



# **HEREFORD & WORCESTER Fire Authority**

**Full Authority**

## **AGENDA**

**Thursday, 15 December 2016**

**10:30**

**Conference Suites**

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

## **ACTION ON DISCOVERING A FIRE**

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

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

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

## **ACTION ON HEARING THE ALARM**

- 1 Proceed immediately to the Assembly Point

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

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

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- 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.

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

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

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

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

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

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



HEREFORD & WORCESTER  
**HWFR**  
FIRE AND RESCUE SERVICE

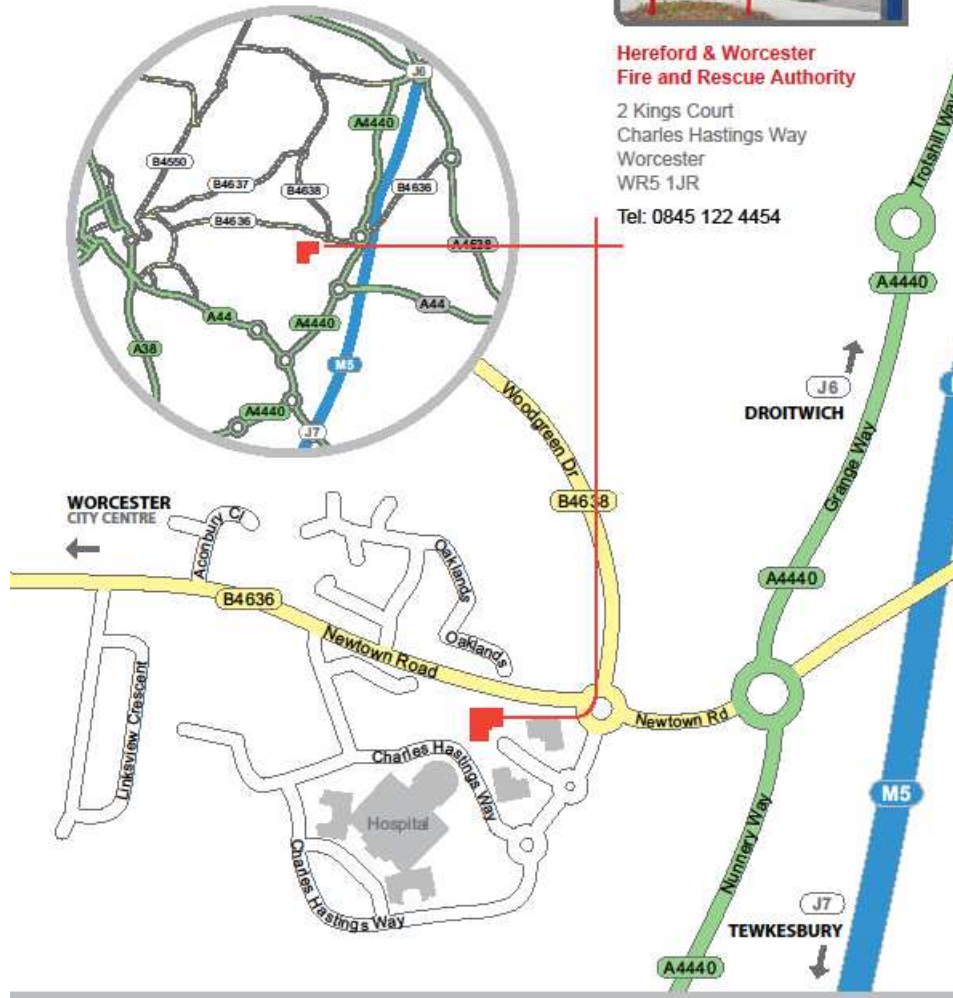
## Service Headquarters



### Hereford & Worcester Fire and Rescue Authority

2 Kings Court  
Charles Hastings Way  
Worcester  
WR5 1JR

Tel: 0845 122 4454





# Hereford & Worcester Fire Authority

## Full Authority

Thursday, 15 December 2016,10:30

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### Agenda

#### Councillors

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

No.	Item	Pages
1	<b>Apologies for Absence</b>  To receive any apologies for absence.	
2	<b>Declarations of Interest (if any)</b>  This item allows the Chairman to invite any Councillor to declare an interest in any of the items on this Agenda.	
3	<b>Chairman's Announcements</b>  To update Members on recent activities.	

<b>4</b>	<b>Public Participation</b>	
	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 to be received no later than 2 clear working days before the meeting (in this case Monday 12 December 2016). Further details about public participation are available on the website. Enquiries can also be made through the telephone numbers/email listed below.	
<b>5</b>	<b>Confirmation of Minutes</b>	<b>8 - 12</b>
	To confirm the minutes of the meeting held on 11 October 2016.	
	Should Members need to discuss the exempt minute item, the public and press will need to be excluded on the grounds that the discussion would be likely to involve the disclosure of exempt information relating to the financial or business affairs of the Authority.	
<b>6</b>	<b>Day Crewing Plus Review</b>	<b>13 - 16</b>
	The purpose of this report is to inform Members of the outcome of the recent Day Crewing Plus (DCP) duty system review.	
<b>7</b>	<b>Member Development Strategy 2017-2020</b>	<b>17 - 23</b>
	To seek the Authority's approval of the Member Development Strategy 2017-2020.	
<b>8</b>	<b>Fire Authority and Committee Dates 2017/18</b>	<b>24 - 26</b>
	To inform Authority Members of the meeting dates for 2017/18.	
<b>9</b>	<b>Chief Fire Officer's Service Report</b>	<b>27 - 28</b>
	To inform the Authority of recent key developments and activities.	

