

Fire & Rescue Service Headquarters Summergroves Way Kingston upon Hull HU4 7BB  
Telephone 01482 565333

To: Members of the Fire Authority	<b>Enquiries to:</b> Alison Finn <b>Email:</b> <a href="mailto:committeemanager@humbersidefire.gov.uk">committeemanager@humbersidefire.gov.uk</a> <b>Tel. Direct:</b> (01482) 393204 <b>Date:</b> 24 November 2022
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Dear Member

I hereby give you notice that a meeting of **HUMBERSIDE FIRE AUTHORITY** will be held on **FRIDAY, 2 DECEMBER 2022** at **10.30AM** at **HUMBERSIDE FIRE & RESCUE SERVICE HEADQUARTERS, SUMMERGROVES WAY, KINGSTON UPON HULL, HU4 7BB.**

**Public and press attendance at meetings**

Seating in the public gallery is limited to maximum of 4 people, therefore **places must be booked in advance** by contacting the Committee Manager on the contact details above.

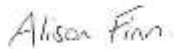
To access this meeting remotely please visit <<https://zoom.us/join>> and then enter:

**Meeting ID: 841 9735 0521**

**Passcode: 341273**

The business to be transacted is set out below.

Yours sincerely



**for Lisa Nicholson**  
**Monitoring Officer & Secretary to Fire Authority**

Enc.

## **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 the Authority meeting held on 4 November 2022	(pages 1 - 7)	Chairperson	To approve
4. Questions by Members	-	Monitoring Officer & Secretary	To receive
5. Communications	-	Chairperson	To receive
6. Treasury Management Half Year Report 2022/23	(pages 8 - 14)	Executive Director of Finance & S.151 Officer	To receive

Business		Page Number	Lead	Primary Action Requested
7.	Draft Medium-Term Resource Strategy	(pages 15 - 29)	Executive Director of Finance & S.151 Officer	To receive
8.	Capital Programme 2023/24 Onwards - Vehicles, Estates and ICT	(pages 30 - 35)	Area Manager of Emergency Response and Area Manager of Service Improvement	To approve
9.	Absence Management	(pages 36 - 39)	Executive Director of People and Development	To receive
10.	Workforce Planning	(pages 40 - 43)	Executive Director of People and Development	To receive
11.	HFRS Staff Pay Awards Annual Update	(pages 44 - 48)	Executive Director of People and Development	To receive
12.	Strategic Plan and Community Risk Management Plan (CRMP) 2021-24 Refresh	(pages 49 - 59)	Area Manager of Service Improvement	To approve
13.	HMICFRS Update	verbal	Assistant Chief Fire Officer & Executive Director of Corporate Services	To receive
14.	Chief Fire Officer Update	verbal	Chief Fire Officer & Chief Executive	To receive
<b>B EXEMPT BUSINESS</b>				
The Authority is asked to consider excluding the press and public from the meeting during consideration of the following item on the grounds that it is likely to involve the disclosure of exempt information as defined in paragraphs 3 & 4 of Part 1 of Schedule 12A of the Local Government Act 1972. In making its decision, the Fire Authority is asked to confirm that, having regard to all circumstances, it is satisfied that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.				
15.	Industrial Action (IA) Planning Update	(pages 60 - 65)	Deputy Chief Fire Officer & Executive Director of Service Delivery	To receive

FRIDAY, 4 NOVEMBER 2022

**PRESENT:**

**Members**

**Representing East Riding of Yorkshire Council:**

Councillors Abraham, Dennis, Fox, Green, Jefferson and Smith

**Representing Hull City Council:**

Councillors Belcher, Chambers, Dad, McMurray and Nicola

**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**

Phil Shillito - Chief Fire Officer & Chief Executive, Matthew Sutcliffe - Assistant Chief Fire Officer & Executive Director of Corporate Services, Christine Cooper - Executive Director of People and Development, Kevin Wilson - Executive Director of Finance/Section 151 Officer, Steve Duffield - Area Manager Service Improvement, Jon Henderson - Area Manager Prevention and Protection, Dom Purchon - Head of Protection, Lisa Nicholson - Monitoring Officer/Secretary and Alison Finn - Committee Manager.

The meeting was held at Service Headquarters, Hessle.

**127/22 APOLOGIES FOR ABSENCE** - Apologies for absence were submitted from Jonathan Evison (Police and Crime Commissioner) and Councillors Davison, Neal and West.

**128/22 DECLARATIONS OF INTEREST** - There were no declarations of interest.

**129/22 MINUTES - Resolved** - That the minutes of the meeting of the Authority held on 23 September 2022 be received as a correct record.

**130/22 MINUTES OF THE APPOINTMENTS COMMITTEE - Resolved** - That the minutes of the Appointments Committee meeting held on 30 September 2022 be approved and Matthew Sutcliffe be appointed to the post of Assistant Chief Fire Officer.

**131/22 QUESTIONS BY MEMBERS** - Councillor Shepherd asked when the Fire Station in Grimsby would be refurbished. The Chief Fire Officer explained that the Fire Authority estate was in a sequence of planned maintenance and there was a balance of need across the estate, the station at Grimsby was on the maintenance list.

**132/22 COMMUNICATIONS** - The following communications were reported:

- (i) Members were reminded to return their register of interest forms.

**133/22 FINANCIAL OUTLOOK UPDATE** - The Executive Director of Finance/S151 Officer submitted a report giving a financial outlook update for Members.

The report provided Members with details of the predicted financial outlook of the Authority for the next four years. The current position showed a potentially significant change in the Authority's finances since

the February 2022 Medium Term Resource Strategy because of a number of financial pressures, such as pay awards.

### Financial Pressures

Financial Pressure	Previous Assumption	Current Assumption	Impact (£m)
Pay inflation 2022/23	2.5%	5.0%	3.9
Pay inflation 2023/24	2.0%	3.5%	1.7
New borrowing interest costs	2.5%	4.5%	0.4
Electricity	-25% (Following increase by 55% in 2022/23)	25% increase	0.9
ICT contract inflation	3%	10%	0.4
Other pressures e.g. increased revenue costs as a result of increased capital programme costs due to inflation	n/a	n/a	0.6
<b>Total Pressures</b>			<b>7.9</b>

### Financial Savings/Increased Income

Financial Savings/Income	Impact (£m)
Reduced Rates cost due to revaluation challenge	(0.5)
Increased Council Tax collection fund surplus	(0.3)
Continuation of Services grant for 2023/24 & 2024/25 (reduced for National Insurance saving)	(1.1)
<b>Total Savings/Income</b>	<b>(1.9)</b>
<b>Overall Net Change</b>	<b>6.0</b>

The tables above showed a potential pressure on reserves over the 4 year period of £6.0 million if no other measures or mitigations were introduced. Another key assumption as part of the picture was that the Authority increased the precept by the likely maximum for 2023/24 of 1.99 per cent. That was an additional 15p per Band D property per month.

The Authority had several mitigations available to balance the budget over the medium-term:

- Increased funding from Government for pay awards
- Increased General grant funding from Government
- Efficiencies
- Revenue Contributions to the Capital Programme
- Precept
- Reserves

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

**134/22 MANAGEMENT ACCOUNTS - PERIOD ENDING 30 SEPTEMBER 2022** - The Executive Director of Finance/S.151 Officer submitted a report that highlighted the current financial position based on information to 30 September 2022.

This was the second set of Management Accounts for the 2022/23 financial year and further updates would be brought to the Authority based on the periods ending 31 December 2022 and 28 February 2023.

CATEGORY	2022/23 OUTTURN PROJECTION
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HFA	
Revenue Budget	£0.196m overspend
Capital Programme	£3.279m spend against £7.292m allocation
Pensions Account	£12.750m 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](http://www.humbersidefire.gov.uk/fire-authority).

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

**135/22 UNWANTED FIRE SIGNALS** - The Area Manager for Prevention and Protection submitted a report on the reduction in unwanted fire signals.

Members had previously approved the implementation of the Unwanted Fire Signals reduction policy in April 2019. On 1 October 2019, Humberside Fire and Rescue Service introduced a position statement to implement the policy. Overall, the approach had seen a 25 per cent decrease in unwanted fire signal attendances from a baseline year of 2018/19 (1402) to 2021/22 (1045).

In addition, there was a marked increase in the number of prevention and protection activities delivered with the extra capacity introduced from reducing false alarms. In 2018/19, operational crews conducted 6,453 activities in prevention, that had now risen to over 15,000 activities across prevention and protection in 2021/22.

Charging for persistent false alarms had resulted in targeted engagement activities to premises needing support with false alarm management, as well as 2021/22 paid invoices totalling in excess of £52k which had been invested in training across prevention and protection, particularly for operational crews.

Since the go live date, invoices had been issued to all premises that had had four or more unwanted fire signals in a 12 month rolling period in line with the position statement. Since implementation, the paid invoices were as follows:

2019/20 (part and first year)	£3,116.25
2020/21*	£22,678.03
2021/22	£52,841.00
<b>TOTAL</b>	<b>£78,635.28</b>

*\*charging suspended April – September 2020*

There was an opportunity to introduce changes to the position statement to further reduce attendances to false alarms, and subsequently further increase the time available for operational crews to proactively engage with businesses and vulnerable people as well as maintain competence for operational preparedness.

Members were asked to note the content and detail of the report on the success so far of the Unwanted Fire Signals policy and subsequent position statement and asked to choose an option from:

- Extend non-attendance to all premises, maintain the current Monday-Friday 0800/1800hrs parameters
- Extend non-attendance to 24hrs every day, maintain the current exemption for sleeping risk premises
- Extend non-attendance to all premises, 24hrs every day.

**Resolved** - (a) That the report be noted;

(b) That option b) 'Extend non-attendance to 24 hours every day, maintain the current exemption for sleeping risk premises' be approved, and

(c) That Members receive an update on unwanted fire signals in 6 months' time.

**136/22 FIREFIGHTER PAY AWARD UPDATE** - The Chief Fire Officer/Chief Executive submitted a report that updated Members on the firefighters pay award.

There were disputed and protracted pay negotiations taking place between the National Joint Council Employers and the Executive Council of the Fire Brigades Union.

To date, two pay award offers had been made by the Employers side of the National Joint Council to the Fire Brigades Union. Those being a 2 per cent increase offered in June 2022 and a revised offer of 5 per cent in October.

The 2 per cent offer was rejected and triggered preparations for the Fire Brigades Union to ballot the membership for strike action, that had not occurred to date. The 5 per cent offer was presented to the Fire Brigade Union Membership by the Executive Council under consultation as to whether, or not, to accept the offer caveated with a strong recommendation to reject. It was understood that planning for a strike ballot continued.

Actions were being taken by the Service to support business continuity in the event of industrial action by members of the Fire Brigade Union, in response to the pay award dispute.

