



# **HEREFORD & WORCESTER Fire Authority**

**Policy and Resources Committee**

## **AGENDA**

**Wednesday, 19 November 2014**

**10:30**

**Conference Suites**

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

## **ACTION ON DISCOVERING A FIRE**

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

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

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

## **ACTION ON HEARING THE ALARM**

- 1 Proceed immediately to the Assembly Point

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

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

## **GUIDANCE NOTES FOR VISITORS**

### **Security**

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

### **Wheelchair access**

The meeting room is accessible for visitors in wheelchairs.

### **Alternative formats**

For information regarding requests for papers in alternative formats, please contact Corporate Support on 01905 368241 /209 or by email at [committeeservices@hwfire.org.uk](mailto:committeeservices@hwfire.org.uk)

**Smoking** is not permitted.

**First Aid** -please ask at reception to contact a trained First Aider.

**Toilets** – please ask at reception.

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

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

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

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

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

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

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

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

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



Tel: 0845 122 4454





**Hereford & Worcester Fire Authority**  
**Policy and Resources Committee**  
**Wednesday, 19 November 2014,10:30**

---

## **Agenda**

Councillors

Mr K Taylor (Chairman), Mr R Adams (Vice Chairman)

Mr A Fry, Mr P Gretton, Mr A Hardman, Mrs R Jenkins, Brigadier P Jones CBE, Mr J Kenyon, Mrs F Oborski, Mr D Prodger MBE, Mr D Taylor, Mr P Tuthill and Mr R Udall.

<b>No.</b>	<b>Item</b>	<b>Pages</b>
<b>1</b>	<b>Apologies for Absence</b>  To receive any apologies for absence.	
<b>2</b>	<b>Named Substitutes</b>  To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.	
<b>3</b>	<b>Declarations of Interest (if any)</b>  This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
<b>4</b>	<b>Confirmation of Minutes</b>  To confirm the minutes of the meeting held on 10 September 2014.	

<b>P&amp;R Minutes 10.09.14 for web</b>		<b>8 - 12</b>
	Details	
<b>5</b>	<b>Chairman's Announcements</b>	
	To inform Members of recent activities.	
<b>6</b>	<b>2014/15 Budget Monitoring - 2nd Quarter</b>	<b>13 - 18</b>
	To inform the Policy and Resources Committee of the current position on budgets and expenditure for 2014/15.	
<b>7</b>	<b>Revision to Medium Term Financial Plan</b>	<b>19 - 23</b>
	To provide Members with an update on the approved Medium Term Financial Plan (MTFP) following decisions made at the October meeting of the Fire Authority.	
<b>8</b>	<b>Transformation Bids</b>	<b>24 - 33</b>
	To inform Members that the Authority has been successful in attracting a total of £4.27 million from the Government's Fire Transformation Fund that was made available to fire and rescue authorities to help ensure better and more efficient front-line services for the public.	
	To provide details of the Transformation Bids to develop a new Wyre Forest blue light hub and to relocate the Fire Authority Headquarters to join West Mercia Police at Hindlip.	
<b>9</b>	<b>Closer Working with Warwickshire Fire and Rescue Service</b>	<b>34 - 61</b>
	To note the progress made to date and prior to consideration by the full Authority to discuss the recommendations which represent the detailed findings of the Project Arrow Team as supported by the Joint Project Board and the Member Reference Group.	
<b>10</b>	<b>Quarter 1 and 2 Performance 2014-15</b>	<b>62 - 83</b>
	This report is a summary of annual performance against the Fire Authority Annual Plan 2014-15 using the set of Key Performance Indicators (KPIs) agreed by Senior Management Board (SMB).	
<b>11</b>	<b>Health and Safety Committee Update</b>	<b>84 - 89</b>
	To provide the Committee with an update on the activities and items of significance from the Service's Health and Safety Committee.	





## Minutes

### Members Present:

Mr K Taylor (Chairman), Mr R Adams (Vice Chairman)

Mr A Fry, Mr P Gretton, Mr A Hardman, Ms R Jenkins, Brigadier P Jones CBE, Mr J Kenyon, Mr D Taylor, Mr P Tuthill and Mr R Udall.

<b>No.</b>	<b>Item</b>
------------	-------------

<b>1.</b>	<b>Apologies for Absence</b>
-----------	------------------------------

Apologies for absence were received from Mrs F Oborski and Mr D Prodger MBE.

<b>2.</b>	<b>Named Substitutes</b>
-----------	--------------------------

None.

<b>3.</b>	<b>Declaration of Interests</b>
-----------	---------------------------------

None.

<b>4.</b>	<b>Confirmation of Minutes</b>
-----------	--------------------------------

**RESOLVED** that the Minutes of the meeting of the Policy and Resources Committee held on 2 June 2014 be confirmed as a correct record and signed by the Chairman.

<b>5.</b>	<b>2014/15 Budget Monitoring – 1<sup>st</sup> Quarter</b>
-----------	---

The Treasurer presented a report of the current position on budgets and expenditure for 2014/15. Members' attention was drawn to three areas for revenue savings; wholetime firefighter pay, capital financing and pay award for uniformed staff. The Treasurer also made Members aware that DCLG could be changing the basis of distribution for the element of special grant for the radio system, which could have a significant detrimental impact on the Authority. Final details will not be known until later this year.

Councillor Hardman entered the meeting at 10.34am.

With reference to Treasury Management, the Treasurer confirmed that no additional borrowing had been taken this year, only cash balances were being used.

**RESOLVED that the planned underspending of £0.562m be noted.**

**6. Treasury Management Activities 2013/14**

The Treasurer presented a report to review Treasury Management Activities for 2013/14. Members were informed that no borrowing had taken place this year or last year and that the outturn was within budgets set.

**RESOLVED that Members agree the Prudential Indicators were within the limits set by the Authority in February 2014 and that there are no matters that required further attention.**

**7. Pay Negotiations 2014 - Update**

The Head of Legal Services presented a report on the progress of the different pay negotiations that affect the Service and asked Members to note the settlements. Members requested that the matter of Principal Officer salaries be considered by the Appointments Committee in due course.

**RESOLVED that Members note:**

- i) the outcomes of the pay settlements for uniformed staff and Brigade Commanders; and**
- ii) that Principal Officer salaries, expressed as a percentage relative to the Chief Fire Officer's pay, will now differ slightly from the percentages given in the Annual Pay Policy Statement.**

**8. Provision of Payroll Services Update**

The Assistant Chief Fire Officer presented a report informing Members of the outcome of the options explored to identify a suitable provider to deliver payroll services to the Fire Authority.

Members were asked to note that the contract will be awarded to Warwickshire County Council as it is considered to be the most cost-effective approach following a detailed options evaluation exercise.

**RESOLVED that Members note:**

- i) following a detailed business case, it has been determined that the most cost-effective approach to provide payroll services for this Authority is by engaging Warwickshire County Council to provide the service; and**
- ii) in accordance with contract standing orders, the Chief Fire Officer is satisfied that there are proper service reasons for not tendering the contract and that there will be no disadvantage to the Authority as a result.**

**9. Quarter 1 Performance 2014-15**

The Assistant Chief Fire Officer presented a summary of annual performance against the Fire Authority Annual Plan 2014-15 using the set of Key Performance Indicators (KPIs) agreed by the Senior Management Board.

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

- i) The total number of Incidents attended in Quarter 1 2014-15 is the lowest total in the nine years that the current data set has been collected.**
- ii) Although the number of Special Service and False Alarm incidents attended in Quarter 1 2014-15 have increased when compared to the same quarter last year, the Service attended the lowest annual total of Fire incidents in the last nine years.**
- iii) Sickness levels for all staff continue to remain within tolerance levels and the amount of long term sickness has reduced as a proportion of all sickness at the end of Quarter 1 2014-15.**
- iv) the Service saw a reduction in the percentage of attendances at building fires that met the 10 minutes attendance standard compared with the same quarter last year, and has investigated the reasons behind reductions in the number of building fires attended by the first appliance within 10 minutes.**
- v) Retained appliances were available for operational duty 92% of the time.**

**10. Primary Authority Scheme**

The Area Commander presented further details of the Primary Authority Scheme and how it related to Hereford & Worcester Fire and Rescue Service. Members were informed that from April 2014 fire safety legislation had been included within the Primary Authority Scheme, and there is potential for the Service to enter into partnership arrangements with businesses on a cost recovery basis. Any such arrangements would be approved by the Chief Fire Officer and the details would be reported to Members at the next opportunity.

**RESOLVED** that:

- i) the Chief Fire Officer, in consultation with the Treasurer, be given delegated authority to enter into any primary authority partnership arrangements with businesses in relation to fire safety legislation; and**
- ii) Members be kept abreast of the details of any arrangements that are entered into.**

**11. Employment Monitoring Data Report 2013/14**

The Senior Human Resources Advisor presented a report to note the key areas highlighted in the Employment Monitoring Data Report 2013/14 which will be published on the Service's website.

**RESOLVED** that the Committee note the following key areas of development taken from the Employment Monitoring Data Report 2013/14:

- The Service's equality objectives were updated and published in 2013;
- A Positive Action Sub-Group has been established;
- Watch Commanders have received training in managing disciplinaries and grievances;
- A disability toolkit has been developed in conjunction with the Fire Brigades Union (FBU); and
- A review of the exit interview process is underway.

**12. Update from the Equality and Diversity Advisory Group**

The Senior Human Resources Advisor presented an update from the Equality and Diversity Advisory Group since the last report on 26 March 2014.

**RESOLVED** that the following key areas of development be noted:

- i) assurance has been provided in respect of the Service's Equality Objectives;
- ii) the Harassment and Bullying Policy has been updated and the associated Toolkit has been developed and implemented;
- iii) the Service was represented at the Women in Fire Service UK Conference; and
- iv) corporate membership of Asian Fire Service Association has been renewed.

**13. Joint Consultative Committee Update**

The Assistant Chief Fire Officer presented a report to inform the Committee of the activities of the Joint Consultative Committee since March 2014.

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

- i) review of Fire Control structure;

- ii) out of Service mobilisation; and
- iii) department restructures.

**14. Health and Safety Committee Update**

The Assistant Chief Fire Officer presented an update on the activities and items of significance from the Service's Health and Safety Committee.

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

- i) the involvement of the Service in a number of Health and Safety initiatives at national level;**
- ii) the review of asbestos management within the Service prompted by the new national agreement with the Health and Safety Executive (HSE); and**
- iii) Health and Safety performance for Quarter 1 (April-June 2014).**

The meeting concluded at 11.59am.

Signed: \_\_\_\_\_  
Chairman

Date: \_\_\_\_\_

## Report of the Treasurer

### 6. 2014/15 Budget Monitoring – 2<sup>nd</sup> Quarter

#### Purpose of report

1. To inform the Policy and Resources Committee of the current position on budgets and expenditure for 2014/15.
- 

#### Recommendation

***The Chief Fire Officer and Treasurer recommend that the report be noted.***

#### Introduction and Background

2. This report relates to the Authority's financial position for the period April – September 2014 (Quarter 2 – 2014/15), and an outturn projection based on that position.
3. Separate financial reports are included to detail the position for both Revenue and Capital for this period.
4. Details are also included about the Authority's Treasury Management position.

#### Revenue

5. In February 2014 the Fire and Rescue Authority (FRA) set a net revenue budget for 2014/15 of £32.637m, allocated to budget heads.
6. This was subsequently amended to reflect changes in the management structure and the proposed use of provisions.
7. Appendix I details the annual budget and gives details of the projected year end expenditure. A breakdown of the budget variation is given in the table below with an explanation of the nature and cause of significant variances (savings).

	Quarter 1 Variance £m	Quarter 2 Variance £m	Change £m
Employee Costs	(0.212)	(0.273)	(0.061)
Pay Award Provision	(0.160)	(0.160)	0.000
Capital Financing	(0.200)	(0.200)	0.000
	(0.572)	(0.633)	(0.061)

At the end of Quarter 2 (September) the main changes from the Quarter 1 (June) projections are:

- a. Whole Time Fire Fighter Pay –saving now relates to the secondment of eight firefighters to Shropshire & Wrekin Fire Authority, rather than the six anticipated in June.
  - b. Support Pay – an increase in the number of vacant posts where a managerial decision has been made not to recruit at this stage.
8. Based on discussions with budget-holders, potential net savings of £0.072m have been identified.

	Variance £m
Strategic Management	(0.017)
New Dimensions	(0.011)
Community Safety	(0.009)
Training Dept	(0.044)
P & I	(0.011)
Ops Policy	(0.008)
Personnel	(0.020)
PPP - FRA Costs	(0.003)
Legal Services	(0.011)
Fleet	0.051
	<b>(0.072)</b>

9. At this point in the year an net underspend of £0.705m is predicted

## Capital

10. The current capital budget (including approved rephasing from 2013/14) detailed in Appendix 2, is £15.107m and is divided into 4 blocks:
- Vehicle Replacement
  - Fire Control Replacement/Upgrade
  - Major Building
  - Minor Schemes
11. Of the total budget of £15.107m only £2.484m (16.4%) expenditure has been incurred , with a further £2.341m (15.5%) committed by way of orders; £0.243m remains as unallocated minor schemes.
12. Capital expenditure remains lower than expected in the budget, for two main reasons:
- a. The vehicle replacement programme had been on hold pending the final decision on the CRMP.
  - b. Work was delayed on capital projects within the major buiding section for the following reasons:

- Worcester – contractual issues surrounding the building specification.
- Hereford – requirement for additional works at the planning stage due to sensitivity of selected site being within conservation area.

## Treasury Management

13. Since October 2008 the Authority has adopted a policy of avoiding new long term borrowing, where working capital balances permit. The Authority will only extend long term borrowing when cash-flow requirements dictate that it is necessary, and only to finance long term assets.
14. At the beginning of the financial year (2014/15), borrowing was at a level of £14.471m, this will be reduced by £0.500m in February 2015 as a result of a planned repayment to the Public Works Loans Board.
15. In accordance with the Authority Treasury Management Strategy, surplus funds are invested by Worcestershire County Council alongside their own funds. Investment is carried out in accordance with the WCC Treasury Management Strategy, which has been developed in accordance with the Prudential Code for Capital Finance and is used to manage risks from financial instruments.
16. Given the uncertainty in financial markets, the Treasurer continues to advise that investment should be focussed on security. As a consequence surplus funds continue to generate low returns which are factored into the budget.
17. At 30<sup>th</sup> September 2014 short term investment with Worcestershire County Council comprised:

Organisation Type Invested in	H&WFRA (Proportion) £'000
Other Local Authorities	8,151
MMF*	1,391
Call	958
Total	10,500

\* Instant Access

18. An investment income target of £0.010m has been set for 2014/15, however as investments with the County Council are now more diversified, whilst still ensuring risk levels are reduced, income levels are higher than expected.
19. In the 6 months to 30<sup>th</sup> September 2014 the Authority received income from investments of £0.018m, this increased level is reflected in the capital financing variation.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	See paragraphs 4 – 8
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	None
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	None
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	None – N/A

## Supporting Information

Appendix 1 – 2014/15 Revenue Budget Monitoring

Appendix 2 – 2014/15 Capital Budget Monitoring

## Contact Officer

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

**Hereford & Worcester Fire Authority:**  
**Policy & Resources Committee**  
**Revenue Budget 2014-15 : 2nd Quarter**

		2014/15 Updated Budget	Managerial Changes	Use of Provision	2014/15 Final Budget	2014/15 Forecast Annual Expd	Forecast Annual Variance
		£m	£m	£m	£m	£m	£m
1	WT FF Pay	13.825		0.104	13.929	13.655	(0.274)
2	RDS FF Pay	3.326		0.025	3.351	3.351	0.000
3	Control Pay	0.696		0.005	0.701	0.723	0.022
4	Support Pay	3.410			3.410	3.350	(0.060)
5	Other Employee Costs	0.061			0.061	0.061	0.000
6	Unfunded Pensions	0.966			0.966	0.966	0.000
7	Industrial Action					0.039	0.039
8		22.284	0.000	0.134	22.418	22.145	(0.273)
9	Strategic Management	0.084			0.084	0.067	(0.017)
10		0.084	0.000	0.000	0.084	0.067	(0.017)
11	New Dimensions	0.100			0.100	0.089	(0.011)
12	Technical Fire Safety	0.010		0.006	0.016	0.016	0.000
13	Community Safety	0.158		0.011	0.169	0.160	(0.009)
14	Training Dept	0.569			0.569	0.525	(0.044)
15		0.837	0.000	0.017	0.854	0.790	(0.064)
16	P & I	0.191	(0.091)		0.100	0.089	(0.011)
17	Ops Policy	0.064			0.064	0.056	(0.008)
18	Personnel	0.278			0.278	0.258	(0.020)
19	Ops Logistics	1.442		0.080	1.522	1.522	0.000
20	Fleet	0.590			0.590	0.641	0.051
21	PPP - FRA Costs	0.059			0.059	0.056	(0.003)
22		2.624	(0.091)	0.080	2.613	2.622	0.009
23	ICT	0.972	0.031		1.003	1.003	0.000
24	Facilities Mngt	1.965	0.060		2.025	2.025	0.000
26	Insurances	0.291			0.291	0.291	0.000
27	Finance (FRS)	0.111			0.111	0.111	0.000
28	Finance SLA	0.098			0.098	0.098	0.000
29	Capital Financing	2.965			2.965	2.765	(0.200)
30		6.402	0.091	0.000	6.493	6.293	(0.200)
31	Legal Services	0.023			0.023	0.023	0.000
32		0.023	0.000	0.000	0.023	0.023	0.000
33	<b>Core Budget</b>	<b>32.254</b>	<b>0.000</b>	<b>0.231</b>	<b>32.485</b>	<b>31.940</b>	<b>(0.545)</b>
34	Pay Award Provision	0.386		(0.134)	0.252	0.092	(0.160)
35	Inflation Contingency	0.270		(0.148)	0.122	0.122	0.000
36		0.656	0.000	(0.282)	0.374	0.214	(0.160)
37	Final Savings to be identified	0.000			0.000		0.000
38	Targeted Savings	(0.051)		0.051	0.000		0.000
39		(0.051)	0.000	0.051	0.000	0.000	0.000
40	<b>Gross Budget</b>	<b>32.859</b>	<b>0.000</b>	<b>0.000</b>	<b>32.859</b>	<b>32.154</b>	<b>(0.705)</b>
41	Use of Dev Reserve	(0.222)			(0.222)	(0.222)	0.000
42		(0.222)	0.000	0.000	(0.222)	(0.222)	0.000
43	<b>Net Budget Requirement</b>	<b>32.637</b>	<b>0.000</b>	<b>0.000</b>	<b>32.637</b>	<b>31.932</b>	<b>(0.705)</b>

**Hereford & Worcester Fire Authority:**  
**Policy & Resources Committee**  
**Capital Budget 2014-15 : 2nd Quarter**

Scheme	Budget	Actual	Commitments	Total	Remainder
<b>Vehicles</b>					
147 - Pump Replacement 13/14	1,010,000	-	-	-	1,010,000
148 - Off Road Vehicle Replacement 13/14	26,000	-	-	-	26,000
149 - Command Vehicle Replacement 13/14	350,000	-	-	-	350,000
150 - Pump Replacement 14/15	253,000	-	-	-	253,000
151 - Response Vehicles 14/15	338,000	-	-	-	338,000
<b>Total</b>	<b>1,977,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,977,000</b>
<b>Major Building</b>					
049 - Malvern Refurb	779,411	745,682	0	745,682	33,729
122 - Strategic Training Facilities	619,453	41,920	102,090	144,010	475,443
126 - Worcester Station	3,975,858	1,361,500	2,001,537	3,363,037	612,821
156 - Redditch	3,247,369	-	-	-	3,247,369
157 - Hereford Station	2,173,903	61,078	46,574	107,651	2,066,252
179 - Evesham Prelim. Works	157,460	37,145	5,588	42,733	114,727
<b>Total</b>	<b>10,953,454</b>	<b>2,247,324</b>	<b>2,155,789</b>	<b>4,403,113</b>	<b>6,550,341</b>
<b>Fire Control</b>					
103 - Fire Control Replacement	506,617	33,692	46,178	79,870	426,747
<b>Total</b>	<b>506,617</b>	<b>33,692</b>	<b>46,178</b>	<b>79,870</b>	<b>426,747</b>
<b>Minor Schemes - Property</b>					
131 - Hereford Safety Refurbishment	-	668	-	668	- 668
132 - Revised HQ Server Room Fire Suppression	50,000	-	-	-	50,000
134 - Stourport BA Wash	940	-	-	-	940
135 - Asbestos Removal	95,235	-	-	-	95,235
137 - Bromsgrove IT Fit Out	32,517	8,603	2,031	10,634	21,883
139 - Broadway Female Facilities 13 - 14 Scheme	35,000	-	-	-	35,000
140 - Upgrade Droitwich Generator 13 - 14 Scheme	50,000	-	17,766	17,766	32,234
141 - Droitwich Welfare Facilities 13 - 14 Scheme	40,000	-	-	-	40,000
142 - Droitwich Boiler Room Refurb 13 - 14 Scheme	655	-	655	655	1
143 - Droitwich Forecourt Refurb 13 - 14 scheme	15,000	-	-	-	15,000
144 - Electrical Distribution Boards Replacement	66,787	2,674	1,500	4,174	62,613
145 - Air Conditioning Gas Replacement 13 - 14 Scheme	34,770	-	16,467	16,467	18,303
175 - Bromsgrove Day Crew Plus Welfare Equipment	21,077	12,380	464	12,844	8,234
178 - UPS Enhancement	142,000	87,314	-	87,314	54,686
182 - USAR Intergration	26,832	26,611	3,382	29,994	- 3,162
186 - Appliance Bay Doors	85,000	-	-	-	85,000
187 - Ross - Roof	30,000	-	-	-	30,000
188 - Eardisley - Roof	17,500	-	-	-	17,500
189 - Redditch - Roof	40,000	-	-	-	40,000
190 - FAHQ - Roof	10,000	-	-	-	10,000
191 - Hereford - Appliance Bay heating	7,500	-	-	-	7,500
192 - Redditch YFA	20,000	1,935	-	1,935	18,065
193 - Replace Redundant Towers with Masts	106,000	-	-	-	106,000
<b>Total</b>	<b>926,813</b>	<b>140,186</b>	<b>42,264</b>	<b>182,449</b>	<b>744,364</b>
<b>Minor Schemes - IT</b>					
127 - Wide Area Network / Internet Improvement	7,098	-	-	-	7,098
159 - Computer Software 12-13	8,079	-	-	-	8,079
161 - Network Upgrades LAN/ WAN	4,000	-	-	-	4,000
162 - Core Switch Hardware Replacement 12-13	15,000	14,639	-	14,639	361
163 - Lan Switch Router IOS updates	7,000	6,934	-	6,934	66
164 - Droitwich Wan upgrade	9,000	-	-	-	9,000
165 - Retained Station WAN upgrades	5,000	-	-	-	5,000
166 - Swipe Card Upgrade to ISO 14443A-4	50,000	-	-	-	50,000
167 - Retained Station Swipe Card Roll Out	80,000	-	-	-	80,000
168 - Command & Control replacement	7,000	-	-	-	7,000
169 - Hardware/Computer Purchase 13-14	25,433	2,757	-	2,757	22,676
170 - Computer Software 13-14	15,000	-	-	-	15,000
171 - Developments 13-14	7,854	3,838	-	3,838	4,016
172 - Server Hardware Upgrades 13/14	12,000	3,861	-	3,861	8,139
173 - Core Switch Hardware Replacement 13-14	15,000	15,562	-	15,562	- 562
180 - Finance System Workflow	42,839	14,998	9,049	24,047	18,792
194 - Business Continuity	39,000	-	-	-	39,000
<b>Total</b>	<b>349,303</b>	<b>62,590</b>	<b>9,049</b>	<b>71,639</b>	<b>277,664</b>
<b>Minor Schemes - Equip</b>					
174 - Large Animal Rescue Equipment	1,140	344	-	344	796
176 - UHRP / ISV Additional Equipment	5,538	-	4,000	4,000	1,538
181 - Bromsgrove BA Compressor	45,000	-	-	-	45,000
185 - Compressors - Malvern/Peterchurch	85,000	-	83,945	83,945	1,055
<b>Total</b>	<b>136,678</b>	<b>344</b>	<b>87,945</b>	<b>88,289</b>	<b>48,389</b>
<b>Minor Schemes - Other</b>					
101 - Intel Application	13,700	-	-	-	13,700
<b>Total</b>	<b>13,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,700</b>
<b>Sub Total Minor Schemes</b>	<b>1,426,494</b>	<b>203,120</b>	<b>139,258</b>	<b>342,378</b>	<b>1,084,116</b>
<b>Capital Budget</b>	<b>14,863,565</b>	<b>2,484,136</b>	<b>2,341,224</b>	<b>4,825,361</b>	<b>10,038,204</b>
<b>Unallocated Budgets</b>					
998 - Unallocated Minor Schemes	243,172	-	-	-	243,172
<b>Total</b>	<b>243,172</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>243,172</b>
<b>Capital Strategy</b>	<b>15,106,737</b>	<b>2,484,136</b>	<b>2,341,224</b>	<b>4,825,361</b>	<b>10,281,376</b>

