



HEREFORD & WORCESTER Fire Authority

Full Authority

AGENDA

Wednesday, 01 October 2014

10:30

Shire Hall

St Peter's Square, Hereford, HR1 2HY

ACTION ON DISCOVERING A FIRE

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

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

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

ACTION ON HEARING THE ALARM

- 1 Proceed immediately to the Assembly Point

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

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

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Smoking is not permitted.

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Toilets – please ask at reception.

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

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

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

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

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

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

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

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

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



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

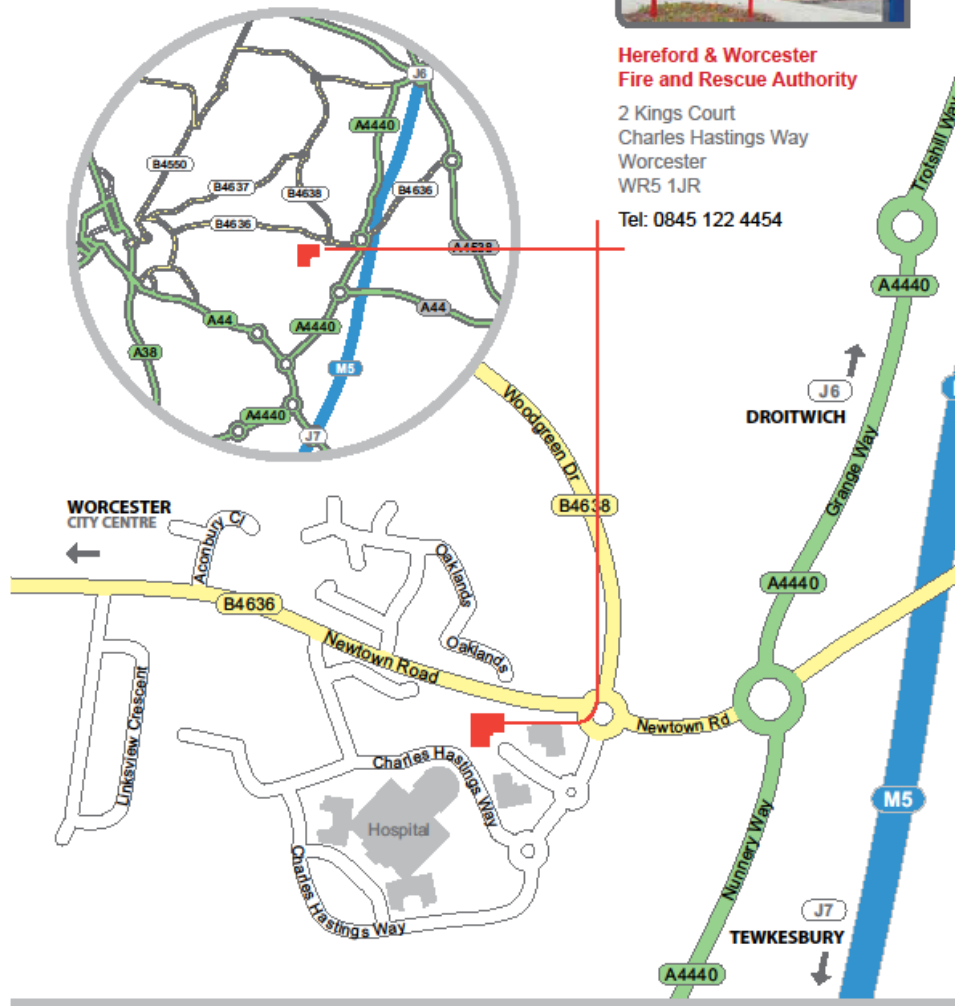
Service Headquarters



Hereford & Worcester Fire and Rescue Authority

2 Kings Court
Charles Hastings Way
Worcester
WR5 1JR

Tel: 0845 122 4454





Hereford & Worcester Fire Authority

Full Authority

Wednesday, 01 October 2014,10:30

Agenda

Councillors

Mr D W Prodger MBE (Chairman), Brigadier P Jones CBE (Vice 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 P Sinclair-Knipe, Mr C B Taylor, Mr D C 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 9 June 2014 Details	8 - 15
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 29 September 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 Community Risk Management Plan 2014-2020

16 - 24

To report the response to and findings from the public consultation regarding the Authority's draft Community Risk Management Plan (CRMP), and to consider recommendations for the implementation of the Fire and Emergency Cover Review.

To consider the use of the Authority's General Reserves to protect front line services.

To approve the draft CRMP for publication.

7 Notice of Motion

25 - 25

To inform Members of a Notice of Motion received.

8 Review of Conditions of Service - Operational Staff

26 - 52

To inform Members that the Department for Communities & Local Government (DCLG) has 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. There is a further questionnaire available for completion by individual firefighters.

9 Provision of Internal Audit Services

53 - 54

To inform Members of a potential entry to the collaborative partnership arrangement for provision of Internal Audit with Worcestershire Internal Audit Shared Service and to seek authority to join the shared service if this is shown to be beneficial.

10	Chief Fire Officer's Service Report	55 - 58
	To inform the Authority of recent key developments and activities.	
11	Minutes of the Policy and Resources Committee	59 - 74
	To receive the minutes of the meeting held on 2 June 2014 and 10 September 2014.	
12	Minutes of the Audit and Standards Committee	75 - 77
	To receive the minutes of the meeting held on 30 June 2014. Members' attention is drawn to minute no. 6 where it is RECOMMENDED that the role of overseeing Member Development be undertaken in future by the Audit and Standards Committee instead of a Member Development Working Group.	



Minutes

Members Present

Herefordshire:

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

Worcestershire:

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

1. Election of Chairman

Resolved that Mr D W Prodger MBE be elected as Chairman of the Fire Authority for the ensuing year, to hold office until his successor becomes entitled to act.

2. Election of Vice-Chairman

Resolved that Brigadier P Jones CBE be elected as Vice-Chairman of the Fire Authority for the ensuing year, to hold office until his successor becomes entitled to act.

3. Apologies for Absence

None.

4. Declaration of Interests

None.

5. Confirmation of Minutes

RESOLVED that the minutes of the meeting held on 19 February 2014, be confirmed as a correct record and signed by the Chairman.

6. Chairman's Announcements

A minute's silence was held as a mark of respect following the death of former Authority Member Mr Peter Watts.

Following the minute's silence, the Chairman welcomed the new Members to the Authority: Mr C Bloore, Mrs K Guthrie, Mr J Kenyon, Mr T Miller, Mr G Vickery and Mr G Yarranton.

The Chairman also thanked the outgoing Members: Mr A Fry, Mrs M Lloyd-Hayes, Mr P Grove, Mr A Amos and Mr M Broomfield, for their contribution to the Authority.

7. Public Participation

Mr Steve Price-Hunt, a resident and Chairman of the Fire Brigades Union in the West Midlands region submitted two petitions; one calling for the Authority to save the second wholetime crewed fire engine at Worcester Fire Station and the second calling for the Authority to save the wholetime crewed fire engine at Hereford Fire Station.

Mr Steve Price-Hunt then put the following question to the Authority:

Will the FRA be prepared to vote to allow a public referendum to raise the council tax precept for the Fire Service in Hereford and Worcester to protect frontline services in Hereford & Worcester Fire and Rescue Service?

The Chairman provided the following response:

Any proposal to raise the council tax above the government's threshold level and hold a referendum has to be decided as part of the budget setting process and it is therefore too late for the current financial year and could only take place in May 2015 once the budget had been set.

If Members of the Authority wish to propose a referendum next year then we will obviously have a vote. However you may wish to note the following:-

- *A referendum of this nature is controlled by very tight central government legislation.*
- *The cost of the referendum would fall on the Authority.*
- *The Authority has to set a budget at the level indicated in the referendum and only then can a referendum take place.*
- *Should the referendum be lost the Authority has to rebill the entire council tax base of both counties at its own cost and implement in year savings to reduce the budget down to the referendum limit without any lead in times.*
- *This means the Authority is taking a huge financial risk to introduce a referendum and is perhaps why no other local authority, fire and rescue authority or Police and Crime Commissioner have gone down this route.*

In response, Mr Steve Price-Hunt urged the Authority to consider a public referendum.

Cllr Marcelle Lloyd-Hayes from Herefordshire Council spoke in support of retaining the second wholetime crewed fire engine in Hereford and asked the following questions:

- *Is it the case that if an on-call fire engine is not available that a wholetime crew would fill the gap?*
- *Can on-call staff book on duty and off duty when they choose to do so?*
- *How often are on-call fire engines not available?*
- *If the second wholetime fire engine is removed from Hereford what would the impact be on the whole county?*

Cllr Lloyd-Hayes was offered a full written response within ten working days. However, Cllr Lloyd-Hayes requested a verbal response at the meeting.

On Cllr Lloyd-Hayes' request the Chief Fire Officer provided the following response:

- *Wholetime crews may be used on occasion if an on-call appliance is not available.*
- *If on-call staff have carried out their allocated hours they can book on and off duty to fit in with their employment, family and other commitments. This may render an on-call appliance unavailable.*
- *All other stations may be provided support by wholetime crews if available.*

8. Appointment of Committees

The Head of Legal Services presented a report on the allocation of Committee seats to political groups and which sought to make appointments to those committees. A slight amendment had been made to the number of seats as Mr J Kenyon was not currently aligned to any political group.

