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<b>To:</b> Members of the Fire Authority	<b>Enquiries to:</b> Gareth Naidoo <b>Email:</b> <a href="mailto:committeemanager@humbersidefire.go.uk">committeemanager@humbersidefire.go.uk</a> <b>Tel. Direct:</b> (01482) 393206 <b>Date:</b> 27 November 2020
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Dear Member

I hereby give you notice that in accordance with The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, a **REMOTE MEETING** of **HUMBERSIDE FIRE AUTHORITY** will be held on **MONDAY, 7 DECEMBER 2020 at 10.30AM.**

**To access this remote meeting please visit <<https://zoom.us/join>> and then enter:**

**Meeting ID: 986 6292 6257**

**Password: 658510**

Or telephone 0131 460 1196 and use the above Meeting ID and Password

The business to be transacted is set out below.

Yours sincerely



**Mathew Buckley**  
**Monitoring Officer & Secretary to Fire Authority**

Enc.

## **A G E N D A**

<b>Business</b>	<b>Page Number</b>	<b>Lead</b>	<b>Primary Action Requested</b>
1. Apologies for absence	-	Monitoring Officer/ Secretary	To record
2. Declarations of Interest (Members and Officers)	-	Monitoring Officer/ Secretary	To declare and withdraw if pecuniary
3. Minutes of meeting of the Authority held on 30 October 2020 and extraordinary meeting of 27 November 2020	(pages 1 - 8)	Chairperson	To approve
4. Questions by Members	-	Monitoring Officer/ Secretary	To receive
5. Petitions and Deputations	-	Monitoring Officer/ Secretary	To receive
6. Communications	-	Chairperson and Monitoring Officer/ Secretary	To receive

Business	Page Number	Lead	Primary Action Requested
7. Draft Minutes of Governance, Audit and Scrutiny Committee - 16 November 2020	(pages 9 - 17)	Chairperson of Committee	To receive
8. Revision to Constitution - GAS Committee	(pages 18 - 23)	Monitoring Officer/ Secretary	To approve
9. Treasury Management Mid-Year Update Report 2020/21	(pages 24 - 31)	Executive Director of Corporate Services/S151 Officer	To receive
10. Financial Outlook 2021/22 Onwards	(pages 32 - 35)	Executive Director of Corporate Services/S151 Officer	To receive
11. Capital Programme 2021/22 Onwards	(pages 36 - 41)	Director of Service Delivery Support	To approve
12. Service Performance and Risk Report - Quarter 2	(pages 42 - 52)	Director of Service Improvement	To receive
13. Health, Safety & Environment Quarter 2 Report (July - September 2020)	(pages 53 - 64)	Director of Service Improvement	To receive
14. Operational Assurance Report - Quarter 2 (July - September 2020)	(pages 65 - 78)	Director of Service Improvement	To receive
15. Absence Management Update	(pages 79 - 83)	Director of People and Development	To receive
16. Staff Pay Awards Annual Update	(pages 84 - 87)	Director of People and Development	To receive
17. Public Sector Equality Duties (PSED) Consultation Outcomes and Approval	(pages 88 - 96)	Director of Service Delivery	To approve
18. Collaboration - Update Report - Estate Projects	(pages 97 - 103)	Director of Service Delivery Support/Head of Joint Estates	To receive
19. Draft Strategic Plan and IRMP 2021-24 Consultation Outcomes and Approval*	(pages 104 - 113)	Chief Fire Officer/Chief Executive & Director of Service Improvement	To approve
20. HMICFRS Update	Verbal	Director of Service Improvement	To receive
21. COVID-19 Update	Verbal	Chief Fire Officer/ Chief Executive	To receive

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\* - Further details are accessible via an electronic link alongside the agenda papers on the Fire Authority's website ([www.humblesidefire.gov.uk/fire-authority/fire-authority-documents](http://www.humblesidefire.gov.uk/fire-authority/fire-authority-documents))

**HUMBERSIDE FIRE AUTHORITY**

**30 OCTOBER 2020**

**Members**

**Representing East Riding of Yorkshire Council:**

Councillors Chadwick, Davison, Dennis, Fox, Green, Jefferson, Smith and West

**Representing Hull City Council:**

Councillors Chambers, Dad, Nicola, Randall and Singh

**Representing North East Lincolnshire Council:**

Councillors Barfield, James, Shepherd and Swinburn

**Representing North Lincolnshire Council:**

Councillors Briggs (*Chairperson*), Grant, Sherwood and Waltham MBE

**Officers of Humberside Fire & Rescue Service**

Phil Shillito - Deputy Chief Fire Officer/Executive Director Service Delivery, Kevin Wilson - Executive Director of Corporate Services/Section 151 Officer, Steve Topham - Director of Service Delivery Support, Niall McKiniry - Director of Service Improvement, Jason Kirby - Area Manager (Projects), Mathew Buckley - Monitoring Officer/Secretary and Gareth Naidoo - Committee Manager

**Also in attendance:**

**Independent Co-opted Members of the Governance, Audit and Scrutiny Committee**

Doug Chapman, Andrew Smith, Mandy Thomlinson and Clive Vertigans were in attendance as observers.

The remote meeting took place via video conference (Zoom).

**TRIBUTE TO FORMER COUNCILLOR PETE ALLEN** - The Authority paid tribute to the Former Lord Mayor of Hull City Councillor Pete Allen and former Member of the Authority who passed away recently.

**109/20 APOLOGIES FOR ABSENCE** - Apologies for absence were submitted from Councillor McMurray and from Keith Hunter - Police and Crime Commissioner for Humberside Police.

**110/20 DECLARATIONS OF INTEREST** - No declarations were made.

**111/20 MINUTES - Resolved** - That the minutes of the meeting of the Authority held on 25 September 2020 be received as a correct record, subject to Councillor Dennis being recorded as present.

**112/20 QUESTIONS BY MEMBERS** - There were no questions.

**113/20 PETITIONS AND DEPUTATIONS** - No petitions or requests for a deputation had been received under Rule 13, Part 4 of the Constitution.

**114/20 COMMUNICATIONS** - The following communication was reported:

- (i) **Code of Ethics consultation** - a consultation document 'Code of Ethics', founded on Nolan Principles of public life and which combined with Fire & Rescue Service ethical principles, had been circulated to Members and with a response due to be submitted Monday, 2 November.
- (ii) **Fit for the Future consultation** - a consultation document on 'Fit for the Future', a strategy for reform in the sector, had been received by the Service and circulated to Members. - - response due 19 November. Response would be drafted in consultation with Chairperson and Group Secretaries for submission by 19 November 2020. The response and subject would form part of the Member Day on 27 November 2020.

**115/20 MANAGEMENT ACCOUNT - PERIOD ENDING 30 SEPTEMBER 2020** - The Executive Director of Corporate Services/S.151 Officer submitted a report that highlighted the current financial position based on information up to 30 September 2020.

The summary estimated outturn position for the current financial year based on information to 30 September 2020 is as follows:-

CATEGORY	2020/21 OUTTURN PROJECTION
HFA	
Revenue Budget	£210k underspend
Capital Programme	£4.664m expenditure against the £6.718m allocation
Pensions Account	£11.187m deficit

This was the second set of Management Accounts for the 2020/21 financial year and further updates would be brought to the Authority based on the periods ending 31/12/20 and 28/2/21.

The Service had been responding to the COVID-19 crisis and costs had been incurred on staffing, Personal Protective Equipment (PPE) and also IT equipment to support agile working. Limited costs were incurred before the close of the 2019/20 financial year (£9k).

Further costs had been incurred in the current financial year as the Service's response to the crisis has intensified. Spend and commitments up to 30 September 2020 in the current year are £712,000 to be met from the £919,000 COVID-19 grant from MHCLG.

Further details on all of these areas were available electronically alongside the agenda papers on the Fire Authority's website <https://humbersidefire.gov.uk/fire-authority/fire-authority-documents>.

Members took assurance from the report and the Authority's financial position for the period ending 30 September 2020.

**Resolved** - That the report be received.

**116/20 FINANCIAL OUTLOOK 2021/22 ONWARDS** - The Executive Director of Corporate Services/S.151 Officer submitted a report that provided further update on the Medium-Term Financial Planning (MTFP) process for 2021/22 onwards, building on the report that was considered at the meeting of the Authority on 25 September 2020.

Officers were tasked at the meeting of the Authority on 25 September 2020 to consider the range of options outlined below as a way of bringing the budget back into balance for 2021/22 and therefore placing less reliance on the Authority's reserves over the life of the MTFP.

Options considered to bring the budget back into balance were as follows:

- Reducing the Revenue Contribution to Capital Outlay (RCCO) budget line which is the Authority's revenue budget contribution to funding the Capital Programme;
- A scheduled review of the Authority's method for calculating the Minimum Revenue Provision (MRP) which was signalled in the Treasury Management Strategy report for 2020/21. This work will use the annuity method for the calculation and bring the Authority's approach in line with other local authorities;
- Non-pay efficiencies – further efficiencies in the Authority's discretionary non-pay budgets;
- Service-wide efficiencies which may affect the service we are able to deliver to our communities. These efficiencies are likely to have a longer lead-in time and therefore would need to be agreed so that any benefits could be achieved for the 2022/23 year from 1 April 2022;
- Reserves – the Authority's reserves remain in a solid position and some application of reserves could be appropriate to ease the Authority through the short to medium-term financial turbulence created by the COVID-19 pandemic.

The table below reflected the latest position for 2021/22 as a result of the measures that had been considered above as well as any other material changes that have occurred since the meeting of the Authority on 25 September 2020.

<b>2021/22 Financial Year</b>		
<b>2021/22 Projection from 25 September HFA</b>	<b>£1.34M deficit</b>	
Changes to the MTFP since the 25 September meeting		
Reduction in Minimum Revenue Provision (MRP)	(£0.68M)	**Move the Authority's calculation onto the annuity basis in line with other Local Authorities.
Reduction in Revenue Contribution to Capital Outlay (RCCO)	(£0.20M)	Reduce revenue budget contribution to the funding of the Capital Programme from £1.0M to £0.8M.
Non-pay efficiency savings	(£0.13M)	2% efficiency saving.
Reduction in Government Grant income	£0.17M	Revise Government Grant change down from 1% to 0% due to recent reductions in inflation to below 1%.
<b>2021/22 Projection based on information to late October 2020</b>	<b>£0.50M deficit</b>	

\*\* The move to the annuity basis for the calculation of the Authority's MRP will be brought to Members for formal approval at the 7 December HFA meeting as part of the mid-year Treasury Management Review for 2020/21.

Some of the measures outlined in the above table (the MRP change and the reduction in the application of RCCO) would result in the Authority's Capital Financing Requirement (CFR) increasing slightly over the short-to-medium term. It was felt that this change was manageable given the current financial backdrop. Inevitably the Authority's borrowing in the long-term would need to match the CFR which would carry a borrowing cost in the revenue budget and be spread over the long-term.

Further work will be undertaken on the MTFP before the next update at the Authority

meeting on 7 December 2020. More information should be available on various key elements of income and expenditure by this date.

Appendix 1 of the report set out the latest position on the MTFP for 2021/22 to 2024/25 as a result of the changes described in the table above. It showed a reduction in the draw on the Authority's reserves over the life of the Plan and further work would be undertaken to minimise the impact on reserves. A further update report would be brought back to the meeting of the Authority on 7 December 2020.

Significant volatility and uncertainties would impact on the Authority's MTFP over the coming months and therefore it was considered prudent that options for Service-wide efficiencies be outlined at an upcoming Member Day. This would give Members an initial overview of the options that were available should such a step need to be taken to ensure that the Authority continued to run on a solid financial footing.

**Resolved** - That the report be received.

**117/20 SECONDMENT OF SECTION 151** - The Chief Officer/Chief Executive submitted a report that provided an update around the secondment of the Executive Director of Corporate Services and the Head of Finance, for two days a week to the Office of the Police and Crime Commissioner (OPCC).

In October 2019 Members approved that the Section 151 Officer for the Authority (a statutory role created by the Local Government Act 1972, which was designated by the Authority to the Executive Director of Corporate Services under article 11.2 of the HFA's Constitution) split their time between Humberside Fire Authority (HFA) and the Office of the Police and Crime Commissioner (OPCC) 3 days a week with HFA and 2 days with OPCC in order to also act in the capacity as the Section 151 Officer for the PCC.

This had been an effective working relationship between the OPCC and the Authority. The OPCC Chief Executive and Chief Fire Officer had an established working relationship and regular contact to discuss the arrangement and any issues that might occur. No negative issues had occurred as yet.

The Chief Fire Officer was content that the secondment arrangements were robust enough and provided sufficient time, skills and experience to ensure the interests of the Authority and the Service were protected.

Members took assurance that the existing arrangements were providing the Authority with suitable financial governance, whilst achieving the anticipated resilience and financial benefits.

**Resolved** - That the report be received.

**118/20 SERVICE PERFORMANCE AND RISK REPORT - QUARTER 1 (APRIL - JUNE 2020)** - The Director of Service Improvement submitted a report that provided a service performance and risk summary for the period April to June 2020.

Regular performance and risk reviews were undertaken internally to jointly review any issues at Strategic Leadership Team (SLT), and Project level. SLT provided the oversight of Projects and therefore there were two levels of risk register; one for Strategic Risks and separate registers for individual projects.

Following the outbreak of the Coronavirus (COVID-19) pandemic the Service took quick and decisive action aligned with Government guidelines to protect the welfare of staff, without interruption to its emergency response function. The resulting impact of the pandemic, for quarter 1 reporting, influenced the type and frequencies of activities the Service conducted (as set out at Appendix 3). The Service would be subject to HMICFRS COVID-19 Inspection in the Q3 reporting period.

Accidental fires in dwellings were above the upper threshold during April and May. This was likely due to lockdown when more people were at home than would normally be the case. The majority of the fires were cooking related, and this would have been affected by the closure of restaurants and takeaways meaning that more people were cooking at home. The number of incidents started to reduce as more of those venues opened and some the easing of lockdown measures took place.

Accidental fires in other primary property types were also higher than the upper threshold during April and May and could also have been impacted by more people being at home. Over 50 per cent of those fires involved sheds and garages and over half of this involved spread from either an accidental or a deliberately lit secondary fire. Secondary fires, in general, were lower during the lockdown period than normal.

All performance and risk information was managed through automated systems which enabled managers at all levels to have access to information which was as up to date as possible, and in many instances was live information.

Members took assurance from the Service's proactive approach to performance and risk management and congratulated the Service on its response times.

**Resolved** - That the report be received.

**119/20 REDUCTION OF UNWANTED FIRE SIGNALS** - The Director of Service Improvement and the Director of Service Delivery Support submitted a joint report that updated on the progress made prior to and since the implementation date of the Unwanted Fire Signals (UWFS) policy.

The Authority approved the implementation of the Unwanted Fire Signal (UWFS) reduction policy which was introduced on 1 October 2019. Attendance to Automatic Fire Alarms (AFAs) had decreased and non-attendance had increased. Fire Alarms attended had reduced by 24 per cent over the last 12 months (October 2019 to September 2020). The number of fire alarms not attended had increased by 23 per cent over the same 12 months. There was a marked increase in the number of safety activities delivered with the extra capacity introduced from reducing false alarms.

Prior to the commencement of the project on 1 October 2020, 14 per cent of total incident attendance was due to false alarms (Due to Apparatus) in commercial premises. In the six months (October 2019 to March 2020) since the policy was implemented (prior to the impact of COVID-19), this had reduced to 11 per cent.

Due to the impact of COVID-19, the charge levy was suspended with many businesses in lockdown however, engagement activity continued where possible. The charging mechanism was suspended from 1 April 2020 to 1 September 2020.

Members noted the intention to review the position further and present further options in March 2021.

**Resolved** - That the report be received.

**120/20 URGENT ITEM: GRENFELL TOWER PUBLIC INQUIRY PHASE 1 REPORT - GAP ANALYSIS AND ACTION PLAN** - The Director of Service Improvement submitted a report that provided an overview of the work undertaken by the Service in response to the tragic events that occurred on 14 June 2017 at Grenfell Tower.

The Chairperson agreed that the report be treated as urgent in order that it coincided with the first anniversary of the Grenfell Tower Phase 1 Public Inquiry report published.

In the immediate aftermath of the tragic event, a Building Safety Group was established undertaking several workstreams including the coordinating of immediate inspections of high-rise residential buildings in the Humberside area.

The Grenfell Tower Inquiry Phase 1 (GTIP1) report was published on 30 October 2019. Following an initial assessment, the Service appointed a Temporary Area Manager to undertake a gap analysis of the report recommendations and produce an action plan to close any identified gaps.

An interim report presented to the Strategic Leadership Team (SLT) in June 2020 resulted in the approval to establish a Grenfell Project Team to progress workstreams in key areas identified through the gap analysis. A further report presented to SLT in October introduced a completed gap analysis of the Service position versus the recommendations and an associated action plan to close the identified gaps, mitigating any risk to the Service.

Due to the protracted nature of national workstreams, SLT had agreed that the Service should continue to make progress against the locally developed gap analysis and action plan whilst monitoring the progress of the national workstreams.

Phase 2 of the Grenfell Tower Inquiry commenced on 27 January 2020 and examined the causes of the events, including how Grenfell Tower could be in a condition which allowed the fire to spread in the way identified in Phase 1. Phase 2 had been subject to several delays due to the impact of COVID-19. The Grenfell Project team would continue to monitor the progress of Phase 2, providing updates to SLT and the Authority as appropriate.

Members took assurance that the required actions and risks to the Service from the GTIP1 report were being managed effectively.

**Resolved** - That the report be received.

**121/20 HMICFRS UPDATE** - The Director of Service Improvement provided the Authority with a verbal update in relation to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service's (HMICFRS).

A thematic COVID-19 inspection by HMICFRS had undertaken from the week commencing 12 October 2020. No formal feedback had been received at this stage, however, informal feedback had been shared with the Chief Fire Officer/Chief Executive which indicated that the Service had had plans in place and activated them promptly and properly. An update on the inspection would be received at the Member Day on 27 November 2020.

**Resolved** - That the update be noted.

**122/20 COVID-19 UPDATE** - The Deputy Chief Fire Officer/Deputy Chief Executive provided a verbal update on the Service's response to and future plans relating to Covid-19.

During this second wave of the pandemic a total of 190 people had been tested for COVID-19 symptoms through the Service (120 staff members and 70 house hold members of those staff). The Service had received 144 negative results and 23 positive results. In comparison during the first wave of the pandemic the Service only received four positive COVID-19 test results.

Public Health England (PHE) was satisfied that the Service had taken all the necessary and appropriate steps to reduce the contact and reduce the spread of the virus during this period.

**Resolved** - That the update be noted.



**HUMBERSIDE FIRE AUTHORITY**  
**EXTRAORDINARY MEETING**  
**27 NOVEMBER 2020**

**Members**

**Representing East Riding of Yorkshire Council:**

Councillors Chadwick, Davison, Dennis, Fox, Green, Jefferson, Smith and West

**Representing Hull City Council:**

Councillors Chambers, Dad, Nicola and Randall

**Representing North East Lincolnshire Council:**

Councillors James, Shepherd and Swinburn

**Representing North Lincolnshire Council:**

Councillors Briggs (*Chairperson*), Grant and Waltham MBE

**Officers of Humberside Fire & Rescue Service**

Chris Blacksell - Chief Fire Officer/Chief Executive, Kevin Wilson - Executive Director of Corporate Services/Section 151 Officer, Christine Cooper - Temporary Director of People and Development, Paul McCourt - Director of Service Delivery, Steve Topham - Director of Service Delivery Support, Niall McKiniry - Director of Service Improvement, Mathew Buckley - Monitoring Officer/Secretary and Gareth Naidoo - Committee Manager

**Also in attendance:**

**External Auditor**

Gavin Barker - Director - Public Services (Mazars) (presented Minute 125)  
Ross Woodley - Manager - Public Services (Mazars)

**Independent Co-opted Members of the Governance, Audit and Scrutiny Committee**

Martin Allingham, Doug Chapman, Andrew Smith, Mandy Thomlinson and Clive Vertigans were in attendance as observers.

The remote meeting took place via video conference (Zoom).

**123/20 APOLOGIES FOR ABSENCE** - Apologies for absence were submitted from Councillors Barfield, McMurray, Sherwood and Singh and from Keith Hunter - Police and Crime Commissioner for Humberside Police.

**124/20 DECLARATIONS OF INTEREST** - No declarations were made.

**125/20 FOLLOW UP LETTER TO OUR AUDIT COMPLETION REPORT IN RELATION TO THE 2019/20 AUDIT** - Gavin Barker - External Audit (Mazars) submitted a follow up letter to the Audit Completion Report in relation to the 2019/20 Audit.

Since the Authority had approved the Annual Accounts at its meeting of 25 September 2020 East Riding Pension Fund had made a disclosure of 'material valuation uncertainty' in relation to

certain types of assets in the notes to its financial statements. As the Authority's accounts included a share of the Pension Fund assets, and the assets subject to the disclosure were above the materiality level, Note 3 to the Authority's financial statements in relation to sources of estimation uncertainty, had been updated to disclose the impact of this on the Authority's financial statements. This additional disclosure meant that the Authority needed to once again consider and re-approve the final version of the financial statements.

Having now completed its work on pensions, and in particular, having received the assurance letter from the auditor of East Riding Pension Fund the only matter that needed bringing to Members' attention was the 'material valuation uncertainty' in relation to certain Pension Fund assets.

The work on Whole of Government Accounts (WGA) had been delayed due to awaiting group instructions from the National Audit Office. This had now been completed and there were no matters to bring to Members attention.

At the time of preparing the update letter, External Audit still anticipated issuing an unqualified opinion, without modification, on the financial statements, and still anticipated concluding that the Authority had proper arrangements in place to secure economy, efficiency and effectiveness in its use of resources.

**Resolved** - That the letter be received.

**126/20 HUMBERSIDE FIRE AUTHORITY ANNUAL ACCOUNTS 2019/20** - The Executive Director of Corporate Services/S151 Officer submitted the final version of the Annual Accounts 2019/20 for approval.

While the Annual Statement of Accounts 2019/20 had been previously approved by the Authority at its meeting of 25 September 2020 (Minute 96/20 refers), it was necessary for the Authority to approve once more the final version of the Annual Accounts following the disclosure by East Riding Pension Fund of 'material valuation uncertainty' in relation to certain types of assets in the notes to its financial statements.

**Resolved** - That the Annual Accounts 2019/20 be approved and published.

**HUMBERSIDE FIRE AUTHORITY**  
**GOVERNANCE, AUDIT AND SCRUTINY COMMITTEE**

**16 NOVEMBER 2020**

**PRESENT:** Independent Co-opted Members Mr D Chapman (Chairperson), Mr M Allingham, Mr J Doyle, Mrs P Jackson, Mr A Smith, Mrs M Thomlinson and Mr C Vertigans.

Councillor Briggs and Councillor Green attended as observers.

Christine Cooper - Temporary Head of People and Development, Paul McCourt - Director of Service Delivery, Niall McKiniry - Director of Service Improvement, Steve Topham - Director of Service Delivery Support, Simon Rhodes - Head of Corporate Assurance, Martyn Ransom - Head of Finance, Jason Kirby - Emergency Response Special Project Officer, Jamie Morris - Support and Educational Manager, Lisa Nicholson - Monitoring Officer/Secretary, Samm Campbell - Committee Manager, Gavin Barker - External Audit (Mazars), and Ross Woodley - External Audit (Mazars) were also present.

The meeting was held remotely via video-conference (Zoom). The meeting commenced at 10.00 a.m.

**PROCEDURAL**

**80/20 APOLOGIES FOR ABSENCE** - There were no apologies for absence.

**81/20 DECLARATIONS OF INTEREST** - There were no declarations of interest.

**82/20 MINUTES - *Resolved*** - That the minutes of the meeting of the Committee held on 7 September 2020 be confirmed as a correct record.

**83/20 MATTERS ARISING FROM THE MINUTES, OTHER THAN ON THE AGENDA** - There were no matters arising.

**GOVERNANCE**

**84/20 UPDATE: MATTERS ARISING/FEEDBACK FROM FIRE AUTHORITY** - The Monitoring Officer/Secretary provided feedback on items considered by the Fire Authority at its meetings of 25 September and 30 October 2020.

***Resolved*** - That the update be received.

**Audit**

**85/20 EXTERNAL AUDIT UPDATE** - Gavin Barker and Ross Woodley (Mazars) delivered an external audit progress update.

Further to Mazars' previous update (Minute 67/20 refers), the Pension Fund assurance had been completed and Mazars had almost finished its evaluation. Since the Committee's previous meeting, changes to the value of property assets as a result of Covid-19 had necessitated further revision of the accounts, which were due to be considered by Humberside Fire Authority (HFA) at its extraordinary meeting on 27 November 2020. After the accounts had been approved, Mazars would present a final follow-up letter to close the 2019/20 external audit process.

***Resolved*** - That the update be received.

**86/20 INTERNAL AUDIT UPDATE** - No update was presented to the Committee.

### **PERFORMANCE, RISK AND PROGRAMME MANAGEMENT**

**87/20 HEALTH, SAFETY AND ENVIRONMENT - SECOND QUARTER 2020/21** - The Director of Service Improvement submitted a report summarising the Service's performance during the second quarter of 2020/21.

The Service had continued to deal with the Covid-19 pandemic, which affected many aspects of its work. During the reporting period, 16 accidents were recorded compared to 21 during the same period in the previous year. The number of accidents was also significantly lower than the three-year rolling average (22) for the same period. However, this needed to be considered in the context of overall reduced activity as a result of the ongoing Covid-19 pandemic. As a result of the nature of the work undertaken by the Service, 87 percent of accidents reported were sustained by full-time and on-call firefighters.

While the number of near-misses reported equalled the number of actual accidents (16), the number reported had decreased by around 50 percent during the reporting period. The Service would work to ensure that all near-misses were reported. The Health, Safety and Environment Section had begun to deliver training again following an initial pause due to the Covid-19 pandemic. Training would continue to be an essential part of developing a safety-conscious culture.

**Resolved** - That the report be received.

**88/20 PERFORMANCE AND RISK REPORT - SECOND QUARTER 2020/21** - The Director of Service Delivery Support provided an update in relation to performance reporting.

The Service had begun to use new software to track its performance which would significantly change the way in which performance was reported. The Service delivered a presentation to at the Member Day held on 2 October 2020, explaining the new performance and risk reporting system.

The Service had performed well in relation to all performance measures during the reporting period:

Performance Indicator	Quarter 2 Total Number	Upper Threshold (UCL3)	July		August		September	
			Monthly Total	Threshold Performance	Monthly Total	Threshold Performance	Monthly Total	Threshold Performance
SPI 2.2 Total Deliberate Fires	95	50	30	20	27	23	38	12
SPI 2.3 Accidental Dwelling Fires	72	39	24	15	20	19	28	11
LPI 2.3c Other Accidental Fires	33	17	12	5	10	7	11	6
SPI 2.4 Deliberate Secondary Fires	481	219	145	74	129	90	207	12
SPI 2.5b False Alarms Non-Domestic	296	116	94	22	110	6	92	24

The Service continued to monitor a number of key strategic risks:

Strategic Risk	Update	Risk Level
<b>Further Reduction in External Financial Support</b> <i>A further reduction in external financial support for the 4yrs from 2018/19 to 2021/22. Risk affecting whether the Authority can balance its budget</i>	An updated report, presented at the September Fire Authority Meeting, set out an initial estimated £1.3 million deficit for the 2021/22 period, with a further report going to the October Fire Authority Meeting on measures to try and balance the budget for next year.	Critical
<b>Emergency Services Network</b> <i>The Emergency Services Network (ESN) is the government's chosen option to replace the Airwave system, which 107 police, fire and ambulance services in England, Scotland and Wales (the emergency services) use for communications between control rooms and the field.</i>	Through the creation of a project risk register, any arising issues are identified and presented to the board. (see strategic project update for more information).	Critical
<b>Outcome of Grenfell Report</b> <i>Action required by HFRS following the outcomes from the Grenfell Report</i>	Confirmation of the Grenfell Infrastructure funding grant (£124,606.57) has been received and a return has been made to accept by the Executive Director & S151 Officer. Financial and progress monitoring returns are required as a condition of the grant, the first of these will be due by the 31 January 2021. Phase 2 of the Grenfell Tower Public Inquiry has recommenced following a summer recess and is currently hearing evidence.	High
<b>Coronavirus Pandemic</b> <i>Risk of critical staff shortage and/or closure of workplace(s) resulting from exposure to Coronavirus from direct infection or cross contamination</i>	All buildings are Covid- secure and two rounds of individual staff impact assessments have taken place. All sections are now returning to Business as Usual, albeit in a modified way. All Business Continuity arrangements remain in place pending a localised outbreak. Currently there is no significant impact on the Service.	High

As was usual for the second quarter, there had been a rise in the number of secondary fires due to Halloween, Bonfire Night and young people not being at school. The Service's average emergency response time for the attendance of the first fire appliance at an incident was five minutes and 44 seconds, with the second appliance arriving, on average, after around eight minutes. It was noted that part of the improvement to the

Service's response times would be due to the reduced amount of traffic and the reduced number of incidents.

A Member queried whether the complaints received by the Service could be published on its website alongside the compliments. The Director of Service Improvement agreed to investigate the best way in which to do this.

**Resolved -** (a) That the report be received, and  
(b) that the Service consider publishing details of the complaints it receives on its website.

**89/20 OPERATIONAL ASSURANCE - SECOND QUARTER 2020/21** - The Director of Service Improvement submitted a report summarising the Service's performance during the second quarter of 2020/21.

During the second quarter, 95 percent of operational assurance assessments received had indicated that the hot debrief had been conducted. This represented a significant improvement compared to previous quarters and a 15 percent improvement compared to the same quarter in the previous year. The Operational Assurance team had completed three tactical debriefs during the second quarter, including one in relation to the flooding of Snaith and Cowick, which was subject to ongoing review to ensure that the lessons learned improved practice.

Each operational assurance assessment reported on three key areas: safety critical (SC), areas of concern (AOC) and exceptional practice (EP). Safety critical reporting had reduced to zero and area of concern reporting had reduced by 54 percent (from 54 to 25). Exceptional practice returns had also fallen, with a 24 percent reduction in reporting (from 202 to 154).

The second edition of the NOL Newsletter, provisionally title 'Operational News', had been published. This publication shared information relating to the Service's water assets, drone capabilities, new equipment, fire contaminants, and health and safety incidents.

