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NOTTINGHAMSHIRE & CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY - POLICY & STRATEGY

Date: Friday, 31 January 2014

Time: 10.00 am

Venue: Fire and Rescue Services HQ, Bestwood Lodge, Arnold Nottingham NG5 8PD

Members are requested to attend the above meeting to be held at the time, place and date mentioned to transact the following business

A handwritten signature in black ink, appearing to read "M. P. Davey". The signature is fluid and cursive.

Clerk to the Nottinghamshire and City of Nottingham Fire and Rescue Authority

AGENDA

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ANY COUNCILLOR WHO IS UNABLE TO ATTEND THE MEETING AND WISHES TO SUBMIT APOLOGIES SHOULD DO SO VIA THE PERSONAL ASSISTANT TO THE CHIEF FIRE OFFICER AT FIRE SERVICES HEADQUARTERS ON 0115 967 0880

IF YOU NEED ANY ADVICE ON DECLARING AN INTEREST IN ANY ITEM ABOVE, PLEASE CONTACT THE CONSTITUTIONAL SERVICES OFFICER SHOWN ON THIS AGENDA, IF POSSIBLE BEFORE THE DAY OF THE MEETING.

Constitutional Services Officer:

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Policy and Strategy Committee

REVIEW OF INDEMNITIES FOR MEMBERS AND OFFICERS

Report of the Chief Fire Officer

Date: 31 January 2014

Purpose of Report:

To recommend a review of the current arrangements regarding indemnities for Members and Officers.

CONTACT OFFICER

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Chief Fire Officer

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1. BACKGROUND

- 1.1 The current arrangements for the granting of indemnities for members and officers was agreed by the Fire Authority in September 2005. This followed the publication of the Local Authorities (Indemnities for Members and Officers) Order 2004. Up until this point, Local Authorities had relied on various other provisions under various other acts of legislation. This was all reported to Fire Authority by the Chair of the then Standards Committee in that report in 2005. The full report is appended for Members information.
- 1.2 Following some high profile national cases, it is important that the current arrangements are reviewed to ensure they remain fit for purpose. This is primarily as a result of a number of questions that have been highlighted.

2. REPORT

- 2.1 The current policy was drafted by lawyers on behalf of the Service in 2005 as a result of the publication of the order quoted above. The policy has only been applied once and coupled with the diverse range of situations to which the policy may now apply, it is reasonable that questions have arisen and that further clarification would be beneficial.
- 2.2 The decision to offer an indemnity to both Members and Officers is a decision of the Fire Authority. The current policy accurately reflects the content of the 2004 Order, but fails to reflect more recent legislation, and it is a little unclear as to whether the current policy is discretionary or absolute. In theory under the current arrangements the Fire Authority could choose to decline to provide an indemnity, although it is doubted that this was ever the real intention of the policy. This would clearly affect the decision that Members and Officers may choose to make and could be counter-productive to the best interest of the Authority.
- 2.3 Equally, if the Fire Authority continues with the principle of offering an indemnity in all cases then the extreme could be that Members and Officers act recklessly to both the detriment and reputation of the Authority. It is not suggested in any way that Members or Officers would, however these are the extremes of the current arrangements.
- 2.4 One of the key questions which has arisen in recent cases is whether the Fire Authority can impose conditions on the indemnity. This might include the withdrawal if the interests of the individual divert from those of the Fire Authority or if the Fire Authority chooses a route which is at odds with the opinion of the individual. Clearly these elements are not within the detail of the current arrangements and really require some clarification.
- 2.5 There are also issues around limits of indemnity, where for example in major cases such as occurred at Hillsborough, the police authority very quickly reached the limits of their insurance indemnity, leaving themselves with the potential for huge legal bills for which there was no insurance cover.

- 2.6 It is for these reasons that it is felt appropriate at this time to review the current arrangements and provide clarity. It is recommended that the task is allocated to the Service's Risk Manager and a future report is brought back to Policy and Strategy Committee before being forwarded to full Fire Authority for formal adoption.

