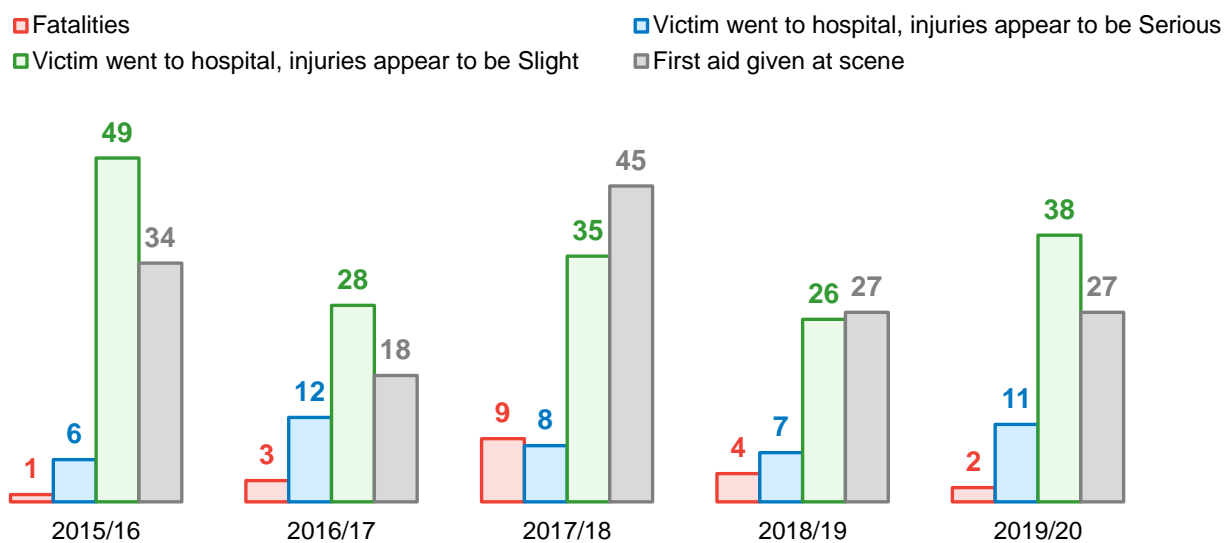


Figure 8 – Primary Fire Injuries and Fatalities: from Q1-Q4 2015-16 to Q1-Q4 2019-20

### 3.4. Secondary fires

There was a 33.82% decrease (-325 incidents) in Secondary Fires in Q1-Q4 2019-20 compared with the same period in 2018-19 (Table 7, Figure 9). September saw the most Secondary Fires with 92 incidents, followed by July with 90 and April with 80.

Table 7 – Secondary Fires

Secondary Fires	Q1-Q4 2018-19	Q1-Q4 2019-20	Change	
Grassland, Woodland and Crop	395	226	-169	-42.78%
Other Outdoors (including land)	308	187	-121	-39.29%
Outdoor Structures	197	152	-45	-22.84%
Building & Transport	36	58	+22	+61.11%
Outdoor Equipment & Machinery	25	13	-12	-48.00%
<b>Total</b>	<b>961</b>	<b>636</b>	<b>-325</b>	<b>-33.82%</b>

- 'Grassland, Woodland and Crop' fires represent the greatest proportion (35.53%) of all Secondary Fires. 61.50% of 'Grassland, Woodland and Crop' fires (139 incidents) were classified as accidental/unknown and 38.50% were classified as deliberate (87 incidents).
- The majority of 'Other Outdoors (including land)' secondary fires were caused by 'loose refuse' which resulted in 104 incidents (55.61%) in Q1-Q4 2019-20.
- The number of 'Building & Transport' fires increased by 22 incidents (+61.11%) in Q1-Q4 2019-20 compared with the same period in Q1-Q4 2018-19, where September had the highest number of incidents. Of the 58 incidents that occurred, 37 were deliberate and 21 accidental/unknown.

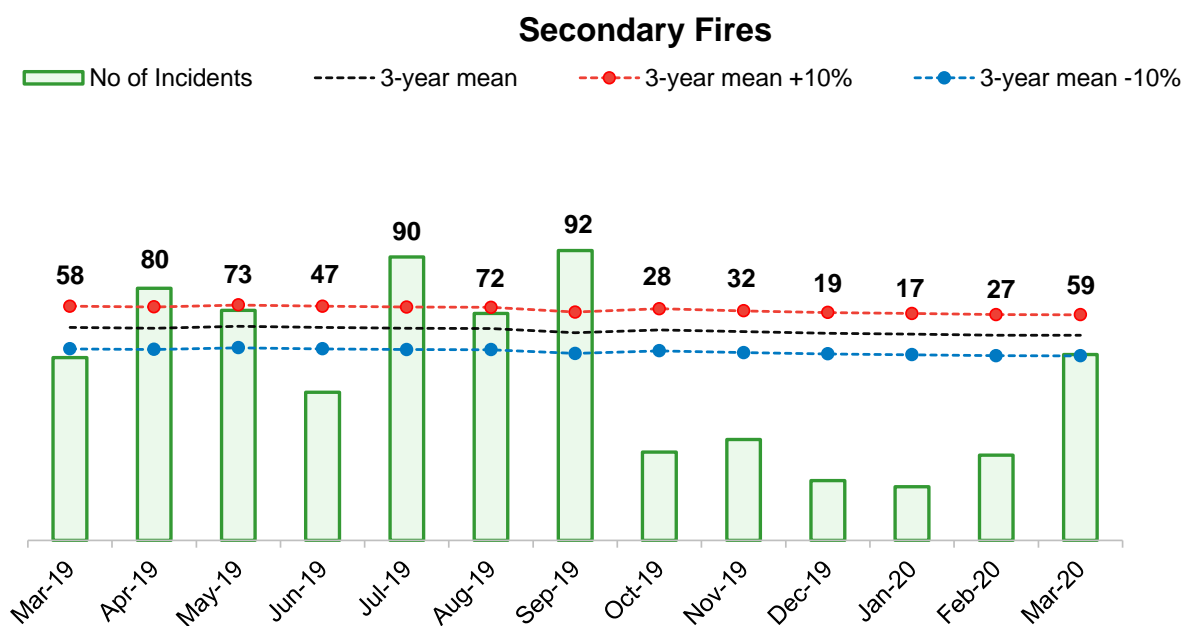


Figure 9 – Secondary Fires per month: from Mar 2019 to Mar 2020

Figure 10 shows the 5-year trend line for the total number of Secondary Fires recorded in Q1-Q4 between 2015-16 and 2019-20. Analysis of time cannot be used as a predicting variable for the increasing number of Secondary Fires, since the model is of a very poor fit.

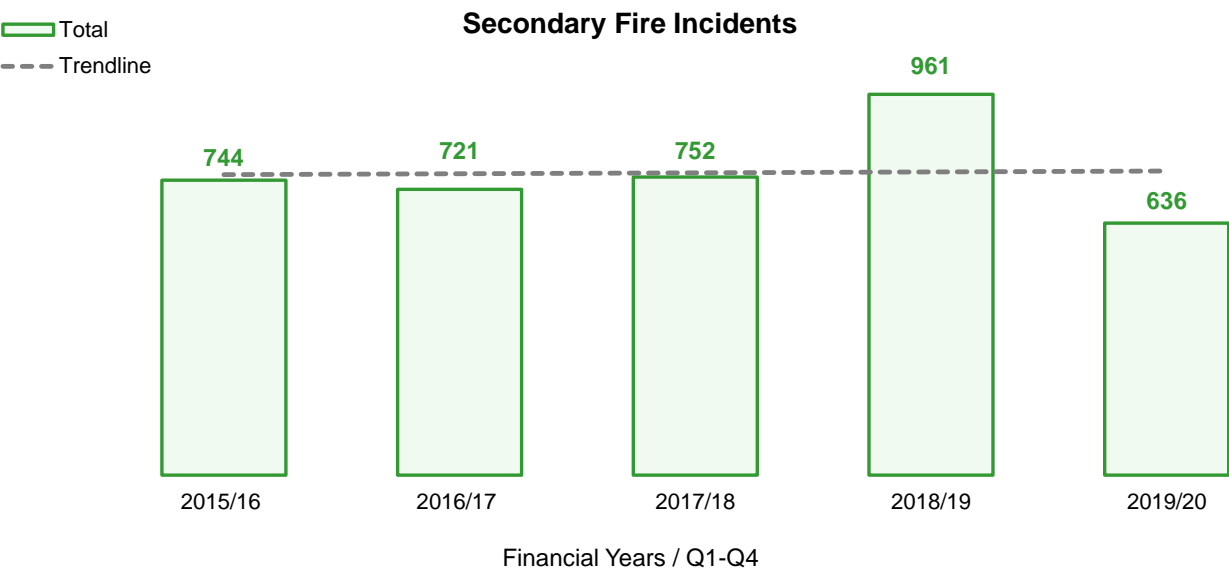


Figure 10 – Secondary Fires: from Q1-Q4 2015-16 to Q1-Q4 2019-20



### 3.5. Chimney fires

The number of Chimney Fires (98 incidents) decreased by 14 in Q1-Q4 2019-20, compared to the same period of 2018-19 (Table 8, Figure 11) and is the lowest number of Chimney Fire incidents within the past 5 years for Q1-Q4, decreasing each year since 2015/16. The decrease in the number of Chimney Fires in 2019-20 is likely to be related to the hotter than usual weather in July and August and the warmer and wetter than usual weather in October and November.

