

### **CRMP Midpoint Review 2018 - Summary of key events and changes 2014-17**

Date	Key events and changes
<b>2014-15</b>	<ul style="list-style-type: none"> <li>• CRMP published in October 2014</li> <li>• CRMP fire cover review changes introduced: crewing system changes, removal of two fire engines and standard crewing on four on fire engines approved, with an aim to maintain five wherever possible</li> <li>• Operational Districts restructure following reduction in numbers of flexible duty officers</li> <li>• Continued reduction of size of the overall workforce – further cuts to senior and middle management levels and support staff, introduction of temporary secondments to other Fire and Rescue Services for operational staff</li> <li>• 2020 Vision Programme introduced: a range of strategic, transformational and modernisation projects to secure the Service's future and ongoing resilience in the coming years. Initiatives include:             <ul style="list-style-type: none"> <li>› major national projects such as the Emergency Service Network and the Public Services Network</li> <li>› commencement of work on crucial transformational projects such as locating Fire Control to the Operations and Communication Centre at Hindlip and the relocation of Fire Service Headquarters to Hindlip</li> <li>› key modernisation and collaboration projects such as work on the new Evesham fire station and a new Command &amp; Control system in association with Shropshire Fire and Rescue Service to ensure greater Fire Control resilience</li> <li>› strategic projects including the ongoing CRMP and the establishment of the Place Partnership Ltd. public sector mutual company to manage the property and estates of the Service and several other local partners including West Mercia Police and Worcestershire County Council</li> </ul> </li> <li>• New Community Risk department established: bringing together Community Fire Safety and Technical Fire Safety teams to improve coordination and focus on prevention and protection: wide range of community safety initiatives including Home Fire Safety Checks, Business Fire Safety Checks, Signposting, Safeguarding, fire-setter initiative, young people initiatives such as Dying 2 Drive, safety events and campaigns, and partnership work with other agencies to help reach vulnerable people</li> <li>• Human Resources department restructured to be more able to support staff through change</li> <li>• Complete redesign on the Service website making it more interactive and with improved links to related social media sites</li> </ul>

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<b>2015-16</b>	<ul style="list-style-type: none"> <li>• Home Office assumes responsibility for Fire and Rescue</li> <li>• Policing and Crime Bill issued in parliament with proposals to encourage greater collaboration between emergency services and opportunity for Police and Crime Commissioners (PCCs) to take on responsibility for their local Fire and Rescue Services, where appropriate</li> <li>• Workforce planning continued including temporary secondments to other Fire and Rescue Services helping to offset around £3.1 million in staffing costs</li> <li>• Community Risk activities summarised on a new dashboard providing a visual snapshot of work undertaken: including 3,750 targeted Home Fire Safety Checks, over 1,000 Signposting referrals, over 4,000 young people provided with a range of education initiatives, and 800 Business Fire Safety Checks</li> <li>• Initiation of the Service's first Primary Authority Partnerships with local and national companies, which provide dedicated property fire safety advice; over 1,400 risk-based audits and visits to business premises carried out; the top 15 significant risks in the two counties modelled to support scenario planning; JESIP (Joint Emergency Services Interoperability Programme) embedded with blue light partners supporting joint working at critical events</li> <li>• Ongoing delivery of 2020 Vision projects and other collaborative working: <ul style="list-style-type: none"> <li>› planning work for the Service HQ move to Hindlip Park; consultation of on the development of the joint Emergency Services Hub in the Wyre Forest; work started on the new Evesham Fire Station; and official opening of the new Worcester Fire Station</li> <li>› permission given to share local Fire Stations at Bromyard, Tenbury and Peterchurch with police colleagues; joint initiative with Shropshire Fire and Rescue Service and West Mercia Police to train Police Community Support Officers to become on-call firefighters; establishment of 'Resilience Direct' website with a shared database of operational information used by fire and rescue services</li> </ul> </li> <li>• National Flood Support in the wake of serious flooding in Cumbria, Yorkshire and other areas during December 2015: overall national response coordinated by the Service's Deputy Chief Fire Officer in his national role and HWFRS tactical teams, pumps and boats sent to support relief work in affected areas</li> <li>• Signed up to the national MIND Blue Light Pledge to help promote mental health awareness and support in the workplace</li> </ul>
<b>2016-17</b>	<ul style="list-style-type: none"> <li>• New Chief Fire Officer appointed</li> <li>• 'Saving More Lives' launched as the Service's overall strategic vision and direction: supported by key foundation blocks – the Medium Term Finance Plan and new strategies for People and ICT &amp; Data, with an Asset Management strategy being</li> </ul>