Mr B Matthews questioned whether the political proportionality among members appointed by Herefordshire Council was correct, in view of recent changes to the political balance of that Council and was advised that this was a matter for Herefordshire Council to determine.

RESOLVED that:

- the number of seats on each Committee and the allocation of those seats to political groups be as follows:***

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

ii) the following members be appointed as the Chairman and Vice-Chairman of the following Committees:

a. Appointments Committee

Chairman – Mr D W Prodger MBE

Vice-Chairman – Brigadier P Jones CBE

b. Audit and Standards Committee

Chairman – Ms L Duffy

Vice-Chairman – Mr G Yarranton

c. Policy and Resources Committee

Chairman – Mr C Taylor

Vice-Chairman – Mr R Adams

iii) the Head of Legal Services be authorised to make other appointments to Committees in accordance with the wishes notified by the Group Leaders;

iv) non-aligned Members Mr S Cross and Mr J Kenyon be appointed to the Audit and Standards Committee and to the Policy and Resources Committee, respectively;

v) Ms P Agar and Mrs F Oborski be appointed to the Equality and Diversity Advisory Group;

vi) the Head of Legal Services be authorised to make the appointment to the Health and Safety Committee in accordance with the wishes notified by the Group Leaders;

vii) Mrs A Hingley be appointed as Chairman to the Young Firefighters' Association Executive Committee; and

viii) the Head of Legal Services be authorised to make the appointments to the Members' Development Working Group in accordance with the wishes notified by the Group Leaders.

9. Appointments to Outside Bodies

The Head of Legal Services presented a report to consider appointments to the Local Government Association.

RESOLVED that:

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

Conservative Group	7
Labour Group	2
Independent Group	2
2013 Group	2
Total	13; and
 - c. the corporate vote on the Local Government Association Assembly be exercised by the Chairman or his nominee; and**
- ii) the place and vote available to the Authority on the Local Government Association Fire Commission be exercised by the Chairman of the Authority.**

10. Community Risk Management Plan 2014-2020

Following deferral of consideration of this item at the meeting on 19 February 2014, 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 to consider recommendations for the implementation of the Fire and Emergency Cover Review.

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

The Chief Fire Officer explained that a comprehensive consultation process had been undertaken with regards to the proposals set out in the CRMP. The consultation was carried out for a period of fourteen weeks, which exceeded the best practice guideline of twelve weeks and included a media campaign, public meetings, staff meetings and Members' seminars. The Chief Fire Officer informed the meeting that a summary of issues raised during the consultation and the response from the Service were published on the website.

In the ensuing debate some Members expressed concerns about the impact of the proposed reductions in fire cover, particularly in Herefordshire and suggested there were other alternative options which should be investigated.

RESOLVED that consideration of the Community Risk Management Plan 2014-2020 be deferred to a future meeting of the Authority.

11. Provision of Payroll Services

The Assistant Chief Fire Officer informed Members of a potential collaborative partnership arrangement to provide payroll services with Shropshire Fire and Rescue Service and to seek authority for the creation of a shared service if this was shown to be beneficial.

The proposal had been considered by the Policy and Resources Committee at its meeting on 2 June 2014 where it was agreed that the proposal be referred to the Authority.

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

12. The Fire Authority's Annual Report 2014-15

The Assistant Chief Fire Officer presented the Fire Authority's Report 2014-15 for adoption and approval for publication.

RESOLVED that the Fire Authority Annual Report 2014-15 be adopted and approved for publication subject to any final minor changes as agreed by the Chief Fire Officer in consultation with the Chairman.

13. Members' Allowances

The Head of Legal Services presented a report that required the Authority to consider whether to increase the level of Members' Allowances in line with the increase in the Consumer Price Index.

Mr J Kenyon moved that the level of Members' Allowances be reduced by 25%. The motion was not seconded and was therefore lost.

RESOLVED that there be no change to the level of Members' Allowances for 2014/15.

14. Review of the Constitution

The Head of Legal Services proposed the following amendments to the Authority's Constitution:

- to include the terms of reference for the Political Group Leaders' Meeting;

- to enable Committee Chairmen and Vice Chairmen to be appointed by Committees as well as by the Authority; and
- to enable the Monitoring Officer to make any minor amendments consequential upon legislative changes or decisions of the Authority in order to keep the Constitution up to date.

RESOLVED that the following amendments be made to the Authority's Constitution:

- i) the terms of reference for the Group Leaders' Meeting be incorporated into Part 3;***
- ii) Article 6.2 be amended to read as follows:***
 - (a) the Chairmen and Vice-Chairmen of:***
 - (i) Policy and Resources Committee; and***
 - (ii) Audit and Standards Committee***
 - may be appointed either by the Authority or where there is a vacancy, by the relevant committee.***
- iii) Article 11.3 be amended to read as follows:***
 - (a) the Monitoring Officer may make any necessary minor amendments to the Constitution consequential upon any legislative changes or decisions of the Authority from time to time;***
 - (b) except as mentioned in (a) above, changes to the Constitution will only be approved by the full Authority after consideration of a written report by the Monitoring Officer or a committee of the Authority.***

15. Chief Fire Officer's Service Report

The Chief Fire Officer informed the Authority of recent key developments and activities. Members took particular note of the work undertaken by the Young Firefighters' Association and of the exceptional sporting achievements of the following members of staff:

- Crew Commander Stephen King;
- Crew Commander Paul Bailey;
- Firefighter Phil Blacker;
- Watch Commander Keith Peters; and
- Firefighter Dave Fenton

RESOLVED that the report be noted.

16. Minutes of Audit and Standards Committee

The Chairman of the Committee reported the proceedings of the Audit Committee meeting held on 16 April 2014.

RESOLVED that the minutes of the Audit and Standards Committee meeting held on 16 April 2014 be received and noted.

17. Minutes of the Policy and Resources Committee

The Chairman of the Committee reported the proceedings of the Policy and Resources Committee meeting held on 26 March 2014.

RESOLVED that the minutes of the Policy and Resources Committee meeting held on 26 March 2014 be received and noted.

The meeting ended at 12:27pm

Signed:.....
Chairman

Date:.....

Report of the Chief Fire Officer

6. Community Risk Management Plan 2014-2020

Purpose of report

1. To report the response to and findings from the public consultation regarding the Authority's draft Community Risk Management Plan (CRMP), and to consider recommendations for the implementation of the Fire and Emergency Cover Review.
2. To consider the use of the Authority's General Reserves to protect front line services.
3. To approve the draft CRMP for publication.

Recommendation

In order to meet future budget requirements it is RECOMMENDED 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 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;***
- (4) ***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;***
- (5) ***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.***

Introduction and Background

4. Members will be aware that the draft Community Risk Management Plan 2014-2020 has been reported to the Authority on three previous occasions. This report should be read in conjunction with these previously circulated reports: -
 - (a) FRA meeting 3 October 2013: 'Community Risk Management Plan 2014-2020' – authorisation for public consultation
 - (b) FRA meeting 19 February 2014: 'Community Risk Management Plan 2014-2020 – Consultation Responses' – seeking consideration of the responses and consideration of recommendations to implement the proposed changes to fire cover
 - (c) FRA meeting 9 June 2014: 'Community Risk Management Plan 2014-2020' – seeking consideration of revised proposals in the light of an updated financial position and consideration of the use of General Reserves to protect front line fire engines
5. It is particularly important that Members consider and have regard to the consultation responses, as set out in the CRMP Consultation Report which accompanied the papers for the 19 February meeting.
6. Members will recall that the reports referred to in (b) and (c) above were deferred pending requests, firstly, that options to use General Reserves to protect front line fire engines should be investigated; and secondly, that other alternative ways of reducing fire cover should be investigated, including options for alternative duty systems proposed by Members. This was followed up at a Member seminar held on 29 July 2014, which discussed a number of alternative options based on proposals submitted by Members. Members have also had access to a significant amount of information generated by questions, this information also being made available to all staff and representative bodies.
7. Following the seminar, the alternatives suggested by Members were consolidated into a set of five options, each of which involve making changes to the crewing models and ridership levels at a number of fire stations in order to achieve the

savings required. These alternatives are presented as additional options later in this report for Members' consideration.

Fire Cover Proposals reported to the Authority

8. Members will be aware from previous reports that there are still substantial budget gaps of £0.999m in 2015/16 rising to £2.137m in 2016/17 that can only be closed by examining funds used to provide front line services, all other prudent reductions away from the front line having already been exhausted or having been identified as part of closing future budget gaps. In the course of the previous reports to the Authority a number of proposals to make the necessary reductions in fire cover were put forward, as follows:
 - (a) The original CRMP proposals that went to consultation were to remove ten fire engines from the Service fleet. Those proposals are still considered to be a robust and a deliverable option. They were based on fully researched data and evidenced analysis that are still valid and stands scrutiny. It remains the case that that these proposals provide satisfactory and appropriate levels of fire cover across the two Counties **when compared to existing fire cover in other areas of the Service and the availability of resources**, and could be implemented in full if considered necessary.
 - (b) However, in view of the Authority's improved financial position over original forecasts and when taking into account the responses to the consultation process, the recommendation to FRA Members on 19 February 2014 was for a less drastic reduction in fire cover by removing only five fire engines.
 - (c) An alternative recommendation was reported to FRA Members on 9 June 2014, which identified three options as to how the Authority could utilise up to £485,000 from General Reserves to defer removing two, three or five affected fire engines for a limited number of years.