The Chair and Chief Fire Officer would continue to encourage ongoing dialogue between all sides of the National Joint Council in an endeavour to avoid strike action, and to lobby the Home Office for additional funding to provide meaningful support for Fire and Rescue Authorities. Members would be updated with any further developments

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

**137/22 PERFORMANCE REPORTING (APRIL – SEPTEMBER 2022)** - The Area Manager for Service Improvement submitted a report that provided a bi-annual update on 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 2022	May 2022	June 2022	July 2022	August 2022	September 2022	Total
SPI - High Severity Dwelling Fires	2	3	6	5	3	-	19
SPI 2.2 - Total Deliberate Fires	31	33	38	62	52	-	216
SPI 2.3 - Accidental Dwelling Fires	30	33	31	32	32	-	158
SPI 2.4 - Deliberate Secondary Fires	367	274	265	399	454	-	1759
SPI 2.5b - False Alarm Non Domestic	67	62	91	114	100	-	434
<b>Total</b>	<b>497</b>	<b>405</b>	<b>431</b>	<b>612</b>	<b>641</b>	<b>-</b>	<b>2586</b>

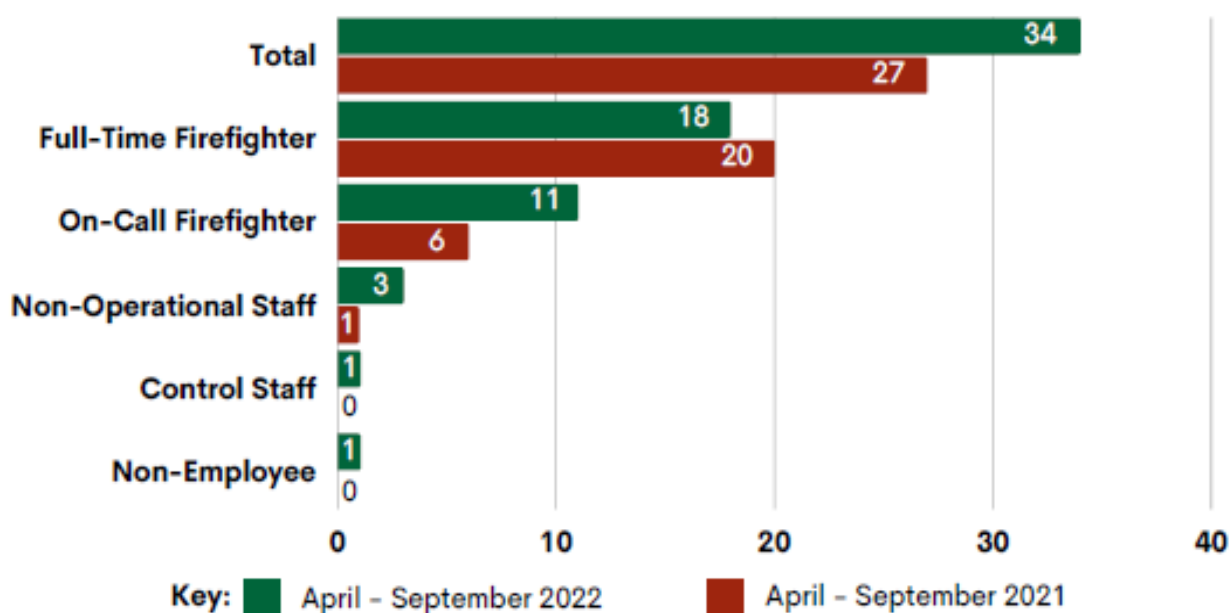
Members took assurance from the Service's proactive approach to performance management and reporting.

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

**138/22 HEALTH, SAFETY AND ENVIRONMENT REPORT** - The Area Manager for Service Improvement submitted a report that provided a bi-annual update on the Service's performance on Health, Safety and Environment.

The chart below showed the role of those involved in accidents, for the period (April – Sept 22) alongside a comparison for the same period from the previous year. The total number of reported accidents for the six month period was 26 per cent higher than the previous year. Accidents affecting Full-Time personnel had

reduced by 10 per cent, whilst for On-call personnel there had been an increase of 83 per cent and for Non-Operational staff that had increased from one to three including two minor injuries to cleaners. Those accidents involving Control staff and Non-Employees had both increased from zero to one.



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

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

**139/22 OPERATIONAL ASSURANCE REPORT** - The Area Manager for Service Improvement submitted a report that provided a bi-annual update on the Service's performance on Operational Assurance.

The table below provided a summary of the statistical data.

Activity Area	April 2022 to September 2022		
	Risk Critical	Cause for Concern	Notable Practice
A - Control	0	0	0
B - Incident Management	0	0	0
C - Firefighting	0	2	16
D - Road Traffic Collision	0	2	2
E - Water Rescue	0	0	1
F - Animal Rescue	0	0	0
G - Hazmat	0	1	3
H - Working at Heights/Rope Rescue	0	6	2
I - Command School	0	0	0
J - Thematic Review	0	0	0
K - Specialist Skill	0	0	1
L - Ops Discretion	0	0	0
<b>Total</b>	<b>0</b>	<b>11</b>	<b>25</b>

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

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

**140/22 OCCUPATIONAL HEALTH REPORT** - The Area Manager for Service Improvement submitted a report that provided a bi-annual update on the Service's performance on Occupational Health.

The table below gave figures for the main Occupational Health activity for the two quarters.

Activity	April to June	July to September
Management referrals	37	45
Self-Referrals	12	4
Discharges	22	76 (data cleansing of old records)
Open Cases	12	25
IHER (Ill Health Early Retirement)	0	1
CISM Defusing/Debriefing (Critical Incident Stress Management)	5	2
Physio Referrals	13	9
Counselling Referrals	4	1
CiC Contacts	22	15
DNA (Did Not Attend)	5	4
Health Surveillance	49	60
Fitness Tests	83 plus 16 Return To Work	507 plus 3 Return To Work

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

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

**141/22 PUBLIC SECTOR AUDIT APPOINTMENTS UPDATE - APPOINTMENT OF MAZARS** - The Executive Director of Finance/S151 Officer submitted a report seeking the Authority's approval to accept Mazars as External Auditors for the period 2023/24 to 2027/28.

Public Sector Audit Appointments Limited had carried out the procurement process on behalf of 99 per cent of Local Authorities, Police and Fire bodies, including this Authority. Following that process, contracts had been offered to six suppliers.

Public Sector Audit Appointments Limited proposed that Mazars be appointed to Humberside Fire Authority subject to consultation and agreement by the Authority.

Members voiced their concern regarding the expected significant cost increase which was aimed at resolving some of the fundamental resourcing issues that existed in the Public Sector audit market, that had previously resulted in the very late issuing of Audit Opinions.

**Resolved** - That Mazars be appointed as External Auditors for the Authority for the period 2023/24 to 2027/28.

**142/22 FIRE SAFETY PROSECUTION** - The Area Manager for Prevention and Protection submitted a report detailing the successful prosecution of TD Polymer Ltd.

In January 2020 Protection officers from the Service issued a Prohibition Notice to Mr Peng Fei Wang to prevent sleeping in a factory premises in Hull. That followed an earlier notice issued in 2019 when the premises traded under a different name.

Following concerns raised by Humberside Police in April 2020, Service officers discovered that Mr Wang was in breach of the issued Prohibition Notice and began an investigation which culminated in Mr Wang being formally charged under Article 32 of the Regulatory Reform (Fire Safety) Order 2005.

Mr Wang appeared at Hull Crown Court on 6 October 2022 and pleaded guilty to breaching both Prohibition Notices served to him in 2019 and 2020. He was sentenced to 12 months in prison (suspended), fined £10,000 and ordered to pay costs to HFRS of £21,000.

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

**143/22 CHIEF FIRE OFFICER UPDATE** - The Chief Fire Officer/Chief Executive provided a verbal update.

- i. The Chief Fire Officer had written to Chris Philp, the new Minister of State (Minister for Crime, Policing and Fire) and received a reply stating he would like to visit the Service. No date had been arranged yet.
- ii. The Chief Fire Officer had written to other Ministers in October 2022 indicating the pressures that the Service was facing. There had been no responses yet.
- iii. The Chief Fire Officer had written to the ten local MPs indicating the pressures that the Service was facing. There had been no responses yet.
- iv. Pay for green book staff had been agreed and back pay would be paid before Christmas.
- v. The Service had volunteered its Control Room to join the HMICFRS pilot exercise for high rise building evacuation. The staff had been praised for their performance.
- vi. The Service had volunteered to be a pilot for HMICFRS on productivity.
- vii. The High Sheriff of the East Riding of Yorkshire, Jacky Bowes, was experiencing a day's activity at Clough Road Fire Station to gain an understanding of the work undertaken by the Service.
- viii. The Chief Fire Officer advised that the Manchester Arena Inquiry Report had been published and the Service was reviewing the recommendations. It was suggested an update be brought to a future Member Day.
- ix. Additional resources had been put in place for Bonfire Night working closely with Humberside Police.

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



## **TREASURY MANAGEMENT MID-YEAR UPDATE REPORT**

### **1. SUMMARY**

- 1.1 This report provides an update on the Authority's treasury management activities for the first half of the financial year 2022/23.

### **2. RECOMMENDATIONS**

- 2.1 That Members consider the treasury management activities undertaken during the first half of 2022/23 and the Prudential Indicators as outlined in paragraphs 4.9 and 4.10 and detailed in Appendix 1.

### **3. BACKGROUND**

- 3.1 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.”

- 3.2 The Authority on 11 March 2022 approved the annual 2022/23 Treasury Management Policy Statement and agreed a range of Prudential Indicators aimed at ensuring effective treasury management and affordability of capital plans.

- 3.3 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

### **4. PERIOD ENDING 30 SEPTEMBER 2022**

#### **Investment Activity**

- 4.1 The Authority's temporary investments totalled £21.0m as at 30 September 2022.

Table 1 – Investment income earned April to September 2022

Interest Earned April to September 2022	Rate of return April to September 2022	Benchmark return at 30 September 2022*	Difference (Favourable) April to September 2022
£43k	0.54%	2.19%	1.65%

\* Benchmark set as 7 day compounded SONIA

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

## **Borrowing**

### **Short-Term Borrowing**

- 4.3 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**

- 4.4 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.
- 4.5 The Authority's level of borrowing was £19.1m as at 30 September 2022, with an equated average rate of interest payable at 3.40%. An expected £608k of interest is projected to be payable on external debt for 2022/23.
- 4.6 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**

- 4.7 Appendix 1 details the Prudential Indicators agreed by Members at the Fire Authority on 11 March 2022 and shows for comparison the actual figures as at 30 September 2022.
- 4.8 During the period April to September 2022, the Authority operated wholly within the limits approved.

### **Capital Expenditure**

- 4.9 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**

- 4.10 External debt is currently £14.4m below the agreed authorised limit for 2022/23 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.

## **5. RESOURCING/FINANCIAL/VALUE FOR MONEY**

- 5.1 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.

## **6. RISK/ HEALTH AND SAFETY/LEGAL IMPLICATIONS**

- 6.1 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.

## **7. LINKAGES TO ANY STRATEGIC/CORPORATE PLANS/POLICIES**

- 7.1 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.

## **8. EQUALITY IMPLICATIONS**

- 8.1 There is no requirement to carry out an equality impact analysis as this report does not relate to a policy or service delivery change.

## **9. CONCLUSION**

- 9.1 That Members consider the treasury management activities undertaken during the first half of 2022/23 and the Prudential Indicators as outlined in paragraphs 4.9 and 4.10 and detailed in Appendix 1.

**Kevin Wilson**  
**Executive Director of Finance/S151 Officer**

### **Officer Contact**

Kevin Wilson – Executive Director of Finance/S151 Officer

☎ 01482 567183

✉ kwilson@humbersidefire.gov.uk

### **Background Papers**

Treasury Management and Capital Expenditure Prudential Indicators, Management Policy Statement 2022/23 and Minimum Revenue Provision 2022/23 – Report to Fire Authority March 2022

CIPFA Code of Practice on Treasury Management

CIPFA Treasury Management Guidance



## Appendix 1

### Prudential Indicators as at 30 September 2022

#### 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:

	2021/22	2022/23	2022/23	2023/24	2024/25	2025/26
	Actual	Budget	Revised	Estimate	Estimate	Estimate
	£k	£k	£k	£k	£k	£k
Total Capital expenditure	1,960	7,292	3,279	7,345	2,847	3,707

The revised 2022/23 figure reflects the latest estimate of spend, as reported to Members in the Management Accounts for the period ending 30<sup>th</sup> September 2022.