A Member asked about the Service's role in the event of a terrorism incident. The Service had been asked by the Home Office to develop capability in case of such an incident. The Service's role would be to assist Yorkshire Ambulance Service, working up to the edge of the 'warm zone' to its border with the 'hot zone', within which the police and military would be working. Training and development in relation to terrorism would continue.

**Resolved -** That the report be received.

**90/20 ABSENCE MANAGEMENT - SECOND QUARTER 2020/21** - The Temporary Director of People and Development submitted a report summarising absence management during the second quarter of 2020/21.

Absence management remained a key area of focus and, during the reporting period, the Service had exceeded three of its four targets. Full-time firefighter attendance had been recorded at 96.61 percent against a target of 95 percent and support staff attendance had been recorded at 98.03 percent against a target of 97 percent. Attendance at work by Control Room staff had continued to be affected by a small number of long-term absences among a small team (29.21 full-time equivalent posts).

	<b>2<sup>nd</sup> Quarter</b>	<b>2<sup>nd</sup> Quarter</b>	<b>2<sup>nd</sup> Quarter</b>	<b>Target attendance</b>
	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	
Full time	96.55%	95.69%	96.61%	95%

Control	97.41%	88.26%	94.84%	95%
Fire Staff	96.94%	94.85%	98.03%	97%

The Service had seen a 60.54 percent reduction in the number of days lost to sickness in the second quarter of 2020/21 compared to the same period in the previous year. Early indications were that working from home had had a positive effect on the number of sickness absences, perhaps allowing for a better work-life-balance.

	Sum of Days Lost	Establishment	Average Duty Days Lost per person	2020/21 annual target per person	YTD (annual divided by 12 x current month number)
Control	138.00	29.21	4.72	8.70	4.35
Fire Staff	446.98	174.29	2.56	10.00	5.00
On Call	396.90	348	1.14	7.00	3.50
Full Time	1376.00	443.5	3.10	7.00	3.50
<b>total</b>	<b>2357.88</b>	995	2.37		

The Service's infection control measures had been effective in minimising the impact of Covid-19 on its workforce. Absences resulting from Covid-19 were low compared to other fire and rescue services.

	Confirmed Covid	Self Isolation Symptoms of Covid	Self Isolation – Household symptoms	Self isolation – team or watch symptoms	Quarantine – returning to UK from affected area
Control	1	2	3	0	1
Fire Staff	4	9	15	1	0
On Call	12	13	27	15	1
Full Time	16	31	56	37	1
<b>Total</b>	<b>33</b>	<b>55</b>	<b>101</b>	<b>53</b>	<b>3</b>

Mental health, anxiety and depression continued to be the most prevalent cause of sickness absence within the Service, followed by three musculoskeletal issues:

CLG Category	Short Term days lost	Long Term days lost	Total duty days lost
Mental Health Anxiety/Depression	16.05	685.58	701.63
Musculo Skeletal Back	23.10	262.68	313.36
Musculo Skeletal Knee	63.42	249.94	285.78
Musculo Skeletal Lower Limb	21.26	169.96	191.22

A Member asked about the cost of delivering the new Employee Assistance Programme. This Programme had replaced the previous *ad hoc* counselling arrangements and, while providing a more wide-ranging service to employees, cost less to deliver. The Temporary Director of People and Development agreed to update Members with the exact costs.

**Resolved -** (a) That the report be received, and

(b) that the Temporary Director of People and Development agreed to update Members with the costs related to the delivery of the Employee Assistance Programme.

**91/20 TREASURY MANAGEMENT MID-YEAR UPDATE REPORT 2020/21** - The Head of Finance submitted a mid-year update report in relation to treasury management.

At its meeting of 13 March 2020, the HFA had approved the annual 2020/21 Treasury management Policy Statement and agreed a range of prudential indicators which aimed to ensure effective treasury management and the affordability of the Service's capital plans. The report indicated that the Service had abided by the Statement and complied with recommended best practice outlined in the Chartered Institute of Public Finance and Accountancy (CIPFA).

As of 30 September 2020, the Service's temporary investments totalled £13m and investment outcomes were summarised as follows:

Interest Earned April to September 2020	Rate of return April to September 2020	Benchmark return at 30 September 2020*	Difference (Favourable) April to September 2020
£14k	0.16%	-0.06%	(0.22%)

The Service's long-term borrowing was £13.6m, meaning that it was under the limit. While interest rates were unusually low, the Service would consider taking on more long-term borrowing. If approved by the HFA at its meeting due to be held on 7 December 2020, the Service would adopt the annuity method for calculating its minimum revenue provision (MRP). This method was widely used as it accounted for the time-value of money.

A Member requested, and it was agreed, that the Service facilitate a session for the Committee on long-term treasury management issues.

**Resolved -** (a) That the report be received, and  
(b) that the Service facilitate a session for the Committee on long-term treasury management issues.

**92/20 MANAGEMENT ACCOUNTS - PERIOD ENDING 30 SEPTEMBER 2020** - The Head of Finance submitted the Management Accounts for the period ending 30 September 2020.

The Service continued to predict an underspend (further to Minute 73/20) as other savings in the Revenue Budget had materialised as a result of Covid-19 (such as reduced fuel consumption). There were however other pressures including ill-health pension contributions and the settlement of historic mesothelioma claims. The scheduled capital expenditure on new personal protection equipment for firefighters had been delayed as a result of the Covid-19 pandemic and would feature in 2020/21's programme. The Service's reserves were £11.3m as a result of underspending.

A Member noted the underspend resulting from the fact that the Service had not recruited new firefighters during the financial year. The Workforce Plan ensured that the Service would not get into a difficult situation with regard to staffing. Firefighters were usually recruited in groups of 20 and the next round of recruitment was not likely to commence until after March 2021.

**Resolved -** That the Management Accounts be received.



**93/20 HMICFRS INSPECTION UPDATE** - The Director of Service Improvement provided the Committee with a verbal update in relation to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service's (HMICFRS).

The Service had undergone its thematic Covid-19 inspection (Minute 76/20 refers) and was awaiting formal feedback. Members would be informed of the initial feedback during a Member Day due to be held on 27 November 2020. HMICFRS was due to resume its planned programme of inspections in 2021, meaning that the Service expected its second inspection to be undertaken late in 2021.

**Resolved** - That the update be received.

### **SCRUTINY PROGRAMME**

**94/20 DEVELOPMENT AND DELIVERY PLANS TO SUPPORT THE HEALTH AND WELLBEING OF STAFF**- The Director of Service Improvement submitted a report in response to the Committee's scope relating to the development and delivery of plans to support the health and wellbeing of staff.

Since the report had been published, the Service had developed plans to trial a restructure which would involve the Occupational Health team moving into the Service Improvement Directorate. Occupational Health had worked closely with Health and Safety throughout the Covid-19 pandemic.

The report addressed the Committee's scope point-by-point:

- **How have matters improved since the Service's previous HMICFRS inspection?** The Head of Occupational Health and Wellbeing had been appointed in October 2019 and, since then the team's membership had stabilised and was fully established with substantive staff. A new post, Assistant Fitness Manager, had also been added. New policies had been written and subjected to appropriate consultations. These related to: menopause, health surveillance, critical incident stress management, and physical fitness. The Service had expanded its work with the mental health charity, MIND, which was supporting the delivery of 'emergency services resilience training' for Control Room staff. The Service had contracted with a new physiotherapy provider which aimed to refer employees within 48 hours. This would directly alleviate some of the Service's most common reasons for staff absence.
- **What support has the Service put in place for staff in the light of the significant challenges posed by Covid-19?** The Head of Occupational Health and Wellbeing had played a key role in organisational communications and support for staff during the first wave of Covid-19. The Service had produced a series of videos and podcasts to keep staff up-to-date on guidance and on how to access help and support. The Service had also established an internal track and trace system, allowing it to take immediate action in the event of a confirmed Covid-19 case. This had meant that the number of infections remained low. Clinical supervision had been put in place for senior decision-makers in the organisation; this was standard practice in other sectors such as health. Clinical psychologists had been commissioned to help the Service to develop a Covid Wellbeing Toolkit for staff and to provide supervision for Occupational Health staff.
- **What has the Service learned from the health and wellbeing initiatives in other areas?** The Occupational Health and Wellbeing team was a member of the Yorkshire and Humber regional Health & Safety and Occupational Health Committee and staff regularly met with their counterparts from other fire and rescue services. The Service also played a key role in the Local Resilience Forum, working with numerous other

agencies. Work was also being undertaken in partnership with Yorkshire Ambulance Service to explore the possibility of establishing a joint support service for psychological wellbeing.

- **What have been the main challenges to supporting the health and wellbeing of staff?** The geographical diversity of the Service's area had provided a significant challenge; the relatively small Occupational Health and Wellbeing team worked with many members of staff across 31 locations within four local authority areas. In addition to this, on-call staff would typically only be at one of these locations for a couple of hours in any given week. The Occupational Health and Wellbeing team was still developing as none of the members of staff had been in the team for longer than two years. Overall, the Covid-19 pandemic had proven to be the biggest challenge for the team.

A Member asked how the Service monitored staff morale. Morale was difficult to measure outside of staff surveys. The Occupational Health and Wellbeing team often discussed morale with employees during their sessions, asking whether staff felt they had been supported adequately and whether they had found accessing services easy. Feedback had indicated that 98 percent of staff members who had interacted with Occupational Health had felt well supported.

A Member asked about the uptake of the Service's new Employee Assistance Programme (EAP). While the Programme had only been implemented in October 2020, early feedback had been positive and demand was expected to increase as employees became aware of the offer. Three nurses worked within the Occupational Health and Wellbeing team; two with a focus on physical health and one with a focus on mental health.

The Committee was reassured by the range of improvements made by the Service in response to the previous HMICFRS inspection report and in relation to the Service Improvement Plan. However, the Committee was conscious that many of the initiatives were at an early stage in their implementation and agreed to monitor their progress.

**Resolved -** (a) That Head of Occupational Health and Wellbeing be commended on the quality of her work during the previous year, and

(b) that a verbal update be provided to the Committee in around three months.

**95/20 GAS COMMITTEE SCRUTINY PROGRAMME 2020/21** - The Committee Manager submitted a report summarising the Committee's Scrutiny Programme 2020/21.

In accordance with the Committee's recommendation at its meeting of 11 November 2019 (Minute 65/19 refers), the Director of Service Delivery provided an update in relation to the Emergency Medical Response Cost Recovery Model. At the Committee's previous meeting it was reported that the review of the cost recovery model relating to East Midlands Ambulance Service (EMAS) had not been undertaken as planned due to the COVID-19 pandemic (Minute 78/20 refers). Since then, the Service had agreed with East Midlands Ambulance Service that the cost recovery for the Emergency Medical Response service would be aligned with the arrangements already in place with Yorkshire Ambulance Service.

**Resolved -** (a) That the updates be received, and

(b) that the matter of the Emergency Medical Response Cost Recovery Model be considered resolved.

**96/20 ANY OTHER BUSINESS - CORRESPONDENCE** - The Committee had received two items of correspondence which would be discussed with the Chairperson of the Fire Authority. One related to concerns around pension abatement and another to alleged conflicts of interest within the Service.



## **REVISION OF THE CONSTITUTION - GAS COMMITTEE**

### **SUMMARY**

1. This report summarises changes to the Fire Authority's Constitution in relation to the Governance, Audit and Scrutiny Committee. The changes have been made to increase the prominence of the Committee's scrutiny work, to clarify the Committee's role in relation to the Fire Authority, and to reduce the Committee's membership following the end of two members' terms of office on 31 March 2021.

### **RECOMMENDATIONS**

2. That the revised version of the Fire Authority's Constitution, the amended section of which appears at Appendix 1, be approved.

That, following the ends of two terms of office on 31 March 2021, the arising vacancies not be filled and the membership of the Committee, currently seven members, be reduced to five.

### **REPORT DETAIL**

3. The Governance, Audit and Scrutiny Committee performs an important function as part of the overall governance structure of Humberside Fire Authority. It is good practice from time-to-time to review the work of the Committee, particularly in the light of the demands now placed on the Authority's work from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). Appendix 1 contains a revised section of the HFA's Constitution pertaining to the GAS Committee. The changes proposed are:

- That the Committee's audit function be clearly defined, and the associated reports in can expect during each year listed, in order to bring equal priority to the Committee's scrutiny function by the addition of the following section to the Constitution:

#### **Regular Reports**

The Committee will receive the reports relating to the following issues on a regular basis as part of its audit function:

- treasury management (annual report)
  - annual accounts (annual report)
  - management accounts (biannual reports)
  - internal audit (frequent updates and annual report)
  - external audit (frequent updates and annual report)
  - risk management (annual report)
- 
- That the Committee be responsible for setting its own scrutiny work programme which shall be tightly focussed on a short list of topics each year. Health and safety and staff welfare shall be a particular focus. In setting its work programme the Committee shall consider items for scrutiny put forward by the HFA.

- That, following the ends of two terms of office on 31 March 2021, the arising vacancies not be filled and the membership of the Committee, currently seven members, be reduced to five.
- That the composition of the Committee be reviewed annually.

#### **STRATEGIC PLAN COMPATIBILITY**

4. The GAS Committee's scrutiny topics are chosen and prioritised, though not exclusively, based on the Service Improvement Plan.

#### **FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS**

5. N/A

#### **LEGAL IMPLICATIONS**

6. N/A

#### **EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS**

7. N/A

#### **CORPORATE RISK MANAGEMENT IMPLICATIONS**

8. N/A

#### **HEALTH AND SAFETY IMPLICATIONS**

9. N/A

#### **COMMUNICATION ACTIONS ARISING**

10. N/A

#### **DETAILS OF CONSULTATION AND/OR COLLABORATION**

11. N/A

#### **BACKGROUND PAPERS AVAILABLE FOR ACCESS**

12. The Constitution of the Fire Authority.

#### **RECOMMENDATIONS RESTATED**

13. That the revised version of the Fire Authority's Constitution, the amended section of which appears at Appendix 1, be approved.

That, following the ends of two terms of office on 31 March 2021, the arising vacancies not be filled and the membership of the Committee, currently seven members, be reduced to five.

**Mathew Buckley**

Officer Contact: Mathew Buckley ☎ 01482 393100  
Monitoring Officer/Secretary

MB  
23 November 2020

## **Article 6 – Governance, Audit and Scrutiny Committee**

### **6.1 COMPOSITION**

- (a) The membership of the Governance, Audit and Scrutiny Committee shall be determined by resolution of the HFA. The size of the Committee shall be decided by the HFA.
- (b) The HFA may, if it considers it necessary or desirable, appoint such number of Independent Co-opted Members of the Committee as it shall determine who shall be selected for their relevant expertise, particularly in:
  - Audit and financial governance
  - Scrutiny of decision making

The HFA will approve a selection process and criteria.

- (c) The Chairperson of the Committee may be appointed annually at the Annual General Meeting of the HFA or elected at the first meeting of the Governance, Audit and Scrutiny Committee following the Annual General Meeting.
- (d) The quorum for meetings of the Committee shall be 3. In the case of a Remote Meeting all Members in remote attendance shall count towards the quorum.

### **6.2 FREQUENCY OF MEETINGS**

The Schedule of meetings shall be decided at the Annual General Meeting of the HFA. In addition, extraordinary meetings may be called at such other times as the Committee or Chairperson of the Committee may determine.

### **6.3 STATEMENT OF PURPOSE**

The Committee is a key component of the Authority's corporate governance. It provides an independent and high level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

The purpose of the Committee is to provide independent advice and recommendations to the HFA on the adequacy of the governance and risk management frameworks, internal controls and financial reporting, and internal and external audit, thereby helping to ensure efficient and effective assurance arrangements are in place.

### **6.4 FUNCTIONS**

The Governance, Audit and Scrutiny Committee shall have the following functions, unless decided otherwise by the HFA:

#### **6.4.1 Governance and Risk**

- (a) Ensuring effective governance is in place and functioning efficiently and effectively and to make any recommendations for improvement.
- (b) Reviewing the Annual Governance Statements prior to approval.
- (c) Considering the framework of assurance and ensuring that it adequately addresses the risks and priorities of the Authority.
- (d) Monitoring the effective development and operation of risk management, reviewing the risk profile, and monitoring the adequacy

of management action in addressing risk-related issues reported to them.

- (e) Considering the arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.
- (f) Reviewing arrangements for the assessment of fraud risks and potential harm from fraud and corruption and monitor the effectiveness of the counter-fraud strategy, actions and resources.

In addition the Committee shall receive reports on the following matters (the Committee shall have no delegated authority but may make observations to the Fire Authority):

#### **6.4.2 Internal Audit**

- (a) Considering
  - (i) the internal audit plan (and any proposed revisions),
  - (ii) regular progress reports, and
  - (iii) the Head of Internal Audit's annual report and opinion and the level of assurance it can give over corporate governance arrangements and the effectiveness of internal controls.
- (b) Considering summaries of internal audit reports and such detailed reports as the committee may request from the HFA, including issues raised or recommendations made by internal audit and the adequacy of management action to address areas identified for improvement.
- (c) Overseeing the appointment and considering the adequacy of the performance of the internal audit service and its independence.
- (d) Considering a report on the effectiveness of internal audit to support the Annual Governance Statement.

#### **6.4.3 External Audit**

- (a) Receiving the external Audit Plan, the external auditor's annual management letter, relevant reports, and the report to those charged with governance and consider the adequacy of the of action being taken by the HFA, to address recommendations for improvement .
- (b) Commenting on the scope and depth of external audit work, its independence and whether it gives satisfactory value for money.
- (c) Advise and recommend on the effectiveness of relationships between external and internal audit and other inspection agencies or relevant bodies.

#### **6.4.4 Financial Reporting**

Reviewing the annual statement of accounts to provide assurance that they comply with relevant requirements before approval by the HFA.

#### **6.4.5 Scrutiny - Generally**

##### **Scrutiny Function**



- (a) The Committee shall review and scrutinise decisions of the HFA and the implementation of policy at Humberside Fire and Rescue Service;
- (b) The Committee shall be responsible for setting its work programme which shall be tightly focussed on a small number of topics chosen from a shortlist approved by the HFA;
- (c) The HFA shall refer business to and seek advice from the Committee as it considers appropriate. Such referrals will be accompanied by an indication of its preliminary view of the matter under consideration;
- (d) The Committee shall respond as soon as their work programme permits to requests from the HFA to review a particular issue or issues;
- (e) In exercising its scrutiny role, the Committee will ensure that any observations are non-political and are not designed to displace the functions or responsibility of the HFA;
- (f) The Committee shall make such recommendations as it considers appropriate to the HFA arising out of the scrutiny process.

#### Scrutiny Process

- (a) The Committee shall determine its work programme using the shortlist of topics approved by the HFA.
- (b) The Committee shall agree a short scope for each topic chosen in order to inform report writers of the areas they should address in their reports.
- (c) Officers shall, in accordance with the Committee's scopes, provide reports to be included with the published agendas of relevant meetings.
- (d) The Committee shall receive scrutiny reports formally at its meetings and relevant officers and other invited contributors shall attend the Committee's meetings in order to answer its questions.
- (e) The Committee shall, as appropriate, formulate recommendations to the HFA based on the reports it receives in response to its scopes, and the answers it receives in response to its questions.

#### **6.4.6 Other Responsibilities**

- (a) Producing an Annual Report that provides details of the Committee's work, evaluates its performance during the preceding year and confirms whether all allocated responsibilities have been carried out.
- (b) Preparation of reports on issues highlighted by the Committee recommending appropriate actions for consideration by the HFA or their statutory officers.
- (c) Performing any other relevant activities requested by the HFA.

### **6.5 MINUTES**

- (a) Minutes of the Committee will be circulated to all Members of the HFA and shall be included as an agenda item on the HFA;
- (b) The Chairperson of the Committee or nominated representative will be invited at the discretion of the Chairperson of the HFA to present the minutes at the

meeting of the HFA and to respond to any questions that the HFA may have in respect to any matter concerning the Committee.

## **6.6 Regular Reports**

The Committee will receive the reports relating to the following issues on a regular basis as part of its audit function:

- treasury management (annual report)
- annual accounts (annual report)
- management accounts (biannual reports)
- internal audit (frequent updates and annual report)
- external audit (frequent updates and annual report)
- risk management (annual report)

**Humberside Fire Authority  
7 December 2020**

**Report by the Executive Director of  
Corporate Services & S.151 Officer**

## **TREASURY MANAGEMENT MID-YEAR UPDATE REPORT 2020/21**

### **SUMMARY**

1. This report provides an update on the Authority's treasury management activities for the first half of the financial year 2020/21.

### **RECOMMENDATIONS**

2. That Members consider the treasury management activities undertaken during the first half of 2020/21 and the Prudential Indicators as outlined in paragraphs 14 and 15 and detailed in Appendix 1 and note the method for calculating the Minimum Revenue Provision (MRP) as outlined in paragraphs 16 to 18 of this report.

### **BACKGROUND**

3. Treasury Management, as defined by the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice 2009 is:

"The management of the organisation's investments and cash-flows, its banking, money market and capital market transactions, the effective control of the risks associated with those activities and the pursuit of the optimum performance consistent with those risks."

4. The Authority on 13 March 2020 approved the annual 2020/21 Treasury Management Policy Statement and agreed a range of Prudential Indicators aimed at ensuring effective treasury management and affordability of capital plans.
5. This report ensures compliance with recommended practice as outlined in the Code, by providing Members with an update on treasury management undertaken since the beginning of the financial year and highlighting key Prudential Indicator information.

### **INVESTMENT ACTIVITY**

6. The Authority's temporary investments totalled £13.0m as at 30 September 2020.

Table 1 – Investment income earned April to September 2020

Interest Earned April to September 2020	Rate of return April to September 2020	Benchmark return at 30 September 2020*	Difference (Favourable) April to September 2020
£14k	0.16%	-0.06%	(0.22%)

\* Benchmark set as 7 day compounded LIBID

7. The Authority's rate of return pleasingly has exceeded the benchmark return provided by Link Asset Services.

## BORROWING

### Short-Term Borrowing

8. The Authority has not taken any short-term borrowing in the first six months of the year. The Authority is unlikely to undertake short-term borrowing in the second half of the financial year.

### Long-Term Borrowing

9. Long-term loans are taken out either to replace existing loans which have matured or to fund capital expenditure. Under the Prudential Regime there are no longer centrally imposed limits on borrowing, but individual Authorities are required to determine themselves what is a sustainable and affordable level of borrowing as an integral part of their Medium-Term Financial Planning processes.
10. The Authority's level of borrowing was £13.6m as at 30 September 2020, with an equated average rate of interest payable at 4.00%. An expected £576k of interest is projected to be payable on external debt for 2020/21.
11. The Authority has not undertaken any new long-term borrowing so far this financial year but this position will be reviewed in the second half of the financial year against the backdrop of interest rate changes and projections.

## PRUDENTIAL INDICATORS

12. Appendix 1 details the Prudential Indicators agreed by Members at the Fire Authority on 13 March 2020 and shows for comparison the actual figures as at 30 September 2020.
13. During the period April to September 2020, the Authority operated wholly within the limits approved.

### Capital Expenditure

14. The S.151 Officer considers the current capital programme to be affordable and sustainable with the revenue effects of capital investment built into the Medium-Term Financial Plan. Through the Medium-Term Financial Planning Process the Authority has ensured alignment of its capital resources to key strategic priorities.

### Treasury Management

15. External debt is currently £16.6m below the agreed authorised limit for 2020/21 and the maturity structure for both borrowing and investments remain within the approved upper and lower limits. Subsequent borrowing or re-scheduling will take in to account prevailing interest rates on offer from the Public Works Loans Board, the current maturity structure of loans, balanced with the need to reduce capital risk by maintaining prudently low levels of cash-balances.

## MINIMUM REVENUE PROVISION (MRP)

16. Members will recall that in the Treasury Management Strategy Statement that was approved by the Fire Authority on 13<sup>th</sup> March 2020 it was stated that following guidance that had recently been issued, a review would be undertaken during 2020/21 to assess the impact of the Authority adopting the annuity method when calculating MRP. The annuity method is now widely used as it makes provision for an annual charge to revenue that takes account of the time value of money (whereby

£100 in 10 years' time is less of a burden than paying £100 now). The charges produced by the annuity method result in a consistent charge over the life of the asset taking into account the real value of the annual charges when they fall due. The method also reflects the fact that assets deteriorate and deterioration is slower in the early years and accelerates towards the latter end of the life of the assets. The annuity calculation method results in lower MRP payments in the early years but higher payment in later years but has the advantage of linking MRP to the flow of benefits from an asset where these are expected to be in later years.

17. This review has now been undertaken and if adopted, which would bring us in line with other the approach undertaken by other Local Authorities, then the Authority could reduce its MRP by £760k, £680k, £490k and £430k in 2020/21, 2021/22, 2022/23 and 2023/24 respectively.
18. If this approach is adopted it must be noted that this would impact on the Authority's Capital Financing Requirement (CFR). The table below shows the impact that this would have on the CFR.

	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000
Current CFR Projection (as per Appendix 1)	20,305	23,025	21,453	21,764
Revised CFR Projection	21,065	24,465	23,383	24,124
Increase/(Decrease) in CFR	760	1,440	1,930	2,360

#### STRATEGIC PLAN COMPATIBILITY

19. Treasury management is an integral part of the financial management of the Authority. Utilising approved borrowing and investment strategies will maximise investment income whilst minimising exposure to liquidity and market risks.

#### FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

20. The Authority's approach to investment of surplus funds is designed to further mitigate against potential losses as a consequence of counterparty failure and reflects a prudent approach to treasury management activity.

#### LEGAL IMPLICATIONS

21. The Authority must comply with the requirements of the CIPFA Code of Practice on Treasury Management and the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008. This report ensures such compliance.

#### EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

22. No direct issues arise from this report.

#### CORPORATE RISK MANAGEMENT IMPLICATIONS

23. The application of and regular monitoring thereafter of a prudent Treasury Management Policy and related Prudential Indicators ensures that the Authority effectively manages financial risks such as exposure to interest rate changes, liquidity and market risk whilst minimising borrowing costs and maximising investment income. As an integral part of the financial planning process, it ensures that the financial plans upon which the Authority's Strategic Plan is based are effective and robust.

#### HEALTH AND SAFETY IMPLICATIONS

24. No issues arising.

## COMMUNICATIONS ACTIONS ARISING

25. No direct issues arising.

## DETAILS OF CONSULTATION

26. The Authority's current approved Treasury Management Strategy reflects guidance and market information supplied by the Authority's treasury management advisors.


## BACKGROUND PAPERS

27. 'Treasury Management and Capital Expenditure Prudential Indicators, Treasury Management Policy Statement 2020/21 and Minimum Revenue Provision for 2020/21' – Report to Fire Authority 13 March 2020.  
CIPFA Code of Practice on Treasury Management 2009  
CIPFA Treasury Management Guidance - March 2009

## RECOMMENDATIONS RESTATED

28. That Members consider the treasury management activities undertaken during the first half of 2020/21 and the Prudential Indicators as outlined in paragraphs 14 and 15 and detailed in Appendix 1 and note the method for calculating the Minimum Revenue Provision (MRP) as outlined in paragraphs 16 to 18 of this report.

**K WILSON**

Officer Contact: Kevin Wilson  01482 567183  
Executive Director of Corporate Services & S.151 Officer

Humberside Fire & Rescue Service Headquarters  
Summergroves Way  
Kingston upon Hull

KW  
25 November 2020

Prudential Indicators as at 30 September 2020

Indicator 1 - Capital Expenditure

The actual capital expenditure for the current year compared to the original estimate and revised budget, together with estimates of expenditure to be incurred in future years are shown below:

	2019/20	2020/21	2020/21	2021/22	2022/23	2023/24
	Actual	Budget	Revised	Estimate	Estimate	Estimate
	£k	£k	£k	£k	£k	£k
Total Capital expenditure	2,260	6,766	4,664	3,612	1,422	3,502

The revised 2020/21 figure reflects the latest estimate of spend, as reported to members in the monthly 'Management Accounts' report in September 2020.

Indicator 2 - Capital Financing Requirement

The capital financing requirement for 2020/21 and estimates for future years are as follows:-

	Actual	Estimate	Estimate	Estimate	Estimate
	31/03/20	31/03/21	31/03/22	31/03/23	31/03/24
	£k	£k	£k	£k	£k
Capital Financing Requirement	16,905	19,354	22,089	20,534	20,864
Lease - Integrated Care Centre	966	951	936	919	900
Total CFR	17,871	20,305	23,025	21,453	21,764

The capital financing requirement measures the Authority's need to borrow for capital purposes. In accordance with best professional practice, the Humberside Fire Authority does not associate borrowing with particular items or types of expenditure. The Authority has, at any point in time, a number of cash flows both positive and negative, and manages its treasury position in terms of its borrowings and investments in accordance with its approved Strategy. In day to day cash management, no distinction can be made between revenue cash and capital cash. External borrowing arises as a consequence of all the financial transactions of the authority and not simply those arising from capital spending. In contrast, the capital financing requirement reflects the Authority's underlying need to borrow for a capital purpose.

A key indicator of prudence under the Prudential Code is: -

"In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years".

The S151 Officer reports that the Authority has had no difficulty meeting this requirement during the course of this financial year and no difficulties are envisaged in future years.

This takes into account current commitments, existing plans and the proposals contained in the Medium Term-Financial Plan.

#### Indicator 3 – Core Funds and Expected Investment Balances

The table below shows the estimates of the year-end balances for each resource and anticipated day-to-day cash flow balances.

	2020/21 Original £k	2020/21 Revised £k	2021/22 Estimate £k	2022/23 Estimate £k	2023/24 Estimate £k
Total Core Funds	10,141	11,345	8,669	7,896	7,330
Expected Investments	2,148	4,388	(852)	31	(864)

The actual total investments held as at 30<sup>th</sup> September 2019 is £13.0m. This is higher than the expected investments due to the Pensions grant of which 80% was received in July 2020 which is drawn upon each month.

#### Indicator 4 - Operational Boundary for External Debt

The proposed operational boundary for external debt is based on the same estimates as the authorised limit but reflects directly the S151 Officer's estimate of the most likely, prudent but not worst case scenario, without the additional headroom included within the authorised limit to allow for example for unusual cash movements, and equates to the maximum of external debt projected by this estimate. The operational boundary represents a key management tool for in year monitoring by the S151 Officer.

