



# **HEREFORD & WORCESTER Fire Authority**

## **AGENDA**

### **Policy and Resources Committee**

Monday 2 June 2014  
10.30 am

Conference Suites 1, 2 & 3  
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**.

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### **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**

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- Automatic right to attend all Authority and Committee meetings unless the business if transacted would disclose “confidential information” or “exempt information”.
- Automatic right to inspect agenda and public reports at least five days before the date of the meeting.
- Automatic right to inspect minutes of the Authority and Committees (or summaries of business undertaken in private) for up to six years following the meeting.
- Automatic right to inspect background papers used in the preparation of public reports.
- Access, on request, to the background papers on which reports are based for a period of up to four years from the date of the meeting.
- Access to a public register stating the names and addresses and electoral divisions of members of the Authority with details of membership of Committees.
- A reasonable number of copies of agenda and reports relating to items to be considered in public must be made available to the public attending the meetings of the Authority and Committees.

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**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  
**HWFR**  
FIRE AND RESCUE SERVICE

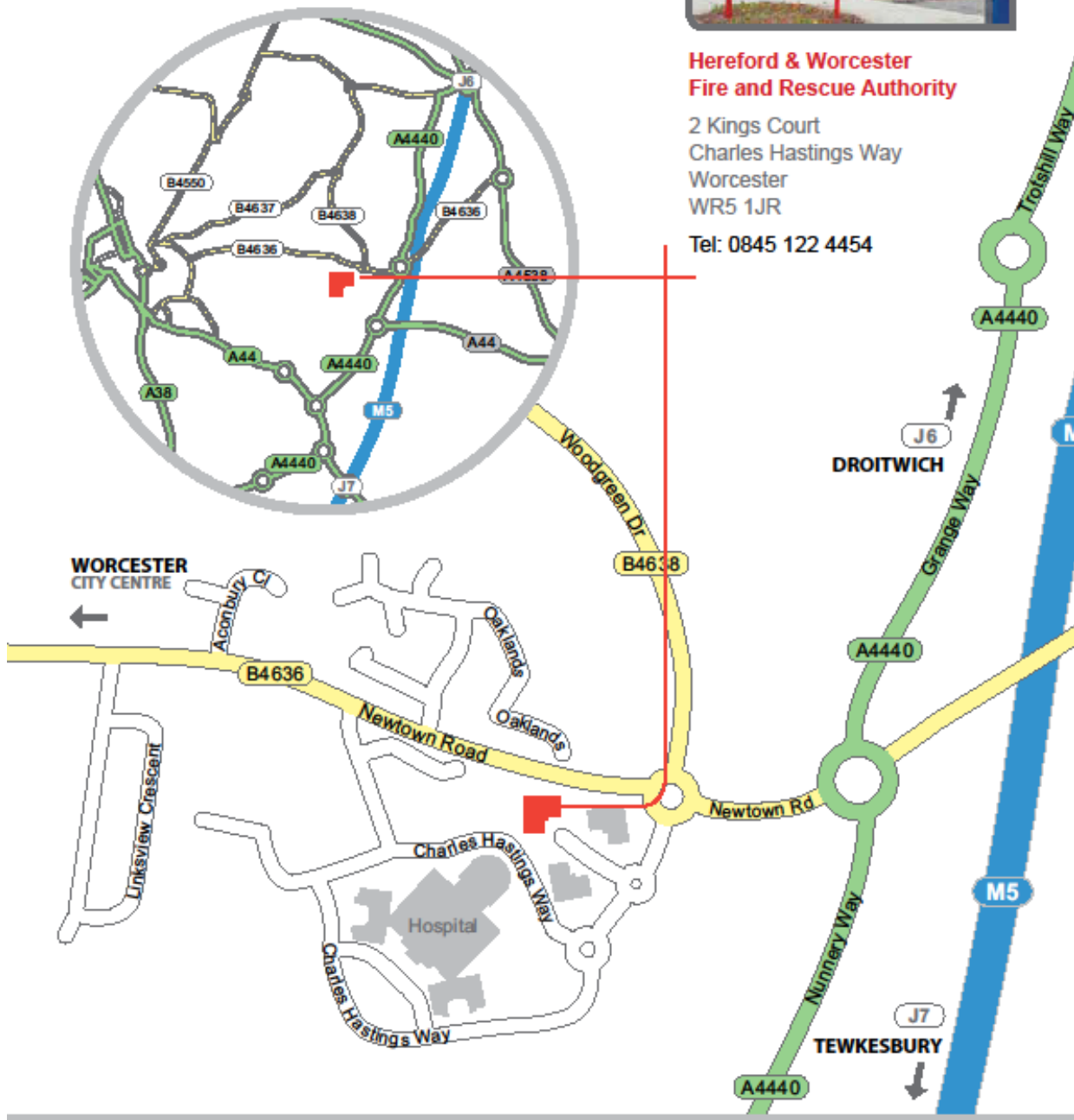
## Service Headquarters



### Hereford & Worcester Fire and Rescue Authority

2 Kings Court  
Charles Hastings Way  
Worcester  
WR5 1JR

Tel: 0845 122 4454



**Agenda**

**Councillors:**

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

Mr A Amos, Mr P Gretton, Mr A Hardman, Mrs R Jenkins, Brigadier P Jones CBE, Mrs M Lloyd-Hayes, Mrs F Oborski, Mr D Prodger MBE, Mr D Taylor, Mr P Tuthill and Mr R Udall.

<b>No.</b>	<b>Item</b>	
<b>1.</b>	<b>Apologies for Absence</b> To receive any apologies for absence.	
<b>2.</b>	<b>Named Substitutes</b> To receive details of any Member of the Authority nominated to attend the meeting in place of a Member of the Committee.	
<b>3.</b>	<b>Declarations of Interests (if any)</b> This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this agenda.	
<b>4.</b>	<b>Confirmation of Minutes</b> To confirm the minutes of the meeting held on 26 March 2014.	<b>1 - 5</b>
<b>5.</b>	<b>Provisional Financial Results 2013/14</b> To receive financial results for 2013/14 and to approve treatment of financial variations.	<b>6 - 11</b>
<b>6.</b>	<b>Joint Property Vehicle (JPV) Project</b> To update the Policy and Resources Committee with progress towards supporting the Worcestershire Joint Property Vehicle (JPV) project and to seek agreement to use a small amount of an earmarked reserve to support the work.	<b>12 - 15</b>

<b>7.</b>	<b>Closer Working with Warwickshire Fire and Rescue Service</b>	<b>16 - 26</b>
	To provide the Committee with an update on the project approach and progress made to date in assessing the benefits and options for closer working with Warwickshire Fire and Rescue Service.	
<b>8.</b>	<b>Provision of Payroll Services</b>	<b>27 - 29</b>
	To inform Members of a potential collaborative partnership arrangement to provide payroll services with Shropshire Fire and Rescue Service and to seek authority for the creation of a shared service if this shown to be beneficial.	
<b>9.</b>	<b>West Midlands Regional Collaborative Statement</b>	<b>30 - 33</b>
	To inform Members about a proposal by the West Midlands region's fire services to enter into a Regional Collaborative Statement to provide clear operational and organisational benefits through collaboration across the five fire and rescue services in the West Midlands region.	
<b>10.</b>	<b>Annual Performance 2013-14</b>	<b>34 - 58</b>
	To provide Members with a summary of annual performance against the Fire and Rescue Authority Plan 2013-14 using the set of Key Performance Indicators (KPIs) agreed by the Senior Management Board.	
<b>11.</b>	<b>Pension Scheme Discretions</b>	<b>59 - 72</b>
	To explain the changes to the Firefighters' Pensions Scheme 1992 (FPS), the New Firefighters' Pension Scheme 2006 (NFPS) and the Local Government Pension Scheme 2014 (LGPS) and consider the Authority's policy in relation to various discretions exercisable under those schemes.	
<b>12.</b>	<b>Assurance Against Equality Objectives</b>	<b>73 - 79</b>
	To update Members on the progress made against the Equality and Diversity objectives.	



## Minutes

### Members Present:

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

Mr A Amos, Mr P Gretton, Mr A. Hardman, Brigadier P Jones CBE, Mrs M Lloyd-Hayes, Mrs F Oborski, Mr S Peters, Mr D Prodger MBE, Mr D Taylor, Mr P Tuthill and Mr R Udall.

No.	Item
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1.	<b>Apologies for Absence</b>
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Apologies for absence were received from Ms R. Jenkins.

2.	<b>Named Substitutes</b>
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Mr S Peters substituted for Ms R Jenkins.

3.	<b>Declaration of Interests</b>
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None.

4.	<b>Confirmation of Minutes</b>
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**RESOLVED** that the Minutes of the meeting of the Policy and Resources Committee held on 28 January 2014 be confirmed as a correct record and signed by the Chairman.

The Chairman announced that the Appendix to item 14 (Asset Management Strategy – Hereford Fire Station) contained information that was likely to disclose information relating to the financial or business affairs of the Authority. The Chairman reminded Members that should any discussions with regards to the financial information be required that the Committee would firstly be asked to resolve to exclude the press and public.

5.	<b>Disposal of Bromsgrove and Worcester Fire Station</b>
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The Head of Asset Management presented a report that sought approval for the disposal of Worcester and Bromsgrove fire station sites. It was explained to the Committee that the Authority had positive working relationships with the partner organisations involved and that the best capital receipts would be sought by the Chief Fire Officer, Treasurer and Head of Legal Services, in consultation with the Authority Chairman.

***Resolved that:***

- (i) the Policy and Resources Committee authorise the disposal of Worcester Fire Station and Bromsgrove Fire station for the best consideration reasonably obtainable; and***
- (ii) on terms to be agreed by the Chief Fire Officer, Treasurer and Head of Legal Services, in consultation with the Chair of the Fire Authority.***

**6. Outline Business Case for a Joint Property Vehicle**

The Chief Fire Officer presented a report that advised the Policy and Resources Committee about the Outline Business Case (OBC) for a potential Joint Property Vehicle (JPV) between public sector partners. The Chief Fire Officer explained that although officer resources had been committed to explore the potential for a JPV, there would be no financial resources committed unless the Authority made the decision to be a core partner.

***Resolved that:***

- (i) the summary of the Outline Business Case (OBC) for a Joint Property Vehicle (JPV) be noted;***
- (ii) the project continues to be supported towards the Final Business Case (FBC) where the Authority will decide whether to be a core partner in a proposed JPV; and***
- (iii) no financial resources are committed to the creation of a JPV unless and until the decision to be a core partner in the JPV has been agreed by the Authority.***

**7. Regulation of Investigatory Powers – Review**

The Head of Legal Services presented a report that reviewed the Authority's policy on the authorisation of covert surveillance techniques under the Regulation of Investigatory Powers Act 2000.

***Resolved that:***

- (i) the committee notes there has been no use of covert investigatory techniques during the past year; and***
- (ii) no change be made to the existing policy.***

**8. 2013/14 Budget Monitoring – 3<sup>rd</sup> Quarter**

The Treasurer presented a report that informed the Policy and Resources



Committee of the current position on budgets and expenditure for the period April 2013/14.

***Resolved that approval of the transfer of the underspend to reserves be authorised as follows:***

- (i) £0.400m to the Pension Tribunal Reserve; and***
- (ii) £0.573m to the Budget Reduction Reserve.***

#### **9. Emergency Services Mobile Communications Programme (ESMCP)**

The Head of Operational Support presented a report that informed the Policy and Resources Committee of the background and progress of the ESMCP.

***Resolved that:***

- (i) the current national contracts for critical mobile communications for the 3 emergency services are due to expire from 2016.***
- (ii) future contracts will be delivered by the Government's Emergency Services Mobile Communications Programme for 2015; and***
- (iii) a report will be brought to a future meeting of the Committee detailing any resources implications for the Authority.***

#### **10. Health and Safety Audit – 2013**

The Head of Operational Support presented a report that informed Committee members of the Health and Safety Audit undertaken in November 2013.

***Resolved that:***

- (i) the Policy and Resources Committee note the content of the Health and Safety Audit Report; and***
- (ii) note the high level action plan to discharge the 25 recommendations from the report.***

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

The Assistant Chief Fire Officer presented a report that provided the Policy and Resources Committee with an update on the activities and items of significance from the Service's Health and Safety Committee.

***Resolved that the Policy and Resources Committee note that the Health and Safety Committee considered:***

- (i) the quarterly Health and Safety Performance Report;***

- (ii) the Health and Safety Working Group Update;***
- (iii) the Health and Safety Audit presentation;***
- (iv) the Human Resources Update;***
- (v) the Training Update; and***
- (vi) the National Health and Safety Activities and Health and Safety Legislative changes.***

## **12. Update from Equality and Diversity Advisory Committee**

The Chief Fire Officer presented a report that provided the Policy and Resources Committee with an update from the Equality and Diversity Advisory Group since the last report to the Policy and Resources Committee on 4 September 2013.

***Resolved that the Policy and Resources Committee notes that:***

- (i) the Equality Impact Assessment Process has been reviewed to ensure it continues to meet the requirements of the Equality Act 2010;***
- (ii) a Disability Toolkit has been developed and implemented in conjunction with the Fire Brigades Union; and***
- (iii) the Ethical Framework has been reviewed, implemented and refresher training has been rolled out Service-wide.***

## **13. Joint Consultative Committee Update**

The Assistant Chief Fire Officer presented a report that informed the Policy and Resources Committee of the activities of the Joint Consultative Committee (JCC) since September 2013.

***Resolved that the content of the report be noted, including the following items still under discussion by the Joint Consultative Committee:***

- (i) the review of the Fire Control structure;***
- (ii) Service Policy on Financial Assistance for Medical Treatment;***
- (iii) Out of Service Mobilisation; and***
- (iv) the potential impact of the Community Risk Management Plan and Fire Cover Review.***

## **14. Asset Management Strategy : Hereford Fire Station**

The Chief Fire Officer presented a report that advised the Policy and Resources Committee of a proposed arrangement to provide a new fire station in Hereford and seek approval to proceed with the project through to completion.

***Resolved that:***

- (i) the Policy and Resources Committee approve the proposed arrangement between Herefordshire Council and the Fire Authority to provide a new fire station in Hereford; and***
- (ii) that the Policy and Resources Committee authorise the Chief Fire Officer to proceed with the project to completion, on terms to be agreed with the Treasurer and Head of Legal Services and in consultation with the Chairman of the Fire Authority.***

The meeting concluded at 12.40 pm.

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

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

## **Report of the Treasurer**

### **5. Provisional Financial Results 2013/14**

#### **Purpose of report**

1. To receive financial results for 2013/14 and to approve treatment of financial variations.

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#### **Recommendations**

***It is recommended that the Committee:***

- i) Notes the provisional financial results for 2013/14;***
- ii) Approves the transfer of £0.130m to a Business Rates Reserve;***
- iii) Approves the transfer of a further £0.211m to the Budget Reduction Reserve;***
- iv) Approves the transfer of the balance of £0.353m to General Balances; and***
- v) Approves the re-phasing of capital budgets to 2014/15 as detailed in Appendix 2.***

#### **Introduction and Background**

2. Detailed budget monitoring reports have been presented to the Committee on a quarterly basis throughout 2013/14, and have shown that Officers are vigorously controlling budgets to minimise expenditure to prepare for the forecast future financial position.
3. The Audit and Standards Committee will consider the full Statement of Accounts which, as required, will be completed on the basis of International Financial Reporting Standards (IFRS) in September following completion of the external audit.
4. Until the process is completed these financial results remain provisional, but it is unlikely that they would change materially as a result of the audit.

#### **Revenue Budget**

5. The approved revenue budget for 2013/14 was £32.549m (*Appendix 1 Line 43 Column 2*) to which additional agreed expenditure of £0.068m funded from earmarked reserves (*Appendix 1 Line 42 Column 2*) has been added bringing the total expenditure budget to £32.617m (*Appendix 1 Line 39 Column 2*).

6. The net budget of £32.549m was funded by the forecast grant, precept and business rate figures which, since the changes to local government finance from April 2013, are now potentially variable in year rather than being fixed.
7. On 26 March the third quarter Budget Monitoring report forecast a planned year end underspend of £0.973m and the Committee resolved that £0.400m should be transferred to a Pension Tribunal Reserve and the balance of £0.573m to the Budget Reduction Reserve.
8. All of the in year savings that had impacts beyond 2013/14 have already been incorporated into the 2014/15 approved budget and future Medium Term Financial Plan (MTFP).
9. The final out-turn position is now expected to be some £0.564m lower than this at £1.537m.
10. There are two fundamental reasons for this:
  - a. Continued pressure on budget holders has produced further net savings of £0.211m.
  - b. Specific one-off issues arising after the previous projections were prepared, totalling £0.353m.
11. To put the former figure into context, the 2014/15 budget (including the results of paragraph 8 above) still requires identification of £0.150m of targeted savings and £0.036m of unidentified savings. The incidence of the £0.211m savings in 2013/14 will inform the identification of these £0.186m 2014/15 savings.
12. The specific one-off issues relate to four matters:
  - a. Back-dated rate appeals: Officers have challenged the rateable values of Fire Authority properties and have been successful in reducing them and receiving substantial back-dated rebates. The net effect of this in 2013/14 is a one-off sum of £0.115m.
  - b. The budget made provision for payment of rent on the new Bromsgrove joint Police and Fire station from the original expected date of handover of 1 January rather than the actual date of 3 April. This provides a one-off sum of £0.063m
  - c. Accrued sums relating to maintenance payments to the supplier of the Mobilising System are now found to be payable only when the system is signed off as meeting 100% of the contract requirement. It is, however, functioning appropriately. This provides a one-off sum of £0.135m
  - d. Government has issued an additional grant in respect of business rates and a further Revenue Support Grant distribution. It is proposed that £0.130m of this is reserved to cover potential collection fund losses in 2013/14, which will materialise as lower Business Rate receipts in 2015/16, leaving a net effect of a one-off sum of £0.040m.

13. It is proposed that, in addition to the transfers to reserves that the Committee has already approved (paragraph 7 above), the additional underspending be transferred to reserves as follows:
  - a. Budget holder savings £0.211m to the Budget Reduction Reserve.
  - b. One-off savings £0.353m to General Balances.
14. This latter transfer will reduce the Treasurer's concerns regarding use of balances to defer the timing of front-line savings to be considered by the Full Authority on 9 June.
15. The capital programme, as detailed in Appendix 2, is split into three main blocks:
  - a. Vehicle Replacement.
  - b. Major Building Works.
  - c. Minor Schemes - *detailed allocation made by Senior Management Board (SMB).*
16. The total approved budget for 2013/14 was £10.897m, against which expenditure of only £2.772m has been incurred representing delayed spending of £8.125m (75%).
17. The significant variation is due to two main factors:
  - a. A pause on creating spending commitments until the outcome of the Community Risk Management Plan (CRMP) review was known – particularly in respect of vehicles and buildings.
  - b. Provision being made for major building replacement which, although now progressing, is not as advanced as originally budgeted. This alone represents 48% of the delayed spending.
18. It is proposed that the unspent element of these budgets is rolled forward to 2014/15. This will not have a detrimental effect on the 2014/15 revenue budget as provision for capital financing was made on the basis that the financing would have commenced in 2013/14.

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

19. 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.
20. 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.
21. 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.
22. 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

23. It can be seen that the Authority's finances are well controlled and that the resultant underspending is part of a planned response to known future budget constraints.