3. FINANCIAL IMPLICATIONS

There will be some financial implications as the Service may have to engage with lawyers to clarify certain aspects of the policy. These will be met from the budget allocated for legal advice.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

Once adopted it would be prudent to commission training for those Members and Officers to which the policy would apply so that all fully understand how the policy works and relates to the key decision makers.

5. EQUALITIES IMPLICATIONS

There are no specific equalities implications arising from this report.

6. RISK MANAGEMENT IMPLICATIONS

The failure to have a valid and up to date indemnity policy could lead to some legal disputes between the Fire Authority and its Members and Officers in extreme cases. A review will serve to mitigate this risk.

7. CRIME AND DISORDER IMPLICATIONS

Section 17 of the Crime and Disorder Act 1998 states that "it shall be the duty of each authority to which this section applies to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area". This report does not contain any implications which would affect that duty.

8. LEGAL IMPLICATIONS

The legal implications are highlighted within the main body of the report.

9. RECOMMENDATIONS

That Members agree that the Risk Manager should undertake a review of the current policy and bring a report to the next meeting of the Policy and Strategy Committee.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

None.

Frank Swann
CHIEF FIRE OFFICER

report

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| meeting | NOTTINGHAMSHIRE AND CITY OF NOTTINGHAM FIRE & RESCUE AUTHORITY | |
| date | 9 September 2005 | agenda item number |

REPORT OF THE CHAIR OF STANDARDS COMMITTEE

GRANTING OF INDEMNITIES TO MEMBERS AND OFFICERS

1. PURPOSE OF REPORT

The purpose of this report is to inform the Fire Authority of the implications of the Local Authorities (Indemnities for Members and Officers) Order 2004 and to seek the approval of the Authority to a range of indemnities being extended by the Authority.

2. BACKGROUND

- 2.1 There has been uncertainty about the extent of the powers of Authorities to indemnify their Members and Officers out of public funds for any personal liability arising from actions or decisions taken by them in the course of their official duties.
- 2.2 In the past, Local Authorities have relied on various statutory provisions that either exclude liability or permit some indemnities to be granted. Section 265 of the Public Health Act 1875, as extended by Sections 39 and 44(1) of the Local Government (Miscellaneous Provisions) Act 1976 provides a limited exclusion of liability. Taken together these provisions mean that there is already a statutory bar on liability of Members and Officers, if they are acting in pursuance of a statutory function or power of the Authority and they are acting in good faith. Nothing in these proposals affects that position. In addition, Section 111(1) of the Local Government Act 1972 provides ancillary powers that may permit the provision of an indemnity by an Authority, if to do so facilitates or is incidental or conducive to the discharge of a function of the Authority,
- 2.3 Doubts have arisen however, about the extent to which Authorities can provide indemnities, particularly where individuals incur personal liability for their actions on external bodies to which they have been appointed by their Authority, and the scope to cover actions that are ultra vires or involve negligence.
- 2.4 A High Court decision in April 2000 (R v Westminster City Council, ex parte Barry Legg (2000) 2 LGLR 961) has changed the position to some extent. The judgment made it clear that a reasonably wide ranging indemnity was lawful within the provisions of Section 111 in certain instances. Some uncertainty remains however, as to the extent of existing powers. Given the importance that the Government attaches to Local Authorities working in partnership with other bodies and using their powers in innovative ways in order to ensure delivery of

high-quality and cost-effective services, it is important that these matters should be clarified.

2.5 In the Local Government Act 2000, the Government took order-making powers to allow the Secretary of State to provide Authorities with the ability to indemnify their Members and Officers in respect of personal liabilities incurred in connection with their service on behalf of their Authority.

2.6 Section 101 of the Act is deliberately wide ranging and permits the Secretary of State to :

"make provision for or in connection with conferring a power on relevant Authorities in England and Police Authorities in Wales to provide indemnities to some or all of their Members and Officers".