<b>10</b>	<b>Minutes of the Policy and Resources Committee</b>	<b>29 - 32</b>
	To receive the minutes of the meeting held on 17 November 2016.	
<b>11</b>	<b>Minutes of the Audit and Standards Committee</b>	<b>33 - 35</b>
	To receive the minutes of the meeting held on 27 September 2016.	
<b>12</b>	<b>Code of Conduct - Member Training</b>	
	To provide Members with Code of Conduct training at the end of the meeting.	



Hereford & Worcester Fire Authority

Full Authority

Tuesday, 11 October 2016,10:30

## Minutes

**Members Present:** Mr R C Adams, Ms P Agar, Mr S C Cross, Ms L R Duffy, Mrs E Eyre BEM, Mr A Fry, Ms K S Guthrie, Mr Al Hardman, Mrs A T Hingley, Ms R E Jenkins, Mr R I Matthews, Mrs F M Oborski MBE, Mr R J Phillips, Mr D W Prodger MBE, Mr J W R Thomas, Mr P A Tuthill, Mr R M Udall, Mr G J Vickery, Mr S D Williams, Mr G C Yarranton

**Substitutes:** none

**Absent:** Mr J L V Kenyon

**Apologies for Absence:** Mr A Amos, Mr B A Baker, Professor J W Raine, Mr C B Taylor

Also in Attendance: Police & Crime Commissioner John Campion

### 97 Confirmation of Minutes

**Resolved that the minutes of the meeting of the Fire Authority held on 16 June 2016 be confirmed as a correct record and signed by the Chairman.**

### 98 Chairman's Announcements

The Chairman informed the Authority of recent events he had attended:

- Worcestershire Awards Ceremony on Friday 16 September;
- Visit to Malvern Fire Station with Members on 27 September; and
- Official Turf Cutting ceremony with the Police and Crime Commissioner at Hindlip on 7 October

and also announced the carol service that was being held on Saturday 10 December at Holy Trinity Church in Hereford which all Members were invited to.

The Chairman welcomed the Police and Crime Commissioner to the



meeting.

**99 Public Participation**

None.

**100 Attendance of Police & Crime Commissioner at Meetings**

A report was presented to Members to consider proposals to enable the Police & Crime Commissioner for West Mercia to attend, participate but not vote at meetings of the Fire Authority. Members agreed that the Authority's Constitution be amended to accommodate the Police & Crime Commissioner at future meetings.

**RESOLVED that the Authority's Constitution be amended by the inclusion of the additions set out in the appendix to the report.**

**101 Changes to Arrangements for Appointment of External Auditors**

A report was presented to Members to approve arrangements for the appointment of external auditors following the end of the transitional arrangements at the conclusion of the 2017/18 audits.

[Councillor Jenkins entered the meeting at 10.40am].

Members were advised that a Sector Led Body would have the ability to negotiate contracts with the firms nationally, maximising the opportunities for the most economic and efficient approach to procurement of external audit on behalf of the whole sector. Members expressed concern that current external fee levels were predicted to increase when the current contract ends in 2018 and some Members doubted this would be the case but agreed that the Authority should "opt in" to Public Sector Audit Appointments Ltd.

**RESOLVED that the Authority "opt in" to Public Sector Audit Appointments Ltd (PSAA) for the procurement of future external audit provision.**

**102 Revision to the Medium Term Financial Plan**

Following the report that was presented to the Policy and Resources Committee on 21 September 2016, Members were advised of the efficiencies made by the Authority and asked to approve amendments

to the Medium Term Financial Plan.

**RESOLVED that amendments to the Medium Term Financial Plan resulting in a revised budget gap of £1.657m by 2019/20 be approved.**

**103 Wyre Forest Emergency Hub - Preferred Sites Consultation Responses**

At the start of the item, the Head of Legal explained that if the proposal for a Wyre Forest Hub was approved in principle, there was a subsequent report later on the agenda which would be in private to consider the final decision on progressing the project to fruition, budget allocation and choice of preferred site.

Opinion Research Services then provided a detailed presentation to Members on the outcome of the public consultation on suitable sites for the proposed Wyre Forest Emergency Services Hub. The public consultation had been a comprehensive and fair process. In general, there was no overall preference amongst the public in favour of either site and both sites were considered acceptable to the public, although there were still some people opposed to the principle of a single Wyre Forest Hub. Although there had been relatively few responses to the consultation, public meetings and forums had been well publicised.

Members were asked to consider whether, in principle, the Authority should proceed with the development of a Wyre Forest Emergency Services Hub and the subsequent closure of the three existing fire stations at Bewdley, Kidderminster and Stourport.

Members also commented on the new Hoobrook Ringway and how this was helping traffic in the proposed area.

