

HUMBERSIDE FIRE AUTHORITY

9 DECEMBER 2016

PRESENT:

Representing East Riding of Yorkshire Council:

Councillors Chadwick, Finlay, Green, Jefferson JP, Matthews, Sharpe, Smith and Turner

Representing Kingston upon Hull City Council:

Councillors Allen, Dad and Mathieson

Representing North Lincolnshire Council:

Councillors Briggs (Chairperson), Grant, Sherwood and Waltham

Representing North East Lincolnshire Council:

Councillors Burton, Shepherd and Sutton

Chief Fire Officer & Chief Executive, Deputy Chief Fire Officer/Executive Director Service Delivery, Executive Director Service Support/Section 151 Officer, Monitoring Officer/Secretary, Director of Emergency Response, Director of Service Support, Director of Human Resources, Committee Manager, Mrs B Boyes, Internal Auditor (MIAA) and Mr D Chapman (Chairperson of the Governance, Audit and Scrutiny Committee) were also present.

Mr M Allingham, Mr J Doyle, Mr A Smith and Mr C Vertigans (Independent Co-opted Members of the Governance, Audit and Scrutiny Committee) also attended as observers.

Apologies for absence were submitted from Councillors Clarkson, Fudge, Jackson and Wilson.

The meeting was held at the Humberside Fire and Rescue Service Headquarters, Kingston upon Hull. Meeting commenced at 10.30 a.m.

(The Chairperson welcomed the Independent Co-opted Members of the Governance, Audit and Scrutiny Committee, Mrs B Boyes (Internal Auditor) and all other persons who were present.)

5288 DECLARATIONS OF INTEREST – There were no declarations.

5289 MINUTES – Resolved – That, subject to the substitution of “Mrs M Thomlinson” for “Mrs J Thomlinson” in the list of observers present, the minutes of the Special Meeting of the Authority held on 11 November 2016 having been printed and circulated amongst the Members, be taken as read and correctly recorded and be signed by the Chairperson.

5290 QUESTIONS BY MEMBERS - The Monitoring Officer/Secretary stated that no questions had been received from Members in accordance with Rule 12, Part 4 of the Constitution.

5291 PETITIONS AND DEPUTATIONS - The Monitoring Officer/Secretary stated that no petitions had been received and no requests for a deputation had been received under Rule 13, Part 4 of the Constitution.

5292 COMMUNICATIONS - The Monitoring Officer/Secretary stated that no communications had been received. The Chairperson drew Members’ attention to a proposed letter to the Secretary of State for Transport which had been circulated at the meeting for consideration alongside Agenda Item 22 (Suspension of Response to Fires at Sea Update) Minute below refers 5308.

MINUTES OF COMMITTEES

5293 Governance, Audit and Scrutiny Committee - The Chairperson of the Governance, Audit and Scrutiny Committee presented the minutes of the meeting of the Committee held on 31 October 2016 and drew Members' attention to matters of interest with regard to the scrutiny work programme and in particular the report on the Collaboration Review Outcomes (Minute 5294 below refers). The Chairperson also referred to the statement in Minute 5277 (Internal Audit Update) that as the Committee's scrutiny programme for 2016/17 was nearing completion the Committee will need to engage with the Authority regarding possible further scrutiny topics.

Resolved – That the minutes of the Governance, Audit and Scrutiny Committee held on 31 October 2016 be received.

5294 GOVERNANCE, AUDIT AND SCRUTINY COMMITTEE SCRUTINY PROGRAMME 2016/17 – COLLABORATION REVIEW OUTCOMES - The Chairperson of the Governance, Audit and Scrutiny Committee referred to Minute 5274 of the GAS Committee held on 31 October 2016 and presented a joint report by the Monitoring Officer/Secretary and himself indicating that the Committee had considered a report by the Member Sub-Group (comprising Mr Allingham (Lead Officer), Mr Smith, Mr Vertigans and himself) following the scrutiny of the collaboration project between Humberside Fire and Rescue Service (HFRS) and Humberside Police in respect of the Emergency Services Fleet Management (ESFM). The Chairperson expressed his thanks to the Members of the Scrutiny Sub-Group and the Officers from Fire Service, Humberside Police and North East Lincolnshire Council for their assistance during the review process.

The objectives of the review were as follows:

- To review the Partnership arrangement of the Vehicle Workshops Collaboration implementation. To determine whether the project proved robust, achieved the combined strategic objectives of both Services, met its planned financial and operational target and that the project will prove Value for Money.
- To determine whether the project is a robust model for future collaboration opportunities.

The scrutiny outcomes were detailed in Appendix 1 to the report. The GAS Committee (Minute 5274 refers) agreed –

That the following lessons learned from the scrutiny review be recommended to the Fire Authority:

- (i) Whatever joint venture is considered in future, adequate time should be allowed to agree governance, cost allocations, risk sharing and legal issues in advance. The HFRS now have the experience of the Joint Workshops to make any future collaboration project smoother in this respect.
- (ii) Prepare a Business Case document before the venture is initiated detailing all of the financial and non-financial costs and benefits over the short, medium and long term life of the project, with targets and their timescales. This would be presented to the Fire Authority for approval and will allow an assessment of the success or otherwise of the project at a future date.
- (iii) Prepare a Business Plan (3 or 5 Year period) at the outset of the implementation of the venture (and on a rolling programme each year) so that performance can be measured against agreed targets. This document should contain a description of all of the non-financial information (staff issues, training, safety, etc.) as well as the financial data.
- (iv) The HFRS should consider utilising a project management system such as PRINCE2 which has a process-driven project management methodology including continued business justification, learning from experience, with

defined roles and responsibilities, managing by stages, and tailoring to suit the project environment. It includes consideration of a business case, organization, quality, plans, risk, change and progress. Suitable training should be provided to ensure its success.

- (v) Resource the project with the right number of people and finances to ensure a smooth changeover to the new arrangements.
- (vi) Set up a joint company to operate the venture and transfer staff, by TUPE, to this new company in time for its implementation. This joint company arrangement should also allow future development, including additional functions, with minimum complication. One possibility for ESFM might be the servicing of vehicles from other local organisations as an external income stream.
- (vii) Senior staff should be appointed as early as possible to assist in ownership of the project and the transfer of staff to the joint venture.
- (viii) Consideration should be given to appointing external Independent Directors to these Joint Venture Boards, particularly if external business streams are considered. This will bring an external business perspective to the venture.
- (ix) The HFRS may benefit from conversations with other organisations or bodies that have formed joint working arrangements with the aim of identifying good practices.

