



HEREFORD & WORCESTER Fire Authority

Full Authority

AGENDA

Thursday, 16 June 2016

11:00

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 Committee & Members' Services on 01905 368241 /209 or by email at 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.

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

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

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

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

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

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



HEREFORD & WORCESTER
HWR
FIRE AND RESCUE SERVICE

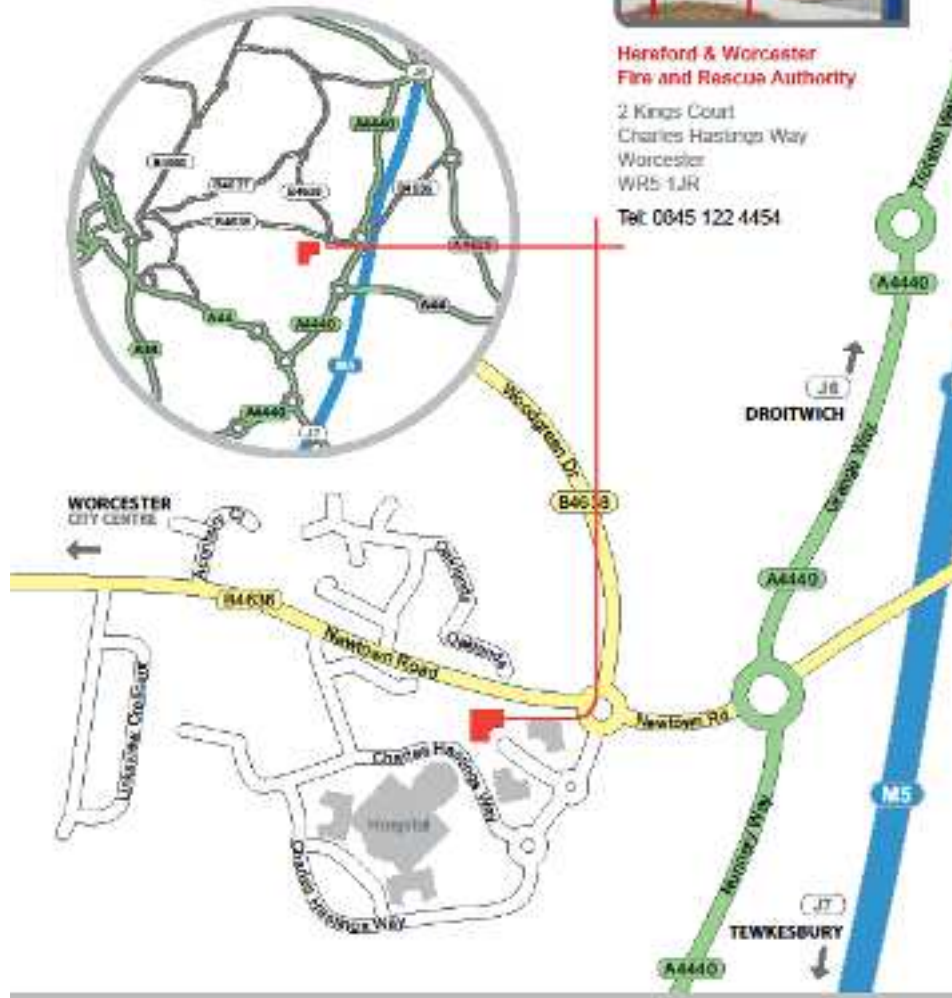
Service Headquarters



Hereford & Worcester Fire and Rescue Authority

2 Kings Court
Charles Hastings Way
Worcester
WR5 1JR

Tel: 0045 122 4454





Hereford & Worcester Fire Authority

Full Authority

Thursday, 16 June 2016,11:00

Agenda

Councillors

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

No.	Item	Pages
1	Election of Chairman To elect a Chairman of the Authority.	
2	Election of Vice Chairman To elect a Vice Chairman of the Authority.	
3	Apologies for Absence To receive any apologies for absence.	
4	Declarations of Interest (if any) This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
5	Confirmation of Minutes To confirm the minutes of the meeting held on 17 February 2016.	8 - 24

6	Chairman's Announcements	
	To update Members on recent activities.	
7	Public Participation	
	To allow a Member of the public to present a petition, ask a question or make a statement relating to any topic concerning the duties and powers of the Authority.	
	Members of the public wishing to take part should notify the Head of Legal Services in writing or by email indicating both the nature and content of their proposed participation no later than 2 clear working days before the meeting (in this case Monday 13 June 2016). Further details about public participation are available on the website. Enquiries can also be made through the telephone numbers/email listed below.	
8	Appointment of Chief Fire Officer/Chief Executive	25 - 27
	To recommend the appointment of Nathan Travis to the post of Chief Fire Officer/Chief Executive.	
9	Appointment to Committees	28 - 33
	To consider the allocation of seats on Committees to political groups and to authorise the Head of Legal Services, following consultation with Group Leaders, to make appointments to those committees.	
10	Appointments to Outside Bodies	34 - 36
	To consider appointments to the Local Government Association and to the Place Partnership Ltd. Shareholder Group.	
11	Provisional Financial Results 2015/16	37 - 46
	To receive financial results for 2015/16 and to approve treatment of financial variations	

12	Wyre Forest Emergency Services Hub Station – Preferred Sites Consultation	47 - 107
	This report reviews the outcome of investigations into potential locations for the Wyre Forest Emergency Services Hub Station and recommends that public consultation be undertaken on the preferred site.	
13	2015-16 Performance Report: Quarters 1 to 4	108 - 133
	This report is a summary of the Service's Quarter 1 to 4 (Q1-4) performance against the Fire Authority Annual Report 2015-16 using the set of Performance Indicators agreed by SMB.	
14	Fire Authority Annual Report 2016/17	134 - 218
	To adopt the Fire Authority Annual Report 2016-17 and approve for publication.	
15	Vehicle Fleet Capital Programme	219 - 223
	To provide the Authority with their findings and recommendations following scrutiny of the Vehicle Fleet Capital Programme.	
16	Chief Fire Officer's Service Report	224 - 226
	To inform the Authority of recent key developments and activities.	
17	Minutes of Audit & Standards Committee	227 - 229
	To receive the minutes of the meeting held on 13 April 2016.	
18	Minutes of the Policy & Resources Committee	230 - 236
	To receive the minutes of the meeting held on 21 March 2016.	
19	Minutes of the Appointments Committee	237 - 239
	To receive the minutes of the meeting held on 26 May 2016.	



Hereford & Worcester Fire Authority

Full Authority

Wednesday, 17 February 2016,10:30

Minutes

Members Present: Mr R C Adams, Ms L R Duffy, Ms K S Guthrie, Mrs A T Hingley, Mr D W Prodger MBE, Mr C B Taylor, Mr P A Tuthill, Ms P Agar, Mr A Fry, Mr S C Cross, Professor J W Raine, Mr R M Udall, Mr G J Vickery, Mr R I Matthews, Mrs F M Oborski MBE, Mr G C Yarranton, Mr A Amos, Mr B A Baker, Mr R J Phillips, Mr S D Williams

Substitutes: none

Absent: none

Apologies for Absence: Mr W P Gretton, Ms R E Jenkins, Mr J L V Kenyon, Mr J W R Thomas, Mrs E Eyre

Declarations of Interest: **Councillor Mr Roger Phillips - Non-Pecuniary**

66 Declarations of Interest (if any)

Councillor Phillips declared an interest in item 10 as a Member of the Local Government NJC Employers and Chair of the LGPS Scheme Advisory Board.

67 Confirmation of Minutes

RESOLVED that the minutes of the meeting of the Fire Authority held on 16 December 2015 be confirmed as a correct record and signed by the Chairman.

68 Chairman's Announcements

The Chairman updated Members on the events that he had recently attended:

- A sod cutting ceremony on Monday 1 February to celebrate the start of building the new Evesham Fire Station. The build was due to be completed at the end of November 2016.
- A tour of the new bungalow for the Day Crewing Plus crew at Worcester Fire Station. The crew were working towards being in on 21 March 2016 subject to snagging.

69 Public Participation

None.

70 Presentation on National Inter-agency Liaison Officer (NILO)

Following interest from Members at the Authority meeting on 16 December 2015 Members were given an overview of the work undertaken by National Inter-agency Liaison Officers (NILOs). The presentation emphasised the broad scope of security work that NILOs contribute to and highlighted their involvement as tactical advisors in both pre-planning and response to a range of incident situations.

RESOLVED that the presentation be noted.

71 Appointment of Chief Fire Officer/Chief Executive

The Head of Legal Services updated members on progress towards the recruitment of a Chief Fire Officer. The Appointments Committee met on 27th January to review the applications but concluded there was an insufficient breadth of candidates, either in number or range of experience, to take forward to interview.

RESOLVED that:

i) Nathan Travis, Deputy Chief Fire Officer of Oxfordshire FRS, be seconded as Interim Chief Fire Officer/Chief Executive for a period of six months with effect from 1st April 2016;

ii) the secondment be on the same terms and conditions as the current Chief Fire Officer/Chief Executive together with reimbursement of any reasonable expenses and such additional terms as may be agreed with the employing authority by the Head of

Legal Services, in consultation with the Chairman; and

iii) the interim Chief Fire Officer/Chief Executive undertake a review of the terms and conditions of the role, so as to enable the Appointments Committee to recommence recruitment for a permanent appointment as soon as possible.

72 Budget and Precept 2016/17 and Medium Term Financial Plan

The Treasurer presented a report that informed Members of the current position in relation to budgets for 2016/17 and beyond. It was highlighted that since the Authority papers were published the final grant settlement had been received and was more generous than anticipated. Amended appendices and recommendations had been circulated to reflect this.

Councillor Richard Udall proposed the use of an additional £60,000 from reserves for investment into community fire safety to focus on areas of social deprivation and in particular houses with multiple occupancy.

It was agreed that Policy and Resources consider this matter at the next Committee meeting following further detail from the Chief Fire Officer about where and how the investment can have the most impact.

RESOLVED that:

i) the Capital Budget and Programme as attached at Appendix 1 to the minutes be approved;

ii) the Revenue Budget as attached at Appendix 2 to the minutes be approved;

iii) the Authority calculates that in relation to the year 2016/17:

a) the aggregate expenditure it will incur will be £33,055,000.00;

b) the aggregate income it will receive will be £11,572,980.00;

c) the net amount transferred from financial reserves will be £631,000.00;

d) the net amount of its Council Tax Requirement will be £20,851,020.00;

e) the basic amount of Council Tax will be £78.00 (Band D);

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

• Bromsgrove	£2,761,550.31
• Herefordshire	£5,216,038.18
• Malvern Hills	£2,291,088.98
• Redditch	£1,961,249.23
• Worcester	£2,390,128.42
• Wychavon	£3,678,286.20
• Wyre Forest	£2,552,678.68

iv) the Medium Term Financial Plan as attached at Appendix 3 to the minutes be approved;

v) the Statement of Prudential Indicators and Minimum Revenue Provision Policy attached at Appendix 4 to the minutes be approved; and

vi) Policy and Resources to consider allocating a further £60,000 from reserves to improve community safety campaigns in areas of social deprivation, particularly with regards to Houses of Multiple Occupation.

73 Wyre Forest Emergency Services Hub Station – Consultation Responses

Members were given a presentation by Opinion Research Services (ORS) summarising the outcomes of public consultation undertaken in relation to the proposed Wyre Forest Blue Light Hub. Whilst the consultation had been valuable in highlighting key issues in respect of identifying levels of support for the principle of a Blue Light Hub, consultation found a level of concern amongst communities over site location.

It was concluded that evidence supporting the creation of a hub would be better understood once a suitable site location has been chosen. Some Members expressed disappointment that a location had not been identified prior to the start of the consultation. The Chief Fire Officer explained that Members had previously agreed the principle of a hub needed to be ascertained prior to the identification of any potential site.

RESOLVED that:

i) the report from ORS, which sets out the feedback from formal public consultation exercises in respect of the proposal to create a Wyre Forest Emergency Services Hub, be noted;

ii) a further report be brought to the next meeting of the Authority

with a recommendation as to the preferred location for a potential Hub having regard to land availability, attendance times, cost and the Hub's impact on local residents, businesses, and the environment; and

iii) subject to (ii) above, a further phase of consultation be undertaken on the preferred location prior to a final decision by the Authority on whether to proceed with the Wyre Forest Hub.

74 Pay Policy Statement

Members considered a report regarding the requirement for the Service to publish its annual Pay Policy Statement for year 2016/17.

RESOLVED that the Pay Policy Statement and supporting information (Pay Grades 2016/17, Other Main Pay Grades and Grades and Staff in Post) be approved for publication.

75 Members' Allowances Scheme 2016/17

The Head of Legal Services presented a report which requested Members to consider whether to make any alterations to the Members Allowances Scheme for 2016/17 in light of the very small change in the Consumer Price Index (CPI) to December 2015.

The Office of National Statistics reported that the CPI rose by 0.2% in the year to December 2015. In light of this small increase the Chairman proposed the level of Members' allowances be increased by 0.2%.

RESOLVED that the level of Members' Allowances for 2016/17 be increased by 0.2% in line with the Consumer Price Index.

76 Chief Fire Officer's Service Report

The Chief Fire Officer informed the Authority of recent key developments and activities. During the discussions the following issues were raised:

- Members asked about the possibility of siting Automated External Defibrillators (AED) at all fire stations across the two counties. The Chief Fire Officer encouraged Members to support their communities and parishes to explore public access AEDs whether on a fire station or other locations.
- Many Members were very supportive of the roll out of the MIND

scheme across the Service and supported the sign up to the Mental Health Anti-Stigma Pledge.

[12:10 Councillor Derek Prodger MBE left the room, Councillor Roger Phillips took the Chair]

[12:12 Councillor Pat Agar left the room]

RESOLVED that the report be noted.

77 Minutes of the Audit and Standards Committee

The Vice Chairman of the Committee reported the proceedings of the meeting held on 18 January 2016.

RESOLVED that the minutes of the Audit & Standards Committee meeting held on 18 January 2016 be received and noted.

78 Minutes of the Policy and Resources Committee

The Chairman of the Committee reported the proceedings of the meeting held on 27 January 2016.

RESOLVED that the minutes of the Policy and Resources Committee meeting held on 27 January 2016 be received and noted.

79 Minutes of the Appointments Committee

The Chairman of the Committee reported the proceedings of the meetings held on 16 December 2015 and 27 January 2016.

RESOLVED that the minutes of the Appointments Committee meetings held on 16 December 2015 and 27 January 2016 be received and noted.

The Meeting ended at: 12:25

Signed:.....

Date:.....

Chairman

Hereford & Worcester Fire Authority 2016/17

Capital Programme

	(1) PRIOR YEARS ACTUAL £m	(2) Revised BUDGET 2015/16 £m	(3) BUDGET 2016/17 £m	(4) PROGRAMME 2017/18 £m	(5) 2018/19 £m	(6) 2019/20 £m	(7) 2020/21 £m	(8) TOTAL £m
Vehicle Programme								
1 Routine - Pumps		0.539	1.761	1.150	1.150	1.150	1.640	7.390
2 Routine - 4WD						0.050		0.050
3 Routine - Off-Road							0.015	0.015
4 Water Rescue Vehicle						0.065		0.065
5 Command Unit			0.350					0.350
6 Routine - Water Carrier				0.190	0.190			0.380
7 Routine - RAVs					0.230			0.230
8 USAR Dog Van		0.027	0.002					0.029
9 USAR ISV		0.030	0.051					0.081
10 Boats				0.040				0.040
11 Response Cars			0.614		0.225	0.400		1.239
12 Response Cars		0.103	0.045	0.120	0.040			0.308
13		0.699	2.823	1.500	1.835	1.665	1.655	10.177
Major Building Schemes								
14 Malvern Fire Station	2.019	0.083						2.102
15 Worcester Fire Station	3.563	0.785	0.195					4.543
16 Evesham Fire Station	0.055	0.102	3.599					3.756
17 DCP Works		0.532	0.018					0.550
18 Other Schemes (Note 1)	1.762		2.730	2.050	4.140	2.247		12.929
19	7.399	1.502	6.542	2.050	4.140	2.247	0.000	23.880
Other Schemes								
20 Control Resilience Project	1.911	0.043	0.333					2.287
21 Minor Property, IT/Comms & Equipment		0.223	1.220	0.600	0.600	0.600	0.600	3.243
22		0.266	1.553	0.600	0.600	0.600	0.600	5.530
23 Annual Total		2.467	10.918	4.150	6.575	4.512	2.255	39.587

Note 1 : Individual scheme sums approved by Fire Authority, but not currently disclosed as contracts subject to tender etc.

Note 2 : Excludes impact of any slippage from 2015/16

Hereford & Worcester Fire Authority 2016/17

Revenue Budget Allocation

Col Line	(1) 2015/16 Original Budget £m	(2) In Year Realloc -ation £m	(3) Reverse Use of Reserves £m	(4) PPL Full Year £m	(5) 2015/16 Revised Core £m	(6) Amend- ments £m	(7) 2016/17 Proposed Allocation £m
1 WT FF Pay	12.806	0.087			12.893	(0.899)	11.994
2 RDS FF Pay	3.351	0.025			3.376	0.067	3.443
3 Control Pay	0.702	0.004			0.706	0.016	0.722
4 Support Pay	3.009	0.249		(0.143)	3.115	0.071	3.186
5 Other Employee Costs	0.061				0.061		0.061
6 Unfunded Pensions	0.966	0.009			0.975		0.975
7 Strategic Management	0.104	0.004			0.108		0.108
8 New Dimensions	0.100	0.009			0.109		0.109
9 TFS	0.016				0.016		0.016
10 CFS	0.169	0.005			0.174		0.174
11 Training Dept.	0.569	0.006			0.575		0.575
12 Fleet	0.590	(0.032)			0.558		0.558
13 Ops Logistics	1.511	0.052			1.563		1.563
14 Ops Policy	0.084	(0.006)			0.078		0.078
15 Personnel	0.298	0.049			0.347	(0.020)	0.327
16 P&I	0.100	(0.012)			0.088		0.088
17 FRA Costs	0.059				0.059		0.059
18 ICT	1.078	0.036	(0.012)		1.102	0.090	1.192
19 Facilities Mngt	2.329	(0.340)	(0.158)	(0.006)	1.825	(0.036)	1.789
20 PPL Charges		0.229		0.149	0.378		0.378
21 PPL on-off Costs		0.096			0.096	(0.096)	0.000
22 Insurances	0.291				0.291		0.291
23 Finance (FRS)	0.111	(0.009)			0.102	(0.080)	0.022
24 Finance SLA	0.098				0.098		0.098
25 Capital Financing	3.154				3.154	0.035	3.189
26 Legal Services	0.023	0.005			0.028		0.028
27 Unallocated Budget	0.000				0.000	0.026	0.026
28	31.579	0.466	(0.170)	0.000	31.875	(0.826)	31.049
29 Pay Award Provision 15/16	0.436	(0.161)			0.275	(0.275)	0.000
30 Pay Award Provision 16/17					0.000	0.444	0.444
31 Inflation Contingency 15/16	0.260	(0.135)			0.125	(0.125)	0.000
32 Inflation Contingency 16/17					0.000	0.200	0.200
33 Core Budget	32.275	0.170	(0.170)	0.000	32.275	(0.582)	31.693
34 Excess Staff (net)	0.603	0.357			0.960	0.211	1.171
35 Secondment Income	(1.273)	(0.357)			(1.630)	1.389	(0.241)
36	31.605	0.170	(0.170)	0.000	31.605	1.018	32.623
37 Use of Devpt.Contingency	0.000	(0.170)	0.170		0.000		0.000
38 To/(from) Budget Reduction Reserve	0.670				0.670	(1.301)	(0.631)
39 Net Budget	32.275	(0.000)	0.000	0.000	32.275	(0.283)	31.992

Hereford & Worcester Fire Authority 2016-17

Medium Term Financial Forecasts

Col Row	1	2 2017/18 Forecast £m	3 2018/19 Forecast £m	4 2019/20 Forecast £m
1	2015/16 CORE BUDGET	31.693	31.693	31.693
	<u>Cost Pressures</u>			
2	Pay Awards	0.454	0.908	1.362
3	General Inflation Contingency	0.200	0.500	0.800
4	LGPS Revaluation	0.020	0.040	0.060
5	Capital Programme	0.036	(0.031)	0.030
6	"Apprentice" Levy	0.070	0.070	0.070
7		32.473	33.180	34.015
	<u>Savings</u>			
8	FDS Review	(0.031)	(0.031)	(0.031)
9	JPV Savings	(0.042)	(0.074)	(0.143)
10	ESMCP Provision		(0.020)	(0.020)
11	Other	(0.010)	(0.010)	(0.010)
12	CORE BUDGET FORECAST	32.390	33.045	33.811
	<u>One-Off Costs</u>			
13	Excess Staff	1.037	0.589	0.096
14	GROSS BUDGET FORECAST	33.427	33.634	33.907
15	to/(from) Budget Reduction Reserve	(1.037)	(0.589)	(0.096)
16	to/(from) CSR Phasing Reserve	(0.574)	(0.386)	
17	to/(from) General Balances	(0.300)		
18	to/(from) NNDR Reserve	(0.045)		
19	BUDGET REQUIREMENT FORECAST	31.471	32.659	33.811
		2017/18 Forecast £m	2018/19 Forecast £m	2019/20 Forecast £m
20	Assumed Business Rate increase	2.00%	2.00%	2.00%
21	Indicative Grant Reductions	-17.70%	-10.00%	-5.50%
22	Assumed Tax-base Increase	1.35%	1.27%	1.25%
23	Assumed Band D Tax Increase	1.96%	1.96%	1.96%
24	Consolidated Revenue Support Grant	(6.014)	(5.413)	(5.118)
25	Transitional Grant	(0.142)		
26	Fire Revenue Grant	(1.097)	(0.967)	(0.837)
27	Rural Services Delivery Grant	(0.088)	(0.067)	(0.088)
28	Retained Business Rates	(2.283)	(2.329)	(2.375)
29	Council Tax Precept	(21.548)	(22.249)	(22.970)
30	PROJECTED RESOURCES	(31.172)	(31.025)	(31.388)
		2017/18 Forecast £m	2018/19 Forecast £m	2019/20 Forecast £m
31	BUDGET GAP	0.299	1.634	2.423

Hereford & Worcester Fire Authority **Statement of Prudential Indicators** **and Minimum Revenue Provision Policy**

Introduction : Prudential Indicators

The Prudential Code for Capital Finance in Local Authorities (Prudential Code) has been developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) to provide a code of practice to underpin the new system of capital finance embodied in Part 1 of the Local Government Act 2003. Since 1 April 2004, Local Authorities are no longer subject to government controlled borrowing approvals and are free to determine their own level of capital investment controlled by self-regulation.

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

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

Introduction : Minimum Revenue Provision (MRP) Policy

This is the amount charged every year to provide for the repayment of long term loans used to finance capital assets.

Under provisions of the Local Authorities (Capital Finance and Accounting) (England) Amendment) Regulations 2008, the FRA is required to “determine an amount of MRP which is considered to be prudent”.

The Fire Authority has a statutory requirement to determine an MRP policy prior to the start of the financial year.

In considering a prudent MRP policy the Fire Authority needs to take into account the statutory guidance provided by CLG, and the issue of affordability. The guidance states that “provision for the borrowing which financed the acquisition of an asset should be made over a period bearing some relation to that over which the asset continues to provide a service” – the “Asset Life” method.

Prudential Indicators

The Prudential Indicators for which the Fire Authority is required to set limits are as follows:

1. Net Borrowing and the Capital Financing Requirement

This Prudential Indicator provides an overarching requirement that all the indicators operate within and is described in the Prudential Code as follows:

“In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years”.

The Treasurer reports that the Fire Authority had no difficulty meeting this requirement since 2002/03, nor are any difficulties envisaged for the current or future years. This view takes into account all plans and commitments included in the 2016/17 Budget and MTFP.

2 Capital Expenditure

The actual amount of capital expenditure that was incurred since 2014/15, and the estimates of capital expenditure to be incurred for the current and future years that are proposed in the 2016/17 Budget and MTFP are as follows:

	2014/15 Actual £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000
Capital Expenditure	4,809	2,467	10,918	4,150	6,575	4,512
Leased Assets	313	52	-	425	150	34
	5,122	2,519	10,918	4,575	6,725	4,546

2. Ratio of Financing Costs to Net Revenue Stream

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

The actual Net Revenue Stream is the ‘amount to be met from government grants and local taxation’ taken from the annual Statement of Accounts, and

the estimated figure is the Fire and Rescue Authority's budget net of any transfers to or from the balances.

The prediction of the Net Revenue Stream in this Prudential Indicator for future years assumes increases in the Fire Authority's funding from government and the local taxpayer consistent with expectations in the Medium Term Financial Strategy. This is indicative only and in no way meant to influence the actual future years funding or in particular the funding from Precepts.

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

The rise in this ratio is partially due to the fact that capital expenditure prior to the formation of the FRA is not charged to the Fire Authority; (In other words, the Fire Authority inherited all its assets without any cost. Thus, as investment is made in vehicles, for example the increased costs are in the Fire Authority accounts but the savings are elsewhere); and partly due to inflation between original purchase and replacement purchase e.g. over 15 years for a fire appliance.

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
	£000	£000	£000	£000	£000	£000
Financing Costs	1,756	2,723	2,939	2,975	2,908	2,969
Net Revenue Stream	31,366	31,059	30,907	30,075	30,058	30,551
Ratio	5.60%	8.77%	9.51%	9.89%	9.67%	9.72%

3. Capital Financing Requirement

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

The capital financing requirement concerns only those transactions arising from capital spending, whereas the amount of external borrowing is a

consequence of all revenue and capital cash transactions combined together following recommended treasury management practice.

Estimates of the end of year capital financing requirement are shown below

	2014/15 Actual £000	2015/16 Estimate £000	2016/17 Estimate £000	2017/18 Estimate £000	2018/19 Estimate £000	2019/20 Estimate £000
CFR at 31st March	17,859	17,151	21,351	23,538	27,214	28,964

4. **Authorised Limit**

The Authorised Limit represents an upper limit of borrowing that could be afforded in the short term but may not be sustainable. This limit includes a risk assessment of exceptional events taking into account the demands of revenue and capital cash flows. The Authorised Limit gauges events that may occur over and above those transactions which have been included in the Operational Boundary.

These limits are higher than set in previous years to reflect the decisions taken by the Fire Authority to switch from leasing to more cost effective borrowing for the acquisition of operational vehicles.

The Fire Authority should note that the Authorised Limit represents the limit specified in section 3 (1) of the Local Government Act 2003 (Duty to determine affordable borrowing limit).

The following Authorised Limits for external debt, excluding temporary investments are recommended:

	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Authorised Limit				
External Borrowing	26,000	29,000	32,000	34,000

5. Operational Boundary

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

The Treasurer reports that procedures are in place to monitor the Operational Boundary on a daily basis, via the SLA with WCC and that sufficient authorisation is in place to take whatever action is necessary to ensure that, in line with the Treasury Management Strategy, the cash flows of the Fire Authority are managed prudently.

Occasionally, the Operational Boundary may be exceeded (but still not breach the Authorised Limit) following variations in cash flow. Such an occurrence would follow controlled treasury management action and may not have a significant impact on the prudential indicators when viewed all together.

Both the Authorised Limit and the Operational Boundary include an element relating to debt restructuring where, for the short term only, external borrowing may be made in advance of the repayment of loans. In this circumstance External Borrowing is increased temporarily until the replaced loans are repaid. The converse can also apply where loans are repaid in advance of borrowings.

The following limits (shown overleaf) for each year's Operational Boundary, excluding temporary investments are recommended:

	2016/17	2017/18	2018/19	2019/20
Operational Boundary	£000	£000	£000	£000
External Borrowing	24,000	26,000	30,000	32,000

6. Actual External Debt

The Fire Authority's actual external debt as at 31 March 2015 was £13.971 million; comprising £13.971 million External Borrowing and £0 (zero) Other Long Term Liabilities. During 2015/16 £0.834 million of external debt is scheduled for repayment.

7. The Incremental Impact of Capital Investment Decisions on the Council Tax

This indicator identifies specifically the additional cost to the taxpayer of the **new** capital investment proposed in the 2016-17 – 2019/20 Capital Programme. As the indicator deals only with new investment the impact of the previously approved programme was included in the equivalent report provided to the Authority in Feb 2015.

The incremental impact identifies transactions that will occur **over and above** what has already been provided for in the 2015/16 revenue budget and projected in the MTFP and assumes the funding available in 2015/16 will be carried forward in the future year's base budgets.

The incremental impact has been calculated using forward estimates of funding consistent with expectations in the Medium Term Financial Plan.

The impact on the revenue budget, and therefore the Council Tax, is felt by a combination of the following: debt costs of the new borrowing, the amount set aside from revenue to repay the principal element of external borrowing (Minimum Revenue Provision) and the revenue impact of a capital project

It should be noted that borrowing itself does not fund capital expenditure since the loans have to be repaid eventually. The actual funding comes from the Minimum Revenue Provision which is statutorily charged to revenue each year.

The estimate of the incremental impact of the capital investment detailed in the 2017/18 Budget on the Council Tax is as follows:

	2016/17	2017/18	2018/19	2019/20
Incremental Impact on Band D	£ -	£ -	£ -	£ -

PRUDENTIAL INDICATORS FOR TREASURY MANAGEMENT

8. Treasury Management Code of Practice

The Fire Authority has adopted the Chartered Institute of Public Finance and Accountancy (CIPFA): Code of Practice for Treasury Management in the Public Services.

The Treasury Management function is carried out on behalf of the Authority by Worcestershire County Council, who have also adopted the Treasury Management Code of Practice.

9. Fixed Interest Rate Exposures

It is recommended that the Fire Authority sets an upper limit on its fixed interest rate exposures as follows.

Upper limits for net principal sums outstanding at fixed rates

	2016/17	2017/18	2018/19	2019/20
Fixed Interest Rate Exposure	£000	£000	£000	£000
Upper Limit	26,000	29,000	32,000	34,000

This represents the position that all of the Fire Authority's authorised external borrowing may be at a fixed rate at any one time.

10. Variable Interest Rate Exposures

It is recommended that the Fire Authority sets an upper limit on its variable interest rate exposures as follows.

Upper limits for net principal sums outstanding at variable rates

	2016/17	2017/18	2018/19	2019/20
Variable Interest Rate Exposure	£000	£000	£000	£000
Upper Limit	7,000	7,000	8,000	9,000

This is the maximum external borrowing judged prudent by the Treasurer that the Fire Authority should expose to variable rates.

11. Maturity Structure of Borrowing

It is recommended that the upper and lower limits for the maturity structure of borrowings are as follows:

Amount of projected borrowing that is fixed rate maturing in each period as a percentage of total projected borrowing that is fixed rate.

Period of Maturity	Upper Limit	Lower Limit
	%	%
Under 12 months	25	0
12 months and within 24 months	25	0
24 months and within 5 years	50	0
5 years and within 10 years	75	0
10 years and above	95	25

12. Investments for longer than 364 days

It is recommended that the upper limits of total principal sums invested for periods longer than 364 days are £5 million for each year.

Minimum Revenue Provision (MRP) Policy

To continue the policy previously adopted i.e.:

1. Vehicle Expenditure before 2008/09 – MRP on a proxy Asset Life basis using original cost, less cumulative MRP, over the remaining useful life of the individual vehicle types.
2. Expenditure before 2008/09, (other than vehicles) - MRP on a proxy Asset Life basis using original cost, less cumulative MRP over average asset life as above
3. All expenditure from 2008/09 onwards - MRP using an Asset life basis:-
 - Buildings over 50 years – per depreciation policy;
 - IT equipment over 5 years - reflecting average life
 - Other Equipment over 7 years – reflecting actual average usage within the FRS;
 - Vehicles – on actual estimated life of each vehicle type

This means that after a specified time (depending on the life expectancy of the individual asset) there will be no further charge to the Revenue Account for MRP in relation to these assets. For a significant proportion of pre-2008/09 assets this point had been reached by 2014/15.

Report of the Head of Legal Services

8. Appointment of Chief Fire Officer/Chief Executive

Purpose of report

1. To recommend the appointment of Nathan Travis to the post of Chief Fire Officer/Chief Executive.
-

Recommendation

It is recommended by the Appointments Committee that the Authority appoints Nathan Travis to the post of Chief Fire Officer/Chief Executive on the current terms and conditions.

Introduction and Background

2. On 16 December 2015, the previous Chief Fire Officer/Chief Executive was given permission by the Authority to retire with effect from 31 March 2016. The Appointments Committee subsequently gave approval to the person specification and form of advertisement. The resultant vacancy was advertised on 17 December 2015 with a closing date of 18 January 2016 and every effort was made to bring this to the attention of potential candidates.
3. The Appointments Committee met on 27 January 2016 to review the applications but concluded there were insufficient breadth of candidates, either in number or range of experience, to take forward to interview. On 17 February 2016 the Authority approved the secondment of Nathan Travis, the Deputy Chief Fire Officer of Oxfordshire FRS to act as interim Chief Fire Officer Executive for a period of six months with effect from 1 April 2016, prior to a further round of recruitment.

Recruitment Process

4. The Appointments Committee met on 26 May 2016 to explore the future options regarding the recruitment to the post of Chief Fire Officer/Chief Executive. It was agreed by the Committee that it was appropriate in the current and most likely future operating environment to seek candidates with requisite operational command and strategic fire service management experience rather than looking to recruit candidates without such operational experience. The Committee also agreed that there would be no change to the remuneration package of the Chief Officer however a review would be undertaken within 12 months of the new appointment, the outcome of which would be dependent on the individual's performance over that period. Clarification was given that the Chief Fire Officer would not necessarily be

expected to reside within the boundaries of the Authority's area provided they lived within a reasonable distance such as to be able to provide effective cover on the Principal Officer rota.

5. The interim Chief Fire Officer had indicated that he wished to be considered for the post on a permanent basis and intended to apply if the post is advertised. The Committee considered that suitably qualified candidates who might be interested in the position had already had the opportunity to apply and there was no advantage to be gained from a further advertisement. On that basis the Appointments Committee agreed to invite Mr Travis to be interviewed for the substantive post of Chief Fire Officer/Chief Executive.
6. The interview process took place on 7 June 2016.

Conclusion/Summary

7. The post of Chief Fire Officer/Chief Executive was advertised in December 2015 and on the basis that there was insufficient breadth of candidates, either in number or range of experience, to take forward to interview the Authority appointed Mr Nathan Travis as interim Chief Fire Officer.
8. Mr Travis recently expressed his interest in being considered for the post of Chief Fire Officer/Chief Executive on a permanent basis and expressed an intention to apply if the post was advertised. The Appointments Committee, having been satisfied that suitably qualified candidates who might be interested in the position had already had the opportunity to apply, interviewed Mr Travis on 7 June. The Committee recommends to the Authority that Mr Nathan Travis be appointed on a permanent basis on the current terms and conditions.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The Authority's commitment to having the right people, with the right skills and training is part of 'Our Strategy'.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	There is a risk to the future management of the Service if no appointment is made before the present Interim CFO's period of secondment expires.

Consultation (identify any public or other consultation that has been carried out on this matter)	N/A
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	The Appointments Committee is satisfied that suitably qualified candidates who might be interested in the position have already had the opportunity to apply.

Supporting Information

Background papers

- Fire Authority agenda papers and minutes 16 December 2015, 17 February 2016
- Appointments Committee agenda papers and minutes 27 January 2016, 26 May 2016

Contact Officer

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Report of Head of Legal Services

9. Appointment to Committees

Purpose of report

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

Recommendations

It is recommended that the Authority:

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

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

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

Introduction and Background

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

Political Groups

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

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

Committee Appointments

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

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

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

Conclusion/Summary

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

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Each Committee Chairman is entitled to a Special Responsibility Allowance of £1,357.44 per year
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None directly.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None directly.
Consultation (identify any public or other consultation that has been carried out on this matter)	None.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	An Equalities Impact Assessment has not been carried out as the report does not contain a recommendation to approve a policy.

Background Papers

Appendix 1 - Composition of Political Groups 2016/17

Appendix 2 – Committee Memberships 2016/17 to be confirmed

Authority Constitution

Committee Terms of Reference

Hereford & Worcester Fire Services (Combination Scheme) Order 1997

Local Government and Housing Act 1989

Contact Officer

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Composition of Political Groups 2016/17 Hereford & Worcester Fire Authority

Conservative Group (14)

Mr D W Prodger MBE

Mr R C Adams

Mr A Amos

Mr B A Baker

Mrs L R Duffy

Mrs E Eyre

Ms K Guthrie

Mr A Hardman

Mrs A T Hingley

Mr R J Phillips

Mr C B Taylor

Mr P A Tuthill

Mr S D Williams

Mr G Yarranton

Labour Group (4)

Mr R M Udall

Ms P Agar

Mr A Fry

Mr G Vickery

Independent Group (3)

Ms R E Jenkins

Mr R Matthews

Mr J Thomas

2013 Group (2)

Mrs F M Oborski MBE

Prof J W Raine

Non-aligned (2)

Mr S Cross

Mr J Kenyon

Committee Memberships 2016/17

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

Member / Officer Working Group Representatives

Equality & Diversity Advisory Group:

Ms P Agar

Mrs F Oborski MBE

Health & Safety Committee:

Mr G Yarranton

Chairman of the Young Firefighters' Association Executive Committee

Mrs A Hingley

Report of Head of Legal Services

10. Appointments to Outside Bodies

Purpose of report

1. To consider appointments to the Local Government Association and to the Place Partnership Ltd. Shareholder Group.

Recommendations

It is recommended that the Authority:

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

Conservative Group	8
Labour Group	2
Independent Group	2
2013 Group	1
Total	13; and
 - c. the corporate vote on the Local Government Association Assembly be exercised by the Chairman or his nominee;*
- ii) the place and vote on the Local Government Association Fire Commission be exercised by the Chairman of the Authority; and*
- iii) the Chairman be appointed as the Member representative on the Place Partnership Ltd. Shareholder Group.*

Introduction and Background

Local Government Association Appointments

2. The Local Government Association (LGA) works with local authorities to ensure local government has a voice with national government. It aims to influence and set the political agenda on the issues that matter to local authorities and the people they serve. In total, 435 authorities, including this Authority are members of the LGA for 2016/17. These members include 350 English councils, the 22 Welsh councils via the Welsh LGA, 31 fire authorities,

10 national parks, 21 Parish/Town councils via NALC membership and one town council.

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

Fire Commission

6. All Fire and Rescue Authorities are entitled to a place and a vote on the Local Government Association (LGA) Fire Commission. The Authority needs to determine whether it wishes to appoint the Chairman or his nominee to the Commission and exercise the vote on behalf of this Authority.

Place Partnership Ltd. Shareholder Group

7. As Members are aware, the recently formed Place Partnership Ltd. brings together the respective estates functions of partner organisations. The Place Partnership Shareholders are Hereford & Worcester Fire Authority, Redditch Borough Council, Warwickshire Police, West Mercia Police, Worcester City Council and Worcestershire County Council.
8. Although the day to day management of Place Partnership business is carried out by the company directors, the shareholder group also has responsibilities such as the appointment of the Place Partnership Managing Director, approval of annual budgets and savings targets and performance review. The Authority is currently represented on the Shareholder Group by the Chairman and the Assistant Chief Fire Officer. The Authority is requested to appoint a member representative. The Chief Fire Officer will continue to exercise his delegated authority with regards the appointment of an officer to the Shareholder Group.

Conclusion/Summary

9. The above arrangements with regards to representation on the LGA, the Fire Commission and the Place Partnership Shareholder Group have proven to be effective and it is recommended that the Authority continue as set out above.

Corporate Considerations

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

Background Papers

Local Government Association Constitution <http://www.local.gov.uk/general-assembly>
Fire Authority Agenda Papers and Minutes 10 December 2014

Contact Officer

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

Report of the Treasurer

11. Provisional Financial Results 2015/16

Purpose of report

1. To receive financial results for 2015/16 and to approve treatment of financial variations.

Recommendations

It is recommended that the Authority:

- i) Notes the provisional financial results for 2015/16;***
- ii) Approves the transfer of £0.094m to the Equipment Reserve;***
- iii) Approves the transfer of £0.042m to a Fleet Funding Reserve;***
- iv) Approves the transfer of £0.130m to an Insurance Reserve;***
- v) Approves the transfer of the balance of £1.163m to the budget Reduction Reserve; and***
- vi) Approves the re-phasing and presentation of capital budgets to 2015/16 as detailed in Appendix 4.***

Introduction and Background

2. Although this subject is normally a matter for the Policy and Resources Committee, again this year the Committee does not meet between the end of the financial year and the date by which the Statement of Accounts must be approved by the Treasurer. As a consequence the necessary decisions will need to be made by the full Authority.
3. Detailed budget monitoring reports have been presented to the Policy and Resources Committee on a quarterly basis throughout 2015/16, and have shown that Officers are vigorously controlling budgets to minimise expenditure to prepare for the forecast future financial position.
4. The Audit and Standards Committee will consider the full Statement of Accounts, (which will be completed on the basis of International Financial Reporting Standards (IFRS)) in September following completion of the external audit.
5. Until the process is completed these financial results remain provisional, but it is unlikely that they will change materially as a result of the audit.

6. The basis of the Statement of Accounts differs from the statutory framework within which the Authority is required to manage its budget, and it is this statutory position that this report is concerned with.

Revenue Budget

7. The approved net revenue budget for 2015/16 was £32.275m (*Appendix 1 Line 36 Column 2*) and was funded by the forecast grant, precept and business rate figures (*Appendix 1 Line 43 Column 2*).
8. This was increased by £0.012m by the planned use of ear-marked reserves to a total of £32.287m (*Appendix 1 Line 36 Column 4*).
9. On 21st March 2016 the Policy and Resources Committee received the third quarter Budget Monitoring report which forecast a planned year end net underspend of £1.048m.
10. This was after the proposed transfer of £0.094m delayed under spending on replacement fire ground radios, to an earmarked reserve. The gross position before this transfer was an under spending of £1.142m.
11. Appendix 1 shows that the final out-turn position is now expected to be a gross under spending of £1.429m (*Line 44 Column 6*), an increase of £0.287m since the third quarter projection.
12. There are a number of variations that give rise to this increased variation:
 - a. -£0.129m – un-budgeted service charge to PPL for occupying ground floor and income from out of county deployments.
 - b. -£0.221m – underspend in Property – PPL unable to provide any useable budget monitoring data until after end of financial year.
 - c. +£0.092m – ICT. Final settlement of Command and Control issues with prime contractor resulted in original with-held capital payments being merged with annual maintenance and licence costs. The former capital costs are no longer identifiable for capitalisation purposes.
 - d. +£0.058m – pensions costs – ill health charges budget based on lower tier and there is still one upper tier charged.
 - e. -£0.057m – further variations around pay where it represents around 0.2% of the relevant budget and is well within normal forecasting tolerances.
 - f. -£0.009m – in funding variations, mainly that Section 31 grants associated with government's Business Rate reliefs were lower than expected, but offset by other, un-budgeted Section 31 grants.
 - g. -£0.042m – receipts from sales of vehicles that individually fall below the de-minimus level for capital receipts but which will be used as such.
 - h. +£0.021m – net other variances.

13. Other than the PPL service charge, which is on-going and will be taken into account in the next review of the MTFP, the items in the above list are all one-off events and have no impact on the future budget requirement.
14. Within this variation Members' attention is also drawn to the cost neutral arrangements for funding excess staff. In principle the net cost of the excess staff, less any secondment income, is funded by a transfer from the Budget Reduction Reserve. The timing of secondments meant that in 2015/16, however, there would be a transfer to the reserve.
15. At the third quarter it was projected that this transfer to reserves would be greater than expected, however the out-turn is slightly lower than expected. This is for 2 main reasons:
 - a. The forecast identified the additional secondments to Shropshire and Wales, but missed that there were a lower number than forecast seconded to West Midlands.
 - b. The additional cost of Voluntary Redundancy payments made in 2015/16, but which lead to greater savings in future years.
16. Overall, however, the position is favourable with the latest estimate that when staffing levels reach equilibrium, there will be £2m remaining in the reserve compared to the £1m originally forecast.
17. Members are reminded that over the current MTFP there is still a total of £4.356m of un-funded forecast expenditure need.
18. It is proposed that the total under-spending of £1.429m be transferred to reserves as follows:
 - a. £0.094m to the equipment reserve (regarding fire ground radios phasing of renewal).
 - b. £0.042m to a fleet funding reserve (regarding de-minimus capital receipts).
 - c. £0.130m to an Insurance reserve to cover policy excesses, now the consequences of the joint insurance with WCC have wound out.
 - d. the balance £1.163m to the budget reduction reserve (see paragraph 17 above).

