



HEREFORD & WORCESTER Fire Authority

Full Authority

AGENDA

Wednesday, 10 December 2014

10:30

Conference Suites

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

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- 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 –

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

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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.



Tel: 0845 122 4454





Hereford & Worcester Fire Authority

Full Authority

Wednesday, 10 December 2014,10:30

Agenda

Councillors

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

No.	Item	Pages
1	Apologies for Absence To receive any apologies for absence.	
2	Declarations of Interest (if any) This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
3	Confirmation of Minutes To confirm the minutes from the previous meeting. FRA minutes 1 10 14 final Details	8 - 13
4	Chairman's Announcements To update Members on recent activities.	

5 Public Participation

To allow a Member of the public to present a petition, ask a question or make a statement relating to any topic concerning the duties and powers of the Authority.

Members of the public wishing to take part should notify the Head of Legal Services in writing or by email indicating both the nature and content of their proposed participation no later than 2 clear working days before the meeting (in this case by 9:00am on Monday 8 December 2014). Further details about public participation are available on the Council's website. Enquiries can also be made through the telephone numbers/email listed below.

6 Closer Working with Warwickshire Fire and Rescue Service

14 - 37

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

7 Transformation Bids

38 - 42

To inform Members that the Authority has been successful in attracting a total of £4.27 million from the Government's Fire Transformation Fund that was made available to fire and rescue authorities to help ensure better and more efficient front-line services for the public.

To provide details of the Transformation Bids to develop a new Wyre Forest blue light hub and to relocate the Fire Authority Headquarters to join West Mercia Police at Hindlip.

8 Notice of Motion

43 - 43

To inform Members of a Notice of Motion.

9 Joint Property Vehicle

44 - 54

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

10	Revision to Medium Term Financial Plan	55 - 59
	To provide Members with an update on the approved Medium Term Financial Plan (MTFP) following decisions made at the October meeting of the Fire Authority.	
11	Appointment to Health and Safety Committee	60 - 64
	To agree the appointment of an Authority Member to the Health and Safety Committee.	
12	LGA Fire Commission Update	65 - 68
	To update the Authority on issues raised at the recent Local Government Association (LGA) Fire Commission.	
13	Chief Fire Officer's Report	69 - 71
	To inform the Authority of recent key developments and activities.	
14	FRA and Committee Dates 2015/16	72 - 74
	To inform Authority Members of the meeting dates for 2015/16.	
15	Minutes of the Audit and Standards Committee	75 - 77
	To receive the minutes of the meeting held on 24 September 2014.	
16	Minutes of the Policy and Resources Committee	78 - 81
	To receive the minutes of the meeting held on 19 November 2014.	

Hereford & Worcester Fire Authority
10.30 am, 1 October 2014
Shire Hall, Hereford



Minutes

Members present:

Herefordshire:

Brigadier P Jones CBE, (Vice-Chair), Mrs K Guthrie, Mr J Kenyon, Mr B Matthews, Mr P Sinclair-Knipe and Mr D C Taylor.

Worcestershire:

Mr D W Prodger MBE (Chair), Mr R Adams, Mrs P Agar, Mr S Cross, Mrs L Duffy, Mr A Fry, Mr P Gretton, Mr A Hardman, Mrs A Hingley, Mrs R E Jenkins, Mr T Miller, Mrs F M Oborski, Mr S R Peters, Mr C Taylor, Mr P Tuthill, Mr R Udall, Mr G Vickery and Mr G Yarranton.

No.	Item
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1	Apologies for Absence
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Apologies were received from Prof J W Raine.

2	Declarations of Interest
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None.

3	Confirmation of Minutes
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RESOLVED that the minutes of the meeting of the Fire Authority held on 9 June 2014 be agreed and signed by the Chairman.

4	Chairman's Announcements
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- (i) The Chairman had recently represented the Authority at the Worcestershire Medals and Awards Ceremony at the Guild Hall on Friday 5 September 2014 and he would also be attending the Herefordshire Medals and Awards Ceremony at Hereford Town Hall on Friday 21 November 2014.
- (ii) There is an exercise at Shrub Hill Station in Worcester on

Sunday 19 October 2014 to which Members will be invited.

- (iii) The refurbishment of Malvern Fire Station was now complete.
- (iv) The official opening of Bromsgrove Fire Station would take place on Thursday 30 October 2014 by HRH Princess Alexandra.

5 Public Participation

Mr Carl Horsburgh, a recently retired firefighter and former FBU representative, submitted a further petition opposing to the proposed cuts.

Mr Horsburgh then made the following comments:

- Reduction in fire appliances should be decided by the public.
- Concerns with proposed changes to standard crewing from 5 to 4.
- Only 11 out of 46 Fire Services had a standard crew of 4.
- Urged that firefighters be asked if they were happy with the proposals.

Cllr Lloyd-Hayes from Herefordshire Council suggested that more could be done to publicise Authority meetings and asked the following questions:

- Why reduce multi-operational vehicles designated at Hereford when they were seen as necessary?
- Why is the main animal rescue crew based in Bromyard?
- The people of Hereford are in support of Option 3.

The Chief Fire Officer replied as follows:

- No fire engines were being removed from Hereford or Worcester stations, only changes to crewing were being proposed.
- When animal rescue was investigated, Bromyard and Pershore stations were the ideal locations. All firefighters were fully trained and it was successful and working well.

6 Community Risk Management Plan 2014-2020

(Cllr Jenkins entered the meeting at 10.48am).

The Chief Fire Officer presented the report regarding the response to and findings from the public consultation on the Authority's draft Community Risk Management Plan (CRMP) and containing recommendations for the implementation of the Fire and Emergency Cover Review.

The report also sought consideration of the use of the Authority's Reserves to defer implementation of some of the CRMP proposals and to approve the draft CRMP for publication.

The Chief Fire Officer introduced the item and explained the importance of reaching a decision on this matter as there was still a budget gap of £2.137m outstanding for the two following financial years. A number of options had been identified as set out in the report and the Chief Fire Officer recommended Option 2 as the preferred approach.

An amendment proposed by Cllr Kenyon to support Option 3 was discussed and rejected. Following a further amendment proposed by Cllr Vickery it was resolved as follows:

RESOLVED that:

(1) following detailed consideration of the responses to the consultation on the draft Community Risk Management Plan, the Authority's updated financial position and having regard to additional discussions with Members, staff and representative bodies it is proposed that:-

(a) there be no change to the existing fire engines at Bewdley, Broadway, Whitchurch and Kingsland; and

(b) there be no change to the second fire engines at Kidderminster, Evesham, Leominster, Bromyard and Ross-on-Wye;

(c) Option 2 of the additional proposals (as illustrated in appendix 1 and 2 of this report) be approved, namely:

(i) the second whole-time fire engines at Hereford and Worcester fire stations be changed to the Day Duty crewing system (12 hours permanently crewed and 12 hours retained duty system crewed in each 24 hours), the Chief Fire Officer to determine the exact hours of crewing following consultation with relevant staff;

(ii) there be no change to the second retained duty fire engine at Redditch;

(iii) subject to (2) below the Service aim to have five firefighters on all first fire engines whenever possible but agrees that standard crewing for all fire engines be four firefighters;

(iv) the second fire engines at Ledbury and Tenbury

fire stations be removed from the Service's fleet of fire engines; and

- (2) Up to £0.8m of reserves in total (£0.3m general reserves and £0.5m from the budget reduction earmarked reserve) be used to maintain five firefighters on all wholetime based first fire engines (except those at Hereford and Worcester) on as many occasions as possible for an initial period of two years (2015/16 and 2016/17) and that the position be reviewed thereafter;***
- (3) The Authority requests the Chief Fire Officer to work with Elected Members, operational colleagues and trade unions to investigate the feasibility of introducing Day Crewing Plus for the second wholetime fire engines at Hereford and Worcester and report back to the Authority within 6 to 12 months;***
- (4) The Community Risk Management Plan be amended to reflect the above decisions and the Chief Fire Officer be authorised to publish the document with any further minor amendments as may be necessary;***
- (5) Changes to fire cover as agreed be implemented in a timescale and manner at the discretion of the Chief Fire Officer in consultation with the Chairman of the Authority; and***
- (6) The arrangements for any reduction of the number of staff to be employed as a result of the above changes to fire cover, be considered by the Chief Fire Officer and a report be brought back to the Authority if necessary.***

7 Notice of Motion

Cllr Kenyon withdrew his Notice of Motion.