Resolved – (a) That the Collaboration Review outcomes report be received and that the Chairperson of the GAS Committee and the Members of the Review Sub-Group be thanked for their report, and

(b) that going forward the recommendations in the report will be picked up by the Executive Director Service Support/Section 151 Officer as and when appropriate.

INTERNAL AUDIT

5295 Internal Audit Update – Mrs B Boyes, Internal Audit (MIAA) submitted a report providing a progress update on the delivery of the Internal Audit Plan for 2016/17 as agreed by the Fire Authority on 18 March 2016 (Minute 5063 refers). A further update on outcomes from current year activity was proposed in advance of presenting the Annual Internal Audit Report. The Internal Audit Control Schedule attached at Appendix 1 to the report provided a strategic overview and profiled timeline for agreed Internal Audit reviews, and showed that the review of Risk Management was complete and had included the facilitation of 2 workshops with the Corporate Management Team and Tactical Management Team - the first of which evaluated a survey designed to gather and assess evidence around the effectiveness of risk management and gauge embeddedness. The second workshop provided a platform for the identification and review of strategic risks and the process for risk articulation, scoring and management. The review assessed the 'embeddedness' of the Authority's risk management arrangements as 'risk defined' (the organisation has considered risk management and put in place strategies led from a risk management team. Strategy and policies in place and communicated. Risk Appetite defined) which provided a baseline against which risk maturity developments can be planned and delivered. Key areas for improvement had been recommended to Officers around increased emphasis on opportunity management, refresh of the Strategic Risk Register, streamlining and refresh of risk policy infrastructure and affirmation of organisational reporting and accountability in relation to risk management. The full report will be presented to the next meeting of the GAS Committee. Full reporting on all completed activity will continue to be delivered to the GAS Committee with only lower opinion reviews triggering full reporting to the Authority. All audit assignments will be completed by the end of the financial year to allow for overall conclusions (reported through the Internal Audit Annual Report) to be reflected in the Authority's Annual Governance Statement.

Resolved – That the Authority notes internal audit progress and receives a subsequent update report (in advance of the Internal Audit Annual Report) providing detailed information around assignment outcomes.

5296 TREASURY MANAGEMENT MID-YEAR UPDATE REPORT 2016/17 – The Executive Director Service Support/Section 151 Officer submitted a report providing an update on the Authority's treasury management activities for the first half of the financial year 2016/17. The Authority on 18 March 2016 had approved the annual Treasury Management Policy Statement and agreed a range of Prudential Indicators as set out in Appendix 1 to the report, aimed at ensuring effective treasury management and affordability of capital plans (Minute 5064 refers). The report ensured compliance with recommended practice as outlined in the Chartered Institute of Public Finance and Accountancy (CIFPA) Code of Practice on Treasury Management 2009 by providing Members with an update on treasury management undertaken since the beginning of the financial year and highlighting key Prudential Indicator information. During the period April to September 2016, the Authority had operated wholly within the limits approved.

Resolved - That Members note the treasury management activities undertaken during the first half of 2016/17 and the Prudential Indicators as outlined in paragraphs 16 and 17 and detailed in Appendix 1 to the report.

5297 FINANCIAL PLANNING 2017/18 ONWARDS - The Executive Director Service Support/Section 151 Officer submitted a report, further to Minute 5259, considering the Authority's Revenue Budget for the period 2017/18 onwards. The current financial position of the Authority was sound but there would continue to be significant challenges to that position in the medium-term from what is now a very uncertain financial planning environment. The report set out the Service's financial planning through to 2019/20 and the assumptions applied to arrive at the position shown. The requirement to make some further efficiencies would continue into the medium-term. The report also set out the arrangements for the precept/council tax consultation for 2017/18. Appendix 1 of the report set out the latest position on the Authority's Revenue Budget for 2017/18 onwards. The key assumptions that had been incorporated into the budget were included in the Table 1 at paragraph 8 of the report. Appendix 1 set out a broadly balanced budget over the medium-term to 2019/20 but there are some important assumptions applied as part of that as follows:

- In line with the Service's published Efficiency Plan for 2016-20 it had been assumed that the remaining elements of the Service Redesign Programme (SRP) will deliver efficiencies of £350k before 2018/19 and a further £150k before 2019/20;
- Precept increases of 1.9% in each of the years 2017/18 to 2019/20 inclusive. If the Authority were not to apply these assumed increases it would add circa £400k per year to the SRP efficiencies set out in paragraph 8 of the report;
- Grant funding from Government as set out was confirmed in the provisional settlement in December 2016 as part of the Government's offer of a 4 year settlement for 2016/17 to 2019/20;
- Continuing the approach agreed for 2016/17 there was a £1m contribution from revenue per year to support the Service's capital programme. That was essential now that the Government had ceased the allocation of capital grant. That would ensure that over the medium-term the Service stabilises its Capital Financing Requirement (CFR) (the underlying need to borrow for a capital purpose) and therefore stabilises its debt interest burden.

Appendix 2 of the report showed the information that was being used as part of the Precept/Council Tax Consultation for 2017/18. The consultation would be web-based with articles in the local press and on social media to highlight the process. The consultation would run for approximately six weeks from 23 November 2016 to 9 January 2017

The Chancellor of the Exchequer had announced the details of the Autumn Statement on 23 November 2016. The Statement set out the Government’s spending plans for the years 2017/18 to 2019/20. The report set out the main headlines from the Statement. A date for the more detailed local government finance settlement for 2017/18 which would identify funding at the Authority level had not yet been announced and therefore an email briefing would be circulated to Members before the Christmas break. The report identified key dates up to budget setting in February 2017.

Resolved – That Members note the report and the financial challenges for the period 2017/18 onwards and that the precept/council tax report be considered at the February 2017 Authority meeting.

5298 FIRE PROCUREMENT INFORMATION PUBLISHED BY THE HOME OFFICE – FURTHER ANALYSIS

- The Executive Director Service Support/Section 151 Officer submitted a report, further to Minute 5242, indicating that the Service had undertaken additional analysis of the data published by the Home Office on the basket of 25 commonly procured items by Fire Services. The information in the report now submitted centred on the items where Humberside Fire and Rescue Service (HFRS) featured in the upper-half of the cost ranking. Detail for each individual item that featured in the upper-half of the cost ranking was provided and the full analysis published earlier in the year was also attached at Appendices 1 to 4 of the report. The report concluded that HFRS fared well in the information published by the Home Office which was positive when coupled with the approach in the Service to buy good quality items wherever a sound case was made to do so. The report indicated that the Service would continue to support the work of the Chief Fire Officers’ Association and the Home Office by fulfilling any subsequent requests for information and would continue to use the insight gained during that and future exercises to better understand the markets and supply networks in which it operates in order to maintain good value for money in its purchasing.