Capital Budget

19. The capital programme, as detailed in Appendix 2, is split into two sections:
 - a. Schemes that have received approval for spend (*Line 34 Column 2*).
 - b. Schemes awaiting either Policy and Resources Committee approval to incur expenditure (Major Building Schemes) or Senior Management Board (SMB) allocation (Minor Schemes). (*Line 37 Column 2*)
20. The former section is split into three main blocks:

- a. Vehicle Replacement.
 - b. Major Building Works.
 - c. Minor Schemes - *detailed allocation made by SMB.*
21. With the transfer of responsibility for managing property schemes to PPL, opportunity has been taken to tidy up existing capital allocations to minimise the number of on-going projects transferred. The Appendix reflects these changes.
 22. The total approved capital budget for 2015/16, for which financing provision is made within the revenue budget, is £11.530m (*Line 38 Column 2*). However only £5.885m (*Line 34 Column 2*) has been approved for actual expenditure.
 23. Against this budget only £3.312m (*Line 34 Column 3*) has been incurred, which represents only 56% of the budget leaving a £2.573m under-spending.
 24. This variation arises from three main factors:
 - a. Delays in procuring new appliances.
 - b. Delays in Minor Building schemes following property staff involvement in setting up PPL and initial disruption of PPL restructuring.
 - c. Some delays in ICT projects as a result of recruitment and retention issues within the IT department.
 25. Historically this out-turn report would propose a roll forward of some or all of the unspent allocations. However, given that a number of schemes run over multi-years this approach which looks at a single year in isolation has become confusing for budget-holders.
 26. As an alternative to this Appendix 3 sets out the total scheme budget for all approved schemes, showing the expenditure incurred to date and the remaining budget, which in the case of the larger schemes may be incurred wholly in 2016/17 or in later years as well. This appendix does not give approval to any more expenditure than has already been given by the Authority.
 27. It is proposed that these are confirmed as the budgets for these schemes in 2016/17 and beyond, subject to the existing need for specific approval before expending commences on any major building project.
 28. Appendix 4 confirms the future capital budget as approved by the Authority in February 2016, with the addition of the 2015/16 re-phasing as outlined in Appendix 3.
 29. The only exception to this is a proposed re-phasing of the response vehicle replacement budget to reflect the actual pattern of replacement, and the table on the next page demonstrates that there is a small overall saving.

	Budget Report Feb 2016 £m	Out-turn Report Jun 2016 £m
2016/17	0.659	0.387
2017/18	0.120	0.089
2018/19	0.265	0.585
2019/20	0.400	0.357
	1.444	1.418

Role of the Audit and Standards Committee

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

Conclusion

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

Corporate Considerations

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

Supporting Information

Appendix 1: Revenue Budget 2015/16 – Provisional Out-turn

Appendix 2: Capital Budget 2015/16 – Provisional Out-turn

Appendix 3: Capital Budget Rephasing

Appendix 4: Future Capital Budget Confirmation

Contact Officer

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Hereford & Worcester Fire Authority: 16th June 2016

Revenue Budget 2015-16: Provisional Out-turn

	(2) 2015/16 Original Budget £m	(3) Budget Changes £m	(4) 2015/16 Revised Budget £m	(5) 2015/16 Provisional Out-turn £m	(6) 2015/16 Provisional Variance £m
1 WT Pay	11.813		11.813	11.794	(0.019)
2 RDS Pay	3.376		3.376	3.187	(0.189)
3 Control Pay	0.706		0.706	0.688	(0.018)
4 Support Pay	3.258		3.258	3.233	(0.025)
5 Other Employee Costs	0.061		0.061	0.050	(0.011)
6	19.214	0.000	19.214	18.952	(0.262)
7 Capital Financing	3.154		3.154	2.958	(0.196)
8 Un-funded Pensions	0.975		0.975	1.029	0.054
9	4.129	0.000	4.129	3.987	(0.142)
10 Strategic Management	0.108		0.108	0.063	(0.045)
11 New Dimensions	0.109		0.109	0.051	(0.058)
12 Technical Fire Safety	0.016		0.016	0.006	(0.010)
13 Community Safety	0.174		0.174	0.144	(0.030)
14 Training	0.575		0.575	0.463	(0.112)
15 Fleet	0.558		0.558	0.464	(0.094)
16 Operational Logistics	1.563		1.563	1.469	(0.094)
17 Operational Policy	0.078		0.078	0.066	(0.012)
18 Personnel	0.347		0.347	0.315	(0.032)
19 Performance & Information	0.088		0.088	0.092	0.004
20 FRA	0.059		0.059	0.051	(0.008)
21 ICT	1.102	0.012	1.114	1.175	0.061
22 Facilities Management (Property)	1.831		1.831	1.768	(0.063)
23 Place Partnership Ltd Charges (Revenue)	0.229		0.229	0.201	(0.028)
24 Place Partnership Ltd One Off Set Up Costs	0.096		0.096	0.102	0.006
25 Insurances	0.291		0.291	0.324	0.033
26 Finance	0.200		0.200	0.071	(0.129)
27 Legal Services	0.028		0.028	0.023	(0.005)
28	7.452	0.012	7.464	6.848	(0.616)
29 Pay Award Provision	0.275		0.275	0.000	(0.275)
30 Inflation Provision	0.125		0.125	0.000	(0.125)
31	0.400	0.000	0.400	0.000	(0.400)
32 Excess Staff Costs	2.040		2.040	2.104	0.064
33 Redundancy Payments	0.000		0.000	0.129	0.129
34 Secondment Income	(1.630)		(1.630)	(1.455)	0.175
44 Budget Reduction Reserve	0.670		0.670	0.302	(0.368)
35	1.080	0.000	1.080	1.080	0.000
36	32.275	0.012	32.287	30.867	(1.420)
37 Council Tax Precept & Collection Fund Surpluses	(20.285)		(20.285)	(20.285)	0.000
38 Revenue and Business Rate Support Grants	(8.377)		(8.377)	(8.377)	0.000
39 Retained Business Rates & associated Section 31 Grants	(2.397)		(2.397)	(2.390)	0.007
40 Fire Revenue Grant (New Dimensions & FireLink)	(1.132)		(1.132)	(1.127)	0.005
41 Other small Section 31 Grants	0.000		0.000	(0.021)	(0.021)
42 Coll Fund Loss Reserve	(0.084)		(0.084)	(0.084)	0.000
43	(32.275)	0.000	(32.275)	(32.284)	(0.009)
44	0.000	0.012	0.012	(1.417)	(1.429)
<u>Earmarked Reserves</u>					
45 Development Reserve	0.000	(0.012)	(0.012)	(0.012)	0.000
47 Insurance Reserve	0.000		0.000	0.130	0.130
48 Radios Reserve	0.000		0.000	0.094	0.094
49 Fleet Funding Reserve	0.000		0.000	0.042	0.042
50	0.000	(0.012)	(0.012)	0.254	0.266
51	0.000	0.000	0.000	(1.163)	(1.163)

Hereford & Worcester Fire Authority: 16th June 2016

Capital Budget 2015-16: Provisional Out-turn

	(2) 2015/16 Annual Budget £m	(3) 2015/16 Provisional Out-turn £m	(4) 2015/16 Provisional Variance £m	
<u>Major Building Schemes</u>				
1 Malvern FS	0.067	0.048	(0.019)	<i>Balance Remaining</i>
2 Worcester FS	0.773	0.773	0.000	
3 Evesham FS	0.481	0.481	0.000	
4 Hereford FS - Preliminaries	0.095	0.055	(0.040)	<i>Balance Remaining</i>
5	1.416	1.357	(0.059)	
<u>Vehicle Schemes</u>				
6 Command Unit Replacement	0.350	0.000	(0.350)	<i>Balance Remaining</i>
7 Response Vehicles	0.762	0.361	(0.401)	<i>Balance Remaining</i>
8 Replacement Pumps (15/16)	1.150	0.539	(0.611)	<i>Balance Remaining</i>
9 USAR Dog Van	0.029	0.027	(0.002)	<i>Balance Remaining</i>
10 USAR ISV	0.081	0.063	(0.018)	<i>Balance Remaining</i>
11 ex-Lease Pumps	0.000	0.005	0.005	
12	2.372	0.995	(1.377)	
<u>Other Schemes</u>				
13 C&C Replacement	0.376	0.042	(0.334)	<i>Balance Remaining</i>
14 Service Wide - Asbestos Works	0.095	0.000	(0.095)	<i>Balance Remaining</i>
15 Service Wide - Electrical Systems	0.020	0.002	(0.018)	<i>Balance Remaining</i>
16 HQ - Main Servers UPS upgrade	0.040	0.000	(0.040)	<i>Balance Remaining</i>
17 Droitwich FS - USAR Integration	0.001	0.001	0.000	
18 Service Wide - Appliance Bay Doors	0.023	0.023	0.000	
19 Ross FS - Roof	0.030	0.015	(0.015)	<i>Balance Remaining</i>
20 Eardisley FS - Roof	0.018	0.009	(0.009)	<i>Balance Remaining</i>
21 Service Wide - Alerter Masts	0.103	0.000	(0.103)	<i>Balance Remaining</i>
22 Bromyard FS - Yard	0.054	0.054	0.000	
23 Service Wide - PSN Security	0.187	0.014	(0.173)	<i>Balance Remaining</i>
24 Hereford FS - DCP Facilities	0.275	0.061	(0.214)	<i>Balance Remaining</i>
25 Worcester FS - DCP Facilities	0.272	0.194	(0.078)	<i>Balance Remaining</i>
26 HQ - Works to accommodate PPL	0.429	0.429	0.000	
27 Redditch FS - Welfare Facilities	0.086	0.028	(0.058)	<i>Balance Remaining</i>
28 ICT - Business Continuity Measures	0.016	0.016	0.000	
29 Wide/Local Area Network Upgrades	0.012	0.012	0.000	
30 ICT Software Upgrades	0.012	0.012	0.000	
31 ICT Hardware Replacement	0.026	0.026	0.000	
32 Tactical Ventilation Equipment (Fans)	0.022	0.022	0.000	
33	2.097	0.960	(1.137)	
34	5.885	3.312	(2.573)	
<u>Schemes requiring SMB allocation</u>				
35 Unallocated - Minor	0.951		(0.951)	<i>Balance Remaining</i>
<u>Schemes requiring formal P&R approval</u>				
36 Individual Schemes not disclosed	4.694		(4.694)	<i>Balance Remaining</i>
37	5.645	0.000	(5.645)	
38	11.530	3.312	(8.218)	

Hereford & Worcester Fire Authority: 16th June 2016

Capital Budget 2016-17 on: Continuing Schemes

	Original Approved Budget £m	Budget Changes £m	Total Budget £m	Expd to 2014/15 £m	Expd in 2015/16 £m	Total Expd £m	Budget Remaining £m
<u>Approved Major Building Schemes</u>							
Malvern FS - Main Scheme	2.000	0.067	2.067	2.019	0.048	2.067	0.000
Worcester FS - Main Scheme	4.300	0.036	4.336	3.563	0.773	4.336	0.000
Evesham FS	0.481		0.481		0.481	0.481	0.000
Evesham FS - Wychavon DC Funded	(0.379)		(0.379)		(0.379)	(0.379)	0.000
Hereford FS - Preliminaries	0.000	0.095	0.095		0.055	0.055	0.040
<u>Approved Vehicle Strategy</u>							
Command Unit Replacement	0.350		0.350			0.000	0.350
Response Vehicles	see Appendix 4						
Replacement Pumps (15/16)	1.150		1.150	0.539		0.539	0.611
USAR Dog Van	0.029		0.029		0.027	0.027	0.002
USAR ISV	0.081		0.081		0.063	0.063	0.018
<u>Other Approved Major Projects</u>							
C&C Replacement	2.287		2.287	1.912	0.042	1.954	0.333
<u>SMB Allocated Minor Schemes</u>							
Service Wide - Asbestos Works	0.110		0.110	0.015		0.015	0.095
Service Wide - Electrical Systems	0.065		0.065	0.045	0.002	0.047	0.018
HQ - Main Servers UPS upgrade	0.142		0.142	0.102		0.102	0.040
Ross FS - Roof	0.030		0.030		0.015	0.015	0.015
Eardisley FS - Roof	0.018		0.018		0.009	0.009	0.009
Service Wide - Alerter Masts	0.106		0.106	0.003		0.003	0.103
Hereford FS - DCP Facilities	0.275		0.275		0.061	0.061	0.214
Worcester FS - DCP Facilities	0.275		0.275	0.003	0.194	0.197	0.078
Redditch FS - Welfare Facilities	0.086		0.086		0.028	0.028	0.058
<u>Schemes requiring SMB allocation</u>							
Minor Schemes - Unallocated	1.054	(0.103)	0.951			0.000	0.951
<u>Schemes requiring formal P&R approval</u>							
Individual Schemes not disclosed	11.214	(0.095)	11.119			0.000	11.119
	23.674	0.000	23.674	8.201	1.419	9.620	14.054

Hereford & Worcester Fire Authority: 16th June 2016

Re-confirmation of Future Capital Budget

		Total Budget £m	Expd to 2015/16 £m	Budget Remaining £m
<u>2015/16 Continuing Schemes</u>				
Evesham FS **	2015/16	3.820	0.481	3.339
Evesham FS - Wychavon DC Funded **	2015/16	(3.309)	(0.379)	(2.930)
Hereford FS - Preliminaries	2015/16	0.095	0.055	0.040
Command Unit Replacement	2015/16	0.350	0.000	0.350
Replacement Pumps (15/16)	2015/16	1.150	0.539	0.611
USAR Dog Van	2015/16	0.029	0.027	0.002
USAR ISV	2015/16	0.081	0.063	0.018
C&C Replacement		2.287	1.954	0.333
Service Wide - Asbestos Works	2015/16	0.110	0.015	0.095
Service Wide - Electrical Systems	2015/16	0.065	0.047	0.018
HQ - Main Servers UPS upgrade	2015/16	0.142	0.102	0.040
Ross FS - Roof	2015/16	0.030	0.015	0.015
Eardisley FS - Roof	2015/16	0.018	0.009	0.009
Service Wide - Alerter Masts	2015/16	0.106	0.003	0.103
Hereford FS - DCP Facilities	2015/16	0.275	0.061	0.214
Worcester FS - DCP Facilities	2015/16	0.275	0.197	0.078
Redditch FS - Welfare Facilities	2015/16	0.086	0.028	0.058
Minor Schemes requiring SMB allocation	2015/16	0.951	0.000	0.951
Schemes requiring formal P&R approval	2015/16	12.833	1.714	11.119
		19.394	4.931	14.463
<u>2016/17 New Schemes</u>				
Replacement Pumps (5)	2016/17			1.150
Replacement Response Vehicles	2016/17			0.387
Minor Schemes Allocation	2016/17			0.600
<u>2017/18 New Schemes</u>				
Replacement Pumps (5)	2017/18			1.150
Replacement Water Carrier	2017/18			0.190
Boats	2017/18			0.040
Replacement Response Vehicles	2017/18			0.089
Minor Schemes Allocation	2017/18			0.600
<u>2018/19 New Schemes</u>				
Replacement Pumps (5)	2018/19			1.150
Replacement Water Carrier	2018/19			0.190
Replacement RAV (2)	2018/19			0.230
Replacement Response Vehicles	2018/19			0.585
Minor Schemes Allocation	2018/19			0.600
<u>2019/20 New Schemes</u>				
Replacement Pumps (8)	2019/20			1.840
Replacement 4x4	2019/20			0.050
Replacement Water Rescue Vehicle	2019/20			0.065
Replacement Response Vehicles	2019/20			0.357
Minor Schemes Allocation	2019/20			0.600
<u>2020/21 New Schemes</u>				
Replacement Pumps	2020/21			1.150
Replacement Off-Road Vehicle	2020/21			0.015
Replacement Response Vehicles	2020/21			0.297
Minor Schemes Allocation	2020/21			0.600

** Evesham subject to final agreement

Report of the Chief Fire Officer

12. Wyre Forest Emergency Services Hub Station – Preferred Sites Consultation

Purpose of report

1. This report reviews the outcome of investigations into potential locations for the Wyre Forest Emergency Services Hub Station and recommends that public consultation be undertaken on the preferred site.
-

Recommendations

It is recommended that:

- i) at this stage, Silverwoods Park is the preferred site for the proposed Wyre Forest Emergency Services Hub Station, but Stourpoint 5 is also considered to be a satisfactory location;***
- ii) further detailed negotiations and site investigations continue in respect of both sites;***
- iii) a further phase of public consultation be undertaken to determine public support for the proposed Hub Station if it is on one or other of the two sites identified above; and***
- iv) following the consultation, the Authority receive a report from ORS setting out the public feedback in respect of the preferred sites, prior to the Authority making a final decision at their meeting on 11 October 2016 on whether or not to proceed with the Hub Station project.***

Introduction and Background

2. In May 2015, the Authority received an award grant of £2.38 million from the Government's Transformation Fund to develop a proposal to create a new purpose-built, multi-agency Emergency Services Hub to serve the Wyre Forest area and replace the three current fire stations at Bewdley, Stourport-on-Severn and Kidderminster. In addition to the Fire and Rescue Service, the Hub would also accommodate West Mercia Police Community Support Officers and provide facilities for the Severn Area Rescue Association (SARA), St John Ambulance and the British Red Cross.

3. The bid was predicated on the basis that maintaining the status quo is not sustainable or financially viable over the longer-term for the following reasons:
 - there have been substantial reductions in risk levels and incident numbers in the Wyre Forest area and generally across Herefordshire and Worcestershire, which means having three fire stations in such close proximity in comparison to other areas of the Service is no longer an effective and efficient way to provide fire cover,
 - the potential to relocate and combine resources into a Hub Station should improve the availability of on-call crews and their appliances by creating a single larger 'pool' of on-call firefighters,
 - facilities at the existing three fire stations are limited and confined by the available space,
 - the current fire stations will need expensive maintenance and refurbishment work, which will be a drain on our reducing financial resources,
 - the Government funding of £2.38million towards the overall Hub proposal cost of £5.8 million is not available for any other purposes or proposals.
4. On 17 June 2015, the Authority authorised formal public consultation on the principle of the proposal. The consultation was facilitated by an independent social research specialist, Opinion Research Services (ORS), who undertook an extensive 12-week programme of public meetings and stakeholder forums as well as producing a public consultation document and questionnaire. The outcome of the consultation was reported to the Authority on 17 February 2016. The Authority requested that a detailed investigation of the potential sites be carried out and reported back for determination of a preferred location, prior to a further period of public consultation before making a final decision on whether or not to proceed with the Hub Station project.
5. The detailed investigation work has now been completed and is reported in the following sections.

Review of site search and analysis

6. In the spring of 2015 Place Partnership Limited were commissioned to undertake a site search and investigation to identify available sites suitable for developing the new Hub Station to include space for replacing the Strategic Training Facility currently at Kidderminster fire station. To provide an independent assessment of the potential impact on operational matters following a move to a single Hub Station instead of the existing three fire stations, Operational Research in Health Limited (ORH) were engaged to undertake data analysis and validation at each potential site.
7. A total of nine sites were initially identified and, following further investigation, six of these proved to be either unsuitable or no longer available. The remaining three sites were considered to be potentially suitable Hub locations based upon our own requirements and those of our blue light partner agencies. The three sites were:

- Blakebrook School, Bewdley Road, Kidderminster,
 - Stourpoint 5, Stourport Road, Kidderminster (former site of Romwire),
 - Silverwoods Park, Stourport Road, Kidderminster (former site of British Sugar).
8. Many factors were examined and evaluated as part of the site investigations. The main criteria included:
- land availability issues such as landowner terms, costs and timescales,
 - size and space available to accommodate the Hub Station and Strategic Training Facility,
 - planning requirements such as access to transport and utilities infrastructure, development restrictions and conditions, future development plans, e.g. potential new housing developments,
 - impact on neighbouring areas such as proximity to residential or commercial/industrial development, and the potential environmental impact of the Hub Station development.
9. Likewise, the analysis of the potential emergency response impact of the location of the Hub also considered a number of criteria, including:
- likely attendance times from the new site compared to current performance, including modelled attendance performance to potential life-risk incidents (fires in buildings and road traffic collisions),
 - availability of a local pool of potential candidates for on-call firefighter recruitment within five minutes of the new Hub location,
 - ability to attend simultaneous incidents, including the likelihood of simultaneous incidents occurring, from the new Hub location,
 - proximity of key risk sites such as heritage buildings, industrial sites and environmentally sensitive areas.
10. In considering the suitability of the three available sites against the criteria outlined above in paragraphs 8 and 9, the site at Blakebrook School, Bewdley Road, Kidderminster was found to include the 1936 library building of the Grade II Listed former King Charles School. Initial enquiries of Wyre Forest District Council indicated that demolition of the building would be resisted on the grounds that it is a building of historic interest within the curtilage of a Listed Building and its removal would have a major adverse impact. As a result, this site is no longer considered a viable option as its Listed status would limit the development of the proposed Hub and potentially increase the projected costs considerably. Therefore, the remaining two sites are recommended for further public consultation.
11. A summary of the sites investigated by Place Partnership Limited is set out in the following table, with a short commentary on the suitability or not of each site. Further details of the two sites considered to be potentially suitable are set out in Appendix 1. Appendix 1 is exempt as it relates to the financial and business affairs of the Fire Authority.

Summary Table of Site Search and Investigation

Address of Site	Comments
Blakebrook School Site, Bewdley Road, Kidderminster	The use of the site is restricted by the presence of historic buildings. Not suitable
Zortech Avenue, Stourport Road, Kidderminster	This site would require an existing building to be purchased and then demolished, increasing costs. Not suitable
Finepoint, Minster Road, Kidderminster	This site would potentially have restricted access on to the Stourport Road, delaying responding appliances and RDS personnel. Not suitable
The Briten Building, Hoo Farm Industrial Estate, Kidderminster	Outside of revised search area. Not suitable
Stourpoint 5, Stourport Road, Kidderminster	Available and meets partner agencies and Service requirements. Suitable
Former Sealine Premises, Whitehouse Road, Kidderminster	Under offer to purchaser. Now Unavailable
Haynes Point, Stourport Road, Kidderminster	Under offer to purchaser. Now Unavailable
Wyre Forest District Council depot, Green Street, Kidderminster	This site is under consideration for development by WFDC. Now Unavailable
Silverwoods Park, Stourport Road, Kidderminster	Available and meets partner agencies and Service requirements. Suitable

Assessment of potential sites

12. Moving from three separate fire stations to a single Hub Station will potentially have an impact upon overall response performance within the Wyre Forest area and across the wider Service. To help assess the potential impact, ORH carried out an analysis of incident data to model the potential response times from either of the two new Hub locations.
13. The ORH analysis looked at performance using five measures:
 - average first appliance response performance to all incidents,
 - average second appliance response performance to all incidents,
 - proportion of first responses to fires in buildings within 10 minutes,
 - proportion of second responses within five minutes of the first response to fires in buildings,
 - proportion of first responses to road traffic collisions (RTCs) within 10 minutes.
14. The analysis found that relocating the stations at either Stouport 5 or Silverwoods Park would have an impact on current performance. Average response times from both potential Hub sites were longer than at present as were the numbers of incidents attended. Of the two sites, Silverwoods Park gave a better performance against the majority of the measures.
15. The modelling showed that the average first appliance response times to all incidents, including false alarms, could rise by up to 150 seconds depending on where the Hub Station is located. Of the two potential sites, locating at Silverwoods Park would have the least impact on average response times. The following table shows the differences at both potential locations.

Table 1: Modelled first appliance response times to all incidents

Modelled options	All incidents in Wyre Forest area		All incidents across whole Service area	
	Average response time (min:sec)	diff.	Average response time (min:sec)	diff.
Current (modelled base)	10:33	-	10:44	-
Silverwoods Park	12:10	+97 secs	10:59	+15 secs
Stourpoint 5	13:03	+150 secs	11:07	+23 secs

(based on ORH analysis of response data 1 April 2013 to 31 March 2015)

16. In terms of the potential impact on responses to fires in buildings and road traffic collisions, based on the two-year modelled dataset, the figures show there would be a reduction in the numbers of incidents reached within 10 minutes at both possible Hub sites (38.1 fires in buildings and 28.7 road traffic collisions reached by the first fire engine from Silverwoods Park and 29.7 fires in buildings and 23.6 road traffic collisions from Stourpoint 5 compared to 51

and 35 incidents respectively from the current arrangement). The differences are shown in the following two tables.

Table 2: Modelled response to fires in buildings in Wyre Forest area

Modelled options	Fires in buildings in Wyre Forest area			
	1 st fire engine		2 nd fire engine	
<i>1st fire engine: average annual no. of incidents attended 2013-15 = 89.0</i>	Average no. of incidents attended within 10 minutes	diff.	Average no. of incidents attended within 5 minutes of 1 st fire engine	diff.
<i>2nd fire engine: average annual no. of incidents attended 2013-15 = 57.5</i>				
Current (modelled base)	51.0	-	41.5	-
Silverwoods Park	38.1	-12.9	16.8	-24.7
Stourpoint 5	29.7	-21.3	18.7	-22.8

(based on ORH analysis of response data 1 April 2013 to 31 March 2015)

Table 3: Modelled response to road traffic collisions in Wyre Forest area

Modelled options	Road traffic collisions in Wyre Forest area			
	1 st fire engine		2 nd fire engine	
<i>1st fire engine: average annual no. of incidents attended 2013-15 = 82.5</i>	Average no. of incidents attended within 10 minutes	diff.	Average no. of incidents attended within 5 minutes of 1 st fire engine	diff.
<i>2nd fire engine: average annual no. of incidents attended 2013-15 = 37.5</i>				
Current (modelled base)	35.0	-	30.0	-
Silverwoods Park	28.7	-6.4	25.6	-4.4
Stourpoint 5	23.6	-11.4	21.9	-8.1

(based on ORH analysis of response data 1 April 2013 to 31 March 2015)

17. A more detailed summary of the modelled impact on the towns of Bewdley, Stourport and Kidderminster is set out in Appendix 2.

Mitigating potential impacts

18. While it is technically and operationally feasible to develop a single Hub Station at either of the two potential sites, in order to help allay any concerns about response times, there are several mitigation measures which can be put in place.

19. Firstly, in those areas where attendance times may potentially be longer than at present, the level of community and business safety activity could be increased, focusing in particular on the more vulnerable members of the community; this may involve additional programmes of home fire safety checks and business fire safety audits. This targeted prevention approach would also be facilitated by closer joint working brought about by the development of the Hub allowing work with partner agencies to increase the level of road safety and other safety education.
20. Secondly, on those infrequent occasions when simultaneous incidents occur, and when the wholetime crews may already be deployed at an incident for a prolonged period of time, Fire Control already have the discretion to call in other crews to provide immediate response standby cover as required. In the ORH modelling, for over 90% of the time all Wyre Forest appliances were available to be assigned to incidents, and for the year April 2014 to March 2015 there were just two occasions (0.1% of the time) when all four Wyre Forest appliances were assigned to ongoing incidents.
21. Finally, it should also be remembered that with the Hub Station the whole of the Wyre Forest area would be receiving an immediate, full-time, 24/7 response service as opposed to the current provision of on-call services in the Bewdley and Stourport areas, which can be affected by the availability of the on-call staff at different times of the day or night.

Financial Considerations

22. The estimated £5.8m cost of the project (as submitted in the Transformation funding bid) is met partly by the Transformation Grant and partly by the estimated proceeds of selling the three existing sites, with the balance being met by other resources. It may be possible to utilise the balance of the Budget Reduction Reserve, but if necessary the funding will come from capital borrowing. The additional financing costs will largely be covered by savings in running one modern building instead of three older ones and the potential reductions in on-call crew turnouts as the new location makes more effective use of the whole-time crewed appliance.
23. To put these costs into context, if a new Hub Station is not built in the Wyre Forest area the existing three buildings will need refurbishment works in the next few years, but this may only extend the life of the buildings by 10-15 years, when replacement will be required anyway. These costs are unlikely to generate savings and would add between £0.150m and £0.200m of capital financing costs to the revenue budget.
24. Any updated project costs will be presented to the FRA meeting in October.

Implications of not proceeding with the Hub Station project

25. It is important to note at this point that there would be a number of implications should the Hub Station project not proceed. The main ones are set out below:

- the £2.38 million Transformation Fund award would potentially need to be returned to central government,
- there is a reputational risk to the Fire Authority which could have a detrimental impact on future funding applications to the Home Office or Treasury,
- the three existing fire stations would still require costly modernisation and refurbishment to meet current standards,
- the Service still faces a challenging budget situation, which requires ongoing reviews of operational resource deployment,
- partner organisations would need to review their accommodation requirements separately, which could affect our relationship with them,
- the project is a significant example of how HWFRS is demonstrating its commitment towards complying with the new Policing & Crime Bill currently progressing through Parliament, which proposes a statutory duty on emergency services to collaborate,
- £110,000 will have been spent on the formal consultation programme, data modelling, site search fees and architect designs to prepare the Hub proposal, which would not be able to be off-set against the transformation funding awarded,
- opportunities for redevelopment at the three existing fire station sites contributing towards town centre regeneration would be lost.

Next Phase of Consultation

26. The next phase of the consultation process, subject to Fire Authority approval, will be to consult with the Wyre Forest residents, local businesses and fire station personnel to gain a local public perspective on the suitability of either site, rather than establishing which is the preferred site as this decision is reserved by the Fire Authority.

Conclusion/Summary

27. This paper has presented Authority members with the detailed analysis of two viable sites for the new Wyre Forest Hub Station (with a preference and rationale identified by officers for one of those sites), as requested by the Authority in February 2016. Having reviewed the analysis, the next decision required by the Authority is to authorise further public consultation on these sites. If agreed, a report on the consultation outcomes will then be presented to the Authority on 11th October 2016, with a view to assisting the Authority in making a final decision to progress the project to fruition.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	<p>The project will contribute towards the savings required in the period up to 2019-20 as well as forming part of the 2020 Vision Programme aimed at achieving a sustainable future for the Service.</p> <p>Costs incurred to date are £110,000. If the project does not proceed, or if the bid funding is withdrawn for any reason, then under the funding terms and conditions the costs would be abortive and would need to be absorbed from other areas of the Fire Authority budget.</p>
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The project is directly linked to delivering 'Our Strategy' (Resourcing the Future and Buildings and Infrastructure).
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	A Risk Management log is included within the project documentation.
Consultation (identify any public or other consultation that has been carried out on this matter)	Listening and Engagement forums have been held with key stakeholders and an extensive formal public consultation programme was carried out between 1 September 2015 and 27 November 2015.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	<p>An Equality Impact Assessment has been completed and is available as a background paper.</p> <p>There is no evidence that the development of a Hub Station would differentially and adversely affect those with protected characteristics or any other vulnerable groups at higher risk of fire and other emergencies.</p>

Supporting Information

Appendix 1- Confidential Summary Table of Suitability of Potential Sites

Appendix 2- Summary Impact Assessment of the Hub proposal on Bewdley, Kidderminster and Stourport

Background papers

Fire Authority report 10 December 2014: Item 7, Transformation Bids

Fire Authority report 17 June 2015: Item 14, Wyre Forest Blue Light Hub

Wyre Forest Emergency Services Hub Station Transformation Fund Application, 4 June 2014

Wyre Forest Emergency Services Hub Station Consultation document

Wyre Forest Transformation Funding and Other Issues – Preliminary Listening and Engagement Forums with members of the public and operational staff, Opinion Research Services, © June 2015

Fire Authority report 17 February 2016: Item 9, Wyre Forest Emergency Services Hub Station – Consultation Responses

Wyre Forest Emergency Services Hub Station, Report of Consultation with Operational Staff, Stakeholders and Members of the Public, Opinion Research Services, © January 2016

Equality Impact Assessment for the Wyre Forest Emergency Services Hub Station

Contact Officer

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Appendix 2

Summary Impact Assessment of the Hub Station proposal on Bewdley, Kidderminster and Stourport

DETAILS ARE SET OUT ON THE FOLLOWING PAGES

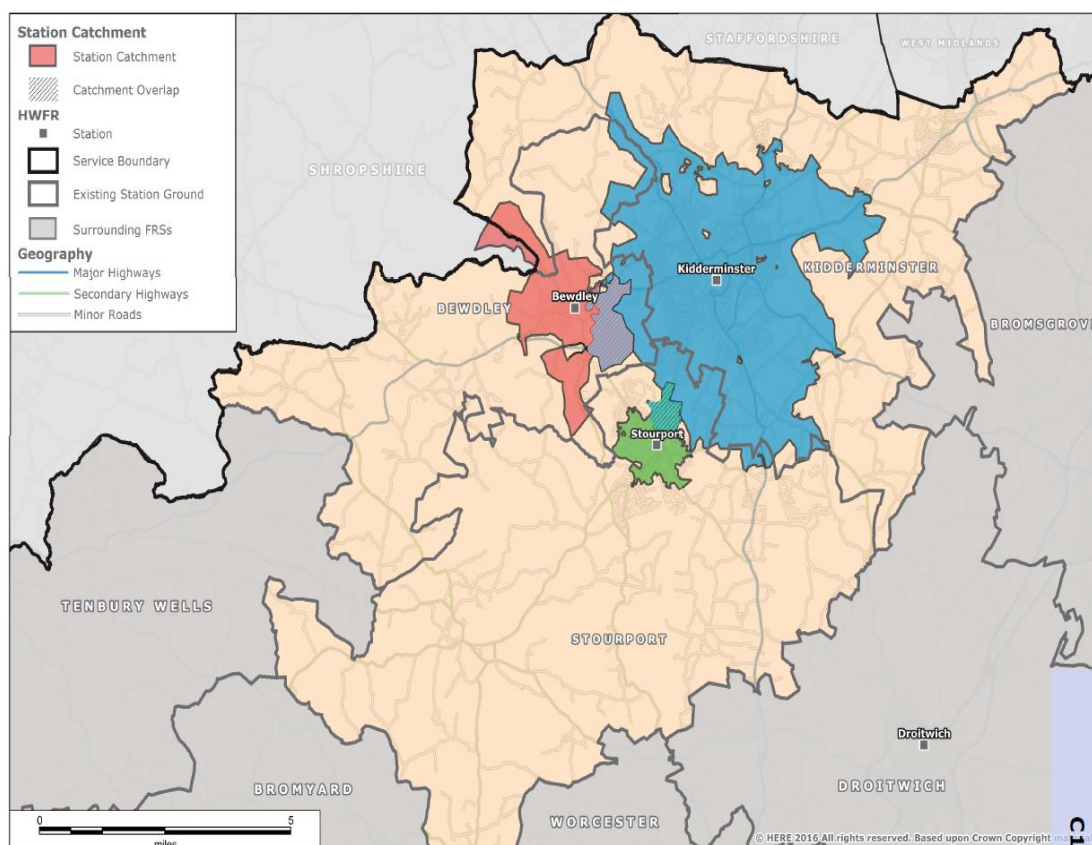
BEWDLEY FIRE STATION

Bewdley fire station has one on-call fire engine. This means that the crew live or work locally and are able to travel to the fire station within 5 minutes. The station also has an off-road vehicle for attending incidents in hard-to-access terrain, which can also be used to tow personnel and equipment at an incident.

Bewdley fire station is located in Bewdley town in north Worcestershire. Bewdley is near the towns of Kidderminster and Stourport-on-Severn but is also in a rural area. Local fire stations include Kidderminster 3 miles to the east, Stourport 4 miles to the south and Tenbury Wells 14 miles to the west. Cleobury Mortimer fire station is 8 miles to the west over the county border in Shropshire.

The map below shows the station area for Bewdley fire station with the distance the fire engine can travel within 10 minutes of being alerted. The map also shows the distance the neighbouring fire engines of Kidderminster and Stourport fire stations can travel within 10 minutes of being alerted¹.

Fire station coverage within the Wyre Forest and distance covered in 10 minutes



¹ Represents distance travelled based upon travel time data and RouteFinder routing software.

How We Respond To Incidents In This Area

What incidents do we attend in this local station area?

Within the Bewdley station area, there are on average 104 incidents a year². There are on average 43 fires, of which 13 occur in the home (excluding chimney fires), 15 road traffic collisions and 30 false alarms. Other types of incidents we attend account for 17 fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 62% of incidents in this station area occur during the day (8am-6pm) and 38% at night.

Approximately 55% of the mobilisations from Bewdley station are to activity within its own station area, whilst 45% of the stations activity is outside of its own station area but within the two counties.

How quickly can we get to fires in buildings in this area?³

There have been on average 13.5 fires in buildings a year in Bewdley station area. We can arrive at approximately 7 of these fires within 10 minutes and approximately 12 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 9.5 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to 8 of those incidents.

How quickly can we get to road traffic collisions (RTCs) in this area?

There have been on average 15 RTCs a year in Bewdley station area. We can arrive at approximately 5 of these RTCs within 10 minutes and approximately 10.5 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 8 RTCs a year of which 7.5 of those on average can arrive within 5 minutes of the 1st fire engine.

What do we know about commercial premises in this area?

Bewdley's station area has a total of 135 commercial buildings that are known to the Service. We hold detailed records on 17 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause community impact if lost to fire. On average there are approximately 6 fires involving commercial buildings each year in the Bewdley area and the Service is working with local business to promote fire safety to keep these numbers low⁴.

² Based on Control mobilisation data from 1st April 2013 to 31st March 2015

³ We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

⁴ Based on IRS incident data from 1st April 2013 to 31st March 2015

Do we always send the local fire engine to incidents in its own area?

No, because the local fire engine might not be the closest to the incidents in its station area; also it might not always be available. The crew is made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Bewdley fire station the on-call fire engine is not available 12% of the time, which means that the proposed change below is already in place during these periods.

PROPOSED CHANGE

To relocate the Bewdley fire engine and crew to an Emergency Services Hub Station consisting of one immediate response crew and three on-call crews covering the Wyre Forest area

Key Points

- Fire and emergency cover would now be provided by the wholetime and on-call fire engines at the Emergency Services Hub Station in a suitable location within the Wyre Forest area.
- Impact on our attendance to fires in buildings and RTCs would be limited due to the proximity of surrounding stations.
- We would arrive later to a limited number of fires in buildings and to RTCs based on the two year modelled dataset.
- With the fire engine not always available, the proposed change is effectively already in place approximately 12% of the time.
- The consolidation of the three separate on-call crews into one single on-call crew at the Hub Station will provide greater resilience for those occasions when on-call crews are required to respond to incidents.

HOW WOULD THIS AFFECT RISK?

How quickly could we be able to attend fires in buildings in Bewdley station area?

In the following table you can see that if we were to relocate the on-call fire engine from this area to Silverwoods Park, we would arrive at approximately 3.8 fires in buildings per year within 10 minutes and 6.5 within 15 minutes, compared to 7.0 and 12.0 respectively under the current deployment. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 2.2 fires in buildings per year and within 10 minutes of the 1st fire engine to 2.3 fires in buildings per year that required back up support, compared to 8.0 and 8.5 respectively under the current deployment.

At the Stourpoint 5 location, we would arrive at approximately 3.7 fires in buildings per year within 10 minutes and 6.4 within 15 minutes, compared to 7.0 and 12.0 respectively under the current deployment. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 3.2 fires in buildings per year and within 10 minutes of the 1st fire engine to 3.4 fires in buildings per year that required back up support, compared to 8.0 and 8.5 respectively under the current deployment.

Fires in Buildings in Bewdley station area						
Incidents Attended by:		1st Fire Engine			2nd Fire Engine	
(1st) 13.5 p.a. Average 2013-2015		Arriving within 10 minutes	Arriving within 15 minutes*	Over 15 minutes	Arriving within 5 minutes of 1st engine	Arriving within 10 minutes of 1st engine*
(2nd) 9.5 p.a. Average 2013-2015						
Current attendance		7.0	12.0	1.5	8.0	8.5
Relocation to Silverwoods Park		3.8	6.5	7.0	2.2	2.3
Relocation to Stourpoint 5		3.7	6.4	7.1	3.2	3.4
Difference to Silverwoods Park		-3.2	-5.5	5.5	-5.8	-6.1
Difference to Stourpoint 5		-3.3	-5.6	5.6	-4.8	-5.1

* cumulative

How quickly would we be able to attend road traffic collisions in Bewdley station area?

In the following table you can see that if we were to relocate the on-call fire engine from this area to Silverwoods Park, we would arrive at approximately 3.4 road traffic collisions within 10 minutes and 7.1 within 15 minutes, compared to 5.0 and 10.5 respectively under the current deployment. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 5.1 road traffic collisions per year and within 10 minutes of the 1st fire engine to 5.4 road traffic collisions per year that required back up support, compared to 7.5 and 8.0 respectively under the current deployment.

At the Stourpoint 5 location, we would arrive at approximately 4.0 road traffic collisions within 10 minutes and 8.4 within 15 minutes, compared to 5.0 and 10.5 respectively under the current deployment. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 5.9 road traffic collisions per year and within 10 minutes of the 1st fire engine to 6.3 road traffic collisions per year that required back up support, compared to 7.5 and 8.0 respectively under the current deployment.

Road Traffic Collisions (RTCs) in Bewdley station area						
Incidents Attended by:		1 st Fire Engine			2 nd Fire Engine	
(1 st) 15 p.a. Average 2013-2015		Arriving within 10 minutes	Arriving within 15 minutes*	Over 15 minutes	Arriving within 5 minutes of 1 st engine	Arriving within 10 minutes of 1 st engine*
(2 nd) 8 p.a. Average 2013-2015						Over 15 minutes
Current attendance		5.0	10.5	4.5	7.5	8.0
Relocation to Silverwoods Park		3.4	7.1	7.9	5.1	5.4
Relocation to Stourpoint 5		4.0	8.4	6.6	5.9	6.3
Difference to Silverwoods Park		-1.6	-3.4	3.4	-2.4	-2.6
Difference to Stourpoint 5		-1.0	-2.1	2.2	-1.6	-1.7

* cumulative

Which fire engines would attend incidents in Bewdley station area instead?

The wholetime immediate response fire engine at the Hub Station would most often be sent as 1st fire engine instead. Fire engines at Tenbury Wells and Bromyard would be sent to incidents that take place on the outer boundary of the current station area.

How would this proposal impact on Hereford & Worcester Fire and Rescue Service as a whole?

By relocating the fire engines and firefighters currently located at Bewdley to the Emergency Services Hub Station, the wholetime firefighters will in the main become busier as the immediate response to incidents that occur in Bewdley, Stourport and Kidderminster. The Bewdley fire engine is called out on average from 13 to 19 times a year to activity that is outside the two counties area. These mobilisations would most likely be picked up by fire engines at the Hub Station or Tenbury Wells fire station, depending on the location of the incidents. The off-road vehicle would be re-located along with the other specialist appliances based at Stourport and Kidderminster into the Emergency Services Hub Station.

KIDDERMINSTER FIRE STATION

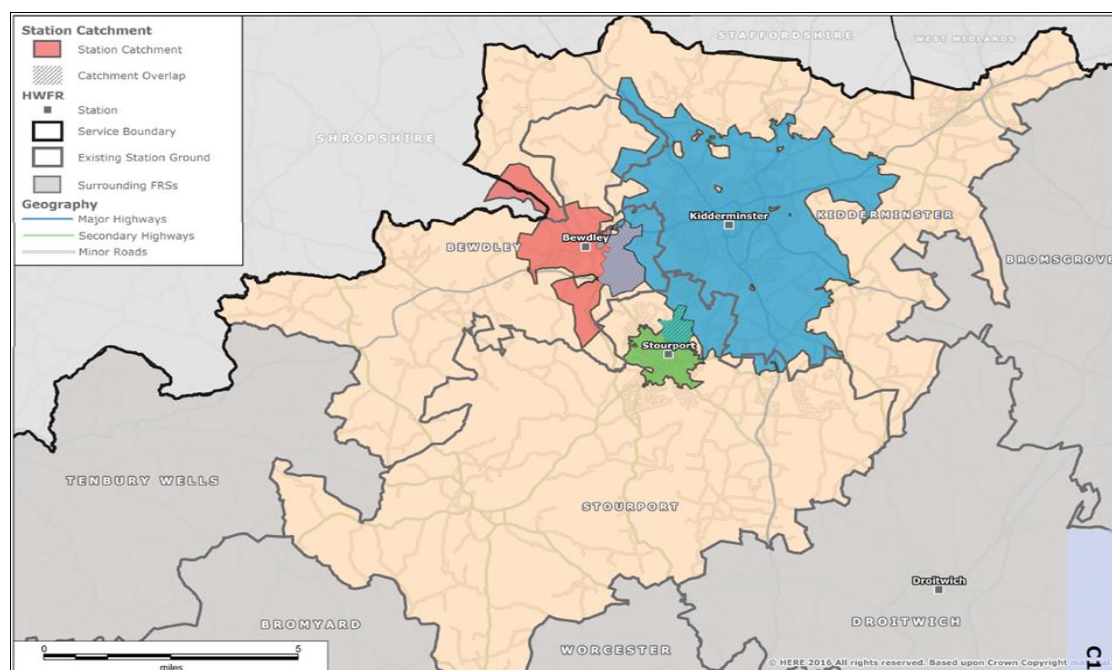
Kidderminster fire station has two fire engines, one wholetime and one on-call fire engine. For the wholetime engine, the crew are on the fire station 24 hours a day and available to leave within 90 seconds of being alerted to an incident. For the on-call engine the crew live or work locally and are able to travel to the fire station within 5 minutes.

The station has equipment that is part of the National Resilience fleet, originally provided by Central Government to support activity that is coordinated nationally in times of crisis. Some of the firefighters form a specialist crew trained to effect flood evacuation tasks and perform rescues from the river bank. They also provide support for the Water Rescue Vehicles at Worcester and Evesham fire stations.

Kidderminster fire station is located in Kidderminster town in north Worcestershire. The surrounding geography is part rural, part urban. Local fire stations include Bewdley 3 miles to the west, Stourport 4 miles to the south and Bromsgrove 10 miles to the east. Kinver fire station is 6 miles to the north in Staffordshire.

The map below shows the station area for Kidderminster fire station with the distance the fire engine can travel within 10 minutes of being alerted. The map also shows the distance the neighbouring fire engines of Bewdley and Stourport fire stations can travel within 10 minutes of being alerted⁵.

Fire station coverage within the Wyre Forest and distance covered in 10 minutes



⁵ Represents distance travelled based upon travel time data and RouteFinder routing software.

HOW WE RESPOND TO INCIDENTS IN THIS AREA

What incidents do we attend in this local station area?

Within the Kidderminster station area, there are on average 621 incidents a year⁶. There are on average 162 fires, of which 46 occur in the home (excludes fires in chimneys), 48 road traffic collisions and 316 false alarms. Other types of incidents we attend account for 90, of which 10 are fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 61% of incidents in this station area occur during the day (8am-6pm) and 39% at night.