	2020/21 Boundary £k	Actual As at 30/09/20 £k	2021/22 Boundary £k	2022/23 Boundary £k	2023/24 Boundary £k
Borrowing	21,600	13,530	21,600	21,600	21,600
Other Long Term Liabilities	3,500	966	3,500	3,500	3,500
	25,100	14,496	25,100	25,100	25,100

The S151 Officer confirms that borrowing in the year has not exceeded the operational boundary at any point within the year to date and is not expected to do so over the course of the next period based on information currently available.



#### Indicator 5 - Authorised Limit for External Debt

The table below shows the Authorised limit for External Debt for 2020/21 and subsequent three year period as approved by Members, compared to the actual level of borrowing as at 30 September 2020.

	2020/21	Actual as at 30/09/20	2021/22	2022/23	2023/24
	Limit £k	£k	Limit £k	Limit £k	Limit £k
Borrowing	27,600	13,530	27,600	27,600	27,600
Other Long Term Liabilities	3,500	966	3,500	3,500	3,500
	31,100	14,496	31,100	31,100	31,100

The Authorised Limit reflects the Authority's projected long and short term borrowing requirements, together with any other long-term liabilities it may have. The figures are based on the estimate of most likely, prudent but not worst case scenario, with sufficient headroom over and above this to allow for operational management of, for example unusual cash movements.

The S151 Officer confirms that the Authorised Limit has not been approached at any point during the first half of the year, nor is it likely to during the remaining six months of 2020/21.

#### Indicator 6 - Ratio of Capital Financing Costs to Net Revenue Stream

The ratio of financing costs to net revenue stream for the current year and estimates for future years are as follows: -

	2019/20 Actual %	2020/21 Original %	2020/21 Revised %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %
Ratio of Financial Costs to Net Revenue Stream	4.28	5.56	6.28	6.56	6.66	6.65

These ratios indicate the proportion of the net budget of the Authority that is required to finance the costs of capital expenditure in any year. Estimates of financing costs include current commitments and the proposals contained in the capital programme of the Authority.

In calculating the ratio, Net Revenue Streams in any year have been taken to exclude any element of the net budget requirement that is intended to provide reserves for the Authority.

The projected increase in the ratio over the period reflects the increase in capital financing costs resulting from the capital allocations approved as part of the medium-term financial plan.

#### Indicator 7 – Upper and Lower Limits for the maturity structure of borrowings

This indicator seeks to ensure the Authority controls its exposure to the risk of interest rate changes by limiting the proportion of debt maturing in any single period. Ordinarily debt is replaced on maturity and therefore it is important that the Authority is not forced to replace a large proportion of loans at a time of relatively high interest rates.

“The Authority will set for the forthcoming financial year both upper and lower limits with respect to the maturity structure of its borrowings. The prudential indicators will be referred to as the upper and lower limits respectively for the maturity structure of borrowing and shall be calculated as follows:

Amount of projected borrowing that is fixed rate maturing in each period expressed as a percentage of total projected borrowing that is fixed rate;

Where the periods in question are:

- Under 12 months
- 12 months and within 24 months
- 24 months and within 5 years
- 5 years and within 10 years
- 10 years and above”

	Actual as at 30/09/20	Upper Limit	Lower Limit
	%	%	%
Under 12 Months	4.69	15	0
12 months and within 24 months	6.11	15	0
24 months and within 5 years	26.91	30	0
5 years and within 10 years	54.90	60	0
10 years and above	7.39	80	0

The S151. Officer confirms that the maturity structure of external debt as at 30/09/20 is within the upper and lower limits approved by the Authority.

## FINANCIAL OUTLOOK 2021/22 ONWARDS

### SUMMARY

1. This report provides a further update to Members on the Medium-Term Financial Planning (MTFP) process for 2021/22 onwards building on the report that was considered by Members at the 30 October HFA meeting.

### RECOMMENDATIONS

2. That Members note the latest position on the MTFP for 2021/22 to 2024/25.

### BUDGET AND PRECEPT FOR 2021/22

3. Members will recall the last update on the MTFP at the 30 October HFA meeting that showed a circa £500K deficit was forecast for 2021/22, mainly as a result of the current and future predicted financial effects of the COVID-19 pandemic.
4. The Finance Team has worked on refining the position for 2021/22 and as can be seen in Appendix 1 there is a now small surplus for next year of circa £125K mainly as a result of the pay 'pause' announced on 25 November 2020 by the Chancellor for public sector workers outside of the NHS. This is seen as a sound position for next year's budget but clearly the full details of the Local Government Finance Settlement for 2021/22 are not yet known. The picture will be revised again once this information has been released which is expected to be shortly before Christmas.
5. The Chancellor announced the Spending Review for 2021/22 on 25 November 2020 and so this report picks up issues from that announcement where they are relevant. The main changes since the report that was considered by Members in October are as follows:-
  - The potential Council Tax Income deficit for 2020/21 has been revised down from 3% to 1.5% based on information that has been supplied by some of the Local Authorities in the Humberside area;
  - A full review of pay budgets has been undertaken and any changes fed through into the summary position shown in Appendix 1;

### Changes made as a result of the Spending Review announcement on 25 November 2020:-

- The assumption for grant from Government has been maintained at 0% on the assumption that 'flat-cash' will be used to decide grant levels for 2021/22;
- Pay awards have been revised down from 2.5% to 0% in line with the Chancellor's announcement that there will be a public sector pay 'pause' in 2021/22 other than for front-line workers in the NHS. Public sector workers earning £24K a year or less will receive a minimum £250 pay increase and further details are awaited on how this will work;
- Confirmation of the referendum threshold for Council Tax increases for 2021/22 has been set at 2% and our model maintains the 1.99% increase that has been used since we started modelling in September.

6. Work is ongoing on the MTFP for 2021/22 onwards and the key dates between the present time and budget setting in February 2021 are set out in the table below:-

Spending Review Announcement for 2021/22 by Government	25 November 2020
Latest MTFP considered by Members at 7 December HFA meeting	7 December 2020
Provisional Local Government Finance Settlement 2021/22	Mid-December 2020 or early January 2021
2021/22 Council Tax consultation commences	Early January 2021
2021/22 Council Tax consultation closes	Late January 2021
Final Local Government Finance Settlement 2021/22	Early February 2021
Budget and Precept 2021/22 including Council Tax consultation feedback – Report to HFA	12 February 2021

7. Further work will be undertaken on the MTFP before the February meeting that will set the Authority's precept for 2021/22 and MTFP for 2021/22 onwards.

#### MEDIUM-TERM

8. One-year funding Settlements from Government make medium-term financial planning very challenging. Despite these constraints the MTFP develops a basis for financial planning through to 2024/25. It is an iterative process and as new information becomes available the MTFP will be updated to reflect it.
9. Of note are the longer-term consequences of the COVID-19 pandemic on issues such as Humberside's Council Tax base, Business Rates income, Council Tax income collection rates and funding from Government for the years 2022/23 onwards.
10. The longer-term picture has been eased if pay awards are paused (0%) in 2021/22. This measure improves the Authority's budget position by £450K in 2021/22 which over the life of the plan removes expenditure of £1.8M (because the £450K is not in the base for the 4-year period 2021/22 to 2024/25). Any requirement to make savings will be kept under review particularly as the next CSR for 2022/23 onwards is developed.

#### STRATEGIC PLAN COMPATIBILITY

11. Sound financial planning enables the Authority to deliver efficiencies in a timely manner and allows focus upon the achievement of the Authority's strategic objectives.

#### FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

12. The Authority has a strong track record in dealing with the significant challenges that austerity has brought since 2011 and has delivered £11m of efficiencies as a response to the £11m reduction in funding. This has involved early decision making with regard to efficiencies so that the impact on the Service can be kept to an absolute minimum.

#### LEGAL IMPLICATIONS

13. The Authority has a statutory duty to set a balanced budget and has consistently complied with this requirement.

## EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

14. Equality Analysis will be undertaken for all efficiency proposals considered over the period to 2025.

## CORPORATE RISK MANAGEMENT IMPLICATIONS

15. Managing within austerity has been on the Authority's Strategic Risk Register for some considerable time and the steps suggested in this report should ensure that the Authority continues to mitigate this risk whilst still providing a first-class service to its communities.

## HEALTH AND SAFETY IMPLICATIONS

16. No direct issues arising.

## COMMUNICATION ACTIONS ARISING

17. The Authority's current MTFP has been published.

## DETAILS OF CONSULTATION AND/OR COLLABORATION

18. SLT have been fully engaged in the formulation of the Medium-Term Financial Plan.

## BACKGROUND PAPERS AVAILABLE FOR ACCESS

19. Budget report for HFA in February 2020 and subsequent budget reports for 2021/22 onwards that were considered by HFA in September and October 2020.

## RECOMMENDATIONS RESTATED

20. That Members note the latest position on the MTFP for 2021/22 to 2024/25.

**K WILSON**

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Executive Director of Corporate Services & S.151 Officer

Humberside Fire & Rescue Service  
Summergroves Way  
Kingston upon Hull

KW  
26 November 2020

**HUMBERSIDE FIRE AUTHORITY  
REVENUE ESTIMATES 2021/22  
ESTIMATE SUMMARY 1.99% PRECEPT INCREASE**

	<b>Budget Proposal 2021/22 £</b>	<b>Budget Proposal 2022/23 £</b>	<b>Budget Proposal 2023/24 £</b>	<b>Budget Proposal 2024/25 £</b>
Community Fire Safety	3,260,399	3,319,012	3,396,826	3,476,585
Fire Fighting & Rescue Operations	28,698,824	29,374,670	30,060,282	30,763,012
Management & Support Services	12,499,883	12,610,693	13,016,926	13,389,454
Corporate & Democratic Core				
Democratic Representation & Management	155,398	156,790	158,197	159,617
Corporate Management	39,495	39,890	40,288	40,691
<b>Net Cost of Service</b>	<b>44,653,999</b>	<b>45,501,055</b>	<b>46,672,519</b>	<b>47,829,359</b>
Interest Payable and Similar Charges	661,343	661,386	626,749	627,597
Less - Interest Receivable	(40,000)	(40,000)	(40,000)	(40,000)
<b>Net Operating Expenditure</b>	<b>45,275,342</b>	<b>46,122,441</b>	<b>47,259,268</b>	<b>48,416,956</b>
<b>Amounts included in the Income &amp; Expenditure Account but required by statute to be excluded when determining the Movement on the General Fund Balance for the year :</b>				
Depreciation and Impairment of Fixed Assets	(1,958,844)	(1,958,844)	(1,958,844)	(1,958,844)
Grants & Contributions Deferred Amortisation	-	-	-	-
<b>Amounts not included in the Income &amp; Expenditure Account but required by statute to be included when determining the Movement on the General Fund Balance for the year :</b>				
Minimum Revenue Provision	967,749	1,244,373	1,293,825	1,421,214
Revenue Contributions to Capital Outlay	800,000	1,000,000	1,000,000	1,000,000
<b>Transfers to or from Fund Balances that are required to be taken into account when determining the Movement on the General Fund Balance</b>				
Contribution to/(from) General Reserve	124,587	(129,363)	(216,608)	(105,928)
<b>Budget Requirement</b>	<b>45,208,834</b>	<b>46,278,607</b>	<b>47,377,641</b>	<b>48,773,398</b>
<b>Financed by :</b>				
Grant Funding	17,103,763	17,189,282	17,275,228	17,361,604
Business Rates received from Local Authority	4,003,519	4,003,519	4,123,625	4,247,334
Business Rate Fund Surplus/(Deficit)	(190,000)	(190,000)	(190,000)	(50,000)
Collection Fund Surplus/(Deficit)	1,451	6,347	10,790	135,395
Precept	24,290,101	25,269,458	26,157,998	27,079,064
	<b>45,208,834</b>	<b>46,278,607</b>	<b>47,377,641</b>	<b>48,773,398</b>

**CAPITAL PROGRAMME 2021/22 ONWARDS**  
**- VEHICLES, ESTATES AND INFORMATION COMMUNICATIONS**  
**AND TECHNOLOGY (ICT)**

**SUMMARY**

1. This report sets out for approval the proposed capital programme for Vehicles, Estates and ICT for 2021/22 onwards.
  - 1.1 The programme has been approved by SLT at their meeting on 23<sup>rd</sup> November 2020.

**RECOMMENDATIONS**

2. That Members approve the capital programme for Vehicles, Estates and ICT for 2021/22 onwards, and that it is incorporated into the Medium-Term Financial Plan 2021/22 to 2024/25 to be considered at the February 2021 meeting of the Fire Authority.

**VEHICLE REPLACEMENT PROGRAMME 2020/21 ONWARDS**

3. In the last 12 months, the Service has ordered one appliance in line with the agreed programme. Due to the pandemic, the delivery of the vehicle was delayed, however, delivery is expected early in 2021. The vehicle is being built by Emergency One and will be the first polycarbonate bodied appliance into the Service, it will also come with a number of upgrades – air-conditioning, 22mm high volume hose and branches as well as a hot water vending facility, to name a few.
  - 3.1 A further detailed review of the vehicle replacement programme has seen £1.72m re allocated from 2021-24 into the period 2024/25 onwards, therefore, reducing the requirement for capital funding over the midterm. This is as a result of extending the serviceable life of the vehicle fleet where appropriate. This reflects the Service's commitment to maximising the use of assets in keeping with our Strategic Plan, and requirement under the HMICFRS Efficiency strand.
  - 3.2 The decision to extend the serviceable life of the fleet is supported by the implementation and constant review of vehicle condition reports, relating to all Service vehicles and, specifically relating to appliances, further analysis of the Scania chassis which indicates these are lasting many more years than previous chassis.
  - 3.3 Work continues regarding moving our fleet to a more carbon neutral solution, to this end, a report has been commissioned from the Energy Saving Trust. In addition, research into the vehicles available and the necessary infrastructure required is being undertaken. As highlighted in last year's Capital Programme, this will likely result in additional financial pressures in the short/medium term against a longer term saving yet to be calculated. A more specific report detailing the findings of this work is being compiled, and once all areas have been researched and costed, a further report will be submitted to the Authority.
  - 3.4 A saving of £0.6m will be realised in 2021/22 against the predicted programme set in 2020/21 for the same period. This takes into account the saving made on the

heavy vehicle replacement programme for the year and associated appliance equipment.

- 3.5 The rolling programme of vehicle replacement, equipment and Personal Protective Equipment (PPE) is summarised below.

	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
	<b>(£)</b>	<b>(£)</b>	<b>(£)</b>	<b>(£)</b>
<b>Heavy Vehicles</b>	1.46m	0m	0.89m	1.11m
<b>Light Vehicles</b>	0.222m	0.120m	0.432m	0.108m
<b>Equipment / PPE</b>	0.255m	0.042m	0.178m	0.150m
<b>Total</b>	<b>1.937m</b>	<b>0.162m</b>	<b>1.500m</b>	<b>1.368m</b>

#### ESTATES 2020/21 ONWARDS

4. Capital building works have been severely disrupted by the outbreak of Covid-19 and the consequential lockdown, social distancing requirements and contractor furlough arrangements. Much of the resources of the Joint Estates Service (JES) have had to be prioritised to focus on emergency resilience work, and the preparation of safer working environments for all staff. This has included the implementation of Covid-19 Secure buildings and associated risk assessment work.
- 4.1 The escalation of Covid-19 restrictions meant that ongoing building works on several sites was suspended in late March, with a return to site not possible until May - albeit with contractors operating Covid-19 safe working arrangements, which also delayed progress. Progress on the Capital Programme continues to be reported to the Estates Services Group (ESG) monthly.
- 4.2 Whilst capital works have been behind their originally intended programmes, the three dignity schemes at Barton, Market Weighton and Calvert Lane stations have now been completed. The Learning Centre facility at Calvert Lane has also undergone minor refurbishment to enable staff to re-occupy the facility from October. JES will also be carrying out a post occupancy review for each location, which will be reported to the next Joint Estates Board.
- 4.3 Station remodelling and refurbishment schemes at Scunthorpe and Bridlington commenced on site in mid-October. Both schemes are heavily focussed on dignity improvements (sleeping pods etc.) and welfare provision. Service Delivery have been consulted on requirements and the specification is to be re-appraised to assess impact on future maintenance. Work on site is expected to take four months, subject to no additional delays being caused by Covid-19.
- 4.4 The Clough Road station training scheme has now been completed after being halted during the early part of the lock down period. The scheme was developed in conjunction with a range of stakeholders including station personnel. Once again, a post occupancy review will be carried out once the facility has been in use for a short period of time. Training protocols have now been finalised and initial feedback on the facility has been good.



- 4.5 The first scheme in the programme of boiler replacement schemes recently began at Service Headquarters and was completed during the month of November. Work is now underway to finalise the remainder of the programme of works.
- 4.6 Refurbishment and dignity work at Goole are being implemented through internal JES resources. Works will need to be undertaken in several phases to allow the continued operation of the Station. Preparatory work has begun with the replacement of appliance room doors. Further early works were disrupted due to Covid-19. Planning permission for a small extension to the ground floor has already been approved.
- 4.7 Following approval from the Fire Authority to dispose of the old East Hull Fire Station, notice was served on the telecommunications provider with regards to the removal of their mast. Originally expected to be March 2020, following difficulties encountered in relocation to their new site and exacerbated by the effects of Covid-19, the equipment has now been removed from site.
- 4.8 Sale particulars have been prepared to commence marketing the site in November. This will include the pre-application scheme (as per the public consultation) and advice from Hull City Council Planners. Arrangements are being made to remove the remaining items stored at the site and to relocate the JES Technicians' Store from the ladder workshop, potentially to Courtland Road Training Centre.
- 4.9 The situation with Covid-19 has hampered progress on the co-location schemes. Two of the consultants being used, have furloughed. Priorities for internal resources has been on Covid-19 safety works, however, the consultants have indicated that they intend to resume normal working, allowing projects to be progressed more rapidly.
- 4.10 With reference to Pocklington Fire Station, Humberside Police have confirmed that they will be basing additional patrol resources at the current Police Station. The Chief Officer Group (COG) and the PCC have confirmed that this will mean the retention of the Police Station and therefore the collaboration project will not be possible at this time. JES is now looking at carrying out some internal improvements at the Fire Station, first floor communal areas which is reflected in the 2021/22 programme.
- 4.11 The Driffield Fire Station project was also delayed pending a Police decision on where to base patrol resources and any uplift additions. As previously noted, the design consultant has been furloughed for five months and has been unable to make any significant progress. It should also be noted that YAS have now submitted a full brief for their requirements which significantly exceeds the original requirements discussed. This is a significant variation from the proposal submitted to the Fire Authority and the scheme will need a full review and revised estimates. Options will be presented at a future Authority meeting for consideration.
- 4.12 During the lock down period, ERYC responded to our pre-application submission to redevelop the existing Police Station site in Howden into a new Fire Station. Some issues were raised by them regarding building in a flood risk zone and the style of the design. Planners were challenged to assist and have agreed to support the development of a planning application and flood risk assessment. It should be noted that the design also includes a small provision for Humberside Police to retain a footprint within the site, away from the HFRS planned areas. This could see construction begin next summer. The planning application is being prepared for approval prior to submission as it is expected that there will be some adverse comments from neighbours.
- 4.13 The current programme for 2021/22 is modest in relation to previous years. It is envisaged that the reduced demand of JES will allow for a number of the existing

schemes in progress to be completed before works commence on significant new initiatives.

- 4.14 The block allocation for 2021/22 has been earmarked for additional dignity works. Following a review of priorities in this area, works will focus on Immingham East and Winterton Fire Stations.
- 4.15 ESG have additionally identified several schemes of work across the Service area that are currently being considered and prioritised. These include some significant works at Cromwell Road Fire Station which will be spread over the 2021/22 – 2021/23 financial years. It is envisaged these works will commence toward the end of the 2021/22 financial year.
- 4.16 Two minor schemes at Snaith Fire Station and SHQ Reception are also planned.
- 4.17 The base Capital programme for Estates is as follows:

<b>Scheme</b>	<b>2021/22 £k</b>	<b>2022/23 £k</b>	<b>2023/24 £k</b>	<b>2024/25 £k</b>
<b>Block Allocation</b>		500	700	700
<b>Dignity Schemes</b>				
Immingham East	350			
Winterton	150			
<b>Station Works</b>				
Cromwell Road	250	250		
Pocklington	100			
Snaith	25			
SHQ	10			
<b>Total budget</b>	<b>885</b>	<b>750</b>	<b>700</b>	<b>700</b>

#### ICT 2020/21 ONWARDS

5. The core ICT Replacement Programme has been brought together with the agile/flexible working programme to ensure that replacement equipment is agile-ready. This means that the maximum use and value can be obtained from all ICT equipment.
- 5.1 Emergency Services Network (ESN) is the 4G LTE replacement for the Airwave radio scheme currently in use for operational communications. ESN will provide a range of voice and data capabilities not currently available through the existing Airwave system. Transitional funding is expected on a 'like for like' basis but will fall short of the requirements necessary to leverage the full potential, so is now part of the ICT capital programme. £100k was included in the 2020/21 capital programme to cover this risk and as yet is not yet spent, however, the ESN project as yet are unable to forecast future funding and costs associated with the project. As such there is a possibility that future capital funding will be necessitated over the life of the Mid Term Financial Plan.
- 5.2 The Mobile Data Terminals (MDTs) that are used in front line appliances are approaching the end of their software agreement. This will be placed out to tender along with our East Coast Consortium partners for consistency and resilience and will form part of an infrastructure upgrade. Incident Command software will form part of this hardware utilisation.

- 5.3 Data Centre equipment will need to be upgraded shortly to ensure that there remains enough capacity for critical business processes, and to provide the resilience needed for an emergency service. While host options for applications are now actively pursued, it will be essential to maintain on premise facilities as well as connecting these into a cloud environment.
- 5.4 A small number of business applications will need to be replaced in the life of the 2021/22 Capital Programme, and so funding has been assigned to cover this cost.
- 5.5 Recent events, notably Covid-19, have allowed us to utilise our Office 365 and TEAMS applications to their maximum potential, affording us a great deal of flexibility in terms of supporting staff to work from home. Moving forward we will require some hardware upgrades and development to remain consistent and resilient.
- 5.6 The current Telephone System requires renewal due to being end of life and the underling hardware being unsupported. As a result of the investment into Office 365, there is an opportunity to integrate the telephone system into TEAMS and review the need for desktop telephones. This will create a cost saving in the longer term.
- 5.7 The ICT Capital Programme is set out as:

	2021/22	2022/23	2023/24	2024/25
Core ICT Replacement Programme	£175k	£250k	£250k	£250k
Emergency Services Network (ESN)	-	-	-	-
Data Centre Hardware Upgrade	£150k	£150k	£125k	£100k
Information systems Upgrades and Development	£175k	£175k	£175k	£175k
<b>Total</b>	<b>£500k</b>	<b>£575k</b>	<b>£550k</b>	<b>£525k</b>

## **STRATEGIC PLAN COMPATIBILITY**

6. The capital replacement programme meets the Service's strategic objective of making the most of the resources that it has.

## **FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS**

7. The financial impact of the proposals is detailed in the report. Subject to approval of the recommendations contained within the report, the financial effect of the proposals will be incorporated into the Authority's revenue and capital plans for 2021/22 onwards that will be presented for consideration and final approval at the Fire Authority in February 2021.
- 7.1 The most appropriate method of financing the assets set out in this report will be determined on the basis of value for money and risk to the Authority. This will be undertaken prior to the start of the financial year in liaison with the Authority's Treasury Management advisors.

## **LEGAL IMPLICATIONS**

8. Up to date, modern and fit for purpose vehicles, premises and ICT equipment are essential in order for the Authority to meet its legal responsibilities to both employees and its communities.

## **EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS**

9. Capital investment into the infrastructure will afford wide ranging benefits, particularly linked to improvements in dignity arrangements highlighted within the Estate's capital programme. Appropriate Individual impact assessments are undertaken as necessary for each stand of work identified.

## **CORPORATE RISK MANAGEMENT IMPLICATIONS**

10. It is essential that an ongoing programme of replacement is in place to ensure that assets are 'fit for purpose' and to mitigate against the risks of financial resources not being synchronised with service planning.
  - 10.1 In determining an appropriate programme of replacement, due consideration has been given to expected asset life, planned operational requirements and financial implications with appropriate involvement from all key internal stakeholders.

## **HEALTH AND SAFETY IMPLICATIONS**

11. Health and Safety considerations and responsibilities are paramount and to that end the Authority aims to provide suitable and sufficient equipment and vehicles to ensure effective service delivery

## **COMMUNICATION ACTIONS ARISING**

12. A communication to all staff groups detailing the proposed investment in the capital programme will be circulated in due course.

## **DETAILS OF CONSULTATION**

13. This report has been developed in consultation with key stakeholders across the organisation. Consultation linked to individual schemes will be undertaken as necessary.

## **BACKGROUND PAPERS AVAILABLE FOR ACCESS**

14. Medium-Term Financial Plan for 2021/22 to 2024/25.

## **RECOMMENDATIONS RESTATED**

15. That Members approve the capital programme for Vehicles, Estates and ICT for 2021/22 onwards and that it is incorporated into the Medium-Term Financial Plan 2021/22 to 2024/25 to be considered at the February 2021 meeting of the Fire Authority.

**S TOPHAM**

Officer Contact: Steve Topham ☎ 01482 567416  
Director of Service Support

Humberside Fire & Rescue Service  
Summergroves Way  
Kingston upon Hull

ST  
19 November 2020

## SERVICE PERFORMANCE AND RISK REPORT

### QUARTER 2 (1 July 2020 – 30 September 2020)

#### 1. PERFORMANCE SUMMARY:

Performance Indicator	Quarter 2 Total Number	Upper Threshold (UCL3)	July		August		September	
			Monthly Total	Threshold Performance	Monthly Total	Threshold Performance	Monthly Total	Threshold Performance
SPI 2.2 Total Deliberate Fires	95	50	30	20	27	23	38	12
SPI 2.3 Accidental Dwelling Fires	72	39	24	15	20	19	28	11
LPI 2.3c Other Accidental Fires	33	17	12	5	10	7	11	6
SPI 2.4 Deliberate Secondary Fires	481	219	145	74	129	90	207	12
SPI 2.5b False Alarms Non- Domestic	296	116	94	22	110	6	92	24

Indicator	Descriptor	Total	Aspirational Targets
SPI 1	Fatalities from fire	2	0
SPI 1.1	Total Casualties	7	0

Response Performance	
First Engine Response	10% better than target
Second Engine Response	2.93% better than target

Strategic Risk	Update	Risk Level
<b>Further Reduction in External Financial Support</b> <i>A further reduction in external financial support for the 4yrs from 2018/19 to 2021/22. Risk affecting whether the Authority can balance its budget</i>	An updated report, presented at the September Fire Authority Meeting, set out an initial estimated £1.3 million deficit for the 2021/22 period, with a further report going to the October Fire Authority Meeting on measures to try and balance the budget for next year.	Critical
<b>Emergency Services Network</b> <i>The Emergency Services Network (ESN) is the government's chosen option to replace the Airwave system, which 107 police, fire and ambulance services in England, Scotland and Wales (the emergency services) use for communications between control rooms and the field.</i>	Through the creation of a project risk register, any arising issues are identified and presented to the board. (see strategic project update for more information).	Critical
<b>Outcome of Grenfell Report</b> <i>Action required by HFRS following the outcomes from the Grenfell Report</i>	Confirmation of the Grenfell Infrastructure funding grant (£124,606.57) has been received and a return has been made to accept by the Executive Director & S151 Officer. Financial and progress monitoring returns are	High

Strategic Risk	Update	Risk Level
	required as a condition of the grant, the first of these will be due by the 31 January 2021. Phase 2 of the Grenfell Tower Public Inquiry has recommenced following a summer recess and is currently hearing evidence.	
<b>Coronavirus Pandemic</b> <i>Risk of critical staff shortage and/or closure of workplace(s) resulting from exposure to Coronavirus from direct infection or cross contamination</i>	All buildings are Covid- secure and two rounds of individual staff impact assessments have taken place. All sections are now returning to Business as Usual, albeit in a modified way. All Business Continuity arrangements remain in place pending a localised outbreak. Currently there is no significant impact on the Service.	High

Strategic Projects Update	
National Operational Guidance, Rota & Availability System, Learning & Development Review, Emergency Services Network	Summary of progress for each of the Strategic projects stated is provided in section 5 of this report

Complaints				
Type	Total Number		Upheld	Not Upheld
Driving related	0		0	0
Conduct of employees	4		2	2
Performance of employees	3		2	1
Damage to property whilst responding to incidents	1		0	1
Other	1		0	1
Current & Previous Quarter Comparison	Current Quarter (Q2)		Previous Quarter (Q1)	
	4 Upheld	5 Not Upheld	3 Upheld	2 Not Upheld

Compliments & messages of thanks
3 compliments and messages of thanks were received and posted on our Website: <a href="#">Click here to view</a>

## 2. RECOMMENDATIONS

That Members consider the report's detail and take assurance from the Service's proactive approach to performance and risk management.

## 3. BACKGROUND

- 3.1 Regular performance and risk reviews are undertaken internally to jointly review any issues at Strategic Leadership Team (SLT), and Project level. SLT provide the oversight of Projects and, therefore, there are two levels of risk register; one for Strategic Risks and separate register for individual projects.

- 3.2 Detailed in the table below is the ownership of performance and risk:

Type	Group	Responsibilities
Strategic	Strategic Leadership Team	Strategic Objectives Strategic Risk Register
	Directors	Director Workstream Objectives Directorate Risk Register
Tactical	Heads of Function	Function Workstream Objectives Directorate Risk Register
Tactical & Delivery	Project Owners	Project risks and Performance Management

- 3.3 The Strategic Leadership Team in conjunction with the Tactical Leadership Team, Head of Corporate Assurance and GAS Committee provides an internal scrutiny function for Strategic Risks and Service Performance Indicators.
- 3.4 All performance and risk information is managed through automated systems which enable managers at all levels to have access to information which is as up to date as possible, and in many instances is live information.
- 3.5 The Strategic Risk Register is publicly accessible via the Service website [Our-performance](#). Members can also view the Action Plans relating to any performance or identified risks electronically at meetings through the Corporate Information Portal.

#### 4. PERFORMANCE SUMMARY NARRATIVE

- 4.1 **SPI 2.4 Deliberate Secondary Fires:** There is a continuance of a downward trend in Humberside as demonstrated in the 3-year trend average for the same Q2 reporting periods (Appendix 1). The number of incidents in Q2 is slightly higher than Q1, which is an expected increase in a higher rate period spanning the school holidays, combined with a lower rate of incidents during the lockdown period that Q1 covered.

