

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

To: Members of the Fire Authority	Enquiries to: Alison Finn Email: committeemanager@humbersidefire.gov.uk Tel. Direct: (01482) 393204 Date: 18 April 2024
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Dear Member

I hereby give you notice that a meeting of **HUMBERSIDE FIRE AUTHORITY** will be held on **FRIDAY, 26 APRIL 2024** at **10.30AM** at **HUMBERSIDE FIRE & RESCUE SERVICE HEADQUARTERS, SUMMERGROVES WAY, KINGSTON UPON HULL, HU4 7BB.**

The business to be transacted is set out below.

Yours sincerely

Alison Finn.

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 8 March 2024.	(pages 1 - 6)	Chairperson	To approve
4. Questions by Members	-	Monitoring Officer & Secretary	To receive
5. Communications	-	Chairperson & Chief Fire Officer/Chief Executive	To receive
6. Internal Audit - Director of Audit Opinion and Annual Report (2023/24)	(pages 7 - 10)	TiAA	To receive
7. Management Accounts 2023/24 Period ending 29 February 2024	(pages 11 - 12)	Executive Director of Finance & S.151 Officer	To receive
8. Use of Delegated Powers by Chief Fire Officer & Chief Executive 2023/24	(pages 13 - 14)	Chief Fire Officer/ Chief Executive	To receive

Business	Page Number	Lead	Primary Action Requested
9. Productivity and Efficiency Plan 2024/25	(pages 15 - 34)	Executive Director of Finance/S.151 Officer & Assistant Chief Fire Officer/Executive Director of Corporate Services	To receive
10. Culture Update – HMICFRS Misconduct Questionnaire Feedback	Verbal	Assistant Chief Fire Officer/Executive Director of Corporate Services	To receive
11. HMICFRS Update	Verbal	Assistant Chief Fire Officer/Executive Director of Corporate Services	To receive
12. Chief Fire Officer Update	Verbal	Chief Fire Officer/ Chief Executive	To receive

HUMBERSIDE FIRE AUTHORITY

FRIDAY, 8 MARCH 2024

PRESENT:

Members

Representing East Riding of Yorkshire Council:

Councillors Casson, Dennis, Gill, Heslop-Mullens, Meredith, Pickering, Sutton and Whyte

Representing Hull City Council:

Councillors Matthews, Neal (in the Chair), Petrini and Woods

Representing North East Lincolnshire Council:

Councillors Lindley, Patrick and Shepherd

Representing North Lincolnshire Council:

Councillors Grant, Sherwood and Waltham MBE

Officers of Humberside Fire & Rescue Service

Niall McKiniry - Deputy Chief Fire Officer & Executive Director of Service Delivery, Matthew Sutcliffe - Assistant Chief Fire Officer & Executive Director of Corporate Services, Christine Cooper - Executive Director of People and Development, Martyn Ransom - Executive Director of Finance/Section 151 Officer, Jon Henderson - Area Manager Prevention, Protection, Fleet and Estates, Jason Kirby - Area Manager of Emergency Response, Steve Duffield - Area Manager of Service Improvement, Lisa Nicholson - Monitoring Officer/Secretary and Alison Finn - Committee Manager.

Also in attendance:

Internal Auditor

David Robinson (TiAA) presented minute 24/24.

The meeting was held at Service Headquarters, Hessle.

Members of the Fire Authority held a minute silence to remember Ex-Councillor Steve Swift, a previous member of the Fire Authority who had sadly died. Members welcomed Councillor Whyte to the Fire Authority and thanked Councillor Healing for her hard work.

18/24 APOLOGIES FOR ABSENCE - Apologies for absence were submitted from Councillors Briggs, Henry, North and Swinburn and Jonathan Evison (Police and Crime Commissioner).

19/24 DECLARATIONS OF INTEREST - All Members of the Strategic Leadership Team declared a non-pecuniary interest in Minute 27/24 as the report detailed the pay of senior officers (Executive Board and Area Manager level) for 2024/25.

20/24 MINUTES - Resolved - That the minutes of the meeting of the Authority held on 9 February 2024 be approved as a correct record.

21/24 MINUTES OF THE GOVERNANCE, AUDIT AND SCRUTINY COMMITTEE - Resolved - That the minutes of the Governance, Audit and Scrutiny Committee meeting held on 19 February 2024 be received.

22/24 QUESTIONS BY MEMBERS - there were no questions by Members.

23/24 COMMUNICATIONS – none.

24/24 INTERNAL AUDIT PLAN 2024/25 – David Robinson from TIAA presented the Internal Audit Plan 2024/25.

The Annual Plan set out the assignments that would be carried out in 2024/25, the planned times and the high-level scopes for each of these assignments. Six topics were proposed as part of the Internal Audit Plan 2024/25:

- (1) Management of Statutory Building and Licensing Consultations;
- (2) Application and Management of Disciplinary Procedures;
- (3) Firefighter Development Pathway (FFDP);
- (4) Staff Forums and EDI Steering Group;
- (5) Application and Management of Tactical Plans;
- (6) Training Records

The draft plan was produced through extensive engagement with the Service's Strategic Leadership Team (SLT). The Plan also included the following standard subjects:

- Key Financial Controls;
- ICT Management Controls;
- Follow-up (Mid-year)
- Year-End Follow Up;
- Annual Planning;
- Annual Report; and
- Audit Management,

The draft Internal Audit Annual Plan 2024/25 had been received and endorsed for approval to the Fire Authority by the GAS Committee at its meeting of 19 February 2024 (minute 17/24 refers).

Resolved - That the Internal Audit Plan 2024/25 be approved.

25/24 TREASURY MANAGEMENT STRATEGY STATEMENT 2024/25 – The Executive Director of Finance/Section 151 Officer submitted a report that set out the Prudential Indicators for Treasury Management and Capital and the Treasury Management Policy Statement for adoption for the financial year 2024/25.

The report set out the Prudential Indicators for Treasury Management and Capital and the Treasury Management Strategy Statement proposed for adoption for the financial year 2024/25. The Authority's Constitution required that the Policy Statement was approved by the full Fire Authority and the responsibility could be delegated.

The report also outlined the recommended policy to be adopted in respect of creating the Minimum Revenue Provision for 2024/25, in line with the statutory requirements set out in The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 and 2017.

The suggested strategy for 2024/25 in respect of the following aspects of the treasury management function was based upon the S.151 Officer's views on interest rates, supplemented with leading mark forecasts provided by the Authority's treasury management advisors and support from the treasury management team within Hull City Council. The strategy covered:

- limits in force which will limit the treasury risk and activities of the Authority;
- the Treasury Management and Prudential Indicators;
- the current treasury position;
- prospects for interest rates;
- the borrowing requirement strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy;

- the MRP strategy;
- policy on use of external service providers

The approach outlined within the report was aimed at achieving effective and efficient management of the Authority's financial resources and reflected a prudent approach to the management of financial risk for the Authority.

The Authority forecast to have an under-borrowed position in relation to long-term borrowing of £1.997m at the end of 2023/24 which would save in the region of £100k in interest in each year until the borrowing was taken.

Resolved - That the 2024/25 Treasury Management Statement be approved.

26/24 PERFORMANCE REPORTING AND SERVICE PERFORMANCE INDICATORS 2024/25 - The Assistant Chief Fire Officer & Executive Director of Corporate Services submitted a report that provided information regarding the reporting of Service level performance for the period 2024/25, monitored and retrospectively reported to Members on a bi-annual basis.

Bi-annual performance reporting provided Members and the public with more meaningful performance information. That was achieved as the longer reporting period enabled more robust trend analysis to be completed, combined with the opportunity to evaluate the impact of Service intervention activities.

The established frequency of bi-annual performance reporting would continue for 2024/25, as detailed in the business planning framework and outlined below:

- (i) April to September performance would be reported to Members in November 2024.
- (ii) The annual performance report, reflective of cumulative performance over the full 12-month period, would be issued to Members in June 2025.

Bi-annual performance reporting would be supplemented by exception reporting of relevant trends / incidents or events to Members at Authority meetings and / or Member Days.

Performance reports would be reflective of the following principle Service activities:

- Key Incident Information
- Protection
- Prevention
- Response
- Environmental
- People
- Public Feedback
- Corporate Responsibilities
- Health & Safety

Specific Service Performance Indicators that would be reported against included:

- SPI High Severity Fires
- SPI 2.2 Total Deliberate Fires
- SPI 2.3 Accidental Dwelling Fires
- SPI 2.4 Deliberate Secondary Fires
- SPI 2.5 Automatic Fire Alarms (Non-Domestic)

Resolved - That Members endorse the approach for the reporting of Service performance for the period 2024/25.

27/24 PAY POLICY STATEMENT 2024/25 - The Executive Director of People and Development submitted a report that proposed a Pay Policy Statement for Humberside Fire Authority for 2024/25, as required by the Localism Act 2011, for approval by the Fire Authority.**3**

The Act introduced senior staff pay transparency into local authorities with a requirement that authorities prepare a Pay Policy Statement for each financial year. A statement for Humberside Fire Authority was first produced for 2012/13 and approved by the Fire Authority at its meeting on 17 April 2012 (Minute 3839 refers).