8 Review of Conditions of Service – Operational Staff

The Assistant Chief Fire Officer presented a report informing Members that the Department for Communities & Local Government (DCLG) had initiated a review of conditions of service for operational fire staff at all grades, including Brigade Commanders and has published two questionnaires to gather views from Fire and Rescue Authorities.

(Cllr Kenyon left the meeting at 11.50am).

RESOLVED that the draft responses to the questionnaires published in connection with the review of conditions of service be approved.

9 Provision of Internal Audit Services

The Treasurer presented a report to inform Members of a potential entry to the collaborative partnership arrangement for provision of Internal Audit with Worcestershire Internal Audit Shared Service and sought authority to join the shared service if appropriate.

RESOLVED that the Fire Authority give delegated authority to the Treasurer, in consultation with the Clerk, to enter into a shared service arrangement if appropriate.

10 Chief Fire Officer's Service Report

The Chief Fire Officer informed the Authority of recent key developments and activities.

(Cllr Kenyon re-entered the meeting at 11.55am).

Cllr Oborski thanked the Chief Fire Officer for providing vehicle, equipment and training accommodation for SARA at Kidderminster Fire Station.

RESOLVED that the report be noted.

11 Minutes of the Policy and Resources Committee

The Chairman of the Committee reported the proceedings of the Policy and Resources Committee meetings held on 2 June and 10 September 2014.

RESOLVED that the minutes of the Policy and Resources Committee meetings held on 2 June and 10 September 2014 be received and noted.

12 Minutes of the Audit and Standards Committee

The Chairman of the Committee reported the proceedings of the Audit and Standards Committee meeting held on 30 June 2014.

RESOLVED that:

- (i) the minutes of the Audit and Standards Committee meeting held on 30 June 2014 be received and noted.***
- (ii) the role of overseeing Member Development be undertaken in future by the Audit and Standards Committee instead of a Member Development Working Group.***

The meeting finished at 11.56am.

Signed: _____

Chairman

Date: _____

Report of the Chief Fire Officer

6. Closer Working with Warwickshire Fire and Rescue Service

Purpose of report

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

Recommendations

The Policy and Resources Committee recommend to the Authority that:

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

Introduction and Background

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

Key Findings

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

8. The key findings include:

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

Conclusion/Summary

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

Corporate Considerations

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

Supporting Information

Appendix 1 – Project Arrow Options Appraisal, October 2014

Background Papers:

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

Contact Officer

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Thinking Ahead – Working Together

Project Arrow

Options Appraisal

October 2014

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Executive Summary

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

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

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

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

To date the project has generated:

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

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

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

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

Key Findings

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

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

Recommendations

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

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

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

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

1. Project Background

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

2. Project Context and Operating Environment

- 2.1 Across the public sector there is a drive to respond to the pressure of austerity by increasing collaboration between public agencies. Nationally within fire and rescue and the wider blue light services this is very much the case, as referenced by Sir Ken Knight, the Chief Fire and Rescue Advisor¹ and The Rt Hon. Theresa May MP in her speech on Police Reform².
- 2.2 Both FRSs are constituted in different ways; HWFRS being a Combined Fire Authority and WFRS forming part of the County Council. The FRSs have a history of working together and similar features across three counties which make collaboration appear to be a good option.
- 2.3 The strategic aims and objectives of both FRSs are similar as are the community risks they seek to mitigate. The features of the communities they serve are broadly the same with similar splits between urban and rural communities and similar risks in terms of historical incident data.
- 2.4 The geographic location and coverage of the two FRSs mean that they have working relationships with a number of other fire and rescue services and agencies in the West Midlands region; notably Shropshire FRS, West Midlands Fire Service and the Warwickshire and West Mercia Police strategic alliance. Project Arrow has sought to understand these relationships and, where possible, capitalise on them for the benefit of the project and the two FRSs.
- 2.5 Across this geography the FRSs are simultaneously exploring a number of opportunities with partners. Of particular note is the potential co-location of HWFRS's headquarters with West Mercia Police at Hindlip Hall.

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

²http://reform.co.uk/resources/0000/1572/Home_Secretary_Reform_speech_-_03_09_2014.pdf – September 2014

- 2.6 It is increasingly apparent that any collaboration between the FRSs should be reviewed in the context of the wider Warwickshire and West Mercia Police strategic alliance and the respective Local Resilience Forums.
- 2.7 Both FRSs are required by the Fire and Rescue Service National Framework³ to publish an Integrated Risk Management Plan (IRMP). One element of both FRSs' IRMP identifies how savings will be achieved.
- 2.8 Warwickshire Full Council approved plans on the 25th September 2014 which set out savings for 2014-16.
- 2.9 Similar savings plans were approved by Hereford & Worcester Fire Authority (HWFA) on the 1st October 2014 as part of their CRMP. These proposals deliver savings up to 2017.
- 2.10 Project Arrow explicitly focusses on opportunities beyond 2017. Therefore the collaboration proposals contained within this report need to be considered in the context of the above key decisions and the subsequent implementation programmes.

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

Service Area Profile



Service Area Data (Correct as at October 2014)

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

3. Project Scope

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

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

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

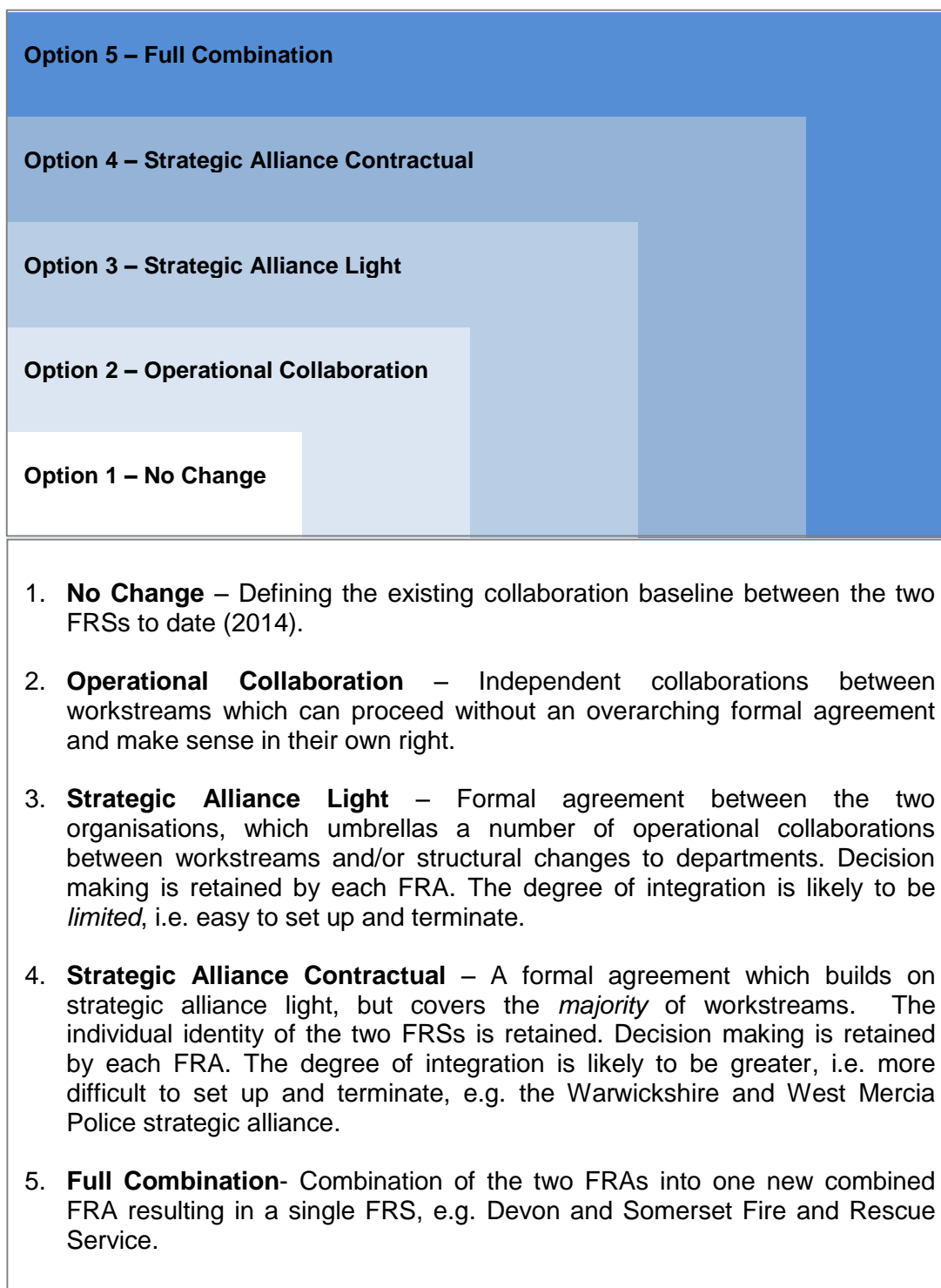
3.3 As the project developed, two workstreams were deemed out of scope:

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

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

4. Collaborative Options

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



5. Project Approach

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

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

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

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

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

Cost sharing based on:

- The number of personnel

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

6. Findings from the Options Appraisal

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

6.1 Option 1 – Current Position - No Change.

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

6.2 Option 2 – Operational Collaboration

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

6.3 Option 3 – Strategic Alliance Light

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

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

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

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

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

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

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

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

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

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

6.4 Option 4 – Strategic Alliance Contractual

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

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

6.5 Option 5 – Full Combination

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

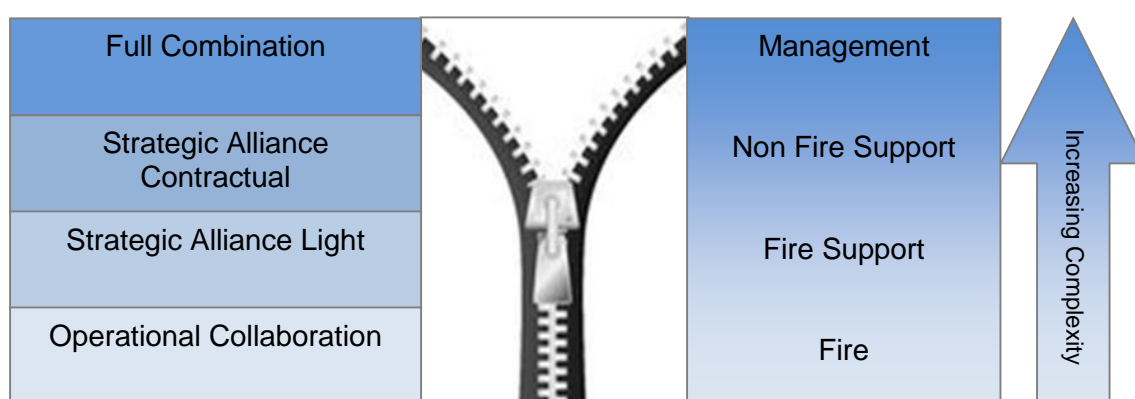
7. Proposed Way Forward

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

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

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

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



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

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

8. Recommendations

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

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

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

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

Joint Project Board

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

Member Reference Group

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

Workstream Details

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

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

Report of the Chief Fire Officer

7. Transformation Bids

Purpose of report

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

Recommendations

It is recommended that the Authority notes that:

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

Introduction and Background

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

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

Our Bids

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

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

Outcome of the Transformation Bids

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

Conclusion/Summary

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

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

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

Corporate Considerations

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

Supporting Information

Background papers:

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

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

Contact Officer

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Report of the Head of Legal Services

8. Notice of Motion

Purpose of report

1. To inform Members of a Notice of Motion received.
-
2. The Head of Legal Services has received the following notice of motion standing in the name of Cllr R Udall:
 3. *“Hereford and Worcester Fire Authority calls upon the Government to find a settlement to the long running fire dispute and to return to the negotiating table. The Authority notes that we have so far seen 46 separate periods of industrial action since September 2013 at a cost to the Hereford and Worcester tax payer of over £100,000. This would be better spent on front line fire cover. Hereford and Worcester Fire Authority believes that Fire-fighters with the desire to work to sixty should not be prevented from doing so, provided they are able to satisfy the necessary criteria, but the government should not be forcing fire-fighters without the physical capability to put themselves and others at risk. In such circumstances their pensions should protected.”*
 4. In accordance with Standing Order 18.9 the Chairman has indicated that if the motion finds a seconder, he intends to allow this matter to be discussed at the meeting.

Contact Officer

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Report of Chief Fire Officer

9. Joint Property Vehicle – Full Business Case

Purpose of report

1. To summarise the content of a Full Business Case (FBC) for a Joint Property Vehicle (JPV) and analyse the potential benefits for the Fire Authority.
-

Recommendations

It is recommended that, subject to all other partners participating:

- i) the Authority approves the formation of a new JPV company, limited by shares and becomes a shareholder in that company holding an equal share with all other partners;*
- ii) the Chief Fire Officer appoints officers to represent the Authority as a Shareholder and in establishing the Board for the new company;*
- iii) the Authority authorises the Chief Fire Officer to agree the Articles of Association of the Company, formal Shareholder Agreement and Service Level Agreement, in conjunction with the Treasurer and Head of Legal Services;*
- iv) the Authority authorises the Chief Fire Officer to work with the other partners to nominate and appoint a Managing Director of the new company, following company formation; and*
- v) the Authority authorises the transfer of relevant employees to the new JPV company and authorises the commencement of formal consultation with Trade Unions and staff on the proposals.*

Introduction and Background

2. On 26th March 2014, the Policy and Resources Committee noted the summary of an Outline Business Case (OBC) for a Joint Property Vehicle (JPV), which proposed the creation of a model where the respective estates functions of partner organisations might be brought together without authorities losing individual sovereignty over their properties or losing local control over the services delivered. It was expected that a Joint Property Vehicle between partners managing the collective estate could realise potential revenue savings through more efficient management of public property. The Policy and Resources Committee agreed to support further work towards the creation of a Full Business Case (FBC), where the Authority would decide whether to be a core partner in a proposed JPV concept. In developing the FBC, the prospective shareholders are:

- Worcestershire County Council
 - Herefordshire Council
 - Worcester City Council
 - Redditch Borough Council
 - Warwickshire Police
 - West Mercia Police, and
 - Hereford and Worcester Fire Authority
3. On 2nd June 2014 a further report was presented to the Policy and Resources Committee which agreed that progress of the development of an FBC was noted, the fully funded secondment of a member of the Service's staff to the project, and potential consultation with staff and representative bodies as and when appropriate. In addition, the Policy and Resources Committee approved the use of up to £30,000 from the Development Reserve as and if necessary to support the work towards the FBC. It has not been necessary to use any of this allocated reserve.
 4. To oversee the management of the project, a Shadow Shareholder Group (SSG) was established consisting of senior representatives from the partner organisations. Bruce Mann, the Chief Executive of the Government Property Unit (GPU) and Treasurer to the Cabinet Office acted as the Chair of the Shadow Shareholder Group (SSG) and the Chief Fire Officer represented this Authority. Reporting to the SSG were a number of project work-groups, which utilised substantial input from Officers of the Service on a range of functional areas such as Finance, ICT, Legal, Facilities and Project Management. A Full Business Case has now been completed.

Full Business Case (FBC)

5. The Full Business Case (FBC) is a comprehensive document which runs to many pages and it is not practical to reproduce the full document here. An electronic version is available for elected members from Committee Services upon request. A summary of the key factors relevant to the Fire Authority are contained at appendix 1.
6. The FBC outlines activity which is required to deliver the JPV concept if approved by partners. Extensive work has been undertaken to advise on the practical elements, which will ensure that the company will be established in time to deliver the savings identified. This timescale provides a stretching target for delivery and to ensure that the leadership team will be in place at the appropriate time, the Shadow Shareholder Group (SSG) approved the commencement of the recruitment process for the JPV Managing Director, although an appointment to this post will not be made until the FBC is approved by all partners. All other staff will transfer into the JPV from April 2015, under the Transfer of Undertaking (Protection of Employment) Regulations 2006 ("TUPE Regulations"), which has been agreed by the Legal and Human Resources (HR) work-groups.