Table 8 – Chimney Fires

Chimney Fires	Q1-Q4 2018-19	Q1-Q4 2019-20	Change	
April	10	9	-1	-10.00%
May	3	4	+1	+25.00%
June	0	6	+6	∞
July	0	0	-	-
August	0	0	-	-
September	5	3	-2	-40.00%
October	13	8	-5	-38.46%
November	19	13	-6	-31.57%
December	14	15	+1	+7.14%
January	13	7	-6	-46.15%
February	14	14	-	-
March	21	19	+2	-9.52%
<b>Total</b>	<b>112</b>	<b>98</b>	<b>-14</b>	<b>-12.50%</b>

\* Note: no percentage increase/decrease can be calculated due to previous year value(s) were zero.

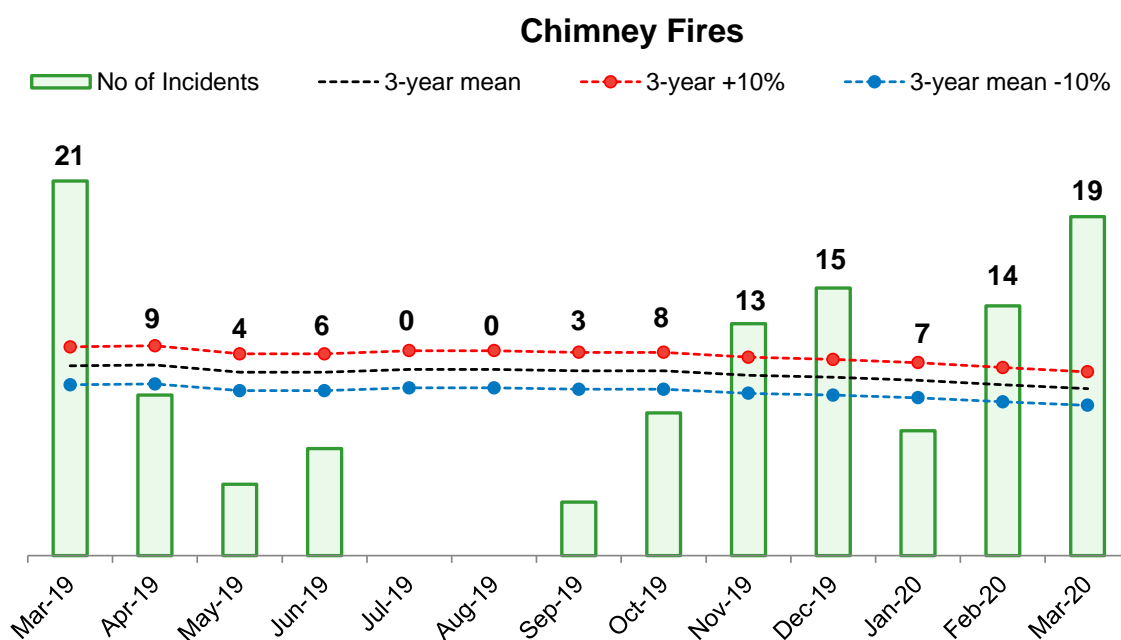


Figure 11 - Chimney Fires per month: from Mar 2019 to Mar 2020

The number of Chimney Fires in Q1-Q4 2019-20 was 22.22% less than the 5-year average of 126 incidents. Figure 12 shows the 5-year trend line for the total number of Chimney Fires recorded in Q1-Q4 between 2015-16 and 2019-20. It can be predicted that Chimney Fire incidents will continue to decrease by 12 incidents every year when analysing the trend over the previous 5 year period.

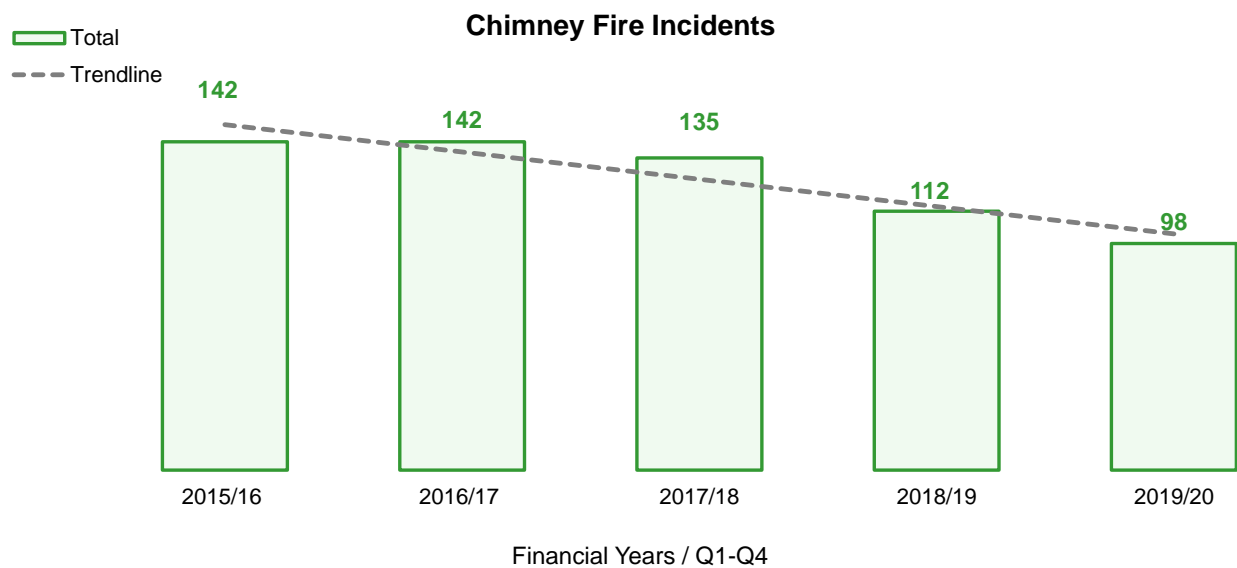


Figure 12 – Chimney Fires: from Q1-Q4 2015-16 to Q1-Q4 2019-20

Figure 13 shows the distribution of the 98 Chimney Fires in Q1-Q4 2019-20 by fire station ground. It shows that the highest numbers of Chimney Fires incidents were 14 in Wyre Forest, 8 in Worcester, 7 in Hereford 6 in Ledbury, Bromyard, Eardisley and Redditch.