2.7 The problem being addressed is essentially that Members and Officers may be left liable for costs arising from actions taken in relation to their duties, with Authorities unable to provide individuals with an indemnity. This can come about in two situations :

- i) Where an Authority concludes that it does not have the power to give an indemnity where it would wish to, and ;
- ii) Where an Authority has given an indemnity, but it is subsequently found that the Authority exceeded its powers when granting the indemnity.

In the first case the Member or Officer may decline to take on the work concerned and in the second may find that he or she becomes personally liable for a large sum of money, having believed that he or she was indemnified. This has the knock on effect that individuals and Authorities may be reluctant to be involved in some forms of particular work and that Authorities may find it difficult to recruit and retain Members and Officers.

2.8 As such there are financial risks to the individuals involved and risks around diminished capacity and reduced effectiveness for the Authorities. It is very difficult to quantify these risks and costs. The actual risk to the individual and the amount of cost incurred range from a need for brief legal advice to, in some cases, the risk of a long and expensive court case and a requirement to pay substantial damages if the case is lost. The extent to which individuals and Authorities may be reluctant to be involved in innovative or unusual work, or Authorities may find it difficult to recruit and retain Members and Officers is difficult to measure and so is any associated cost.

2.9 The current legal uncertainty about the extent to which indemnities can be lawfully granted gives rise to several different possible issues for Authorities and their Members and Officers.

Ultra Vires Actions and Commitments

2.10 Bodies with which Local Authorities do business at times seek guarantees, opinion letters or letters of comfort as a way of protecting themselves against the

possibility that the commitments being entered into by the Authority are ultra vires. Should the transactions subsequently prove to be outside the powers of the Authority and enforcement against the Authority thus impossible, the other party may try to claim against the individual who provided the guarantee, opinion or letter of comfort. As a consequence, sometimes individuals can become personally liable to pay very large sums.

- 2.11 The Government believes that the situations in which principal authorities might be deemed to be acting ultra vires has been greatly reduced by the introduction of the power to promote well-being, although this does not apply to Fire Authorities. In addition, the need for letters of comfort should also have been reduced by the Local Government (Contracts) Act 1997, which clarifies Authorities' powers to contract with the private sector and allows for the contractor to be compensated if the contract is, nevertheless, deemed unlawful. However, while case law develops on these new powers in some cases, despite care on the part of Authorities and their Members or Officers, ultra vires action may still occur.
- 2.12 It is not common for individuals to be pursued personally for debts or costs arising from actions or letters of comfort that prove to be ultra vires the Authority. However, it is possible for this situation to arise. The case of Burgoine v. Waltham Forest LBC (1996) 95 LGR 520 illustrates that where the act is ultra vires any indemnity will also be ultra vires and thus void. In that case, the individuals who had acted as directors of a company that became insolvent became personally at risk for very substantial sums of money and were unable to call on the indemnity that they believed to be available.

Liabilities and Legal Costs in the Course of Duties

- 2.13 A more likely situation is where a mistake has been made by an individual who has acted honestly and in good faith, but who faces civil proceedings without the Authority being able to cover the individual's legal costs. More common however, is the need for individuals to be indemnified against the legal costs that arise whether or not any legal case is defended successfully. These costs would vary depending upon level on legal support. These proposals will enable Authorities to indemnify individuals against these costs.

Partnership Working and Innovation

- 2.14 Authorities are increasingly entering into partnerships and developing innovative ways to carry out their functions, and the Government is encouraging them to do so. The Government is, however, aware that there are concerns about individuals becoming liable for debts relating to these activities. Under current rules, the Authority may not be able to provide a reliable indemnity to the individual concerned because of the doubts about the position of those acting in outside bodies after the Burgoine case and any remaining uncertainties as to whether a particular arrangement is within the Authority's powers. At the time of the Local Government Act 2000 there was serious concern that individuals would not want to become involved in partnership working due to these concerns. This has not yet happened to the extent feared, but could potentially still do so in the future if the situation is not clarified.