## Corporate Considerations

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

## Supporting Information

Appendix 1: Revenue Budget 2013/14 – Provisional Out-turn

Appendix 2: Capital Budget 2013/14 – Provisional Out-turn

### Contact Officer

Martin Reohorn

Treasurer to the Fire Authority

(01905 368205)

Email: [mreohorn@hwfire.org.uk](mailto:mreohorn@hwfire.org.uk)

**Hereford & Worcester Fire Authority :**  
**Policy & Resources Committee**  
**Revenue Budget 2013-14 : Provisional Out-turn**

		Final Revised Budget	Out-turn	Variance
		£m	£m	£m
1	WT FF Pay/USAR Pay	14.152	13.940	(0.212)
2	RDS FF Pay	3.239	3.393	0.154
3	Special Service Income	0.000	(0.077)	(0.077)
4	Control Pay	0.815	0.787	(0.028)
5	Support Pay	3.816	3.742	(0.074)
6	Redundancy	0.000	0.091	0.091
7	Other Employee Costs	0.038	0.056	0.018
8	Unfunded Pensions	0.744	0.779	0.035
9	Industrial Action	0.000	0.025	0.025
10		22.804	22.736	(0.068)
11	Strategic Management	0.071	0.056	(0.015)
12		0.071	0.056	(0.015)
13	New Dimensions	0.114	0.042	(0.072)
14	Technical Fire Safety	0.010	0.007	(0.003)
15	Community Safety	0.121	0.092	(0.029)
16	Training Dept	0.628	0.473	(0.155)
17		0.873	0.614	(0.259)
18	P & I	0.212	0.079	(0.133)
19	Ops Policy	0.069	0.040	(0.029)
20	Personnel	0.282	0.217	(0.065)
21	Ops Logistics	1.453	1.431	(0.022)
22	Fleet	0.608	0.660	0.052
23	FRA Costs	0.067	0.054	(0.013)
24		2.691	2.481	(0.210)
25	ICT	0.969	0.813	(0.156)
26	Facilities Mngt	1.757	1.577	(0.180)
27	Insurances	0.301	0.312	0.011
28	Finance (FRS)	0.124	0.081	(0.043)
29	Finance SLA	0.098	0.085	(0.013)
30	Capital Financing	2.627	2.318	(0.309)
31		5.876	5.186	(0.690)
32	Legal Services	0.023	0.045	0.022
33		0.023	0.045	0.022
34	<b>Core Budget</b>	<b>32.338</b>	<b>31.118</b>	<b>(1.220)</b>
35	Pay Award Provision 2013/14	0.001	0.000	(0.001)
36	Inflation Contingency	0.232	0.000	(0.232)
37	Unallocated Budgets	0.046	0.000	(0.046)
38		0.279	0.000	(0.279)
39	<b>Gross Budget</b>	<b>32.617</b>	<b>31.118</b>	<b>(1.499)</b>
40	Use of Earmarked Reserve	(0.056)	0.074	0.130
41	Use of Dev Reserve	(0.012)	(0.012)	0.000
42		(0.068)	0.062	0.130
43	<b>Net Budget</b>	<b>32.549</b>	<b>31.180</b>	<b>(1.369)</b>
44	Section 31 Grants	(1.534)	(1.532)	0.002
45	Revenue Support Grant	(10.184)	(10.223)	(0.039)
46	Business Rate Income	(2.254)	(2.385)	(0.131)
47	Net Precept	(18.577)	(18.577)	0.000
48		(32.549)	(32.717)	(0.168)
49		0.000	(1.537)	(1.537)



**Hereford & Worcester Fire Authority :**  
**Policy & Resources Committee**  
**Capital Budget 2013-14 : Provisional Out-turn**

Scheme	Budget	Actual	Remainder
<b>Vehicles</b>			
086 - Ex Leased Appliances	0	147,949	147,949
129 - Pinzgauer Routine Replacement 4WD 2012/13	48,499	48,163	(336)
147 - Pump Replacement 13/14	1,010,000	0	(1,010,000)
148 - Off Road Vehicle Replacement 13/14	26,000	0	(26,000)
149 - Command Vehicle Replacement 13/14	350,000	0	(350,000)
All - remaining small budgets	9,580	185	(9,395)
<b>Total</b>	<b>1,444,079</b>	<b>196,297</b>	<b>(1,247,782)</b>
<b>Major Building</b>			
012 - Pebworth	37,063	14,608	(22,455)
049 - Malvern Refurb	2,364,496	1,086,740	(1,277,756)
156 - Redditch	247,369	0	(247,369)
157 - Hereford	247,597	38,694	(208,903)
175 - Bromsgrove Day Crew Plus Welfare Equipment	33,000	11,923	(21,077)
All - Strategic Training Facilities	1,222,912	603,459	(619,453)
All - Other Schemes	3,183,075	374,279	(2,808,796)
<b>Total</b>	<b>7,335,512</b>	<b>2,129,702</b>	<b>(5,205,810)</b>
<b>Minor Schemes</b>			
083 - SRT Storage	7,441	7,410	(31)
084 - RPE Cylinder Strategy	41,733	41,737	4
110 - Up Grade to Lifts to Comply with Legislation	1,996	756	(1,240)
119 - Evesham House Refurbishment	601	601	0
131 - Hereford Safety Refurbishment	1,337	668	(669)
132 - Revised HQ Server Room Fire Suppression	50,000	0	(50,000)
134 - Stourport BA Wash	20,000	14,060	(5,940)
135 - Asbestos Removal	110,000	14,765	(95,235)
136 - Amphlett Court Roof Replacement	15,000	0	(15,000)
137 - Bromsgrove IT Fit Out	60,000	27,483	(32,517)
138 - Automatic Meter Reading	5,000	0	(5,000)
139 - Broadway Female Facilities 13 - 14 Scheme	35,000	0	(35,000)
140 - Upgrade Droitwich Generator 13 - 14 Scheme	50,000	0	(50,000)
141 - Droitwich Welfare Facilities 13 - 14 Scheme	40,000	0	(40,000)
142 - Droitwich Boiler Room Refurb 13 - 14 Scheme	18,000	17,346	(655)
143 - Droitwich Forecourt Refurb 13 -14 scheme	15,000	0	(15,000)
144 - Electrical Distribution Boards Replacement	70,000	42,213	(27,787)
145 - Air Conditioning Gas Replacement 13 - 14 Scheme	70,000	35,230	(34,770)
178 - UPS Enhancement	142,000	0	(142,000)
182 - USAR Integration	71,600	44,768	(26,832)
107 - Citrix Farm Updates	2,072	0	(2,072)
127 - Wide Area Network / Internet Improvement	25,000	17,902	(7,098)
158 - Hardware/Computer Purchase 12-13	980	635	(345)
159 - Computer Software 12-13	11,793	3,715	(8,079)
161 - Network Upgrades LAN/ WAN	4,000	0	(4,000)
162 - Core Switch Hardware Replacement 12-13	15,000	0	(15,000)
163 - Lan Switch Router IOS updates	7,000	0	(7,000)
164 - Droitwich Wan upgrade	9,000	0	(9,000)
165 - Retained Station WAN upgrades	5,000	0	(5,000)
166 - Swipe Card Upgrade to ISO 14443A-4	50,000	0	(50,000)
167 - Retained Station Swipe Card Roll Out	80,000	0	(80,000)
168 - Command & Control replacement	7,000	0	(7,000)
169 - Hardware/Computer Purchase 13-14	40,000	14,567	(25,433)
170 - Computer Software 13-14	15,000	0	(15,000)
171 - Developments 13-14	10,000	2,146	(7,854)
172 - Server Hardware Upgrades 13/14	12,000	0	(12,000)
173 - Core Switch Hardware Replacement 13-14	15,000	0	(15,000)
180 - Finance System Workflow	54,500	11,661	(42,839)
130 - E-Hydraulic Equip	292	0	(292)
174 - Large Animal Rescue Equipment	12,100	10,960	(1,140)
176 - UHRP / ISV Additional Equipment	25,000	19,462	(5,538)
181 - Bromsgrove BA Compressor	45,000	0	(45,000)
101 - Intel Application	13,700	0	(13,700)
999 - Unallocated	208,717	0	(208,717)
<b>Total</b>	<b>1,492,862</b>	<b>328,081</b>	<b>(1,164,781)</b>
<b>Fire Control</b>			
103 - Fire Control Replacement	624,465	117,848	(506,617)
<b>Total</b>	<b>624,465</b>	<b>117,848</b>	<b>(506,617)</b>
<b>Capital Budget</b>	<b>10,896,918</b>	<b>2,771,928</b>	<b>(8,124,990)</b>

## Report of Head of Asset Management

### 6. Joint Property Vehicle (JPV) Project

#### Purpose of report

1. To update the Policy and Resources Committee with progress towards supporting the Worcestershire Joint Property Vehicle (JPV) project and to seek agreement to use a small amount of an earmarked reserve to support the work.

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#### Recommendations

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

- i. the Policy and Resources Committee note progress towards the Full Business Case (FBC) for the Worcestershire Joint Property Vehicle (JPV), including the fully funded secondment of a member of the Service's staff to the project; and*
- ii. consultation with staff and representative bodies may be necessary as part of the development of the FBC; and*
- iii. the Policy and Resources Committee approve the use of up to £30k from the Development Reserve as and if necessary to support the work towards the FBC.*

#### Introduction and Background

2. In March 2014 the Policy and Resources Committee approved the Outline Business Case (OBC) for a Joint Property Vehicle (JPV) involving a number of Worcestershire public sector partners. The Committee further agreed that the project would continue to be supported towards the Final Business Case (FBC) stage at which point the Authority would consider whether to be a core partner in any subsequent partnership. It was also agreed that no financial resources would be committed to the creation of a JPV until the decision to be a core partner in the JPV has been agreed by the Authority following the completion of the FBC.
3. All potential core partners agreed to contribute towards the completion of the FBC and following these approvals the JPV project manager requested a commitment from all partners to provide staff time to ensure the delivery of the next phase of the project. The next stage of the project work will clarify a number of potential issues which were highlighted by H&WFRS at the Outline Business Case (OBC) stage of the process. This paper outlines the commitment required of the Service and the new consideration of a small amount of financial support from the Authority to support the work.

4. An additional and important development in the JPV is the addition of Herefordshire Council to the list of core partners. This obviously widens the project and potentially enhances the chances of success within the project but of equal importance, it also ensures that both of the Authority's constituent authorities are represented and therefore the entire footprint of the Service is now covered by the project.

### **Resources Required to Deliver the FBC**

5. The JPV project has so far operated with one full-time project manager seconded from West Mercia Police. To progress the project to the FBC stage a structure has been proposed which will require further full time support; the project will be led by a Programme Manager but now supported by two Project Managers and one Administrative Support Officer. Following a request by the JPV Programme Manager the Chief Fire Officer has agreed to a fully funded secondment into one of the Project Manager positions – the Service's Head of Asset Management will take this role for a six-month period.
6. In addition the Chief Fire Officer will represent the Service on the Shadow Shareholder Group which will oversee the project through to the FBC stage. There is considerable interest in this project within central government and it is anticipated that the Government Property Unit (GPU) may wish to use the Worcestershire JPV concept to manage their local property requirements in Herefordshire and Worcestershire.
7. In addition to the Service's full time secondment and the Chief Fire Officer's involvement, other Service staff will be committing time to progress the project to the FBC stage as they play a full part in the various working groups being formed to deliver the FBC. These groups will cover areas relating to finance, human resources, legal, communications, ICT and governance as well as a number of groups researching additional elements relating to estates management and property. The JPV steering group, which developed the concept of a JPV through to OBC stage, will be maintained to challenge outputs of the working groups and maintain the spirit of the original concept through to FBC stage.
8. Although the full time secondment and some of the time required by Service staff to work on the JPV will be funded from the project, there is a potential for the significant workloads associated with the JPV to create some capacity issues in the Service's support departments. This may necessitate some additional assistance being required in these departments and as such the Chief Fire Officer considers it prudent to consider making available up to £30k of reserves to ensure the Service continues to function effectively whilst playing a full part in the JPV's development. It is suggested that the Development Reserve is utilised for this purpose. It is by no means certain that this additional finance will be needed but this Committee's agreement to access a small amount of reserves is sought to ensure the Chief Fire Officer can act quickly to respond to the Service's needs as necessary.

9. It was agreed at the previous Policy and Resources Committee that there would be no formal consultation with staff or representative bodies until the Authority approved the FBC and committed to the JPV. However, from advice and discussions with other partners it may now be considered necessary to formally consult appropriate Service staff and representative bodies as part of the work towards delivering the FBC. Therefore this Committee's approval is sought to undertake any consultation considered necessary by the Chief Fire Officer.

## Conclusion/Summary

10. The JPV project is a rapidly moving Worcestershire-wide and beyond initiative that has the potential to deliver significant benefits to the Authority. To assist in progressing the project to a position when the Authority is well placed to make a decision as to whether to be part of the ongoing initiative, the Service needs to show a significant commitment and is proposing to do so through a full time secondment to the project and also full participation in a number of working groups by a range of specialist staff. This commitment may also necessitate a small amount of additional finance.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	Highlighted in paper (paras 5-8) with any future requirements being highlighted as part of the development of the project as it approaches the Final Business Case approval stage.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Potential contribution to Authority's budget targets for future years.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	There are currently no significant risks in contributing to the project development.
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	Consultation with Representative Bodies may need to be undertaken before the Final Business Case approval stage (para 9).
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	An Equalities Impact Assessment may need to be undertaken before Final Business Case approval stage.

## **Supporting Information**

None.

Background papers – 26th March 2014, Policy and Resources Committee, 'Outline Business Case for a Joint Property Vehicle'. Joint Property Vehicle Outline Business Case (large document available electronically via H&WFRS Committee Services).

## **Contact Officer**

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## Report of Chief Fire Officer

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

#### Purpose of report

1. To provide the Committee with an update on the project approach and progress made to date in assessing the benefits and options for closer working with Warwickshire Fire and Rescue Service.

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#### Recommendation

***It is recommended that the project approach and progress made in assessing the benefits and options for closer working be noted.***

#### Introduction and Background

2. As Members are aware the Authority continues to face a challenging financial situation. Whilst we will have made savings of £6.2m to the end of 2016/17 (74% without impacting on front line response to the public), projections indicate that further savings of £2.5m - £3.5m may be needed over the following three years to 2019/20.
3. We know from Government (and those that aspire to be in government) announcements that restrictions on public sector funding are likely to continue until at least 2020, and it therefore appears inevitable that the Authority will need to find further significant savings beyond those currently envisaged. Unless alternatives are identified, it is inevitable those savings will impact to a greater or lesser degree on front line service delivery.
4. One of the alternatives is closer working with other organisations, such as neighbouring Fire and Rescue Services. The 'Sir Ken Knight Review' published last year recommended that where Fire and Rescue Authorities can provide business cases for local collaborative solutions showing clear, achievable efficiencies, central government should step forward to provide financial support for transition. In addition, the Fire Minister has also set out the challenge for Fire and Rescue Authorities to engage in greater collaboration.

5. At its meeting on 11 December 2013, the Authority considered a proposal for future collaborative working with Warwickshire Fire and Rescue Service (WFRS) and agreed that a joint officer team be established with WFRS to examine the feasibility and potential benefits of collaboration.

### **Project Approach**

6. A Project Team was established in January 2014 comprising officers from HWFRS, WFRS and Warwickshire County Council (WCC). A Project Board is also in place to provide strategic guidance to the project leads.
7. The Project Board has developed and agreed a vision for exploring the options for closer working:

“To deliver a sustainable, resilient and more cost effective fire & rescue service (FRS) for the communities of Herefordshire, Warwickshire and Worcestershire”
8. The vision is included in the project Terms of Reference which are set out at Appendix 1. These have been approved by the Project Board comprising officers and Members of both authorities. It recognises that the key objective of collaboration is to ensure that we are able to maintain, and where possible improve upon, the high quality of service provision across the three Counties whilst also driving down costs.
9. A detailed set of benefits will be developed as the project is refined. The primary outcomes of the project will be to achieve:
  - Continued delivery of a safe and effective Fire & Rescue Service to the communities of both services;
  - Continued sustainable and resilient service delivery over the medium and long term; and
  - Greater long term financial efficiency
10. A key consideration for the project team is to analyse the potential for closer working. However it should be noted WFRS have recently appointed a substantive Chief Fire Officer and agreed a two year fixed contract for a Deputy Chief Fire Officer. The four main closer working options are set out in the following diagram:

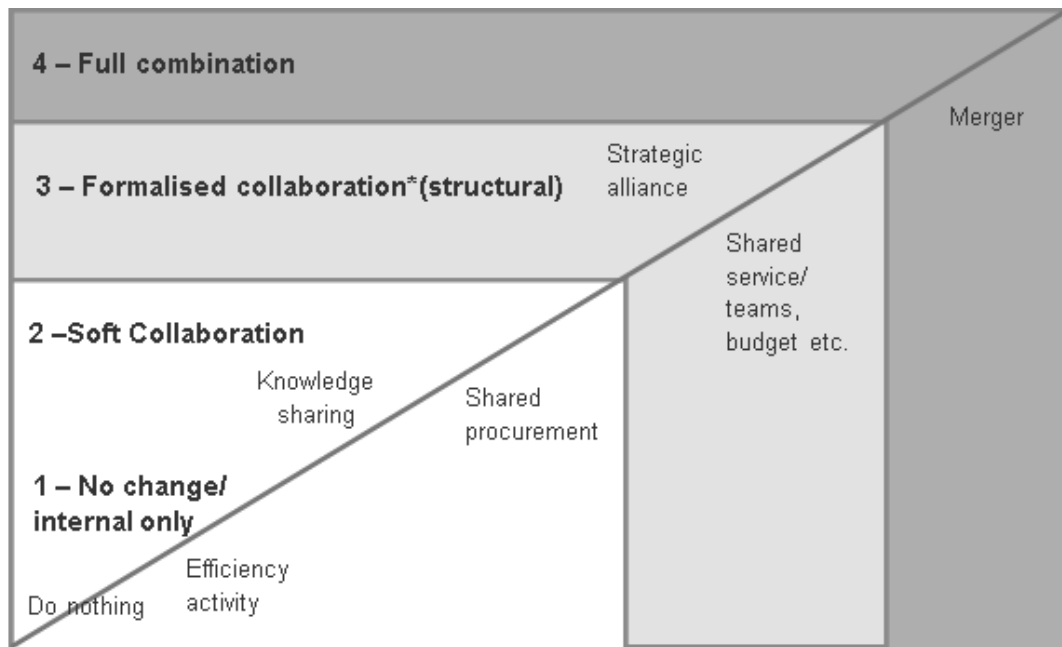


Fig.1

11. The following phases of the project have been established:
  - **Set-up** – to establish the team and its approach (complete).
  - **Investigation** – to establish the evidence base (in progress).
  - **Analysis** – to review, interpret and quality assure evidence.
  - **Options Appraisal** – to present the evidence for each option.

## Setup

12. A team of officers with project management, accounting and fire and rescue skills and knowledge representing HWFRS, WFRS and WCC was established in January 2014.
13. A project board is in place to provide strategic guidance to the project leads and ensure that outcomes, risks, issues and decisions are shared at a senior management level. The membership of the board consists of senior officers from each FRS, WCC and Elected Members. This will also help to present reports consistently and to ensure that the two FRS and WCC are aware of the proposed changes, benefits and impacts at the same time.
14. As a collaborative project every effort will be made to minimise duplication and bureaucracy across the three partner organisations whilst blending service insight and change management expertise. Particular attention is being paid to the interface and dependencies with existing savings and efficiency plans.
15. The collection of information is being supported by a series of workshops that are being facilitated by members of the Project Arrow team. They will include representatives of the two FRSs and WCC.



16. The team has identified two sets of outcomes required for the project to be considered successful, as shown below:

(1) Proposed strategic service-wide outcomes to:

- Identify and describe the different options for delivering the statutory responsibilities of a Fire and Rescue Service;
- Describe the context for closer working in terms of governance arrangements;
- Fully identify the WCC costs associated with the delivery of the Fire and Rescue Service; and
- Identify, describe and provide the mitigation for any risks that are identified.