Additional Options for Reducing Fire Cover

9. As indicated at paragraph 6 (above), following the Member seminar held on 29th July, additional options identified by Members were consolidated into a single set of five options. Each option involves making changes to the crewing models and ridership levels at a number of fire stations in order to achieve the required savings. All five options provide enhanced fire cover at Worcester and Hereford over that which was originally proposed, although when considering the data analysis and comparison against fire cover across other areas of the Service, they are enhancements that are not necessarily required. It is however, recognised that any additional fire cover would enhance resilience within the overall system of fire cover in the Service.
10. For ease of reference, the five options, along with the original CRMP proposal, have been consolidated into a single table which is attached at Appendix 1 to this report. Alongside the table is a list of pros and cons for each option and this is attached at Appendix 2.

11. Members should refer to the Appendices when considering the following discussion of these options.

Discussion of Additional Options

12. The analysis of these additional options suggests that each would achieve similar savings to the original CRMP proposal, but all five options have caveats which must be considered, including a reduction of firefighters in other areas to provide crewing for the second fire engines at Hereford and Worcester.
13. In theory, any of the five additional options are feasible, though as the list of pros and cons in Appendix 2 shows, it is clear that Option 2 offers a greater pragmatic and realistic basis for implementation than others. It is also the case that day duty fire engines are the foundation for a day crewing plus system and therefore if Option 2 is selected it does not remove the potential for day crewing plus in the future, should finance improve and volunteers come forward.
14. All five options include the removal of an on call fire engine from Ledbury and Tenbury fire stations, as in the original CRMP proposal.
15. Subject to the discussion in paragraph 17 below, all five options are based on having four firefighters on fire engines rather than five (as is currently the case for all fire engines, with the exception of the second fire engines at Hereford and Worcester, which are currently crewed by four firefighters). In essence, all wholetime based duty systems across the Service would lose firefighters so that there could be additional provision (over and above the CRMP proposals) at Hereford and Worcester fire stations.
16. Having four firefighters on a fire engine is considered safe: it occurred on 1,303 occasions in 2013-14 (15% of all mobilisations), and approximately 900 of these occasions were on the first fire engine. The safety of firefighters is very much dependent on their equipment (including Personal Protective Equipment), their training and procedures and, very importantly, the command and control exercised by their leaders at an incident. Having four on a fire engine may, on occasions, mean it takes slightly longer to carry out a task, or series of tasks, but it does not make tasks any less safe than having five on a fire engine. The Service would still do all it can to achieve five firefighters on fire engines but should any of the five options be selected (subject to paragraph 17 below), standard crewing would be considered to be four.
17. As shown in the table in Appendix 1, all five options would require the reduction of a small number of firefighters at all wholetime based duty system fire stations in order to achieve the required savings identified in the CRMP. However, it is suggested that the Authority consider using £0.8m of reserves, as per the principle of the previous FRA resolution, to maintain current crewing of five on Redditch, Kidderminster, Bromsgrove, Droitwich, Evesham and Malvern first fire engines, which would allow the Authority two years' 'breathing space' to assess whether the financial predictions are playing out as expected. Pay rises, inflation, grant allocation and the amount of income from precept are all examples of where fluctuations could occur. Should the financial predictions not change favourably, standard crewing of four would then need to be applied at these stations, or additional funds identified to support five firefighters on these first fire engines. All

RDS crewed appliances would continue to have crews of four, five or six dependent on RDS availability at any given time.

18. Should this proposal be agreed the Chief Fire Officer would use his operational discretion and flexibility to establish the best manner in which to achieve five on a first fire engine on the maximum possible number of occasions. Relevant trade unions would be consulted in establishing the most effective manner of achieving this aim. The Fire Brigades Union has already been consulted on the content of this report.

Conclusion

19. There is still a substantial budget gap of £2.137m by 2016/17 that can only be addressed from within front line services, having already exhausted all other prudent reductions away from the front line. Members have a number of options before them to consider how best to achieve future balanced budgets, including the use of some reserves and this report indicates a recommended way forward that addresses the budget gaps whilst maintaining as much fire cover as possible.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The savings identified within the recommendation will close the budget gap identified in the MTFP to 2016/17. The proposed use of reserves would leave £1.5m remaining in general reserves, which the Treasurer considers to be satisfactory.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The CRMP will be the Authority's overall strategic plan for delivering its core purpose, priorities and policies up to 2020, and will guide all Service functions.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	The CRMP sets out the Authority's overall approach to risk management.
Consultation (identify any public or other consultation that has been carried out on this matter)	The extensive consultation on the draft CRMP was reported to the Authority on 19 February 2014.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	The Equalities Impact Assessment was included in the CRMP report to the Authority on 19 February 2014.

Supporting Information

Appendix 1: CRMP Proposals - Alternative Options

Appendix 2: CRMP Proposals – Alternative Options Pros and Cons

Background Information

Draft Community Risk Management Plan 2014-2020

Community Risk Management Plan 2014-2020 – Consultation Responses

Contact Officer






























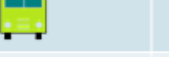



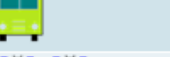
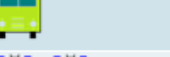






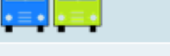




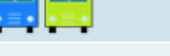




Mark Yates, Chief Fire Officer

(01905 368202)

Email: myates@hwfire.org.uk

FRA Meeting 1 October 2014 – CRMP 2014-20 report

APPENDIX 1

Fire Station	Current status	CRMP proposal*	Option 1	Option 2	Option 3	Option 4	Option 5
Hereford							
Worcester							
Redditch							
Ledbury							
Tenbury							
Kidderminster		no change					
Bromsgrove		no change					
posts removed	- wholetime	44	51	38	40	39	39
	- retained duty	20	14	14	14	14	14
new posts	- retained duty	0	5	10	0	5	5
Total Savings		£1.666m	£1.782m	£1.430m	£1.401m	£1.416m	£1.416m
Savings Shortfall				-£0.236m	-£0.265m	-£0.250m	-£0.250m
<p>Assumptions: * CRMP proposal assumes standard crewing of 5 for the 1st fire engine. Options 1-5 assume standard crewing of 4 for the 1st fire engine; DD pump crewed at night by RDS, 5 RDS per pump required. Options include removal of 2nd RDS pumps at Ledbury and Tenbury Wells = a saving of £0.091m and removal of 14 RDS posts. If Droitwich, Evesham and Malvern also have standard crewing of 4 = a further saving of £0.265m and removal of 6 WT posts. No use of Reserves in CRMP proposal or Options.</p>							
<p>key:  wholetime WT  day crewing plus DCP  day duty pump (retained duty at night) DD  on-call (RDS) OC</p>							

See separate 'Notes on CRMP Options' for discussion of pros and cons of each Option

Draft Community Risk Management 2014-2020

Notes on CRMP Options

Option 1	
Pros	<ul style="list-style-type: none">• The two pump DCP model (at Hereford fire station) provides immediate 24-7 response in the same way two WT appliances do now. Due to the imminent capital works on the new fire station at Hereford, the new build could be easily adapted to provide the infrastructure required for DCP, although at additional expense.
Cons	<ul style="list-style-type: none">• The two pump DCP model is unproven on a multi appliance WT fire station, including in Services that have been operating DCP for a lot longer than we have.• Our experience at Bromsgrove fire station shows the model does not suit everybody and is a voluntary crewing system. Staff may opt out of DCP at any time and due to the Working Time Regulations the Service could not compel them to continue to work extended DCP shifts. Staff are required to often work up to 15 x 24hr shifts per month (excluding leave), of which some shifts may be consecutive.• DCP requires approx. 50% of the existing staff and with the pay enhancement does not make a particularly large revenue savings.• The FBU do not nationally support DCP and there is no collective agreement on this shift system.• This is disproportionate to the findings in the FCR which identifies that risk and call volume demonstrate the Service can provide adequate cover without the second wholetime appliance.• During busy periods, DCP crews cannot be re-used and have lower levels of resilience than shifts that rotate with fresh staff each day.• DCP relies on a very significant culture shift towards self rostering and flexibility in working patterns and practices, that many staff may not be willing to adopt.

Option 2

Pros	<ul style="list-style-type: none">• An enhanced level of immediate response compared to the original CRMP proposal.• The shift system for the Day Duty fire engine could be within current terms and conditions and therefore relatively easy and swift to implement.• These shifts could be structured with some flexibility and could provide cover over peak periods.• These shifts may suit many staff as it is essentially day working (without a night shift), with a similar shift pattern to that currently worked.• Surplus staff above minimum crewing during these periods could continue to support RDS fire stations during the daytime when RDS cover is often at its lowest in some isolated areas.• There are no additional payments or enhancement costs.• There are no additional capital infrastructure build costs.• Off duty staff may be available for additional resilience duties, recall and shifts during peak periods.
Cons	<ul style="list-style-type: none">• This proposal increases the level of provision at Worcester and Hereford fire stations over and above the original proposal as recommend in the CRMP.• This proposal subsequently removes posts from all other WT/DC and DCP fire stations and effectively reduces standard crewing to 4 (from 5) on the remaining one appliance wholetime fire stations.