**RESOLVED that:**

**i) the report from Opinion Research Services, which sets out the feedback from formal public consultation exercises in respect of two suitable sites for the proposed Wyre Forest Emergency Services Hub, be noted;**

**ii) subject to land acquisition and approval of building costs, it be agreed in principle to relocate the existing fire appliances, resources and crews of Kidderminster, Stourport-on-Severn and Bewdley fire stations into the proposed Wyre Forest Emergency Services Hub.**

## **104 Chief Fire Officer's Report**

The Chief Fire Officer informed the Authority of recent key developments and activities, which included:

- A large fire at a wax recycling plant in Bromsgrove which he had attended personally;
- Worcestershire Awards and Medals Ceremony;
- National Challenges;
- Service Exercise;
- Station Open Days; and
- Safety Campaigns.

Members congratulated the Chief Fire Officer on the success of the Service Exercise and emphasised how impressive the realism of the scenario was. Members requested that the learning from the exercise was shared with them. Thanks were also passed to Committee and Members' Services Officers for supporting Members on the Exercise.

Members commented on the Dying to Drive campaign and the Chief Fire Officer, who had attended the Worcester and Leominster campaigns, confirmed they were well attended.

**RESOLVED that the report be noted.**

## **105 Minutes of the Audit & Standards Committee**

The Chairman of the Committee reported the proceedings of the Audit and Standards Committee meeting held on 4 July 2016.

**RESOLVED that the minutes of the Audit and Standards Committee meeting held on 4 July 2016 be received and noted.**

## **106 Minutes of the Policy and Resources Committee**

The Vice-Chairman of the Committee reported the proceedings of the Policy and Resources Committee meeting held on 21 September 2016.

Members queried the Hereford Slipway item and questioned the feasibility study. Members were advised that a further report would be submitted back to the Policy and Resources Committee as appropriate.

**RESOLVED that the minutes of the Policy and Resources Committee**

meeting held on 21 September 2016 be received and noted.

**107 Exclusion of the Press and Public**

The Authority were asked to exclude members of the public and press from Agenda Item 14.

**RESOLVED that the Authority agree to exclude members of the public and press as the following item is likely to disclose information relating to the financial affairs or business affairs of any particular person (including the authority holding that information).**

**108 Wyre Forest Emergency Hub - Land Acquisition & Costs**

Following the approval of developing a Wyre Forest Emergency Hub under an earlier item on this agenda, Members were asked to consider the advantages/disadvantages of each of the two previously identified sites, both of which had previously been adjudged as satisfactory locations from an operational perspective.

**Summary of Decision:**

**Members resolved to allocate a budget for the proposed works and authorised officers to negotiate the purchase of a site and proceed with the development of the Wyre Forest Hub subject to costs remaining within the budget allocation.**

The Meeting ended at: 11:50

Signed:.....

Date:.....

Chairman

## Report of Area Commander, Head of Operations

### Day Crewing Plus Review

#### Purpose of report

1. The purpose of this report is to inform members of the outcome of the recent Day Crewing Plus (DCP) duty system review.
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#### Recommendation

***It is recommended that an extension to the DCP trial at Hereford and Worcester Stations be agreed for a further 12 months (until March 2018) whilst further options are explored to meet the Medium Term Financial Plan.***

#### Introduction and Background

2. The Integrated Risk Management Plan (IRMP) 2012/13 action plan included a fire cover review which made a number of recommendations in terms of fire cover, one of which was to remove a Wholetime crewed appliance from both Worcester and Hereford stations. This along with a number of other changes to the fire cover model would release savings between £0.9m and £1.7m. It was agreed that the second whole-time fire engines at Hereford and Worcester fire stations would be changed to the Day Duty crewing system (12 hours permanently crewed and 12 hours Retained Duty System crewed in each 24 hours)
3. The FRA was however, keen to explore other options whereby these two appliances could remain as part of the establishment but crewed in a different way, thus maintaining the existing standard of fire cover in both Hereford and Worcester but realising some, if not all, of the original savings. (These are detailed in the Community Risk Management Plan 2014-20 (CRMP), *Fire and Emergency Cover Review*).
4. A Day Crewed Plus arrangement (DCP) was tabled whereby Wholetime staff employed a self rostering system providing blocks of 24hr immediate fire cover. Following the FRA meeting in February 2015 it was decided to run a 2 year Day Crewing Plus (DCP) system trial at both Hereford and Worcester Fire Stations to ascertain whether this was a viable proposition in terms of cost (savings) and fire cover in the longer term.
5. The DCP review has been compiled as a direct response to the decision made by the Fire Authority on 1 October 2014 which states:
  - (i) *the Authority approves a two year trial period of the Day Crewing Plus duty system for the second fire engines at Hereford and Worcester; and*

(ii) *the Authority approves the capital expenditure (from existing resources) to enable the changes to facilitate the Day Crewing Plus crewing model at Hereford and Worcester Fire Stations and instructs the Treasurer to include the revenue expenditure in the 2015/16 and 2016/17 budgets forecasts.”*

6. The trial began in April 2015 and is scheduled to run until March 2017.
7. The DCP system implemented provides the same level of cover as a traditional shift cover pump but utilises only 12 staff as opposed to 24 for the equivalent shift pump. This is achieved by the staff covering 24 hr shifts using a combination of 12 positive work hours and 12 on call hours, where they remain on, or very near, to the station so they can still provide immediate cover. This differs from the RDS in that with this model, they respond from home and can take up to five minutes to mobilise the appliance. There is a 25% salary enhancement for those working the DCP system to compensate for the evening cover provided as this is in addition to the standard 42 hour week worked by shift staff.