#### Indicator 2 - Capital Financing Requirement

The capital financing requirement for 2022/23 and estimates for future years are as follows:-

	Actual	Estimate	Estimate	Estimate	Estimate
	31/03/22	31/03/23	31/03/24	31/03/25	31/03/26
	£k	£k	£k	£k	£k
Capital Financing Requirement	17,691	19,166	24,489	25,078	23,371
Lease - Integrated Care Centre	1,029	1,012	994	974	953
Total CFR	18,720	20,178	25,483	26,052	27,324

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.

	2022/23 Original £k	2022/23 Revised £k	2023/24 Estimate £k	2024/25 Estimate £k	2025/26 Estimate £k
Total Core Funds	13,214	14,077	11,280	11,040	10,818
Expected Investments	6,567	11,480	2,960	2,290	947

The actual total investments held as at 30<sup>th</sup> September 2022 is £21.0m. This is higher than the expected investments due to the Pensions grant of which 80% was received in July 2022 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.

	2022/23 Boundary £k	Actual As at 30/09/22 £k	2023/24 Boundary £k	2024/25 Boundary £k	2025/26 Boundary £k
Borrowing	25,000	19,069	25,000	25,000	25,000
Other Long-Term Liabilities	3,500	1,012	3,500	3,500	3,500
	28,500	20,081	28,500	28,500	28,500

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 2022/23 and subsequent three-year period as approved by Members, compared to the actual level of borrowing as at 30 September 2022.

	2022/23	Actual as at 30/09/22	2023/24	2024/25	2025/26
	Limit £k	£k	Limit £k	Limit £k	Limit £k
Borrowing	31,000	19,069	31,000	31,000	31,000
Other Long-Term Liabilities	3,500	1,012	3,500	3,500	3,500
	34,500	20,081	34,500	34,500	34,500

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 2022/23.

#### 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: -

	2021/22	2022/23	2022/23	2023/24	2024/25	2025/26
	Actual	Original	Revised	Estimate	Estimate	Estimate
	%	%	%	%	%	%
Ratio of Financial Costs to Net Revenue Stream	3.49	3.35	3.03	3.70	4.06	4.25

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 30/09/22	Upper Limit	Lower Limit
	%	%	%
Under 12 Months	9.96	15	0
12 months and within 24 months	2.62	15	0
24 months and within 5 years	19.24	30	0
5 years and within 10 years	36.71	60	0
10 years and above	31.47	80	0

The S151. Officer confirms that the maturity structure of external debt as at 30/09/22 is within the upper and lower limits approved by the Authority.



HUMBERSIDE FIRE AUTHORITY

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# **MEDIUM-TERM RESOURCE STRATEGY 2023/24 – 2026/27 (DRAFT 02/12/2022)**

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## **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 Community Risk Management Plan (CRMP) 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 Community Risk Management Plan, 2022 - 2025.

## **2. Aims of the Strategy**

- 2.1 The MTRS assists in:
  - (i) Supporting delivery of the Community Risk Management Plan 2022-2025;
  - (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 2023/24 – 2026/27 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 2023/24 to 2026/27 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 CRMP including the impact of the Grenfell Tower tragedy, increased focus on business safety and Local and National Resilience arrangements;
- (iv) The impact of inflation;
- (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;
- (x) Financial Resilience.

## **5. Community 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 Community 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 CRMP 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 2024/25 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 Autumn Statement was announced on the 17<sup>th</sup> November 2022. Following this announcement amendments to grant and council tax assumptions have been made. The Provisional Local Government Finance Settlement and Council Tax referendum rules were announced on xx December 2022.
- 6.3 This MTRS as presented includes an increase in the precept of £2.69 (2.99%) for a Band D property for 2023/24. An increase of 2.99% has also been included for future years. Final decisions on the actual precept will be made each year by the Authority based on the financial circumstances at the time.
- 6.4 The Secretary of State determines the maximum increase that Fire and Rescue Authorities can make to Council Tax Precept without requiring a referendum and in 2023/24 this is x%.
- 6.5 The Authority has run a public consultation on the level of Council Tax Precept for 2023/24. There have been xx responses with xx% of these agreeing with an increase.

## 7. Current 2022/23 Financial Position

- 7.1 The Authority's budget for 2022/23 is £47.624m. The quarter two revenue monitoring report shows a projected budget overspend of £0.196m as at 30 September 2022.

2022/23 Revenue Monitoring – Quarter Two Position			
	Approved Budget 2022/23	Projected Outturn 2022/23	Variance 2022/23
<u>Financial Position</u>	£m	£m	£m
Fire Response and Protection	45.027	45.523	0.496
Capital Financing	2.597	2.297	(0.300)
<b>Net Expenditure</b>	<b>47.624</b>	<b>47.820</b>	<b>0.196</b>
Central Government Grant	17.370	17.370	-
Business Rates	4.283	4.283	-
Council Tax Precept	25.961	25.961	-
<b>Central Grant and Precept Total</b>	<b>47.614</b>	<b>47.614</b>	<b>-</b>
<b>Appropriations (to) / from reserves</b>	<b>0.010</b>	<b>0.206</b>	<b>0.196</b>

- 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 overspend of £0.196m.
- 7.4 The forecast closing position on reserves for 2022/23 is £14.077m, as set out in the table below.

2022/23 Reserves – Quarter 2 Position			
	Approved 2022/23	Projected 2022/23	Variance 2022/23
	£m	£m	£m
Opening Balance – General Reserve (01/04/22)	5.908	5.908	-
Planned transfer to/(from) General Reserve	(0.010)	(0.206)	(0.196)
<b>Forecast Closing Balance (31/03/23)</b>	<b>5.898</b>	<b>5.702</b>	<b>(0.196)</b>
Opening Balance – Earmarked Reserves (01/04/22)	8.686	8.686	-
Planned transfer to/(from) Earmarked Reserves	(0.311)	(0.311)	-
<b>Forecast Closing Balance (31/03/23)</b>	<b>8.375</b>	<b>8.375</b>	-
<b>Forecast Closing Balance (31/03/23)</b>	<b>14.273</b>	<b>14.077</b>	<b>(0.196)</b>

## 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 2023/24 to 2026/27 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 3.5% in 2023/24 and 2% in future 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	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Major and Minor Building Schemes	0.588	0.790	0.790	0.790	2.958
Information Technology	0.600	0.675	0.625	0.625	2.525
Vehicles and Equipment	2.387	1.382	2.292	2.150	8.211
<b>Total</b>	<b>3.575</b>	<b>2.847</b>	<b>3.707</b>	<b>3.565</b>	<b>13.694</b>

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	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	Total £m
Forecast Expenditure	3.575	2.847	3.707	3.565	13.694
<b>Financed by:</b>					
Grants and Contributions	1.000	1.000	1.000	1.000	4.000
Prudential Borrowing	2.575	1.847	2.707	2.565	9.694
<b>Total Financing</b>	<b>3.575</b>	<b>2.847</b>	<b>3.707</b>	<b>3.565</b>	<b>13.694</b>

- 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 2023/24 to 2026/27

- 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 2023/24. The MTRS includes a precept increase of £2.69 (2.99%) built into the funding for 2023/24 and each of the future years.

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

MTRS Group Budget Forecast	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
<b>Base budget</b>	47.625	50.230	51.486	52.359
<b>Budget pressures</b>				
Pay Related Increases	1.805	0.931	0.831	0.849
Non-Pay Inflation	0.653	0.375	0.383	0.405
Budget pressures / (Savings)	0.051	-	0.549	-
Revenue Impact of Capital Financing	0.364	0.229	0.149	0.240
<b>Total budget pressures</b>	2.873	1.535	1.912	1.494
Efficiency Savings Requirement	(0.268)	(0.279)	(0.289)	(0.300)
Additional Savings Requirement	-	-	(0.750)	-
<b>Net Budget Requirement</b>	<b>50.230</b>	<b>51.486</b>	<b>52.359</b>	<b>53.553</b>
Central Government Grant Income	17.370	17.404	17.613	18.089
Business Rates Received from Local Authorities	4.749	4.749	4.749	4.749
Business Rates – Collection Fund Surplus / (Deficit)	(0.400)	(0.400)	(0.400)	(0.400)
Council Tax Precept Income	26.458	27.793	29.197	30.671
Council Tax Precept - Collection Fund Surplus / (Deficit)	0.450	0.450	0.450	0.450
<b>Total Income</b>	<b>48.627</b>	<b>49.996</b>	<b>51.609</b>	<b>53.559</b>
<b>Funding Gap / (Surplus) Before Reserves</b>	<b>1.603</b>	<b>1.490</b>	<b>0.750</b>	<b>(0.006)</b>
<b>Planned use of reserves:</b>				
Transfer (from)/to Earmarked reserves	(1.603)	(1.490)	(0.750)	0.006
<b>Funding gap / (surplus) after use of reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

- 11.3 The table above shows that £0.750m of additional savings are required from 2025/26. These savings are required in order to minimise the use of reserves to fund the day to day costs of the revenue budget over the life of the plan at £3.8m and bring the budget back into balance from 2026/27 onwards. This meets the key principle of the Authority's Strategy that overall expenditure will be delivered within a sustainable budget over the medium term. The Authority's overall financial position will be reviewed on an on-going basis.

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

Humberside Fire Authority	2023/24 £M	2024/25 £M	2025/26 £M	2026/27 £M
Fire Response and Protection	47.430	48.457	49.182	50.136
Capital Financing	2.800	3.029	3.177	3.417
<b>Total</b>	<b>50.230</b>	<b>51.486</b>	<b>52.359</b>	<b>53.553</b>

- 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 2023 will be £6.9m to match the identified level required 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 2023 £m	At 1 April 2024 £m	At 1 April 2025 £m	At 1 April 2026 £m	At 1 April 2027 £m
<b>Earmarked Reserves</b>					
Insurance	0.500	0.500	0.500	0.500	0.500
The Ark – National Flood Resilience Centre	1.000	1.000	-	-	-
Capital Programme Funding	2.110	1.960	1.810	1.660	1.510
Business Continuity	1.000	1.000	1.000	1.000	1.000
ESMCP	0.265	0.205	0.145	0.085	-
Control Room	1.000	0.500	-	-	-
Pay and Prices	1.600	-	-	-	-
<b>Total Earmarked Reserves</b>	<b>7.475</b>	<b>5.165</b>	<b>3.455</b>	<b>3.245</b>	<b>3.010</b>
General Reserves	6.902	6.899	5.409	4.659	4.664
<b>Total Reserves</b>	<b>14.377</b>	<b>12.064</b>	<b>8.864</b>	<b>7.904</b>	<b>7.674</b>

- 12.10 The Authority retains £7.475m 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) Business Continuity – 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) Control Room – to meet costs in relation to the Control Room;
- (vii) Pay and Prices – funding for pay and prices increases in excess of budget assumptions.