(2) Proposed service area outcomes to:

- Remove duplication of effort through policy harmonisation;
- Achieve cashable efficiency savings through joint commissioning of service areas / functions whilst maintaining the quality of service provision;
- Improve economies of scale through joined up procurement;
- Rationalise back office functions where possible to protect frontline service delivery;
- Improve firefighter safety through the transference of learning / expertise and increasing the critical mass of staff and firefighting assets; and
- Improve business continuity arrangements being able to call on more frontline response and supporting assets

## **Investigation**

17. The investigation phase of the project is aimed at identifying the differences and similarities between service areas. The project team has adopted a supporting role to the delivery of service area workshops and are facilitating discussions. This is helping service area managers to discuss potentially contentious issues such as joint delivery teams working in rationalised management structures.

The service areas currently being explored are shown in Table 1 below.

Service Area	Service Area
Response	ICT
Fire Protection	Finance
Fire Prevention	Legal & Committee Services
Control	Procurement
Fleet & Technical	Property
Ops Support	Communications & media
Water	Health and Safety
Training and Development	Performance Information & Project Planning
HR	Brigade Managers
Technical Support Fleet Equipment	

Table 1: Service Areas

18. The project team has identified critical success factors to support the move towards closer working which have been informed by lessons learnt from previous projects. This includes the learning from previous activity to develop closer working between HWFRS, WFRS and WCC; joint working between WFRS and Northamptonshire Fire and Rescue Service; and visits to other “blue light” services and events.

#### 18.1 Warwickshire and West Mercia Police

Regional Mergers had been suggested previously in 2006 but were later abandoned. During 2006-10 individual Force Change Programmes took place. In 2010 The Comprehensive Spending Review was announced which required Warwickshire Police to save £17.5m and West Mercia Police £15.8m. Following this announcement in 2011 the two Chief Officers decided to undertake an alliance to save a total of £36m from an overall budget of £300m.

In November 2011 the alliance was formally started and significant work has been on-going to date. This work led to the two Chief Officers in March 2012 formally signing up to the agreement and was precipitated by Section 22/23 of the Police Reform Act 2009. Following which in November 2012 the respective services had an elected Police and Crime Commissioner, who both supported the work of the alliance. As of September 2013 a new Strategic Alliance operating model has been implemented across both Police Forces. .

#### 18.2 Devon and Somerset Fire and Rescue Services

The two services undertook an analysis of the potential for combination using a serving officer and a consultancy firm. The assessment was conducted within a two month period with little or no staff engagement. The two Fire and Rescue Authorities (FRA) considered the report's conclusions and agreed to commission a business case and implementation plan with the desired outcome of creating a single FRA.

The implementation took a number of years and issues still exist such as operational policy, service identity and cultural issues which are yet to be fully addressed. Although lessons can be learnt from the implementation within Devon and Somerset a key difference from the work presently being undertaken by Warwickshire and Hereford & Worcester is that no efficiencies were required as an outcome of that combination.

### 18.3 Dorset Wiltshire Fire and Rescue Services

Dorset and Wiltshire are at the start of their journey having taken an important decision to consider full combination subject to a comprehensive examination of a business case in September 2014. Although the sovereignty of the Services will be discussed and reviewed over the coming months, they will remain as two separate democratically accountable organisations until that debate has matured and a political decision taken to combine or not. Learning points include;

- An independent QA on the process is essential as this gives an oversight on how the project is working;
- An independent workshop with the POs from both Services enabled the team to determine the direction and succession planning of a combined PO structure;
- Joint communication to the wider workforce was imperative;
- Two key joint documents have been drafted to support the closer working: Strategic Framework and “Safer 2020”; and
- The Project Arrow team will be looking to meet with Dorset and Wiltshire on a regular basis to discuss lessons learnt from both sides and capture good practice.

### 18.4 Other Learning

Brandon Lewis MP and Fire Minister, in a recent key note speech, set out the challenge for Fire and Rescue Services. The challenge is to engage in greater collaboration, improve local accountability, increase on-call arrangements (more Retained Duty Firefighters), prioritise prevention and protection and promote asset transformation.

These themes are consistent with aims of Project Arrow and also the Warwickshire County Council Shaping the Future objectives.

The learning from these other Services and the direction setting from Government has informed the overall project approach and where lessons can be taken they have been incorporated into the setup and investigation phases.

## Analysis

19. The first stage of analysis has concentrated on a strategic assessment of the key dependencies and risks that will need to be considered during the review of service areas. A strategic project risk register has been developed and agreed by the project board. These risks and dependencies will inform the options appraisal, and include;
  - Current savings proposals;
  - Future potential savings following 2014-2017;
  - National government policy and direction relating to Fire Services and other blue light agencies;
  - Wider public sector funding and reform;
  - Commitment from participating services;
  - Staff perception and willingness to engage;
  - National and local political environment;
  - Meeting stakeholder expectations;
  - Ability to disaggregate and apportion costs; and
  - Ability to communicate a compelling case and vision for change.
20. The project team has agreed to separate the two Services into 17 different service areas. The two Services have different approaches to the delivery of functions; some of this is related to the different governance arrangements, interpretation of local and national policy drivers is also a key factor. For example:
  - WFRS is delivered by WCC and all 62 elected members therefore constitute the fire & rescue authority for the area. WFRS has shared service arrangements in place through a business partner model with WCC and commissions functions from other public sector agencies and private companies.
  - HWFRS is delivered by the Hereford and Worcester Fire Authority with proportional representation from two local authorities. It has directly employed staff and commissions functions from other public sector agencies and private companies.

## Options Appraisal

21. Detailed Analysis of the information collected from the service area workshops will begin in May. Part of this work is aimed at identifying any issues or dependencies between the service area (as shown in Figure 1 above) and the four options for closer working.

## Next Steps

22. Initial service profiles are being used to establish baselines of current delivery and identify initial opportunities for closer working. This information will be refined and will include more detailed financial information to help contrast and compare the current delivery models. This will contribute to the understanding of future requirements and provide evidence to support potential future delivery models.
23. The next phase of the project will include the drafting of a final report to present options for the future delivery of service areas. This will include assessments of the quality of service required, and the level of associated risk alongside the delivery model cost. This is a modular approach that is aimed at providing Elected Members with choice regarding the quality, risk and costs/potential savings associated with the delivery of a modern and fit for purpose Fire and Rescue Service.

## Conclusion

24. The project team is aiming to have the final reports completed and ready for the consideration of Elected Members in autumn 2014 .

## Joint Project Board

### Hereford & Worcester

Cllr Derek Prodger MBE	<a href="mailto:dprodger@hwfire.org.uk">dprodger@hwfire.org.uk</a>	Tel: 01905 368202
Mark Yates	<a href="mailto:myates@hwfire.org.uk">myates@hwfire.org.uk</a>	Tel: 01905 368202
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### Warwickshire

Cllr Les Caborn	<a href="mailto:lescaborn@warwickshire.gov.uk">lescaborn@warwickshire.gov.uk</a>	Tel: 01926 423231
Andy Hickmott	<a href="mailto:andyhickmott@warwickshire.gov.uk">andyhickmott@warwickshire.gov.uk</a>	Tel: 01926 492 512
David Carter	<a href="mailto:davidcarter@warwickshire.gov.uk">davidcarter@warwickshire.gov.uk</a>	
John Betts	<a href="mailto:johnbetts@warwickshire.gov.uk">johnbetts@warwickshire.gov.uk</a>	

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	Yes – This will be dependent on the outcome of the final report in the autumn.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	This project is seeking to identify efficiency savings linked to the overall savings required by the Service.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	Yes – This will be dependent on the outcome of the final report in the autumn.
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	Internal consultation with staff is ongoing.
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	No requirement at this stage.

## Supporting Information

Appendix 1 – Project Arrow Terms of Reference

### Contact Officer

Mark Preece, Area Commander  
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## **Project Arrow Terms of Reference January 2014**

### **Vision**

To deliver a sustainable, resilient and more cost effective Fire & Rescue Service (FRS) for the communities of Warwickshire and Hereford and Worcestershire .

### **Project Objective**

In response to a reduction in funding at a national level and restrictions on raising council tax, each FRS is individually considering substantial savings and efficiencies proposals for 2014-17 which will in all likelihood change the current strategic fire cover. The aim of this project is to robustly and objectively evaluate the potential for closer working and the benefits that this could achieve now and after the current savings proposals.

### **Participating partners**

The primary relationship for this project will be between Warwickshire Fire & Rescue Service (WFRS), Warwickshire County Council (WCC), Hereford & Worcester Fire & Rescue Service (HWFRS) and Fire Authority (H&W FRA). This will not be to the exclusion of neighbouring authorities including other Blue Light services.

### **Project Scope**

The project will consider all options across the full breadth of service areas. Service areas to be explored include the following, but are not exclusive: Response

- Fire Protection
- Fire Prevention
- Control
- Fleet
- Technical Support
- Ops Support
- Water
- Training and Development
- HR
- ICT
- Finance
- Legal
- Procurement
- Property
- Performance Information and Project Planning
- Communications & media
- Management & support
- Health and Safety

### **Options**

The following four options will be explored, to identify the potential and extent for closer working across all functions:

1. Do nothing/internal change only;

2. Soft collaboration ('informal alliance');<sup>1</sup>
3. Formal collaboration ('contract based strategic alliance or group structure'); and
4. Full combination ('merger').

Further negotiation, approval and implementation of the model are outside the immediate scope of the project.

## Project Dependencies

The project is positioned as a response to future financial pressures. As such, its focus, content and style will be dependent on the following:

- Current savings proposals (£7-8m across the two services)
- Future potential savings following 2014-2017
- National government policy and direction relating to Fire Services and other blue light agencies
- Wider public sector funding and reform
- Commitment from participating services
- Public and staff perception; and
- National and local political environment

## Key principles

The project will incorporate the following key principles into all activity:

**Trust** – Encouraging the building of trust between FRA Members, staff, functions and services

**Ownership** – Building ownership of the project and associated challenges across and throughout the Fire & Rescue and support services

**Openness & Honesty** – Being clear and transparent in all aspects of the project and communicating with and listening to all stakeholders, including neighbouring authorities

**Accessibility** – Accessing all aspects and understanding the perspectives of the service, front line and support elements

**Doing what's right** – Putting aside individual, team and organisational interests which may not be in the wider interest of the project

**Flexibility** – Identifying and progressing opportunities for collaboration as they arise, tailor approach and style to the needs of different services and service areas.

## Project governance

A Joint Project Board comprising senior officers from both services will provide strategic direction to a project team which will be jointly resourced by the two services. The project team will be responsible for generating, analysing and presenting a robust evidence base which sets out the range of viable options, associated risks and impacts.

## Timescales

A progress report will be provided to both FRAs in May/June 2014 with the aim of presenting a final report in Autumn 2014.

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<sup>1</sup> Wording of options in brackets taken from 'Collaboration Northern Ireland' document [www.collaborationni.org/](http://www.collaborationni.org/)



## Report of Assistant Chief Fire Officer

### 8. Provision of Payroll Services

#### Purpose of report

1. To inform Members of a potential collaborative partnership arrangement to provide payroll services with Shropshire Fire and Rescue Service and to seek authority for the creation of a shared service if this is shown to be beneficial.
- 

#### Recommendation

***It is recommended that the Fire Authority give delegated authority to the Chief Fire Officer, in consultation with the Chairman of the Authority and the Treasurer, to enter into an in-house shared service with Shropshire Fire and Rescue Service and/or others for the provision of payroll services, if this is considered to be the most cost-effective approach following a detailed business case and/or competitive tender process.***

#### Introduction and Background

2. The payroll of Hereford & Worcester Fire and Rescue Service (HWFRS) is the mechanism which pays salary and expenses to employees and other beneficiaries of the Service. This also includes pension payments to former employees. The payroll service is currently provided by Worcestershire County Council (WCC) and administered at H&WFRS by two staff that are part of the Human Resources department. However:
  - (a) the existing Service Level Agreement (SLA) between HWFRS and WCC to provide payroll services needs to be retendered in order to comply with EU procurement rules and the Authority's own standing orders; and
  - (b) WCC have now advised us that they intend to externalise their payroll function and will no longer be able to provide a payroll service on our behalf.
3. Officers are currently evaluating a range of options for the future provision of the Authority's payroll services. Options include:
  - tender for an external service provider in accordance with current procurement legislation. This could potentially be a commercial provider or another local authority/fire and rescue authority; or

- procure appropriate software and manage the payroll service in-house utilising existing staff.
4. Informal conversations with Shropshire Fire and Rescue Service (SFRS) highlight a potential opportunity to collaborate in the procurement of a new payroll service. This may result in a single payroll service supplying both HWFRS and SFRS, which would be more cost effective than two separate provisions as is currently the case.
  5. A joint payroll service could either involve joint procurement from an external provider or if it were to be provided in-house then it would need to be structured as a shared service to be hosted, most probably, by HWFRS and could possibly involve the transfer of staff from SFRS. This would be at no additional cost to HWFRS and would ensure additional resilience. Any such shared service would constitute a 'joint arrangement' and in accordance with the Authority's constitution requires the approval of the FRA unless delegated to officers.
  6. At the moment Officers are preparing a business case to evaluate these different options but it may be that a final decision cannot be made until after a formal tender exercise has been undertaken.
  7. There is also a possibility that HWFRS could join with WCC in whatever procurement exercise they subsequently undertake but this would involve additional delay which leaves the Authority potentially vulnerable because we would not be compliant with current procurement legislation in the meantime. It should also be borne in mind that retained firefighters' pay creates additional complications for the fire service payroll which may not be easily accommodated as part of a wider procurement exercise.

## **Proposal**

8. Because of the timescales imposed by procurement legislation, HWFRS must embark on a tender to replace payroll services independently, as there is not enough time to fully explore a collaborative option before tendering for the payroll service, without increasing the risk of non-compliance with procurement legislation. However, there is an option to tender for the payroll service allowing for provision for another Authority to utilise the payroll service once awarded. It is also possible to tender for separate elements of the service, which would allow for either an externally provided, fully-managed service, or the option to bring the service in-house using employed staff. Either provision will require an electronic payroll system, so this will be tendered for as a minimum.
9. It is proposed that discussions with SFRS continue to explore the potential of a collaborative payroll service. This may take many different forms and it is proposed that HWFRS act as the lead Authority in the procurement process, which will ensure that should SFRS wish to not take part in a collaborative approach, the interests of HWFRS are not compromised.

## Conclusion/Summary

10. Members are asked to give their approval to the creation of a joint in-house shared service for the provision of payroll services, subject to further negotiations with SFRS and if this is shown to be the most cost-effective approach following a detailed business case and/or competitive tender process.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	Financial and Human Resources: this project is critical to ensure prompt and accurate payment to H&WFRS staff.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	This paper supports the core of service provision.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	None
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	None
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	None

## Supporting Information

N/A

Background papers – None

### Contact Officer

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## Report of Chief Fire Officer

### 9. West Midlands Regional Collaborative Statement

#### Purpose of report

1. To inform Members about a proposal by the West Midlands region's Fire Services to enter into a Regional Collaborative Statement to provide clear operational and organisational benefits through collaboration across the five Fire and Rescue Services in the West Midlands region.

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#### Recommendation

***It is recommended that the Authority agree to the principles of the Regional Collaborative Statement and that agreement of this Statement is finalised by the Chief Fire Officer in consultation with the Chair of the Authority.***

#### Introduction and Background

2. Historically the five Fire and Rescue Services (FRS) within the West Midlands region (Hereford & Worcester, Shropshire, Staffordshire, West Midlands and Warwickshire) have collaborated on a range of issues on an ad-hoc basis. However, following a meeting of the Chief Fire Officers (CFOs) and Chairs on 27 January 2014, it was proposed that this was made into a more formal Regional Collaborative Statement to demonstrate the strategic intention of FRSs to ensure best value through working together and also to support this Statement with a set of agreed principles.

#### Draft Regional Collaboration Statement

3. It is proposed that the following statement be adopted by the 5 Fire and Rescue Services in the West Midlands region.

*"The communities within the West Midlands Region are served by the 5 Fire and Rescue Services of Shropshire, Hereford & Worcester, Warwickshire, Staffordshire, and West Midlands.*

*These 5 Services operate as distinct operational, legal, and local government led entities in accordance with the Fire and Rescue Services Act 2004.*

*Despite these separate local identities, the elected members and principal officers recognise the clear operational and organisational benefits that arise from close collaboration between the Services and that by working together the outcomes delivered to our local communities will be better. In addition to working together more closely all services will continue to explore opportunities of working with external agencies for the benefit of their communities and where appropriate.*

*The 5 organisations are committed to working together and sharing resources wherever possible to secure the delivery of the very best prevention, protection and response services to their communities, the safest possible working environment for their staff, and securing improvements in the health, safety and well-being for local people as efficiently and effectively as possible.*

*This statement serves to confirm the commitment of each of the 5 Fire and Rescue Authorities and their services to actively seek to identify, develop and implement new ways of working, based on the premise that we will work collaboratively unless there is a compelling, evidenced based and justifiable reason not to. This approach will be managed through the regional structure of the Chief Fire Officers Association and its associated workstreams.*

*This commitment will be incorporated within each Authority's respective IRMP and promoted by the political and professional leaders of the organisations, who will meet regularly to ensure progress is made and that the commitment to this pledge is demonstrated by the delivery of new, collaborative ways of working and improved outcomes for those we serve."*

#### **Working Principles of the Memorandum of Understanding**

4. The following principles underpin the Regional Collaborative Statement and it is anticipated that these principles will be cascaded down through the Service to ensure all staff are working cohesively on a regional basis.
  - a) The Regional Collaborative Statement is intended to become clear policy as set out in individual IRMPs. It states that the 5 FRSs will work collaboratively unless there is a compelling, evidenced based and justifiable reason not to.
  - b) The basis of a) above is that in future, any new development, operational or organisational need, change initiative, or procurement exercise will be firstly and consciously considered with a collaborative outcome in mind. A collaborative outcome could be in respect of just 1 other FRS or up to all 5.
  - c) In particular, the starting point of any tendering or procurement exercise for either a new or renewed need would be positive and proactive attention to achieving a collaborative outcome. This will include tender evaluation criteria being constructed in such a way to give due weight to such opportunities. Early work will also be advanced by the DCFO Group on providing for subsequent contract adoption by others following a procurement exercise in one FRS.
  - d) Staff who present a legal, constitutional, historical or other reason that suggests a lack of willingness to actively work towards b) above will be challenged vigorously. The CFOs will advance whatever legal support is necessary to support these working principles being achieved.

- e) Initial pieces of minor collaborative work may seem trivial and/or low cost, but the longer term convergence of more major issues are often aided by previous smaller “enabling” initiatives being delivered first.
- f) There is a strong desire to continue to develop common operational policies, procedures and working practices, as these are a key precursor to, and facilitator, of closer collaborative working.
- g) Services will naturally regard cost as a major factor in determining its arrangements for anything within it, and might well justify a non-collaborative approach by the associated initial direct or indirect costs with implementing a new collaborative approach. A clear focus must nevertheless be given to the opportunity for larger savings and efficiencies and potentially a safer and more resilient Service in the longer term if positive steps are collectively taken to closer regional working. When taking decisions after procurement exercises or during change programmes, full and appropriate advice should be given to officers and Members to enable them to consider the best possible long term view.
- h) It is anticipated that in operational terms there would be very few compelling reasons why operational equipment, working procedures, or other Fire Service specific needs would have to differ between FRSs. Only in instances where unique risks or geography applied would the CFOs regard there being “compelling reasons” for new bespoke requirements being required in the future.

## **Existing Collaborations**

- 5. HWFRS is currently involved in many ‘soft collaborations’ with partners including neighbouring FRSs. The most notable of these are the Project Arrow work with Warwickshire, referenced elsewhere in this meeting, and the fire control project with Shropshire. The agreement of the proposed Regional Collaborative Statement does not in any way compromise this work, in reality it enhances this work giving it a more formalised foundation.