The Authority agreed at that time that the Pay Policy Statement should be reviewed annually by officers and that any proposed amendments would be brought before the full Fire Authority for consideration.

The proposed statement for 2024/25 reflected the pay details for the current Strategic Leadership Team posts. A draft Pay Policy Statement for 2024/25 had been produced in compliance with the legislative requirements and having regard to the DCLG guidance. The proposed Statement complied with the legislative requirements and reflected the structure of the Strategic Leadership Team as agreed by the Humberside Fire Authority on 12 March 2021.

Resolved - That the Fire Authority:

- (i) Approves the draft Pay Policy Statement for 2024/25;
- (ii) Authorises the Chief Fire Officer/Chief Executive to make factual adjustments to the Policy during the course of 2024/25, for example, in reflection of the impact of any pay awards arising for different employment groups during the year;
- (iii) Be presented for consideration any other proposed amendments to the Policy during 2024/25;
- (iv) Approves a review of senior officer (Executive Board and Area Managers) pay to be carried out during the financial year 2024/25.

28/24 GENDER, ETHNICITY AND DISABILITY PAY GAP – The Executive Director of People and Development submitted a report on the Gender, Ethnicity and Disability Pay Gap.

The report detailed the pay gap reporting information and supportive narrative for the Service to meet its legislative obligations for the 2023/2024 gender pay gap reporting requirements. The report used data as of 31 March 2023. The Service had a legal duty to report gender pay gap by 30 March 2024 by publishing the report, along with an easy read version and submitting data sets to Government Gender Pay Gap Portal by the same date. The Service continued to report not just on gender but voluntarily on both ethnicity and disability pay gaps in the report.

The report showed that the Service's mean gender pay gap continued to decrease, but not as quickly as in the preceding 6 reporting years. That was primarily due to the recruitment of an additional 53 men during the year, primarily into fire contingency roles.

The ethnicity pay gap was slightly smaller than the gender pay gap, and while the mean ethnicity pay gap had increased slightly, the median ethnicity pay gap had reduced this year. However, the Service had had a slight reduction in ethnic minority staff. That showed the need to continue to find effective ways of recruiting, retaining and promoting ethnic minority staff.

The report showed that the disability pay gap continued to be negative which was promising, but there was a continuing need to build trust to ensure disabled staff felt comfortable to disclose disabilities.

Resolved - That the Fire Authority approves:

- (i) The submission of the data sets to the Government Gender Pay Gap Portal, and
- (ii) The publication of an easy read version of the report.

29/24 SUGGESTED SCRUTINY TOPICS FOR 2024/25 FOR HUMBERSIDE FIRE AUTHORITY CONSIDERATION - The Assistant Chief Fire Officer & Executive Director of Corporate Services submitted a report with a list of scrutiny topics, proposed by the Strategic Leadership Team for the Fire Authority to consider and shortlist for the Governance, Audit and Scrutiny (GAS) Committee's Scrutiny programme 2024/25.

The GAS Committee was set an annual scrutiny work programme, looking at a variety of aspects of the Service work and policy implementation from the point of view of the communities it served, to provide

constructive feedback and recommendations to improve the Service. The GAS Committee would programme six scrutiny items for completion during 2024/25.

The Authority was requested to consider the proposed topics of scrutiny put forward (as set out at Appendix 1 of the report) and shortlist six for the GAS Committee's Scrutiny Programme 2024/25.

Resolved - That the Authority approves the list of scrutiny topics put forward (as set out at Appendix 1 of the report) and that the GAS Committee shortlist to six scrutiny items for its 2024/25 Scrutiny Programme.

30/24 VALUES AND CULTURE IN FIRE AND RESCUE SERVICES - The Assistant Chief Fire Officer/Executive Director of Corporate Services submitted a report that updated Members on the Values and Culture in Fire and Rescue Services.

In March 2023 His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) published their report 'Values and culture in fire and rescue services'. The report was an outcome of a spotlight review of inspection findings across all 44 English Fire and Rescue Services.

The report made 35 recommendations across 9 themes. Chief Fire Officers have accountability for 19 of the recommendations, with the Home Office and the National Fire Chief's Council (NFCC) having accountability for the other recommendations.

An action plan with an integrated GAP analysis, was used to manage and record the Service's progression against each of the recommendations, with information and evidence coordinated through a cross-departmental culture group.

The Service welcomed the spotlight report into values and culture within Fire and Rescue Services and actively engaged in a self-assessment of the organisation, against the recommended actions.

The Service was committed to ensure the values and culture of the organisation remained as something they, and their communities were all proud of, and that they provided a safe and supportive working environment for all colleagues and visitors.

Resolved - That the Fire Authority:

- (i) takes assurance from the pro-active actions taken and will continue to be in receipt of further updates on at least a quarterly basis.
- (ii) takes assurance that the three recommendations stated as partial compliance are either being progressed to their conclusion and / or are awaiting national guidance to complete.
- (iii) takes assurance that the Service comprehensively manages each of the applicable recommendations, providing proportional and accurate evidence to ensure compliance, subject to validation through GAS Committee in April 2024 as its chosen scrutiny topic.

31/24 CHIEF FIRE OFFICER UPDATE - The Deputy Chief Fire Officer & Executive Director of Service Delivery provided a verbal update.

- The Service sent its condolences to the family of Steve Swift, a former member of the Authority, who had sadly passed away.
- International women's day had been celebrated by the Service with a full day of events that were attended equally by men and women.
- The last weekend had seen an increase of over fifty percent in attendances at emergencies by the Service, with over 200 incidents attended. The Deputy Chief Fire officer acknowledged the contribution of all staff, including the Control Centre, who responded to all these incidents.
- Fire Crews had responded to an incident last week in Barnoldby le Beck which had sadly resulted in a fatality. A serious incident review was underway. Welfare support was in place for the staff who responded to the incident.
- A number of large-scale procurement exercises were currently underway:
 - Cyber support
 - Control 25 Programme - final tenders had been received for the replacement Control Room system.

- Breathing apparatus sets
- The Chief Fire Officer and Assistant Chief Fire Officer (ACFO) would be attending the LGA Annual Fire Conference in March 2024, with the ACFO presenting to the Conference on behalf of HFRS as the lead for the Fire and Rescue Sector on productivity.
- The annual National pay negotiations were shortly due to commence for grey book (operational) staff.
- In its Fire Reform White Paper Consultation Outcome the Government had determined that Chief Fire Officers should be afforded operational independence. The Chief Fire Officer and Deputy Chief Fire Officer would be taking part in a national consultation exercise on this on 20 March 2024.
- A draft timetable for the Service's next inspection (Round 3) by HMICFRS had now be shared, commencing in late July with onsite inspection taking place throughout September 2024. The Service Liaison Lead continued to visit the Service (and would continue to do so on the run up to the inspection) to build a true picture of the Service prior to inspection.
- The Service hosted several National Resilience Capability assets which were to be made available for national deployment to support large incidents in other Fire and Rescue Services across the country. The capabilities were subject to annual National Resilience Audit and Assurance programme. The Service had performed well in it recent four audits.
- The Service was reviewing its annual productivity and efficiency plan in advance of submission to the Home Office by the end of March. It was a requirement for all Fire and Rescue Authorities to produce an annual plan that set out its proposed 3 per cent efficiency and 2 per cent productivity savings.

Resolved - That the update be noted.

32/24 EXCLUSION OF THE PRESS/PUBLIC - Resolved - That the press and public be excluded from the meeting for consideration of the following item on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. In making its decision the Authority confirmed that having regard to all the circumstances it was satisfied that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

33/24 HOWDEN FIRE STATION - The Area Manager of Prevention, Protection, Fleet and Estates submitted a report on proposals for Howden Fire Station.

Resolved – That the Fire Authority:

(i) Endorses the Executive Board's decision to progress Option 3 (the demolition and rebuild on of Howden Fire Station on the existing site), and

(ii) takes assurance that the Service continues to invest in its people, buildings and infrastructure to ensure continuous improvement.

Humberside Fire and Rescue Service

Internal Audit Annual Report

2023/24

April 2024

Internal Audit Annual Report

Introduction

This is the 2023/24 Annual Report by TIAA on the internal control environment at Humberside Fire and Rescue Service. The annual internal audit report summarises the outcomes of the reviews we have carried out on the organisation’s framework of governance, risk management and control.

Our approach is based on the International Standards for the Professional Practice of Internal Auditing which have been developed by the Institute of Internal Auditors (IIA) and incorporate the Public Sector Internal Audit Standards (PSIAS). In 2022, TIAA commissioned an External Quality Assessment (EQA) of its internal audit service. The independent EQA assessor was able to conclude that TIAA ‘generally conforms to the requirements of the Public Sector Internal Audit Standards and the mandatory elements of the Institute of Internal Auditors (IIA) International Professional Practices Framework (IPPF).’ ‘Generally conforms’ is the highest rating that can be achieved using the IIA’s EQA assessment model. Ongoing quality assurance work was carried out throughout the year and we continue to comply with ISO 9001:2015 standards.

HEAD OF INTERNAL AUDIT’S ANNUAL OPINION

TIAA is satisfied that, for the areas reviewed during the year, Humberside Fire and Rescue Service has reasonable and effective risk management, control and governance processes in place.