## **Report of the Treasurer**

### **7. Revision to Medium Term Financial Plan**

#### **Purpose of report**

1. To provide Members with an update on the approved Medium Term Financial Plan (MTFP) following decisions made at the October meeting of the Fire Authority.
- 

#### **Recommendation**

***The Treasurer recommends that the report be noted.***

#### **Introduction and Background**

2. In February 2014 the Authority agreed a MTFP which identified significant future budget gaps, pending decisions on the Community Risk Management Plan (CRMP).
3. The MTFP has now been updated to take account of these decisions and future information on some elements of grant that has now become available.
4. Information on the core funding elements (i.e. grant, business rates and precept) will not be confirmed until the end of the year:
  - a. Confirmation of core grant - late December 2014
  - b. Indicative Council Tax-base. Business Rate Yield – late December 2014
  - c. Indicative Council Tax Referendum threshold - late December 2014
5. As a consequence this is a holding report pending a full update at the next Committee meeting.

#### **Current Position**

6. Subject to the need to still identify £0.443m of savings away from the front-line (as was always envisaged as part of the MTFP), the Authority will have a balanced budget for 2015/16 and 2016/17. This is, of course, subject to no significant changes to grant/precept.
7. Appendix 1 details the savings that have been made since 2010/11, the start of the current Austerity period, covering the whole period to 2019/20.
8. The position in respect of the gap identified for the period to 2016/17 is summarised in the table below:

	2015/16 Forecast £m	2016/17 Forecast £m	Fire Cover £m	Other £m	To be Identified £m	TOTAL £m
MTFP Gap - Feb 2014	0.999	2.137	1.712	0.385	0.040	2.137
removal of 2nd Pumps - Tenbury/Ledbury	(0.090)	(0.090)	(0.090)			(0.090)
conversion to DS - Hereford/Worcester (4+4)	(0.944)	(0.944)	(0.944)			(0.944)
standard crewing at 4 - all other WT/DC/DCP	(0.660)	(0.660)	(0.660)			(0.660)
	<b>(0.695)</b>	<b>0.443</b>	<b>0.018</b>	<b>0.385</b>	<b>0.040</b>	<b>0.443</b>
Savings still to be identified		(0.443)	(0.018)	(0.385)	(0.040)	(0.443)
		<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

9. Three other changes are identified at this stage and are factored into the revised projection:
  - a. A full year saving of £0.200m from the July 2014 Grey Book (Uniformed Staff) pay award
  - b. Potential loss of Firelink Grant through DCLG re-allocation : £0.100m
  - c. CLG 1% cut in New Dimensions Grant : £0.100m
10. Members will also recall that part of the CRMP decision involved the use of up to £0.800m reserves and this is included in Appendix 2.
11. The current position is summarised below, but it should be noted that the changes to date form part of the £2.7m non-front line savings envisaged in the CRMP document and are not additional savings.
12. Subject to identifying non-frontline savings of £0.443m, there is now a balanced budget for 2015/16 and 2016/17, with use of £0.800m of reserves to continue to crew appliances at 5 wherever possible. Projections beyond 2016/17 are more speculative, and are based on a continuation of grant cuts and precept control as for the period 2013/14 – 2016/17. Other than a freeze in 2015/16 this assumes an annual 2% increase in Band D each year.
13. All major political parties refer to austerity continuing until at least 2020, but even if grant cuts were to cease, the 2016/17 position would form the “new norm” and the CRMP reductions would still have to be implemented in full.
14. Member’s attention is drawn to the future budget savings required if grant cuts do continue at the current level for the MTFP period.

	£m	£m	£m
2017/18 and on-going	1.5	1.5	1.5
2018/19 and on-going		0.9	0.9
2019/20 and on-going			0.9
	1.5	2.4	3.3

## Corporate Considerations

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

## Supporting Information

None

## Background Papers

None

## Contact Officer

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

**Hereford & Worcester Fire Authority****Savings since 2010/11**

Col

Row

	2	3	4	5	6	7	
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	
	Budget	MTFP	MTFP	MTFP	MTFP	MTFP	
	£m	£m	£m	£m	£m	£m	
<b>Identified &amp; fully implemented before 2012/13</b>							
1 Net Saving reduction of ACFO	0.121	0.121	0.121	0.121	0.121	0.121	
2 2011/12 Redundancies (variety of back office posts)	0.110	0.110	0.110	0.110	0.110	0.110	
3 2012/13 Net Redundancies (variety of back office posts)	0.337	0.344	0.351	0.351	0.351	0.351	
4 Occupational Health contract	0.010	0.010	0.010	0.010	0.010	0.010	
5 Principal Officer Car Financing	0.005	0.005	0.005	0.005	0.005	0.005	
6 Response Officer Car Financing	0.021	0.021	0.021	0.021	0.021	0.021	
7 PPE Contract	0.007	0.007	0.007	0.007	0.007	0.007	
8 Removal of Water Coolers at HQ	0.005	0.005	0.005	0.005	0.005	0.005	
9 Budget-holder Savings in 2011/12 - net of re-allocation	0.255	0.255	0.255	0.255	0.255	0.255	
10 Treasurer (S151) arrangements	0.003	0.003	0.003	0.003	0.003	0.003	
11 External Audit Fee	0.029	0.029	0.029	0.029	0.029	0.029	
<b>Identified 2012/13 &amp; fully implemented from 2013/14</b>							
12 Reduction in Watch Sizes	0.659	0.736	0.736	0.736	0.736	0.736	
13 Flexi-Duty Officer Review	0.200	0.200	0.200	0.200	0.200	0.200	
14 SMB Restructure	0.043	0.043	0.043	0.043	0.043	0.043	
15 Budget-holder Savings in 2012/13	0.100	0.100	0.100	0.100	0.100	0.100	
<b>Identified 2012/13 &amp; fully implemented from 2014/15</b>							
16 Reduction in Watch Sizes	0.390	0.390	0.390	0.390	0.390	0.390	
17	<b>2.295</b>	<b>2.379</b>	<b>2.386</b>	<b>2.386</b>	<b>2.386</b>	<b>2.386</b>	
<b>Identified 2013/14 for implementation from 2014/15</b>							
18 14/15 Day Crew Plus	0.367	0.401	0.401	0.401	0.401	0.401	
19 USAR/Droitwich Merger	0.000	0.194	0.315	0.315	0.315	0.315	
20 Catering Review	0.144	0.144	0.144	0.144	0.144	0.144	
21 Media & Design Review	0.034	0.034	0.034	0.034	0.034	0.034	
22 Secretariat Restructure	0.027	0.027	0.027	0.027	0.027	0.027	
23 Finance Restructure	0.016	0.016	0.016	0.016	0.016	0.016	
24 P&I posts removed	0.055	0.055	0.055	0.055	0.055	0.055	
25 Fire Control	0.100	0.100	0.100	0.100	0.100	0.100	
26 Inflation provision saving	0.232	0.232	0.232	0.232	0.232	0.232	
27 Budget-holder saving in 13/14 alloc	0.233	0.233	0.233	0.233	0.233	0.233	
28 Target budget reductions		0.150	0.150	0.150	0.150	0.150	
29	<b>3.503</b>	<b>3.965</b>	<b>4.093</b>	<b>4.093</b>	<b>4.093</b>	<b>4.093</b>	
<b>Identified 2013/14 for implementation from 2015/16</b>							
30 CFS/TFS Rationalisation	0.000	0.200	0.200	0.200	0.200	0.200	
31 Further FDS Review	0.000	0.050	0.169	0.200	0.200	0.200	
32	<b>3.503</b>	<b>4.215</b>	<b>4.462</b>	<b>4.493</b>	<b>4.493</b>	<b>4.493</b>	
<b>Identified 2014/15 for implementation from 2015/16</b>							
33 removal of 2nd Pumps - Tenbury/Ledbury		0.090	0.090	##	0.090	0.090	0.090
34 conversion to DS - Hereford/Worcester (4+4)		0.944	0.944	##	0.944	0.944	0.944
35 standard crewing at 4 - all other WT/DC/DCP		0.660	0.660	##	0.660	0.660	0.660
36	<b>3.503</b>	<b>5.909</b>	<b>6.156</b>	<b>6.187</b>	<b>6.187</b>	<b>6.187</b>	
37 To be identified in 15/16 for implementation from 16/17			0.443	0.443	0.443	0.443	
38	<b>3.503</b>	<b>5.909</b>	<b>6.599</b>	<b>6.630</b>	<b>6.630</b>	<b>6.630</b>	
39 Impact on Fire Cover	0.000	1.694	1.694	##	1.694	1.694	26%
40 No Impact on Fire Cover	3.503	4.215	4.905		4.936	4.936	74%
41	<b>3.503</b>	<b>5.909</b>	<b>6.599</b>	<b>6.630</b>	<b>6.630</b>	<b>6.630</b>	

# Hereford & Worcester Fire Authority

## Medium Term Financial Plan Update

Col Row		2 2015/16 Forecast £m	3 2016/17 Forecast £m	4 2017/18 Forecast £m	5 2018/19 Forecast £m	6 2019/20 Forecast £m
1	<b>CURRENT MTFP GAP to 2016/17</b>	<b>0.999</b>	<b>2.137</b>	<b>2.137</b>	<b>2.137</b>	<b>2.137</b>
2	Pay Awards			0.454	0.908	1.362
3	Inflation			0.300	0.600	0.900
4	LGPS Revaluation			0.020	0.040	0.060
5	Capital Programme			0.036	(0.031)	(0.020)
6	Ending of Pension NI "Contracting Out"			0.360	0.360	0.360
7	<b>MTFP Cost Pressures</b>			<b>1.170</b>	<b>1.877</b>	<b>2.662</b>
8	Grant Reductions (8% pa)			0.857	1.650	2.385
9	Business Rates			(0.051)	(0.105)	(0.159)
10	Precept (Band D 2%)			(0.499)	(1.011)	(1.535)
11	<b>MTFP Resource Pressures</b>			<b>0.307</b>	<b>0.534</b>	<b>0.691</b>
12	FYE - 2016/17 savings			(0.031)	(0.031)	(0.031)
13				<b>(0.031)</b>	<b>(0.031)</b>	<b>(0.031)</b>
14	<b>Changes to Gap 2017/18 onwards</b>			<b>1.446</b>	<b>2.380</b>	<b>3.322</b>
15	<b>CURRENT MTFP GAP</b>	<b>0.999</b>	<b>2.137</b>	<b>3.583</b>	<b>4.517</b>	<b>5.459</b>
	<b>CRMP</b>					
16	removal of 2nd Pumps - Tenbury/Ledbury	0.000	(0.090)	(0.090)	(0.090)	(0.090)
17	conversion to DS - Hereford/Worcester (4+4)	(0.469)	(0.944)	(0.944)	(0.944)	(0.944)
18	standard crewing at 4 - all other WT/DC/DCP	(0.330)	(0.660)	(0.660)	(0.660)	(0.660)
19	provision to ride 5 on as many occasions		0.600			
20	as possible for 2 years	<b>(0.799)</b>	<b>(1.094)</b>	<b>(1.694)</b>	<b>(1.694)</b>	<b>(1.694)</b>
	<b>Re-Calculated Estimates</b>					
21	2014/15 Pay Awards	(0.200)	(0.200)	(0.200)	(0.200)	(0.200)
22	New Dimensions Grant	0.100	0.100	0.100	0.100	0.100
23	Firelink Grant - redistribution	0.100	0.100	0.100	0.100	0.100
24		<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
25	<b>REVISED GAP</b>	<b>0.200</b>	<b>1.043</b>	<b>1.889</b>	<b>2.823</b>	<b>3.765</b>
26	Savings still to be identified		(0.443)	(0.443)	(0.443)	(0.443)
27		<b>0.000</b>	<b>(0.443)</b>	<b>(0.443)</b>	<b>(0.443)</b>	<b>(0.443)</b>
28	<b>BALANCED BUDGET</b>	<b>0.200</b>	<b>0.600</b>	<b>1.446</b>	<b>2.380</b>	<b>3.322</b>
29	to/(from) Budget Reduction Reserve		(0.500)			
30	to/(from) General Balances	(0.200)	(0.100)			
31		<b>(0.200)</b>	<b>(0.600)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
32	<b>BALANCED BUDGET</b>	<b>0.000</b>	<b>0.000</b>	<b>1.446</b>	<b>2.380</b>	<b>3.322</b>

## Report of the Chief Fire Officer

### 7. Transformation Bids

#### Purpose of report

1. To inform Members that the Authority has been successful in attracting a total of £4.27 million from the Government's Fire Transformation Fund that was made available to fire and rescue authorities to help ensure better and more efficient front-line services for the public.
2. To provide details of the Transformation Bids to develop a new Wyre Forest blue light hub and to relocate the Fire Authority Headquarters to join West Mercia Police at Hindlip.

---

#### Recommendations

*It is recommended that the Authority notes that:*

- i) Policy and Resources Committee has authorised Officers to carry out the necessary work (including incurring professional fees, where necessary) to prepare detailed schemes and proposals for implementation of the Transformation Bids in relation to:*
  - a) the development of a new Wyre Forest blue light hub; and*
  - b) the relocation of Fire Authority Headquarters to join West Mercia Police at Hindlip; and*
- ii) a further report will be submitted to the Authority for approval prior to undertaking public consultation or entering into any contractual arrangements for land purchase or building construction.*

#### Introduction and Background

3. The Fire Transformation Fund was announced by the Department of Communities and Local Government (DCLG) in March 2014 to make £75 million available to fire and rescue authorities to help ensure better and more efficient front-line services for the public. The Fire Transformation Fund is currently the only source of capital funding grant available to the Fire Authority.
4. The aim of the Fire Transformation Fund was to build on the themes identified in the Sir Ken Knight review '*Facing the Future*'. This was reflected in the assessment criteria for proposals which were:
  - encouraging greater collaboration with other emergency services;
  - increasing on-call arrangements;
  - improving local accountability;
  - prioritising prevention and protection; and

- promoting asset transformation/ other efficiencies to deliver better value for money.
5. As can be seen from the criteria for bids outlined above there was a very clear indication that proposals involving closer collaboration with other blue light and emergency services and property transformation would stand the most likelihood of success.

## Our Bids

6. The Authority's Political Group Leaders were consulted and involved in the development of two bids with each bid formally signed off by the Chairman of the Authority and the Treasurer:
- a) **To move the Fire Service Headquarters from its present location on the outskirts of Worcester to join West Mercia Police at their headquarters at Hindlip near Worcester.**
    - This co-location of headquarters functions of both police and fire services could be facilitated via an extension to the existing West Mercia Police headquarters. This potential move would foster a closer working relationship between the two blue light services as well as potentially realising revenue benefits against borrowing and on-going running costs. The bid was supported by West Mercia Police.
    - Transformation funding bid: **£1.9 million.**
  - b) **To create a new Wyre Forest blue light hub which would relocate the existing three fire stations in the Wyre Forest area into a new purpose built centrally located station.**
    - It is envisaged that such a facility has the potential to rationalise the estate whilst maintaining service level. The facility would have space for Police and Ambulance colleagues as well as providing a new location for Severn Area Rescue Association and British Red Cross Fire Victim Support Unit.
    - This initiative would provide custom built facilities for all partners to better coordinate and deliver essential community safety initiatives, enhance prevention and protection, establish a co-responding pilot with the ambulance service, provide support to water related incident volunteers and develop Red Cross relations. This bid was supported by West Mercia Police, West Midlands Ambulance Service, Severn Area Rescue Association and the British Red Cross.
    - Transformation funding bid: **£2.4 million**

7. Both bids were speculative in nature. It was recognised when the bids were submitted that, should they be successful, detailed proposals and consultation would be required before either project could proceed and that both projects would remain subject to approval by the Fire Authority.

### **Outcome of the Transformation Bids**

8. As Members are aware, the Fire Authority was successful in attracting a total of £4.27 million. The Transformation funding is in respect of the year 2015/16 and is expected to be paid at the start of that financial year.
9. The first proposed project to move Fire Service Headquarters to join West Mercia Police at their Headquarters at Hindlip was awarded £1.89 million, which would fund the project in its entirety. The second potential project to create a new Wyre Forest blue light hub was awarded £2.38 million of funding. The Wyre Forest proposal would require some additional capital funding from the Authority and it is anticipated a large proportion of this would be met from the sale of existing sites and funded from revenue saving as a result of the implementation of this project. However, officers would need to undertake further work in order to put forward detailed proposals with regards to the additional capital funding needed.
10. It is anticipated that both projects would generate efficiencies which would contribute towards the cost savings the Authority will need to make as part of the next round of comprehensive spending reviews for the three year financial period to 2020. Further work is needed to establish a robust cost estimate of the amount of revenue savings both projects would realise for the Authority. However, these projects do not in any way lessen the need for savings that were agreed by the Authority on 1 October 2014 as part of the Community Risk Management Plan.
11. Following confirmation of the success of both bids and the need to establish the detail in terms of potential savings and any additional costs, the Policy and Resources Committee recently authorised officers to prepare detailed schemes and proposals for further consideration by the Authority. It is anticipated that costs such as architects' fees may be incurred and if this is the case such costs would be met from the 2014/15 budget managed revenue savings, pending receipt of the Transformation Grant.
12. Following Authority approval of detailed proposals, there will need to be consultation with staff, representative bodies and in respect of the Wyre Forest proposal, extensive public consultation before any final decisions are taken by the Authority. Therefore it is recommended that detailed proposals are brought to the Authority to be approved for consultation.

### **Conclusion/Summary**

13. It was announced on 17 October 2014 that the Fire Authority had been successful in securing £4.27 million of Fire Transformation Funding through submitting a bid to DCLG for two proposed projects. The first proposal involves relocating Fire Service Headquarters from its present location to join West Mercia Police at their headquarters at Hindlip. The second proposal is to create

a new Wyre Forest blue light hub which would relocate the existing three fire stations in the Wyre Forest area into a new purpose built centrally located station.

14. Both proposals will generate efficiencies which will contribute towards the cost savings the Authority will need to make as part of the next round of comprehensive spending reviews for the three year financial period to 2020. Following the success of the bids it is recommended that detailed schemes and proposals should be developed regarding the implementation of the Transformation Fund. Once detailed proposals have been drawn up it is recommended that a further report is submitted to the Authority prior to undertaking public consultation or entering into any contractual arrangements for land purchase or building construction.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	The Authority has received £4.27 million from the Fire Transformation Fund which is currently the only source of capital funding available to the Authority. The bids propose to transform assets to deliver better value for money. Detailed schemes and proposals for implementation, which will set out any resource implications have yet to be developed. However it is anticipated that the Wyre Forest project will need additional capital funding, a large proportion of which would be met from the sale of the existing sites.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Both proposals will generate closer partnership working efficiencies which will contribute towards the cost savings the Authority will need to make as part of the next round of comprehensive spending reviews for the period to 2020.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	Not at this stage. Detailed schemes and proposals have yet to be developed.
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	<p>Partner organisations have been consulted on the bids. West Mercia Police supported the bid to relocate Headquarters, whilst the bid to create a Wyre Forest blue light hub was supported by West Mercia Police, West Midlands Ambulance Service, Severn Area Rescue Association and the British Red Cross.</p> <p>Following Authority approval of detailed proposals, there will need to be consultation with staff, representative bodies and in respect of the Wyre Forest proposal, extensive public consultation before any final decisions are taken by the Authority.</p>
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	Not at this stage. Detailed schemes and proposals have yet to be developed.

## **Supporting Information**

Background papers:

Facing the Future: findings from the efficiencies and operations of fire and rescue authorities in England - Sir Ken Knight, DCLG, 17 May 2013

Fire and rescue authorities bidding for transformation funds for 2015 to 2016: bid prospectus

### **Contact Officer**

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

## Report of the Chief Fire Officer

### 8. Transformation Bids

#### Purpose of report

1. To inform Members that the Authority has been successful in attracting a total of £4.27 million from the Government's Fire Transformation Fund that was made available to fire and rescue authorities to help ensure better and more efficient front-line services for the public.
2. To provide details of the Transformation Bids to develop a new Wyre Forest blue light hub and to relocate the Fire Authority Headquarters to join West Mercia Police at Hindlip.

