

Fire & Rescue Service Headquarters Summergroves Way Kingston upon Hull HU4 7BB
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To: Members of the Fire Authority	Enquiries to: Gareth Naidoo Email: committeemanager@humbersidefire.go.uk Tel. Direct: (01482) 393206 Date: 25 November 2021
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Dear Member

I hereby give you notice that a meeting of **HUMBERSIDE FIRE AUTHORITY** will be held on **FRIDAY, 3 DECEMBER 2021 at 10.30AM** at **THE VILLAGE HOTEL, HENRY BOOT WAY, HESSLE, HU4 7DY.**

Public and press attendance at meetings

Seating in the public gallery is limited therefore **places must be booked in advance** by contacting the Committee Manager on the contact details above.

The business to be transacted is set out below.

Yours sincerely



Mathew Buckley
Monitoring Officer & Secretary to Fire Authority

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A G E N D A

Business	Page Number	Lead	Primary Action Requested
1. Apologies for absence	-	Monitoring Officer/ Secretary	To record
2. Declarations of Interest	-	Monitoring Officer/ Secretary	To declare
3. Minutes of meeting of the Authority held on 22 October 2021	(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	-	Monitoring Officer/ Secretary & Chief Fire Officer/Chief Executive	To receive

Business	Page Number	Lead	Primary Action Requested
7. Minutes of Appointments Committee - 8 November 2021	(page 9)	Chairperson	To approve
8. Draft Minutes of Governance, Audit and Scrutiny Committee - 15 November 2021	(pages 10 - 14)	Chairperson of Committee	To receive
9. Treasury Management Mid-Year Update Report 2021/22	(pages 15 - 21)	Executive Director of Corporate Services/ S.151 Officer	To receive
10. Medium-Term Resource Strategy 2022/23 - 2025/26 Update	(pages 22 - 34)	Executive Director of Corporate Services/ S.151 Officer	To receive
11. Capital Programme 2022/23 Onwards - Vehicles, Estates and ICT	(pages 35 - 42)	Assistant Chief Fire Officer	To approve
12. Staff Pay Awards - Annual Update	(pages 43 - 47)	Director of People and Development	To receive
13. Emergency Services Environment and Sustainability Group Charter	Verbal	Assistant Chief Fire Officer	To receive
14. Strategic Plan and Integrated Risk Management Plan (IRMP) 2021-24 Refresh	(pages 48 - 63)	Assistant Chief Fire Officer	To approve
15. HMICFRS Update	Verbal	Director of Service Improvement	To receive
16. COVID-19 Update	Verbal	Chief Fire Officer/ Chief Executive	To receive

FRIDAY, 22 OCTOBER 2021

PRESENT:**Members****Representing East Riding of Yorkshire Council:**

Councillors Davison, Dennis, Healing, Jefferson and Smith

Representing Hull City Council:

Councillors Belcher, Chambers, Dad, Randall and Singh

Representing North East Lincolnshire Council:

Councillors Lindley, Patrick, Shepherd and Swinburn

Representing North Lincolnshire Council:

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

Officers of Humberside Fire & Rescue Service

Chris Blacksell - Chief Fire Officer & Chief Executive, Phil Shillito - Deputy Chief Fire Officer/Executive Director Service Delivery, Niall McKiniry - Assistant Chief Fire Officer, Kevin Wilson - Executive Director of Corporate Services/Section 151 Officer, Jason Kirby - Temporary Director of People and Development, Paul McCourt - Director of Service Delivery, Steve Topham - Director of Service Delivery Support, Simon Rhodes - Temporary Director of Service Improvement, Mathew Buckley - Monitoring Officer/Secretary and Gareth Naidoo - Committee Manager

Also in attendance:**Independent Co-opted Members of the Governance, Audit and Scrutiny Committee**

Andrew Smith and Mandy Thomlinson were in attendance as observers.

The meeting was held at The Village Hotel, Hessle.

TRIBUTE - The Authority paid tribute to Chris Long, East Midlands Ambulance Service Paramedic and former Duty Operations Manager in Lincolnshire, who passed away on Friday 8 October 2021.

130/21 APOLOGIES FOR ABSENCE - Apologies for absence were submitted from Councillors Chadwick, Fox, Green and North, and from Jonathan Evison - Police and Crime Commissioner.

131/21 DECLARATIONS OF INTEREST - Councillor Swinburn declared a non-pecuniary interest in Minute 143/21 insofar as he is in receipt of a firefighter's pension.

132/21 MINUTES - Resolved - That the minutes of the meeting of the Authority held on 24 September 2021 be received as a correct record.

133/21 QUESTIONS BY MEMBERS - Councillor Swinburn questioned when Authority meetings would reconvene at Service Headquarters. The Chief Fire Officer explained that the advice and guidance from the Service's Health and Safety team was to continue to take a cautious approach, in light of the continuance Covid-19 and given due the continuing high level of infection rates, and to review on a meeting by meeting basis.

134/21 PETITIONS AND DEPUTATIONS - None received.

135/21 COMMUNICATIONS - The following communications were reported:

- (i) Revised Model Code of Conduct - The LGA had issued a revised model code of conduct and the Authority would look to refresh its own Code in due course.
- (ii) Pay award - The final pay award offer for green book staff had been rejected by the Unions.

135/21 MANAGEMENT ACCOUNTS - PERIOD ENDING 30 SEPTEMBER 2021 - The Executive Director of Corporate Services/S.151 Officer submitted a report that highlighted the current financial position based on information to 30 September 2021.

This is the second set of Management Accounts for the 2021/22 financial year and further updates would be brought to the Authority based on the periods ending 31/12/21 and 28/2/22.

The summary estimated outturn position for the current financial year based on information to 30 September 2021 was as follows:

CATEGORY	2021/22 OUTTURN PROJECTION	
HFA		
Revenue Budget	£0.298m	underspend
Capital Programme	£5.006m	expenditure against £7.029m allocation
Pensions Account	£12.940m	deficit

Further details on all the areas were available electronically alongside the agenda papers on the Fire Authority's website at www.humbersidefire.gov.uk/fire-authority.

Resolved - That the report be received.

136/21 DRAFT MEDIUM-TERM RESOURCE STRATEGY 2022/23 - 2025/26 - The Executive Director of Corporate Services/S.151 Officer submitted a report that set out the draft Medium-Term Resource Strategy for 2022/23 to 2025/26.

The Medium-Term Resource Strategy (MTRS) covers a period of four years but would be reviewed annually to reflect the dynamic nature of both the fire service and changes in funding. It described the financial direction of the organisation and outlines financial pressures as well as providing options for delivering a sustainable budget and capital programme over the medium term. It also set out how the Authority could provide the resources to deliver the priorities in the Integrated Risk Management Plan (IRMP) within the challenging financial climate.

The MTRS as presented included an increase in the precept of £1.76 (1.99%) for a Band D property for 2022/23. A prudent planning assumption had been made regarding the future years 2023/24 to 2025/26 of a 1.99% increase. Final decisions on the actual precept would be made each year by the Authority based on the financial circumstances at the time.

The Authority's budget for 2021/22 was £45.089m and the quarter two revenue monitoring report showed a projected budget underspend of £0.298m as at 30 September 2021.

The expected General Reserve at 1 April 2022 would be maintained at £5.9m to match identified level following the risk assessment used to produce the Prudent General Minimum Level of Reserves. The Authority retained £7.685m Earmarked reserves. Overall the forecast closing position on reserves for 2021/22 was £13.530m.

Members discussed the need to ensure financial planning reflected the Service's commitment to tackling climate change and were informed that the following week would see the launch of the Service's Environmental Strategy and the signing of the Emergency Services Charter. Members would be updated on these further in due course.

Resolved - That the report be received.

137/21 SECONDMENT OF SECTION 151 OFFICER ROLE TO OFFICE OF THE POLICE AND CRIME COMMISSIONER - The Chief Fire Officer/Chief Executive submitted a report that provided Members with an update regarding the secondment of the Executive Director of Corporate Services, and Head of Finance, for 2 days a week to the Office of the Police and Crime Commissioner.

In October 2019 the Authority approved that the Section 151 Officer for the Authority split their time between Humberside Fire Authority (HFA) and the Office of the Police and Crime Commissioner (OPCC) three days a week with HFA and two days with OPCC in order to also act in the capacity as the Section 151 Officer for the PCC. The Authority also approved that the arrangements would be mirrored by the Service's Head of Finance in order to allow the Head of Finance to be the Deputy Section 151 Officer for the PCC. Those arrangements became fully operational in January 2020.

This has been an effective working relationship between the OPCC and the Authority. The OPCC Chief Executive and Chief Fire Officer have an established working relationship and regular contact to discuss the arrangement and any issues that might occur. No negative issues have occurred to date. Furthermore, the HFA Chair, the Chief Fire Officer, the PCC for Humberside and the Chief Executive of the Office of the Police and Crime Commissioner had met recently to discuss the arrangements as the second year drew to a close. All parties were content with the arrangements for the reasons outlined above and wished to continue the sharing of the S151 Officer and the Deputy S151 Officer.

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.

138/21 SERVICE PERFORMANCE AND RISK REPORT - The Temporary Director of Service Improvement submitted a report that provided a bi-annual update (April - September 2021) of the Service's Performance and Risk.

The table below summarised the Services performance against performance indicators, further detail of which was provided in the report.

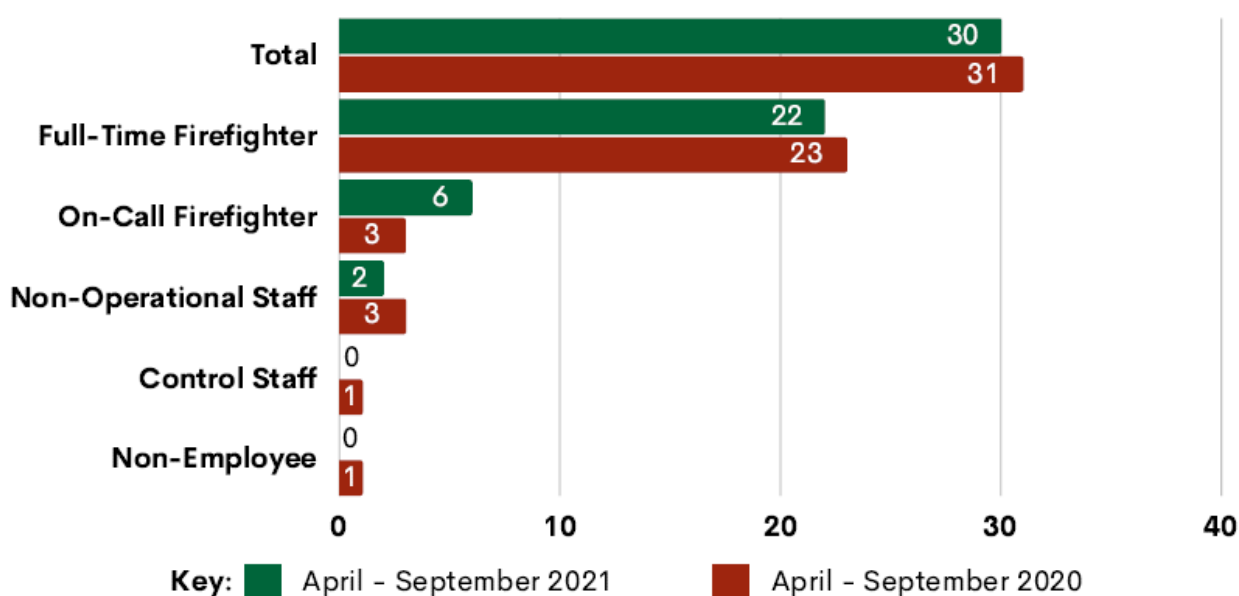
Performance Indicator	April 2021	May 2021	June 2021	July 2021	August 2021	September 2021	Total
SPI - High Severity Dwelling Fires	3	0	3	1	1	3	11
SPI 2.2 - Total Deliberate Fires	39	39	24	25	45	59	231
SPI 2.3 - Accidental Dwelling Fires	42	31	28	28	36	28	193
SPI 2.4 - Deliberate Secondary Fires	337	142	171	119	185	229	1183
SPI 2.5b - False Alarm Non Domestic	62	72	85	100	123	110	552
Total	483	284	311	273	390	429	2170

Members took assurance from the Service's proactive approach to performance management and reporting.

Resolved - That the report be received.

139/21 HEALTH, SAFETY AND ENVIRONMENT REPORT - The Temporary Director of Service Improvement submitted a report that provided a bi-annual update (April - September 2021) of the Service's Health, Safety and Environment performance.

The chart below highlighted the role of those involved in accidents, for the period April - September 2021 alongside a comparison for the same period from the previous year. The total number of reported accidents for the six-month period was 3 per cent lower compared with the same period of the previous year. Accidents affecting Full-Time personnel had reduced by 4 per cent, whilst for On-Call personnel there had been an increase of 100 per cent and for Non-Operational staff this had reduced by 33 per cent. Accidents involving Control staff and Non-Employees had reduced to 0.



The following key current areas were being addressed:

- Continual provision of professional guidance and support for both Humberside Fire and Rescue Service and Humberside Police in relation to the Covid-19 pandemic.
- Review and creation of risk assessments and guidance in relation to the Covid-19 pandemic.
- Review of Fire Contaminants Policy in line with latest guidance from FBU and looking at best practice across the sector.
- Continuation of review and creation of policies for Humberside Police.
- Roll out of Service Sustainability Plan and delivery of the new Sustainability Group.
- Adoption of the new Emergency Services Sustainability Charter.
- Re-engagement with the One Hull of a Forest project, the project aims to increase the amount of trees planted in our service area.
- Conduct Health and Safety Audits across all sites and review HSEP data to ensure we have appropriate auditing in place.
- Support Operational Assurance in the delivery of new Operational Assurance process.
- Continual alignment to NOG.
- Identify and implement an electronic health and safety management system for Humberside Police
- Conclude ongoing work with the Police risk assessment working group
- Raise the profile of the JHSS through location visits and the development of a new communications plan

Members took assurance from the Service's proactive approach to performance management and reporting.