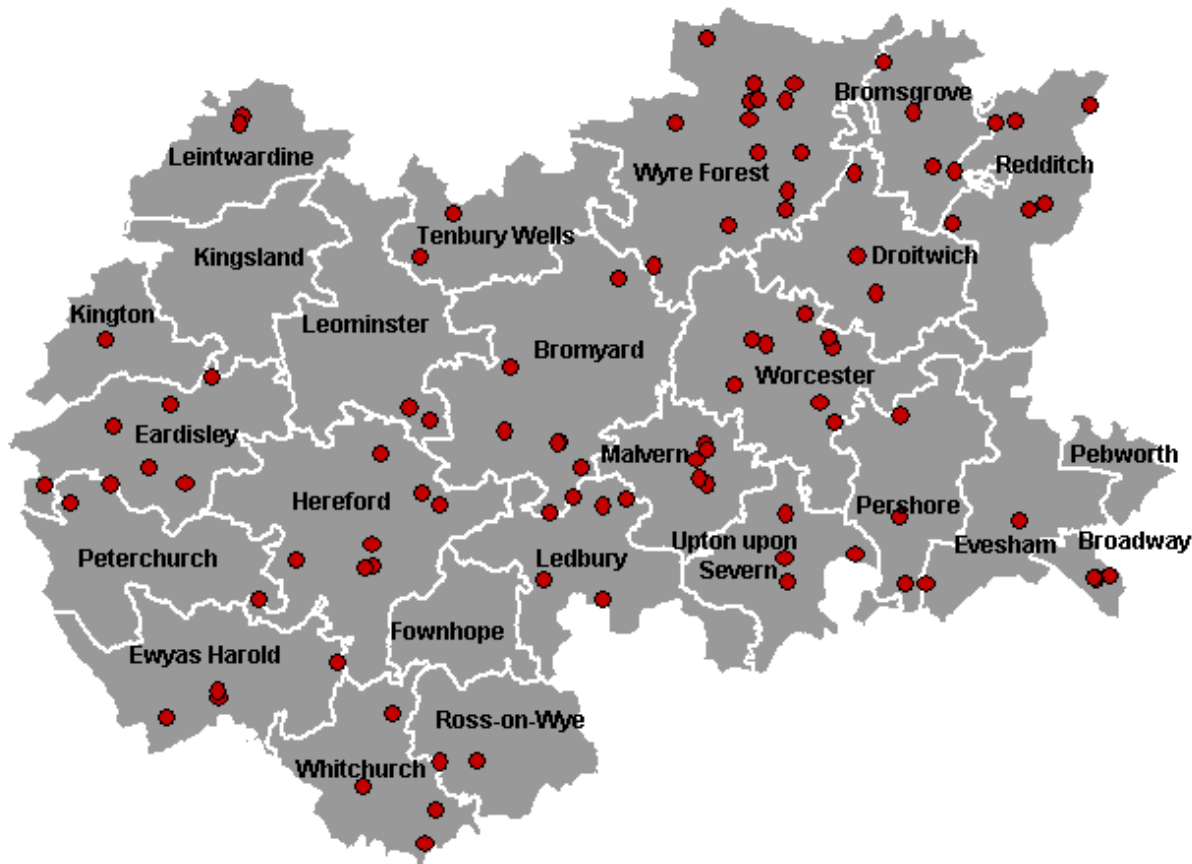


Figure 13 – Chimney Fires per station ground area in Q1-Q4 2019-20

## 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 8 main categories (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', 'Medical Incident'. The figures relating to RTCs in this section are those that have been closed as a Special Service, i.e. incidents closed as a fire that was due to an RTC is not included but can be found in the 'Building & Transport' section of Table 5.

### 4.2. Overview

The number of Special Service incidents has risen by 44.27% (+842 incidents) in Q1-Q4 2019-20 compared to the same period in 2018-19 (Table 9, Figures 14-15).

Table 9 – Special Services

Special Service sub-categories	Q1-Q4 2018-19	Q1-Q4 2019-20	Change	
Animal assistance	95	101	<b>+6</b>	<b>+6.32%</b>
Assist other agencies	195	431	<b>+236</b>	<b>+121.03%</b>
Effecting entry/exit	146	279	<b>+133</b>	<b>+91.10%</b>
Flooding	128	354	<b>+226</b>	<b>+176.56%</b>
Lift release	69	61	<b>-8</b>	<b>-11.59%</b>
Rescue or evacuation from water	48	236	<b>+188</b>	<b>+391.67%</b>
RTC	685	671	<b>-14</b>	<b>-2.04%</b>
Other Special Services	536	611	<b>+75</b>	<b>+13.99%</b>
<b>Total</b>	<b>1902</b>	<b>2744</b>	<b>+842</b>	<b>+44.27%</b>

- The greatest proportion (24.45%) of Special Services was accounted for by the category 'RTC' with 671 incidents followed by 'Other Special Services' with 611 incidents (22.27%) whose main sub-categories were 'No action (not false alarm)' with 100 incidents and 'Other rescue/release of persons' with 79 incidents. Other sub-categories include, but are not limited to: 'Making Safe (Not RTC)' (76 incidents), 'Spills and leaks (Not RTC)' (61 incidents), 'Removal of objects from people' (60 incidents), 'Hazardous Materials' (48 incidents) and 'Suicide/attempts' (48 incidents).
- 'Flooding' Special Services increased by 176.56% (+226 incidents) during Q1-Q4 2019-20 alongside a corresponding increase in incidents requiring 'Rescue or evacuation from water' (+188 incidents). 48.87% of all 'Flooding' incidents occurred between the 8<sup>th</sup> of February and the 1<sup>st</sup> of March (173 incidents) and 36.02% of 'Rescue or evacuation from water' (85 incidents). During this time Herefordshire and Worcestershire faced three storms which caused the surge in Special Service incidents. More about this can be seen in the weather section of this report.

- c) Incidents involving collaboration such as 'Assisting other agencies' were up 236 incidents in comparison to the same period in 2018-19 and 'Effecting entry/exit' were up by 133 incidents, together comprising 25.87% (710 incidents) of the total Special Service incidents.

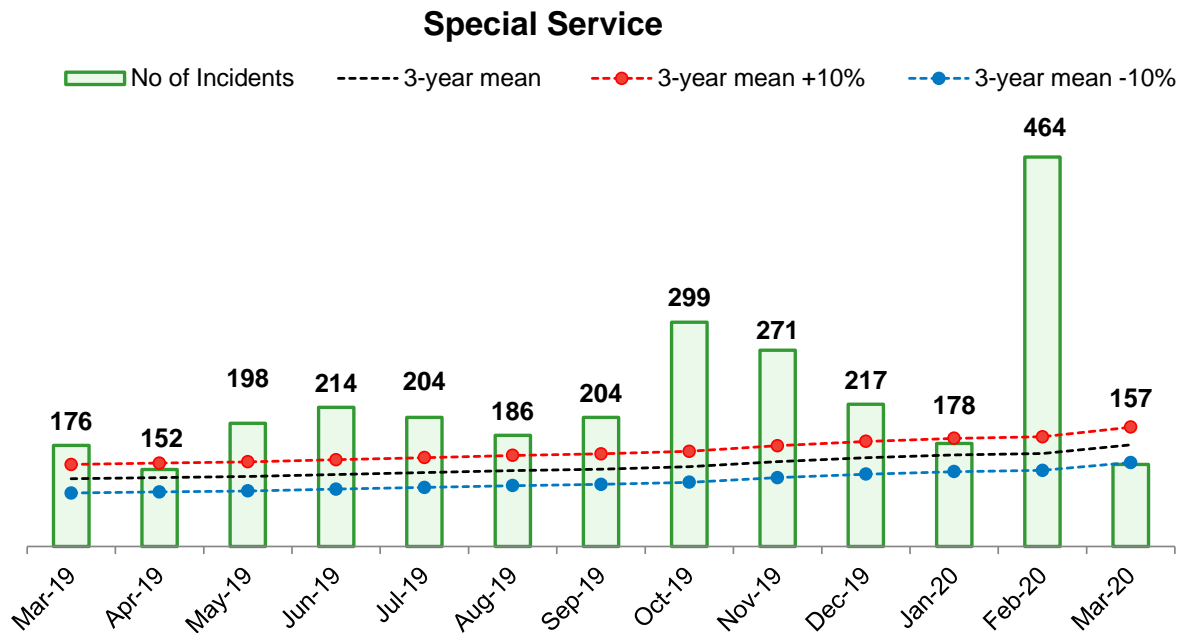


Figure 14 – Special Service incidents per month: from Mar 2019 to Mar 2020

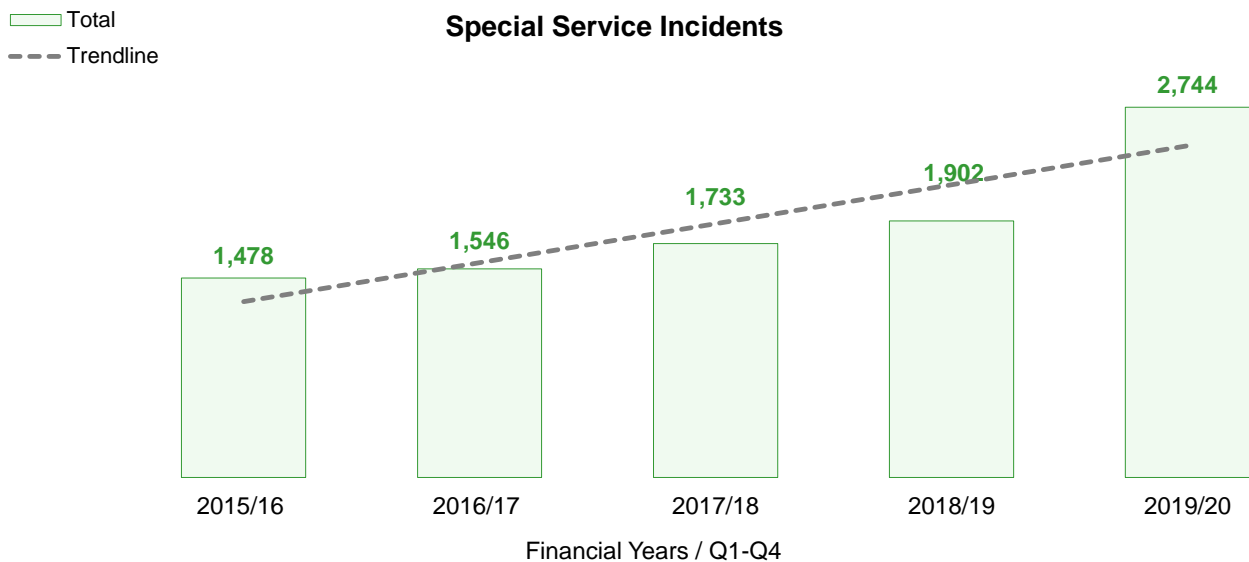


Figure 15 – Special Service incidents: from Q1-Q4 2015-16 to Q1-Q4 2019-20

Further statistical analysis shows that the total number of Special Service incidents will continue to increase by 289 incidents every year when analysing the trend over the previous 5 year period.