Analysis

7. In conjunction with other Members of the Finance Group the Treasurer has reviewed the financial aspects of the Final Business Case (FBC), that were prepared by the project team, and comments as follows:
 - (i) The level of savings proposed by the project team is based upon work completed for the Outline Business Case (OBC) by the consultants, Ernst & Young. The Finance Group has not been able to verify these figures as they are based on “professional judgement and experience”. It is not clear how much of this experience is from a period before austerity measures had already been taken.
 - (ii) The saving is a mixture of “better” procurement/management and property rationalisation, but the project has not been able to identify specific savings from each area.
 - (iii) The overall savings from the JPV may be overstated as they include the impact of property rationalisation and contract renegotiation decisions already taken by one of the major partners.
 - (iv) As there is little scope for the JPV to rationalise FRA operational property (savings from a potential move of the HQ function will occur with or without the JPV) there is unlikely to be any saving from Rates for the FRA.
 - (v) The FBC does not include the on-going running costs of the JPV nor the short-term implementation costs.
 - (vi) As has been stated the Finance Group has been unable to verify the savings levels proposed, but the project team has carried out a sensitivity analysis on the impact of savings being +/-20% of the level proposed. The impact of this at Year 10 is +/- £0.045m.
8. Taking all of the above adjustments into account it will be Year 4 before there are any net cumulative savings for the FRA.
9. The potential savings position for the Fire Authority can be summarised as:

	Yr 1 15/16	Yr 2 16/17	Yr 3 17/18	Yr 4 18/19	Yr 5 19/20	Yr 6 20/21	Yr 7 21/22	Yr 8 22/23	Yr 9 23/24	Yr 10 24/25
FBC Headline Savings	47	102	154	221	315	346	361	386	390	404
JPV Running Costs	-61	-61	-61	-61	-61	-61	-61	-61	-61	-61
One Off Costs	-100									
Sub total	-114	41	93	160	254	285	300	325	329	343
Rates (savings not realisable)		-15	-29	-64	-97	-101	-107	-110	-110	-110
TOTAL	-114	26	64	96	157	184	193	215	219	233

10. The estimated saving for this Authority in Year 10 is therefore estimated at £233,000 per annum. However, having regard to the sensitivity analysis mentioned at paragraph 7(vi) (above), the actual saving could range from £0.187m - £0.289m, which is still significant.
11. There are a number of other issues that need to be considered in reaching a decision.
 - (i) There has been little analysis of the impact of any of the current partners deciding not to participate in the final JPV. The Finance Group has been informed that if this were to happen then there would be a full revision of the FBC and as a consequence a new approval process would be required.
 - (ii) The project team propose that JPV staff costs are shared on the basis of current staff costs. The Treasurer believes that this is not the best approach, and the project team acknowledge that this will need to be reviewed in the medium term.
 - The current basis for cost sharing does not fully reflect the relative services that may be delivered to individual partners in the future.
 - As an example of the impact, if costs were to be shared on the basis of expenditure throughput then savings for the FRA would increase by £0.050m. Savings for most partners will also increase although Worcestershire CC savings would reduce by £1.1m.
 - Whilst there is an acknowledgment that the basis will need to be renegotiated at some time in the future, the relative impact outlined above suggest that this will be very difficult in the future.
 - (iii) Although the FRA will retain ownership of its property, repairs and maintenance would no longer be under the direct control of the FRA.
 - (iv) The Authority's property team is currently highly regarded within the Service and is staffed by people who work in Property so that they can work for the Fire Service, rather than working for the Fire Service to work in property. This relationship may not be available under the JPV.
 - (v) The Authority currently has a major building programme underway and the recently announced Transformational Grant funded projects add to this workload and importance of property work. With any re-organisation, such as setting up the JPV, there will be a period of disruption which may detrimentally effect these projects.
 - (vi) As yet there has been no clear definition of "Property Services" for the JPV. Partners have provided data on services provided by their current functions but this has included some services for some partners and not for others. This definition will be required for staff transfer (TUPE) purposes and may include parts of other FRA services.

Summary

12. The FBC suggests a financial case for change, but Members should be aware of the potential risks which balance the benefits of entering into the initiative proposed.

These can be summarised as follows:

Risks	Benefits
<ul style="list-style-type: none"> ▪ Savings not delivered to the levels as stated in the FBC nor the revised savings indicated by the Treasurer ▪ Property and maintenance services not delivered to our current standard ▪ Not all partners signing up which may detrimentally affect the performance of the JPV ▪ A partner withdrawing from JPV at a later stage ▪ Demotivated property staff until transfer to JPV takes place, leading to a reduction in property management performance ▪ Loss of key staff during transfer stage, due to change in role ▪ Impact upon current projects due to draw on resources through transition stage ▪ Potential redundancy of existing fire service property staff meaning loss of FRS property knowledge ▪ Lack of consistent relationship with future points of contact for property matters 	<ul style="list-style-type: none"> ▪ Potential savings estimated at £233,000 by year 10 ▪ Potential income from other partners including in short term from HQ space rental ▪ Opportunity to foster regeneration through 'locality' reviews ▪ Additional resilience to our property function through expansion of staff base available to manage property ▪ Improved coordination of collaborative projects with partners ▪ Potential career and development opportunities for current fire service property staff ▪ Additional resources to strengthen currently weak areas ▪ Potential improved management of property liabilities

Conclusions

13. The concept of the JPV suggested in the FBC should bring increased resilience in estate management for the Service. In addition, the proposal should provide improved opportunity to provide better use of public property through shared occupation of buildings – for the fire service this could increase the potential for income generation from other partners.
14. The JPV can potentially deliver significant financial savings, although not as big as the headline in the FBC would suggest but there is also downside risk. It will take until Year 4 (best case) or Year 5 before there is a cumulative net saving. If this position is replicated for other partners this may be the point that they choose to exit, potentially hampering the JPV's ability to achieve the Year 6 – 10 savings.
15. The Chief Fire Officer's recommendation to enter the JPV cannot be entirely based on evidenced data or analysis as there remains uncertainty around many issues in relation to the formation and implementation of the JPV; this is to be expected when there is a completely new and untested way of delivering a service of any sort. There is no doubt that a 'leap of faith' will be required to enter the JPV as without this positive approach it would be difficult to make a firm recommendation to be a partner.
16. The Chief Fire Officer's recommendation is based on the balance of probabilities and Members should consider all risks and benefits carefully and whether this test is of sufficient robustness when coming to their decision.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The proposal will encompass further work around financial arrangements and legal issues. The ownership of Authority property will not transfer into the JPV, but management of the estate will be undertaken by the organisation. All property related staff will transfer into the JPV, with the associated HR resource requirement.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	<p>The provision and maintenance of appropriate buildings and infrastructure is one of the key foundations of 'Our Strategy'.</p> <p>The creation of the JPV may potentially cause disruption to the delivery of the Authority's on-going capital programme and Transformation Bid schemes.</p>

Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	N/A
Consultation (identify any public or other consultation that has been carried out on this matter)	Targeted meetings have been arranged with the representative bodies, in conjunction with the potential partner organisations.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	An equalities impact assessment will be completed if approval is gained, to inform the staff transfer process.

Supporting Information

Background papers –

Joint Property Vehicle – Full Business Case (electronic copy available from Committee Services)

Joint Property Vehicle – Outline Business Case (electronic copy available from Committee Services)

Policy and Resources Committee, 26/03/14 – Joint Property Vehicle – OBC

Policy and Resources Committee, 02/06/14 – Support for JPV Project

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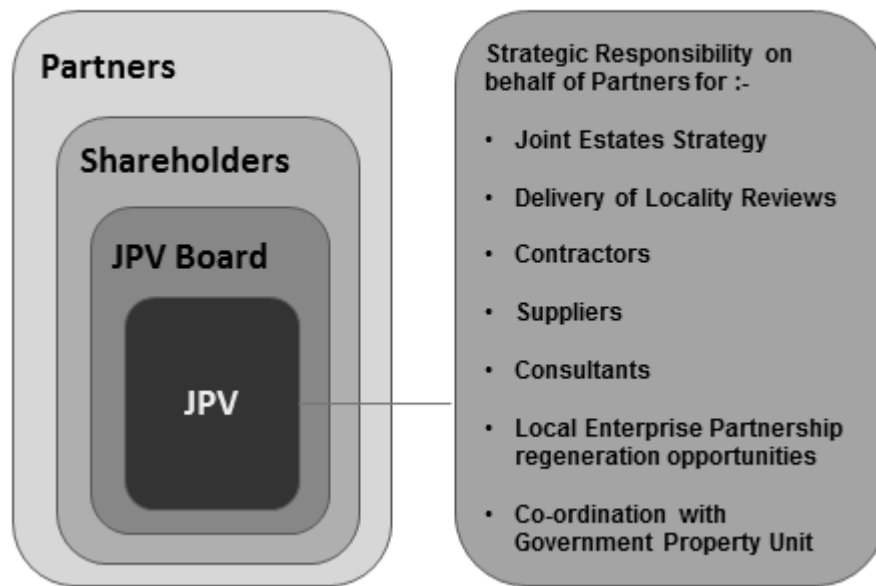
Proposed Joint Property Vehicle