- 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 2023/24. 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.	Likely	High	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.
Industrial Action	Likely	High	Recruitment of contingency crews. Inclusion of funding in the General Reserve
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 significant inflationary pressures impact the economy.
- 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 3.5% in 2023/24 and 2% in future years.
- (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. Each additional 1% will cost an additional £0.4m per year.
- (ii) The following information has been received from external sources around medium-term inflation rates based on their in-depth analysis of the current market:

Budget	Increase 2023/24 %	Reason
Insurances	10.0	Renewals due and hardening of market
Waste, Cleaning, Building Maintenance	10.0	Contract price increases
Electricity	55.0	Supply and demand on global market
Gas	10.0	Supply and demand on global market
Water	10.0	Historical rate of increase
Rates	20.0	Inflation
Fuel	5.0	Forecast oil price
IT	10.0	Shortage in skilled labour and higher shipping costs

- (iii) 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:

## Medium Term Resilience

14.4 The following six indicators have been developed by CIPFA to demonstrate the medium-term financial resilience of Fire Authorities. These indicators allow benchmarking with other Authorities and organisations and provide an overall assessment of financial resilience.

14.5 Funding gap as a percentage of Net Revenue Expenditure (NRE) over the MTRS period - Authorities need to have a clear estimate of their funding gap over the Medium-term Resource Strategy.

	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
NRE	50.499	51.765	52.648	53.853
Estimated Funding Gap	1.872	1.769	1.789	0.294
<b>Gap as a % of NRE</b>	<b>3.71%</b>	<b>3.42%</b>	<b>3.40%</b>	<b>0.55%</b>
Savings Identified	0.269	0.279	0.289	0.300
Additional Savings Required	-	-	0.750	-
<b>Unidentified Gap as a % of NRE</b>	<b>3.17%</b>	<b>2.88%</b>	<b>1.42%</b>	<b>(0.01%)</b>

14.6 Savings delivered as a percentage of planned savings – Authorities need to be sure that savings plans are effective and planned savings are delivered.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
MTRS Savings Planned	0.269	0.658	-	0.127	0.240
MTRS Savings Achieved	0.269	0.658	-	0.127	0.240
<b>% of Savings Achieved</b>	<b>100.00%</b>	<b>100.00%</b>	<b>-</b>	<b>100.00%</b>	<b>100.00%</b>

14.7 Over/underspends relative to Net Expenditure – It is important that Authorities keep over/underspending under control and that actual expenditure is as close as possible to the levels planned.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23* £m
NRE	42.948	46.343	48.352	45.290	47.614
Over/(Under)spend	(0.162)	(0.120)	(0.571)	(0.991)	0.196
<b>Over/(Under)spend as a % of NRE</b>	<b>(0.38%)</b>	<b>(0.26%)</b>	<b>(1.18%)</b>	<b>(2.19%)</b>	<b>0.41%</b>

\*estimated position

- 14.8 Useable Reserves as a percentage of Net Revenue Budget – Reserves allow for periods of uncertainty to be managed and healthy levels of useable reserves are an important safety net to support financial stability.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
NRE	42.948	46.343	48.352	45.290	47.865	50.499	51.765	52.648	53.853
Resource Reserves									
General	5.270	5.251	5.758	6.373	6.902	6.899	5.409	4.659	4.664
Earmarked	4.600	4.938	5.173	7.408	7.475	5.165	3.455	3.245	3.010
<b>Resource Reserves as a % of NRE</b>	<b>23.0%</b>	<b>22.0%</b>	<b>22.6%</b>	<b>30.4%</b>	<b>30.0%</b>	<b>23.9%</b>	<b>17.1%</b>	<b>15.0%</b>	<b>14.3%</b>
<b>Change in %</b>	<b>(1.7%)</b>	<b>(1.0%)</b>	<b>0.6%</b>	<b>7.8%</b>	<b>(0.4%)</b>	<b>(6.1%)</b>	<b>(6.8%)</b>	<b>(2.1%)</b>	<b>(0.7%)</b>

- 14.9 Council Tax as a percentage of Income – This shows the reliance of Fire and Rescue Services on core grants and potential impact changes in core grant funding could have on the financial sustainability of the Authority.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
Precept	21.973	22.993	23.817	24.148	25.312	26.458	27.793	29.197	30.671
Total Financing	42.886	43.575	45.269	45.163	47.664	48.627	49.996	51.609	53.559
<b>Precept as a % of Total Financing</b>	<b>51.2%</b>	<b>52.8%</b>	<b>52.6%</b>	<b>53.5%</b>	<b>53.1%</b>	<b>54.4%</b>	<b>55.6%</b>	<b>56.6%</b>	<b>57.3%</b>

- 14.10 The Cost of Borrowing as a percentage of Net Revenue Expenditure – Borrowing commitments are long term and must be funded from ongoing revenue budgets. This table shows the amount of revenue funding committed to meet current and future borrowing commitments.

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
NRE	42.948	46.343	48.352	45.290	47.865	50.499	51.765	52.648	53.853
Borrowing	14.702	15.003	13.618	16.984	19.069	18.569	18.728	18.900	18.900
MRP	1.079	1.209	0.700	0.792	0.821	1.290	1.528	1.685	1.930
Interest	0.627	0.658	0.621	0.621	0.582	0.510	0.500	0.492	0.487
<b>Cost of Borrowing as a % of NRE</b>	<b>4.0%</b>	<b>4.0%</b>	<b>2.7%</b>	<b>3.1%</b>	<b>2.9%</b>	<b>3.6%</b>	<b>3.9%</b>	<b>4.1%</b>	<b>4.5%</b>
Level of Debt	14.702	15.003	13.618	16.984	19.069	18.569	18.728	18.900	18.900
<b>Level of Debt as a % of NRE</b>	<b>34.2%</b>	<b>32.4%</b>	<b>28.2%</b>	<b>37.5%</b>	<b>39.8%</b>	<b>36.8%</b>	<b>36.2%</b>	<b>35.9%</b>	<b>35.1%</b>

## **15. Conclusion**

- 15.1 The overall financial position for Humberside Fire Authority is sustainable over the medium term. However, £0.750m of additional savings are required from 2025/26. These savings are required in order to minimise the use of reserves to support the day to day costs of the revenue budget over the life of the plan at £3.8m and bring the budget back into balance from 2026/27 onwards. The Authority's overall financial position will be reviewed on an on-going basis.
- 15.2 The MTRS 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 £6.9m for 2023/24.

DRAFT



## **CAPITAL PROGRAMME 2023/24 ONWARDS – VEHICLES, ESTATES AND ICT**

### **1. SUMMARY**

- 1.1 This report sets out for approval the proposed capital programme for Vehicles, Estates, and ICT for 2023/24 onwards.

The programme has been approved by SLT Executive Board at their meeting on 02 November 2022.

### **2. RECOMMENDATIONS**

- 2.1 It is recommended:

- (i) That the Fire Authority approves the Capital Programme as set out for Vehicles, Estates, and ICT for 2023/24 onwards, and
- (ii) That the Capital Programme is incorporated into the Medium-Term Resource Plan 2023/24 to 2026/27 to be considered at the February 2023 meeting of the Fire Authority.

### **3. BACKGROUND**

- 3.1 This report details the Services requirements for funding, to maintain and support keeping our communities and firefighters safe, whilst contributing to the firefighting and rescue capabilities of the United Kingdom.

### **4. REPORT DETAIL**

#### **Vehicles/Equipment Programme 2023/24 Onwards**

- 4.1 In the last twelve months, the Service placed an order for five appliances, and these will be delivered into the Service by the end of 2022, this in keeping with the vehicle replacement programme. These vehicles will be the Services first to come with a 'clean cab' solution, reflective of the national and international research relating to the risk of firefighter contamination. This will be a requirement of all future operational appliances. Next year there will be a further five appliances ordered and accordingly, we will utilise the time to investigate further new technologies.
- 4.2 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 undertaking a review of the Services small vehicles, which will seek to reduce the fleet by 10%. Members should note that due to the global computer chip shortage, halting new vehicle production/availability, the replacement programme was impeded as a result. Furthermore, all vehicle prices have seen substantial rises, and as such prices have been checked against current markets and have been amended where necessary.
- 4.3 The infrastructure to support our first electric vehicles has been installed at Cromwell Road Station ahead of the Services first electric vehicles (EV's) being introduced into the Fleet. It is anticipated these vehicles will arrive by the end of January 2023. The delivery of these have been severely disrupted by the computer chip shortage detailed above.

- 4.4 Further investment into the infrastructure required to support an EV fleet will continue in support of the Environmental Plan, (see Estates programme below) with the intention of replacing all small vehicles wherever possible. 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.
- 4.5 In order to maintain the resilience required to respond to spate conditions etc. an additional two appliances have been added to the capital replacement programme next year, replacing end of life appliances used by Operational Training. Members will recall two Operational Training appliances were deployed to great effect during the recent heatwave.
- 4.6 Equipment costs for both future financial years have also been re-evaluated to account for rises in market costs effecting the sector. This includes the additional cost for new vehicle equipment (£10k per appliance) and additional specialist equipment.

	<b>2023/24 £</b>	<b>2024/25 £</b>	<b>2025/26 £</b>	<b>2026/27 £</b>
<b>Heavy Vehicles</b>	1.400m	0.980m	1.400m	1.400m
<b>Light Vehicles</b>	0.624m	0.156m	0.650m	0.210m
<b>Equipment</b>	0.363m	0.246m	0.242m	0.540m
<b>Total</b>	<b>2.387m</b>	<b>1.382m</b>	<b>2.292m</b>	<b>2.150m</b>

#### **Estates Programme 2023/24 Onwards**

- 4.7 A new Estates Manager has been recruited to oversee the HFRS and Humberside Police (HP) joint estate's function and will join the team early in the new year. The following base programme for 2023/24 has been informed by the outgoing manager. Both HFRS and HP have expressed concern over the timescales for delivery of some projects and the associated slippage.
- 4.8 As part of the recent restructure of the HFRS management team a dedicated Fire Fleet and Estates manager has been introduced. This role is responsible for the oversight of and, liaison with, the respective joint functions (Emergency Services Fleet Management & the Joint Estates Function). The role reports to the Area Manager Emergency response.
- 4.9 Key areas of focus for the new Estates Manager and the Fire Fleet and Estates Manager will be to review the capacity to deliver the base programme (including slipped works) and review and catch up on condition surveys. Members are asked to consider that, subject to the review, there may be some reprofiling of the programme as part of the outturn report for 2022/23 to be presented to members at the June meeting.
- 4.10 Fallout from the pandemic, and the conflict in Ukraine, continues to adversely impact timescales for work to be completed and the associated material costs. As a result, several capital works have been slipped and the costs re-evaluated.
- 4.11 The refurbishment at Goole station is well underway; however due to the rising costs of materials, a further £143k is now required to complete the works. The scheme has been undertaken in stages to allow for the continued operation of the station.
- 4.12 Schemes, including dignity works, at both Snaith and Winterton stations, incorporating small extensions, are scheduled to be completed before the end of this fiscal year.