This opinion is based solely on the matters that came to the attention of TIAA during the course of the internal audit reviews carried out during the year and is not an opinion on all elements of the risk management, control and governance processes or the ongoing financial viability or your ability to meet financial obligations which must be obtained by Humberside Fire and Rescue Service from its various sources of assurance.

Internal Audit Planned Coverage and Output

The 2023/24 Annual Audit Plan approved by the Governance, Audit and Scrutiny Committee was for 65 days of internal audit coverage in the year.

The planned work that has been carried out against the plan and the status of work completed is set out at Annex A.

There was one extra audit carried out which was in addition to the work set out in the Annual Audit Plan. This was for a review of Procurement and was requested by the Governance, Audit and Scrutiny Committee.

Assurance

TIAA carried out nine reviews, which were designed to ascertain the extent to which the internal controls in the system are adequate to ensure that activities and procedures are operating to achieve Humberside Fire and Rescue Service’s objectives. For each assurance review an assessment of the combined effectiveness of the controls in mitigating the key control risks was provided. Details of these are provided in Annex A and a summary is set out below.

Assurance Assessments	Number of Reviews	Previous Year
Substantial Assurance	4	0
Reasonable Assurance	4	5
Limited Assurance	1	3
No Assurance	0	0

The areas on which the assurance assessments have been provided can only provide reasonable and not absolute assurance against misstatement or loss and their effectiveness is reduced if the internal audit recommendations made during the year have not been fully implemented.

We made the following total number of recommendations on our audit work carried out in 2023/24. The numbers in brackets relate to 2022/23 recommendations.

Urgent	Important	Routine
1 (0)	15 (32)	10 (9)

Audit Summary

Control weaknesses: There was one area reviewed by internal audit (ICT Management Controls) where it was assessed that the effectiveness of some of the internal control arrangements provided 'limited' assurance. Recommendations were made to further strengthen the control environment in these areas and the management responses indicated that the recommendations had been accepted.

Recommendations Made: We have analysed our findings/recommendations by risk area and these are summarised below.

Risk Area	Urgent	Important	Routine
Directed			
Governance Framework	0	0	3
Risk Mitigation	0	0	2
Compliance	1	12	4
Delivery			
Performance Monitoring	0	3	1
Sustainability	0	0	0
Resilience	0	0	0

Operational Effectiveness Opportunities: One of the roles of internal audit is to add value and during the financial year we provided advice on opportunities to enhance the operational effectiveness of the areas reviewed and the number of these opportunities is summarised below.

Operational
1 (2)

Independence and Objectivity of Internal Audit

There were no limitations or restrictions placed on the internal audit service which impaired either the independence or objectivity of the service provided.

Performance and Quality Assurance

The following Performance Targets were used to measure the performance of internal audit in delivering the Annual Plan.

Performance Measure	Target	Attained
Completion of Planned Audits	100%	100%
Audits Completed in Time Allocation	100%	100%
Final report issued within 10 working days of receipt of responses	95%	100%
Compliance with IIA Internal Audit Standards	100%	100%

Release of Report

The table below sets out the history of this Annual Report.

Date Report issued:	18 th April 2024
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Annexes

Annex A

Actual against planned Internal Audit Work 2023/24

System	Type	Planned Days	Actual Days	Assurance Assessment	Comments
Bullying, Harassment and Discrimination	Assurance	6	6	Reasonable	Final report issued
Mobile Data Terminals (Performance)	Assurance	6	6	Reasonable	Final report issued
Effectiveness of systems (used to learn from operational incidents)	Assurance	6	6	Reasonable	Final report issued
Staff Development	Assurance	6	6	Substantial	Final report issued
Service Absolutes / Heat Maps	Assurance	6	6	Substantial	Final report issued
National Occupational Guidance	Advisory	5	5	N/A	Final report issued
Enforcement Powers and Priorities	Assurance	6	6	Substantial	Final report issued
ICT Management Controls	Assurance	4	4	Limited	Final report issued
Procurement	Assurance	0	6	Substantial	Final report issued
Key Financial Controls	Assurance	7	7	Reasonable	Final report issued
Mid-year Follow Up	Follow Up	2	2	N/A	Final report issued
End of Year Follow Up	Follow Up	2	2	N/A	Draft report issued
Annual Planning	Planning	2	2	-	Annual Plan issued
Annual Report	Reporting	1	1	-	Draft Annual Report issued
Audit Management	-	6	6	-	-
	Total Days	65	71		

**MANAGEMENT ACCOUNTS 2023/24 – BASED ON PERIOD
ENDING 29 FEBRUARY 2024**

1. SUMMARY

- 1.1 This report highlights the current financial position based on information to 29 February 2024.
- 1.2 The end of year projections are set out at section 4.1 for the revenue budget, the capital programme and the pensions account.

2. RECOMMENDATION

- 2.1 Members may wish to take assurance from this report and the Authority's financial position for the period ending 29 February 2024.

3. BACKGROUND

- 3.1 Management Accounts are reported to Members four times a year with the financial position at 30 June, 30 September, 31 December and 29 February.

4. REPORT DETAIL

Period Ending 29 February 2024

- 4.1 The summary estimated outturn position for the current financial year based on information to 29 February 2024 is as follows:

CATEGORY	2023/24 OUTTURN PROJECTION
HFA	
Revenue Budget	£0.296m underspend
Capital Programme	£2.089 spend against a £6.719m allocation
Pensions Account	£14.366m deficit

- 4.2 This is the final set of Management Accounts for the 2023/24 financial year and work is now well underway to compile the published Annual Statement of Accounts for 2023/24.
- 4.3 Further details on all of these areas are available electronically alongside the agenda papers on the Fire Authority's website at www.humbersidefire.gov.uk/fire-authority.

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 should take assurance from this report and the Authority's financial position for the period ending 29 February 2024.

Martyn Ransom
Executive Director of Finance &
S.151 Officer

Officer Contact

Shaun Edwards – Joint Deputy Chief Finance Officer & Deputy S.151 Officer

✉ sedwards@humbersidefire.gov.uk

Background Papers

2023/24 Management Accounts working papers

USE OF DELEGATED POWERS BY THE CHIEF FIRE OFFICER 2023/24

1. SUMMARY

- 1.1 The report provides the Authority with details of the decisions taken by the Chief Fire Officer & Chief Executive during 2023/24 to vary the establishment, under his delegated powers within the Fire Authority's Constitution (section 4.1).
- 1.2 Members should note that this report concerns only permanent changes to the establishment. Temporary posts, re-gradings and changes in job content where the post remains substantially the same are not included as such decisions are within the remit of the Chief Fire Officer & Chief Executive under the Constitution.

2. RECOMMENDATIONS

- 2.1 That the Fire Authority takes assurance that the Scheme of Delegation is being exercised properly.

3. BACKGROUND

- 3.1 The Scheme of Delegation set out in the Constitution gives the Chief Fire Officer & Chief Executive delegated authority as follows:

PART 3 DECISION MAKING

Section B - Scheme of Delegation

(m) In respect to human resource matters:

- (vi) to vary in any one financial year the overall establishment to a maximum of 0.5% of total annual budget (provided that such a variation does not affect more than 10 permanent full-time equivalent posts), and provided that any such variations are within the approved Budget (and confirmed by the S.151 Officer) and are in accordance with the approved Strategic Plan (and CRMP) of the HFA. The Chief Fire Officer & Chief Executive shall report on an annual basis to the HFA setting out the basis upon which such powers have been exercised.

- 3.2. Members should note that this report concerns only permanent changes to the establishment. Temporary posts, re-gradings and changes in job content where the post remains substantially the same are not included as such decisions are within the remit of the Chief Fire Officer & Chief Executive under the Constitution.

4. REPORT DETAIL

- 4.1 In the year 2023/24 the following substantive establishment changes have been approved under the delegated authority given to the Chief Fire Officer & Chief Executive:

(i) Increase the establishment of the Finance team from 11.28 FTE to 14.28 FTE through the creation of the following posts:

- 1 x Grade 6 Finance Assistant
- 1 x Grade 8 Procurement Officer
- 1 x Grade 10 Senior Finance Officer

(ii) The creation of one full time Grade 10 Service Improvement Supervisor post within Corporate Assurance.

(iii) The creation of one full time Grade 6 Administrative Assistant within HR.

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 asked to note the substantive establishment changes during 2023/24 approved under the delegated authority given to the Chief Fire Officer & Chief Executive under Section 4.1 of this report.