The fire engines at this fire station are mobilised on average from 51 to 59 times a year to activity outside of Herefordshire and Worcestershire. Approximately 74% of mobilisations from Kidderminster station are to activity within its own station area, 26% to activity outside of its own station area but within the two counties and 5% to activity outside of the two counties⁷. Fire engines from other fire services are requested to support incidents in this area 29 times on average per year.

How quickly can we get to fires in buildings in this area?⁸

There have been on average 54 fires in buildings a year in Kidderminster station area. We can arrive at approximately 34 of these fires within 10 minutes and approximately 49.5 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 33 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to approximately 20.5 of those incidents and to 32.0 within 10 minutes of the 1st fire engine.

How quickly can we get to road traffic collisions (RTCs) in this area?

There have been on average 48 RTCs a year in Kidderminster station area. We can arrive at approximately 25 of these RTCs within 10 minutes and approximately 42.5 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 17 RTCS a year. This support can arrive within 5 minutes of the 1st fire engine to approximately 11 of those incidents and within 10 minutes to approximately 16 of those incidents per year.

⁶ Based on Control mobilisation data from 1st April 2013 to 31st March 2015

⁷ Refers to all activity, including training exercises and where attendance in the end was not required

⁸ We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

What do we know about commercial premises in this area?

Kidderminster's station area has a total of 1,325 commercial buildings that are known to the Service. We hold detailed records on 167 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause community impact if lost to fire. On average there are approximately 20 fires involving commercial buildings each year in the Kidderminster area and the Service is working with local business to promote fire safety to keep these numbers low⁹.

Do we always send the local fire engines to incidents in their own area?

No, because the local fire engines might not be the closest to the incidents in their station area; also they might not always be available. For the on-call fire engine the crew is made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Kidderminster fire station the on-call fire engine is not available 3% of the time, which means that the proposed change below is already in place during these periods.

PROPOSED CHANGE

To relocate the Kidderminster fire engines, wholetime and on-call crews to an Emergency Services Hub Station consisting of one wholetime crew and three on-call crews into a suitable location within the Wyre Forest area

Key Points

- Fire and emergency cover would now be provided by the wholetime and on-call fire engines at the Emergency Services Hub Station within the Wyre Forest area
- We would arrive later to a limited number of fires in buildings and RTCs based on the two year modelled dataset.
- If a 2nd fire engine were required in Kidderminster it would be slightly delayed.
- The consolidation of the three separate on-call crews into one single on-call crew at the Hub Station will provide greater resilience for those occasions when on-call crews are required to respond to incidents.
- The Foley Park area of Oldington and Foley Park ward in Kidderminster, which was identified as an area of high risk in the Community Risk Management Plan 2014-2020, lies within the ten minute travel distance from both the Silverwoods Park and Stourpoint 5 sites.

⁹ Based on IRS incident data from 1st Jan 2008 – 31st Dec 2012

HOW WOULD THIS AFFECT RISK?

How quickly would we be able to attend fires in buildings in Kidderminster station area?

In the following table you can see that if we were to relocate the fire engines to Silverwoods Park, we would arrive at approximately 28.9 fires in buildings per year within 10 minutes and 42.1 within 15 minutes, compared to 34.0 and 49.5 respectively under the current deployment. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 9.4 fires in buildings per year and within 10 minutes of the 1st fire engine to 14.7 fires in buildings per year that required back up support, compared to 20.5 and 32.0 respectively under the current deployment.

At the Stourpoint 5 location, we would arrive at approximately 20.7 fires in buildings per year within 10 minutes and 30.1 within 15 minutes, compared to 34.0 and 49.5 respectively under the current deployment. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 10.3 fires in buildings per year and within 10 minutes of the 1st fire engine to 16.1 fires in buildings per year that required back up support, compared to 20.5 and 32.0 respectively under the current deployment.

Fires in Buildings in Kidderminster station area						
Incidents Attended by:		1 st Fire Engine			2 nd Fire Engine	
(1 st) 54 p.a. Average 2013-2015		Arriving within 10 minutes	Arriving within 15 minutes*	Over 15 minutes	Arriving within 5 minutes of 1 st engine	Arriving within 10 minutes of 1 st engine*
(2 nd) 33 p.a. Average 2013-2015						Over 10 minutes
Current attendance		34.0	49.5	4.5	20.5	32.0
Relocation to Silverwoods Park		28.9	42.1	11.9	9.4	14.7
Relocation to Stourpoint 5		20.7	30.1	23.9	10.3	16.1
Difference to Silverwoods Park		-5.1	-7.4	7.4	-11.1	-17.3
Difference to Stourpoint 5		-13.3	-7.4	19.4	-10.3	-15.9

* cumulative

How quickly would we be able to attend road traffic collisions in Kidderminster station area?

In the following table you can see that if we were to relocate the fire engines to Silverwoods Park, we would arrive at approximately 20.2 road traffic collisions within 10 minutes and 34.4 within 15 minutes, compared to 25.0 and 42.5 respectively under the current deployment. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 8.9 road traffic collisions per year and within 10 minutes of the 1st fire engine to 12.9 road traffic collisions per year that required back up support, compared to 11.0 and 16.0 respectively under the current deployment.

At the Stourpoint 5 location, we would arrive at approximately 15.7 road traffic collisions within 10 minutes and 26.7 within 15 minutes, compared to 25.0 and 42.5 respectively under the current deployment. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 6.9 road traffic collisions per year and within 10 minutes of the 1st fire engine to 10.0 road traffic collisions per year that required back up support, compared to 11.0 and 16.0 respectively under the current deployment.

Road Traffic Collisions (RTCs) in Kidderminster station area						
Incidents Attended by:		1 st Fire Engine			2 nd Fire Engine	
(1 st) 48 p.a. Average 2013-2015		Arriving within 10 minutes	Arriving within 15 minutes*	Over 15 minutes	Arriving within 5 minutes of 1 st engine	Arriving within 10 minutes of 1 st engine*
(2 nd) 17 p.a. Average 2013-2015						Over 10 minutes
Current attendance		25.0	42.5	5.5	11.0	16.0
Relocation to Silverwoods Park		20.2	34.4	13.6	8.9	12.9
Relocation to Stourpoint 5		15.7	26.7	21.3	6.9	10.0
Difference to Silverwoods Park		-4.8	-8.1	8.1	-2.1	-3.1
Difference to Stourpoint 5		-9.3	-15.8	15.8	-4.1	-6.0

* cumulative

Which fire engines would attend incidents in Kidderminster station area instead?

On the few occasions when fire engines might already be attending another incident when a building fire or an RTC takes place in this area, we would send one of the remaining fire engines from the Hub Station as 1st fire engine instead or call in other crews to provide immediate response standby cover. Fire engines from Bromsgrove, Droitwich and Worcester stations would be sent to incidents that take place on the outer boundary of the station area.

How would this proposal impact on Hereford & Worcester Fire and Rescue Service as a whole?

This proposal will not change the overall number of fire engines within the Wyre Forest area; rather it will relocate them into a single suitable location. By relocating the existing fire engines from Kidderminster, Bewdley and Stourport fire stations potentially could result in Bromsgrove and Droitwich fire stations becoming busier.

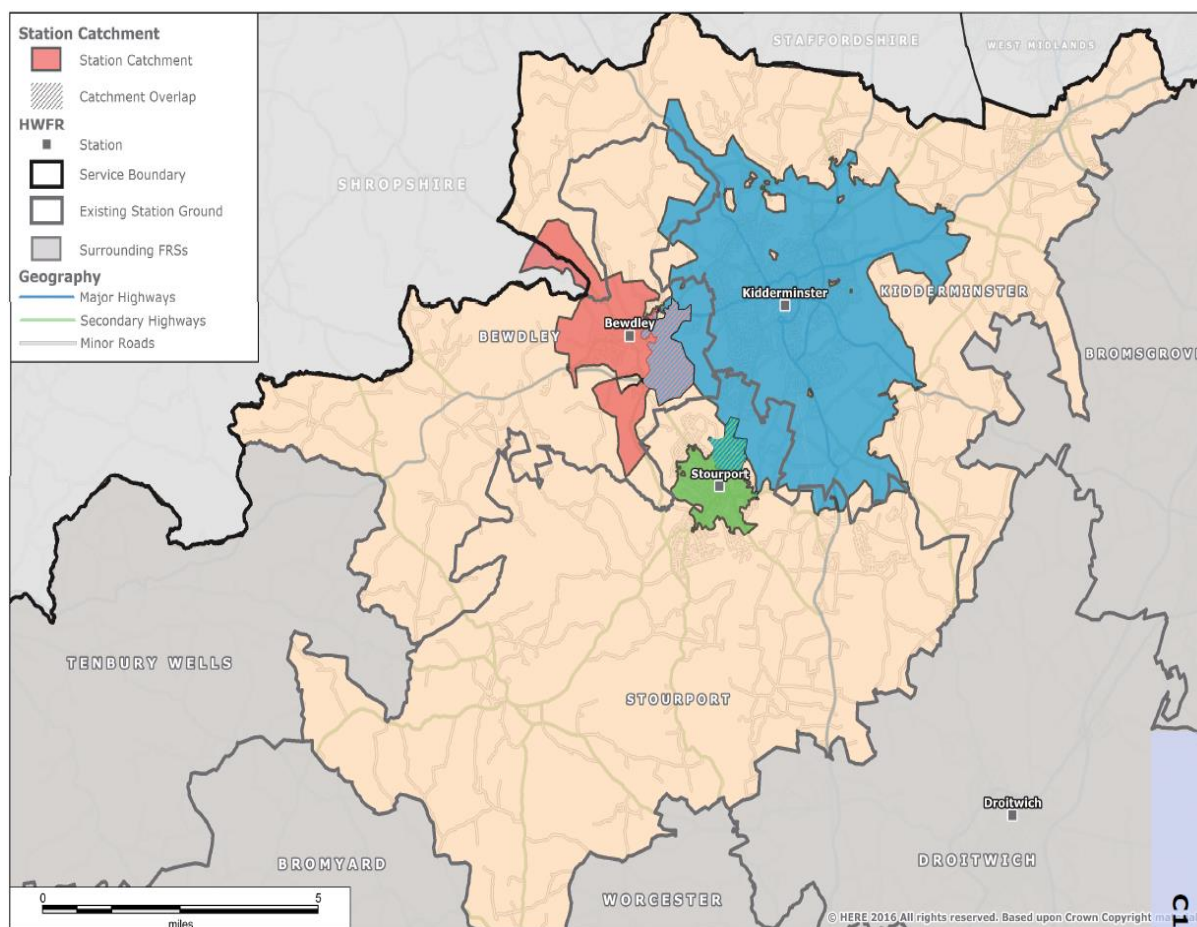
STOURPORT FIRE STATION

Stourport fire station has one on-call fire engine. This means that the crew live or work locally and are able to travel to the fire station within 5 minutes. The station also has an Environment Protection Unit, a vehicle which provides specialist equipment to contain spillages that could harm the environment.

Stourport fire station is located in Stourport town, which is a rural market town situated near Kidderminster and Bewdley in north Worcestershire. Local fire stations include Bewdley 4 miles to the northwest and Kidderminster 4 miles to the northeast.

The map below shows the station area for Stourport fire station with the distance the fire engine can travel within 10 minutes of being alerted. The map also shows the distance the neighbouring fire engines of Kidderminster and Bewdley fire stations can travel within 10 minutes of being alerted¹⁰.

Fire station coverage within the Wyre Forest and distance covered in 10 minutes



¹⁰ Represents distance travelled based upon travel time data and RouteFinder routing software.

HOW WE RESPOND TO INCIDENTS IN THIS AREA

What incidents do we attend in this local station area?

Within the Stourport station area, there are on average 236 incidents a year¹¹. There are on average 81 fires of which 17 are in the home (excludes fires in chimneys), 19 road traffic collisions and 104 false alarms. Other incidents we attend include fires in chimneys, other residential and non-domestic buildings, outdoor structures, cars, crops and open land. We also rescue people and animals. 52% of incidents in this station area occur during the day (8am-6pm) and 48% at night.

Approximately 76 of mobilisations from Stourport station are to activity within its own station area, 24% to activity outside of its own station area. Fire engines from other fire services are requested to support incidents in this area about once a year.

How quickly can we get to fires in buildings in this area? ¹²

There have been on average 21.5 fires in buildings a year in Stourport station area. We can arrive at approximately 10 of these fires within 10 minutes and approximately 18.5 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 15 fires in buildings per year. This support can arrive within 5 minutes of the 1st fire engine to approximately 13 of those incidents and within 10 minutes to all 15 of those incidents.

How quickly can we get to road traffic collisions (RTCs) in this area?

There have been on average 19.5 RTCs a year in Stourport station area. We can arrive at approximately 5 of these RTCs within 10 minutes and approximately 14.5 within 15 minutes.

We provide support in the form of an additional fire engine to approximately 12.5 RTCs a year, with 11.5 support appliances arriving within 5 minutes of the 1st fire engine.

What do we know about commercial premises in this area?

Stourport's station area has a total of 334 commercial buildings that are known to the Service. We hold detailed records on 98 of these properties, which we have assessed using a Risk Rating Mechanism as possessing potential hazards or that would cause community impact if lost to fire. On average there are approximately 13 fires involving commercial buildings each year in the Stourport area and the Service is working with local business to promote fire safety to keep these numbers low.¹³

¹¹ Based on Control mobilisation data from 1st April 2013 to 31st March 2015

We have used a computer software program to simulate our attendance and to predict how this might change due to removing fire engines

¹³ Based on IRS incident data from 1st April 2013 – 31st March 2015

Do we always send the local fire engine to incidents in its own area?

No, because the local fire engine might not be the closest to the incidents in its station area; also it might not always be available. The crew is made up of members of the local community who have other jobs and commitments. This means that sometimes they might not be able to make it to the fire station when an incident occurs. At Stourport fire station the on-call fire engine is not available 5% of the time, which means that the potential change below is already in place during these periods.

POTENTIAL CHANGE CONSIDERED

To relocate the Stourport fire engine and crew to an Emergency Services Hub Station consisting of one immediate response crew and three on-call crews into a suitable location in the Wyre Forest area

Key Points

- Fire and emergency cover would now be provided by the wholetime and on-call fire engines at the Emergency Services Hub Station in a suitable location within the Wyre Forest area.
- We would arrive later to a limited number of fires in buildings and to RTCs based on the two year modelled dataset.
- With the fire engine not always available, the potential change is effectively already in place approximately 5% of the time.
- The consolidation of the three separate on-call crews into one single on-call crew at the Hub will provide greater resilience for those occasions when on-call crews are required to respond to incidents.

HOW WOULD THIS AFFECT RISK?

How quickly would we be able to attend fires in buildings in Stourport station area?

In the following table you can see that if we were to relocate the on-call fire engine from this area to Silverwoods Park, we would arrive at approximately 5.4 fires in buildings per year within 10 minutes and 10.0 within 15 minutes, compared to 10.0 and 18.5 respectively under the current deployment. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 5.2 fires in buildings per year and within 10 minutes of the 1st fire engine to 6.0 fires in buildings per year that required back up support, compared to 13.0 and 15.0 respectively under the current deployment.

At the Stourpoint 5 location, we would arrive at approximately 5.3 fires in buildings per year within 10 minutes and 9.8 within 15 minutes, compared to 10.0 and 18.5 respectively under the current deployment. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 5.3 fires in buildings per year and within 10 minutes of the 1st fire engine to 6.1 fires in buildings per year that required back up support, compared to 13.0 and 15.0 respectively under the current deployment.

Fires in Buildings in Stourport station area						
Incidents Attended by:		1 st Fire Engine			2 nd Fire Engine	
(1 st) 21.5 p.a. Average 2013-2015	(2 nd) 15 p.a. Average 2013-2015	Arriving within 10 minutes	Arriving within 15 minutes*	Over 15 minutes	Arriving within 5 minutes of 1 st engine	Arriving within 10 minutes of 1 st engine*
						Over 15 minutes
Current attendance		10.0	18.5	3.0	13.0	15.0
Relocation to Silverwoods Park		5.4	10.0	11.5	5.2	6.0
Relocation to Stourpoint 5		5.3	9.8	11.7	5.3	6.1
Difference to Silverwoods Park		-4.6	-8.5	8.5	-7.8	-9.0
Difference to Stourpoint 5		-4.7	-8.7	8.7	-7.7	-8.9

* cumulative

How quickly would we be able to attend road traffic collisions in Stourport station area?

In the following table you can see that if we were to relocate the on-call fire engine from this area to Silverwoods Park, we would arrive at approximately 5.0 road traffic collisions within 10 minutes and 14.6 within 15 minutes, compared to 5.0 and 14.5 respectively under the current deployment. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 11.6 road traffic collisions per year and within 10 minutes of the 1st fire engine to 5.4 road traffic collisions per year that required back up support, compared to 7.5 and 8.0 respectively under the current deployment.

At the Stourpoint 5 location, we would arrive at approximately 4.0 road traffic collisions within 10 minutes and 8.4 within 15 minutes, compared to 5.0 and 10.5 respectively under the current deployment. We would provide support in the form of an additional fire engine within 5 minutes of the 1st fire engine to approximately 5.9 road traffic collisions per year and within 10 minutes of the 1st fire engine to 6.3 road traffic collisions per year that required back up support, compared to 7.5 and 8.0 respectively under the current deployment.

Road Traffic Collisions (RTCs) in Stourport station area						
Incidents Attended by:		1 st Fire Engine			2 nd Fire Engine	
(1 st) 19.5 p.a. Average 2013-2015		Arriving within 10 minutes	Arriving within 15 minutes*	Over 15 minutes	Arriving within 5 minutes of 1 st engine	Arriving within 10 minutes of 1 st engine*
(2 nd) 12.5 p.a. Average 2013-2015						
Current attendance		5.0	14.5	5.0	11.5	12.5
Relocation to Silverwoods Park		5.0	14.6	4.9	11.6	12.5
Relocation to Stourpoint 5		4.0	11.5	8.0	9.1	9.9
Difference to Silverwoods Park		0.0	0.1	-0.1	0.1	0.0
Difference to Stourpoint 5		-1.0	-3.0	3.0	-2.4	-2.6

* cumulative

Which fire engines would attend incidents in Stourport station area instead?

The wholetime immediate response fire engine at the Hub Station would most often be sent as 1st fire engine instead. The fire engines from Bromyard, Worcester, Droitwich and Tenbury stations would be sent to incidents that take place on the outer boundary of the current station area.

How would this potential change impact on Hereford & Worcester Fire and Rescue Service as a whole?

By relocating the fire engines and firefighters currently located at Stourport to the Emergency Services Hub Station, the wholetime firefighters will in the main become busier as the immediate response to incidents that occur in Bewdley, Stourport and Kidderminster. The Stourport fire engine is called out on average from 4 to 8 times a year to activity that is outside the two counties area. These mobilisations would most likely be picked up by fire engines at the Hub Station or Tenbury Wells and Bromyard stations, depending on the location of the incidents. The Environmental Protection Unit would be relocated along with the other specialist appliances based at Bewdley and Kidderminster into the Emergency Services Hub Station.

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EQUALITY IMPACT ASSESSMENT – RISK MANAGEMENT

Policy, Project, Activity: (e.g. SPI, SMB or FRA Paper, etc).	Wyre Forest Emergency Services Hub Station Silverwoods Park	New/Existing? (If existing, please state which document it will replace)	New project
		Date:	16-06-2016
Directorate:	Service Delivery	Organisation:	Community Risk & Training
Author:	Mark Preece	Head of Department	Mark Preece
Title:	Wyre Forest Emergency Services Hub Station – Silverwoods Park		
Purpose:	<p><i>Please use the Executive Summary information from the SPI to complete this section, members of the public as well as staff will read this form.</i></p> <p>Through a one-off award of £2.38 million capital funding from the government, Hereford & Worcester Fire and Rescue Authority has the opportunity to create a Joint Emergency Services Hub Station for the Wyre Forest. A hub station is a central base for a number of different services, where they can work together more effectively for the benefit of the local area.</p> <p>The Fire Authority believes that a central hub station would have important advantages in terms of bringing together on one site resources of the fire and police 'blue light' services with other voluntary sector emergency support services, while helping to share costs, local intelligence and training facilities. Instead of being in different locations across the Wyre Forest area, some parts of the services would come together on a single site, not to merge their organisations, but to co-operate more closely and effectively.</p> <p>The key aim is to develop existing relationships between emergency service partners to improve their joint working for both routine and major incidents – an aspiration that fits very well with the government's 'blue light agenda' which encourages fire, police and ambulance services to co-operate to make the best use of their resources. The project is a significant example of the Authority's commitment to fulfilling the aims of the Policing and Crime Bill currently progressing through Parliament, which proposes a statutory duty on emergency services to collaborate.</p> <p>In this context, the proposal will create a Joint Emergency Services Hub Station for Wyre Forest by relocating the current Bewdley, Kidderminster and Stourport fire stations and their resources onto a single site in the Wyre Forest area.</p> <p>Following extensive public consultation, the Fire Authority requested a detailed investigation of potential sites suitable for development of the Hub Station. This investigation is now complete and a plot at Silverwoods Park mixed use development site on the Stourport Road to the south of Kidderminster has been identified as the most appropriate location for the Hub Station.</p>		

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Strategic Policy Implications	Yes / No
Does this policy/activity help us to deliver our CRMP and Corporate Objectives?	Yes
<p><i>If yes, please state how, if No please state why the document should be put in place.</i></p> <p>The Hub Station would contribute to many community safety initiatives and improve the effectiveness of their delivery. There has been provisional agreement with partners that the Hub would become the operational base for the following emergency services in Wyre Forest:</p> <p>Hereford & Worcester Fire and Rescue Service – for the Wyre Forest wholetime and on-call fire engines, crew training and community safety.</p> <p>West Mercia Police – to accommodate West Mercia Police Community Support Officers (Kidderminster police station would remain to accommodate other Wyre Forest policing functions).</p> <p>Severn Area Rescue Association – facilities for specialist water rescue equipment and training for volunteers.</p> <p>British Red Cross – facilities for its vehicles, training, victim support and community engagement.</p> <p>Other organisations – there would also be opportunities for other voluntary and community organisations to use the hub station for meetings and training, and where appropriate to enhance their links with the emergency services.</p> <p>The Hub Station would also be a focus for the community – a centre where the emergency services would work together, and with voluntary organisations and volunteers, to improve community safety across the Wyre Forest area.</p> <p>Therefore, for all the services in question and for the Fire and Rescue Service in particular, the Hub Station would strengthen the organisation and enhance the delivery of the primary CRMP objectives: prevention, protection, response and resilience services.</p>	
Equality and Diversity Outcomes	Yes / No
Are there any equality and diversity outcomes for this policy/activity?	Yes
<p><i>If Yes, please outline i.e. Home Fire Safety Check Policy will have objectives for the targeting of vulnerable groups which link to the Equality strands becoming objectives.</i></p> <p>Groups more likely to be at risk of fire are, <i>for example</i>, frail, elderly and disabled people (especially if they live alone), socially and economically disadvantaged people in social or private rented accommodation, some ethnic minority and migrant worker groups (especially if they live in over-crowded or multiple occupation dwellings), and heavy smokers. There is no evidence that the development of a Hub Station would differentially and adversely affect those with protected characteristics or any other vulnerable groups at higher risk of fire and other emergencies.</p> <p>Indeed, insofar as the Fire and Rescue Service targets its prevention and protection programmes towards individuals and groups known to be more at risk of fire and other life-threatening emergencies, a Hub Station should enhance those initiatives. For example, working in the same building alongside West Mercia Police will help to stimulate:</p> <ul style="list-style-type: none"> • better day-to-day communications between the two emergency services and their voluntary sector partners, • sharing of local intelligence about vulnerable people, 	

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- greater co-operation in tackling anti-social behaviour such as malicious false alarms, deliberate fire setting, vandalism and malicious damage, and reckless driving,
- more capacity for crime and fire prevention campaigns,
- greater use of facilities and space for voluntary sector partners to use for their meetings.

The co-location of the Severn Area Rescue Association and the British Red Cross would also have benefits for vulnerable members of the community. For example, being based in the same building will help to provide opportunities for:

- a more co-ordinated role alongside the emergency services in dealing with exceptional incidents like flooding and similar emergencies,
- shared experience in victim support, care of the injured and vulnerable, and community engagement,
- some administrative, clerical and office support.

The Hub Station will also facilitate good working relationships between the statutory and voluntary sectors, which would be strengthened by greater sharing of resources; volunteers would get valuable experience; their organisations would gain even greater resilience; and the emergency services would build closer links with their communities. In addition, there would be secure storage and maintenance services for specialist equipment and vehicles, regular training for volunteers and a realistic experience in operational settings alongside the emergency services.

Moreover, the creation of the Hub Station would overcome the equality and diversity disadvantages of the current three stations. For example:

Kidderminster fire station's site is too small to develop a modern community fire station with space for partners and community facilities.

Bewdley and **Stourport** fire stations have very limited training facilities in which to practise tackling the risks and scenarios crews encounter at incidents.

Bewdley and **Stourport** also lack suitable facilities for women firefighters and visitors to the sites.

All three stations provide very limited access for disabled and special needs visitors.

It is neither cost-effective nor physically feasible to address these issues properly at the existing stations, but a purpose-built Hub station on a larger site would be able to meet all these requirements.

Equality Monitoring	Yes / No
Does the Service currently collate data specific to this activity for equality monitoring?	Yes
The Service regularly monitors and assesses its estate in terms of general condition and suitability in respect of equality and diversity issues.	
It also routinely monitors those and other matters in relation to its emergency incidents, particularly by using "After the Incident" survey questionnaires which are distributed to all households experiencing emergency incidents. The Service also carries out 'quick strike' targeting of households in neighbouring properties with fire safety leaflets and home fire safety	

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advice.

The Service also carries out other forms of routine monitoring in term of quarterly performance reports to the Fire Authority as well as an Annual Report.

The formal, qualitative and quantitative consultation about the proposal for a Hub Station with the public, staff and stakeholders across Wyre Forest included a widely available consultation questionnaire asked specifically about human rights, vulnerable groups, and those with protected characteristics.

Partnership Working	Yes / No
Does this policy/ activity involve working or interaction with other organisations?	Yes
<i>If yes, please ensure that the Partnership Working SPI has been completed and advice sought from the Partnership Officer</i>	
An essential feature of the Hub Station is the creation of opportunities to enhance partnerships with other statutory and voluntary sector emergency services. The Hub Station would be a focus for community safety: a centre where the emergency services could work together and with voluntary organisations and volunteers to improve community safety across the Wyre Forest area.	
Hereford & Worcester Fire and Rescue Service wishes to improve its partnerships in order to work more effectively with other organisations to serve the public and to target those people and areas most at risk of fire and other emergencies.	

Log No.

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Risk Management

Please complete all fields identifying the risk/ impact of your subject area.

The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below. The risk matrix provides a score based upon the impact (low, medium or high effect) that this risk could have upon the Fire Authority and the likelihood (low, medium or high) that this risk could actually happen during the application of the policy, decision or project.

Completion of this form ensures that all relevant corporate considerations have been addressed that may impact upon the Authority. Any residual risk scores of 7, 8 and 9 (the red areas) must be escalated to the Risk Management for consideration into appropriate Risk Registers. Where the answer is no, the inherent and residual risk score will be **N/A**.

Risk Areas Identified <small>(Risk impact or concerns arising from the subject area being adopted)</small>	Inherent Risk Score <small>(before any control measures applied)</small>	Control Measures/Solution <small>(What action has or will be taken to reduce the inherent risk score and who is responsible?)</small>	Residual Risk Score <small>(after control measures are applied to mitigate inherent risk scores)</small>
1. Does this activity/policy involve or have an impact on these groups? If yes, please indicate: with a (✓) and state which group(s) Public ✓ Staff ✓ Partners ✓ Contractors Consultants Community Groups ✓ Local Government ✓ Local Resilience Forum			
<i>From the groups identified above, state here what the actual risk is to the Authority</i>			
<u>Public</u> Overall, it is likely that the public across Wyre Forest would benefit from the Hub Station and the associated enhanced partnership working, particularly in terms of prevention and protection initiatives and increased intelligence and collaboration. However, it is likely that average response times to incidents in some areas may be longer than at present, while for other areas response times may be shorter.	4	<u>Public</u> The Service has undertaken extensive risk analysis to inform its professional judgement about the merits of a Hub Station and the likely effect on response times of potential locations. It accepts that a Hub Station based at Silverwoods Park will mean that in some areas fire engines will take longer to arrive. However, there are important mitigating factors that offset this consideration: <ul style="list-style-type: none"> The first fire engine sent to incidents will always be the nearest and most appropriate one, given the circumstances of the incident. The location of the Hub Station allows for the 	2

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		<p>recruitment and retention of a large 'pool' of on-call firefighters, thus improving the availability and resilience of emergency cover.</p> <ul style="list-style-type: none"> Any additional risks attributable to longer response times in some areas can be mitigated by targeting increased prevention and protection initiatives in the relevant communities and neighbourhoods. The targeted approach will also be facilitated by closer joint working brought about by the development of the Hub Station. On those occasions when simultaneous incidents occur, and when crews may already be deployed at an incident for a prolonged period of time, Fire Control have the discretion to call in other crews to provide immediate response standby cover as required. Co-location at the Hub Station should also facilitate enhanced joint prevention and protection campaigns in the relevant areas. 	
<p><u>Staff</u></p> <p>The Hub Station requires a large 'pool' of on-call firefighters, but it is likely that not all the current on-call firefighters would be able to attend the new station within five minutes. In these circumstances, affected members of staff may decide they are unable to continue their employment with the Fire and Rescue Service.</p> <p><u>Partners, Community Groups and Local Government</u></p> <p>The success of the Hub Station depends upon the Fire Service working more closely, effectively and harmoniously</p>	3	<p><u>Staff</u></p> <p>The Service has appropriate procedures in place to manage any personnel issues arising from the proposal, including the Joint Consultative Committee (JCC). However, it is not envisaged that there would be any compulsory redundancies.</p> <p><u>Partners, Community Groups and Local Government</u></p> <p>The Service recognises the importance of effective partnership working and will put in place management</p>	2

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<p>with its statutory and voluntary sector partners in order to:</p> <ul style="list-style-type: none"> • Make adequate and fair funding and management arrangements for the shared site. • Develop new shared initiatives while also enhancing existing relationships. • Demonstrate to the public that blue light collaboration benefits communities while also raising the profile of community safety in all its dimensions. 	4	<p>systems and monitoring procedures to achieve its goals.</p> <p>The success of the Hub Station depends upon the Service working more closely, effectively and harmoniously with its statutory and voluntary sector partner in order to share costs, and design and manage joint community safety and operational initiatives. Joint working and collaboration by all partners to achieve common goals is embedded as a fundamental aim of the scheme.</p>	1
Equality & Diversity			
1. Does this subject area impact upon the 9 protected characteristics? If yes, please indicate: Race Gender Reassignment Disability Age Sexual Orientation Religion & Belief Pregnancy & Maternity Marriage & Civil Partnership Sex			
<p><i>From the groups identified above, state here what the actual risk is to the Authority.</i></p> <p>There is no evidence that the Hub Station would have any disproportionately adverse impacts on any groups with protected characteristics. Nevertheless, the Service is fully aware that some people, because of their personal circumstances, are likely to be at greater risk of fire and other life-risk emergencies, including some elderly and disabled people.</p>	2	<p>The Service targets its prevention and protection activities towards the most vulnerable and at-risk people; and multiple factors are taken into account in the targeting because combinations of factors increase risk (including levels of deprivation). Simply being elderly or disabled does not increase fire risk, but being elderly <i>and</i> disabled <i>and</i> living alone <i>and</i> smoking <i>and</i> being poor does so.</p> <p>The Service's community risk planning takes into account the population and households in all local neighbourhoods and uses Census analysis, the Index of Multiple Deprivation, Mosaic lifestyle characteristics and the incidence of fire and road traffic collisions (and any associated injuries and fatalities) within those areas to help determine relative levels of risk across the whole Service area.</p>	1

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2. Could this activity prevent us promoting equality for any diverse group? No			
<i>If yes, please identify how and what the risk is here.</i>	NA		NA
3. Could this activity potentially discourage the participation of any equality groups? Yes			
<i>If yes, please identify how and what the risk is here.</i>			
The Hub Station would replace three existing fire stations in Wyre Forest with one multi-service centre. Depending on the location of the Hub, this may lead to some current members of staff deciding they are unable to continue their employment with the Fire and Rescue Service. While this may affect some parts of the Wyre Forest area, it is unlikely to impact differentially on any equality groups.	2	If additional on-call firefighters are required for the Hub Station, the Service will continue to develop innovative campaigns to encourage the recruitment of a more diverse workforce.	1
4. Could this activity promote negative attitudes towards any equality groups? No			
<i>If yes, please identify how and what the risk is here.</i>	NA		NA
5. Could this activity help to promote equality of opportunity between diverse groups? Yes			
<i>If no, please identify why and what the risk is here.</i>			
There is some scope for initiatives to promote equality of opportunity by positive action and recruitment campaigns.	2	Recruitment of additional on-call firefighters and volunteer activities at the hub Station would provide opportunities to promote equality of opportunity by positive action and recruitment campaigns.	1

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6. Is there any public concern that the function or policy is being carried out in a discriminatory way? No			
<i>If yes, please identify how and what the risk is here.</i>	NA		NA
7. Has consultation internally/externally been completed with all groups affected? Yes			
<i>If yes, please provide details and risk score appropriately. If no, please provide details and risk score appropriately.</i>			
<p>Following a series of listening and engagement sessions with staff and members of the public, a 12-week programme of public meetings, stakeholder forums and a formal public consultation exercise on the principle of the Hub Station was carried out between September and November 2015.</p> <p>The public consultation included using different methods to ensure members of the public in affected areas were given opportunities to take part, including local meetings and a forum of randomly selected members of the public.</p> <p>The consultation questionnaire also included specific sections on human rights and protected characteristics.</p>	2	The Service is confident that its preliminary and formal consultation procedures were proportionate, thorough and inclusive. The whole consultation process was conducted by a specialist social research organisation, which ensured independence and impartiality throughout.	1
8. Can the Service be sure that the policy/ activity is meeting all of the needs of all of these groups? Yes			
<i>If no, please identify what needs are not being met.</i>	NA		NA
Strategic Policy/Governance Implications – e.g. Political impact, Leadership, or senior management change			
Relocating three existing fire stations into a single Hub Station is a significant, strategic consideration, which requires detailed analysis, public engagement and political deliberation.	7	In making their decision, the Fire Authority will need to be assured that the location of the new Hub Station is appropriate, taking into account the need to balance risk against resources, both operational and financial, and the concerns of local communities affected.	5

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<p>Of particular concern during the consultation process was the potential impact on response times following relocation of the existing three fire stations.</p> <p>There are organisational and governance challenges in bringing together 'blue light' services and voluntary sector emergency support services at the same location.</p>		<p>A detailed assessment of the potential impact on response times was undertaken by independent data analysts, and their findings were taken into consideration in recommending Silverwoods Park as the preferred location for the Hub Station. The Fire Authority will pay careful attention to the findings in making their decision.</p> <p>The Fire Authority and Service recognise the importance of effective partnership working and will put in place management systems and monitoring procedures to achieve their goals. This is of particular significance following the Government's commitment to ensuring greater collaboration between emergency services.</p>	
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Operational – e.g. how we carry out our duties			
<p>Combining operational resources at a single location is likely to lead to some rebalancing in the proportion of incidents attended by wholetime and on-call firefighters. Additional on-call firefighter recruitment may be necessary to enlarge the overall pool of on-call firefighters.</p> <p>The creation of a single Hub Station at Silverwoods Park will increase response times to some areas of the Wyre Forest area.</p>	2	<p>The availability of on-call crews will continue to be monitored by the Service. With the provision of a Hub Station, the Wyre Forest area would be receiving an immediate, full-time, 24/7 response service, as opposed to the current provision of on-call services in the Bewdley and Stourport areas, which can be affected by the availability of on-call staff at different times of the day or night. The modelled assessment shows that the proportion of emergency calls responded to by wholetime firefighters is likely to increase, subject to normal risk assessment protocols.</p> <p>The provision of fire cover is continually assessed and reviewed to ensure risks are balanced against operational resources as far as possible. In those areas where response times may potentially be longer than at present, among other mitigation measures the level of community and business safety activity could be increased, particularly focusing on the more vulnerable members of the community.</p> <p>Overall, the creation of a single Hub Station is considered to be an appropriate response to the large fall in the numbers of emergency incidents across Herefordshire and Worcestershire in general and in Wyre Forest. The three current stations are also less than four miles apart and in total they consistently attend fewer incidents each year than the single station at Worcester.</p>	1

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Legal – eg change or failure to comply with legislation including specialist advice			
The Fire Authority is legally responsible for the provision of fire and rescue services under the Fire and Rescue Services Act 2004.	3	The Fire Authority will continue to hold the Chief Fire Officer to account for the delivery of fire and rescue services.	1
Financial – eg monetary or resource implications			
The Authority faces continuing reductions in central government funding and has to make savings in all areas of the Service, including frontline service delivery.	5	While the need to make savings cannot be ignored, the provision of a Wyre Forest Hub Station is not driven primarily by financial considerations, and is seen as a potential service improvement in the light of changing risks and resource levels. The Hub Station will also benefit from £2.38 million of capital funding from the government while avoiding recurrent maintenance, refurbishment and upgrading costs for the three current fire stations.	3
Reputational – eg Will the reputation of the service be put at risk by the adoption of this policy/ activity?			
There is a risk to the Authority's reputation if people in some areas of Wyre Forest feel critical of longer response times that could occur in those areas following the relocation of emergency cover into the single Hub Station.	4	<p>The Authority appreciates that any reduction in the number of fire stations and any consequent increase in response times will be matters of concern. However, such decisions are not taken lightly and require extensive risk analysis and professional judgement in order to ensure that fire cover is balanced most effectively and efficiently across the whole Service area. With the development of a Hub Station at Silverwoods Park, there is a recognition that emergency cover may safely be rebalanced in order to match more closely current risk levels, in the light of the substantial reductions in risk and incident numbers over the last 10 years.</p> <p>The Service will continue to promote its fire safety education</p>	2

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		and other prevention work, targeting its activities towards the most vulnerable members of the community.	
Environmental – Is there any impact including Sustainability – eg Energy saving, waste disposal, decontamination and containment of fire-fighting media.			
<i>Please ensure that the Sustainability Impact Appraisal form has been completed and advice sought from the Head of Asset Management</i>			1
Relocating three older fire stations into one purpose-built Hub Station will allow for the use of greener and more efficient technologies to reduce energy consumption.	2	Environmental issues will be a key consideration in designing, building and operating the Hub Station.	
Assets – Procurement/ ICT/Property/Fleet/Equipment – eg Purchasing, New builds, Maintenance/Alterations			
By creating the Hub Station, the Authority will benefit from a one-off opportunity for capital funding of £2.38 million from the government – money that is not available for any other purpose – and also from the sale of the current three sites. There may also be savings in running costs deriving from sharing the new site with the other emergency services.	2	The government funding has been secured for the development of the Hub Station and there is provisional agreement with the other emergency services to share the site.	1
Human Resources – eg Recruitment, Policy changes, Monitoring information Establishment changes, Employee Relations, Employee Development			
The Service recognises that some current on-call firefighters may not be able to meet the five minute turn-in requirement at the new Hub Station. It also recognises that there may be some local resistance to the closure of each current fire station.	5	The Service will continue to work closely with staff representative bodies through the Joint Consultative Committee. A large pool of on-call firefighters will be required at the new Hub Station and so recruitment of on-call employees will continue, using innovative campaigns to attract a diversity of staff.	3
Training – eg Is training required in this area? Will Training & Development need to be notified in order for them to assist in the delivery training in this area?			
Training routines and facilities will need to be maintained and if possible improved.	2	The Hub Station would have more space and more facilities for fire and rescue service training, and also for exercises	1

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		with the other emergency services in respect of training for both routine and exceptional incidents.	
Health and Safety – eg Will this enhance or undermine Health, Safety and wellbeing			
Safe systems of working will need to be in place.	2	The Hub Station would provide for and encourage more effective collaboration between wholetime and on-call firefighters, with more co-ordinated training on a single site. Existing policies and procedures will be reinforced and where necessary new protocols will be developed for fire and rescue service training and for training in association with the other services on the site.	1
Partnership – eg Working or interaction with other organisations			
The success of the Hub Station depends on effective partnership working with other emergency services and with voluntary support services.	2	The Authority is aware of the need to promote effective partnerships on the shared site and will ensure that policies are in place to promote and monitor their effectiveness.	1
Information Management – eg Data Quality, Privacy Impact Assessment, Data Protection and Freedom of Information, Environmental Regulation			
<p><i>Does this policy/activity conform to the Data Protection Act, Freedom of Information Act, Environmental Information Regulations and Data Quality principles?</i></p> <p>The creation of the Hub Station does not carry inherent data management risks, except insofar as the different services will need to share data about, for example, community risks, vulnerable people and potential anti-social or perhaps more serious potential offenders. The sharing of such data must be fully compliant with the relevant legislation.</p>	4	The Authority recognises the important of these issues and will ensure that appropriate protocols are in place to regulate data management and sharing at the Hub Station and elsewhere.	3

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Total Inherent Score	59	Total Residual Score	32
Outcome			Yes / No
Does this Policy/Project/Activity reduce the overall risk for the service? <i>If no, please state why there is not a reduction in risk</i>			Yes

Impact	High	Important risks - may potentially affect provision of key services or duties 6	Key risk- may potentially affect provision of key services or duties 8	Immediate action needed - serious threat to provision and/or achievement of key services or duties 9
		Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties 3	Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties 5	Key risks - may potentially affect provision of key services or duties 7
	Low	No action necessary 1	Monitor as necessary - ensure being properly managed 2	Monitor as necessary- less important but still could have a serious effect on the provision of key services or duties 4
		Low	Likelihood	High

Log No.

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Opportunities:	Responsible:
What further Opportunities can be identified from this activity/policy matter? Not applicable	Who is responsible for delivery? Not applicable

Publishing the Document:			
Is there any reason why this policy, SMB paper or FRA report and accompanying Business Impact Analysis should not be published?			
Please consider Data Protection, Privacy Impact Assessment and Freedom Of Information concerns. If there is a reason why this information can not be published, please state why. None			
Policy Author Signature	<i>Signature on original copy</i>	Date	16-06-2016
Head of Department/Mgr		Date	16-06-2016

TO BE COMPLETED BY SERVICE SUPPORT DIRECTORATE ONLY:		
Escalation of Risk:	Yes / No	
Please identify the escalation of risk e.g. Departmental or Strategic Risk Register, Equality and Diversity Advisory Group or relevant Corporate Risk Consideration Lead e.g. Training, Partnership		
Authorisation:	Outcome:	Date:

Senior HR Advisor - Equality & Diversity Lead		
Group Commander		

SMB AND FRA PAPERS ONLY:	
SMB:	
FRA:	
Programme Support:	
Procurement:	
Sustainability impact appraisal completed	

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EQUALITY IMPACT ASSESSMENT – RISK MANAGEMENT

Policy, Project, Activity: (e.g. SPI, SMB or FRA Paper, etc).	Wyre Forest Emergency Services Hub Station Stourpoint 5	New/Existing? (If existing, please state which document it will replace)	New project
		Date:	16-06-2016
Directorate:	Service Delivery	Organisation:	Community Risk & Training
Author:	Mark Preece	Head of Department	Mark Preece
Title:	Wyre Forest Emergency Services Hub Station – Stourpoint 5		
Purpose:	<p><i>Please use the Executive Summary information from the SPI to complete this section, members of the public as well as staff will read this form.</i></p> <p>Through a one-off award of £2.38 million capital funding from the government, Hereford & Worcester Fire and Rescue Authority has the opportunity to create a Joint Emergency Services Hub Station for the Wyre Forest. A hub station is a central base for a number of different services, where they can work together more effectively for the benefit of the local area.</p> <p>The Fire Authority believes that a central hub station would have important advantages in terms of bringing together on one site resources of the fire and police 'blue light' services with other voluntary sector emergency support services, while helping to share costs, local intelligence and training facilities. Instead of being in different locations across the Wyre Forest area, some parts of the services would come together on a single site, not to merge their organisations, but to co-operate more closely and effectively.</p> <p>The key aim is to develop existing relationships between emergency service partners to improve their joint working for both routine and major incidents – an aspiration that fits very well with the government's 'blue light agenda' which encourages fire, police and ambulance services to co-operate to make the best use of their resources. The project is a significant example of the Authority's commitment to fulfilling the aims of the Policing and Crime Bill currently progressing through Parliament, which proposes a statutory duty on emergency services to collaborate.</p> <p>In this context, the proposal will create a Joint Emergency Services Hub Station for Wyre Forest by relocating the current Bewdley, Kidderminster and Stourport fire stations and their resources onto a single site in the Wyre Forest area.</p> <p>Following extensive public consultation, the Fire Authority requested a detailed investigation of potential sites suitable for development of the Hub Station. This investigation is now complete and a plot at Stourpoint 5 mixed use development site on the Stourport Road two miles to the south of Kidderminster town centre has been identified as the most appropriate location for the Hub Station.</p>		

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Strategic Policy Implications	Yes / No
Does this policy/activity help us to deliver our CRMP and Corporate Objectives?	Yes
<p><i>If yes, please state how, if No please state why the document should be put in place.</i></p> <p>The Hub Station would contribute to many community safety initiatives and improve the effectiveness of their delivery. There has been provisional agreement with partners that the Hub would become the operational base for the following emergency services in Wyre Forest:</p> <p>Hereford & Worcester Fire and Rescue Service – for the Wyre Forest wholetime and on-call fire engines, crew training and community safety.</p> <p>West Mercia Police – to accommodate West Mercia Police Community Support Officers (Kidderminster police station would remain to accommodate other Wyre Forest policing functions).</p> <p>Severn Area Rescue Association – facilities for specialist water rescue equipment and training for volunteers.</p> <p>British Red Cross – facilities for its vehicles, training, victim support and community engagement.</p> <p>Other organisations – there would also be opportunities for other voluntary and community organisations to use the hub station for meetings and training, and where appropriate to enhance their links with the emergency services.</p> <p>The Hub Station would also be a focus for the community – a centre where the emergency services would work together, and with voluntary organisations and volunteers, to improve community safety across the Wyre Forest area.</p> <p>Therefore, for all the services in question and for the Fire and Rescue Service in particular, the Hub Station would strengthen the organisation and enhance the delivery of the primary CRMP objectives: prevention, protection, response and resilience services.</p>	
Equality and Diversity Outcomes	Yes / No
Are there any equality and diversity outcomes for this policy/activity?	Yes
<p><i>If Yes, please outline i.e. Home Fire Safety Check Policy will have objectives for the targeting of vulnerable groups which link to the Equality strands becoming objectives.</i></p> <p>Groups more likely to be at risk of fire are, <i>for example</i>, frail, elderly and disabled people (especially if they live alone), socially and economically disadvantaged people in social or private rented accommodation, some ethnic minority and migrant worker groups (especially if they live in over-crowded or multiple occupation dwellings), and heavy smokers. There is no evidence that the development of a Hub Station would differentially and adversely affect those with protected characteristics or any other vulnerable groups at higher risk of fire and other emergencies.</p> <p>Indeed, insofar as the Fire and Rescue Service targets its prevention and protection programmes towards individuals and groups known to be more at risk of fire and other life-threatening emergencies, a Hub Station should enhance those initiatives. For example, working in the same building alongside West Mercia Police will help to stimulate:</p> <ul style="list-style-type: none"> • better day-to-day communications between the two emergency services and their voluntary sector partners, • sharing of local intelligence about vulnerable people, 	

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- greater co-operation in tackling anti-social behaviour such as malicious false alarms, deliberate fire setting, vandalism and malicious damage, and reckless driving,
- more capacity for crime and fire prevention campaigns,
- greater use of facilities and space for voluntary sector partners to use for their meetings.