- 4.13 Roof replacement schemes at Bridlington and Calvert Lane Fire stations, identified in last year's programme, have been completed.
- 4.14 Members will also be aware that a scheme to upgrade the reception area at Service HQ has also been completed.
- 4.15 Provision for the replacement of the appliance room doors at Bridlington station as part of the ongoing refurbishment at the station, has been identified within the programme.
- 4.16 £50k funding, allocated previously, for a refurbishment/upgrade at Driffeld station was ring-fenced, this included dignity works. With the increase in the cost of materials and the development of the scheme to fully meet the needs of the Service and station, an additional £55k has been identified.
- 4.17 Regarding Howden station, discussions are ongoing with Howden Joinery with a view to building a new station adjacent to the current factory as part of a wider development. In view of the this, the original allocation of £390k is no longer required at this time. A further report will be submitted to Members in due course detailing the revised capital financing requirements.
- 4.18 In line with the review of dignity arrangements across the Service's estate, a funding allocation has been earmarked for further works for schemes at both Crowle and Withernsea stations.
- 4.19 As detailed and agreed within the capital programme last year, a recurring budget allocation has been incorporated for the installation of electric charging points and associated infrastructure at appropriate stations. This will facilitate the introduction of electric vehicles to the Service's fleet. Further work is underway to establish exact requirements and associated costs.
- 4.20 Again, as detailed and approved last year, the block allocation has been uplifted by £50k annually to reflect the increased costs of programme delivery in terms of materials and other supply chain inflation. Further work is underway to determine future years' priorities, including any further works identified by condition reporting.
- 4.21 The proposed Estates programme is therefore as follows:

Scheme	2023/24 £	2024/25 £	2025/26 £	2026/27 £
<b>Dignity Works</b>				
Crowle	50k			
Withernsea	50k			
<b>Other schemes</b>				
Goole refurbishment	143k			
Bridlington Doors	150k			
Driffeld refurbishment	55k			
Electric vehicle charging points	40k	40k	40k	40k
Fire station external works	100k			
<b>Block Allocation</b>		750k	750k	750k
<b>Total</b>	<b>588k</b>	<b>790k</b>	<b>790k</b>	<b>790k</b>

#### ICT Programme 2023/24 Onwards

- 4.22 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.

- 4.23 Emergency Services Network (ESN) is the 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 may fall short of the requirements necessary to leverage the full potential, so it continues to be part of the ICT capital programme.
- 4.24 Data Centre and core network equipment will need to continue to be upgraded as part of the ongoing maintenance programme, particularly in response to cyber-security threats, the need for resilience and to ensure that there remains enough capacity for critical business processes. While hosting options for applications are now actively pursued, it will be essential to maintain some 'on premises' facilities.
- 4.25 Several business applications are approaching the end of their useful life and need to be replaced to support different ways of working, which enable better efficiency. The ICT Capital Programme continues to set out and plan for software replacements in the life of this ICT Capital Programme with funding assigned to cover this cost.
- 4.26 The proposed ICT programme is therefore as follows:

	2023/24 £	2024/25 £	2025/26 £	2026/27 £
Core ICT Replacement Programme	200k	250k	250k	250k
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
<b>Total</b>	<b>600k</b>	<b>675k</b>	<b>625k</b>	<b>625k</b>

#### **Resourcing/financial/value for money**

- 4.27 We strive for efficiency and effectiveness by choosing and procuring wherever possible the best available vehicles, equipment, and services, including estates and ICT, ensuring value for money is a priority consideration, we also continue to explore where possible joint procurement opportunities through regional collaborations.
- 4.28 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 2032/24 onwards, this will be presented for consideration and final approval at the Fire Authority in February 2023.
- 4.29 The most appropriate method of financing the assets set out in this report will be determined based on 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.

## **Impact on Service Delivery/Organisation or Residents and any Communication actions required**

- 4.30 The Service ensures our Fleet, Estate and ICT meets the needs of changing risks to front line Staff and its communities alike, in keeping with the Services Community Risk Management Plan.

### **Risk/ Health and Safety/legal implications**

- 4.31 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

### **Linkages to any strategic/corporate plans/policies**

- 4.32 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
- 4.33 The programme also supports the Services Community Risk Management Plan.

## **5. EQUALITY IMPLICATIONS**

- 5.1 An equality impact has been completed (EIA/Service Delivery/11-2022/2) for the overarching Capital Programme 2023/24 and has identified positive impacts. It should be noted that individual schemes and projects within the programme are all subject to more detailed EIAs to identify specific improvements and actions as necessary.
- 5.2 The following positive impacts have been identified:
- (i) Estate – All schemes within the estates programme are required to consider accessibility (for staff and the community) and to improve dignity and welfare facilities.
  - (ii) Vehicles and Equipment – New vehicle technology (such as reducing height through air suspension) enables more equality of access, functionality, and ease of use. The schemes give access to modern equipment which is ergonomically designed and sourced in consultation with staff. An improved range of modern equipment available for rescue and response diversifies our offer to those most vulnerable in our community (e.g., Falls provision and Bariatric Provision).
  - (iii) ICT – Investments in the ICT arena supports agile and flexible working providing a greater equality of access for continued employment (reasonable adjustments \ Flexible working requests), and recruitment (HFRS as an Employer of choice). Our programmes include the development of our websites, platforms, and systems where accessibility for all is a key focus.

## **6. CONCLUSION**

- 6.1 This report summarises the capital requirements for Vehicles, Estates and ICT for the financial year 2023/24 and it is proposed that the Authority supports and approves the same.

**Jason Kirby**  
**Area Manager of Emergency Response**

**Steve Duffield**  
**Area Manager of Service Improvement**

## Officer Contacts

Jason Kirby - Area Manager of Emergency Response

☎ 07817248089

✉ [jkirby@humbersidefire.gov.uk](mailto:jkirby@humbersidefire.gov.uk)

Steve Duffield – Area Manager of Service Improvement

☎ 07896 804933

✉ [sduffield@humbersidefire.gov.uk](mailto:sduffield@humbersidefire.gov.uk)

## Background Papers

Capital Programme 2022/23 Onwards - Vehicles, Estates and ICT – Report to HFA 3<sup>rd</sup> Dec 2021

## Glossary/Abbreviations

ESN	Emergency Services Network
EV	Electric Vehicles
HP	Humberside Police
ICT	Information and Communications Technology

## **ABSENCE MANAGEMENT REPORT (APRIL – SEPTEMBER 2022)**

### **1. SUMMARY**

- 1.1 This report provides an update to Members with regard to absence management for the period 1 April 2022 to 30 September 2022. In keeping with our sustained approach, absence remains a key area of focus for the Service.

### **2. RECOMMENDATIONS**

- 2.1 It is recommended that the Fire Authority notes the content of the report and takes assurance that absence is being managed fairly, consistently, and appropriately in the Service and necessary follow-up actions are taken to address short and long-term absence issues.

### **3. REPORT DETAIL**

- 3.1 Table 1 below shows the performance during this period against the target, by staff group with 2 staff groups being below target and 2 areas above target.

**Table 1**

	<b>Sum of Days Lost</b>	<b>Establishment</b>	<b>Average Duty Days Lost per person</b>	<b>2022/23 annual target per person</b>	<b>YTD (annual divided by 12 x current month number</b>
Control	228	28.22	8.07	8.70	4.35
Fire Staff	975.34	175.82	5.54	10.00	5
On Call	717.69	344	2.08	7.00	3.5
Full Time	1415.00	430.61	3.28	7.00	3.5
<b>total</b>	<b>3336.03</b>	<b>978.65</b>	<b>3.40</b>		

- 3.2 During the pandemic and lockdown restrictions, absence fell to unprecedented low rates and this significant decrease of absence was widely reported by the majority of employers both public and private sector. This latest report therefore shows a continuing return towards the pre-pandemic levels of absence which was predicted as communities returned to normal activity – and which the majority of employers are also now experiencing.
- 3.3 Whilst government restrictions have now been relaxed, the Service continues to promote healthy protocols like regular hand washing and well-ventilated rooms to limit the spread of short-term infections and viruses.
- 3.4 A pragmatic approach is being taken to absence related to Covid which is now self-managed in much the same way as employees suffering from cold and flu type illnesses; i.e. through sensible steps of not spreading germs to colleagues and the public and working from home if this is possible.
- 3.5 Table 2 overleaf shows that 94.44% of our employees during this period have had full attendance.

**Table 2**

	<b>Quarter 2</b>	<b>Quarter 2</b>	<b>Quarter 2</b>	<b>Target attendance</b>
	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	
Full time	96.61%	97.37%	96.41%	95%
Control	94.84%	97.40%	91.17%	95%
Fire Staff	98.03%	95.86%	95.75%	97%

- 3.6 Table 3 below shows the top four reasons for absence for all staff groups during the period and shows that, once again, mental health conditions are the top reason for absence. This is widely documented to have been exacerbated by the impact of the pandemic for a wide variety of reasons; from bereavement to loneliness and isolation resulting from the enforced lockdown and self-isolation protocols. Work continues by the Service in raising awareness of mental health and encouraging staff to be open about the impact of mental ill-health on individuals. Mental health continues to be extremely high profile in the media and staff continue to be encouraged to raise and seek assistance for mental health issues.

**Table 3**

<b>CLG Category</b>	<b>Total duty days lost</b>
Mental Health Anxiety/Depression	878.92
Musculo Skeletal Shoulders	389.00
Musculo Skeletal Back	352.93
Gastro Intestinal	253.68

- 3.7 The Service continues to support staff experiencing mental health conditions with initiatives such as the Blue Light Champions, Critical Incident Support, and publicising potential internal and external routes where staff may seek support. The Employee Assistance Programme (EAP) further allows staff to access confidential counselling for financial, legal, and relationship advice as well as wellbeing and provision of counselling.
- 3.8 The Occupational Health interactive portal has been revised and updated and is well established and now includes a staff wellbeing toolkit as well as resources around psychological wellbeing. This will now also include a monthly wellbeing podcast delivered by one of the Blue Light Champions.
- 3.9 A programme of mental health awareness is currently being rolled out to managers to assist them with recognising the signs of stress within their teams and supporting their staff
- 3.10 Tables 3 also shows a number of staff are suffering from shoulder and back musculoskeletal conditions which are often inherent in an aging workforce undertaking work of a physically demanding nature. All of these issues are being managed and supported as appropriate to each individual case, including bespoke specialist physiotherapy services and support from the FireFighters Charity.
- 3.11 The number of employees affected both directly and indirectly by Covid 19 between 1 April 2022 to 30 September 2022 was 134 episodes in comparison to 269 episodes in the same period during 2021. Absence levels have been mitigated by supporting staff to work at home during these periods, where possible.

### **District and Department Case Review Process**

- 3.12 The department and district-focused case review system continues to empower managers to both seek support and manage their own local absence issues more appropriately and effectively.

- 3.13 Managers are supported by HR Service Partners and Occupational Health (OH) Advisors who provide assistance to review and progress cases on a monthly basis. This tri-partite approach provides regular focused management of absence cases and ensures all parties are appropriately supported.
- 3.14 Training resources for managers are available to help develop management skills and confidence in having difficult / sensitive conversations which often arise out of absence issues.
- 3.15 Monthly Complex Case Review meetings are held with the Executive Director of People and Development, the Head of HR and the Head of OH and Wellbeing on all complex absence cases and modified duties to ensure a consistent approach is adopted across the service and to provide the opportunity to identify common themes.
- 3.16 Occupational Health services, internal support for maintaining operational fitness, and counselling services are all utilised according to individual needs. This integrated approach seeks to make the best use of all available health resources, supports staff during periods of ill health, and supports their return to work (where possible) in the most effective way. The OH Physician is now being more effectively utilised to help with complex long-term cases.

#### 4. COMPARISON WITH THE SAME PERIOD LAST YEAR

- 4.1 Table 4 below shows that in total there have been 412.22 more days absence compared to the same period in 2021/22. However as referred to previously in this report, absence fell significantly during the pandemic period and is now returning to more regular patterns.
- 4.2 Another welcome side effect of the pandemic is likely to be that handwashing protocols and social distancing not only limit the spread of Covid-19 which we will continue to promote, but also limits other common infectious complaints such as colds, flu, and norovirus.
- 4.3 Sustained and focused attention on absence by Managers, supported by the HR Service Partners continues to impact upon on long term sickness absence. Staff on modified duties are reviewed on a regular basis.