## **Review**

8. In order to evaluate the DCP trial, a review was completed in November 2016 based upon the following criteria:
  - Is the system efficient in terms of staff numbers?
  - Does the system provide effective fire cover?
  - Is the system cost effective?
  - Is DCP productive compared to shift system?
  - Is DCP staff friendly?

## **Findings**

9. The DCP system at Hereford and Worcester has to date been very successful in terms of meeting its objective of providing 24 hour a day immediate fire cover at a significantly reduced cost over the 2,2,4 shift it has replaced. It has other advantages as well, such as being a largely self-sufficient model where short term crewing deficiencies are managed in-house without the need to bring staff in on overtime. Also productivity has proved greater than the shift watches at each location and the nature of the model where two systems work side by side has increased skill levels across each station providing resilience for the crewing of specialist appliances at each location.
10. There have been challenges to the trial. The greatest and most problematic has been the covering of long term crewing deficiencies caused by long term sickness, where cover is only required for a defined period of time. This issue has been successfully managed during the trial but further consideration will have to be given if DCP is to be adopted as a permanent model at both Hereford and Worcester. In addition call volume, particularly at night remains low so DCP could be viewed as an expensive option for providing emergency cover.

11. Opting out of the Working Time Directive is voluntary meaning that working the night cover aspect of DCP is and will remain on a voluntary basis. As expected, the crewing system does not suit everyone's lifestyle and seems particularly unsuited to those with young families or single parents. That said turnover of staff has been minimal in terms of those requesting a return to the 2,2,4 shift system and there has been a steady stream of staff putting themselves forward to work on DCP. As the system sits outside of "Grey Book" terms and conditions and asks staff to opt out of the Working Time Directive it relies of members of staff "volunteering" to work it, which could also make the system vulnerable over the longer term.

## **Conclusions**

12. The trial of the DCP system at Hereford and Worcester stations has successfully provided an appliance giving 24 hour cover at both locations but at an increased cost to the approved Day Duty system. However, it could be argued that as call volumes at night are low (particularly at Hereford) this is still an expensive option for fire cover at those times.
13. DCP provides for improved productivity and provides resilience for the specialist appliances but the system has a vulnerability in that it is still voluntary and staff can opt back in to the Working Time Directive at any time. This means that at short notice, the system could become inoperable and the Service would need to revert to an alternative Grey Book compliant crewing arrangement.
14. The review shows that DCP has worked during the trial and demonstrates that it has a place in HWFRS. DCP can now be considered as a crewing option along with other established systems but there is a financial cost associated with it, which has to be seen in the context of the Authority's overall Medium Term Financial Plan.
15. The revision of the Medium Term Financial Plan approved at the Authority's last meeting on 11 October 2016 identifies a budget gap of £1.657m by 2019/20 and additional savings will be necessary to meet this. Rather than ending the trial and reverting to the Day Duty system or accepting DCP as a permanent system now that may need to be changed further in the future, it would be prudent to extend the DCP trial for a further 12 months whilst this, and other crewing systems, are explored to provide further options to meet the Medium Term Financial Plan, at which time the Chief Fire Officer will report back to the Authority.
16. The Medium Term Financial Plan already contains financial provision for this trial to be continued for a further 12 months pending future decisions.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	MTFP already has provision to extend the trial.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications)	Trial continues to provide a crewing option for appliances at Hereford and Worcester.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores)	There is a risk that volunteers will not be available to the DCP system. At which point the trial would end and the agreed Day Duty system would be implemented.
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	FBU were consulted as part of the review. Further consultation will begin if the trial extension is agreed.
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	Considered throughout original proposal and implementation. .

## Supporting Information

Background Paper – Review of DCP at Hereford and Worcester

### Contact Officer

Keith Chance, Area Commander  
(01905 368208)  
Email: [khchance@hwfire.org.uk](mailto:khchance@hwfire.org.uk)



## **Report of the Head of Legal Services**

### **Member Development Strategy 2017-2020**

#### **Purpose of report**

1. To seek the Authority's approval of the Member Development Strategy 2017-2020.
- 

#### **Recommendation**

***It is recommended that the Authority approves the Member Development Strategy 2017-2020.***

#### **Introduction and Background**

2. The Code of Corporate Governance requires that arrangements are put in place to ensure that the capability and capacity of Members is developed to enable them to carry out their roles effectively.
3. A programme of development and support is led by Committee and Members' Services. The programme is Fire Authority specific and complimentary to the programmes provided to Members by their constituent authorities. The programme is underpinned by the Member Development Strategy which aims to ensure Members are properly informed to effectively carry out their roles as Members of the Fire Authority, as set out in the current role description (attached at Appendix 1).

#### **Member Development Strategy**

4. The current Member Development Strategy covers the three year period 2013-2016 and links in with the medium term objectives of the Authority. As the current strategy is due to expire at the end of the year, a new strategy for 2017-2020 has been drafted for consideration by Members (attached at Appendix 2).
5. Each programme which sits underneath the strategy will focus on the theme; "Adding Extra Value" with sessions adjusted on annual basis in response to organisational, statutory and identified individual needs. Feedback from Members will be sought to inform the development of the annual programmes which will be undertaken in consultation with constituent authorities to prevent unnecessary duplication.
6. As a combined authority made up of two constituent authorities there will be two elections undertaken during the life of the proposed strategy. This will require some duplication in the annual programmes to enable newer Members to attain the same level of knowledge as their more experienced colleagues.