Resolved - That the report be received.

140/21 OCCUPATIONAL HEALTH & WELLBEING REPORT - The Temporary Director of Service Improvement submitted a report that provided a bi-annual update (April - September 2021) of the Service's Occupational Health and Wellbeing performance.

The table below provided a summary of the statistical data. Performance would be provided for the full six month period alongside the second bi-annual report to the Authority in June 2022.

Activity	April to September
Management referrals	78*
Self-Referrals	39*
Discharges	12
Open Cases	40
IHER (Ill Health Early Retirement)	2
CISM Defusing/Debriefing (Critical Incident Stress Management)	18*
Physio Referrals	12
Counselling Referrals	1
CiC Contacts	52*
DNA (Did Not Attend)	11*

 *Q1 and partial Q2 data

Members took assurance from the Service's proactive approach to performance management and reporting.

Resolved - That the report be received.

141/21 OPERATIONAL ASSURANCE REPORT - The Temporary Director of Service Improvement submitted a report that provided a bi-annual update (April - September 2021) on the Service's Operational Assurance.

The table below provided a summary of the statistical data.

Activity Area	April 2021 to August 2021		
	Safety Critical Action	Area of Concern	Exceptional Practice
A - Control	0	22	323
B - Incident Management	5	37	85
C - Firefighting	1	15	52
D - Road Traffic Collision	0	7	2
E - Water Rescue	2	5	4
F - Animal Rescue	0	0	0
G - Hazmat	0	1	13
H - Working at Heights/Rope Rescue	0	0	5
J - Command School	0	2	2
L - Thematic Reviews	0	28	5
Operational Discretion	0	0	0

Members took assurance from the Service's proactive approach to Performance Management and reporting.

Resolved - That the report be received.

142/21 ABSENCE MANAGEMENT REPORT - The Temporary Director of People and Development submitted a report that provided an update on the Service's Absence Management for the period 1 April 2021 to 30 September 2021. In keeping with the Service's sustained approach, absence remained a key area of focus for the Service.

Table 1 showed the performance during this period against the 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.

Table 1 - Duty Days Lost

	Days Lost (Total)	Headcount	Days Lost (Average\ Person)	2021/22 Target (per person)	YTD Target
Control	64	26.93	2.38	8.70	4.35
Fire Staff	973.01	180.79	5.38	10.00	5.00
On Call	854.77	341.00	2.51	7.00	3.5
Full Time	1092.00	433.71	2.52	7.00	3.5
Total	2983.78	982.43	3.04		

Table 2 showed that both full-time attendance at 97.25 per cent (against a target of 95 per cent) and Control Room attendance at 97.40 per cent (against a target of 95 per cent) were both ahead of target, meaning that the majority of the workforce during this period had had full attendance. This was exceptional performance, particularly given the additional challenges of improving and maintaining attendance during the pandemic.

Table 2 Quarter 2 Attendance last 3 Years

	2019/20 Q1 & Q2	2020/21 Q1 & Q2	2021/22 Q1 & Q2	Target attendance
Full time	95.69%	96.61%	97.25%	95%
Control	88.26%	94.84%	97.40%	95%
Fire Staff	94.85%	98.03%	95.88%	97%

Table 3 showed the top four reasons for absence for all staff groups during the period and showed that, once again, mental health conditions were the top reason for absence. Work continued by the Service in raising awareness of mental health and encouraging staff to be open about the impact of mental ill-health on individuals. Mental health was now extremely high profile in the media and staff continued to be encouraged to raise and seek assistance for mental health issues.

Table 3 - Top four reasons for absence

CLG Category	Short Term days lost	Long Term days lost	Total duty days lost
Mental Health Anxiety/Depression	30.94	845.95	876.89
Musculo Skeletal Back	82.94	353.38	436.31
Musculo Skeletal Lower limb	36.59	264.96	301.55
Musculo Skeletal Shoulders	6.00	252.34	258.34

Table 4 showed the number of employees by group who had been affected by Covid-19, both directly and indirectly during the period 1 April 2021 to 30 September 2021.

Table 4 - number of staff affected by COVID-19

	No of employees	No of employees	No of employees	No of employees
	Confirmed Covid	Self Isolation Symptoms of Covid	Self Isolation – Household symptoms	Self-isolation – team, watch and Test and Trace
Control	0	1	3	3
Fire Staff	3	14	12	14
On Call	16	10	18	25
Full Time	19	14	45	39
Total	38	39	78	81

Table 5 showed a comparison of absence during the same period for 2020/21 and 2019/20. Figures for 2019/20 provided a comparison to a 'normal' year rather than a sustained period through which the Service had endured the pandemic.

Table 5 - Duty Days Lost Comparison to Previous Years

	2021/22 Sum of Duty Days Lost	2020/21 Sum of Duty Days Lost	Difference 2021/22 vs 2020/21	2019/20 Sum of Duty Days Lost	Difference 2021/22 vs 2019/20
Control	64	138	74	317	253
Fire Staff	973	447	526	1175	202
On-Call	855	397	458	556	299
Full-Time	1092	1376	284	1846	754
Grand Total	2984	2358	626	3895	911

Members took assurance that absence was being managed fairly, consistently, and appropriately in the Service and necessary follow-up actions were taken to address short and long-term absence issues.

Resolved - That the report be received.

143/21 FIREFIGHTERS' PENSIONS REMEDY - IMMEDIATE DETRIMENT FRAMEWORK - The Executive Director of Corporate Services/S.151 Officer submitted a report that updates the Authority on the finalisation at a national level of a Framework for dealing with Immediate Detriment cases that would now be used by the Authority.

In June 2021 the Authority approved the application of the Immediate Detriment Guidance subject to the following:

- *Once a framework for the application of the Immediate Detriment Guidance has been nationally agreed between the Government, Fire and Rescue Authorities and relevant Representative Bodies; and*
- *Where calculation of benefits under the Immediate Detriment Guidance in accordance with the nationally agreed framework is possible.*

The Framework had now been finalised between the Local Government Association (LGA) and the Fire Brigade Union (FBU) and was attached at Appendices 1 and 2 of the report. As a result, the Framework was now being applied to Immediate Detriment cases relating to the Authority.

The framework was intended to apply to all retrospective and prospective immediate detriment cases. It was estimated that the Authority had 13 retrospective cases and 9 prospective cases affected by the framework.

Resolved - That Members note the publication of a nationally agreed Framework for dealing with Immediate Detriment cases that has now been implemented by the Service.

144/21 HMICFRS UPDATE - The Temporary 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).

- The draft timetable for the six week inspection period had now been received and the Service had received an Inspection update letter on 14 October from HMICFRS. Reports from first tranche of Inspections were due to be published in December alongside Sir Tom Windsor's State of Fire report.
- The HMICFRS staff survey will be received during November and communicated.
- An independent reporting line (not for complaints or whistle blowing) was open for all service staff in preparation for the upcoming inspection and the Service continued to raise awareness of this.

Resolved - That the update be noted.

145/21 COVID-19 INTERNAL DEBRIEF REPORT - The Temporary Director of Service Improvement submitted a report that provided a summary of the Service's internal formal Covid-19 de-brief, used to assess the impact on staff and services, the identification of good practice, areas for improvement and arising actions.

Two internal de-brief processes had been conducted to date. The first, interim review, was conducted in July 2020, to evaluate the Service's ongoing response. Outcomes were used to inform approaches to the Recovery phase of Business Continuity arrangements. The second exercise was conducted in August 2021 whilst still in Recovery, when the management and delivery of activities had reached a steady state, almost business as usual, albeit still working under government guidance and restrictions applicable to the national roadmap. It was also appropriate to draw on the outcomes and recommendations arising from the HMICFRS Covid-19 themed inspection, conducted in October 2020, in terms of an independent review.

Members were reminded that the National Fire Chiefs Council (NFCC) also reported on the national response by the fire sector and separately the NFCC Business Continuity - Covid-19 Pandemic Advisory Group, that met throughout the pandemic, held a separate debrief for group members in June 2021, including the Service.

It was likely that every agency the Service interacted with during the pandemic would ill conduct some form of debrief or review, for practicality purposes and relevance for Members, this report focussed on the outcome of the Service's internal debrief conducted in August 2021.

A timeline for the lockdown period, providing a useful reminder of the key dates and government decisions, was provided at Appendix A of the report. Copies of the internal debriefs were also included at Appendix B and Appendix C of the report. The HMICFRS inspection report was included at Appendix D.

Members took assurance from the process used to review and learn from the response of the Service to the Coronavirus (Covid-19) Pandemic.

Resolved - That the report be received.

146/21 CFO UPDATE - The Chief Fire Officer/Chief Executive provided a verbal update on the following areas:

- The Appointments Committee would meet on 8 November 2021 to appoint to the post of Executive Director of HR & Training.
- New fire kit was being issued to all fire stations across the Authority area.

Resolved - That the update be noted.

HUMBERSIDE FIRE AUTHORITY

APPOINTMENTS COMMITTEE

8 NOVEMBER 2021

MEMBERS PRESENT:

Councillors Briggs (Chair), Belcher, Chambers, Dad, Green, Sherwood [for Waltham], Singh and Smith

Also in attendance:

Chris Blacksell - Chief Fire Officer & Chief Executive

Sue Kelsey - HR Advisor

Gareth Naidoo - Committee Manager

The meeting was held at Humberside Fire and Rescue Service Headquarters.

6/21 APPOINTMENT OF CHAIR - Resolved - That Councillor Briggs be appointed as Chair.

7/21 DECLARATIONS OF INTEREST - There were no declarations.

8/21 MINUTES - Resolved - That the minutes of the meeting of the Appointments Committee held on 22 July 2021 be confirmed as a correct record.

9/21 EXCLUSION OF THE PRESS/PUBLIC - Resolved - That the press and public be excluded from the meeting for consideration of the following item on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

In making its decision the Authority confirmed that having regard to all the circumstances it was satisfied that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

10/21 APPOINTMENT OF EXECUTIVE DIRECTOR OF HUMAN RESOURCES & TRAINING - Recommended to Fire Authority - That Christine Cooper be appointed to the post of Executive Director of Human Resources & Training.

HUMBERSIDE FIRE AUTHORITY

GOVERNANCE, AUDIT AND SCRUTINY COMMITTEE

15 NOVEMBER 2021

PRESENT: Independent Co-opted Members Mr D Chapman (Chairperson), Mr J Doyle, Mr A Smith and Mrs M Thomlinson.

Councillor Briggs and Councillor Green attended as observers.

Jason Kirby - Temporary Director of People and Development, Paul McCourt - Director of Service Delivery, Simon Rhodes - Temporary Director of Service Improvement, Steve Topham - Director of Service Delivery Support, Martyn Ransom - Head of Finance, Lour Marritt - Apprenticeships and Learning & Development Manager, Ros Barbour - Communications Supervisor, Mathew Buckley - Monitoring Officer/Secretary, and Samm Campbell - Committee Manager were also present. Andy McCulloch - Internal Audit (TIAA) and Ross Woodley (Mazars) attended remotely.

The meeting was held at the Humberside Fire and Rescue Service Headquarters, Kingston upon Hull. Meeting commenced at 10.00 a.m.

PROCEDURAL

87/21 APOLOGIES FOR ABSENCE - Apologies for absence were received from Mrs P Jackson

88/21 DECLARATIONS OF INTEREST - There were no declarations of interest.

89/21 MINUTES - *Resolved* - That the minutes of the meeting of the Committee held on 6 September 2021 be confirmed as a correct record.

90/21 MATTERS ARISING FROM THE MINUTES, OTHER THAN ON THE AGENDA -

Minute 84/21 - Promotion within Uniformed Roles - The Committee had been updated in accordance with its recommendations.

Minute 86/21 - Upcoming GAS Committee Vacancies - The three GAS Committee vacancies had been advertised and interviews were due to be conducted in December 2021.

GOVERNANCE

91/21 UPDATE: MATTERS ARISING/FEEDBACK FROM FIRE AUTHORITY - The Monitoring Officer/Secretary provided feedback on items considered by the Fire Authority at its meetings of 24 September and 22 October 2021.

Resolved - That the update be received.

Audit

92/21 INTERNAL AUDIT UPDATE - Andy McCulloch (TIAA) presented a report updating the Committee on progress in relation to the internal audit process.

Since the Committee's previous meeting, three audit reports (Minute 79/21 refers) had been finalised: Shift Productivity; National Operational Guidance Phase 3 and 4; and Grievance Arrangements. TIAA was on course to conclude its remaining audit activities in accordance with the plan presented in its report.

Resolved - That the update be received.

FINANCE AND PERFORMANCE

93/21 HMICFRS INSPECTION UPDATE - The Temporary 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 first tranche of HMICFRS's second full round of inspections was due to be published in the coming weeks. These would be useful to the Service as it prepared for its own second inspection which was due to be undertaken across a six-week period starting on 13 December 2021. Details of the Inspectorate's survey of the Service's workforce would also be made available as part of the inspection process.

Resolved - That the update be received.

94/21 MANAGEMENT ACCOUNTS - PERIOD ENDING 30 SEPTEMBER 2021 - The Head of Finance presented the Management Accounts for the period ending 30 September 2021.

The Service projected a slight underspend of £298,000 by the end of the 2021/22 financial year. Delays in the progress of some of the ongoing capital schemes had meant that the Service was expected to spend £5.006m of capital funding by the end of the 2021/22 financial year compared to the planned £7.029m. As always, the Pension Fund Account deficit (£12.940m) was due to be settled by the Home Office.

A Member queried whether a new site had been identified for the ARK project. The business case was in the process of being reviewed by the University of Hull, and the projects location would be considered as part of the review.

Resolved - That the Management Accounts for the period ending 30 September 2021 be received.

95/21 TREASURY MANAGEMENT MID-YEAR REPORT 2021/22 - The Head of Finance presented a report summarising the Service's treasury management activities during the first half of the 2021/22 financial year.

By the end of September 2021, the Service had £15.5m in temporary investments. Low rates of return in recent months had made it increasingly difficult for the Service to invest its money in the short-term without negative interest rates. The Service had not borrowed any money so far during the 2021/22 financial year, but would continue to borrow at opportune moments.