**Table 4**

	2022/23 Sum of Duty Days Lost	2021/22 Sum of Duty Days Lost	difference between contract groups 22/23 – 21/22
Control	<b>228</b>	64	<b>+164</b>
Support Staff	<b>975.34</b>	977.01	<b>-1.67</b>
On-Call	<b>717.69</b>	837.80	<b>-120.11</b>
Full-Time	<b>1415</b>	1045	<b>+370</b>
Grand Total	<b>3336.03</b>	2923.81	<b>+412.22</b>

- 4.4 The bi-annual fitness testing process aims to identify and support all operational staff with general fitness and muscular-skeletal issues. A recent review aims to strengthen this function further to support both the fitness testing program and the range of remedial support that can be offered to staff to regain their operational fitness. The improved physiotherapy/rehabilitation service provision for staff to support recovery and rehabilitation from physical injury is now well embedded.
- 4.5 Further training for Critical Stress Incident Management was completed and created a diverse cadre of trained staff from across the service to debrief and defuse following incidents and situations that employees may have found traumatic. This is another service that we can provide to staff that is expected to have a positive impact on mental

health and related absence. In recent months, this group have been deployed on several occasions following crews responding to incidents of a potentially traumatic nature.

- 4.6 Health and Wellbeing training has recently been introduced across the Service to support all staff in developing healthier lifestyles and recognising trigger points requiring attention and work in underway with MIND to deliver mandatory training for all leaders in recognising signs of stress and dealing with mental health in the Workplace.
- 4.7 The Head of Occupational Health and Wellbeing has qualified and introduced her dog into the Service as a 'Wellbeing and Trauma Dog'. This can help break down barriers and relax employees when discussing traumatic and distressing issues particularly during Critical Incident Stress debriefing sessions.

#### **Communication Actions**

- 4.8 Managers are being regularly communicated with in relation to absence through a coaching approach by the HR Service Partners and regular meetings with the Executive Director of People and Development and the Deputy Chief Fire Officer.

#### **Legal Implications**

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

### **5. EQUALITY IMPLICATIONS**

- 5.1 There is no requirement to carry out an equality impact analysis as this report does not relate to a policy or service delivery change.

### **6. CONCLUSION**

- 6.1 Members are requested to note the content of the report and take assurance that absence is being managed fairly, consistently, and appropriately in the Service and that actions taken are having a positive impact on absence management figures.

**Christine Cooper**  
**Executive Director of People and Development**

#### **Officer Contact**

Ruth Gilmour - Head of HR

✉ [rgilmour@humbersidefire.gov.uk](mailto:rgilmour@humbersidefire.gov.uk)

#### **Background Papers**

None

#### **Abbreviations**

EAP	Employee Assistance Programme
HR	Human Resources
OH	Occupational Health

## **WORKFORCE PLAN UPDATE**

### **1. SUMMARY**

- 1.1 In March 2022 the Service Workforce Plan was updated reflecting current staffing levels and the retirement profile. It also reflects how the Service meets its obligations under the Community Risk Management Plan (CRMP) and optimises the use of the 24-hour shift system.
- 1.2 This Workforce Plan lays out the detail of the Service's position as at 31 March 2022 in relation to the Establishment, our vacancies and recruitment plan with consideration for the potential retirement and subsequent resulting recruitment. The document is designed to be a "working document" to enable continual evolution as the Service progresses but is formally updated on an annual basis on 31 March.

### **2. RECOMMENDATIONS**

- 2.1 It is recommended that Members note the content of this update and be assured that the Service regularly reviews and addresses workforce planning needs through both long-term planning and dynamic response as required.

### **3. BACKGROUND**

- 3.1 A Workforce Planning meeting is held every quarter attended by all Heads of Function to review local planned and unplanned attrition rates and local context and developments. The Tactical Leadership Team (TLT) meets on a monthly basis and, if necessary is also able to consider workforce planning matters which are occurring dynamically and ensure timely response to addressing shortfalls and redistributing resources, should this be necessary.
- 3.2 The Postings and Transfers meeting also meets monthly to consider and implement movements around the Service in accordance with service delivery needs. Again, this forum is able to respond dynamically to any emerging needs and potential shortfalls, etc. During this reporting period, the Postings and Transfers policy has also been updated to further reflect the needs of the organisation.
- 3.3. All information is triangulated with station and section profiles, the retirement profile and financial budgeting information. The current retirement and vacancy profile is included at Appendix A attached.

### **4. REPORT DETAIL**

- 4.1 Progress over 1 April 2022 to 30 September 2022 includes:
  - 14 temporary On-Call to Full Time Firefighting contracts issued whilst further permanent recruitment activity takes place.
  - A further recruitment drive for On-Call Firefighters and transferee Firefighters from other Fire services to join the Full Time establishment.
  - 15 new Full Time Probationer Firefighters (externally recruited) included 4 female recruits posted to station in August 2022.

- Ongoing positive action initiatives to collect electronic expressions of interest enabling HFRS to target applications from all under-represented groups.
  - Positive action 'roadshows' around Hull, East Riding, North Lincolnshire and North-East Lincolnshire Council areas ahead of the latest Full Time Firefighter recruitment drive.
  - The launch of a Full Time Firefighter recruitment drive in September 2022, with trainees due to commence in Training School in April 2023 and October 2023.
  - The implementation of positive action programmes (Rookie Reds) to equip female applicants to undertake the selection process with more confidence.
  - Use of the expressions of interest data to target individuals regarding the option to apply to become an On-Call Firefighter in rural areas where it is more geographically challenging to recruit in accordance with the five-minute response time.
  - Recruitment and Promotion Processes during 2022 include:
    - Chief Fire Officer (CFO) Process – Advertised March 2022 – 1 appointed
    - Deputy Chief Fire Officer (DCFO) Process – Advertised June 2022 – 1 appointed
    - Assistant Chief Fire Officer (ACFO) Process – Advertised August 2022 – 1 appointed
    - Area Manager (AM) Process – Advertised May 2022 – 4 appointed
    - Group Manager (GM) Pipeline – Advertised January 2022 - 4 appointed
    - Station Manager (SM) Pipeline – Advertised March 2022 – 7 appointed
    - Watch Manager (WM) Pipeline – Advertised April 2022 – 5 appointed
    - Crew Manager (CM) Pipeline – Advertised July 2022 – 12 appointed
    - Full Time Firefighter Conversions/Transfer Process – Advertised August 2022 – 12 appointed
- 4.2 Talent Pipeline promotion processes are well established and provide a steady supply of individuals ready for promotion to Group, Station, Watch and Crew Manager.
- 4.3 The introduction of development portfolios as a lead into promotion are currently being trialled across several watches and are due to be rolled out across the service in early 2023 to provide a more detailed framework, guidance and support to those individuals seeking promotion.
- 4.4 Promotion and recruitment cycles are planned throughout the year to align with retirement profiles and actual leavers to better anticipate skills and capacity gaps.
- 4.5 All operational roles are advertised internally and externally to allow for improved diversity balance and the intake of fresh talent.
- 4.6 All roles are advertised via Asian Fire Service Association (AFSA) and WFS (Women in the Fire Service) to encourage applications from under-represented groups.
- 4.7 All roles are also advertised via websites who specialise in ex-military candidates seeking civilian employment as they leave the armed forces.

### **Financial Implications**

- 4.8 The effective establishment control and detailed understanding of our biggest asset; our Workforce, is essential in the effective management of our financial resources, ensuring value for money for local communities.

## Communication Actions

- 4.9 The Plan will be communicated and explained widely across the Workforce and will be published on the Service's website.

## Legal Implications

- 4.10 Effective workforce planning gives a better understanding of the workforce position, which better enables the Service to manage its legal obligations; in this context, with particular regard to our Public Sector Equality Duty and employment legislation. We will also be better equipped to ensure we meet our statutory obligations and CRMP to the communities we serve in providing a safe and effective Fire and Rescue Service.

## Risk Implications

- 4.11 The lack of effective workforce planning can present significant corporate risks if we do not have the right staff in the right place with the right skills at the right time. The development of this Plan presents mitigation to that risk.

## 5. EQUALITY IMPLICATIONS

- 5.1 There is no requirement to carry out an equality impact analysis as this report does not relate to a policy or service delivery change.

## 6. CONCLUSION

- 6.1 Members are requested to note the content of this update and be assured that the Service regularly reviews and addresses workforce planning needs through both long-term planning and dynamic response as required.

**Christine Cooper**  
**Executive Director of People and Development**

## Officer Contact

Ruth Gilmour - Head of HR

✉ [rgilmour@humbersidefire.gov.uk](mailto:rgilmour@humbersidefire.gov.uk)

## Background Papers

None

## Abbreviations

ACFO	Assistant Chief Fire Officer
AM	Area Manager
AFSA	Asian Fire Service Association
CFO	Chief Fire Officer
CM	Crew Manager
CRMP	Community Risk Management Plan
DCFO	Deputy Chief Fire Officer
FF	Firefighter
GM	Group Manager
SM	Station Manager
TLT	Tactical Leadership Team
WFS	Women in the Fire Service
WM	Watch Manager



**Retirement Profile as at 31 October 2022**

<b>Retirements</b>	<b>FF</b>	<b>CM</b>	<b>WM</b>	<b>SM</b>	<b>GM</b>
<b>April</b>	0	0	0	0	0
<b>May</b>	1	1	1	0	0
<b>June</b>	1	1	1	2	0
<b>July</b>	4	0	0	0	0
<b>August</b>	1	0	0	0	0
<b>September</b>	0	1	0	0	0
<b>Total</b>	<b>7</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>0</b>

<b>Upcoming Retirements</b>	<b>FF</b>	<b>CM</b>	<b>WM</b>	<b>SM</b>	<b>GM</b>
<b>Can Retire Now</b>	7	2	1	3	0
<b>Next 12 Months</b>	7	2	3	3	2
<b>Next 24 Months</b>	17	2	11	4	0

<b>Perm Promotions</b>	<b>CM</b>	<b>WM</b>	<b>SM</b>	<b>GM</b>
<b>June</b>	1	0	0	0
<b>July</b>	2	2	3	1
<b>August</b>	1	2	1	0
<b>September</b>	0	0	1	0
<b>Total</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>1</b>

<b>Temp Promotions</b>	<b>CM</b>	<b>WM</b>	<b>SM</b>	<b>GM</b>
<b>June</b>	1	0	1	0
<b>July</b>	1	0	0	0
<b>August</b>	1	0	1	0
<b>September</b>	0	4	0	0
<b>Total</b>	<b>3</b>	<b>4</b>	<b>2</b>	<b>0</b>

<b>Current Vacancies</b>	<b>FF</b>	<b>CM</b>	<b>WM</b>	<b>SM</b>	<b>GM</b>
<b>September</b>	5	6	5	1	1



## HFRS STAFF PAY AWARDS ANNUAL UPDATE

### 1. SUMMARY

- 1.1 This report is intended to give Humberside Fire Authority (HFA) 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.
- 1.2 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.

### 2. RECOMMENDATIONS

- 2.1 It is recommended that the Fire Authority note:
  - i) That Grey book staff have not accepted a pay offer of 5% for 2022/23 from the National Employers (NJC);
  - ii) That Green book staff have accepted a pay offer of a flat rate of £1925 for 2022/23 across all pay spines, an increase of 4.04 per cent on all allowances plus an additional day's annual leave with effect from April 2023 from the National Employers (NJC) for Local Government;
  - iii) That Gold book staff have not received a pay offer, and this will likely be determined by the outcome of the Grey book pay offer.

### 3. BACKGROUND

- 3.1 This report provides 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.