Final Business case - Summary

1. The FBC proposes that broadly the governance structure recommended in the OBC has been developed with defined roles and responsibilities for the different levels in the structure. In summary, this determines that the JPV as an organisation will:
 - Be a company limited by shares, wholly owned by the partner organisations as shareholders with an equal share in the company.
 - Have a board of directors consisting of partner representatives as directors, a JPV Managing Director and external Non-Executive Directors (NEDs).
 - Have a shareholder Annual General Meeting (AGM), consisting of other representatives of the partners.
 - Be underpinned by a shareholder Members' Agreement which details how the JPV company will be formed and includes details such as appointments, entry and termination arrangements and reserved matters etc.
 - Operate to a Service Agreement which details how the JPV company will provide the service to shareholders and includes details such as pricing, customer service and performance management, and indemnity arrangements etc.
 - Comply with EU procurement rules by remaining under the substantial control and management of the Partner organisations and undertaking no more than 20% of the JPV company's work for non-partners, thus avoiding the need for the company to tender for work from the Partners.
 - Transfer staff from Partner organisations to the JPV company in accordance with the Transfer of Undertaking (Protection of Employment) Regulations 2006 ("TUPE Regulations").
 - Receive a budget in the form of an annual service charge from partners, acting as a 'retaining fee' for services provided by the JPV.
 - Administer direct partner charges (such as energy use) as 'disbursements', which will be paid at cost and will 'pass-through' the JPV.
 - Manage special projects on behalf of partners, which will be paid separately as an individually agreed 'professional fee' to partners.

- Manage all partners' contracts to maximise efficiencies and create savings, within a procurement strategy which provides transparency and assurance for partners.
2. Partners will be represented through a Shareholder group, which will include key representatives from the partner organisations. It will be the responsibility of partners to manage their individual requirements relating to their estate and property requirements. It is recommended that individual shareholders would hold a meeting annually or as otherwise required (in accordance with their internal governance regimes) to consider any relevant matters. Shareholders would typically meet annually at an Annual General Meeting (AGM), although meetings could be held more frequently. Shareholder / AGM meetings would include determination of:
- Formal appointment of Non-Executive Directors to JPV Board
 - Approval of annual budgets, savings targets and JPV business plan
 - Review of Performance
 - Approval of entry of Shareholder partners
 - Approve annual accounts
 - Any major decision on the future structure of the JPV
 - Approval of the Annual Business Plan
3. Each Shareholder will have an individual Service Agreement with the JPV and reviews of this periodically would incorporate a range of items to ensure that the performance of the JPV is maintained. The nominated directors would form the JPV Board, typically meeting quarterly. It is anticipated that whilst JPV members would each appoint a director (which would normally be an officer with responsibility for property issues), it would encourage a 'strategic approach' to be taken by not only appointing 7 directors from the partner organisations, but to allow external influences to be brought on-board by the appointment of external Non- Executive Directors (NEDs). A Chief Operating Officer will be appointed and also sit as a 'Managing Director' of the JPV Ltd. One director from a partner organisation can be appointed as Chairperson, potentially by rotation. Under this structure, external directors will represent only a minority of the Board in order to ensure that the company remains controlled by its members.
4. The Managing Director will be responsible for leadership of the JPV staff, to manage the estates in accordance with the instructions of the core partners. The responsibilities and structure of the JPV and the relationship to the partner organisations is given below; it should be noted that in actuality, the JPV company ('JPV Limited') is encompassed from the outer Shareholder boundary inwards.

JPV Strategic Responsibilities



5. The legal work-group (which includes independent legal advice from Freeths LLP) has generated initial Heads of Terms as a basis for entering into a more detailed agreement should the FBC be approved. The final agreements will clearly define how the board will operate and will stipulate the procedure to determine a number of potential issues where, for example partners may wish to have an absolute veto on a topic or that full board agreement needs to be satisfied. Examples of the subject areas included are the entry of new partner members, fundamental change of the nature of the business and adoption of business plans etc. These agreements will also have provision for certain 'Reserved Matters', which may only be dealt with by the JPV if all Shareholders are in full agreement. These would include and are not limited to:
 - A change in the nature of JPV's business
 - Any financial commitment such as entering into Loan/Leasing Agreements
 - Any fundamental change to JPV's Business Model
 - Approval of entry of shareholder partners
 - Approval and adoption of Estates Strategy
6. By combining estates management functions, the JPV proposes that significant savings will be created for partners, through greater efficiency. The areas for savings are based upon a number of assumptions, and can be summarised into three areas of efficiency:

Reduction of overall staff numbers – the JPV will not require the number of staff currently employed by all partners as there will be duplication of role activity. The FBC demonstrates that rationalisation of the top three tiers of management required in the new organisation will provide a substantial combined saving and that overall, staff numbers should be able to be reduced by an estimated 20% (proposed 35 posts in year one).

Avoidance of duplication – the partners currently purchase the majority of services individually and so do not exploit opportunities for economies of scale, procurement efficiency or better use of in-house resources. Across the partner organisations, a minimum of 50% gross spend is to external suppliers so the potential for savings is significant.

Better use of the public estate – through the use of 'locality reviews', the JPV will encourage shared use of public buildings which will reduce the overall number of properties being maintained, with the subsequent reduction in related costs (such as maintenance, rates and utility expenditure) for partners. This reduction in property will provide capital receipts for partners where they can release property and rental income for partners who can provide space for other partners as tenants.

The overall savings for all partners are represented in the FBC as follows (£000's):

Year	West Mercia Police	Warwick-shire Police	Hereford. Council	Worcester City Council	Redditch Borough Council	H&WFRA	Worcs County Council	Total
Year 1	861	246	183	39	33	47	356	1,765
Year 2	1,731	469	385	100	79	102	702	3,569
Year 3	2,558	635	535	156	128	154	1,024	5,190
Year 10	3,337	1,059	788	431	365	404	2,160	8,546
10 Year Savings	27,722	8,206	5,947	2,885	2,430	2,729	14,764	64,683

17. Significant work has been undertaken to inform the operating model of the new JPV organisation and the support services required to ensure its effective operation. The operating model will be established in greater detail following approval and the FBC proposes that support services are provided by a third party supplier. These will include the hosting of the JPV's Finance and HR management systems, Information Communications and Technology (ICT) and HR support functions. Hoople Ltd. (a company wholly owned by Herefordshire Council) have provided extensive support to the delivery of the FBC and have informed the processes required to deliver these support functions, with comprehensive timescales.
18. Similarly, Legal support will be required to complete the Shareholder Agreements, draft the Articles of Association and formally register the JPV as a limited company, in addition to advising on a range of related issues coming from the transition of staff into the new organisation.

Report of the Treasurer

10. Revision to Medium Term Financial Plan

Purpose of report

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

Recommendation

The Treasurer recommends that the report be noted.

Introduction and Background

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

Current Position

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

9. The position in respect of the gap identified for the period to 2016/17 is summarised in the table below:

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

10. Three other changes are identified at this stage and are factored into the revised projection:
- An a full year saving of £0.200m from the July 2014 Grey Book (Uniformed Staff) pay award
 - Potential loss of Firelink Grant through DCLG re-allocation : £0.100m
 - CLG 10% cut in New Dimensions Grant: £0.100m. On 25 November this reduction is now confirmed as £0.104m.
11. Members will also recall that part of the CRMP decision involved the use of up to £0.800m reserves and this is included in Appendix 2.
12. The current position is summarised below, but it should be noted that the changes to date form part of the £2.7m non-front line savings envisaged in the CRMP document and are not additional savings.
13. Whilst there is now a balanced budget for 2015/16 and 2016/17, Members are reminded that the 2016/17 balanced is achieved through the use of the budget reduction reserve.
14. Projections beyond 2016/17 are more speculative, and are based on a continuation of grant cuts and precept control as for the period 2013/14 – 2016/17. Other than a freeze in 2015/16 this assumes an annual 2% increase in Band D each year.
15. All major political parties refer to austerity continuing until at least 2020, but even if grant cuts were to cease, the 2016/17 position would form the “new norm” and the CRMP reductions would still have to be implemented in full.
16. Member’s attention is drawn to the future budget savings required if grant cuts do continue at the current level for the MTFP period.