The co-location of the Severn Area Rescue Association and the British Red Cross would also have benefits for vulnerable members of the community. For example, being based in the same building will help to provide opportunities for:

- a more co-ordinated role alongside the emergency services in dealing with exceptional incidents like flooding and similar emergencies,
- shared experience in victim support, care of the injured and vulnerable, and community engagement,
- some administrative, clerical and office support.

The Hub Station will also facilitate good working relationships between the statutory and voluntary sectors, which would be strengthened by greater sharing of resources; volunteers would get valuable experience; their organisations would gain even greater resilience; and the emergency services would build closer links with their communities. In addition, there would be secure storage and maintenance services for specialist equipment and vehicles, regular training for volunteers and a realistic experience in operational settings alongside the emergency services.

Moreover, the creation of the Hub Station would overcome the equality and diversity disadvantages of the current three stations. For example:

Kidderminster fire station's site is too small to develop a modern community fire station with space for partners and community facilities.

Bewdley and **Stourport** fire stations have very limited training facilities in which to practise tackling the risks and scenarios crews encounter at incidents.

Bewdley and **Stourport** also lack suitable facilities for women firefighters and visitors to the sites.

All three stations provide very limited access for disabled and special needs visitors.

It is neither cost-effective nor physically feasible to address these issues properly at the existing stations, but a purpose-built Hub station on a larger site would be able to meet all these requirements.

Equality Monitoring	Yes / No
Does the Service currently collate data specific to this activity for equality monitoring?	Yes
The Service regularly monitors and assesses its estate in terms of general condition and suitability in respect of equality and diversity issues.	
It also routinely monitors those and other matters in relation to its emergency incidents, particularly by using "After the Incident" survey questionnaires which are distributed to all households experiencing emergency incidents. The Service also carries out 'quick strike' targeting of households in neighbouring properties with fire safety leaflets and home fire safety	

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advice.

The Service also carries out other forms of routine monitoring in term of quarterly performance reports to the Fire Authority as well as an Annual Report.

The formal, qualitative and quantitative consultation about the proposal for a Hub Station with the public, staff and stakeholders across Wyre Forest included a widely available consultation questionnaire asked specifically about human rights, vulnerable groups, and those with protected characteristics.

Partnership Working	Yes / No
Does this policy/ activity involve working or interaction with other organisations?	Yes
<i>If yes, please ensure that the Partnership Working SPI has been completed and advice sought from the Partnership Officer</i>	
An essential feature of the Hub Station is the creation of opportunities to enhance partnerships with other statutory and voluntary sector emergency services. The Hub Station would be a focus for community safety: a centre where the emergency services could work together and with voluntary organisations and volunteers to improve community safety across the Wyre Forest area.	
Hereford & Worcester Fire and Rescue Service wishes to improve its partnerships in order to work more effectively with other organisations to serve the public and to target those people and areas most at risk of fire and other emergencies.	

Log No.

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Risk Management

Please complete all fields identifying the risk/ impact of your subject area.

The Risk Score is derived from the level of Impact and the Likelihood, calculated from the Strategic Risk Matrix – please see below. The risk matrix provides a score based upon the impact (low, medium or high effect) that this risk could have upon the Fire Authority and the likelihood (low, medium or high) that this risk could actually happen during the application of the policy, decision or project.

Completion of this form ensures that all relevant corporate considerations have been addressed that may impact upon the Authority. Any residual risk scores of 7, 8 and 9 (the red areas) must be escalated to the Risk Management for consideration into appropriate Risk Registers. Where the answer is no, the inherent and residual risk score will be **N/A**.

Risk Areas Identified <small>(Risk impact or concerns arising from the subject area being adopted)</small>	Inherent Risk Score <small>(before any control measures applied)</small>	Control Measures/Solution <small>(What action has or will be taken to reduce the inherent risk score and who is responsible?)</small>	Residual Risk Score <small>(after control measures are applied to mitigate inherent risk scores)</small>
1. Does this activity/policy involve or have an impact on these groups? If yes, please indicate: with a (✓) and state which group(s) Public ✓ Staff ✓ Partners ✓ Contractors Consultants Community Groups ✓ Local Government ✓ Local Resilience Forum			
<i>From the groups identified above, state here what the actual risk is to the Authority</i>			
<u>Public</u> Overall, it is likely that the public across Wyre Forest would benefit from the Hub Station and the associated enhanced partnership working, particularly in terms of prevention and protection initiatives and increased intelligence and collaboration. However, it is likely that average response times to incidents in some areas may be longer than at present, while for other areas response times may be shorter.	4	<u>Public</u> The Service has undertaken extensive risk analysis to inform its professional judgement about the merits of a Hub Station and the likely effect on response times of potential locations. It accepts that a Hub Station based at Stourpoint 5 will mean that in some areas fire engines will take longer to arrive. However, there are important mitigating factors that offset this consideration: <ul style="list-style-type: none"> The first fire engine sent to incidents will always be the nearest and most appropriate one, given the circumstances of the incident. The location of the Hub Station allows for the 	2

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		<p>recruitment and retention of a large 'pool' of on-call firefighters, thus improving the availability and resilience of emergency cover.</p> <ul style="list-style-type: none"> Any additional risks attributable to longer response times in some areas can be mitigated by targeting increased prevention and protection initiatives in the relevant communities and neighbourhoods. The targeted approach will also be facilitated by closer joint working brought about by the development of the Hub Station. On those occasions when simultaneous incidents occur, and when crews may already be deployed at an incident for a prolonged period of time, Fire Control have the discretion to call in other crews to provide immediate response standby cover as required. Co-location at the Hub Station should also facilitate enhanced joint prevention and protection campaigns in the relevant areas. 	
<p><u>Staff</u></p> <p>The Hub Station requires a large 'pool' of on-call firefighters, but it is likely that not all the current on-call firefighters would be able to attend the new station within five minutes. In these circumstances, affected members of staff may decide they are unable to continue their employment with the Fire and Rescue Service.</p> <p><u>Partners, Community Groups and Local Government</u></p> <p>The success of the Hub Station depends upon the Fire Service working more closely, effectively and harmoniously</p>	3	<p><u>Staff</u></p> <p>The Service has appropriate procedures in place to manage any personnel issues arising from the proposal, including the Joint Consultative Committee (JCC). However, it is not envisaged that there would be any compulsory redundancies.</p> <p><u>Partners, Community Groups and Local Government</u></p> <p>The Service recognises the importance of effective partnership working and will put in place management</p>	2

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<p>with its statutory and voluntary sector partners in order to:</p> <ul style="list-style-type: none"> • Make adequate and fair funding and management arrangements for the shared site. • Develop new shared initiatives while also enhancing existing relationships. • Demonstrate to the public that blue light collaboration benefits communities while also raising the profile of community safety in all its dimensions. 	4	<p>systems and monitoring procedures to achieve its goals.</p> <p>The success of the Hub Station depends upon the Service working more closely, effectively and harmoniously with its statutory and voluntary sector partner in order to share costs, and design and manage joint community safety and operational initiatives. Joint working and collaboration by all partners to achieve common goals is embedded as a fundamental aim of the scheme.</p>	1
Equality & Diversity			
1. Does this subject area impact upon the 9 protected characteristics? If yes, please indicate: Race Gender Reassignment Disability Age Sexual Orientation Religion & Belief Pregnancy & Maternity Marriage & Civil Partnership Sex			
<p><i>From the groups identified above, state here what the actual risk is to the Authority.</i></p> <p>There is no evidence that the Hub Station would have any disproportionately adverse impacts on any groups with protected characteristics. Nevertheless, the Service is fully aware that some people, because of their personal circumstances, are likely to be at greater risk of fire and other life-risk emergencies, including some elderly and disabled people.</p>	2	<p>The Service targets its prevention and protection activities towards the most vulnerable and at-risk people; and multiple factors are taken into account in the targeting because combinations of factors increase risk (including levels of deprivation). Simply being elderly or disabled does not increase fire risk, but being elderly <i>and</i> disabled <i>and</i> living alone <i>and</i> smoking <i>and</i> being poor does so.</p> <p>The Service's community risk planning takes into account the population and households in all local neighbourhoods and uses Census analysis, the Index of Multiple Deprivation, Mosaic lifestyle characteristics and the incidence of fire and road traffic collisions (and any associated injuries and fatalities) within those areas to help determine relative levels of risk across the whole Service area.</p>	1

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2. Could this activity prevent us promoting equality for any diverse group? No			
<i>If yes, please identify how and what the risk is here.</i>	NA		NA
3. Could this activity potentially discourage the participation of any equality groups? Yes			
<i>If yes, please identify how and what the risk is here.</i>			
The Hub Station would replace three existing fire stations in Wyre Forest with one multi-service centre. Depending on the location of the Hub, this may lead to some current members of staff deciding they are unable to continue their employment with the Fire and Rescue Service. While this may affect some parts of the Wyre Forest area, it is unlikely to impact differentially on any equality groups.	2	If additional on-call firefighters are required for the Hub Station, the Service will continue to develop innovative campaigns to encourage the recruitment of a more diverse workforce.	1
4. Could this activity promote negative attitudes towards any equality groups? No			
<i>If yes, please identify how and what the risk is here.</i>	NA		NA
5. Could this activity help to promote equality of opportunity between diverse groups? Yes			
<i>If no, please identify why and what the risk is here.</i>			
There is some scope for initiatives to promote equality of opportunity by positive action and recruitment campaigns.	2	Recruitment of additional on-call firefighters and volunteer activities at the hub Station would provide opportunities to promote equality of opportunity by positive action and recruitment campaigns.	1

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6. Is there any public concern that the function or policy is being carried out in a discriminatory way? No			
<i>If yes, please identify how and what the risk is here.</i>	NA		NA
7. Has consultation internally/externally been completed with all groups affected? Yes			
<p><i>If yes, please provide details and risk score appropriately. If no, please provide details and risk score appropriately.</i></p> <p>Following a series of listening and engagement sessions with staff and members of the public, a 12-week programme of public meetings, stakeholder forums and a formal public consultation exercise on the principle of the Hub Station was carried out between September and November 2015.</p> <p>The public consultation included using different methods to ensure members of the public in affected areas were given opportunities to take part, including local meetings and a forum of randomly selected members of the public.</p> <p>The consultation questionnaire also included specific sections on human rights and protected characteristics.</p>	2	<p>The Service is confident that its preliminary and formal consultation procedures were proportionate, thorough and inclusive. The whole consultation process was conducted by a specialist social research organisation, which ensured independence and impartiality throughout.</p>	1
8. Can the Service be sure that the policy/ activity is meeting all of the needs of all of these groups? Yes			
<i>If no, please identify what needs are not being met.</i>	NA		NA
Strategic Policy/Governance Implications – e.g. Political impact, Leadership, or senior management change			
Relocating three existing fire stations into a single Hub Station is a significant, strategic consideration, which requires detailed analysis, public engagement and political deliberation.	7	<p>In making their decision, the Fire Authority will need to be assured that the location of the new Hub Station is appropriate, taking into account the need to balance risk against resources, both operational and financial, and the concerns of local communities affected.</p>	5

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<p>Of particular concern during the consultation process was the potential impact on response times following relocation of the existing three fire stations.</p> <p>There are organisational and governance challenges in bringing together 'blue light' services and voluntary sector emergency support services at the same location.</p>		<p>A detailed assessment of the potential impact on response times was undertaken by independent data analysts, and their findings were taken into consideration in recommending Stourpoint 5 as the preferred location for the Hub Station. The Fire Authority will pay careful attention to the findings in making their decision.</p> <p>The Fire Authority and Service recognise the importance of effective partnership working and will put in place management systems and monitoring procedures to achieve their goals. This is of particular significance following the Government's commitment to ensuring greater collaboration between emergency services.</p>	
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Operational – e.g. how we carry out our duties			
<p>Combining operational resources at a single location is likely to lead to some rebalancing in the proportion of incidents attended by wholetime and on-call firefighters. Additional on-call firefighter recruitment may be necessary to enlarge the overall pool of on-call firefighters.</p> <p>The creation of a single Hub Station at Stourpoint 5 will increase response times to some parts of the Wyre Forest area.</p>	2	<p>The availability of on-call crews will continue to be monitored by the Service. With the provision of a Hub Station, the Wyre Forest area would be receiving an immediate, full-time, 24/7 response service, as opposed to the current provision of on-call services in the Bewdley and Stourport areas, which can be affected by the availability of on-call staff at different times of the day or night. The modelled assessment shows that the proportion of emergency calls responded to by wholetime firefighters is likely to increase, subject to normal risk assessment protocols.</p> <p>The provision of fire cover is continually assessed and reviewed to ensure risks are balanced against operational resources as far as possible. In those areas where response times may potentially be longer than at present, among other mitigation measures the level of community and business safety activity could be increased, particularly focusing on the more vulnerable members of the community.</p> <p>Overall, the creation of a single Hub Station is considered to be an appropriate response to the large fall in the numbers of emergency incidents across Herefordshire and Worcestershire in general and in the Wyre Forest area. The three current stations are also less than four miles apart and in total they consistently attend fewer incidents each year than the single station at Worcester.</p>	1

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Legal – eg change or failure to comply with legislation including specialist advice			
The Fire Authority is legally responsible for the provision of fire and rescue services under the Fire and Rescue Services Act 2004.	3	The Fire Authority will continue to hold the Chief Fire Officer to account for the delivery of fire and rescue services.	1
Financial – eg monetary or resource implications			
The Authority faces continuing reductions in central government funding and has to make savings in all areas of the Service, including frontline service delivery.	5	While the need to make savings cannot be ignored, the provision of a Wyre Forest Hub Station is not driven primarily by financial considerations, and is seen as a potential service improvement in the light of changing risks and resource levels. The Hub Station will also benefit from £2.38 million of capital funding from the government while avoiding recurrent maintenance, refurbishment and upgrading costs for the three current fire stations.	3
Reputational – eg Will the reputation of the service be put at risk by the adoption of this policy/ activity?			
There is a risk to the Authority's reputation if people in some areas of Wyre Forest feel critical of longer response times that could occur in those areas following the relocation of emergency cover into the single Hub Station.	4	<p>The Authority appreciates that any reduction in the number of fire stations and any consequent increase in response times will be matters of concern. However, such decisions are not taken lightly and require extensive risk analysis and professional judgement in order to ensure that fire cover is balanced most effectively and efficiently across the whole Service area. With the development of a Hub Station at Stourpoint 5, there is recognition that emergency cover may safely be rebalanced in order to match more closely current risk levels, in the light of the substantial reductions in risk and incident numbers over the last 10 years.</p> <p>The Service will continue to promote its fire safety education and other prevention work, targeting its activities towards the</p>	2

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		most vulnerable members of the community.	
Environmental – Is there any impact including Sustainability – eg Energy saving, waste disposal, decontamination and containment of fire-fighting media.			
<i>Please ensure that the Sustainability Impact Appraisal form has been completed and advice sought from the Head of Asset Management</i>			1
Relocating three older fire stations into one purpose-built Hub Station will allow for the use of greener and more efficient technologies to reduce energy consumption.	2	Environmental issues will be a key consideration in designing, building and operating the Hub Station.	
Assets – Procurement/ ICT/Property/Fleet/Equipment – eg Purchasing, New builds, Maintenance/Alterations			
By creating the Hub Station, the Authority will benefit from a one-off opportunity for capital funding of £2.38 million from the government – money that is not available for any other purpose – and also from the sale of the current three sites. There may also be savings in running costs deriving from sharing the new site with the other emergency services.	2	The government funding has been secured for the development of the Hub Station and there is provisional agreement with the other emergency services to share the site.	1
Human Resources – eg Recruitment, Policy changes, Monitoring information Establishment changes, Employee Relations, Employee Development			
The Service recognises that some current on-call firefighters may not be able to meet the five minute turn-in requirement at the new Hub Station. It also recognises that there may be some local resistance to the closure of each current fire station.	5	The Service will continue to work closely with staff representative bodies through the Joint Consultative Committee. A large pool of on-call firefighters will be required at the new Hub Station and so recruitment of on-call employees will continue, using innovative campaigns to attract a diversity of staff.	3
Training – eg Is training required in this area? Will Training & Development need to be notified in order for them to assist in the delivery training in this area?			
Training routines and facilities will need to be maintained and if possible improved.	2	The Hub Station would have more space and more facilities for fire and rescue service training, and also for exercises with the other emergency services in respect of training for	1

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		both routine and exceptional incidents.	
Health and Safety – eg Will this enhance or undermine Health, Safety and wellbeing			
Safe systems of working will need to be in place.	2	The Hub Station would provide for and encourage more effective collaboration between wholetime and on-call firefighters, with more co-ordinated training on a single site. Existing policies and procedures will be reinforced and where necessary new protocols will be developed for fire and rescue service training and for training in association with the other services on the site.	1
Partnership – eg Working or interaction with other organisations			
The success of the Hub Station depends on effective partnership working with other emergency services and with voluntary support services.	2	The Authority is aware of the need to promote effective partnerships on the shared site and will ensure that policies are in place to promote and monitor their effectiveness.	1
Information Management – eg Data Quality, Privacy Impact Assessment, Data Protection and Freedom of Information, Environmental Regulation			
<p><i>Does this policy/activity conform to the Data Protection Act, Freedom of Information Act, Environmental Information Regulations and Data Quality principles?</i></p> <p>The creation of the Hub Station does not carry inherent data management risks, except insofar as the different services will need to share data about, for example, community risks, vulnerable people and potential anti-social or perhaps more serious potential offenders. The sharing of such data must be fully compliant with the relevant legislation.</p>	4	The Authority recognises the important of these issues and will ensure that appropriate protocols are in place to regulate data management and sharing at the Hub Station and elsewhere.	3

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Total Inherent Score	59	Total Residual Score	32
Outcome			Yes / No
Does this Policy/Project/Activity reduce the overall risk for the service? <i>If no, please state why there is not a reduction in risk</i>			Yes

Impact	High	Important risks - may potentially affect provision of key services or duties 6	Key risk- may potentially affect provision of key services or duties 8	Immediate action needed - serious threat to provision and/or achievement of key services or duties 9
		Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties 3	Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties 5	Key risks - may potentially affect provision of key services or duties 7
	Low	No action necessary 1	Monitor as necessary - ensure being properly managed 2	Monitor as necessary- less important but still could have a serious effect on the provision of key services or duties 4
		Low	Likelihood	High

Log No.

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Opportunities:	Responsible:
What further Opportunities can be identified from this activity/policy matter? Not applicable	Who is responsible for delivery? Not applicable

Publishing the Document:			
Is there any reason why this policy, SMB paper or FRA report and accompanying Business Impact Analysis should not be published?			
Please consider Data Protection, Privacy Impact Assessment and Freedom Of Information concerns. If there is a reason why this information can not be published, please state why. None			
Policy Author Signature	<i>Signature on original copy</i>	Date	16-06-2016
Head of Department/Mgr		Date	16-06-2016

TO BE COMPLETED BY SERVICE SUPPORT DIRECTORATE ONLY:		
Escalation of Risk:	Yes / No	
Please identify the escalation of risk e.g. Departmental or Strategic Risk Register, Equality and Diversity Advisory Group or relevant Corporate Risk Consideration Lead e.g. Training, Partnership		
Authorisation:	Outcome:	Date:

Senior HR Advisor - Equality & Diversity Lead		
Group Commander		

SMB AND FRA PAPERS ONLY:	
SMB:	
FRA:	
Programme Support:	
Procurement:	
Sustainability impact appraisal completed	

Report of the Head of Corporate Services

13. 2015-16 Performance Report: Quarters 1 to 4

Purpose of report

1. This report is a summary of the Service's Quarter 1 to 4 (Q1-4) performance against the Fire Authority Annual Report 2015-16 using the set of Performance Indicators agreed by SMB.
-

Recommendations

It is recommended that Members note the following headlines taken from Appendix 1 relating to performance in Quarters 1 to 4, 2015-16:

- i) A total of 6,459 incidents were attended in Q1-4, an overall increase of 5.7% (347 incidents) in comparison to the same Four Quarters of 2014-15. Despite this, the overall incident trend over the last 4 years indicated that incident numbers have remained at a consistent level.*
- ii) The majority of the increase over Q1-4 is accounted for by rises in the numbers of Fires and Special Service incidents:*
 - a. Fires: an increase of 10.8% (187 incidents) is largely related to a peak in grassland, woodland and crop fires during the drier summer months of May to August 2015;*
 - b. Special Services: an increase of 10.0% (135 incidents) can be largely accounted for by an increase in the numbers of road traffic collisions (RTCs) and weather-related incidents in the wake of several severe storms, which impacted on the two counties in mid-November 2015 to March 2016.*
- iii) Incident numbers in each of the three main categories (Fires, Special Services and False Alarms) have remained consistent over the last 3 to 4 years.*
- iv) Overall Staff Sickness levels have remained within tolerance levels for Quarters 1 to 4.*
- v) The Service attended 60.2% of Building Fires within 10 minutes in Q1-4 2015-16 compared with 61.1% in the same period in 2014-15. The average time for the first fire appliance attendance at all building fires is just above the 10 minutes standard (10:09).*
- vi) Retained availability has improved slightly in Q1-4 rising to an overall 94.3% compared to 93.7% in the same period in 2014-15.*

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 the Policy and Resources Committee and SMB. The report includes commentary of any changes compared to the previous year and discussion of any exceptions to expected performance.

Tolerance Levels

3. Each Performance Indicator is tested against tolerance levels anticipated for the year. These are the levels between which performance is expected to fluctuate and are generally 10% above and below the average levels for each specific indicator.
4. Six indicators were out of tolerance at the end of the 2015-16 Q1-4 period: Total Fires, Secondary Fires, Chimney Fires, Special Services, Non-uniform Staff Sickness and the percentage of Building Fires attended by the first appliance within 10 minutes of the time of call. These indicators are analysed in more detail in Appendix 1, together with an overview of all operational activity and an analysis of Retained appliance availability.

Quarters 1 to 4 Performance

5. Quarters 1 to 4 saw a 5.7% increase in the total number of incidents attended by the Service compared to the same period last year, but is still 4.2% lower than the average for the last five years. Primary Fires increased by 11.8% compared to the same period in 2014-15, though it remains at the 5-year average for the 4 Quarters. The increase in Primary fires was mainly due to an increase in non-residential building fires. Secondary Fires increased by 18.8% mainly due to a 37.3% increase in grassland, woodland and crop fires during the warmer, drier summer months of 2015 compared to 2014. Nevertheless, this is still 9.4% lower than the 5-year average. Chimney Fires decreased by 27.4% and remain at a lower level than the 5-year average.
6. The number of Special Service incidents (emergency incidents that are not fire related) increased by 10.0% compared to the same period in 2014-15, though overall it is 0.9% lower than the 5-year average. The increase was principally due to the rise in RTCs and weather-related incidents following the arrival of several severe storms from November 2015 to March 2016.

7. The number of days lost to sickness absence for all staff continues to remain within tolerance levels, with the exception of non-uniform staff sickness. The Service continues to compare favourably with Herefordshire and Worcestershire County Council on all staff sickness levels, including short-term and long-term sickness.
8. The Service saw a 0.9% reduction in the percentage of Building Fires attended within 10 minutes by the first fire appliance. This reduction to 60.2% is still below the 75% target in the Service's attendance standard, the average attendance time at all building fires was just above ten minutes (10 minutes and 09 seconds).
9. The availability of the first retained fire appliance improved to 94.3% in Q1-4 of 2015-16, an increase of 0.6% over the same period in 2014-15.

Conclusion/Summary

10. Further detail and analysis regarding the above headlines for performance in Quarters 1 to 4 of 2015-16 is included in Appendix 1. The Senior Management Board will continue to receive reports based on the measures the Service is taking to stay within tolerance levels. Where improvements are required any necessary action will be reported to the Policy and Resources Committee.

Corporate Considerations

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

Supporting Information

Appendix 1 – Fire Authority 2015-16 Performance Report: Quarters 1 to 4

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Fire Authority 2015-16 Performance Report: Quarters 1 to 4

This report reviews the Service's overall performance against agreed performance indicators. It covers operational activity with a commentary on any notable events and activities, as well as absence management statistics and on call Firefighter availability.

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

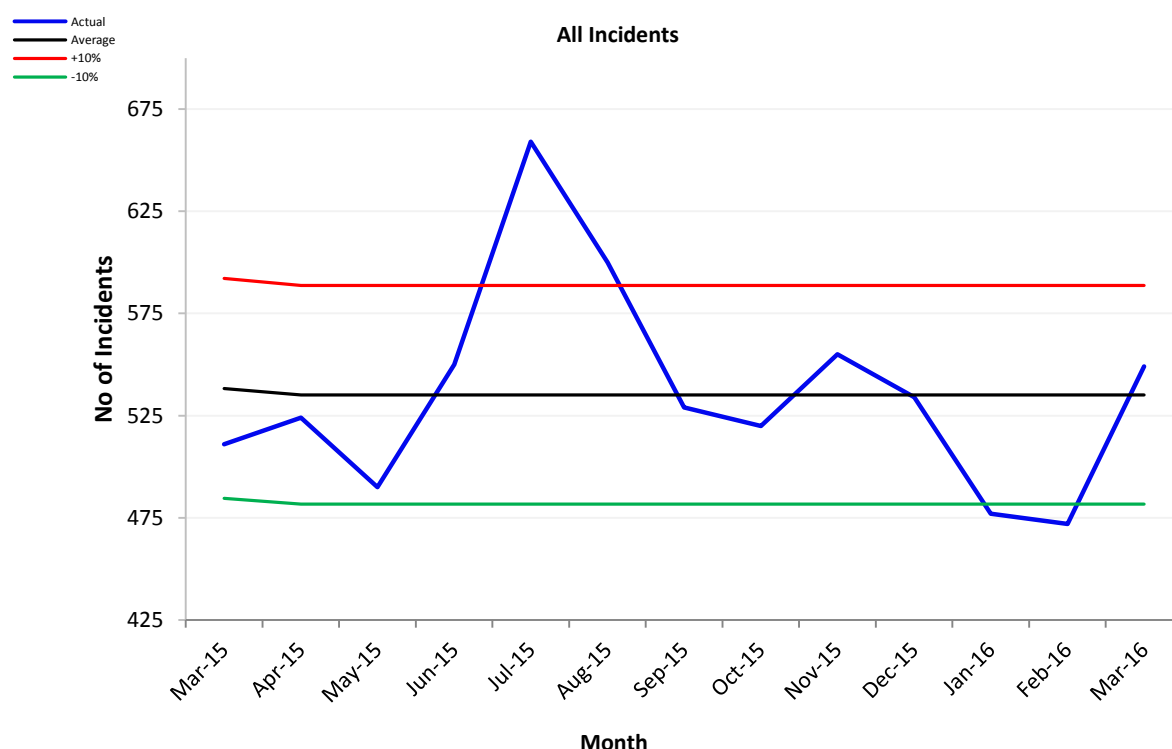
1. Operational Activity

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

** Special Services are incidents other than fires and false alarms, and include road traffic collisions, flooding, person rescues, lift rescues, spills and leaks and animal rescues.*

1.1. Total Incidents Attended

Fire and Rescue Crews attended 1,498 incidents in Quarter 4 of 2015-16, which is 5.6% (or 84 incidents) fewer than in the same Quarter of 2014-15. The total number of incidents attended in 2015-16 was 6,459, which is an increase of 5.7% (347 incidents) than in 2014-15. The majority of the increase is accounted for by a 10.8% rise in Fire incidents and a 10.0% rise in Special Service incidents. False Alarms were also up by 0.8% over the same period in 2014-15 and represent 47.2% of all incidents attended.

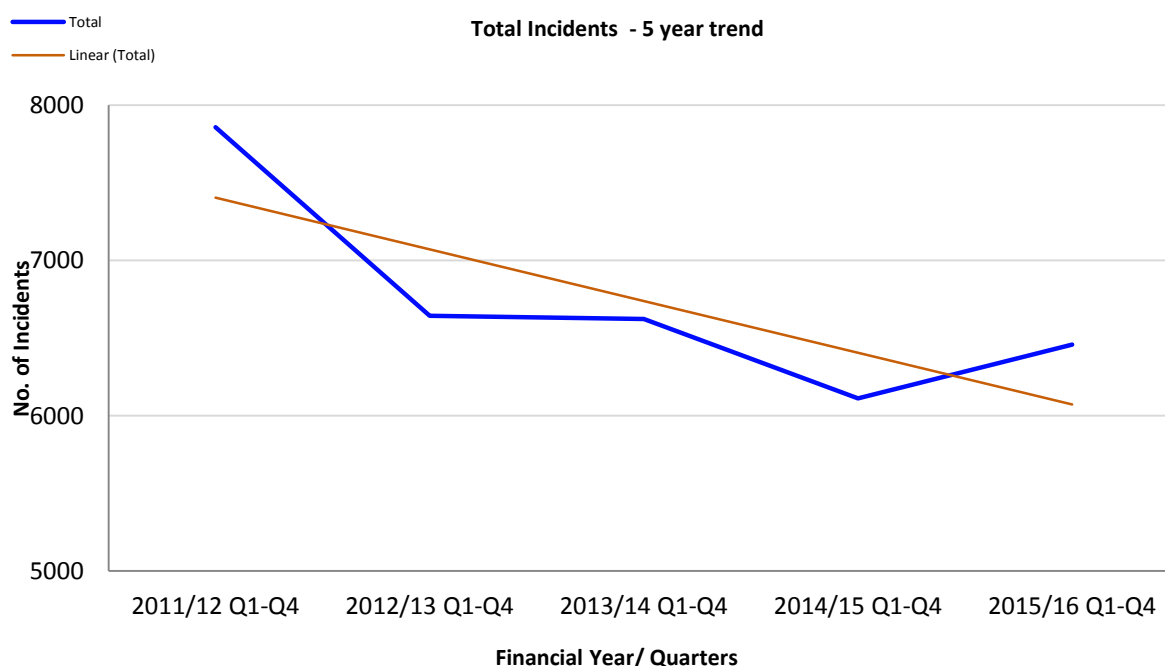


(Figure 1 – Total Incidents per month: March 2015 to March 2016)

Total Incidents	Q1 to Q4 2014-15	Q1 to Q4 2015-16	% change
All Fires	1733	1920	10.8
Special Services	1354	1489	10.0
False Alarms	3025	3050	0.8
Total Incidents	6112	6459	5.7

(Table 1 – Total Incidents: Q1-4 2014-15 and Q1-4 2015-16)

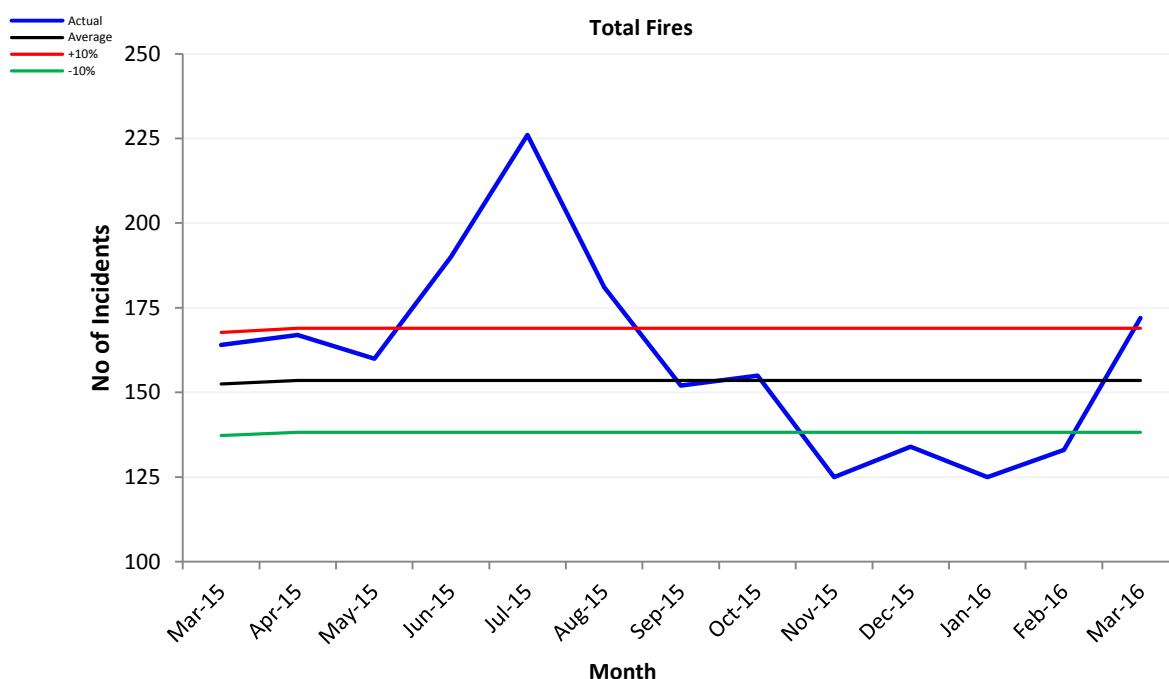
- Total Fire incidents, which include Primary, Secondary and Chimney Fires, were 10.8% higher (187 incidents) than over the same period in 2014-15. This is largely accounted for by an 18.8% rise in the number of Secondary Fires, though Primary Fires still represent the largest proportion (52.8%) of all fires attended.
- The number of Special Service incidents have increased by 10.0% (135 incidents) compared with the same period in 2014-15.
- The number of False Alarm incidents rose by 0.8% (25 incidents) compared with the same period in 2014-15.
- The number of incidents attended has remained relatively consistent over the last 4 years.



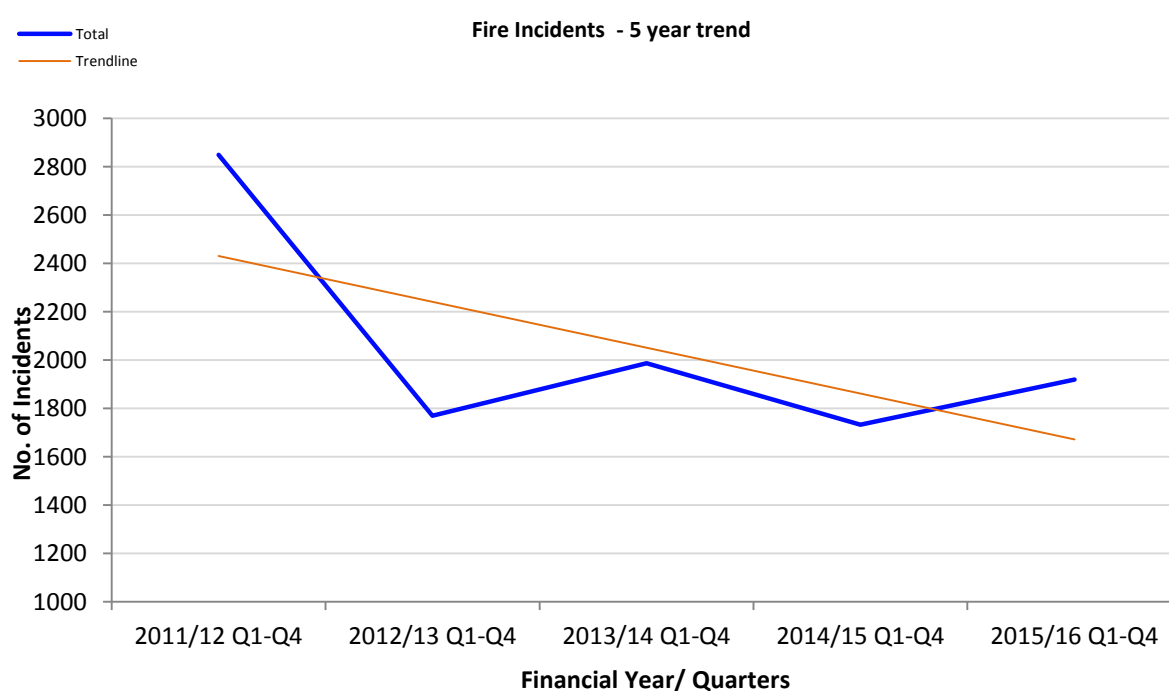
(Figure 2 – All Incidents: Q1-4 from 2011-12 to Q1-4 2015-16)

1.2 Total Number of Fires

The number of Primary and Secondary Fires increased in Quarters 1 to 4 in 2015-16 compared with the same period in 2014-15, representing an increase of 10.8% (187 incidents). Figure 3 shows that this is largely accounted for by the seasonal peak in fire incidents during the drier, summer months from May to August 2015. Figure 4 shows that despite this increase, the total number of fires has remained relatively consistent over the last 4 years.



(Figure 3 – Total Fires per month: March 2015 to March 2016)



(Figure 4 – Fire Incidents: Q1-4 from 2011-12 to 2015-16)

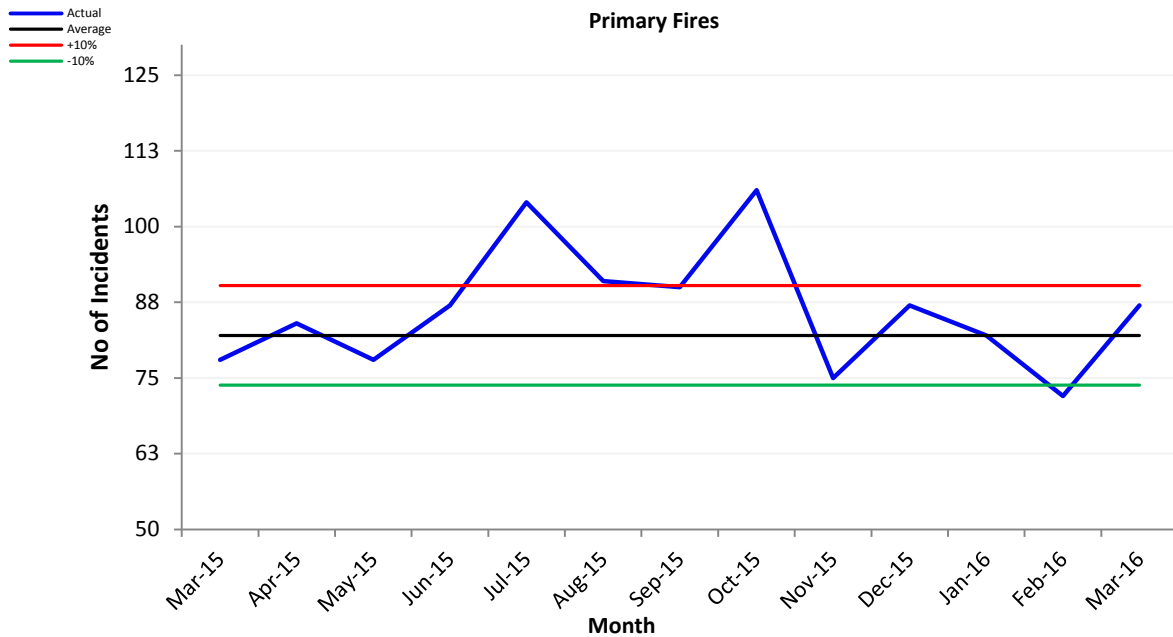
Total Fires	Q1 to Q4 2014-15	Q1 to Q4 2015-16	% change
Primary Fires	933	1043	11.8
Secondary Fires	624	741	18.8
Chimney Fires	176	136	-22.7
Total Fires	1733	1920	10.8

(Table 2 – Total Fires: Q1-4 2014-15 and Q1-4 2015-16)

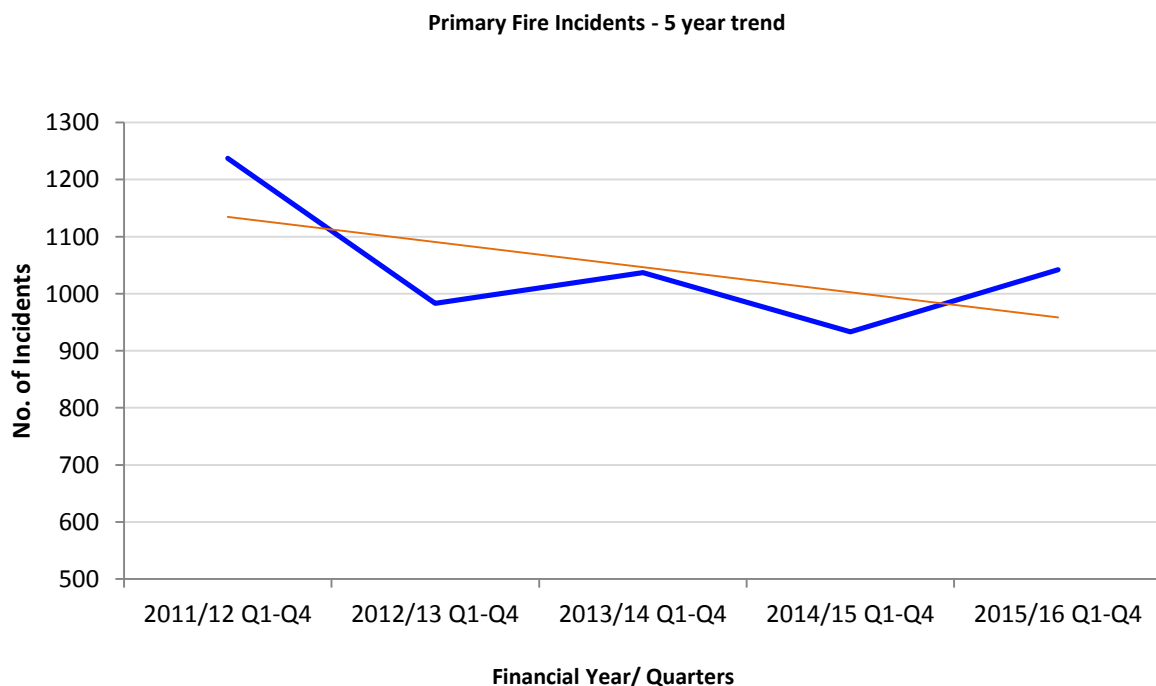
- There were 110 more Primary Fire incidents in Quarters 1 to 4 of 2015-16 than there were in the same period in 2014-15, representing an increase of 11.8%.
- The number of Secondary Fires increased by 117 incidents (18.8%) compared with the same period in 2014-15.
- The number of Chimney Fires fell by 22.7% (40 incidents) compared with the same period in 2014-15.
- During Quarter 4, the Community Risk department carried out 995 Home Fire Safety Checks (HFSCs) at potential vulnerable households, 201 Business Fire Safety Checks (BFSCs) and 263 Signposting referrals, included at other safety and support agencies.

1.3 Primary Fires

Primary Fires are broken down into three main categories: Building Fires, Vehicle & Transport Fires and certain Outdoor Fires. Over Quarters 1 to 4 of 2015-16, there were 79 more Building Fires and 28 more Outdoor Fires than in the same period of 2014-15. There was a small increase of 1.1% (3 incidents) for Vehicle & Transport Fires in 2015-16 compared with the same period in 2014-15. Building Fires continue to represent the greatest proportion (62.8%) of all Primary Fires. Overall, the number of Primary Fires has remained relatively consistent over the last 4 years (shown in Figure 6 below).



(Figure 5 – Primary Fires per month: March 2015 to March 2016)



(Figure 6 – Primary Fires Q1-4 2014-15 and Q1-4 2015-16)

Primary Fires	Q1 to Q4 2014-15	Q1 to Q4 2015-16	% change
Building Fires	576	655	13.7
Vehicle & Transport Fires	282	285	1.1
Outdoor Fires	75	103	37.3
Total	933	1043	11.8

(Table 3 – Primary Fires: Q1-4 2014-15 and Q1-4 2015-16)

- The number of Building Fires increased by 13.7% compared with the same period in 2014-15. Within the Building Fires category, the number of Non-Residential Fires increased by 33.8% and Dwelling Fires decreased by 7.3%.
- Vehicle & Transport Fires increased by 1.1% (3 incidents) compared with the same period in 2014-15. Car Fires continue to account for the greatest proportion (57.3%) in this category, with 164 incidents compared to 155 (55.0%) in the same period in 2014-15.
- Primary Outdoor Fires show an increase of 37.3% (28 incidents) compared with the same period in 2014-15. These are fires that are attended by five or more Fire Appliances or involve a casualty or fatality.