## Special Service Incidents

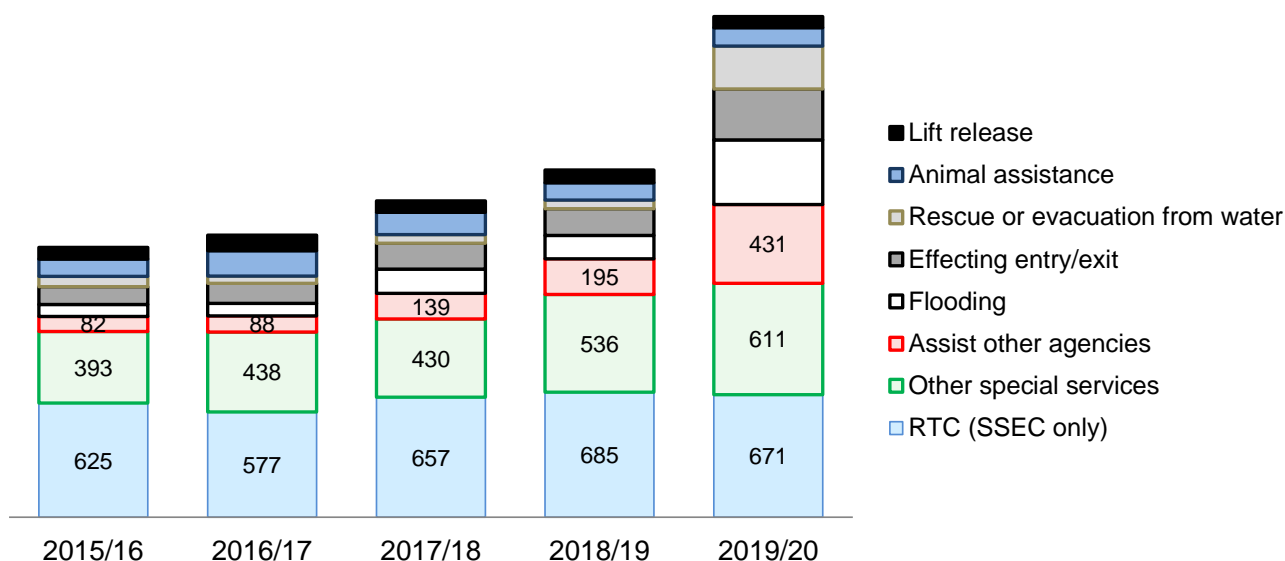


Figure 16 – Special Service incidents: from Q1-Q4 2015-16 to Q1-Q4 2019-20

- The increase in collaborative incidents such as 'Assisting other agencies' (431 incidents) and 'Effecting entry/exit' (279 incidents) was expected due to the change in operational policies during 2018/19 which affects the type of incidents that HWFRS attends. (Figure 16). The full list of incidents relating to collaborative incidents such as gaining access, missing persons or the use of the drone is available through the Operational Policies Department. In Q1-Q4 2019-20, 55.35% of these calls came from the Police (393 out of 710 incidents) and 13.80% from the Ambulance Service (98 out of 710 incidents).
- Incidents involving Animal Assistance increased by 6.32% from 95 incidents in Q1-Q4 2018-19 to 101 in Q1-Q4 2019-20.

### 4.3. Total RTC incidents

The total Road Traffic Collision (RTC) incident numbers reflect the total number of incidents in the two counties of Herefordshire and Worcestershire that were attended by HWFRS crews; incidents include only those whose closure code was Special Service. Incidents that were an RTC but were closed as a different code (e.g. Fire, Assisting other agencies) is not included in the total figure. This report (and accompanying data tables) groups together the Total RTC incidents into 6 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', 'Advice only'.

- a) The number of RTC incidents attended in Q1-Q4 2019-20 decreased by 2.04% (-14 incidents) compared to the same period in 2018-19 (Table 9). This is mostly accounted for by the 23 fewer Extrication/Release of persons/s incidents.
- b) The majority of RTCs involved making vehicles safe (62.44% of all RTC incidents attended) and increased by 17 incidents when compared to 2018-19.
- c) Fire and Rescue crews attended 11 RTC incidents with 12 fatalities in Q1-Q4 2019-20, which decreased when compared to the same period in 2018-19. The number of people slightly injured in RTCs increased from 233 to 249 and the number of people seriously injured decreased by 23. The overall number of casualties decreased by 13 (Table 11, Figure 17).
- d) The Community Risk Department continues to work with Partner Agencies to raise awareness of road safety.

Table 10 – Total RTC incidents\*

Total RTC Incidents	Q1-Q4 2018-19	Q1-Q4 2019-20	Change	
Make vehicle safe	402	419	<b>+17</b>	<b>+4.23%</b>
Make scene safe	101	97	<b>-4</b>	<b>-3.96%</b>
Extrication of person/s	71	63	<b>-8</b>	<b>-11.27%</b>
Release of person/s	59	44	<b>-15</b>	<b>-25.42%</b>
Wash down road	2	4	<b>+2</b>	<b>+100.00%</b>
Other RTC	50	44	<b>-6</b>	<b>-12.00%</b>
<b>Total</b>	<b>685</b>	<b>671</b>	<b>-14</b>	<b>-2.04%</b>

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

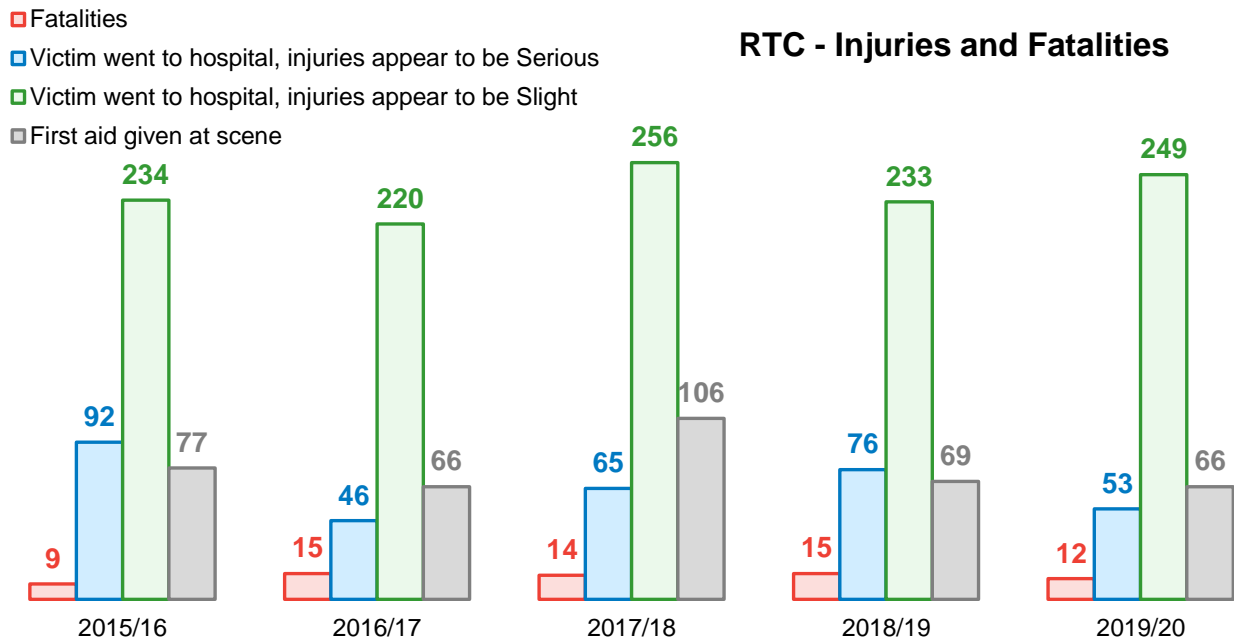


Figure 17 – RTC Injuries and fatalities quarterly data: from Q1-Q4 2015-16 to Q1-Q4 2019-20

Table 11 – Total RTC casualties\*

Total RTC Casualty: severity	Q1-Q4 2018-19		Q1-Q4 2019-20		Change (%)	
	Inc No.	Cas No.	Inc No.	Cas No.	Inc No.	Cas No.
Fatalities	15	15	11	12	-4	-3
Victim went to hospital, injuries appear to be Serious	67	76	48	53	-19	-23
Victim went to hospital, injuries appear to be Slight	179	233	190	249	+11	+16
First aid given at scene	56	69	50	66	-6	-3
<b>Total</b>	<b>317</b>	<b>393</b>	<b>299</b>	<b>380</b>	<b>-18</b>	<b>-13</b>