- 2.15 Although relevant Authorities should clearly take due care when considering the powers for a particular action, there is a need to provide some re-assurance to individuals that the risks associated with more innovative approaches are capable of being covered. These proposals would make it possible for the individuals involved to be indemnified, provided the Member had acted honestly and in good faith when taking the action giving rise to the liability.

Code of Conduct Investigations

- 2.16 Some Councillors have expressed concerns about the potential costs of defending an allegation of a breach of the Code of Conduct, particularly where it is later established that no breach has occurred. At present the process is broken into two parts - investigation of an allegation, and, if the Ethical Standards Officer (ESO) concludes there is a case to answer, there may be a hearing to formally determine whether the Member has failed to comply with the Code of Conduct and if so what sanction should be imposed. Under the Local Government Act 2000 ESOs appointed by the Standards Board to conduct investigations may pay expenses and allowances to anyone furnishing information for the purposes of an investigation. This power is discretionary however, and does not cover the costs of legal advice or the Member's costs pertaining to the hearing stage of the process. The costs involved in the hearing stage could vary substantially depending on how much, if any, legal advice or representation was necessary. Numerous respondents to the public consultation raised the concern that without provision being made for legal expenses throughout the process, particularly in the hearing stage, this may be a disincentive for individuals to become, or continue being, Councillors.

3 REPORT

- 3.1 There are six issues that the new regulations address :
- i. the cases in which indemnity or insurance may be provided ;
 - ii. the basic tests that must be met for an indemnity to be granted ;
 - iii. whether insurance should be allowed and what it should be able to cover ;
 - iv. whether indemnities should be provided to defend or pursue defamation actions ;
 - v. what the position should be on ultra vires actions and letters of comfort ;
and
 - vi. what circumstances, if any, indemnities or insurance cover should be permitted in relation to the findings of Code of Conduct investigations.
- 3.2 The proposals on issues (i)-(iii) provide a clear power to provide indemnities in certain circumstances. Relevant Authorities do, in the main, already have the powers to cover these circumstances, but under a variety of existing powers, the extent of which are not clear as they have not been fully tested and the case law is not clear. With this power Authorities will have a single clear power which they can rely on.
- 3.3 In respect of item (iv) Government have opted not to increase existing powers.

- 3.4 Issue (v) is dealt with by an extension of existing powers which will enable Authorities to provide an indemnity in a situation where the Authority was found to have acted ultra vires, or where required preliminary steps subsequently prove not to have been taken, but at the point at which the Member or Officer acted he or she honestly and reasonably believed that the action or advice giving rise to the liability was intra vires the Authority.
- 3.5 The powers in respect of issue (vi) enable Authorities to cover the costs incurred by a Member in relation to defence of proceedings under the Code of Conduct, but limited to cases in which the Member is found not to have breached the code. There is no case law on the provision of indemnities in this area as yet so the effect of existing powers remains unclear.
- 3.6 The proposals on defamation (iv) - not to provide a new power to provide an indemnity to fund defamation actions - do not extend Authorities' power. In some circumstances Authorities have the power to make a decision to fund libel proceedings brought by its Officers and to pay the costs thereof by virtue of Section 111(1) of the Local Government Act 1972.
- 3.7 No indemnity may be provided, or insurance secured, under this Order in relation to any action by or failure to act by, any Member or Officer which :
- constitutes a criminal offence ; or
 - is the result of fraud, or other deliberate wrongdoing or recklessness on the part of that Member or Officer
- 3.8 Taken as a whole this order permits (but does not oblige) Authorities to provide indemnities and insurance that would provide "cover" for a Member or Officer in the following circumstances :
- if the Member had acted honestly and in good faith when taking the action giving rise to the liability ;
 - if the Authority was found to have acted ultra vires, but at the point at which the Member or Officer acted they honestly and reasonably believed that the action or advice giving rise to the liability was intra vires the Authority ;
 - to cover the costs incurred by a Member in relation to defence of proceedings under the Code of Conduct, but limited to cases in which the Member is finally found not to have breached the code.