## **Conclusion**

- 6. HWFRS is well used to working with a multitude of partners to seek the best outcomes for our communities. Seeking a more formalised agreement to work collaboratively with the regional FRSs enhances an already well established way of working and can only provide benefits to the Service and the communities we serve.

### Corporate Considerations

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

### Supporting Information

None

### Contact Officer

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## Report of Head of Corporate Services

### 10. Annual Performance 2013-14

#### Purpose of report

1. To provide Members with a summary of annual performance against the Fire and Rescue Authority Plan 2013-14 using the set of Key Performance Indicators (KPIs) agreed by the Senior Management Board.

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#### Recommendations

*It is recommended that Members note the following headlines taken from Appendix 1 relating to performance in 2013-14:*

- i) The total number of incidents attended in 2013-14 is the second lowest total in the eight years that the current data set has been collected.*
- ii) Although the number of Fires attended in 2013-14 have increased when compared to the previous year, the Service attended the lowest annual totals of Special Service (non-fire emergencies) and the second lowest number of false alarms in the last eight years.*
- iii) Sickness levels for all staff continue to remain within tolerance levels and the amount of long term sickness has reduced as a proportion of all sickness at the end of the 2013-14 financial year.*
- iv) Retained appliances were available for operational duty 91% of the time.*

#### Introduction

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

#### Tolerance levels

3. Each individual Key Performance Indicator (KPI) is tested against the tolerance levels expected for the year. These are the levels between which performance is expected to fluctuate and are generally 10% above and below the average levels for the specific indicators.
4. The only indicator out of tolerance at the end of the year was the percentage of Building Fires attended by the first appliance within 10 minutes of the time of call. This indicator is analysed in detail in Appendix 1 together with an overview of all operational activity, and an analysis of Retained Appliance availability.



## **2013-14 Performance**

5. 2013-14 saw a reduction in total incidents compared to the same period last year. This is despite a spike in incidents recorded in July which was mainly due to an increase in secondary fires in that period. Primary fires have increased when compared with the same period last year and the increase in secondary fires is mainly due to the drier conditions during the summer of 2013 compared with previous summer. Chimney Fires have decreased from the same period last year.
6. The numbers of special services incidents have reduced when compared with the same period last year. Although there was an increase in wet weather related incidents in January and February 2014, this was not as widespread or as large in number as 2012-13. The number of false alarm incidents has increased slightly on the same period last year. The number of automatic false alarms attended has reduced when compared to 2012-13 but there have been increases in the number of good intent false alarms and malicious false alarms.
7. The number of days/shifts lost to sickness absence for all staff continues to remain within our tolerance levels and has dropped on a monthly basis from a peak in October 2013. This peak was mainly as a result of an increase in wholetime sickness predominantly on a long term basis in that month. Non-uniform staff sickness peaked in July and August 2013 and this was also due to increases in long term sickness in those periods. The Service has roughly the same levels of sickness as other local FRS and compares favourably with the two local County Councils.
8. The Service has investigated the reasons behind the deterioration in the standard set in the Integrated Risk Management Plan for the percentage of building fires first attended by a pumping appliance within 10 minutes. It has been identified that this first attendance has been affected by a change in the starting point for the measure following the introduction of the new Fire Control mobilising system.
9. Retained appliances were available 91.2% of the time in 2013-14, an increase of 0.2% on the same period in 2012-13. Some retained stations have two appliances and in these situations it is ensured that the rescue pump availability is maintained as much as possible and any unavailability is first taken by the regular pump. Therefore although the standard pumps at Tenbury and Ledbury were not as available as in the same period in 2012-13, the rescue pumps at these stations were still available for 99.4% and 99.9% of the time respectively. Rescue appliances at Ross and Leominster and the single appliance at Kingsland were all available 100% of the time in 2013-14.

## **Conclusion/Summary**

10. Further details and analysis regarding the headlines in the recommendations and 2013-14 performance in general are included in the attached appendix. The Senior Management Board will continue to receive reports based on the measures the Service is taking to stay within tolerance levels and where improvements are required and will report any action required together with details of future performance to the Policy and Resources Committee.

## Corporate Considerations

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

## Supporting Information

Appendix 1: 2013-14 Performance Analysis

### Contact Officer

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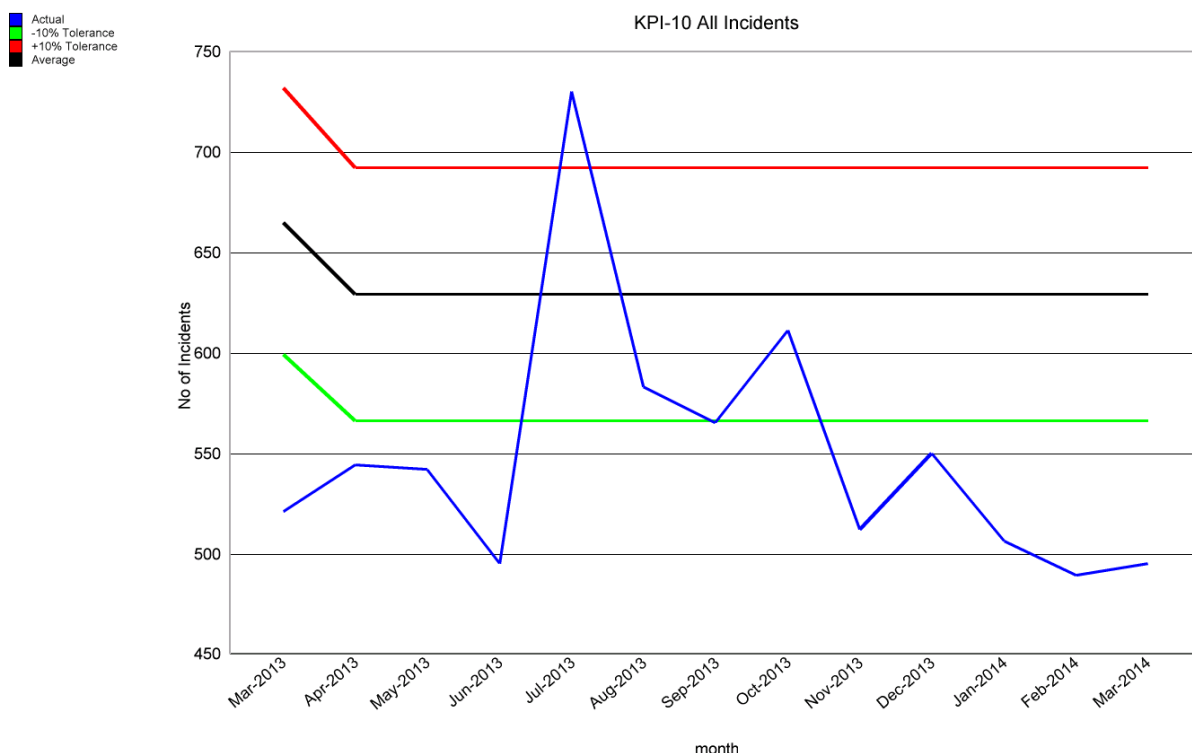
## Fire and Rescue Authority Plan 2013-14

### 2013-14 Annual Performance

## 1. Operational Activity – Total and Fire Incidents

### 1.1. Total Incidents Attended

This indicator measures the total number of emergency incidents attended by the Service within the Service's geographical boundaries. They include the full range of operational activity including fires, false alarms and special service (other non-fire emergency) incidents.



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

**Summary** Total incident levels for 2013-14 show a slight decrease in operational activity compared with the previous year. Special service incidents have reduced but there have been increases in the number of false alarms attended and in total fires attended, particularly due to an increase in secondary fires when compared with 2012-13. The total number of incidents attended is the lowest total since the current dataset has been collected for the past eight years.

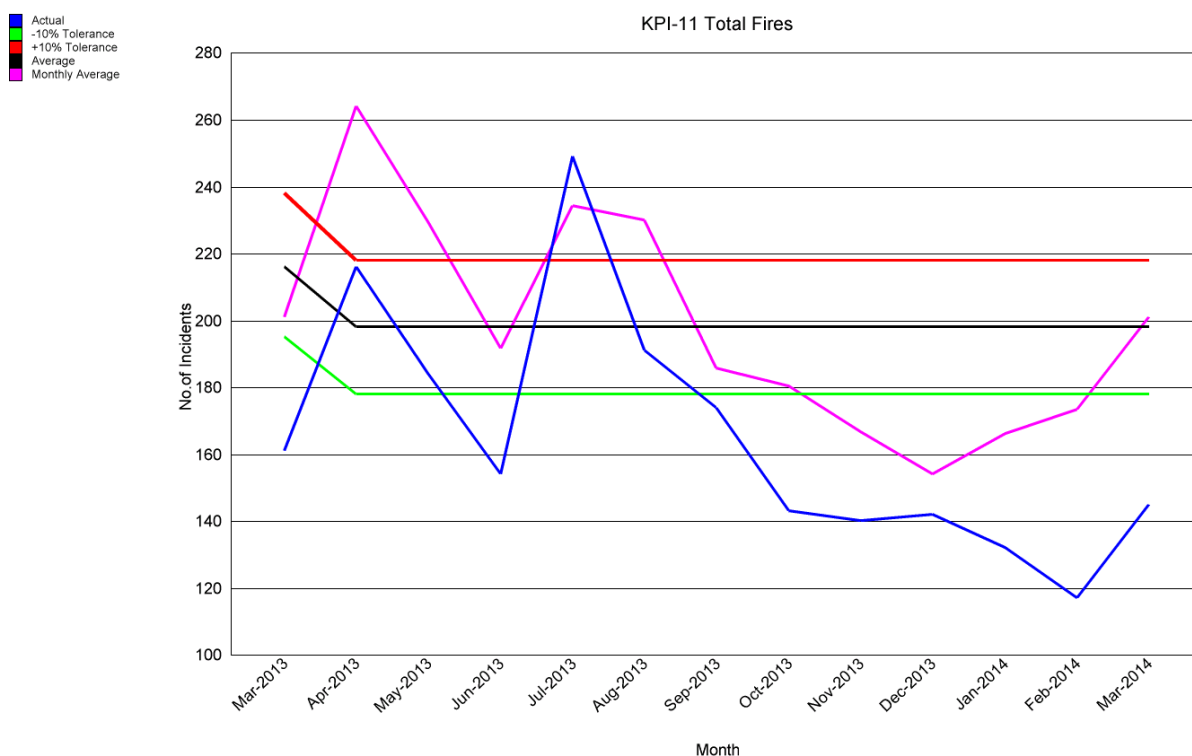
Total Incidents	2012-13	2013-14	Percentage change
All Fires	1770	1987	12.3%
Special Services	1698	1458	-14.1%
False Alarms	3175	3177	0.1%
<b>Total Incidents</b>	<b>6643</b>	<b>6622</b>	<b>-0.3%</b>

(Table 1 – Total Incidents 2012-13 and 2013-14)

- There has been an increase in the total number of fires attended in 2013-14 compared with the previous year. The spike in all incidents in July shown in the above graph was due to increases in the number of secondary fires in that month.
- Special Service calls have reduced mainly due to a reduction in flooding incidents when compared with the same period last year and is the lowest annual total attended for the last eight years.
- There has been a slight increase in the number of false alarm calls compared with the position at end of last year and is the second lowest total attended in the last eight years after financial year 2012-13.

## 1.2. Total Number of Fires

These are the total number of fires attended by the Service. They include primary fires involving property or people; secondary fires which are generally smaller fires in open areas; and chimney fires.



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

**Summary** Increases in secondary fires in July and chimney fires attended in April have contributed to an overall increase in the total number of fires attended in 2013-14 compared with the same period in the previous financial year.

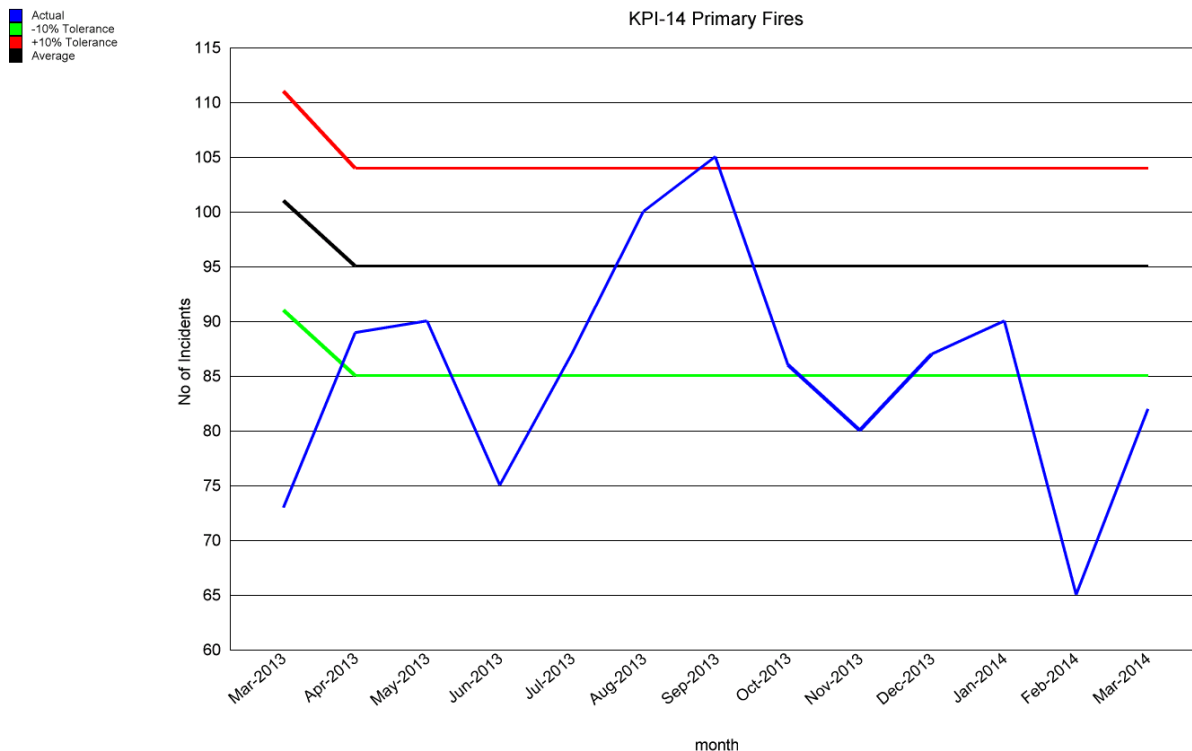
Total Fires	2012-13	2013-14	Percentage change
Primary Fires	983	1037	5.5%
Secondary Fires	546	755	38.3%
Chimney Fires	241	195	-19.1%
<b>Total Fires</b>	<b>1770</b>	<b>1987</b>	<b>12.3%</b>

(Table 2 – Total Fires 2012-13 and 2013-14)

- Primary fires have increased by 5.5% when compared with the last same period last year (1037 compared with 742) but are down 11.4% from last 5 years average (1171 incidents).
- Secondary fires have increased by 38.3% when compared with the same period last year (755 compared with 546). This is because the previous 2012-13 year predominantly had wet weather conditions and therefore the expected seasonal increase in secondary fires during the summer of 2012-13 had been lower than usual. The 2013-14 year saw a return to more usual summer weather conditions and hence the increase in secondary fires. The number of secondary fires attended in 2013-14 is still down 26.7% from the last 5 years average (1030 incidents).
- Chimney fires have decreased by 19.1% compared with 2012-13 (195 compared with 241) and are down by 18.9% compared with the average number of chimney fire incidents attended in the last 5 years (240 incidents).

### **1.3.Primary Fires**

Primary fires are any fires involving property (including non-derelict vehicles) or casualties or involving 5 or more fire appliances. Therefore they include larger outdoor fires in addition to building and transport fires.



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

**Summary** Primary fires numbers in 2013-14 have increased when compared with the last financial year but are down on the average for the last five previous years.

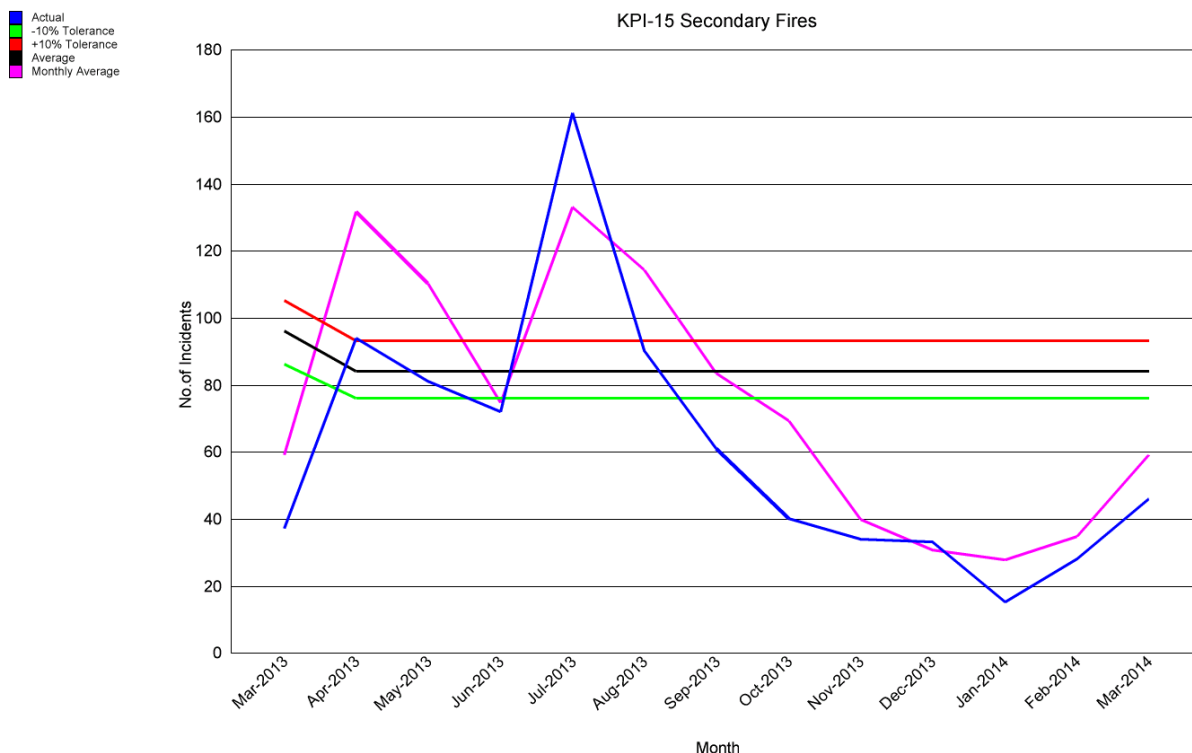
<b>Primary Fires</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Percentage change</b>
Building Fires	649	657	1.2%
Vehicle & Transport Fires	270	283	4.8%
Outdoor Fires	64	97	51.6%
<b>Total Fires</b>	<b>983</b>	<b>1037</b>	<b>5.5%</b>

*(Table 3 – Primary Fires 2012-13 and 2013-14)*

- Building Fires have increased by 1.2% compared with the previous year. Within the category of building fires, dwelling fires and other residential fires have reduced by 5.3% and 5.7% respectively, but non-residential building fires have increased by 15.8%. One of the reasons for this increase is an increase in industrial processing building fires which includes recycling plants.
- Car fires account for the largest proportion of Vehicle and Transport fires and they have reduced from 177 in 2012-13 to 167 in 2013-14.
- Although small in context, the number of outdoor fires has increased from 64 in 2012-13 to 97 in 2013-14. This is mainly due to the predominantly drier conditions in this last summer when compared to the year before, which has also led to an increase in the number of secondary fires attended.
- Injuries from primary fires have reduced when compared with the same period last year. There were 43 injuries from primary fires in 2013-14 compared with 58 in 2012-13. 25 of the 43 injuries from primary fires were as a result of the casualty being overcome by smoke or having breathing difficulties, 16 had slight or severe burns, and one had a combination of burns and overcome by smoke. There was one casualty who experienced cuts or lacerations as a result of the fire.
- 29 of the 43 injuries were as a result of accidental dwelling fires. 15 were as a result of fires which started in the kitchen, 8 were as a result of living room fires, 3 from bedroom fires and 3 from other locations. There were 10 injuries as a result of accidental dwelling fires in February 2014 alone; these included three injuries from a single house fire in Redditch.
- There have been two further fatalities from primary fires in the fourth quarter of this year following the four fatalities reported at the end of Quarters 1 to 3 2013-14. The two fatalities in Quarter 4 were as a result of a house fire in the Charford area of Bromsgrove on 7<sup>th</sup> January 2014 and at a caravan fire in Upper Pendock, Malvern on 25<sup>th</sup> March 2014. 5 out of the 6 fatalities in 2013-14 were as a result of accidental dwelling fires, the other fatality was of a deliberate nature.