---

#### Recommendations

##### *It is recommended that:*

- i) Officers be authorised to carry out the necessary work (including incurring professional fees, where necessary) to prepare detailed schemes and proposals for implementation of the Transformation Bids in relation to:*
  - a) the development of a new Wyre Forest blue light hub; and*
  - b) the relocation of Fire Authority Headquarters to join West Mercia Police at Hindlip; and*
- ii) a further report be submitted to the Authority for approval prior to undertaking public consultation or entering into any contractual arrangements for land purchase or building construction.*

#### Introduction and Background

3. The Fire Transformation Fund was announced by the Department of Communities and Local Government (DCLG) in March 2014 to make £75 million available to fire and rescue authorities to help ensure better and more efficient front-line services for the public. The Fire Transformation Fund is currently the only source of capital funding grant available to the Fire Authority.
4. The aim of the Fire Transformation Fund was to build on the themes identified in the Sir Ken Knight review '*Facing the Future*'. This was reflected in the assessment criteria for proposals which were:
  - encouraging greater collaboration with other emergency services;
  - increasing on-call arrangements;

- improving local accountability;
  - prioritising prevention and protection; and
  - promoting asset transformation/ other efficiencies to deliver better value for money.
5. As can be seen from the criteria for bids outlined above there was a very clear indication that proposals involving closer collaboration with other blue light and emergency services and property transformation would stand the most likelihood of success.

## Our Bids

6. The Authority's Political Group Leaders were consulted and involved in the development of two bids with each bid formally signed off by the Chairman of the Authority and the Treasurer:
- a) **To move the Fire Service Headquarters from its present location on the outskirts of Worcester to join West Mercia Police at their headquarters at Hindlip near Worcester.**
- This co-location of headquarters functions of both police and fire services could be facilitated via an extension to the existing West Mercia Police headquarters. This potential move would foster a closer working relationship between the two blue light services as well as potentially realising revenue benefits against borrowing and on-going running costs. The bid was supported by West Mercia Police.
  - Transformation funding bid: **£1.9 million.**
- b) **To create a new Wyre Forest blue light hub which would relocate the existing three fire stations in the Wyre Forest area into a new purpose built centrally located station.**
- It is envisaged that such a facility has the potential to rationalise the estate whilst maintaining service level. The facility would have space for Police and Ambulance colleagues as well as providing a new location for Severn Area Rescue Association and British Red Cross Fire Victim Support Unit.
  - This initiative would provide custom built facilities for all partners to better coordinate and deliver essential community safety initiatives, enhance prevention and protection, establish a co-responding pilot with the ambulance service, provide support to water related incident volunteers and develop Red Cross relations. This bid was supported by West Mercia Police, West Midlands Ambulance Service, Severn Area Rescue Association and the British Red Cross.
  - Transformation funding bid: **£2.4 million**

7. Both bids were speculative in nature. It was recognised when the bids were submitted that, should they be successful, detailed proposals and consultation would be required before either project could proceed and that both projects would remain subject to approval by the Fire Authority.

### **Outcome of the Transformation Bids**

8. As Members are aware, the Fire Authority was successful in attracting a total of £4.27 million. The Transformation funding is in respect of the year 2015/16 and is expected to be paid at the start of that financial year.
9. The first proposed project to move Fire Service Headquarters to join West Mercia Police at their Headquarters at Hindlip was awarded £1.89 million, which would fund the project in its entirety. The second potential project to create a new Wyre Forest blue light hub was awarded £2.38 million of funding. The Wyre Forest proposal would require some additional capital funding from the Authority and it is anticipated a large proportion of this would be met from the sale of existing sites and funded from revenue saving as a result of the implementation of this project. However, officers would need to undertake further work in order to put forward detailed proposals with regards to the additional capital funding needed.
10. It is anticipated that both projects would generate efficiencies which would contribute towards the cost savings the Authority will need to make as part of the next round of comprehensive spending reviews for the three year financial period to 2020. Further work is needed to establish a robust cost estimate of the amount of revenue savings both projects would realise for the Authority. However, these projects do not in any way lessen the need for savings that were agreed by the Authority on 1 October 2014 as part of the Community Risk Management Plan.
11. Following confirmation of the success of both bids and the need to establish the detail in terms of potential savings and any additional costs, it is recommended that officers are authorised to prepare detailed schemes and proposals for further consideration by the Authority. It is anticipated that costs such as architects' fees may be incurred and if this is the case such costs would be met from the 2014/15 budget managed revenue savings, pending receipt of the Transformation Grant.
12. Following Authority approval of detailed proposals, there will need to be consultation with staff, representative bodies and in respect of the Wyre Forest proposal, extensive public consultation before any final decisions are taken by the Authority. Therefore it is recommended that detailed proposals are brought to the Authority to be approved for consultation.

### **Conclusion/Summary**

13. It was announced on 17 October 2014 that the Fire Authority had been successful in securing £4.27 million of Fire Transformation Funding through submitting a bid to DCLG for two proposed projects. The first proposal involves relocating Fire Service Headquarters from its present location to join West Mercia Police at their headquarters at Hindlip. The second proposal is to create a new Wyre Forest blue light hub which would relocate the existing three fire

stations in the Wyre Forest area into a new purpose built centrally located station.

14. Both proposals will generate efficiencies which will contribute towards the cost savings the Authority will need to make as part of the next round of comprehensive spending reviews for the three year financial period to 2020. Following the success of the bids it is recommended that detailed schemes and proposals should be developed regarding the implementation of the Transformation Fund. Once detailed proposals have been drawn up it is recommended that a further report is submitted to the Authority prior to undertaking public consultation or entering into any contractual arrangements for land purchase or building construction.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	The Authority has received £4.27 million from the Fire Transformation Fund which is currently the only source of capital funding available to the Authority. The bids propose to transform assets to deliver better value for money. Detailed schemes and proposals for implementation, which will set out any resource implications have yet to be developed. However it is anticipated that the Wyre Forest project will need additional capital funding, a large proportion of which would be met from the sale of the existing sites.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Both proposals will generate closer partnership working efficiencies which will contribute towards the cost savings the Authority will need to make as part of the next round of comprehensive spending reviews for the period to 2020.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	Not at this stage. Detailed schemes and proposals have yet to be developed.
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	<p>Partner organisations have been consulted on the bids. West Mercia Police supported the bid to relocate Headquarters, whilst the bid to create a Wyre Forest blue light hub was supported by West Mercia Police, West Midlands Ambulance Service, Severn Area Rescue Association and the British Red Cross.</p> <p>Following Authority approval of detailed proposals, there will need to be consultation with staff, representative bodies and in respect of the Wyre Forest proposal, extensive public consultation before any final decisions are taken by the Authority.</p>
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	Not at this stage. Detailed schemes and proposals have yet to be developed.

## **Supporting Information**

Background papers:

Facing the Future: findings from the efficiencies and operations of fire and rescue authorities in England - Sir Ken Knight, DCLG, 17 May 2013

Fire and rescue authorities bidding for transformation funds for 2015 to 2016: bid prospectus

### **Contact Officer**

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

## Report of the Chief Fire Officer

### 6. Closer Working with Warwickshire Fire and Rescue Service

#### Purpose of report

1. To inform the Authority of the progress made to date and to consider the recommendations which represent the detailed findings of the Project Arrow Team as supported by the Joint Project Board and the Member Reference Group.
- 

#### Recommendations

*The Policy and Resources Committee recommend to the Authority that:*

- i) an operational collaboration between the two Fire and Rescue Services be progressed under the direction of the two Chief Fire Officers and the Strategic Director of Resources, Warwickshire County Council;*
- ii) Hereford & Worcester Fire Authority and Warwickshire County Council continue exploring greater collaboration between the two Fire and Rescue Services, working towards a strategic alliance light by late 2015 under the direction of the Joint Project Board;*
- iii) a further report be submitted to the Joint Project Board in the summer of 2015 detailing the progress made;*
- iv) the Joint Project Board continue to meet biannually;*
- v) work to date is shared with other key partners, notably Northamptonshire Fire and Rescue Service, Shropshire Fire and Rescue Service, West Mercia Police and Warwickshire Police with the aim of stimulating interest in wider collaboration; and*
- vi) no further work on Options 4 (strategic alliance contractual) and 5 (full combination) in the options appraisal attached at Appendix 1 be progressed until the report submitted in the summer of 2015 has been considered.*

## Introduction and Background

2. As Members are aware the Authority continues to face a challenging financial situation. Whilst we will have made savings of £6.2m to the end of 2016/17 (74% without impacting on front line response to the public), projections indicate that further savings of £2.5m to £3.5m may be needed beyond those currently identified in the Community Risk Management Plan over the following three years to 2019/20.
3. We know from Government (and those that aspire to be in government) announcements that restrictions on public sector funding are likely to continue until at least 2020, and it therefore appears inevitable that the Authority will need to find further significant savings beyond those currently envisaged. Unless alternatives are identified, it is inevitable those savings will impact to a greater or lesser degree on front line service delivery.
4. One of the alternatives is closer working with other organisations, such as neighbouring Fire and Rescue Services. The 'Sir Ken Knight Review' published last year recommended that where Fire and Rescue Authorities can provide business cases for local collaborative solutions showing clear, achievable efficiencies, central government should step forward to provide financial support for transition. In addition, the Fire Minister has also set out the challenge for Fire and Rescue Authorities to engage in greater collaboration.
5. At its meeting on 11 December 2013, the Authority considered a proposal for future collaborative working with Warwickshire Fire and Rescue Service (WFRS) and agreed that a joint officer team (Project Arrow) be established with WFRS to examine the feasibility and potential benefits of collaboration. It was anticipated that the work would be completed within 12 months and the cost would potentially be met from the £400,000 'Development Reserve'. It was expected that should this reserve be utilised the figure would be approximately £75,000. However, the use of reserves has not been necessary.

## Key Findings

6. Project Arrow has explicitly examined the potential benefits to be delivered from 2017 and beyond. At its meeting on 2 June 2014, the Policy and Resources Committee received and noted a detailed update on the project approach and progress made in assessing the benefits and options for closer working with WFRS.
7. Since then further work has been undertaken and considered by the Policy and Resources Committee. The findings are set out in the report attached at Appendix 1, entitled *Project Arrow Options Appraisal*.

8. The key findings include:

- The current optimal level of collaboration between the two Fire and Rescue Services (FRSs) is assessed to be an operational collaboration i.e independent collaborations between workstreams which can proceed without an overarching formal agreement and make sense in their own right. Collaboration already exists between the two FRSs, notable in areas such as operational cover, water rescue and training.
- A number of further opportunities for operational collaboration have already been identified within departments which can be progressed under the guidance of the two Chief Fire Officers and the Strategic Director of Resources for Warwickshire County Council. Such areas include the alignment of policy, procedure, systems, processes, equipment and best practice in departments such as Operational Support, Health & Safety, Technical Services, Training & Development, Prevention & Protection, Response.
- It is proposed that the Project Team and the Joint Project Board (comprising officers and Members of both authorities) maintain their connection and that the collaborative work continues with a focus on operational collaboration and strategic alliance light (i.e. where decision making is retained by each authority but there is formal agreement between the two organisations, which umbrellas a number of operational collaborations between workstreams and/or structural changes to departments).

### **Conclusion/Summary**

9. Following agreement by the full authority in December 2013, Project Arrow was commissioned to examine the feasibility and potential benefits of collaboration with Warwickshire FRS. The Project Team's final report, attached at Appendix 1, analyses a range of options and puts forward recommendations for consideration by both this Authority and Warwickshire County Council on 9 December 2014.
10. It is recommended that Members of both authorities support the progression of an operational collaboration and the continued exploration of greater collaboration between the two Fire and Rescue Services as detailed in the attached report.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	Yes – Resource implications are anticipated if both Fire and Rescue Services move beyond an operational collaboration. Implications will be identified in a full business case and summarised in the report to the Joint Project Board in summer 2015
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Yes – The project is seeking to identify efficiency savings through collaboration with another fire and rescue service to contribute to the overall savings required by the service.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	Yes – Low risks are anticipated if both Fire and Rescue Services move beyond an operational collaboration. This will be identified in a full business case and summarised in the report to the Joint Project Board in summer 2015
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	Internal consultation with staff is on going and will be enhanced should the project continue to move forward.
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	No requirement at this stage.

## Supporting Information

Appendix 1 – Project Arrow Options Appraisal, October 2014

Background Papers:

- Fire Authority report “Collaboration with Warwickshire Fire and Rescue Service” and minutes – 11 December 2013
- Policy & Resources Committee report “Closer Working with Warwickshire Fire and Rescue Service” and minutes – 2 June 2014 and 19 November 2014

### Contact Officer

Mark Preece, Area Commander  
07899066056  
[mpreece@hwfire.org.uk](mailto:mpreece@hwfire.org.uk)

## Report of the Chief Fire Officer

### 9. Closer Working with Warwickshire Fire and Rescue Service

#### Purpose of report

1. To note the progress made to date and prior to consideration by the full Authority to discuss the recommendations which represent the detailed findings of the Project Arrow Team as supported by the Joint Project Board and the Member Reference Group.
- 

#### Recommendations

*It is recommended to the Authority that:*

- i) an operational collaboration between the two Fire and Rescue Services be progressed under the direction of the two Chief Fire Officers and the Strategic Director of Resources, Warwickshire County Council;*
- ii) Hereford & Worcester Fire Authority and Warwickshire County Council continue exploring greater collaboration between the two Fire and Rescue Services, working towards a strategic alliance light by late 2015 under the direction of the Joint Project Board;*
- iii) a further report be submitted to the Joint Project Board in the summer of 2015 detailing the progress made;*
- iv) the Joint Project Board continue to meet biannually;*
- v) work to date is shared with other key partners, notably Northamptonshire Fire and Rescue Service, Shropshire Fire and Rescue Service, West Mercia Police and Warwickshire Police with the aim of stimulating interest in wider collaboration; and*
- vi) no further work on Options 4 (strategic alliance contractual) and 5 (full combination) in the options appraisal attached at Appendix 1 be progressed until the report submitted in the summer of 2015 has been considered.*

#### Introduction and Background

2. As Members are aware the Authority continues to face a challenging financial situation. Whilst we will have made savings of £6.2m to the end of 2016/17 (74% without impacting on front line response to the public), projections indicate that further savings of £2.5m to £3.5m may be needed beyond those

currently identified in the Community Risk Management Plan over the following three years to 2019/20.

3. We know from Government (and those that aspire to be in government) announcements that restrictions on public sector funding are likely to continue until at least 2020, and it therefore appears inevitable that the Authority will need to find further significant savings beyond those currently envisaged. Unless alternatives are identified, it is inevitable those savings will impact to a greater or lesser degree on front line service delivery.
4. One of the alternatives is closer working with other organisations, such as neighbouring Fire and Rescue Services. The 'Sir Ken Knight Review' published last year recommended that where Fire and Rescue Authorities can provide business cases for local collaborative solutions showing clear, achievable efficiencies, central government should step forward to provide financial support for transition. In addition, the Fire Minister has also set out the challenge for Fire and Rescue Authorities to engage in greater collaboration.
5. At its meeting on 11 December 2013, the Authority considered a proposal for future collaborative working with Warwickshire Fire and Rescue Service (WFRS) and agreed that a joint officer team (Project Arrow) be established with WFRS to examine the feasibility and potential benefits of collaboration. It was anticipated that the work would be completed within 12 months and the cost would potentially be met from the £400,000 'Development Reserve'. It was expected that should this reserve be utilised the figure would be approximately £75,000. However, the use of reserves has not been necessary.

## Key Findings

6. Project Arrow has explicitly examined the potential benefits to be delivered from 2017 and beyond. At its meeting on 2 June 2014, this Committee received and noted a detailed update on the project approach and progress made in assessing the benefits and options for closer working with WFRS.
7. Since then further work has been undertaken and the findings are set out in the report attached at Appendix 1, entitled *Project Arrow Options Appraisal*.
8. The key findings include:
  - The current optimal level of collaboration between the two Fire and Rescue Services (FRSs) is assessed to be an operational collaboration i.e independent collaborations between workstreams which can proceed without an overarching formal agreement and make sense in their own right. Collaboration already exists between the two FRSs, notable in areas such as operational cover, water rescue and training.

- A number of further opportunities for operational collaboration have already been identified within departments which can be progressed under the guidance of the two Chief Fire Officers and the Strategic Director of Resources for Warwickshire County Council. Such areas include the alignment of policy, procedure, systems, processes, equipment and best practice in departments such as Operational Support, Health & Safety, Technical Services, Training & Development, Prevention & Protection, Response.
- It is proposed that the Project Team and the Joint Project Board (comprising officers and Members of both authorities) maintain their connection and that the collaborative work continues with a focus on operational collaboration and strategic alliance light (i.e. where decision making is retained by each authority but there is formal agreement between the two organisations, which umbrellas a number of operational collaborations between workstreams and/or structural changes to departments).

## Conclusion/Summary

9. Following agreement by the full authority in December 2013, Project Arrow was commissioned to examine the feasibility and potential benefits of collaboration with Warwickshire FRS. The Project Team's final report, attached at Appendix 1 analyses a range of options and puts forward recommendations for discussion by both this Committee and Warwickshire County Council's Cabinet on 13 November 2014.
10. It is proposed that the recommendations will be put forward to the full Fire Authority for consideration on 10 December 2014, with Warwickshire County Council considering the recommendations at its meeting on 9 December 2014.
11. It is recommended that Members of both authorities support the progression of an operational collaboration and the continued exploration of greater collaboration between the two Fire and Rescue Services as detailed in the attached report.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	Yes – Resource implications are anticipated if both Fire and Rescue Services move beyond an operational collaboration. Implications will be identified in a full business case and summarised in the report to the Joint Project Board in summer 2015
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Yes – The project is seeking to identify efficiency savings through collaboration with another fire and rescue service to contribute to the overall savings required by the service.

<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	Yes – Low risks are anticipated if both Fire and Rescue Services move beyond an operational collaboration. This will be identified in a full business case and summarised in the report to the Joint Project Board in summer 2015
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	Internal consultation with staff is on going and will be enhanced should the project continue to move forward.
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	No requirement at this stage.

## Supporting Information

Appendix 1 – Project Arrow Options Appraisal, October 2014

Background Papers:

- Fire Authority report “Collaboration with Warwickshire Fire and Rescue Service” and minutes – 11 December 2013
- Policy & Resources Committee report “Closer Working with Warwickshire Fire and Rescue Service” and minutes – 2 June 2014

### Contact Officer

Mark Preece, Area Commander

07899066056

[mpreece@hwfire.org.uk](mailto:mpreece@hwfire.org.uk)



*Thinking Ahead – Working Together*

## **Project Arrow**

### **Options Appraisal**

October 2014

## Contents

Executive Summary .....	3
Key Findings .....	4
1. Project Background.....	6
2. Project Context and Operating Environment .....	6
3. Project Scope .....	9
4. Collaborative Options.....	10
5. Project Approach .....	11
6. Findings from the Options Appraisal .....	12
7. Proposed Way Forward .....	15
8. Recommendations .....	17
Appendix 1 .....	18
Appendix 2.....	19

## Executive Summary

Building upon work undertaken between the two Fire & Rescue Services (FRSs) between 2007 and 2009, Project Arrow was commissioned in early 2014 to evaluate the potential for collaboration between Hereford & Worcester Fire and Rescue Service (HWFRS) and Warwickshire Fire and Rescue Service (WFRS).

Project Arrow was commissioned explicitly to look at benefits to be delivered from 2017 and beyond.

A significant and robust piece of work has subsequently been undertaken between February and October 2014 and the findings are summarised in this report.

It is considered important to understand that during this time significant effort was also focused on the development of a transformational plan in WFRS and an Integrated Risk Management Plan (IRMP) in HWFRS, (referred to as a Community Risk Management Plan, CRMP). Parts of these plans, which are now approved, identify savings for the period up to 2016 for WFRS and 2017 for HWFRS.

To date the project has generated:

- A robust understanding of the costs of the two FRSs.
- An objective evaluation of the current appetite and potential for collaboration between both FRSs across all departments.
- An understanding of the potential issues and implications of the different options for collaboration including the impact of disaggregating WFRS from Warwickshire County Council (WCC).
- An informed understanding of the complexity of collaboration and the impact which greater collaboration will have on relationships with other partners and agencies.
- Areas of focus and indicative savings figures where collaboration appears beneficial.

In conducting the project the following interrelated issues have been identified:

- **Working with uncertainty** – The future outcome of local and national elections, along with policy changes relating to blue light and fire to fire integration, has affected the confidence of the two FRSs in addressing all anticipated needs through a single collaboration. As a result, each FRS is retaining and exploring a number of alternative options with multiple partners.
- **IRMP** – The development of the plans for each FRS has emphasised the need for a better understanding of how the activity and the proposals within each plan impact upon the proposals made within Project Arrow and vice versa.
- **Timing** - Both FRSs are naturally in different positions in relation to a savings profile, IRMP and external funding bids etc. This makes alignment of goals and objectives both complex and challenging.
- **Ability to realise savings** - The project has identified a number of savings, but the ability for these to be delivered and realised will be linked to the redundancy policies, retirement profiles, and terms and conditions of the two FRSs. The risk of double counting savings and costs also needs to be addressed.
- **Flexible Duty System (Fire officer response cover)** - New ways of working with leaner management teams that have the potential to make savings or free up officer time have been identified, but the ability to realise these benefits is dependent upon the appetite to change current working conditions.

- **Sequencing and complexity** – The more departments are integrated, the greater the overall interaction and, therefore, the stronger the relationship between the two FRSs needs to be. It is also recognised that as the level of integration increases, the more difficult it becomes to disaggregate.
- **Appetite for collaboration** - The project has encountered a natural level of resistance to change in some departments which has been anticipated and managed accordingly.

## Key Findings

- Project Arrow has highlighted a degree of collaboration which already exists between the two FRSs, notable in areas such as operational cover, water rescue and training
- The current optimal level of collaboration between the two FRSs is assessed to be an operational collaboration for the following reasons:
- A number of opportunities have been identified within departments which have been proven to deliver clear benefits and make sense in their own right, and can be progressed under the guidance of the Chief Fire Officers and the Strategic Director of Resources for WCC with full business cases being developed for each to identify further collaborative opportunities
- At present the external environment in relation to national political and policy direction remains unclear. Recent announcements relating to the blue light integration of fire, police and ambulance services have not reached a clear conclusion
- Similarly each FRS is currently exploring a number of collaborative options with other organisations outside the scope of Project Arrow. This is understandable and considered to be both viable and healthy. However, it does potentially restrict the scope of services that any formal collaboration between the two FRSs would cover under a more exclusive agreement
- Whilst these other options are still being explored and the national direction remains unclear, it makes it difficult for the two FRSs to commit to a deeper collaboration.
- The investigations have shown that all other options remain potentially viable in the future and further work would be needed to explore these in detail:
- The collaborative work under an operational collaboration has the potential to bring the two FRSs closer together, which in turn lays the foundations and acts as *enablers* for greater integration over the longer term
- This approach would be an iterative and phased one which builds greater integration and commitment between the two FRSs over time. It would also allow the two FRSs to pilot approaches, deal with complexity and test the viability of further collaboration
- To enable this, there needs to be greater clarity on the strategic vision and the desired end state of the collaboration, i.e. to what degree do the two FRAs wish to integrate in time. This would help the work on the support departments which are inherently linked to the wider organisational structure and also have a potential impact on the FRSs approach to working with other partners, e.g. the police and neighbouring fire and rescue services
- There is a need to act now to address anticipated lead in time and allow for savings to be realised from 2017 and beyond.