4. PROPOSED POLICY

- 4.1 The Fire Authority legal advisors have been consulted on this matter and have drafted a suggested form of indemnity which is reproduced in full as Appendix A.
- 4.2 In short this policy indemnifies each Member and Officer of the Authority against claims which arise from any action of, or failure to act by a Member or Officer which is authorised by the Authority, subject to certain conditions. It

is not appropriate to summarise this indemnity as it is specific on a number of issues.

- 4.3 Fundamental to this policy however, is the issue of criminal liability. The policy is clear that the Authority may offer an indemnity in the event of either criminal prosecution or Standards Board investigation, but only to the extent that there is no conviction or finding against the Member or Officer. In the event of proven guilt or conviction the costs of the indemnity will fall to be met by the individual. This is a requirement of the law and not an area where the Authority has any discretion.
- 4.4 Following presentation to Fire & Rescue Authority on 15 April 2005, the proposed form of indemnity was referred to the Standards Committee on 29 July 2005 for scrutiny and approval. The Standards Committee have approved the document and now refer it back to the full Fire & Rescue Authority.

5. FINANCIAL IMPLICATIONS

The cost of offering indemnities is one which will be met from existing budgets in so far as these already provide the necessary insurance covers. Gaps in insurance for which there is no cover available relate to areas of discrimination and employment law generally for which no cover is available and for which the Authority already holds balances. Criminal prosecution is also only covered at present for prosecutions brought under the Health and Safety at Work Act.

6. PERSONNEL IMPLICATIONS

There are clearly gaps which remain in personal cover for both Officers and Members which the Authority cannot lawfully indemnify against. It falls therefore for Officers and/or Members to secure their own insurance for such matters. This is not a well known fact and therefore it is possible that recruitment of both Officers and Members may be affected.

7. EQUALITY IMPACT ASSESSMENT

An initial impact assessment has revealed there are no specific issues of equality arising from this report.

8. RISK MANAGEMENT IMPLICATIONS

There are no specific risk management implications for the Authority arising from this report, save for those which are already covered by existing risk management activity.

9. RECOMMENDATIONS

- 9.1 That Members approve the indemnities statement for formal adoption by the Fire & Rescue Authority.
- 9.2 That following formal adoption, the indemnities statement is incorporated within the Members' Handbook.

10. BACKGROUND PAPERS FOR INSPECTION

None.

**Councillor Penny Griggs
CHAIR OF STANDARDS COMMITTEE**

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NOTTINGHAMSHIRE
Fire & Rescue Service
Creating Safer Communities

Nottinghamshire and City of Nottingham
Fire and Rescue Authority
Policy and Strategy Committee

Principal Officer Pay Review

Report of the Clerk and Treasurer to the Fire and
Rescue Authority

Date: 31 January 2014

Purpose of Report:

To present options regarding the methodology applied to the review of Principal Officer pay.

CONTACT OFFICER

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1. BACKGROUND

- 1.1 The conditions of service for Principal Officers within Nottinghamshire Fire & Rescue Service are largely determined by the National Joint Council (NJC) for Brigade Managers of Local Authority Fire and Rescue Services. The NJC seeks to reach agreement on a national framework of pay and conditions for Brigade Managers for local application throughout the Fire and Rescue Services in the UK. Collectively the agreements are contained within the “Gold Book”.
- 1.2 The Gold Book makes the following statements with regard to salary and also gives advice and guidance to Authorities on pay determination, as attached as Appendix A of this report:

“The NJC will publish annually recommended minimum levels of salary applicable to Chief Fire Officers employed by Local Authority Fire and Rescue Authorities.

There is a two-track approach for determining pay for Brigade Manager roles.

- (i) at a national level the NJC shall review annually the level of pay to all of those covered by this agreement;
- (ii) all other decisions about the level of pay and remuneration to be awarded to individual Brigade Manager roles will be taken by the Fire Authority locally who will annually review those salary levels” – advice on the implementation of a local salary structure is contained at Appendix A.