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

Corporate Considerations

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

Supporting Information

Appendix 1 – Savings since 2010/11

Appendix 2 – Medium Term Financial Plan Update

Background Papers - None

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

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Row

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

Hereford & Worcester Fire Authority

Medium Term Financial Plan Update

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

Report of Head of Legal Services

11. Appointment to Health and Safety Committee

Purpose of report

1. To agree the appointment of an Authority Member to the Health and Safety Committee.
-

Recommendation

It is recommended that the Authority appoints a Member to the Health and Safety Committee.

Introduction and Background

2. One of Hereford & Worcester Fire Authority's aims is to ensure the safety and well-being of its employees and to reduce and prevent accidents and injuries at work. The Health and Safety Committee is established to provide effective arrangements for the review of health and safety matters and to act as a forum for liaison between key stakeholders and departments. Further details with regards to the terms of reference of the Committee can be found at Appendix 1.
3. As the employer and key stakeholder, the Authority has always been represented at Health and Safety Committee meetings to ensure that a direct link is maintained between employers and staff with regards to significant health and safety issues. The Health and Safety Committee meets quarterly and reports regularly to the Policy and Resources Committee.
4. The Authority was previously represented on the Health and Safety Committee by the late Councillor Peter Watts. There is now a vacancy on the Committee and Political Group Leaders have requested that the Authority appoint a new representative.

Conclusion/Summary

5. The Authority is requested to agree the appointment of an Authority Member to the Health and Safety Committee to retain a direct link between employers and staff with regards to significant health and safety issues.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Minor resource implications with regards to any travel claims submitted by the Authority representative.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Firefighter safety is a key aim of the Authority and therefore the Authority as the employer, should be represented on the Health and Safety Committee.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	
Consultation (identify any public or other consultation that has been carried out on this matter)	
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	

Supporting Information

Appendix 1 – Health and Safety Committee Terms of Reference

Contact Officer

Nigel Snape, Head of Legal Services
(01905 368209)
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Hereford & Worcester Fire and Rescue Service

HEALTH & SAFETY COMMITTEE

Terms of Reference

1. Purpose and Objectives

- (i) Hereford & Worcester Fire Authority's aim is ensure the safety and well-being of its employees and to reduce and prevent accidents and injuries at work.
- (ii) The Health & Safety Committee is established to provide effective arrangements for the liaison and review of matters of a common interest in regards to Health & Safety, and to act as a forum for the liaison on all matters relating to Health & Safety for key stakeholders and departments. The Committee allows the opportunity for the Service to discuss with employee representatives the general matters of Health & Safety on which it must consult the workforce.

2. Main Activities

- (i) The Health & Safety Committee has been developed to assist the Service in meeting its duties under the Health & Safety at Work etc Act 1974, the Health & Safety (Consultation with Employees) Regulations 1996 and the Safety Representatives and Safety Committees Regulations 1977. These duties are also reflected in SPI No. 1, Section D, Part 1.14 - Joint Protocol for Industrial Relations.
- (ii) To ensure that all relevant issues are covered there will be a number of standing items on the meeting agenda.
 - a. Quarterly H&S Report (to include):
 - Statistics on accident records
 - Accident investigations and subsequent action
 - b. Emergency procedures
 - c. HR update (to include):
 - Ill health and sickness absence
 - d. Inspections of the workplace by enforcing authorities, management or employee Health & Safety representatives
 - e. Briefing, review or update relating to national GRAs
 - f. Health & Safety training
 - g. Significant changes in the workplace affecting health, safety or welfare of employees
 - h. H&S Working Group update
- (iii) It is proposed that the Committee's main activities will be to:

- Establish a H&S Working Group and task that group with specific issues/workstreams in relation to health and safety
- Provide a structured process for liaison on health & safety matters
- Consider Service policies and supporting procedures and, where appropriate, offer advice to reduce accidents and injuries and improve health and safety within the Service and the Authority
- Assist in the identification of procedures to measure the effectiveness of policies and how related action may be implemented
- Assist in the identification of methods of communicating the workings and findings of the Committee to all members of the Service and the Authority

3. Decision Making

When considering issues, the Health & Safety Committee should:

- Discuss and determine if action is needed
- Recommend agreed actions and objectives
- Record the discussion, actions and objectives in the minutes of the meeting
- Follow up the actions and objectives
- Review the actions and objectives at a later date

4. Membership

The Health & Safety Committee shall consist of the following:

- Director of Service Support (Chair)
- Head of Operations Support (Vice Chair)
- Head of Operations
- Health & Safety Officer
- Head of Corporate Support
- Head of Asset Management
- Head of Operations Policy
- Head of Community Risk & Training
- Head of Human Resources
- Chief Accountant
- Representative from each of the recognised Trade Unions – Unison, GMB, FBU, RFU, FOA
- FRA Representative

In the event that any one of the above is unavailable, a senior representative of the relevant department shall be nominated to attend in their place.

4.1 Other attendees

Relevant/specialist advisers may be invited to attend meetings, and they will have the right to participate in the business discussed.

Other individuals will be invited to attend meetings on an ad hoc basis depending on the content of the agenda.

5. Meetings

Health & Safety Committee meetings will be held quarterly.

Emergency meetings may be called if it is deemed appropriate.

6. Communication

The minutes of each Committee meeting will be accessible to the whole workforce via the Health & Safety page on Sharepoint.

Following each meeting, an update will be provided to the FRA Policy and Resources Committee and any significant findings, issues or actions will be communicated to the workforce via the Service Bulletin.

January 2013

Report of the Fire Authority Chairman

12. Local Government Association Fire Commission

Purpose of report

1. To update the Authority on issues raised at the recent Local Government Association (LGA) Fire Commission.
-

Recommendations

It is recommended that the Authority notes the following issues that were considered at the recent LGA Fire Commission meeting:

- ***Fire Commission Priorities for 2014/15;***
- ***the LGA Response to the Independent Review of Terms and Conditions of Service for Operational Staff;***
- ***the Fire and Rescue Services' Proposition to the Next Government; and***
- ***Fire Commission Industrial Relations***

Introduction and Background

2. The Local Government Association (LGA) works with local authorities to ensure local government has a voice with national government. It aims to influence and set the political agenda on the issues that matter to local authorities and the people they serve. In total, 415 authorities, including this Authority are members of the LGA for 2014/15.
3. All Fire and Rescue Authorities are entitled to a place and a vote on the Local Government Association (LGA) Fire Commission. The Authority has appointed the Chairman to the Commission and exercises the vote on behalf of this Authority.
4. The purpose of the Commission is to provide a forum in which fire authorities can discuss matters of common concern and exchange good practice and experience. The Commission helps to promote the interests of fire authorities and provides feedback to the Fire Services Management Committee.

Update from the Fire Commission meeting on 17 October 2014

2014/15 Priorities

5. The following priorities for 2014/15 were discussed and agreed:
 - Press for a fair finance settlement for fire authorities
 - Work to assist resolution to current industrial action

- Independent Review of Terms and Conditions of Firefighters
- Political engagement
- Transformation: blue light operability
- Communications

Fire Minister

6. The Fire Minister, Penny Mordant MP attended the meeting to provide Commission Members with an opportunity to raise current issues and challenges facing fire authorities across the country.

Independent Review of Terms and Conditions of Service for Operational Staff

7. The Commission also received a paper on the recent Independent Review of Terms and Conditions of Service for Operational Staff which updated Members on the LGA's response to the review. The work was undertaken by the Department for Communities and Local Government (DCLG) in response to Sir Ken Knight's review of the fire and rescue service and is expected to conclude in February 2015.
8. The general view of the Fire Service Management Committee was that national employers should have been engaged directly at the earliest opportunity and that the questionnaire sent to fire authorities was too simplistic. It was recognised that fire authorities should choose the nature of their own response and not be tied to the questionnaire structure. A single response was submitted by the LGA on 29 September 2014. Members will recall that this Authority also approved its response to the review at the meeting on 1 October 2014.