- Progress is recommended to be an iterative process where confidence in the benefits of closer working between the two FRSs grows across all departments. This approach is supported by the Joint Project Board and Member Reference Group.
- It would be prudent for the strategic vision and the desired end state of the collaboration to be revisited in May 2015, post the General Election, as this has the potential to impact on national policy and local arrangements. In the interim period between now and then, it is proposed that the Project Team and the Joint Project Board maintain their connection and that the collaborative work continues with a focus on the operational collaboration and strategic alliance light options.
- This affords both FRSs the flexibility to respond to the current levels of uncertainty.

## Recommendations

Members are asked to note the progress made to date and to consider the recommendations which represent the detailed findings of the Project Team that are supported by the Joint Project Board and the Member Reference Group.

- *Recommendation 1* - Members are asked to support the progression of an *operational collaboration* between the two Fire & Rescue Services under the direction of the two Chief Fire Officers and the Strategic Director of Resources, WCC.
- *Recommendation 2* – Members are asked to support the continued exploration of greater collaboration between the two Fire & Rescue Services, working towards a *strategic alliance light* by late 2015 under the direction of the Joint Project Board.

Subject to the approval of either or both of the above recommendations:

- *Recommendation 3* - A report is submitted to the Joint Project Board in the summer of 2015 detailing the progress made
- *Recommendation 4* - The Joint Project Board continue to meet biannually
- *Recommendation 5* - Work to date is shared with other key partners, notably Northamptonshire FRS, Shropshire FRS, West Mercia Police and Warwickshire Police with the aim of stimulating interest in wider collaboration
- *Recommendation 6* – Members are asked to consider that no further work on Options 4 and 5 is progressed until the report submitted in the summer of 2015 has been considered.

## **1. Project Background**

- 1.1 Project Arrow was established in February 2014 as a collaborative project between HWFRS and WFRS. The Project Team consisted of senior officers from both FRSs and WCC.
- 1.2 The objective of the project was to evaluate the scope and potential for collaboration between the two FRSs, with the intention of identifying any immediate opportunities and building a more fundamental response to anticipated funding pressures from 2017 and beyond. Detailed objectives are reported in section 5 of this report.
- 1.3 A Joint Project Board was established as the executive body overseeing the Project Team, alongside which Councillors from across both FRAs formed a cross party Member Reference Group (full details in Appendix 1).
- 1.4 Headline benefits were agreed by the Joint Project Board as being:
  - The continued delivery of safe and effective fire and rescue services to the communities of Herefordshire, Worcestershire and Warwickshire
  - Continued sustainable and resilient service delivery over the medium and long term
  - Greater long term financial efficiency.
- 1.5 Previous reports on progress have been submitted to the Joint Project Board and the Member Reference Group with key findings supported by these respective groups in October 2014.
- 1.6 This report draws together the key findings, presenting each FRA, including Cabinet for WCC, with a series of recommendations for further consideration and action.

## **2. Project Context and Operating Environment**

- 2.1 Across the public sector there is a drive to respond to the pressure of austerity by increasing collaboration between public agencies. Nationally within fire and rescue and the wider blue light services this is very much the case, as referenced by Sir Ken Knight, the Chief Fire and Rescue Advisor<sup>1</sup> and The Rt Hon. Theresa May MP in her speech on Police Reform<sup>2</sup>.
- 2.2 Both FRSs are constituted in different ways; HWFRS being a Combined Fire Authority and WFRS forming part of the County Council. The FRSs have a history of working together and similar features across three counties which make collaboration appear to be a good option.
- 2.3 The strategic aims and objectives of both FRSs are similar as are the community risks they seek to mitigate. The features of the communities they serve are broadly the same with similar splits between urban and rural communities and similar risks in terms of historical incident data.
- 2.4 The geographic location and coverage of the two FRSs mean that they have working relationships with a number of other fire and rescue services and agencies in the West Midlands region; notably Shropshire FRS, West Midlands Fire Service and the Warwickshire and West Mercia Police strategic alliance. Project Arrow has sought to understand these relationships and, where possible, capitalise on them for the benefit of the project and the two FRSs.
- 2.5 Across this geography the FRSs are simultaneously exploring a number of opportunities with partners. Of particular note is the potential co-location of HWFRS's headquarters with West Mercia Police at Hindlip Hall.

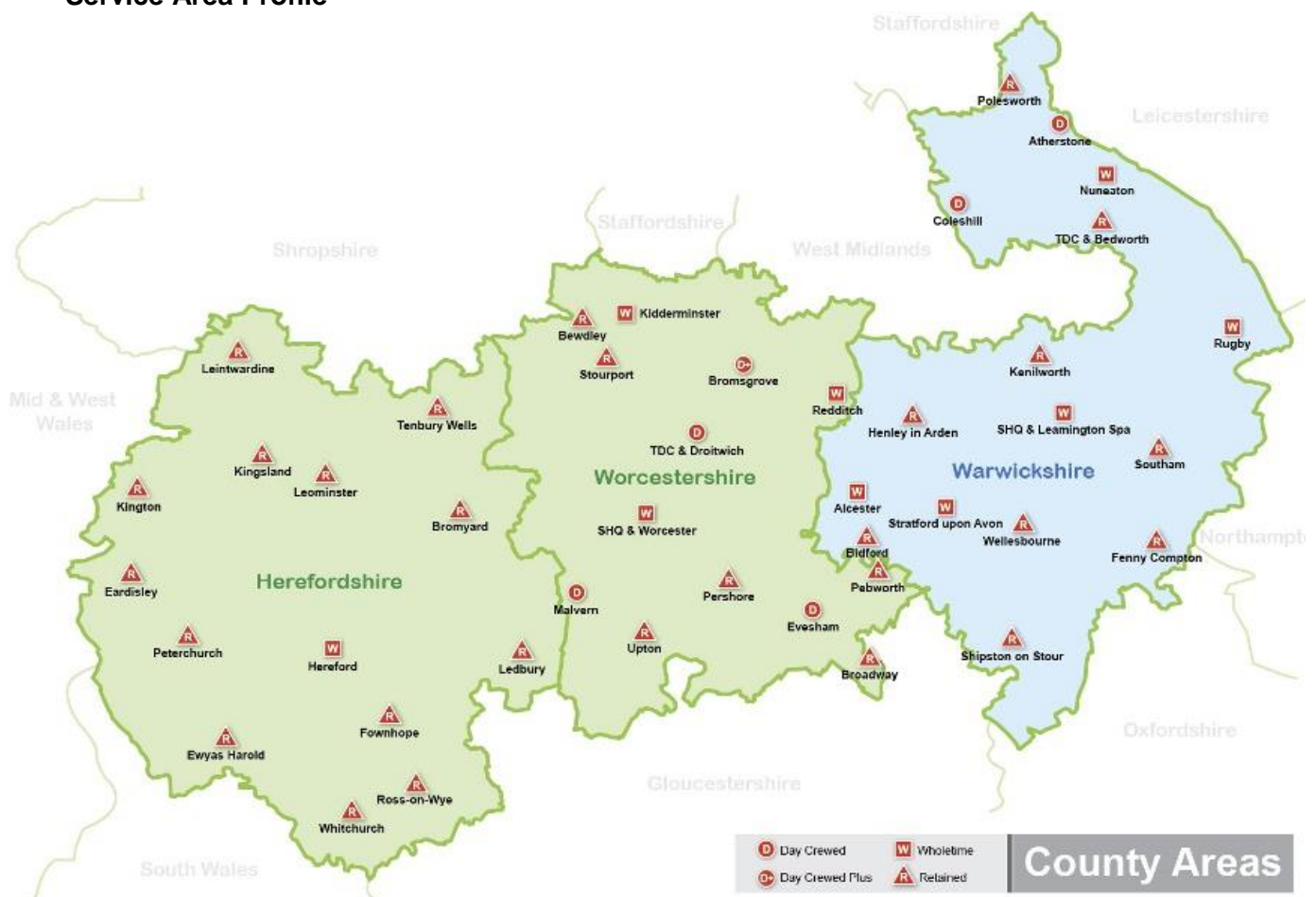
<sup>1</sup><https://www.gov.uk/government/publications/facing-the-future> - May 2013

<sup>2</sup>[http://reform.co.uk/resources/0000/1572/Home\\_Secretary\\_Reform\\_speech\\_-\\_03\\_09\\_2014.pdf](http://reform.co.uk/resources/0000/1572/Home_Secretary_Reform_speech_-_03_09_2014.pdf) – September 2014

- 2.6 It is increasingly apparent that any collaboration between the FRSs should be reviewed in the context of the wider Warwickshire and West Mercia Police strategic alliance and the respective Local Resilience Forums.
- 2.7 Both FRSs are required by the Fire and Rescue Service National Framework<sup>3</sup> to publish an Integrated Risk Management Plan (IRMP). One element of both FRSs' IRMP identifies how savings will be achieved.
- 2.8 Warwickshire Full Council approved plans on the 25<sup>th</sup> September 2014 which set out savings for 2014-16.
- 2.9 Similar savings plans were approved by Hereford & Worcester Fire Authority (HWFA) on the 1<sup>st</sup> October 2014 as part of their CRMP. These proposals deliver savings up to 2017.
- 2.10 Project Arrow explicitly focusses on opportunities beyond 2017. Therefore the collaboration proposals contained within this report need to be considered in the context of the above key decisions and the subsequent implementation programmes.

<sup>3</sup><https://www.gov.uk/government/news/fire-and-rescue-national-framework-for-england-published>

## Service Area Profile



### Service Area Data (Correct as at October 2014)

	Annual Incidents	Firefighters, Stations & Appliances	Population	Attendance Standards
<b>Warwickshire FRS</b>	Approx. 8,200 emergency calls & 4,000 Incidents	419 Firefighters 252 Fulltime 150 Retained (On call) 17 Fire Control  16 Fire Stations 22 Fire Engines	736 sq. miles Pop. 548,000  7 towns	10 minutes urban area  20 minutes rural area  To all types of incidents on 100% of occasions
<b>Hereford &amp; Worcester FRS</b>	Approx. 10,000 emergency calls & 6,600 Incidents	711 Firefighters 297 Fulltime 392 Retained (On call) 22 Fire Control  27 Fire Stations 43 Fire Engines	1,500 sq. miles Pop. 750,000  10 towns	First appliance within 10 minutes all areas  To building fire incidents on 75% of occasions

### 3. Project Scope

3.1 To date, the project has been explicitly limited to the exploration and assessment of options. It has been designed to present evidence based options to each FRA for consideration and, as such, it has not looked at any elements of implementation or delivery.

3.2 Both FRSs are made up of a number of departments which contribute to each organisation's service delivery. The Project Team categorised all departments into four principal groups and 18 sub groups (called *workstreams*) consisting of the following (full details in Appendix 2):

Group	Workstreams
Fire	Control, Response, Prevention & Protection, Operational Policy.
Fire Support	Fleet, Technical Support, Water, Training & Development, and Health & Safety.
Non Fire Support	Property, Finance, Legal & Democratic Services, ICT, Strategy, HR, Media & Communications, and Procurement.
Management	Brigade Managers (Including Area Commanders).

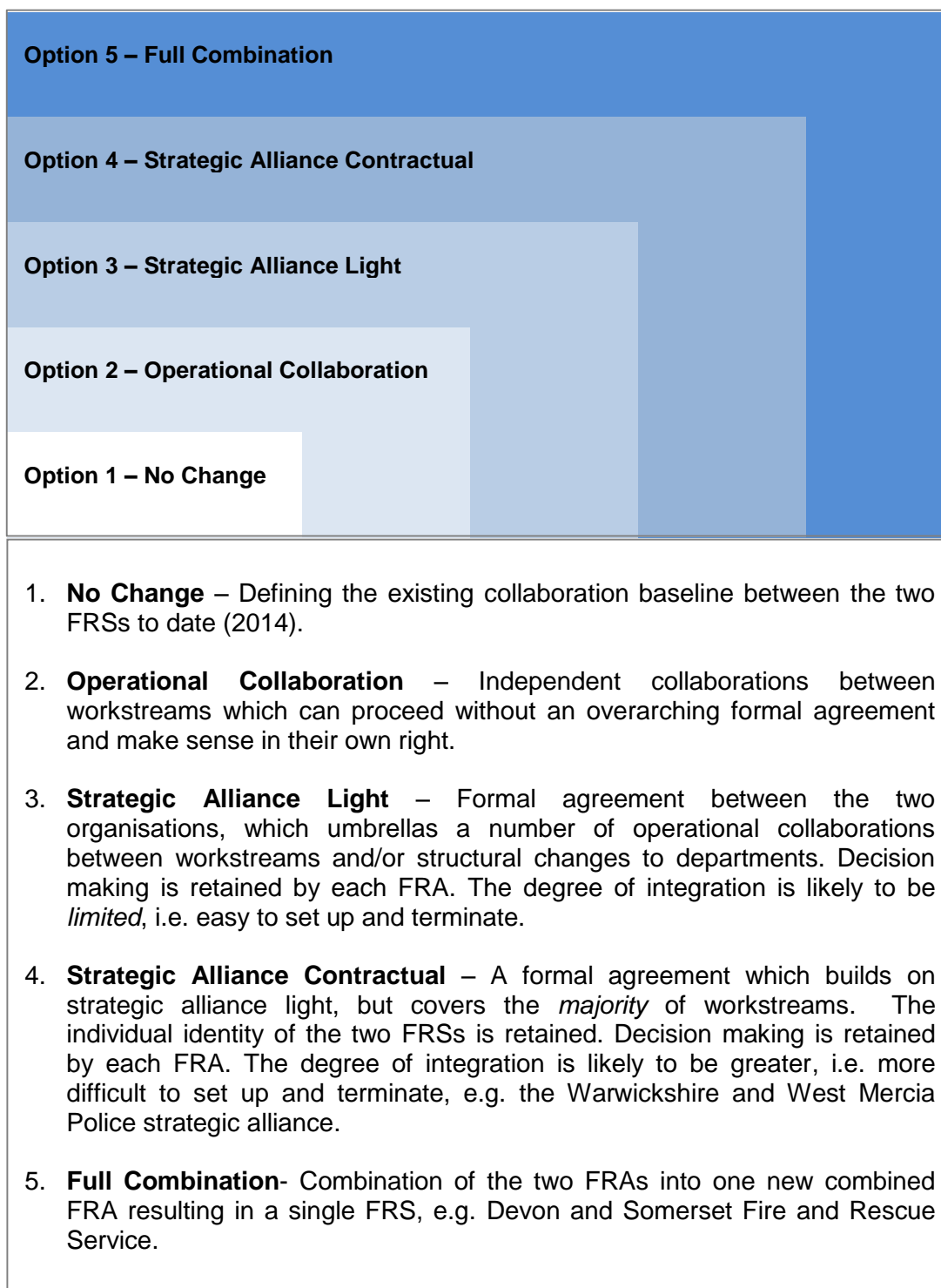
3.3 As the project developed, two workstreams were deemed out of scope:

- **Control** – Due to existing contractual arrangements and complexities the workstream was unable to develop a collaboration proposal. This will be periodically reviewed as a separate project.
- **Property Services** – HWFRS have a commitment to the Joint Property Vehicle (JPV), a partnership with Worcestershire County Council, Worcestershire Health and Care NHS Trust, Warwickshire and West Mercia Police, Redditch Borough Council and Worcester City Council.

3.4 The exclusion of these workstreams was approved by the Joint Project Board.

#### 4. Collaborative Options

- 4.1 To aid the assessment of the potential for collaboration between the two FRSs, five potential collaborative options have been explored.
- 4.2 These cover the full spectrum of opportunity and are designed to gauge the degree of potential in collaborative practice. It is recognised that these are not exhaustive.



## 5. Project Approach

5.1 A comprehensive and detailed approach has been taken to robustly assess the potential for collaboration between the two FRSs. The evidence base supporting the proposals made within this report consists of the following elements:

- *Step One - Common functions*  
The determination and analysis of common functions undertaken by each workstream on a day to day basis to ensure like for like comparison, e.g. a common function of the Training & Development workstream is breathing apparatus training.
- *Step Two - Budgets and staffing costs*  
The identification of budgets and staffing costs for each workstream from both FRSs
- *Step Three - Collaboration proposals*  
The development of a collaboration proposal, submitted by workstream lead officers to the Project Team, identifying potential collaborative opportunities between the FRSs.

The Project Team developed and applied a common impact assessment to collaboration proposals submitted by workstreams. The assessment was specifically designed to assess how well the collaboration proposal addressed the headline project benefits as set out in Section 1.4, which includes the following key criteria:

- *Quality*  
A measure of how the collaboration proposal maintains or improves upon the high quality fire and rescue services already provided by both FRSs, to staff, the community and partners, e.g. the sharing of knowledge, experience and best practice
- *Resilience*  
A measure of how the collaboration proposal maintains or improves the capability and capacity of both FRSs when responding to a demand for services, e.g. wide area flooding, or the loss of a critical function, e.g. a flu pandemic affecting a large number of staff
- *Economy, efficiency and effectiveness*  
A measure of how the collaboration proposal achieves cost effective and sustainable fire and rescue services and value for money for the local tax payer, e.g. a greater buying power for equipment or the sharing of staff across all three counties
- *Risk*  
A measure of how the collaboration proposal makes the FRSs safer in what they do, e.g. making our communities and firefighters safer by reducing the danger and likelihood of someone or something being harmed
- *Staffing/management and governance*  
A measure of how the collaboration proposal minimises the impact on staff and retains the right people for the job, e.g. taking into account the effect of relocating staff to other areas.

5.2 Potential costs and savings identified in collaboration proposals will be refined as full business cases are developed. It is recommended that a set of *cost sharing principles* is developed and based on each individual workstream, with consideration given to the wider potential costs and savings from other workstreams. This is because there are different cost drivers in each workstream. A list of example cost drivers is detailed below:

Cost sharing based on:

- The number of personnel

- The population size
  - The geographical area (square miles)
  - The number of fire engines
  - The number of fire stations
  - The contributions from Council Tax.
- 5.3 The *cost sharing principles* will determine how the savings are to be shared between both FRSs. Further consideration will need to be made with regard to the risks involved in each area of collaboration and how this might affect the sharing of costs.
- 5.4 The extent of the *cost sharing principles* is dependent upon the level of *collaboration* and, therefore, the direction provided by each FRA with regard to the next steps. The following are examples of areas that will be considered in a full business case:
- Assets and liabilities
  - Staffing, human resources and TUPE [Transfer of Undertakings (Protection of Employment) Regulations 2006]
  - Contractual commitments
  - Trade unions
  - Timescales for implementation.
- 5.5 A full business case will address the above areas and also identify timescales, impacts and the requirement for consultation.

## 6. Findings from the Options Appraisal

Based upon the detail obtained from each workstream an assessment of each option is set out below:

### 6.1 Option 1 – Current Position - No Change.

- 6.1.1 There is a recognised and established level of interaction and mutual support between the two FRSs:
- Within the Response workstream there is already a Memorandum of Understanding (MOU) in place through Section 13 of the Fire and Rescue Services Act 2004, to provide mutual support to each other during conditions of exceptionally high demand or when simultaneous emergencies happen
  - A further MOU also exists which addresses support at emergency incidents involving water, e.g. rivers, lakes and flooding etc.
  - Ad-hoc examples of joint working, such as shared training provision
  - Regular meetings between the two leadership teams.
- 6.1.2 The majority of *non fire support services* are currently provided *in house* by each FRS. It is noted that this includes the provision of support services by the WCC Resources Group to WFRS.
- 6.1.3 As introduced in Section 2 of this report, both FRSs are currently engaged in and pursuing a number of collaborations with other organisations, specifically:
- HWFRS's Transformational Bid to co-locate with West Mercia Police and their fire control work with Shropshire FRS
  - WFRS's membership of a collaborative partnership programme with other fire and rescue services in the Thames Valley area, which seeks to promote a common approach to operational procedures, and their fire control work with Northamptonshire FRS.

## 6.2 Option 2 – Operational Collaboration

- 6.2.1 Having analysed the evidence to date, it is the view of the Project Team that an operational collaboration is considered to provide the optimal level of collaboration at this time for the two FRSs. At a meeting in October 2014 the Joint Project Board and Member Reference Group supported this view.
- 6.2.2 The potential for operational collaboration has been enhanced as a result of Project Arrow through the establishment of relationships and an improved mutual understanding of each FRS.
- 6.2.3 The option to collaborate operationally within individual workstreams is an opportunity which can be progressed without a formal agreement between the two FRSs.
- 6.2.4 Such is the nature of this arrangement that the following collaboration opportunities were identified and initiated during Project Arrow as they made sense in their own right:
- An agreement to extend the WCC payroll service to HWFRS, enhancing resilience
  - The sharing of operational assessment tools through peer assessments, improving quality
  - A pilot joint response model for Bidford and Pebworth fire stations, improving availability.
- 6.2.5 There is evidence to support an operational collaboration consisting of an alignment of policy, procedure, systems, processes, equipment and best practice in the following workstreams:
- Operational Support
  - Health & Safety
  - Technical Services (including Water)
  - Training & Development
  - Prevention & Protection
  - Response.
- 6.2.6 Such an approach has the potential to remove duplication, introduce efficiency and lay the foundations for further collaborative work in the future, e.g. deepening these collaborations and enabling operational collaborations in other workstreams.
- 6.2.7 As an example, within both FRSs there are currently two sets of operational policies and this limits the full integration of some workstreams, e.g. Training & Development and Response:
- Training & Development - Instructors provide training to ensure firefighters maintain the skills they need to perform to the standards defined in policy. The harmonisation of operational policy, guidance and the training syllabus would support wider collaboration
  - Response - Working towards a single set of operational policies so that when the FRSs respond together, personnel are using the same procedures and techniques allowing the inter-changeability of crews and equipment. This will also improve operational resilience and firefighter safety because personnel will be able to provide stand-by cover for crewing deficiencies across the two FRSs.
- 6.2.8 As each proposal has been assessed to be of benefit in its own right there is no dependency on a wider organisational commitment. Additionally should either party find it necessary to withdraw from this working relationship, the impact would be manageable.