### 4. REPORT DETAIL

#### Grey Book

- 4.1 Grey Book staff are those uniformed members of staff in the roles of Firefighter 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.
- 4.2 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 five 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.

- 4.3 On 31 May 2022 the FBU wrote to the National Employers and outlined their pay claim for 2022. A copy of the claim was identified in NJC Circular NJC/31/22.

The pay claim included the following requests:

- i) Pay increase: Using Consumer Price Index (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 2022 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
- ii) Retained Duty System (RDS) firefighters: There are widespread and increasing difficulties in relation to the recruitment and retention of RDS firefighters. This has created, among other things, increasing problems regarding the availability of appliances crewed by those working retained duties in many Fire and Rescue Services (FRS). This matter should be addressed by the employers proposing significant improvements in the pay and rewards package for such firefighters, which should include a substantial increase in the annual retaining fee.
- iii) Firefighters (Control): The essential contribution of firefighters (control) has been highlighted by the debate around the Grenfell fire and the issues discussed in the Manchester Arena Inquiry. We are concerned that this contribution is not currently recognised by the current pay scales. Therefore, we seek a reduction in the gap between the rates for control specific roles and “firefighting” roles.
- iv) Pay progression: We have previously 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. Continual Professional Development (CPD) should be equalised and could be incorporated into a new system of pay progression beyond the competent rate.
- v) 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.
- vi) Continuous Professional Development: A firefighter is a firefighter wherever he or she may work in the UK. They perform the same duties and take the same risks. Accordingly, payments should be equal across the sector according to rank/role. Moreover, firefighters perform to a very high standard. To these ends we seek agreement that CPD:-
  - Will be paid at the highest current national rate, indexed by the %age pay rise for this and future years;
  - Should be paid as part of core pay, perhaps as an increment after a number of years’ service;
  - Should continue to be paid on promotion.

In view of the above, the employers’ side of the NJC needs to urgently address these issues by means of an immediate and substantial pay increase to NJC rates of pay.

- 4.4 Following the consultation events, the National Employers decided to make a formal offer on 27 June 2022 of 2% for all Grey Book staff effective from 1 July 2022. The details of the offer are contained in NJC Circular NJC/1/22.

- 4.5 The FBU subsequently consulted their members and rejected the offer of a 2% pay increase on 19 July 2022 and this was communicated to FRSs through NJC Circular NJC/2/22.

- 4.6 A number of meetings were held in the subsequent months between the FBU and the National Employers. Eventually, an improved pay offer was tabled on 4 October 2022 of 5%.
- 4.7 The FBU recommended that staff reject the 5% pay offer, at the time of writing this report the outcome of a consultative ballot was that the FBU membership have voted to reject the 5% pay offer and will now be balloting for strike action.

#### Green Book

- 4.8 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.
- 4.9 The pay claim from the Joint Trade Union Side was made on 6 June 2022. The pay claim included the following requests:
- i) A substantial increase with a minimum of £2,000 or the current rate of RPI (whichever is greater) on all pay points
  - ii) COVID-19 recognition payment
  - iii) A national minimum agreement on homeworking policies for all councils and the introduction of a homeworking allowance
  - iv) An urgent review of all mileage rates currently applying
  - v) A review and update of NJC terms for family leave and pay
  - vi) A review of term-time only contracts and consideration of retainers
  - vii) A reduction in the working week (without loss of pay) to 35 hours (34 in London)
  - viii) One additional day of annual leave.
- 4.10 Following consultation events, on 25 July 2022 the National Employers made the one year offer of:
- i) An increase of £1925 on all pay points
  - ii) With effect from 1 April 2022, an increase of 4.04 per cent on all allowances (as listed in the 2021 NJC pay agreement circular dated 28 February 2022)
  - iii) With effect from 1 April 2023, an increase of one day to all employees' annual leave entitlement
  - iv) With effect from 1 April 2023, the deletion of pay point 1 from the NJC pay spine
- 4.11 UNISON and GMB started a consultation process with their members during August, whereas UNITE rejected the offer without any consultation with their members.
- 4.12 Following the consultation an agreement was reached on 1 November 2022 on the pay offer of £1925 on all pay points. Payment was backdated to 1 April 2022 and payment made to employees in the November 2022 salary.

#### Gold Book Staff

- 4.13 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. In 2022 similarly to 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 and the FLA have not made a claim. This has enabled a level of consistency to be applied across the various staff groups for operational staff.

- 4.14 It is worthy of note that, 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.”*
- 4.15 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.
- 4.16 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.
- 4.17 It is the intent of the Chief Fire Officer and Chief Executive 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.
- 4.18 Even though the NJC (Gold Book) offer for 2022 has not been agreed, at this stage it is not felt necessary to submit a pay claim for this staff group under the ‘twin-track’ approach for this year. Gold book staff reserve the right to negotiate a pay award locally at a later date if the Grey book pay dispute becomes protracted.
- 4.19 The table below summarises the pay awards for each staff group since 2016.

Staff Group/Pay Award	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Green Book	1%	1%	2%	2%	2.75%	1.75%	£1925
Grey Book	1%	1%	2%	2%	2%	1.5%	Not agreed
Gold Book	1%	1%	2%	2%	2%	1.5%	Not agreed

## 5. FINANCIAL IMPLICATIONS

- 5.1 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.

## 6. STRATEGIC PLAN COMPATABILITY

- 6.1 This report is compatible with Strategic Objective 3: “We value and support the people we employ” and Objective 4: ‘We efficiently manage the Service’

## 7. EQUALITY IMPLICATIONS

- 7.1 There is no requirement to carry out an equality impact analysis as this report does not relate to a policy or service delivery change.

## 8. CONCLUSION

### 8.1 That Members note:

- i) That Grey book staff have not accepted a pay offer of 5% for 2022/23 from the National Employers (NJC);
- ii) That Green book staff have accepted a pay offer of a flat rate of £1925 for 2022/23 across all pay spines, an increase of 4.04 per cent on all allowances plus an additional day's annual leave with effect from April 2023 from the National Employers (NJC) for Local Government;
- iii) That Gold book staff have not received a pay offer, and this will likely be determined by the outcome of the Grey book pay offer.

**Christine Cooper**  
**Executive Director of People and Development**

### Officer Contact

Christine Cooper  
Executive Director of People and Development

☎ 01482 567183

✉ ccooper@humbersidefire.gov.uk

### Background Papers

None

### Glossary/Abbreviations

CPD	Continual Professional Development
CPI	Consumer Price Index
FBU	Fire Brigades Union
FLA	Fire Leaders Association
FOA	Fire Officers Association
HFA	Humberside Fire Authority
MMNB	Middle Managers' Negotiating Body
NJC	National Joint Council
RDS	Retained Duty System



**STRATEGIC PLAN AND COMMUNITY RISK MANAGEMENT PLAN (CRMP)  
2021-24 REFRESH**

**1. SUMMARY**

- 1.1 The CRMP is produced in accordance with section 4.6 of the Fire and Rescue National Framework for England with the responsibility for each Fire and Rescue Authority to produce an Integrated Risk Management Plan (NB terminology in the Framework still to be updated to CRMP).
- 1.2 The CRMP describes in detail the risks that are prevalent in our community, alongside the methods and resources we apply to mitigate those risks, with the Strategic Plan providing the focus for effectively and efficiently delivering our services.
- 1.3 Members receive an annual update regarding any amendments made to the Strategic Plan and CRMP each December, throughout the life of the plans. This report informs Members of relevant updates made during the second year of the 2021-24 plans and any potentially significant factors, that may impact future delivery of the plans. Where significant changes have been made, or are being considered, it is also appropriate to consult with our staff and community
- 1.4 The annual process of reporting relevant changes provides an assurance to Members that compliance with the National Framework is regularly reviewed.

**2. RECOMMENDATIONS**

- 2.1 It is recommended:
  - (i) That Members take assurance from the process used to review and update the CRMP;
  - (ii) That the Authority approves a 12-week period of consultation, commencing in early 2023.

(Please refer to Appendix 1 Consultation best practice principles and Appendix 2 for CRMP consultation questions, for more information)

**3. BACKGROUND**

- 3.1 During 2021/22 the Community Risk Management Planning National Fire Standard was introduced at which time the Service retitled its Integrated Risk Management Plan (IRMP) to the Community Risk Management Plan (CRMP).
- 3.2 The Community Risk Management Planning Fire Standard requires each Fire and Rescue Service to fulfil the requirements of the accompanying 11 mandated criteria. The Service monitors progression and compliance against each of the 11 criteria using an implementation toolkit, created by the Fire Standards Board.
- 3.3 The influence of existing and developing Fire Standards through 2023 will inform changes to the CRMP as further work in the standardisation of risk definitions, data management, societal and economic variables continue to evolve.
- 3.4 Further changes to the CRMP may be experienced with the government's eventual publication of and arising outcomes from the Fire Reform White Paper consultation, with the potential to influence risk management and planning arrangements.

- 3.5 In managing evolved changes to the sectors response to risk management and planning many HFRS staff lead on and / or are involved in associated National Fire Chiefs Council (NFCC) working groups which include:
- Chief Fire Officer NFCC Chair for Productivity and Efficiency working group
  - Deputy Chief Fire Officer NFCC Chair for Evaluation group
  - Assistant Chief Fire Officer NFCC Productivity and Efficiency working group member
  - Head of Data Risk and Intelligence NFCC Lead for Data Management

#### **4. REPORT DETAIL**

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

- 4.1 We have reviewed our Strategic Plan objectives and are confident that they remain valid. Our objectives describe what we want to achieve over the life of our plan, to deliver the CRMP, providing focus for the planning and delivery of services.
- 4.2 The website version of our Strategic Plan has been developed to include descriptions and performance measures of the outcomes we expect to achieve for each of the objectives.
- 4.3 There are no planned changes to the Strategic Plan at this stage.

##### **CRMP 2021-2024**

- 4.4 The CRMP is considered a live document, subject to informed change in account of new emerging risks and / or sector reforms. Subsequently, in the event of required changes a review of planning assumptions and our current strategic objectives would be undertaken.
- 4.5 The following items state the key updates relating to the CRMP during 2022.
- The accompanying CRMP Equality Impact Assessment has been reviewed and refined in accordance with modifications made to the Service website, which was subject to an audit instigated by the government digital service team, positively affirming the Services public sector accessibility compliance.
  - The CRMP (IRMP) was subject to a 2-day desktop review conducted by HMICFRS inspectors in 2021/22, producing positive feedback and assessment: *“The service has identified and assessed a range of fire and rescue-related risks that could affect its communities. It has used a range of information and has consulted widely and well to produce a comprehensive integrated risk management plan (IRMP). The information in the plan allows the service to continually review its promise to the public and assess whether its resources are aligned to risk. The plan highlights the most important risks and links seamlessly with the service’s prevention, protection and response strategies.” (Roy Wilsher, Her Majesty’s Inspector of Fire and Rescue Services)*
  - Formal review and revision of the CRMP content conducted August 2022.
  - Continuation of integrating the requirements of the Community Risk Management Planning Fire Standard into the CRMP document.
  - Change in the Forward introduction to include new Chief Fire Officer.
- 4.6 The changes detailed in 4.5 above do not require additional formal consultation.
- 4.7 As Members will be aware incidents and challenges the Service encounter increasingly are influenced by the effects of environmental change. As reported in the bi-annual

performance report the months of July and August saw an upturn in deliberate primary fires, driven mainly by the dry weather throughout the summer months, involving stacked/baled crops. These months also recorded an increase in other outdoor primary fires, such as scrubland and agricultural land. The consequence of this resulted in the Service and other Fire and Rescue Services simultaneously experiencing very high levels of demand during this heatwave period. Due to the number fires the Service was responding to a major incident was declared.