Option 3

Pros	<ul style="list-style-type: none">• Similar to Option 2 in relation to immediate response.
Cons	<ul style="list-style-type: none">• Similar to Option 1 in relation to a greater degree of DCP at multiple fire stations, which will have an impact on the Service's resilience and flexibility. Other points around the ability to recruit and high capital costs are also relevant here as a negative. Also noteworthy is the higher number of posts removed for less of a saving.

Option 4

Pros	
Cons	On a professional level, if cover was to be different, the data and professional opinion would suggest that it should be weighted in favour of Worcester fire station not Hereford (i.e. Option 5).

Option 5

Pros	<ul style="list-style-type: none">• DCP could be incorporated into the new build at Worcester fire station.
Cons	<ul style="list-style-type: none">• Operating DCP as opposed to DD for the second fire engine is a marginal gain (assuming retained cover of the 2nd fire engine outside of the 12hrs) in comparison to the costs and compromises already discussed (resilience, contracts, volunteers, etc.)

Report of the Head of Legal Services

7. 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 J. Kenyon:

“When preparing a draft budget for 2015/16, the Treasurer include proposals to increase the Council tax precept by such amount above the anticipated Government prescribed threshold as would avoid cuts to front line services and that this Authority agree to fund the consequent Council tax referendum and, if necessary, any re-billing costs. The Authority also agree that no reductions to frontline services approved in the CRMP 2014-2020 be implemented until the outcome of any referendum is known”

3. 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

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

Report of Chief Fire Officer

8. Review of Conditions of Service – Operational Staff

Purpose of report

1. To inform Members that the Department for Communities & Local Government (DCLG) has 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. There is a further questionnaire available for completion by individual firefighters.
-

Recommendation

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

Introduction and Background

2. A report by former Chief Fire & Rescue Advisor Sir Ken Knight 'Facing the Future', published last year, outlined how improvements might be made to frontline services if firefighters' conditions of service, which were seen as a barrier to changes, were reviewed. The Fire Minister Penny Mordaunt MP subsequently launched an independent review on 7 August 2014 that is designed to ensure the conditions of service continue to support their frontline work of preventing fire and protecting the public for years to come. The review is to consider where there may be constraints or barriers with the current terms and conditions of employment (Grey and Gold books) to which the Knight review referred and what can be done to solve them. A copy of the terms of reference for the review is attached at Appendix 1.
3. The review will be led by Adrian Thomas, an expert in the field of personnel management and staff resourcing. Mr Thomas has now commenced his consultation with fire and rescue authorities, firefighters and representative bodies. A final report will be submitted to DCLG by February 2015.
4. The review is designed to consider whether the current terms and conditions are conducive to building the fire and rescue service of the future. It will look at national arrangements for agreeing conditions:
 - management practices and crewing arrangements
 - collaboration and integration with other emergency services
 - the use of on call firefighters

- clarity of process in the fair recruitment and remuneration of chief fire officers and fire officers

Conditions of Service Questionnaires

- Two questionnaires have been sent to the Fire Authority and the deadline for completion has been extended to 17 October 2014. One questionnaire relates to statistical information and the second questionnaire relates to general information. This second questionnaire calls for expressions of opinion and following clarification from DCLG, it has been confirmed that the Review is seeking a response from the Fire Authority itself. Any changes to national conditions of service, depending upon the nature and scope of such changes, could have significant implications for this Authority. It is important therefore that the responses should be considered by Members. Draft responses have been prepared at Appendix 2 and 3 for Members' consideration..
- A separate questionnaire has made been made available to firefighters directly.

Conclusion/Summary

- Members are asked to note the review of conditions of service for operational staff being undertaken by DCLG and to approve the prepared responses.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Human Resources to gather data required for the questionnaires. Finance for the potential outcomes from the review of the conditions of service.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Improved conditions of service could bring about increased recruitment and retention of operational firefighters.
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)	DCLG are also consulting with firefighters and representative bodies.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	None

Supporting Information

Appendix 1 – Terms of Reference
Appendix 2 – General Questionnaire
Appendix 3 – Statistical Questionnaire

Background papers – Former Fire Chief Sir Ken Knight ‘Facing the Future’, published in 2013.

Contact Officer

Jackie Conway, HR Strategy Manager
(01905 368339)
Email: jconway@hwfire.org.uk

Terms of Reference

To review the conditions of service of chief fire officers and firefighters and the processes by which they are determined to consider whether they present barriers to the reform, improvement and efficiency of fire and rescue services.

In particular, the review should consider barriers to:

- the flexibility and responsiveness of workforce management practices, staffing and crewing arrangements
- people working longer, and ensuring they achieve, or if desired, exceed their normal pension age
- collaboration and integration with other emergency services
- the increased use of on call firefighters
- clarity of process in the fair recruitment and remuneration of chief fire officers and fire officers

The review should also consider the national arrangements for agreeing conditions of service, in particular:

- whether a UK-wide process remains appropriate
- whether there is sufficient independent advice and expertise in the process
- whether there are sufficient mechanisms to ensure that conditions of service keep pace with the rest of the public sector
- consider the current usefulness of the Grey and Gold Books, and the present arrangements for dispute resolution within the Grey Book
- consider the arrangements for agreeing remuneration of senior officers in fire and rescue authorities
- identify any barriers in moving between the Grey and Green Books
- the impact on services by the undertaking of activity, by firefighters, outside of normal working hours/shift systems

In conducting this review, the review team should consult with fire and rescue authorities, firefighters, representative bodies, and others they deem relevant. It will be an independent report to government but may make recommendations to others, including fire and rescue authorities and representative bodies. Where possible, recommendations should be costed and of sufficient detail to enable effective implementation.

The [‘Gold Book’](#) or National Joint Council for Brigade Managers of Fire and Rescue Services constitution and scheme of conditions of service, fifth edition 2006 covers conditions that apply to principal managers in the fire service and includes pay scale recommendations for local negotiations based around population bands and job role.

The [‘Grey Book’](#) or the scheme of conditions of service of the National Joint Council for Local Authority Fire and Rescue Services covers remuneration levels for wholetime and retained duty staff and also control room uniformed staff are subject to national negotiation.

The [‘Green Book’](#) or National Joint Council for Local Government Services covers conditions of service for non-uniformed staff who support operational service.

Questionnaire for completion by Fire and Rescue Authority

Section1: Recruitment of firefighters

1 (a). Do you plan future recruitment according to the following factors? (please tick as appropriate):

Predicted rates of staff turnover	<input checked="" type="checkbox"/>
Promotions	<input checked="" type="checkbox"/>
Overall number of firefighters needed as per your Integrated Risk Management Plan	<input checked="" type="checkbox"/>
Likely task/role changes	<input type="checkbox"/>
Advancement of technology	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

1 (b) Please attach a copy of your recruitment plans if available.

Only RDS recruitment takes place and this is continual dependant on needs across the Service.

2. Are there any other factors you take into account in planning recruitment?

The needs of individual stations including level of cover required.

3 (a). Do you place a cap on the number of applications per vacancy?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

3 (b). If YES, please give details on how such a cap is decided

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4 (a). Are vacancies advertised for a specified period of time?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

4 (b) If YES, please give details on length of period and method of advertising

We don't formally advertise our RDS vacancies in the normally accepted sense of 'advertise'. However, we use a range of methods to market and publicise that we are recruiting at specific stations. The range of options includes advertising on our website, local town websites, parish newsletters, leaflet drops targeting households within the 5 minute turnout criteria, station advertising boards, word of mouth, Twitter and Facebook. Occasionally media releases are sent out and this can result in free advertising in the local press.

5. Do you consider that role maps and/or the grey book adversely impact recruitment? (Please tick)

Not at all	<input checked="" type="checkbox"/>
Prevention of recruiting above the basic entry grade	<input type="checkbox"/>
Prevention of setting academic entry standards	<input type="checkbox"/>
Number of firefighters recruited	<input type="checkbox"/>
Contracted working hours, i.e. full or part time	<input type="checkbox"/>
Rigid pay structure	<input type="checkbox"/>
Use of fire staff to do non-operational roles	<input type="checkbox"/>
Use of assessment centres	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

6 (a). Do you operate a graduate recruitment scheme?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

6 (b) If you do not operate a graduate recruitment scheme, please state why?

Cost, effort and resource would not be justified as very limited opportunity for applicants. All promotion staff are given development opportunities to achieve the highest academic qualifications required for the specified post and we have a very high calibre of internal applicant for all positions.

7) Please detail your selection criteria for external recruitment.

Bespoke dependent on need, normally the Principal Officer and specialist positions, but an infrequent situation.