7. As Member Development is a key part of the Authority's governance framework each annual programme will be put forward to the Audit and Standards Committee for approval.

## Conclusion/Summary

8. This report proposes a three year strategy for Members' Development and recommends a draft for approval. Each annual programme which sits under the proposed strategy will be put forward to the Audit and Standards Committee for approval.

## Corporate Considerations

<b>Resource Implications</b> (identify any financial, legal, property or human resources issues)	Seminars and briefings will usually be delivered in-house, however external training will be considered on a case by case basis. Costs of any external training would be met from existing budgets. The current budget for Members seminars is £2,500.
<b>Strategic Policy Links</b> (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	The proposed Member Development Strategy links in with the Medium Term Financial Plan, the Community Risk Management Plan, the Annual Authority Report and Our Strategy.
<b>Risk Management / Health &amp; Safety</b> (identify any risks, the proposed control measures and risk evaluation scores).	Member Development is a key part of the Authority's governance framework and is part of the assurances that sit behind the Annual Governance Statement.
<b>Consultation</b> (identify any public or other consultation that has been carried out on this matter)	Feedback will be sought from Members regarding future development programmes which also be developed in consultation with the constituent authorities.
<b>Equalities</b> (has an Equalities Impact Assessment been completed? If not, why not?)	The Member Development Programmes will incorporate the Members' Code of Conduct and the Authority's Ethical Framework. An EIA has been completed.

## Supporting Information

Appendix 1 – Member Role Description

Appendix 2 - Draft Member Development Strategy 2017-2020

## Contact Officer

Alison Hughes, Committee & Members' Services Manager  
(01905 368209)

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



# **Hereford & Worcester Fire Authority**

## **Roles and Responsibilities of Members**

### **Introduction**

Hereford & Worcester Fire and Rescue Authority is a stand-alone authority and separate to Herefordshire and Worcestershire Councils. Members of the Fire and Rescue Authority ensure that the Authority fulfills its duties and functions under the Fire and Rescue Services Act 2004 and other relevant statutes. Authority Members are the ultimate strategic policy makers, determining the core values of the Authority and approving its budget and strategic plans. As a Member you also provide challenge by monitoring performance against the budget, approved plans and targets.

Examples of the duties carried out by the Authority are:

- setting the Council Tax precept;
- appointing Chief Officers;
- adopting a Code of Conduct for Members;
- approving the annual pay policy for staff;
- approving the publication of equality objectives;
- agreeing changes to the Authority's constitution and rules.

### **Key Roles and Responsibilities**

#### **Equality & Fairness**

1. Represent all communities in both Herefordshire and Worcestershire to the Authority and represent the Authority to all communities.
2. Comply with the Members' Code of Conduct and the Protocol for Member/Officer Relations and demonstrate commitment to the Authority's Ethical Framework.
3. Develop and maintain respectful and effective relationships with employees and other Authority Members.
4. Ensure that the Authority is an equal opportunity employer and meets its equality objectives.

#### **Engagement**

5. Contribute actively to the formation and scrutiny of the Authority's strategic policies, priorities, plans, targets, budget, performance and service delivery, providing constructive challenge on behalf of the communities.
6. Participate actively as a Member of any committee or working group to which you are appointed.
7. Encourage the communities to participate constructively in consultations.

8. Participate in any consultative processes with the local community and with other organisations, as required.
9. Positively promote the reputation of the Authority.

### **Strategic Risk**

10. Ensure that the Authority delivers targeted and quality risk managed services to ensure the safety of our communities across the two counties.
11. Ensure that the Authority delivers value for money and maintains effective risk management and internal control arrangements, ensuring public funds are safeguarded and used efficiently.
12. Ensure that the Authority carries out its responsibilities as an employer effectively and maintains the highest health and safety standards for all staff.
13. Promote the highest standards of corporate governance and actively support openness and transparency in decision making.

### **Continuing Self-Development**

14. Develop and maintain a sound working knowledge of the Authority's duties, policies and practices.
15. Actively participate in the Member Induction and Development sessions provided by the Authority, in addition to identifying and addressing own development needs.
16. Develop and maintain knowledge of the Authority's services, activities and other matters, which affect and impact on the local communities.

### **Key Competencies**

To effectively undertake the roles and responsibilities detailed above, Authority Members will need to achieve the following competencies:

#### **Equality & Fairness**

- Awareness and understanding of equalities issues.

#### **Engagement**

- Ability to provide constructive challenge.

#### **Strategic Risk**

- Understanding and awareness of financial issues and budgeting.

#### **Continuing Self-Development**

- Understanding the work of the Fire & Rescue Service.



## **Member Development Strategy 2017-2020**

### **1. Introduction**

The purpose of this strategy is to ensure that Authority Members, Officers and staff are aware of the approach to the development of Members, why it is important and the roles they play in making this happen. This document brings together the aims of member development and the medium term objectives of the Authority. It also sets out how Members will be supported to fulfil their roles and contribute to the quality of our services.