## 1.4. Secondary Fires

Secondary fires are generally small fires which start in, and are confined to, outdoor locations. Typically, they are fires in grass or heathland, fires involving rubbish, fires involving street or railway furniture and fires in derelict buildings or vehicles.



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

**Summary** Secondary fire numbers have increased in 2013-14 compared with the previous year due to the drier conditions during last summer when compared with the predominantly wet weather conditions in Summer 2012.

- The table below shows that the largest increases in secondary fires, comparing 2013-14 with 2012-13, were in fires located in grassland, woodland and crops. There were 271 grassland, woodland and crop fires in 2013-14 which represent 35.9% of all secondary fires compared with 130 grassland woodland and crop fires in 2012-13 (23.8% of all secondary fires).

Secondary Fires	2012-13	2013-14	Percentage change
Grassland woodland and crops	130	271	108.5%
Other Outdoors (including land)	203	249	22.7%
Outdoor equipment & machinery	10	12	20.0%
Outdoor Structures	172	190	10.5%
Building & Transport	31	33	6.5%
<b>Total Fires</b>	<b>546</b>	<b>755</b>	<b>38.3%</b>

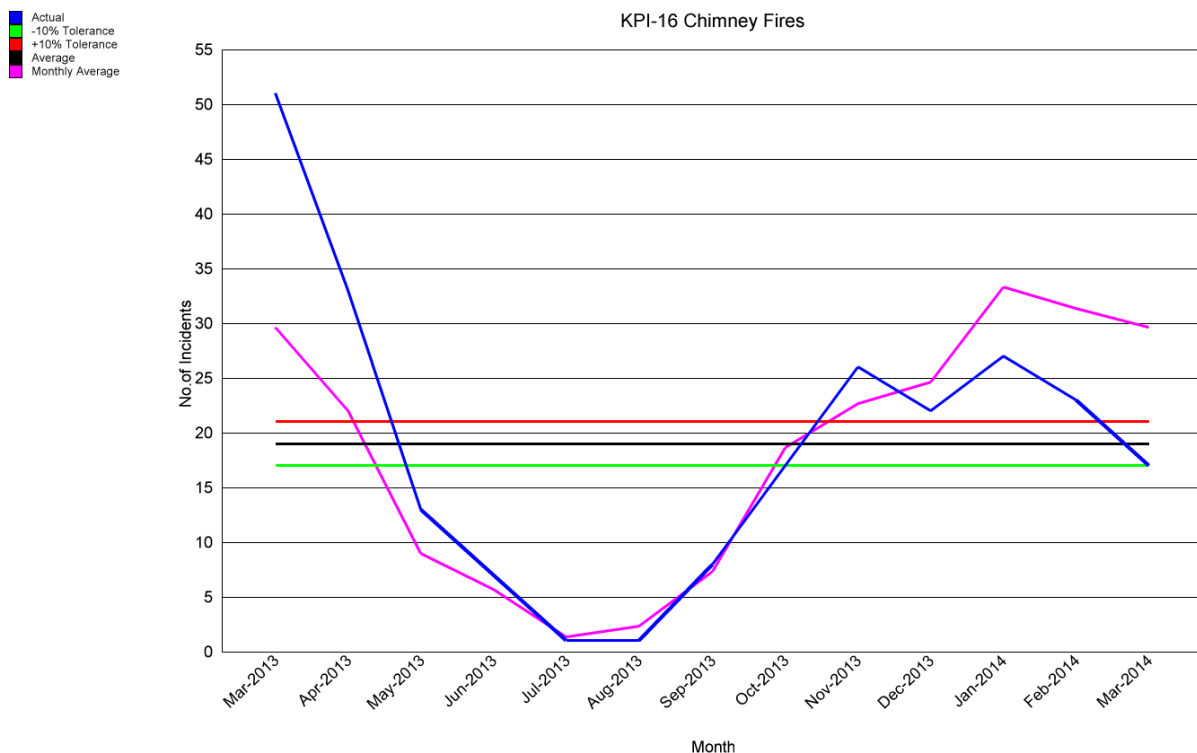
(Table 4 – Secondary Fires 2012-13 and 2013-14)

- There has also been an increase in the number of secondary fires in other outdoor locations which together with grassland, woodland and crop fires make up the majority of all secondary fires. 133 out of the 520 grassland woodland and crop and other outdoor fires occurred in July 2013 and 23 of these were in Worcester station area.

## 1.5. Chimney Fires

Chimney fires occur when the deposits of combustion are left within the flueways of a chimney. A fire is only classed as a chimney fire if it is confined to the chimney itself, if it spreads to other parts of the building it is defined as a primary fire.

**Summary** Chimney fires have decreased by 19.1% compared with 2012-13 (195 compared with 241) and is down by 18.9% compared with the average number of chimney fire incidents attended in the last 5 years (240 incidents).



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

- The total number of chimney fires attended throughout 2013-14 has reduced when compared with the previous year. Chimney fires have also reduced by 18.9% when compared with the average number of chimney fire incidents attended in the last 5 years which was 240 incidents.



<b>Chimney Fires</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Percentage Change</b>
April	21	33	57.1%
May	8	13	62.5%
June	7	7	0.0%
July	2	1	-50.0%
August	3	1	-66.7%
September	10	8	-20.0%
October	16	17	6.3%
November	26	26	0.0%
December	26	22	-15.4%
January	44	27	-38.6%
February	27	23	-14.8%
March	51	17	-66.7%
<b>Total</b>	<b>241</b>	<b>195</b>	<b>-19.1%</b>

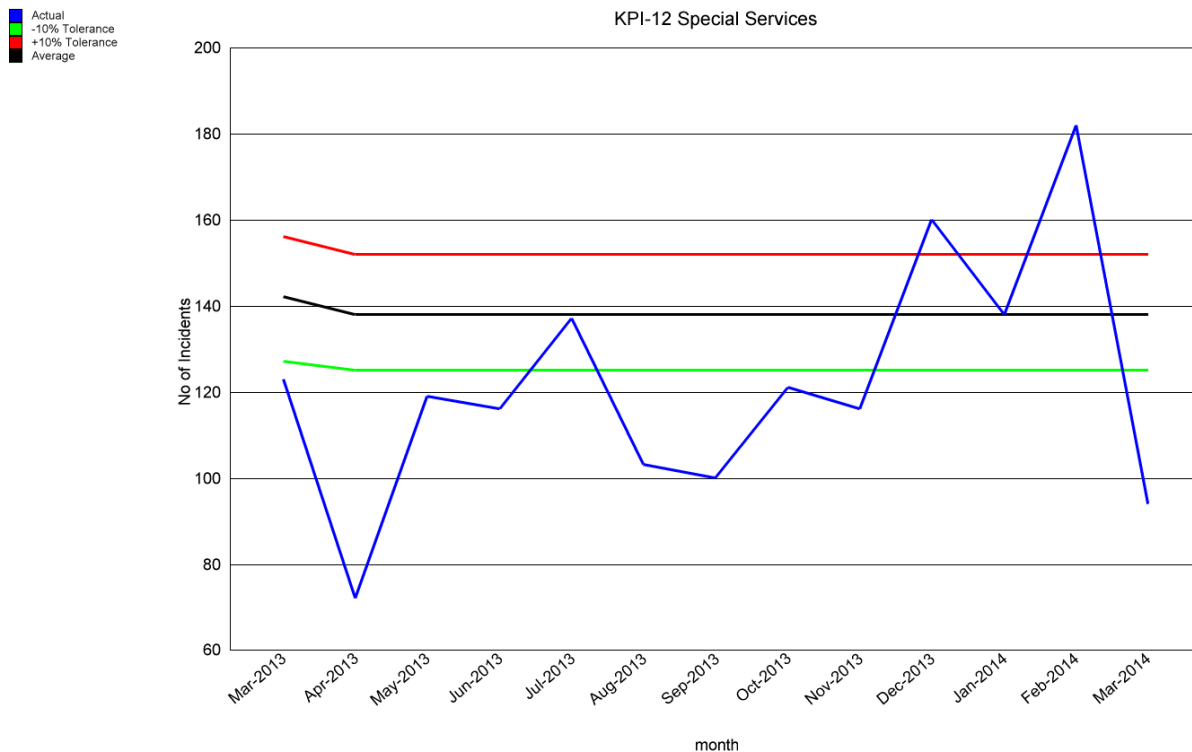
*(Table 5 – Chimney Fires 2012-13 and 2013-14)*

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

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

### 2.1. Special Service Incidents

These are emergency incidents attended which are not Fires. They include Road Traffic Collisions, extrications, lift rescues, lock ins/outs, hazardous materials or chemicals incidents), other rescues and flooding incidents.



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

**Summary** Special Service incidents totals have declined by 22.9% when compared with the previous year, and represents the lowest number of special service incidents attended for the eight years in which the current dataset has been collected.

All Special Services	2012-13	2013-14	Percentage change
RTC Incidents	597	565	-5.4%
Flooding	181	113	-37.6%
Rescue/Evacuation from Water	100	79	-21.0%
Animal Assistance	93	103	10.8%
Other Special Services	727	598	-17.7%
<b>Total Incidents</b>	<b>1698</b>	<b>1458</b>	<b>-22.9%</b>

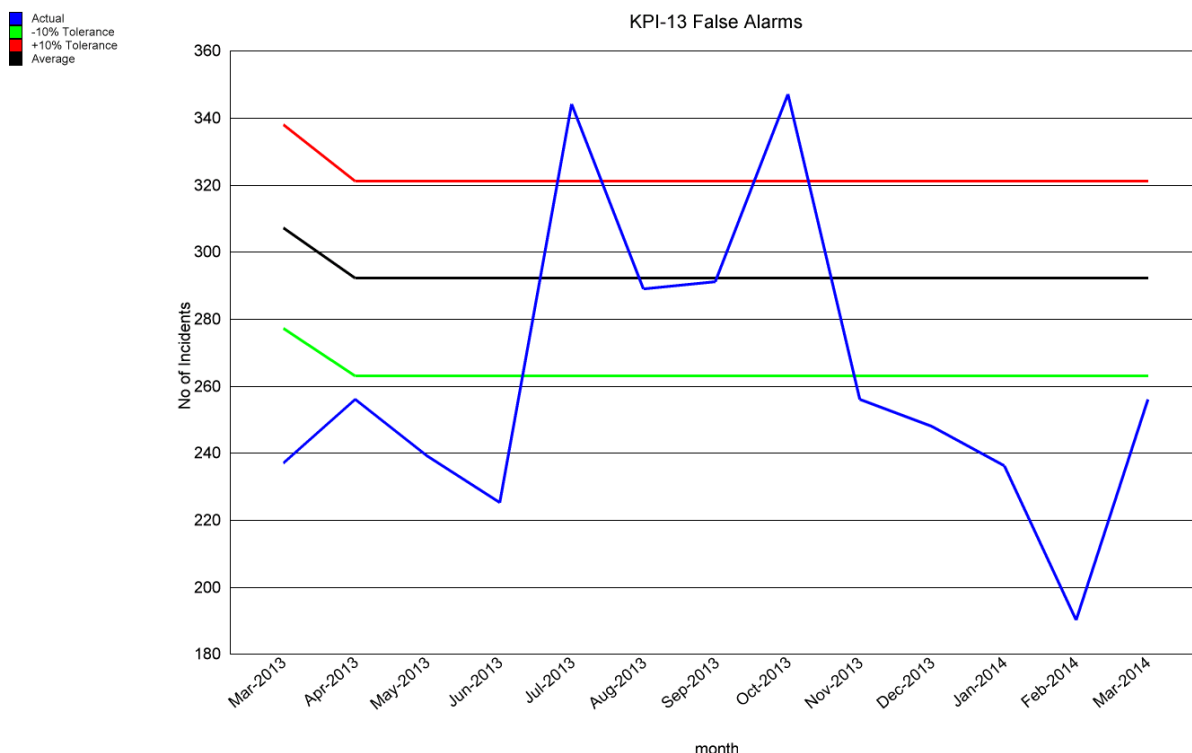
(Table 6 – Special Services 2012-13 and 2013-14)

- Although the Service attended a spate of wet weather incidents in January and February 2014, there were less wet weather related incidents attended overall in 2013-14 than compared to the previous year.

- In addition to property based flooding incidents, there are also other incident types that are adversely affected by wet weather conditions. These include making safe (not RTC) and rescues and evacuation from water incident types. All of these incident types have reduced when compared with the same period last year.
- The number of RTC incidents has also reduced when compared with the previous year. This is despite a large increase in December 2013 with 78 RTC's attended. There were only 19 RTC's attended in April 2013 compared with 43 in the same month in 2012. On average RTC's usually account for around 35% of all special service incidents but in April this was down to 26.4%.
- The largest sub category of Other Special Services was animal assistance incidents (103) which in 2013-14 accounted for nearly 7.1% of all special service incidents (1458 incidents) and which have increased by 10.8% when compared with the previous year. The two specialist animal rescue teams in Bromyard and Pershore have attended 11 large animal rescue incidents since becoming operational in September 2013.

## **2.2.False Alarm Incidents**

False alarms are those incidents attended by the Service where no fire fighting was required. They can be the result of an automatic fire alarm; good intent where a member of public believes that a fire is occurring; or malicious.



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

**Summary** The total number of false alarms attended has increased slightly in 2013-14 compared with the previous year and is the second lowest number of false alarm incidents attended in the last eight years, after 2012-13.

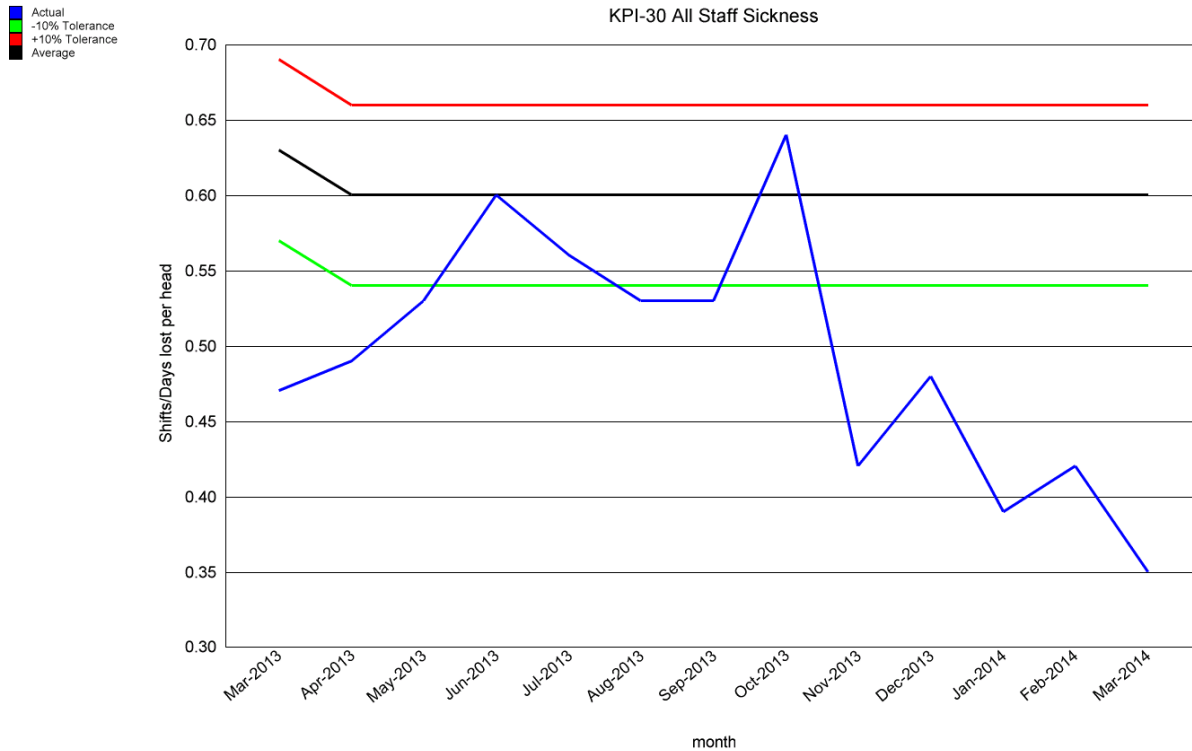
- There has been a slight increase in the number of good intent false alarms attended and a larger increase in the number of malicious false alarms when compared with the previous year.
- This has been negated by the slight decrease in the number of automatic false alarms attended which represents the largest proportion of all false alarms.
- The increase in good intent false alarms is due to an increase in bonfires mistaken for fires and the decrease in the number of automatic false alarm attended is mainly due to a reduction in the number of alarms carelessly or accidentally set off and also due to a reduction in damaged false alarm systems.

<b>Total False Alarms</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Percentage change</b>
Malicious False Alarms	39	46	17.9%
False Alarm Good Intent	708	730	3.1%
Automatic False Alarms	2428	2401	-1.1%
<b>Total False Alarms</b>	<b>3175</b>	<b>3177</b>	<b>0.1%</b>

*(Table 7 – False Alarms 2012-13 and 2013-14)*

### 3. Absence Management

#### 3.1. All Staff Sickness



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

**Summary** Sickness levels for all staff have remained within tolerance levels on a monthly basis since April and has dropped from a peak in October 2013.