Section 2: Promotion of firefighters

8. Please give details of your selection criteria for internal promotion

Selection criteria differs for each role and is based on the requirements of the role map but involves full assessment of past activities and experience, qualifications, competence and suitability for role and post.

9. Do you think it would be beneficial following a promotion process or development discussion to give individuals the opportunity to move to different...

Please tick.

...Authorities?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
...Stations?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
...Watches?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>

Section 3. Crewing policy

10 (a). What mechanisms do you currently use to determine the appropriate number of firefighters in any one area?

RDS – see response to Question 10b below

Wholetime – IRMP linked global crewing system and risk assessment based on desired crewing levels, resilience, absence and training levels. This operates alongside an overtime register to minimise employed numbers and brings staff in off duty when needed.

10 (b). By what mechanism do you determine whether an individual fire station should be crewed by on-call staff, whole time staff or a mix,

IRMP linked data and professional judgment led determination, based upon, risk, activity levels and resilience.

10 (c) In response to the above question, do you believe that there is an opportunity to change this method and if so what barriers are there for change?

The current method used in HWFRS is appropriate and fit for purpose. Barriers can be provided by Representative Bodies and political influences. Historical and existing levels of cover and methods for determining fire cover and any proposal to move away from the traditional Grey Book duty systems often pose a challenge in implementing change for the previously stated reasons.

10 (d) Do you think there are benefits to changing the mechanism?

There does not need to be a formal mechanism, this will perpetuate the legacy issues. It should be an open evaluation based upon strategic needs, risk, activity levels and available resources. Greater flexibility within the Grey Book to create duty systems in accordance with local needs or indeed no mention of duty systems in Grey Book, these should be determined locally.

10 (e). By what mechanism do you decide on your crewing levels in each fire station?

Determined by station need based on five personnel on first (WT) appliance and four on second (WT) appliance, currently 12.5 staff for a two pump station and 7 for a one pump station. This is being examined on a Service-wide basis to establish whether reductions can be made.

11 (a). Has your authority ever experienced a conflict or any other issues as a result of staff having second jobs?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

11 (b) If YES, please provide details:

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Section 4: Use of on-call firefighters

12(a) Do you employ on-call/retained firefighters?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

12(b) If NO, please may you state why? (Then skip to Section 5)

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12(c) If YES, how do your on-call/retained firefighters work alongside your whole time crews as part of normal station working?

Integrated	<input checked="" type="checkbox"/>
Separate	<input type="checkbox"/>

What benefits or challenges of this approach have you observed:

It has taken time to integrate the two work areas, but this has been achieved successfully. Barriers are usually based on ignorance and prejudice. Initiatives to break down barriers include having RDS staff on overtime (resilience) duties for WT appliances and allowing RDS staff to transfer into WT. Having former RDS staff now at WT middle manager level and having a strategic holistic approach to a workforce as a single entity and not operating each unit independently either operationally or managerially has also contributed significantly to the effective integration of RDS and WT.

12 (d) How many hours are your retained firefighters normally available per month, and how many hours are they required to attend for drill nights and training? :

Normal hours available per month	This can vary between 160 to 480 hours per month. We operate a variety of contracts in relation to hours of availability.
Normal hours required for drill nights/ training	12 hours per month and an additional eight days per year.

13. If you do operate an on-call/retained duty system, what barriers if any have you encountered to operating the system effectively? (please tick as appropriate)

Poor response to recruitment campaigns	<input checked="" type="checkbox"/>
Poor standard of applicants	<input checked="" type="checkbox"/>
Public perception (lack of understanding of role)	<input checked="" type="checkbox"/>
Union tensions	<input type="checkbox"/>
Minimum expected response times	<input checked="" type="checkbox"/>
Cost	<input type="checkbox"/>
Training (commitment required in first two years)	<input checked="" type="checkbox"/>
Poor interaction with whole time crews	<input type="checkbox"/>
Employer resistance (primary employer)	<input checked="" type="checkbox"/>

Level of remuneration	<input type="checkbox"/>
Level of commitment required	<input checked="" type="checkbox"/>
Lack of awareness of on-call system	<input checked="" type="checkbox"/>
No barriers	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

14. Please provide details if any of the above apply

Employer engagement and a willingness to release staff from the workplace is a major issue, alongside the need for significant time for staff to be released in the first two year to complete initial training.

National Firefighter Selection tests are wholly inappropriate for RDS personnel (including PQA and IPDS based systems).

Level of commitment is less of an issue due to innovative banded contracts and managed flexibility provided by HWFRS.

Section 5. Grey /Gold Book

15. Which of the following statements do you believe is appropriate in respect of GREY BOOK employees?

The current graded pay structure is appropriate to the provision of current services	<input checked="" type="checkbox"/>
The graded pay structure works sometimes but Fire and Rescue Authorities need more flexibility	<input type="checkbox"/>
The graded pay structure coupled with national terms and conditions needs fundamental change to ensure FRSs have the required flexibility to meet the future needs of the service and communities.	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

Comments:

We do not believe pay levels are an issue in this Authority.

16) Which of the following statements do you believe applies to GOLD BOOK employees?

The current pay structure is appropriate to the provision of current services	<input checked="" type="checkbox"/>
The pay structure works sometimes but should be applied either more consistently or flexibly across differing authorities	<input type="checkbox"/>
The pay structure needs fundamental change to ensure value for money	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

Comments:

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17 (a). Do the 'grey book' and 'role maps' provide appropriate flexibility in the way you manage the existing service?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

17 (b) If NO, what are the issues? (please tick as appropriate)

Operational management/ decision making	<input type="checkbox"/>
People Management	<input type="checkbox"/>
Use of latent capacity	<input type="checkbox"/>
Co-responding with other emergency services	<input type="checkbox"/>
Community safety	<input type="checkbox"/>
Fear of legal action	<input type="checkbox"/>
Other (Please specify) Lack of flexibility and too prescriptive especially around duty systems.	<input checked="" type="checkbox"/>

18. Could local terms and conditions enable services to improve the outcomes and value for money to local communities? Please tick

It is not possible to respond to this question via yes/no as the question isn't specific.

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

19 (a). When a member of staff is injured at work or is taken ill, what are the procedures that follow in regards to sign off, sick pay and level of absence? Please provide details.

When an on duty injury occurs the incident is reported by the relevant manager to our Health and Safety team and an appropriate investigation is carried out. The manager records the absence on the HR information system and rota system. Support is provided to the employee by Occupational Health including doctor/ nurse reviews and physiotherapy or counselling if required. A referral is made to the Fire Fighters Charity if appropriate.

Occupational sick pay provisions are in accordance with the employee's terms and conditions of employment.

A comprehensive return to work plan is devised by the relevant manager taking into account occupational health advice.

19(b). Are the current conditions of service a barrier in this process?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

Comments:

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Section 6. Collaboration with other services

20. Have you explored joint training opportunities with other Fire and Rescue Authorities?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

21 (a). Have you pursued co-responding with other emergency services?

Yes	<input type="checkbox"/>
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No	<input checked="" type="checkbox"/>
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21 (b) If NO, to one or both of the above, then what were the reasons for not doing so? (Please tick all that apply)

Role Maps do not allow it	<input type="checkbox"/>
Representative body resistance	<input type="checkbox"/>
Fear of legal action	<input type="checkbox"/>
No clear leadership	<input type="checkbox"/>
Extra burden on the service	<input type="checkbox"/>
Not a priority	<input type="checkbox"/>
Other (Please specify) Joint training with other FRS' generally works well, however geography and distance can be a barrier Co-responding - Difficulty engaging with Ambulance Service. Local Ambulance Service has chosen Community First Responders rather than the co-responder model as it is cheaper and probably more effective.	<input checked="" type="checkbox"/>

Please provide details if any of the above apply

--

22 (a). Have you explored sharing your estate with other emergency service providers?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

22 (b) If NO, is this the result of an issue related to the grey book?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

Please Comment:

--

23. Have you explored any other opportunities for more closely integrated/ joint working with other fire and rescue services or other organisations? Yes

Please provide comments:

Joint Property Vehicle – a property management venture is being explored with six other public sector partners and the GPU. Sharing of a police and fire station has been successfully implemented Sharing of a community Fire station with Police, Ambulance, voluntary water rescue team and Red Cross is being explored – transitional funding bid to DCLG. Sharing of HQ building with local Police is being explored - transitional funding bid to DCLG.
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Section 7. Industrial relations

24. How do you rate the effectiveness of the National Joint Council as a means of making decisions and resolving disputes?

Very effective	<input type="checkbox"/>
Somewhat effective	<input checked="" type="checkbox"/>
Not at all effective	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

25 (a). If you answered 'very effective' or 'somewhat effective' what do you consider the key strengths of the National Joint Council?

Resolutions are eventually achieved.

25 (b). If you answered 'somewhat effective' or 'not at all effective' what do you consider the key weaknesses of the National Joint Council?

Resolutions take time and the process is restrictive. Why national resolution for local issues? Authorities should have the flexibility to negotiate and implement decisions locally. The NJC route is often seen as a delaying tactic and the ultimate resolution is a compromise that dilutes effectiveness.

26. Does the National Joint Council represent the views of employing authorities effectively?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

If not, then please give details why and how this could be improved.