Resolved - (a) that the report be received, and

(b) that an update session in relation to treasury management be scheduled for the Committee in April 2022.

96/21 CIPFA FINANCIAL MANAGEMENT CODE RISK ASSESSMENT - The Head of Finance presented the Service's CIPFA Financial Management Code risk assessment.

The Service would need to be fully compliant with CIPFA's Financial Management Code by 1 April 2022, and its risk assessment showed that the Service would be fully compliant by the target date. However, the Service had sought some clarity from CIPFA in relation to the requirement to use "...independent objective quantitative measures to assess the risks to financial sustainability", which, as a Member had noted, was not an entirely clear instruction.

Resolved - That the CIPFA Financial Management Code risk assessment be received.

SCRUTINY PROGRAMME

97/21 IMPLEMENTATION OF THE NFCC CORE CODE OF ETHICS - The Temporary Director of People and Development submitted a report in response to the scope within the Committee's Scrutiny Programme for 2021/22.

The National Fire Chiefs Council (NFCC) had developed its Core Code of Ethics (hereafter, 'the Code') in response to a recommendation of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The Code was launched nationally on 18 May 2021 alongside the more particular Core Code of Ethics Fire Standard (hereafter, 'the Fire Standard'), which was published by the Fire Standards Board (FSB). The Service had decided to proactively adopt and promote the Code.

The five ethical principles of the Code were:

- (i) **Putting our communities first** – we put the interest of the public, the community and service users first.
- (ii) **Integrity** – we act with integrity including being open, honest, and consistent in everything we do.
- (iii) **Dignity and respect** - making decisions objectively based on evidence, without discrimination or bias.
- (iv) **Leadership** – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards.
- (v) **Equality, diversity, and inclusion (EDI)** – We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

And the Code set out employees' responsibilities in four distinct tiers:

- (i) **All Staff** – all staff should have an understanding of the Core code and maintain high standards of ethical behaviour within their working life.
- (ii) **Supervisory and middle managers** – additionally it is incumbent on supervisory and middle managers to understand the impact of the Core Code on their specific responsibilities.
- (iii) **Senior managers** – Senior managers within the FRS must have an in-depth understanding of the contents of the Core Code. Senior managers include corporate management board members, area managers, heads of departments and heads of service.
- (iv) **Fire Authority** – Those who govern FRSs will demonstrate their commitment to the Core Code by championing its use. This may include utilising the Core Code to inform FRS values and vision; monitoring and supporting its development and progress through effective scrutiny.

The Fire Standard used firmer language than the Code, stating that the Service *must*:

- (i) Adopt and embed the Core Code to demonstrate that the service is fully committed and compliant at both an individual and corporate level.
- (ii) Ensure the attitudes, professional behaviours and conduct described within the core code are reflected in its decision-making, policies, procedures, processes, and associated guidance that govern how the service manages and supports its workforce.

- (iii) Provide training and support to all those who work for, or on behalf of, a service to achieve their understanding of the Core Code and an appreciation of their responsibilities in adhering to it.
- (iv) Not detract from the Core Code.

And that the Service's leaders, and those who worked for, or on behalf of, the Service must:

- (v) Understand, respect, and follow the principles of the Core Code and demonstrate this by their commitment to it and their responsibility for upholding it.
- (vi) Conduct themselves in accordance with the Core Code.

While those responsible for the governance of the Service must:

- (vii) hold the Chief Fire Officer to account for the implementation of the Core Code at a local level;
- (viii) play a proactive role in challenging behaviour inconsistent with the Core Code; and
- (ix) ensure strategies, policies and performance measures are in place to promote and embed a positive and inclusive culture.

And that the Service should:

- (x) Designate a senior leader who is responsible for promoting the Core Code throughout the service and ensuring that all those who work for, or on behalf of, the service understand its contents and what is expected of them.

Prior to the implementation of the Code, an analysis of the Service's existing principles and behaviours documents had shown many similarities with the Code. During its first inspection of the Service in 2018, HMICFRS had concluded that the Service's principles and behaviours were well-embedded, which led the Service to feel confident about the implementation of the Code. The Strategic Leadership Team (SLT) had identified the Deputy Chief Fire Officer as the lead officer for the implementation of the Code.

The Service had undertaken a Gap Analysis in relation to its compliance with the Fire Standard and the Code (a summary of which had been appended to the report), which would be used to develop an ongoing and detailed action plan that would be monitored by Strategic and Tactical Leadership Teams. The Service had developed a mandatory electronic-learning programme for staff members to ensure that they were aware of the Code's requirements. Interactive guides had also been prepared for managers within the service to support the roll-out of the electronic-learning and other campaign materials. The Service's talent pipeline process (Minute 84/21 refers) had also been adapted to incorporate the Code, with prospective managers required to deliver presentations on how it affected their conduct. As HMICFRS had observed previously, the preceding principles and behaviour documents were well-embedded among the Service's staff, which meant that replacing existing communications campaigns had been a natural and well-received process. During 2022, the Service would launch its updated personal development review (PDR) process, which would also incorporate the Code.

A Member asked how confident the Service was that, having promoted it extensively across the workforce, the Code would have an effect on staff members' behaviour. The pipeline and PDR processes were the most important to the proper embedment of the Code. Through these processes, the Service would be able to ensure that individual members of staff both understood and abided by the Code. Other policies and processes would also contribute to the monitoring of the Code's implementation, including the grievance and disciplinary processes. The Service was also keen to ensure that staff members felt able to

report potential breaches of the Code. While the Code itself did not include the means to address breaches, the Service's other policies would.

A Member queried whether the Chief Fire Officer would be ultimately accountable for the implementation of the Code, and was informed that he would be. The Fire Authority was updated with regard to the implementation of the code at its meeting of 25 June 2021, with further information provided at the Member Day held on 9 July 2021. The Committee was keen to see the Chief Fire Officer's role in the implementation of the Code displayed prominently and recommended, because of the summary nature of the point, that it be moved to the top of the Gap Analysis. The Committee also wanted to ensure that a regular reporting process was established to monitor the implementation and effectiveness of the Code, and recommended that such reports be received by the Fire Authority every six months.

Resolved - (a) That the Committee be updated on the Service's progress on the implementation of the Core Code of Ethics in six months, including comparative data and feedback from staff;

(b) that the criterion relating to the Chief Fire Officer in the Gap Analysis for the implementation of the Code be moved to the top of the list of criteria, and

(c) that regular update reports detailing the Service's progress in implementing the Code, and the effectiveness of the Code, be submitted to the Fire Authority every six months.

98/21 GAS COMMITTEE SCRUTINY PROGRAMME 2021/22 - The Committee Manager submitted a report summarising the Committee's Scrutiny Programme 2021/22.

Resolved - That the Programme be received.

99/21 ANY OTHER BUSINESS - EXTERNAL AUDIT - Ross Woodley (Mazars) explained to the Committee that Mazars had presented its completion report to the Fire Authority, having received the Pension Fund assurance. While this had been one of the earliest external audit reports signed off by Mazars in 2021, it had yet to issue its final opinion. The Committee would be updated at the meeting due to be held on 24 January 2022.

**Humberside Fire Authority
3 December 2021**

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

TREASURY MANAGEMENT MID-YEAR UPDATE REPORT 2021/22

SUMMARY

1. This report provides an update on the Authority's treasury management activities for the first half of the financial year 2021/22.

RECOMMENDATIONS

2. That Members consider the treasury management activities undertaken during the first half of 2021/22 and the Prudential Indicators as outlined in paragraphs 14 and 15 and detailed in Appendix 1.

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 12 March 2021 approved the annual 2021/22 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 £15.5m as at 30 September 2021.

Table 1 – Investment income earned April to September 2021

Interest Earned April to September 2021	Rate of return April to September 2021	Benchmark return at 30 September 2021*	Difference (Favourable) April to September 2021
£2k	0.02%	-0.08%	(0.10%)

* 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 £16.9m as at 30 September 2021, with an equated average rate of interest payable at 3.49%. An expected £661k of interest is projected to be payable on external debt for 2021/22.
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 12 March 2021 and shows for comparison the actual figures as at 30 September 2021.
13. During the period April to September 2021, 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 £13.3m below the agreed authorised limit for 2021/22 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.

STRATEGIC PLAN COMPATIBILITY

16. 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

17. 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

18. 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

19. No direct issues arise from this report.

CORPORATE RISK MANAGEMENT IMPLICATIONS

20. 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

21. No issues arising.

COMMUNICATIONS ACTIONS ARISING

22. No direct issues arising.

DETAILS OF CONSULTATION

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

BACKGROUND PAPERS

24. 'Treasury Management and Capital Expenditure Prudential Indicators, Treasury Management Policy Statement 2021/22 and Minimum Revenue Provision for 2021/22' – Report to Fire Authority 12 March 2021.
CIPFA Code of Practice on Treasury Management 2009
CIPFA Treasury Management Guidance - March 2009

RECOMMENDATIONS RESTATED

25. That Members consider the treasury management activities undertaken during the first half of 2021/22 and the Prudential Indicators as outlined in paragraphs 14 and 15 and detailed in Appendix 1.

K WILSON

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Executive Director of Corporate Services & S.151 Officer

Humberside Fire & Rescue Service Headquarters
Summergroves Way
Kingston upon Hull

16 November 2021

Appendix 1

Prudential Indicators as at 30 September 2021

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:

	2020/21	2021/22	2021/22	2022/23	2023/24	2024/25
	Actual	Budget	Revised	Estimate	Estimate	Estimate
	£k	£k	£k	£k	£k	£k
Total Capital expenditure	3,203	7,029	5,006	3,510	2,750	2,593

The revised 2021/22 figure reflects the latest estimate of spend, as reported to members in the Management Accounts for the period ending 30th September 2021.

Indicator 2 - Capital Financing Requirement

The capital financing requirement for 2021/22 and estimates for future years are as follows:-

	Actual	Estimate	Estimate	Estimate	Estimate
	31/03/21	31/03/22	31/03/23	31/03/24	31/03/25
	£k	£k	£k	£k	£k
Capital Financing Requirement	18,557	21,386	22,783	23,376	23,606
Lease - Integrated Care Centre	951	936	919	900	880
Total CFR	19,508	22,322	23,702	24,276	24,486

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.

	2021/22 Original £k	2021/22 Revised £k	2022/23 Estimate £k	2023/24 Estimate £k	2024/25 Estimate £k
Total Core Funds	12,030	13,530	10,453	9,846	9,216
Expected Investments	3,755	6,712	2,339	640	(62)

The actual total investments held as at 30th September 2021 is £15.5m. This is higher than the expected investments due to the Pensions grant of which 80% was received in July 2021 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.

	2021/22 Boundary £k	Actual As at 30/09/21 £k	2022/23 Boundary £k	2023/24 Boundary £k	2024/25 Boundary £k
Borrowing	21,600	16,896	21,600	21,600	21,600
Other Long Term Liabilities	3,500	951	3,500	3,500	3,500
	25,100	17,847	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 2021/22 and subsequent three year period as approved by Members, compared to the actual level of borrowing as at 30 September 2021.

	2021/22	Actual as at 30/09/21	2022/23	2023/24	2024/25
	Limit £k	£k	Limit £k	Limit £k	Limit £k
Borrowing	27,600	16,896	27,600	27,600	27,600
Other Long Term Liabilities	3,500	951	3,500	3,500	3,500
	31,100	17,847	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 2021/22.

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: -

	2020/21 Actual %	2021/22 Original %	2021/22 Revised %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %
Ratio of Financial Costs to Net Revenue Stream	4.75	6.23	6.27	6.14	6.05	6.17

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 30/09/21	Upper Limit	Lower Limit
	%	%	%
Under 12 Months	4.84	15	0
12 months and within 24 months	11.13	15	0
24 months and within 5 years	18.57	30	0
5 years and within 10 years	41.01	60	0
10 years and above	23.43	80	0

The S151. Officer confirms that the maturity structure of external debt as at 30/09/21 is within the upper and lower limits approved by the Authority.



HUMBERSIDE FIRE AUTHORITY

MEDIUM-TERM RESOURCE STRATEGY 2022/23 – 2025/26 (DRAFT 03/12/2021)

CONTENTS

1.	Purpose of the Medium-Term Resource Strategy	3
2.	Aims of the Strategy.....	3
3.	Principles of the Strategy	3
4.	Reviewing the Strategy	4
5.	IRMP.....	4
6.	Financial Context	5
7.	Current 2021/22 Financial Position	5
8.	Medium-Term Budget Pressures	6
9.	Medium-Term Savings Proposals	6
10.	Capital Estimates and Financing	7
11.	Indicative Budget Forecasts 2022/23 to 2025/26	8
12.	Reserves.....	9
13.	Risk Assessment	11
14.	Financial Resilience.....	12
15.	Conclusion	13

I. Purpose of the Medium-Term Resource Strategy

- 1.1 This is the Medium-Term Resource Strategy (MTRS) of Humberside Fire Authority. It covers a period of four years but will be reviewed annually to reflect the dynamic nature of both the fire service and changes in funding. It describes the financial direction of the organisation and outlines financial pressures.
- 1.2 The MTRS provides options for delivering a sustainable budget and capital programme over the medium term. It also sets out how the Authority can provide the resources to deliver the priorities in the Integrated Risk Management Plan (IRMP) within the challenging financial climate.
- 1.3 The MTRS sets the financial context for the Authority's revenue budget, capital programme and precepting decisions.
- 1.4 The overall financial strategy seeks to deliver the Authority's Integrated Risk Management Plan, 2021 - 2024.

2. Aims of the Strategy

- 2.1 The MTRS assists in:
 - (i) Supporting delivery of the Integrated Risk Management Plan 2021-2024;
 - (ii) Improving financial planning and the financial management of the Authority's resources, both revenue and capital;
 - (iii) Maximising the use of resources available to the Authority, both internal and external;
 - (iv) Ensuring that the Authority provides value for money and continues to deliver efficiency gains;
 - (v) Reviewing the Authority's policy on the use of reserves, ensuring the position continues to be sustainable and that there are sufficient resources over the medium term;
 - (vi) Responding to external pressures, including changes to funding resulting from the Government's annual funding announcements.
 - (vii) Ensuring that the Authority's long-term plans are sustainable and efficient.