6.2 The Authority should take assurance that the Scheme of Delegation is being exercised with due regard.

Phil Shillito
Chief Fire Officer & Chief Executive

Officer Contact

Jamie Morris – Head of Corporate Assurance

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Background Papers

None

Glossary/Abbreviations

CRMP	Community Risk Management Plan
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PRODUCTIVITY AND EFFICIENCY PLAN 2024/25

1. SUMMARY

- 1.1 The Minister of State for Crime, Policing and Fire requires all Fire and Rescue Authorities to produce an Efficiency and Productivity Plan for the period 2024/25, aligned to Home Office guidance regarding content. In simple terms, the Plan explains how Humberside Fire Authority (HFA) aims to deliver efficiencies and increased productivity, against national targets, set for 2021/22 – 2024/25 Spending Review period.
- 1.2 The draft HFA Productivity and Efficiency Plan 2024/25, as attached at Appendix 1, provides detail of the efficiency and productivity progress of HFA against the national goals and with due consideration of efficiencies being made, alongside the rise of 2.99% in Precept.
- 1.3 In line with our transparency in publishing other Strategic and Corporate Plans and Financial Information, the Plan is published on the Authority's [website](#). The Authority commits to publishing an annual report on the progress of the Efficiency and Productivity Plan on its website, alongside the Annual Statement of Assurance, in July of each year.

2. RECOMMENDATIONS

- 2.1 It is recommended that the Fire Authority endorses the productivity and Efficiency Plan 2024/25, attached at Appendix 1, as submitted to the Home Office.

3. BACKGROUND

- 3.1 The Minister of State for Crime, Policing and Fire requires all Fire and Rescue Authorities to produce an Efficiency and Productivity Plan for the period 2024/25, aligned to Home Office guidance regarding content. In simple terms, the Plan explains how Humberside Fire Authority (HFA) aims to deliver efficiencies and increased productivity, against national targets, set for 2021/22 – 2024/25 Spending Review period.
- 3.2 The National Fire Chiefs Council (NFCC) and the Local Government Association (LGA) have proposed that across FRs in England, the sector could create 2% of non-pay efficiencies and increase productivity by 3% in this period. The Chief Fire Officer and Chief Executive is the sector lead for National Fire Chief Council (NFCC) Productivity and Efficiency workstreams. The national workstreams seek to provide a greater understanding of how to accurately measure productivity within the fire and rescue sector, in particular, those activities delivered by full-time firefighters.
- 3.3 The HFA Productivity and Efficiency Plan 2024/25 provides detail of the efficiency and productivity progress of HFA against the national goals and with due consideration of efficiencies being made, alongside the rise of 2.99% in Precept.
- 3.4 In line with our transparency in publishing other Strategic and Corporate Plans and Financial Information, the Plan is published on the Authority's [website](#).
- 3.5 HFA's strategy for the provision of fire and rescue services for three years is driven by the approved Community Risk Management Plan (CRMP) and the Strategic Plan

2021 - 2025. The plans have been developed by Government guidance in these areas. These plans are available to view on the Authority's website Strategic Plan, Community Risk Management Plan.

- 3.6 These plans are also supported by the Service's Medium-Term Resource Strategy (MTRS), setting out how HFA will fund the Service. The MTRS is based on several assumptions, which are detailed within this Efficiency and Productivity Plan. The MTRS can also be viewed on the Authority's website MTRS.
- 3.7 Humberside Fire Authority commits to publishing an annual report on the progress of the Efficiency and Productivity Plan. This will be published on the Authority's website, alongside our Annual Statement of Assurance, in July of each year.

4. REPORT DETAIL

Efficiency Savings

- 4.1 The Authority has achieved non-pay efficiency savings of 3.19% during 2023/24 which is more than our target of 2.42% that was published in our Productivity and Efficiency Plan for 2023/24.

Workforce Planning

- 4.2 Our operational and non-operational workforce is managed through workforce planning arrangements. This identifies existing and future vacancies and considers the role requirements and recruitment needs against current priorities, to utilise vacancies more effectively in deciding whether the role be immediately filled or considered for reallocation and re-evaluation into other parts of the Service in line with Service needs. This includes the management of vacancies and therefore wage underspend to be dynamically utilised in other priority pieces of work across the Service.

Procurement - Cost savings

- 4.3 Each year the Authority submits a return under the Fire Commercial Transformation Programme to NFCC. This outlines both cashable savings and cost avoidance achieved by the Service through the efficient and effective implementation of good procurement practices.
- 4.4 The Service has recorded cashable, non-cashable and cost avoidance savings of £569k through the efficient and effective implementation of good procurement practices since April 2022 and will continue to use the most appropriate procurement route to meet the needs of the Authority.

Productivity

- 4.5 HFA is committed to pursuing a 3% increase in productivity in line with national targets, set for 2021/22 – 2024/25 Spending Review period. All service delivery activities are data, risk and intelligence-led aligning delivery to the risks faced across the Humber area.
- 4.6 Productivity expectations for fulltime firefighter activities are aligned to the delivery of the Community Risk Management Plan (CRMP) and dynamically monitored through bespoke PowerBI. Threshold/Outcome Performance Dashboards, accessible by senior and middle management teams and at a tactical fire station level. Performance is monitored dynamically by relevant managers; weekly performance outcome reports are presented to Strategic and Tactical briefings. As part of this work attention has been focused on defining baseline capacity. This has enabled surplus availability to be redirected to improving both the outputs and outcomes for the community.

4.7 Fulltime firefighter productivity is measured against the following:

- Prevention activity including physical risk-based domestic Home Fire Safety Visits (HFSVs).
- Protection activity including risk-based engagements and audits.
- Local risk identification, management and recording activity including Operational Risk visits aligned to the FRS Act 2004 7(ii)d.
- Learning and Development activities to maintain firefighter role competence.
- Recruitment activities in support of Positive Action.
- Dynamic monitoring of fulltime and on-call crewing levels and the effective and efficient deployment of any fulltime firefighter surplus crewing, above standard crewing thresholds. Including Prevention and Protection activities, supporting on-call crewing and other targeted activities. Application of functional tactical plans and heat maps to ensure efficient and productive work in accordance with the Strategic Plan objectives.

NB: Changes have been implemented on 1 January 2024, to the full-time duty system, including the associated work routines, with intended outcomes of this being increased productivity.

4.8 At the end of 2023/24 crews had completed 8558 home fire safety visits. This represents an actual increase in productivity of 41% compared to last year when the total was 6055. Other prevention activities such as youth and school engagement, water safety and arson reduction increased by 6% from 2362 in 2022/23 to 2495 in 2023/24.

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. Members should be assured, however, that relevant equality impact analyses have already been undertaken that support this work, particularly in terms of productivity activities that have created a change.

6. CONCLUSION

6.1 The Authority has achieved non-pay efficiency savings of 3.19% during 2023/24 which is more than our target of 2.42% that was published in our Productivity and Efficiency Plan for 2023/24.

6.2 HFA is committed to pursuing a 3% increase in productivity in line with national targets, set for 2021/22 – 2024/25 Spending Review period. All service delivery activities are data, risk and intelligence-led aligning delivery to the risks faced across the Humber area.

6.3 The Authority commits to publishing an annual report on the progress of the Efficiency and Productivity Plan. This will be published on the Authority's website, alongside the Annual Statement of Assurance, in July of each year.

6.4 Members are asked to endorse the Productivity and Efficiency Plan for the period 2024/25, as submitted to the Home Office.

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Background Papers

None

Glossary/Abbreviations

CRMP	Community Risk Management Plan
HFA	Humberside Fire Authority
HFSV	Home Fire Safety Visits
LGA	Local Government Association
MTRS	Medium-Term Resource Strategy
NFCC	National Fire Chiefs Council



HUMBERSIDE FIRE AUTHORITY

PRODUCTIVITY AND EFFICIENCY PLAN 2024 - 2025



Contents

	1
Introduction: About the Plan	3
Section 1: Primary information	4
1.1 Budgeted Expenditure and Income	4
1.2 Reserves	4
1.3 Council Tax Precept	5
1.4 Non-Pay Efficiency Savings	5
Efficiency - Good Practice 1	5
1.5 Productivity	6
1.6 Productivity of Full-Time Firefighters	7
Productivity - Good Practice 2	7
Threshold chart 1 – Home Fire Safety Visits	8
1.8 Productivity Monitoring: Protection Risk Activity	8
Threshold chart 2 – Unwanted Fire Signals	9
1.9 Site Specific Risk Information (SSRI) Activity	9
1.10 Learning and Development Activity	9
1.11 Surplus Crewing	10
Section 2: Secondary Information	11
2.1 Collaboration	11
Collaboration – Good Practice 3	11
Collaboration – Good Practice 4	11
Collaboration – Good Practice 5	12
2.2 Transformation Plans	12
Transformational Plans – Good Practice 6	12
Transformational Plans – Good Practice 7	12
2.3 Charging Policies	13
2.4 Asset Management and Investment in Technology	13
Asset Management – Good Practice 8	14
2.5 Resourcing Models	14
Resourcing - Good Practice 9	14
Resourcing - Good Practice 10	15
2.6 Workforce Planning	15
2.7 Procurement - Collaboration Initiatives with External Partners	15
Procurement - Good Practice 11	15
2.8 Procurement - National Frameworks	16
2.9 Procurement - Cost Savings	16
2.10 Progress of the Productivity and Efficiency Plan	16

Introduction: About the Plan

In 2023 the Minister of State for Crime, Policing and Fire required all Fire and Rescue Authorities to produce an Efficiency and Productivity Plan, aligned to Home Office guidance regarding content. This plan provides updated information for the 24/25 period. In simple terms, the Plan explains how Humberside Fire Authority (HFA) aims to deliver efficiencies and increased productivity, against national targets, set for 2021/22 – 2024/25 Spending Review period.