Resolved – (a) That Members note the information contained within the report and take assurance that the Service is using the Home Office analysis to maintain value for money in its procurement activities, and

(b) that the situation be reviewed further in six months’ time.

5299 CAPITAL PROGRAMME 2017/18 ONWARDS – VEHICLES, ESTATES AND ICT –

The Director of Service Support submitted a report setting out for approval the proposed capital programme for vehicles, estates and ICT for 2017/18 onwards. The programme had been approved by the Corporate Management Team (CMT). With regard to the vehicle replacement programme the report indicated that in the last 12 months the Service had taken delivery of 6 fire appliances and 2 light vehicles which represented £1.7m of investment. A fundamental review had been carried out of the vehicle replacement programme for 2017/18 – 2021/22 based on the actual procurement date against expected life expectancy of all vehicles in the fleet and the outcome was set out in Appendix 1 to the report. The Service continued to reduce the number of support vehicles across the fleet as it strived to introduce new ways of working creating more effective and efficient use of vehicles. Through the partnership with Emergency Services Fleet Management (ESFM), it was also intended to trial the use of 2 electrically powered light vehicles during 2017. The rolling programme of vehicle replacement was summarised as set out below:

	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>
Heavy Vehicles	2.1m	1.47m	0.35m
Light vehicles	0.420m	0.288m	0.295m
Total All vehicles	2.52m	1.758m	0.645m

With regard to the Estates programme the report indicated that further investment would be required within the existing training infrastructure to better facilitate the local delivery of operational training. Work was currently underway to assess the extent of the works required

and the additional capital investment necessary. With that in mind a further report will be submitted for consideration in early 2017. The base estates Capital Programme for 2017/18 and 2018/19 was as follows:

<u>2017/18</u>	
Block Allocation	£700k
Invest to Save	£200k
Training Infrastructure	To be confirmed
Total	£900k

<u>2018/19</u>	
Block Allocation	£500k
Invest to Save	£200k
Total	£700k

The ICT Capital Programme for 2017/18 and 2018/19 was as follows:

<u>2017/18</u>	
ICT Replacement Programme	£150k
Upgrade of Fireground & Emergency Services Network Devices	£250k
Agile/Flexible Working Services	£50k
Station End Equipment Resilience Upgrade and PA Systems	£55k
Information Systems Upgrades and Development	£70k
Total	£575k

<u>2018/19</u>	
ICT Replacement Programme	£150k
Upgrade of Fireground & Emergency Services Network Devices	£200k
Agile/Flexible Working Services	£50k
Station End Equipment Resilience Upgrade and PA Systems	£55k
Information Systems Upgrades and Development	£70k
Total	£525k

Subject to approval of the recommendations contained within the report, the financial effect of the proposals would be incorporated into the Authority's revenue and capital plans for 2017/18 onwards that will be presented for consideration and final approval at the Fire Authority in February 2017. The most appropriate method of financing the assets set out in the report would be determined on the basis of value for money and risk to the Authority. That assessment would be undertaken prior to the start of the financial year in liaison with the Authority's Treasury Management advisors.

A Member welcomed the report and the structured approach to the Authority's Capital Programme going forward and suggested that wherever possible the Service should work on a one public sector estate model. The Chief Fire Officer & Chief Executive stated that the Service had set up a Police/Fire Transformation Board and that one of the workstreams would include looking at possible joint use of service facilities. A Member suggested that there should be strategy for all four constituent unitary authority areas. A Member referred to work being undertaken by the recently formed Humber Coast and Vale Strategic Demand Partnership regarding Retained Fire Stations not being fully used. The

Deputy Chief Fire Officer/Executive Director Service Delivery stated that the Service had slightly different arrangements in place with each of the four constituent unitary authorities and also explained that the Humber Coast and Vale SDP covered six fire service areas and that it had been recognised that there were a number of opportunities for the use of Retained Fire Stations during the daytime which could have benefits for the Fire Service.

Resolved – (a) That Members approve the capital programme for vehicles, estates and ICT for 2017/18 onwards and that it is incorporated into the Medium-Term Financial Plan 2017/18 to 2019/20 to be considered at the meeting of the Authority on 13 February 2017, and

(b) that the Authority will explore all opportunities for a one public sector estate.

5300 ABSENCE MANAGEMENT – PROGRESS REPORT – The Director of Human Resources submitted a report, further to Minute 5261, which was the first of the regular updates requested by Members on the performance and progress of the management of sickness absence. The report detailed data for the current financial year up to 31 October 2016, as well progress against target, and also described progress with regards to the roll out of the new Absence Management policy and the development of sickness absence “clinics” across the Service to support and encourage regular and reliable attendance at work. With regard to data management the report reminded Members that at the meeting of the Authority on 21 October 2016 Members had agreed an adjusted target for sickness absence for the Retained staff group, following an explanation that absence for that group was recorded based on a full 24 hour period rather than the hours in a day that an individual would be required to be available. It was also decided at that meeting that a regular report detailing the position with regard to absence would be brought to each Authority meeting. Table 1 below outlines the current picture with regard to actual absence and performance against target as at 31 October 2016 and shows that all staff groups had exceeded the year to date target which had been calculated as described.

Table 1

Sickness Absence		3 year average baseline (days/employee)	2016/17 Annual Target Per Person	Year To Date Target (annual divided by 12 x current month number)	Actual absence From 1/4/16 to 31/10/16
Staff Group	2015/16 Actual performance (days/employee)				
WDS	7.8	7.0	7	4.08	4.57
RDS	16.6	14.1	7	4.08	4.91
Control	13.5	8.7	8.7	5.08	6.08
Support	10.8	13.3	10	5.83	6.07
Average	12.1	10.7	8.7	4.9	5.41

The data attached in Appendix 1 to the report described the sickness absence data by staff group (except Control), reason for absence and the split between long-term and short-term absence.