3. Principles of the Strategy

- 3.1 The key principles underlying the Authority's MTRS 2022/23 – 2025/26 are:
 - (i) Overall expenditure of the Authority will be contained within original estimates each year.
 - (ii) The Authority will maintain a Prudent Minimum General Reserve (PMGR), reviewed annually, to cover any major unforeseen expenditure or loss of funding. A flexible approach will be taken to the use of reserve balances above this level where appropriate, balancing the opportunity costs of maintaining reserves against the benefits of alternative approaches.
 - (iii) The Authority will maintain earmarked reserves for specific purposes only when appropriate, and which are consistent with achieving objectives.

- (iv) The Authority will continue to prioritise the achievement of Value for Money, securing economy, efficiency and effectiveness in the use of resources; in establishing the framework for the Fire Service within Humberside and; in commissioning and procurement decisions.
- (v) The Authority's Chief Finance Officer will prepare a rolling programme of four-year budget forecasts to inform the Authority's budget and precepting decisions.
- (vi) The Authority, supported by the Authority's Chief Finance Officer and Chief Fire Officer/Chief Executive, will continue to contribute to national reviews of fire funding and take every opportunity to engage in order to pursue the fair and equitable funding of Humberside Fire Authority.

4. Reviewing the Strategy

4.1 The Authority's MTRS review for 2022/23 to 2025/26 has been carried out under the following key themes:

- (i) The financial context in which the Authority operates;
- (ii) The Authority's current financial position;
- (iii) The impact of the revised IRMP including the impact of the Grenfell Tower tragedy, increased focus on business safety and Local and National Resilience arrangements;
- (iv) The impact of COVID-19 on current expenditure and projected future income;
- (v) The future budget pressures that the Authority will face over the period of the strategy;
- (vi) Budget savings;
- (vii) The Authority's capital programme;
- (viii) Reserves policy;
- (ix) Risk assessment.

5. Integrated Risk Management Plan

- 5.1 The successful delivery of the Strategy requires the Chief Fire Officer to manage a complex set of resources, demands, and priorities whilst reviewing and revising plans to meet the risk profile for fire services within the available financial resources.
- 5.2 HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services) considers that a Service is efficient if it is making the best use of its resources to provide fire services that meet expectation and follow public priorities, and if it is planning and investing wisely for the future.
- 5.3 The Authority's MTRS is underpinned by workforce planning and capital programmes which are aligned with the delivery of the Integrated Risk Management Plan priorities and the continued delivery of an efficient and effective fire service to the communities of Humberside.
- 5.4 The Service is instrumental in identifying the risk in communities and providing engagement using the community safety teams. The IRMP identifies the level of risk in each of the four Local Authority areas and resources are located and distributed on this basis. The intervention standards allow measurement of the response to incidents based on the risk rating established.

6. Financial Context

- 6.1 **Funding Formula** - The Fire and Rescue Service relative needs formula (RNF) used to distribute Grant between Fire and Rescue Services was introduced in 2010/11 and much of the data used has not been updated. There has been recognition for many years that the formula no longer reflects needs, but previous attempts at reform of the relative needs formula in 2018 have not come to fruition due to various technical/political considerations. No change is anticipated to the RNF formula until at least 2023/24 at the earliest and therefore, the MTRS has made no assumptions in this regard.
- 6.2 **Local Government Finance Settlement and Council Tax Precept** – The Budget and Comprehensive Spending Review (CSR) were announced by the Chancellor on 27 October 2021, following this announcement amendments to grant and pay assumptions have been made. The Provisional Local Government Finance Settlement and Council Tax referendum rules are expected to be announced in December 2021.
- 6.3 This MTRS as presented includes an increase in the precept of £1.76 (1.99%) for a Band D property for 2022/23. A prudent planning assumption has been made regarding the future years 2023/24 to 2025/26 of a 1.99% increase. Final decisions on the actual precept will be made each year by the Authority based on the financial circumstances at the time.

7. Current 2021/22 Financial Position

- 7.1 The Authority's budget for 2021/22 is £45.089m. The quarter two revenue monitoring report shows a projected budget underspend of £0.298m as at 30 September 2021.

2021/22 Revenue Monitoring – Quarter Two Position			
	Approved Budget 2021/22	Projected Outturn 2021/22	Variance 2021/22
<u>Financial Position</u>	£m	£m	£m
Fire Response and Protection	42.276	41.978	(0.298)
Capital Financing	2.813	2.813	-
Net Expenditure	45.089	44.791	(0.298)
Central Government Grant	17.144	17.144	-
Business Rates	3.955	3.955	-
Council Tax Precept	24.064	24.064	-
Central Grant and Precept Total	45.163	45.163	-
Appropriations (to) / from reserves	(0.074)	(0.372)	(0.298)

- 7.2 The budget is held by the Authority to provide financial resources to deliver operational fire response and protection. The Capital Financing budget comprises the revenue provision for repayment of borrowing, interest costs and investment income.
- 7.3 The overall forecast represents an underspend of £0.298m.

7.4 The forecast closing position on reserves for 2021/22 is £13.530m, as set out in the table below.

2021/22 Reserves – Quarter 2 Position			
	Approved 2021/22	Projected 2021/22	Variance 2021/22
	£m	£m	£m
Opening Balance – General Reserve (01/04/21)	6.373	6.373	-
Planned transfer to/(from) General Reserve	0.074	0.372	0.298
Forecast Closing Balance (31/03/22)	6.447	6.745	0.298
Opening Balance – Earmarked Reserves (01/04/21)	7.408	7.408	-
Planned transfer to/(from) Earmarked Reserves	(0.650)	(0.623)	0.027
Forecast Closing Balance (31/03/22)	6.758	6.785	0.027
Forecast Closing Balance (31/03/22)	13.205	13.530	0.325

8. Medium Term Budget Pressures in Humberside

- 8.1 When calculating the medium-term budget projections for Humberside consideration has been given to a number of budget pressures including:
- (i) Pay and price increases;
 - (ii) Budget pressures;
 - (iii) Revenue implications of the capital programme;
 - (iv) Other – including the implications of Covid-19.
- 8.2 **Pay and price increases** - Indicative budget forecasts for 2022/23 to 2025/26 reflect the impact of inflation on budgets wherever possible such as energy, business rates and rent increases along with known contract increases. In addition, estimates for future pay awards are at 2% in all years.
- 8.3 **Budget pressures** - The MTRS also includes estimates of the impact of the valuation of the Firefighters' Pension Scheme and the triennial review of the Local Government Pension Scheme (LGPS).
- 8.4 **Revenue implications of the capital programme** – The most recent approved four-year capital programme is summarised in Section 10 below. The implications of this programme are fully reflected in the MTRS.

9. Medium Term Savings Proposals

- 9.1 Throughout the MTRS period savings and efficiencies will continue to be delivered wherever possible, to sustain the investment in the fire service, to continue to support safety and protection arrangements and balance the budget (See 11.2), for example:
- (i) Service Improvement Plan;
 - (ii) Non-pay savings;

- (iii) Savings through procurement through the continued use of regional and national frameworks;
- (iv) Maximising income generation wherever possible.

10. Capital Estimates and Financing

10.1 The following table provides a summary of the 4-year capital programme:

Capital Estimates	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Major and Minor Building Schemes	0.890	0.790	0.790	0.790	3.260
Information Technology	0.950	0.675	0.575	0.575	2.775
Vehicles and Equipment	0.217	1.692	1.498	1.762	5.169
Total	2.057	3.157	2.863	3.127	11.204

10.2 Key areas to note in the proposed programme are:

- (i) **Building Schemes** - Estates refurbishment programme based on operational requirements;
- (ii) **Information Technology** - the Service have a number of Improvement Schemes to deliver change and efficiency through transformation and costs relating to the implementation of the Emergency Services Network (ESN);
- (iii) **Vehicles and Equipment** - a rolling programme of vehicle replacement and programmes for upgrading equipment.

Capital Financing

Capital Estimates	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m
Forecast Expenditure	2.057	3.157	2.863	3.127	11.204
Financed by:					
Grants and Contributions	0.600	1.000	1.000	1.000	3.600
Prudential Borrowing	1.457	2.157	1.863	2.127	7.604
Total Financing	2.057	3.157	2.863	3.127	11.204

10.3 The capital financing approach is to use Prudential borrowing and identified revenue contributions and reserves where appropriate to fund the Capital Programme and as mentioned in paragraph 8.4 the revenue implications of this borrowing is fully reflected in the MTRS Budget Forecast.

11. Indicative Budget Forecasts 2022/23 to 2025/26

11.1 All the budget pressures, budget savings and funding assumptions outlined earlier in this Strategy are summarised below. Having considered the savings proposals and the availability of reserves to support the MTRS an important consideration is the precept proposal for 2022/23. The MTRS includes a precept increase of £1.76 (1.99%) built into the funding for 2022/23, and future increases as set out earlier in this report.

11.2 The budget forecast position is set out in the following table:

MTRS Group Budget Forecast	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m
Base budget	45.014	46.909	48.343	49.705
Budget pressures				
Pay Related Increases	1.333	0.758	0.980	0.794
Non-Pay Inflation	0.340	0.308	0.248	0.262
Budget pressures / (Savings)	0.850	0.000	0.200	0.200
Revenue Impact of Capital Financing	(0.382)	0.618	0.193	0.098
Total budget pressures	2.141	1.684	1.621	1.354
Efficiency Savings Requirement	(0.246)	(0.252)	(0.259)	(0.265)
Net Budget Requirement	46.909	48.341	49.705	50.794
Central Government Grant Income	17.659	18.188	18.734	18.921
Business Rates Received from Local Authorities	3.993	3.993	3.993	3.993
Business Rates – Collection Fund Surplus / (Deficit)	(0.050)	(0.050)	(0.050)	(0.050)
Council Tax Precept Income	24.998	25.877	26.789	27.733
Council Tax Precept - Collection Fund Surplus / (Deficit)	0.250	0.250	0.250	0.250
Total Income	46.850	48.258	49.716	50.847
Funding Gap / (Surplus) Before Reserves	0.059	0.083	(0.011)	(0.053)
Planned use of reserves:				
Transfer (from)/to Earmarked reserves	(0.059)	(0.083)	0.022	0.053
Funding gap / (surplus) after use of reserves	-	-	-	-

11.3 The forecast budget set out above shows how after the planned use of reserves, savings and the precept there is no funding gap for the period of the MTRS, which meets the key principle of the Authority's Strategy that overall expenditure will be delivered within a sustainable budget over the medium term.

- 11.4 The forecast budget is allocated as follows between Fire Service and Capital Financing.

Humberside Fire Authority	2022/23 £M	2023/24 £M	2024/25 £M	2025/26 £M
Fire Response and Protection	44.553	45.366	46.537	47.528
Capital Financing	2.356	2.975	3.168	3.266
Total	46.909	48.341	49.705	50.794

- 11.5 **Budget Monitoring arrangements** – the S.151 Officer confirms that the Authority has timely and robust monitoring arrangements. Management Accounts are reported to the Fire Authority and the Governance, Audit and Scrutiny Committee on a quarterly basis.

12. Reserves

Background information on Reserves

- 12.1 Sections 32 and 43 of the Local Government Finance Act 1992 require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when preparing budgets.
- 12.2 In establishing reserves, the Authority must comply with the Code of Practice on Local Authority Accounting in the United Kingdom (the Code). The Chief Finance Officer is required as part of the budget setting process to provide a statement on the adequacy of reserves.
- 12.3 Chartered Institute of Public Finance and Accountancy (CIPFA) guidance on Reserves and Balances (LAAP Bulletin No 77 November 2008) and the requirements of the Code suggests twice yearly reviews of reserves. By doing this, the visibility of reserves are increased and consideration of their use is placed at the forefront of the decision-making process. Reserves are cash backed balances, held on the balance sheet until they are spent or released for other purposes. As such, they can only be spent once, and are not part of the base budget.
- 12.4 In addition, CIPFA along with the Home Office recommended as good practice that Fire Authorities publish an Annual Reserve Strategy Statement. Humberside has published an Annual Reserves Strategy Statement since 2019/20. The statement provides an explanation for each reserve along with its value. It also includes a narrative explaining whether the current and projected level of reserves is appropriate, and if governance arrangements for reserves are adequate and appropriate.
- 12.5 The Authority's balance sheet reserves are summarised as follows:
- (i) **General Reserves** - a contingency for unexpected events or emergencies;
 - (ii) **Earmarked Reserves** - to meet known or predicted liabilities.
- 12.6 CIPFA guidance issued in June 2003 confirms that relevant bodies should make their own judgements on such matters, taking in to account relevant local circumstances and an assessment of risk and the advice of the Chief Finance Officer.

Reserves Strategy

- 12.7 The Authority must retain adequate reserves so that unexpected budget pressures can be met without adverse impact on the achievement of key objectives and council taxpayers. The

Authority's policy for reserves and balances is based on a thorough understanding of the organisation's needs and risks. Part of this process is to give a clear explanation of the existing and proposed use of reserves and this is addressed in the paragraphs below.

General Reserve

- 12.8 The expected General Reserve at 1 April 2022 will be maintained at £5.9m to match identified level following the risk assessment used to produce the Prudent General Minimum Level of Reserves.

Earmarked Reserves

- 12.9 Earmarked Reserves represent funds which have been set aside by the Authority for specific purposes. The table below shows the overall strategy for use of reserves over the MTRS period.