The National Fire Chiefs Council (NFCC) and the Local Government Association (LGA) have proposed that across FRSs in England, the sector could create 2% of non-pay efficiencies and increase productivity by 3% in this period.

The HFA Productivity and Efficiency Plan 2024/25 provides detail of the efficiency and productivity progress of HFA against the national goals and with due consideration of efficiencies being made, alongside the council tax precept arrangements for the period. In line with our transparency in publishing other Strategic Plans and Financial Information, this Plan is published on the Humberside Fire and Rescue Service (HFRS) Website About Us | Humberside Fire.

HFA's strategy for the provision of fire and rescue services is driven by the approved Community Risk Management Plan (CRMP) and the Strategic Plan 2021 - 2025. The plans have been developed by Government guidance in these areas. These plans are available to view on the HFRS website Strategic Plan, Community Risk Management Plan.

These plans are also supported by the Service's Medium-Term Resource Strategy (MTRS), setting out how HFA will fund the Service. The MTRS is based on several assumptions, which are detailed within this Productivity and Efficiency Plan. The MTRS can also be viewed on the HFRS website MTRS.

Section 1: Primary information

1.1 Budgeted Expenditure and Income

Humberside Fire Authority (HFA) agreed a net budget of £58.082m for 2024/25. This is broken down into the following major headings:

	2024/25 £m
Employees	48.574
Premises	3.882
Transport	1.953
Supplies and Services	4.468
Other (Incl. Capital Financing Costs)	2.827
Income	(3.303)
Efficiency Savings Target	(0.285)
Use of Reserves	(0.034)
Net Budget Requirement	58.082

The budget will be met from:

	2024/25 £m
Central Government Grant Income	22.100
Funding Guarantee	0.597
Business Rates	6.609
Business Rates Collection Fund	0.176
Council Tax Precept	28.326
Council Tax Precept Collection Fund	0.274
Total Funding	58.082

1.2 Reserves

The Authority currently anticipates the following level of reserves:

Reserves Forecast	At 1 April 2024	At 1 April 2025	At 1 April 2026	At 1 April 2027	At 1 April 2028	At 1 April 2029
	£m	£m	£m	£m	£m	£m
Earmarked Reserves						
Insurance	0.500	0.500	0.500	0.500	0.500	0.500
National Flood Resilience Centre	1.000	1.000	-	-	-	-
Capital Programme Funding		3.660	3.510	3.360	3.210	3.060
Business Continuity	3.410	0.500	0.500	0.500	0.500	0.500
	0.500					
ESMCP	0.215	0.215	0.215	0.215	0.215	0.215
Strategic Transformation Fund	0.500	0.500	0.500	-	-	-

Service Improvement and Environment	0.030	0.030	0.030	0.030	0.030	0.030
Control Room Pay and Prices	1.000 0.600	0.700 0.600	-	-	-	-
Total Earmarked Reserves	7.755	7.705	5.255	4.605	4.455	4.455
General Reserves	6.624	6.190	5.739	5.342	4.362	3.347
Total Reserves	14.379	13.895	10.994	9.947	8.817	7.652

The Authority plans to use reserves of £6.727m over the next 5 years reducing the overall level of reserves from £14.379m to £7.652m.

1.3 Council Tax Precept

HFA fully recognise the impact of a precept rise on our communities, particularly given the ongoing pressures on cost of living. Any such increase must be necessary and on the basis of further investment and improvement to the services. In 2024/25, the Authority has increased the service's precept by 2.99%, setting a Band D council tax of £97.94.

This additional funding is necessary for us to protect front line services, invest in vital equipment and technology and absorb the inflationary pressures facing the service. The combination of inflationary pressures and the need to invest in key service delivery areas, means that without the increase in precept, further efficiencies of circa £0.9m per year would be required in addition to the circa £1m already identified. More detail can be found in the Medium Term Resource Strategy published on our website.

1.4 Non-Pay Efficiency Savings

The following table shows the estimated funding gap and the level of non-pay efficiency savings that need to be achieved within each financial year.

	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Net Resource Expenditure (NRE)	58.401	60.162	61.051	62.213	63.361
Estimated Funding Gap	0.319	1.383	1.240	1.331	1.373
Gap as a % of NRE	0.55%	2.30%	2.03%	2.14%	2.17%
Efficiency Target	0.285	0.332	0.342	0.350	0.358
Additional Savings Required	-	-	-	-	-
Unidentified Gap as a % of NRE	0.06%	1.75%	1.47%	1.58%	1.60%

The unidentified funding gap will be met from the Authority's General Reserve. Failure to realise this level of efficiencies will utilise reserves at a faster rate than previously assumed.

Efficiency - Good Practice 1

The Authority has achieved non-pay efficiency savings of 3.19% during 2023/24 which is more than our target of 2.42% that was published in our Productivity and Efficiency Plan for 23/24.

The Authority has achieved non-pay efficiency savings of 3.19% during 2023/24 which is more than our target of 2.42% that was published in our Productivity and Efficiency Plan for 23/24.

Details of the savings achieved during 2023/24 are set out in the table below.

Efficiency	2023/24 £'000	Detail
Borrowing Costs	23	Revenue funding of capital items and a revised capital programme reduced our need to borrow from Public Works Loans Board (PWLB).
Business Rates	58	Property portfolio review resulted in lower rates.
Insurance Premiums	45	Efficient reporting and investigation of incidents, carrying out relevant security measures to drive premiums down and reduce the number of claims.
Fuel	75	Lower fuel usage and cost per litre
Flexible Working and Working Methods	21	Improved use of ICT to reduce travel, postage, printing and stationery costs.
Telecommunications and Technology	105	Review of technologies and contracts
Total Non-Pay Efficiencies	327	
Non-Pay Budget	10,235	
Efficiency Savings as a % of Non-Pay	3.19%	

In addition to the efficiency savings listed in the table above, the Authority also made procurement savings, which have been calculated in line with the Government Commercial Function Savings Methodology, within the year of £109k and expects to make further savings in 2024/25.

1.5 Productivity

The HFRS Chief Fire Officer and Chief Executive is the sector lead for National Fire Chief Council (NFCC) Productivity and Efficiency workstreams. The national workstreams seek to provide a greater understanding of how to accurately measure productivity within the fire and rescue sector, in particular, those activities delivered by full-time firefighters.

The HFA is committed to pursuing a 3% increase in productivity in line with national targets, set for 2021/22 – 2024/25 Spending Review period. The Service sees productivity as a measure of how much work is being done per unit of time, money, or other resources. It focuses on the quantity of output relative to the amount of input that was required to deliver it.

All service delivery activities are data, risk and intelligence-led aligning delivery to the risks faced across the Humber area. Performance information is published via the HFRS website and includes (but is not limited to):

- Strategic Plan and Strategic Objective Outcome Measures 2021/25.
- CRMP 2021/25.
- Annual Performance Report 2023/24.
- Budget monitoring reports (revenue, capital, and treasury).
- Annual Statement of Accounts.
- Medium Term Resource Strategy (MTRS).
- Annual Governance Statement 2023/24.
- Annual Internal Audit Plan 2024/25.
- Annual Statement of Assurance 2023/24.

- Information required in compliance with the Local Government Transparency Code.
- HFA and Governance Audit and Scrutiny Committee meeting Agendas and Minutes.

Productivity expectations for Full-Time firefighter activities are aligned to the delivery of the Community Risk Management Plan (CRMP) and dynamically monitored through bespoke PowerBI.

Threshold/Outcome Performance Dashboards, accessible by senior and middle management teams and at a tactical fire station level. Performance is monitored dynamically by relevant managers; weekly performance outcome reports are presented to Strategic and Tactical briefings. As part of this work attention has been focused on defining baseline capacity. This has enabled surplus availability to be redirected to improving both the outputs and outcomes for the community.

1.6 Productivity of Full-Time Firefighters

Full-Time firefighter productivity is measured against the following:

- Prevention activity including physical risk-based domestic Home Fire Safety Visits (HFSVs).
- Protection activity including risk-based engagements and audits.
- Local risk identification, management and recording activity including Operational Risk visits aligned to the FRS Act 2004 7(ii)d.
- Learning and Development activities to maintain firefighter role competence.
- Recruitment activities in support of Positive Action.
- Dynamic monitoring of Full-Time and on-call crewing levels and the effective and efficient deployment of any Full-Time firefighter surplus crewing, above standard crewing thresholds. Including Prevention and Protection activities, supporting on-call crewing and other targeted activities. Application of functional tactical plans and heat maps to ensure efficient and productive work in accordance with the Strategic Plan objectives.

NB: Changes have been implemented on 1 January 2024, to the Full-Time duty system, including the associated work routines, with intended outcomes of this being increased productivity, further covered in section 2.5.

Productivity - Good Practice 2

Through, and in support of the national workstreams led by the Chief Fire Officer, resources have been applied to the development of several intuitive dashboards that enable dynamic monitoring of Prevention and Protection activities, delivered by fulltime firefighters in support of dedicated Prevention and Protection teams, whilst also monitoring productivity against operational demand and other necessary daily activities and outputs. Whilst work continues to refine this approach there is a clear focus towards improved and measured productivity delivering improved outcomes for our communities. This adds value to national programmes of work with the Home Office and HMICFRS, to support the ongoing development of productivity and efficiency drivers.