North Lincolnshire has recorded a number of incidents above the upper threshold for each month since June. This has been attributed to young people and anti-social behaviour in 3 primary hotspot locations. Multi-agency arson meetings were established this year to combat the rise in secondary fires and a reduction plan is in place. Hull recorded an above-average number of incidents in September, though this was still within expected statistical thresholds. Hotspot locations in parks have been identified where youths began to congregate after lockdown restrictions were eased. Multi-agency work is ongoing to engage with youths in these areas.

- 4.2 **SPI 2.5b False Alarms due to Apparatus Non- Domestic:** False alarms in non-domestic premises have continued on a downward trend since the introduction of the new policy demonstrated in the 3-year trend average for the same Q2 reporting periods (Appendix 1).

There was an increase in the total number of incidents of 91 compared to Quarter 1 20/21. Incidents increased during the lockdown as more premises were closed and/or unoccupied with no responsible person on-site to confirm a false alarm. The East Riding has recorded a number of incidents above the upper threshold for August and September. All repeat locations are published in district monthly performance reports and inspectors carry out audits or engagement in premises having a high volume of repeat incidents.

#### 5. STRATEGIC PROJECTS

##### 5.1 National Operational Guidance:

**Background Summary:** *The adoption and embedding of National Operational Guidance (NOG) into Humberside Fire and Rescue Service to align with nationally recognised policies, procedures and training outcomes.*

**Q2 Update:** The project is at the implementation and embedding stage with previous guidance (such as Standard Operating Procedures) being removed and replaced with NOG Scenarios. A dedicated NOG area has been created on the Sharepoint Staff Portal. A training package has been delivered to all four Watches regarding changes to online training facilities; this training package also included how to access the new Scenarios. The Training Department have produced a 'Plan on a Page' setting out how they will

embed NOG into their training delivery; this is to be implemented over the next couple of years.

## **5.2 Rota and Availability System:**

**Background Summary:** *The Service is replacing its existing On-Call availability application, the spreadsheets for Full-Time crewing and FDS employees and bringing Green Book employees onto a new Corporate Availability System.*

**Q2 Update:** On-Call progress is at 65%, with all On-Call stations having received training and support by mid-November. Full-Time progress is at 55%, with the rota built and training taking place. Training has been delivered via TEAMS and already tested so we are ready for any changes in COVID-19 response and station access. Progress with Flexible Duty System (FDS) is at 25%. The rota is built and awaiting testing with presentations and multiple supporting videos having been created. Green Book work is set to commence between January and March 2021.

## **5.3 Learning and Development Review (Plan & Hub):**

**Background Summary:** *The Learning & Development Review was launched in April 2020. A Consultation & Engagement Plan was completed with engagement in the following key areas – Staff, Directorate, TLT, Service Delivery, Representative Bodies and External providers.*

**Q2 Update:** The Learning and Development Hub is now well established with a team structure in place, and responsibilities and workstreams clearly identified. The main focus of work is centred around National Operational Guidance, Fire Fighter Development Programme/ Trainee Fire Functions Programme, Green Book Competence recording and eLearning development. Learning identified from training delivery during COVID-19 is currently being considered for inclusion.

## **5.4 Emergency Services Network**

**Background Summary:** *The Emergency Services Network (ESN) is the government's chosen option to replace the Airwave system, which 107 police, fire and ambulance services in England, Scotland and Wales (the Emergency Services) use for communications between Control Rooms and the field.*

**Q2 Update:** The national project business case is still to be agreed and approved, which will likely be confirmed early 2021. A Local Transition Funding (LTR) application was approved by S151 officer and submitted to the Home Office. Funding for the East Coast Consortium has £900k in budget. This supports the ESN enabling infrastructure and upgrade of the Control Room Integrated Communications Control System (ICCS).

## **6. STRATEGIC PLAN COMPATIBILITY**

This report supports the delivery of all of our Strategic Objectives in the most effective and efficient way and is a key part of the underpinning Governance Framework.

## **7. FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS**

Any area of improvement in performance without an increase in resources adds value for money and the proactive management of risks is important to ensure financial stability.

## **8. LEGAL IMPLICATIONS**

None arising directly.



## **9. EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS**

None arising.

## **10. PERFORMANCE AND RISK MANAGEMENT IMPLICATIONS**

This report details the information for Members to provide assurance as to the proactive management of performance and risk by the Service. This report has previously been before the Governance Audit and Scrutiny Committee.

## **11.HEALTH AND SAFETY IMPLICATIONS**

Performance against the second engine response standard directly contributes to the Health and Safety of operational crews.

## **12.COMMUNICATION ACTIONS ARISING**

None arising.

## **13.DETAILS OF CONSULTATION AND/OR COLLABORATION**

None applicable.

## **14.BACKGROUND PAPERS AVAILABLE FOR ACCESS**

Appendices 1 & 2 accompanying this report.

## **15.RECOMMENDATIONS RESTATED**

That Members consider the report's detail and take assurance from the Service's proactive approach to performance and risk management.

**N MCKINIRY**

Officer Contact: GM Simon Rhodes ☎ 01482 567479  
Head of Corporate Assurance

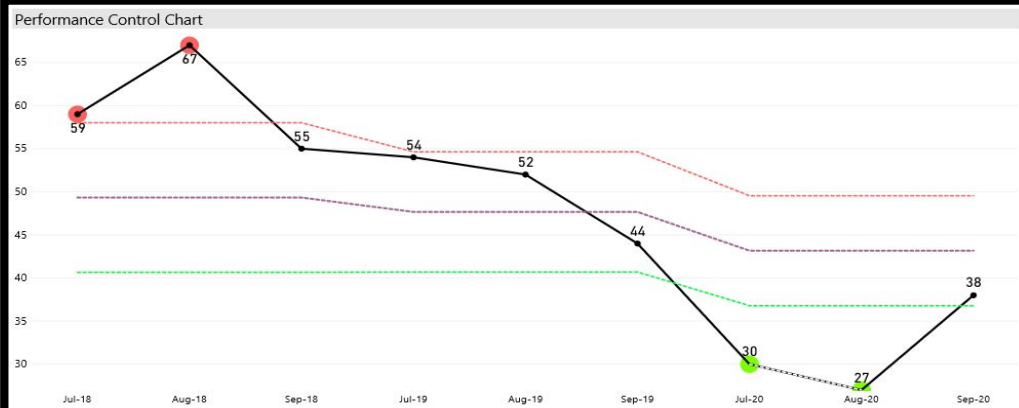
Humberside Fire & Rescue Service  
Summergroves Way  
Kingston upon Hull

November 2020

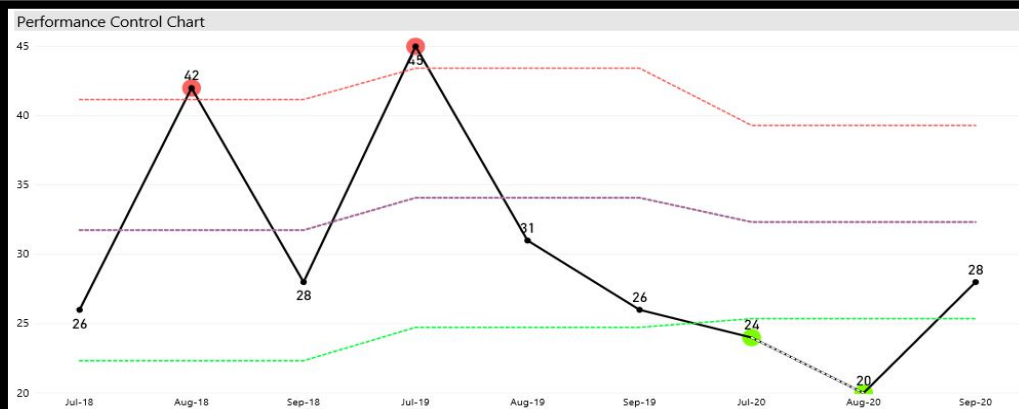
### Performance Chart Descriptor

Based on data trends, our performance should be between the red and green lines  
 Red circles shows performance is a concern that needs addressing (we need to act)  
 Green circles shows performance is positive and should be replicated (we need to learn)  
 The Purple line shows the data average

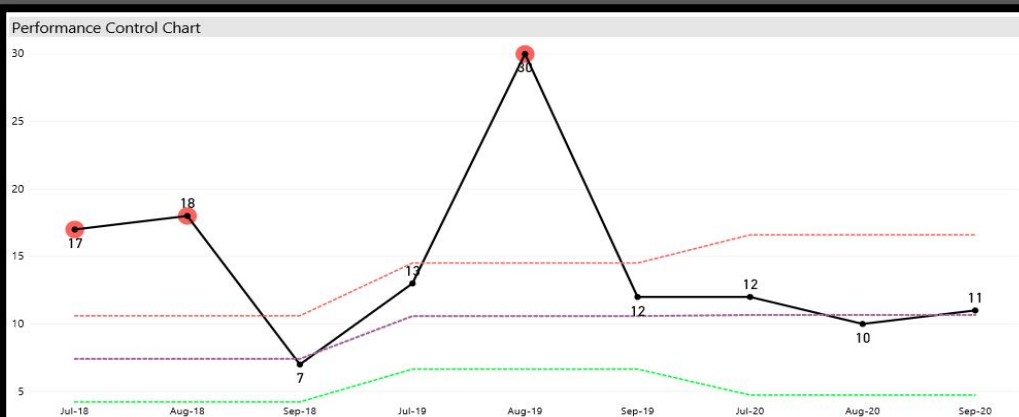
### SPI 2.2 Total Deliberate Fires (3-year comparison)



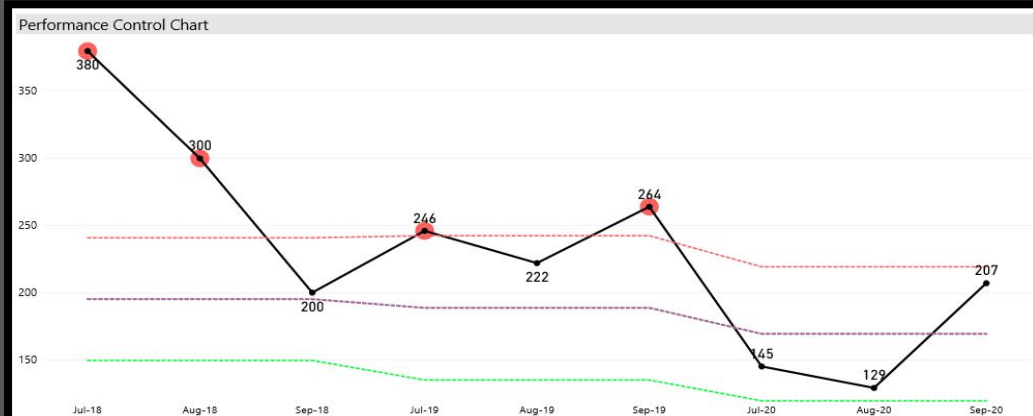
### SPI 2.3 Accidental Dwelling Fires (3-year comparison)



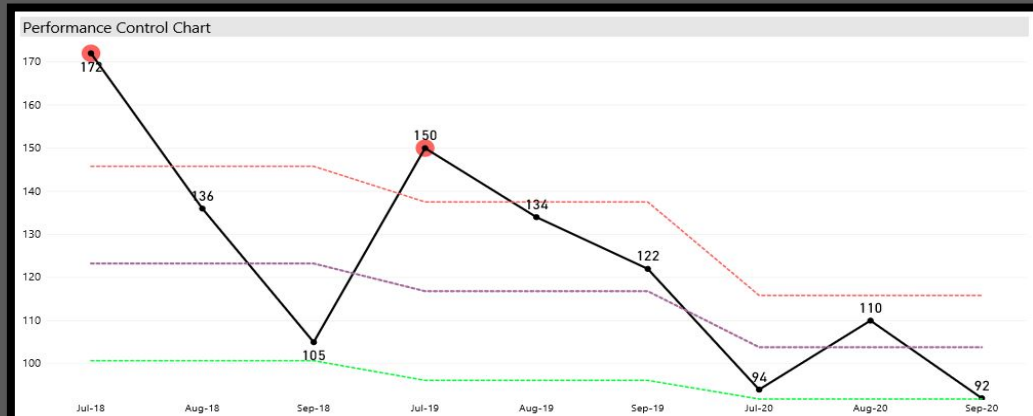
### LPI 2.3c Total Other Accidental Fires (3-year comparison)



### SPI 2.4 Deliberate Secondary Fires



### SPI 2.5b False Alarm Non-Domestic



### Response Performance (Q2 2020)

#### SPI 2 Standard of 1<sup>st</sup> Engine in Attendance is met

Actual – 100%

Objective - 90%

#### SPI 2.1 Standard of 2<sup>nd</sup> Engine in Attendance is met

Actual – 92.93

Objective - 80%

#### Average First Engine attendance times for the Service (hh:mm:ss)

Average 1<sup>st</sup> Engine attendance time – Dwellings

Actual – 00:05:44

Average 1<sup>st</sup> Engine attendance time - RTC

Actual – 00: 07:41

#### Average Second Engine attendance times for the Service (hh:mm:ss)

Average 2<sup>nd</sup> Engine attendance time – Dwellings

Actual – 00: 08:08

Average 2<sup>nd</sup> Engine attendance time – RTC

Actual – 00: 09:53

<b>Rescues</b>	
<b>Overall Total Number</b>	<b>293</b>
<b>Type</b>	<b>Rescues</b>
Effecting entry/exit	119
Other (e.g. assisting other agencies and suicides)	25
Other rescue/release of persons (e.g. from height, in machinery)	47
RTCs	24
Removal of objects from people / people from objects	43
PRIMARY FIRE	2
Rescue or evacuation from water	5
Medical Incident - First responder	7
Lift Release (to children/elderly and medical cases)	9
Other Transport incidents (e.g. children locked in vehicles)	12
<b>Medical Intervention</b>	
*Falls Team	297
Emergency First Responder calls attended	269

\*Please note that Falls Team attend Emergency Fire Responder Incidents also.

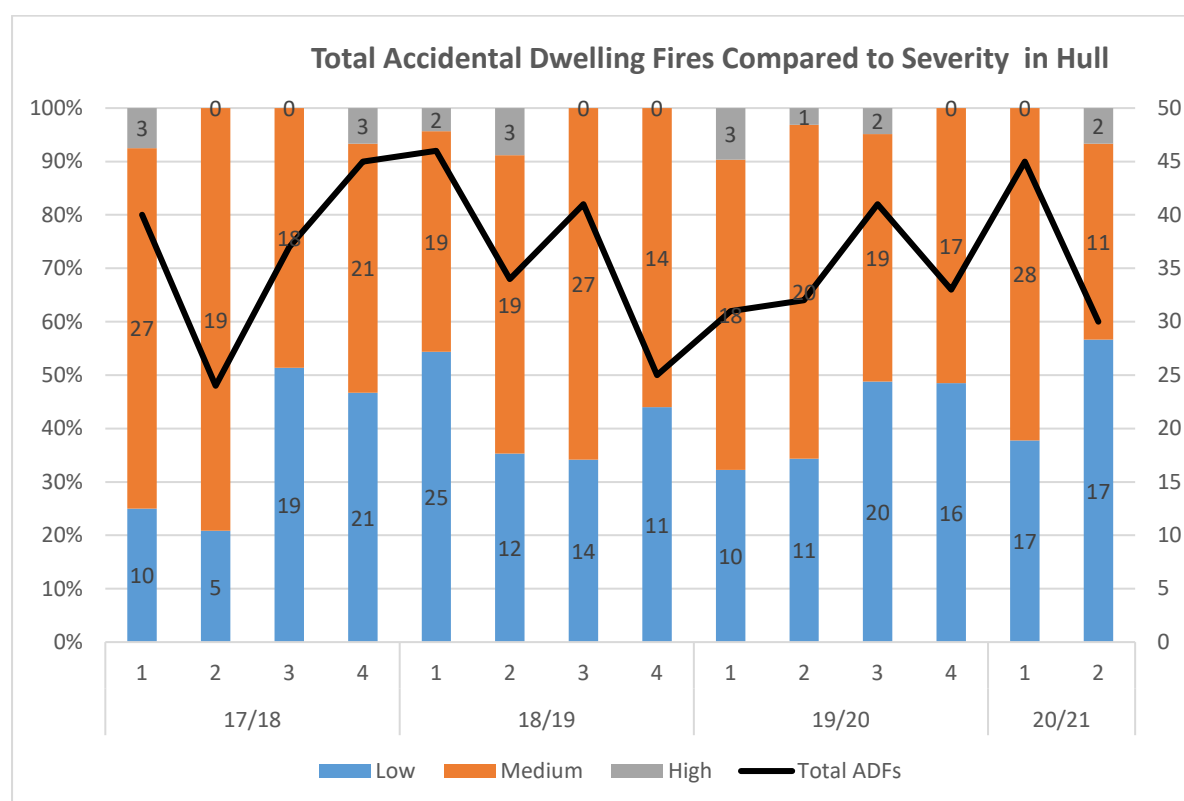
**Quarter 2**  
**Service Performance and Risk Report**  
**1 July 2020 – 30 September 2020**

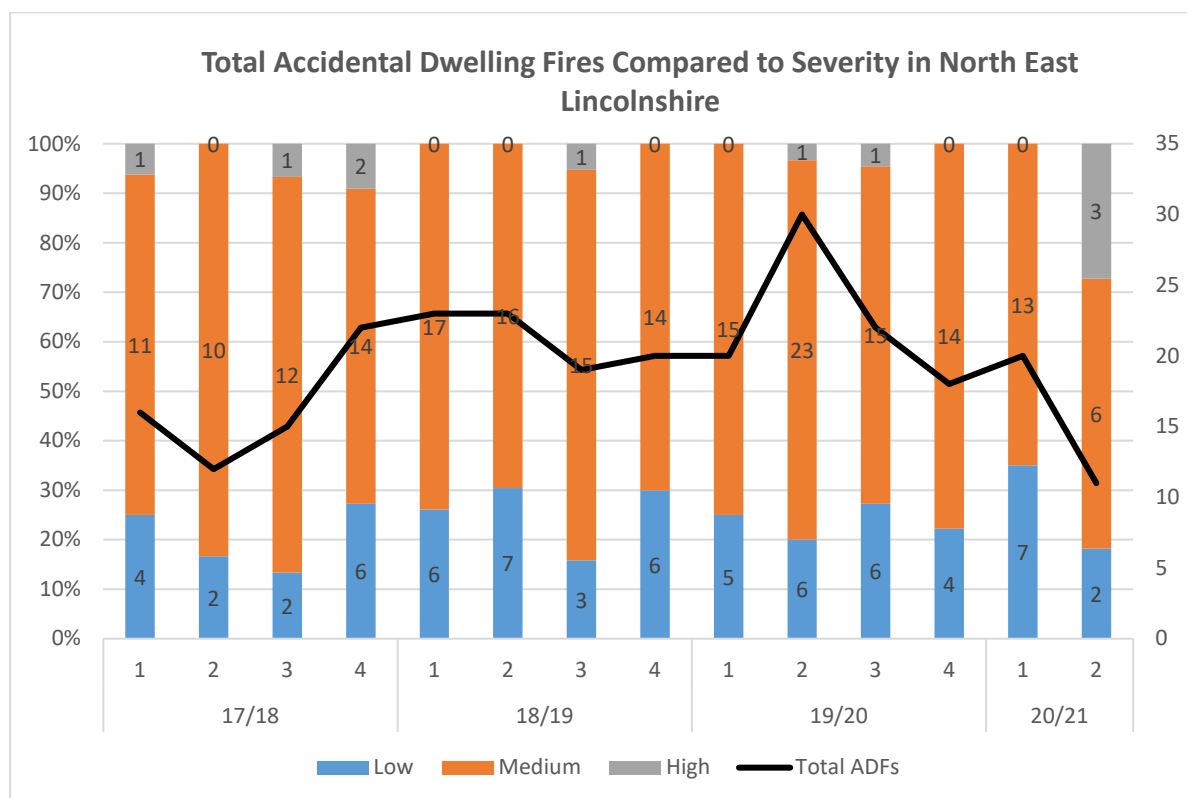
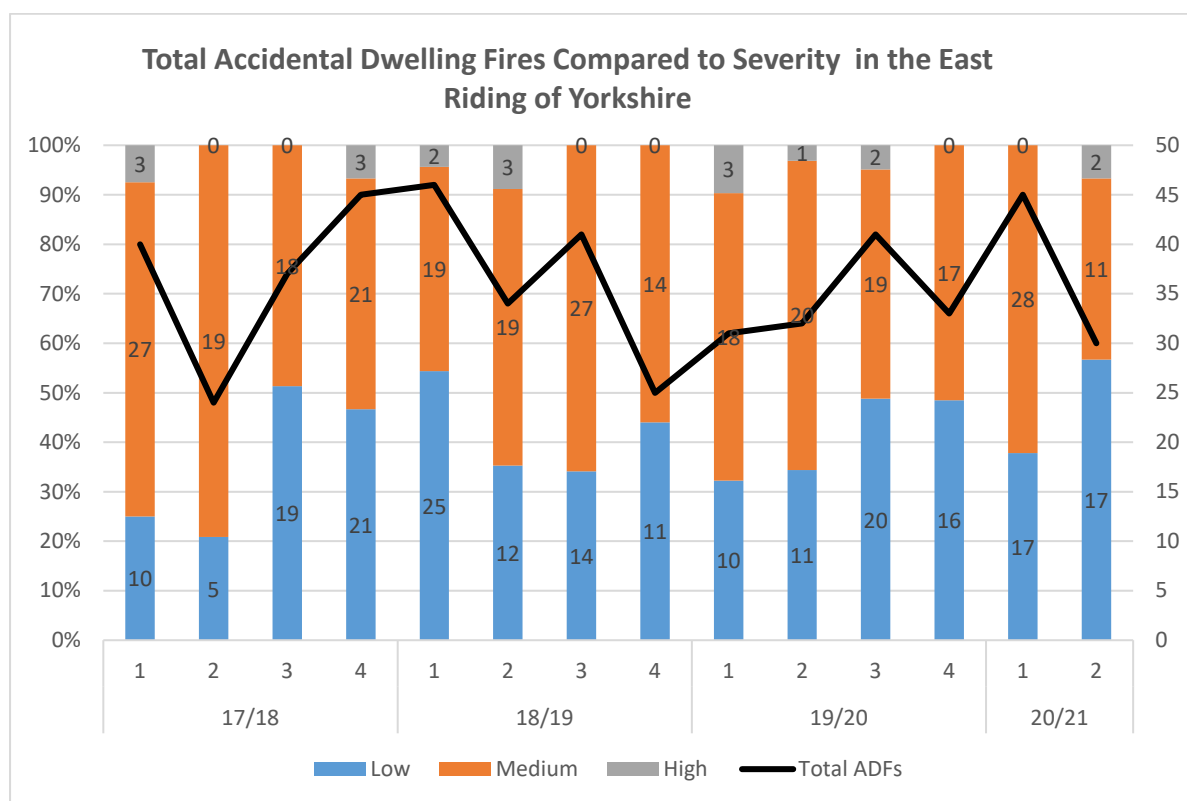
### Accidental Dwelling Fires

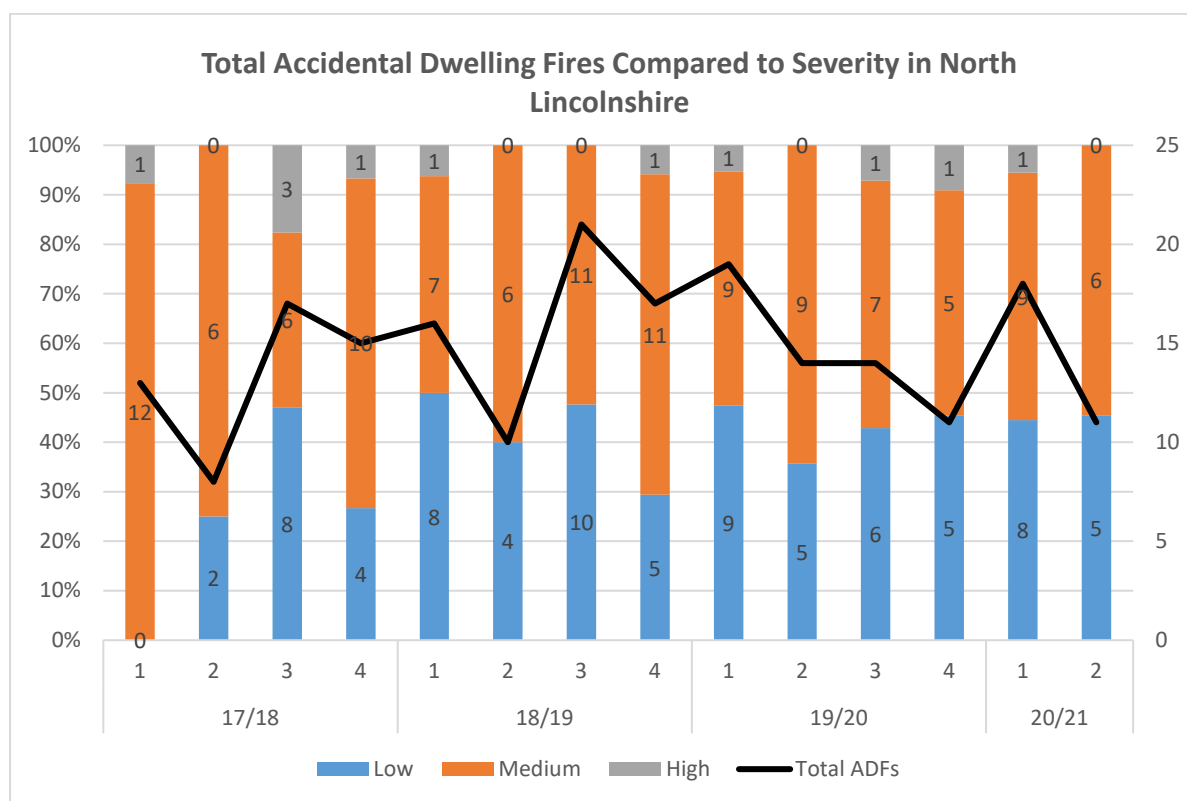
The charts below show the severity level for Accidental Dwelling Fire incidents over the last three years and for this year to the end of quarter two. The number of incidents in quarter two was lower this year compared to the same quarter last year in all the areas. The recent trend for accidental dwelling fires has been mainly upwards in Hull and the East Riding. Conversely, the trend in North and North East Lincolnshire has been mainly downwards.

There was an unusually high number of high severity fires in North East Lincolnshire. One incident was started by a tumble drier in an understairs cupboard which spread extensively throughout the house. One fire involved 3 houses due to the fire starting in a roof space. The third involved a can of lighter fuel on fire and the incident involved casualties.

*Note: The charts show the number of accidental dwelling fires within each severity category for each quarter of 2017/18, 2018/19, 2019/20 and 2020/21 to Q2.*











**HEALTH, SAFETY AND ENVIRONMENT QUARTERLY REPORT  
2<sup>nd</sup> QUARTER 2020/21  
July – September 2020**

**SUMMARY**

1. This is the 2<sup>nd</sup> Quarter 2020/21 report on Health, Safety and Environment. Appendix 1 provides a summary of the statistical data.
2. During this reporting period, the Service was still dealing with government restrictions due to the global Covid-19 pandemic. This changed the delivery of Service-wide activities in all sections, leading to a reduction in reported health and safety events. There were 16 accidents recorded (Figs 1 & 2) that resulted in some form of personal injury compared to 21 for the same period last year. This is a decrease of just under 24%. It is also significantly below the three-year rolling average of 22 for quarter two. It is the lowest number of reported injuries or ill-health for quarter two in the last three years (Fig 3). However, this should be taken in the context of the Service operating in an exceptional environment where the delivery of Service function has adapted in response to the Covid-19 pandemic.
3. Due to the make-up of the workforce, most of the injuries or ill-health episodes, over 87%, were sustained by Fulltime and On-Call firefighters. This is representative of our employees and the more hazardous nature of the activities carried out by operational staff. It also reflects the essential work that service delivery and operational training both continued to deliver during the Covid-19 restrictions.
4. As can be seen from the three-year rolling average (Fig 3), the long-term accident trend continues to fall, which is representative of progressive health and safety performance. Accidents relating to Routine Activities make up the highest number of the total injuries reported. This is equal to the same amount reported during the same quarter last year (7). Training activity accidents were down for the second quarter in a row. They have reduced by just over 62% compared to the same quarter last year. Injuries arising from Fire activities have increased but not significantly. There has been a reduction in accidents relating to physical training activities compared to the previous year. Activities involving Special Services and Road Traffic Collisions (RTC) have remained statistically consistent.
5. Near miss, reporting has decreased by under 50%. Still, at 16 for the quarter, it is equal the number of reported accidents which is a positive indicator of a proactive and responsible safety culture. Even though the Service has been working in new and flexible ways due to Covid-19 restrictions, it is positive to see staff are still reporting both accidents and near misses. The Health, Safety and Environment Section are resuming health and safety training during to reaffirm with staff the importance of reporting near miss events across the Service.
6. This report has previously been before the Governance, Audit and Scrutiny Committee.

## RECOMMENDATIONS

7. That Members take assurance from the Service's proactive management of Health and Safety.

## BACKGROUND

8. Reported injuries and illness during routine activities are the same as during the same period last year. There was no common theme to the accidents relating to routine activities across the Service. It included a range of cleaning activities, standard testing and the carrying of hot food or drinks. All injuries occurring during this type of activity were minor, leading to first aid treatment only in the worst case. There was no lost work time from any of these injuries.
9. All other categories of reported accidents or ill-health were comparable to the same quarter last year and saw no significant increase. This is welcomed by the Health, Safety and Environment Section it is recognised that the Service has been operating differently to comply with Government Covid-19 restrictions. The Section aims to identify some of the measures which are having a positive effect on safety and encourage these to continue post Covid-19 restrictions.
10. There has been an increase in injuries relating to "Musculoskeletal" and "injured whilst handling, lifting or carrying" leading to these been the top two reported causes of injury during this period. Four of these occurrences were due to manual handling issues during either routine activities or training activities, and two of them were reported both as "Musculoskeletal" and "injured whilst handling, lifting or carrying" being factors in the injury. This is an aspect of our electronic reporting system; whereby multiple causes can be recorded for the same event. One of the injuries happened during physical training which is a reduction from the previous quarter. The others were either during operational fire activities or whilst responding to operational incidents.
11. Three injuries were related to "Cut on/by a sharp object" all three of these occurred during routine activities. Two of the three were linked to vehicle maintenances issues, these have been raised with Emergency Services Fleet Management (ESFM) to prevent reoccurrence where possible. There were two occurrences related to "Exposed to fire or heat" one of these was minor, arising due to a spilt cup of hot water the other related to a reddening of a Firefighter's hands at a significant road tanker fire but still did not cause any sickness absence. The latter event has been fully investigated, and the Watch have undertaken a development session around thermal radiation and identification of the effects on the body. There was one occurrence of a firefighter being "Injured by an animal" this occurred when performing the rescue of a dog which was trapped in an RTC.
12. A firefighter was hit by some loose equipment when opening a locker of a fire engine during standard testing. This was recorded as "Hit by a moving, flying or falling object". The occurrence where someone "Slipped, tripped or fell on the same level" was related to an individual being injured at a water rescue training site. This injury resulted in a RIDDOR being reported due to the length of absence.
13. The two injuries which were reported to the Health and Safety Executive under RIDDOR 2013 both occurred in the previous quarter with the resultant sickness periods over seven days for both individuals' days crossing over into quarter two. They were reported in this quarter due to one of the absences carrying into the start of this quarter. For this quarter, there was no reported sickness related to accidents at work, the only absences reported was due to the two RIDDORS from the previous quarter.