### **2. Authority Objectives**

The Authority's Core Purpose is to 'provide our communities with sustainable, high quality firefighting, rescue and preventative services' which is built on three driving principles:

- firefighter safety;
- community safety; and
- the delivery of quality services

The Authority's ability to secure these objectives is assisted by:

- the continued collaboration and joint working with emergency service partners, local authorities and voluntary organisations;
- the 2020 Vision Programme which aims to build new relationships and new ways of working, including co-operating with others to achieve our aims; and
- valuing and recognising diversity in the Service and the community.

### **3. Member Development Aims**

The Member Development Strategy is a key part of the Authority's governance framework to develop the capacity and capability of Members to be effective. The Strategy also strives to contribute to the delivery of the Authority's core purpose, principles and objectives by maintaining effective leadership through continuous Member development.

This will be achieved by providing Members with the support, knowledge, skills and information necessary to achieve and maintain their key competencies which will enable them to ensure that:

- the Fire Authority provides an efficient and effective fire and rescue service, taking into account the needs of all sections of the community;

- the Fire Authority is an equal opportunity employer that focuses on the safety of employees;
- the Fire Authority delivers value for money; and
- all Members contribute actively to the formation and scrutiny of the Fire Authority's decisions, policies, priorities, plans, targets, budget and service delivery.

#### **4. Members' Induction**

An induction will be provided for all newly appointed Members following constituent authority elections i.e in 2017 and in 2019. Existing members will be encouraged to take part in induction activities as their experience will prove invaluable to new Members.

Where ad-hoc appointments are made by constituent authorities outside an election year, opportunities for Members to be brought up to speed will be provided on a one-to-one or small group basis.

#### **5. Annual Development Programmes**

A fire and rescue specific programme will be devised each year by Committee and Members' Services, in conjunction with Group Leaders and the Senior Management Board. The development of the annual programmes will be undertaken in consultation with constituent authorities to prevent unnecessary duplication.

Each annual programme will focus on the theme; **"Adding Extra Value"** with sessions adjusted on annual basis in response to organisational, statutory and identified individual needs.

As a combined authority made up of two constituent authorities there will be two elections undertaken during the life of this strategy. This will require some duplication in the programme to enable newer Members to attain the same level of knowledge as their more experienced colleagues.

As Member Development is a key part of the Authority's governance framework each annual programme will be put forward to the Audit and Standards Committee for approval

#### **6. Delivery**

The main methods of delivering the development programme will be through:

- seminars and briefings;
- site visits;

- Members' Bulletin; and
- meetings.

Seminars and briefings will usually be delivered in-house, however external training will be considered on a case by case basis. Officers with specific knowledge in key areas will be expected to provide sessions and/or demonstrations for Members. Committee and Members' Services will provide information and support to Officers holding briefings and delivering seminars.

## **7. Review**

At the end of each year, all Members will have an opportunity to review their development and identify any future development needs that could be fed into future programmes. However, Members are encouraged to make suggestions for future development at any point throughout the year.

Committee and Members' Services will assess each programme annually by analysing areas such as Member feedback, attendance levels and feedback from training facilitators, Group Leaders and SMB.

Committee and Members' Services will also continue to identify learning opportunities for Members and will examine additional media through which such opportunities could be delivered to Members.

## Report of Head of Legal Services

### Fire Authority and Committee Dates 2017/18

#### Purpose of report

1. To inform Authority Members of the meeting dates for 2017/18.
- 

#### Recommendation

*It is recommended that the meeting dates for 2017/18 be noted.*

#### Introduction and Background

2. The Authority sets its meeting dates in December.
3. These meeting dates have been checked with Worcestershire County Council and Herefordshire Council to avoid any clashes.
4. However, as 2018 meeting dates have not been scheduled for either Council, we have requested that they take our dates into account when setting the dates of their meetings.

#### Corporate Considerations

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



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

### **Supporting Information**

Appendix 1 –Hereford & Worcester Fire Authority 2017/18 Meeting Dates.

Background papers - None

### **Contact Officer**

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

## **2017/18 Authority Meeting Dates**

Members Induction	June 2017 Exact Date TBC
FRA	Thursday 22 June 2017 10.30 at HQ
Audit & Standards	Wednesday 5 July 2017 10.30 at HQ
P & R	Wednesday 20 September 2017 10.30 HQ
Audit & Standards	Wednesday 27 September 2017 10.30 HQ
FRA	Wednesday 11 October 2017 10.30 at Shire Hall, Hereford
P & R	Wednesday 22 November 2017 10.30 HQ
FRA	Thursday 14 December 2017 10.30 at HQ
Audit & Standards	Wednesday 24 January 2018 10.30 at HQ
P & R	Wednesday 31 January 2018 10.30 at HQ
FRA	Wednesday 14 February 2018 10.30 at HQ
P & R	Wednesday 28 March 2018 10.30 at HQ
Audit & Standards	Wednesday 25 April 2018 10.30 at HQ

## **Report of the Chief Fire Officer**

### **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.***

#### **Herefordshire Awards and Medals Ceremony**

2. On 18 November, firefighters and Fire Service support staff from across the county received awards at the annual Herefordshire Medals and Awards Ceremony. The event, which was held at Hereford Town Hall, honoured staff for their outstanding service and commitment to the Fire Service.
3. During the ceremony, accolades were presented to employees by Lord Lieutenant of Herefordshire Lady Susan Darnley, High Sheriff of Herefordshire Mr Bill Jackson, Town Mayor Cllr Jim Kenyon, Chairman of the Authority Cllr Derek Prodger MBE and Chief Fire Officer Nathan Travis. Herefordshire Fire Authority Members, the Chief Constable and representatives from West Midlands Ambulance Service also attended the ceremony.