MTRS Reserves Forecast	At 1 April 2022 £m	At 1 April 2023 £m	At 1 April 2024 £m	At 1 April 2025 £m	At 1 April 2026 £m
Earmarked Reserves					
Insurance	0.700	0.700	0.700	0.700	0.700
The Ark – National Flood Resilience Centre	1.000	1.000	-	-	-
Capital Programme Funding	3.910	3.260	2.610	1.960	1.310
Resilience Reserve	0.300	0.300	0.300	0.300	0.300
ESMCP	0.355	0.295	0.235	0.175	-
East Coast & Hertfordshire Control Room	1.170	0.670	-	-	-
Service Improvement and Environmental	0.250	0.250	0.250	0.250	0.250
Total Earmarked Reserves	7.685	6.475	4.095	3.385	2.560
General Reserves	5.845	5.786	5.703	5.714	5.767
Total Reserves	13.530	12.261	9.798	9.099	8.327

- 12.10 The Authority retains £7.685m Earmarked reserves for the following purposes:
- (i) Insurance – to meet potential uninsured losses;
 - (ii) The Ark (National Flooding Resilience Centre) – to meet HFA contribution to the ARK project;
 - (iii) Capital Programme Funding – funding for the Capital Programme to replace capital grant funding from the Home Office which has now ceased;
 - (iv) Resilience Reserve – to meet any expenditure required in relation to maintaining the Service's resilience;
 - (v) Emergency Services Mobile Communication Programme (ESMCP) – to meet the costs of the ESMCP rollout;
 - (vi) East Coast & Hertfordshire Control Room – to meet Humberside's share of the infrastructure costs of the East Coast and Hertfordshire Control Room Consortium.
- 12.11 **Adequacy of Reserves** – the S.151 Officer confirms that the current reserves held by the Authority are adequate. The position on reserves will be kept under continuous review and will be reviewed again during 2022/23. Any material changes will be reported to the Authority.

13. Risk Assessment

- 13.1 The MTRS contains the most up to date information at the time of drafting, but the Authority's financial position is dynamic. A comprehensive financial risk assessment is undertaken for the revenue and capital budget setting process to ensure all risks and uncertainties affecting the Authority's financial position are identified. The Authority faces a number of significant financial pressures that could affect the position over the medium term. An assessment of the likelihood and impact of each risk and the management controls in place are shown in the following table:

Risk	Likelihood	Impact	Risk Management
Pay awards and price inflation being higher than anticipated.	Possible	Medium	Budget based on best information available and set at a prudent level.
Failure to deliver planned savings.	Possible	Medium	Revenue monitoring updates to the Fire Authority.
Impact of COVID-19, increased expenditure and reduced income	Likely	Medium	Monitor and reclaim expenditure if possible, budget based on latest information around precept and use any measures available to reduce impact.
Impact of the introduction of the Emergency Services Network	Likely	Medium	Monitor information as it is released and try to secure sustainable funding to mitigate any increased costs.
Further reductions in funding included in the next Comprehensive Spending Review and an unfavourable review of funding formula.	Possible	High	Balance on General Reserve maintained at the Prudent General Minimum; forward planning; regular monitoring.
Future council tax precept rises limited by excessiveness principles determined by the Government.	Likely	Medium	Balance on General Reserve maintained at the Prudent General Minimum; forward planning.
Costs associated with the outcome of the national legal challenge to the Firefighters' Pension Scheme (2015) transition arrangements are not met centrally by the Home Office.	Possible	Medium	Balance on General Reserve maintained at a Prudent General Minimum; close budget monitoring; annual review of budget and MTRS; existing Firefighters Pension Fund arrangements require the Home Office to balance the deficit on the Fund each year through a top-up grant.

- 13.2 **Robustness of Estimates** - the S.151 Officer confirms that the budget estimates have been compiled on a robust and prudent basis.

14. Financial Resilience

Sensitivity analysis

- 14.1 The MTRS refresh is being undertaken in a more uncertain environment as a result of the Covid-19 pandemic.
- 14.2 Funding assumptions both in relation to local and national funding are likely to cause material changes late on in the planning process. This cannot be avoided but needs to be recognised.
- 14.3 The current MTRS assumes pay awards at 2.0% per annum. It is worth noting that pay rises in the economy are 7.2% (August 21) and issues around recruitment for certain roles are now starting to appear. This assumption will be reviewed through the MTRS process.

- (i) Pay makes up around 75% of the total spend this remains one of our single largest assumptions. The table below shows the impact of differing pay awards in terms of sensitivity.

Pay Award	Cost £000's	Impact vs MTFS £000's
2%	584	0
3%	876	292
4%	1,168	584

- (ii) Inflation is currently assumed at 1.5% outside of specific inflation items. The MTRS assumed 2%, the Bank of England (BoE) target rate minus an assumed efficiency of 0.5%. Over the last few months inflation has significantly exceeded the BoE target resulting in a need to refresh the inflation assumptions. It is assumed that after 18 months inflation will return to the BoE target.
- (iii) The following information has been received from Blue Light Commercial around medium term inflation rates based on their in-depth analysis of the current market:

Category	2021/22	2022/23 +	Reason
Building Materials	6.7%	5-8%	Supply chain shortages and increased demand. Brexit border issues and increasing labour rates of pay
Construction	4.1%	4.0%	Shortage of skilled labour, supply & demand gap and supply chain issues reducing productivity
Facilities Management	2.1%	3.1%	Labour shortages and reduction in movement of labour from EU to UK
Fuel	12.3%	1.8%	Global increases in crude oil costs
IT Services	1.5%	1.9%	Shortage of skilled labour
IT Equipment	4.3%	4.5%	Semiconductor shortages as well as higher shipping costs and demand
Professional Services	2.2%	3.3%	Shortage of qualified professionals
Uniforms	Unknown	Unknown	Unquantifiable however known as rising labour costs
Utilities	5-9%	2.2%	Strong demand, higher commodity prices and adverse weather conditions

- (iv) The uncertain environment in relation to income continues to be a challenge in relation to medium term financial planning. The following sensitivity analysis has been undertaken across three scenarios ahead of the spending review across both central government and local funding streams:

Core Funding Assumptions:

- Increase in Grant Funding (3% increase)
- Council tax Precept increases of maximum allowed in 22/23 and then 1.99% per annum
- Council tax base growth returns to pre-pandemic 1.5% per annum from 2022/23
- Funding of Health and Social Care (H&SC) tax by Her Majesty's Treasury (HMT)

Optimistic funding assumptions:

- Core grant grows by inflation (Assumed to be 5%)
- Precept increases of 1.99%
- Council tax base growth of 2.0% per annum from 22/23 to catch up on growth lost due to the pandemic.
- Funding of Health and Social Care tax by HMT

Pessimistic funding assumptions

- Core grant reduced by 1% per annum in cash terms (3% in real terms)
- Precept increase of 1.99%
- Council tax base growth remains at 2021/22 levels with no growth
- Funding of Health and Social Care tax locally

(v) The above scenarios would have the following impact on income streams for 2022/23:

	Pessimistic £000's	Core £000's	Optimistic £000's
Core Grant	-686	17,659	+343
Precept	0	24,629	0
Council Tax Base	-362	24,510	+121
Health and Social Care Tax	-331	331	0

(vi) All scenarios result in an increased cash budget from 2021/22 (£45.163m).

15. Conclusion

- 15.1 The overall financial position for Humberside Fire Authority is sustainable over the medium term.
- 15.2 The approach set out in this MTRS delivers a balanced budget. It sets out how all four years will be financed and general reserves are set at the level identified in the Prudent Minimum General Reserve assessment, estimated at £5.9m for 2022/23.

CAPITAL PROGRAMME 2022/23 ONWARDS - VEHICLES, ESTATES AND ICT

SUMMARY

1. This report sets out for approval the proposed capital programme for Vehicles, Estates and ICT for 2022/23 onwards.

The programme has been approved by SLT at their meeting on 22nd November 2020.

RECOMMENDATIONS

2. That Members approve the capital programme for Vehicles, Estates and ICT for 2022/23 onwards, and that it is incorporated into the Medium-Term Financial Plan 2022/23 to 2025/26 to be considered at the February 2022 meeting of the Fire Authority.

VEHICLE REPLACEMENT PROGRAMME 2022/23 ONWARDS

3. In the last twelve months, the Service took delivery of one appliance and has recently placed an order for a further five, in keeping with the vehicle replacement programme. These vehicles will be the Services first to come with a clean cab solution, reflective of the international research ongoing relating to firefighter contamination. This will be a requirement of all future operational appliances. Next year there will be no appliances ordered and accordingly we will utilise the time to investigate new technologies, as well as work regionally to explore joint procurement opportunities through collaboration.
4. Annual condition reports continue to be undertaken and received for all vehicles in the fleet, and along with further analysis of each vehicle's usage, this is assisting us in an overall plan to look to reduce the fleet by 10% during 2022/23.
5. Our first electric vehicle infrastructure is due to be installed at Cromwell Road Station and the Services first ever electric vehicles (EV's), will then be introduced into the Fleet, the Services Preventions teams being the first to take receipt. Further investment into the infrastructure required to support an EV fleet will continue over the lifetime of this programme (4 years) (see Estates programme below). All (suitable) future replacement vehicles within the current fleet will be replaced with EV's wherever possible/feasible, in keeping with the Services Environmental Strategy. Consideration will be given to the replacement of other vehicles with EV's, including appliances in due course, as and when new technologies/costs allow. Members will note the budget requirement associated with light cars/vans have been increased to reflect the move to EV's.
6. The fleet and equipment capital programme is as follows:

	2022/23 (£)	2023/24 (£)	2024/25 (£)	2025/26 (£)
Heavy Vehicles	0m	0.890m	1.110m	0.890m
Light Vehicles	0.120m	0.624m	0.156m	0.650m
Equipment	0.097m	0.178m	0.232m	0.222m
Total	0.217m	1.692m	1.498m	1.762m

ESTATES PROGRAMME 2022/23 ONWARDS

7. As previously reported, Covid-19 restrictions resulted in significant slippage across the estates capital programme during 2020, and the subsequent introduction of Covid-19 safe working arrangements has also had an impact in terms of timescales on site, and in some instances lead-in times for materials and equipment.
8. Whilst initially postponed due to the restrictions, the station re-modelling and refurbishment schemes at Scunthorpe and Bridlington commenced on site in October 2020 and were handed back in March of this year. Both schemes had dignity and privacy at the heart of their design with shared dormitory accommodation and communal showering/WC facilities being replaced by individual sleeping rooms and welfare pods, significantly enhancing facilities on station for operational crews.
9. The scheme of dignity improvement works at Beverley station is now substantially complete with only the final stage, upgrade of the downstairs accessible shower and WC, to be completed this financial year.
10. Work is progressing well with the programme of boiler replacements as a part of the spend to save initiative, with upgrades to boilers at SHQ and Beverley completed and works at three further sites including Market Weighton, Cleethorpes and Cromwell Road scheduled in commencing in November.
11. Scheme planning for the re-modelling and refurbishment at Goole station is also well underway; planning approval for the small extension has been granted, the appliance room doors have been replaced and a cost estimate has been submitted by the contractor for the main works which is currently under review. The scheme will be undertaken in stages to allow for the continued operation of the station.
12. Planning is progressing well with schemes at Snaith and Winterton incorporating small extensions to improve cramped operational facilities. Both schemes are scheduled to be completed during this financial year.
13. Surveys and specifications in respect of the two roof replacement schemes at Bridlington and Calvert Lane Fire stations have been completed and the scheme is currently being costed with a view to starting work in March to avoid inclement weather over the winter period.
14. Some issues in terms of water ingress to the new operational training facility at Clough Road have been experienced post-completion and Joint Estates Service (JES) in conjunction with external consultants, have been working with the contractor to undertake a programme of remedial works during the twelve-month retention period to rectify these issues.
15. Following approval from the Fire Authority to dispose of the old East Hull Fire Station, the sale was subsequently postponed to facilitate the use of the building by the Department of Health and Social Care (DHSC) as a COVID-19 testing site. JES worked successfully alongside Hull City Council and DHSC in order to affect a rapid turnaround of the site. The Service has recently agreed to a further six-month extension to the current licence agreement to March 2023, when the position will be further reviewed.
16. Pocklington - as previously reported, due to Humberside Police's (HP) requirement to base additional patrol resources at the existing Police station, the planned co-location project was therefore unfeasible and additional funds were thus allocated within the 2021/22 programme to undertake a scheme of internal improvements. Following a review of the initial plans, the preferred option was to provide an extension to the existing building and therefore additional funds have been allocated, subject to approval, in next year's programme to facilitate this.