With regard to areas for focus the report stated that the data in Table 1 above clearly showed that all staff groups were above target for the year to date. It was noted though, that the strategies described in the report which was agreed by the Authority in October 2016, such as the launch of sickness absence clinics, and the development of a robust skill set in the Human Resources Directorate in order to better support managers, would take time to achieve and also time to be reflected as a substantial effect on the figures produced. It was clear from the data in Appendix 1 to the report that there continued to be a significant issue relating to Mental Health/Anxiety/Depression, which remained the highest reason for absence for the Service as a whole, and for wholetime and support staff. However, for retained staff, the main reasons for absence continued to be Musculo-skeletal Knee and Cardiovascular Other, which, arguably, could be connected to the increasing age profile of

this group of staff. A significant issue which was clear from the data was that of the split between short-term absence and long-term absence, as the latter now accounted for over 77% of all sickness in the Service. However, this was a decrease on position from the August 2016 data, where over 80% of all absence was long-term. This was detailed by staff group in Table 2 at paragraph 12 of the report.

The new Absence Management policy continued to be rolled out across the Service with detailed briefings planned for managers on the benefits of the new policy and how to use it effectively. It became operational in July 2016 and had been positively received by managers so far as an effective tool in managing absence. The Human Resources Directorate continue to provide confidential sickness absence reports on a monthly basis to provide managers with accurate data as to who in their teams have reached the “trigger points” laid out in the policy, and to give early indications of those whose absence might become problematic. The roles of both the Human Resources team and the Occupational Health team had been clarified to the teams in order to support them to better enable managers to support and effectively manage their staff as set out in the report. Development plans for the staff in the HR Directorate were being designed as part of the review of the Service and that process had begun, with professional accountabilities and expectations having been drawn up, agreed and disseminated to the HR, Occupational Health and Organisational Development teams as a starting position. Plans were now developed to launch sickness absence “clinics”, which will provide an environment for managers to gain advice on a regular basis relating to sickness absence issues in their areas, with a case conference approach to discussing individual issues. This will be used as a management development tool, as well as an opportunity to improve the management of current and potential cases. This will be rolled out following the Service Redesign Programme process. The Occupational Health team had been leading a piece of work with colleagues from the Service and the Mind charity to develop a “Blue Light Pledge” which defines how the Service will support staff with mental health issues. The pledge will also highlight how the Service will increase the profile of mental ill health and reduce the stigma attached to it, with an increased focus on wellbeing and a detailed action plan for roll out and achievement.

Resolved - That Members note the content of the report and take assurance from the development of the Service’s approach to the fair and effective management of absence and absence reporting.

5301 DRAFT WORKFORCE PROFILE – The Director of Human Resources submitted a report, further to Minute 5260, reminding Members that Humberside Fire and Rescue Service (HFRS) as a public sector organisation was subject to the Public Sector Equality Duty (PSED) of the Equality Act 2010. That duty required the Service to gather, analyse and publish information about staff and service users across nine protected characteristics to identify any inequalities, and to set equality priorities, every 4 years, to promote equality and eradicate inequalities. The workforce profile attached at Appendix A to the report aimed to show what information was available currently to demonstrate the picture relating to equality issues across the workforce. The report outlined the key findings from the profile. The value of the workforce profile had already been proven in enabling workforce equality and inclusion priorities to be set and a programme of positive action to increase workforce diversity to be implemented. However, in compiling the workforce profile a number of gaps in data collection systems and process had become apparent and those gaps had limited the areas across HR practices that can be reported on. For example, while it was possible to report on disciplinary actions and any disparities it was not possible to report similarly on bullying and harassment and grievance. A range of new actions will need to be progressed over the next year to enable this to be resolved in the future.

A further requirement of the PSED was to undertake periodic equal pay reviews to identify and address any pay disparities across gender and other protected characteristics. An equal pay review was undertaken within the Service in 2008 and a series of recommendations were reported to the Corporate Management Team. As that review was some time ago, an equal pay audit had now been commissioned by the Director of HR and is currently being undertaken by an external provider to ensure objectivity. Results of the

audit will be brought to the meeting of the Authority in February 2017 for review. New statutory regulations to report any gender pay gaps will become operational from April 2017. The work on equal pay will contribute to the Service meeting that requirement.

Resolved – That Members agree the Workforce Profile for 2016 attached at Appendix A to the report.

5302 EMPLOYEE ENGAGEMENT SURVEY RESULTS –The Director of Human Resources submitted a report indicating that over the summer period 2016, People Insight, a staff engagement organisation, had been undertaking an employee engagement survey across the whole Service to measure people's attitudes and beliefs concerning key employee engagement issues. The survey was undertaken primarily online, with the option for those staff without email accounts to complete a paper based questionnaire. It was confidential, with only high level data on completion returned to the Service, i.e. numbers completed by station or department. The report laid out the high level results of the survey for Members, in preparation for a Member Day which will be arranged, where a representative from People Insight will be invited to present the detailed results. A report of the main results of the survey will be produced and published for all staff immediately and an action plan will be produced to address the main areas of development as reported by People Insight and will be monitored for progress by the Director of HR. A Member Day will be arranged for Members to receive a more in depth briefing directly from People Insight.

Members discussed aspects of the findings of the survey. The Chairperson, on behalf of Members, stated that Officers should take back to all staff a clear message that they are valued and also that the communities the Authority serves also values their Fire and Rescue Service.

Resolved - That Members note the content of the report and take assurance from the plans to communicate and act on the results of the Employee Engagement Survey.

5303 INDEPENDENT REVIEW OF CONDITIONS OF SERVICE FOR FIRE AND RESCUE STAFF IN ENGLAND 'THE THOMAS REVIEW' – The Chief Fire Officer & Chief Executive submitted a report reminding Members that in August 2014 the then Fire Minister appointed Adrian Thomas to undertake an independent review of the terms and conditions for operational staff in the fire and rescue service. This was following the previous Sir Ken Knight review 'Facing the Future' which found that the conditions of service for firefighters could be a perceived barrier to change. The terms of reference for the review were that it should review the conditions of service of chief fire officers and firefighters and the processes by which they are determined to consider whether they present barriers to the reform, improvement and efficiency of fire and rescue services. The Authority received a paper detailing the review at its September 2014 meeting (Minute 4642 refers). The 'Thomas Review' was completed in February 2015, however, the Government had only recently published the report, along with a letter from the Police and Fire Minister on the 3 November 2016. The letter was attached as Appendix 1 to the report and the review report was available through the Member Newsletter and also on the Service website. Members had received a presentation regarding the review at the Member Day on 25 November 2016. The Thomas Review made 45 recommendations, some aimed at the Government but the majority aimed at the Local Government Association, the National Joint Council and Fire and Rescue Authorities.