Fire and Rescue Services' Proposition to the Next Government

9. Commission Members received the outline plan for the production of a fire specific document for the next incoming government. The document set out the "asks" and offers of the fire service sector to the next Government and Commission Members were requested for any further advice and ideas for inclusion in the document.
10. It was clear that the core document would not simply ask for more funding or to ask for services to be protected due to the projected reduction in public spending over the 2015-2020 parliament. However, the document set out that the work of any new Government should be underpinned by a number of principles if transformation of public services is to take place. It was proposed that the fire specific document would carry through the following:
 - more devolution of power to elected councillors;
 - community budgets as the preferred delivery mechanism; and
 - financial settlements tied to the lifetime of Parliament for all the public sector.

Fire Commission Industrial Relations

11. A paper was presented for information that briefly described the main industrial relations issues at present:
- DCLG/Fire Brigades Union Pension Scheme Reform Dispute
 - National Joint Committee (NJC) for Local Authority Fire and Rescue Services:
 - Joint Working Party (Fitness)
 - Commitment to joint work
 - Conciliation work
 - NJC Brigade Managers of Local Authority Fire and Rescue Services
 - Working Time Regulations
12. Commission Members were asked to discuss and share local issues relevant to the national positions.

Conclusion/Summary

13. The Authority has appointed the Chairman as its representative on the LGA Fire Commission and to exercise the vote on behalf of this Authority. This report updates the Authority on issues raised at the recent meeting of Fire Commission.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The Authority reimburses the Chairman for travel and subsistence to attend Fire Commission meetings.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The LGA Fire Commission helps to promote the interests of fire authorities and provides feedback to the Fire Services Management Committee.

Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None
Consultation (identify any public or other consultation that has been carried out on this matter)	None
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	None

Supporting Information

Background papers – LGA Fire Commission Agenda Papers – 17 October 2014

Contact Officer

Alison Hughes, Committee & Members' Services Manager
(01905 368209)
Email: ahughes@hwfire.org.uk

Report of the Chief Fire Officer

13. Chief Fire Officer's Service Report

Purpose of Report

1. To inform the Authority of recent key developments and activities.
-

Recommendation

The Chief Fire Officer recommends that the report be noted.

Annual Service Level Exercise

2. Each year the Service holds a major training exercise involving a major incident scenario which reflects the challenges that our staff could be faced with when responding in our counties. This year, the scenario was drawn from the National Risk Register for Civil Emergencies and focused on a major incident on our railway network.
3. Exercise Sodor (named after the fictional island used as the setting for the Thomas the Tank Engine series) was a two-part exercise that set out to test the Service's ability to manage a major incident involving a railway collision, carriage derailment and a fire within a rail tunnel.
4. The first part of the exercise was the tunnel element which took place at the Severn Valley Railway in Kidderminster, on the evening of Wednesday 15 October and primarily involved mass casualty management and evacuation from a train on fire inside a tunnel. The second part was based at Shrub Hill Railway Station, Worcester, on the morning of Sunday 19 October and involved two trains and a road vehicle in collision.
5. Both exercises used large numbers of live casualties whose injuries ranged from amputation of limbs and major trauma to groups of distressed 'walking wounded'. Faced with in excess of 200 casualties for both parts of the exercise, all the emergency responders (Police, Fire and Ambulance, alongside Rail representatives) arrived at the scene to encounter all of the complexities and pressures associated with major incidents, the likes of which may only rarely be experienced in anyone's career.
6. The result was one of the most challenging exercises this Service has ever staged, with over 100 firefighters crewing 20 appliances and specialist vehicles attending both parts, along with partner agencies including Police, Ambulance and voluntary responders. All of the responders who attended worked extremely hard together over several hours to resolve a complex scenario that involved the collision of two trains, a car, an unsafe building and multiple fires. The exercise further consolidated the training all blue light responders have recently received as part of the

Government backed Joint Emergency Services Interoperability Procedures (JESIP) program.

7. The multi-agency and internal debrief and evaluation processes will continue over the coming months with much of the exercises being filmed so it can be used in future training scenarios for both the Fire Service and other agencies.
8. The exercises were unanimously agreed to be an overwhelming success by all of those involved, of which there were many and I would pay special thanks to all those who organised and coordinated the exercise and made it such a success.

Flat Fire in Kidderminster

9. The Service was called to a severe flat fire in the Horsefair area of Kidderminster at 21:51hrs on Thursday 27 November. Crews from Kidderminster, Stourport, Bewdley, Bromsgrove and Malvern were all quickly mobilised to the incident with the first crews from Kidderminster arriving within four minutes of receiving the call. On their arrival crews were faced with a severe well developed fire in a first floor flat situated above ground floor shops, making access to the property extremely challenging. Crews quickly deployed a nine metre ladder and ten firefighters wearing breathing apparatus, using a firefighting hose reel, were able to gain access to the property very quickly. Upon entry to the flat they were able to rescue two adults and a child.
10. The Service worked closely with partner organisations, including the Police and Ambulance Service to resolve the incident and the Service's Community Safety Teams and Technical Fire Safety Officers worked closely with the local public and business communities to give advice and reassurance. It is thought that the cause of the fire is suspicious and therefore Fire Investigation Officers are working closely with the Police to determine the exact cause of the fire.

Officially opening of Bromsgrove Police and Fire Station

11. Worcestershire's first joint Police and Fire station was officially opened in Bromsgrove by HRH Princess Alexandra on Thursday 30 October. Princess Alexandra arrived at Bromsgrove Police and Fire Station where the Lord Lieutenant of Worcestershire, Lt Col Patrick Holcroft LVO, OBE, presented Chief Fire Officer Mark Yates, the Fire Authority Chairman Cllr Derek Prodger MBE, Chief Constable David Shaw from West Mercia Police, and Police and Crime Commissioner Bill Longmore.
12. Princess Alexandra was given the opportunity to tour the new joint Bromsgrove Police and Fire Station where she met firefighters and viewed fire engines and equipment before talking to volunteers and young firefighters about their work and roles.
13. As well as improving joint working between police and fire colleagues, the new building is a 'greener' and more efficient solution for the town. Solar panels contribute to heating and electricity and lighting sensors and a heating control system combine to minimise the carbon footprint. The rain water is also harvested to provide filtered water to the building, all helping to reduce annual running costs by up to 25%.

Malvern Fire Station Re-opening

14. On Friday 21 November, Malvern Fire Station was officially re-opened by The Hon. Lady Morrison of Madresfield Court, Malvern. Dignitaries, including Chairman of the Authority, and invited guests were given a tour of the Station and facilities by crew members prior to the official unveiling of a plaque to commemorate the occasion.
15. Also present on the day were the children of Cradley Primary School, who were the winners of a competition to create a section of a mural that is now hanging as a permanent centrepiece feature of the Station. The other eight schools who entered the competition will be visiting the Station in the New Year for a tour of the facility.

Contact Officer

Mark Yates, Chief Fire Officer

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Report of Head of Legal Services

14. FRA and Committee Dates 2015/16

Purpose of report

1. To inform Authority Members of the meeting dates for 2015/16.
-

Recommendation

It is recommended that the meeting dates for 2015/16 be noted.

Introduction and Background

2. The Authority sets its meeting dates in December.
3. These meeting dates have been checked with Worcestershire County Council and Herefordshire Council to avoid any clashes.
4. However, as 2016 meeting dates have not been scheduled for either Council, we have requested that they take our dates into account when setting the dates of their meetings.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	None
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	None

Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	None
Consultation (identify any public or other consultation that has been carried out on this matter)	Consultation with Senior Management Board Members
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	Not applicable

Supporting Information

Appendix 1 –Hereford & Worcester Fire Authority 2015/16 Meeting Dates.