1.7 Productivity Monitoring: Prevention Risk Activity

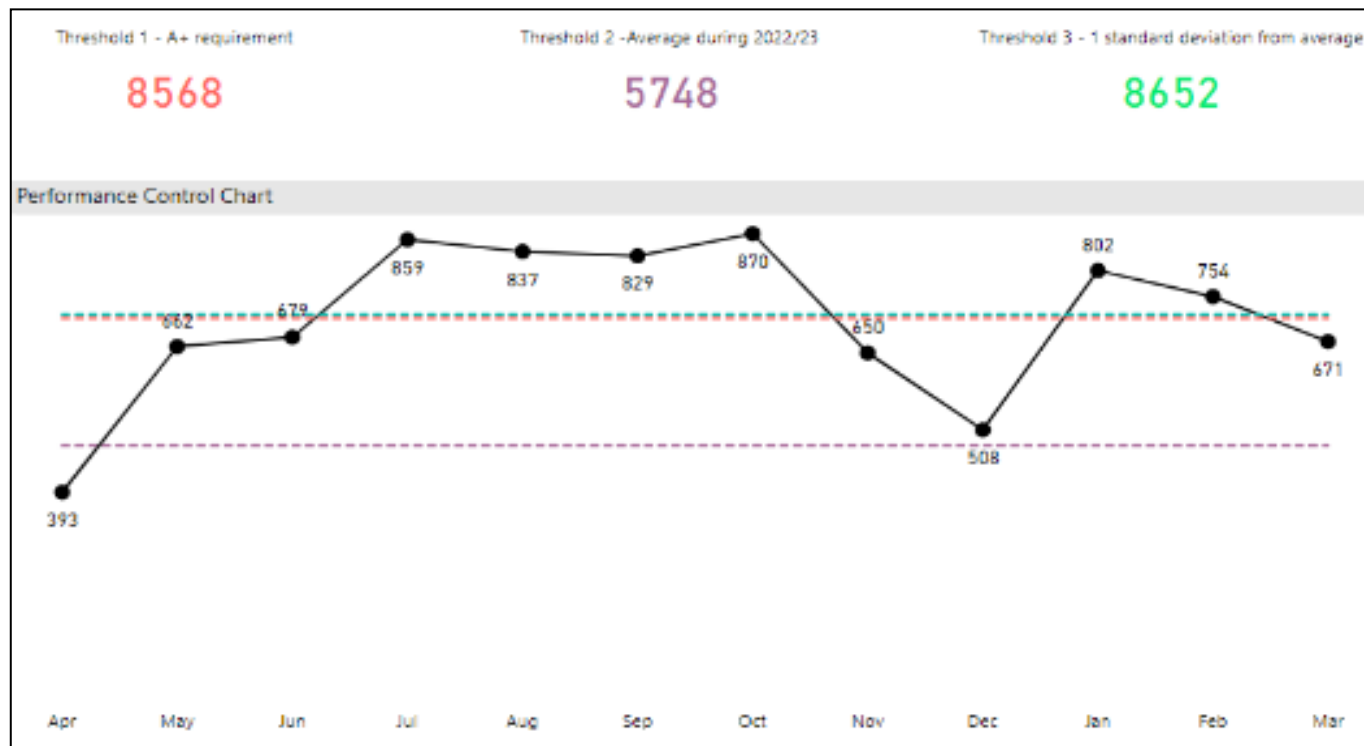
As well as reacting to partner and public referrals, our Fire Fatality Profile drives our home fire safety visits (HFSV). HFSV-related activities are recorded against threshold charts to provide a visual representation of productivity.

Threshold chart 1 shows home fire safety visit (HFSV) related activity by crews during 2023/24. The red line indicates the level of visits required to complete visits in the highest-risk households. The purple line is the average for the monthly number of activities conducted last year (2022/23). The green line is 1 standard deviation from the average (The reassurance of continuous improvement). Should we meet or surpass the green line target each month, the increase in productivity for the year would mean an additional 2904 HFSV

activities will have been carried out, an increase from last year of 51%. The point of threshold target monitoring is to allow our crews to meet their demand flexibly alongside other commitments, rather than expecting a set amount each month. During the past year, we have surpassed the standard deviation line 6 times.

At the end of 2023/24 crews had completed 8558 home fire safety visits. This represents an actual increase in productivity of 41% compared to last year when the total was 6055. Other prevention activities such as youth and school engagement, water safety and arson reduction increased by 6% from 2362 in 2022/23 to 2495 in 2023/24.

Threshold chart 1 – Home Fire Safety Visits

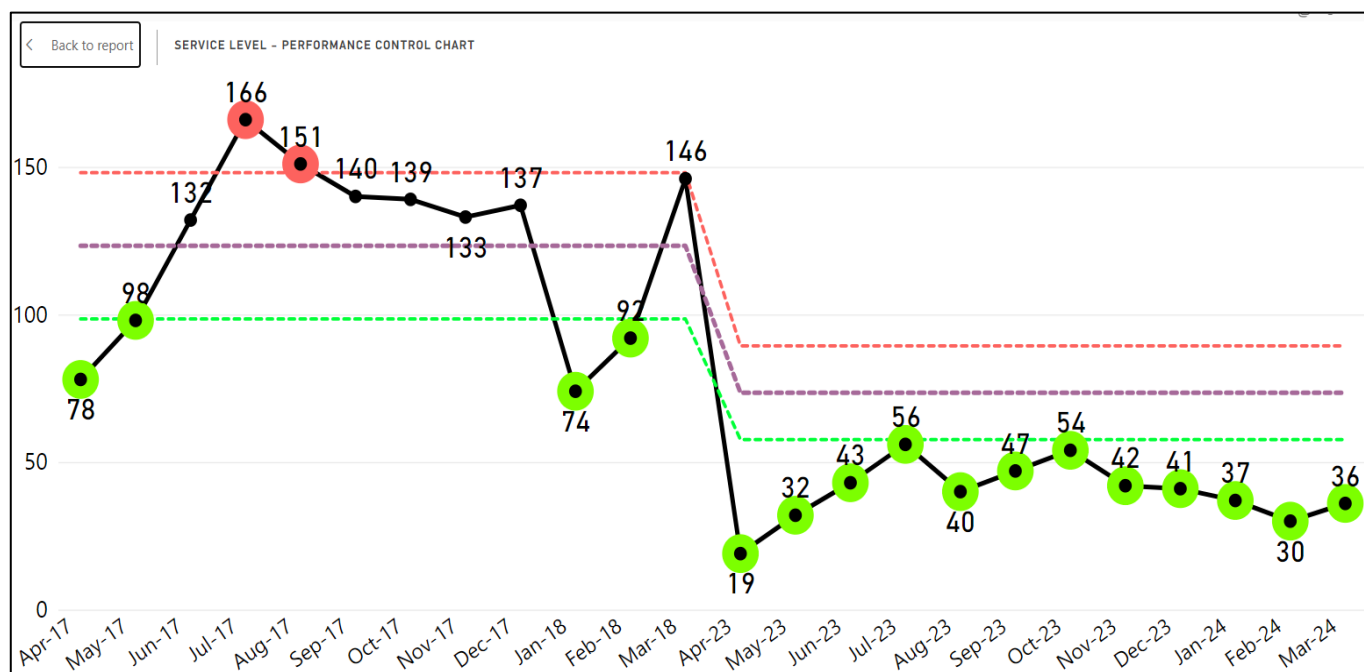


1.8 Productivity Monitoring: Protection Risk Activity

As well as reacting to partner and public referrals, our Risk Based Inspection Programme (RBIP) drives our audits by Inspectors and our engagement visits by crews. Crews engage with low complexity, non-sleeping risk businesses, referring any concerns to our inspectors. During 2023/24, crews carried out 1816 successful engagement visits which is 33% less than the previous year when they did 2702. This is informed by the annual refresh of protection risk profiles which during 2023/24 required crews to do fewer engagement visits and instead, as referenced in 1.7, conduct more HFSV which demonstrated an overall increase of 41% productivity in this area.

The Service in 2019 introduced and in 2023 amended, with the support from the Fire Authority its response arrangements to Unwanted Fire Signals. This recent amendment included the extension to the position statement for 24-hour periods for call challenging. The introduction of this strategy resulted in reductions to overall unwanted fire signals, the Service recognised a plateau and increase to this and in 2023, revised the position to ensure continued efficiencies from the strategy. This has resulted in the Service maintaining ongoing low numbers of incidents in this incident type, freeing up time to focus on CRMP related prevention and protection activity.

Threshold chart 2 – Unwanted Fire Signals



1.9 Site Specific Risk Information (SSRI) Activity

Our crews inspect premises to monitor operational risk. Service dashboards measure the rate of inspection and whether these are completed within our policy time frames. This inspection format includes the 29 Upper Tier 'Control of Major Accident Hazards' (COMAH) sites in the Humber area. Our visits are aligned to the national Provision of Operational Risk Information System (PORIS), from the Governments' Fire and Rescue Service Operational Guidance.