The Minister had stated in his letter that reform of the workforce was a key pillar of the fire reform agenda and that the Thomas Review was central to that agenda, and identified that the wider reform agenda already underpinned many of the changes identified in the review. The letter indicated that the Government would not be responding to the report at this time but will widely engage with stakeholders prior to making a formal response in the future. The letter further identified an expectation from the Home Secretary and the Minister that Fire and Rescue Authorities will focus on considering and delivering the recommendations. The letter makes particular reference to a recommendation relating to removing the right to strike and the Minister confirms that the Government has no intention of removing the right to strike at this time.

In the Executive Summary of the review Adrian Thomas identified what he believed should be the initial priorities, as follows:

- (a) Culture and trust – addressing concerns around bullying and harassment. Implementation of employee engagement surveys;
- (b) Retained Duty System – development of a national recruitment and communication programme. Bring forward legislation that extends employment protection (as enjoyed by military reservists) to firefighters engaged on retained duty systems and part time contracts;
- (c) Conditions of service – Discontinue the Gold Book and review the Grey Book with a view to slimming it down. Base pay should remain national but all other conditions of service should have a more regional/local flavour;
- (d) Role maps and duty systems – inclusion in the Grey Book creates inflexibility in the deployment of firefighters in support of the local Integrated Risk Management Plan. The lists of role maps and pre-determined duty systems should be removed from the Grey Book by the employers, in consultation with the representative bodies.

The review made 45 recommendations broken down into 5 main themes:

- (a) The working environment;
- (b) Documented conditions of service;
- (c) Industrial relations;
- (d) Retained Duty System;
- (e) Management of fire and rescue services.

Following publication of the Review report HFRS Officers had developed a gap analysis, attached as Appendix 2 to the report, against the review's recommendations, identifying where the responsibilities lie (Government, Local Government, Chief Fire Officers' Association, and Humberside Fire Authority). Commentary had been provided to detail the current position in light of each recommendation. It was pleasing to note that good progress had been made with a number of the recommendations prior to having sight of the report. Work was now underway to develop the gap analysis into a more formal action plan, which will identify responsibilities within the Service and provide timescales for completion. The Service had the opportunity to be proactive locally with a number of recommendations that are aimed at the Government (in providing either a requirement or direction). A good example of that would be the introduction of a requirement for the production of statistics around the use of Retained Duty System firefighters, which would be relatively straight forward to achieve without waiting for direction from the Home Office. Taking this approach would demonstrate the Service's commitment to the Reform agenda and provide the opportunity to shape and influence the way in which the recommendations are implemented. An update will be provided to the Authority at a future meeting detailing progress with the recommendations.

Resolved – (a) That Members note the contents of the report and take assurance from the actions of Officers in response to the publication of the Thomas Review and accompanying letter from the Police and Fire Minister, and

(b) that the review be discussed further at a future Member Day.

5304 SERVICE PERFORMANCE AND RISK REPORT END OF THE 2ND QUARTER 2016-17 - JULY-SEPTEMBER 2016 - The Deputy Chief Fire Officer/Executive Director Service Delivery submitted a report providing information relating to the Service's Performance and Risk Framework which was highlighted in the following summary table and Appendix 1 to the report:

Strategic Risks	
Reduction in external financial support	No change in risk.
Emergency Services Mobile Communications Programme (ESMCP)	No change in risk.
East Coast and Hertfordshire Control Room Project	Risk increased and under review due to predicted delay in the project as a result of technical issues
Incident Command System software supplier support and maintenance agreement.	New Risk. Supplier of Incident Command software has gone into administration causing uncertainty regarding on-going support. Interim arrangements are in place pending decision regarding future supplier. Positive discussions are ongoing with the new owners of the company.
Prevention Performance	
Accidental Dwelling Fires	12% above 3 year average.
Other Accidental Fires (exc. Vehicles)	1.8% below 3 year average.
Deliberate Primary Fires	21.1% above 3 year average.
Deliberate Secondary Fires	26.9% above 3 year average.
Number of Automatic Fire Alarms	21.3% above 3 year average.
Fatalities	3 fatalities (aspirational target 0)
Injuries	13 injuries (aspirational target 0)
Response Performance	
First engine response	9.07% better than target
Second engine response	13.77% better than target
Projects Update	
Key projects are reported in this section	<ul style="list-style-type: none"> All on track except ARK

Further detailed information was contained within Appendix 1 to the report and also the supporting information published alongside the Agenda papers for this meeting on the Authority’s website.

Members queried aspects of the report regarding fire prevention performance and engagement with young persons which were answered by the Deputy Chief Fire Officer/ Executive Director Service Delivery. The Chairperson, on behalf of Members, expressed thanks to the Control Room and staff for the excellent vehicle turnout times achieved during the reporting period.

Resolved – That Members take assurance as to the Service’s proactive approach to performance and risk management.

5305 HEALTH, SAFETY AND ENVIRONMENTAL QUARTERLY REPORT - 2ND QUARTER 2016-17 - JULY-SEPTEMBER 2016 - The Director of Service Support submitted a report providing information with regard to Health, Safety and Environmental outcomes for the 2nd Quarter Period July – September 2016. The general performance in this area remained consistent with most areas showing improvement against the same period last year with the exception of Routine Activities which had shown a significant increase. Although none of those injuries had been major, the cause for concern was that over half of those accidents had been sustained by non-operational staff. During the reporting period there were 28 incidents recorded that resulted in some form of personal injury. Due to reconfiguration of the accident reporting software, that figure no longer included asset damage. That meant comparison with the same quarter for last year (24) was not wholly accurate. As was usual due to the makeup of the workforce, the highest number of accidents were incurred by Wholetime and Control staff (14). Routine Activities and Training were the 2 main contributing areas of activity with 15 and 7 incidents respectively. Injuries resulting from slips or trips on the same level were the most common cause of injury

with 6 occurrences reported of which 4 involved non-operational staff carrying out their duties. This was being monitored. During this quarter, there had been no RIDDOR events which was encouraging in that despite the slight increase in reported accidents, none were of a significant nature. Near miss reports had continued to decrease for this quarter (9 fewer near misses reported than loss events). Training to recognise the risk that sits behind a near miss and the need to report such events was ongoing to ensure near miss events do not develop into an accident. The desired situation would be to keep accident figures lower than near miss reports. Previously near miss reporting had been on the increase. The changes made to the reporting software categorisation will improve performance in this area. Sickness absence data is no longer included in the quarterly report. A summary of statistical data was attached in Appendix 1 to the report and supplementary information was published alongside the Agenda papers for this meeting on the Authority's website.