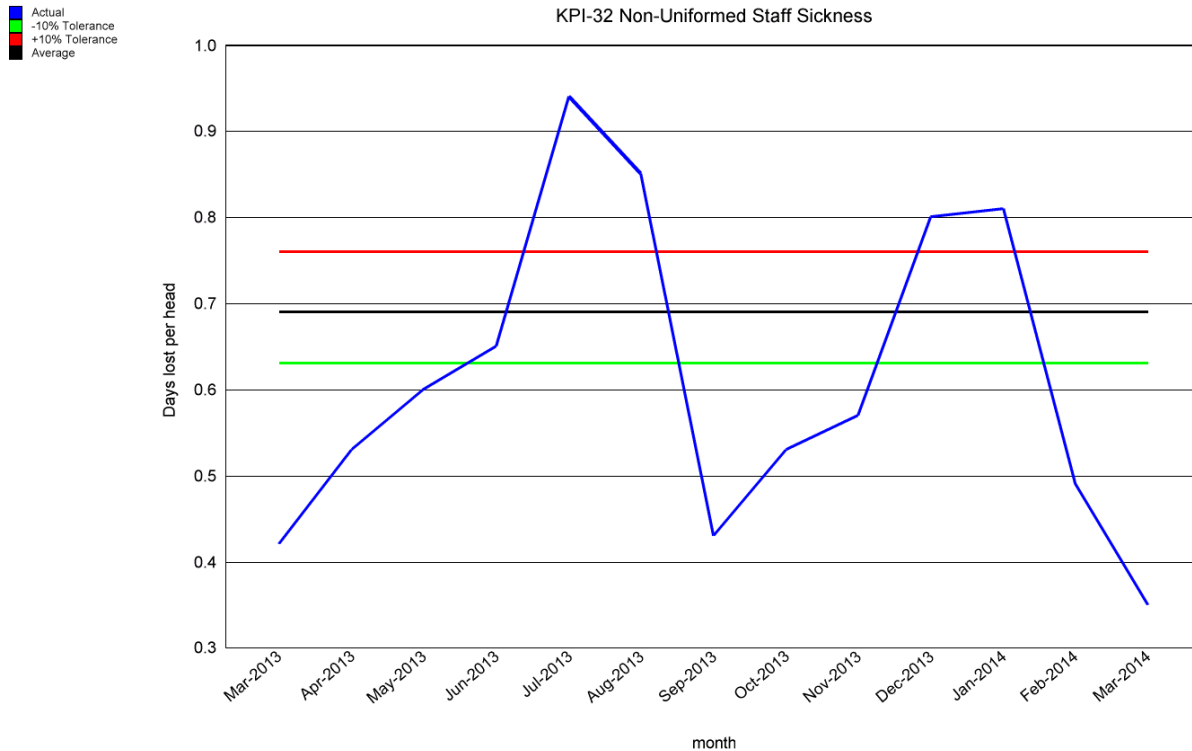
	Short Term All Staff Sickness per head (shifts/days lost)	Long Term All Staff Sickness per head (shifts/days lost)	All Staff Sickness per head (shifts/days lost)
April 13	0.38 (174.04)	0.11 (48)	0.49 (222.04)
May 13	0.28 (127.3)	0.24 (110.37)	0.53 (237.67)
June 13	0.28 (125.31)	0.32 (145)	0.60 (270.31)
July 13	0.16 (71)	0.40 (182.27)	0.56 (253.27)
Aug 13	0.17 (76)	0.36 (155.18)	0.53 (231.18)
Sept 13	0.24 (106.27)	0.29 (124.18)	0.53 (230.45)
Oct 13	0.31 (135.18)	0.33 (142.27)	0.64 (277.45)
Nov 13	0.22 (92.8)	0.21 (88.64)	0.42 (181.44)
Dec 13	0.34 (148.7)	0.13 (57.8)	0.48 (206.5)
Jan 14	0.36 (155.1)	0.03 (12.7)	0.39 (167.8)
Feb 14	0.32 (137.05)	0.10 (43.6)	0.42 (180.65)
Mar 14	0.20 (102.6)	0.11 (46.5)	0.35 (149.1)
<b>Total</b>	<b>3.25 (1451.35)</b>	<b>2.63 (1156.51)</b>	<b>5.92 (2607.86)</b>

(Table 8 – All Staff Sickness per month 2013-14)

- The largest monthly total of all staff sickness for 2013-14 was in October 2013 where 0.64 days/shifts per head were lost to sickness absence and 51.2% of all staff sickness in that month was due to long term staff sickness.

- Long term staff sickness rose as a monthly proportion of all staff sickness from 21% of all staff sickness in April and by July it accounted for 71% of all staff sickness. It has since reduced as proportion of all staff sickness from August onwards and in January it represented only 7.5% of all staff sickness. At the end of the year, long term staff sickness represented 49% of all staff sickness for the whole year.

### **3.2.Non-Uniformed Staff Sickness**



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

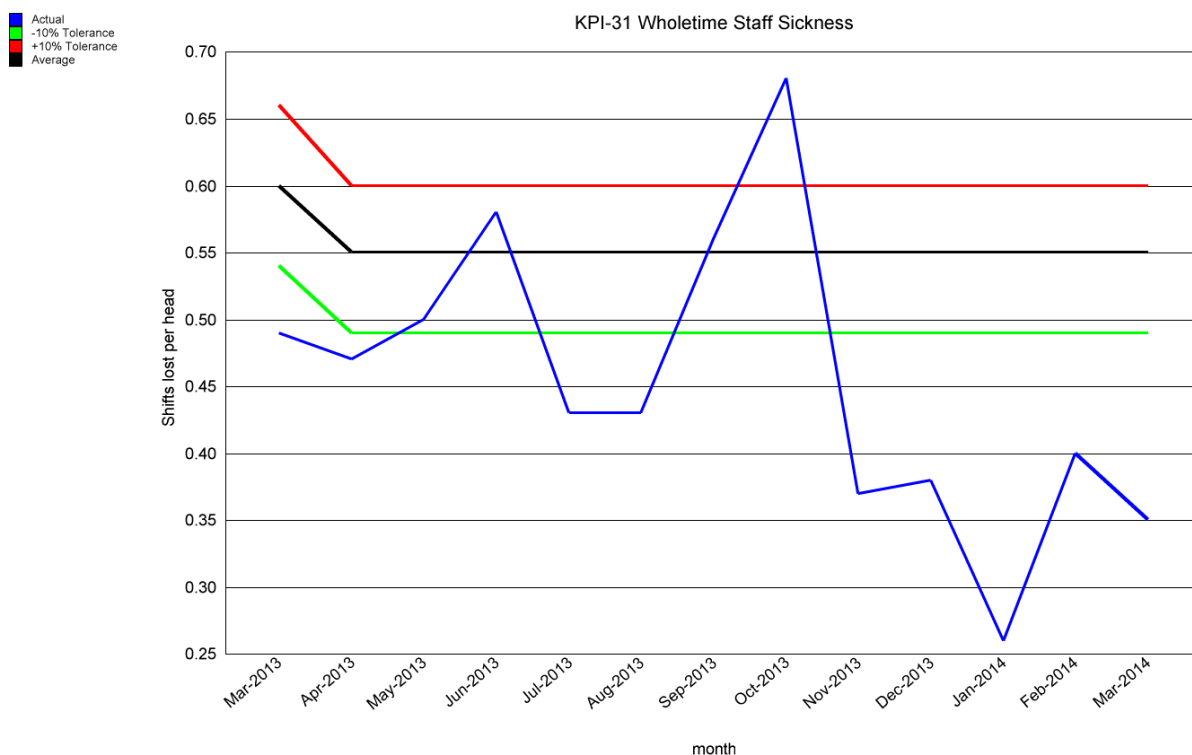
**Summary** Non-Uniform sickness was out of tolerance levels on a monthly basis in July, August, December and January 2014 but was within tolerance levels for the rest of the period and is within overall tolerance for the whole year.

- The largest monthly total of all non-uniform staff sickness for 2013-14 was in July 2013 where 0.94 days per head were lost to sickness absence, and nearly 75% of the non-uniformed sickness in July was due to long term sickness (0.7 days per head).
- Since July, long term non-uniformed staff sickness has reduced as a monthly proportion of all non-uniform staff sickness and in January it represented only 11.4% of all non-uniform staff sickness. At the end of the year long term staff sickness represented 42.9% of all non-uniformed staff sickness for the whole year.

	Non-Uniform Short Term Sickness per head (Days lost)	Non-Uniform Long Term Sickness per head (Days lost)	All Non-Uniform Staff Sickness per head (Days lost)
April 13	0.53 (62.54)	0.0 (0)	0.53 (62.54)
May 13	0.27 (31.3)	0.33 (38.37)	0.60 (69.67)
June 13	0.30 (34.31)	0.35 (40)	0.65 (74.31)
July 13	0.24 (27)	0.70 (80.27)	0.94 (107.27)
Aug 13	0.25 (26)	0.6 (63.18)	0.85 (89.18)
Sept 13	0.11 (11.27)	0.32 (34.18)	0.43 (45.45)
Oct 13	0.34 (36.18)	0.18 (19.27)	0.53 (55.45)
Nov 13	0.31 (32.8)	0.25 (26.64)	0.57 (59.44)
Dec 13	0.69 (72.7)	0.10 (10.8)	0.80 (83.5)
Jan 14	0.72 (75.1)	0.09 (9.7)	0.81 (84.8)
Feb 14	0.36 (37.05)	0.13 (13.6)	0.49 (50.65)
Mar 14	0.20 (20.6)	0.14 (14.5)	0.35 (35.1)
<b>Total</b>	<b>4.26 (466.85)</b>	<b>3.20 (350.51)</b>	<b>7.45 (817.36)</b>

(Table 9 – Non-Uniform Staff Sickness per month 2013-14)

### 3.3. Wholetime Staff Sickness



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

**Summary** Wholetime sickness was out of tolerance in October 2013 but within tolerance on a monthly basis for the rest of the year.

- The largest monthly total of wholetime staff sickness in 2013-14 was in October 2013 where 0.68 shifts per head were lost to sickness absence. 55.4% of wholetime staff sickness in this month was due to long term sickness (0.38 shifts per head) .

- As with non-uniform sickness, long term wholetime staff sickness has now reduced to 0.10 shifts per head in March and accounted for 45.02% of all wholetime staff sickness at the end of the year.

	<b>Wholetime Short Term Staff Sickness per head (shifts lost)</b>	<b>Wholetime Long Term Staff Sickness per head (shifts lost)</b>	<b>All Wholetime Sickness per head (shifts lost)</b>
April 13	0.33 (111.5)	0.14 (48)	0.47 (159.5)
May 13	0.29 (96)	0.21 (72)	0.50 (168)
June 13	0.27 (91)	0.31 (105)	0.58 (196)
July 13	0.13 (44)	0.30 (102)	0.43 (146)
Aug 13	0.15 (50)	0.28 (92)	0.43 (142)
Sept 13	0.29 (95)	0.27 (90)	0.56 (185)
Oct 13	0.30 (99)	0.38 (123)	0.68 (222)
Nov 13	0.18 (60)	0.19 (62)	0.37 (122)
Dec 13	0.23 (76)	0.14 (47)	0.38 (123)
Jan 14	0.25 (80)	0.01 (3)	0.25 (83)
Feb 14	0.31 (100)	0.09 (30)	0.40 (130)
Mar 14	0.20 (82)	0.10 (32)	0.35 (114)
<b>Total</b>	<b>2.92 (965.5)</b>	<b>2.44 (806)</b>	<b>5.42 (1790.50)</b>

(Table 10 – Wholetime Sickness per month 2013-14)

### **3.4.Comparative data**

<b>Sickness Absence</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Percentage change</b>
Wholetime Staff Sickness	6.57 (2243.5)	5.42 (1790.5)	-17.5%
Non-Uniform Staff Sickness	8.92 (1073.806)	7.45 (817.36)	-16.5%
<b>All Staff Sickness</b>	<b>7.18 (3317.306)</b>	<b>5.92 (2607.86)</b>	<b>-17.5%</b>

(Table 11 – All Staff Sickness 2012-13 and 2013-14)

- There has been a decrease of 17.5% in 2013-14 in all staff sickness compared with the previous year. There have been similar percentage reductions in wholetime and non-uniformed staff sickness year on year. The main reason for these decreases are reductions in the amount of long term sickness taken. There has been a 33% decrease in the amount of long term sickness taken by non-uniform staff between 2012-13 and 2013-14.
- This results in an annual 5.92 days/shifts per head lost to all staff sickness. This would result in an improvement when compared with the figure of 7.18 shifts/days lost per head to all staff sickness in 2012-13 and also compares favourably with the reported annual sickness absence estimates of 7.99 for Worcestershire County Council for 2013-14 and 11.1 for Herefordshire for 2013-14. There were 5.42 shifts lost per person for wholetime staff and 7.45 days lost per person for non-uniform staff by the year end.



<b>Quarter 1-3 2013-14 only</b>	<b>Wholetime Staff Sickness</b>	<b>Non-Uniformed Staff Sickness</b>
Hereford & Worcester FRS	4.37	5.78
Gloucestershire FRS	5.42	10.77
Shropshire FRS	N/a	N/a
Staffordshire FRS	3.64	5.89
Warwickshire FRS	2.93	2.36
West Midlands FS	3.95	8.06

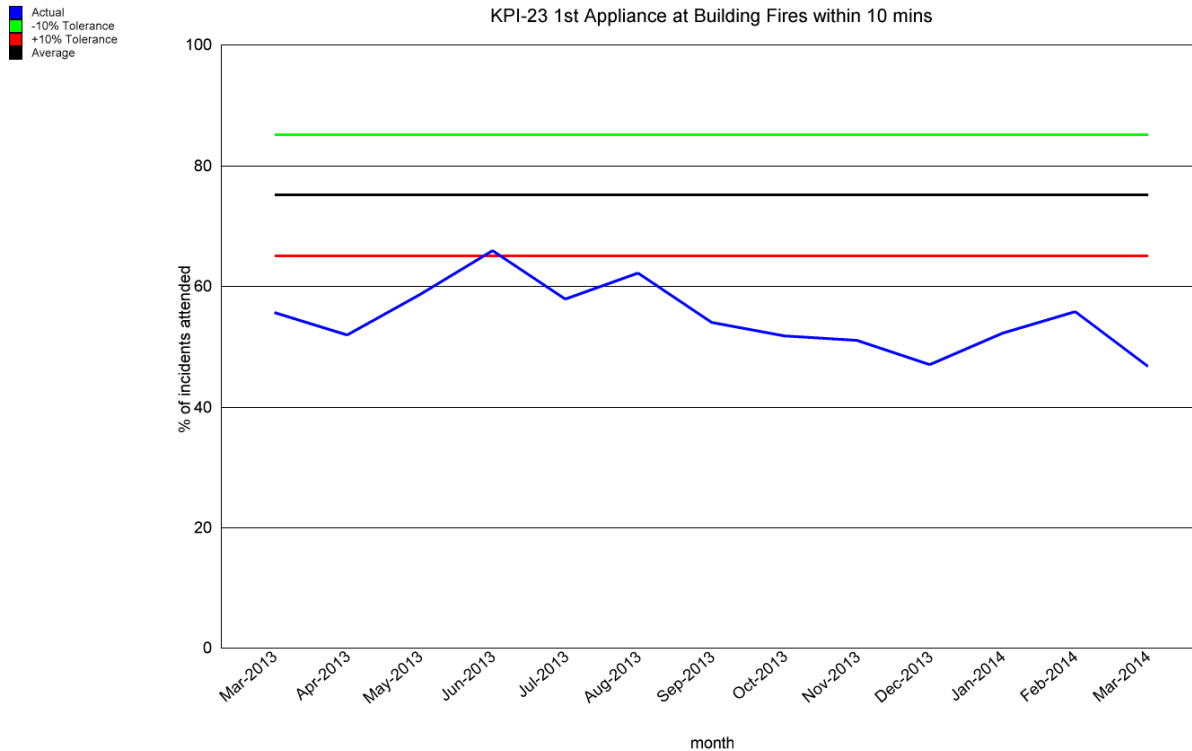
*(Table 12 – Fire Services Sickness Quarters 1-3 2013-14 only)*

- Although end of year comparison figures with other local Fire Services are not available at the time of writing, the Service had similar figures when compared with other local fire services at the end of Quarter 3 for wholetime and non-uniform sickness.
- Comparison figures are also available with other Family Group 4 Fire Services via a benchmarking process. Hereford and Worcester was 4<sup>th</sup> out of 8 FRS providing sickness data for all staff at the end of Quarter 3.

## 4. Key Performance Indicators Out of Tolerance

At the end of 2013-14, all key performance indicators (KPI) were within the 10% tolerance levels, except for the indicators regarding the first and second attendance by an appliance at Building fires within 10 minutes which forms part of the attendance standards set in the Services' Integrated Risk Management Plan (IRMP) 2009-2012.

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



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

**Summary** The Service saw a reduction in the number of attendances at building fires that met the attendance standard compared with last year. Travel distance accounted for 51.5% of these failures. Of the remainder, 18.2% were attended in a time of between 10 and 11 minutes.

1 <sup>st</sup> Appliance attendance at Building Fires within 10 minutes	2012-13	2013-14
Building fires attended within 10 minutes	431	366
Total Number of Building fires attended	675	677
% attended within 10 minutes	63.9	54.6

(Table 13 – 1<sup>st</sup> Appliance attendance 2012-13 and 2013-14)

- There were less building fires attended within 10 minutes at the end of 2013-14 than at the end of previous year 2012-13. The overall average time taken to attend all types of incidents in 2013-14 was 10 minutes 37 seconds (excluding two late fire calls). 55 out of the 311 fires which were not attended within 10 minutes were attended within 11 minutes.

- 508 out of the 677 of building fires or 75% of incidents were attended in time of 12 minutes 44 seconds or less, the remaining 25% or 169 incidents were attended in a time more than 12 minutes 44 seconds.
- Further analysis undertaken during the year ascertained that one of the reasons for this is a slight change in which the time of call is recorded on the Incident Recording system following the introduction of the new Command and Control system in September 2012.
- Since the advent of the new system, the incident time of call is now recorded as earlier within the timeline of the call than under the old 3tc MIS Mobilisation system. Under the 3TC system the time of call was calculated as soon as the operator initiated an address search in the database, the operator still had to select a valid match afterwards in order to generate a proposed attendance. This has changed with the new system which has an EISEC (Enhanced Information System for Emergency Calls), feature which enables control room staff to quickly identify the location of the person placing the emergency call and results in earlier setting of the time of call.
- The impact of this can be seen in the following table which breaks down the overall attendance time in three separate components. It is important to note that the first component is over 2 minutes because the time of call is now set earlier.

<b>1<sup>st</sup> Appliance attendance at Building Fires within 10 minutes average times</b>	<b>2013-14 (mm:ss)</b>
Time of Call till time appliance mobilised	02:02
Mobilised Time till Appliance Mobile	02:32
Mobile Time till to Appliance Arrive	06:03
<b>Time of Call to Arrival at Scene</b>	<b>10:37</b>

*(Table 14 – 1<sup>st</sup> Appliance attendance average times 2013-14)*

- There is not an exact match between a time recorded in the new Command and Control system and the time used under the 3TC system to record the time of call. The nearest time in the new Command and Control system would be the “incident created” time which is after the time of call and is the time that the operator has found the address in the database, and now wants to look for the nearest appliance. Using the “incident created” date and time as the starting point would result in an improvement for 2013-14 from 54.6% to 67.5% with 457 out of the 677 building fires attended within 10 minutes. However it is to be noted that this is not an exact match with the old system and is therefore only an estimation.
- 243 out of the 677 building fires were in North District and 56.8% of these were attended within 10 minutes. There were 263 building fires in South District and 53.2% of these were attended within 10 minutes. The remaining 171 building fires were in West District and 51.5% of these were attended within 10 minutes.

<b>1<sup>st</sup> Attendance at Building Fires</b>	<b>Building fires attended within 10 minutes</b>	<b>Total Number of Building fires attended</b>	<b>Percentage attended within 10 minutes</b>
Wholetime	253	392	64.54%
Retained	77	189	55.0%
Day Crewed	36	89	57.0%
Over the Border	0	7	0.0%
<b>All</b>	<b>366</b>	<b>677</b>	<b>55.0%</b>

(Table 15 – 1<sup>st</sup> Appliance attendance by pump type 2013-14)

- The average time taken for a Wholetime pump to be first arrival was 9 minutes 30 seconds. The average time taken for a Retained pump to be first arrival was 12 minutes 16 seconds and the average time taken for a Day Crewed pump to be first arrival was 11 minutes 22 seconds.
- The table below illustrates breakdown of reasons giving by the officer in charge at the incident for the all 311 incidents where the standard was not met in 2013-14. Travel distance accounted for over 45% of the failures.