### 6.3 Option 3 – Strategic Alliance Light

6.3.1 This option goes beyond the operational collaboration identified in the above Option, and would be advised where structural changes to departments and/or the number and depth of operational collaborations between workstreams reach a tipping point, which would warrant a formal agreement between the two FRSs.

6.3.2 Under strategic alliance light the two FRSs would continue to exist as separate entities led by two FRAs, two leadership teams and retaining key strategic business elements, e.g. their respective IRMPs.

6.3.3 Both FRSs are not yet considered to be at this point. However, collaboration proposals in the workstreams below demonstrate potential to go beyond an operational collaboration and pursue a deeper collaboration:

- Operational Support\*
- Health & Safety
- Technical Services (including Water)
- Training & Development
- Prevention & Protection

\*NB – The Operational Support workstream has been identified as being a key enabler to other workstreams. The functions of each FRS within the workstream deliver operational policies and procedures which define how the FRSs operate. This ranges from the type and use of individual pieces of equipment through to the number of firefighters needed to deal with an emergency.

6.3.4 Building upon the work proposed under operational collaboration, it would be realistic to combine management structures and teams in the above workstreams.

6.3.5 The collaboration of the two FRSs as described above would lead to a reduction in the overall number of middle and strategic managers. The subsequent depletion of sector knowledge and experience would, therefore, take time to re-establish if the collaboration ceased, reinforcing the need for a formal agreement to be in place.

6.3.6 Fire officers in both FRSs work a Flexible Duty System (FDS). In essence, this is a requirement to perform two roles; a management function, e.g. running a department, and an emergency response function, e.g. being on call to attend emergency incidents. It should therefore be noted that the removal of FDS managerial roles will impact on the number of FDS emergency response roles. It is possible that the emergency response requirements may preclude the ability to remove fire officer posts from management structures.

6.3.7 These key workstreams are *enablers* that would build opportunities for greater integration between the two FRSs over the longer term. However, a common theme that emerged from workstream discussions was the need to have clarity over the longer term strategic vision for the two FRSs ahead of being able to commit to this greater level of integration.

6.3.8 These *enablers* would also influence the position taken by each workstream where alternative options are also being explored with other partners, as identified in Section 2 and 6.1.3 of this report.

### 6.4 Option 4 – Strategic Alliance Contractual

6.4.1 This option increases the level of integration even further, to the point where the *majority* of workstreams would be integrated and delivered through a single departmental management structure and combined delivery teams. In practical terms it would require a single service management team (Area Commanders and equivalents) to lead the delivery for both FRAs.

- 6.4.2 Under this option, organisational sovereignty and identity would be retained by the two FRAs.
- 6.4.3 Strategic structural change would be implicit in this with either both Chief Fire Officers or a single Chief Fire Officer reporting back to the two FRAs. In practical terms, as a minimum, all structures below Brigade Managers would be merged into a single delivery structure.
- 6.4.4 Unlike strategic alliance light, this is considered to be too advanced a step at this stage. It would require a clear intention from both FRAs with regards to the long term vision as well as significant lead in time to establish. It is possible for this option to be an iterative outcome built on the work undertaken under Options 2 and 3.

## **6.5 Option 5 – Full Combination**

- 6.5.1 Under this option the two current FRAs would be combined into a new, single combined FRA, independent of WCC and under the leadership of a single Chief Fire Officer.
- 6.5.2 There are a number of key strategic issues that would need to be specifically addressed for this option, including:
- The full disaggregation of WFRS from WCC
  - Reconstituted political control over the FRS
  - The equalisation of Council Tax levels
  - The transference of assets and liabilities to a new Combined Fire Authority
  - One off implementation costs.
- 6.5.3 To pursue this option would require a strong strategic direction from both FRAs and an understanding of the transitional period to establish a new Combined Fire Authority, enabling the stated objectives to be achieved.
- 6.5.4 This is not considered to be a realistic option at this time.

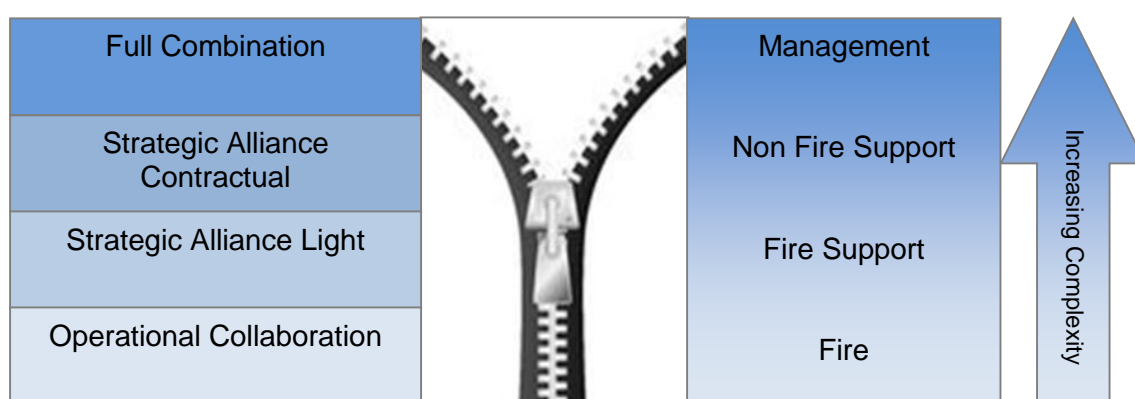
## **7. Proposed Way Forward**

- 7.1 Based upon the work undertaken to date, it is proposed that an iterative and phased approach is taken to collaboration between the two FRSs.
- 7.2 The current optimal level of collaboration between the two FRSs is assessed to be an operational collaboration for the following reasons:
- A number of opportunities have been identified within workstreams which have been proven to deliver clear benefits and make sense in their own right, and can be progressed under the guidance of the Chief Fire Officers and the Strategic Director of Resources for WCC with full business cases being developed for each to identify further collaborative opportunities
  - At present the external environment in relation to the national political and policy direction remains unclear. Recent announcements relating to the blue light integration of fire, police and ambulance services have not reached a clear conclusion
  - Similarly each FRS is currently exploring a number of collaborative options with other organisations outside the scope of Project Arrow. This is understandable and considered to be both viable and healthy. However, it does potentially restrict the scope of services that any formal collaboration between the two FRSs would cover under a more exclusive agreement

- Whilst these other options are still being explored and the national direction remains unclear, it makes it difficult for the two FRSs to commit to a deeper collaboration.

7.3 Investigations have shown that all other options remain potentially viable in the future and further work would be needed to explore these in detail:

- The collaborative work under an operational collaboration has the potential to bring the two FRSs closer together, which in turn lays the foundations and acts as *enablers* for greater integration over the longer term
- This approach would be an iterative and phased one which builds greater integration and commitment between the two FRSs over time. It would also allow the two FRSs to pilot approaches, deal with complexity and test the viability of further collaboration
- The analogy of a *zip* is used to illustrate this in the diagram below. This demonstrates a logical and phased approach to integrating workstreams in an iterative way starting with the more readily aligned departments, i.e. those in the *fire* category



- This zipped approach provides a model whereby the workstreams identified as being key enablers to the future integration and collaboration of the FRSs are developed into full business case proposals. Importantly, the integration of *fire* workstreams will enable common operational policy and procedures to be developed which are fundamental components to enabling *fire support* and *non fire support* categories to either be combined or shared across the organisations
- The business case proposals will set out how the separate departments are rationalised under single management teams overseeing the common functions. Each business case would be developed to include management structures, timescales for implementation, agreed department responsibilities and reporting lines
- To enable this, there needs to be greater clarity on the strategic vision and the desired end state of the collaboration, i.e. to what degree do the two FRAs wish to integrate in time. This would help the work on the support departments which are inherently linked to the wider organisational structure and also have a potential impact on the FRSs approach to working with other partners, e.g. the police and neighbouring fire and rescue services.

7.4 It would be prudent for the strategic vision and the desired end state of the collaboration to be revisited in May 2015, post the General Election. In the interim period between now and then, it is proposed that the Project Team and the Joint Project Board maintain their connection and that the work on an operational collaboration and a strategic alliance light is continued.

## 8. Recommendations

8.1 Members are asked to note the progress made to date and to consider the recommendations which represent the detailed findings of the Project Team that are supported by the Joint Project Board and the Member Reference Group.

- *Recommendation 1* - Members are asked to support the progression of an *operational collaboration* between the two Fire & Rescue Services under the direction of the two Chief Fire Officers and the Strategic Director of Resources, WCC.
- *Recommendation 2* – Members are asked to support the continued exploration of greater collaboration between the two Fire & Rescue Services, working towards a *strategic alliance light* by late 2015 under the direction of the Joint Project Board.

8.2 Subject to the approval of either or both of the above recommendations:

- *Recommendation 3* - A report is submitted to the Joint Project Board in the summer of 2015 detailing the progress made
- *Recommendation 4* - The Joint Project Board continue to meet biannually
- *Recommendation 5* - Work to date is shared with other key partners, notably Northamptonshire FRS, Shropshire FRS, West Mercia Police and Warwickshire Police with the aim of stimulating interest in wider collaboration
- *Recommendation 6* – Members are asked to consider that no further work on Options 4 and 5 is progressed until the report submitted in the summer of 2015 has been considered.

Joint Project Board

Name	Role	Organisation
Cllr Derek Prodger MBE (Joint Chair)	Chair of HWFA	HWFA
Cllr Les Caborn (Joint Chair)	Portfolio Holder for Community Safety	WCC
Mark Yates	Chief Fire Officer	HWFRS
Andy Hickmott	Chief Fire Officer	WFRS
David Carter	Strategic Director of Resources	WCC
Martin Reohorn	Director of Finance and Assets	HWFRS
John Betts	Head of Corporate Finance	WCC
Nigel Snape	Head of Legal Services	HWFRS

Member Reference Group

Name	Organisation
Cllr Izzi Seccombe	WCC
Cllr Jenny Fradgley	WCC
Cllr Sarah Boad	WCC
Cllr Richard Chattaway	WCC
Cllr John Holland	WCC
Cllr Brigadier Peter Jones CBE	HWFA
Cllr David Taylor	HWFA
Cllr Fran Oborski	HWFA
Cllr Richard Udall	HWFA

## Workstream Details

Category	Workstream	Description
<b>Fire</b>	Control	All elements of operational call handling including both emergency and non emergency incidents, and the management and mobilisation of fire and rescue service vehicles and assets.
	Response	All elements of fire station based operations and emergency response activities, including district management structures and the management of national resilience programme assets.
	Prevention & Protection	Prevention – The provision of community safety activities, including; home fire safety checks, fire awareness, schools education, road safety education, arson reduction and signposting. Protection - The provision of inspection, audit and review, enforcement of Regulatory Reform (Fire Safety) Order 2005, education, information and advice.
	Operational Support	The provision and maintenance of operational policies, procedures and instructions, risk assessments and national guidance.
<b>Fire Support</b>	Fleet & Maintenance	The management, servicing and maintenance of all service vehicles and vehicle equipment.
	Technical Support	The management and provision of supplies and equipment across the fire and rescue service.
	Water Services	The management and assurance of water supplies (fire hydrants) across the fire and rescue service area.
	Training & Development	The design, provision and delivery of all training courses, development programmes and assessment requirements for the fire and rescue service; this includes the running of assessment centres and promotion processes.
	Health & Safety	The provision of competent health and safety advice, investigation and enforcement to all levels and to safeguard the health, safety and welfare of our employees or third parties affected by the fire and rescue service's activities.
<b>Non Fire Support</b>	Property Services	The provision and maintenance of a safe, comfortable and efficient built environment for all staff of and visitors to the fire and rescue service.
	Finance	The provision of financial services which are accurate, comprehensive, efficient, economic and effective for both internal and external customers; this includes the management of income, expenditure, budgets, reporting systems and processes.

	Legal & Democratic Services	Supporting the work of the Fire Authority through the production and publication of agendas, reports and decisions, the maintenance of information about the Authority and its Members, and the provision of legal advice ensuring that the Authority maintains high ethical standards and good corporate governance.
	ICT	The management and development of all information and communication technology systems, processes, assets, resources, policies and procedures.
	Strategy	Supporting all fire and rescue service departments in their delivery and implementation of activities and assisting with peer assessments, information management, partnerships, performance, planning (including IRMP) and projects.
	Human Resources	The management and development of strategy, policy, occupational health, equality, diversity, casework, workforce planning, workplace assessment & development, health & wellbeing, succession planning, recruitment and sickness absence.
	Media & Communications	The department is responsible for the publicity, public relations, marketing, and internal and external communications for the fire and rescue service.
	Procurement	The management and acquisition of goods, services or works from external sources.
<b>Management</b>	Brigade Managers (Including Area Commanders)	A principal officer team consisting of the Chief Fire Officer, the Deputy Chief Fire Officer, the Assistant Chief Fire Officer and a team of uniform and non uniform area commanders responsible for the strategic vision and direction of the fire and rescue service.

## Report of Head of Corporate Services

### 10. Quarter 1 and 2 Performance 2014-15

#### Purpose of report

1. This report is a summary of annual performance against the Fire Authority Annual Plan 2014-15 using the set of Key Performance Indicators (KPIs) agreed by Senior Management Board (SMB).

---

#### Recommendations

***The Chief Fire Officer recommends that the Committee note the following headlines taken from Appendix 1 relating to performance in Quarter 1 and 2 2014-15:***

- i) The total number of Incidents attended in Quarter 1 and 2 2014-15 is the lowest total in the nine years that the current data set has been collected.***
- ii) The Service attended the lowest Quarter 1 and 2 totals of Fire and False Alarm incidents in the last nine years but the number of Special Service incidents attended in Quarter 1 and 2 2014-15 have increased when compared to the same period last year.***
- iii) Although Sickness levels for all staff continue to remain within tolerance levels for the year so far, sickness levels are beginning to rise again since dropping from a peak in October 2013.***
- iv) The Service saw a reduction in the percentage of attendances at building fires that met the 10 minutes attendance standard compared with the same period last year, and has investigated the reasons behind reductions in the number of building fires attended by the first appliance within 10 minutes.***
- v) Retained appliances were available for operational duty 90.5% of the time.***

#### Introduction

2. The Service gathers data on a number of performance indicators based on operational activity and other areas of the Service and reports on these on a quarterly basis to SMB and the Policy and Resources Committee.

#### Tolerance levels

3. Each individual Key Performance Indicator (KPI) is tested against the tolerance levels expected for the year. These are the levels between which performance is expected to fluctuate and are generally 10% above and below the average levels for the specific indicators.

4. The only indicator out of tolerance at the end of Quarter 1 and 2 2014-15 was the percentage of Building Fires attended by the first appliance within 10 minutes of the time of call. This indicator is analysed in detail in Appendix 1 together with an overview of all operational activity, and an analysis of Retained Appliance availability.

### **Quarter 1 and 2 2014-15 Performance**

5. Quarter 1 and 2 2014-15 saw a reduction in Total Incidents compared to the same period last year. This is despite an increase in Special Service incidents in that period. All three categories of Fire incidents have reduced when compared with the same period last year. Primary Fires have decreased to the lowest Quarter 1 and 2 total in the last nine years; Secondary Fires have reduced mainly due to the wetter conditions during Quarter 1 and 2 2014-15 compared with Quarter 1 and 2 2013-14 and Chimney Fires have also decreased when compared with the same period last year.
6. The numbers of Special Service incidents have increased when compared with Quarter 1 and 2 2013-14. This has been mainly due to an increase in wet weather related incidents and RTC's.
7. The number of False Alarm incidents has decreased compared with the same period last year. 70% of False Alarms are caused by automatic false alarms actuations and a decrease in automatic false alarms has negated increases in false alarm good intent and malicious false alarms.
8. The number of days/shifts lost to sickness absence for all staff although continuing to remain within tolerance levels, has increased on a monthly basis since May after it had dropped from a peak in October 2013. This increase is mainly as a result of an increase in wholetime sickness and in particular long term wholetime sickness. The Service has roughly the same levels of sickness as other local FRS and compares favourably with the two local County Councils.
9. The Service has investigated the reasons behind the deterioration in the standard set in the Integrated Risk Management Plan for the percentage of building fires first attended by a pumping appliance within 10 minutes. It has been identified that this first attendance has been affected by a change in the starting point for the measure following the introduction of the Fire Control mobilising system. Many other factors can also influence performance, such as improved call challenging and information gathering in Fire Control, changing societal issues, such as less incidents in built up areas and more incidents proportionally outside of towns and cities or in rural areas or weather and road conditions.
10. Retained appliances were available 90.5% of the time in Quarter 1 and 2 2014-15, an increase of 0.9% on the same period in 2013-14. Some retained stations have two appliances and in these situations it is ensured that the rescue pump availability is maintained as much as possible and any unavailability is first taken by the regular pump. Therefore although some standard pumps such as those at Ledbury and Tenbury were not as available as other standard pumps, the rescue pumps at these stations were still available for 99.2% and 98.9% of the time respectively. The rescue appliances at Leominster, Ross and Bromyard were available 100% of the time in Quarter 1 and 2 2014-15.

## Conclusion/Summary

11. Further details and analysis regarding the headlines in the recommendations and Quarter 1 and 2 2014-15 performance in general are included in the attached appendix. SMB will continue to receive reports based on the measures the Service is taking to stay within tolerance levels and where improvements are required and will report any action required together with details of future performance to this Committee.

## Corporate Considerations

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

## Supporting Information

Appendix 1 - Quarter 1 and 2 2014-15 Performance Analysis

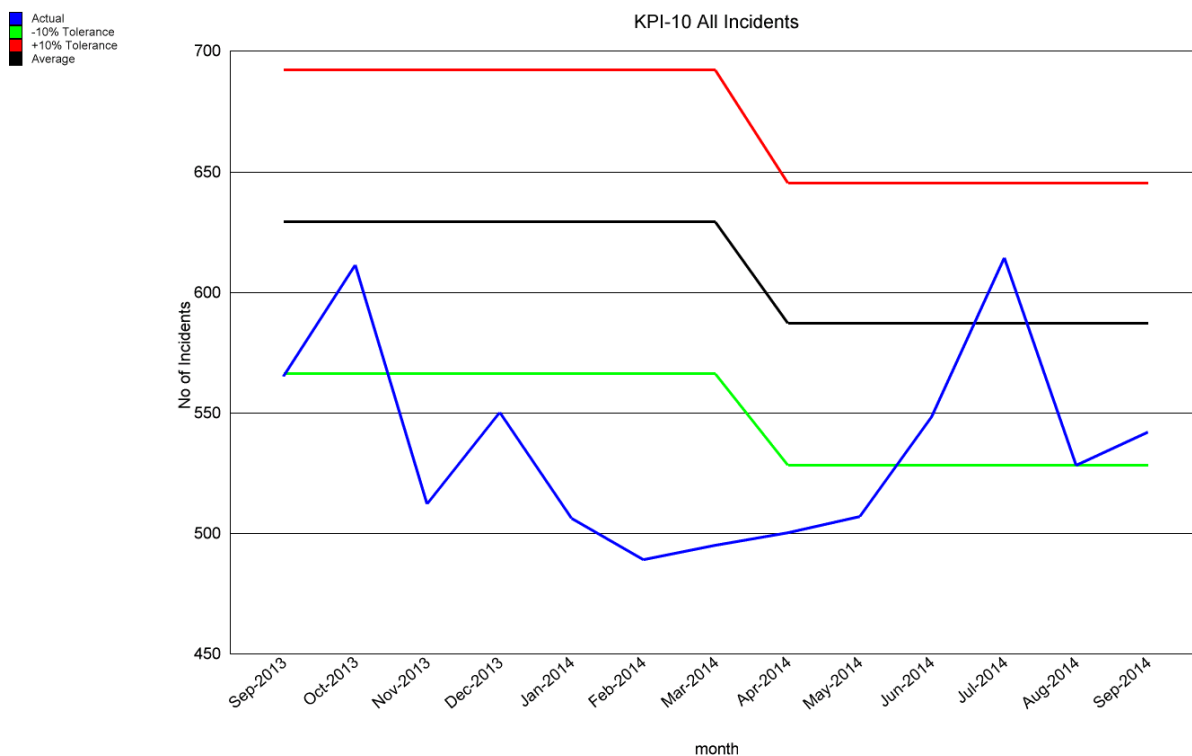
### Contact Officer

Jean Cole, Head of Corporate Services  
(01905 368329)  
Email: [jcole@hwfire.org.uk](mailto:jcole@hwfire.org.uk)

## Fire Authority Annual Report 2014-15 2014-15 Quarter 1 and 2 Performance

### 1. Operational Activity – Total and Fire Incidents

#### 1.1. Total Incidents Attended



(Figure 1 – Total Incidents per month Sept 2013 to Sept 2014)

**Summary** Total incident levels for Quarter 1 and 2 2014-15 shows a decrease in operational activity compared with the same quarters last year. There have been decreases in Fire incidents and False Alarms but an increase in Special Service calls attended, when compared with same period in 2013-14. The total number of incidents attended is the lowest Quarter 1 and 2 total since the current dataset has been collected for the past nine years.