During 2023/24, crews carried out 321 SSRI visits 23% more than the 262 completed in 2022/23

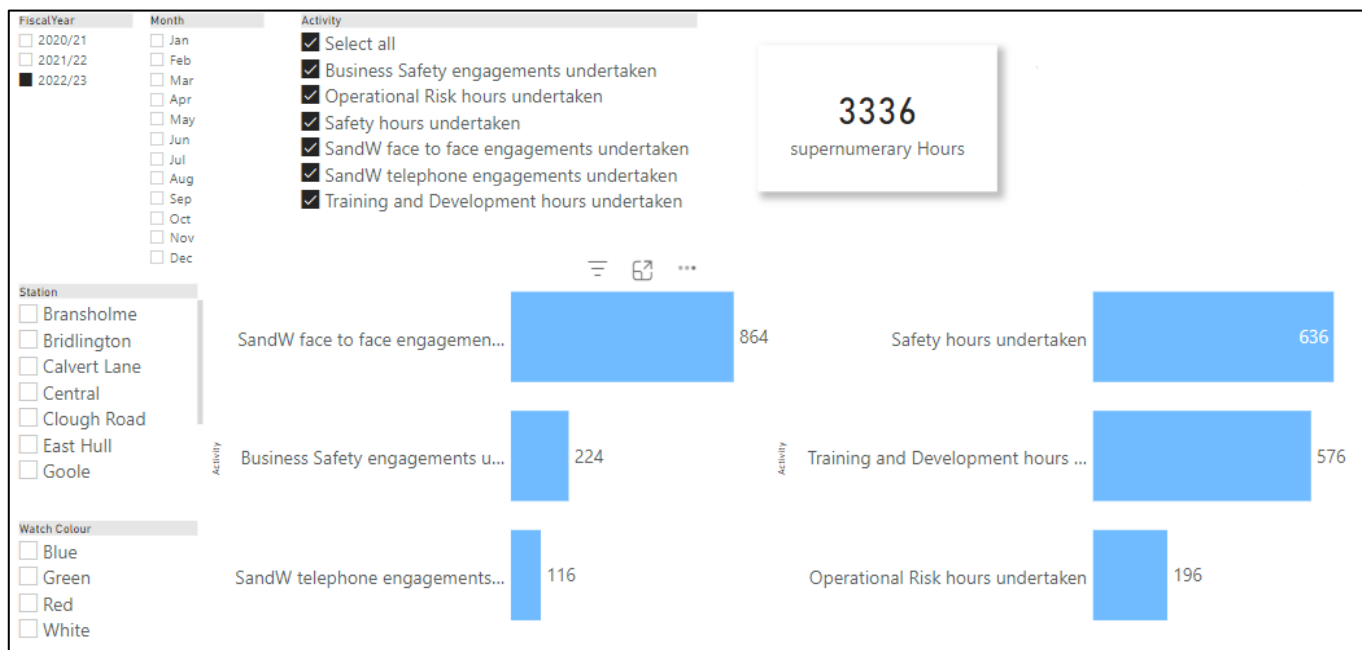
We are working towards aligning RBIP process and SSRI requirements within our upgraded CFRMIS system in 2024 to improve the efficiency of these visits.

1.10 Learning and Development Activity

We use a dashboards to measure how compliant our stations are with the competence they need to fulfil our CRMP requirements. We have set threshold levels for each theme and station. This helps us to monitor if the crews are up to date with their initial and revalidation training. We monitor learning and development such as the rate of compliance for mandatory e-learning packages covering topics including safeguarding, modern slavery, and data protection across all relevant staff groups.

1.11 Surplus Crewing

Humberstone Fire and Rescue Service require 67 firefighters to crew all Full-Time frontline fire engines. On days when more than 67 firefighters are available, those additional firefighters are redirected to maximise productivity in delivering other targeted activities in support of the strategic plan and our CRMP.



Section 2: Secondary Information

2.1 Collaboration

HFRS has worked closely with Humberside Police across several areas to identify and assess opportunities to deliver services through collaborative or shared approaches. This includes collaboration across the management of Humberside Police and Humberside Fire and Rescue Service Vehicles, the management of Health and Safety and buildings across the Humber area. Opportunities are being explored to expand this collaborative relationship to improve the environmental sustainability and impacts of both organisations.

HFRS Environmental Sustainability (ES) themes are due to be refreshed in 2024. Through the Joint Health & Safety Service (JHSS), HFRS have taken the opportunity to collaborate with Humberside Police (HP). HP employed the services of NET Positive Futures (NPF) to undertake research, consultation, and create an outline ES strategy. The new strategy will be launched by the third quarter of 2024. The agreed position is to combine ES strategies with HP to produce one document that looks and feels the same for both organisations. The strategy will take account of both organisations current positions and produce a strategy that starts with collaborative outcomes before branching off for specific elements whilst maintaining the same corporate structure. This will provide uniformity in the approaches of HFRS and HP whilst maintaining the individual requirements of both organisations.

An application for a Knowledge Transfer Partnership (KTP) with The University of Hull is underway to support this work. The outcome of the partnership would be an academic, employed through the JHSS, to progress the ES work for HFRS and HP.

HFRS intend to explore a number of further efficiency gains, alongside the review of fleet vehicles reducing the total number of vehicles and increasing the use of alternative fuelled vehicles, from a joint environmental strategy and report on these in future productivity and efficiency plans.

Collaboration – Good Practice 3

In 2015, Humberside Fire and Rescue Service and Humberside Police collaborated to form the Emergency Services Fleet Management (ESFM) company. ESFM manage a shared vehicle and maintenance facility which provides a total solution for the management of vehicles across both organisations, including blue light response and other fleet vehicles. The collaboration has created cashable efficiencies of circa £800k since its introduction and provided opportunities for shared learning in the management of fleets across both organisations.

Collaboration – Good Practice 4

Joint Health and Safety Service (JHSS). Humberside Fire and Rescue Service (HFRS) and Humberside Police (HP) entered into a section 21 agreement in 2019. The JHSS agreement provides HP with Health & Safety advice and guidance through the highly qualified and diverse JHSS team. This service costs HP over £150k a year for providing sector specific advice, staff, and guidance that has seen an improved safety culture within HP. This is evidenced through increased Risk Assessments, increased near miss reporting and a reduction in injuries. The JHSS allows both HFRS and HP to work collaboratively on a range of issues for the betterment of the overall service provided.

Collaboration – Good Practice 5

Through a cost recovery contracted model, Humberside Fire and Rescue Service provide a Falls Intervention Response Team within Hull to assist vulnerable people that fall in their home and respond when other partner resources are not immediately available. Resources are assigned to this with a one-hour response time and when not responding the team is utilised to deliver prevention activities including physical home safety visits, improving outcomes for vulnerable people across Hull and contributing to community outcomes. This service has been recognised as good practice by the Department for Health.

2.2 Transformation Plans

Transformational Plans – Good Practice 6

During 2024/25, HFRS are delivering a project to consolidate the HR and availability systems. This will bring together systems utilised across several Service areas to identify opportunities for consolidation where that consolidation can improve efficiency and productivity (cashable and non-cashable) and maintain accuracy. These systematic improvements are intended to realise efficiencies, through further process automation, across the management of areas such as on-call pay, availability, leave and sickness, as well as resulting productivity gains from freeing up administrative time currently needed to maintain the existing approach to these areas.

HFRS launched a Control 25 project to replace the mobilising system in our Service Control function. This project intends to maximise use of new technologies to create efficiency and productivity gains in administrative tasks and the use of operational resources across the Service area for including the stand-by movements of operational assets. An example of improved productivity is through the introduction of the Multi Agency Information Transfer (MAIT) system, which enables the transfer of emergency incidents between agencies digitally and instantly. Previously managed either via phone or radio while needing to be typed recorded into the system.

Transformational Plans – Good Practice 7

Salary Sacrifice Scheme for Electric Vehicles (EV) introduced in 2023, through NHS Fleet Solutions, to enable affordable access to EVs for staff, on a private ownership basis, funded through salary sacrifice. This will lead to efficiencies in the employer's national insurance contributions (cashable) as well as contributing towards our commitment to deliver targets within our Environmental Sustainability Plan and in support of a greener environment across the Humber area (non-cashable)

Broader transformation activity is aligned with the development and delivery of the CRMP, including annual public consultation regarding arising risks and opportunities and practical options for the mitigation of risk.

A strategic project Programme Register is in place to record the governance and progression of project activity.

A strategic focus on continuous improvement is embedded within strategic and corporate leadership activity. A Service Improvement Directorate led by the Assistant Chief Fire Officer ensures service activities remain focused. Improvement workstreams are documented and evidenced within a Service Improvement Plan, including HMICFRS inspection outcomes and other workstreams.

Independent scrutiny is provided via an annual, commissioned and HFA approved, internal independent Audit Plan focused on improvement areas.

Further assurance is provided to HFA through an independent Governance, Audit and Scrutiny Committee, made up of co-opted lay members. The purpose of the Committee is to provide independent advice and recommendations to the HFA on the adequacy of the governance and risk management frameworks, internal controls and financial reporting, and internal and external audits, thereby helping to ensure efficient and effective assurance arrangements are in place.