Travel distance to the incident	154	Traffic conditions causing delayed turn in time to stations (Retained & Day Crewed only)	3
Turn in time (Retained and Day Crew only)	57	Simultaneous Incident	3
Appliance not booked in attendance	21	Late Fire Call	2
Incident outside Station turnout area	15	Insufficient crew due to numbers of crew available	2
Road obstruction/road closure/road works/temp traffic controls or heavy traffic conditions once mobile	13	Training event delaying turn out i.e. drilling	2
Difficulty in locating incident address	7	Not on home station i.e. school visit, HFS check	2
Incorrect or insufficient information passed to control on initial call	7	Civil Disturbance Police intervention/Crown properties	2
Responding at normal road speed, i.e. AFA's	5	Known False Alarm	1
Mobilised from other location (not on home station)	5	Mobilised to incorrect address	1
Mobilising Error	4	Appliance involved in accident en route to incident	1
Weather conditions / Road conditions	3	Communication Equipment Fault	1
		<b>Total</b>	<b>331</b>

(Table 16 – Fire in Buildings – 1<sup>st</sup> appliance standards not met 2013-14)

- In addition to the change in time of call highlighted above, there are also incidents where attendance within 10 minutes is out of the Fire Service's direct control. These have been included in the standard since it was introduced (75% within 10 minutes) but do continue to have a detrimental effect on the overall performance. The following reasons could be interpreted as being beyond the control of the fire crews achieving the 10 minute standard:
  - Actual distance from station to incident in out of town or remote area (especially after delay of up to 6 minutes for RDS to respond);
  - Delays in RDS responding into station greater than 6 minutes (e.g. road works or traffic conditions);
  - Road conditions due to other road users, road works and traffic calming measures or congestion at peak times;
  - Weather conditions, such as ice or snow or flooding;
  - Incorrect or insufficient information passed to Fire Control;
  - Responding at normal road speed, based upon risk assessment and information available, such as "late fire calls" or AFAs:.
  - Mobilised to incorrect address;
  - Appliance not booked in attendance;
  - Mobilising errors and known false alarms
- If these incidents were taken out of the standard there would have been an overall improvement in the percentage reported.

## 5. Retained Availability

**Summary** *There has been an increase in availability of 0.2% of all Retained Appliances across the Service when compared with the situation at the end of last year.*

<b>Retained Availability</b>	<b>2012-13</b>	<b>2013-14</b>	<b>Percentage change</b>
April	91.5%	90.8%	-0.7%
May	90.3%	89.4%	-0.9%
June	90.1%	87.4%	-2.7%
July	90.9%	89.2%	-1.7%
August	86.5%	87.9%	1.4%
September	90.8%	91.0%	0.2%
October	90.9%	93.0%	2.1%
November	91.9%	93.2%	1.3%
December	90.3%	91.1%	0.8%
January	93.9%	94.5%	0.6%
February	92.4%	94.2%	1.8%
March	93.0%	93.5%	0.5%
<b>Total</b>	<b>91.0%</b>	<b>91.2%</b>	<b>0.2%</b>

*(Table 17 – Retained availability by month –2012-13 & 2013-14)*

- The highest monthly retained availability in 2013-14 was in January 2014 where appliances were available 94.5% of the time and lowest monthly retained availability was in June 2013 where appliances were available 87.4% of the time.

<b>Reasons for Appliances being off the run 2013-14 for all stations</b>	<b>% of time Appliances unavailable</b>
Did not meet minimum crewing requirement	8.5%
No BA wearers	6.3%
No Officer in Charge	5.2%
No driver	2.6%
<b>Total impact on pump availability</b>	<b>8.8%</b>

*(Table 18 – Retained availability by factor –2013-14)*

- Overall availability is dependent on a number of factors and an Appliance can be unavailable due to a combination of factors. The lack of sufficient crew is the largest reason for unavailability.

Appliance/Station	Availability 2012-13	Availability 2013-14	Better/ Worse
213 Worcester	96.4%	98.5%	2.1%
221 Stourport	90.9%	94.4%	3.5%
231 Bewdley	95.4%	93.2%	-2.2%
241 Kidderminster	97.8%	98.5%	0.7%
251 Bromsgrove	79.8%	92.1%	12.3%
261 Droitwich	79.8%	79.8%	0.0%
271 Redditch	99.4%	99.4%	0.0%
273 Redditch	76.6%	76.9%	0.3%
281 Evesham	77.3%	95.7%	18.4%
291 Pebworth	84.6%	87.6%	3.0%
302 Broadway	84.5%	83.7%	-0.8%
311 Pershore	92.1%	92.7%	0.6%
322 Upton	91.7%	97.0%	5.3%
411 Malvern	99.8%	99.0%	-0.8%
421 Ledbury	86.2%	72.3%	-13.9%
422 Ledbury	99.8%	99.9%	0.1%
431 Fownhope	97.8%	97.0%	-0.8%
441 Ross on Wye	94.6%	89.6%	-5.0%
442 Ross on Wye	99.9%	100.0%	0.1%
452 Whitchurch	84.3%	79.0%	-5.3%
463 Hereford	86.1%	97.4%	11.3%
472 Ewyas Harold	93.6%	92.9%	-0.7%
481 Eardisley	99.2%	96.3%	-2.9%
492 Kington	92.4%	98.5%	6.1%
502 Leintwardine	90.5%	93.9%	3.4%
511 Kingsland	99.8%	100.0%	0.2%
521 Leominster	82.2%	80.1%	-2.1%
522 Leominster	100.0%	100.0%	0.0%
531 Tenbury	84.5%	62.0%	-22.5%
532 Tenbury	99.9%	99.4%	-0.5%
541 Bromyard	74.5%	74.4%	-0.1%
542 Bromyard	99.9%	99.5%	-0.4%
552 Peterchurch	92.6%	90.5%	-2.1%
<b>Total</b>	91.0%	91.2%	0.2%

(Table 19 –% of Retained availability by Station, comparing 2013-14 with 2012-13)

- The above data from Gartan Retained Duty system shows that in the case of two pump stations, if there is a deficiency in any way which takes the crewing below the two pump requirement then the regular pump will go off the run first so that the rescue appliance remains as available as possible. This is the case with:
  - Tenbury 531 which was available 62.0% of the time 2013-14 and has reduced by 22.5% on 2012-13 availability. This reduction in availability was due to specific circumstances where six crew members from Tenbury have resigned/retired at the end of last year which has affected crewing. The Rescue pump at Tenbury (532) was still available 99.4% of the time in 2013-14.
  - Similarly Ledbury 421 which was available 72.3% of the time in 2013-14 and has reduced by 13.9% on 2012-13 availability. This reduction in availability was mainly due in the lack of a sufficient crew and the lack of suitably qualified BA wearers. The Rescue pump at Ledbury (522) was still available 99.9% of the time in 2013-14.
  - Whitchurch 452 was available 79.0% in 2013-14 and had reduced by 5.3% compared with 2012-13 availability. This reduction in availability was mainly due to the lack of suitably qualified BA wearers or the lack of a sufficient crew.
- Three appliances have shown significant improvement 2012-13 to 2013-14:
  - Evesham 281 (up 18.4% on 2012-13 availability). The increase in availability was mainly due to increases in availability of a suitably qualified Officer in Charge and LGV drivers.
  - Bromsgrove 251 (up 12.3% on 2012-13 availability). The increase in availability was mainly due to increases in availability of a suitably qualified Officer in Charge and sufficient crew.
  - Hereford 463 (up 11.3% on 2012-13 availability). The increase in availability was mainly due to increases in availability of suitably qualified Officer in Charge and LGV drivers.
- Ross 442, Kingsland 511 and Leominster 522 all had 100% retained availability throughout 2013-14.



## Report of Head of Human Resources

### 11. Pension Scheme Discretions

#### Purpose of report

1. To explain the changes to the Firefighters' Pensions Scheme 1992 (FPS), the New Firefighters' Pension Scheme 2006 (NFPS) and the Local Government Pension Scheme 2014 (LGPS) and consider the Authority's policy in relation to various discretions exercisable under those schemes.

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#### Recommendations

*It is recommended that the Policy and Resources Committee:*

- (i) *Agree to the discretions detailed in the Statement of Policy for the FPS 1992;*
- (ii) *Agree to the discretions detailed in the Statement of Policy for the NFPS 2006; and*
- (iii) *Agree to the discretions detailed in the Statement of Policy for the LGPS 2014.*

#### Introduction and Background

2. Public service pensions are currently undergoing reforms as a result of the Government commissioned review of public service pensions which has been undertaken by Lord Hutton. Alongside these reforms, the Department for Communities and Local Government has amended both the Firefighters' Pensions Scheme 1992 and the New Firefighters' Pension Scheme 2006 and introduced a new Local Government Pension Scheme 2014. A new Firefighters Pensions Scheme has recently been consulted upon and is due to be implemented from 1 April 2015.
3. The majority of the amendments deal with 'housekeeping' in terms of the overall provisions under the Schemes, specifically deletions and wording changes. However, there are specific discretions that require a decision to be made by the Fire Authority, which are set out below.

#### FPS 1992 Pension Discretions

4. Appendix 1 provides background information regarding the specific discretions relating to the FPS as follows:

- i. Rule B7 - Discretion to increase the Lump Sum payment to Firefighters who retire prior to age 55 with less than 30 years service
  - ii. Rule K4 - Withdrawal of a pension whilst re-employed in any capacity in any Fire and Rescue Authority (abatement)
  - iii. Rule – B5C - Extension of Additional Pension Benefit (APB) arrangements to allowances
- 5. The policy statement in relation to the discretions proposed for the NFPS 2006 is detailed in Appendix 2.

### **NFPS 2006 Pension Discretions**

- 6. Appendix 3 provides background information regarding the specific discretions relating to the NFPS as follows:
  - i. Rule – 7B - Extension of Additional Pension Benefit (APB) arrangements to allowances
- 7. The policy statement in relation to the discretions proposed for the FPS 1992 is detailed in Appendix 4.

### **LGPS 2014 Pension Discretions**

- 8. Appendix 5 provides background information regarding the specific discretions relating to the LGPS as follows:
  - i. Regulations 16(2)(e) and 16(4)(d) - Funding of additional pension contributions
  - ii. Regulation 30 (6) - Flexible Retirement
  - iii. Regulation 30 (8) – Waiving of actuarial reduction
  - iv. Regulation 31 - Power of the Employing Authority to award Additional Pension
  - v. Choice of early payment of Deferred Pension
- 9. The policy statement in relation to the discretions proposed for the LGPS 2014 is detailed in Appendix 6.

### **Conclusion/Summary**

- 10. This paper provides proposed statement of policy for the discretion that is required to be made by the Fire Authority under each Pensions Scheme to facilitate effective implementation of those decisions.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues).	Delegations of authority, such as those set out in this report and appendices, are necessary to enable officers to administer the schemes effectively into the future
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None.
<b>Risk Management/Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores.	None
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter).	None.
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	None – not applicable.

## Supporting Information

Appendix 1 – Background information regarding the FPS 1992 discretions  
Appendix 2 – Statement of Policy on the discretions for the FPS 1992 discretions  
Appendix 3 - Background information regarding the NFPS 2006 discretions  
Appendix 4 – Statement of Policy on the discretions for the NFPS 2006 discretions  
Appendix 5 - Background information regarding the LGPS 2014 discretions  
Appendix 6 – Statement of Policy on the discretions for the LGPS 2014 discretions

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## Background information regarding the FPS 1992 discretions

### **Rule B7 - Discretion to increase the Lump Sum payment to Firefighters who retire prior to age 55 with less than 30 years service**

1. Under existing scheme rules a member of the FPS 1992 can retire from age 50 if they have a minimum of 25 years pensionable service. If they have not reached age 55 or 30 years service the Lump Sum receivable is restricted to a maximum of 2.25 times the gross pension. This discourages employees from retiring at the earliest opportunity and may result in the Authority being unable to reduce its wholtime workforce resulting in other less favourable measures being taken.
2. From 1st July 2013 Fire Authorities have the discretion to increase the lump sum to employees who would be subject to the 2.25 limit up to the maximum level of 25%. When exercising this discretion, the Authority must have regard to *“the economical, effective and efficient management of their functions, and the costs likely to be incurred in the particular case”*. Officers are also advised that in making any policy in respect of this discretion, the Authority may also wish to have regard to the fact that allowing full commutation may cause tax limits to be exceeded, thereby requiring the firefighter and authority to pay tax charges.
3. If the Authority **does** allow the firefighter to commute a greater sum, an amendment to Rule LA2 “Special payments and transfers into Firefighters’ Pension Fund” requires the Authority to transfer into that Fund an amount equal to the difference between the lump sum paid and what it would have been, if restricted to two and a quarter times the full amount of pension. The transfer must take place in the financial year in which the increased lump sum is paid.
4. The example below demonstrates the principle for a firefighter aged 50 with 25 years service based on an indicative annual salary of £28,199:

Under the FPS rules the member would receive the following annual pension and lump sum using the previously restricted pension factors:-

Pension: £12,429.82 per annum. Lump sum: £31,723.88

Under the new discretionary arrangements, if Fire Authority chose to lift the restriction on the lump sum the figures would be:-

Pension: £10,574.63 per annum. Lump sum: £66,972.63

The resulting outcome would be the firefighter leaves with a reduction in their annual pension of £1,855.19 per annum. However, their lump sum would be uplifted by the Fire Authority by £35,248.75. By not back filling the post the cost savings based on salary and on-costs including pension contributions would be recovered by the Fire Authority in the first year. This scheme does not put any further burden on the Pension Scheme. The member, although taking a reduced annual pension and smaller lump sum, in effect retires potentially five years early.

The above pension benefits compares to a firefighter with almost the full 30 years:

Pension: £14,099.50 per annum. Lump Sum: £89,301.30

**Rule K4 - Withdrawal of a pension whilst re-employed in any capacity in any Fire and Rescue Authority (abatement)**

5. The 1992 Scheme has been amended to increase the scope of the employer's discretion to abate a member's pension, where they are re-employed after retirement. This provision now applies to any scheme member re-employed in any role in any fire and rescue authority and supports Government policy that pension payments should be abated, where a member is re-employed in the public sector and receives a pension and salary exceeding earnings before retirement.
6. Rule K4 now requires an authority that elects not to exercise the discretion to abate, to pay into the pension fund the same amount as the pension paid to the member within the financial year. This amendment will apply retrospectively to cases where a retired member is re-employed on or after 25 September 2009. The Authority has a Flexible Retirement Policy which exercises the discretion to abate pensions of those employees who retire and are re-employed, this policy was implemented in January 2012. The Authority has 12 employees who were re-employed between 25 September 2009 and January 2012. The change in abatement rules will impact on one employee and this will incur a cost to the Authority of a one off payment of around £14,000 plus a future annual cost of around £4,000.

**Rule B5C - Extension of Additional Pension Benefit (APB) arrangements to allowances**

7. The definition of pensionable pay is amended so that only permanent elements of pay are treated as pensionable under final salary arrangements. The Authority is able to adopt Additional Pension Benefit arrangements for the treatment of other temporary allowances/emoluments. The policy intention is to reduce the financial risks associated with unfunded past service costs being generated in cases where a member receives a temporary allowance close to retirement.
8. Under existing scheme rules where a member of either Firefighters Pension Scheme is in receipt of Continuing Professional Development (CPD) payments they earn pension benefits based on the contributions paid on those payments and not on a Final Salary basis. The Fire Authority now has discretion to extend this arrangement to any of the following payments which it agrees should be pensionable:
  - a. Payments to reward additional skills and responsibilities outside the requirements of the firefighter member's duties under the contract of employment but which are within the wider functions of the job.
  - b. Any additional pay received whilst on temporary promotion or whilst temporarily carrying out the duties of a higher role.
  - c. Any non-consolidated performance related payment.

9. When exercising discretions –
  - a. these powers must be exercised reasonably having regard to the fiduciary duty owed to tax payers of the borough/district/county;
  - b. these powers may not be used for an ulterior motive, for instance to use them for a purpose for which they were not intended; and
  - c. regard must be given to all the relevant factors, disregarding irrelevant factors, and the cost to tax payers must be balanced against the benefits to the employer in deciding whether to adopt these powers.
10. Protection is provided for those members of the FPS in receipt of temporary allowances and emoluments which were treated as pensionable pay in the FPS 1992 prior to 1 July 2013.
11. The Authority currently have four allowances which have previously been paid as pensionable on a final salary basis:
  - a. USAR staff who were appointed prior to 1 July 2013, are paid a pensionable allowance for the provision of a higher level of specialist skills. The change will have no impact on this staff group as they were in receipt of the allowance prior to 1st July 2013 and the allowance will continue to be treated as pensionable pay. Anyone who receives this allowance for the first time since that date will be subject to the new arrangements.
  - b. For those staff temporarily promoted prior to 1 July 2013 who have continued to be paid the pensionable allowance will be protected and will continue to be treated as pensionable pay. Anyone who is temporarily promoted from 1 July 2013 will be subject to the new arrangements.
  - c. Day Crewing Plus staff are paid a pensionable allowance from the introduction of the new duty system in April 2014. This allowance will continue to be treated as pensionable as it does not meet the definition of the APB.
  - d. Flexi Duty Allowance has been specifically excluded from these discretions as it has been determined to be pensionable in accordance with the pension scheme regulations and therefore will continue to be treated as pensionable under Final Salary arrangements.
12. Whilst the change has no impact on the Employee contribution it will increase the rate of Employer contributions. This is because the regulations require a higher rate of Employer contribution to ensure that the benefit payment at retirement is fully funded as outlined by the Scheme Actuaries. The effect for Hereford & Worcester Fire Authority will be to increase the Employers Contribution on those payments covered by a further 5.2% for members of the FPS 1992.

## **STATEMENT OF POLICY**

### **Firefighters Pension Scheme 1992**

A Fire Authority is required to make certain decisions in relation to a number of discretionary powers set out in the Firefighters Pension Scheme 1992 (FPS) which the Fire Authority may wish to exercise having regard to the circumstances of any individual case in respect of the pension rights of their firefighters and firefighters' dependants.

This statement of policy details the discretions made by Hereford & Worcester Fire Authority and is applicable to all employees of Hereford & Worcester Fire Authority who are members of the FPS.

#### **Rule B7 Commutation – Discretion to permit the maximum payment**

The Fire Authority may apply its discretion to allow a person, whose right to commute is restricted to providing a lump sum of two and one quarter times the amount of the full pension, to commute up to one quarter of pension, i.e. the unrestricted amount allowed to those who retire with an ordinary pension with at least 30 years' service or who have reached normal pension age, or who retire on ill-health grounds.

When exercising this discretion, the Authority must have regard to “the economical, effective and efficient management of their functions, and the costs likely to be incurred in the particular case”. The Authority will be required to transfer into Pension Fund an amount equal to the additional pension benefit that the employee will receive on retirement.

#### **Employer's Policy**

**Hereford & Worcester Fire Authority will give consent for up to one quarter pension to be commuted and to the extent that this can be demonstrated to be in the best financial interests of the Fire Authority.**

**In exercising their discretion the Fire Authority must have regard to the economical, effective and efficient management of their functions, and the costs likely to be incurred in the particular case which are transferrable to the Firefighters Pension Fund.**

**When the Chief Fire Officer considers that circumstances dictate it to be potentially necessary, expressions of interest will be sought from staff. With advice from the Treasurer and Monitoring Officer, the Assistant Chief Fire Officer (ACFO) will make a recommendation to the Chief Fire Officer for decision on a case by case basis.**

**The decision is delegated to the Chief Fire Officer involving approval of enhanced commutation in the case of employees whose annual salary is less than £45,000 or where the pension costs payable by the Authority do not exceed £45,000.**

**Rule K4 Withdrawal of a pension whilst re-employed in any capacity in any fire and rescue authority (abatement)**

The Fire Authority has discretion to abate a member's pension, where they are re-employed after retirement. This provision applies to any scheme member re-employed in any role in any fire authority and supports Government policy that pension payments should be abated, where a member is re-employed in the public sector and receives a pension and salary exceeding earnings before retirement.