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

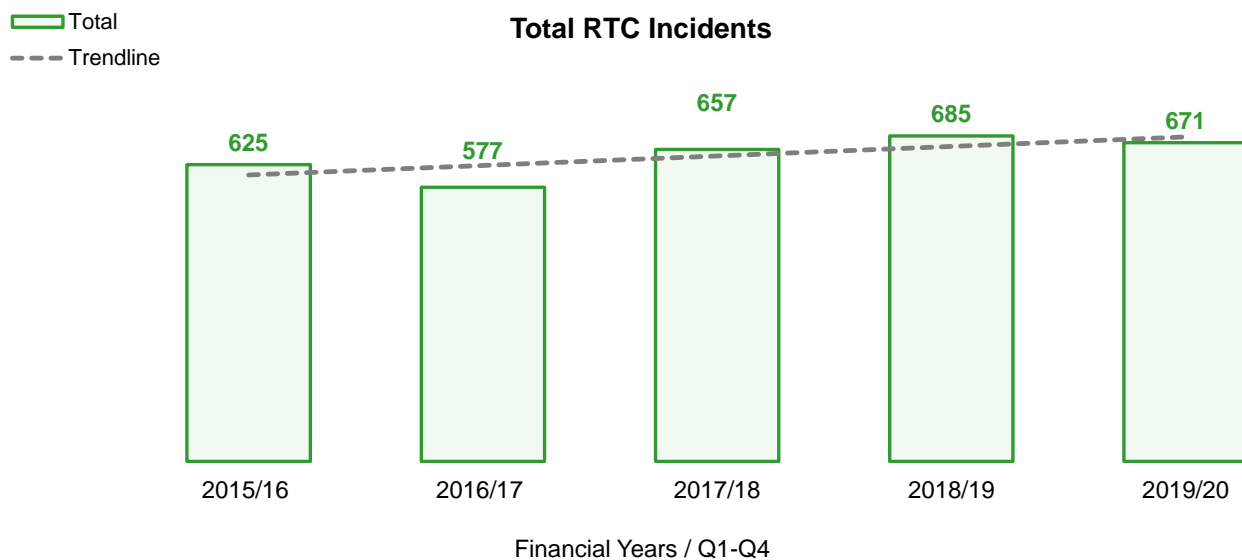


Figure 18 – RTC Incidents: from Q1-Q4 2015-16 to Q1-Q4 2019-20

Figure 18 shows the 5-year trend line for the total number of Road Traffic Collisions recorded in Q1-Q4 between 2015-16 and 2019-20. Analysis of time cannot be used as a predicting variable for the number of RTCs, since the model is of a very poor fit.



## 5. False alarm incidents

### 5.1. Introduction

Fire False Alarm – where the FRS 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:

- Malicious False Alarms - are calls made with the intention of getting the FRS to attend a non-existent incident, including deliberate and suspected malicious intentions.
- Good Intent False Alarms - are calls made in good faith in the belief that the FRS really would attend an incident.
- False Alarm due to Apparatus - 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 FRS 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. Overview

The number of False Alarm incidents in Q1-Q4 2019-20 shows an increase of 60 incidents (1.77%) compared to the same period in 2018-19 (Table 12, Figure 19). Overall, 50.04% (1,727 incidents) of all False Alarm calls originated from domestic (dwellings and other residential) properties when compared with non-residential premises (35.99%, 1,242 incidents) and Other (13.97%, 482 incidents).

- a) Malicious False Alarms accounted for 1.65% of all False Alarms and increased from 47 to 57 in Q1-Q4 2019-20. They were recorded as follows: 17 in Worcester, 6 in Hereford, 5 in Evesham, Bromsgrove, Redditch, 4 in Kidderminster, 3 in Droitwich and Pebworth, 2 in Malvern and Pershore and 1 in Upton-upon-Severn, Bromyard, Stourport, Wyre Forest and Ledbury. 77.19% of malicious false alarms involved either a dwelling or non-residential property type.
- b) False Alarm Good Intent incidents accounted for 27.04% of all False Alarms and increased by 13 incidents (+1.41%) in Q1-Q4 2019-20, when compared to the same period in 2018-19. 26.80% were caused by 'Controlled burning' (250 incidents) followed by 'Other' with 16.93% (158 incidents) and 'Not required' with 9.11% (85 incidents).
- c) Fire Alarm Due to Apparatus incidents had the greatest percentage of False Alarms with 71.31% and increased by 37 incidents (+1.53%) in Q1-Q4 2019-20 compared to the same period in 2018-19 (Table 11). 19.22% were caused by 'Cooking/burnt toast' (473 incidents), followed by 15.68% that were 'Faulty' (386 incidents). The Service continues to analyse the cause and location of the incidents and works with premises owners to reduce call numbers.
- d) Figure 20 shows the 5-year trend line for the total number of False Alarms recorded in Q1-Q4 between 2015-16 and 2019-20. It can be predicted with a strong correlation that False Alarms will continue to increase each year by 86 incidents when analysing the trend over the previous 5-year period.

Table 12 – False Alarms

Category	Q1-Q4 2018-19	Q1-Q4 2019-20	Change	
Malicious false alarms	47	57	<b>+10</b>	<b>+21.28%</b>
Good intent false alarms	920	933	<b>+13</b>	<b>+1.41%</b>
Fire alarm due to apparatus	2424	2461	<b>+37</b>	<b>+1.53%</b>
<b>Total</b>	<b>3,391</b>	<b>3,451</b>	<b>+60</b>	<b>+1.77%</b>

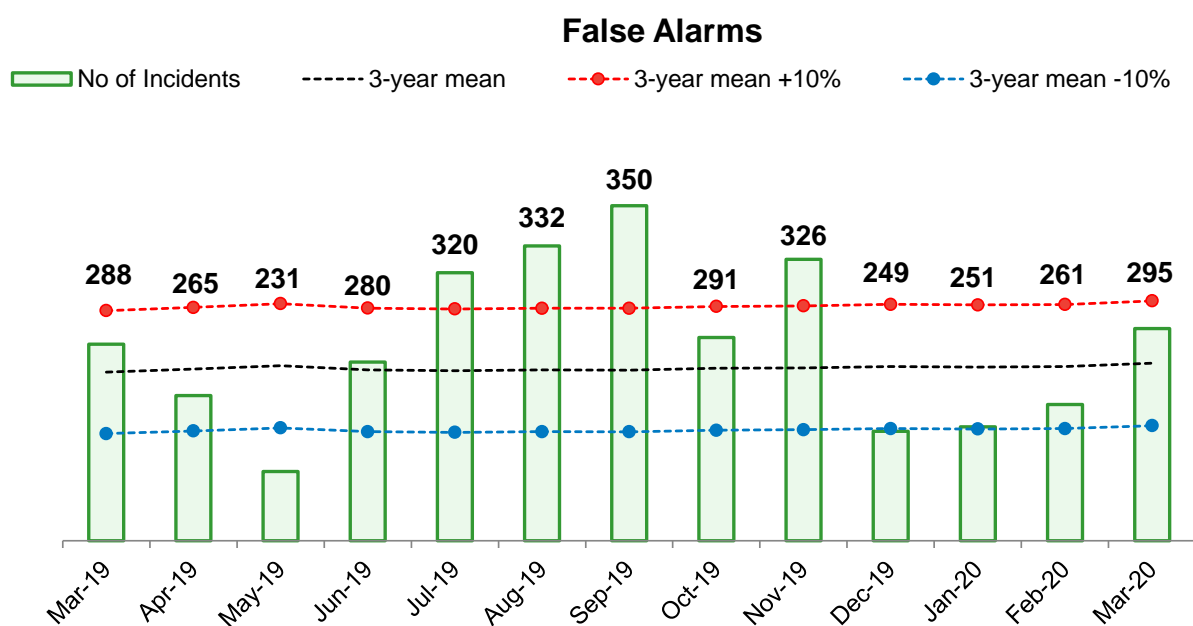


Figure 19 – False Alarm incidents per month: from Mar 2019 to Mar 2020

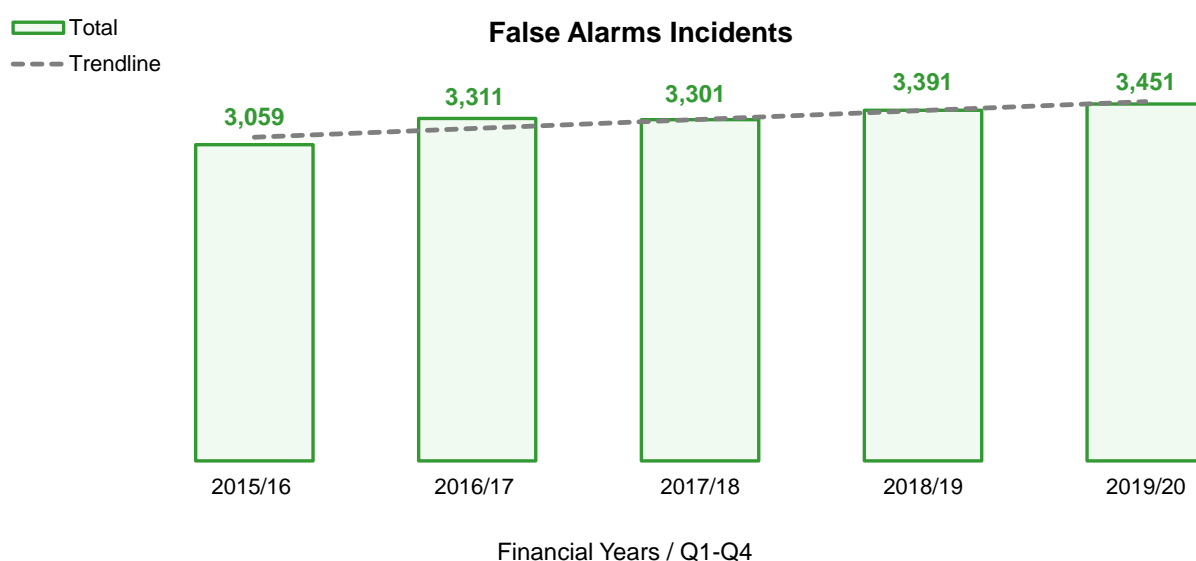


Figure 20 – False Alarm incidents: from Q1-Q4 2015-16 to Q1-Q4 2019-20

## 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/road conditions. All of this may increase the average time taken to attend incidents across both counties.