#### **CFA Conference**

4. On 27 October, the Chairman and I attended the annual Combined Fire Authority conference in Bedfordshire. The event was well attended this year, with 19 out of the 23 CFAs represented – and the delegates were able to participate in a wide-ranging agenda that included a speech (followed by a Q&A session) from the new Police & Fire Minister, Brandon Lewis MP, as well as updates regarding national work streams on the Retained Duty System, Apprenticeships, and the new Home Office Inspection regime.

#### **World Rescue Challenge 2016**

5. From 19-23 October 2016, talented firefighters from across the world gathered in Brazil for the annual World Rescue Challenge 2016. Two teams from HWFRS joined Hampshire Fire and Rescue Service and South Wales Fire and Rescue Service in representing the UK after winning places in the national challenge earlier this year.

6. Both teams from HWFRS gave an outstanding performance, with the extrication team finishing in the top three in two of the key competition categories (second in the '20-minute RTC' and third in the 'Best Officer in Charge'), whilst the trauma team were placed in a very impressive third place overall.
7. The challenge spanned over several days and, during this time, the teams competed against other rescue professionals from around the entire world in various rescue scenarios. Each team was faced with three scenarios during the four day challenge, both of which involved live casualties.
8. The competition is the premier event for rescue and trauma teams across the world to innovate, exchange ideas and develop new techniques – allowing them to bring those new skills and knowledge back into their own services for the greater benefit of their local communities and their fellow firefighters.

### **Service Exercise Debrief**

9. At the last Authority meeting it was suggested that Members might be interested in the outcomes of the Service Exercise debrief. A presentation will follow providing the key outcomes.

### **Contact Officer**

Nathan Travis, Chief Fire Officer

(01905 368202)

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



Hereford & Worcester Fire Authority

Policy and Resources Committee

Thursday, 17 November 2016, 10:30

## Minutes

**Members Present:** Mr R C Adams, Mr B A Baker, Mrs E Eyre BEM, Ms R E Jenkins, Mrs F M Oborski MBE, Mr R J Phillips, Mr D W Prodger MBE, Mr C B Taylor, Mr J W R Thomas, Mr P A Tuthill, Mr R M Udall

**Substitutes:** none

**Absent:** none

**Apologies for Absence:** Mr A Fry, Mr J L V Kenyon

### 71 Confirmation of Minutes

Following a question from a Member about the progress of the Wyre Forest Hub, the Chief Fire Officer provided a brief update.

**Resolved that the minutes of the meeting of the Policy and Resources Committee held on 21 September 2016 be confirmed as a correct record and signed by the Chairman.**

### 72 2016/17 Budget Monitoring – 2nd Quarter

Members were informed of the current position on budgets and expenditure for 2016/17.

Members noted the revenue underspend of £1.056m which was due to increased savings levels from within the expenditure budgets as constraint continues to be exercised.

Members also noted the virements of the budget holder underspendings for a full condition survey of all Authority property to be conducted and for the provision of additional operational and IT equipment for operational personnel.

In relation to the capital budget for approved schemes, Members were made aware that £3.993m of the £7.610m budget had been committed by way of expenditure and orders. A Member queried the capital receipt for the sale of Bromsgrove Fire Station and was informed that the matter was being progressed.

Members were finally informed that an investment income target of £0.040m had been set for 2016/17.

**RESOLVED that the Committee note:**

- (i) the forecast revenue underspend of £1.056m (3.3%); and**
- (ii) the virement of £0.057m to operational equipment and £0.071m to a full property condition survey.**

### **73      2016-17 Performance Report: Quarter 1 and Quarter 2**

Members were provided with a summary of the Service's Quarter 1 and Quarter 2 performance against a comprehensive set of Performance Indicators agreed by the Senior Management Board.

Members expressed their gratitude for the additional data that is now included in the report detailing the number of incidents per station ground and for each County.

There was particular discussion around the increase of false alarms. Members were informed that the Automatic Fire Alarm Policy was under review and work on-going to help reduce such incidents.

Members also raised the issue of co-responding with the Ambulance Service and were informed that talks are still on-going.

**RESOLVED that Members note the following headlines drawn from Appendix 1 relating to performance in Quarter 1 and Quarter 2, 2016-17:**

- (i) A total of 3,603 incidents were attended in Q1 and Q2, an increase of 7.5% (251 incidents) over the same period in 2015-16, and 5.3% (180 incidents) higher than the average for the last five years.**
- (ii) The majority of the increase in Q1 and Q2 is accounted for by a rise in the numbers of Special Service and False Alarm incidents, while the number of Fire incidents was down:**

**a. Special Services: there was an increase of 83 incidents over the**

six month period. This is predominantly accounted for by increases in the number of animal assistance incidents (22 incidents), and Other Special Services such as, lift rescues, spills and leaks (non-RTC), provision of advice and assisting other agencies (48 incidents).

b. False Alarms: there was an increase of 187 incidents over the six month period in all types of False Alarm incidents. This is mainly because of an increase in automatic activations of inbuilt fire alarms systems (144 incidents), of which 94 of these incidents were to known life risk type premises.

c. Fires: a decrease of 19 incidents for this period over the previous year is largely accounted for by a fall in the number of Secondary Fires (down by 42 incidents) with fewer outdoor fires in a wetter than usual late spring/early summer period.