Resolved – That Members take assurance as to the Service's proactive management of Health, Safety and Environmental outcomes.

5306 DRAFT STRATEGIC PLAN AND INTEGRATED RISK MANAGEMENT PLAN 2017/20 FOR APPROVAL – The Deputy Chief Fire Officer/Executive Director Service Delivery submitted a report reminding Members at the Authority meeting on 29th July 2016 (Minute 5205 refers) Members had approved the light touch refresh of the Integrated Risk Management Plan (IRMP) 2017/20 and the Strategic Plan 2017/20 for a six week period of website based consultation. The refresh was in line with the Business Planning Framework, whereby both documents had undergone an annual light touch refresh to enhance, update and reflect relevant changes. A more comprehensive refresh of the Strategic Plan and IRMP will take place for the 2018/21 iteration. Both plans had been updated in line with any relevant changes affecting service delivery and were attached at Appendix 1 to the report for approval. There were no notable changes to the risk profile or the strategic approach in this refresh. Members are aware that the IRMP is published as a web-based document, the final version included for approval is the textual version. The Authority was required to conduct appropriate consultation for its plans and to consider and incorporate any relevant comments received into the final versions. Neither document contained any major changes in the strategic approach therefore the consultation period applied was six weeks, in line with Government principles for engagement and consultation. Consultation was conducted via the Service's website and publicised via Social Media. The report indicated that 3 consultation responses were received, from two respondents, via the on-line survey, and set out the Service's response to those comments. Members were reminded that the Authority should take into account the views of consultees before approving the Strategic Plan and IRMP 2017/20.

Resolved – That Members approve the IRMP 2017/20 and Strategic Plan 2017/20 for publication on the HFRS website.

5307 HFRS STAFF PAY AWARDS – ANNUAL UPDATE – The Chief Fire Officer & Chief Executive submitted a report providing an update outlining the pay position of all of the staff groups the Authority employs, including current arrangements and awards made over the previous five years for comparison. It was considered important that the Authority have a transparent and detailed view of staff pay and how that is changing over time in order that Members may contextualise other reports to the Authority 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. The report indicated that Members will separately receive the annual Authority Pay Policy Statement 2017/18 for approval at the March 2017 meeting and that the pay policy statement is also published on the Service website as a requirement of the Localism Act 2011.

The report was 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. The report outlined the categories of staff that were covered by the Grey, Green and Gold Book terms of conditions of service. However, in addition to the process described in paragraph 8 of the

report Gold Book staff had, 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.”

The ‘twin track’ approach allowed Gold Book staff to negotiate pay awards locally with their employing authorities in addition to and/or separately from the national arrangements. That 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. This approach meant that a report should be submitted to the employing authority, in this case the HFA, annually to outline the national position on pay and to make a recommendation to Members with regard to a pay award, if appropriate.

The table below summarises the pay awards for each staff group in Humberside Fire and Rescue Service since 2011.

Staff Group/ Pay Award	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Green Book	0	0	0	1%	1%	1%
Grey Book	0	0	1%	1%	1%	1%
Gold Book	0	0	0	1%<£100k £1k>£100k	1%	1%

Members were reminded that the period of 2010-12 represented a governmental pay cap across the public sector of an average of 1%, and were asked to note from the table above those staff groups that had received pay awards in line with the cap or had not received awards at all. It was the intention of the Chief Fire Officer & Chief Executive to submit a pay summary report to Members of the Authority annually, and to 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. As the NJC (Gold Book) offer for 2016 has been accepted by the Association of Principal Fire Officers it was not felt necessary to submit a pay claim for this staff group under the twin track approach for this year.

Resolved - That Members note:

- (i) That Grey book staff have accepted a pay increment of 1% for 2016/17 from the National Employers (NJC) Grey Book;
- (ii) that Green book staff have accepted a pay increment equivalent to 1% for 2016/17 from the National Employers (NJC) Green Book, and
- (iii) that Gold book staff have accepted a pay increment of 1% for 2016/17 from the National Employers (NJC) Gold Book.

5308 SUSPENSION OF RESPONSE TO FIRES AT SEA UPDATE - The Deputy Chief Fire Officer/Executive Director Service Delivery submitted a report, further to Minute 5263, reminding Members that in November 2015 the Maritime and Coastguard Agency (MCA) withdrew the helicopter flight and winch training provided to HFRS which allowed the Service to comply with the Service’s risk assessment for firefighting at sea via helicopter. Officers had raised the fact, locally and nationally that the decision would mean that the Service would be unable to continue attending incidents at sea. However, despite Officers extending the training periods to allow more time for that decision to be reviewed it was clear from a recent meeting that there is no likelihood of that happening in the short term. Even though the Service had tried to pay for that training the MCA had reiterated that they will not provide it to the Service and therefore the Service response to fires will be suspended on

31 December 2016 as previously communicated. The report now submitted provided an update on recent developments to allow Members to consider any further action they might wish to take. Attention was drawn to a proposed letter to the Secretary of State for Transport which had been circulated at the meeting for consideration alongside the report.

At a meeting between the Home Office, Chief Fire Officers' Association, the Chief Fire and Rescue Advisors Unit and the MCA on 18 November 2016 the MCA restated their position that they do not require any Fire and Rescue Service (FRS) to respond to incidents at sea around the UK coastline and therefore they would not spend public money on providing training for an activity that was deemed as not required by the Department for Transport (DfT) in 2011. They will also not provide that training even if it was paid for by a FRS, which confirms Officers' experience locally. The MCA specifically stated that they feel procedures not involving any FRS are suitable even if the fire was on a large passenger ferry, and that if required a commercial salvor would be used to provide assessment and advice to the ship's crew who are already required to be trained and equipped to fight fires in ships. It remained the Officer view that a FRS response to fires at sea should be maintained due to the importance of shipping to the local area and the United Kingdom as a whole. It was also felt that while the ship's crew will be trained to fight fires there was a benefit in them being supported by FRS staff with greater specialist skills. The benefit of FRS support to fires at sea was also acknowledged by an analysis of ship fires between 2000 and 2015 which concluded that support was relied upon in around one third of ship fires across Europe.