14. Although near miss reports (Fig 6) have decreased by just under 50% in comparison with the same quarter for last year; they remain equal to the number of reported accidents. Despite the ongoing Covid-19 pandemic and government restrictions during this period, the reporting of near misses is indicative of a positive safety culture within HFRS with the emphasis on identifying events that have the potential to cause injury before they do. As an area promoted continuously by the Health, Safety and Environment Section, near misses are treated with an equal degree of seriousness as accidents. They are investigated accordingly to enable proactive control measures to be implemented. Resumption of health and safety training for all staff will support the identification and appropriate reaffirming of the importance of near miss reports across the Service.
15. The Health, Safety and Environment Section continue to undertake research in several areas reflecting the Services positive approach. These include:
- Covid-19 pandemic response – The Health, Safety and Environment Section continues to be heavily involved with supporting the Service’s response to the ongoing Covid-19 pandemic. The Section is working closely with Occupational Health to develop and review documented guidance for all staff. The continual review of Covid-19 specific risk assessments is undertaken to support Service Delivery with operational activities and to assist partner agencies, for example offering aid to Yorkshire Ambulance Service in patient transport and the provision of staff to help local authorities delivering essential items. The reviews also reflect the continual changes to how the Service delivers frontline functions whilst ensuring HFRS staff are protected from infection.
  - During this quarter, the Health, Safety and Environment Section has restarted the delivery of training courses to all staff in a Covid-secure environment. This is an essential part of maintaining the positive culture we are developing in HFRS by providing staff with the knowledge and information to identify hazards and risks whilst taking appropriate actions to control and report the issues. This has been supported by the development of two e-learning modules one around the induction for new starters prior to them attending their initial mandatory health and safety training and the other is around the use of Portable Appliance Testing equipment on station.
  - Humberside Police – The Joint Health and Safety Service (JHSS) continues to offer guidance and advice to Humberside Police during the Covid-19 pandemic. The JHSS has been working with numerous sections to develop a better understanding of the operational requirements of Humberside Police; using this information to formulate ways of improving the health and safety culture in Humberside Police.
  - Sustainability and environmental management – on the back of the successful roll-out of thermal water bottles to all staff, the Health, Safety and Environment Section is working with Emergency Preparedness in the delivery of a new Welfare policy ensuring it is delivered in an environmentally-friendly way. The Section is continuing to investigate how the Service can become involved with the “One Hull of a Forest” project. The project aims to plant trees and increase woodland cover in Hull and the East Riding. This work has been delayed due to the Covid-19 pandemic affecting both parties.
17. Details of the Service’s Health, Safety and Environment outcomes for this quarter 2020/21 are contained in Appendix 1

## STRATEGIC PLAN COMPATIBILITY

20. The monitoring of Health, Safety and Environmental information is a part of the Strategic Plan to:
- Maintain a positive health and safety environment, compliant with legislation and provide operational assurance.
  - Implement measures to ensure environmental sustainability.

## FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

21. None.

## LEGAL IMPLICATIONS

22. None.

## EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

23. None.

## CORPORATE RISK MANAGEMENT IMPLICATIONS

24. None.

## HEALTH AND SAFETY IMPLICATIONS

25. This report provides the opportunity for an additional level of scrutiny of Health and Safety information.

## COMMUNICATION ACTIONS ARISING

26. None.

## DETAILS OF CONSULTATION AND/OR COLLABORATION

27. None.

## BACKGROUND PAPERS AVAILABLE FOR ACCESS

28. Health and Safety Policy Statement.

## RECOMMENDATIONS RESTATED

29. That Members take assurance from the Service's proactive management of Health and Safety.

**N McKINIRY**

Officer Contact: Niall McKiniry ☎ 01482 567166

Director of Service Improvement  
Humberside Fire & Rescue Service  
Summergroves Way  
Kingston upon Hull

NM/11/2020



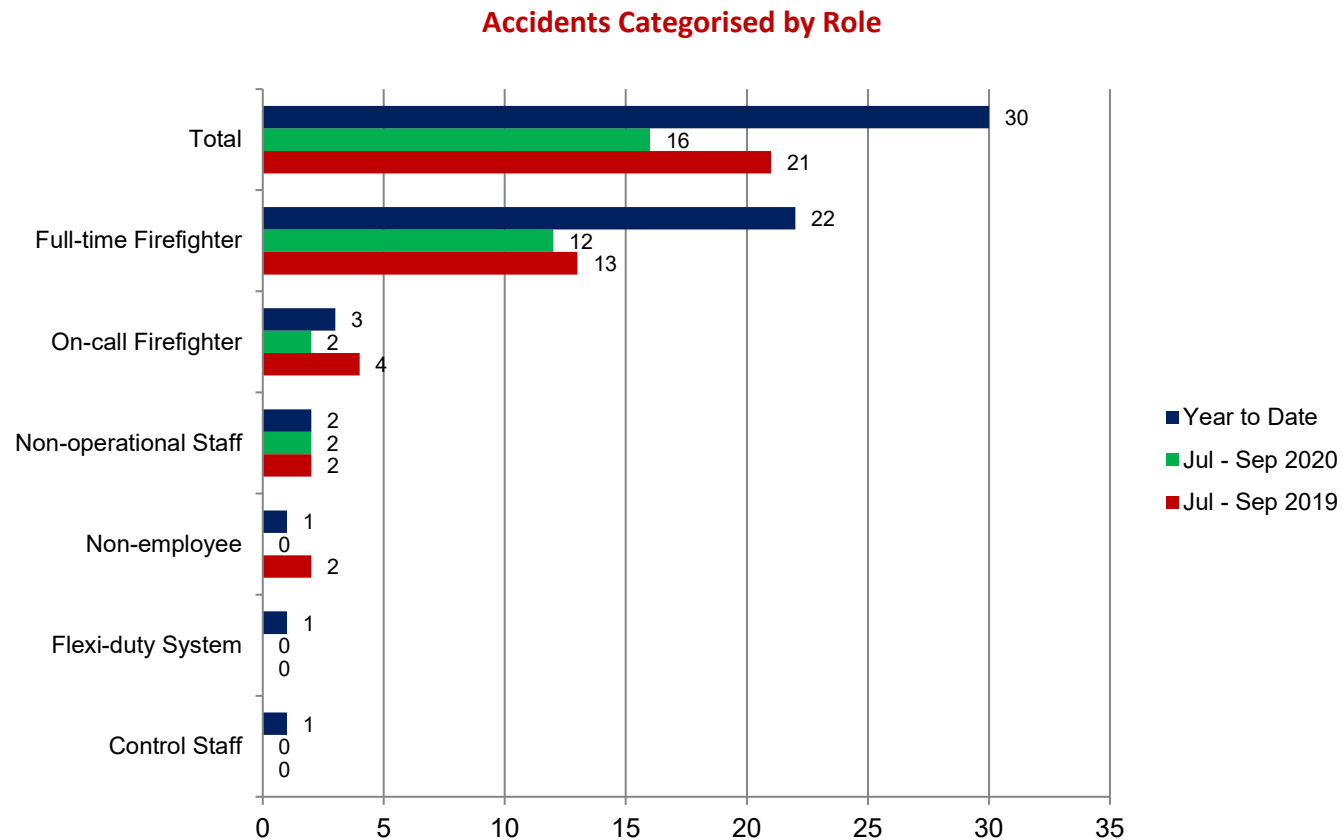


Figure 1

The chart above shows the *role* of those involved in accidents, for this period (July – September 20) alongside a comparison for the same quarter from the previous year and a year to date total. The total number of reported accidents for the quarter (16) is 24% lower than the previous year (21). There has been a 50% reduction in accidents involving On-Call Firefighters and accidents involving Full-Time Firefighters has dropped by one compared to last year. remain the same

***N.B. The data for this quarter should be read in the context of focussed essential activities due to the Covid-19 pandemic***

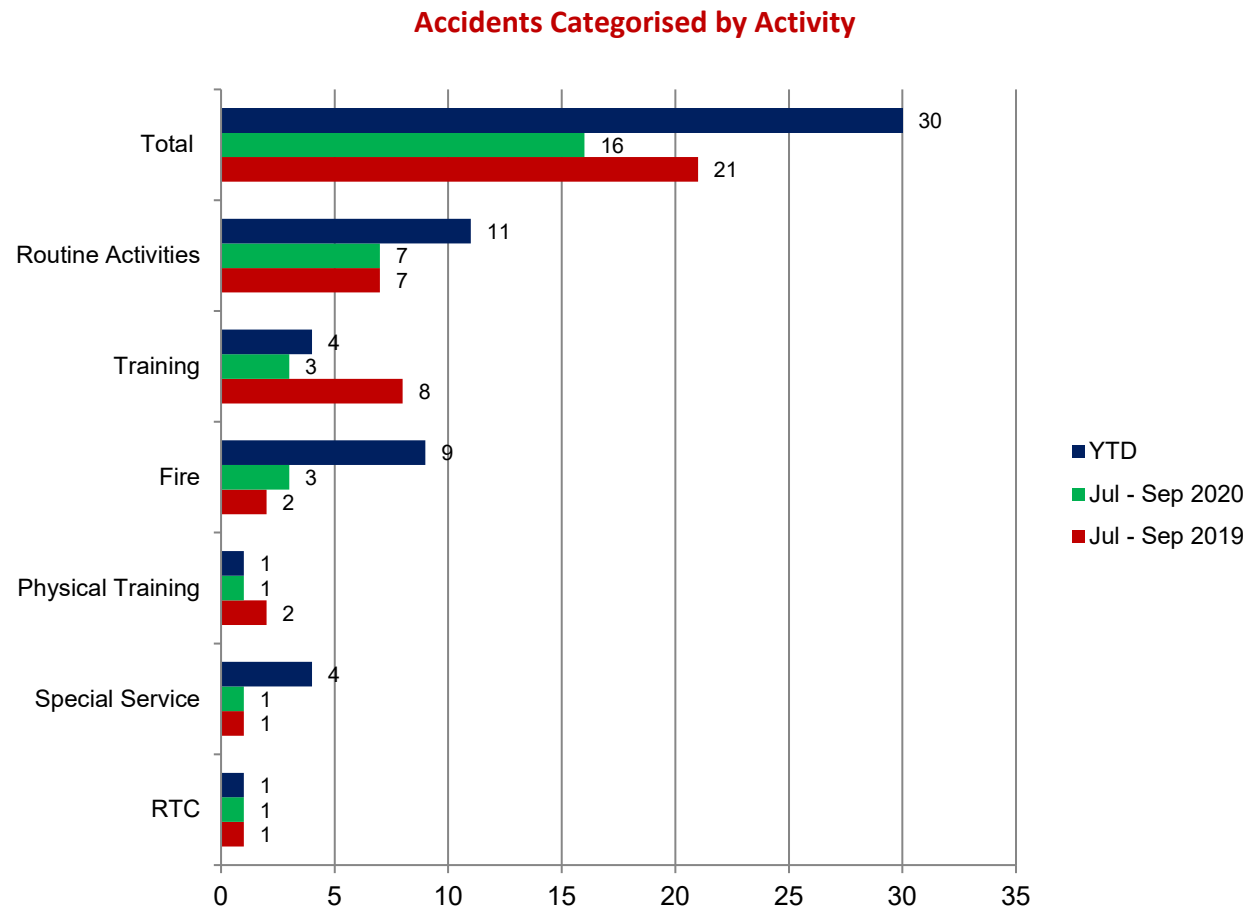


Figure 2

The chart above relates to the activities undertaken at the time of the recorded accident. Reported injuries or ill-health during routine activities were the most common in this quarter though this figure is exactly the same as the same quarter last year. Positively, training accidents were not the highest number reported in terms of activity; showing a significant decrease of more than 62% in comparison to the same quarter for last year.





Figure 3

Encouragingly, reported accidents (16) are more than 27% below the three-year rolling average (22) and at the lowest level for the previous three years' quarter two data. This indicates considerable and consistent health and safety performance improvement.

### Cause of Injury due to Accident

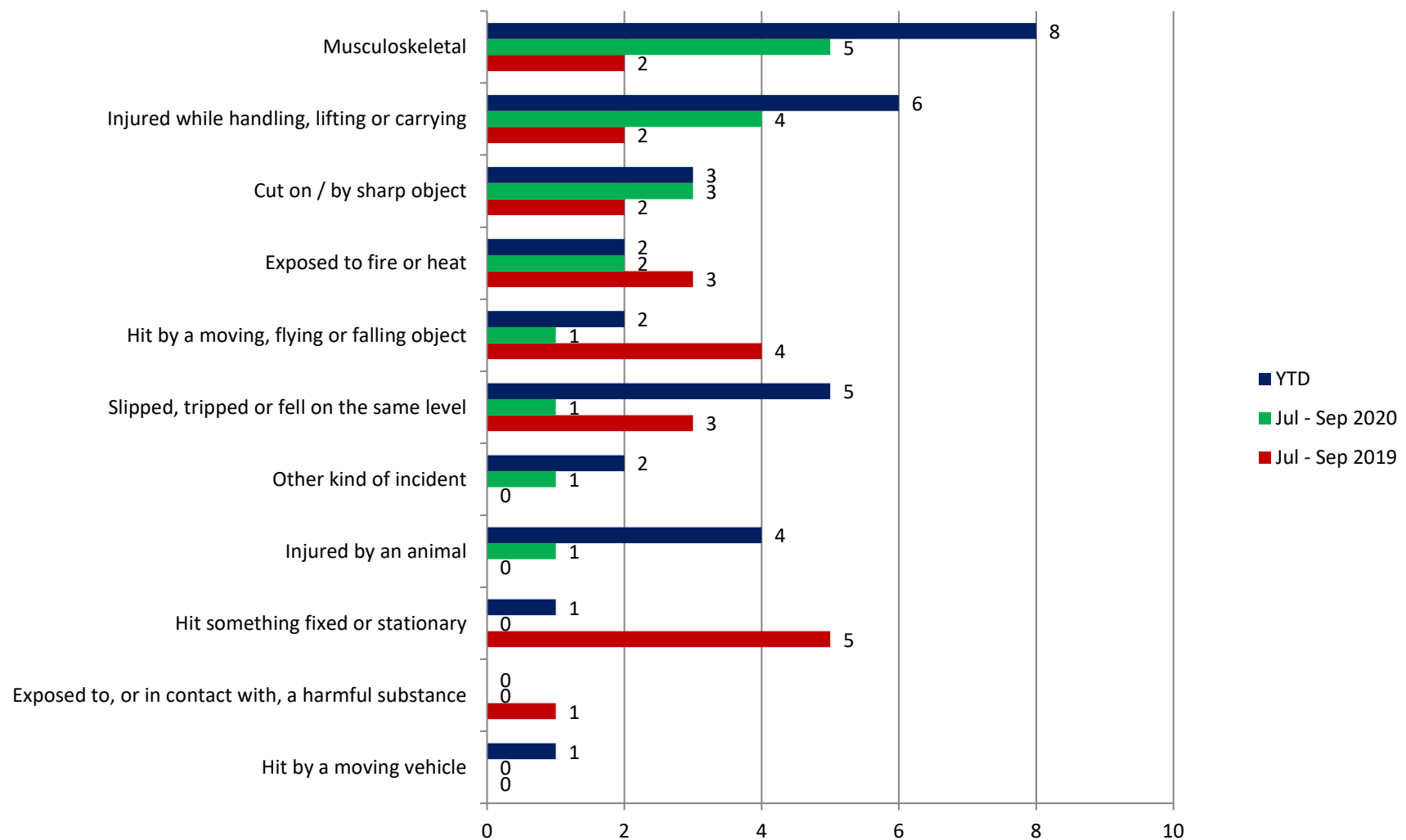


Figure 4

Figure 4, on the previous page shows the cause of accidents for this quarter compared against the same period from the previous year. The most common cause of injuries is “Musculoskeletal” with “Injured whilst handling, lifting or carrying” the next most prevalent. Three of these occurrences were recorded as both “Musculoskeletal” and “Injured while handling, lifting or carrying” and occurred during Fulltime Firefighters performing routine activities.

**N.B. Injured persons can record multiple causes on the initial reporting form; hence the cumulative total is more than 21.**

### Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)

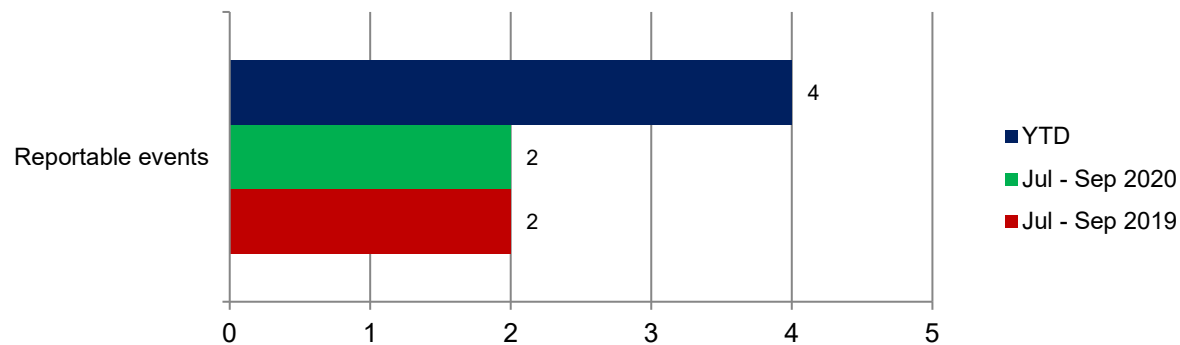


Figure 5

During this quarter, there have been two accidents reportable under RIDDOR 2013 due to them resulting in sickness absences of more than seven days for the two individuals concerned. Both were sustained by Full-time operational staff; one during training activities and the other whilst conducting a rescue at a road traffic collision. The required online reports to the Health and Safety Executive were made within the appropriate timescales and investigated accordingly. The Health, Safety and Environment Team continue to react to such events by implementing modified and improved control measures wherever possible to try and reduce future incidents of this type.

### Near Miss Reporting

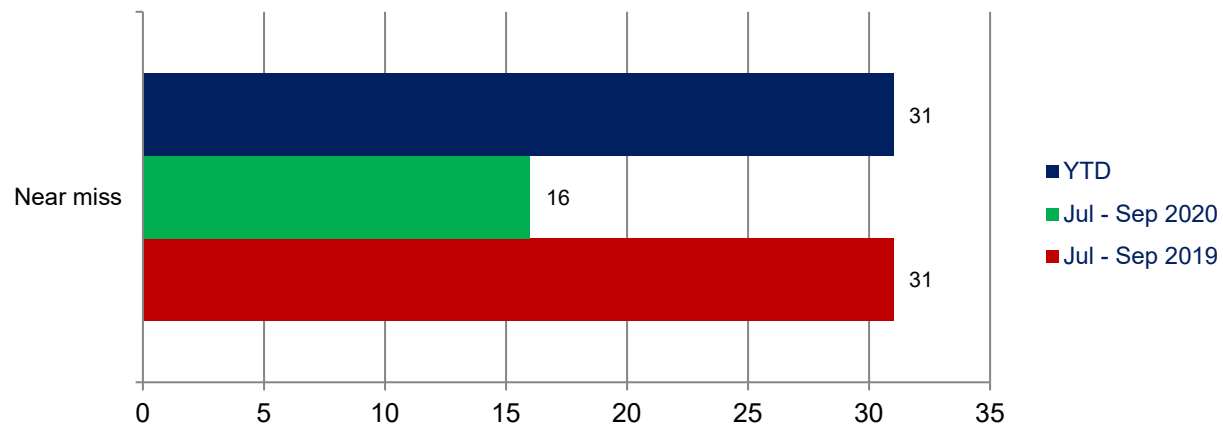


Figure 6

Near miss reports are encouraged to proactively identify potentially harmful events before any injury occurs. Although they have decreased by just under 50% in comparison to the same period last year, there has been an equal amount of near miss events reported to accidents for this quarter (16). This demonstrates a positive reporting culture in Service, although the reduction in near miss reports is concerning. The Health, Safety and Environment Team are resuming health and safety training during the next two quarters of the year to reaffirm with staff the importance of reporting near miss events across the Service.

### Forward Look

**Key current areas being addressed are:**

- The continual provision of professional guidance and support for both Humberside Fire and Rescue Service and Humberside Police in relation to the Covid-19 pandemic.
- Ongoing reviews of risk assessments and guidance in relation to the Covid-19 pandemic.
- Continued investigation of how the Service can be involved with the One Hull of a Forest project, the project aims to increase the number of trees planted in our Service area.
- Development of new e-learning packages to support starter inductions and on station Portable Appliance Testing.
- Recommencement of health and safety training packages across the Service.
- Creation of user guides for all staff on how to use the new version of the health and safety reporting software.
- Progression and roll out of a Covid station audits across all site with the support of the FBU.
- Conducting an in-depth review of policies with Humberside Police, looking to identify areas for improvement.
- Attending Public Order, Officer Safety, Firearms and Taser training events and visiting custody suites to develop our understanding of different activity areas for Humberside Police.
- Forging a partnership with Humberside Police Officer Safety Training to develop training methodology, integrate health and safety and promote a positive safety culture across the Force.



**Humberside Fire Authority  
7 December 2020**

**Report by the Director of Service  
Improvement**

**OPERATIONAL ASSURANCE QUARTERLY REPORT  
2nd QUARTER 2020/21  
July – September 2020**

**SUMMARY**

1. This is the 2<sup>nd</sup> Quarter 2020/21 report on Operational Assurance (OA). Appendix 1 provides a summary of the statistical data.
2. In the 1<sup>st</sup> quarter of 2020/21, the Operational Assurance team released interim guidance to FDS officers regarding the importance of completing the hot debrief section of the assessments that they complete on PDRPro. This would appear to have had the desired effect as the section has seen a dramatic rise in this area. In this quarter 95% of OA assessments received had an appropriately completed hot debrief section. This is a stark improvement on previous quarters as well as a 15% improvement on the same quarter of the previous year. The OA team has facilitated three tactical debriefs in this quarter. All three have been carried out using Microsoft Teams in order to reduce the risk of transmission and infection of the Coronavirus. A debrief report which captures the recommendations from the debriefs has been created in all three instances.
3. Each assessment undertaken is broken down into three key areas: safety critical (SCC), areas of concern (AOC) and exceptional practice (EP). Safety critical reporting reduced to zero and area of concern reporting reduced by 54% (54 to 25). Exceptional practice returns also fell with a 24% reduction in reporting (202 to 154). The Health, Safety and Environment (HS&E) team continually strives for greater numbers of near miss reports and fewer of accidents. The OA section (as an integral part of the HS&E team) similarly, endeavours for greater areas of concern reports and fewer of safety critical concerns. The figures that the team are able to report in this quarter represent a positive reporting culture that can be attributed to the extensive collaborative work between the sections towards the improvement of organisational culture. Station exercises have resumed in this quarter and as a result the section can report a significant increase in operational assessments regarding practical exercises.
4. In this quarter the OA team carried out a tactical debrief for the large-scale flooding incident that affected Snaith and East Cowick. This included representatives from National Resilience which allowed the Service to gain an external view of its procedures. The recommendations have been formulated as part of the tactical debrief report and it is the intention of the section to use these to form the basis for a thematic review. During this quarter, the Health, Safety and Environment team will be launching the fire contaminants policy and procedures so it would also be beneficial to carry out a thematic review of these procedures once they have been implemented throughout the Service.
5. As the team strives to continually improve OA, therefore, firefighter safety, they plan to visit watches and stations in order to promote the OA process. As the section has now welcomed a new Station Manager to the team this has bolstered the capacity to prepare for and carry out these visits. However, due to the current resurgence in Covid-19 cases these visits may be put on hold temporarily. In the previous quarter's report, the section

planned to carry out peer reviews of exercises. In this quarter the OA team have attended two multi-agency marauding terrorist attack exercises. The section has been heavily involved in all stages of the exercises and will be carrying out a tactical debrief to identify the lessons learned.

6. The second edition of the NOL Newsletter, provisionally titled "Operational News" has now been completed. This new innovation will include various information regarding the Service's water assets, drone capabilities, new equipment, fire contaminants, and a HS&E incident. The NOL info notes that the team has received will also be included in the publication. The final amendments are currently being made prior to it being released by the end of October. The team have considered all info and action notes that they have received from both National Operational Learning and Joint Organisational Learning, and some have been posted to PDRPro and others have been looked at in terms of procedural changes for the Service. The OA section has also submitted one incident case study to NOL regarding the use of operational discretion to make a lifesaving intervention at a road traffic collision for them to review and disseminate nationally in this quarter.
7. In this quarter the OA team has drafted and published the terms of reference (TOR) for the Change Team meetings. This TOR provides information on the aims, objectives, membership, frequency of meetings, expectations, reporting arrangements, deliverables and review and evaluation. This provides the Service with the framework that is required to successfully implement this nationally recognised best practice innovation. The TOR has also been published via a SIREN Communication from Corporate Communications to ensure all staff are aware of this all-important new team. The next meeting is scheduled to take place in November.

#### RECOMMENDATION

8. That Members take assurance from the Service's proactive management of Operational Assurance.

#### BACKGROUND

9. For further details on the 2nd quarters operational assurance assessment data please see the snapshot report at Appendix 1.

#### STRATEGIC PLAN COMPATIBILITY

10. The monitoring of operational assurance information is a crucial part of the Strategic Plan; Maintain a positive health and safety environment, compliant with legislation and provide operational assurance. The Service must also capture and share organisational learning as part of the strategic plan as well as ensuring firefighter competency is maintained (operational preparedness) and that the Service continues to work seamlessly with other emergency services (through multi-agency debriefs).

#### FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

11. None.

#### LEGAL IMPLICATIONS

12. None.

#### EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

13. None.



## CORPORATE RISK MANAGEMENT IMPLICATIONS

14. None.

## HEALTH AND SAFETY IMPLICATIONS

15. This report provides the opportunity for an additional level of scrutiny of Health and Safety information.

## COMMUNICATION ACTIONS ARISING

16. None.

## DETAILS OF CONSULTATION AND/OR COLLABORATION

17. None.

## BACKGROUND PAPERS AVAILABLE FOR ACCESS

18. Operational Assurance policy.

## RECOMMENDATIONS RESTATED

19. That Members take assurance from the Service's proactive management of Operational Assurance outcomes.

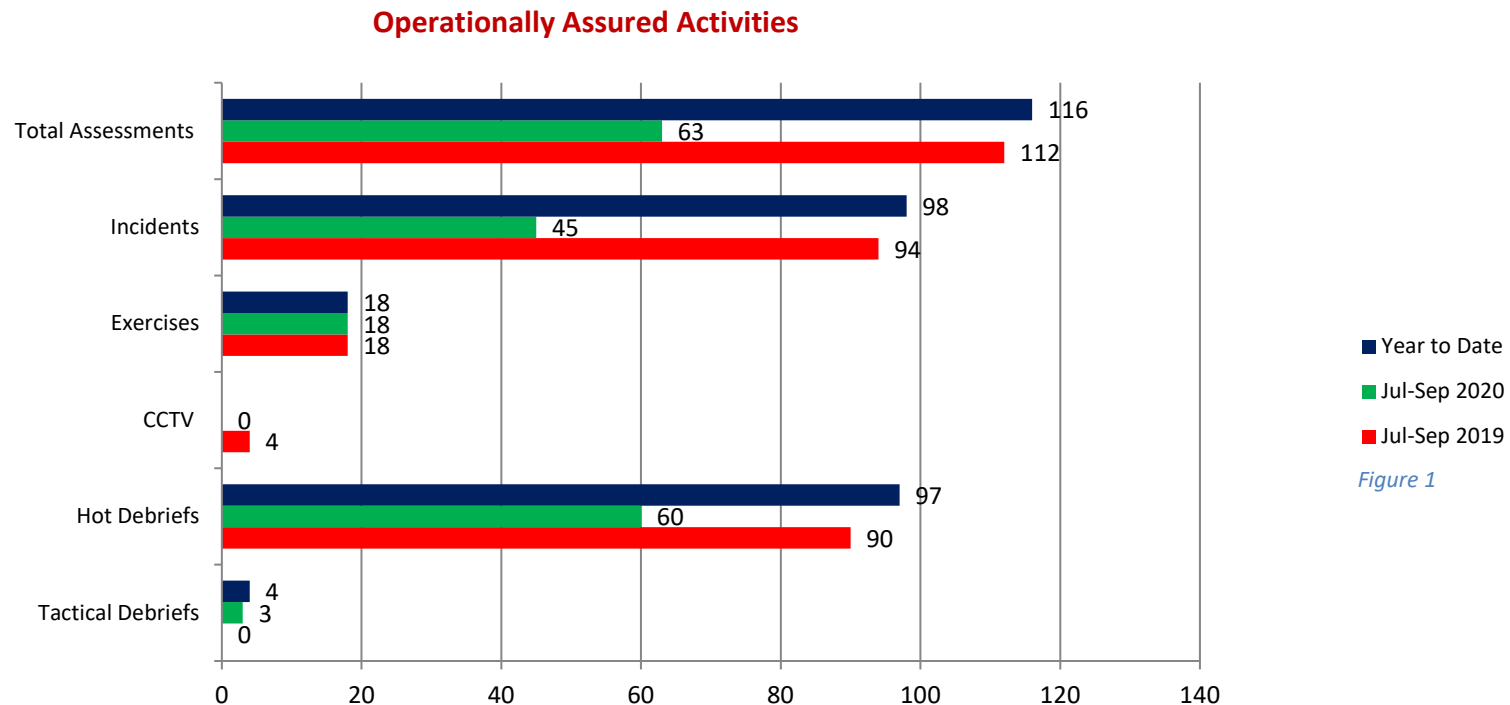
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Director of Service Improvement

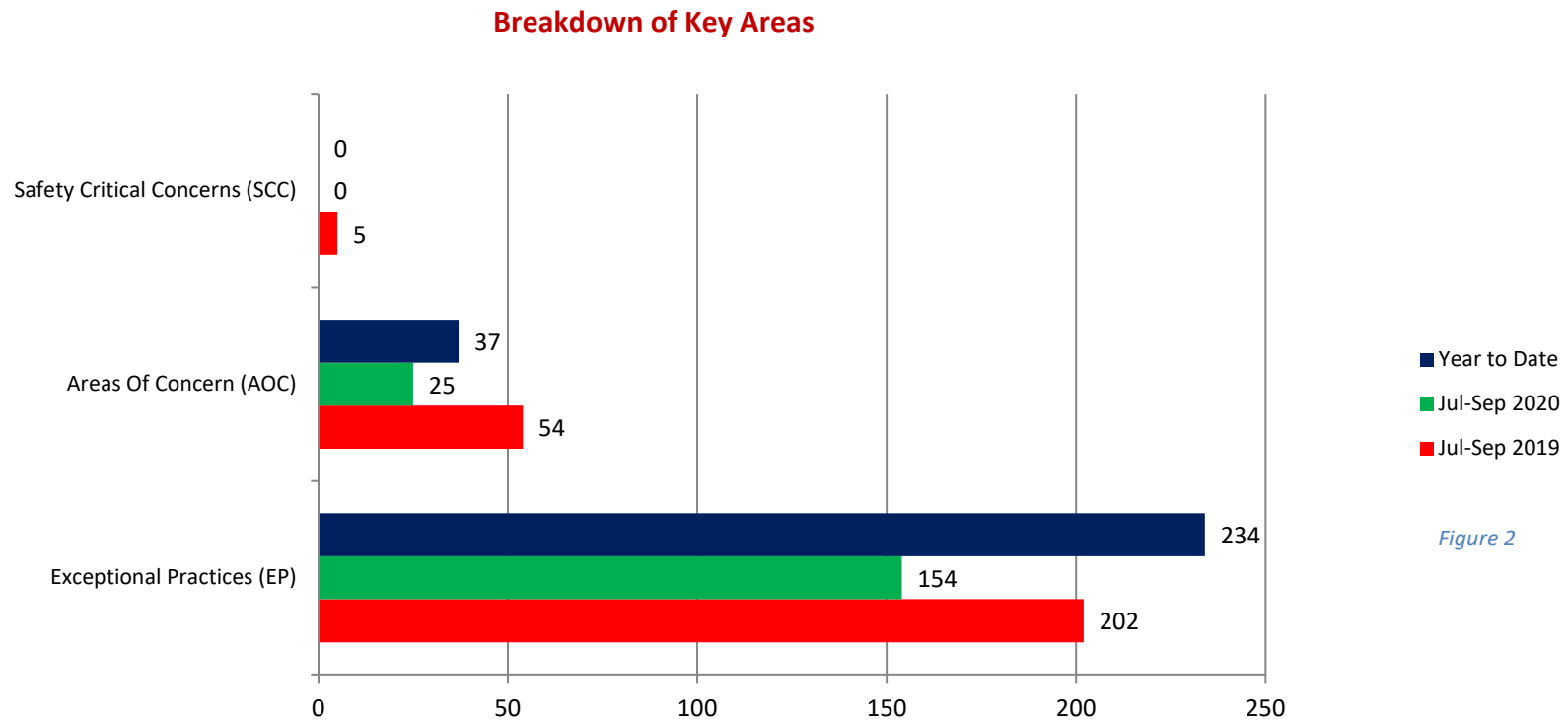
Humberside Fire & Rescue Service  
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Kingston upon Hull

NM  
12/2020





The chart above shows the number of incidents and debriefs that have been assured, for this period (July - September 2020) alongside a comparison for the same quarter of the previous year. The total number of activities assured has decreased by 45% compared to last year's quarter, this once again, is due largely to the fact there were more incidents across the Service in the same quarter of the previous year. Station exercises have been reinstated in this quarter, and as a result, the OA team has seen a rise in assessments of this area. In the previous quarter, the OA team sent out an interim communication to FDS officers reminding them of the importance of completing the hot debrief section of the OA assessment. As evidenced by the chart above, out of 63 assessments assured by the team between July and September, 60 had fulfilled their obligation to complete and evidence a hot debrief at the incident or exercise. This accounts for 95% of assessments received and is an improvement on the same quarter of the previous year by 15%. The OA team, although pleased by this improvement will continue to strive towards reaching 100% in this area by increasing the awareness of the importance of the hot debrief.



Assurance activities are broken down into three areas: safety critical concerns, areas of concern and exceptional practice. All three of these areas have decreased. The decrease in safety critical and areas of concern along with a large number of exceptional practices would indicate that HFRS is performing well operationally as an organisation. However, it must be noted that the reduction in the number of incidents will have also contributed to these lowered statistics. As the Health, Safety and Environment (HS&E) team strive for higher near miss reports and lower accident reports, the OA section (as an embedded part of the HS&E team) strives for low safety critical concerns and high areas of concern. The OA section continues to highlight to our personnel that operational assurance is a process that exists to promote learning and to improve firefighter safety. It is not designed to place them under scrutiny or blame.

### Further Breakdown of Key Areas

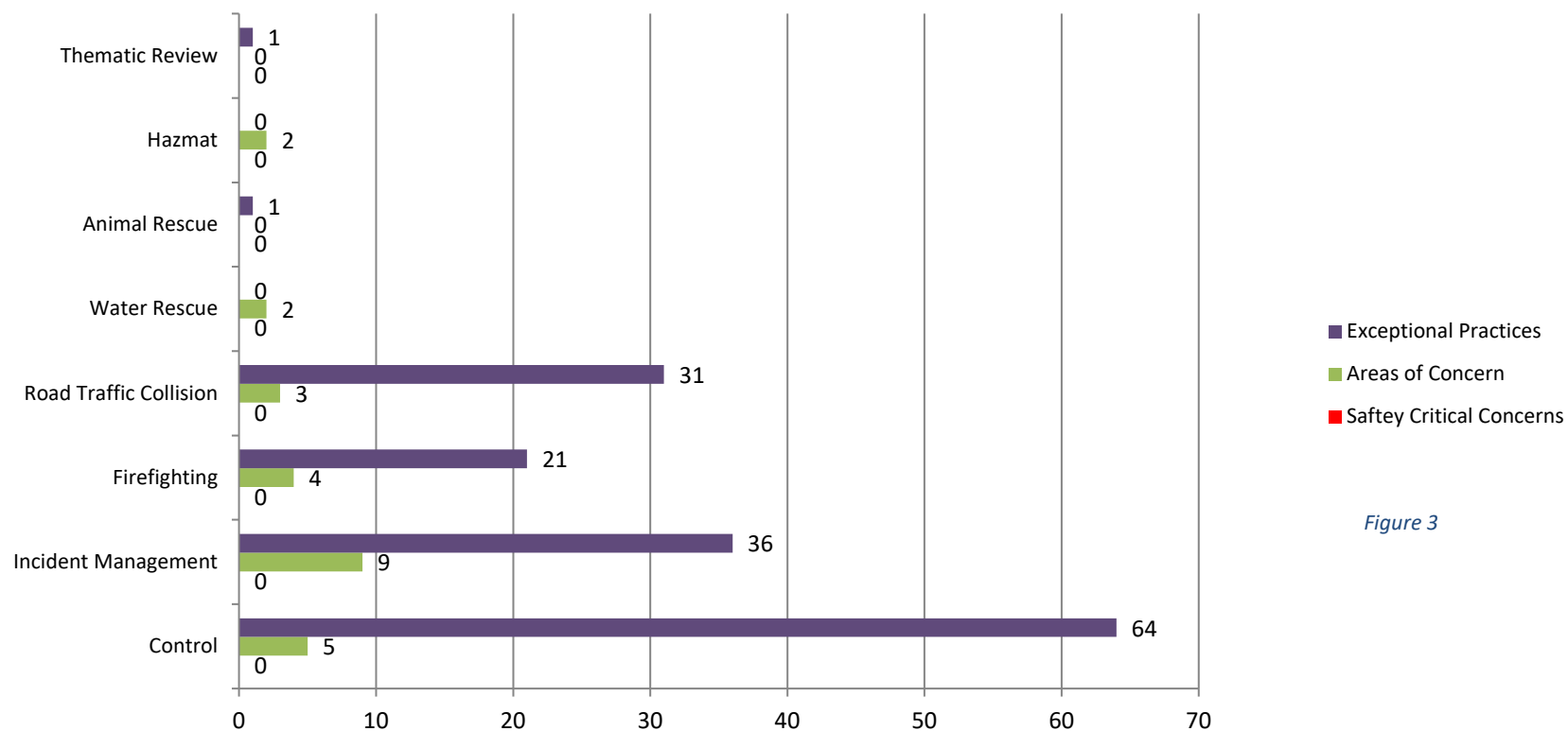


Figure 3

The section has not received any safety critical concern returns for this quarter. The areas of concern largely related to fire engine siting, an incident commander's PPE and the lack of drainage information available at an LGV fire. Service Control continues to produce the highest number of exceptional practice returns. This suggests that improved interpretation and consistency in reporting may be necessary to facilitate collation of the most accurate data in future. This will take place once the section is able to provide training to watches and crews once the new Station Manager is fully embedded into the team.

### Internal Learning

## Operational Assurance Assessment Learning

- I. A15 Elsham – The assessment for this incident identified that information regarding drainage pathways and receptors was not made available by North Lincs Council. The Station Manager who completed the assessment also recommended that those carrying out the WM support role from Control would greatly benefit from undertaking structured training provided through a hazmat course. The issue regarding drainage pathways has been taken to the operational data team, and the recommendation regarding the WM support role was shared with GM Plunkett and SM Peat as part of the ongoing Incident Command review.

## Exercises

The OA section has attended two multi-agency marauding terrorist attack (MTA) exercises involving neighbouring FRS, Police and Ambulance colleagues in this quarter. This will provide the section with a firm understanding of the exercises which will assist when facilitating the tactical debrief after the final training event.

## Tactical Debriefs

In this quarter the OA section facilitated three Tactical debriefs for the Service; Snaith and East Cowick flooding, Hatfield Moors fire and the Covid-19 interim debrief. All debriefs during this period were held via Microsoft Teams to reduce the risk of transmission of Covid-19.

### **Snaith & East Cowick Flooding**

During the tactical debrief for the flooding a number of key themes were discussed including decision logs, communications, other agencies and interoperability, SCG/TCG's, recall to duty and welfare, incident command, and community pods. The points raised by National Resilience when they carried out their debrief of this incident were included and discussed. To that end, a number of representatives were also invited. The Service would like to thank Nigel Allbutt, Richard Morgan and James Groves for endeavouring to partake in our debrief and providing an all-important external view of the events to assist us in promoting organisational learning. It is worth highlighting from both our own questionnaires and the NR debrief returns, that the Service received fifteen reports of "good practices" which accounted for 36% of the items received.

### **Hatfield Moors**

The Hatfield Moors incident lasted roughly nine days and had an extensive impact on resources, stretching Service availability throughout this period. Crews from across HFRS attended at a multitude of points during this time frame and contributed to the immense effort to tackle a difficult moorland fire. It is important to recognise that of the sixty points raised and discussed at the tactical debrief; twenty-six were good or exceptional practices. This equates to 43% of the items received.

## **Covid-19 Interim Debrief**

The Covid-19 interim debrief focussed on a number of themes that were prevalent throughout to enable an initial overview of the response and allow for quick identification and implementation of the lessons that can be drawn thus far. In the long term, a more detailed debrief report can then be compiled covering the full response, transition and recovery phases. There are areas for improvement identified, but the overall consensus is that the HFRS response to COVID-19 was positive and well managed. Staff have worked flexibly in a collaborative way to ensure core functions were delivered and that the wider Service Delivery was supported. The COVID-19 emergency is an unprecedented event that raises a wide range of issues not considered in previous pandemic planning. These issues need to be captured as learning for inclusion in the revised plans so they can be quickly implemented into future response/recovery phases.

A report was created after each of these tactical debriefs; the recommendations from which will be taken to the next Change Team meeting to be allocated to the appropriate personnel.



## External Learning

### NOL Info Notes

In total the section received six NOL info notes in this quarter. These pertained to:

- Injury from an out of control branch exercise.
- Explosive deployment of Takata branded airbag.
- Incident Command online learning.
- Gas explosion near miss – ejection of double-glazed unit.
- Freezing of CAFS to a BA set.
- Solvent spill.

All information notes from this quarter have been recorded for any subsequent necessary action; these will be discussed during the upcoming Change Team meeting.

NOL Newsletter


The joint collaboration between OA and Emergency Preparedness (EP) has produced the second edition of the newsletter which is provisionally titled “Operational News”. This publication will include the NOL information notes to be disseminated to crews along with information regarding the Service drone assets, Service Water Support capabilities, the new battery grinder (now on all front line appliances), an update on the Fire Contaminants project and information on a Health and Safety incident involving the hydraulic rescue cutters. This publication will also include a competition as an extra attempt to engage with crews with prizes being awarded to the winning watch or station. This will be released in November.

NOL Submission

Within the last quarter, the OA section has submitted an incident to NOL for them to review and disseminate nationally. This incident involved the use of operational discretion to make a life-saving intervention at a complex and unusual RTC. This incident was submitted as part of our compliance with the NOL good practice guide, which requires all uses of operational discretion to be disseminated to promote learning nationally.


# NOL NEWSLETTER

NATIONAL OPERATIONAL LEARNING INFORMATION NOTES



HUMBERSIDE  
Fire & Rescue Service

WM JOSH FOWLER – OPA MANAGER



National  
Operational  
Learning

## CHEMICAL EXPOSURE INCIDENTS

**Overview of Event**



The submitting Service report that crews were called to an individual chemical exposure (ICE) incident in a car at a remote location. It was thought to involve the use of carbon monoxide (CO) from the vehicle exhaust. When crews accessed the vehicle, they located a cylinder of an unknown asphyxiant gas in the boot. No signs or placards were visible to indicate the method of exposure in use.

**Summary of Learning**

The method of chemical exposure may not always be obvious to initial crews and the need to prioritise supporting of rescue needs to be weighed against the risks of accidental exposure of responding personnel. Various control measures should be put in place to prevent exposure to substances with an asphyxiant effect or acutely toxic parts per million exceeding acute exposure guideline levels (AEGLS).

**Control Measures**

The NOG suggests that in the first instance we must seek to gather information from signage and placarding. Where these are not available, incident or damaged we must attempt to gather information from on-site personnel, eyewitnesses, and other responders to determine objectives, hazards and controls.



## **JOL Action Notes**

The Service received two JOL action notes in this quarter which were directly linked to the recommendations from the Grenfell Tower enquiry. These pertained to National Police Air Service and Police helicopter systems as well as the Inter-Control talk group. Both action notes have been disseminated to both Service Control and the Service Grenfell team for them to record and action. The OA Watch Manager, as the JOL single point of contact for the Service, will monitor the implementation and ultimately be responsible for providing the Service response to JOL.

## **JOL Lessons Identified**

During the last three months, the OA team received one JOL lesson identified. This was submitted by the Ambulance Service and pertained to some of the risks posed by oxygen cylinders.

## **Posted Learning Notifications**

The Operational Assurance Team have captured learning outcomes and communicated appropriate actions where necessary through notifications on the PDRPro competence recording system. This method provides an accountable record of understanding which every individual must confirm. The following examples highlighted the following areas;

- Airbag Incidents and Motorcyclist Airbag Vests – This learning notice was created through joint working with the Training Section RTC lead. It covered the learning points from two NOL info notes as well as additional information regarding motorcyclist airbag vests.
- Drone Support – This notification was produced alongside the Emergency Preparedness Watch Managers and provided information regarding the capabilities, limitations and uses of the two Service drones.

- Hazards of Organic Dust – This was posted after the Service had received a NOL info note regarding this subject as well as a Health and Safety incident of a similar nature. It detailed the correct PPE to be worn at incidents of this nature.
- IEC Algorithm – Published in conjunction with the Training Section IEC lead, this showcased the new algorithm for the immediate emergency care of casualties.
- Water Rescues Involving or Likely to Involve Submerged Casualties – This was created by the OA section in collaboration with Emergency Preparedness as a result of a NOL action note. The learning notice was created to give crews a better understanding of the use of operational discretion at water rescue incidents and that water rescue PPE should always be worn as an absolute minimum. It also detailed some options for the rescue of submerged casualties.
- Stroud Crescent East Case Study – This case study was created by the OA team as a result of the Stroud Crescent East tactical debrief. This showcased the incident as well as some of the lessons the Service has learned as a result.

### Forward Look

- The planned roll-out of Operational Assurance refresher training is currently being planned. The section has now welcomed a new Station Manager who has greatly aided the capacity of the team to create and deliver a meaningful update and training package. This update of what Operational Assurance is will take place in the coming months. The intention is still to provide crews with an update on what Operational Assurance (OA) is and does and how to best utilise it as well as embedding the need for near misses to be reported to improve firefighter safety. During these visits, the team will also collate feedback to establish the new thematic review and reiterate the need to complete an OA assessment for station exercises. If the team cannot carry these out by attending stations, then they plan to deliver sessions over Microsoft Teams.

- The introduction of the new Station Manager has meant that the OA team has been able to fully assess and update the action log. To this end, the section will also be publishing the learning action log shortly, which will present every piece of learning that the Service receives and what action has been taken based on the information obtained. This will be available to all personnel.
- The OA team will be releasing the second publication of the NOL Newsletter, provisionally titled “Operational Times”. This will cover the NOL info notes that the Service has received as well as important information regarding Service water resources, drones, health and safety incidents and new resources. The section hopes to have this released within the month of November.

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Kingston upon Hull.



## **ABSENCE MANAGEMENT UPDATE**

### **SUMMARY**

1. This report provides an update to the Committee with regard to absence management for the period 1<sup>st</sup> July 2020 to 30<sup>th</sup> September 2020. In keeping with the previous approach, absence remains a key area of focus for the Service.

### **RECOMMENDATIONS**

2. That the Committee note the content of the report and take assurance that absence is being managed fairly, consistently and appropriately in the Service and necessary follow up actions are taken to address short and long term absence issues.

### **ABSENCE MANAGEMENT REPORTING**

3. Table 1 below shows the performance during this period against target by staff group with 3 staff groups being significantly below target and 1 area of focus slightly above target due to long term absence in that area.
4. It is worth noting that this 2<sup>nd</sup> quarter period included the Covid-19 'released from lockdown' period and the managed return to the 'Covid safe' workplace and as such may well have influenced the absence levels for this 2<sup>nd</sup> Quarter period compared to the 2nd quarter of 19/20. Covid related absence is provided at Table 5. The impact of this on the absence levels has been limited due to actions taken to protect the workforce and maintain service delivery through 'Covid Safe' measures being put into place at all of our premises and through safe working processes. Strict protocols of self-isolation have been adopted when there has been a risk that employees have been exposed to any persons either symptomatic or testing positive.
5. Table 1 below shows the sickness absence by contract type and it is clear to see that in this 2nd quarter of 20/21 there continues to be a significant decrease overall, and in each contract group of sickness absence. In total there have been 1536.75 fewer days absent compared to the same period in 2019/20, which is a total decrease in absence of 60.54%.
6. Table 2 shows that both full time attendance at 96.61% (against a target of 95%) and Support Staff attendance at 98.03% (against a target of 97%) are both ahead of target, meaning that the majority of the workforce during this period have had full attendance.
7. Whilst the level of absence in control is a concern as far as the headline figures refer in Table 1 and Table 2, this is due to small amount of staff having long term absence issues. As there are only 29.21 staff on the Control establishment, long term absence can quickly skew the figures disproportionately. That said, 94.84% of control staff had full attendance during this period which is a 4.8% improvement on the same quarter last year.

**Table 1**

	<b>Sum of Days Lost</b>	<b>Establishment</b>	<b>Average Duty Days Lost per person</b>	<b>2020/21 annual target per person</b>	<b>YTD (annual divided by 12 x current month number</b>
Control	138.00	29.21	4.72	8.70	4.35
Fire Staff	446.98	174.29	2.56	10.00	5.00
On Call	396.90	348	1.14	7.00	3.50
Full Time	1376.00	443.5	3.10	7.00	3.50
<b>total</b>	<b>2357.88</b>	<b>995</b>	<b>2.37</b>		

**Table 2**

	2 <sup>nd</sup> Quarter 2018/19	2 <sup>nd</sup> Quarter 2019/20	2 <sup>nd</sup> Quarter 2020/21	Target attendance
Full time	96.55%	95.69%	96.61%	95%
Control	97.41%	88.26%	94.84%	95%
Fire Staff	96.94%	94.85%	98.03%	97%

8. Table 3 shows the top four reasons for absence for all staff groups during the period and shows that, once again, mental health conditions are the top reason for absence. Work continues by the Service in raising awareness of mental health and encouraging staff to be open about the impact of mental ill health on individuals. Staff may well be more prepared to declare that their ill health is related to mental conditions, rather than mask with other conditions due to stigma.
9. The Service continues to support staff experiencing mental health conditions with initiatives such as the Blue Light Champions, Critical Incident Support and publicising potential internal and external routes where staff may seek support.
10. Occupational Health has established a new interactive portal and worked with a clinical psychologist to develop a staff wellbeing toolkit as well as resources around psychological wellbeing. In September 2020 the Service launched an Employee Assistance Programme which is accessible to all staff for financial, legal and relationship advice as well as wellbeing and provision of counselling. In a recent staff survey 97% of staff said they were aware of the OH portal and didn't require any additional welfare support at this time.
11. Table 3 shows the comparison of long-term and short-term absence against the top four reported medical conditions and shows that mental ill health continues to account for the highest levels of long-term absence. As referred to in paras 8, 9 and 10 above, work continues to address this issue.
12. Table 3 also shows the number of staff who are suffering from back, knee and lower limb musculoskeletal conditions which are often inherent in an ageing workforce undertaking work of a physically demanding nature. All of these issues are being managed and supported as appropriate to each individual case.

**Table 3**

CLG Category	Short Term days lost	Long Term days lost	Total duty days lost
Mental Health Anxiety/Depression	16.05	685.58	701.63
Musculo Skeletal Back	23.10	262.68	313.36
Musculo Skeletal Knee	63.42	249.94	285.78
Musculo Skeletal Lower Limb	21.26	169.96	191.22

13. Table 4 shows the number of employees by group who have been affected by Covid19, both directly and indirectly. Absences due to Covid19 are still low compared with other FRS, largely due to the measures instigated by HFRS at the outset of the lockdown to protect our staff and preserve service delivery standards. Where staff have tested positive for Covi19, we have been able to minimise the spread by following our protocols closely, thus limiting the impact on service delivery to our communities. It is also worth noting that with the exception of front-line staff, the majority of employees who have needed to self-isolate and quarantine have been able to work from home.



**Table 4**

	No of employees	No of employees	No of employees	No of employees	No of employees
	<b>Confirmed Covid</b>	<b>Self Isolation Symptoms of Covid</b>	<b>Self Isolation – Household symptoms</b>	<b>Self isolation – team or watch symptoms</b>	<b>Quarantine – returning to UK from affected area</b>
Control	1	2	3	0	1
Fire Staff	4	9	15	1	0
On Call	12	13	27	15	1
Full Time	16	31	56	37	1
<b>Total</b>	<b>33</b>	<b>55</b>	<b>101</b>	<b>53</b>	<b>3</b>

### **DISTRICT AND DEPARTMENT CASE REVIEW PROCESS**

14. The Case Review Board has been replaced by a more dynamic department and district focused review system empowering managers to both seek support and manage their own local absence issues more appropriately and effectively.
15. Managers are supported by HR Service Partners and OH advisors who provide assistance to review and progress cases on a monthly basis. This tri-partite approach provides regular focused management of absence cases and ensures all parties are appropriately supported.
16. Monthly summary meetings are held with the Head of HR on all absence and modified duties to ensure a consistent approach is adopted across the service and to provide opportunity to identify common themes.
17. Occupational Health services, internal support for maintaining operational fitness and counselling services are all utilised according to individual need. This integrated approach seeks to make best use of all available health resources, support staff during periods of ill health and support their return to work (where possible) in the most effective way. The OH Physician is now being more effectively utilised to help with complex long-term cases.

### **COMPARISON WITH THE SAME PERIOD LAST YEAR**

18. Table 5 shows a comparison of absence in the same period last year with this year and it is clear to see that in this 1<sup>st</sup> quarter of 20/21 there has been a significant decrease in sickness absence in each contract group.
19. In total there have been 1536.75 fewer days absent compared to the same period in 2019-20, which is a total decrease of 60.54%.
20. It is likely that both the conclusion of three long term ill health cases and the Covid19 situation have continued to have a significant and positive impact upon the overall absence rates. The Service has recently completed the third round of individual staff impact assessments and these have all indicated that many staff have enjoyed working at home and have enjoyed a better work life balance as a result; it is reasonable to assume that this may have had a positive impact on staff health. As we return to a blended approach of home and office working, the absence percentage will continue to be measured and over time we will be able to assess whether this is a lasting positive impact.
21. A further area of positive impact is likely to be the increased focused attention that Managers, supported by the HR Service Partners are bringing to bear on long-term sickness absence and other staff who have been on modified duties for extended periods of time.
22. The Absence Policy is also under review and will provide a clearer, more consistent framework for managers and employees on the services available and the processes

that will be followed to support employees back to work and full operational duties in a timely manner; particularly in respect of managed periods of modified duties.

**Table 5**

	2020/21 Sum of Duty Days Lost	Establishment as of 30/09/2020	2020/21 Average Duty Days Lost Per Person per Contract Type	2019/20 Sum of Duty Days Lost	Establishment as of 30/09/2019	2019/20 Average Duty Days Lost Per Person per Contract Type	difference between contract groups 20/21 – 19/20
Control	<b>138.00</b>	29.21	4.72	317.00	29.5	10.75	<b>-179</b>
Support Staff	<b>446.98</b>	174.29	2.56	1175.43	174.82	6.72	<b>-728.45</b>
On-Call	<b>396.90</b>	348	1.14	556.20	343	1.62	<b>-159.30</b>
Full-Time	<b>1376.00</b>	443.5	3.10	1846.00	468	3.94	<b>-470</b>
Grand Total	<b>2357.88</b>	995	2.37	3894.63	1015.32	3.84	<b>-1536.75</b>
<b>Number of sickness absence days difference to 19/20</b>	<b>1536.75</b>						

23. The bi-annual fitness testing process aims to identify and support all operational staff with general fitness and muscular skeletal issues. An additional member of staff has been appointed to support both the fitness testing program and the range of remedial support that can be offered to staff to regain their operational fitness. Occupational Health have reviewed and secured an improved physiotherapy/rehabilitation service provision for staff to support recovery and rehabilitation.
24. Whilst this program was interrupted by Covid19, a number of essential return to work fitness tests were carried out remotely, observing the need to preserve social distancing measures. Full fitness testing resumed in September 2020.
25. The new Employee Assistance Program (EAP) was launched to provide all staff with a valuable range of counselling and supportive services which will in turn assist with mental health issues and related absence. This replaces the previous ad hoc approach to accessing external counselling where demand has increased significantly since the mental health agenda was given more prominence. It will also be a more targeted yet economical approach in the way we support our staff.
26. Training for Critical Stress Incident Management (which was postponed due to Covid19) was launched in August 2020 and continues. This will allow a diverse cadre of trained staff from across the service who will be able to debrief and defuse following incidents and situations which employees may have found traumatic. This is another service that we can provide to staff that is expected to have a positive impact on mental health and related absence.
27. HR continues to work closely with Occupational Health and managers to support all staff during periods of absence and modified duties.

#### **STRATEGIC PLAN COMPATIBILITY**

28. Effective management of sickness absence is a key enabler towards achieving all of our Strategic Objectives and supports the 'Value Our People' workstream.

#### **FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS**

29. Management of sickness absence and the retention of personnel through effective attendance have a positive impact on both the finances of the Service and the resources available for deployment.

## **LEGAL IMPLICATIONS**

30. The fair management of absence with a consistent approach to the management of cases and the use of reasonable adjustments to support staff back into the workplace decreases the risk of Employment Tribunals being brought against the Authority and the loss of these cases when they happen.

## **EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS**

31. The fair management of absence cases supports the delivery of equality of opportunity and ensures that staff suffering from ill health are treated equally regardless of gender, disability and other protected characteristics.
32. The introduction of new ways of consistently managing absence represents the use of HR best practice across the Service.

## **CORPORATE RISK MANAGEMENT IMPLICATIONS**

33. Appropriate management of absence reduces the risk of related corporate issues being raised.

## **HEALTH AND SAFETY IMPLICATIONS**

34. Appropriate management of absence reduces the risk of negative health and safety implications.

## **COMMUNICATION ACTIONS ARISING**

35. Managers are being regularly communicated with in relation to absence through a coaching approach by the HR Service Partners and regular meetings with the Director of HR and the DCFO.

## **DETAILS OF CONSULTATION**

36. None.

## **BACKGROUND PAPERS AVAILABLE FOR ACCESS**

37. None.

## **RECOMMENDATIONS RESTATED**

38. That the Committee note the content of the report and take assurance that absence is being managed fairly, consistently and appropriately in the Service and that actions taken are having a positive impact on absence management figures.

**C COOPER**

Officer Contact: Christine Cooper 07855 112423  
Director of People and Development

Humberside Fire & Rescue Service  
Summergroves Way Kingston upon Hull  
7 December 2020



## **STAFF PAY AWARDS – ANNUAL UPDATE**

### **SUMMARY**

1. This report is intended to give the Humberside Fire Authority an update report outlining the pay position of all of the staff groups it employs, including current arrangements and awards made over the previous five years for comparison.
2. It is considered important that the HFA have a transparent and detailed view of staff pay and how that is changing over time in order that they may contextualise other reports to the HFA in respect of efficiencies and new ways of working and be able to better place the Service in the wider public sector service providers in terms of their own and/or home Authority experience.
3. Members will separately receive the annual HFA Pay Policy Statement 2020/21 for approval at the March 2021 meeting, the pay policy statement is also published on the HFRS website as a requirement of the Localism Act 2011.