Background papers - None

Contact Officer

Committee Services
(01905 368219)
Email: committeeservices@hwfire.org.uk

2015/16 Authority Meeting Dates

FRA	17 June 2015	10.30 at HQ
Audit & Standards	29 June 2015	10.30 at HQ
P & R	6 July 2015	10.30 at HQ
P & R	14 September 2015	10.30 at HQ
Audit & Standards	28 September 2015	10.30 at HQ
FRA	8 October 2015	10.30 at Shire Hall, Hereford
P & R	16 November 2015	10.30 at HQ
FRA	16 December 2015	10.30 at HQ
Audit & Standards	18 January 2016	10.30 at HQ
P & R	27 January 2016	10.30 at HQ
FRA	17 February 2016	10.30 at HQ
P & R	21 March 2016	10.30 at HQ
Audit & Standards	13 April 2016	10.30 at HQ

15. Minutes of the Audit and Standards Committee

Hereford & Worcester Fire and Rescue Authority
Audit and Standards Committee
24 September 2014



Minutes

Members Present

Mrs L Duffy (Chairman), Mr G Yarranton (Vice Chairman),
Ms P Agar, Mr P Gretton, Mrs A Hingley, Mr B Matthews, Mr T Miller, Mr S
Peters, and Mr G Vickery

1. Apologies for Absence

Apologies for absence were received from Mr Stuart Cross, Ms K Guthrie,
Prof J Raine and Mr P Sinclair-Knipe.

2. Named Substitutes

No substitutes were appointed.

3. Declaration of Interests (if any)

No declarations of interest were made.

4. Confirmation of Minutes

RESOLVED that the minutes of the Audit and Standards Committee
meeting held on 30 June 2014 be confirmed as a correct record and
signed by the Chairman.

The Chairman announced that item 6, the External Audit Findings Report
2013-2014 would be considered prior to item 5, the Audited Statement of
Accounts. The Chairman explained that item 6 may have a bearing on item
5.

5. Agenda Item 6. External Audit Findings Report 2013-14 Statement

The report was presented by external auditor Grant Patterson. Mr Patterson
highlighted that there were no significant issues that needed to be brought to
the attention of the Fire Authority and that the required statutory deadlines for
issue and publishing would be met. The Committee were asked to note the
report.

RESOLVED that the Committee:

- i) note the External Audit Annual Governance Report 2013/14,
- ii) approve the letter of representation on behalf of the Authority; and
- iii) agree the response to the proposed action plan set out in the attached report.

[Councillor P. Agar entered the meeting at 10:35]

6. Agenda Item 5. Audited Statement of Accounts 2013/14

The Treasurer provided a refresh of the presentation delivered at the last Audit and Standards Committee on 30 June 2014 and presented the Audited Statement of Accounts for 2013/14 to the Committee.

RESOLVED that the Statement of Accounts 2013/14 be approved.

7. Draft Annual Governance Statement 2013/14

The Head of Legal Services presented a report compiled during the self-assessment review providing assurances that supported the Annual Governance Statement. The Draft Statement was put forward for approval.

RESOLVED that the Draft Annual Governance Statement 2013/14 be approved.

8. 2012 Operational Assessment – Progress Update

The Assistant Chief Fire Officer provide Members with a progress report into collaborative areas identified for improvement arising from the Operational Assessment conducted in 2012. Whilst no further assessments of this type were scheduled, work was continually monitored and formal reports were submitted on a regular basis for review.

RESOLVED that the Committee:

- i) note the progress made in each of the areas identified for improvement in the 2012 Operational Assessment; and
- ii) note that internal Operational Assurance systems were utilised to carry out further Operational Assessments.

9. Annual Statement of Assurance 2014-15

The Assistant Chief Fire Officer presented the Draft Statement of Assurance 2014-15 to the Committee.

RESOLVED that the Committee adopt the Draft Statement of Assurance 2014-15 and approve it for publication.

10. Internal Audit Monitoring Report 2014-15

The Internal Auditor presented the Audit Monitoring Report 2014/15 highlighting that there were no high priority recommendations and that all assurances had been delivered.

RESOLVED that the Committee note the report.

11. Constitution Update – Openness of Local Government Bodies Regulations 2014

The Head of Legal Services presented a report that alerted members to new regulations that affect public meetings and noted the subsequent changes to Standing Orders.

RESOLVED that the Committee:

- i) note the amendment to paragraph 7.4 of the Standing Orders for Conduct of Business, as attached at Appendix 1; and
- ii) note the requirement for officers to record delegated decisions taken either:
 - (a) under a specific express delegation; or
 - (b) under the general scheme of delegation where the effect of the decision is to:
 - i) grant a permission or licence;
 - ii) affect the rights of an individual; or
 - iii) award a contract or incur expenditure which materially affects the Authority's financial position.

[Councillor Matthews left the meeting at 12:07]

Councillor Duffy noted thanks to Chief Accountant Deborah Randall, the Treasurer and Auditors for comprehensive and much improved reports.

The meeting concluded at 12:10

Signed: _____ Date: _____

Chairman

16. Minutes of the Policy and Resources Committee

Hereford & Worcester Fire Authority
Policy and Resources Committee
19 November 2014



Minutes

Members Present:

Mr K Taylor (Chairman)

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

No.	Item
-----	------

1.	Apologies for Absence
----	------------------------------

Apologies for absence were received from Mr R Adams (Vice-Chairman) and Mrs R Jenkins.

2.	Named Substitutes
----	--------------------------

Mr Yarranton substituted for Mr Adams.

3.	Declaration of Interests
----	---------------------------------

None.

4.	Confirmation of Minutes
----	--------------------------------

RESOLVED that the minutes of the meeting of the Policy and Resources Committee held on 10 September 2014 be confirmed as a correct record and signed by the Chairman.

5.	Chairman's Announcements
----	---------------------------------

1. The Chairman announced that Fair Trade tea, coffee and sugar was now available at meetings, following Members' request.
2. Mr Prodger MBE, Chairman of the Authority, announced the forthcoming Members' Visit scheduled for Thursday 27 November 2014 and urged all Members to attend.

6.	2014/15 Budget Monitoring – 2nd quarter
----	---

The Treasurer presented a report on the current position on budgets and expenditure for 2014/15. Members' attention was drawn to the planned

underspend of £0.705m.

On the subject of capital expenditure, the Chief Fire Officer advised Members that the Service had withdrawn the current Hereford Fire Station planning application due to significant objections with regard to conservation. However, the Service will continue looking at whether any alternative suitable sites are likely to become available in the immediate future or if the objections raised can be overcome and will provide regular updates to the Committee.

(Mr Hardman entered the meeting at 10.38am.)

RESOLVED that the report be noted.

7. Revision to Medium Term Financial Plan

The Treasurer presented Members with an update on the approved Medium Term Financial Plan (MTFP) following decisions made at the October meeting of the Fire Authority. Members' attention was drawn to the information on the core funding elements, which will not be confirmed until the end of the year and also changes that have been identified and that are now factored into the revised projection.

RESOLVED that the report be noted.

8. Transformation Bids

The Chief Fire Officer presented a report to inform Members that the Authority had been successful in attracting a total of £4.27 million from the Government's Fire Transformation Fund that was made available to fire and rescue authorities to help ensure better and more efficient front-line services for the public. Members were also provided with details of the Transformation Bids to develop a new Wyre Forest blue light hub and to relocate the Fire Authority Headquarters to join West Mercia Police at Hindlip. The Chief Fire Officer advised Members that the two schemes were independent of each other and did not need to be completed together. Both schemes are subject to formal Member approval and in the case of the Wyre Forest Hub, public consultation.

RESOLVED that:

- i) officers be authorised to carry out the necessary work (including incurring professional fees, where necessary) to prepare detailed schemes and proposals for implementation of the Transformation Bids in relation to:***
 - a) the development of a new Wyre Forest blue light hub; and***
 - b) the relocation of Fire Authority Headquarters to join West***

Mercia Police at Hindlip; and

- ii) a further report be submitted to the Authority for approval prior to undertaking public consultation or entering into any contractual arrangements for land purchase or building construction.***

9. Closer Working with Warwickshire Fire and Rescue Service

Area Commander Mark Preece presented a report for Members to note the progress made to date and, prior to consideration by the full Authority, discussed the recommendations which represent the detailed findings of the Project Arrow Team as supported by the Joint Project Board and the Member Reference Group. The Chief Fire Officer confirmed to Members that the reserve set aside for additional costs during the review had not been used.

RECOMMENDED that:

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

10. Quarter 1 and 2 Performance 2015-15

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

RESOLVED that the Committee noted the following headlines taken from Appendix 1 relating to performance in Quarter 1 and 2 2014-15:

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

11. Health and Safety Committee Update

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

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

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

The meeting concluded at 12.06pm.

Signed: _____
Chairman

Date: _____