**Employer's Policy**

**Hereford & Worcester Fire Authority will abate a member's pension, in all cases of re-employment of members of the FPS, where they are re-employed after retirement in any role in any fire authority.**

**Rule B5C - Extension of Additional Pension Benefit (APB) arrangements to allowances**

Under existing scheme rules where a member of the FPS is in receipt of Continuing Professional Development (CPD) payments they earn pension benefits based on the contributions paid on those payments and not on a Final Salary basis. The Fire Authority has discretion to extend this arrangement to any of the following payments which it agrees should be pensionable:

- a. Payments to reward additional skills and responsibilities outside the requirements of the firefighter member's duties under the contract of employment but which are within the wider functions of the job.
  - b. Any additional pay received whilst on temporary promotion or whilst temporarily carrying out the duties of a higher role.
  - c. Any non-consolidated performance related payment.
9. When exercising discretions –
- a. these powers must be exercised reasonably having regard to the fiduciary duty owed to tax payers of the borough/district/county;
  - b. these powers may not be used for an ulterior motive, for instance to use them for a purpose for which they were not intended; and
  - c. regard must be given to all the relevant factors, disregarding irrelevant factors, and the cost to tax payers must be balanced against the benefits to the employer in deciding whether to adopt these powers

**Employer's Policy**

**Hereford & Worcester Fire Authority will not grant the benefit contained within this regulation, except when it can be demonstrated that it is in the best needs of the Fire Authority.**

**With advice from the Treasurer and Monitoring Officer, the Assistant Chief Fire Officer (ACFO) will make a recommendation to the Chief Fire Officer for decision. The decision is delegated to the Chief Fire Officer.**



**Background information regarding the NFPS 2006 discretions**

**Rule 7B - Extension of Additional Pension Benefit (APB) arrangements to allowances**

1. Under existing scheme rules where a member of either Firefighters Pension Scheme is in receipt of Continuing Professional Development (CPD) payments they earn pension benefits based on the contributions paid on those payments and not on a Final Salary basis. The Fire Authority now has discretion to extend this arrangement to any of the following payments which it agrees should be pensionable:
  - a. Payments to reward additional skills and responsibilities outside the requirements of the firefighter member's duties under the contract of employment but which are within the wider functions of the job.
  - b. Any additional pay received whilst on temporary promotion or whilst temporarily carrying out the duties of a higher role.
  - c. Any non-consolidated performance related payment.
2. When exercising discretions –
  - i. these powers must be exercised reasonably having regard to the fiduciary duty owed to tax payers of the borough/district/county;
  - ii. these powers may not be used for an ulterior motive, for instance to use them for a purpose for which they were not intended; and
  - iii. regard must be given to all the relevant factors, disregarding irrelevant factors, and the cost to tax payers must be balanced against the benefits to the employer in deciding whether to adopt these powers.
3. Flexi Duty Allowance has been specifically excluded from these discretions as it has been determined to be pensionable in accordance with the pension scheme regulations and therefore will continue to be treated as pensionable under Final Salary arrangements.
4. Protection is not provided for those members of the NFPS as the definition of pensionable pay excludes emoluments and allowances that are temporary.
5. Whilst the change has no impact on the Employee contribution it will increase the rate of Employer contributions. This is because the regulations require a higher rate of Employer contribution to ensure that the benefit payment at retirement is fully funded as outlined by the Scheme Actuaries. The effect for Hereford & Worcester Fire Authority will be to increase the Employers Contribution on those payments covered by a further 3.2% for members of the NFPS 2006.

## **STATEMENT OF POLICY**

### **New Firefighters Pension Scheme 2006**

A Fire Authority is required to make certain decisions in relation to a number of discretionary powers set out in the New Firefighters Pension Scheme 2006 (NFPS) which the Fire Authority may wish to exercise having regard to the circumstances of any individual case in respect of the pension rights of their firefighters and firefighters' dependants.

This statement of Policy details the discretions made by Hereford and Worcester Fire Authority and is applicable to all employees of Hereford & Worcester Fire Authority who are members of the NFPS.

#### **Rule 7B - Extension of Additional Pension Benefit (APB) arrangements to allowances**

Under existing scheme rules where a member of the NFPS is in receipt of Continuing Professional Development (CPD) payments they earn pension benefits based on the contributions paid on those payments and not on a Final Salary basis. The Fire Authority has discretion to extend this arrangement to any of the following payments which it agrees should be pensionable:

- a. Payments to reward additional skills and responsibilities outside the requirements of the firefighter member's duties under the contract of employment but which are within the wider functions of the job.
- b. Any additional pay received whilst on temporary promotion or whilst temporarily carrying out the duties of a higher role.
- c. Any non-consolidated performance related payment.

When exercising discretions:

- i. these powers must be exercised reasonably having regard to the fiduciary duty owed to tax payers of the borough/district/county;
- ii. these powers may not be used for an ulterior motive, for instance to use them for a purpose for which they were not intended; and
- iii. regard must be given to all the relevant factors, disregarding irrelevant factors, and the cost to tax payers must be balanced against the benefits to the employer in deciding whether to adopt these powers.

#### **Employer's Policy**

**Hereford & Worcester Fire Authority will not grant the benefit contained within this regulation, except when it can be demonstrated that it is in the best needs of the Fire Authority.**

**With advice from the Treasurer and Monitoring Officer, the Assistant Chief Fire Officer (ACFO) will make a recommendation to the Chief Fire Officer for decision. The decision is delegated to the Chief Fire Officer.**

### Background information regarding the LGPS 2014 discretions

Under Regulation 60 (1) of the Local Government Pensions Scheme (LGPS) 2013 Regulations, each employer must formulate, keep under review and publish their policies on certain discretions contained within the LGPS Regulations. The new LGPS 2014 scheme means that some discretion are no longer required or have been removed from the scheme or new policy statements are required. The following table provides a summary of the changes to the discretions:

LGPS Pension Scheme	Regulation	Impact
Pre 2014 scheme	Regulation 12 BReg- Power of the employing authority to increase total membership of active members	This discretion has now been removed.
Pre 2014 schemes	Regulation 30 BReg – Choice of Early Retirement Benefits	This discretion has now been removed. LGPS members no longer need their employers consent to retire at 55 years to receive reduced pension benefits.
2014 Scheme	Reg 16 2(e and Reg 16 4(d)) Funding Additional pension	New discretion. This Regulation has replaced Shared Cost – AVC Reg 67
2014 Scheme	Regulation 30 (6) Flexible Retirement	No change to the discretion.
2014 Scheme	Regulation 30 (8) Waiving of Actuarial Reduction.	Employers can exercise discretion to allow LGPS members to receive unreduced pension benefits subject to the member meeting the '85 year rule'.
2014 Scheme	Regulation 31 Power of the Employing Authority to award additional pension	This discretion has not changed however the amount that can be awarded has increased from £5000 to £6500.
2014 Scheme	Choice of Early Payment of Deferred Pension	A policy statement is required for LGPS members who left between 31 March 2008 and 1 April 2014.

**STATEMENT OF POLICY****Local Government Pension Scheme (LGPS)**

Under Regulation 60 (1) of the Local Government Pensions Scheme (LGPS) 2013 Regulations, each employer must formulate, keep under review and publish their policies on certain discretions contained within the LGPS Regulations. This statement is applicable to all employees of Hereford & Worcester Fire Authority who are eligible to be members of the LGPS.

**Regulations 16(2)(e) and 16(4)(d) - Funding of Additional Pension (New)**

Where an active member opts to make Additional Pension Contributions (APC) under Rule 16(2)(e) these may be funded in whole or in part by the Employer. Under Rule 16(4)(d) the employee may opt to pay APC as a Lump Sum and this may also be funded in full or part by the employer.

**Employer's Policy**

**Hereford & Worcester Fire Authority will not fund in whole or in part any APC purchased either by periodical payments or Lump Sum.**

**Regulation 30 (6) - Flexible Retirement (no change)**

An employing authority may resolve to give their consent to grant flexible retirement to employees from age 55 who reduce their hours or move to a lower grade and draw all of their pension whilst continuing in employment and building up further benefits in the scheme.

The pension benefits may be reduced in accordance with guidance issued by the Government Actuary, if paid before age 65, and the employer has discretion not to apply all or part of the reduction. Where the discretion is applied the Authority will be required to transfer into Pension Fund an amount equal to the additional pension benefit that the employee will receive on retirement.

**Employer's Policy**

**Hereford & Worcester Fire Authority will grant the benefit contained within this regulation, in accordance with the needs of the Service.**

**With advice from the Treasurer and Monitoring Officer, the Assistant Chief Fire Officer (ACFO) will make a recommendation to the Chief Fire Officer for decision. The decision is delegated to the Chief Fire Officer.**

**The decision is delegated to the Chief Fire Officer involving approval of enhanced commutation in the case of employees whose annual salary is less than £45,000 or where the pension costs payable by the Authority do not exceed £45,000.**

### **Regulation 30 (8) – Waiving of actuarial reduction (New)**

From age 55, members who have left local government employment receive early payment of their retirement benefits and do not need their employer's consent. The pension benefits must be reduced in accordance with guidance provided by the Government actuary. Employers may determine on compassionate grounds that the benefits are not reduced.

For a member who joined the scheme prior to 1 October 2006 where the member's age and membership (in whole years) satisfies the "rule of 85" then the benefits would be reduced, unless the employer chooses to exercise the discretion within the regulations. For a member who joined the Scheme on or after 1 October 2006, then reduced benefits would be payable if taken before age 65.

#### **Employer's Policy**

**Hereford & Worcester Fire Authority will grant the benefit in this regulation to the extent that it can be demonstrated to be in the best financial interests of the Fire Authority.**

**In exercising their discretion the Fire Authority must have regard to the economical, effective and efficient management of their functions, and the costs likely to be incurred in the particular case which are transferrable to the pension fund.**

**With advice from the Treasurer and Monitoring Officer, the Assistant Chief Fire Officer (ACFO) will make a recommendation to the Chief Fire Officer for decision on a case by case basis.**

**The decision is delegated to the Chief Fire Officer involving approval of enhanced commutation in the case of employees whose annual salary is less than £45,000 or where the pension costs payable by the Authority do not exceed £45,000.**

### **Regulation 31 - Power of the Employing Authority to award Additional Pension (change to the amount of additional pension)**

An employer may resolve to award a member additional pension of not more than £6,500 a year, payable from the same date as their pension is payable under any other provision of these regulations. An additional pension may be paid in addition to any increase to total membership resolved under Regulation 16 so long as the overall total does not breach the limits laid down within these regulations.

#### **Employer's Policy**

**Hereford & Worcester Fire Authority will not normally grant the benefit contained within this regulation, other than in very exceptional circumstances where the financial implications can be justified in the best interests of the Authority.**

**With advice from the Treasurer and Monitoring Officer, the Assistant Chief Fire Officer (ACFO) will make a recommendation to the Chief Fire Officer for decision on a case by case basis.**

**Choice of early payment of Deferred Pension (New)**

Where a member became a deferred member between 31 March 2008 and 1 April 2014, they can apply for early release of benefits, and the Fire Authority can fund the costs of the release.

**Employer's Policy**

**Hereford & Worcester Fire Authority will not grant the benefit contained within this regulation.**

## Report of Assistant Chief Fire Officer

### 12. Assurance Against Equality Objectives

#### Purpose of report

1. To update Members on the progress made against the Equality and Diversity objectives.

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#### Recommendation

*It is recommended that the Policy and Resources Committee note:*

- 1. that the Service has achieved six of the seven actions in relation to the Equality and Diversity objectives; and*
- 2. the assurance provided against the Service's Equality Objectives will be published on the Service's website.*

#### Introduction and Background

2. The Service are required by the Equality Act 2010 to publish Equality Objectives and demonstrate compliance with these. The Service's current equality objectives are accessible via the Services website and are as follows:
  - i. To continue to embed equality and diversity within all aspects of service delivery and support functions:
    - Embed equality impact assessments of all relevant Service policies into core business;
    - Appropriately target community engagement in response to our available data; and
    - To analyse recruitment and employment data for trends and take appropriate action.
  - ii. To develop partnerships to promote equality:
    - Develop a Positive Action Sub Group made up of representatives from the local communities and other stakeholders; and
    - This Sub Group will recommend initiatives and actions, including positive action campaigns, to the Equality and Diversity Advisory Group.

#### Assurance Against the Service's Equality Objectives

3. The Equality and Diversity Advisory Group met on 19 March 2014. As part of the meeting Heads of Department provided written assurance against their actions on the Equality Scheme Action Plan (Appendix 1).

4. Reports were provided by Human Resources, Community Risk and Operational Support which are summarised in the Equality Assurance Statement (Appendix 2).

### Conclusion/Summary

5. Actions 1, 2, 4, 5, 6 and 7 of the Service's Equality Scheme Action Plan have been achieved. Work is on-going in respect of action 3 to embed monitoring systems.

### Corporate Considerations

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

### Supporting Information

Appendix 1 – Equality Scheme Action Plan  
Appendix 2 – Equality Scheme Assurance Statement

### Contact Officer

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## Equality Scheme Action Plan

Action No.	Key Actions	Lead Officer(s)	Start Date	Target Date	Outcome
<b>Objective 1: To continue to embed equality and diversity within all aspects of service delivery and support functions</b> <ul style="list-style-type: none"> <li>• Embed equality impact assessments of all relevant service policies into core business</li> <li>• Appropriately target community engagement in response to our available data</li> <li>• To analyse recruitment and employment data for trends and take appropriate action</li> </ul>					
1	Review the Service's equality and diversity impact assessment process to ensure that it continues to meet the requirements of the Equality Act 2010. Following the completion of this to provide recommendations, if appropriate, to the Equality and Diversity Advisory Group which should then be approved by the Senior Management Board prior to implementation.	Head of Human Resources	01/04/2013	31/05/2013	Embed equality impact assessments of all relevant service policies into core business
2	Following the completion of (1) to provide Operational Support with confirmation of the Service's equality and diversity impact assessment process.	Head of Human Resources	31/05/2013	31/05/2013	Embed equality impact assessments of all relevant service policies into core business
3	Ensure that all relevant policies and Services have been equality impact assessed prior to documentation being issued for consultation, and forwarded to the Senior Management Board for approval. This includes ensuring that appropriate assurance systems are in place to monitor this.	Area Commander Operations Support			Embed equality impact assessments of all relevant service policies into core business

4	Ensure that appropriate community fire safety systems are in place to gather intelligence on operational and communities' activity, and target resources appropriately in response to this. This includes providing assurance to the Equality and Diversity Advisory Group in respect of this.	Area Commander Community Risk and Training			Appropriately target community engagement in response to our available data
5	To monitor recruitment and employment data for trends, and target resources appropriately in response to this. This includes providing assurance to the Equality and Diversity Advisory Group in respect of this.	Head of Human Resources			To analyse recruitment and employment data for trends and take appropriate action
<b>Objective 2: To develop partnerships to promote equality</b>  <b>Develop a Positive Action Sub Group made up of representatives from the local communities and other stakeholders</b> <b>This Sub Group will recommend initiatives and actions, including positive action campaigns, to the Equality and Diversity Advisory Group.</b>					
6	Senior HR Advisor responsible for Equality and Diversity to provide the Equality and Diversity Advisory Group with draft Terms of Reference for the Positive Action Sub Group for approval.	Head of Human Resources	06/02/2013	06/02/2013	Develop a Positive Action Sub Group made up of representatives from the local communities and other stakeholders.
7	Positive Action Sub Group to meet on a quarterly basis, or as necessary, and recommend positive action initiatives relating to recruitment, employment and service delivery to the Equality and Diversity Advisory Group	Head of Human Resources			Positive Action Sub Group to recommend initiatives and actions, including positive action campaigns, to the Equality and Diversity Advisory Group.

## Equality Scheme Assurance Statement

**Objective 1: To continue to embed equality and diversity within all aspects of service delivery and support functions**

- **Embed equality impact assessments of all relevant service policies into core business**
- **Appropriately target community engagement in response to our available data**
- **To analyse recruitment and employment data for trends and take appropriate action**

### **Action 1:**

Review the Service's equality and diversity impact assessment process to ensure that it continues to meet the requirements of the Equality Act 2010. Following the completion of this to provide recommendations, if appropriate, to the Equality and Diversity Advisory Group which should then be approved by the Senior Management Board prior to implementation.

### **Assurance:**

The Service's equality and diversity impact assessment process has been reviewed to ensure that it continues to meet the requirements of the Equality Act 2010. Revisions to the full Business Impact Assessment form and equality and diversity guidance notes have been implemented. The revisions focused on reference to the nine protected characteristic specified in the Equality Act 2010.

### **Action 2:**

Following the completion of (1) to provide Operational Support with confirmation of the Service's equality and diversity impact assessment process.

### **Assurance:**

Operational Support were provided with confirmation of the revisions to the full Business Impact Assessment form and equality and diversity guidance notes on 14 January 2014, and asked to implement these. In addition, an article was placed in the Service Bulletin on 17 January 2014 to notify staff of the revisions to the process.

### **Action 3:**

Ensure that all relevant policies and Services have been equality impact assessed prior to documentation being issued for consultation, and forwarded to the Senior Management Board for approval. This includes ensuring that appropriate assurance systems are in place to monitor this.

### **Assurance:**

The Group Commander for Operational Support was tasked with providing a solution for this issue and is currently working in collaboration with the Head of Corporate Services, ICT and the Corporate Communications team to provide a restricted template document and SharePoint publication platform. Progress is being made to implement a restricted template signed off and SharePoint/portal. Departments will be encouraged to take responsibility for the creation of SPIs and to take ownership of the equality impact analysis. Departments will be asked to forward all of their SPIs and completed Admin 28A forms/full BIA forms to the Performance and Information Department for the purpose of tracking before this new system goes live.

**Action 4:**

Ensure that appropriate community fire safety systems are in place to gather intelligence on operational and communities' activity, and target resources appropriately in response to this. This includes providing assurance to the Equality and Diversity Advisory Group in respect of this.

**Assurance:**

The Community Risk Department are currently reviewing all of the arrangements that the Service has in place with partner agencies to ensure that these are adding value in the Service's targeting of vulnerable people.

The Service will also be attending a "Risk Workshop" which will gather partners together to ascertain the potential impact of the austerity programme on vulnerable groups.

**Action 5:**

To monitor recruitment and employment data for trends, and target resources appropriately in response to this. This includes providing assurance to the Equality and Diversity Advisory Group in respect of this.

**Assurance:**

Recruitment and employment data trends are monitored annually, and an Employment Monitoring Report is provided to the Equality and Diversity Advisory Group advising them of trends. The Employment Monitoring Report for 2012/3 is published on the Service's website. The Employment Monitoring Report for 2013/4 will be provided to the Equality and Diversity Advisory Group for consideration at the meeting dated 12 June 2014.

The Senior HR Advisors identify trends with cases, which are discussed at the Case Review Meeting and resources are targeted appropriately in response to this. Examples of this include development of the Ethical Framework training, discussion of themes at District Meetings and delivery of case management training at the forthcoming Watch Commander Forums. The Recruitment Officer works with Managers to incorporate targeted positive action into recruitment campaigns. An example of this includes targeting local communities which are known to be under-represented in the demographics of the Service's workforce. In addition, positive action initiatives are discussed at the Positive Action Sub Group.

**Objective 2: To develop partnerships to promote equality**

- ***Develop a Positive Action Sub Group made up of representatives from the local communities and other stakeholders***
- ***This Sub Group will recommend initiatives and actions, including positive action campaigns, to the Equality and Diversity Advisory Group.***

**Action 6:**

Senior HR Advisor responsible for Equality and Diversity to provide the Equality and Diversity Advisory Group with draft Terms of Reference for the Positive Action Sub Group for approval.

**Assurance:**

The Senior HR Advisor responsible for Equality and Diversity has provided the Equality and Diversity Advisory Group with Terms of Reference for the Positive Action Sub Group, which they have approved.

**Action 7:**

Positive Action Sub Group to meet on a quarterly basis, or as necessary, and recommend positive action initiatives relating to recruitment, employment and service delivery to the Equality and Diversity Advisory Group

**Assurance:**

The first meeting of the Positive Action Sub Group was held on Thursday 13 March 2014. Initiatives and actions identified at this meeting were recommended to the Equality and Diversity Advisory Group on 19 March 2014. The Positive Action Sub Group meetings are scheduled on a quarterly basis for 2014.