The Attendance Standard was developed prior to the introduction of the current Fire Control system and there is no exact match between a time recorded in the 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 the Fire Control has identified the address in the database and needs to pinpoint the nearest fire appliance.

### 6.2. First Fire Appliance at Primary Building Fires in Q1-Q4 2019-20

Table 13 provides a summary of the Attendance Standard for the Q1-Q4 2019-20 period and the same quarters in 2018-19.

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

First fire appliance attendance	Q1-Q4 2018-19		Q1-Q4 2019-20	
Primary Building Fires attended within 10 minutes	369	56.34%	318	51.79%
Primary Building Fires not attended within 10 minutes	281	42.90%	294	47.88%
* Discarded incidents due to missing information	5	0.76%	2	0.33%
<b>Total</b>	<b>655</b>	<b>100.00%</b>	<b>614</b>	<b>100.00%</b>

*\* It should be noted that since January 2020 a new script is available to calculate the Attendance Standard which interrogates the IRS system directly. This allows incident commanders to manually add the missing information after the event. The previous procedure was based on the Brigid system (appliance mobilising system) and therefore more incidents needed to be removed due to lack of information. During Q1-Q4 2019-20, 2 out of 614 (0.33%) records were not included compared to 5 out of 655 (0.76%) in Q1-Q4 2018-19.*

- The total number of Primary Building Fires in Q1-Q4 2019-20 was 614, which is a 6.26% decrease when compared to the same period in 2018-19.
- The percentage of Primary Building Fires attended by the first fire appliance within 10 minutes during Q1-Q4 2019-20 was 51.79% which is down by 4.55% compared to the same period in 2018-19 (Table 13).

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

First fire appliance attendance (average times)	Q1-Q4 2018-19 (mm:ss)	Q1-Q4 2019-20 (mm:ss)
Call handling time (Time of Call until Time Appliance Mobilised)	01:32	01:20
Turnout time (Time Mobilised until Time Mobile)	02:23	02:36
Travel time (Time Mobile until Appliance Arrival at Scene)	06:17	06:31
<b>Time of Call to Arrival at Scene</b>	<b>10:12</b>	<b>10:27</b>

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

*To ensure that comparability between Q1-Q4 2018-19 and Q1-Q4 2019-20 results were accurate, the Attendance Standard for Q1-Q4 2018-19 has been re-calculated using a new analytical approach as informed earlier in this Performance Report.*

- The average time for the first fire appliance attendance at all Primary Building Fires in Q1-Q4 2019-20 was 10 minutes and 27 seconds, an average increase of 15 seconds of delay compared with Q1-Q4 2018-19 (Table 14).
- Call handling time has decreased by an average of 12 seconds from 01:32 to 01:20.
- The turnout time has increased by an average of 13 seconds from 02:23 to 02:36.
- The travel time has increased by an average of 14 seconds from Q1-Q4 2018-19 to 2019-20

When completing an incident report the incident commanders are able to give a reason for not meeting the Attendance Standard\*. Out of the 297 incidents that were cited as failing the Attendance Standard, 8 passed the standard upon analysis. However, there were also 5 incidents that were not recorded by the Officer in Charge as 'Attendance Standard not met'. The top four reasons for not meeting the attendance standard are listed in Table 15.

Table 15 – Attendance Standard – Primary Building Fires

Reason for not meeting attendance standard	No. of incidents	%
Travel distance to the incident	146	49.16%
Turn in time (Retained and Day crew only)	65	21.89%
Responding at normal road speed, e.g. for Automatic Fire Alarms	30	10.10%
Appliance not booked in attendance	20	6.73%
Other	36	12.12%
<b>Total</b>	<b>297</b>	<b>100.00%</b>

- a) Travel distance to the incident was the main reason for the first fire appliances not attending Primary Building Fires within 10 minutes with 146 incidents (all incidents failed standard).
- b) Turn in time was the reason for 65 incidents (1 incident passed).
- c) Responding at normal road speed with 30 incidents (1 incident passed).
- d) Appliance not booked in attendance with 20 incidents (6 passed the standard).

## 7. First On-Call (Retained) Appliance Availability

The Gartan (an online crew and appliance availability management system) report was produced on 20<sup>th</sup> April 2020 (a copy of the report is available upon request). The overall availability of the first On-Call (Retained) fire appliance decreased by 1.42%, when compared with the same period of 2018-19 (Table 16). However, station closures and openings may have affected this result.

From 1<sup>st</sup> March 2019, Wholetime appliances at Droitwich, Evesham and Malvern were retained at night (18:00-08:00) and therefore a weighted average has been applied to calculate availability of first On-call appliances at these locations. A direct comparison has not been included against the previous year due to the change in crewing. The new Wyre Forest hub has not been included in the availability figures as there is currently only one month of data since the opening in February 2020.

Station	County	Q1-Q4 2018-19	Q1-Q4 2019-20	Change %
Bromyard	Herefordshire	93.70%	97.93%	4.23%
Eardisley	Herefordshire	95.00%	93.07%	-1.93%
Ewyas Harold	Herefordshire	98.27%	99.80%	1.53%
Fownhope	Herefordshire	96.05%	89.00%	-7.05%
Hereford	Herefordshire	98.03%	97.34%	-0.69%
Kingsland	Herefordshire	99.39%	98.61%	-0.78%
Kington	Herefordshire	96.95%	97.91%	0.96%
Ledbury	Herefordshire	98.30%	99.01%	0.71%
Leintwardine	Herefordshire	98.21%	96.13%	-2.08%
Leominster	Herefordshire	99.94%	99.69%	-0.25%
Peterchurch	Herefordshire	63.22%	63.60%	0.38%
Ross-on-Wye	Herefordshire	100.00%	100.00%	0.00%
Whitchurch	Herefordshire	65.73%	76.63%	10.90%
Broadway	Worcestershire	51.38%	31.96%	-19.42%
Bromsgrove	Worcestershire	77.13%	65.79%	-11.34%
Droitwich Spa	Worcestershire	-	63.85%	-
Evesham	Worcestershire	-	92.11%	-
Malvern	Worcestershire	-	87.28%	-
Pebworth	Worcestershire	83.60%	79.61%	-3.99%
Pershore	Worcestershire	86.84%	93.33%	6.49%
Redditch	Worcestershire	91.76%	90.29%	-1.47%
Tenbury	Worcestershire	99.09%	97.95%	-1.14%
Upton upon Severn	Worcestershire	89.83%	92.88%	3.05%
Worcester	Worcestershire	80.94%	91.71%	10.77%
Wyre Forest	Worcestershire	-	-	-
<b>Total</b>		<b>88.73%<sup>a</sup></b>	<b>87.31%<sup>a</sup></b>	<b>-1.42%</b>

Table 16 – First fire appliance On-Call (Retained) availability in Q1-Q4 2019-20

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

- Q1 2019-20 change for the first fire appliance On-Call (Retained) availability was -4.75%<sup>a</sup>
- Q1-Q2 2019-20 change for the first fire appliance On-Call (Retained) availability was -3.52<sup>a</sup>
- Q1-Q3 2019-20 change for the first fire appliance On-Call (Retained) availability was -2.50<sup>a</sup>
- Q1-Q4 2019-20 change for the first fire appliance On-Call (Retained) availability was -1.42%<sup>a</sup>

## 8. Absence management

Staff absence and sickness is recorded on a quarterly basis in line with the Service's HR Connect management system (Figure 21). The sickness level for all staff in Q4 2019-20 has decreased overall to -0.70\* days when compared to 2.25 days lost per head in Q4 in 2018-19. This is below the 5-year average of 1.23 days lost per head. More details can be found in Table 17.