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	<p>developed. CRMP Action Plan in the Fire Authority Annual Report aligned more closely to the aims of 'Saving More Lives':</p> <ul style="list-style-type: none"> <li>› Understanding Community Risk: improved information and intelligence sharing with partners such as local health and voluntary organisations to improve how we access the most vulnerable in our communities; expansion of the Home Fire Safety Check into a more comprehensive Safe and Well Visit to be launched in 2017-18; development of a range of initiatives targeting key vulnerable groups – older people, young people, and vulnerable families</li> <li>› Responding in the time of Need: ongoing review of fire and emergency response cover; extension of the trial period of the Day Crewed Plus crewing system at Hereford and Worcester Fire Stations for a further 12 months; approved development of the Wyre Forest Emergency Services Hub shared with West Mercia Police and other supporting emergency services; commencement of work on the new Operations and Communication Centre at Hindlip Park; Service Risks project identified and created 110 specific risk presentations available for all operational staff and partner agencies</li> <li>› Preventing Harm and Promoting Wellbeing: initiatives to assist the Service in delivering more added value to the health and wellbeing of local communities; Community Risk Strategy developed to focus prevention and protection activities towards the most vulnerable; expansion of the Signposting referral scheme helping to support people to lead safer and more independent lives; joint development with Shropshire Fire and Rescue Service of a recruit course for new on-call firefighters; Command, Administrative and Community Risk teams at West District (Herefordshire) moved to Hereford Police Station to work alongside police counterparts; Positive Role Model initiative in Redditch and Bromsgrove; and support to charities and voluntary organisations involved in improving the health and wellbeing of those most vulnerable in the community</li> </ul> <ul style="list-style-type: none"> <li>• Government's national Fire Reform programme established: aimed at making all fire and rescue services more efficient, accountable and professional, with three pillars of reform - accountability and transparency, efficiency and collaboration, and workforce reform</li> <li>• Provisions of the new Policing and Crime Act 2017 come into force: West Mercia Police and Crime Commissioner co-opted onto the Fire Authority and subsequently initiated a business case to take on overall responsibility for the Service. <i>(Note: the business case was approved by Government and the transfer of governance of both Shropshire and Hereford &amp; Worcester Fire and Rescue Services was expected to take place in June 2018. However, both Fire Authorities have submitted judicial challenges to the decision on the basis that there is insufficient evidence to demonstrate that a</i></li> </ul>

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	<p><i>change in governance would significantly improve the economy, effectiveness or efficiency of the Services. The outcome of the challenge will be known in the New Year. Until then, the governance of the Service will continue through the current Fire Authority).</i></p> <ul style="list-style-type: none"> <li>Further efficiencies established to meet funding shortfalls, including changes at some fire stations and the overall workforce</li> </ul>

Date	Budget/Savings	Workforce (FTE – full time equivalent)	Incidents attended and community safety activities
<b>2014-15</b>	<p>Revenue budget of £32.6 million</p> <ul style="list-style-type: none"> <li>annual savings of £6.7 million identified to 2019-20, but still a need to find a further £3.3 million</li> </ul>	<p>April 2014:</p> <ul style="list-style-type: none"> <li>693 employees (FTE) <ul style="list-style-type: none"> <li>› 4% lower than April 2013</li> </ul> </li> </ul>	<p>2014-15 annual figures:*</p> <ul style="list-style-type: none"> <li>6,112 incidents attended <ul style="list-style-type: none"> <li>› 33% lower than 10 years ago (2004-05)</li> <li>› 1,733 Fires (47% lower)</li> <li>› 1,354 Special Service incidents including RTCs (28% lower)</li> <li>› 3,025 False Alarms (24% lower)</li> </ul> </li> <li>3,000+ targeted Home Fire Safety Checks</li> <li>1,226 Signposting referrals</li> <li>4,000+ young people received fire and road safety education</li> </ul>
<b>2015-16</b>	<p>Revenue budget of £32.3 million</p> <ul style="list-style-type: none"> <li>still a need to find further savings of £2.4 million by 2019-20</li> </ul>	<p>April 2015:</p> <ul style="list-style-type: none"> <li>659 employees (FTE) <ul style="list-style-type: none"> <li>› 5% lower than April 2014</li> </ul> </li> </ul>	<p>2015-16 annual figures:*</p> <ul style="list-style-type: none"> <li>6,459 incidents attended <ul style="list-style-type: none"> <li>› 27% lower than 10 years ago (2005-06)</li> <li>› 1,920 Fires (40% lower)</li> <li>› 1,489 Special Service incidents including RTCs (16% lower)</li> <li>› 3,050 False Alarms (22% lower)</li> </ul> </li> </ul>

Date	Budget/Savings	Workforce (FTE – full time equivalent)	Incidents attended and community safety activities
			<ul style="list-style-type: none"> <li>• 3,871 targeted Home Fire Safety Checks (and 4,770 smoke alarms fitted)</li> <li>• 1,049 Signposting referrals</li> <li>• 4,000+ young people received fire and road safety education</li> </ul>
<b>2016-17</b>	Revenue budget of £32.0 million <ul style="list-style-type: none"> <li>• still a budget gap of around £1.6 million by 2020-21</li> <li>• the budget represents a 16% fall in real terms since 2010-11</li> </ul>	April 2016: <ul style="list-style-type: none"> <li>• 619 employees (FTE)               <ul style="list-style-type: none"> <li>› 6% lower than April 2015</li> </ul> </li> </ul>	2016-17 annual figures: * <ul style="list-style-type: none"> <li>• 6,749 incidents attended               <ul style="list-style-type: none"> <li>› 30% lower than 10 years ago (2006-07)</li> <li>› 1,887 Fires (47% lower)</li> <li>› 1,560 Special Service incidents including RTCs (25% lower)</li> <li>› 3,302 False Alarms (18% lower)</li> </ul> </li> </ul>
			<ul style="list-style-type: none"> <li>• 4,203 targeted Home Fire Safety Checks (and 4,567 smoke alarms fitted)</li> <li>• 1,248 Signposting referrals</li> <li>• 5,000+ young people received fire and road safety education</li> </ul>