### **RECOMMENDATIONS**

4. That Members note:
  - (a) That Grey book staff have accepted a pay increment of 2% for 2020/21 from the National Employers (NJC) Grey Book;
  - (b) That Green book staff have accepted a pay increment equivalent to 2.75% for 2020/21 from the National Employers (NJC) Green Book;
  - (c) That Gold book staff have accepted a pay increment of 2% for 2020/21 from the National Employers (NJC) Gold Book.

### **REPORT DETAIL**

5. This report is an 'Annual Update' on pay matters ensuring that Members are sighted on the pay position of its staff groups, the negotiations around pay that take place annually and the mechanisms that exist for pay negotiations for each staff group.
6. Grey Book staff are those uniformed members of staff in the roles of Fire-fighter to Area Manager. They are represented at their national employer NJC by the Fire Brigades Union (FBU) and Fire Officers Association (FOA). In addition, there also exists a Middle Managers' Negotiating Body (MMNB) who have plenary powers to deal with the pay and conditions of middle managers (Station Managers, Group Managers and Area Managers) within the framework of the NJC. The NJC consists of 28 members appointed by representative bodies (14 employers' representatives and 14 Fire Brigades' Union representatives). The MMNB consists of 28 members (14 employers' representatives, 13 Fire Brigades' Union and 1 Fire Officers' Association representative). The mechanism for pay negotiation for Grey Book staff involves an annual pay claim followed by an offer in response by their NJC employers' side. Any pay increments agreed are due for payment in July annually.

7. Green Book members of staff are all those members of staff who are non-operational. They are represented at their national employer NJC by UNISON, GMB and UNITE. The NJC consists of 70 members, 12 from employers' representatives, 31 from UNISON, 16 from GMB and 11 from UNITE. Any pay increments agreed are due for payment in April annually.
8. Gold Book members of staff are those members of staff in the most senior management positions occupying the roles of Brigade Manager or similar. They are represented at their national employer NJC by the Association of Principal Fire Officers (APFO). The mechanism for pay negotiation for Gold Book staff involves an annual pay claim which is submitted in September/October annually followed by an offer in response by their NJC employers' side. Any pay increments agreed are due for payment in January annually. Any pay increments agreed are due for payment in January annually.
9. However, in addition to the process described in the paragraph above Gold Book staff have, within their terms and conditions, negotiated a further mechanism to address pay described as the 'twin track' approach which states:  
  
*"There is a twin-track approach for determining levels of pay for Brigade Manager roles. At national level, the NJC shall review annually the level of pay increase applicable to all those covered by this agreement. In doing so, the NJC will consider affordability, other relevant pay deals and the rate of inflation at the appropriate date. Any increase agreed by the NJC will be communicated to fire authorities by circular."*
10. The 'twin track' approach allows Gold Book staff to negotiate pay awards locally with their employing authorities in addition to and/or separately from the national arrangements. This mechanism was originally introduced to allow for an opportunity to even out the wide variance in Brigade Manager pay around the country which often disadvantaged those at the lower end of the pay scales when accepting nationally negotiated, annual percentage increments.
11. This approach means that a report should be submitted to the employing authority, in this case the HFA, annually to outline the national position on pay and to make a recommendation to Members with regard to a pay award, if appropriate.
12. The table below summarises the pay awards for each staff group in HFRS since 2015.

<b>Staff Group/Pay Award</b>	2015/16	2016/17	2017/18	2018/19	2019/20	2019/20
Green Book	1%	1%	1%	2%	2%	2.75%
Grey Book	1%	1%	1%	2%	2%	2%
Gold Book	1%	1%	1%	2%	2%	2%

13. It is the intent of the CFO/CE to submit a pay summary report to Members of the HFA annually. He will also incorporate, where considered necessary, a pay claim for Gold Book staff members under the 'twin track' approach as a supplement to the pay summary report.
14. As the NJC (Gold Book) offer for 2020 has been accepted by APFO it is not felt necessary to submit a pay claim for this staff group under the twin track approach for this year.

## **STRATEGIC PLAN COMPATIBILITY**

15. This report is compatible with Strategic Objective 4: "Making the best use of the resources we have" and Objective 5: "Continuing to develop a committed, skilled and safe workforce"

## **FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS**

16. A notional percentage pay award is added to the salary budget lines annually in order to anticipate and budget for pay awards. Pay awards that are less than those notionally added are shown as salary underspends in year.

## **LEGAL IMPLICATIONS**

17. None.

## **EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS**

18. None.

## **CORPORATE RISK MANAGEMENT IMPLICATIONS**

19. None.

## **HEALTH AND SAFETY IMPLICATIONS**

20. None.

## **COMMUNICATION ACTIONS ARISING**

21. Pay Awards are communicated, once agreed, by the National Employers representing the various staff groups to the Fire Authority by circular.

## **DETAILS OF CONSULTATION AND/OR COLLABORATION**

22. Staff Pay is currently a matter of national negotiation with the exception of the 'twin track' approach to Gold Book pay described in paragraphs 8-10 of this report.

## **BACKGROUND PAPERS AVAILABLE FOR ACCESS**

23. None

## **RECOMMENDATIONS RESTATED**

24. That Members note:
- a. That Grey book staff have accepted a pay increment of 2% for 2020/21 from the National Employers (NJC) Grey Book;
  - b. That Green book staff have accepted a pay increment of 2.75% for 2020/21 from the National Employers (NJC) Green Book;
  - c. That Gold book staff have accepted a pay increment of 2% for 2020/21 from the National Employers (NJC) Gold Book.

**C COOPER**

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Humberside Fire & Rescue Service  
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7 December 2020



**PUBLIC SECTOR EQUALITY DUTIES (PSED)  
CONSULTATION OUTCOMES AND APPROVAL**

**SUMMARY**

1. At the HFA Meeting 25 September 2020 Members received a report from the Director of Service Delivery outlining the Service's request for approval to engage in a six-week public consultation in relation to its equality objectives. This was subsequently approved together with a request that the results of the consultation be reported to the meeting of the Authority on 7 December 2020.
2. Consultation on the Service proposed PSED commenced on 12 October 2020 and ended on 20 November 2020.
3. The Service's Equality Diversity and Inclusion Steering Group considered the current equality objectives suitable and sufficient, as outlined in the report on 25 September to Members, although the actions to support these objectives needed refinement/refreshing.

**RECOMMENDATIONS**

4. Members are asked to consider the outcome of the consultation and approve the PSED objectives and actions for publication on the HFRS website, from 01 January 2021.

**IMPACT OF COVID**

5. Members will appreciate that the impact of COVID Pandemic restrictions reduced face to face consultation and engagement opportunities significantly. Social distancing and cancellation of public events prevented us from interacting face to face with members of the public in the normal manner for public consultations.

**CONSULTATION DETAIL**

6. The Service is legally required to consult on our PSED and to consider and incorporate any relevant and appropriate comments received into the final versions. As we updated you at the September meeting, the Service considered its PSED objectives (that were extensively consulted upon previously), were still current and relevant, and it was the actions under these objectives that needed refining. Consequently a 6-week period of consultation was appropriate.

**6.1 CONSULTATION QUESTIONS AND SUMMARY RESPONSES**

**Consultation methods used:**

- Online survey
- Promoted on social media channels: Facebook, Twitter, Instagram and LinkedIn
- Details sent to the following as part of a targeted consultation:
  - Hull Independent Advisory Group (Hull community group led by Humberside Police)
  - North Lincs Equality and Inclusion Forum
  - Equality and Diversity Network
  - Hull and East Riding LGBT+ Forum
  - OPCC Engagement Office Network for Hull
  - Hull PCC engagers network
  - Humberside Fire Authority at Member Day 18 September
  - E&I Steering Group
  - HFRS Women's Development Network

- HFRS Disability Forum
- Consultation area on the website and banner on the homepage
- News story on the website

## **Results**

### **Total responses: 32**

Please be aware that the questions were not mandatory, apart from these three:

- How did you discover our consultation?
- Do you work at Humberside Fire and Rescue Service?
- Which county do you live in?

Those who completed the survey did not answer every question or leave a comment for every question. The consultation questions, emerging themes and Service responses are as follows: Please note appendix A contains the full narrative from the consultation responders.

## **Questions, Themes and Responses**

### **Q1**

#### ***Priority 1: Leading by example on equality***

#### ***Do you agree with our proposed actions?***

*Proposed actions:*

- *Improve existing equality monitoring systems for service workforce profiling.*
- *Visibly promote Humberside Fire and Rescue Service as an anti-discriminatory organisation.*
- *Review and improve the Service's equality analysis systems to account for our communities and learn from national good practice.*

**Average score = 4.13**

Scale of 1 to 5 (1 = does not agree to 5 = agrees)

Total number of comments = 10

#### **Themes:**

- Must be careful when visibly promoting the fire service as anti-discriminatory to not appear to be tokenistic
- The Service needs to first address the culture within the organisation before looking to promote values externally
- Ensure actions are substantive behind the promotion and not PR stunt

#### **Response:**

With an average score of 4.13 those whom responded to the question are broadly in agreement with the proposed actions. The Service will take into consideration the feedback regarding promotion and communication when implementing these actions.

### **Q2**

#### ***Priority 2: Increasing diversity throughout our workforce***

#### ***Do you agree with our proposed actions?***

*Proposed actions:*

- *Visibly promote Humberside Fire and Rescue Service as an employer of choice and positively seek employees from underrepresented groups.*
- *Improve the recruitment and retention levels for all underrepresented groups.*

- *Further develop the role of Equality Champions across the Service.*

**Average score = 3.81**

Scale of 1 to 5 (1 = does not agree to 5 = agrees)

Total number of comments = 18

**Themes:**

- Ensure there is a fair selection criteria, promote to underrepresented groups, but employ the best people for the job
- Get into schools to promote this message, across the age groups and continuously throughout the years
- Consider how policies may support underrepresented groups and are they enforced

**Response:**

With an average score of 3.81 those whom responded to the question are broadly in agreement with the proposed actions, but feedback suggest these actions require underpinning within the Service policies and procedures; this work is already underway, and we are actively seeking under-represented groups in our communities to assist us with our policy review.

**Q3**

***Priority 3: Ensure a safe and fair workplace for all staff***

***Do you agree with our proposed actions?***

Proposed actions:

- *Raise the awareness of managers and staff to create a safe and fair environment for co-workers in protected groups.*
- *Support staff to establish and utilise diverse staff forums and other 'voice to power' mechanisms.*
- *Support staff through health inequalities and take into account the protected characteristics when reviewing working arrangements.*

**Average score = 4.03**

Scale of 1 to 5 (1 = does not agree to 5 = agrees)

Total number of comments = 10

**Themes:**

- What are the policies that support listening to staff and routes for staff to be heard
- Majority agree, but a need to do something to create a safe and fair environment for all staff, whether they are a protected group or not

**Response:**

With an average score of 4.03 those whom responded to the question are broadly in agreement with the proposed actions, but a common theme from the responses suggest staff want a safe and fair environment for all staff, so in reflection of this feedback, it is proposed to amend this action to state *Raise the awareness of managers and staff to create a safe and fair environment for all staff inclusive of co-workers in protected groups.*

**Q4**

***Priority 4: Continue to improve our knowledge of our diverse communities and how we engage with them***

***Do you agree with our proposed actions?***

*Proposed actions:*

- *Actively consult and draw support from leaders of underrepresented communities to guide the steering of our programmes for community engagement and recruitment.*
- *Work in partnership with local authorities and others to develop organisational learning on community issues to improve our approaches to diverse engagement.*

**Average score = 4.19**

Scale of 1 to 5 (1 = does not agree to 5 = agrees)

Total number of comments = 9

**Themes:**

- There needs to be consistency and move away from this just being a fashionable topic
- Consider as well, engaging with the lower income communities, the areas where its often unsafe for firefighters to attend jobs
- Link in with the local authority and the CCG to enable a uniform approach
- Simplified communication is critical when engaging and in the actions themselves

**Response:**

With an average score of 4.19 those whom responded to the question are broadly in agreement with the proposed actions, and the Service will take into consideration the suggestions made in the feedback when implementing these actions.

**Q5**

***Priority 5: Identifying the fire and other emergency risks linked to multiple disadvantage and discrimination***

***Do you agree with our proposed actions?***

*Proposed actions:*

- *Utilise our data to improve our knowledge of multiple disadvantaged and discriminated communities to continually improve our prevention and protection service delivery.*
- *Utilise our improved equality assessments to guide the direction of prevention and protection engagements in communities that experience multiple disadvantages and/or discrimination.*
- *Work with our partners to reduce the likelihood of incidents affecting communities that experience multiple disadvantages and/or discrimination.*

**Average score = 4.29**

Scale of 1 to 5 (1 = does not agree to 5 = agrees)

Total number of comments = 10

**Themes:**

- Majority in agreement with the actions, suggestion to simplify the language
- Knowledge to understand why, how, where invaluable

**Response:**

With an average score of 4.29, those whom responded to the question the majority agreed with the proposed actions and believe that the data collection in this area of the Service is robust and available to assist with these actions.

**Who took part in our consultation**

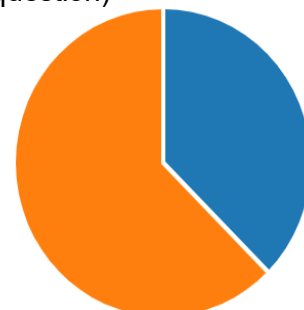
How did you discover our consultation? (mandatory question)

● Humberside Fire and Rescue S...	14
● Social media	8
● Staff newsletter	5
● In local press	0
● Other	5



Do you work at Humberside Fire and Rescue Service? (mandatory question)

● Yes	12
● No	20



Which county do you live in? (mandatory question)

● East Riding of Yorkshire	14
● Kingston upon Hull	9
● North Lincolnshire	5
● North East Lincolnshire	2
● I live outside the Humber regi...	2



Although the level of responses was disappointing the input from all the respondents provides valuable feedback that will be incorporated into the appropriate actions for the PSED report. The responses to the questions posed suggest overall that the respondents are in favour of the proposed PSED objections and actions.

## ENGAGEMENT AND CONSULTATION

- Consultation methods used included on line survey and promotion through various social media channels, plus targeted engagement, although it must be noted the impact of COVID severely reduced the ability for face to face consultation and engagement opportunities.

## STRATEGIC PLAN COMPATIBILITY

- The PSED is within the People Directorate section of the Strategic Plan.

## FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

- No specific impact.

## LEGAL IMPLICATIONS

- It is a legal requirement for the Service to develop and publish its PSED.

## **EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS**

11. Consultation equality analysis for Service consultations has been applied to the report. An equality assessment will be completed for the approved version of the PSED, considering any views received during consultation.

## **CORPORATE RISK MANAGEMENT IMPLICATIONS**

12. By ensuring legal compliance negates any Corporate risks.

## **HEALTH AND SAFETY IMPLICATIONS**

13. None directly arising.

## **COMMUNICATION ACTIONS ARISING**

14. The PSED and associated actions will be communicated to staff and published on the Service website, thus enabling the Service to meet its PSED requirements.

## **BACKGROUND PAPERS AVAILABLE FOR ACCESS**

15. PSED Equality Objectives 2021 – 2025 report of 25 September 2020

## **RECOMMENDATIONS RESTATED**

16. Members are asked to consider the outcome of the consultation and approve the PSED objectives and actions for publication on the HFRS website, from 1 January 2021.

**Paul McCourt**  
**Director of Service Delivery**

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Head of Organisational Development  
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7 December 2020

Below are all the comments from the consultation in question order.

**Q1**

Comparison against other services may help
Ensure all employees understand equality to enable this culture to be adapted throughout the whole organisation.
I agree but have to be careful when visibly promote the fire service as anti discriminatory that you don't appear to be tokenistic
I believe we need to be more outspoken about injustices that happen not just in our communities and country but across the world. I suppose this would be considered as part of visibly promoting HFRS as an anti-discriminatory organisation. Many of us have now received unconscious bias training but I believe that in future it may be beneficial to provide a scaled down piece of input to new starters and recruits in order to ensure they are aware of our priorities when it comes to equality and inclusion.
I do not agree with the second action as the Service needs to first address the culture within the organisation before looking to promote values externally which simply are not in place.
It's very vague. You want to promote you're an anti-discriminatory organisation - but that's just PR: is there anything substantive behind the promotion? Does this just mean making sure your website shows people of colour or a women on the leaflets?
Make sure you look after the ones that are already here first. Fair promotion prospects for all women. Consider menopausal symptoms for all women of a certain age. Even daft things like consider your retirement gifts.. how many women do you know want an axe or a tankard?
No
Other than a media campaign, how do you plan to achieve this?
Promote the service as a to discriminatory, but back it up by not being positively discriminative to fill diversity quotas.

**Q2**

Again, the culture within the organisation needs addressing and should be led, honestly and sincerely, from the top.
Always employ the best person for the job.
Create a youtube information video clip showing diverse staff members working for Humberside fire and rescue and their positive experiences as Humberside fire and rescue staff. The clip should then be promoted across all social media.
Ensure there is a fair selection criteria as the right person should get the role.
Get into schools to promote this message, across the age groups and continuously throughout the years.
How will you achieve this without alienating the majority, and further applying pressure amongst the minority.
How would you improve recruitment? Public and staff may get the wrong impression so needs further detail.
I agree that the role of equality champions should be enhanced. This is an area I am particularly passionate about and would certainly like the opportunity to be involved in any way.
I think the roles need to go to the most skilled and capable individuals, regardless of their background. It is my opinion that selection purely to satisfy statistics can be damaging to a business' competitiveness but in the case of frontline life saving roles could be potentially dangerous.
Interested to understand how this will be achieved - will this be reported/published somewhere?
Look after the ones you have as answers above
Nice idea but vague. Again with the promoting but no sense of substance. How are you retaining staff? What are your policies towards minorities? How are they enforced and enacted? What does is an Equality Champion supposed to do? What do they actually do?
Promote to under represented groups , but employ the best people for the job irrespective .

Recruitment policies must always strive to identify those most suitable to the requirements of the role & not driven by the ambition to attain targets for any representative group. The Service prides itself on how it continues to deliver the full range of services to our communities & they expect the best from us regardless of representation.
Should be the best for the job especially regarding Firefighting roles. If that is 20 white males then so be it. They are the best. If i ever needed the fire service, i would want the best of the best saving my family... not someone who got the job because of an under represented group. Gender and ethnicity shouldn't be a factor.
The "goal post" shouldn't be moved to accommodate these groups ,if they can do the job without special dispensation then that's fair enough
There should simply be a "best person for the job" policy regardless of any of this PC rubbish
You should employ the best person for the job and not discriminate in order to fill a quota.

### Q3

"Fair" means exactly that , for everyone .Care needs to be exercised or it can lead to unfairness for the majority in an effort to include the minority.
Ensure all staff know what the protected characteristics are to enable them to contribute to the forums highlighted the positives and the negatives of their experiences both personally and professionally.
I agree with this, however we need to do something to create a safe and fair environment for all staff, whether they are a protected group or not as we are currently not anywhere near doing this.
Look after the ones you already have.
No
People should be treated fairly and equally regardless of if they're in a protected group or not. Fone employee is entitled to flexibilities and privileges that others are not, it would be unfair.
Raise Awareness? How? About what specifically? "voice to power" sounds nice, but what policies do you have about listening? When people are "aware" what changes will be made?
The actions above are long overdue. I hope that the staff groups are supported and listened to as the truth may not be comfortable.
The point I raised above around initial input to new starters and recruits receiving some sort of unconscious bias training could assist in this area.
Why isn't everybody considered protected? Are some protected more than others?

### Q4

Absolutely, this approach involves the whole city rather than individual organisations doing it what they think is best practice. The city needs to have consistency and move away from this just being a fashionable topic. Organisations can learn from one another with this approach and this will also give efficiency.
I strongly agree with this, but I think basing the selection of these groups on their heritage and representation is missing a trick. Engaging with the lower income communities, the areas where its often unsafe for firefighters to attend jobs I feel is a priority at the minute to make our firefighters and their life saving equipment safer at work, and this should take priority over satisfaction of statistics
Include importance of working with local communities/representatives too
Link in with the local authority and the CCG to enable a uniform approach
No
The language of this priority needs simplifying and a clear plan should be devised to successfully work towards the actions. There is no clear strategy currently.
This answers my questions in P1 & P2.
Who are these leaders? How did they come by this title? Which communities? How many from each? Too often one self-appointed (and servile mouth piece) can be used as a token for consultation.



You should reach out across the whole community, then employ the best person for the job based on their skill set regardless of who they are and without positive discrimination in order to fill a quota.

#### Q5

Absolutely. The more organisations that are on board with this, the more successful it will be and the emergency services will all have valuable knowledge to understand why, how, where, etc.

Again, this priority is too complex in its wording and needs simplifying to make it easier to understand and more accessible.

Great idea, I would be very interested to see if there was a greater fire risk linked to disadvantage and discrimination directly, or if this increase in risk is a result of habits prevalent in those communities such as smoking. e

I believe we already do this. Our prevention and protection activity is risk based

Identifying these areas which have been created by years of systemic racism is incredibly important. Couldn't agree more.

Link in with the LA commissioned services who have existing knowledge of underrepresented communities

No

The work in the area should be visible to the public.

You should ultimately and above all aim to recruit the best candidate for the role based on their ability to do the job. If you base it on filling a diversity quota, and not getting the best operators then are in risk of capability degradation. This could cost lives. Pick the best person regardless of what they look like, how they choose to pray, who they want to love it doesn't matter but it has to be the best candidate based on ability.

You want to use your data but how is that data being collected? What about less visible communities?



## **COLLABORATION – UPDATE REPORT - ESTATE PROJECTS**

### **SUMMARY**

1. A number of collaboration schemes were identified in 2018, with a budget allocation, the 'Co-location Fund' set up within the subsequent Capital Programme. The aim of this work continues to be, to use the HFRS estate more efficiently in conjunction with partners. This is intended to assist in improving and modernising the estate, make savings for the public purse and promote working together with partners.
2. This report provides an update on those collaboration projects which are currently being worked on by the Joint Estates Service (JES). The main focus of work has been to re-provide a new fire station at Howden and develop Driffeld Fire Station into a 'blue light' base.
3. The proposed scheme at Pocklington Fire Station, which had been drawn up and costed proposed at Pocklington Fire Station has now been stopped. It had been planned to adapt the building and site to include the Humberside Police Local Policing Team.
4. The report also notes how difficult it has been to maintain momentum through 2020 and the disruption caused by Covid 19. The focus of the JES resources has had to be on maintaining the safety of the buildings and the working environment. External resources have also been severely affected with more onerous working practices, furloughing arrangements and finding access to sites more restricted.

### **RECOMMENDATIONS**

5. That Members note the content of the report with regard to the progress of the collaboration projects.

### **REPORT DETAIL**

#### **Context**

6. Members will already be aware of the duty placed upon Fire and Rescue and Police Forces by the Policing and Crime Act 2017, to explore opportunities for collaboration. In addition, the Government's 'One Public Estate' initiatives have also encouraged public sector organisations to make the best use of their assets by working in partnership.
7. Previous reports to the Fire Authority have also provided details of collaboration projects initiated after a review of both Fire and Police estates, carried out by the JES in 2018. The most recent update report to Members was on 10th February 2020, prior to the escalation of the Covid pandemic and eventual UK lock down.
8. This year has been, and continues to be, severely disrupted by the outbreak of Covid 19 and the consequential lockdown, social distancing requirements and contractor/consultant furlough arrangements. As previously noted to SLT, much of the resources of the Joint Estates Service (JES) have had to be prioritised to focus on emergency resilience work and the preparation of safer working environments for all staff, particularly in police stations. This has included the implementation and maintenance of Covid Secure buildings and the associated risk assessment and improvement work.
9. Covid 19 restrictions have also led to some difficulties in obtaining external support as some Consultants had previously furloughed and may now be looking to continue those

arrangements. The status of projects continues to be reported to the Estates Services Group (ESG) monthly, although progress has been limited.

## **Projects**

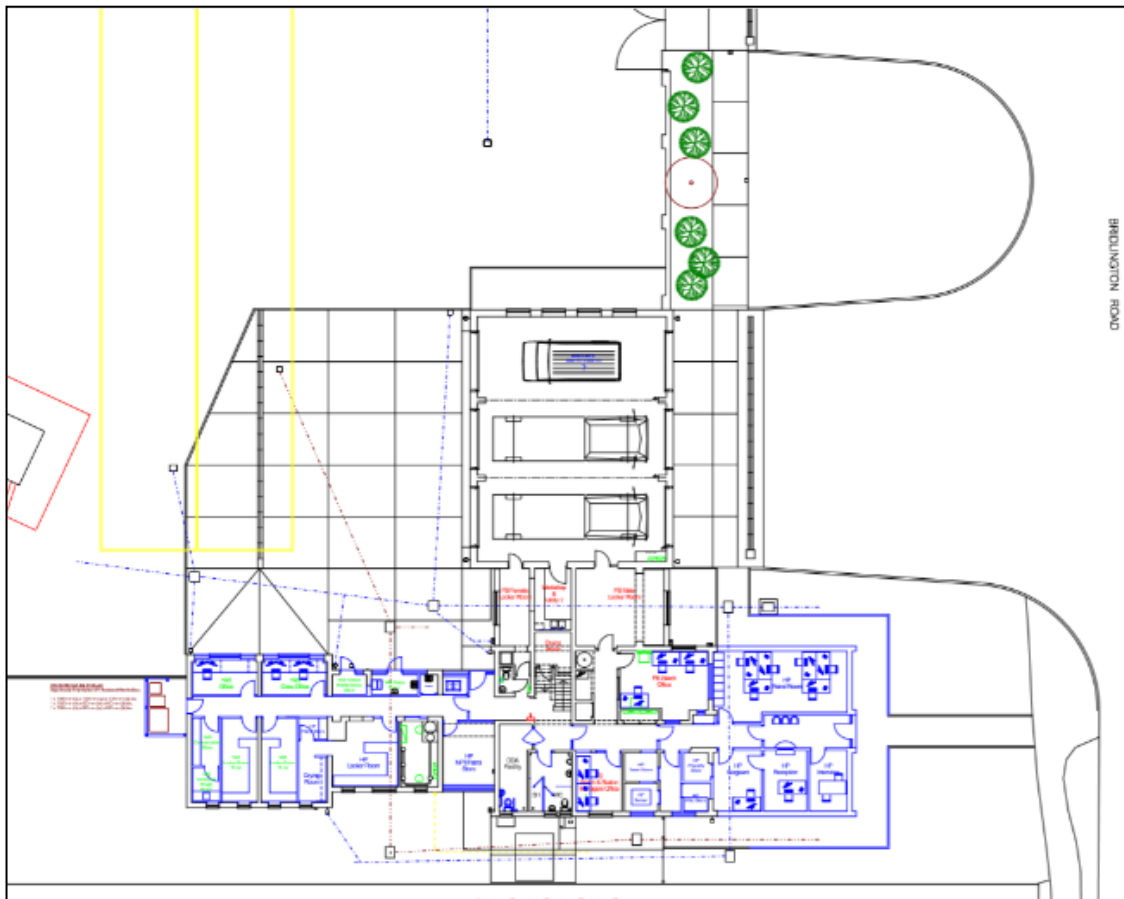
### Pocklington Fire Station

10. The originally proposed scheme, to relocate community policing resources within an extension to Pocklington Fire Station, was approved by the Fire Authority in December 2018. A detailed scheme was developed to progress to implementation. But by 2020, additional policing demand led to the need to increase patrol resources in rural areas of the East Riding. This, in turn, led to additional officers and vehicles having to be based at Pocklington. The Fire Station site could no longer be adapted economically to accommodate the additional requirements making the project unviable.
11. With support from the Chief Fire Officer, issues with future ownership of some areas of the site were amicably resolved and are being updated through the Land registry accordingly. JES is now looking at carrying out some internal improvements to the first floor communal areas and gym provision as part of the 2021/22 capital works.

### Driffield Fire Station

12. Since the original approvals to proceed with this project, the scope of requirements has increased. This is making the feasibility of using the existing Station footprint unlikely to be able to accommodate all three 'bluelight' services without further extension.
13. Yorkshire Ambulance Service (YAS) have now submitted a full brief for their requirements. This significantly exceeds the original requirements as discussed with the previous project lead, and later incorporated into the outline scheme and business case originally submitted to the Fire Authority. The more recent brief does require a full review and revised estimates will be prepared for YAS to consider. A substantial increase in costs for YAS is expected.
14. There was also some uncertainty around the exact requirements of Humberside Police (HP). The original proposal was to relocate the limited numbers of the local policing team. This later changed to include additional officers through the police uplift and further requirements for property storage. There was also uncertainty about where additional policing demand for rural patrol in the East Riding until the decision to locate them at Pocklington. More recently, in response to demand, an additional five officers are to be based at Driffield.
15. The contracted design consultant has unfortunately been furloughed since April and therefore has been unable to make any significant progress. However, he has prepared some initial sketch layouts during the first lock down, at no cost. The ground floor plan is included below for reference. It is only for preliminary discussion at this point in time. He has now been instructed to prepare three feasibility options using the updated briefs, once he returns to work. These are:
  - 1) To include all three blue light services, with YAS at the rear of the Fire Station and a further extension to the front for HP.
  - 2) To include Fire and YAS only. This will retain the enhanced YAS provision to the rear of the existing building, with additional ambulance parking to the front of the site.
  - 3) The third option will be for Fire and HP only.
16. Initial consultation with East Riding of Yorkshire Council (ERYC) planners will also need to be undertaken to discuss any issues with extending the existing building at the front of the site. This is considered to be a project risk as planners may consider that the proposal goes beyond the existing building line along Nafferton Road.

**Driffield Fire Station - Initial sketch scheme for internal discussion and review.  
Includes all 3 'Bluelight' Services.**



**Howden Fire Station**

17. This scheme, to redevelop the existing police station site into a new fire station, has been previously detailed to SLT in August 2019 and to Fire Authority on 10<sup>th</sup> February 2020. The design concept was subsequently expanded so that a pre-planning application submission could be made to ERYC planners for their opinion. The response was eventually received just as the first Covid lock down began. The planning officer raised a number of issues regarding construction within in a flood risk zone and the style of the design.
18. Planners were subsequently asked how they would help us (HFRS) provide future fire and rescue services at Howden, and why the scheme would be dismissed due to flood risk, as only part of the car park area, and not the main building, sit within the flood risk zone. We received a positive response from ERYC in that they agreed to work closely with us in developing the scheme, assisting through the planning process and with the design concept.
19. We have also engaged flood risk consultancy services through the design architect for the project. That work will include the preparation of reports and necessary sequential testing to satisfy the planning processes.
20. It should be noted that the site is intended for disposal by HP as part of their savings plan. The original intention had been to market the site at the end of 2019, but it has been retained to allow the new fire station scheme to be developed.
21. Initial plans have been sent to the Station for consultation and feedback by the end of November. If this is agreed, more detailed analysis of the site and ground conditions will be undertaken, and the planning application will be submitted – subject to approval.
22. It should be noted that the design also includes a small provision for HP to retain a footprint within the site, away from the HFRS planned areas. All being well, this could see construction begin next summer. Recent indicative plans are included below.