- 4.8 With the impact of climate change and the potential for more regular extreme weather events it becomes an evolving risk for our communities.
- 4.9 The CRMP consultation questions therefore have a significant focus towards climate change, the impact on our communities alongside the capabilities and resources the Service needs to evolve and respond to increased periods of spate conditions.

### **Financial implications**

- 4.10 Effective financial planning arrangements are an enabler for efficiency in service delivery and support in alignment with the CRMP and Strategic Plan.

## **5. EQUALITY IMPLICATIONS**

- 5.1 An equality impact analysis (Ref No. EIA/CA/14) has been completed and there are no identified negative impacts on any protected characteristic groups.

## **6. CONCLUSION**

- 6.1 That Members take assurance from the process used to review and update the CRMP and approve a 12-week period of consultation, commencing in early 2023 (NB Consultation questions accompanying this report can be found in Appendix 1).

**Steve Duffield**  
**Area Manager of Service Improvement**

### **Officer Contact**

Jamie Morris - Senior Service Improvement Officer

☎ 07970969425

✉ jmorris@humbersidefire.gov.uk

### **Background Papers**

The Strategic Plan and CRMP 2021-24 are available on the [HFRS Website](#)

### **Glossary/Abbreviations**

CRMP	Community Risk Management Plan
IRMP	Integrated Risk Management Plan
NFCC	National Fire Chiefs Council



## APPENDIX 1

## BEST PRACTICE PRINCIPLES

For consultation to yield its true benefits and to assist in the process of evidence-based decision making, it needs to consider the seven Best Practice Principles from The Consultation Charter.

**Principle 1: The INTEGRITY of Consultation**

The process must have an honest intention. The *Consultor* must be willing to listen to the views advanced by consultees and be prepared to be influenced when making subsequent decisions.

**Principle 2: The VISIBILITY of Consultation**

All those who have a justifiable right to participate in a consultation should reasonably be made aware of the exercise.

Visibility is also important for decision makers who should have full awareness of any consultation exercise which is relevant to decisions they are about to take.

**Principle 3: The ACCESSIBILITY of Consultation**

Consultees must be able to have reasonable access to the exercise. This means that the methods chosen must be appropriate for the intended audience, and that effective means are used to cater for the special needs of hard-to-reach groups and others with special requirements.

New technology offers an ever-wider choice of consultation mechanism, but consultors must always ensure that the Digital Divide does not disenfranchise citizens or stakeholders.

**Principle 4: The TRANSPARENCY of Consultation**

Many consultations are highly public, and rightly so. Indeed the principle of Transparency and the Freedom of Information Act 2000, requires that stakeholder's invitation lists, consultee responses and consultation results be published. But this should only occur with express or implied consent of participants. **Consultors who intend to publish details of respondents and their responses have a duty to ensure that this is understood by all participants.**

Consultation submissions will be publicised unless specific exemptions apply. Freedom of Information Act requests can now be used to disclose data previously kept hidden.

**Principle 5: The DISCLOSURE Obligations in Consultation**

For consultation to succeed, and to encourage a measure of trust between parties, it is important to provide for reasonable disclosure of relevant information.

*Consultors* are under a duty to disclose information which could materially influence the nature and extent of *consultees'* responses. In particular, areas where decisions have effectively been taken already, and where *consultee* views cannot influence the situation, should be disclosed.

Consultees are also under duty to disclose certain information. If a representative body expresses a view on behalf of its members, it should inform the consultor of the presence of any significant minority opinion within its membership and be prepared to estimate the extent to which it is help.

### **Principle 6: The FAIR INTERPRETATION of Consultation**

Information and viewpoints gathered through consultation exercises have to be collated and assessed, and this task must be undertaken objectively.

Only in exceptional circumstances should the decision makers themselves be involved with primary assessment of the data, and the use of external assessors has many advantages.

Where consultors use weighting methods to assist in the assessment process, this must be disclosed to participants and to decision makers relying on the consultation output.

### **Principle 7: The PUBLICATION of Consultation**

Participants in a consultation exercise have a proper expectation that they will see both the output and the outcome of the process. Except in certain closed or internal consultations, the assumption should be that publication in a form accessible to the consultee will follow within a reasonable time after the conclusion of the exercise.

Where no publication is intended, it is the duty of the consultor to disclose this when initially inviting stakeholders or the public to participate.

(Source: The Consultation Charter – The Consultation Institute)

## APPENDIX 2

### THE GUNNING PRINCIPLES

Consultations must adhere to The Gunning Principles

1. When proposals are still at a **formative** stage
2. Sufficient information to **intelligent conversations**
3. **Adequate time** for consideration and response
4. Must be **conscientiously** taken into account

## APPENDIX 3

### GOVERNMENT CONSULTATION PRINCIPLES 2018

#### **Consultations should be clear and concise**

Use plain English and avoid acronyms. Be clear what questions you are asking and limit the number of questions to those that are necessary. Make them easy to understand and easy to answer. Avoid lengthy documents when possible and consider merging those on related topics.

#### **Consultations should have a purpose**

Do not consult for the sake of it. Ask departmental lawyers whether you have a legal duty to consult. Take consultation responses into account when taking policy forward. Consult about policies or implementation plans when the development of the policies or plans is at a formative stage. Do not ask questions about issues on which you already have a final view.

#### **Consultations should be informative**

Give enough information to ensure that those consulted understand the issues and can give informed responses. Include validated assessments of the costs and benefits of the options being considered when possible; this might be required where proposals have an impact on business or the voluntary sector.

#### **Consultations are only part of a process of engagement**

Consider whether informal iterative consultation is appropriate, using new digital tools and open, collaborative approaches. Consultation is not just about formal documents and responses; it is an on-going process.

#### **Consultations should last for a proportionate amount of time**

Judge the length of the consultation on the basis of legal advice and taking into account the nature and impact of the proposal. Consulting for too long will unnecessarily delay policy development. Consulting too quickly will not give enough time for consideration and will reduce the quality of responses.

#### **Consultations should be targeted**

Consider the full range of people, business and voluntary bodies affected by the policy, and whether representative groups exist. Consider targeting specific groups if appropriate. Ensure they are aware of the consultation and can access it. Consider how to tailor consultation to the needs and preferences of particular groups, such as older people, younger people or people with disabilities that may not respond to traditional consultation methods.

### **Consultations should take account of the groups being consulted**

Consult stakeholders in a way that suits them. Charities may need more time to respond than businesses, for example. When the consultation spans all or part of a holiday period, consider how this may affect consultation and take appropriate mitigating action.

### **Consultations should be agreed before publication**

Seek collective agreement before publishing a written consultation, particularly when consulting on new policy proposals. Consultations should be published on gov.uk.

### **Consultation should facilitate scrutiny**

Publish any response on the same page on gov.uk as the original consultation, and ensure it is clear when the government has responded to the consultation. Explain the responses that have been received from consultees and how these have informed the policy. State how many responses have been received.

### **Government responses to consultations should be published in a timely fashion**

Publish responses within 12 weeks of the consultation or provide an explanation why this is not possible. Where consultation concerns a statutory instrument publish responses before or at the same time as the instrument is laid, except in exceptional circumstances. Allow appropriate time between closing the consultation and implementing policy or legislation.

### **Consultation exercises should not generally be launched during local or national election periods.**

If exceptional circumstances make a consultation absolutely essential (for example, for safeguarding public health), departments should seek advice from the Propriety and Ethics team in the Cabinet Office.

(Source: Cabinet Office)

**If you require any further information regarding this policy, please contact the Corporate Communication and Events team.**



### **Knowing what we must do well as an effect and efficient Service**

As your local Fire and Rescue Service, we work with our communities to understand the risks they may face and deliver safety messages to prevent fires and other emergency incidents from happening.

We want to know your thoughts on the service we provide and to make sure we continue to be efficient and provide value for money.

1. How well do you feel informed about what Humberside Fire and Rescue Service does in the community? (1 = not very informed to 4 = very informed)
2. Do you follow any of our social media channels?
  - Facebook
  - Instagram
  - LinkedIn
  - TikTok
  - Twitter
  - YouTube
3. We promote the work we do through:
  - Social media
  - Our website
  - MyCommunityAlert
  - Local Press
  - Direct to community groups

Are there any other routes you would like us to use to reach our communities?

4. How familiar are you with the following fire safety messages?
  - Check your smoke alarm (Test it Tuesday)
  - Get out, stay out, call 999
  - Avoid overloading electrical sockets
  - Stand by your pan (Do not leave pans unattended)
  - OTHER

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### **How we support our communities**

In the summer of 2022, ourselves and other Fire and Rescue Services experienced very high levels of demand during the heatwave. Due to the number of fires, both us and neighbouring services were responding to, we had to declare a Major Incident.

The impact of climate change and the potential for more regular extreme weather events is clearly a growing risk for communities and all public services, not least the Fire and Rescue Service.

5. How concerned are you about the increased chance of fires caused during heatwaves in the Humber region? (1 = not very concerned to 4 = very concerned)
  6. How concerned are you about the increased chance of flooding in the Humber region? (1 = not very concerned to 4 = very concerned)
  7. How can we build awareness on the impacts of climate change? (Tick all that apply, if you tick 'Other' please type a response)
    - Share more information about environmental topics on social media
    - Include advice in our safety messages to reduce the impact on climate change
    - Share how fire setting behaviours can impact the environment
    - Other
  8. Please select which of the following alerts you are signed up to.
    - Environment Agency flood warnings
    - MyCommunityAlert
    - Met Office
    - Humberside Fire and Rescue Service social media accounts
    - Other
- 

### **Impact of climate change - what are we doing about it**

We are exploring more efficient and flexible ways to quickly increase our response to high-impact but low-frequency 999 incidents, such as the ones we experienced during the heatwave in the summer, widespread flooding, and resilience for when Full-Time and On-Call crews may be unavailable. This will compliment the review of equipment and vehicles to make sure our staff has the correct tools and kit to help keep our communities safe.

In addition to supporting our established Full-Time and On-Call crewing models, we are considering a third resourcing option that would allow us to quickly crew up to an additional three fire engines by staff allow us to quickly crew up to an additional three fire engines by staff who are on a call-off contract arrangement.

The third option is like the volunteer crewing models that have been used successfully in other countries but on a paid call-off contract arrangement. The resourcing option would not replace our current resources and established crewing models and will support the emergency response we already provide.

We are aware it would put an additional strain on our budget. However, the model would efficiently address and support our response to new challenges from climate change and weather-related incidents.

9. Having read through the above, do you have any comments on the third resourcing option?
-

## **Supporting our communities and the people we employ**

During the COVID-19 pandemic we had to stop a lot of community engagement. As restrictions eased, we have begun to work with our communities and provide information on staying safe in your home and businesses. We are continuing to encourage people to consider a future career with us and attract a diverse range of people to help us provide the best service to our communities.

We have also added ReciteMe software to our website to translate the contents and change the format to help accessibility.

10. We want to be more proactive with our communities, what else should we do to reach our communities, especially those who may not know of the support we can provide?

11. In the next few years, we plan to recruit a further 150 firefighters. Is it a career that interests you?

Yes/No

If Yes, please state why

If No, please state why

12. How can we encourage people working and living within the communities of an On-Call fire station to apply to become an On-Call Firefighter?

(Like most other fire and rescue services we are finding it increasingly difficult to recruit and then retain On-Call Firefighters at some of our fire stations. We recognise that there are many factors affecting this, including in some areas, societal and economic changes with fewer younger living and working in remote rural locations)