17. Driffield – again, due to changing operational requirements for HP, meaning a tri-service scheme was no longer viable, JES has been working with Yorkshire Ambulance Service (YAS) to review their requirements and produce draft plans and feasibility costs for a joint HFRS/YAS co-location scheme on site. Unfortunately, YAS have recently indicated that the revised cost estimates make the scheme unaffordable. Formal confirmation of YAS's withdrawal from the project is still awaited, but in light of this feedback it is proposed that £50k of the existing 2021/22 allocation be ring-fenced and slipped, to be supplemented with a further £50k to facilitate a general refurbishment of the current station during next financial year.
18. Howden – following approval (in principle) to develop a scheme to redevelop the existing Police station site in Howden into a new Fire station, draft plans have been drawn up and pre-planning discussions held with ERYC. Planners subsequently agreed to support the development of a planning application and flood risk assessment. The Joint Estates Service (JES) have submitted costed proposals for consideration by SLT which were approved. Subsequently, further consideration of an alternative option (s) in Howden are also being assessed pending progression of the original scheme. Additional funding will be required in order to progress the scheme. A further report will be submitted to Members in due course if necessary.
19. Cromwell Road – procurement is underway for external consultants to develop a scheme of works at the station to not only improve facilities for operational crews, but to potentially facilitate the co-location of HP's local community team within the fire station.
20. Scunthorpe – both HFRS, YAS and HP are currently working alongside North Lincolnshire Council (NLC) to assist in the development of their plans for an Emergency Services Hub within Scunthorpe area. Both HFRS and HP have submitted initial requirements and are awaiting preliminary designs/costs to be determined. Regular meetings, hosted by NLC with all key stakeholders, including HFRS, continue. A further report will be submitted to Members in due course.
21. In line with the Service's previously identified priorities, an element of the block allocation has been earmarked for further dignity works on stations, with schemes identified for Crowle and Withernsea during the following two financial years.
22. A budget estimate has been incorporated for the installation of electric charging points and associated infrastructure works at a number of stations, to facilitate the introduction of electric vehicles to the Service's fleet. Further work is underway to establish exact requirements and associated costs for the infrastructure installations.
23. A number of other priority areas of work including improvements to training infrastructure, Calvert Lane mechanical and electrical systems and fire station external works, have been identified via the Estates Services Group (ESG) and proposed allocations included in the programme as detailed below.
24. Future years block allocations have been uplifted by £50k annually to reflect the increased costs of programme delivery in terms of materials and other supply chain inflation. Note the cost of some materials has risen by 400% over the last few months. Further work is underway to determine future years' priorities, including any further works under the dignity and privacy agenda.
25. The proposed base Capital programme for estates is therefore as follows:

Scheme	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Dignity schemes				
Cromwell Road	250k			
Crowle	150k			
Withernsea		50k		
Other schemes				
Pocklington extension	50k			
Driffeld refurbishment	50k			
Training infrastructure	200k			
Calvert Lane M&E works	50k			
Electric vehicle charging points	40k	40k	40k	40k
Fire station external works	100k			
Block Allocation	-	700k	750k	750k
Total	£890k	£790k	£790k	£790k

ICT 2022/23 ONWARDS

26. 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. It should be noted that the move to hosted systems means that great pressure is placed on the revenue budget releasing pressure moving forward on the capital budget.
27. Emergency Services Network (ESN) is 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 likely fall short of the requirements necessary to leverage the full potential available and adequately resourcing implementation of the system. As a result, an additional capital funding requirement of £400k over the lifetime of this programme (4 years) is necessary to mitigate this risk. Members will recall receiving regular updates on the ESN at Authority meetings.
28. Data Centre and core network equipment will need upgrading as part of the maintenance/replacement programme. This is critical to meet the cyber-security threats faced by the Service. The need for an enhanced level of resilience and sufficient capacity is available for critical business processes is a further consideration. While hosting options for applications are now actively pursued, it will be essential to maintain a number of 'on premises' facilities.
29. A number of business applications are approaching the end of their useful life and need to be replaced to support different ways of working, these will in turn enable better efficiency. The ICT Capital programme continues to reflect these requirements. Funding has therefore been assigned to cover these costs.
30. As a result of both an Internal Audit and HMICFRS recommendations, the need for an asset management system has been established and approved in principle by SLT. The cost of implementation of a new system being around £350k. Ongoing revenue subscription costs in future years will be necessary, although these will be comparable with similar systems in use within the Service.
31. The ICT Capital programme is as follows:

	2022/23	2023/24	2024/25	2025/26
Core ICT Replacement Programme	£200k	£250k	£200k	£200k
Emergency Services Network (ESN)	£100k	£100k	£100k	£100k
Data Centre Hardware Upgrade	£150k	£150k	£100k	£100k
Information systems Upgrades and Development	£150k	£175k	£175k	£175k
Asset Management System	£350k			
Total	£950k	£675k	£575k	£575k

STRATEGIC PLAN COMPATIBILITY

32. The capital replacement programme meets the Service's strategic objectives of:
- What we must do well
 - How we support our communities
 - Efficiently managing the Service

FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

33. 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 2022/23 onwards, this will be presented for consideration and final approval at the Fire Authority in February 2022.
34. 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

35. 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

36. 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 strand of work identified.

CORPORATE RISK MANAGEMENT IMPLICATIONS

37. 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.
38. 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

39. 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

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

DETAILS OF CONSULTATION

41. 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

42. Medium-Term Financial Plan for 2022/23 to 2025/26.

RECOMMENDATIONS RESTATED

43. That Members approve the capital programme for Vehicles, Estates and ICT for 2022/23 onwards and that it is incorporated into the Medium-Term Financial Plan 2022/23 to 2025/26 to be considered at the February 2022 meeting of the Fire Authority.

S TOPHAM

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ST
19 November 2021

HEAVY VEHICLE REPLACEMENT PROGRAMME FOR 2021/22 TO 2024/25

	Unit Cost £	Maximum Life	Number in Fleet Policy	Number in Fleet at 31/10/20	22/23		23/24		24/25		25/26	
					No.	£	No.	£	No.	£	No.	£
WATER TENDERS/RESCUE TENDERS												
STANDARD APPLIANCE	250,000	17	54	54		-	3	750,000	3	750,000	3	750,000
COMPACT APPLIANCE	190,000	16	3	3		-		-		-		-
TACTICAL RESPONSE VEHICLES	70,000	7	4	3		-		-		-	2	140,000
SMALL FIRES UNIT	60,000	7	-	1		-		-		-		-
Sub total			61	61								
SPECIAL SUPPORT VEHICLES												
AERIAL RESCUE PUMP	800,000	20	1	1		-		-		-		-
HYDRAULIC PLATFORM (AERIAL)	700,000	20	-	1		-		-		-		-
ALP (AERIAL)	700,000	20	3	2		-		-		-		-
RESCUE & SUPPORT UNIT	350,000	20	2	2		-		-		-		-
CONTROL UNIT	450,000	20	1	1		-		-		-		-
WATER SUPPORT UNIT	210,000	20	1	1		-		-		-		-
DRIVER TRAINING UNITS	140,000	20	1	1		-	1	140,000		-		-
GP LORRY/BACK UP ESU	180,000	20	1	1		-		-	2	360,000		-
TELEHANDLER	50,000	15	1	1		-		-		-		-
Total			72	72		-		890,000		1,110,000		890,000

LIGHT VEHICLE REPLACEMENT PROGRAMME FOR 2021/22 TO 2024/25

VEHICLE TYPE	Unit Cost £	Maximum Life	Number in Fleet Policy	Number in Fleet at 31/10/20	22/23		23/24		24/25		25/26	
					No.	£	No.	£	No.	£	No.	£
HEAVY CAR (VW passat)	30,000	5	2	2	1	30,000		-		-		-
MEDIUM 4x4 (Skoda Octavia Estate)	24,000	5	32	32	3	72,000	10	240,000		-	14	336,000
LIGHT CARS (Skoda Fabia/i20)	22,000	10	26	26		-	11	242,000	4	88,000		-
LIGHT VANS (Combo)	22,000	10	18	18		-	5	110,000		-	6	132,000
VANS - MULTI USE (Citroen Multi)	22,000	10	10	10		-		-		-		-
MEDIUM VAN (Vivaro/Citroen/Transit)	18,000	10	1	1		-		-		-		-
MEDIUM VANS WITH FITTINGS	23,000	10	5	5		-		-		-		-
PICK UPS 4X4 (Mitsubishi/Hilux)	18,000	10	14	14	1	18,000		-	2	36,000	2	36,000
HEAVY VANS (Transit/Sprinter/Relay)	32,000	10	5	5		-	1	32,000	1	32,000	3	96,000
PERSONNEL CARRIER (8 passenger)	25,000	10	2	2		-		-		-	2	50,000
Total			115	115		120,000		624,000		156,000		650,000

OPERATIONAL EQUIPMENT REPLACEMENT PROGRAMME FOR 2021/22 TO 2024/25

TYPE	Unit Cost £	Maximum Life	Number in Fleet Policy	Number in Fleet at 31/10/20	22/23		23/24		24/25		25/26	
					No.	£	No.	£	No.	£	No.	£
OPS EQUIPMENT FOR APPLIANCES	50,000	15	57	57		-	3	150,000	3	150,000	3	150,000
THERMAL IMAGING CAMERA	4,770	10	50	50	-	-						
PPE (Firefighting Kit)	1,000	10	1,000	1,000	-	-						
GAS DETECTION UNITS	600	6	18	18	-	-						
AIRBAGS	300	15	90	90	-	-						
RECIP SAWS	300	10	40	40		-						
WATER RESCUE KIT	various	various	various	various		26,000		15,000				
WORKING AT HEIGHTS KIT	various	various	various	various		7,000		5,000				
OTHER	various	various	various	various		64,000		8,000		82,000		72,000
Total						97,000		178,000		232,000		222,000

1. Prices checked against current market and ammended all round

2. These vehicle will be replaced with EV's moving forward

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 the staff groups it employs, including current arrangements and awards made over previous 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 1.5% for 2021/22 from the National Employers (NJC) Grey Book;
 - b. That Green book staff representative bodies have declined a final offer of 1.75%, registered a pay dispute with the NJC and are currently undertaking ballots for strike action with their members;
 - c. That Gold book staff have accepted a pay increment of 1.5% for 2021/22 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.

Grey Book Staff

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. For Grey Book staff detailed discussions on pay have been held over several years and the FBU, who represent most staff in this group, have pushed for a significant pay rise through the Employers' side of the NJC since June 2017. The Authority has received regular updates on the discussions and negotiations that have taken place over the last four years, but no agreement has been reached on the longer-term

issue of pay. Each year, however, an interim agreement has been reached for a cost-of-living increase.

8. On 29 April 2021 the FBU wrote to the National Employers and outlined their pay claim for 2021. A copy of the claim was identified in NJC Circular NJC/3/21.
9. The pay claim included the following requests:
 - a. Pay increase: Using CPI as the measure of inflation a competent firefighter needs an increase of more than £4,000 to restore real wages lost over more than a decade of austerity. Therefore, a settlement for 2021 should urgently begin to address this through an immediate and significant pay rise as well as by setting out a roadmap for further significant improvements in pay.
 - b. Pay progression: We have set out our concerns about the impact of the current flat pay structure on our members. You are aware that this has had the effect of hitting employees on Grey Book rates harder than those in sectors with systems of pay progression. CPD should be equalised and could be incorporated into a new system of pay progression beyond the competent rate.
 - c. New roles: The employees' side has also previously set out the union's expectation for any agreement in relation to broadening the role of a firefighter. We remain committed to developing the work of our service in the face of changing risk. This must be done by negotiation and agreement. It also requires investment from the governments of the UK. Nevertheless, these discussions should be immediately progressed.
10. The National Employers held several consultation events with Chairs of Fire Authorities and Chief Fire Officers in May 2021 to discuss the preferred response to the pay claim. The majority view appears to have been widespread support for a significant pay award for all staff groups, however, that would need to be underpinned by additional funding from the Government or increased flexibility around council tax precept. It was recognised that neither option was likely to be forthcoming this year and therefore any unfunded pay award for 2021 would be extremely challenging for many authorities, given most had followed the advice given from the Home Office and not built a pay award into the budget for 2021/22.
11. Following the consultation events, the National Employers decided to make a formal offer of 1.5% for all Grey Book staff effective from 01 July 2021. The details of the offer are contained in NJC Circular NJC/3/21.
12. The FBU subsequently consulted their members and accepted the offer of a 1.5% pay increase and this was communicated to FRSs on 28 June 2021 through NJC Circular NJC 4/21.

Green Book Staff

13. 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.
14. The pay claim from the Joint Trade Union Side was made on 15 February 2021. It was reasonably detailed, covering several requests for changes to terms and conditions alongside a substantial pay award to mitigate "a lost decade of cuts, austerity and crisis." The overall pay increase requested was for a minimum of 10% across all spinal points.

15. On 14 May 2021 the NJC made a formal offer of a 1.5% increase in pay with some changes to terms and conditions, although not on each issue that was requested in the claim from the unions. On 21 May 2021 this offer was rejected by the Joint Trade Union Side.
16. The NJC subsequently increased to a final pay offer, including an increase of 1.75% other than on pay point 1 where the offer was increased to 2.75%. All three unions decided to consult their members with a recommendation for rejection, the outcomes of which are below: -
 - a. UNISON members voted by a majority of 79 per cent to 21 per cent to reject the final offer. Its local government committee decided to begin preparations for an industrial action ballot.
 - b. GMB members voted by a majority of 75 per cent to 25 per cent to reject the final offer. It conducted a consultative industrial action ballot, to determine whether there was support to then hold a formal ballot for industrial action.
 - c. Unite members voted by a majority of 81 per cent to 19 per cent to reject the final offer. Unite's local government committee has met and decided to begin preparations for an industrial action ballot.
17. The trade unions have registered a pay dispute with the National Employers. The NJC for Local Government Services National Employers met on 19th October to take stock of the situation. Following the meeting the NJC agreed by a majority to reaffirm as full and final the pay offer made previously.
18. The Service have now been advised of the latest position that the respective unions have taken:-
 - a. UNISON – will be conducting a formal national strike ballot from 1 December to 14 January. The results will be collated on an aggregated* basis. We understand that UNISON will be sending letters of intent (also known as Notices of Ballots) to employers from Wednesday 17 November.
 - b. GMB – is currently conducting a national consultative ballot (closes Monday 13 December) to determine whether there is support for strike action. If there is such support, GMB's subsequent formal national strike ballot will be collated on a disaggregated** basis.
 - c. Unite – its national committee met on the 15 November to sign off a timetable. Its formal strike ballot will be a national coverage disaggregated** ballot.

* This means that to take action, at least 50 per cent of the national membership is required to vote. The more stringent balloting rules for 'important public services' will not apply as the majority of those eligible to vote will not be delivering such services.

** This means that action could be taken at each workplace where a turn-out of at least 50 per cent is secured (if members vote in favour strike action), assuming the more stringent balloting rules for 'important public services' do not apply in the particular workplace. If they did then those requirements would also need to be satisfied.

Gold Book Staff

19. 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 Fire Leaders Association (FLA). 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, although in recent years the decision around an increase has generally not been taken until after the decision has been taken around the Grey Book pay award.

This has enabled a level of consistency to be applied across the various staff groups for operational staff.

20. The FLA pay claim for 2021 was for a cost-of-living increase that was no worse than that awarded to other staff groups.
21. On 24 June the NJC for Brigade Managers wrote to Fire Authority Chairs and FRSs outlining that a 1.5% increase had been agreed for this staff group, backdated to 01 January 2021. A copy of the letter is attached as Appendix C.
22. 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."*
23. 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.
24. 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 regarding a pay award, if appropriate.
25. 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.
26. As the NJC (Gold Book) offer for 2021 has been accepted by the FLA it is not felt necessary to submit a pay claim for this staff group under the twin track approach for this year.
27. The table below summarises the pay awards for each staff group since 2015.