By asking for the views directly. However, it isn't possible for one national organisation to effectively represent the views of FRAs that are so diverse in nature and geographic location.

27. What has been the impact of strike action on your operations? (Not limited to the current industrial dispute over Pensions)

Due to RDS support and the support of non-FBU WT staff the impact has not been as dramatic as is found in other FRAs. Significant resources are required to plan and prepare for strike action and only a minimum standard of resilience cover can be provided. Ultimately this provides, longer response times and lower resilience, alongside a greatly reduced ability to deal with larger incidents.

28 (a). Do you think firefighters should have the right to:

Strike	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Strike, but legally required to return to duty in certain	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>

circumstances				
Take industrial action short of strike	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Be required to maintain a skeleton emergency service to the public in the event of strike action.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Be required to give more than 7 days' notice of strike action during a dispute.	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>

28 (b) If the answer to the last question is yes, how much notice should be given to allow an Authority to prepare for strike action?

It is not possible to achieve a consensus to answer this question that could be considered to be the view of the Fire Authority. The right to strike, or not, is a national government policy decision and, as such, it is within that political arena that a determination should be made. Comments apply to qs. 29(a) and 30 below.

29 (a). Should current return to work arrangements during industrial action be legally formalised?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

29 (b). If yes, who should be held accountable for this arrangement?

Local Employer	<input type="checkbox"/>
Relevant trade union	<input type="checkbox"/>

30. What industrial relations training do you provide for your managers/employees (by grade)? Please give specific details.

It is part of our development programme for Officers.

If you any further comments you would like to make about firefighters' conditions of service (<https://www.gov.uk/government/news/minister-opens-independent-review-of-firefighter-conditions>). Please tell us here.

THANK YOU FOR COMPLETING THE SURVEY.
PLEASE REMEMBER TO SAVE IT AND THEN EMAIL IT TO
Neeta.Patel-Keena@communities.gsi.gov.uk

PLEASE RETURN BY FRIDAY 19 SEPTEMBER 2014

Conditions of service questionnaire

Part 1: Statistical information

Section 1: your workforce

1) How do you determine pay per firefighter grade?

National Level	X
Local Level	
Both	

2) How do you determine the pay of the chief fire officer?

National Level	
Local Level	X
Both	
Comment	

3) What is the average age of your firefighters at retirement (by role)?

From 1 st April 2010 to 31 st March 2014, we had 50 retirements (both WT and RDS)
2 BM = 50
2 GCs = 52
4 SCs = 51
12 WCs = 53
8 CCs = 53
22 FFs = 52

4) What is the average length that people stay on as whole time firefighters within your authority? (% of workforce)

Less than 6 months *	2%
6 months – 1 year	0%
1 – 2 years *	2%
2 – 5 years	0%
5 – 10 years	8%
10 – 20 years	10%
More than 20 years	78%

Notes:

These figures are based on an average of leavers between 1st April 2010 and 31st March 2014 and are calculated as a % of the total sum of Wholetime leavers in these years.

* The individuals who left in these categories were firefighters who had retired from the service and re-joined HWFRS on a flexible retirement, fixed term contract. They subsequently finished their fixed term contracts within these time periods.

5) What is the average length that people stay on as retained firefighters within your authority? (% of workforce)

Less than 6 months **	13%
6 months – 1 year	2%
1 – 2 years	6%
2 – 5 years	20%
5 – 10 years	20%
10 – 20 years	23%
More than 20 years	16%

Notes:

These figures are based on leavers between 1st April 2010 and 31st March 2014 and are calculated as a % of the total sum of RDS leavers in these years.

7 leavers from this category left during the phase 1 firefighter development course due to varying reasons.

Section 2: Recruitment and training of firefighters

6) What are the typical standards for entry for entry-level firefighters?

GCSE's	<input type="checkbox"/>
A Levels	<input type="checkbox"/>
Fast track Graduate entry schemes	<input type="checkbox"/>
Vocational course	<input type="checkbox"/>
None of the above	<input type="checkbox"/>
Other (Please specify) Assessed to a satisfactory level of the National Firefighter written tests or an equivalent Maths and English Language qualification (see below) provides an automatic pass from the written ability tests <ul style="list-style-type: none"> • 'O' Levels Grades A-C, • GCSE's Grades A-C, • CSE Grade 1, • the Scottish Standard Grade 1 or 2 	<input checked="" type="checkbox"/>

7(a) Are there any other entry grades, i.e. above a normal entry-level?

Yes	<input type="checkbox"/>
No	<input checked="" type="checkbox"/>

7(b) If YES, what are the typical standards for entry?

GCSE's	<input type="checkbox"/>
A Levels	<input type="checkbox"/>
Fast track Graduate entry schemes	<input type="checkbox"/>
Vocational course	<input type="checkbox"/>
None of the above	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

8(a) How many applicants do you receive, on average per vacancy?

Whole time	2007 – 1,000
Retained	We receive an average of 105 applications per year for an average of 60 posts per year.

8(b) How are vacancies communicated/ advertised? (Please tick all that apply)

Print media – occasional media releases	<input checked="" type="checkbox"/>
Internet – local town websites, twitter, facebook	<input checked="" type="checkbox"/>
Recruitment agency	<input type="checkbox"/>
Jobcentre	<input type="checkbox"/>
Specialist/ in house publication	<input type="checkbox"/>
Referral to friends and family from existing staff	<input checked="" type="checkbox"/>
Other (please specify) Leaflet drops, station advertising boards, parish newsletters	<input checked="" type="checkbox"/>

9(a) Do you seek to recruit firefighters from other fire and rescue authorities?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

9(b) If YES, do you recruit:

Whole time – when there is a need	<input checked="" type="checkbox"/>
Retained – we don't actively recruit from other Services, however, we do have Wholetime from other Services apply for RDS	<input checked="" type="checkbox"/>
Both	<input type="checkbox"/>

Any other comments:

Section 3: General employment practice

10) What proportion of your staff are known to have second jobs?

17% (this doesn't include staff who are Wholetime/RDS) These figures are reliant on our employees recording them on our HR system.

11) How many whole time firefighters have a second job as a retained firefighter?

41

12(a) Do you collect data on bullying and harassment?

Yes	<input checked="" type="checkbox"/>
No	<input type="checkbox"/>

12(b) If YES, please can you provide any data (type and/or results) you have over the last 10 years

We have only recorded this information since 2010/11 2010/11 – 2 (approach of manager and unfair treatment by manager) 2011/12 – 4 (issues with colleague and issues with managers) 2012/13 2 (conduct issues)

2013/14 - 0

12(c) Please provide any bullying and harassment policy you may hold



Part 9.6 Harassment
and Bullying Policy.pdf

12(d) Please provide any policy you may hold on the use of social media



Part 4 - Social Media
Policy v1.00.doc

Section 4: Industrial relations

13) How much facility time do you allow as a percentage of your pay bill?

0.03% per year

14) How many individuals receive facility time, by individual and trades union?

4 * FBU
1 * FOA
1 * RFU
1 * GMB
1 * Unison

15) What proportion of each individual's time is facility time?

FBU 7%
Unison 6%
GMB 5%

16) Do you have specific rules on the use of premises and notice boards etc for trades unions work (please explain in box)

HWFRS provide the recognised Trade Unions with reasonable facilities necessary for them to carry out their trade union role. These include use of HWFRS premises and telephones for meetings including use of an office at Headquarters for use when they are at Headquarters.

THANK YOU FOR COMPLETING THE SURVEY.
PLEASE REMEMBER TO SAVE IT AND THEN EMAIL IT TO
Neeta.Patel-Keena@communities.gsi.gov.uk
BY FRIDAY 19 SEPTEMBER 2014

Report of Treasurer

9. Provision of Internal Audit Services

Purpose of report

1. To inform Members of a potential entry to the collaborative partnership arrangement for provision of Internal Audit with Worcestershire Internal Audit Shared Service and to seek authority to join the shared service if this is shown to be beneficial.
-

Recommendation

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

Introduction and Background

2. The Authority has delegated the responsibility for maintaining or procuring an adequate and effective internal audit to the Treasurer under Financial Regulation paragraph 4.10.
3. The Internal Audit Service for Hereford & Worcester Fire Authority is currently provided under contract by the Worcestershire Internal Audit Shared Service, following the cessation of provision by Worcestershire County Council.
4. The Shared Service is managed for and by the District Councils (except Wyre Forest) within Worcestershire and enables each Authority to gain economies of scale, specialist skills and resilience.
5. The service provision has worked well for the Fire Authority and the Treasurer would wish to continue with the arrangement.
6. The current partners have indicated that they would be happy for the Fire Authority to formally join the Shared Service as a partner.
7. Although negotiations are yet to be commenced it is anticipated that the full membership of the Fire Authority will give benefits to the Shared Service through securing the level of demand and reflect in the overall cost to the Fire Authority.
8. The current annual cost of the service is £0.36m.

Conclusion/Summary

9. Members are asked to give their approval for the Authority to join the Worcestershire Internal Audit Shared Service if this is shown to be the most cost-effective approach.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	Financial Resources: costs of purchased service
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Internal Audit is a statutory requirement
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

N/A

Background papers – None

Contact Officer

Martin Reohorn, Treasurer

(01905 368205)

Email: mreohorn@hwfire.org.uk

Report of the Chief Fire Officer

10. 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.