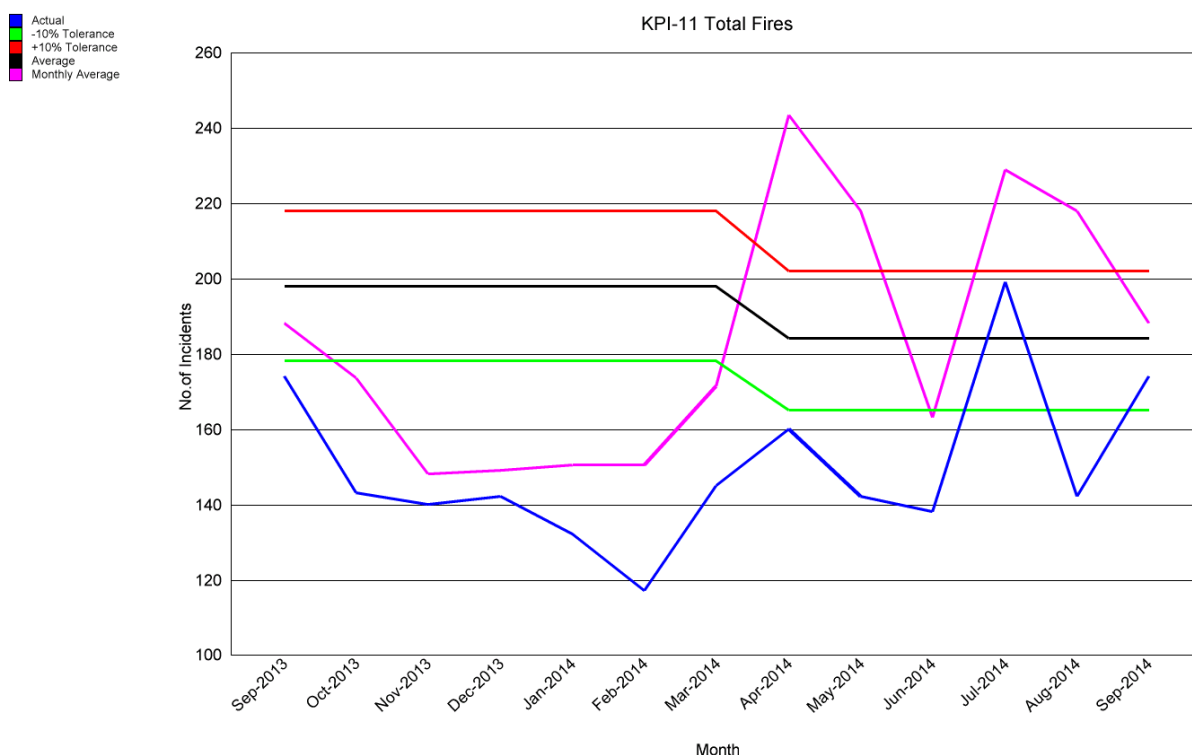
Total Incidents	Q1 and Q2 2013-14	Q1 and Q2 2014-15	Percentage change
All Fires	1168	955	-18.2%
Special Services	647	672	3.9%
False Alarms	1644	1613	-1.9%
<b>Total Incidents</b>	<b>3459</b>	<b>3240</b>	<b>-6.3%</b>

(Table 1 – Total Incidents Q1 and Q2 2013-14 and Q1 and Q2 2014-15)

- Total Fire incidents have reduced mainly due to a reduction in Secondary Fires when compared with the same period last year and is the lowest Quarter 1 and 2 total attended for the last nine years.

- Special Service incidents have increased by 3.9% when compared with Quarter 1 and 2 2013-14; this is mainly due to increases in RTC's and wet weather related incidents. Quarter 1 and 2 2014-15 experienced wetter weather conditions than the drier conditions in the same period last year. According to a local weather station, Malvern, 323.2 mm of rain fell in Quarter 1 and 2 2014-15 compared with 205.8mm in the same period last year.
- There has been a small decrease of 1.9% in the number of False Alarm calls compared with the position at end of Quarter 2 2013-14.

## 1.2. Total Number of Fires



(Figure 2 – Total Fires per month Sept 2013 to Sept 2014)

**Summary** Decreases in all three categories of Fires have contributed to an overall decrease in the total number of Fires attended in Quarter 1 and 2 2014-15 compared with the same period in the previous financial year.

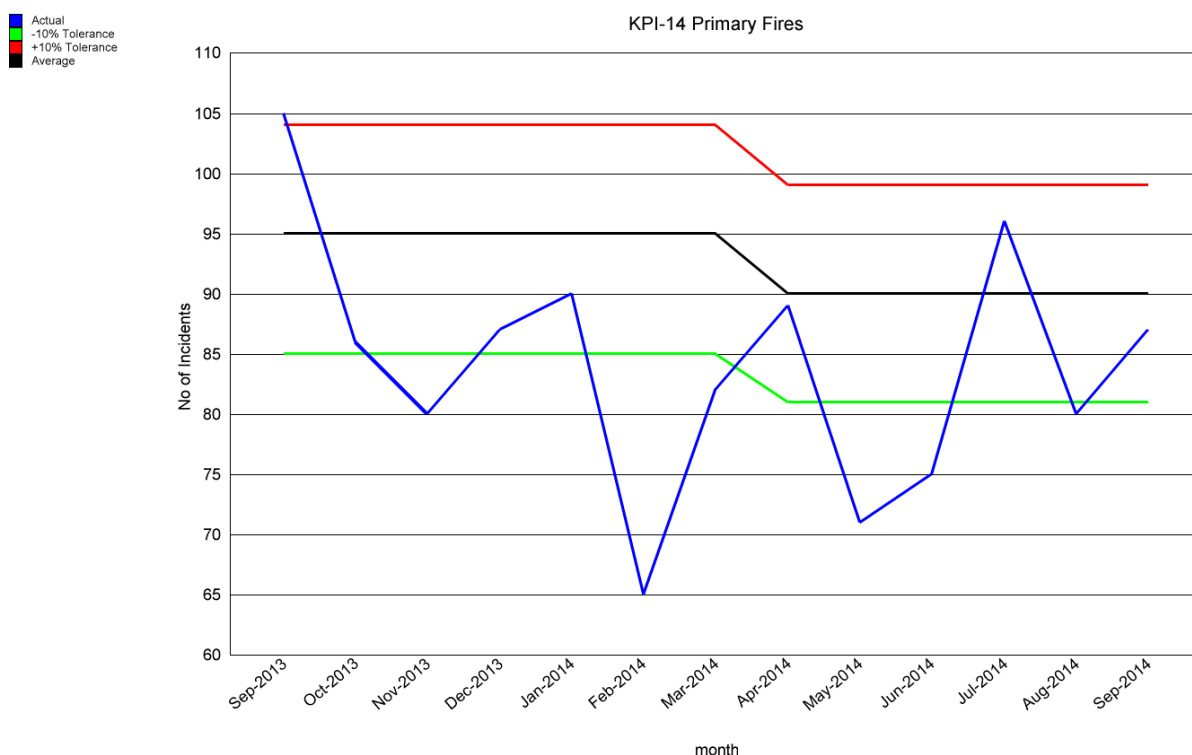
Total Fires	Q1 and Q2 2013-14	Q1 and Q2 2014-15	Percentage change
Primary Fires	546	498	-8.8%
Secondary Fires	559	421	-24.7%
Chimney Fires	63	36	-42.9%
<b>Total Fires</b>	<b>1168</b>	<b>955</b>	<b>-18.3%</b>

(Table 2 – Total Fires Q1 and Q2 2013-14 and Q1 and Q2 2014-15)

- Primary Fires have decreased by 8.8% when compared with the same period last year (498 compared with 546 fires) and are also down 14.6% from last 5 years Quarter 1 and 2 average (583 incidents).

- Secondary Fires have decreased by 24.7% when compared with the same period last year (421 compared with 559) and are also down 37.1% from the last 5 years average (670 incidents).
- Chimney fires have decreased by 42.9% compared with Quarter 1 and 2 2013-14 (36 compared with 63) and are down by 25.0% compared with the average number of chimney fire incidents attended in Quarter 1 and 2 in the last 5 years (48 incidents).

### 1.3.Primary Fires



(Figure 3 – Total Primary Fire Incidents per month Sept 2013 to Sept 2014)

**Summary** Primary Fire incidents in Quarter 1 and 2 2014-15 have decreased when compared with Quarter 1 and 2 2013-14 and are the lowest Quarter 1 and 2 number of incidents attended for the last nine years.

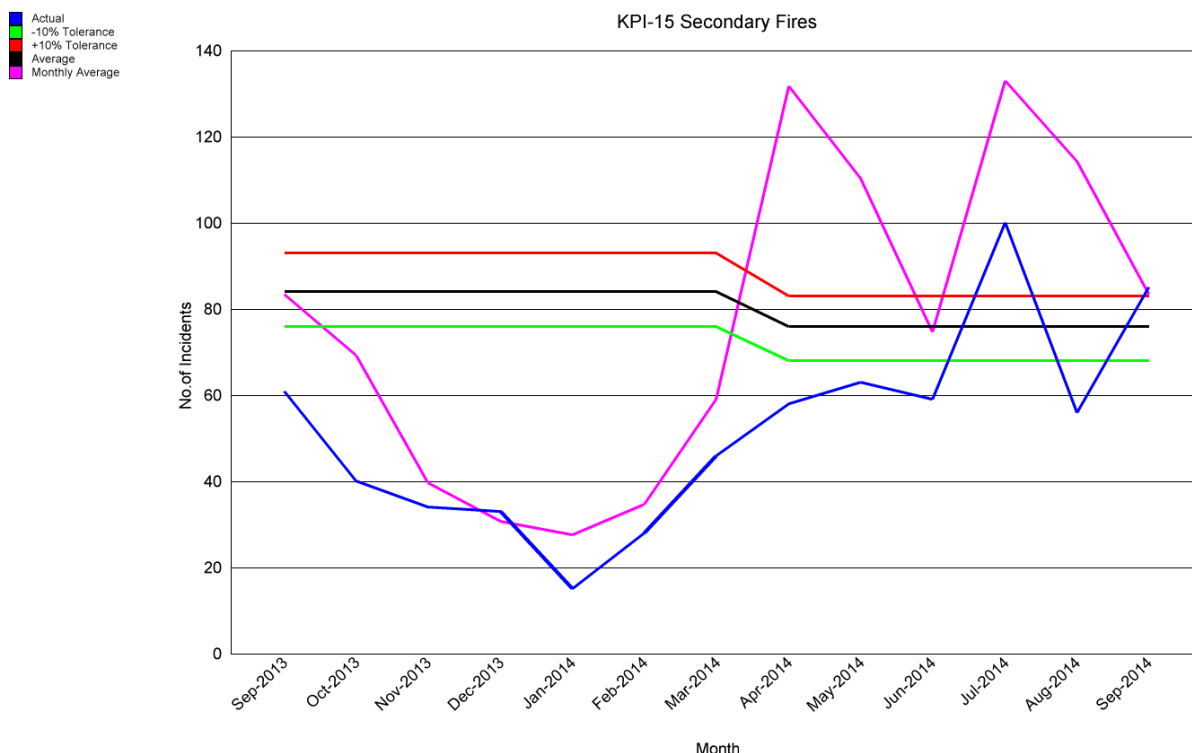
Primary Fires	Q1 and Q2 2013-14	Q1 and Q2 2014-15	Percentage change
Building Fires	309	282	-8.7%
Vehicle & Transport Fires	162	163	0.6%
Outdoor Fires	75	53	-29.3%
<b>Total Fires</b>	<b>546</b>	<b>498</b>	<b>-8.8%</b>

(Table 3 – Primary Fires Q1 and Q2 2013-14 and Q1 and Q2 2014-15)

- Building Fires have decreased by 8.7% compared with the previous year. Within the category of Building Fires, non-residential fires have reduced by 29.2% but building fires in dwellings have increased by 6.7%. The Service attended the same number of other residential fires in Quarter 1 and 2 2014-15 as on the same period last year (15 incidents).

- Car fires account for the largest proportion of vehicle and transport fires and although they have reduced from 85 in Quarters 1 and 2 2013-14 to 81 in Quarter 1 and 2 2014-15, the overall number of vehicle fires has increased slightly which was partially due to an increase in lorry/HGV and motorcycle fires when compared with the same period last year.
- The number of primary outdoor fires has reduced by 29.3% when compared with the same period last year (53 compared to 75 fires). These are outdoor fires which are designated primary fires as they are attended by five or more engines or they involve a casualty. The reduction is mainly due to a decrease in grassland woodland and crops fires which are deemed to be primary fires.
- Injuries from Primary Fires have increased when compared with the same period last year. There were 12 injuries from Primary Fires in Quarters 1 and 2 2014-15 compared with 16 in Quarters 1 and 2 2013-14. However regard needs to be made to the small numbers involved. Ten of the 12 injuries from Primary Fires in Quarters 1 and 2 2014-15 were slight and as a result of the casualty being overcome by gas, smoke or toxic fumes and the remaining two were considered serious and were severe burns. Slight injuries are defined as those where it is considered that the casualty attending hospital as an outpatient only rather than an overnight stay but not where they were advised to attend hospital as a precautionary check. Serious injuries are defined as those where it is considered that casualty would attend hospital at least overnight.
- 5 of the 12 injuries were as a result of accidental dwelling fires and four out of the five were as a result of fires which started in the kitchen, the other accidental dwelling injury was as a result of fire which started in a hallway. The other 7 injuries from primary fires were as a result of 3 vehicle fires, 2 boat fires, one factory fire and one café/restaurant fire. Prevention activity continues with information delivered in line with national initiatives. The Service continues to work with partner agencies to seek out referrals in hard to reach groups.
- There were no fatalities from Primary Fires in Quarter 1 and 2 2014-15 compared with four in the same period last year.

## 1.4. Secondary Fires



(Figure 4 – Secondary Fire Incidents per month Sept 2013 to Sept 2014)

**Summary** Secondary fire numbers have decreased in Quarter 1 and 2 2014-15 compared with the same period last year. This is due to the wetter conditions during Quarter 1 and 2 2014-15 when compared with the predominantly drier weather conditions in Quarter 1 and 2 2013-14.

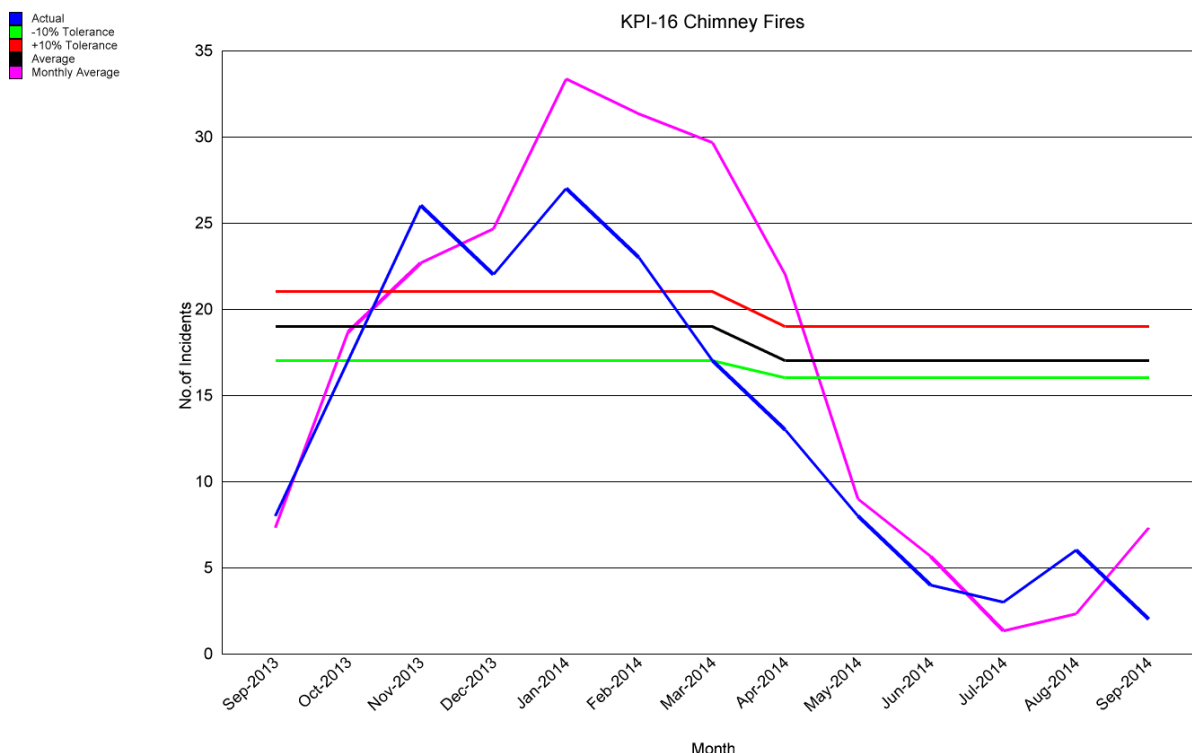
Secondary Fires	Q1 and Q2 2013-14	Q1 and Q2 2014-15	Percentage change
Grassland woodland and crops	245	130	-46.9%
Other Outdoors (including land)	167	157	-6.0%
Outdoor equipment & machinery	9	9	0.0%
Outdoor Structures	119	105	-11.8%
Building & Transport	19	20	5.3%
<b>Total Fires</b>	<b>559</b>	<b>421</b>	<b>-24.7%</b>

(Table 4 – Secondary Fires Q1 and Q2 2013-14 and Q1 and Q2 2014-15)

- The table above shows that the largest decreases in Secondary Fires, comparing Quarter 1 and 2 2014-15 with Quarter 1 and 2 2013-14, were in fires located in grassland, woodland and crops. There were 130 grassland, woodland and crop fires in Quarter 1 and 2 2014-15 which represent 30.9% of all Secondary Fires compared with 245 grassland, woodland and crop fires in the same period in 2013-14 (43.8% of all secondary fires).

## 1.5. Chimney Fires

**Summary** Chimney fires have decreased by 42.9% compared with Quarter 1 and 2 2013-14 (36 compared with 63) and are down by 25% compared with the average number of Chimney Fire incidents attended in the last 5 years (48 incidents).



(Figure 5 –Chimney Fire Incidents per month Sept 2013 to Sept 2014)

- The total number of Chimney Fires attended in Quarter 1 and 2 2014-15 has reduced when compared with Quarter 1 and 2 2013-14 despite increases in the number attended in July and August when compared with the previous year. Chimney fires have also reduced by 25% when compared with the average number of chimney fire incidents attended in Quarter 1 and 2 in the last 5 years which was 48 incidents.

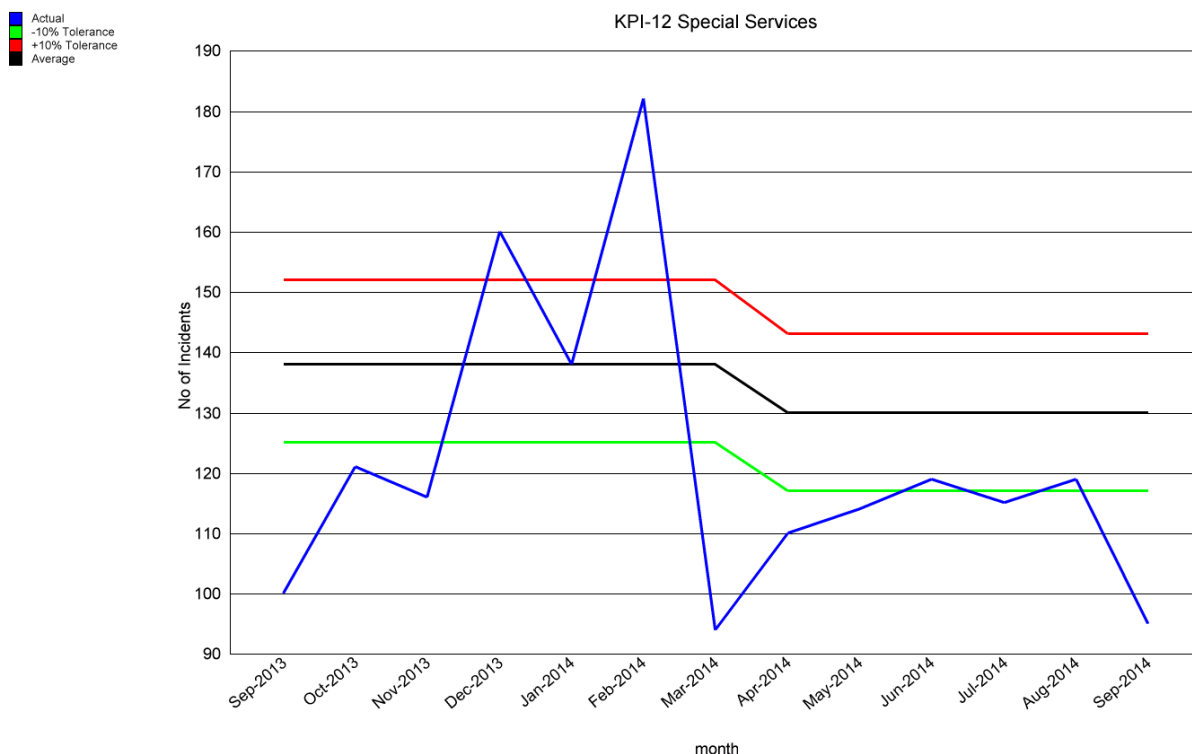
Chimney Fires	Q1 and Q2 2013-14	Q1 and Q2 2014-15	Percentage Change
April	33	13	-60.6%
May	13	8	-38.5%
June	7	4	-42.9%
July	1	3	200.0%
Aug	1	6	500.0%
Sept	8	2	-75.0%
<b>Total</b>	<b>63</b>	<b>36</b>	<b>-42.9%</b>

(Table 5 – Chimney Fires Q1 and Q2 2013-14 and Q1 and Q2 2014-15)

## 2. Operational Activity - Other Non-Fire Incidents

The second section of this report focuses on operational activity in terms of other non-fire incidents attended.

### 2.1. Special Service Incidents



(Figure 6 – Special Services Incidents per month Sept 2013 to Sept 2014)

**Summary** Special Service incidents totals have increased by 3.9% when compared with the previous year, this is particularly due to an increase in RTC and wet weather related incidents when compared with same period in 2013-14.

All Special Services	Q1 and Q2 2013-14	Q1 and Q2 2014-15	Percentage change
RTC Incidents	247	249	0.8%
Flooding	33	44	33.3%
Rescue/Evacuation from Water	18	27	50.0%
Animal Assistance	58	49	-15.5%
Other Special Services	291	303	4.1%
<b>Total Incidents</b>	<b>647</b>	<b>672</b>	<b>3.9%</b>

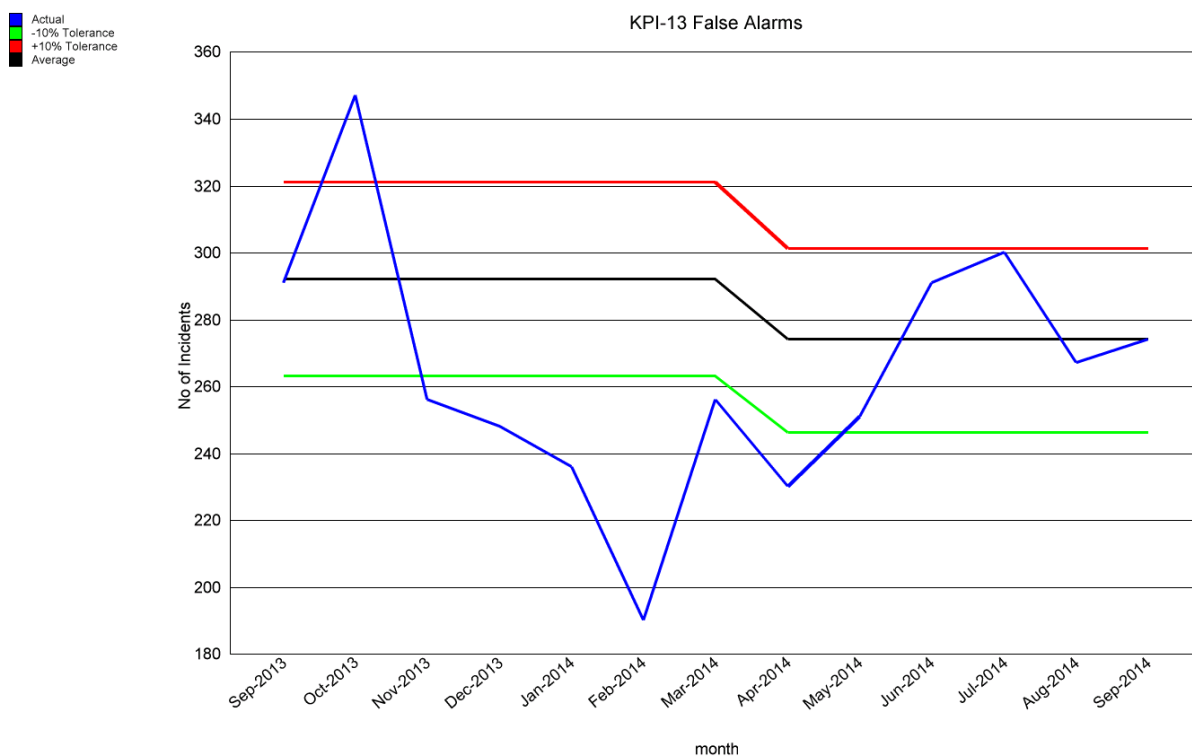
(Table 6 – Special Services Q1 and Q2 2013-14 and Q1 and Q2 2014-15)

- The Service attended a spate of wet weather incidents in June 2014 which has resulted in the increase in these incidents attended in Quarter 1 and 2 2014-15 when compared to the same period last year.
- In addition to property based flooding incidents, there are also other incident types that are adversely affected by wet weather conditions. These include making safe (not RTC) and rescues and evacuation from water incident types. These incident types have also increased when compared with the same period last year. Making safe (not RTC)

incidents have increased by 41.7% from 12 incidents in Quarter 1 and 2 2013-14 to 17 incidents in Quarter 1 and 2 2014-15 and rescues and evacuation from water incidents have increased by 50% from 18 incidents in Quarter 1 and 2 2013-14 to 27 incidents in Quarter 1 and 2 2014-15.