The Committee sets its scrutiny programme annually, looking at a variety of aspects of Humberside Fire and Rescue Service's work and policy implementation from the point of view of the communities it serves; to provide constructive feedback and recommendations to improve the Service.

2.3 Charging Policies

Special Service charges, including those associated with reducing the burden of Unwanted Fire Signals (False Alarms), are increased in line with inflation each year and applied appropriately. Any income generated through this approach is reinvested into prevention and protection competence. This approach has also increased the capacity for operational crews to be redirected in support of our CRMP.

The Service also generates rental income, recharging for secondments and through collaborations with Health partners.

2.4 Asset Management and Investment in Technology

Through investment, Humberside Fire and Rescue Service have maximised capacity and efficiency in the delivery of services to the community.

- Extensions to the life of vehicles, now based on a 10-year replacement schedule instead of a previous 7 year on our 79 light vehicles (cars and vans), will realise average savings of £74k/year in the vehicle replacement strategy. This alongside our environmental and sustainability plan to invest in hybrid and electric vehicles across our vehicles.
- Improvements to fire engine equipment checks software to further reduce the time needed to check equipment and further increase capacity to deliver other activities.
- Planned investments in software for the delivery of prevention, protection, and risk activities, will lead to a cashable saving of over £100k in replacing existing old and expensive tablet hardware currently being used for these activities, with newer and cheaper electronic devices. This led to further cashable savings in connection software of £17k/year for contractual maintenance.
- Operational risk information including operational pre-plans, are now readily available in a Power Application, made available to us by working collaboratively with Greater Manchester FRS. This app approach will lead to more reliability in access to the information, with a more efficient approach to maintaining this internally owned system, eventually leading to the current third party provided operational risk software ending and creating a cashable saving which will be reported on next year.
- Use of existing technologies to mobilise officers to incidents led to £48k savings in not needing to replace current hardware used for this purpose.
- Reducing the number of direct dial telephone lines in use across the service is to be investigated. This is with the hope that cost savings can be realised by reducing the number currently available but not being used and making use of innovative technologies, for making telephone calls.

Asset Management – Good Practice 8

The Community Fire Risk Management Information System (CFRMIS) is being re-developed to enable the more efficient recording of prevention, protection and operational risk data. The aim of this project is to allow the data to be recorded on mobile devices at the time of the activity, to reduce data errors and to make it simpler for the end user. Another is to reduce the administrative burden, thereby creating efficiencies.

2.5 Resourcing Models

HFRS employ three resourcing models to resource emergency response and delivery of services by operational firefighters: Full-Time, On-Call and Contingency Fire Crew.

Full-Time firefighters align to a 24hr duty shift, introduced across stations in 2020, increasing capacity for other activities by reducing the time taken to conduct shift commencement activities (such as vehicle and equipment checks) to once per day. Humberside Fire and Rescue Service require 67 firefighters to crew all fulltime frontline fire engines. On days when more than 67 firefighters are available, those additional firefighters are redirected to maximise productivity in delivering other targeted activities including prevention and protection. On 1 January 2024 further productivity changes to the shift system, including bringing forward start times from 0900hrs to 0730hrs alongside the reorganisation of activities throughout the shift where introduced. This included transitioning non-community activities such as e-learning, some physical training (drills) and fitness training into the late evening period 20:00 onwards) allowing crews up to be more actively engaged with communities during the daytime across a wide range of activities informed and accordance with CRMP. These changes as to how shifts and activities are constructed will result in thousands of hours of additional productivity. An evaluation of the effectiveness of these changes is currently underway using the NFCC evaluation guidance.

Resourcing - Good Practice 9

On 1 January 2024, Humberside Fire and Rescue Service made alterations to the 24-hour shift pattern of the Full-Time duty system, which included altering start times from the previous 0900hrs, to a 0730hrs start time. The intended outcome of this, is to maximise engagement with our communities at more suitable and accessible times of the day, transitioning other important activities, such as standard testing of equipment and training, into more unsociable hours of the day when the community are less likely to be available. Furthermore, alterations to the way training courses and annual leave is managed is intended to lead to only the minimum number of required firefighters being utilised for operational duties, with all others engaged in other Service activities, throughout the calendar year. A mid-year review of the progress of this change will take place following 6 months of introduction.

On-Call firefighters serve our more rural communities and provide availability through a locally managed self-rostering system to maximise the availability of on call resources in line with our bi-annually published performance plan. In 2024 HFRS introduced an incentivised process to increase the availability of On-Call engines. This is intended to further improve the availability of On-Call resources reducing the need to mobilise engines from other areas of the Service to activities and incidents.

Contingency Fire Crew are an innovative approach to providing additional call-off resilience resources for spate calls during extreme weather conditions and Industrial Action, introduced as part of our CRMP consultation. Contingency firefighters are paid a retainer and attend regular training sessions. Essentially a reservist model whereby the Service recruits, trains and equips additional personnel to call in at times of extreme demand rather than have them permanently available at a designated station. This is an efficient way to manage increasing extreme demands because of climate change, identified within our CRMP. This model provides additional resilience for high impact but low frequency events and is deployed in support of and alongside steady state resources.

Resourcing - Good Practice 10

During 2024/25, Humberside Fire and Rescue Service will alter the flexible duty system cover for Group Managers (GMs) across the Service. This is to ensure that, the two on duty GMs available at all times throughout the year, are supplemented by a further two GMs through recall to Service approach, informed by organisational need, improving productivity by providing available resourcing when it is needed most. This change also increases available days for GMs to increase productivity in other activities, one being engagement visits to teams across the service.

2.6 Workforce Planning

Our operational and non-operational workforce is managed through workforce planning arrangements. This identifies existing and future vacancies and considers the role requirements and recruitment needs against current priorities, to utilise vacancies more effectively in deciding whether the role be immediately filled or considered for reallocation and re-evaluation into other parts of the Service in line with Service needs. This includes the management of vacancies and therefore wage underspend to be dynamically utilised in other priority pieces of work across the Service.

2.7 Procurement - Collaboration Initiatives with External Partners

HFRS evaluates its procurement activity and pursues collaborative opportunities where there are benefits identified. These include financial, resources, experience, combined working, and contract convergence. Where a collaboration has been identified, a project team is set up to explore the opportunity and develop and agree to terms of reference, the specification of requirements and undertake risk assessments and analysis including for equality.

Once an agreement has been reached then the procurement teams take this to market, having assessed the most suitable route, and carry out the sourcing exercise in partnership to identify a preferred product and report to their respective Services the outcome.

Procurement - Good Practice 11

HFRS is currently undertaking a joint procurement project with North Yorkshire Fire & Rescue Service to replace both services Self Contained Breathing Apparatus (SCBA). This is being run as a joint further competition through the NFCC approved framework agreement DS314-20. By sharing the workload in running the tender jointly both Services will make more efficient use of resource, achieve better outcomes and aim to realise cost savings against the supplier pricing catalogues.

The replacement SCBA project presents a valuable opportunity to explore technological advancements that could potentially elevate the health, safety, and well-being of firefighters, especially when they are tasked to operate in high-risk environments. Internal feedback and evaluation, national research, national operational learning and technological advances have all been considered to identify three key areas for prioritising in the procurement of HFRS SCBA sets.

The integration of telematics, enhanced communication systems, and SCBA sets conducive to advanced cleaning technologies, given the increasing awareness of firefighter contaminants and insights from our contaminants group, there was a pressing need for SCBA sets to be amenable to efficient cleaning with the latest SCBA washing technologies.

By sharing the workload in running the tender jointly both Services will make more efficient use of resource, achieve better outcomes and aim to realise cost savings against the supplier pricing catalogues.

2.8 Procurement - National Frameworks

HFRS may establish a Framework Agreement or seek access to Framework Agreements held by another public authority. Where a framework is to be utilised then HFRS must comply with all terms and conditions of the existing framework. The Service’s professionally qualified Procurement team will assist officers in the identification of a suitable framework that may be available during the assessment of the route to market and will ensure compliance with the requirements of the framework. HFRS uses a range of Framework Agreements provided by professional buying organisations for a range of goods and services.

HFRS uses, amongst others, frameworks hosted by the following organisations:




- YPO – Yorkshire Purchasing Organisation.
- ESPO – Eastern Shires Purchasing Organisation.
- NFCC – National Fire Chiefs Council.
- CCS – Crown Commercial Services.
- HTE – Health Trust Europe.
- ERYC – East Riding of Yorkshire Council

2.9 Procurement - Cost Savings

The Service has recorded cashable, non-cashable and cost avoidance savings of £569k through the efficient and effective implementation of good procurement practices since April 2022 and will continue to use the most appropriate procurement route to meet the needs of the Authority.

2.10 Progress of the Productivity and Efficiency Plan

Humberside Fire Authority will review, revise and report progress against the plan biannually through its recognised reporting process.

		
Cllr Tracey Neil	Phil Shillito	Martyn Ransom
Acting Chair Humberside Fire Authority	Chief Fire Office and Chief Executive Humberside Fire and Rescue Service	Executive Director of Finance/S.151 Officer, Humberside Fire and Rescue Service