Staff Group/Pay Award	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Green Book	1%	1%	1%	2%	2%	2.75%	Not agreed
Grey Book	1%	1%	1%	2%	2%	2%	1.5%
Gold Book	1%	1%	1%	2%	2%	2%	1.5%

STRATEGIC PLAN COMPATIBILITY

28. This report is compatible with Strategic Objective 3: "We value and support the people we employ" and Objective 4: "We efficiently manage the Service"

FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

29. A 1% pay increase across all staff groups equates to a cost to the Service of £366k, assumptions for pay awards are informing the current development of the Medium-Term Resource Strategy.

LEGAL IMPLICATIONS

30. None arising directly.

EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

31. None arising directly.

CORPORATE RISK MANAGEMENT IMPLICATIONS

32. Pay for public sector staff is becoming an area of increased tension in terms of industrial relations nationally. Tensions could rise significantly if the level of inflation was to increase, and the value of wages be further deflated.

33. Whilst pay arrangements are negotiated at a national level the Service continues to foster good relationships with Representative Bodies at a local level. Whilst significant impacts on Service delivery are not expected business continuity arrangements are continually under review to ensure they are fit for purpose and, considering the detail of this report, suitable to cope with staff shortages due to industrial action.

HEALTH AND SAFETY IMPLICATIONS

34. None arising directly.

COMMUNICATION ACTIONS ARISING

35. Pay Awards are communicated, once agreed, by the National Employers representing the various staff groups by circular.

DETAILS OF CONSULTATION

36. Staff Pay is currently a matter of national negotiation except for the 'twin track' approach to Gold Book pay described in paragraphs 22-24 of this report.

BACKGROUND PAPERS AVAILABLE FOR ACCESS

37. None.

RECOMMENDATIONS RESTATED

38. That Members note:

- a. That Grey book staff have accepted a pay increment of 1.5% for 2020/21 from the National Employers (NJC) Grey Book;
- b. That Green book staff representative bodies have declined a final offer of 1.75%, registered a pay dispute with the NJC and are currently undertaking ballots for strike action with their members;
- c. That Gold book staff have accepted a pay increment of 1.5% for 2020/21 from the National Employers (NJC) Gold Book.

J KIRBY

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Temporary Director of People and Development

Humberside Fire & Rescue Service
Summergroves Way
Kingston upon Hull
JK
24 November 2021

STRATEGIC PLAN AND INTEGRATED RISK MANAGEMENT PLAN (IRMP) 2021-24 REFRESH

SUMMARY

1. Members receive an annual update regarding amendments made to the Strategic Plan and IRMP each December, throughout the life of the plans. Where significant changes have been made, or are being considered, it is also appropriate to consult with our staff and community.
2. This report informs Members of relevant changes made during the first year of the 2021-24 plans and any potentially significant factors, that may impact future delivery of the plans.
3. Members are aware that the National Framework (2018) places a requirement upon the Authority to produce an IRMP and that the Strategic Plan and IRMP are key Performance Framework reference documents for HMICFRS. Our IRMP describes in detail the risks that are prevalent in our community, and the methods and resources we apply to mitigate those risks. Our Strategic Plan provides the focus for effectively and efficiently delivering our services to our community.
4. The annual process of reporting relevant changes provides an assurance to Members that compliance with the National Framework is regularly reviewed.

RECOMMENDATIONS

5. That Members take assurance from the process used to review and update the IRMP and approve a four-week period of consultation and engagement for an aligned Environmental Sustainability Plan.

HORIZON SCANNING

6. Members are aware that we are awaiting publication of HMI Sir Tom Winsor's Annual State of Fire and Rescue Report and HM Government's White Paper on Fire Reform. Members are reminded that the White Paper on Fire Reform will set the direction for English Fire and Rescue Services in three areas: professionalism, people and governance. It will seek to deliver a set of reforms to ensure Fire and Rescue Services operate effectively and efficiently, put the public first and meet the needs of the communities they serve, whilst adapting to societal changes.
7. Both reports may require us to review our planning assumptions and potentially our current Strategic Objectives during 2022/23.
8. An additional key workstream to standardise approaches within IRMPs, arising from the first HMI State of Fire and Rescue Report (2019), is being delivered by the National Fire Chiefs Council (NFCC) entitled the Community Risk Programme (CRP). Whilst it is anticipated that full delivery of outcomes and arising National Standards is likely to be at the back end of the lifecycle of our plans, we are closely monitoring and are actively contributing to this work. ACO McKiniry is leading the Evaluation national working party and a number of other staff have membership of other CRP workstreams considering standards for risk definition, assessment of social and economic value of fire and FRS interventions.
9. Members are reminded that other members of SLT are also taking leading NFCC roles in influencing and driving sector improvement. CFO Blacksell leads Supervisory Leadership and Fire Investigation, DCFO Shilito leads Efficiency and Productivity, AM McCourt leads Unwanted Fire Signals and AM Topham Personal Protective Equipment.

10. In recognition of the CRP and the intent of the programme of work to provide a framework for FRSs to produce Community Risk Plans, we intend to adopt the Community Risk Plan descriptor for our IRMP.

STRATEGIC PLAN 2021-24

11. We have reviewed our Strategic Objectives and underpinning Objective Statements and are confident that they remain valid. Our objectives describe what we want to achieve over the life of our plan, they provide focus for planning and delivery of services, they are actionable, achievable, have clear accountability and are measured.
12. The website version of our Strategic Plan has been developed to include descriptions of the Outcomes we expect to achieve for each Strategic Objective and the Output Measure. The plan is accessible here [Strategic Plan Objectives Outcome Measures 2021-2024](#).
13. There are no changes to the Strategic Plan at this stage.

IRMP 2021-24

14. Members are reminded that the IRMP is a living document that is regularly reviewed and updated to reflect relevant changes to risk profiles and our approaches to mitigate those risks. Information is fed into this process via our interactions within the community, partner agencies, horizon scanning and local and national risk registers.
15. The following amendments, of note, have been made during 2021:
 - The Equality Impact Assessment has been reviewed in line with wider work to make our Website more accessible, including general accessibility formatting and translation and sight impaired accessibility software. Changes have been reviewed and endorsed by relevant community groups.
 - Alignment to changes arising from the Prevention and Protection review and implementation plan.
 - Inclusion of 'you said, we did' microphone icons within the document explaining changes arising from the public consultation exercise conducted when developing the plan in 2020.
 - Reference to our Public Sector Equality Duty Priorities.
 - Reference to relevant National Fire Standards and the CRP workstream.
16. The changes described above do not require additional formal consultation.
17. Members will recall that our formal consultation for the development of the IRMP 2021-24 was conducted in November 2020, primarily using social media and on-line approaches. During the consultation we asked our community and staff to respond to a number of specific questions, including a question relating to the impact of climate change on risk and resourcing requirements. Subsequently, amongst a number of other environmental initiatives, a draft Environmental Sustainability Plan (see Appendix A) has been developed, focused upon six themed areas, including:
 - Sustainable Procurement
 - Estate Management
 - Biodiversity and Wildlife
 - Fleet Management
 - Operational Activities (linking directly to the IRMP)
 - Behavioural Change
18. Further information regarding our ambitions and planning assumptions in this area will be reported separately to a future Authority meeting, and a briefing regarding our draft plan took place at the November Member Day.
19. As the draft plan has direct links to our future CRP/IRMP risk and opportunity planning assumptions, it is appropriate to consult on the content of the plan with our community and staff.

STRATEGIC PLAN COMPATIBILITY

20. The annual review and refresh of our Strategic Plan and IRMP ensures that our strategic objectives remain deliverable and compliance with the National Framework is assured.

FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

21. Effective financial planning arrangements are an enabler for efficiency in service delivery and support.

LEGAL IMPLICATIONS

22. The production of an IRMP is a statutory responsibility.

EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

23. An Equality Impact Assessment has been conducted for the IRMP and is available on request.

CORPORATE RISK MANAGEMENT IMPLICATIONS

24. The IRMP documents the risks we have identified within our community and the measures taken to mitigate them. Environmental Sustainability (opportunity 2021/59) also features on the Corporate Risk and Opportunity Register.

HEALTH AND SAFETY IMPLICATIONS

25. None arising directly.

COMMUNICATION ACTIONS ARISING

26. The Strategic Plan and IRMP are available on the HFRS Website.

DETAILS OF CONSULTATION AND/OR COLLABORATION

27. A four-week internal and external consultation plan is being developed for the Environmental Sustainability Plan.

BACKGROUND PAPERS AVAILABLE FOR ACCESS

28. The Strategic Plan and IRMP 2021-24 are available on the HFRS Website.

RECOMMENDATIONS RESTATED

29. That Members take assurance from the process used to review and update the IRMP and endorse a four-week period of consultation and engagement for an aligned Environmental Sustainability Plan.

N McKINIRY

Officer Contact: S. Rhodes srhodes@humbersidefire.gov.uk
Director of Service Improvement

Humberside Fire & Rescue Service



HUMBERSIDE
Fire & Rescue Service

Environmental Sustainability Plan

2021 – 2024

Table of Contents

Message from the Deputy Chief Fire Officer	1
Introduction	2
Longer term outlook	3
Environmental sustainability themes 2021 – 2024	4
Theme 1: Sustainable Procurement	5
Theme 2: Estates Management	6
Theme 3: Biodiversity and Wildlife Conservation	7
Theme 4: Fleet Management	8
Theme 5: Operational Activities	9
Theme 6: Behavioural Change	10

Message from the Deputy Chief Fire Officer



Fire and Rescue Services in the UK have both social and corporate environmental responsibilities. Humberside Fire and Rescue Service is passionate about ensuring the role we play, not only protects the public but enhances the environment and encourages sustainability.

As the effects of climate change become more apparent, we continue to adapt our approach to daily activities, as well as our operational response, to cope with the additional pressures this puts on the Service. We are committed to reducing the environmental impacts of our activities and continually seek ways to further improve our methods in doing so.

We are setting ourselves ambitious targets to play our part in tackling global sustainability issues. These include reducing greenhouse gas emissions, adapting to climate change, minimising waste, enhancing biodiversity on our sites and contributing to a better quality of life for future generations.

Every person in the Service has a responsibility to minimise our footprint on the environment during our work activities. This Environmental Sustainability Plan clearly sets out practical measures we can take to reduce the impact we have on the environment by reducing our use of finite resources, utilising new greener technologies, protecting the environment and driving behavioural change.

These changes do not limit or restrict our ability to meet our statutory functions but embrace positive change that will improve our environmental sustainability and create a legacy of lasting social benefits.

Our Environmental Sustainability Plan aims to make Humberside Fire and Rescue Service a greener and more environmentally sustainable organisation for our communities.

**Deputy Chief Fire Officer
Phil Shillito**

Introduction

This plan outlines how the Health, Safety and Environment Function will support the work of keeping the communities in the Humber area safe, keeping our firefighters safe, and contributing to the firefighting and rescue capabilities of the United Kingdom.

There is a clear local, national and global case for action on climate change and sustainability. Our Plan describes a broad statement of our commitment and planned actions to contribute to these important and urgent priorities.

Our Plan provides an overview of the various areas of work required to achieve a sustainable environment for many years to come. Efforts will be focused in areas that offer the greatest potential return in terms of people, planet and public purse considerations. These areas also must be scrutinised in the context of enabling cultural and behavioural change. Humberside Fire and Rescue Service (HFRS) are currently working in line with the National Sustainability Charter as recognised by the emergency services sector and the NFCC. This is an industry agreed charter that demonstrates our commitment and compliance to environmental management.



We are aware of the inherent challenges that face our Fire and Rescue Service and in particular our responsibilities relating to climate change. Together with our strategic partners we are striving to create safer thriving communities, better prepared to respond to the short and mid-term implications of climate change as well as capitalising upon opportunities through a sustainable approach to our use of resources.

Implementation of this plan will be through a set of inter-related workstreams and projects, setting direction for the next three years. Inevitably the delivery plan will develop and be adapted appropriately over time. The Plan will be reviewed annually in line with our Community Risk Management Plan.

Longer term outlook

There is a range of environmental legislation which requires consideration for specific areas, and we are committed to meeting these as a minimum standard. We will monitor ongoing National Guidance and adopt as appropriate.

Proactively we will strive to reduce our resource use, with the aim to be carbon neutral by 2036. In the short to medium term we will not only deliver reductions in our direct carbon dioxide equivalent emissions but also reduce the environmental impact of our supply chain and our controllable costs through our procurement processes. This will not be a linear process as it will be dependent on financial constraints and technological advancements to support our progression and improvement. We will capture our carbon production as accurately as possible every year and publish our performance.

Alignment to the National Sustainability Charter allows us to build on the work already in place, supports innovation and flexibility for activities supporting sustainable qualities; supports benchmarking and supports the planning and prioritisation of proactive work rather than reactive system maintenance.

The objective of this Plan is to outline the key areas of focus for the Service over the next three years and to demonstrate our commitment to sustainability by continuously working towards a more sustainable environment. We will strive to identify, learn from and achieve best practice in all areas of our work and to make sure we do whatever we can to minimise our impact on the environment and make meaningful progress on our sustainability journey.

We aim to
be carbon
neutral by
2036

Environmental sustainability themes 2021 – 2024

The Environmental Sustainability Plan identifies the following six themes that are key to our delivery of our Strategic Plan.



1 Sustainable Procurement:

Specify wherever practicable the purchase of more sustainable goods and materials, encouraging our suppliers to demonstrate their commitment to environmental priorities.

3 Biodiversity and Wildlife Conservation:

Encourage and enhance biodiversity on our own estate where possible and endeavour to protect the local environment in our operations

5 Operational Activities:

Consider use of equipment and firefighting media during training and operational activities to minimise environmental impacts

2 Estates Management:

Seek to decrease our consumption of natural resources by reducing consumption of energy, water and minimising waste through reduction, reuse, and recycling as more sustainable alternatives to disposal.