*\*It should be noted that the number of employees is constantly changing and this influences the average number of days/shifts lost per person reported. The negative numbers reflects changes between these averages from one quarter to another.*

Furthermore, the total number of days lost for all staff during Q1-Q4 2019-20 was 5.71 days which is the lowest number of days lost when compared to the past five year period. It is also the lowest when compared to Worcestershire County Council (Figure 23, Table 20). Figures for Herefordshire County Council are currently unavailable at the time of writing this report.

### 8.1. All staff sickness

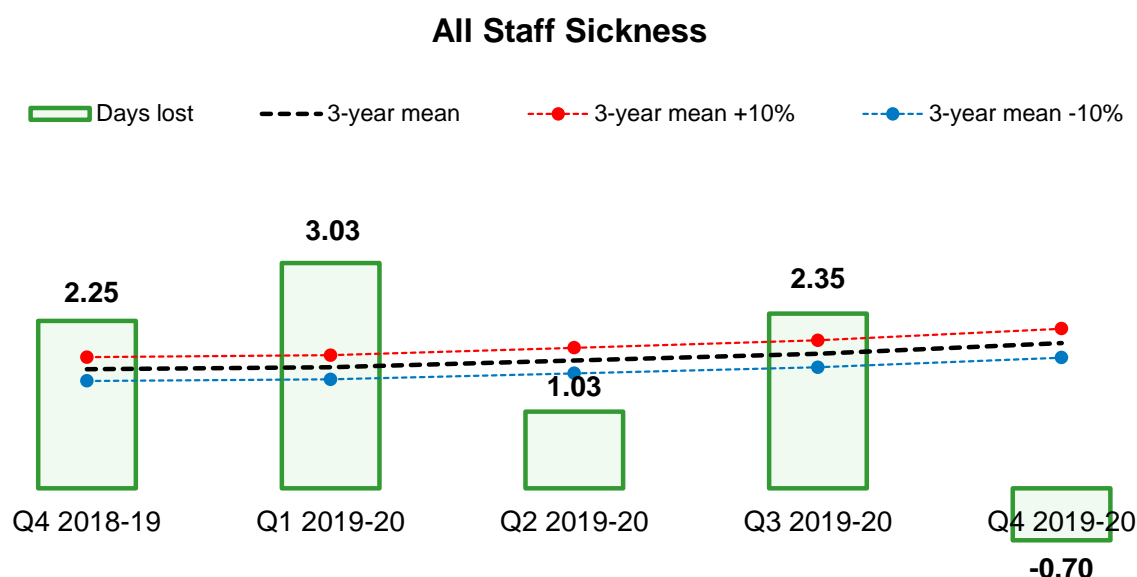


Figure 21 – All Staff Sickness: from Q4 2018-19 to Q4 2019-20

Table 17 – All Staff Sickness

Quarter	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Staff Sickness per head (days lost)
Quarter 1	1.10	1.93	3.03
Quarter 2	0.33	0.70	1.03
Quarter 3	0.79	1.56	2.35
Quarter 4	-0.24*	-0.46*	-0.70*

- Long-term sickness continues to form the greatest proportion of All Staff Sickness.
- Figures for other Fire and Rescue Services are generally only available a quarter in arrears. The latest available figures are for Q1-Q3 2019-20, which showed that Hereford & Worcester FRS All Staff Sickness was lower than Shropshire FRS (6.41 average number of days/shifts lost per head compared to Shropshire's 6.56).

\* The number of employees is constantly changing and this influences the average number of days/shifts lost per person reported each quarter. The negative numbers reflect changes between these averages from one quarter to another and provide a correction to actual days/shifts lost per person. Any delay in update of the HR system causes a temporary overestimated value of sickness which is then verified and corrected by the end of reporting periods by HR. Please note that sickness values presented in the Performance Report refer to independent quarters and are calculated using sickness figures originally based on cumulative quarters as required by the government. Despite a different format of data presentation throughout the year, the sickness values presented in this document and in Cleveland Report are the same by the end of the fiscal year.

Figure 22 shows the 5-year trend line for the All Staff Sickness (the number of days/shifts lost per head) recorded in Q4 between 2015-16 and 2019-20. Time cannot be used as a predicting variable for the decreasing number of days/shifts lost per head, since the model is of a very poor fit.

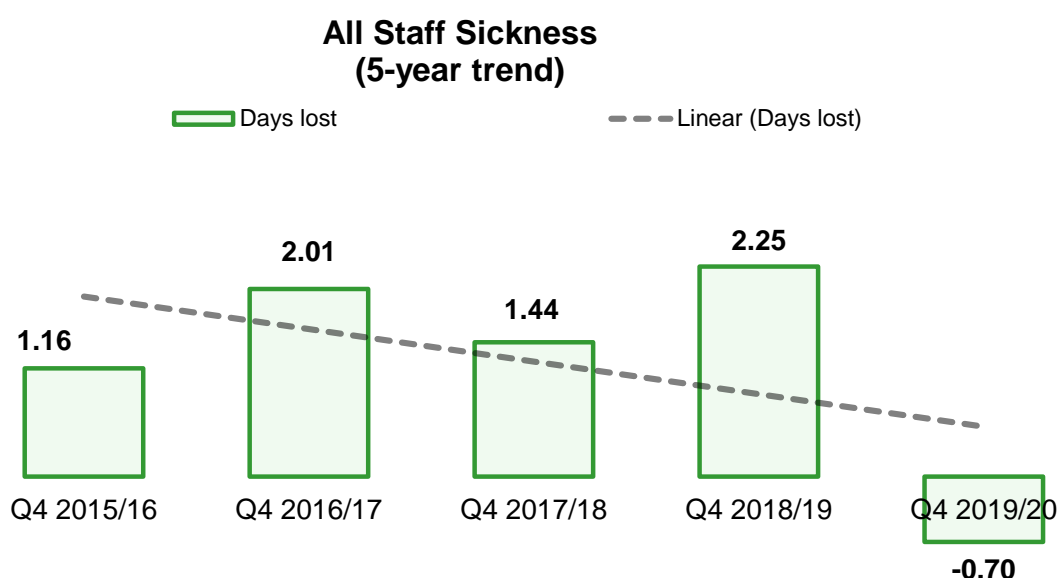


Figure 22 – All Staff Sickness: from Q4 2015-16 to Q4 2019-20



Figure 23 shows the total days lost for all staff annually (Q1-Q4) from 2015/16 – 2019/20. During Q1-Q4 2019-20 the total days lost (5.71 days) is the lowest number of days lost when comparing to the previous five years.

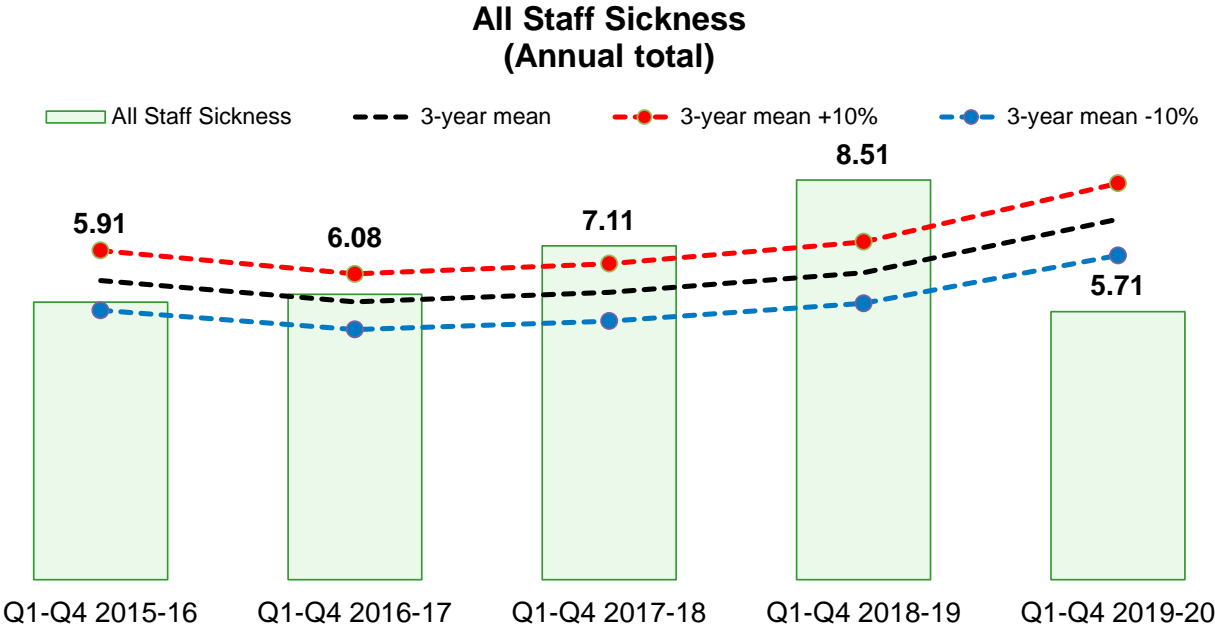


Figure 23 – All Staff Sickness for Q1-Q4 from: 2015/16 – 2019/20

## 8.2. Wholetime staff sicknesses

Wholetime Staff Sickness in Q4 2019-20 was 2.38 days lost per head (Figure 23, Table 18). During the same period in 2018-19, Wholetime Staff Sickness was at a slightly lower level (2.34 days lost per head).