In preparation for the suspension of an at sea response work had been undertaken to establish the boundaries of the statutory requirement in the Humber Estuary. There was a question of whether any of the Humber is actually the Authority's responsibility, however, as the Authority approved the use of powers at sea subject to suitable training it, was not relevant whether that is the case or not. The issues were around the risk assessment relating to the transfer to the vessel and so therefore if the Service was able to attend via tug then the exact location of the vessel in relation to the mouth of the Humber Estuary was not a specific concern. It was clear from the MCA's position that the likelihood of them resuming flight and winch training is remote and it seemed increasingly unlikely that they would call on a FRS in any case. The effect on all the other FRSs that respond had not been finalised, although it was understood that a number were considering withdrawing that response and the Scottish FRS were currently decommissioning their at sea response and so will not be responding at sea either. Their decision was based on a cost benefit analysis and the cost of sourcing suitable flight and winch training was a consideration at the time.

Members had previously written to Members of Parliament on the subject, and a number of responses had been received by the Service and further updates had been given. The DfT did respond to Alan Johnson MP stating that they were of the opinion that FRS do not require flight and winch training, as they are able to rescue members of the public without the need for the public to be familiar with the process of being winched. However when considering the distinction between people being rescued and firefighters being winched onto a vessel it was important to note that the firefighters are employees and therefore the Authority are responsible for their Health and Safety. People being rescued are not employees in that context. Regarding CAP999, which is the document that the MCA refer to when determining that they should treat firefighters being taken to be winched onto a vessel on fire in the same way as any other "passengers", Officers have written to the Civil Aviation Authority (CAA) asking for clarity on a number of areas, particularly the status of the document in relation to winching firefighters onto vessels and the definition of 'passenger'. The CAA have not yet responded, but it is the Officer opinion that a firefighter ceases to be a passenger when they are actually winched down onto a vessel, and Officers also question the relevance of the document given that it only covers crew training for winching 'off' vessels and has no reference to winching 'onto' vessels. Regardless of any response it should be borne in mind that the risk assessment is a responsibility of the Authority as the employer. The report suggested that Members might wish to communicate with the DfT, or others, on the matter and might also wish to further engage with MPs.

A Member suggested that the draft letter should be amended to further stress the concern of Members regarding the suspension of the response to fires at sea and that the decision of the Department for Transport and Maritime and Coastguard Agency might leave people at risk. The Chairperson suggested it might be helpful if local Members of Parliament were to agree to counter sign the letter.

Resolved – That, subject to the draft letter to the Secretary of State for Transport being amended as now suggested, the letter be approved and that local Members of Parliament be asked to give their support by counter signing the letter.

SERVICE REDESIGN PROGRAMME

5309 Training Review - Consultation Outcomes – The Director of Service Support submitted a report, further to Minute 5265, reminding Members that at the Authority meeting on 21 October 2016 Members were presented with options around Operational Training including changes to the staffing structure. Those options were approved for a four week staff consultation. The option presented a smaller central training team focussing on core competency, revision of processes and infrastructure, locally based Training Watch Managers supporting the central delivery model and improved Full-Time/On-Call support arrangements. The report now submitted was concerned only with the outcomes of the consultation. Elsewhere on the Agenda for this meeting was a report seeking approval for implementation of a preferred option (Minute 5310 below refers). That report takes into account the consultation outcomes within this report. Responses to the consultation were attached at Appendix 1 to the report. The objective of the consultation was to gather feedback from staff across the organisation about the proposal to change the training delivery model within the organisation. Ten consultation returns were received. The report set out the comments received and the Service response thereto.

Resolved - That Members consider the findings contained in the report now submitted and that they are taken into account when assessing options related to this phase of the Service Redesign Programme (Minute 5310 below refers).

5310 Review of Operational Training - The Director of Service Support submitted a report, further to Minute 5265, reminding Members that at the Authority meeting on 21 October 2016 Members approved a consultation period for proposals relating to the management and delivery of the Training function. The preferred option recommended for implementation enables a more effective and efficient delivery model for operational training. Reductions in uniformed posts within training were in line with the Incident Command and Specialist Functions Review outcomes, approved by Members in 2015. The report stated that as Members will appreciate the effective provision of training is a risk critical function within the Service and for that reason it will remain in-house. A Learning Needs Analysis conducted in 2015 resulted in a trial structure being implemented and subsequently tested and adapted throughout 2016. If approved, implementation of the proposed delivery model will incorporate appropriate support and development for local training delivery. The Training Section, Organisational Development, Emergency Response and Estates will continue to work together to facilitate implementation of the proposed model, as set out in the report. The model, described within Appendix 1 to the report had been subjected to a four week consultation process and was now recommended for adoption. Details regarding consultation and outcomes were reported in a separate report on the Agenda for this meeting (Minute 5309 above refers).

Resolved - That Members approve the implementation of the proposed training model described at Appendix 1 to the report.

5311 Health, Safety and Environmental and Operational Assurance Review – Consultation Outcomes - The Director of Service Support submitted a report, further to Minute 5265, reminding Members that at the Authority meeting on 21 October 2016 Members were presented with a preferred option for the delivery of Health, Safety and Environment and Operational Assurance, including changes to the staffing structures. The preferred option was approved for a four week staff consultation. The preferred option was to

maintain and develop the in-house capability maintaining the current structure with an appointment at Station Manager level, with appropriate qualifications, to drive and re-focus activities. The report now submitted was concerned only with the outcomes of the consultation. Elsewhere on the Agenda for this meeting was a separate report seeking approval for implementation (Minute 5312 below refers). That report takes into account, and refers to, some of the outcomes included within the report now submitted. Responses to the consultation process were attached at Appendix 1 to the report. The objective of the consultation was to gather feedback from staff across the organisation about the proposal to change the focus of the Health, Safety and Environment and Operational Assurance team. Fourteen consultation returns were received. The report set out the key findings from the comments received and the Service response thereto.

Resolved – That Members consider the findings contained in the report and that they are taken into account when assessing options related to this phase of the Service Redesign Programme (Minute 5312 below refers).