Tactical Ventilation

2. The provision of real fire training facilities within the Service has enabled the delivery of training in 'offensive' mechanical tactical ventilation techniques to wholetime firefighters. This training has built upon previous training and experience in the use of petrol driven fans to clear smoke from buildings after a fire has been extinguished. The training, which was delivered at the strategic training facility at Peterchurch, will enable crews to implement controlled ventilation techniques much earlier in an incident and possibly before a fire has been extinguished. This will help to improve conditions within a building, by increasing visibility and reducing temperatures, which in turn will improve firefighter safety as well as assisting those who may be trapped by a fire.
3. Training has also been provided to on-call units based at wholetime stations, to enable the support of tactical ventilation techniques and further phases of training will be delivered to all on-call firefighters from April 2015. This programme will be complemented by the procurement of additional petrol engine driven fans (from existing budgets) so that all front line staff will be equipped with a mechanical tactical ventilation capability upon completion of the training programme.

Water Rescue Incident River Wye

4. The Service recently attended an incident on the River Wye in Herefordshire which is worthy of note, not only because the actions of the crews undoubtedly contributed to saving two lives, but because it is a good example of the type of interagency work that takes place on a daily basis.
5. This incident involved two missing canoeists and was a combined effort led by the Fire and Rescue Service utilising the Service's Firefighters, Water First Responders and Water Rescue Team (boat) specialists. It also involved a boat team from Mid & West Wales FRS, staff from West Mercia Police, West Midlands Search & Rescue (WMSAR) (voluntary) water rescue boat responders, West Midlands Ambulance and their specialist Hazardous Area Response Team (HART) team. The incident involved the combined effort of all these responders and working alongside each other on a river, at night, and in remote and difficult terrain.

6. Whilst operational staff have undergone interagency training this year through a government led program called JESIP (Joint Emergency Services Interoperability Program), it is fair to say that our staff regularly work with many other agencies and deliver a highly skilled level of interagency working of which this incident is an exemplary example - well done to all involved.

Off Road Firefighting and Rescue Provision

7. Bewdley Fire Station hosts an off road firefighting and rescue capability and a similar capability is located at Hereford and Malvern which have in recent years been upgraded to new, lower cost Land Rover 130s. In addition to the Land Rover 130, Malvern has also had a replacement Argocat, which is towed behind the Land Rover on a trailer and used for extreme off road access. The completion of this replacement vehicle programme is now concluding with Bewdley receiving a new Land Rover 130 although a decision has been taken not to replace their Argocat.
8. This replacement programme has seen the cost of all the vehicles significantly reduce with Land Rover 130s offering better value for money with very little change in capability. Additionally the reduction of the Argocat at Bewdley also provides a cost saving not only in the vehicle itself but also significantly reduces the training burden on the retained staff at Bewdley.
9. This replacement programme provides the Service with three Land Rover 130s across both counties and one Argocat based at Malvern. These vehicles, alongside the investment in the latest technology fitted to the vehicles, continues to provide a highly effective off road firefighting and rescue provision through a uniform lower cost fleet and a reduced training burden. These vehicles not only allow firefighters to gain access to and fight fires in rural and remote areas, but also provides vehicular access for rescuing people who become injured or trapped in remote areas where normal vehicles cannot gain access.

UK Fire and Rescue Service wins Big Society award

10. The UK Fire and Rescue Service has won a Big Society award for its ground-breaking work with young people to educate about fire prevention and tackle anti-social behaviour.
11. The award from the Prime Minister recognises a range of initiatives fire and rescue services operate across the country, including the Prince's Trust Team programme, the FireFit programme which encourages participation in sport and cultural activities, and the nationally recognised Fire Cadet (Young Firefighter) scheme, which was started in Cheshire in 1992.
12. The award was presented by Neil O'Connor, CLG Director for Fire, Resilience and Emergencies, to Paul Fuller, President of the Chief Fire Officers Association (CFOA), at an event at Essex Fire and Rescue Service HQ on Friday 4 July celebrating the impact of work with children and young people.

13. The Fire Service's education programmes have enabled over 10,000 young people to learn vital safety information and wider life skills. Since 1992, a partnership between The Prince's Trust and the Fire and Rescue Service has re-engaged 2000 unemployed 16-25 year olds, helping them to develop self-esteem and skills for work.
14. Programmes range from primary school visits, teaching children the dangers of fire; to health and wellbeing initiatives, including sports coaching; to interventions aimed at reducing anti-social behaviour by disaffected young people.
15. The Fire Cadet (Young Firefighters) programme, for 12 to 18-year-olds encourages both personal and social development, with the potential to gain nationally-recognised qualifications, take part in residential camps and learn new skills.
16. CFO Paul Fuller, President of the Chief Fire Officers Association, said: "We welcome this award, which recognises the impact that fire and rescue services have made on the lives of children and young people throughout the country. Fire and Rescue Services are committed to their communities – not just to saving lives but to transforming the lives of many young people as well."
17. Phil Garrigan, CFOA Lead Officer on Children and Young People said: "This award recognises the work of so many dedicated fire service colleagues who spend time engaging with young people. Their commitment to putting something back in to the community they serve, is inspiring."

SARA joining the Service at Kidderminster fire station

18. HWFRS has enjoyed a long relationship with a number of specialist Voluntary Water Rescue Organisations as well as all other blue light agencies; this in turn has led to a multi-agency memorandum of understanding across the West Midlands region regarding response to water rescue.
19. In support of the Service's work in this area, Station Commander Bob Sproat (Wyre Forest Cluster) has worked with Severn Area Rescue Association (SARA) Wyre Forest over the past 12 months to assist them to promote organisational synergies compatible with H&WFRS's structure. Following recent acts of vandalism at SARA's base in Wyre Forest an opportunity was identified to provide vehicle, equipment and training accommodation for SARA at Kidderminster Fire Station. This work culminated with CFO Mark Yates opening the new facility with SARA Area Commander, Paul Watkins, during the Wyre Forest Open Day held on Saturday 13th September 2014 at Kidderminster Fire Station.
20. This initiative evidences a significant and extremely beneficial partnership arrangement by the Service and is formalised through a "Tenancy at Will" agreement in which SARA has also signed up to adopt the Service's Ethical Framework, Code of Conduct and "Our Strategy" protocols. This activity will undoubtedly lead to increased interoperability and an enhanced capacity to augment the water response arrangements for the improved safety of our crews and communities.

Joint Property Vehicle (JPV)

21. Following Policy and Resources Committee approval to explore the potential of Joint Property Vehicle (JPV), a project has been established to manage a number of workgroups, which include many officers from the Service. The project is governed by a Shadow Shareholder Group (SSG), of which Chief Fire Officer Mark Yates is a member. The Shadow Shareholder Group (SSG) is chaired by Bruce Mann, executive director of the Government Property Unit (GPU) at the Cabinet Office.
22. The ethos of the JPV proposes better use of public sector properties through shared use and the avoidance of duplication of tasks. Significant economies of scale are also predicted through more efficient procurement. This concept is currently being explored by the following public sector partners in the region, Herefordshire Council, Hereford and Worcester Fire and Rescue Service, Redditch Borough Council, Warwickshire Police, West Mercia Police, Worcestershire County Council and Worcester City Council. A Full Business Case (FBC) will be brought to partners at the end of 2014 and if approved, could see the creation of a single property unit tasked with overseeing the management of public sector estates in the region. The approach would be the first of its kind anywhere in the UK and would be intended to help protect frontline services while delivering estimated property-related revenue savings between 2015 and 2025.
23. The JPV already has support from a range of Government stakeholders, including GPU and the Department for Communities and Local Government (DCLG), which provided £150,000 for an initial feasibility study. The JPV partners were also successful in being awarded £400,000 from the Transformational Challenge Fund for 2014-2016 to support the current project design phase.
24. The Full Business Case will be brought before the FRA (anticipated in December) for the Authority to decide upon future membership or not.

Contact Officer

Mark Yates, Chief Fire Officer

0845 12 24454

Email: myates@hwfire.org.uk

**Hereford & Worcester Fire Authority
Policy and Resources Committee
2 June 2014**



Minutes

Members Present:

Mr K Taylor (Chairman),

Mr A Amos, Brigadier P Jones CBE, Ms R Jenkins, Mrs F Oborski, Mr S Peters, 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 A Hardman, Mr R Adams (Vice-Chairman) and Mr P Gretton.

2. Named Substitutes

Mrs L Duffy substituted for Mr R Adams and Mr T Miller substituted for Mr P Gretton.

3. Declaration of Interests

None.

4. Confirmation of Minutes

RESOLVED that the Minutes of the meeting of the Policy and Resources Committee held on 26 March 2014 be confirmed as a correct record and signed by the Chairman.

5. Provisional Financial Results 2013/14

The Head of Finance presented a report informing Members of the financial results for 2013/14. Members' attention was drawn to the revenue budget savings which included a one off sum of £0.135m. This was due to the mobilising system not being 100% complete and therefore the maintenance fee had not yet been paid. Pressure was also being put on all spending departments. With regards to the capital budget Members' attention was drawn to the underspend of £8.125m which will be rolled forward to 2014/15.