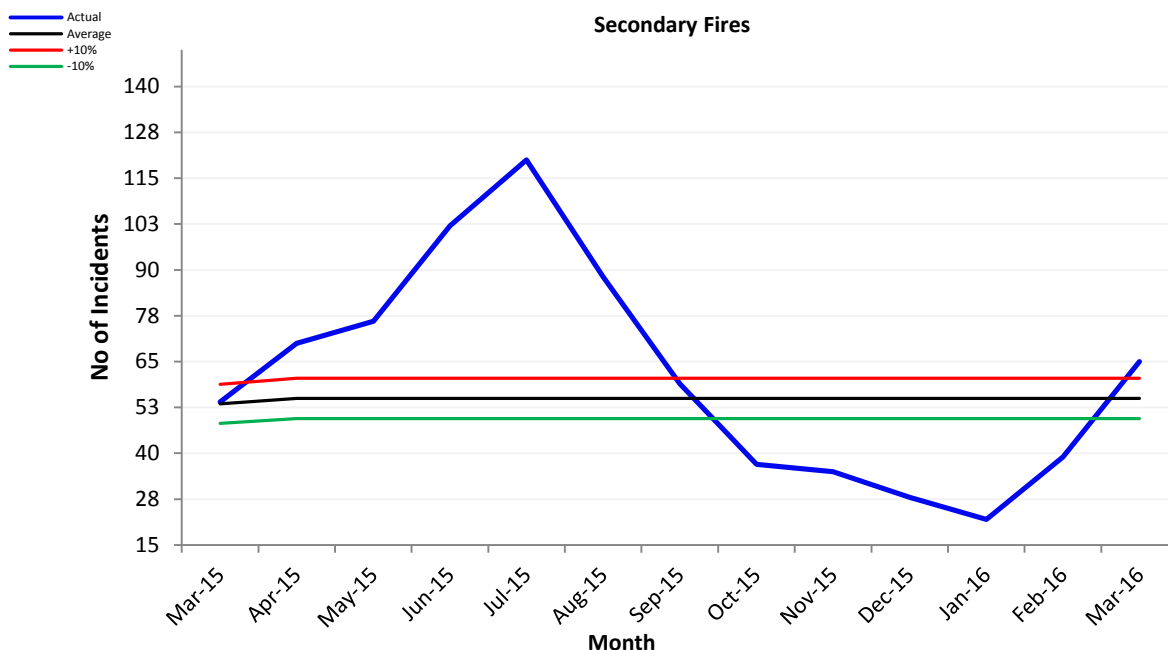
Primary Fires Casualty: severity	Q1 to Q4 2014-15	Q1 to Q4 2015-16	% change
Fatalities	3	1	-66.7
Victim went to hospital, injuries appear to be Serious	7	6	-14.3
Victim went to hospital, injuries appear to be Slight	24	49	104.2
First aid given at scene	41	34	-17.1
Total	75	90	20.0

(Table 4 – Primary Fires Casualties: Q1-4 2014-15 and Q1-4 2015-16)

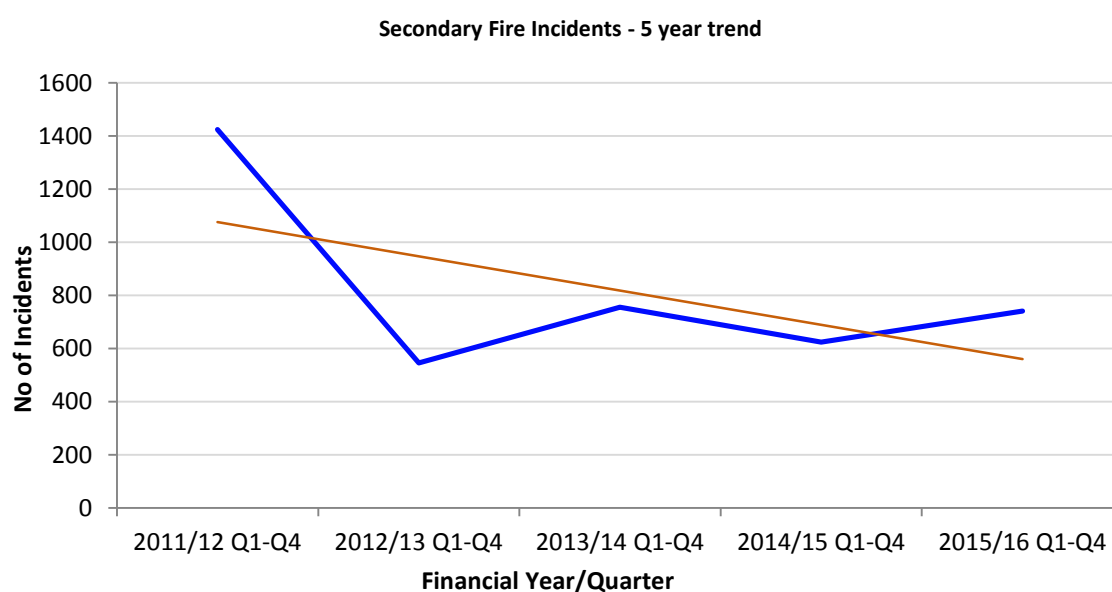
- There was 1 Primary Fire fatality in 2015-16 compared with 3 fatalities in 2014-15. Following this, Community Risk immediately launched a specially targeted campaign in the area surrounding the incident. The team subsequently undertook a campaign in various outlying areas of Herefordshire. This was aimed at reaching those people who are potentially most vulnerable to fire. Following this targeted approach over 100 additional Home Fire Safety Checks (HFSCs) have been carried out for vulnerable individuals since the fire fatality.
- Casualties that attended hospital with apparent 'serious' injuries reduced slightly from 7 to 6; however those who attended hospital with apparent 'slight' injuries increased from 24 to 49.
- The greatest proportion of injuries reported was under the category 'injuries appear to be slight'; within this category, 49 injuries (67.1%) were recorded as 'overcome by gas, smoke or toxic fumes'. This represents a 20% increase over the same period in 2014-15.
- Community Risk officers completed 3937 Home Fire Safety Checks in Quarters 1 to 4 of 2015-16.

1.4 Secondary Fires

Secondary Fires include all other fires which are not Primary or Chimney Fires, do not involve casualties and are attended by no more than 4 Fire Appliances. There was an 18.8% increase (117 incidents) in Secondary Fires in Quarters 1 to 4 of 2015-16 compared with the same period in 2014-15. This is mostly accounted for by an increase in Outdoor Fires (mainly Grassland, Woodland and Crop Fires) over the warmer and drier summer months of 2015, compared to the summer of 2014. Figure 8 shows that despite this increase, the overall number of Secondary Fires has remained relatively consistent over the last 4 years.



(Figure 7 – Secondary Fires per month: March 2015 - March 2016)



(Figure 8 – Secondary Fires: Q1-4 from 2011-12 to Q1-4 2015-16)

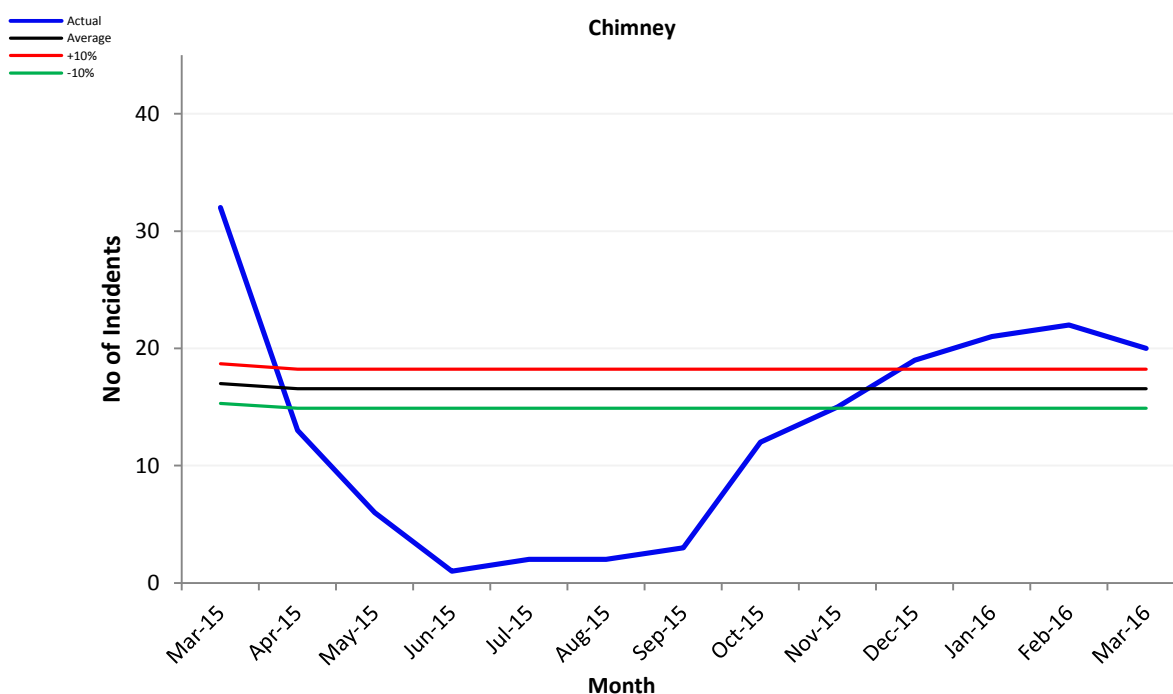
Secondary Fires	Q1 to Q4 2014-15	Q1 to Q4 2015-16	% change
Grassland, Woodland and Crop	179	287	60.3
Other Outdoors (including land)	234	229	-2.1
Outdoor equipment & machinery	15	12	-20.0
Outdoor Structures	157	177	12.7
Building & Transport	39	36	-7.7
Total	624	741	18.8

(Table 5 – Secondary Fires: Q1-4 2014-15 and Q1-4 2015-16)

- Grassland, Woodland and Crop Fires represent the greatest proportion (60.3%) of all Secondary Fires.
- Over the summer months in 2015, there was a concentration of community safety advice and guidance concerning wildfire, outdoor and barbecue safety, along with water safety messages during the hot weather.

1.5. Chimney Fires

The number of Chimney Fires remains low and has fallen by 22.7% in Quarters 1 to 4 of 2015-16, with 136 incidents compared to 176 in the same period of 2014-15. While small, the total edged above the 10% tolerance level towards the end of Quarter 4, as the weather turned colder.



(Figure 9 - Chimney Fires per month: April 2015 to March 2016)

Chimney Fires	Q1 to Q4 2015-16	Q1 to Q4 2015-16	% change
April	13	13	0.0
May	8	6	-25.0
June	4	1	-75.0
July	3	2	-33.3
August	6	2	-66.7
September	2	3	50.0
October	11	12	9.1
November	18	15	-16.7
December	38	19	-50.0
January	14	21	50.0
February	27	22	-18.5
March	32	20	-37.5
Total	176	136	-22.7

(Table 6 – Chimney Fires: Q1-4 2014-15 and Q1-4 2015-16)

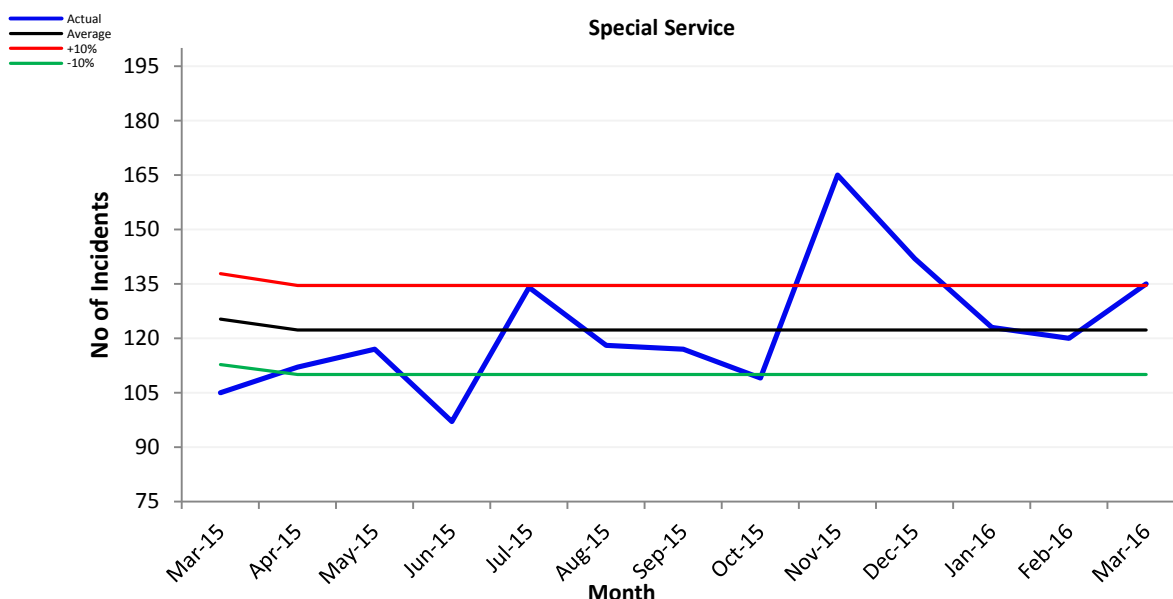
- The total number of Chimney Fires in Quarter 4 of 2015-16 was 13.7% lower than in the same Quarter of 2014-15. This can be partly explained by the milder weather in general compared to the same period in 2014-15.

2. Operational Activity - Other Non-Fire incidents

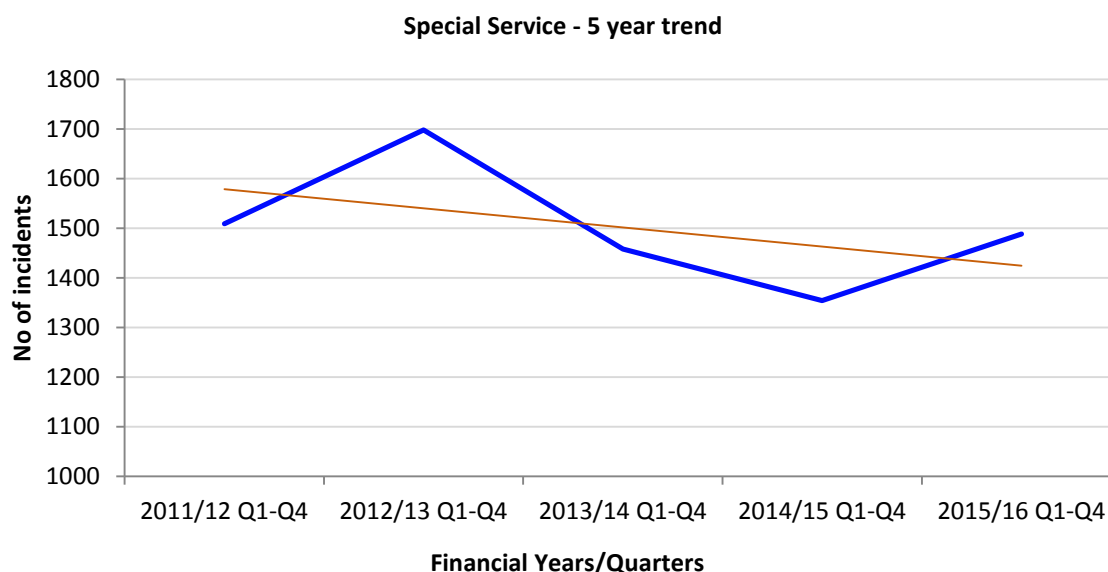
Emergency incidents attended which are not fire related, are generally termed as Special Services and False Alarms. Special Services include road traffic collisions (RTCs), extrications, lift rescues, lock-ins/outs, hazardous materials, chemical incidents, flooding incidents and other rescues.

2.1. Special Service Incidents

The number of Special Service incidents has risen by 10.0% (135 incidents) in Quarters 1 to 4 of 2015-16 compared to the same period in 2014-15. RTC incidents continue to form the greatest proportion of Special Service incidents, representing 43.5% of all Special Service incidents.



(Figure 10 – Special Service Incidents per month: March 2015 to March 2016)



(Figure 11 – Special Service incidents: Q1-4 from 2011-12 to Q1-4 2015-16)

Special Services	Q1 to Q4 2014-15	Q1 to Q4 2015-16	% change
RTC Incidents	581	648	11.5
Flooding	93	66	-29.0
Rescue/Evacuation from Water	45	58	28.9
Animal Assistance	83	95	14.5
Other Special Services	552	622	12.7
Total	1354	1489	10.0

(Table 7 – Special Services: Q1-4 2014-15 and Q1-4 2015-16)

- The number of RTC incidents shows an 11.5% (67 incidents) increase in Quarters 1 to 4 of 2015-16 compared with the same period in 2014-15. Quarter 4 saw a 15.1% reduction in RTC incidents compared to Quarter 3, even though the two counties were affected by several storms.
- There was a fall in the number of Flooding and Rescue/Extrication from Water incidents in Quarters 1 to 4 of 2015-16, which is a 29.0% decrease over the same Quarter in 2014-15.
- Despite a spike in 2012-13, Special Service incidents remained relatively consistent over the last 5 year (as shown in Figure 11).

2.2. RTC Incidents

Road Traffic Collisions (RTCs) incident numbers reflect the total number of incidents attended by HWFRS occurring across the two counties of Herefordshire and Worcestershire.

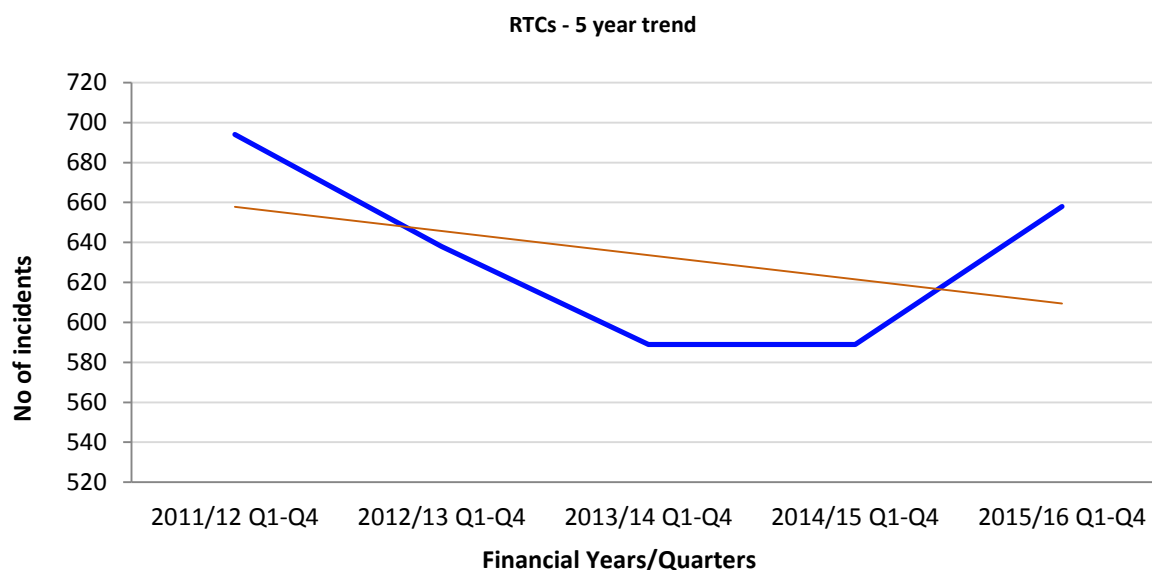
The number of RTC incidents attended by HWFRS in Q1-Q4, increased by 11.5% (67 incidents) compared to the same period in 2014-15. The majority of these incidents involved making vehicles safe (56.2% of all RTC incidents attended). Fire and Rescue Crews attended 9 fatalities involving RTCs over the last 4 Quarters, compared to 18 in the same period in 2014-15. Additionally, the number of people seriously injured in RTCs increased from 83 to 94 (as shown in Table 9 below).

RTC Incidents	Q1 to Q4 2014-15	Q1 to Q4 2015-16	% change
Extrication of person/s	103	90	-12.6
Make scene safe	57	78	36.8
Make vehicle safe	336	364	8.3
Release of person/s	39	57	46.2
Wash down road	1	1	0.0
Other	45	58	28.9
Total	581	648	11.5

(Table 8 – RTC Incidents: Q1-4 2014-15 and Q1-4 2015-16)

RTC Casualty severity	Q1 to Q4 2014-15	Q1 to Q4 2015-16	% change
Fatalities	18	9	-50.0
Victim went to hospital, injuries appear to be Serious	83	94	13.3
Victim went to hospital, injuries appear to be Slight	269	237	-11.9
First aid given at scene	51	80	56.9
Total	421	420	-0.2

(Table 9 – RTC Casualty severity: Q1-4 2014-15 and Q1-4 2015-16)

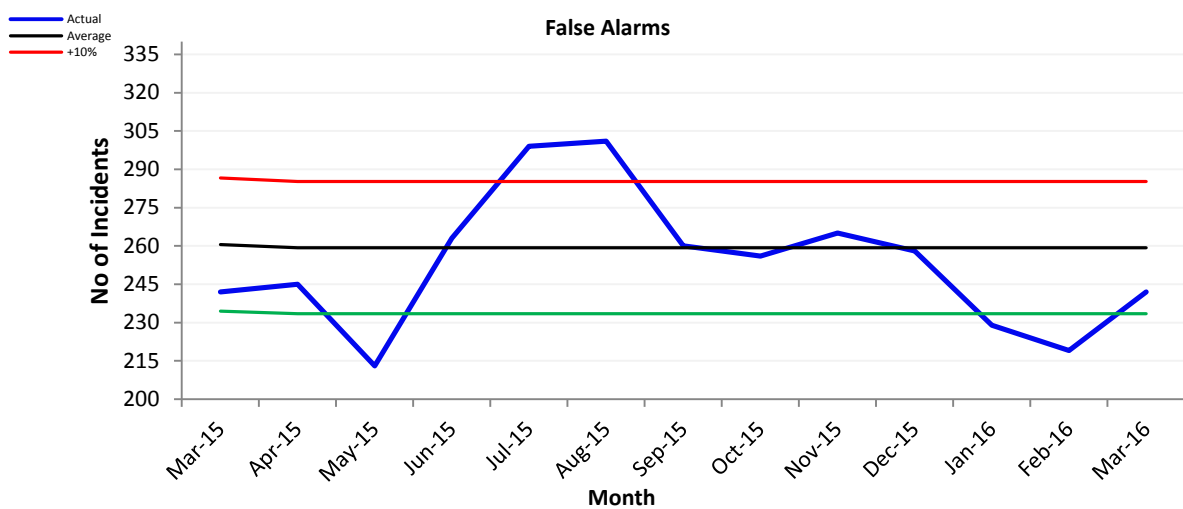


(Figure 12 – RTC Incidents per month: Q1-4 from 2011-12 to Q1-4 2015-16)

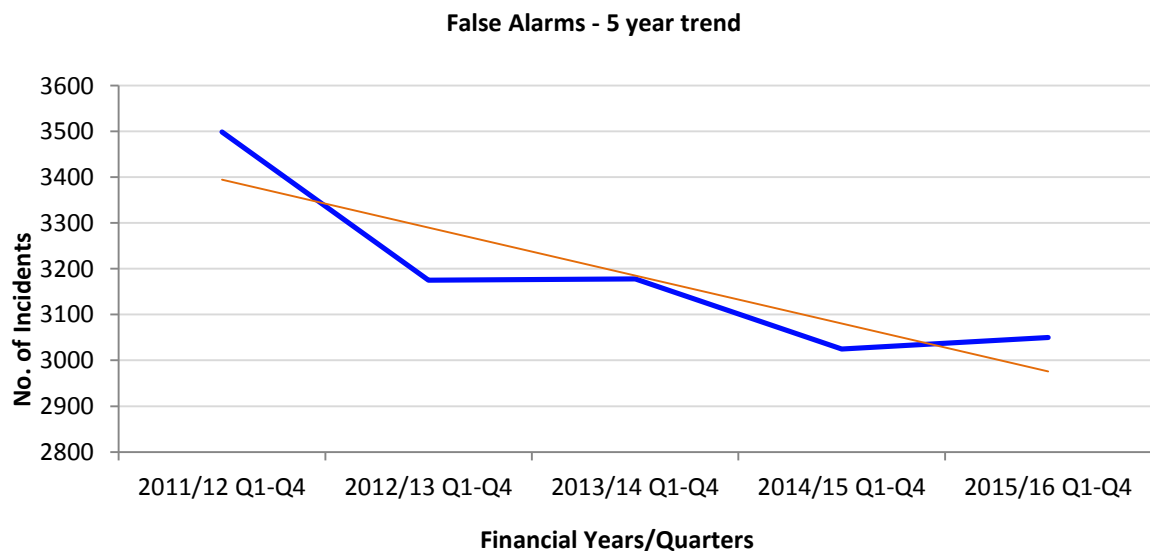
2.3. False Alarm Incidents

The number of False Alarm incidents in Quarters 1 to 4 of 2015-16 shows a small rise of 0.8% (25 incidents) compared to the same period in 2014-15. The number of hoax and good intent false alarm calls remains consistent.

- The number of False Alarms has remained relatively consistent over the last 4 years (as shown in figure 14).
- In addition to the above there were an additional 355 False Alarms which did not require the attendance of the Fire and Rescue Service. These include not being required following call challenging and Fire Appliances returned en-route following receipt of further information from Fire Control.



(Figure 13 – False Alarm Incidents per month: March 2015 to March 2016)



(Figure 14 – False Alarm Incidents: Q1-4 from 2011-12 to 2015-16)

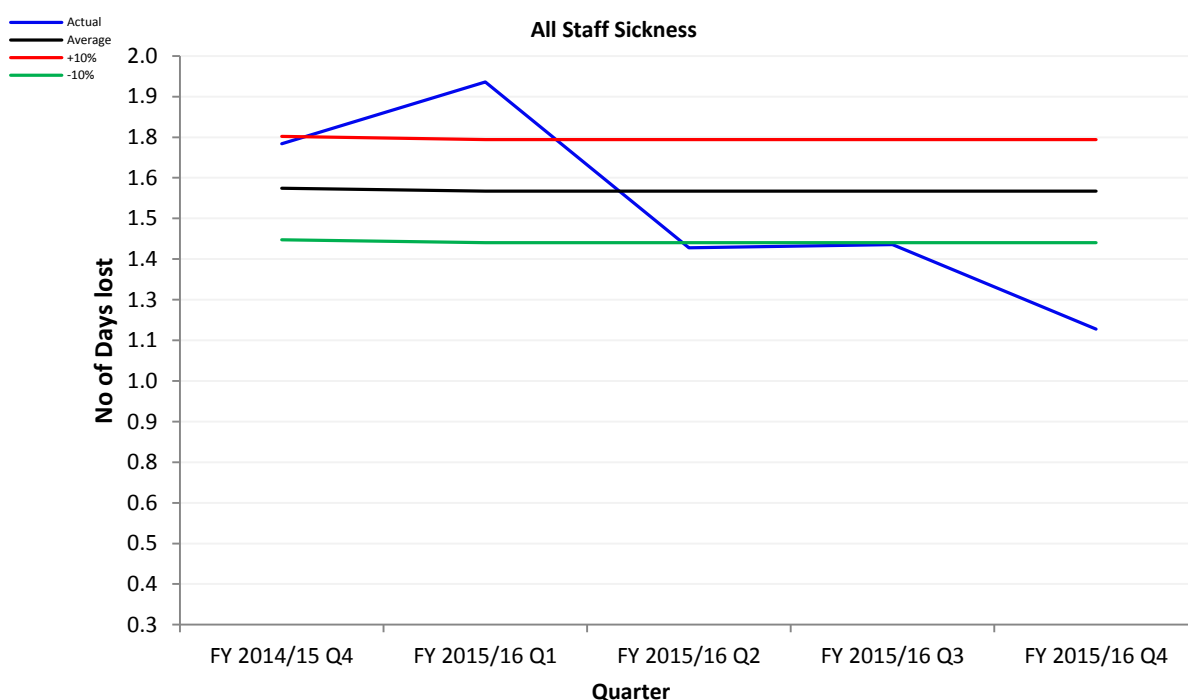
False Alarms	Q1 to Q4 2014-15	Q1 to Q4 2015-16	% change
Malicious False Alarms	48	51	6.3
False Alarm Good Intent	747	733	-1.9
Automatic False Alarms	2230	2266	1.6
Total	3025	3050	0.8

(Table 10 – False Alarms: Q1-4 2014-15 and Q1-4 2015-16)

3. Absence Management

Staff absence and sickness is recorded on a Quarterly basis in line with the Service's HR Connect management system. The overall sickness level for all staff in Quarter 4 of 2015-16 has fallen to 1.15 days lost per head and remains below the 5-year average of 1.69 days lost per head. The cumulative total for the 4 Quarters of 2015-16 is 5.91 days lost per head. Within this, the non-uniform staff sickness level has risen in Quarter 4 and has fallen out of the 10% tolerance level. The Wholetime staff sickness level has fallen and remains within tolerance. The overall staff sickness level continues to compare favourably with sickness levels at Herefordshire Council and Worcestershire County Council.

3.1. All Staff Sickness

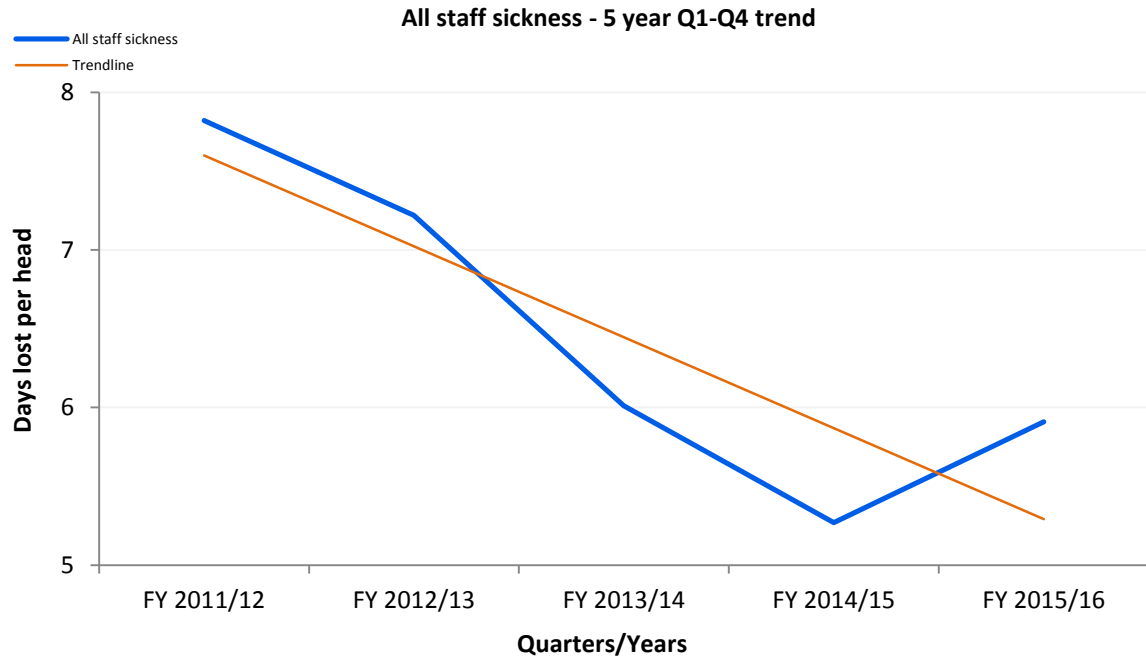


(Figure 15 – All Staff Sickness: Q4 2014-15 to Q4 2015-16)

All Staff Sickness	Short Term Sickness per head (Day lost)	Long Term Sickness per head (Days lost)	All Staff Sickness per head (Days lost)
Quarter 1	0.73	1.19	1.92
Quarter 2	0.54	0.88	1.42
Quarter 3	0.57	0.85	1.42
Quarter 4	0.78	1.02	1.15
Total	2.62	3.94	5.91

(Table 11 – All Staff Sickness: Q1-4 2015-16).

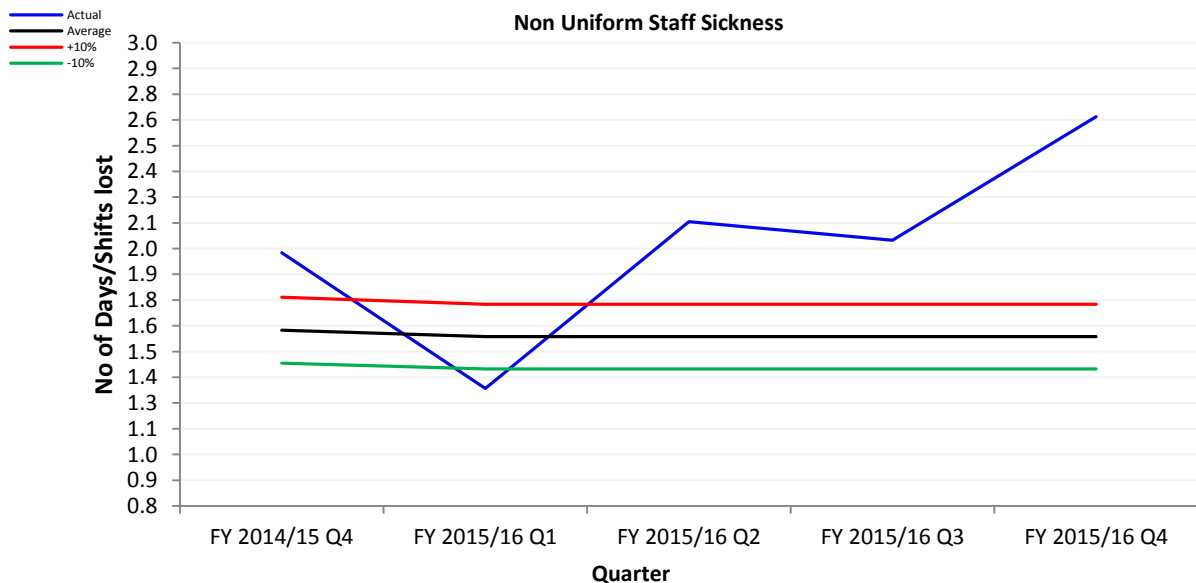
- Quarter 1 of 2015-16 saw a peak in short-term, long-term and overall staff sickness levels. This has fallen back to a total of 1.15 days lost per head in Quarter 4 and remains below the average 1.69 for Q1-4 over the last five years. Long-term sickness continues to form the greatest proportion representing 66.7% of all sickness. Figure 16 below shows the 5 year sickness trend.



(Figure 16 – All staff sickness: Q1-4 from 2011-12 to Q1-4 2015-16)

3.2. Non-Uniform Staff Sickness

The overall level of Non-Uniform Staff Sickness for Quarter 4 of 2015-16 remains above the tolerance threshold.



(Figure 17 – Non-uniform Staff Sickness: Q1-4 2014-15 and Q1-4 2015-16)

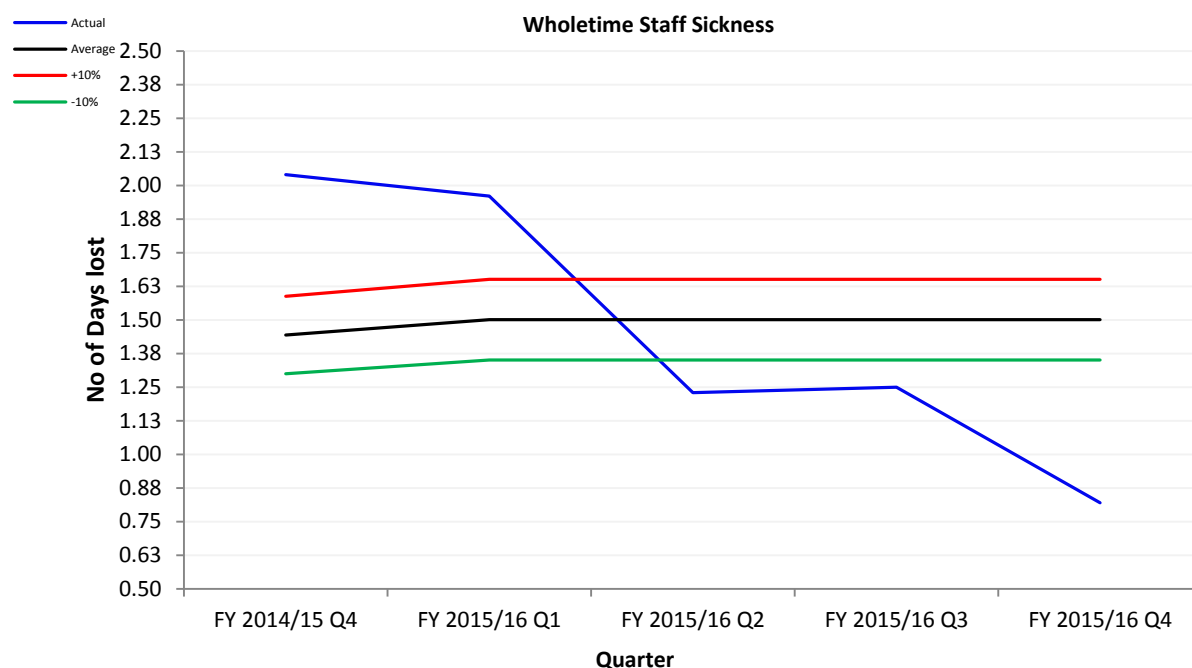
- The increase in long-term sickness is mainly accounted for by the continued absence of a number of individuals. However, this is not expected to be a re-occurring trend. None of the absences are work related and there were no common trends.

Non-Uniform Staff Sickness	Short Term Sickness per head (Days lost)	Long Term Sickness per head (Days lost)	All Non-uniform Staff Sickness per head (Days lost)
Quarter 1	0.53	0.79	1.32
Quarter 2	0.85	1.28	2.13
Quarter 3	0.68	1.36	2.04
Quarter 4	0.89	1.75	2.64
Total	2.95	5.18	8.13

(Table 12- Non-Uniform Staff Sickness: Q1-4 2015-16)

3.3 Wholetime Staff Sickness

The Wholetime Staff Sickness level decreased in Quarter 4 of 2015-16 and remains below tolerance levels.



(Figure 18 – Wholetime Staff Sickness: Q1-4 2014-15 to Q1-4 2015-6)

Wholetime Staff Sickness	Short Term Sickness per head (Days lost)	Long Term Sickness per head (Days lost)	All Wholetime Staff Sickness per head (Days lost)
Quarter 1	0.78	1.18	1.96
Quarter 2	0.49	0.74	1.23
Quarter 3	0.50	0.75	1.25
Quarter 4	0.35	0.47	0.82
Total	2.12	3.14	5.26

(Table 13 – Wholetime Staff Sickness: Q1-4 2015-16)

- The reduction in both short and long-term sickness means Wholetime Staff sickness has remained within tolerance for the last 3 quarters.

3.4 Comparative All Staff Sickness

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

Comparative All Staff Sickness	Short Term Sickness per head (Days lost)	Long Term Sickness per head (Days lost)	All Wholetime Staff Sickness per head (Days lost)
HWFRS	2.62	3.94	5.91
Herefordshire Council	awaiting content	awaiting content	10.00
Worcestershire County Council	3.37	4.87	8.24

(Table 14 – Comparative All Staff Sickness: Q1-4 2015-16)

- The latest figures for Quarter 4 of 2015-16 show that the Service's overall staff sickness levels continue to compare favourably, with lower levels of short-term and long-term sickness for all staff.

4. Key Performance Indicators Out of Tolerance

By the end of Quarter 4 of 2015-16, Total Fires, Secondary Fires, Chimney Fires, Special Service incidents, Non-Uniform Staff Sickness and first attendance by a Fire Appliance at Building Fires within 10 minutes were all outside of the 10% tolerance levels.

Quarter 4 Chimney Fires were above the 10% tolerance level of 18; this was still 21.6% lower than the same period last year. In terms of the Special Service incidents, the rise can be accounted for by the impact of several storms, which saw an 11.5% increase in RTCs compared to 2014-2015. The increase in long-term sickness is mainly accounted for by the continued absence of a number of individuals. However, this is not expected to be a persisting trend. None of the absences are work related and there were no common trends.

4.1 Attendance Standards – 1st Fire Appliance at Building Fires

The Attendance Standard was set in the Service's Integrated Risk Management Plan (IRMP) 2009-2012. The standard is for the 1st Fire Appliance to arrive at all Building Fires within 10 minutes on at least 75% of occasions. The actual percentage of Building Fires attended by the 1st Fire Appliance within 10 minutes during Quarter 1 to 4 2015-16 is 60.2% which is slightly down 0.9% compared to the same period in 2014-15.

1st Fire Appliance attendance at Building Fires within 10 minutes	Q1 to Q4 2014-15	Q1 to Q4 2015-16
Building Fires attended within 10 minutes	351	404
Total number of Building Fires attended	574	671
% attended within 10 minutes	61.1%	60.2%

(Table 15 – 1st Fire Appliance attendance at Building Fires within 10 minutes: Q1-4 2014-15 and Q1-4 2015-16)

1st Fire Appliance attendance at Building Fires - average times	Q1 to Q4 2014-15 (mm:ss)	Q1 to Q4 2015-16 (mm:ss)
Time of Call until Time Appliance Mobilised	03:15	01:57
Mobile Time until to Appliance Arrive	07:08	08:12
Time of Call to Arrival at Scene	10:23	10:09

(Table 16 – 1st Fire Appliance attendance at Building Fires average times: Q1-4 2014-15 and Q1-4 2015-16)

- While the attendance time for 267 Building Fires in the period fell outside the standard, the average attendance time for first Fire Appliances at all building fires remains just above 10 minutes.
- The main reasons cited for the first Fire Appliances not attending building fires within 10 minutes are travel distances (53.6% of incidents) and delayed turn in times (15%).

Reasons for not meeting 1st Fire Appliance attendance at Building Fires within 10 minutes			
Travel distance to the incident	143	Civil disturbance	3
Turn in time (Retained and Day Crew only)	43	Training event delayed turn out	2
Appliance not booked in attendance	20	Failed alerters	2
Road obstruction/road closure	12	Insufficient crew	3
Incident outside station turnout area	8	Mobilised from other area	3
Responding at normal road speed e.g. AFAs	7	Not on home station	1
Insufficient information passed to Control	7	Difficulty in locating incident	1
Traffic conditions causing delayed turn in	4	Known False Alarm	1
Mobilising error	3	1st pump redirected	1
Weather conditions	3	Total	267

(Table 17 – Reasons for not meeting 1st Fire Appliance attendance at Building Fires within 10 minutes: Q1-4 2015-16)

- This benchmark or measurement standard does not alter how quickly the Service attend incidents. Many other factors can influence this target, such as call challenging, information gathering by Fire Control, changing societal issues, for example fewer incidents in built up areas and more incidents proportionally outside of towns and cities and weather/road conditions. All of this may increase the average time taken to attend incidents across both counties.
- The attendance standard was developed prior to the introduction of the new Fire Control system and there is no exact match between a time recorded in the new system and the time used under the old method to record the time of call. The nearest time in the new system would be “Incident Created”, which is after the time of call and is when the Fire Control has identified the address in the database and needs to pinpoint the nearest Fire Appliance.

5. Retained Availability

The overall availability of the first On-Call Fire Appliance has slightly improved by 0.6%, when compared with the same period of 2014-15.

Call sign	Station	Q1 to Q4 Availability 2014-15	Q1 to Q4 Availability 2015-16	% Change
213	Worcester	99.1%	99.3%	0.2%
221	Stourport	96.0%	96.0%	0.0%
231	Bewdley	83.5%	78.4%	-5.1%
241	Kidderminster	95.4%	87.9%	-7.5%
251	Bromsgrove	93.7%	92.4%	-1.3%
261	Droitwich	87.9%	83.8%	-4.1%
271	Redditch	99.0%	99.0%	0.0%
291	Pebworth	90.5%	91.7%	1.2%
302	Broadway	82.6%	91.2%	8.6%
311	Pershore	96.5%	98.7%	2.2%
322	Upton-upon-Severn	91.9%	81.3%	-10.6%
411	Malvern	99.5%	98.9%	-0.6%
422	Ledbury	99.1%	97.7%	-1.4%
431	Fownhope	95.5%	91.9%	-3.6%
442	Ross-on-Wye	100.0%	100.0%	0.0%
463	Hereford	95.9%	99.1%	3.2%
472	Ewyas Harold	94.1%	99.8%	5.7%
481	Eardisley	96.8%	94.3%	-2.5%
492	Kington	98.1%	97.1%	-1.0%
502	Leintwardine	97.1%	98.6%	1.5%
511	Kingsland	98.1%	99.8%	1.7%
522	Leominster	99.8%	99.9%	0.1%
532	Tenbury	99.9%	99.6%	-0.3%
552	Peterchurch	76.1%	81.2%	5.1%
Total Hours Available		93.7%	94.3%	0.6%

(Table 18 – 1st Appliance Retained Availability: Q1-4 2014-15 and Q1-4 2015-16)

- Ross-on-Wye and Bromyard On-Call Crews maintained a 100% availability rate during the 4 Quarters of 2015-16.
- 79% of our On-Call availability was above 90% during Quarters 1-4 in 2015-16.
- A reduction in available daytime personnel explains the lower percentage of cover provided by stations such as Bewdley, Kidderminster, Upton-upon-Severn, Droitwich and Peterchurch. Local recruitment initiatives are taking place to address this shortfall.