2. REPORT

- 2.1 As stated in the Authority’s Pay Policy, Principal Officer salary levels are reviewed in line with national pay agreements on an annual basis, and are subject to local review every two years.
- 2.2 The salaries applied to Principal Officers below the level of Chief Fire Officer are based upon a % of the Chief Officer salary, as follows:
- § Deputy Chief Fire Officer – 82.5%
 - § Assistant Chief Fire Officer – 75%
 - § Assistant Chief Officer – 65%
- 2.3 In 2009 the Authority, having considered several options regarding a methodology for a local pay review, determined that the salary of the Chief Fire Officer would be established by using the median average of neighbouring comparative Services, namely Staffordshire, Leicestershire and Derbyshire.
- 2.4 A review was undertaken using this methodology in 2011 and 2013. In 2011 no pay increase was recommended, however in 2013 an increase equating

to 3.8% was recommended to bring the salary of the Chief Fire Officer to the median level of the four Services.

- 2.5 From 1 January 2014 salary of the Chief Fire Officer is established at £140,935 per annum.
- 2.6 In considering this recommendation, the Policy and Strategy Committee recommended to the Fire Authority that the increase should be phased over two years, with 1% applied in 2014 and 2.8% in 2015. It further recommended that a review of the current methodology be undertaken and reported to the Committee at a future date. These recommendations were approved by the Fire Authority.
- 2.7 There are a number of options available when considering comparative salaries as benchmarks against which salary levels can be compared:
- § Comparison with all Chief Fire Officer roles
 - § Comparison with the salaries of CFOs in Combined Fire Authorities
 - § Comparison with the salaries of CFOs of similar population size
 - § Comparison with the salaries of CFOs in the same family group
 - § Comparison with the salaries of CFOs in the same region (Midlands)
 - § Comparison with the salaries of CFOs in similar neighbouring FRAs (existing policy)
 - § Comparison with Strategic Directors of the County and City Councils
- 2.8 In determining a benchmark the Service needs to be assured that the CFO role is compared fairly and relatively to jobs of a similar size (in terms of population), responsibility (in terms of governance and budget) and duties – including incident command responsibilities. These factors are summarised in the guidance provided by the NJC, as set out in Appendix A.
- 2.9 It is important the most appropriate benchmark group is used to ensure that the Authority maintains a competitive position in terms of recruiting and retaining experienced and talented Principal Officers.
- 2.10 It is also important that a proportionate differential is maintained with Officers below the level of Brigade Manager i.e. Area Managers, to reflect the higher level of responsibility inherent in the Brigade Manager role. Currently the salary of an Area Manager equates to 69.7% of an Assistant Chief Fire Officer (including allowances).
- 2.11 **All Chief Fire Officer comparator group:**
- Size: 53 (all UK Fire Services)
Salary range: Not available
Median point: Not available
- 2.12 This is the largest comparator group, however it has not been possible to benchmark salaries as the national employers will not release this information. Notwithstanding this, it is proposed that this benchmark does not provide relative comparison in terms of population size or level of

decision making, it is simply an average of all Fire Services. The median average salary would take account of the smallest FRA's as well as the largest metropolitan authorities. For this reason it is not considered to be a reasonable comparator group.

2.13 Combined Fire Authority comparator group:

Size: 25

Salary range (2012): £86,697-£154,321

Median point: £135,779

2.14 This is a relatively large comparator group (shown as Appendix B). The use of a comparator group based upon Combined Fire Authorities only would address some of the anomalies associated with responsibility but would not address population size differences. If the median average of the group were to be applied, this would be £135,779. This could be considered a fair comparator group.

2.15 Population size comparator group:

Size: 11

Salary range (2012): £111,962-£170,000

Median point: £140,935

2.16 Whilst this comparator group would address relative population size, it is made up of both Combined and Local Authority Fire and Rescue Services and therefore may not be representative of job size in terms of levels of responsibility. There are 11 Authorities within Population Band 3 (1,000,001-1,500,000), which is a reasonable benchmark group (shown as Appendix C). If the median average of the group were to be applied, this would reflect the current position. On this basis, this could be considered a fair comparator group.