RESOLVED that:

- i) the provisional financial results for 2013/14 be noted; and**

- ii) the following items be approved:**
 - (a) the transfer of £0.130m to a Business Rates Reserve;**
 - (b) the transfer of a further £0.211m to the Budget Reduction Reserve;**
 - (c) the transfer of the balance of £0.353m to General Balances; and**
 - (d) the re-phasing of capital budgets to 2014/15 as detailed in appendix 1 to these minutes.**

6. Joint Property Vehicle (JPV) Project

The Chief Fire Officer presented a report updating Members with progress towards supporting the Worcestershire Joint Property Vehicle (JPV) project and sought agreement to make available a small amount of an earmarked reserve to support the work should it be needed. The Chief Fire Officer detailed that the next stage would be to provide Members with a full business case before the end of the year. Members were advised that Herefordshire Council were also now an addition to the list of core partners.

The Chief Fire Officer explained that although the Head of Asset Management had been seconded to the project, his post would be backfilled from external funds provided from the project. However other Service staff will be committing time to progress the project to the Full Business Case stage as they play a full part in the various working groups being formed to deliver the Full Business Case. The Chief Fire Officer, therefore, requested approval for £30,000 of reserves to be available to occasionally outsource tasks if required.

RESOLVED that:

- i) progress towards the Full Business Case for the Worcestershire Joint Property Vehicle (JPV), including the fully funded secondment of a member of the Service's staff to the project, be noted;***
- ii) consultation with staff and representative bodies be undertaken as necessary as part of the development of the Full Business Case; and***
- iii) the Chief Fire Officer be authorised to use up to £30,000 from the Development Reserve as and if necessary to support the work towards the Full Business Case.***

Mr R Udall abstained from the vote.

7. Closer Working with Warwickshire Fire and Rescue Service

The Chief Fire Officer introduced the report and Area Commander Preece, a member of the project team, then updated Members in detail on the project approach and progress made to date in assessing the benefits and options for

closer working with Warwickshire Fire and Rescue Service.

RESOLVED that the project approach and progress made in assessing the benefits and options for closer working be noted.

8. Provision of Payroll Services

The Assistant Chief Fire Officer presented a report informing Members of a potential collaborative partnership arrangement to provide payroll services with Shropshire Fire and Rescue Service and to seek authority for the creation of a shared service if this is shown to be beneficial.

Under the terms of the Authority's constitution, any such 'joint arrangement' would require the approval of the full Authority

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

9. West Midlands Regional Collaborative Statement

The Chief Fire Officer presented a report informing Members about a proposal by the West Midlands region's Fire Services to enter into a Regional Collaborative Statement to provide clear operational and organisational benefits through collaboration across the five Fire and Rescue Services in the West Midlands region.

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

10. Annual Performance 2013-14

The Assistant Chief Fire Officer presented a report providing Members with a summary of annual performance against the Fire and Rescue Authority Plan 2013-14 using the set of Key Performance Indicators (KPIs) agreed by the Senior Management Board.

RESOLVED that Members note the following headlines relating to performance in 2013-14:

- i) The total number of incidents attended in 2013-14 is the second lowest total in the eight years that the current data set has been collected.***

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

11. Pension Scheme Discretions

The Head of Human Resources presented a report explaining the changes to the Firefighters' Pensions Scheme 1992 (FPS), the New Firefighters' Pension Scheme 2006 (NFPS) and the Local Government Pension Scheme 2014 (LGPS) and consider the Authority's policy in relation to various discretions exercisable under those schemes.

RESOLVED that the Statements of Policy for the Firefighters' Pension Scheme 1992, New Firefighters' Pension Scheme 2006 and Local Government Pension Scheme 2014 set out in appendix 2 to these minutes be approved

12. Assurance Against Equality Objectives

The Assistant Chief Fire Officer presented a report updating Members on the progress made against the Equality and Diversity objectives.

RESOLVED that the following be noted:

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

The meeting concluded at 11.40am.

Signed: _____
Chairman

Date: _____

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

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

Background information regarding the FPS 1992 discretions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

STATEMENT OF POLICY

Firefighters Pension Scheme 1992

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

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

Rule B7 Commutation – Discretion to permit the maximum payment

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

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

Employer's Policy

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

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

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

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

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

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

Employer's Policy

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

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

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

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

Employer's Policy

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

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

Background information regarding the NFPS 2006 discretions

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

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

STATEMENT OF POLICY

New Firefighters Pension Scheme 2006

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

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

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

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

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

When exercising discretions:

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

Employer's Policy

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

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

Background information regarding the LGPS 2014 discretions

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

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

STATEMENT OF POLICY

Local Government Pension Scheme (LGPS)

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

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

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

Employer's Policy

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

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

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

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

Employer's Policy

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

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

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

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

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

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

Employer's Policy

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

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

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

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

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

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

Employer's Policy

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

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

Choice of early payment of Deferred Pension (New)

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

Employer's Policy

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

**Hereford & Worcester Fire and Rescue Authority
Audit and Standards Committee
30 June 2014**



Minutes

Members Present

Mrs. L Duffy (Chairman), Mr G Yarranton (Vice Chairman),
Ms P Agar, Mr P Gretton, Ms K Guthrie, Mrs A Hingley, Mr T Miller, Mr S Peters
and Mr P Sinclair-Knipe.

1. Apologies for Absence

It was announced that the Chairman would be late and that the Vice Chairman would take the Chair until she arrived.

Apologies for absence were received from Mr S Cross, Mr B Matthews, Prof J Raine and Mr G Vickery

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 16 April 2014 be confirmed as a correct record and signed by the Chairman.

5. Provisional Annual Statement of Accounts 2013/14

The Treasurer presented a draft of the Annual Statement of Accounts for discussion and noting. He emphasised to Members that they would not be asked to approve the Statement of Accounts until completion of the audit, which was due to commence in July 2014 and to be completed in September.

Councillor Lynne Duffy entered the meeting at 11.12am and took the Chair.

RESOLVED that the Treasurer brings back a further report when the Accounts have been audited.

6. Member Development Programme 2014/15

The Committee and Members' Services Manager presented a report to propose themes for inclusion in the Member Development Programme 2014/15. Members were advised that the Programme aimed to provide Members with the support, knowledge, skills and information necessary to effectively carry out their roles.

It was noted that changes in Authority Membership had led to difficulties in appointing to the Member Development Working Group. The Chairman advised Members that it could be more appropriate for the Committee to drive Member Development.

RESOLVED that the Member Development Programme 2014/15 incorporates:

- **Authority Budgets and Finances;**
- **National Structures;**
- **Building and Infrastructure;**
- **Fleet and Equipment; and**
- **Business Fire Safety,**

and it is RECOMMENDED that the role of overseeing Member Development be undertaken in future by the Audit and Standards Committee instead of a Member Development Working Group.

7. Review of Anti-Fraud, Bribery & Corruption Policy

The Treasurer presented a report to review the Authority's Anti-Fraud, Bribery & Corruption Policy in accordance with the Authority's Code of Corporate Governance to ensure that the policy remained fit for purpose.

RESOLVED that the revised Anti-Fraud, Bribery & Corruption Policy be approved.

8. Internal Audit Monitoring Report 2013/14

The Internal Auditor presented a report updating Members on the 2013/14 Plan delivery. Members' attention was drawn to the draft reports for Urban Search and Rescue and the Capital Programme. The Internal Auditor announced that the draft reports had been finalised (and the assurance level was of moderate and above). Members were advised that operational progress against the Internal Audit Plan for 2013/14 had been steady and culminated in the completion of the Plan in full with all audits undertaken.

RESOLVED that the completion of the 2013/14 Audit Plan, with no issues arising, be noted.

9. Internal Audit Annual Report 2013/14

The Internal Auditor presented a report providing Members with the overall results in terms of meeting Internal Audit's objectives, as set out in the Internal Audit Plan for 2013/14. The Committee was also provided with an audit opinion and commentary on the overall adequacy and effectiveness of the internal control environment.

RESOLVED that the Audit Plan delivered in 2013/14, providing an assurance level of "moderate" or above for all relevant audits, be noted.

10. Internal Audit Draft Audit Plan 2014/15

The Internal Auditor presented the draft Audit Plan for 2014/15. Members were advised that operational progress against the Internal Audit Plan for 2014/15 would be closely monitored by the Service Manager of the Worcestershire Internal Audit Shared Service and any significant areas would be reported to the Audit and Standards Committee on a quarterly basis.

RESOLVED that the 2014/15 draft Internal Audit Plan be approved.

11. Process for Managing Standards Complaints under the Localism Act 2011

The Head of Legal Services presented a report that reviewed and updated the Authority's arrangements for dealing with allegations of breach of the Members' Code of Conduct. Members were advised that the revised arrangements would provide greater clarity on the roles and responsibilities when dealing with any allegations of breaches of code of conduct.

RESOLVED that the arrangements for the Process for Managing Standards Complaints under the Localism Act 2011 be adopted.

The meeting concluded at 11.56 am.

Signed: _____ Date: _____

Chairman