Report of the Head of Corporate Services

14. Fire Authority Annual Report 2016-17

Purpose of report

1. To adopt the Fire Authority Annual Report 2016-17 and approve for publication.
-

Recommendation

It is recommended that the Authority adopts the draft Fire Authority Annual Report 2016-17 and approves it for publication, subject to any final minor changes as agreed by the Chief Fire Officer in consultation with the Chairman.

Introduction and Background

2. As part of our corporate planning process, the Service produces a Fire Authority Annual Report (Appendix 1 – separate enclosure). The Annual Report 2016-17 presents an overview of the Service's activities in 2015-16, including a summary of overall performance and achievements, and outlines our plans for 2016-17.
3. The document is prepared in a style ready for publication on the Service's website, so that it is easier to read and access. This is part of our aim to improve community engagement with, and understanding of, the work of the Service.
4. This year's report is arranged in the same way as previous reports keeping activities and plans under the same general headings of Prevention, Protection, Response, Resilience and Organisational Support & Development. It also provides an update on the progress of projects in the 2020 Vision Programme as well a section on ongoing collaboration work.

Conclusion/Summary

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

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The whole document includes information on financial, property and human resource issues and changes which are necessary to support the implementation of Fire Authority objectives.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The whole document highlights key achievements and performance in delivering Our Strategy in 2015-16, and it highlights proposed actions in 2016-17 as part of the CRMP 2014-2020 and the 2020 Vision Programme.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	The document provides an overview of activities and proposed actions. The details for each activity and proposed action set out any risk implications.
Consultation (identify any public or other consultation that has been carried out on this matter)	Senior Management Board consultation.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	Business Impact Assessment completed for the Annual Report process. Equality and diversity will be considered by each project or activity manager. Equality and diversity ('the inclusiveness agenda') is embedded throughout the document.

Supporting Information

Appendix 1 – Fire Authority Annual Report 2016-17 (separate enclosure)

Contact Officer

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Hereford & Worcester
Fire Authority

Fire Authority **Annual Report** 2016-17

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Foreword

Welcome to the 2016-17 Fire Authority Annual Report. This report tells you about what we did last year, including our overall performance and some of the main highlights of our work across the two counties. It also sets out some of the work we're planning to do this year.

This year's Annual Report sees us moving forward with a new Chief Fire Officer following the retirement of our former Chief Fire Officer Mark Yates at the end of March 2016. Mark joined Hereford and Worcester as Chief Fire Officer in April 2010 and helped to navigate us successfully through one of the most challenging periods of austerity in our history.

As a result, we start this new year with a balanced budget, a leaner but more flexible Service and lots of plans to guide us through the next few years of transformation and change. To help us get where we need to be, Nathan Travis, Deputy Chief Fire Officer of Oxfordshire Fire and Rescue Service has joined us as Chief Fire Officer on an interim basis.

2016-17 may prove to be a watershed year for the Authority and Service. Changes at Government level see us with a new Fire

Minister along with a move to the Home Office from the Department for Communities and Local Government. There is also a Policing and Crime Bill moving through Parliament, which may have a considerable impact on the way the Service is run in the future and there is a new Policing and Crime Commissioner for the West Mercia region, John Campion, who will be keen to develop further collaboration initiatives with the Fire Service locally.

In fact, much of the change at national level is designed to encourage greater collaboration between emergency services. You will see as you read through our report of what we achieved last year and our plans for the future that collaboration and joint working with our emergency service partners, local authorities and voluntary organisations is already well-embedded in practically everything we do. Our transformational projects in the 2020 Vision Programme are all about building new relationships and new ways of working, and much of our day-to-day work involves co-operating with others to achieve our aims.

Last year we continued to tackle the funding pressures facing the Service, and managed to maintain a balanced budget. Our changes to staffing at fire stations and at headquarters plus the removal of

two fire engines from the fleet in 2015 along with a small increase in the income we get from Council Tax has helped us to manage the ongoing grant cuts. Nevertheless, our financial calculations suggest that we are still likely to have to find a further £2.4 million by 2019-20. We are continuing work to identify how to make these further reductions without impacting on the communities of our two counties.

Despite small rises in the numbers of incidents attended last year, the overall downward trend continues and is still about a third lower than it was ten years ago. Nevertheless, we are not complacent and we are always reviewing incidents, trends and the quality of our services to find new and better ways of delivering our services.

We are committed to our core purpose of providing our communities with sustainable, high quality firefighting, rescue and preventative services, and we want to thank all our staff who continue to work with great professionalism and dedication to help achieve this. The achievements from last year are clear evidence of this dedication and we believe we are well placed to meet the challenges of forthcoming years.

This Annual Report gives an overall view of our work and performance in 2015-16 and our future plans, but to get a fuller

perspective we recommend you look through the pages of our [website](#) and our reports to the Fire Authority and its Committees.

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



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



Nathan Travis, Chief Fire Officer/
Chief Executive

The Fire Authority

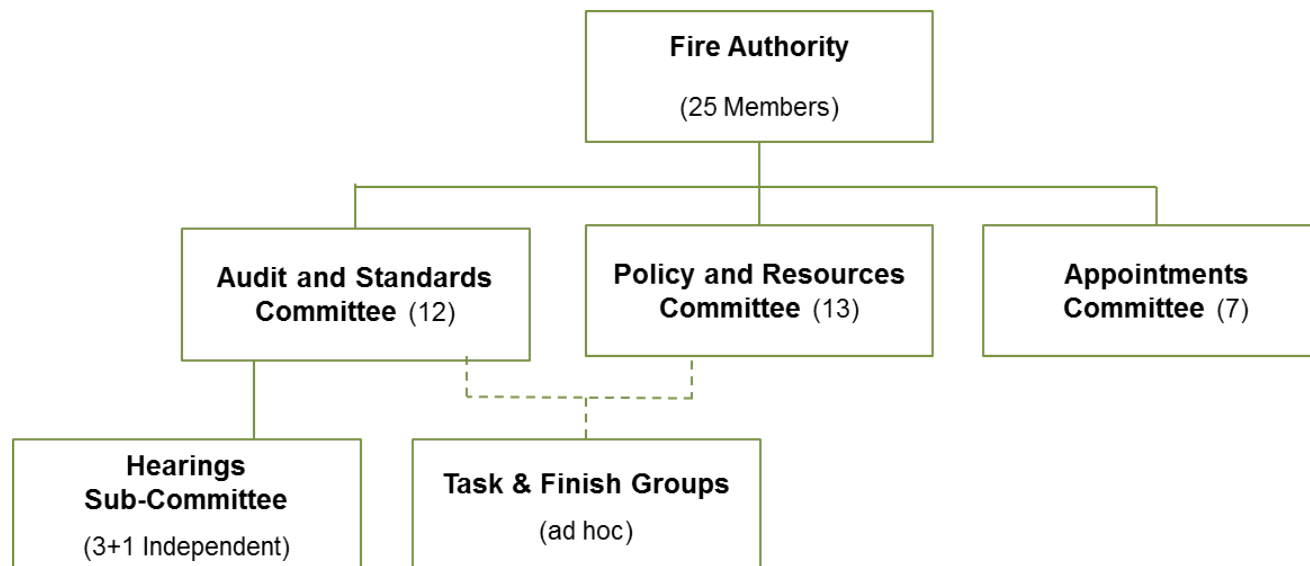
Hereford & Worcester Fire Authority is the governing body of the Fire and Rescue Service. It's made up of 25 local councillors, six from Herefordshire Council and 19 from Worcestershire County Council. They make sure the Service carries out its duties in relation to fire prevention, fire safety, firefighting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

The Authority sets the budget and approves the overall direction for the Service. It also appoints the Chief Fire Officer and makes sure

the Service has the right people, equipment and training to deliver their services effectively and efficiently in the best interests of the communities of Herefordshire and Worcestershire.

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

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



The Fire and Rescue Service

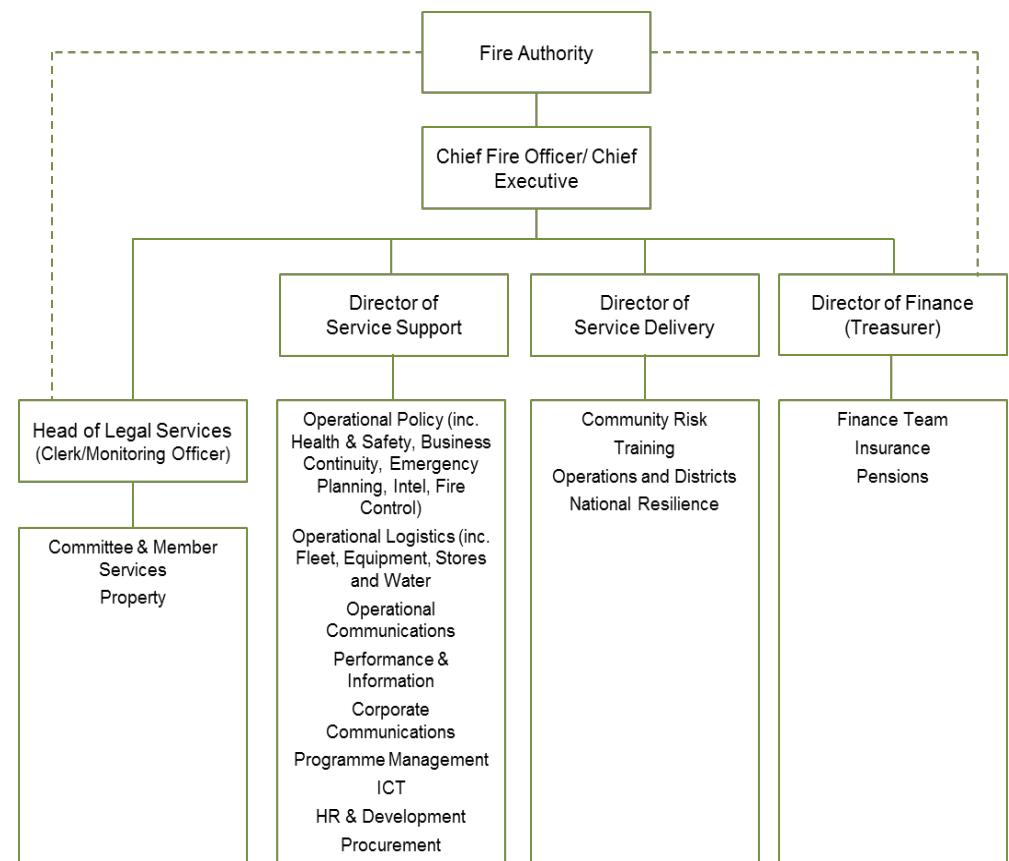
The Service is led by the Chief Fire Officer/Chief Executive with the support of the Senior Management Board. The Service employs just over 750 full-time and part-time staff, most of whom are highly trained firefighters (approximately 80 per cent of the total workforce).

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

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

These essential services are supported by a wide range of organisational support services such as financial, personnel and

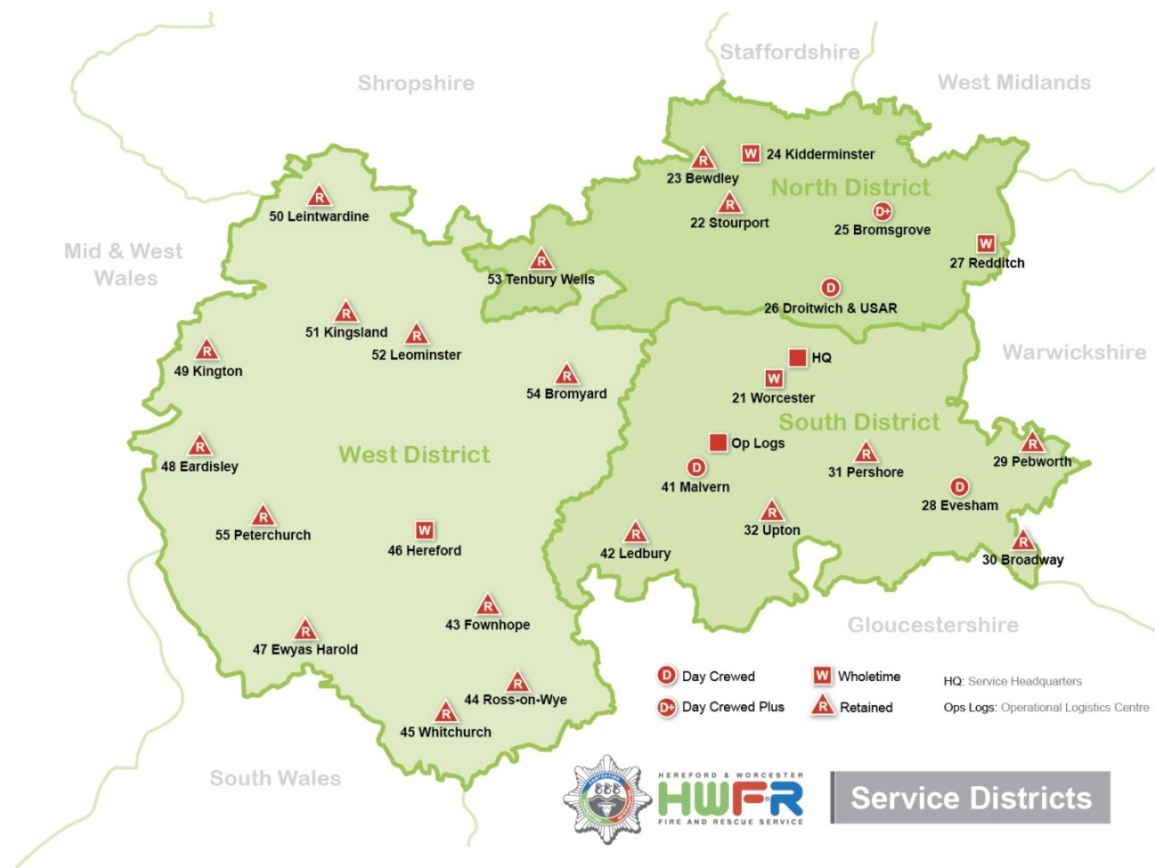
legal management functions. The full range of services is shown in chart below.



Our Districts

The Service covers the whole of Herefordshire and Worcestershire, an area of around 1,500 square miles (390,000 hectares) and a resident population of about three-quarters of a million people (753,700 – ONS mid-2014 population estimate). Of these, three in

four live in Worcestershire, with around 100,000 people living in the city of Worcester. Herefordshire is more sparsely populated with a largely rural population, about a third of whom (60,000 people) live in the city of Hereford.



Our services are organised around three Districts – North, South and West – to provide a balanced response to reducing community risk. This is supported by a Training Centre in Droitwich, a fleet maintenance and supplies centre called Operational Logistics in Malvern, and a Service Headquarters in Worcester.

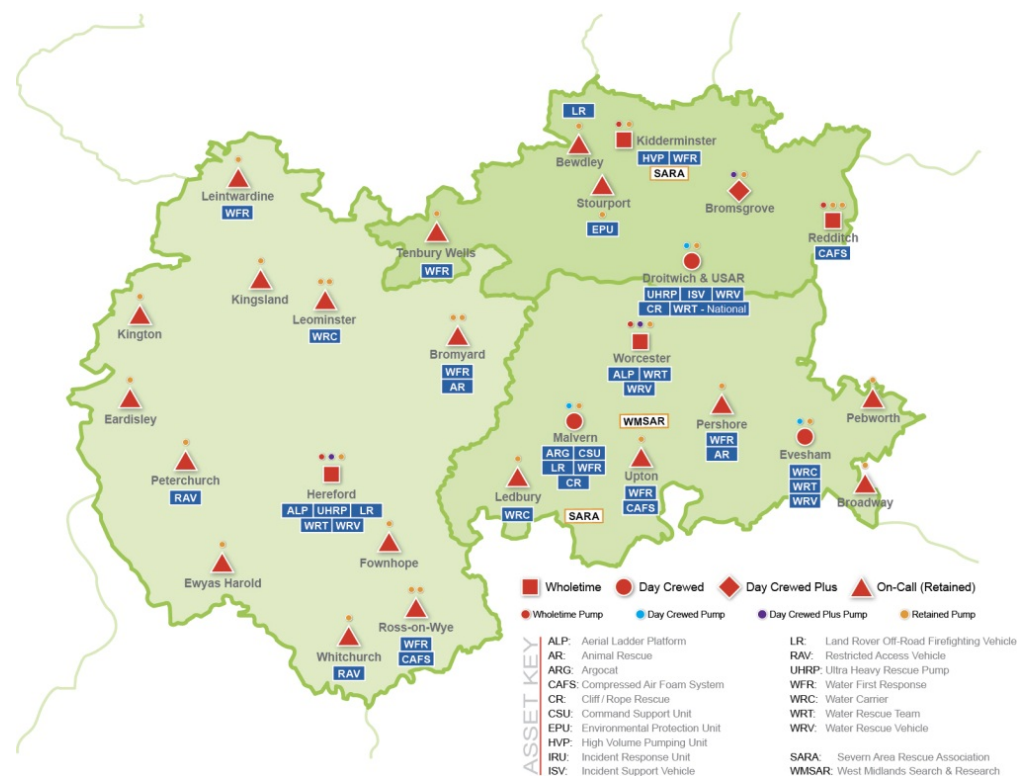
Across the three Districts we have 27 fire stations and 41 fire engines, each of which is strategically placed to be able to respond effectively as soon as an emergency call is received. Every fire station has an On-Call crew of part-time firefighters who live or work locally and are available should they be needed. Eight fire stations also have Wholetime crews, who are available full-time.

In 2015-16, we received 9,346 emergency calls covering a wide range of incidents including property and countryside fires, road traffic collisions, water and animal rescues, collapsed structures and dealing with hazardous substances. In all, we attended 6,459 incidents, about 123 a week, which continues a general downward trend.

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

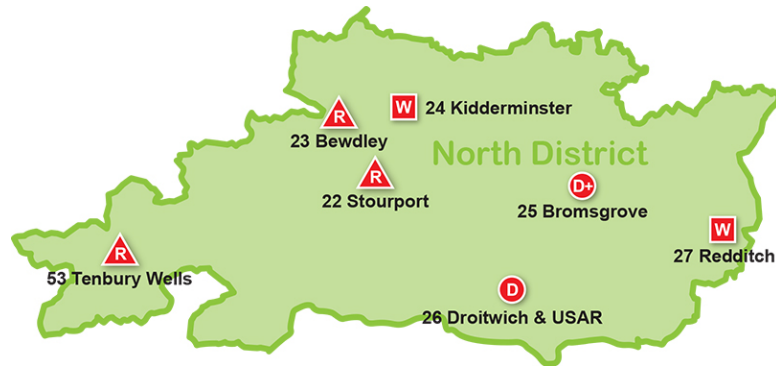
We also make sure our specialist vehicles and assets, such as boats, are at those fire stations where this additional support is more likely to be needed.

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



Each District has identified the main risks in their areas. The risks vary across Districts, but generally include major industrial sites and buildings, important heritage sites and buildings and environmentally sensitive areas as well as key public buildings such as hospitals. Our crews maintain detailed information about the different types of risks they may face should there be an incident at any of these sites and undertake specific training against them, including with the aid of computer-generated simulations.

North District



North District covers the northern area of Worcestershire with the majority of people living in the main towns of Redditch, Kidderminster, Bromsgrove and Droitwich. Like most of the Service area it has an ageing population, though Redditch has more young people. Overall, about one in five of residents are aged over 65 years and this is expected to increase over the coming years. It is a generally prosperous area with a few pockets of deprivation, notably in the built-up areas of Kidderminster and Redditch. The District includes mainline rail and major road infrastructure, such as the M5 and M42 motorways. While large industrial sites are a feature of the area there are also heritage and environmental considerations. An example of this is the rivers Severn and Stour to the east of the area.

North District is served by seven fire stations. Redditch is the busiest in the area with 869 incidents in its area during 2015-16. This represents 32 per cent of the 2,701 incidents in total across the District.



South District



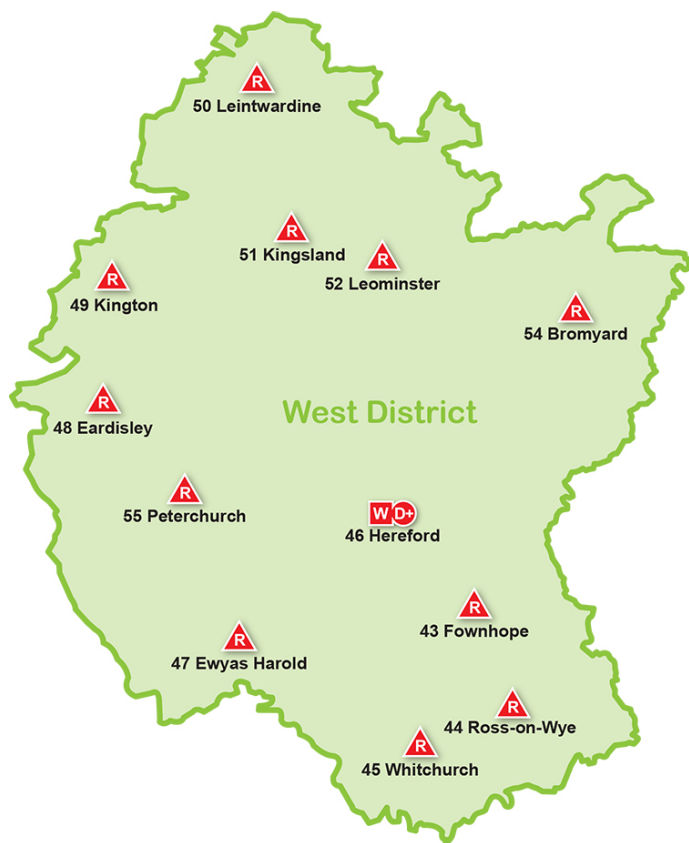
South District covers south Worcestershire and part of Herefordshire. Most people live in the city of Worcester and the two main towns of Malvern and Evesham. Worcester is the largest urban area in the two counties and is the main centre for employment, retail and tourism. Like North District, there is an ageing population, which is likely to continue rising over coming years. The District is relatively prosperous though there are some local areas, notably in parts of Worcester, where the quality of life is poorer in terms of employment, health, crime and educational attainment. Features of the District include large industry in Worcester and the main towns, and major infrastructure networks, such as the M5 motorway. There are also heritage and

environmental considerations, such as Worcester Cathedral and the extensive areas of open countryside and farmland, including the Vale of Evesham and the Malvern Hills.

There are eight fire stations in the District, with Worcester being the busiest fire station in the two counties. In 2015-16 there were 1,159 incidents in the Worcester area, 50 per cent of the 2,335 incidents in South District.



West District



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

With the majority of people living in a handful of market towns and smaller villages, access to services is a particular issue with some communities in relatively remote and hard-to-reach locations. This rural location also provides environmental considerations such as the Rivers Wye, Teme, Lugg and Arrow and significant heritage sites such as Hereford Cathedral. Although mainly rural, Herefordshire also contains several large industrial sites such as Rotherwas Industrial estate.

The District is served by 12 fire stations located in Hereford, the market towns and smaller settlements along the county border with Wales. Hereford fire station is the busiest in the area with 752 incidents in 2015-16, 53 per cent of the 1,423 incidents in West District.

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



Our Strategy

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

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

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



Our Values

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

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

We Value Innovation, Change and Learning

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

We Value Diverse Communities

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

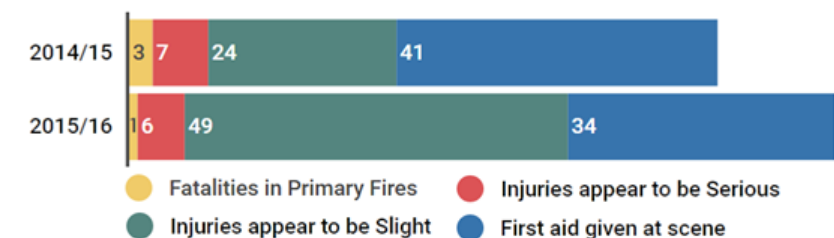
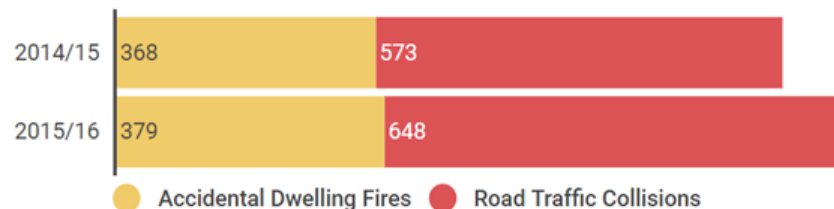
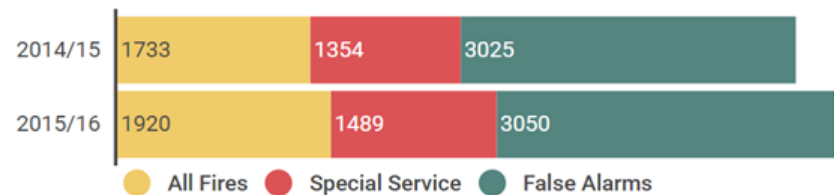
We Value Our People

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

We Value Our Fire and Rescue Service

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

Our performance in 2015-16: at a glance



The Service attended 6,459 incidents in 2015-16. This was 347 or just over 5% more than last year. Although we expect there to be fluctuations up and down in the number of incidents from year to year, we still analyse the underlying causes, with the aim of improving our targeted prevention activities. Despite the increase, though, the overall trend continues to be downward, and this year's total is still the second lowest total in the ten years we have collected data in this way.

There has been an increase in the number of incidents in each of the three main categories. False Alarms continue to be the largest proportion of incidents, representing almost one in every two incidents (47%) and the Service is working with businesses as well as call challenging to reduce this. We continue to work with occupiers to identify where false alarm activations by repeat offenders could be reduced.

We attended 11 more accidental dwelling fires and 75 more road traffic collisions than we did last year. We will ensure our prevention activities and our work with partners continues to target these potentially life-risk incidents.

The number of people killed or seriously injured in primary fires we attended fell to seven from ten last year, with most injuries requiring some first aid attention. There was one death caused by an accidental dwelling fire. In the previous year there were three dwelling fire deaths, two of which were accidental and one was a deliberate fire.

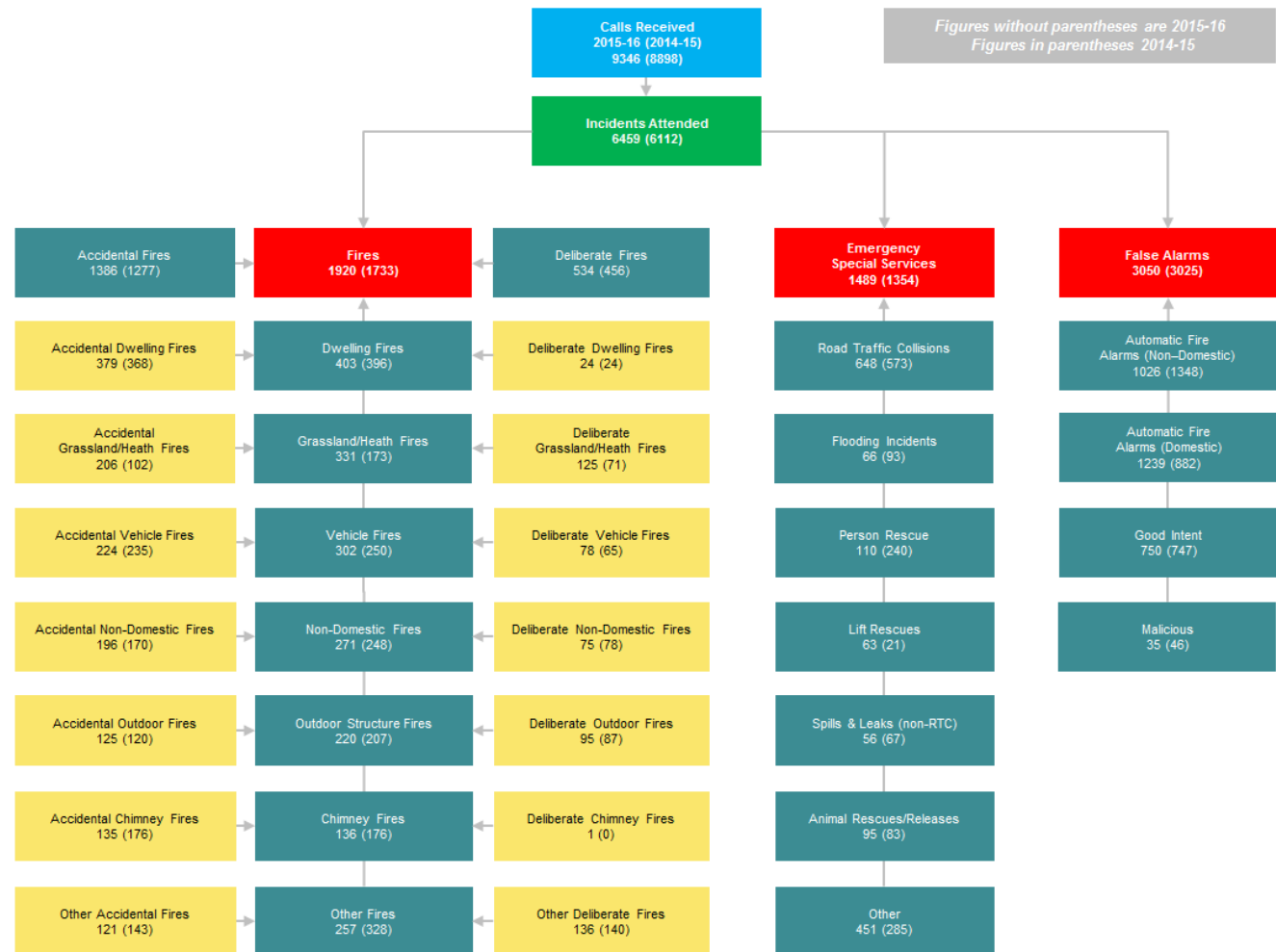
In terms of staffing matters, overall sickness levels saw a small decrease to 5.91 days lost per head in 2015-16 (compared to 5.96 in 2014-15). This still compares favourably with local partners e.g. Worcestershire County Council had 8.24 days lost per head in 2015-16 and Herefordshire Council 10.0.

Summary of 2015-16 incidents

This table shows the breakdown of fires, special services and false alarm incidents attended by the Service last year, with the 2014-15 equivalent figures shown in brackets. The figures are used for comparison with other fire and rescue services and for reporting to central government.

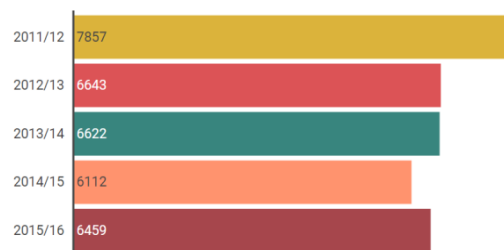
The figures do not include mobilisations to other miscellaneous incidents attended by the Service, such as attendances to incidents in neighbouring counties, those where we arrived at the scene and were not required, exercises, and where crews are asked to stand by.

Overall performance data, including 'key performance indicators' (or KPIs), are reported to the Authority's Policy and Resources Committee every quarter – these reports can be found on the Service website. Our performance is also compared against similar Services, and this information can also be found on the website.



Our performance: five-year trends

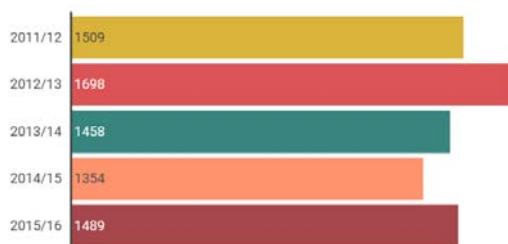
All Incidents



The table shows that this year's figure of 6,459 incidents attended was the second lowest in the last five years. It continues a general downward trend, though with similar totals since 2012-13 this may

indicate some levelling out. This year's total is actually 3,260 incidents fewer than just ten years ago, a fall of 33 per cent. The Service's community and business safety work continues to focus on prevention, protection and education, especially targeted towards those groups more likely to be at greater risk than others.

Special Service incidents

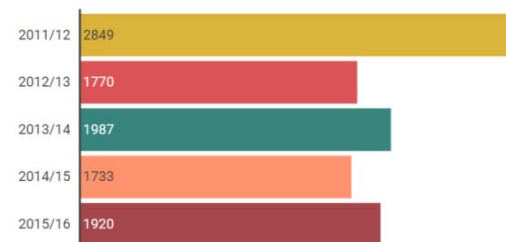


Special Service incidents are those such as road traffic collisions, flooding, person rescues, spills, leaks and animal rescues. Although the total increased in 2015-16, it is still over 16

per cent lower than ten years ago. The 10 per cent increase over 2014-15 is largely accounted for by a rise in the number of road traffic collisions and weather-related incidents in the wake of major storms during the 2015-16 winter period. For example Storm Barney led to a 46% increase in RTCs in November 2015.

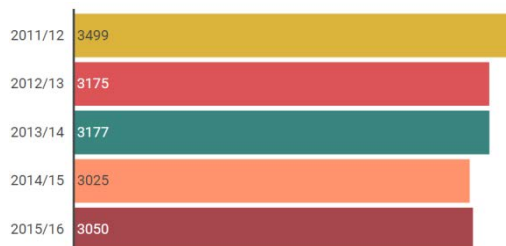
All Fires

The number of fires shows an increase of 187 incidents (about 11 per cent). This is mostly related to a seasonal peak in grassland, woodland and crop fires during the drier summer months of May to August 2015. Despite the rise this year,



the total is still 1,249 (39 per cent) fewer fire incidents than ten years ago. There was one fatality in an accidental house fire this year, compared to two last year. Following the fatality the Community Risk team launched a specially targeted fire safety campaign in the local area and generated over 100 additional Home Fire Safety Checks specifically for vulnerable households.

False Alarms



The number of false alarms has remained relatively consistent over the last four years and is currently over 20 per cent lower than ten years ago. While there was a small

increase of less than one per cent over 2014-15, the overall downward trend continues, reflecting the ongoing work of business fire safety officers and the impact of call-challenging by Fire Control officers.

Budget savings

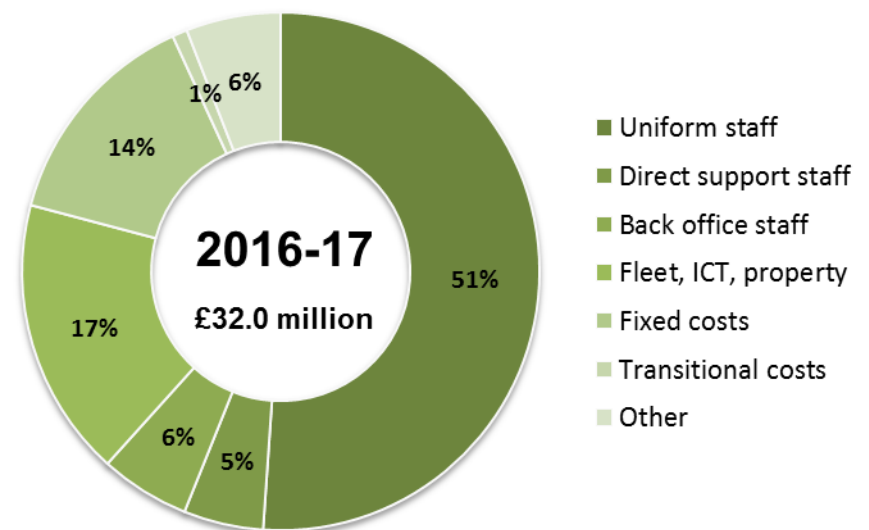
Since the start of the 'austerity' period in 2010-11, the Fire Authority's annual revenue budget has reduced by 16 per cent in real terms. Taking into account the additional running costs over the last five years, such as inflation pressures, national pay rises, tax increases and maintenance of property and equipment, this has resulted in a headline budget reduction from £32.6 million in 2010-11 to £32.0 million in 2016-17.

In order to meet these pressures, we have made reductions in our workforce, including managers and support staff, made changes to crewing at fire stations, cut our spending budgets and removed two fire engines from the fleet. By 2019-20 the full implementation of these measures will be saving £6.7 million per year.

Improvement in income from Council Tax has meant we have been able to set a balanced budget in 2016-17 and a virtually balanced budget for 2017-18.

Government has now provided figures for the four years to 2019-20, and this shows a further 30% reduction in grant over this time. Even with a continued growth in Council Tax income, the Fire Authority is

likely to have to find a further £1.6 million of annual savings in 2018-19 and a further £0.8 million by 2019-20.



Fire Authority Budget 2016-17

For further information on the spending gap up to 2019-20, see the section 'Resourcing the future: financial information' later in this report.

Collaboration and the Policing and Crime Bill 2015-16

With the introduction of the new Policing and Crime Bill later this year, there will be a statutory duty on fire and rescue services to work collaboratively with their local Police and Ambulance Services. Hereford & Worcester FRS is already well advanced in this collaborative approach and there are many examples of effective joint working and blue-light co-operation throughout this Annual Report.

The new Bill is part of the government's intention to ensure there is greater joint working between all police, fire and ambulance services. The introduction of a statutory duty aims to improve efficiency and effectiveness through better local accountability and

an improved service for communities as well as savings for taxpayers.

Within the Bill, there are further specific provisions covering collaboration between police and fire services. These provisions relate to the role of the Police and Crime Commissioner (PCC), who would be enabled to take on more responsibility for fire and rescue services. The Police and Crime Commissioner is an elected official responsible for ensuring efficient and effective policing of a police area. Our police area is West Mercia, which covers Herefordshire, Worcestershire and Shropshire (including Telford and Wrekin).

The Bill should become law in late 2016.

2020 Vision Programme







In the last Fire Authority Annual Report we introduced the 2020 Vision Programme. The programme has been designed to help secure our ability to provide our communities with sustainable, high quality firefighting, rescue and preventative services into the future.

The programme brings together a host of priority projects, each of which is critical to protecting the future of the Service and ensuring its on-going resilience in the coming years, while maintaining our identity and the very best of our traditions.

There are currently twelve projects in the programme, nine of which are underway while three have already been completed. The projects include new fire stations for Evesham, Hereford and Wyre Forest, the roll out of vital new technology upgrades as part of national projects, and pivotal work with local partner organisations. Some have been successful in gaining millions of pounds of funding

from central Government for transformational public sector projects, including moving our Service HQ to the headquarters of West Mercia Police at Hindlip.

Work on each project got underway during 2014-15 and a short summary of progress to date is set out in the following table. The table has been colour-coded to give an idea of the aim of each project, as follows: -

	Mandatory projects	A change which ensures we comply with new rules and regulations, for example a change in the law.
	Transformational projects	A change which brings about new ways of working, for example co-location or collaboration with other blue light partners.
	Legacy projects	A change which sustains our Service, for example replacing an old fire station.
	Strategic projects	A change to the structure of our Service, for example a new crewing system.

	Mandatory Projects	Summary	Update	Benefits
1	ESMCP Emergency Services Mobile Communications Programme	This project will implement a new national mobile communications scheme to replace services currently provided by Airwave. The new communications system, Emergency Services Network (ESN) will enable the emergency services – police, fire, ambulance and other public safety organisations – to share an extensive, highly secure and resilient integrated voice and broadband data mobile communications network.	ESMCP intends to deliver ESN when the Airwave contracts being to expire from mid-2017. The aim is for the Service to have the ability to take initial voice and data transmissions by early 2017 ready for transition across the West Midlands region in May 2018. National roll-out across all emergency services should be complete by 2020, when all existing contracts have expired.	In addition to providing a faster, more secure and resilient communications system, the project will be more cost-effective than the current system, which is unable to handle broadband data as well as more costly to run.

	Mandatory Projects	Summary	Update	Benefits
2	Public Services Network (PSN)	This project is part of the government's high-performance ICT network, which helps public sector organisations work together, reduce duplication and share resources. PSN ensures that the Service's data is protected and our network is safe, and as other public sector organisations will be connected to the same system we will be able to share data securely in a timely and efficient manner.	Procedures are now in place to ensure we become a PSN compliant service, and all staff will complete training during 2016 to understand the necessary working practices they need to adopt. The systems should be fully implemented by early 2017.	This project offers a dedicated, secure information network that meets Data Protection requirements. It keeps both electronic and physical data secure, and is a strategic prerequisite for delivering the ESMCP project.
3	Payroll (now complete)	This project transferred the delivery of the Service's payroll service from Worcestershire County Council to Warwickshire County Council.	The changeover took place at the start of April 2015, and the new payroll service began operating.	There is now a more cost-effective, streamlined and robust payroll service for all staff, made possible through effective collaboration with Warwickshire County Council.

	Transformational Projects	Summary	Update	Benefits
4	OCC Operations and Communication Centre	In 2014 West Mercia Police and Warwickshire Police secured government funding to redesign and redevelop their control rooms and communications systems for managing emergency calls at a new facility at Hindlip. HWFRS were invited to participate in this by including its own Fire Control functions at the new site, which would have the all the benefits of closer working, including the ability of both services to support each other during peak periods or critical incidents.	Planning permission for the development was approved in March 2016. Building works are due to start in June 2016 and the new OCC is expected to be completed by the end of 2017-18. It is anticipated that Fire Control will be able to move to the new centre once the current Fire Control project is complete.	Working alongside the Police brings the additional benefits of improving our ability to share data and intelligence quickly, for sharing training and best practice in ways of working and for promoting joint working. It is also anticipated that the closer working environment will bring longer term cost savings.
5	Project Arrow	This project has developed collaborative opportunities with Warwickshire Fire and Rescue Service aligning policy, procedures, systems, resources, guidance and best	Managers from both Services have developed plans to take forward specific areas of collaboration, which began to be implemented in	Closer working with our neighbouring Fire and Rescue Service is already benefiting through joint

	Transformational Projects	Summary	Update	Benefits
		practice in areas such as Training, Development, Operational Support, Health & Safety, Equipment, Stores, Hydrants, Fire Protection and Fire Prevention.	March 2015.	training and shared training facilities, shared policy and incident monitoring procedures. It has also helped build a deeper and more resilient relationship, enabling efficiency savings to be achieved.
6	Wyre Forest Blue Light Hub	This project aims to develop a new Emergency Services Hub Station within the Wyre Forest area. Supported by government funding, the project will enable fire, police and voluntary emergency service partners to share the same base location. This will provide a great opportunity to make more efficient use of resources, increase joint training and share expertise and facilities to achieve better outcomes for the public.	Following a full public consultation during 2015, further work was undertaken to identify suitable sites for the new hub station. The Fire Authority will be considering the locations at their meeting in June 2016, and subject to approval, a further phase of public consultation will commence.	Providing a state-of-the-art hub station will offer operational benefits for the emergency services sharing the same location, and community benefits in terms of offering local facilities such as a meeting room and training venue.

	Transformational Projects	Summary	Update	Benefits
7	Hindlip (Headquarters relocation)	This project aims to move the functions and staff at the current Service Headquarters to co-locate with West Mercia Police at their Hindlip Park site. It aims to foster a closer working relationship between the two Services as well as producing ongoing savings such as through reduced duplication, better data sharing and improved coordination and joint working.	Over the year, the Service has been carrying out meticulous planning for moving the whole of Headquarters functions to a new site. It is likely that different sections from HQ would migrate to the new site over time, with a completion date towards the end of 2017-18.	Bringing the two blue light services, including management teams, together under the same roof will help to create opportunities for closer collaboration at all levels, from strategic planning to day-to-day support services.

	Legacy Projects	Summary	Update	Benefits
8	Evesham Fire Station	This project builds a new two-storey fire station in an excellent location close to the leisure centre in Evesham. It will have three fire engine bays and a gas-fired fire training facility on site. The project has been possible through close work with Wychavon District Council and the Waitrose company,	Work on the new building began in January 2016 and is expected to be complete towards the end of 2016.	The new building will benefit from being more efficient and have lower maintenance costs resulting in significant savings over coming years. By working closely

	Legacy Projects	Summary	Update	Benefits
		who will build a new supermarket on the old fire station site, which was becoming increasingly costly to maintain.		with the local council to help regenerate the town centre, we will have new facility worth around £3.5 million for a cash outlay of just £0.5 million.
9	Fire Control	This project enhances the Service's 999 response resilience in association with Shropshire Fire and Rescue Service. It involves creating a new Command and Control (C&C) system at Service Headquarters so that both Fire Services can take calls and mobilise each other's resources if needed, and also involves co-locating with West Mercia Police's control centre as part of the plans to move Fire Service HQ to Hindlip.	Fire Control moved to Service Headquarters with the new C&C system in 2012, and the links with Shropshire Fire and Rescue Service were completed in 2015. The final stage, improving on-board devices and officer mobilising systems are due to complete in 2017.	With the new updated technology in place, the project offers a much better mobilising system than previously and the links with other blue light services provide more overall capacity and resilience.

	Legacy Projects	Summary	Update	Benefits
10	Hereford Fire Station	This project aims to develop a new fire station in Hereford to replace the existing station, which is in a poor condition and no longer suitable. We are working closely with Herefordshire Council to secure a suitable location for the new fire station.	Delivery of the project transferred to Place Partnership Limited in September 2015. Pending the outcome of discussions with Herefordshire Council, a planning application will be prepared. Subject to approval, we would aim for a provisional start on site set during 2017.	The new fire station would offer a modern and more cost-efficient facility with lower maintenance and running costs, resulting in ongoing savings.