2.17 Family group:

Size: 18

Salary range: £70,000-£148,422

Median point: £140,935

2.18 This is a relatively large comparator group made up of 18 Services (including the current comparator group of Leicestershire, Derbyshire and Staffordshire). This group shares factors such as population size, deprivation, risk area and total fire calls (shown as Appendix D). If the median average were to be applied this would be comparable with the current CFO salary applied in NFRS from 1 January 2014. On this basis, this could be considered at fair comparator group.

2.19 Regional comparator group:

Size: 10

Salary range (2012): £111,000- £161,600

Median point: £131,146

- 2.20 This group includes all Fire Services in the Midlands (shown as Appendix 5). As with previous comparators the cross section of county and combined authorities may not accurately reflect the population size and relative responsibilities of the CFO role in Nottinghamshire. Although it could be argued that the cross section of different Services in the region would even out the pay disparities between the largest and smallest Authorities. If the median average of the group were to be applied, this would be lower than the current salary position at NFRS. This could be considered to be a fair comparator group.
- 2.21 **Similar neighbouring Services:**
- Size: 4
Salary range: £139,540-£148,220
Median point: £144,800
- 2.22 This is the method currently adopted. Whilst this benchmark group of 3 other Services (Leicestershire, Derbyshire and Staffordshire) addresses disparities regarding population size and responsibilities, the size of the group can lead to a skewed outcome, with any change immediately impacting on the median point. Conversely, any national movements on Chief Fire Officer pay may not be reflected within the benchmark group due to local factors (i.e. a decision to peg salary increases in particular authorities).
- 2.23 Whilst this approach does ensure parity with those Services most closely aligned to Nottinghamshire, it does not establish a sufficiently wide comparator group to even out ad-hoc salary movements (upward or downward) and for this reason a broader approach may be more representative.
- 2.24 **Strategic Directors in local County and City councils:** it would be difficult to draw a direct comparison with other public sector roles at a strategic level given the responsibilities of a Chief Fire Officer, particularly in a Combined Fire Authority. The current pay of a Strategic Director in the County Council is £134,908 and £130,000 in the City Council (based on the highest corporate director level). If this comparator is to be used to establish local market comparisons, then it is advised that it is used alongside a Fire and Rescue Service specific benchmark group.
- 2.25 On the basis of the criteria set out in paragraph 2.8, and taking into account the need to widen the benchmark group to reduce the impact of ad-hoc salary movements, those benchmark groups which are most closely aligned to the demographics, governance arrangements and the responsibilities of the Chief Fire Officer in Nottinghamshire are: all Combined Fire Authorities, the Family Group or a Midland Regional group. In addition, the average salary of Strategic County and City Council Officers could be included to reflect a local public sector benchmark.
- 2.26 In terms of timing, the current review is undertaken in the autumn and recommendations are presented to Fire Authority in October for

implementation in January of the following year. The timing of the review ensures that any national pay award is already taken into account as a pay agreement is generally published in July (backdated to January). For this reason, it is recommended that the timing of a review remains unchanged.

3. FINANCIAL IMPLICATIONS

- 3.1 The financial implications of selecting any of the above benchmark groups can only be assessed in the light of the current position and this can be seen in the report i.e. the salary of the Chief Fire Officer as reported in paragraph 2.5 can be compared to the current median salary for each benchmark group. Future financial implications will depend upon future salary movements and cannot therefore be predicted.
- 3.2 For information, the salary of the Chief Fire Officer constitutes approximately 30% of the total pay budget for Principal Officers.

4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS

- 4.1 The Human Resources implications are contained within the report. Changing the way that Principal Officer pay is reviewed is a matter for the Fire Authority and would not affect current contractual provisions.
- 4.2 Any change in the way that Principal Officer pay is undertaken by the Authority would need to be reflected in the published Pay Policy.

5. EQUALITIES IMPLICATIONS

An equality impact assessment has not been undertaken because there are no equality issues arising from this report.