4 Fleet Management:

Develop and implement a sustainable strategy utilising technology to reduce the need to travel and promote the use of more environmentally-friendly transport options

6 Behavioural Change:

To reduce environmental impacts through positive change in individual behaviour patterns

Theme 1: Sustainable Procurement

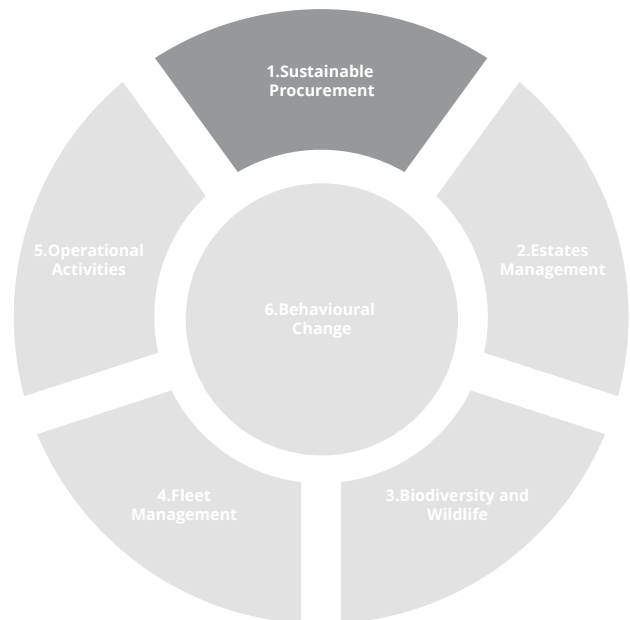
Specify wherever practicable the purchase of more sustainable goods and materials, encouraging our suppliers to demonstrate their commitment to environmental priorities

Sustainable Procurement is 'a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising impact to the environment'.

We will wherever practicable purchase more sustainable goods and materials in-line with Government standards. We will encourage our suppliers to demonstrate their commitment to environmental best practice within tendering processes and contracts.

The procurement of vehicles and equipment is no longer made in isolation. Whenever there is a need to make purchases, regional and national partners are considered, not only within Fire Sector but also the wider blue light partners. This will be achieved through existing frameworks or new joint procurement arrangements to make the best use of resources, and can influence in scale.

While innovation and value for money are key drivers for procurement, environmental sustainability must always be considered as part of the process.



We will work towards creating circular economies, a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible.

Key Areas of Focus:

- Minimising any negative impacts of goods, services and works during their life cycle and through the supply chain.
- Ensuring resource demand is managed by using energy efficient appliances and products containing recycled content where possible.
- Supplier sustainability evaluation within our procurement processes.
- Improve and expand end user involvement.
- Optimising local supplies wherever possible.
- Utilisation of latest energy efficient technologies during new builds and other major works, considering whole life cycle costs and impacts.

Theme 2: Estates Management

Seek to decrease our consumption of natural resources by reducing consumption of energy and water while minimising waste through reduction, reuse, and recycling.

Energy

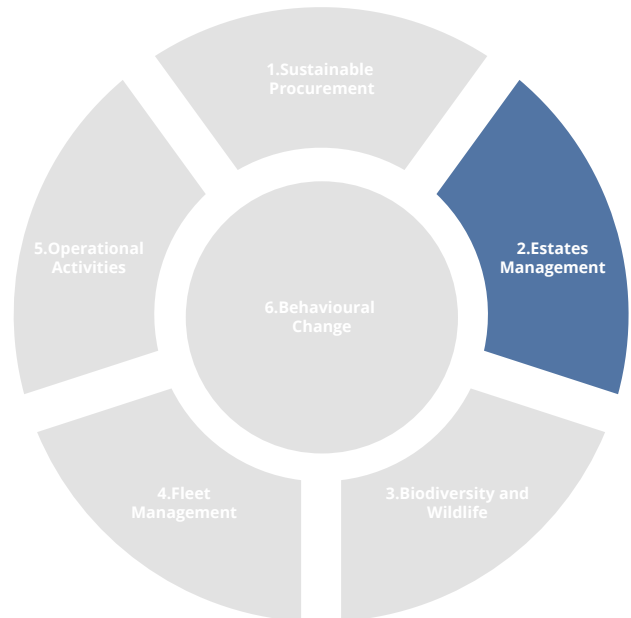
We will measure, manage and reduce the consumption of utilities across the Service by using the latest technologies to improve the quality of usage data in order to establish accurate consumption and carbon baselines from which to target suitable reduction initiatives.

Energy costs increase over time which necessitates utility users being more accountable for their usage to minimise costs and maximise efficiency. Our building stock will aim to be environmentally responsible and resource efficient throughout its life-cycle. Taking advantage of latest technologies for green energy i.e. solar cells, wind generation, grey water, ground source heating, biomass.

Waste

We will seek to decrease our consumption of natural resources by minimising waste through reduction, reuse, and recycling as more sustainable alternatives to disposal.

The waste hierarchy indicates that minimisation at source is much more sustainable than recycling of waste materials, because it avoids or reduces the use of resources in the first place. Reducing waste at source, which leads to less pollution will be the Service's main aim.



Water

We will measure our water consumption and set targets to reduce it. We will seek to gain a detailed understanding of the true cost and scale of water used in our operations and make every effort to conserve this resource.

Key Areas of Focus:

- Monitor utility usage to obtain accurate data on usage and identify areas for further improvement.
- Provide staff with details on how best they can contribute to the Service's objectives in maximising utility efficiency.
- Identify levels of energy usage at all our sites to set realistic targets for reduction
- Installation of energy saving devices such as flush controls where possible
- Promote recycling initiatives with Service staff with the aid of information, awareness and the siting of waste recycling bins at all our sites
- Reduce the amount of waste produced and increase re-use.
- Explore and invest in more sustainable energy sources, products and equipment.

Theme 3: Biodiversity and Wildlife Conservation

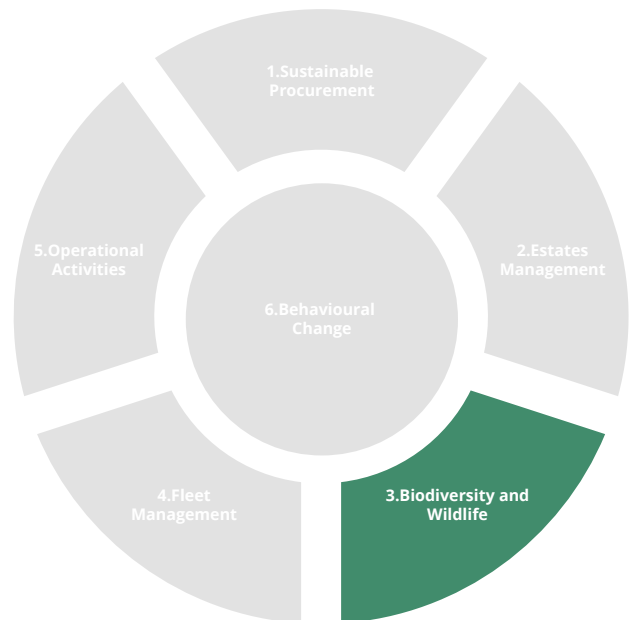
Encourage and enhance our estate where possible and endeavour to protect the local environment in our operations.

HFRS has already demonstrated a level of commitment by previously achieving ISO14001 environmental accreditation as part of our aims to reduce the organisations environmental impact.

We will encourage and enhance biodiversity on our own estate where possible and endeavour to protect the local environment in our operations whilst ensuring we step up to our biodiversity duty.

We recognise that climate change is almost certainly the most significant challenge facing nature conservation. The scale and rate of predicted change over the next century will place greater pressures on habitats and species.

We are committed to making sure that we preserve as well as promote aspects of biodiversity on our sites. We will actively encourage our staff to become aware of the diverse habitats that exist in the area around their place of work so that they can take ownership and help promote positive improvements as part of the wider commitment.



Key Areas of Focus:

- Ensure that future construction/ refurbishment projects take account of their impact upon the environment.
- Actively support conservation on Service sites.
- Provide staff with information on bird and wildlife habitats that are present at their place of work
- Encourage staff to become involved with projects that seek to protect and improve habitats; Ensure staff are aware of the technologies available to them and how to use these effectively to reduce environmental impact.
- Set out clear guidance on the use of pesticides etc on our premises.

Theme 4: Fleet Management

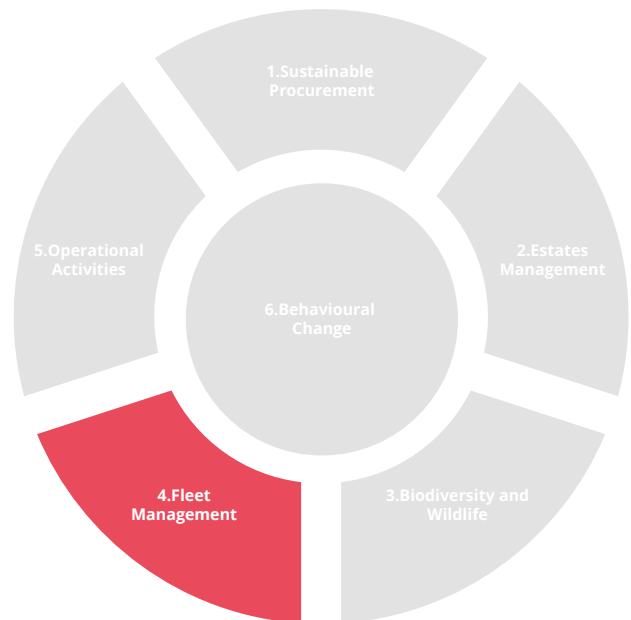
Develop and implement a sustainable strategy utilising technology to reduce the need to travel and promote the use of more environmentally-friendly transport options.

We will develop and implement a sustainable travel policy and look to encourage the use of communications technologies to reduce the amount and length of journeys required by the organisation.

We will promote the use of more sustainable transport options for our staff where travel is necessary.

We are committed to reducing the carbon footprint that is generated by the use of our fleet and we will seek to achieve this by constantly reviewing the use of modern engine technology in conjunction with sustainable fuels and associated additives across all of our fleet. We will also introduce hybrid, electric and vehicles with lower carbon footprints as opportunities arise and technology improves.

In order to achieve a holistic approach to our objectives we will set out defined limits of CO2 emissions for our fleet and lease vehicles. This data will become a key feature of the future vehicle procurement strategies that will assist the organisational objective of reducing our overall carbon footprint.



Key Areas of Focus:

- Invest in new technologies to improve our service delivery and reduce environmental impact.
- Explore alternative fuel sources to meet the government's agenda of 2035, where practical purchasing ultra-low emission vehicles or electric vehicles as fleet replacements.
- Establish the number of business miles currently undertaken by Service fleet and lease car users in order to set a realistic reduction strategy including the most efficient vehicles.
- Actively promote a car-sharing culture considering the introduction of cost effective initiatives;
- Encourage cycle to work schemes that will also contribute to wellbeing standards within the workplace;
- Explore options for staff to invest in green vehicles for personal use through salary sacrifice schemes;
- Encourage the use of home-working where possible in an accountable manner without detriment to service delivery;

Theme 5: Operational Activities

Consider use of equipment and firefighting media during training and operational activities to minimise environmental impacts

Our highest priority will always be the safety of our community and our firefighters. We must also consider the potential damage to the environment caused by the emergency incidents we attend and other fire and rescue service activities, which can affect air, land and water.

We regularly help our community with incidents that arise from the impact of the climate, such as flooding and wildfires. Committed to achieve and to develop our capability to deal with these incidents, effectively, efficiently and with due regard to the environment.

We will consider the use of our equipment, during essential training activities as well as during operational incidents to establish what impacts they may have on the environment. Such aspects will consider the use of water and foam as a means of firefighting media. We will closely monitor their effectiveness against the potential harm they may cause to the environment.

We will keep a watching brief on new technology that will assist us to potentially reduce our overall impact on the environment while at the same time ensuring that we maintain an effective emergency response capability to the community we serve. Using our well-established safe and well visits to promote safer homes.



This will not only protect lives but will also reduce the likelihood of property fires and the resultant emissions into air that arise from such unfortunate events.

Key Areas of Focus:

- Introduce recycling considerations when disposing equipment to maximise sustainable investment processes
- Review the means of capturing water consumption rates during training and operational activities for benchmarking and setting reduction targets without compromising staff safety or service to the public;
- Utilise firefighting equipment/media to ensure the lowest possible environmental impact;
- Work with the Environment Agency in the provision of specialist equipment to reduce environmental impact.
- Continuous training for operational crews to mitigate the adverse effects of incidents.
- Promote safety advice to our domestic and business community to reduce fires.

Theme 6: Behavioural Change

To reduce environmental impacts through positive change in individual behavioural patterns.

At the heart of this plan is the need to reduce environmental impacts through a positive change in behavioural patterns. This will have strong links with the other five themes to enable a reduced impact on the environment.

By delivering our actions we will work towards achieving our vision of being a high performing, environmentally conscious and responsible organisation through prevention, partnership, our people and continuous improvement.

By engaging our employees in developing an environmentally conscious culture within the Service, we will embed eco-friendly thinking in our decision-making processes and day to day activities.

It will be essential for us to communicate clearly and effectively with all our staff, Fire Authority Members wider stakeholders and public alike.

We recognise that we not only have an opportunity to environmentally improve local communities, but also to influence the wider behaviour of the public. As such we will work with others to ensure that our environmental message is clearly communicated.



Key Areas of Focus:

- Consideration of the impact on HFRS' carbon footprint in everything we plan and do.
- We will make use of both internal and external sources to raise awareness of our approach and expectations so that we can encourage discussions on their merits.
- Promotion of initiatives that will contribute to reducing environmental impacts.
- Increase staff awareness and knowledge about our work especially in aspects of waste management, recycling and energy control by conducting carbon literacy training to middle managers.
- Instigate energy efficiency arrangements.
- Promote the prevention agenda to prevent fires and other incidents occurring.
- Creation of a staff focus group and forum to develop and implement environmental initiatives across the service.
- Engage with the National Emergency Services Environmental and Sustainability Group and contribute and learn from best practice.

"We aim to reduce our environmental impact through everything we do."



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