- The number of RTC incidents has increased slightly when compared with the previous year with 249 incidents attended compared with 247 in the same period last year. The number of people killed or seriously injured from RTC incidents has also increased with 52 casualties in Quarter 1 and 2 2014-15 compared with 40 casualties in the same period last year.
- The largest sub category of other Special Services was animal assistance incidents (49) which in Quarter 1 and 2 2014-15 accounted for 7.3% of all Special Service incidents (672 incidents) but have decreased by 15.5% when compared with the same period last year.

## **2.2.False Alarm Incidents**



(Figure 7 – False Alarm Incidents per month Sept 2013 to Sept 2014)

**Summary** The total number of False Alarms attended has decreased slightly in Quarter 1 and 2 2014-15 compared with the same period last year and is the lowest Quarter 1 and 2 total attended in the last nine years.

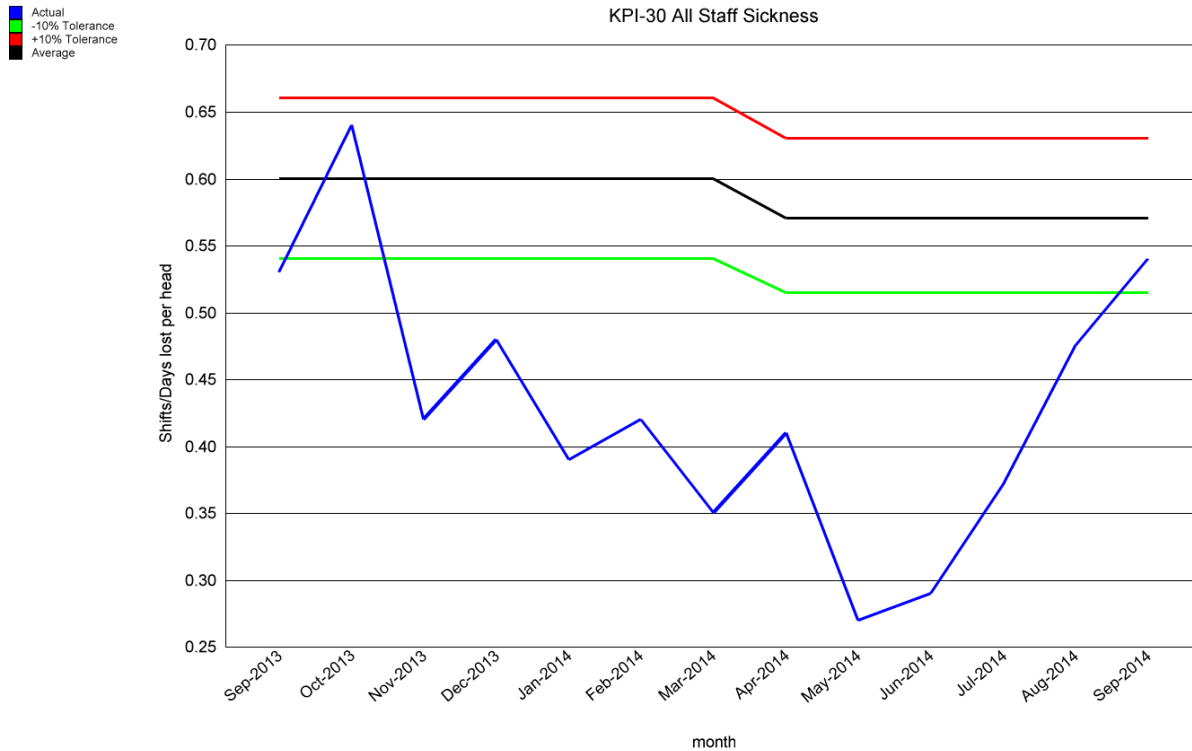
Total False Alarms	Q1 and Q2 2013-14	Q1 and Q2 2014-15	Percentage change
Malicious False Alarms	26	31	19.2%
False Alarm Good Intent	397	420	5.8%
Automatic False Alarms	1221	1162	-4.8%
<b>Total False Alarms</b>	<b>1644</b>	<b>1613</b>	<b>-1.9%</b>

(Table 7 – False Alarms Q1 and Q2 2013-14 and Q1 and Q2 2014-15)

- There has been a slight increase in the number of Good Intent False Alarms attended and a larger percentage increase in the number of Malicious False Alarms when compared with the same period last year.
- These increases have been negated by a decrease in the number of Automatic False Alarms attended which represents the largest proportion of all false alarms.
- The increase in the number of Automatic False Alarms attended is mainly due to a reduction in the number of alarms carelessly or accidentally set off and also due to a reduction in damaged false alarm systems.
- The Quarter 1 and 2 false alarm total is the lowest Quarter 1 and 2 total attended in the last nine years.

### 3. Absence Management

#### 3.1. All Staff Sickness



(Figure 8 – All Staff Sickness Sept 2013 to Sept 2014)

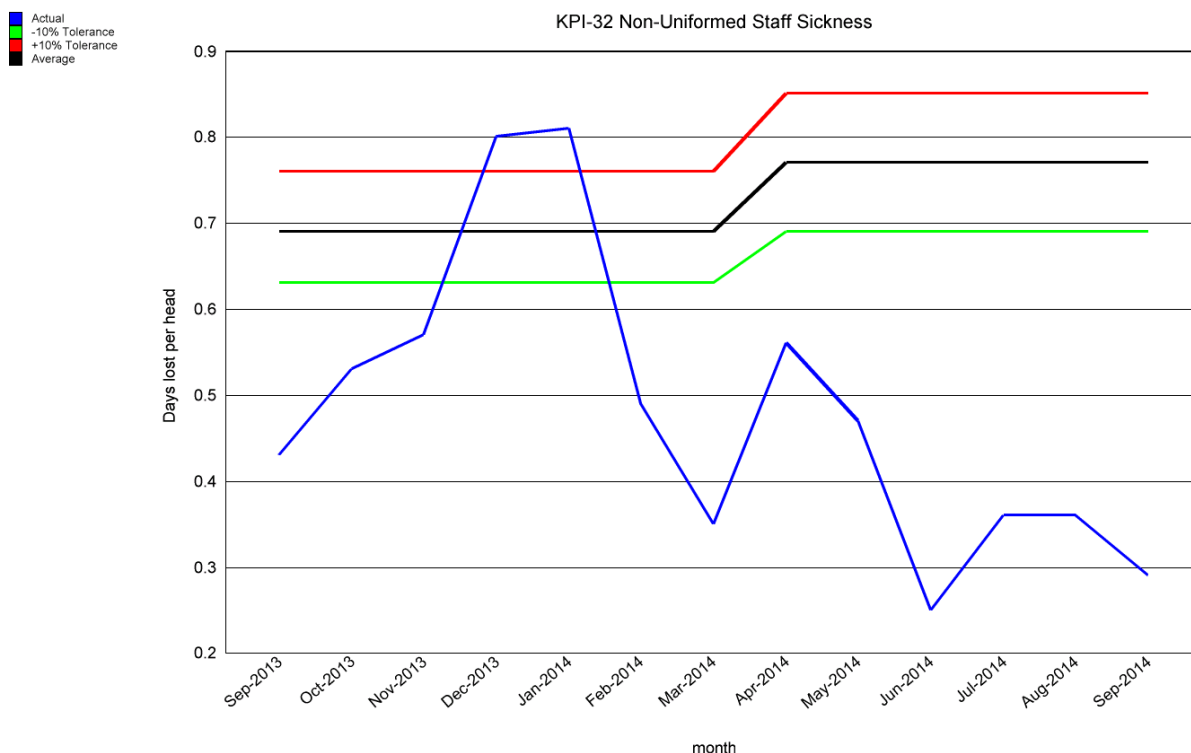
**Summary** Sickness levels for all staff are beginning to rise again in Quarters 1 and 2 2014-15 since dropping from a peak in October 2013.

	Short Term All Staff Sickness per head (shifts/days lost)		Long Term All Staff Sickness per head (shifts/days lost)		All Staff Sickness per head (shifts/days lost)	
April 14	0.24	(101)	0.17	(70.43)	0.41	(171.43)
May 14	0.16	(65.46)	0.11	(46.74)	0.27	(112.2)
June 14	0.14	(58)	0.15	(64.74)	0.29	(122.74)
July 14	0.23	(98)	0.14	(57.49)	0.37	(155.49)
Aug 14	0.26	(108.55)	0.21	(87)	0.48	(195.55)
Sep 14	0.25	(103)	0.29	(117)	0.54	(220)
<b>Total</b>	<b>1.29</b>	<b>(534.01)</b>	<b>1.07</b>	<b>(443.4)</b>	<b>2.36</b>	<b>(977.41)</b>

(Table 8 – All Staff Sickness per month Q1 and Q2 2014-15)

- The largest monthly total of all staff sickness for Quarter 1 and 2 2014-15 was in September 2014 where 0.54 days/shifts per head were lost to sickness absence. 53.2% of all staff sickness in that month was due to long term staff sickness.
- The lowest monthly percentage that long term staff sickness represented of all staff sickness was in July 2014 and was 37%. At the end of Quarter 2, long term staff sickness represented 45.4% of all staff sickness for the year to date.

### 3.2.Non-Uniformed Staff Sickness



(Figure 9 – Non-Uniform Staff Sickness Sept 2013 to Sept 2014)

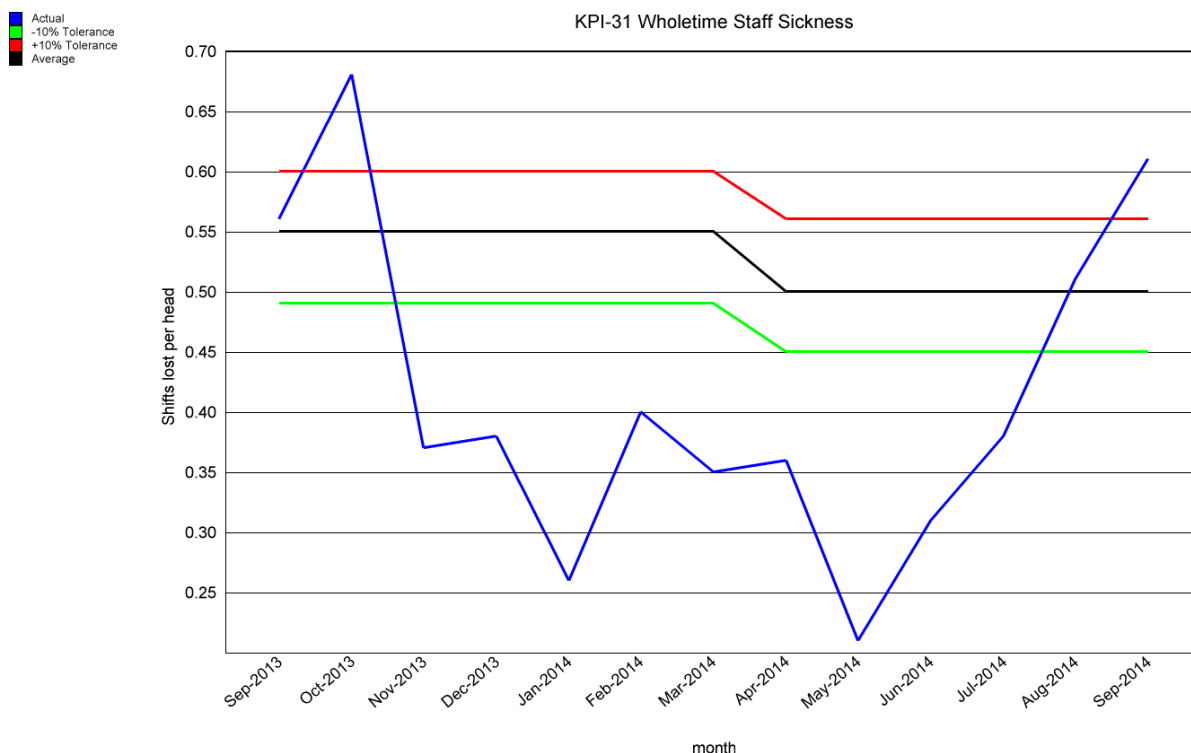
**Summary** Non-Uniform sickness levels are within tolerance levels on a monthly basis in Quarter 1 and 2 2014-15 and has dropped since January 2014 when they were last out of tolerance.

	Non-Uniform Short Term Sickness per head (Days lost)		Non-Uniform Long Term Sickness per head (Days lost)		All Non-Uniform Staff Sickness per head (Days lost)	
April 14	0.43	(43)	0.13	(12.43)	0.56	(55.43)
May 14	0.35	(34.46)	0.12	(11.74)	0.47	(46.2)
June 14	0.13	(13)	0.12	(11.74)	0.25	(24.74)
July 14	0.26	(25)	0.11	(10.49)	0.36	(35.49)
Aug 14	0.36	(33.55)	0.00	(0.00)	0.36	(33.55)
Sep 14	0.29	(26)	0.00	(0.00)	0.29	(26)
<b>Total</b>	<b>1.84</b>	<b>(175.01)</b>	<b>0.49</b>	<b>(46.4)</b>	<b>2.33</b>	<b>(221.41)</b>

(Table 9 – Non-Uniform Staff Sickness per month Q1 and Q2 2014-15)

- The largest monthly total of all non-uniform staff sickness in Quarter 1 and 2 2014-15 was in April 2014 where 0.56 days per head were lost to sickness absence. 77.6% of the non-uniformed sickness in April was due to short term sickness (0.43 days per head).
- Non-uniformed staff sickness has reduced on a monthly basis since April and the June figure of 0.25 days lost to non-uniformed staff sickness was the lowest non-uniform sickness per head total since this data was first collected in April 2007. There was no long-term non-uniform sickness in August and September 2014.

### 3.3. Wholetime Staff Sickness



(Figure 10 – Wholetime Staff Sickness June 2013 to June 2014)

**Summary** Wholetime sickness levels were within tolerance levels on a monthly basis in Quarter 1 and 2 2014-15 up until September 2014 but were out of tolerance in that month due to an increase in long term sickness.

- The largest monthly total of wholetime staff sickness in Quarter 1 and 2 2014-15 was in September 2014 where 0.61 shifts per head were lost to sickness absence. 60.6% of wholetime staff sickness in this month was due to long term sickness (0.37 shifts per head).
- The increase in wholetime sickness figures from May 2014 was predominantly as a result in an increase in the amount of long term wholetime staff sickness. Six members of wholetime staff were absent with long term sickness in September 2014.

	Wholetime Short Term Staff Sickness per head (shifts lost)		Wholetime Long Term Staff Sickness per head (shifts lost)		All Wholetime Sickness per head (shifts lost)	
April 14	0.18	(58)	0.18	(58)	0.36	(116)
May 14	0.10	(31)	0.11	(35)	0.21	(66)
June 14	0.14	(45)	0.17	(53)	0.31	(98)
July 14	0.23	(73)	0.15	(47)	0.38	(120)
Aug 14	0.24	(75)	0.27	(87)	0.51	(162)
Sep 14	0.24	(77)	0.37	(117)	0.61	(194)
<b>Total</b>	<b>1.13</b>	<b>(359)</b>	<b>1.24</b>	<b>(397)</b>	<b>2.37</b>	<b>(756)</b>

(Table 10 – Wholetime Sickness per month Q1 and Q2 2014-15)

- Short term sickness is no longer recorded for Bromsgrove from April 2014 due to the change to the day crewing plus shift system.

### **3.4.Comparative data**

<b>Sickness Absence</b>	<b>Q1 and Q2 2013-14</b>	<b>Q1 and Q2 2014-15</b>	<b>Percentage change</b>
Wholetime Staff Sickness	3.06 (1023.50)	2.37 (756.00)	-22.5%
Non-Uniform Staff Sickness	4.03 (451.29)	2.33 (221.41)	-42.2%
<b>All Staff Sickness</b>	<b>3.30</b> <b>(1474.79)</b>	<b>2.36</b> <b>(977.41)</b>	<b>-28.5%</b>

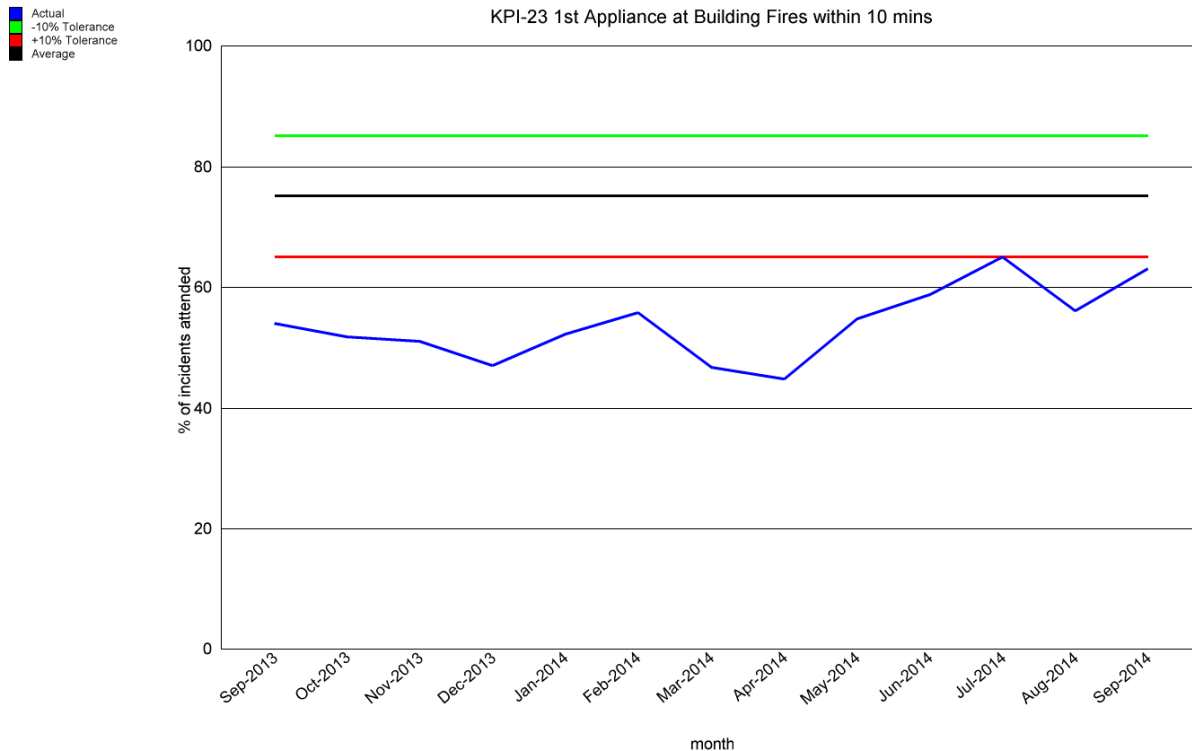
*(Table 11 – All Staff Sickness Q1 and Q2 2013-14 and Q1 and Q2 2014-15)*

- There has been a decrease of 28.5% in Quarter 1 and 2 2014-15 in all staff sickness compared with the previous year. There have been similar percentage reductions in wholetime and non-uniformed staff sickness year on year. These are due to reductions in both long term and short term sickness. There has been a 37.8% decrease in the amount of long term sickness taken by all staff between Quarter 1 and 2 2013-14 and Quarter 1 and 2 2014-15 and an 18.4% decrease in the amount of short term sickness taken by all staff between Quarter 1 and 2 2013-14 and Quarter 1 and 2 2014-15.
- A simple projection of the Quarter 1 and 2 2014-15 figures would result in an annual 4.72 days/shifts per head lost to all staff sickness. This would result in an improvement when compared with the figure of 5.42 shifts/days lost per head to all staff sickness in 2013-14 and also compares favourably with the reported annual sickness absence figures of 6.93 for Worcestershire County Council for 2013-14 and 11.1 for Herefordshire for 2013-14. Projections would also result in 4.74 shifts lost per person for wholetime staff and 4.66 days lost per person for non-uniform staff by the year end.
- Comparative Quarter 1 and 2 figures with other local Fire Services are not available at the time of preparing this report.

## 4. Key Performance Indicators Out of Tolerance

At the end of Quarter 1 and 2 2014-15, all key performance indicators (KPI) were within the 10% tolerance levels, except for the indicator regarding the first attendance by an appliance at Building fires within 10 minutes which forms part of the attendance standards set in the Service Integrated Risk Management Plan (IRMP) 2009-2012.

### 4.1. Attendance Standards – 1<sup>st</sup> Appliance at Fires in Buildings



(Figure 11 – Percentage of 1<sup>st</sup> Appliance at Building Fires within 10 minutes – Sept 2013 to Sept 2014)

**Summary** The Service saw a reduction in the percentage of attendances at building fires that met the 10 minutes attendance standard compared with the same period last year. Travel distance accounted for 54.7% of these failures. 29.7% of the 64 incidents which did not meet the standard were attended in a time of between 10 and 11 minutes.