	Strategic Projects	Summary	Update	Benefits
11	CRMP (review in 2017-18)	This project implemented the Community Risk Management Plan 2014-2020, including changes to fire and emergency cover. The changes to cover include a two year trial of the Day Crewing Plus duty system for the second fire engines at Hereford and Worcester fire stations, removing one each of the two on-call fire engines at Ledbury and Tenbury fire stations and operating a standard crewing of four firefighters on all first fire engines (though for a two year period five firefighters will be maintained on as many occasions as possible).	The CRMP runs to the end of 2019-20 and guides how the Service will manage its resources against risks to provide the best possible service to our communities. It is due to be reviewed and updated during 2017-18.	The CRMP is at the heart of the Service's strategic planning to help achieve the core purpose of providing our communities with sustainable, high quality firefighting, rescue and preventative services. It also provides the public with a transparent overview of how we intend to manage risk over the coming years, as required by the government's National Framework for fire and rescue services.

	Strategic Projects	Summary	Update	Benefits
12	Place Partnership Limited (PPL) (now complete)	This project amalgamated the Service's property functions with five other local partners in a new and unique public sector company called Place Partnership Ltd. The project is the first of its kind and has full government support.	The new company went live in September 2015 and is supporting the delivery of projects such as the proposed new Hereford fire station and is currently leasing the ground floor of Service Headquarters creating both savings and an income stream for the Service.	Through more efficient use of property and resources it is expected to deliver significant savings for the Service in coming years.

Our work completed in 2015-16

Throughout 2015-16 we continued the process of making sure our Service is well placed to sustain a high quality service into the future in the face of ever-present financial pressures. As we said last year, we have had the stability of a balanced budget for 2015-16, which has helped us to continue delivering our services effectively.

We are a year into our Community Risk Management Plan for 2014-2020 and have implemented several changes to crewing systems and reduced our fire engine fleet from 43 to 41 creating ongoing savings each year. With the changes made we now have around 44 fewer wholetime firefighters than we did a couple of years ago, but

we have achieved this through careful workforce planning to ensure no compulsory redundancies and no impact on the overall quality of our service.

This section expands on our work over the year and picks out a number of key highlights. To present a fuller picture of the wide range of our work, we've used the main themes set out in the CRMP 2014-2020 as headings: prevention, protection, response and resilience and organisational support and development.

Prevention highlights

Prevention is about delivering activities that aim to stop incidents happening in the first place. Preventing fires and other emergencies from happening is the most effective way of saving lives and property.

Highlights of our work in 2015-16 are set out in the following sections

Community Safety activities

Existing prevention activities link directly to HWFRS 'Our Strategy' and the key areas identified, namely;

- accidental dwelling fires
- vulnerable people
- arson
- road safety

During 2015-16, we distributed 4,770 smoke alarms and over 500 carbon monoxide monitors, carried out more than 3,750 targeted Home Fire Safety Checks and reached more than 4,000 young people with a range of community safety education initiatives. We also completed over 1,000 signposting referrals and further developed our joint work with partner agencies.

Home Fire Safety Checks (HFSCs)

Our firefighters and community risk officers target the most vulnerable groups across the two counties, particularly the elderly and disadvantaged groups, to help them stay safe and well in their own homes. When delivering HFSCs our officers are trained to recognise when other agency support might be needed (for example, where there may be security concerns or health and welfare issues). With the permission of the householder, we use our 'signposting' procedures to safely share their details with partner agencies, who can then provide additional support. The support typically ranges from fitting security locks and providing home aids and equipment to helping the householder to access benefits payments they were not aware of.



Young people initiatives

Our work ranges from providing young children with information about road, water and fire safety to giving older teenagers important advice about driving and road safety. We also work with young people who aren't in mainstream school education, who might be at greater risk. Our initiatives in the year included:

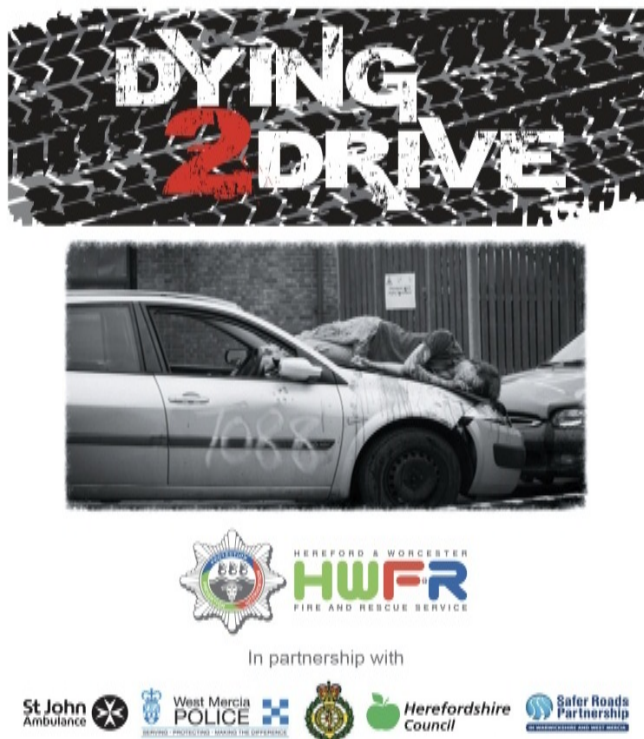
Crucial Crew: Along with the police and other agencies we carried out workshops for over 1,300 year-six pupils at Leominster Police Station. The workshops have a range of interactive experiences, such as finding out what to do in a smoke-filled house, to help with learning about fire safety, the importance of smoke alarms and escape plans, and the consequences of arson and hoax calls.



Young Firefighters Association: In May 2015, we held the fifth annual passing out parade for our joint Redditch/Droitwich Young Firefighters Association (YFA). The young people worked together to demonstrate their new firefighting skills as well as their growing self-esteem and confidence.

In June, the Redditch YFA entered and won the Arrow Valley Cadet Challenge in Redditch despite stiff competition from teams of police, army and sea cadets. Through their excellent team work and discipline, they managed to get through a series of mentally and physically challenging tasks with flying colours.

Dying2Drive



Dying2Drive is a free multi-agency road safety scheme aimed at reducing death and serious injury amongst young road users in Herefordshire. Our educational events involve a realistic road traffic collision (RTC) reconstruction followed by powerful interactive workshops. The scheme is aimed at Year 11 students who will soon become young drivers.

During September 2015 this hard-hitting road safety workshop was held in Peterchurch and Leominster. Over 1,600 students witnessed a dramatic reconstruction of a serious car crash, watched the crucial joint effort of all the emergency services working together to try to rescue and save the lives of casualties and experienced the tragic aftermath and impact on families, friends and everyone involved.

The reconstructions were closely followed by powerful, interactive workshops, which explored the consequences of bad decisions and students were shown how to perform life-saving CPR.

The scheme will be expanding into Worcestershire schools during 2016-17, which will help to reach a further 350 prospective new drivers.

Young Citizen Challenge: A multi-agency Worcestershire initiative for year-six pupils helping them to learn about fire safety using interactive experiences such as the smoke-house and workshops exploring the consequences of arson and hoax calls. They also learn about water safety, 'stranger danger', electricity and anti-social behaviour. This year it reached over 1,700 pupils in Bromsgrove, Kidderminster and Redditch over a two-week period over the summer term.

Ignite: A week-long course for young people outside mainstream education with a range of behavioural, social and emotional needs. One course was held at Brookfield School, Hereford with year-ten pupils, and involved challenging tasks with young people working together, building new skills and learning about fire and water safety, arson awareness, first aid and road safety. The week culminated in a practical demonstration involving the students bringing all their new skills together to tackle a simulated car fire.

Green Light: A road safety programme for colleges and sixth forms linked to the Safer Roads Partnership and aimed at reducing collisions and casualties on the roads, where young drivers and passengers are over-represented in the statistics.

Partnership working highlights

Signposting: An initiative with partner agencies which connects people to services that can provide them support and assistance they aren't currently receiving. Last year the Signposting service received over 1,000 referrals for Home Fire Safety Checks for the most vulnerable members of our communities. Out of these referrals we connected people to



additional services leading to over 200 further requests for extra help to keep people safe and well in their own homes.

Community Safety Partnerships: We are active members of CSPs across the two counties. CSPs link the emergency services with other support agencies such as social services, primary care trusts, housing association and voluntary organisations such as Age UK and Mind. Pooling information within the CSP helps us all to work together to provide support for those who need it most. In the last year, our work has included water, road and fire safety as well as supporting the health inequalities agenda. Whilst the impact of these partnerships is difficult to identify, the benefits of joint working and continual communication assists HWFRS in reaching vulnerable people, enabling us to deliver targeted HFSC and Fire Setter Interventions.

National Health Service data: We have worked closely with the Chief Fire Officers Association (CFOA) and other fire and rescue services in our region to assess data provided by the National Health Service data. This new initiative has provided us with important information on elderly people likely to have health issues, who might be more at risk of fire. We can now combine this information with other data to enable us to better target these potentially more vulnerable members of our communities.

Sharing good practice: our successful volunteering model has been shared with Warwickshire Fire and Rescue S

ervice, while our signposting and partnership working models were shared with a number of charitable agencies including Age UK and the British Red Cross.

Other highlights



Our area knows only too well the dangers of swimming in unsupervised areas such as rivers, lakes, weirs and deep quarries, so in April several of our fire stations were involved in promoting water safety

during the national CFA Drowning Prevention and Water Safety Week. Our crews spent time in these areas talking to people about the risks, how to stay safe and what to do in an emergency.

In April, crew members from Bromsgrove fire station were involved in making and screening a new film to raise people's awareness about recognising the signs of early onset dementia in young people. The

film called The Shout, featured a firefighter with dementia and highlighted some of the early warning signs to look out for that can be easily missed in a younger or middle-aged person.

We also assisted the local NHS clinical commissioning group in their 'Stay Well' winter campaign in December, helping to promote simple health and safety messages to stay well during the winter period.

We work closely with many partner organisations from local authorities to voluntary organisations to help us target vulnerable groups and deliver our community safety initiatives and messages. Here are just a few of our partners:



Protection highlights

Protection is about making sure buildings and places where people work, shop and visit are as safe as possible. Our highly specialised work significantly reduces the risk of fire in buildings and involves providing advice to businesses, inspections of business premises and enforcing fire safety measures when required.

Highlights of our work in 2015-16 are set out in the following sections below.

Fire Safety activities

During 2015-16, we carried out almost 800 Business Fire Safety Checks (BSFCs) and completed over 1,400 audit visits and 90 fire investigations. We also maintained our training and development programmes to help ensure all firefighters are well-trained in business fire safety matters.

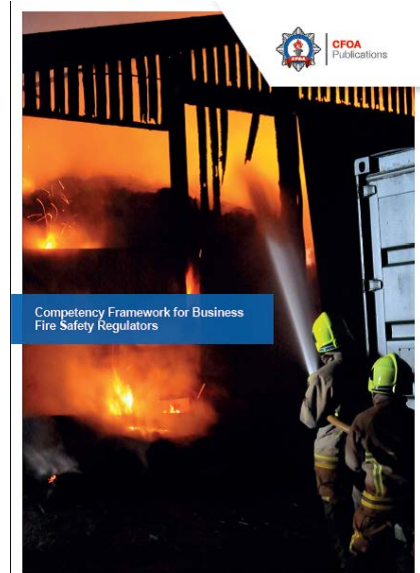
Business fire safety training

All firefighters have been trained in technical fire safety, which enables them to carry out Fire Safety Checks at business premises. The check involves a practical inspection aimed at preventing fires and making sure there are measures in place to protect people from

fire. To complement this, officers in the Community Risk team have undertaken nationally recognised fire safety qualifications during the year. The qualification covers key areas such as fire safety regulation and enforcement, and assessing risks and protection measures in more complex buildings.

In 2015-16, we also undertook joint training sessions with fire safety

officers from Shropshire and Warwickshire Fire and Rescue Services in relation to a new short audit form developed through the Chief Fire Officers Association. The form will enable fire safety officers to scale down their approach when auditing small (low risk) premises, both reducing the legislative burden on smaller businesses and allowing more scope for officers to concentrate on the larger, more complex business premises. We have also seconded officers to both fire and rescue services assisting them in relation to building control consultations on fire safety matters in new commercial developments.



Our first Primary Authority Partnerships

The Service is working with national brewery Marston's and Mainstay Residential, a Worcester-based property company, to provide fire safety advice and discuss enforcement matters regarding their



property estates around the country. This means that both companies will be receiving consistent advice about fire safety regulations from our fire safety officers for which we will be able to recover appropriate fees.

These partnerships were made possible through the Primary Authority Scheme, run by the Government's Better Regulation Delivery Office, which approved our application in December 2015. We

will continue to discuss further opportunities with other interested businesses as appropriate.

Risk-Based Audit Programme

We completed 1,428 audits and visits to business premises during 2015-16, where we assessed the level of risk and its potential impact

and the firefighting requirements should an incident occur. This year we also targeted and contacted over 400 premises where people might be exposed to a 'sleeping risk' such as hostels and care homes. This follows concerns raised in a recent coroner's report about the level of fire safety in care homes. In one case, following the death of a resident, a care home in London was prosecuted and fined £120,000 for fire safety offences. With the assistance of fire safety officers these risks can be much reduced and care home operators can ensure they comply with fire safety legislation.

Smoke alarm and carbon monoxide detector legislation

In October 2015 the Smoke and Carbon Monoxide Alarm Regulations 2015 were introduced by Government. The Community Risk department have now distributed over 4,700 smoke, and 500 carbon monoxide alarms, supported by government funding to assist private landlords to comply with the new rules. Our staff have also attended local authority landlord forums to help introduce the new regulations, which will be enforced by local authorities. Following the first year of implementation, an analysis of whether or not fire calls to such addresses have increased will be considered.

Sky Lanterns campaign

Sky lanterns have caused concerns as a potential fire hazard posing risks to farmland and livestock, campsites, thatched buildings and other areas with flammable material on site. In light of a number of fire incidents involving sky lanterns, Community Risk officers are supporting the Chief Fire Officers Association position on discouraging their use. There are now a number of restrictions in place stopping their use at large events, and we continue to issue press releases and website articles warning the public of their dangers.

Fire Investigations

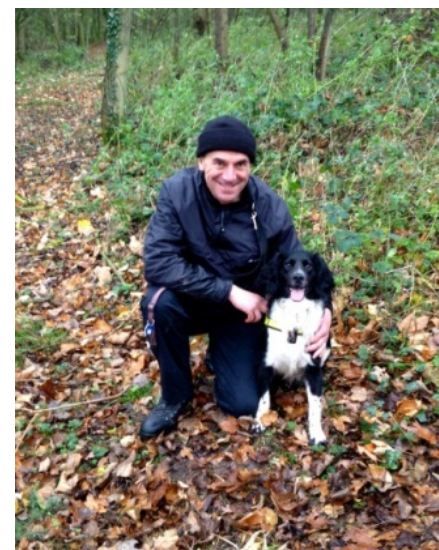
We have carried out 90 fire investigations over the last twelve months and have attended both criminal and coroners' courts to provide expert witness advice in two cases of suspected arson, both leading to successful convictions. We have ten Fire Investigation



Officers trained and qualified to investigate fires and explosions, who help to determine how and where a fire

started. They often work in conjunction with Police Scenes of Crime Officers and CID, and in cases of possible arson, we regularly use a Regional Fire Investigation Dog to search and signal the presence of flammable liquids.

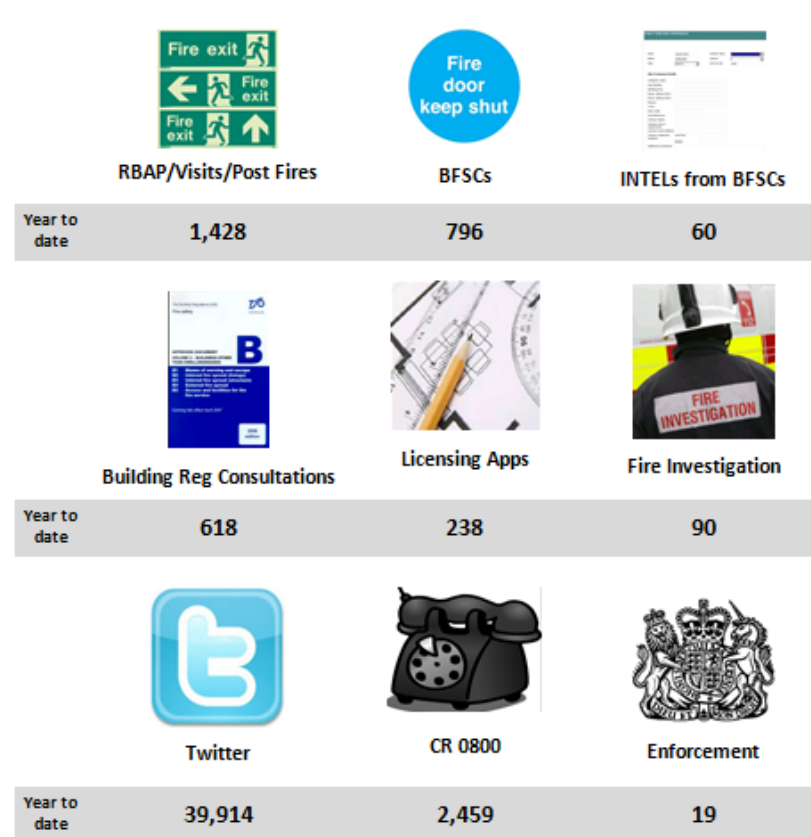
We also have a new search and rescue dog of our own, Marley, a Springer-Collie cross, who was trained over three months by West Mercia Police so he can be used for both fire and police responses, such as finding casualties and missing persons. We'll also be getting a new dog van in the coming year.



Community Risk Dashboard

A new table of activity carried out by the Community Risk team has been designed. Called a 'Dashboard', the table gives a visual snapshot of our wide range of prevention and protection work. We will be publishing it quarterly on our website alongside our

performance snapshot, so readers will be able to see the extent of our work in just a few pictures and graphs.



Response and Resilience highlights

Being able to act quickly, safely and effectively in the event of an emergency is at the heart of our response services. Crucial to this is ensuring our firefighters are well-trained and well equipped to be able to tackle all types of emergencies across the two counties.

Resilience is about being as prepared as possible for whatever emergency might happen and being able to provide timely back up support at incidents. It requires careful contingency planning and close working with our emergency service partners.

Highlights of our work in 2015-16 are set out in the following sections below.

Fire Stations

Worcester fire station

As we reported in last year's Annual Report, the new Worcester fire station was open for business in May 2015. The official opening took place in November with the ceremony carried out by His Royal Highness, The Duke of Gloucester, who also took a tour of the new facilities at the fire station, including taking the opportunity to ride on

the aerial ladder platform used for firefighting and carrying out rescues at height.



Evesham fire station

In January 2016, we completed the sale of the old Evesham fire station site and purchased a new site near the town's leisure centre off Abbey Road. Work on the new state-of-the-art fire station along with a gas-fired training facility also began in January and should be complete by the end of the year.



The design of the new fire station will be a great improvement on the old building, offering greater resilience including an improved Breathing Apparatus servicing room, modern welfare facilities, excellent storage space for equipment and an appliance bay suited to our modern fire engines.

Hereford fire station

A potential site for a new Hereford fire station has been identified at Edgar Street, Hereford. We are currently investigating if the site will meet our requirements for a new fire station.

Service Exercises and Training

Every year our firefighters take part in many different exercises to practise their skills, test their knowledge and competence and assess how well they work together with other organisations, especially at the scene of an incident. Hands-on practical training is of paramount importance in ensuring the safety and wellbeing of our firefighters in whatever circumstances they may face in their jobs.

There are usually at least one or two major exercises involving lots of different agencies with assessors on hand to check how well the agencies work together to resolve complex situations.

2015 was no exception, with plenty of challenging exercises to test our crews and to learn from. The training scenarios ranged from a major police emergency involving gunmen and multiple large fires, a factory explosion and severe fire, rescues from a smoke-filled school and a multi-vehicle road crash involving a bus. There's more information on some of these below to give a flavour of the wide range of training we undertake and the different types of situation we need to be ready for.

Exercise Odin was held at the Fire Service College on 11 October. The exercise was based on a police pursuit of gunmen that resulted in two large buildings being set alight and numerous casualties; both from gunshot injuries and the effects of fire.



The exercise was attended by 16 Service fire engines, five West Midlands Fire Service fire engines, a variety of specialist appliances and a range of partners including West Mercia Police and West Midlands Ambulance Service.

This was a highly realistic and testing scenario for the attending crews and partners and was unusual in that all resources were held back until the police declared the area safe; meaning the full range of

resources were deployed together rather than the incremental build-up that is normally seen at most incidents.

As the exercise was held at the Fire Service College, the organisers also had to consider

business-as-usual resilience back in the Service, another aspect of the organisational test.



Explosion and severe fire exercise: This was another large multi-agency training exercise held in Herefordshire earlier this year. In March 2016, a scenario involving a simulated explosion and severe fire at Cargill Meats poultry business in Shobdon faced our crews working alongside the Environment Agency and Herefordshire Emergency Planning.



Eight fire engines and over 60 members of staff took part, plus a number of Cargill employees. No-one knew what they would be facing beforehand,

including the Cargill staff. Exercises like this test how prepared we are for any emergency situation we may face, and how well we work with others to resolve incidents quickly and safely.

School fire and rescue exercise: In August, fire and rescue crews worked with Leominster Primary School to simulate a rescue exercise over two floors of a smoke-filled school complete with 'live'

volunteer casualties and training dummies. This was a good test of new breathing apparatus procedures in tough conditions as well as giving the school an opportunity to test its emergency planning arrangements. The photos show how difficult conditions can be when dealing with heavy smoke logging inside a building.



Bus crash at night exercise: In late November, crews from Droitwich, Hereford and Bromyard fire stations joined West Midlands Ambulance Service in a simulated crash scenario in which numerous casualties needed to be freed from the wreckage of a bus and car crash.



Firefighters had to cut volunteer ‘casualties’ out of the vehicles, while paramedics tended to their many injuries. This was a highly realistic test not only of our ultra-heavy rescue equipment, but also gave Incident Commanders from both ‘blue light’ services an opportunity to put the JESIP principles into practice in very trying and traumatic circumstances. (There’s more information about JESIP later in this section).

Water rescue exercise: In July crews from Leintwardine and Eardisley tested their water safety and rescue skills on the River Wye in Bredwardine. With many rivers throughout our two counties, this is



essential training in being able to work together quickly in fast flowing water.

Training with other fire and rescue services: Our ability to work with other fire and rescue services is also a significant theme of our exercises. In March our Urban Search and Rescue experts from Droitwich fire station join USAR teams from Avon, South Wales and Lincolnshire Fire and Rescue Services in a 24-hour exercise at RAF Waddington in Lincolnshire. Crews were confronted with a realistic scenario involving a collapsed multi-storey car park adjacent to a school. This was a great way of testing how well different teams from across the country communicate and work together.

We also carry out joint training exercises with neighbouring fire and rescue services on our border. This is important because we may need to call on each other to provide support if any major incidents occur within about 10 miles either side of the county boundaries. There is clear need for fire stations on the borders to know what kinds of risk there might be close by in neighbouring counties, so we share information and train with them, which also gives crews an understanding of how the other crews work. Some of our recent training included joint-exercises with South Wales and Mid and West Wales fire services at locations such as Monmouth Boys School and Bronllys Hospital near Brecon. Another important benefit of working with our neighbouring fire and rescue services is that we can share good practice; for instance, our new breathing apparatus procedures have shown other services better safety practices.

Other training improvements

- i. All On-Call crews at our Wholetime fire stations have now been given practical training in controlled tactical ventilation in buildings. The training involved the use of large mechanical fans to help control the removal of smoke and other fumes at a building fire to improve conditions for firefighters and anyone trapped inside.
- ii. The high speed driver legislation is fully embedded and all refresher courses are now complete. We are also working with Warwickshire Fire and Rescue Service to develop joint-plans to comply with legislation.
- iii. A new technical rescue training post has been established in the Training Centre to support training in rope rescue, water rescue, urban search and rescue and high volume pump operation.
- iv. All operational staff have adopted new breathing apparatus procedures following recent national guidance; this helps to improve firefighter safety and work with other fire and rescue services.
- v. Officers have undertaken media training refresher courses and are being trained in using an upgraded trauma pack recently introduced (there's more on the new trauma pack later in this section).
- vi. A new Tri-Service Supervisory Incident Command course has been piloted with Shropshire and Warwickshire Fire and Rescue Services to provide training and support for aspiring crew commanders. This will be increased in 2016-17.
- vii. Work with our blue light partners through the Joint Emergency Services Interoperability Programme (JESIP) principles has been very successful with improvements in situational awareness and joint understanding of risks at critical incidents. E-learning training packages to suit all levels of the Service from new recruits to

tactical commanders have also been introduced, which will also help to ensure an effective joint response at incidents.



The JESIP principles

National Flood Support

Throughout December 2015 parts of the UK were beset by torrential rain, notably from Storms Desmond and Frank, which caused severe flooding across the country with Cumbria, Lancashire and Yorkshire worst hit. The national flood response was immediate with no fewer than sixteen fire services from across the country sending expert staff, high volume pumps and other vital equipment to assist with relief efforts. Our Service assembled a tactical team with pumps and

boats, which was ready within two hours for a 10-day assignment in the affected areas. Feedback from local communities shows that our team was highly appreciated for their skilled, professional and sensitive approach in very difficult circumstances. Coordinating such a massive national response was our own Deputy Chief Fire Officer, Richard Lawrence, who is the Chief Fire Officers Association lead for flood response. It's a great testament to his leadership and the professional skills of our own staff and crews that the response was so quick and effective.



Crewing

New crewing arrangements at Hereford and Worcester fire stations:

A change to how fire engines are crewed was introduced during the year at Hereford and Worcester fire stations. The crews of the second fire engine at each station began operating a new system called Day Crewing Plus or DCP on 11 May 2015, coinciding with the move to the new Worcester fire station. The system involves having 12 crew members on a self-rostering basis rather than the traditional wholetime watch pattern. Operating the new system will help us make better use of our limited resources as well as making ongoing savings, while local communities will see no difference in the high quality service they receive. Staff operating the DCP system need to have accommodation on site, so the new Worcester fire station is having this purpose-built, while the existing Hereford fire station is being adapted to provide similar. If DCP continues beyond the two-year trial, any new fire station for Hereford will incorporate the need for accommodation in its design.

On 1 October 2014, the Fire Authority agreed that [standard crewing](#) on all fire engines would be four firefighters. However, the Service aims to have five firefighters on all first fire engines wherever possible. In line with this decision, the Service has maintained five

firefighters on first fire engines about 75% of the time. This position is continually monitored.

Retained Availability: This is a term we use to measure how often On-Call fire engines are available to respond to any incidents in their local areas. On-Call or 'Retained Duty System' (RDS) firefighters are men and women employed on a part-time basis, who are available to respond to emergency calls whenever they are needed. All 27 fire stations in Herefordshire and Worcestershire have a complement of RDS firefighters and 19 of these, mostly in our more rural areas, are solely crewed by RDS staff. In fact, HWFRS employs around 380 RDS firefighters, who live and/or work in their local communities, and they crew a total of 31 fire engines. In 2015-16, the total availability for On-Call fire engines was around 94%, 24 hours a day, 365 days a year. This is a tremendous achievement and it is a credit to their dedication and to their families' and employers' appreciation of the added value they bring to keeping their own communities safe.

Risk Modelling

The top 15 risks across the two counties have been modelled using an XVR simulation programme at the Training Centre, which provides incident commanders and operational



groups with a computer-generated realistic training experience. The software has now been made available on



laptops to enable delivery at local fire stations. The photographs show training sessions involving a major building fire and road traffic collision scenario.

World-Class Competitions

We continually challenge ourselves to be the best at what we do and one of the best ways of doing this is by testing ourselves against other Services. It's also a great way of demonstrating our skills as well as an opportunity to learn new skills and best practice which will help keep Herefordshire and Worcestershire communities as safe as possible. This year, we have performed exceptionally well with four of our teams reaching national finals, two of whom also reached world finals. The competitions covered areas such as rescuing people from road traffic collisions, providing trauma care at various incidents and using breathing apparatus in building fires.

RTC Extrication Challenge: Run by the UK Rescue Organisation (UKRO) this Challenge presented teams with a range of difficult rescue scenarios such as extricating a casualty from a simulated car crash within 20 minutes and rescuing casualties from a crash between a lorry and a car. Our RTC Extrication team from



Ross-on-Wye fire station represented the Service and fought through local and regional rounds to reach the national final held at the Fire Service College in summer 2015. Competing against 21 other teams, they finished in an excellent second place only just behind the team from Hampshire Fire and Rescue Service, who were also the reigning world champions. Their great performances have earned them a place in the World Extrication Championships to be held in Brazil in October 2016. In the meantime, the team also competed against 28 international teams from 16 counties in a 6-day extrication challenge in Germany in June and finished in a very creditable 11th place, beating the current world champions in the process.

Trauma Challenge: Also run by UKRO, this Challenge tests teams of two, who are presented with a selection of simulated traumatic incidents to deal with ranging from someone badly injured in a motorcycle crash to multiple casualties of a car explosion. Our team, Jayne Collins from Redditch fire station and Simon Griffiths from Hereford fire station fought their way through to the national final at the Fire Service College, where the roles of casualties were played by qualified doctors, nurses and paramedics. After two days of challenges they managed to finish a very good fifth, which earned them a place at the World Trauma Championships in Portugal in October.



At the four-day event the pair faced tough competition from the best teams from around the world, and they gave an outstanding performance finishing in an impressive sixth place overall. Their achievements and the new skills and medical techniques learned will help to continue our drive to ensure we provide the best trauma care at any incident we attend.

National Breathing Apparatus Challenge: One of the most challenging incidents to face is a building fire with persons reported missing. This was the scenario facing crews last April in our local breathing apparatus (BA) challenge. It was held at Kidderminster fire station using the 'smoke house' in the Strategic Training Facility to simulate the gruelling conditions inside a burning building facing firefighters wearing full BA kit. At the event, the first teams from Worcester and Broadway fire stations came first and second and went on to represent the Service at the National BA Challenge final at the Fire Service College in October.



At the national event, sixteen teams from around the country tackled a variety of BA challenges, closely watched by expert assessors judging every aspect of performance. Both teams from the Service did exceptionally well with Worcester coming second and Broadway sixth overall. This was our best ever performance at the event and shows how well we're developing our knowledge and skills in this crucial area of firefighting.

Closer working with other blue light services

Throughout the year, the Service has continued to develop its excellent working relationship with the Police service. This is helping both Services to make more efficient use of our resources as well as improving how we work together, share information and manage facilities. Some work is high level, such as our plans to move Service Headquarters to the West Mercia Police site at Hindlip and our proposal to create a blue light hub station for fire, police and other emergency service volunteer organisations in the Wyre Forest area. Other work is at a smaller and more local scale such as sharing facilities.

Sharing local fire stations with the police: An example of local cooperation is a proposal to share our facilities with the local police teams in Bromyard, Peterchurch and Tenbury. During 2016-17, we'll



the local police teams can move into separate offices. This will also help to

be making some minor alterations at the three fire stations in these towns so that



make more cost-effective use of publicly-owned buildings, which are usually unoccupied most of the time. It will also potentially free up the existing police station sites for future redevelopment opportunities.

We're also looking at the potential for doing the same at other sites, including studying the feasibility of relocating Kington fire station to the local Police station.



PCSOs training to become On-Call firefighters: Together with Shropshire Fire and Rescue Service and West Mercia Police, we have developed a new joint initiative to train Police Community Service Officers (PCSOs) to become On-Call firefighters. Through an arrangement with the Police, these officers will be available to be called upon if they are needed to help crew a fire engine in an emergency providing they aren't already committed to a police matter. This will not only help us have a larger pool of On-Call firefighters, but will also make excellent use of limited public resources as well as continuing to build our close working relationships with our emergency service colleagues. Training started in January 2016 and the first successful PCSO candidates started responding as On-Call firefighters in April. Based on historical frequency of incidents in the rural areas they are covering, it's

unlikely that our latest recruits would be required to attend any more than one call a week. The calls usually take about an hour, so it's not too much time out of the PCSO's duties, and their availability could be the difference between a fire engine being available or not.

NILOs: With the need to be ever alert to the potential threats of terrorism and other security matters, it's important to be able to share information with blue light colleagues and other agencies and to have plans in place to support our response to a range of incident situations. Within the Service, we have a number of National Inter-Agency Liaison Officers or NILOs, who provide us with the necessary tactical advice and support to ensure we have the operational capacity and capability to help us reduce risk and keep our communities and firefighters safe in the event of such serious incidents.

Operational Policy: Collaboration is now well embedded and at the heart of the work of our Operational Policy Departments, which is based at the Hindlip police headquarters. Sharing information and best practice has become a normal way of working. Policy documents are also jointly created with regional fire and rescue services, and risk information is shared efficiently using the new Resilience Direct website, which enables common practices to be

adopted at incidents over Service borders, such as in Shropshire, Warwickshire, Staffordshire and West Midlands.

New equipment and vehicles

Like all fire and rescue services, we aim make sure we have the most up-to-date equipment available to support our crews. New equipment acquired in the year included respirators and gas detectors, thermal imaging cameras and ventilation fans.

Go-Bag: We also introduced a new piece of trauma kit called a 'Go-Bag', which recognises the increasing medical assistance role of firefighters when first on scene, especially at road traffic collisions. The kit is being introduced for all front-line fire engines. The Go-Bag was designed by an ex-special forces operative originally for military use on the battlefield, and has been modified to meet the needs of our crews in the pre-hospital environments they work in. The bag is designed so it has everything you need laid out in life-saving order to help as an aide-memoir at incidents.



We began trials of possible replacements for our hydraulic rescue equipment and reviewed the fire ground communications radios for possible replacement in future years.

We also continued our programme of fire engine replacement along with three response cars and three support cars, and a new search dog van being introduced in 2016. Enhancements have also been made to a new Incident Support Vehicle to provide it with a much greater capacity to provide back-up support for all kinds of incidents. It now carries a range of equipment for lifting and moving, heavy-duty cutting, shoring and for chemical response and decontamination. It also has cameras, breathing apparatus equipment and gas-tight suits and a range of crew welfare support facilities.

Policies and plans

Policy documents are constantly under review and those that cover areas of highest risk have been reviewed during 2015 to ensure firefighter safety and provide organisational assurance.

Regional policy alignment is now well established and has already seen new Breathing Apparatus and Incident Command procedures reviewed and incorporated during 2015-16. This work is closely linked to the National Operational Guidance work streams providing best practice and industry standard guidance.

The Service holds a comprehensive library of Station fall-back arrangements that were monitored; updated and exercised against during 2015. This will continue to remain a priority during 2016.

The current site-specific risk information system maintains relevant information for firefighters to use when making decisions at operational incidents. It allows new risks to be generated and displays plans for risks along with supporting information, all of which is available on Mobile Data Terminals on our fire engines. The system was reviewed in 2015-16 and there are now over 2,000 premises in the database with a programme of reviews to ensure firefighters have up-to-date information on hazards, water supplies, etc.

Contingency planning

The Service is a key member of the Local Resilience Forum which plays a vital role in monitoring risks within the two counties, influencing and planning for emergencies of all types, and ensuring continuity planning arrangements are fit for purpose. During the year there was an audit of resilience capabilities and all recommendations were adopted.

Organisational Support and Development highlights

This is about making sure the Service is able to deliver its main responsibilities. It covers all the support functions in the Service, which help to make sure we continue to deliver effective frontline services for our communities.

The work includes ensuring our workforce continues to deliver its services while at that same time balancing the budget to manage ongoing funding reductions. It also covers the usual business functions such as financial and legal management, information and communications technology, human resources and corporate services as well as vehicle and equipment maintenance and property management.

Highlights of our work in 2015-16 are set out in the following sections below.

Workforce planning

In last year's Annual Report we said there was still a need to reduce our full-time firefighter workforce by around 55. Our retirement profile and natural turnover would not be able to meet the need, so we planned a programme of departmental restructures, staff secondments, transfers, career breaks and voluntary redundancies.

By the end of April 2016, this has been reduced to twenty six posts 'over establishment'. Much of this is down to close working with staff and trades unions to put together packages of well-managed interventions without the need for any compulsory redundancies. The current position is being effectively managed, largely to the credit of 49 of our firefighters who have taken the opportunity of being seconded to a neighbouring fire and rescue service, which has offset in the region of £1.3 million in staffing costs. We are also appreciative of the support of our neighbouring Services, who were able to accept secondments:

Fire and Rescue Service	No. of secondments
Shropshire Fire and Rescue Service	16
Warwickshire Fire and Rescue Service	14
West Midlands Fire Service	15
Staffordshire Fire and Rescue Service	3
Mid and West Wales Fire and Rescue Service	1

Our projected retirement profile means that the Service will not achieve budgeted staffing levels until September 2019 so there is still some way to go. Without further action we would be likely to incur £3.8 million of unbudgeted staffing costs up to 2019. To tackle this we will still have to rely heavily on the continued support of staff, and we have been investigating the opportunity to use voluntary early retirement and voluntary redundancy as additional options. Both options will be added to the package of measures available over the next two years.

Operational Assurance

Operational Assurance supports the Service's commitment to firefighter and community safety, and it plays a key role in Service improvement. It continues to focus on safety critical areas of our work and practical skills and station assurance audits will continue through 2016-17.

The programme of operational assurance audits is designed to look at ways of improving safety as well as enhancing the service to the community. In 2015-16, audits were completed in Incident Command assessment and accreditation, operational intelligence, JESIP, and Health & Safety. Recommendations from these audits

will be implemented in 2016-17, though overall findings showed that the Service continues to perform very well in these areas.

During 2015-16, the Active Incident Monitoring (AIM) system was successfully embedded, with over 400 monitoring forms completed since its introduction in 2014. AIM involves a senior officer carrying out a critical appraisal of the performance of an Incident Commander at an operational incident or exercise. The outcomes support the continuous professional development of our current and prospective new Incident Commanders.

In 2016-17 the audits will continue to test operational personnel on safety critical, evidence based themes including tactical ventilation, Breathing Apparatus, Incident Command, road traffic collision hazards, trauma care and casualty decontamination.

Mind Blue Light Programme



In January 2016, the Service signed up to the national Mind Blue Light

Pledge, which will help to promote mental health awareness in the workplace and remove the stigma about speaking openly about it. It's an important recognition of our aim to make sure we are all aware of the need to support the mental health of our crews and

staff, especially the impact on crews and communities when confronted by traumatic situations. It is supported by additional guidance for managers and action plans, which review key policies such as sickness, capability and stress management.



Assistant Chief Fire Officer John Hodges signed the Blue Light Pledge alongside David Harding, Operations Manager representing Herefordshire Mind.

Other staff support activities during 2015-16 included:

- **Annual fitness tests:** These tests have now been made available for all staff as well as firefighters. Staff will be able to receive bespoke reports on their fitness and wellbeing. Further guidance on fitness has been made available of the Service's

internal website, and gym instructors now operate at fire stations and at Service headquarters.

- **Ethical Framework:** Annual refresher training in relation to the Service's ethical framework has been carried out for all members of staff. The work is support by an Equality and Diversity Advisory Group chaired by the Assistant Chief Fire Officer, which provides advice in areas such as recruitment and staff turnover. All equality objectives and monitoring data are available on the Service website.
- **Pensions Board:** A local pensions board has been set up to assist in the administration of the recently introduced Firefighters' Pension Scheme 2015. This brings the number of firefighter pension schemes to five, in addition to the Local Government Pension Scheme for non-uniformed staff.
- **Place Partnership Limited:** The formal transfer of the Service's Property Team to the new Place Partnership Limited was completed during the year.
- **Occupational Health:** future provision of this service is being reviewed for renewal from January 2017.

Data sharing and information security

Being able to share data with other public sector organisations provides us with important information that helps us reduce risk, especially for those members of our communities who are likely to be more at risk than others. Likewise it's important to be able to communicate securely with our emergency service and public safety colleagues. However, this data can be very sensitive so we need to make sure it's kept safe and secure. To help manage this, the Service is committed to delivering the national Public Services Network (PSN) and Emergency Services Network (ESN) projects as part of our 2020 Vision Programme.

Crucial to delivering these projects is our Information and Communications Technology (or ICT) infrastructure, which needs to be robust and capable of supporting all the data requirements. Throughout 2015-16 our ICT department has been working behind the scenes to put the necessary mechanisms in place to provide an assured network. This has involved both physical security measures, for instance new security features at all our buildings, and technical information security such as training all staff and auditing procedures, which will continue through 2016-17.

The ICT department has also been setting up the necessary infrastructure and security protocols for other major projects including Hindlip and the proposed move of Fire Control to the new OCC centre (see the 2020 Vision Programme section for more information). In terms of the Fire Control system, we have also invested in additional technology to support the current Command and Control system, which manages emergency calls and mobilisations. The Fire Control system is now networked with Shropshire Fire and Rescue Services, which provides a more robust and resilient platform for sharing data effectively, improving both the quality and timeliness of information.

Supporting Fire Authority Members

Each year Members of the Fire Authority increase their knowledge and awareness of the work of the Service, which helps to strengthen their roles in decision-making and in providing challenge. The development plan theme for 2015-16 was 'Resourcing the Future' and Members attended sessions on finance such as pensions and the 2020 Vision Programme projects, along with tours of facilities including an opportunity to observe the major Service exercise at the Fire Service College.

HWFRS Website and publicity



The Service's website goes from strength to strength and is now attracting around 25,000 'hits' every month, a great increase over previous years. Visits to the Service's [Twitter](#) and [Facebook](#) social media sites have also increased. Our Twitter accounts provide key safety messages and now have over 26,000 'followers', while the Facebook currently has almost 2,000 'likes'. We have also developed our [YouTube channel](#) and will be adding more videos throughout 2016-17.

Media coverage of our fire and rescue activities also increased significantly over the year. In addition to extensive reporting of incidents and safety messages in the local Herefordshire and Worcestershire newspapers, there was also considerable radio and television coverage.

In May 2015, the BBC's 'Close Calls On Camera' featured Watch Commander Darren Packwood in their series about people who have come into contact with danger, but through the work of the emergency services have been rescued from a potentially life-threatening situation.



Darren spoke about an incident in 2012 when a Bromsgrove fire crew

rescued a young teenage girl from beneath a lorry. The girl, now 22, has almost made a full recovery and also told her story, highlighting the exceptional life-saving work of our firefighters.

In June 2015, Free Radio breakfast presenters, Hursty and Helen, stepped into the shoes of firefighters when they visited Worcester fire station. They took part in exercises including crawling through confined tunnels in full Breathing Apparatus kit, cutting through a car roof to rescue a casualty and a tough fitness trial.

The experience left them exhausted and exhilarated, and with nothing but admiration for all our firefighters.



In January 2016, the BBC Midlands Today programme featured the medical and trauma care skills of our crews. Firefighters from Droitwich fire station demonstrated their skills and the new life-saving 'Go-Bag' trauma kit in a training exercise which saw them treat and rescue a young girl injured in a road traffic collision.



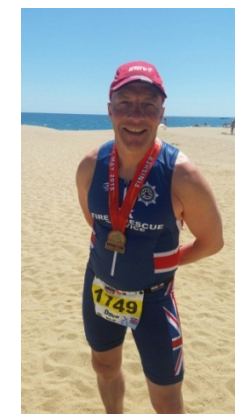
Fundraising and charity events

As in previous years, the Service continued to raise money for charities and local areas. There were the ever-popular car wash events at most of our fire stations throughout the summer, along with 24-hour bike rides and clothing collections. There was even a fire engine pulling competition.



Ross-on-Wye fire station collected over a tonne of textiles in its recycling bank, adding to a total contribution of eight tonnes to the national Fire Fighters Charity Textile Recycling Challenge, which raised over £40,000 across the country. Our fundraising tally to the end of 2015-16 came out at almost £74,848, approximately £5,000 more than the previous year.

Some of our firefighters also went a little bit further. Dave Fenton from Kidderminster Blue Watch represented the Service in the UK Fire and Rescue Service triathlon championships at the Barcelona Ironman event. After swimming 1.2 miles in the sea, cycling 56 miles and running 13 miles, Dave came second in his age category out of 36 competitors.



Our work to be completed in 2016-17

Work planned for the coming year builds on the overall direction for the Service set out in the Community Risk Management Plan 2014-2020. At the heart of this is the 2020 Vision Programme, as seen earlier in this report and the ongoing work to ensure the Service keeps on a firm and sustainable financial footing in a time of considerable change.

At the same time we are continuing to deliver our day-to-day services, and the following section provides an overview of the main areas we'll be working on. It uses the same CRMP action plan template as last year to help stay consistent with previous Annual Reports.