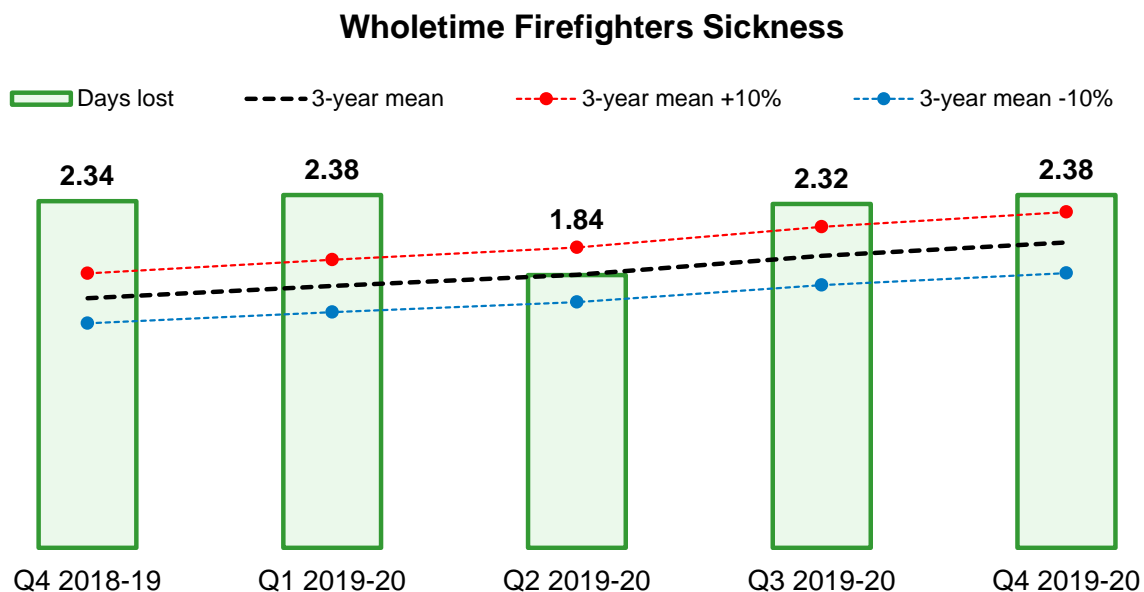


Figure 24 – Wholetime Staff Sickness: from Q4 2018-19 to Q4 2019-20

Table 18 – Wholetime Staff Sickness

Quarter	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Wholetime Staff Sickness per head (days lost)
Quarter 1	0.71	1.67	2.38
Quarter 2	0.49	1.35	1.84
Quarter 3	0.66	1.66	2.32
Quarter 4	0.71	1.67	2.38

- By number of days lost the most significant reason for absence in Q4 2019-20 were musculo-skeletal (lower limb) pain, musculo-skeletal (back) pain and gastro-intestinal issues.
- By occurrence the most frequently recorded reason for absence in Q4 2019-20 were gastro-intestinal issues, respiratory infections (cold / influenza) and musculo-skeletal pain (lower limb).

### 8.3. Non-uniformed staff sickness

Non-Uniformed Staff Sickness in Q4 2019-20 was 3.24 days lost per head (Figure 25, Table 19). During the same period in 2018-19, Non-Uniformed Staff Sickness was at 2.80 days lost per head.

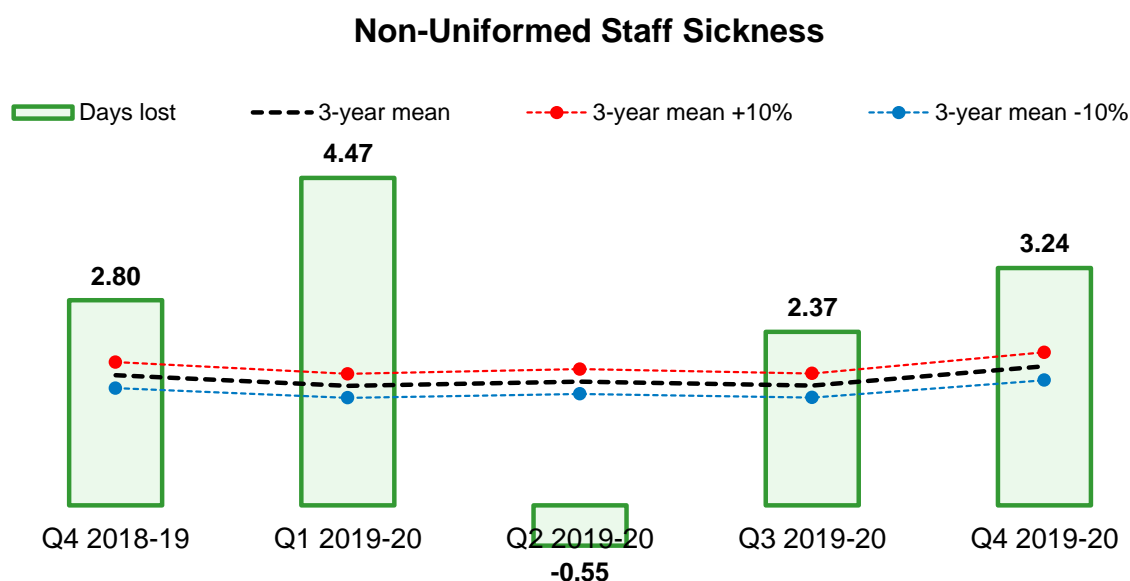


Figure 25 – Non-Uniformed Staff Sickness: from Q4 2018-19 to Q4 2019-20

Table 19 - Non-Uniformed Staff Sickness

Quarter	Short Term Sickness per head (days lost)	Long Term Sickness per head (days lost)	All Non-Uniformed Staff Sickness per head (days lost)
Quarter 1	2.01	2.46	4.47
Quarter 2	-0.22*	-0.33*	-0.55*
Quarter 3	0.94	1.43	2.37
Quarter 4	1.21	2.03	3.24

- Long term sickness continues to form the largest proportion of sickness for Non-Uniformed Staff.
- By number of days lost the most frequently recorded reason for absence in Q4 2019-20 were musculo-skeletal pain (back), mental health (stress) and musculo-skeletal pain (lower limb).
- By occurrence lost the most significant reason for absence in Q4 2019-20 were gastro-intestinal issues, respiratory infections (cold / influenza) and other.

\* The number of employees is constantly changing and this influences the average number of days/shifts lost per person reported each quarter. The negative numbers reflect changes between these averages from one quarter to another and provide a correction to actual days/shifts lost per person. Any delay in update of the HR system causes a temporary overestimated value of sickness which is then verified and corrected by the end of reporting periods by HR. Please note that sickness values presented in the Performance Report refer to independent quarters and are calculated using sickness figures originally based on cumulative quarters as required by the government. Despite a different format of data presentation throughout the year, the sickness values presented in this document and in Cleveland Report are the same by the end of the fiscal year.

## 8.4. Comparative all staff sickness

To illustrate of how the Service's staff sickness levels compare with other public sector organisations, a comparison has been made against Herefordshire Council and Worcestershire County Council, whose sickness figures are most readily available (Table 20).

Table 20 – Comparative All Staff Sickness

<b>Comparative All Staff Sickness</b>	<b>Short Term Sickness per head (days lost)</b>	<b>Long Term Sickness per head (days lost)</b>	<b>All Staff Sickness per head (days lost)</b>
Worcestershire County Council	1.80	6.30	8.10
Herefordshire Council	-*	-*	
HWFRS	1.97	3.74	5.71

*\* Herefordshire Council do not report the Short Term and Long Term sickness figures*

The latest figures for Q1-Q4 2019-20 show that the Service's overall staff sickness levels were lower than the 8.10 at Worcestershire County Council. The figures for Herefordshire County Council are currently unavailable at the time of writing this report.

## Community Risk Activity – Year 2019/20



**HFSCs**

**3,869**



**Standard Alarms**

**4,576**



**Specialist Alarms**

**493**



**RBAP/Visits/Post Fires**

**1,490**



**BFSCs**

**525**



**INTELs from BFSCs**

**36**



**1,794**



**Arson Referrals**

**135**



**Fire Setter Referrals**

**36**



**Building Reg Consultations**

**522**



**Licensing Apps**

**228**



**Fire Investigation**

**51**



**Community Safety Activity (CE1 hours)**

**899**



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

**6,272**



**Safeguarding**

**88**



**Twitter**

**79,569**



**CR 0800**

**4,671**



**Enforcement**

**160**