(iii) The number of Fires, Special Service and False Alarm incidents has stayed relatively consistent over the last 5 years.

(iv) Overall Staff Sickness levels are 1.52 days lost per head, which remains within tolerance levels set (see para. 3 below) for Quarter 1 and 2 and below the five-year average of 1.63 days.

(v) The Service attended 62.5% (320 incidents) of Building Fires within 10 minutes in Q1 and Q2 compared with 57.0% in the same period in 2015-16. The average time for the first fire appliance attendance at all building fires was slightly over the ten minute target at ten minutes and seventeen seconds.

(vi) The overall availability of the first On-Call (Retained) fire appliance remains high at 91.1%, however this did decrease by 3.0% compared to the same period in 2015-16.

## **74 Health and Safety Committee Update**

Members were provided with an update on the activities and items of significance from the Service's Health and Safety Committee.

Particular reference was made to the vehicle mileage statistics which informed Members of the number of miles that are driven per year in relation to the number of accidents.

**RESOLVED** that the activities and items of significance from the

**Health and Safety Committee be noted, in particular that:**

**(i) the Health and Safety performance information recorded during April 2016 to June 2016 (Quarter 1) shows a downward trend in comparison to the same quarter in 2015; and**

**(ii) the Service has been involved in a number of Health and Safety initiatives, including the implementation of a new risk assessment database to conclude the outstanding actions identified by the Chief Fire Officers' Association (CFOA) Regional Health and Safety Audit.**

The Meeting ended at: 11:14

Signed:.....

Date:.....

Chairman





Hereford & Worcester Fire Authority

Audit and Standards Committee

Tuesday, 27 September 2016, 10:30

## Minutes

**Members Present:** Mr A Amos, Ms L R Duffy, Mrs A T Hingley, Mr R I Matthews, Professor J W Raine, Mr G J Vickery

**Substitutes:** none

**Absent:** Ms P Agar

**Apologies for Absence:** Mr S C Cross, Ms K S Guthrie, Mr Al Hardman, Mr S D Williams

Also in attendance: Mr D W Prodger MBE

### 51 Appointment of Vice Chairman

**RESOLVED** that Councillor Adrian Hardman be appointed Vice Chairman of the Audit and Standards Committee.

### 52 Confirmation of Minutes

**RESOLVED** that the minutes of the Audit and Standards Committee held on 4 July 2016 be confirmed as a correct record and signed by the Chairman.

### 53 Internal Audit Monitoring Report 2016/2017

The committee were advised that outstanding audits from 2015/16 had now been completed and finalised. There had been no high priority recommendations, concerns or risks identified and a conclusion of Significant Assurance had been given.

Members were informed that the 2016/17 audit is progressing with a focus on Corporate Governance and the CARE (Career Average Revalued Earnings) System. Outcomes and assurance levels will be

reported at the next committee.

In the ensuing discussion Members officers confirmed that any areas of concern highlighted by the auditors would be the subject of clear action plans to ensure continued service improvement.

**RESOLVED that the Internal Audit Monitoring Report 2016/2017 and the residual 2015/16 work be noted.**

**54 Annual Statement of Accounts 2015/2016**

The Treasurer presented the 2015/2016 Statement of Accounts to the Committee which he highlighted were not substantially different to the presentation delivered at the last Audit and Standards Committee on 4 July 2016.

**RESOLVED that the Statement of Accounts 2015/2016 be approved.**

**55 External Audit Findings Report 2015/2016 Including Letter of Representation**

The External Auditor highlighted to Members the intention to give an unqualified audit opinion on the Authority's 2015/16 accounts and give an unqualified Value for Money conclusion. Members were advised that there were no control issues or weakness' that need to be brought to the attention of the committee and no financial adjustments to make.

The Auditors asked the committee to note that the pension liability fund associated with those staff who transferred to Place Partnership Ltd. (PPL) were to be included in the Authority's accounts rather than in PPL's accounts. Auditors reassured Members that this was common practice.

There was a discussion about the forecast gap within the Medium Term Financial Plan and the Treasurer confirmed that reserves would only be used to resource smooth change and not fund ongoing expenditure.

**RESOLVED that:**

- i) the External Audit Findings Report 2015/16 including, the anticipation of an unqualified opinion on the 2015/16 accounts be noted; and**
- ii) the letter of representation be approved on behalf of the Authority.**

**56 Statement of Assurance**

Members were presented with the Statement of Assurance which provides robust assurance levels in relation to financial, governance and operational matters.

***RESOLVED* that the draft Statement of Assurance 2016-17 be adopted and approved for publication.**

**57 Register of Interest for Officers**

Members were advised that as part of the regular review of the Authority's governance framework, the current policy with regards to staff interests and protocols have been reviewed. Existing requirements and procedures have now been brought together in one policy document.

Members were asked to note that in addition to the requirement for all staff to give notice of interests, senior members of staff should now expect to provide a higher degree of transparency in order to ensure public and Member confidence in their impartiality when advising or making decisions on behalf of the Authority.

***RESOLVED* that the Register of Staff Interests Policy be approved.**

The Meeting ended at: 11:15

Signed:.....

Date:.....

Chairman