6. CRIME AND DISORDER IMPLICATIONS

There are no crime and order implications arising from this report.

7. LEGAL IMPLICATIONS

Under the Localism Act, the Authority is required to publish its pay policy which includes the way in which Principal Officer pay is determined.

8. RISK MANAGEMENT IMPLICATIONS

A robust and auditable methodology for setting Principal Officer salary levels is essential if the Service is going to stand up to external and internal scrutiny in respect of this matter. Additionally the Service needs to ensure that it is able to

recruit and retain quality officers to ensure that NFRS meets the expectations of the Service and the community.

9. RECOMMENDATIONS

It is recommended that:

- 9.1 Members consider the information contained within the report and agree on a review outcome;
- 9.2 Members agree to retain the current timing of the review;
- 9.3 Members consider whether a further report be undertaken in respect of the use of external consultants to benchmark salary data.

10. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)

Information from the NJC for Brigade Managers of Local Authority Fire and Rescue Services Salaries and Numbers Annual Survey 2012.

NFRS Pay Policy 2013-14.

Peter Hurford
TREASURER TO THE AUTHORITY

Malcolm R. Townroe
CLERK TO THE AUTHORITY

APPENDIX A

NJC Guidance and Salary Structures

1. When determining the appropriate level of salaries for all Brigade Managers, the FRA should refer to the relevant minimum salary of the CFO and the most relevant benchmark data.
2. Normally the FRA will wish to begin by determining appropriate salary for their most senior manager.
3. When deciding how these posts should be remunerated, the following factors are to be considered:
 - (a) The CFO's salary and that of any service staff not covered by the Scheme of Conditions of Service (Gold Book).
 - (b) The relationship of current salary to the appropriate illustrative national benchmark
 - (c) Any special market considerations.
 - (d) Any substantial local factors not common to FRA's of a similar type and size e.g. London weighting, complex local regional or national responsibilities which bring added value.
 - (e) Comparative information to be supplied on request by the Joint Sec's on salaries in similar Authorities.
 - (f) Top management structures and size of management team compared to those other Fire & Rescue Authorities of similar type and size;
and
 - (g) The relative job size of each post, as objectively assessed through an appropriate Job Evaluation process or otherwise, and
 - (h) Incident command responsibility and the requirement to provide operational cover with the employing authority and beyond.

The process for setting salary levels should include consideration of the following criteria:

- Minimum salary levels for CO's in relevant sized local authorities.
- Market rates of pay for service managers in a range of private and public sector organisations; and
- Evidence of recruitment and / or retention difficulties with existing minimum rates.

APPENDIX B

Combined Fire Authorities

(Please note that whilst there are 28 CFA's listed, only 25 are available as part of the national employer survey)

Isle of Wight
Wiltshire and Swindon
Cleveland
Buckinghamshire
Cambridgeshire
Dorset
County Durham and Darlington
Hereford and Worcester
East Sussex
North Yorkshire
Royal Berkshire
Leicestershire
Humberside
Avon
Shropshire
Cheshire
Devon and Somerset
Nottinghamshire
Staffordshire
Lancashire
Kent
Hampshire
Essex
West Yorkshire
Mid and West Wales
North Wales
South Wales
Bedfordshire and Luton

APPENDIX C

Population size

Avon
Cheshire
Hertfordshire
Lancashire
Merseyside
Nottinghamshire
South Yorkshire
Staffordshire
Surrey
Tyne & Wear
South Wales

APPENDIX D

Family Group

Avon
Cheshire
Cleveland
Derbyshire
Essex
Hampshire
Hereford and Worcester
Hertfordshire
Humberside
Kent
Lancashire
Leicestershire
Lincolnshire
Nottinghamshire
Northern Ireland
Staffordshire
South Wales
Surrey

APPENDIX E

Regional Group

Derbyshire
Leicestershire
Northamptonshire
Nottinghamshire
Lincolnshire
Staffordshire
West Midlands
Hereford & Worcester
Warwickshire
Shropshire

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