[illegible]

The floor plan shows a complex layout of rooms. Key areas include:

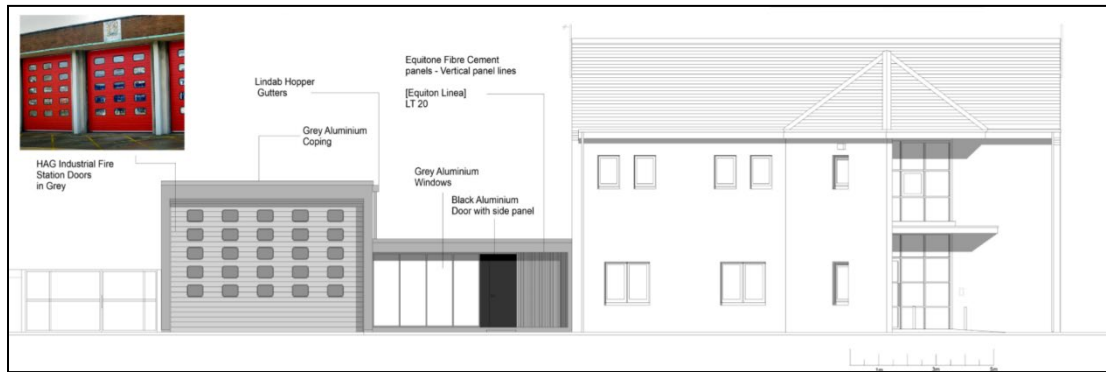
- Gym:** Located in the center-left, featuring a basketball court and surrounding equipment.
- Office:** Located in the center-right, with several desks and chairs.
- Reception:** Located near the center, with a desk and seating area.
- Classrooms:** Several rooms labeled 'Classroom' are scattered throughout the plan.
- UIC Building:** Indicated by a red line on the right side of the plan.

The diagram shows a detailed floor plan of the proposed first floor. The layout includes a large open area on the right, a central corridor with a staircase, and several smaller rooms on the left. The rooms are labeled as follows:

- Men's Showers/WC
- Women's Showers/WC
- Manager's Office
- Watch Room
- Kitchen
- Training Room

The plan also shows various furniture items like desks, chairs, and a staircase, as well as architectural details like walls, doors, and windows.

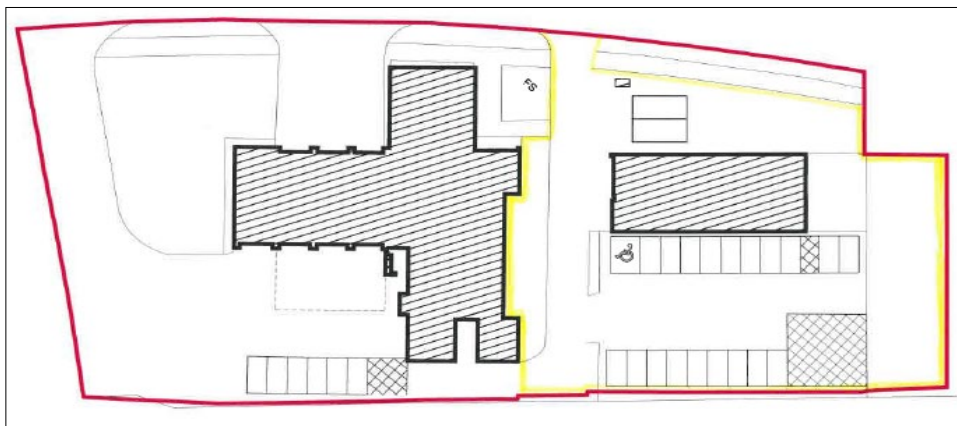
#### 4 of 4 Preliminary Proposed Front Elevation – Howden Fire Station



#### Bransholme Fire Station, CPU Building

23. Members of the Fire Authority agreed to progress with the project to remodel the ex-Community Protection Unit annex building which is situated adjacent to the Fire Station. The project option agreed links this project with the scheme at Howden Police Station.
24. At this stage, work has been limited by progress at Howden and because of resources having been re-prioritised. Additionally, the building was in temporary use by the Learning Centre to enable the Calvert Lane refurbishment works to be undertaken. Those works were recently finished after delays caused by the initial Covid lock down.
25. Initial layout plans for the building and site have been drawn up, and cost estimates have been obtained to ensure the proposal remains feasible. A detailed survey of the building and its services has also been completed which has identified that the building will require its own separate heating system and a full refurbishment of power and data.

#### **Site Plan – Bransholme FS and CPU Building**



26. The next step is to re-affirm the brief with HP and YAS so that detailed specifications can be drawn up. This will enable initial legal opinion to be sought on appropriate land transfer or rental arrangements, as well as obtaining more accurate cost estimates to deliver works. Any planning and building control requirements will also be determined prior to making any required submissions for approval. A pre-application consultation has not taken place yet, although planners will need early engagement to test any site concerns with the proposed use, additional security arrangements, i.e. fencing and gates, and additional parking.

#### Scunthorpe Fire Station, NLC and Police Station

27. HFRS and HP have previously been engaged with North Lincolnshire Council in looking at the Council's Town Centre developments, particularly at Church Square. Whilst both indicated commitment to the project, the collaboration was not taken forward by the Council.

28. The current Laneham Street development also considered both blue light services, although initial indications from the Council were that the Council's main interest lay in the police sites and adjacent Magistrates Court building. Subsequent changes in the Council's personnel and the onset of Covid 19 have delayed progress. Currently the Council is looking to invigorate plans for the town centre, including the Laneham Street area through the Towns Fund. Meetings are currently being planned.

### **Future Projects**

#### Cromwell Road, Grimsby

30. Both HFRS and HP have sites on Cromwell Road, Grimsby, separated by a smaller site which is owned by a small business. Changes to operational demand in both services may provide an opportunity to explore consolidation on to one site. Due to limited resources, JES is intending to undertake initial feasibility work early next year.

#### Psychotherapy Rooms

31. HP's Occupational Health Team has recently asked if HFRS has any suitable rooms available to deliver counselling and other psychotherapy services to staff. This is yet to be explored and may involve some minor refurbishment.

### **OUTLINE COSTS, SAVINGS AND PROPOSED FUNDING**

32. Funding for the Driffield and Howden schemes has previously been detailed in reports to SLT and the Fire Authority. Both are included within the current capital programme. Additionally, if Howden Police Station is redeveloped as a new fire station, this will free up the existing station for disposal and a capital receipt. Details of the CPU proposal were also set out in the February Fire Authority report.

### **NEXT STEPS**

33. Projects are being progressed as detailed earlier in this report. Regular updates are provided to the Estates Service Group and Joint Estates Board. Further Update Reports will be presented to the Fire Authority.

### **STRATEGIC PLAN COMPATIBILITY**

34. The collaboration projects directly contribute towards the Authority's strategic aims of making the best use of its resources, both physically and financially. The projects under development will also assist in closer integration of local 'blue lights' services and visibly demonstrate that HFRS is working collaboratively with others to benefit our communities.

### **FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS**

35. The financial implications for each project were set out in earlier reports to the Fire Authority. Revisions to costs, as the projects progress, will be reported in future updates to ensure value for money continues to be demonstrated for all three organisations.

### **LEGAL IMPLICATIONS**

36. Due diligence work around governance, capital and revenue funding, contract arrangements and land/tenure transactions will continue to be carried out as each project develops.

### **EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS**

37. An equality impact analysis will be completed as part of development of each project.

### **CORPORATE RISK MANAGEMENT IMPLICATIONS**

38. As outlined in the update report, final project plans, construction phase planning and subsequent ways of working will be designed to ensure that operational response is not compromised. This projects also capitalise on the opportunity to enhance services by closer partnership working and delivery of efficiencies. It should also be noted that there are still risks involved in developing and implementing the projects which could affect



timescales and costs, particularly related to changing requirements of partners. The pandemic is also having a detrimental effect on delivery and will continue to be a risk. A project risk register will be prepared for each of the projects.

#### **HEALTH AND SAFETY IMPLICATIONS**

39. As well as considering health and safety considerations in design of the required building works and external site management, health and safety considerations will be paramount during any construction works. This will be more so for those sites where there is a need to continue the delivery of operational service whilst building works are being carried out, e.g. Driffild FS.

#### **COMMUNICATION ACTIONS ARISING**

40. As part of the project management process for each scheme, officers of JES will work alongside operational managers and corporate communications teams from HFRS, Humberside Police and Yorkshire Ambulance Service to develop appropriate communications plans. It will be a key objective of each project to ensure that key stakeholders are informed of plans and progress throughout.

#### **DETAILS OF CONSULTATION AND/OR COLLABORATION**

41. The proposed plans have been developed in consultation and engagement with local teams from HFRS, HP and YAS in order to ensure they are fit for purpose from an operational perspective and are tailored to user's needs. Ongoing involvement of local teams will be an integral part of project progression.

#### **BACKGROUND PAPERS AVAILABLE FOR ACCESS**

42. Fire Authority Report 7<sup>th</sup> December 2019 Pocklington Fire Station "Blue Lights Collaboration"

Fire Authority Report 10<sup>th</sup> February 2020 Bransholme Fire Station CPU – "Blue Lights Collaboration".

Fire Authority Report 10<sup>th</sup> February 2020 Howden Fire Station – Update on Re-development Options.

SLT Report August 2020 Capital Update Report.

#### **RECOMMENDATIONS RESTATED**

43. That Members note the content of the report with regard to the progress of the collaboration projects.

**S TOPHAM / M KNAPP**

Officer Contact: Steve Topham, Director of Service Support ☎01482 567416  
Martin Knapp, Head of Joint Estates Service ☎01482 220011

Humberside Fire & Rescue Service  
Summergroves Way  
Kingston upon Hull  
MK/LW  
6 November 2020

**Humberside Fire Authority**  
**7 December 2020**

**Report by the Chief Fire Officer/ Chief  
Executive and the Director of Service  
Improvement**

## **DRAFT STRATEGIC PLAN AND IRMP 2021-24 CONSULTATION OUTCOMES AND APPROVAL**

### **SUMMARY**

1. At the HFA Meeting 24 July 2020 Members received a report outlining a proposed Strategic Planning Framework 2021-24 and subsequently approved an 8-week period of formal engagement and consultation.
2. Consultation for a new Strategic Plan and refreshed Integrated Risk Management Plan (IRMP) commenced on 9 September 2020 and ended on 11 November 2020.
3. When considering the development of our strategic planning objectives and priorities, arising significant internal or external factors may impact upon the delivery of our core functions and are therefore considered by the Strategic Leadership Team (SLT) during SLT Scenario Planning meetings. Of relevance to the development work for 2021-24:
  - Our HMICFRS inspection outcomes and learning from 2018;
  - Publication of Her Majesty's Chief Inspector of Fire & Rescue Services' Annual Assessment of Fire and Rescue Services in England 2019;
  - Climate change impact on worst case scenario planning;
  - The NFCC Community Risk Programme.
  - The NFCC, National Employers (England) and LGA 'Fit for the Future' draft report.
4. Consideration of our current and future operating environment by SLT led to a Strategic Plan framework that acts as an enabler for Service improvement, creates a more structured planning and performance framework, clearly defines our role within the community, how we support and value our People and how we Corporately support and manage Service delivery.

### **RECOMMENDATIONS**

5. Members are asked to consider the outcome of the consultation and approve the Strategic Plan 2021/24 and IRMP 2021/24 for publication on the HFRS website, from 1 April 2021.

### **IMPACT OF COVID-19**

6. Members will appreciate that the impact of COVID-19 Pandemic restrictions reduced face to face consultation and engagement opportunities significantly. Social distancing and cancellation of public events prevented us from interacting face to face with members of the public in the normal manner for public consultations. As a comparison, we received approximately 200 consultation responses from attending public events and taking paper copies to partner/community meetings, when consulting for the Strategic Plan and IRMP in 2019.

### **CONSULTATION DETAIL**

7. We are required to conduct appropriate consultation for our plans and to consider and incorporate any relevant and appropriate comments received into the final versions. This iteration of the Strategic Planning Framework included a new Strategic Plan and a refreshed

(pending outcomes from the NFCC Community Risk Programme expected during 2021) IRMP. Consequently an 8-week period of consultation was appropriate.

8. Consultation was focussed around specific and understandable Service delivery-based questions linked to our draft Strategic Plan and IRMP. Our Corporate Communication team applied approaches and learning from previous consultation plans, including Social Media methodology, limited Local Authority/District based personal engagement, Website and collaboration with partner engagement teams.
9. It is pleasing to report that, despite the impact of COVID-19, 759 consultation responses were received.
10. Consultation responses in full are available as a supplementary paper via the HFRS Website, alongside the agenda papers for this meeting. An evaluation of the demography of respondents is included at Appendix 1. All responses are considered when refining the Framework, prior to introduction from 1 April 2021. Where respondents included contact details, they may be provided with feedback. A summary of responses for each consultation question is included below:

## CONSULTATION QUESTIONS AND SUMMARY RESPONSES

### ❖ **Question 1: 'What do you expect from your Fire and Rescue Service?'**

When we develop our plans, it is important that we ask our communities what they expect from their Fire and Rescue Service. Beyond our key duties; putting out fires, attending road traffic accidents, helping the public and businesses to stay safe and treating everyone in a fair and equal manner. These fall under four headings in our plans:

- We understand our community and the risks they face.
- We help the public and businesses to stay safe.
- We respond quickly and effectively to emergency incidents.
- We treat everyone in an open, fair and equal manner.

Is there anything else you would expect us to do?

**YES:** 63

**NO:** 690

**Total number of comments:** 92

#### **Common Themes:**

- Supporting the Ambulance Service and emergency first aid calls, such as heart issues.
- Education young and old on fire safety, including targeted advice for disabled people.
- Questions raised around how we provide value for money as an emergency service and how we work with Police, Ambulance Services and Local Authorities.
- Support partner agencies such as the Care Quality Commission (CQC), where care services are found to contain areas of risk.
- Building safety concerns since Grenfell.

#### **Response**

Responses indicate that our themes within the Strategic Plan and IRMP 2021-24 meet community expectations. Members are aware that the common themes are largely addressed in workstreams and processes that are already in place.

### ❖ **Question 2: 'Public Access to Advice and Guidance'**

We want to offer our advice and guidance 24/7, this could include:

- Developing an online App for accessing our non-emergency services, guidance and advice.
- Offering face to face video or telephone calls with your local team.

Benefits of this include: access to information 24/7, reduction of travel time and fuel consumption, and looking beyond the current Covid-19 Pandemic, reducing the need to come into close personal contact for the safety of our communities and our employees.

What do you think?

**Average score:** 4.28

*Scale of 1 to 5 (1 = no support to 5 = fully support)*

**Total number of comments:** 158

#### **Common Themes:**

- Majority in favour of an app or facility on the website for an online chat bot.
- Concern raised for those who do not have access to a smart device and internet access.
- Provide other formats such as over the telephone, video call, face to face, attend events and local meetings.
- Provide drop-in sessions across the Service area and at different times.
- Have a variety of delivery methods to suit the needs of target audience and individuals needing support.

#### **Response**

Our suggested actions received high levels of support, with an average score of 4.28. Development of up to date communication methods will continue, we also recognise the need to continue to support physical meetings within our communities and the fact that large proportions of our community may not have access to the internet. The feedback comments will be taken into consideration when implementing any changes.

#### **❖ Question 3: 'Impact of Climate Change'**

We have a risk from inland and coastal flooding, and we help to keep the nation safe by supporting other Fire and Rescue Services at large scale flooding and moorland/grassland fires. Reviewing our 'worst case scenario' planning to make sure we keep everyone safe, we understand that planning for a large-scale flooding or moorland/grassland fire alongside two large fires at the same time is needed.

As part of this planning, we will review our vehicles and equipment to make sure we have the best resources available. Which could mean more compact vehicles to get staff to incidents quickly alongside our fire engines.

Based on your own experience or awareness of the impact of changes in weather, do you agree with our outline planning assumptions?

**Average score:** 4.38

*Scale of 1 to 5 (1 = doesn't agree to 5 = agrees)*

Do you think there are other new or developing risks that we will have to consider?

**YES:** 127

**NO:** 611

If you answered 'Yes' to the question above, please tell us what these risks are.

**Total number of comments: 116**

**Common Themes:**

- After the events in Salisbury, have greater HAZMAT capability.
- Additional risks to infrastructure: rail lines, roads underground pipes and cables.
- Crimes against the Service and the crew. Assaults and criminal damage. Anti-social behaviour and civil unrest and terrorism.
- Impacts of climate change, consider impact of coastal erosion and the increasing risks of landslides.
- Fires associated with growing wind power network in our area, both inland and offshore.
- Reduced funding.
- Lack of large pumping equipment in the event of large flooding incident in our area and others across the UK.
- Increase of new housing developments.

**Response**

Whilst our planning assumptions detailed in Question 3 received high levels of support, with an average score of 4.38. Members are aware that the common themes are already captured within our planning, resourcing and training arrangements, however comments will be taken into consideration when developing and/or implementing any changes, and in refining our IRMP during 2021.

**❖ Question 4: 'What do you think of us?'**

We are committed to lead by example and respect the views of others. We are working hard to become more representative of the communities we serve and have set up an email, [letusknow@humbersidefire.gov.uk](mailto:letusknow@humbersidefire.gov.uk), where members of our community can contact us if they feel excluded, unwelcome, not valued or not supported by us. We welcome feedback from our communities, so we can continue to listen, learn and grow.

Based on your own experience, or awareness, is there anything we need to be aware of that needs to change?

**Total number of comments: 206**

Do you think we are heading in the right direction?

**YES:** 592

**NO:** 22

**MAYBE:** 208

**Common Themes:**

- Overall positive responses saying it's a good idea to have a way for communities to contact us on these matters.
- Promote the email more to local groups.

**Response**

A pleasingly high level of support was received for providing a direct route into the Service to inform us if we don't meet our own high standards. This approach supplements our Complaints, Freedom of Information and Whistleblowing contact methods and helps us to be open and transparent. We will promote the email address more actively in the New Year and take other relevant comments into consideration, for example at our Equality Steering Group.

The email was set up on 1 July and is monitored by several people in different functional areas of the Service, there is also an automated reply. No emails have been received to date.

❖ **Question 5: 'Is our Strategic Plan easy to understand?'**

We have a couple of examples and welcome your feedback, for a closer look please click these links:

[https://humbersidefire.gov.uk/uploads/files/Strategic\\_Plan\\_example\\_1.pdf](https://humbersidefire.gov.uk/uploads/files/Strategic_Plan_example_1.pdf)

[https://humbersidefire.gov.uk/uploads/files/Strategic\\_Plan\\_example\\_2.pdf](https://humbersidefire.gov.uk/uploads/files/Strategic_Plan_example_2.pdf)

Don't be shy! We value your critique if you're happy to support on how we can improve it. Suggestions on its design and content, will be entered in a prize draw for a family firefighter experience (arranged after the Covid-19 Pandemic). If you don't want to be entered please mention in comments below.

What do you think?

**Average score: 4.23**

*Scale of 1 to 5 (1 = doesn't like them to 5 = likes them)*

Please provide any comments on our Strategic Plans. Do you have a preference?

Example 1 (Portrait Version): 130 (See Appendix 2)

Example 2 (Landscape Version): 46

Either: 18

**Total who asked to be added to prize draw: 129**

**Response**

The version of the Strategic Plan at Appendix 2 is the preferred option, however for practical reasons the design is being translated to a landscape version. We are reviewing relevant comments and will take into consideration some helpful design suggestions.

❖ **FEEDBACK QUESTION: 'Have we missed anything?' Is there something you want to see us doing more of or promote more? Do you think there are other risks we need to know about?**

**Total number of comments: 145**

**Common Themes:**

- Educating children on fire safety and promoting the fire service for future careers.
- Risks around recycling and waste disposal sites.
- Concern on number of fires stated in public parks and anti-social behaviour.
- Economic and mental health effect of the COVID-19 pandemic on the nation and its effect on home safety.

**86** people submitted their email to be notified when the report has been published.

**Response**

Again a pleasing number of interesting comments were received, any relevant suggestions will be taken into account when refining our IRMP in 2021.

## ENGAGEMENT AND CONSULTATION

11. The Authority should take into account the views of consultees before approving the Strategic Planning Framework 2021/24.

## STRATEGIC PLAN COMPATIBILITY

12. The Strategic Plan and IRMP are produced on a fixed three-year plan basis, with annual reviews conducted by the Authority.

## FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

13. The Strategic Plan enables the work to deliver, as a Service and in collaboration with partners, opportunities for improved effectiveness and efficiency for our communities.

## LEGAL IMPLICATIONS

14. The Strategic Planning Framework supports the Authority to achieve its requirements under the Fire and Rescue National Framework for England (2018).

## EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

15. An Equality Assessment will be completed for the final version of the Strategic Planning Framework, considering any views received during consultation.

## CORPORATE RISK MANAGEMENT IMPLICATIONS

16. The outcomes relating to delivery of the Strategic Plan are used when assessing and formulating strategic risks.

## HEALTH AND SAFETY IMPLICATIONS

17. None directly arising.

## COMMUNICATION ACTIONS ARISING

18. The Strategic Planning Framework will be published following an 8-week engagement and consultation period, when approved by the Authority. Consultation feedback will be provided to consultees where this is possible.

## BACKGROUND PAPERS AVAILABLE FOR ACCESS

19. a. Consultation responses in full.  
b. Draft IRMP 2021-24

## RECOMMENDATIONS RESTATED

20. Members are asked to consider the outcome of the consultation and approve the Strategic Plan 2021/24 and IRMP 2021/24 for publication on the HFRS website, from 1 April 2021.

**C BLACKSELL  
N MCKINIRY**

Officer Contact: Simon Rhodes ☎ 01482 567479  
Head of Corporate Assurance

Humberside Fire & Rescue Service  
Summergroves Way  
Kingston upon Hull

7 December 2020

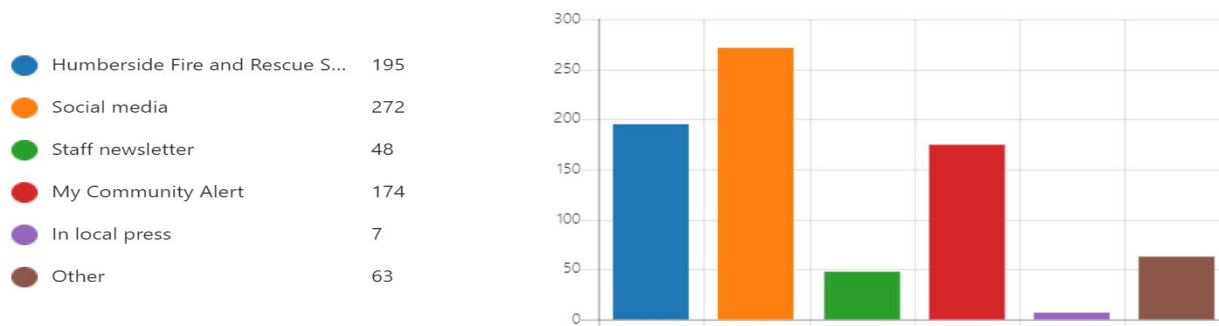


## CONSULTATION DEMOGRAPHICS

Who took part in our consultation?

- Majority found out about our consultation through social media, HFRS website and My Community Alert.
- Majority of completions came from East Riding of Yorkshire and Hull.
- 359 men completed the survey compared to 230 women and 7 who identify as non-binary.
- Those aged 45 to 54 were the highest age range to complete the survey, eight completions from those aged 18 and under, and 18 completion for 18 to 24-year olds.
- Regarding ethnicity, the majority were from White (British), although 18 chose 'prefer not to say'.

How did you discover our consultation? (mandatory question)



Do you work at Humberside Fire and Rescue Service? (mandatory question)

Yes	148
No	611



Which County do you live in? (mandatory question)

East Riding of Yorkshire	351
Kingston upon Hull	244
North Lincolnshire	94
North East Lincolnshire	58
I live outside the Humber regi...	12



What gender do you identify as?

Woman	230
Man	359
Non-binary	7
Prefer not to say	24
Other	2



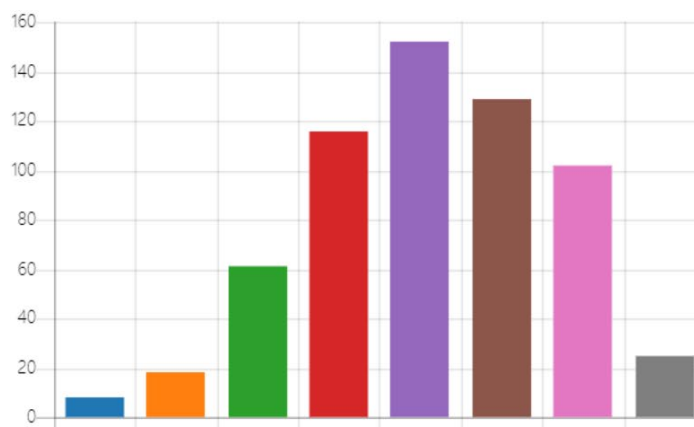
Do you consider yourself to have a disability?

Yes	93
No	484
Prefer not to say	33



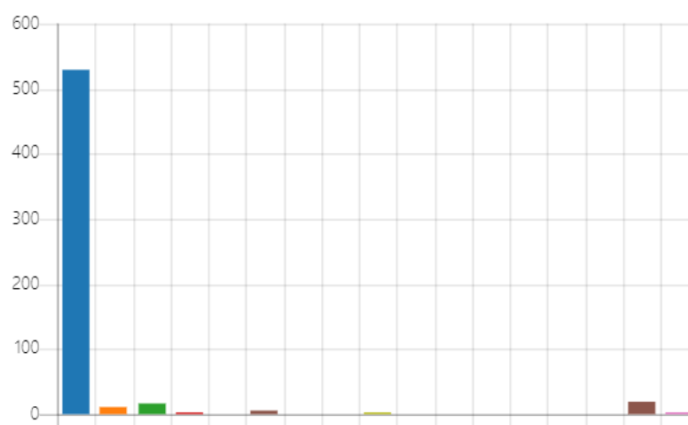
## What age are you?

Under 18	8
18-24	18
25-34	61
35-44	116
45-54	152
55-64	129
65+	102
Prefer not to say	25



## What ethnicity are you?

White – British	528
White – Irish	12
White – Other	16
Mixed – White & Black Caribb...	2
Mixed – White & Black African	1
Mixed – White & Asian	6
Mixed – Other Dual Heritage	0
Chinese	1
Black or Black British – Other ...	4
Black or Black British – Caribb...	1
Black or Black British – African	0
Asian or Asian British – Pakistani	0
Asian or Asian British – Indian	1
Asian or Asian British – Bangla...	0
Asian British – Other Asian Ba...	1
Prefer not to say	18
Other	3



## Preferred Strategic Plan Design

# Our Mission...

**Safer communities, safer firefighters.**  
**Keeping communities in the Humber area**  
**safe, keeping our firefighters safe.**  
**Contributing to the emergency response**  
**capabilities of the UK.**



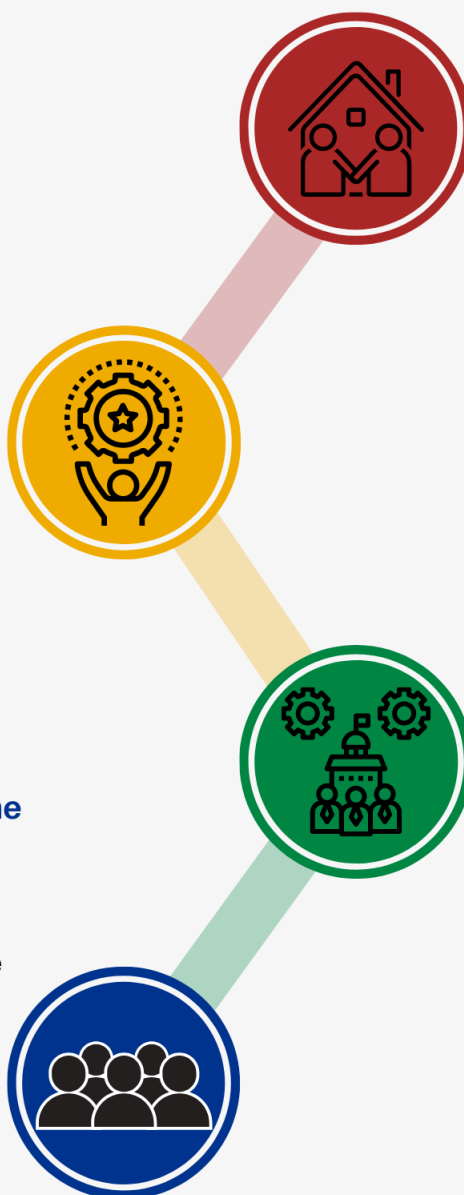
**HUMBERSIDE**  
 Fire & Rescue Service

## What we must do well

- Our planning arrangements and interventions reduce fire related fatalities or casualties.
- We will effectively deliver activities to prevent fires and other emergency incidents.
- We protect the public from fires and other risks by delivering fire regulation, legislation and protection activities.
- We efficiently manage our resources to meet current risk.

## We value and support the people we employ

- We encourage, attract and retain a diverse range of people to help us provide the best service.
- We develop and cultivate a highly trained competent workforce.
- We promote our principles and expected behaviours, and are ethical, transparent and accountable.
- We ensure the health, safety and wellbeing of our staff.



## What our communities expect us to do well

- We understand our community and the risks they face.
- We help the public and businesses to stay safe.
- We respond quickly and effectively to emergency incidents.
- We treat everyone in an open and fair manner.

## We efficiently manage the Service

- We deliver sound financial control and resilience.
- We make appropriate use of public money and deliver value for money.
- We promote good governance and ensure openness, transparency and accessibility.

**Strategic Plan**  
**2021 - 2024**