1 <sup>st</sup> Appliance attendance at Building Fires within 10 minutes	Q1 and Q2 2013-14	Q1 and Q2 2014-15
Building fires attended within 10 minutes	186	170
Total Number of Building fires attended	321	296
% attended within 10 minutes	57.9%	57.4%

(Table 13 – 1<sup>st</sup> Appliance attendance Q1 and Q2 13-14 & Q1 and Q2 14-15)

- There were less building fires attended within 10 minutes at the end of Quarter 1 and 2 2014-15 than at the end of same period in 2013-14. The average time taken to attend all building fires in Quarter 1 and 2 2014-15 was 9 minutes 54 seconds. 31 out of the 126 fires which were not attended within 10 minutes were attended within 11 minutes.

- 222 out of the 296 building fires or 75% of incidents were attended in time of 11 minutes 59 seconds or less, the remaining 25% or 74 incidents were attended in a time more than 11 minutes 59 seconds.
- It has been well documented already that the Service launched a new Fire Control system in September 2012 which as a result of improved technology now records the time of call earlier than under the previous Fire Control system, and this has contributed to the overall apparent deterioration in performance in this standard post 2012-13.
- The impact of this can be seen in the following table which breaks down the overall attendance time in three separate components. It is important to note that the first component is over 2 minutes because the time of call is now set earlier.

<b>1<sup>st</sup> Appliance attendance at Building Fires within 10 minutes average times</b>	<b>Q1 &amp; Q2 2014-15 (mm:ss)</b>
Time of Call till time appliance mobilised	02:04
Mobilised Time till Appliance Mobile	02:08
Mobile Time till to Appliance Arrive	05:42
<b>Time of Call to Arrival at Scene</b>	<b>09:54</b>

*(Table 14 – 1<sup>st</sup> Appliance attendance average times Q1 and Q2 2014-15)*

- The attendance standard was developed prior to the introduction of new Fire Control system and there is not an exact match between a time recorded in the new system and the time used under the old system to record the time of call. The nearest time in the new system would be the “incident created” time which is after the time of call and is the time that the operator has found the address in the database, and now wants to look for the nearest appliance. Using the “incident created” date and time as the starting point would result in an improvement for Quarter 1 and 2 2014-15 from 57.4% to 71.3% with 211 out of the 296 building fires attended within 10 minutes. However it is to be noted that this is not an exact match with the old system and is therefore only an estimation.
- It also has to be noted that the many parts of the area covered by the Service are rural in nature and often supported by on-call or retained stations who may take up to six minutes to respond into and mobilise out of the fire station. Herefordshire as a county has a sparse population with the fourth lowest overall population density in England.
- 122 out of the 296 building fires were in North District and 56.6% of these were attended within 10 minutes. There were 113 building fires in South District and 61.1% of these were attended within 10 minutes. The remaining 61 building fires were in West District and 52.5% of these were attended within 10 minutes.
- The average time taken for a Wholetime pump to be first arrival was 9 minutes 3 seconds. The average time taken for a Retained pump to be first arrival was 11 minutes 39 seconds and the average time taken for a Day Crewed pump to be first arrival was 10 minutes 29 seconds.

<b>1<sup>st</sup> Attendance at Building Fires</b>	<b>Building fires attended within 10 minutes</b>	<b>Total Number of Building fires attended</b>	<b>Percentage attended within 10 minutes</b>
Wholetime	123	181	68.0%
Retained	24	68	35.3%
Day Crewed	23	44	52.3%
Over the Border	0	3	0.0%
<b>All</b>	<b>170</b>	<b>296</b>	<b>57.4%</b>

*(Table 15 – 1<sup>st</sup> Appliance attendance by pump type Q1 and Q2 2014-15)*

- The table below illustrates breakdown of reasons giving by the officer in charge at the incident for the all 126 incidents where the standard was not met in Quarter 1 and 2 2014-15. Travel distance accounted for over 45% of the failures.

Travel distance to the incident	64	Simultaneous Incident	2
Turn in time (Retained and day crew only)	21	Difficulty in locating incident address	2
Appliance not booked in attendance	6	Control intervention i.e. 1st pump re-directed	2
Incorrect or insufficient information passed to control on initial call	6	Insufficient crew due to numbers of crew available	2
Mobilised from other location (not on home station)	5	Responding at normal road speed, i.e. AFAs	2
Incident outside station turnout area	4	Mobilising error	2
Road obstruction/road closure/road works/temp traffic controls or heavy traffic conditions once mobile	3	Weather conditions / Road conditions	1
Traffic conditions causing delayed turn in time to stations (Retained & Day Crewed only)	3	Training event delaying turn out i.e. drilling	1
		<b>Total</b>	<b>126</b>

*(Table 16 – Fire in Buildings – 1<sup>st</sup> appliance standards not met Q1 & Q2 14-15)*

- This standard is merely a measurement and considering that no fire engines, fire stations or response models have changed in HWFRS for many years, it must be appreciated that the crews endeavour to respond as promptly as possible to all emergencies. However many other factors can influence this target, such as improved call challenge and information gathering in Fire Control, changing societal issues, such as less incidents in built up areas and more incidents proportionally outside of towns and cities or in rural areas or weather and road conditions, all of which may increase the average times taken to attend incidents across both Counties.
- Dedicated staff in our rural areas seek out referrals for home fire safety checks and work with partnerships to increase prevention in hard to reach areas. The Service has established links with young farmers and other rural community groups to further fire safety messages.

## 5. Retained Availability

**Summary** *There has been an increase in availability of 0.9% of all Retained Appliances across the Service when compared with the situation at the end of Quarter 1 and 2 2013-14.*

<b>Retained Availability</b>	<b>Q1 &amp; Q2 2013-14</b>	<b>Q1 &amp; Q2 2014-15</b>	<b>Percentage change</b>
April	90.8%	93.5%	2.7%
May	91.2%	91.2%	0.0%
June	87.4%	91.6%	4.2%
July	89.2%	89.1%	-0.1%
August	87.9%	89.9%	2.0%
September	91.0%	90.5%	-0.5%
<b>Total</b>	<b>89.6%</b>	<b>90.5%</b>	<b>0.9%</b>

*(Table 17 – Retained availability by month – Q1 and Q2 13-14 & Q1 and Q2 14-15)*

- Retained availability has increased in four out of the six months in Quarters 1 and 2 2014-15 compared with the months in the same period last year. The highest monthly availability in Quarter 1 and 2 was in April where retained pumps were available 93.5% of the time.

<b>Reasons for Appliances being off the run Quarter 1 and 2 2014-15 for all stations</b>	<b>% of time Appliances unavailable</b>
Did not meet minimum crewing requirement	9.2%
No BA wearers	6.9%
No Officer in Charge	5.9%
No driver	1.4%
<b>Total impact on pump availability</b>	<b>8.5%</b>

*(Table 18 – Retained availability by factor – Quarter 1 and 2 2014-15)*

- Overall availability is dependent on a number of factors and an Appliance can be unavailable due to a combination of factors. The lack of sufficient crew is the largest reason for unavailability.
- All 27 stations also have at least one retained appliance making up the total of 33 of the 43 appliances. The Service operates daily where appliances regardless of crewing will not be available for periods of time, such as when committed to an incident, training, lack of staffing or vehicle failure. Strategic cover is maintained by fire control during these periods and cover moves (of people or fire engines) are often made daily to balance cover across both counties. Small periods of deficient availability are where possible backfilled subject to strategic levels of cover.

Appliance/Station	Q1 & Q2 Availability 2013-14	Q1 & Q2 Availability 2014-15	Better/ Worse
213 Worcester	99.1%	98.7%	-0.4%
221 Stourport	92.6%	99.4%	6.8%
231 Bewdley	93.1%	86.1%	-7.0%
241 Kidderminster	99.4%	98.6%	-0.8%
251 Bromsgrove	90.7%	93.7%	3.0%
261 Droitwich	86.1%	87.3%	1.2%
271 Redditch	99.1%	98.4%	-0.7%
273 Redditch	70.8%	73.8%	3.0%
281 Evesham	94.8%	92.3%	-2.5%
291 Pebworth	85.0%	89.9%	4.9%
302 Broadway	82.6%	81.8%	-0.8%
311 Pershore	92.5%	94.4%	1.9%
322 Upton	96.1%	95.8%	-0.3%
411 Malvern	99.4%	98.2%	-1.2%
421 Ledbury	63.6%	58.7%	-4.9%
422 Ledbury	99.5%	99.2%	-0.3%
431 Fownhope	96.8%	95.1%	-1.7%
441 Ross on Wye	84.8%	86.1%	1.3%
442 Ross on Wye	100.0%	100.0%	0.0%
452 Whitchurch	73.9%	88.7%	14.8%
463 Hereford	97.1%	95.9%	-1.2%
472 Ewyas Harold	88.5%	89.3%	0.8%
481 Eardisley	95.9%	97.1%	1.2%
492 Kington	98.4%	97.9%	-0.5%
502 Leintwardine	93.2%	95.0%	1.8%
511 Kingsland	100.0%	99.9%	-0.1%
521 Leominster	74.8%	72.1%	-2.7%
522 Leominster	100.0%	100.0%	0.0%
531 Tenbury	55.2%	59.2%	4.0%
532 Tenbury	99.3%	98.9%	-0.4%
541 Bromyard	70.4%	85.5%	15.1%
542 Bromyard	99.0%	100.0%	1.0%
552 Peterchurch	88.1%	80.1%	-8.0%
<b>Total</b>	<b>89.6%</b>	<b>90.5%</b>	<b>0.9%</b>

(Table 19 – Retained availability Q1 and Q2 2014-15 compared with Q1 and Q2 2013-14)

- The above data from Gartan Retained Duty system shows that in the case of two pump stations, if there is a deficiency in any way which takes the crewing below the two pump requirement then the regular pump will go off the run first so that the rescue appliance remains as available as possible. This is the case with:
  - Ledbury 421 which was available 58.7% of the time in Quarters 1 and 2 2014-15 and has reduced by 4.9% on Quarters 1 and 2 2013-14 availability. The low availability of 421 was mainly due to the lack of a sufficiently qualified manager and suitably qualified BA wearers during Quarters 1 and 2 2014-15. The Rescue pump at Ledbury (422) was still available 99.2% of the time in Quarters 1 and 2 2014-15.
  - Similarly, Tenbury 531 which was available 59.2% of the time Quarters 1 and 2 2014-15 but which had increased by 4.0% from the Quarters 1 and 2 2013-14 availability of 55.2%. The Rescue pump at Tenbury (532) was available 98.9% of the time in Quarters 1 and 2 2014-15.
  - Leominster 521 was available 72.1% in Quarters 1 and 2 2014-15 and had decreased by 2.7% compared with availability in Quarters 1 and 2 2013-14. The low availability in Quarter 1 and 2 2014-15 was mainly due to the lack of sufficient crew and suitably qualified BA wearers.
- Pumps have shown significant improvement between Quarters 1 and 2 2013-14 and Quarters 1 and 2 2014-15 include:
  - Bromyard 541 which was up 15.1% in Quarters 1 and 2 2014-15 when compared with Quarters 1 and 2 2013-14 availability.
  - Whitchurch 452 which was up 14.8% in Quarters 1 and 2 2014-15 when compared with Quarters 1 and 2 2013-14 availability.
  - Stourport 221 which was up 6.8% in Quarters 1 and 2 2014-15 when compared with Quarter 1 and 2 2013-14 availability.
- The Rescue pumps at Ross 442, Leominster 522 and Bromyard 542 all had 100% retained availability throughout Quarters 1 and 2 2014-15.

## **Report of the Assistant Chief Fire Officer**

### **11. Health and Safety Committee Update**

#### **Purpose of report**

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

---

#### **Recommendation**

***The Chief Fire Officer recommends that the following issues, in particular, be noted:***

- (i) ***the involvement of the Service in a number of Health and Safety initiatives at national level;***
- (ii) ***Health and Safety performance for Quarter 2 (July – September 2014)***

#### **Introduction**

2. Hereford & Worcester Fire Authority's aim is ensure the safety and well-being of its employees and to reduce and prevent accidents and injuries at work.
3. The Health and Safety Committee (the Committee) is established to provide effective arrangements for the liaison and review of matters of a common interest in regards to Health and Safety (H&S), and to act as a forum for liaison on all matters relating to H&S for key stakeholders and departments. The Committee provides the opportunity for the Service to discuss the general H&S matters on which it must consult the workforce with employee representatives.
4. The Committee has the facility to task work to the Health & Safety Working Group, which sits beneath it and is chaired by the Area Commander Operations Support. The group meets as and when required but at least every six months.

#### **Update**

5. The Committee last met on 1 September 2014 and is due to meet next on 1 December 2014. An update of significant issues discussed will be provided in the next report.
6. The review of performance for quarter 2 (July – September 2014) will be discussed in detail at the next H&S Committee meeting in December. An outline summary report is included at Appendix 1.

## **National Activities**

7. The Service is currently involved in a number of initiatives at national level. Key areas of activity include:
  - Performing rescues national guidance.
  - Fires in the Built Environment national guidance
  - Fires and Firefighting national guidance
  - Initial Operational Response national guidance
  - Development of a bespoke Fire Service audit system.

## **Regional Inter-Fire Service Health and safety management audit**

8. The Service has entered into an agreement with West Midlands, Staffordshire, Shropshire and Warwickshire Fire and rescue Services to carryout joint Health and Safety audits to provide internal and inter- FRS comparison compliance against Health, safety and Welfare legislation.
9. The audit will take place in January 2015 and HWFRS will be the first within the region to test not only the system but also the agreed protocol. This particular workstream has attracted national interest and is likely to be adopted as a method of best practice by other regions throughout UK FRSs.

## **Conclusion**

10. This report provides Members with an update on health and safety issues discussed at the previous Health and Safety Committee and draws Members' attention to key areas of work currently being undertaken by the Service. In addition the report provides information on health and safety performance during quarter 2, which overall show a slight increase in incidents reported against the previous quarter.

## Corporate Considerations

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

## Supporting Information

Appendix 1: Quarter 2 Health & Safety Performance Report

### Contact Officer

John Hodges, Assistant Chief Fire Officer  
(01905 368256)

[jhodges@hwfire.org.uk](mailto:jhodges@hwfire.org.uk)

### **Quarter 2 Health & Safety Performance Report Summary (July – Sept 2014)**

A total of 42 Health & Safety events were reported this quarter:

- 2 cause for concerns (detail over page).
- 11 vehicle accidents, 5 of which occurred whilst responding to incidents causing minor damage to FRS vehicles only.
- 3 safety critical equipment failures (detail over page)
- 2 near hits
- 22 personal injuries occurred:
  - 9 during training
  - 3 carrying out routine activities
  - 4 during operational activity
  - 4 non operational activity
  - 2 slip, trips and falls

### **Quarter 2 Total Reported H&S Events**

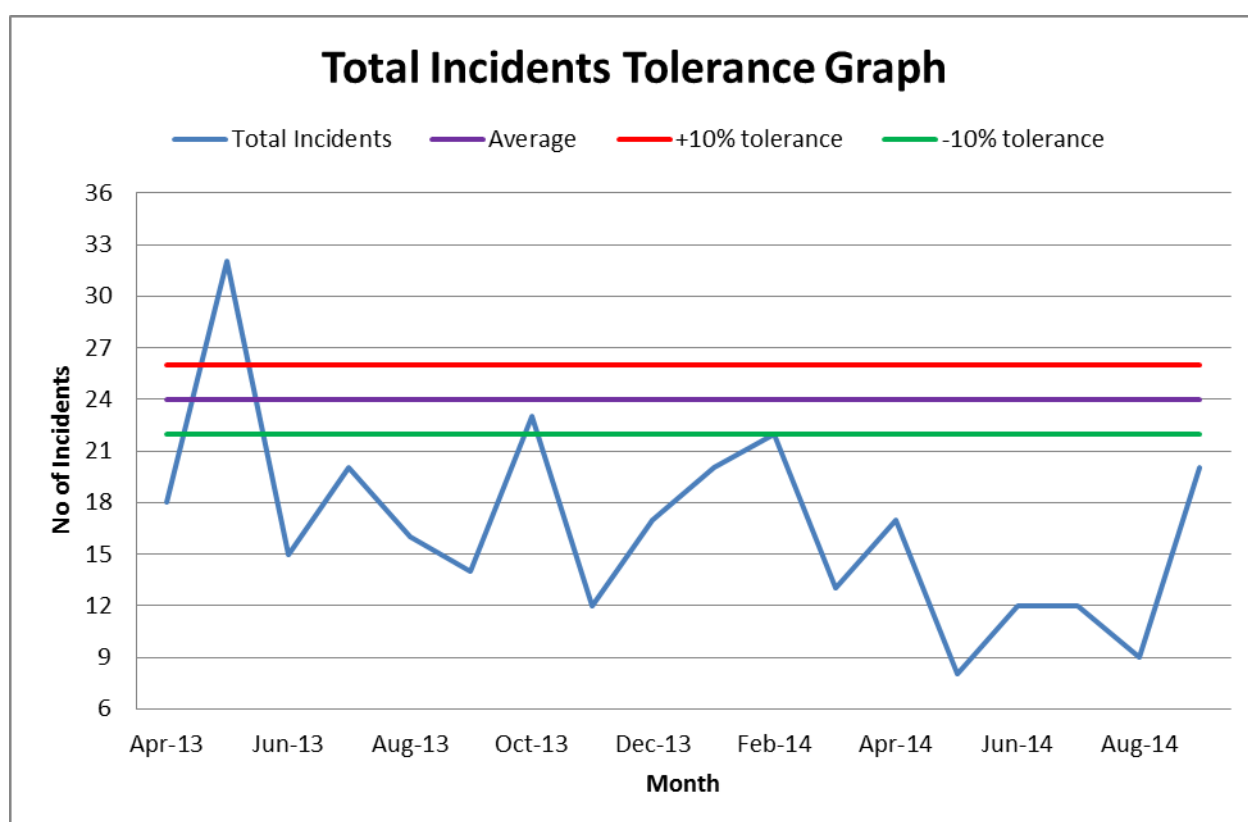


Figure 1 – Total events per month April 2013 to Aug 2014

**Summary** Total H&S events for this quarter show a slight increase. This can be attributed to the three equipment failures (details over page).

## Quarter 2 Serious Events Reported

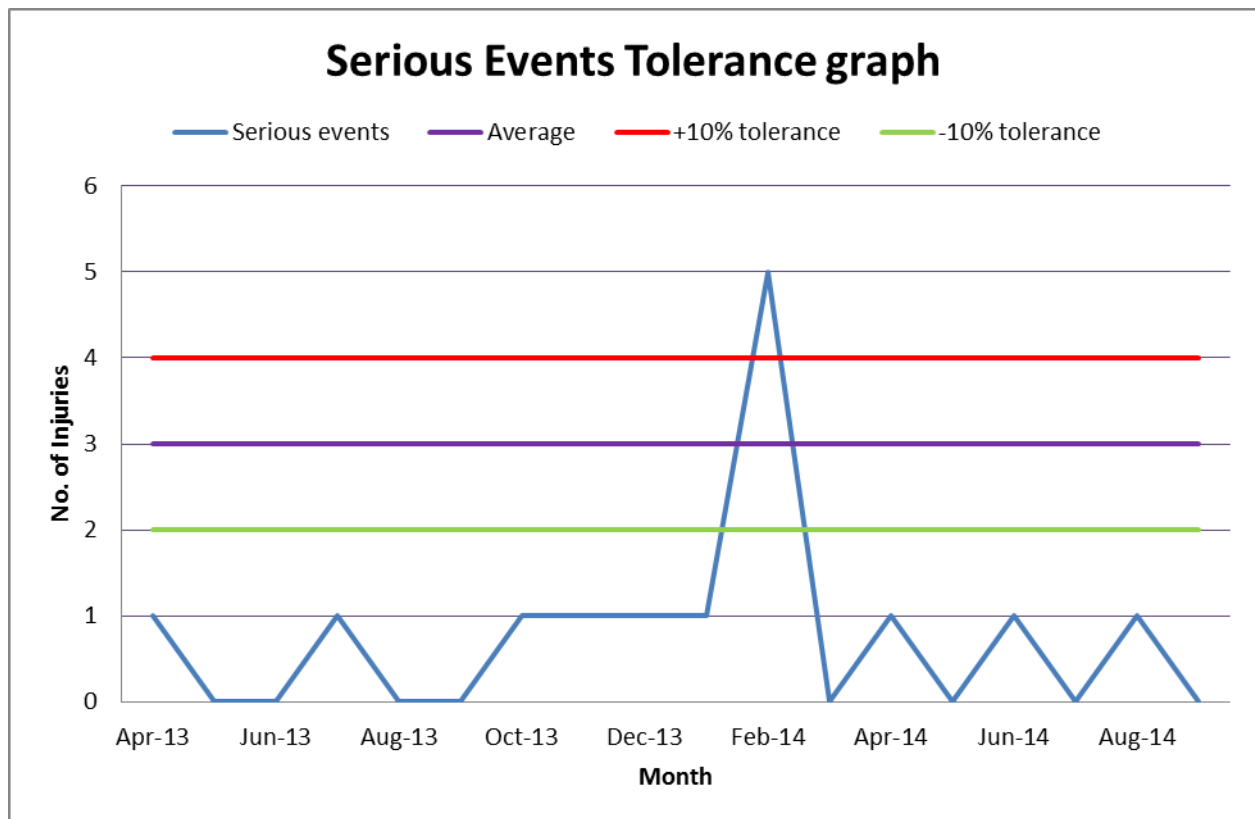


Figure 2 – Total events per month April 2013 to August 2014

**Summary** *one potentially serious event this quarter (see below for details)*

### **Significant/Serious Events**

*(Cause for concern)*

1. *MDT mounting failure causing the MDT to fall and strike the driver of an appliance responding to an incident – (This event is considered serious as it had the potential to cause a high degree of harm)*

**Action** – *All MDT mounting brackets have now been checked across the Service.*

2. *Overheated cables in PC at Service Headquarters which had the potential to catch fire.*

**Action** - *Communication has been sent to all staff to power down PCs at the end of the day to negate further risk.*

## **Potentially Serious Events**

### **(Safety critical equipment failures)**

1. *The pump on an appliance failed to deliver water at a fire.*

**Action** – Workshops have consulted with the supplier and have rectified a tank to pump valve failure and have since checked all other appliances fitted with similar valves and confirmed no further issues.

2. *Failure of cutting blade on powered hydraulic cutting equipment.*

**Action** – Bulletin item published by Operational Logistics drawing attention to the correct use of equipment by operational staff

3. *BA set failure – demand valve entered into free flow of air (failed safe) and was unable to be reset.*

**Action** - Investigation currently being carried out – further update to be supplied to the Health and Safety Committee 1<sup>st</sup> December 2014.