CRMP Action Plan 2016-17

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

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

1 Prevention

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

- Continue to develop our risk prevention work.
- Concentrate community safety activities on those groups most at risk.
- Use risk analysis software and techniques to help to keep work targeted on changing risks.
- Work with partners to improve how risk data can be shared more effectively.
- Work with partners to identify joint community safety initiatives to help protect local communities
- Promote the health and wellbeing of the communities we serve

	In 2016-17 activities contributing towards achieving these aims will include the following:	Purpose of the activity
a)	<p>Our community safety activities and campaigns will continue to focus on prevention work with those groups and areas most vulnerable to fires and other emergencies.</p> <ul style="list-style-type: none"> • accidental dwelling fires • vulnerable people • arson • road safety 	<p>Activities support a key strand of 'Our Strategy' ensuring that communities of the two counties receive high-quality preventative services. These are targeted to help ensure that they reach those most vulnerable</p>

b)	Key target audiences for community safety work in the year will continue to be elderly people, and in particular there will be greater collaboration with signposting partners including the National Health Service and Clinical Commissioning Groups around the health and wellbeing agenda.	This work will build on the government initiative 'making every contact count' as well as working closely with health partners to ensure that community safety activity is specifically linked to an ageing population.
c)	Continue to build strong relationships with public, private and third sector partner organisations to help to share data and identify those most vulnerable to fires and other emergencies. In particular we will work with local health providers to enhance our Home Fire Safety Checks programme by collecting further health information to help determine the need for additional support such as specialist smoke alarms and assistive technology.	Greater joint working and sharing with partner organisations will help to reach more vulnerable members of the community with prevention services.
d)	Continue to evaluate youth education programmes to assess their contribution to reducing the number and severity of fires in the home and for road safety. This will include targeting, where appropriate, known challenging groups, such as those attending exclusion units.	Evaluation helps us improve our prevention services for young people, particularly in terms of ensuring they are informed about driving and road safety, the implications of arson as well as the importance of building self-esteem and encouraging teamwork.
e)	Our work with partner organisations will continue to seek ways of sharing risk data, encouraging data sharing arrangements to be used, and allowing organisations to improve targeting of the most vulnerable. An example of this is using "Exeter data" provided by the Health Service alongside local knowledge and lifestyle data to enhance our approach to targeting the reduction of accidental dwelling fires. "Exeter data" is a	Gaining access to additional information about particularly vulnerable groups, such as elderly people, helps to ensure that our prevention work is well-targeted.

	general term for a range of data about potentially vulnerable older people, which is available from the National Health Service.	
f)	We will continue to share good practice and expertise with our key partners including Shropshire and Warwickshire Fire and Rescue Services, Age UK and the British Red Cross.	Engagement with partner organisations and sharing good practice ensures that we continue learning from others, provide a consistent approach and deliver a quality prevention service with the resources available to us.
g)	We will continue our partnership approach with the Police and identify mutually beneficial community safety initiatives.	Working with partners will help to ensure that joint resources have the potential to have a greater impact on improving the safety of our communities.

Throughout the year the Service promotes a wide range of community fire safety messages as part of the national FireKills campaign. This covers many safety themes such as smoking, outdoor fire safety, cooking and smoke alarm testing. The calendar for 2016 can be found on the government's website or through facebook: www.gov.uk/firekills and www.facebook.com/firekills



2 Protection

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

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

	In 2016-17 activities contributing towards achieving these aims will include the following:	Purpose of the activity
a)	Training to the nationally recognised fire safety qualifications framework will continue in 2016-17, using in-house officers and external providers. Fire safety staff who have completed level 4 qualifications will work towards specialist fire safety modules, including health care, heritage, and engineering (sprinklers, smoke control, and complex building design). General fire safety training will continue with operational crews, to enable continuation of the business fire safety check programme.	This is linked to the Our Strategy 'people' foundation ensuring we have the right people with the right skills and training to carry out the job at the right time. The national Chief Fire Officers Association competency framework for fire safety officers also ensures that we deliver consistent advice to businesses across the two counties.

b)	The department will continue to engage with local businesses, and when appropriate form partnerships under the Government's Primary Authority Scheme, supporting the HWFRS fire safety team in offering consistent advice to local businesses whose premises cross numerous county boundaries.	Primary Authority is a Government initiative to ensure businesses are provided with consistent, high-quality advice. The Service supports the ongoing development of Primary Authority partnerships.
c)	Fire safety officers will continue working closely with local authorities and other agencies in targeting non-compliant businesses and landlords to ensure that enforcement of fire safety legislation is maintained.	Close working with local authority partners ensures a consistent approach to fire safety enforcement and helps to focus available resources.
d)	Continue to engage with the regional Chief Fire Officers Association business safety group, including working with West Midlands, Staffordshire, Shropshire and Warwickshire Fire and Rescue Services to share good practice and technical expertise, including work to align practices, share resources and focusing on consistency of approach.	Collaboration with others to share expertise, training and good practice is central to delivering quality services for the communities of the two counties.
e)	The Risk Based Audit Programme (RBAP) will continue with a planned audit in 2016-17 covering around 950 business premises in the two counties. The introduction of a new short audit form from the Chief Fire Officers Association will help to reduce impact on those local businesses that meet fire safety requirements, allowing officers to focus on non-compliant and higher risk business premises. Linked to the audit programme, fire safety officers will continue to provide advice to businesses through an 0800 telephone number.	The RBAP is a government requirement aimed at ensuring fire safety legislation is checked across the whole country, and the outcomes reported annually. Our programme ensures that inspections are targeted across the two counties.

3 Response

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

- Implementing changes to fire and emergency cover arrangements as set out in the CRMP.
- Designing and delivering firefighter training courses to develop fire and rescue skills and technical knowledge.
- Enhancing training facilities to support greater practical experience in more realistic conditions.
- Sharing training expertise and facilities with other fire and rescue services to enhance skills and competence.
- Researching and understanding general and local hazards and risks.
- Reviewing operational planning arrangements with other fire and rescue services to help ensure common practice and consistency, high standards and value for money.

- Exploring and evaluating innovations in fire and emergency cover to maximise effectiveness and efficiency of response.
- Investigating new technologies to improve firefighting and rescue techniques.
- Making best use of resources and assets, including exploring opportunities with partners to share facilities.

Having the right people, with the right skills and training to carry out the right job at the right time will help us to provide our communities with high quality firefighting and rescue services.

In 2016-17 activities contributing towards achieving these aims will include the following:	Purpose of the activity
a) Undertake a review of the two-year Day Crewing Plus trials at Hereford and Worcester Fire Stations to determine suitability for implementing as crewing systems at these two fire stations.	On 18 February 2015, the Fire Authority authorised a two year trial of Day Crewing Plus at Hereford and Worcester fire stations. The review is scheduled to be considered by the Fire Authority at their meeting in December 2016.
b) Maintain and enhance the programme of training scenarios using software to model the main risks across the Service. This will build on the newly-established library of risk information to ensure that the highest risks in each area are identified, recorded and appropriately trained against.	Enhancements to the current training and exercising programme will help to ensure that firefighter safety remains our highest priority.
c) Deliver a range of training exercises to practice and develop firefighting skills and operational procedures, to include: <ul style="list-style-type: none"> i. A major training exercise at the Fire Service College in October 2016 involving a multi-agency response at a large-scale road traffic incident. ii. Various training exercises with partner agencies, including swift water rescue and working at height training with the Hazardous Area Response Team (HART) from West Midlands Ambulance Service. iii. July 2016: annual rescue challenge – a showcase for teams to test their skills in trauma, extrication and water rescue. Winning teams 	Undertaking a wide range of exercises throughout the year helps to ensure the Service continues to deliver its Core Purpose of maintaining a high-quality firefighting and rescue service as well as keep firefighters as safe as possible at all times.

	<p>from each challenge go on to represent the Service nationally and, potentially, internationally.</p> <p>iv. The two-year programme in controlled tactical ventilation in buildings for all firefighters will be complete following the training of crews at the Service's On-Call fire stations during 2016-17.</p> <p>v. Further develop the new Tri-Service Supervisory Incident Command course.</p>	
d)	Continue to introduce new, and replace older, equipment to help improve firefighting effectiveness and firefighter safety. This will include introducing two new electronic mobile fire simulators to assist in training and exercises, replacing a large shipping container used to demonstrate fire behaviour such as backdraft and flashover, and testing new advances in personal protective clothing and hydraulic rescue equipment for potential introduction during 2017-18.	Providing, replacing and maintaining operational equipment will ensure our staff are able to carry out their jobs effectively. This is also supported by the enhancements to the training and exercising programme.
e)	Undertake a joint review of recruit firefighter training courses with Shropshire and Warwickshire fire and rescue services to improve user-friendliness and flexibility and to reduce the impact on employers; for example, by using online training packages which will allow more time for practical skills training. A new course management and e-learning system will be developed with Warwickshire fire and rescue service in 2016-17.	Collaboration and joint working with other fire and rescue services helps to not only share good practice in all areas, but also helps to reduce duplication and deliver greater efficiencies.
f)	Continue to introduce new and replacement fire appliances, including two new smaller vehicles to replace the very large Command Support Unit designed for supporting the command and control of large and major	The Service continues to ensure its operational fleet is suitable for modern-day firefighting and rescue services.

	incidents, several response and support cars and a van for transporting the fire dog to incidents. Additional enhancements to the equipment on board fire appliances will also be made where appropriate, including for the relatively new Incident Support Vehicle.	
g)	Develop working relationships with other local fire and rescue services to help to align firefighter training course structures and content for greater efficiency and flexibility. Part of this work will include increasing the training estate; that is, being able to use the facilities of neighbouring fire and rescue services and the Fire Service College.	As at e). above, collaboration and joint working with other fire and rescue services helps to not only share good practice in all areas, but also helps to reduce duplication and deliver greater efficiencies.
h)	<p>Continue the fire station replacement and rebuild programme to update and modernise buildings and facilities, including:</p> <ul style="list-style-type: none"> i. A new Evesham Fire Station and training facility is scheduled to be complete during 2016-17. ii. Complete feasibility work for the development of a new Fire Station in Hereford which, subject to planning permission, aims to start on site in 2017. iii. Complete investigation work to determine a suitable location for a new blue light hub station serving the Wyre Forest area, and undertake local consultation on the proposed site. iv. Building works for the new Operations and Communications Centre at Hindlip are due to start on site in summer 2016, prior to the transfer of Service Headquarters personnel. v. Investigate opportunities for a new fire station for Redditch and 	This programme continues to support the Core Purpose of sustainability. The Service has a proactive approach to the replacement of obsolete fire stations, as evidenced by the agreement with Wychavon District Council to help replace the old Evesham fire station. Other collaborate opportunities are also being pursued to help develop better ways of working.

	<p>investigate the potential for other replacement fire stations as appropriate.</p> <p>vi. Undertake minor works to Bromyard, Peterchurch and Tenbury fire stations to enable the facilities to be shared with West Mercia and Warwickshire Police.</p>	
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4 Resilience

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

- Working with other emergency services and agencies to assess risks and preparing plans to tackle them if they happen.

- Maintaining working relationships both nationally and with neighbouring fire and rescue services in providing mutual assistance when needed.
- Carrying out assessments of risks specific to each local fire station area.
- Reviewing and updating procedures set out in business continuity plans for all parts of the Service.

	In 2016-17 activities contributing towards achieving these aims will include the following:	Purpose of the activity
a)	Review and maintain the comprehensive suite of business continuity plans, risk registers and Station fall-back arrangements to ensure they remain fit for purpose.	Keeping our back-up plans updated helps to ensure we can continue to deliver our services if there are interruptions to our day-to-day business. This is one of our main duties under the Civil Contingencies Act 2004 .
b)	Embed 'Resilience Direct', a website with a shared database of operational information used by fire and rescue services This will be the key platform for emergency planning and response during 2016 onwards, facilitating the effective sharing of risk information and promoting consistency in working practices across the region.	Using Resilience Direct will assist us in working more closely with local and national emergency response and support agencies and will help to fulfil our duty under the Civil Contingencies Act 2004 regarding sharing information and co-operating with other emergency responders.

c)	Maintain and enhance the Service Risks project initiated in 2015, building on the library of risk information to ensure that we remain as informed and prepared as possible, especially in the event of high-risk incidents occurring.	This will help to ensure that we manage risks to the Service effectively and inform our contingency planning.
d)	As a key member of the Local Resilience Forum, which plays a vital role in monitoring risks across the two counties, the Service will continue to plan for emergencies of all kinds, as well ensuring they remain fit for purpose through regular testing and exercises.	This involves sharing information and cooperating with other local responders under our duties in the Civil Contingencies Act 2004. In this context, responders include fire authorities, police forces, ambulance services, health services and local authorities.

5 Organisational Support and Development

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

Key areas of support will include:

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

	In 2016-17 activities contributing towards achieving these aims will include the following:	Purpose of the activity
a)	<p>During the year, the Service will amalgamate the key strands of health & wellbeing and equality & diversity to provide a more comprehensive advice and support framework. This will include:</p> <ul style="list-style-type: none"> • reviewing a revised fitness standard, which has been recommended nationally. • developing options for the renewal of occupational health provision from January 2017, when the current contract is complete. 	<p>This supports the delivery of the 'people' strand of Our Strategy by helping to ensure all our personnel are fully supported in their well-being and welfare needs.</p>

b)	<p>Continue to support innovative ways of managing and supporting the workforce and preserving skills as the Service moves through the transformation period. This will include:</p> <ul style="list-style-type: none"> • managing secondments and staff returning from secondments, career breaks, transfers and other employment arrangements. • reviewing the job evaluation process. • reviewing the assessment and development programme, looking at areas such as competence, promotion and career pathways. • reviewing the pensions administration procedures including options for delivering these services. • developing proposals to move towards the electronic management of files in the Human Resources system. • refreshing the overall approach to delivering the provisions of the Service's Ethical Framework 	<p>These initiatives support the delivery of the 'people' and 'resources' strands of Our Strategy, ensuring our staff are supported as the Service moves through a transformational period and manages our available resources as effectively as possible throughout this period.</p>
c)	<p>Review and update key strategic documents such as the Community Risk Management Plan and Fire Authority Annual Report as new incident data and risk information becomes available. This will include a mid-point review of the Community Risk Management Plan during 2017-18, to incorporate an updated strategic risk review.</p>	<p>The Community Risk Management Plan is our overall strategy for tackling risks to our community, to our firefighters and to our effectiveness and efficiency as a public service. The Plan is prepared in accordance with the government's National Framework for fire and rescue services, which sets out what is required in the plan</p>

d)	<p>During 2016-17, Information and Communications Technology support systems will continue to be upgraded and embedded throughout the Service. This will include:</p> <ul style="list-style-type: none"> • a major programme of IT security training through e-learning packages to make sure all staff are well trained in 'protective security': that is, being able to recognise and understand how to keep information secure, from paperwork to data that's electronically stored. • a major programme of physical security works at fire stations and other locations, to include access control and intruder alarms in buildings and vehicles, as well as securing computer procedures and work practices. • a new upgraded paging system will be installed to replace local transmitters at fire stations, which will provide greater reliability and availability. • various systems upgrades and replacements including new computer software • a robust staging platform to support the development of the Fire Control (Command and Control) mobilising system. 	<p>Improvements to our Information and Communications Technology infrastructure and support framework are crucial to ensuring the Service can continue to deliver sustainable, high-quality services into the future.</p>
e)	<p>Continue development of the Service's interactive website and social media presence, and undertake improvements to internal communications procedures following the review in 2015.</p>	<p>Proactive improvements to public and internal communications helps to ensure the communities of Herefordshire and Worcestershire have access to a wide range of safety advice as well as ensuring greater overall transparency.</p>

f)	Continuing the focus on the safety-critical aspects of our work, in 2016-17 the Operational Assurance audit programme will include testing practical skills and station assurance in tactical ventilation, Breathing Apparatus, Incident Command, road traffic collision hazards, trauma care and casualty decontamination.	This helps to support the National Framework requirements to focus on firefighter safety and provide assurance on operational matters.
g)	In 2016 the Fire Authority Member development themes will be 'Ensuring Firefighter Safety' and 'Ensuring Community Safety'. Sessions will provide Members with insights into firefighter and officer training and will raise awareness of the role of prevention in keeping communities safe. During 2016, a new 2017-2020 Member Development Strategy will also be drafted.	This supports our commitment to engaging Fire Authority members in the all matters affecting the Service.

Resourcing the future: financial information

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

Summary of our workforce		What the Service costs in 2016-17	
As at the end of March 2016			£m
Wholetime firefighters	43%	Employees	20.8
On-call firefighters	40%	Fleet, equipment, ICT, property	5.6
Support staff	14%	Capital financing *	3.2
Fire Control staff	3%	Other running costs **	2.1
		Transition costs ***	0.3
Total number of employees (Fulltime equivalent - FTE)	619	Total	32.0

* Capital financing is interest and provision to repay loans.

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

*** Temporary cost of reducing workforce to approved levels.

Summary of our resources	How the Service is paid for	
As at the end of March 2016		£m
27 fire stations	Herefordshire and Worcestershire Council Tax payers	21.1
41 frontline fire engines	Herefordshire and Worcestershire business rates, etc.	2.3
28 specialist vehicles, including all-terrain vehicles, aerial appliances and boats	Government grants (Revenue Support Grant, special grants)	8.6
Training Centre	Total	32.0
Strategic Training Facilities		
Fire Service Headquarters		
Operational Logistics Centre		
Urban Search and Rescue facility		

The cost of the Fire and Rescue Service to the average household in Herefordshire and Worcestershire (Council Tax Band D) is £78.00. This is above the £71.50 average for comparable Fire Authorities in 2016-17, but considerably less than the highest

cost of £95.76. One of the reasons for this is the historically low level of grant we receive from Government, because of the way the formula is worked out nationally.

Capital investment: 2016-17 to 2019-20

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

	£m
Fire stations / training facilities	15.0
Vehicles and equipment	7.8
ICT / communications system / minor building works	3.4
Total	26.2

Closing the spending gap

As part of the 2016-17 grant settlement, government gave indicative grant figures for the next four years. Although the pace of cuts is greater than expected, the overall estimated position at 2019-20 is almost exactly as the Fire Authority assumed within its Medium Term Financial Plan.

Unplanned in-year savings have helped fund the change in pace of the grant cuts, while the number of people paying Council Tax continues to increase. This has helped offset a reduction in business rate income.

The Fire Authority is expecting to increase Band D Council Tax by just under 2 per cent per year, which is in line with the government's own planning assumptions for Fire, and has made appropriate provisions for pay awards and inflation.

The budget has also had to contain changes to government taxation arrangements (increasing the cost of National Insurance significantly) and new initiatives such as the apprentice levy. These costs alone are equal to 2.2 per cent of the 2015-16 B and D Council Tax.

Based on all these assumptions a balanced budget has been set for 2016-17 with a small budget gap of £0.3 million in 2017-18. After that the gap is more significant, rising to £1.6 million in 2018-19 and £2.4 million in 2019-20.

Budget reduction has been a key theme of the Fire Authority's planning since 2010-11 and work continues to identify further reductions that can be made and implemented from 2018-19 onwards.

What do you think of our Annual Report?

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

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

If you have any general enquiries, please call 0345 122 4454 or email us at info@hwfire.org.uk.

You can also follow us on
Twitter at [@HWFire](https://twitter.com/HWFire)

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

Alternatively you may write to:

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

If you would like this information in an alternative language or format such as large print or audio, please contact us on 0345 122 4454.

Your right to know: access to information

Hereford & Worcester Fire and Rescue Service collects and maintains information and data to enable it to carry out its statutory duties. A great deal of information on the Service is already available in the public domain through our Publication Scheme and [Transparency Webpage](#). Service staff will help you obtain the information you want unless disclosure would be against the law. You have a right to request information under the Freedom of Information Act 2000, which gives you

a general right of access to recorded information held by the Service. The Act is designed to ensure greater accountability, as well as to promote a more open culture. If you want to know what personal information is held about you, you can make a request under the Data Protection Act 1998. To find out more, please follow the link: [Your Right to Know](#)



Hereford & Worcester Fire and Rescue Service

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HEREFORD & WORCESTER
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FIRE AND RESCUE SERVICE

Report of the Task and Finish Group

15. Vehicle Fleet Capital Programme

Purpose of report

1. To provide the Authority with their findings and recommendations following scrutiny of the Vehicle Fleet Capital Programme.
-

Recommendations

The Task and Finish Group recommend that:

- i. a revised and updated Fleet Strategy be provided to the Policy and Resources Committee in September 2016 for approval;*
- ii. further detail on the fleet provision be included in the yearly budget report to the Policy and Resources Committee;*
- iii. The Fleet Strategy should in future be reviewed at least every five years and in the interim, a yearly update on the Strategy consisting of a two year forecast, should be provided to Members as part of the budget setting process.*
- iv. the revised Fleet Strategy should reflect the distinction between operational decisions over the specification and choice of vehicles/equipment, which were matters for officers, and broader strategic issues affecting the Authority's finances or the Service to the public, which would require Member involvement.*

Introduction

2. At the Policy and Resources Committee on 27th January 2016, Members approved the establishment of a Task and Finish Group to examine the Vehicle Fleet Capital Programme.
3. The following Terms of Reference were agreed:
 - review the Vehicle Fleet Strategy approved in 2007;
 - review the Authority's anticipated future requirements and strategy with regard to replacement of vehicles; and
 - make recommendations.
4. On Monday 7th March 2016 the Task and Finish Group met to undertake a review of the Vehicle Fleet Capital Programme. Officers provided Members with a presentation which covered:

- background information on the Vehicle Fleet Strategy;
 - current and future vehicle fleet requirements;
 - current and future budget provision, and
 - future strategy development.
5. Members then asked questions and discussions took place.

Background

6. In 2007 the Fleet Strategy was published providing a strategic overview of the Service's fleet disposition and requirements over the medium to long term until 2022. It outlined the way in which the fleet would be maintained and improved to deliver a professional and reliable fleet provision which meets the operational demands of the Service.
7. The main aims of the Fleet Strategy 2007-2022 are to:
- Ensure that Hereford & Worcester Fire and Rescue Service has a fleet which can provide effective response across the range of incidents required;
 - Provide other vehicles as required to ensure the Service can function in an efficient and effective manner;
 - Incorporate technological change appropriately to ensure the fleet's environmental impact is as minimal as possible;
 - Provide a clear and structured replacement programme which is aligned to the Service's medium and long term financial planning processes;
 - Ensure the Service can meet statutory and legal requirements; and
 - Ensure the use of financial resources and return from surplus vehicles is maximised in an appropriate manner to meet financial requirements.
8. There had been some changes to the replacement programme as originally envisaged in 2007 as a result of the CRMP process and the changing needs to the Service.

2007-2022 Fleet Strategy - What has changed

Market Choice

9. Members discussed the rationale used to determine the choice of vehicles procured by the Service.
10. The Service has, over the years, replaced the predominantly Dennis fire engine fleet from the 1990s and early 2000s with the Scania based fire engine when replacements were due. The reasons given by Officers for this was fully accepted by Members as there was vastly improved service and customer support locally including a faster replacement parts provision which is essential to reduce the time vehicles are not operational. Scania based fire engines have proven to be much more reliable, therefore improving operational availability and they appear likely to have a longer overall life span. Additionally having a level of consistency in the Fleet assists the mechanics and drivers with familiarity and understanding of the vehicles. Although the Scania appliance is the preferred choice at present, other manufacturers could not be ruled out in

any future procurement process. It was agreed that the Policy and Resources Committee would continue to approve the replacement strategy and the budget which would then enable Officers to replace vehicles as and when required.

11. There are currently six spare appliances held in the Service which are equipped ready to be used as replacement vehicles when servicing or repairs are required. Members questioned whether the number of spare vehicles could be reduced in number as the Scania appliances are more reliable. Officers responded that this would be examined in detail as and when replacements are required, however Members were informed that the vehicles are on a 12 week servicing programme and at present the spare appliances are continually used at different stations.
12. Members questioned Officers about the procurement of Land Rovers for use as Officer cars.
13. Officers explained that following extensive evaluations Land Rovers are currently being procured for their 4x4 capability, which has proved invaluable in keeping Officers operational in poor weather, snow and floods. This was identified as a specific outcome following a review of our response to the severe floods in 2007. The suitability of this manufacturer would be reviewed at appropriate periods, however the provision of four wheel drive capability for officers was deemed an essential criteria. There are also some non four wheel drive cars for non-operational purposes such as Community Fire Safety visits. It was noted that Group Leaders had been informed of this change and the Task and Finish Group were satisfied with this decision.

Collaboration Opportunities

14. Members questioned Officers about potential collaboration opportunities and how this might affect the vehicle Strategy.
15. Officers explained that the Service has offered a pilot scheme to West Midlands Ambulance Service (WMAS) whereby existing fire engines that are already equipped with a defibrillator and trained staff could attend medical emergencies as the first responders. This scheme has not so far been accepted by WMAS and the need for alternative vehicles would be considered if the scheme was to be implemented permanently.
16. The Command Support Unit based at Malvern is due for replacement shortly and the Service are planning to procure two smaller specialist van size vehicles that could extend the provision across both counties and supply command support earlier at smaller incidents and scale up with the second vehicle if required. This potentially could be a collaborative arrangement with the Police and Shropshire FRS to enable co-working and resilience at larger incidents. The Service has found that the existing large bus, whilst having served well, is not practical at small incidents and this revised approach would improve on the existing provision.

Changes in Technology

17. The Service continually reviews how it works and seeks new innovations and technology. CFOA is also leading on this nationally and as SMB members are all members of CFOA the Service is well placed to be part of developments in how innovation and new technology is shared across the UK.
18. As an example of new innovations one area currently under consideration was the use of smaller, van size fire engines and whether the same capability as a large vehicle could be incorporated into a smaller vehicle giving the benefits of lower costs, better access and four wheel drive.

Main Findings

- The Fleet Strategy 2007-2022 provided a long term Strategy for the replacement of vehicles, which had served the Authority well, but the detail was now out of date.
- An updated Strategy is therefore required.
- The Strategy had been applied flexibly, so as to respond to the changing needs of the Service and it was appropriate that this continue.
- Any updated Strategy should reflect the distinction between operational decisions over the specification and choice of vehicles/equipment, which were matters for officers, and broader strategic issues affecting the Authority's finances or the Service to the public, which ought to be subject to Member involvement.
- The Fleet Strategy should in future be reviewed at least every five years and in the interim, a yearly update on the Strategy consisting of a two year forecast, should be provided to Members as part of the budget setting process.

Conclusion/Summary

19. The Task and Finish Group questioned Officers on the 2007-2022 Fleet Strategy and reviewed the Authority's anticipated future requirements and strategy with regard to replacement of vehicles at the meeting on 7th March 2016. The Task and Finish Group examined market choice, collaboration opportunities and related training and were satisfied with the Fleet Strategy as a whole. However, it was noted that regular reporting to the Policy and Resources Committee would keep Members up to date with the current fleet provision. A revised Fleet Strategy 2007-2022, to include the input of the Task and Finish Group, would also be provided to the Policy and Resources Committee in September 2016.

20. The yearly update (as proposed above), aligned to the budget setting process Members will receive will usually take place at the January Policy and Resources Committee meeting. It is, however, recognised that the first of these updates that will be scheduled for January 2017 will contain some planned procurement decisions that have already been taken within this current financial year, therefore Members will in some areas have a limited ability to influence these decisions. This issue is limited to a few areas of fleet procurement that are already in progress and whereby a delay in the placing of orders until after the January 2017 meeting would result in significant disruption or unnecessary costs.

Corporate Considerations

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

Supporting Information

Fleet Strategy 2007 - 2022

Contact Officer

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Report of the Chief Fire Officer

16. Chief Fire Officer's Service Report

Purpose of Report

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

Recommendation

The Chief Fire Officer recommends that the report be noted.

CFO Introduction to the Service

2. As part of the first two months in post, I have spent some important time getting to know the Fire Authority in better detail, as well as its constituent local authorities and the wider partnerships they share across both counties. This has included meeting the Fire Authority's Group Leaders on a number of occasions, as well as visiting the leader of Worcestershire County Council, Simon Geraghty, the Chairman of Shropshire Fire Authority, Stewart West, and the new Police and Crime Commissioner, John Campion, with the Chairman Cllr Derek Prodger MBE.
3. From an officer perspective, I have also met with Worcestershire PEG members and senior colleagues in both West Mercia & Warwickshire Police Forces, as well as the neighbouring chief fire officers from Shropshire, Gloucestershire, Warwickshire, Staffordshire and the West Midlands.
4. Going forward, I would welcome any further opportunities to engage with Fire Authority members, in order to better understand their local issues and where we can support the safety and wellbeing of their local communities.

Installation of High Sheriffs - Herefordshire and Worcestershire

5. Deputy Chief Fire Officer Richard Lawrence attended the Installation of the High Sheriff of Worcestershire, Sir Nicholas Lechmere Bt. on Wednesday 31 March 2016 at The Shirehall, Worcester.
6. Area Commander Jon Pryce attended the Installation of the High Sheriff of Herefordshire, Mr W.J. Bill Jackson, on Thursday 07 April 2016 at The Shirehall, Hereford.
7. A personal invitation has been extended to each of the High Sheriff's to spend a morning or afternoon visiting the Service during which they will be given an opportunity to meet staff and view a range of activities carried out within their respective Service areas

Health and Safety Peer Review of East Sussex Fire and Rescue Service

8. In February 2016 a small team of specialist staff from Hereford & Worcester Fire and Rescue Service, led by Assistant Chief Fire Officer John Hodges, were invited to undertake a detailed peer review audit of East Sussex Fire and Rescue Service's (ESFRS) Health and Safety department and associated functions.
9. The team was based at ESFRS Headquarters in Eastbourne for four days, during which they were able to explore the application and effectiveness of ESFRS strategy, policies, procedures and training provision in the areas of health, safety and welfare in order to provide assurance to ESFRS in respect of its safety culture and to identify potential areas for improvement. The team was able to identify many areas of good practice as well as twenty two potential areas for improvement and enhancement. A full and detailed report was produced by the team and presented to the ESFRS Corporate Management Team in March 2016 who accepted all of the recommendations contained within it.
10. Upon successful completion of this exercise the Audit team were able to share their experiences and learning with Hereford & Worcester Fire and Rescue Service's Senior Management Board which has ultimately assisted the Service in refining some of its own internal health and safety arrangements.

Service Exercise 2016

11. On 1st October 2016 crews from across both counties will be attending the annual Service Exercise. The exercise will take place at The Fire Service College, Moreton in Marsh, and will be designed to examine the Service's response to a large scale Road Traffic Collision on the motorway network. All Members are invited to the Service Exercise to observe.
12. As with any operational response the exercise will also involve partner agencies including the Police and Ambulance Services, as well as the Highways agency and the Emergency Planning Teams from local authorities. Staff from all agencies will face testing scenarios involving a wide range of vehicle types and the hazards associated with this type of incident. An effective multiagency response and close cooperation will undoubtedly be required to resolve the scenario effectively.
13. Assets that will be deployed for the exercise include; up to twelve fire engines (including the Service's Ultra heavy Rescue Pumps based at Hereford and Droitwich), the Incident Support Vehicle from Droitwich, the Command Support Unit from Malvern, the Environmental Protection Unit from Stourport as well as the Service's Urban Search and Rescue Team.
14. The planning team are working closely with the Fire Service College and departments from across the Service, as well as volunteers and other agencies, to ensure this year's exercise once again provides a challenging experience with opportunity for a valuable and realistic learning experience for everyone involved.

National Breathing Apparatus Challenge Service Run Off

15. This year's Service BA competition took place at Oldbury Fire house on 23rd April 2016. The event saw five teams fiercely competing for the chance to represent the Service at the national BA challenge which is to be held at the Fire Service College on 8th October 2016. Two teams from Broadway RDS competed against a mixed team from Evesham, a team from Fownhope and a team from Worcester RDS to resolve a complex and testing fire with multiple casualties located over two floors. The previous winners, Worcester RDS were narrowly beaten by Broadway this year with Worcester taking the runner up spot. Both teams going forward are now preparing to build on their result of 2nd place overall (out of 20 teams) in the national competition which Worcester achieved last year.

Young Firefighters Passout

16. This year saw our YFA branches in Redditch and Droitwich take on 24 new recruits between them. The recruits go through a detailed selection process to join their respective branches and then train hard for 13 weeks learning many of the core skills required to become a firefighter. During this time they also take part in fund raising events and many other activities such as walks in the Peak district and the Brecon Beacons. The culmination of their training is the Passout Parade which was recently held at Droitwich Fire Station on 7th May. This year both Branches demonstrated their new skills to over 150 guests including Members of the Authority, local dignitaries, proud parents, grandparents and carers. The grand finale of the parade saw all 24 Young Firefighters arriving together in fire engines with blue lights flashing and sirens blaring followed by a fully coordinated display of their many skills . The branches now move on to raising money for their annual camps this summer where they will be away for a week taking part in a range of adventurous team building activities.

Contact Officer

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Hereford & Worcester Fire Authority

Audit and Standards Committee

Wednesday, 13 April 2016, 10:30

Minutes

Members Present: Ms L R Duffy, Ms K S Guthrie, Mrs A T Hingley, Mr G C Yarranton, Ms P Agar, Mr G J Vickery, Mr R I Matthews, Mr S C Cross, Mr A Amos, Mr S D Williams

Substitutes: none

Absent: none

Apologies for Absence: Mr W P Gretton, Professor J W Raine

Declarations of Interest: none

37 Confirmation of Minutes

RESOLVED that the minutes of the Audit and Standards Committee held on 18 January 2016 be confirmed as a correct record and signed by the Chairman.

38 Internal Audit Monitoring Report 2015/2016

The Head of Internal Audit Shared Services reported progress against the 2015/16 plan and highlighted to Members that since the last report a further five audits had been finalised and there were no high priority recommendations. Outcomes and assurance will continue to be reported to the committee until the plan is satisfied.

[10:38 Councillor Amos entered the room]

RESOLVED the Internal Audit Monitoring Report 2015/2016 be noted.

39 External Audit Plan 2015/16

Members were advised that work was on track to meet the key phases of the 2015/16 audit delivery schedule and in fact some aspects of work had

been brought forward to avoid a summer peak.

Members were reassured that although the MTFP gap had been identified as an area of significant risk within the report, the Auditors concerns had since been allayed following a meeting between the External Audit Partner, the Treasurer and the Chief Fire Officer. The meeting took place after the report had been submitted.

Some Members queried where responsibility lay with regards to governance of joint ventures such as Place Partnership Ltd. Members were reassured by the Head of Legal Services that the Fire Authority was already involved in the governance of Place Partnership Ltd. via representation on the Executive Board and it was expected that PPL would submit annual reports to the Partners. The Internal Auditor also highlighted that WIASS were preparing to bring Internal Audit summaries of Place Partnership Ltd. to the Fire Authority on a regular basis.

RESOLVED the External Audit Plan 2015/16 be noted.

40 Informing the Audit Risk Assessment

Members were advised to note that there were no areas in the Audit Risk Assessment 2015/16 that were of concern to the Treasurer or External Auditor.

The Chairman queried whether it would be beneficial for Members to meet with External Auditors without Officers present. The Head of Legal Services highlighted concerns about this from a governance perspective. This would be considered further at a later date.

RESOLVED the External Auditor's report 'Informing the Audit Risk Assessment' be noted.

41 Annual Report on Compliments/Complaints and Concerns 2015/2016

Members were informed of the compliments, donations, complaints and concerns made by the public over the past 12 months. Reassurance was given that there were no significant recurring themes or trends in concerns or complaints to give any cause for concern.

RESOLVED that the the Annual Compliments, Complaints and

Concerns 2015/16 Report be noted.

42 Member Development Programme 2016/2017

Members were presented with a draft Development Plan for 2016 and reminded that this was the final year in the three year Development Strategy. Members were advised that the focus for the next 12months is Firefighter Safety.

RESOLVED that the Member Development Plan 2016 be approved subject to the inclusion of the following additions;

**Annual Member Code of Conduct refresher; and
Updates covering Strategic Risk Management and Business
Continuity.**

The Meeting ended at: 11:33

Signed:.....

Date:.....

Chairman



Hereford & Worcester Fire Authority

Policy and Resources Committee

Monday, 21 March 2016, 10:30

Minutes

Members Present: Mr R C Adams, Mr C B Taylor, Mr P A Tuthill, Mr A Fry, Mr R M Udall, Ms R E Jenkins, Mr B A Baker, Mr J W R Thomas, Mr R J Phillips

Substitutes: Professor J W Raine (for Mrs F M Oborski MBE)

Absent: none

Apologies for Absence: Mr D W Prodger MBE, Mrs F M Oborski MBE, Mr J L V Kenyon, Mrs E Eyre

45 Declarations of Interest (if any)

No Member declared an interest.

46 Confirmation of Minutes

RESOLVED that the minutes of the meeting of the Policy and Resources Committee held on 27 January 2016 be confirmed as a correct record and signed by the Chairman.

47 2015/16 Budget Monitoring – 3rd Quarter

Members were informed of the current position on budgets and expenditure for 2015/16.

Members noted the predicted underspend of £1.048m arising from budget constraints being exercised throughout the Service.

The Treasurer advised that of the current capital budget of £11.159m, only £2.305m expenditure had been spent, with a further £0.729m committed by way of orders. This, however, did not include the Redditch or Hereford Fire Station schemes included in the budget and £1.003m

remains as unallocated minor schemes.

With regard to treasury management, at 31 December 2015 short term investment via Worcestershire County Council comprised of £12.400m.

RESOLVED that the forecast revenue underspend of £1.048m be noted.

48 Proposed Co-Location of Police and Fire Service Assets

Members authorised Officers to progress to completion arrangements within the capital programme (minor works) for the joint location of Police and Fire Service assets at selected retained fire station locations.

Members were advised that closer working with West Mercia Police and other partners are continually being sought to deliver more efficient and improved ways of working.

Members asked about the timing of the works and were informed that it should be completed during the next 12 months. A more detailed timing schedule would be reported to a future meeting.

RESOLVED that Officers be authorised to progress arrangements with West Mercia and Warwickshire Police and the Fire Authority to share facilities at Bromyard Fire Station, Peterchurch Fire Station and Tenbury Wells Fire Station on terms to be agreed with the Treasurer and Head of Legal Services, and in consultation with the Chairman of the Authority.

49 Proposed New Hereford Fire Station

Members were advised that the Police were no longer in a position to proceed with a new joint fire and police station in Edgar Street, Hereford and authorised Officers to proceed with the development of a proposal for a fire station only, on the same site.

RESOLVED that:

i) Officers be authorised to enter into negotiations with Herefordshire Council to provide a new fire station, in Hereford, at the existing proposed site on Edgar Street;

ii) Officers be authorised to spend a revised further allocated budget of up to £25k, as necessary, to take this new proposal forward;

iii) a further paper, including a detailed cost feasibility be brought to the Policy and Resources Committee for final approval before submitting planning applications and entering into a contract for the acquisition of the site and any disposal of existing land; and

iv) at an appropriate time Officers withdraw the existing outline planning application currently submitted for the joint police and fire station.

50 Houses of Multiple Occupation

Following the decision at the full Authority meeting on 17 February (Minute No. 72) when it was resolved that the Policy and Resources Committee consider allocating a further £60,000 from reserves to improve community safety campaigns in areas of social deprivation, particularly with regards to Houses of Multiple Occupation, Members were presented with a proposal to target additional resources in identifying fire safety issues in unlicensed HMOs and residential use above commercial premises, exposing non-compliant landlords, where vulnerability of tenants may be considerably higher.

Members were advised that a report would be presented back to the Committee in 12 months' time following the completed project.

RESOLVED that £60,000 funding be utilised to enable a 12 month project to be completed, targeting fire safety within Houses of Multiple Occupation type premises.

51 2015-16 Performance Report: Quarters 1 to 3

Members were provided with a summary of the Service's Quarter 1 to 3 performance against the Fire Authority Annual Report 2015-16 using the set of Performance Indicators agreed by the Senior Management Board.

[Councillor Jenkins left the room at 11.16am and re-entered at 11.21am].

RESOLVED that Members note the following headlines taken from Appendix 1 relating to performance in Quarters 1 to 3, 2015-16:

i) A total of 4,961 incidents were attended in Q1-3, an overall increase of 5.6% (263 incidents) in comparison to the same three Quarters of 2014-15. Despite this, the overall incident trend over the

last 4 years indicates that incident numbers have remained at a consistent level;

ii) The majority of the increase over Q1-3 is accounted for by rises in the numbers of Fires and Special Service incidents:

a. Fires: an increase of 11.4% (152 incidents) is largely related to a peak in grassland, woodland and crop fires during the drier summer months of May to August 2015;

b. Special Services: an increase of 9.9% (100 incidents) can be largely accounted for by an increase in the numbers of road traffic collisions (RTCs) and weather-related incidents in the wake of Storm Barney, which impacted on the two counties in mid-November 2015;

iii) Incident numbers in each of the three main categories – Fires, Special Services and False Alarms – have remained consistent over the last 3-4 years; and

iv) Overall Staff Sickness levels have remained within tolerance levels for Quarters 1 to 3.

52 Community Risk Activity Reporting

[Councillor Phillips left the room at 11.25am].

Members were presented with a proposal to incorporate Community Risk activity data within the quarterly performance reports to the Policy and Resources Committee.

Members were advised that the data will bring together operational response, prevention and protection data into a single document and will provide a snapshot of how well the Service is delivering its aim of keeping communities and firefighters safe.

RESOLVED that Members endorse the proposal to incorporate Community Risk activity data within the Quarterly Performance Report from Quarter 1, 2016-17.

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

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

Powers Act 2000.

Members were informed that the Authority had not relied on covert investigatory powers during the year.

Members were also advised that the Surveillance Inspector visited the Service on 2 March 2016 and confirmed that he was satisfied with the policies and procedures in place. It would nonetheless be helpful to include guidelines about the use of social media.

This would likely be the last such inspection the Authority receives as the Office of the Surveillance Commissioner is looking to adopt a risk based approach to inspections in future via a written questionnaire.

RESOLVED that:

- i) the Committee note there has been no use of covert investigatory techniques during the past year; and**
- ii) the Head of Legal Services be authorised to make a minor amendment to the existing policy, to include reference to the use of social media, subject to the usual staff consultation.**

54 Pensions Board Update

Members were updated on the establishment and activities of the Pensions Board and advised that further updates will be provided to the Committee on a yearly basis.

RESOLVED tht the following areas of progress be noted:

- i) The pensions board has been established and is compliant with the Public Services Pensions Act 2013;**
- ii) There have been two meetings of the pensions board;**
- iii) Pension board members have attended two training sessions; and**
- iv) The pensions board has agreed terms of reference and administration systems.**

55 Update from the Equality and Diversity Advisory Group

Members were provided with an update from the Equality and Diversity Advisory Group and were informed that the Service continues to make good progress in embedding its Equality and Diversity agenda and will continue to provide updates to the Committee.

Members were also informed that the Assistant Chief Fire Officer would now be chairing the future groups.

RESOLVED that the following areas of progress be noted:

- i) Service representatives attended the recent Asian Fire Service Association (AFSA) National Conference on 26 and 27 November 2015;**
- ii) Progress against the Service's equality objectives will be reported to the Equality and Diversity Advisory Group meeting on 23 March 2016; and**
- iii) The Service has subscribed to Quiltbag.**

56 Update from the Joint Consultative Committee

Members were informed of the activities of the Joint Consultative Committee since September 2015.

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

- i) Policy on financial assistance for medical treatment;**
- ii) Project Arrow Update;**
- iii) Relocation of Service Headquarters to Hindlip;**
- iv) Logging of Pre-Arranged Overtime;**
- v) Wyre Forest Hub;**
- vi) Union Recognition and consultation;**
- vii) Job Evaluation; and**

viii) Use of Agency Staff

57 Update from the Health and Safety Committee

Members were updated 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) Health and Safety performance for Quarter 3 of year 2015-16 (October to December 2015); and

ii) The involvement of the Service in a number of Health and Safety initiatives at national level.

At the end of the meeting the Chairman thanked the Chief Fire Officer for his work to the Authority and wished him well for the future. Members were also asked to make a note of the Service Exercise taking place on Saturday 1 October 2016 at the Fire Service College.

Members also sent best wishes to Councillor Prodger MBE and wished him a full recovery.

The Meeting ended at: 11:48

Signed:.....

Date:.....

Chairman



Hereford & Worcester Fire Authority

Appointments Committee

Thursday, 26 May 2016, 10:00

Minutes

Members Present: Ms L R Duffy, Ms R E Jenkins, Mrs F M Oborski MBE, Mr D W Prodger MBE, Mr C B Taylor, Mr R M Udall

Substitutes: none

Absent: none

Apologies for Absence: Mr R J Phillips

5 Declarations of Interest (if any)

No interests were declared.

6 Confirmation of Minutes

The minutes of the meeting held on 27 January 2016 were confirmed as a true record.

7 Chief Fire Officer / Chief Executive Appointment – Options Analysis

The Chief Fire Officer provided the Committee with an options analysis for the appointment of a new Chief Fire Officer / Chief Executive and the contents of the job role. He explained the key drivers within the current and most likely future operating environment which determined the appropriateness and suitability of each option.

Members questioned the Chief Fire Officer with regards to the options presented and discussed the professional recommendation that had been put forward.

RESOLVED that:

i) the options analysis and associated professional recommendation

to appoint an operational Chief Fire Officer be accepted; and

ii) there be no change to the remuneration package of the Chief Officer post at this time, however a review be undertaken within 12 months of the new appointment, the outcome of which to be dependent on the individual's performance over that period.

8 Exclusion of Press and Public

RESOLVED that the press and public be excluded from the meeting for consideration of the following item due to the likelihood that it discloses information relating to an individual.

[At this point, the interim Chief Fire Officer withdrew from the meeting and left the room.]

9 Appointment of Chief Fire Officer / Chief Executive

On the basis that the Committee had accepted the recommendation in the previous agenda item to appoint an operational Chief Fire Officer / Chief Executive [minute 7 refers], the Head of Legal Services explained to Members that the interim Chief Fire Officer had indicated he wished to be considered for the post on a permanent basis and that he intended to apply for the post if it were re-advertised. The Committee had, prior to the meeting, been circulated a copy of his expression of interest and CV.

The Head of Legal Services informed the Committee that, whilst it was generally good practice to advertise posts, both from an equalities perspective and so as to ensure the widest pool of available candidates, this post had been advertised once. Members needed to consider whether they were satisfied that suitably qualified candidates who might be interested in the position had already had the opportunity to apply and whether or not there was any advantage to be gained from a further advertisement.

The Head of Legal Services explained that should Members consider it unnecessary to re-advertise the post there were no legal issues preventing the Authority from appointing the interim Chief Fire Officer to the post on a permanent basis. It was confirmed by the Deputy Chief Fire Officer that he had no interest in applying for the position.

The Committee discussed the recruitment options open to the Authority and any associated risks.

RESOLVED that:

- i) there be no further advertisement of the post at this time; and***
- ii) the interim Chief Fire Officer be invited to an interview on 7 June 2016.***

The Meeting ended at: 10:48

Signed:.....

Date:.....

Chairman