5312 Review of Health, Safety and Environment and Operational Assurance - The Director of Service Support submitted a report, further to Minute 5265, reminding Members that at the Authority meeting on 21 October 2016 Members approved a consultation period for proposals relating to the management and delivery of the Health, Safety and Environment and Operational Assurance function. The report stated that as Members will appreciate the effective management and delivery of the Health and Safety function was risk critical for the Service and for that reason it will remain in-house. The management of Operational Assurance, drawing on post incident analysis, is also conducted under the umbrella of Health Safety and Environment. A number of options had been considered by the Corporate Management Team in relation to the management, delivery and continued development of Health and Safety within the Service. The preferred approach is to maintain the current structure, with an appropriate Station Manager appointment to drive and re-focus activities. The preferred approach, described within Appendix 1 to the report, was recommended for adoption as the preferred baseline structure for Health, Safety and Environment and Operational Assurance. Details regarding consultation and outcomes were reported in a separate report on the Agenda for this meeting (Minute 5311 above refers).

Resolved - That Members approve the implementation of the Health, Safety and Environment and Operational Assurance delivery model detailed at Appendix 1 to the report.

5313 RETIREMENT OF R WALKER, BRIGADE SECRETARY, HUMBERSIDE FIRE BRIGADE UNION – The Chairperson and Chief Fire Officer & Chief Executive made presentations to Mr Walker on his retirement as Brigade Secretary and also as an employee. The Chairperson on behalf of Members expressed best wishes to Mr Walker that he enjoys a long and healthy retirement.

(Councillors Chadwick, Green, Sharpe and Smith left the meeting.)

5314 EXCLUSION OF THE PRESS/PUBLIC - Resolved – That the press and public be excluded from the meeting for consideration of the following item (Minutes 5315-5321) on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 3 and 4 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).

SERVICE REDESIGN PROGRAMME

5315 Review of ICT Data Systems – The Director of Service Support submitted a report reminding Members that the Authority meeting on 23 September 2016 received a report outlining the ongoing review areas being conducted under the Service Redesign Programme (SRP), which will be concluded during 2016/17 (Minute 5245 refers). That report also included the meeting dates when Members will receive reports seeking approval to formally consult on relevant options, arising from review activity. The report now submitted

incorporated a summary of the review of ICT Data Systems and included the preferred option for re-structuring the team and the focus of activity.

Resolved - That Members approve a four week consultation on the preferred option set out in the report and Appendix 1 to the report and that outcomes from the consultation and a recommendation for implementation be reported back to Members at the Authority meeting on 17 March 2017.

5316 Review of Water Supplies – The Director of Service Support submitted a report reminding Members that the Authority meeting on 23 September 2016 received a report outlining the ongoing review areas being conducted under the Service Redesign Programme (SRP), which will be concluded during 2016/17 (Minute 5245 refers). That report also included the meeting dates when Members will receive reports seeking approval to formally consult on relevant options, arising from review activity. The report now submitted incorporated a summary of the review of Water Supplies and included the preferred option for re-structuring the team and the focus of activity.

Resolved - That Members approve a four week consultation on the preferred option set out in the report and Appendix 1 now submitted and that outcomes from the consultation and a recommendation for implementation be reported back to Members at the Authority meeting on 17 March 2017.

5317 Review of Human Resources, Organisational Development and Occupational Health – The Director of Human Resources submitted a report reminding Members that the Authority meeting on 23 September 2016 received a report outlining the ongoing review areas being conducted under the Service Redesign Programme (SRP), which will be concluded during 2016/17 (Minute 5245 refers). That report also included the meeting dates when Members will receive reports seeking approval to formally consult on relevant options, arising from review activity. The report now submitted incorporated a summary of the review of Human Resources, Organisational Development and Occupational Health and included the preferred option for re-structuring the team and the focus of activity. The baseline summary was available at Appendix 1 to the report.

Resolved - That Members approve a four week consultation on the preferred option set out in the report and the attached appendices and that outcomes from the consultation and a recommendation for implementation be reported back to Members at the Authority meeting on 13 February 2017.

5318 Review of Public Safety – The Deputy Chief Fire Officer/Executive Director Service Delivery presented a report by the Director of Public Safety reminding Members that the Service Redesign Programme (SRP) commenced during 2015 with the purpose of reviewing, with the exception of fire station based emergency response, all aspects of the organisation and also that fire station based emergency response was subject to an Operational Efficiency Programme (OEP) review during 2013/14. The review of Public Safety had been undertaken with regard to a number of imperatives which were detailed in the report which also incorporated a summary of the review of Public Safety and preferred options for the function and the short to medium term structure.

Resolved - That Members approve formal consultation for the preferred options described in the report and receive a report at the Authority meeting on 17 March 2017 on the outcomes from consultation and a recommendation for implementation.

5319 Review of Corporate Planning – The Deputy Chief Fire Officer/Executive Director Service Delivery submitted a report reminding Members that the Authority meeting on 23 September 2016 received a report outlining the ongoing review areas being conducted under the Service Redesign Programme (SRP), which will be concluded during 2016/17 (Minute 5245 refers). That report also included the meeting dates when Members will receive reports seeking approval to formally consult on relevant options, arising from review activity. The report now submitted recommended changes to the Corporate Planning Team who have overseen the Service Redesign Programme and focuses the team ready for future

known challenges, not least the expected workload of the new Home Office Inspectorate regime.

Resolved - That Members approve a four week consultation on the preferred option set out in the report and Appendix 1 to the report and that the outcomes from the consultation and a recommendation for implementation be reported back to Members at the Authority meeting on 13 February 2017.

5320 Review of Emergency Response Preparedness and Service Control Room – The Director of Emergency Response submitted a report reminding Members that the Authority meeting on 23 September 2016 received a report outlining the ongoing review areas being conducted under the Service Redesign Programme (SRP), which will be concluded during 2016/17 (Minute 5245 refers). The report now submitted incorporated a summary of the review of Emergency Response Preparedness and Service Control, including preferred options for the management and delivery of the respective functions. Further detail regarding review areas was included within Appendix 1 to the report.

Resolved - (a) That Members acknowledge the review and development of the Emergency Response Preparedness function which does not reduce posts, to better support front line delivery, and

(b) that Members approve the following consultation programme:

Service Control Room

- (i) Commencement of a four week consultation period for the preferred options set out in the report and Appendix 1 to the report.
- (ii) Outcomes from the consultation and recommendations for implementation will be reported back to Members at the Authority meeting on 13 February 2017.

5321 EAST COAST AND HERTFORDSHIRE CONTROL ROOM CONSORTIUM – UPDATE - The Director of Emergency Response submitted a report reminding Members that following the failed FiReControl project (a national project to replace the previously existing 46 Control Rooms in England with nine Regional Control Centres) in December 2010 Humberside Fire Rescue Service became part of a consortium which successfully bid for Government funding for future Control services provision. The Consortium consists of Humberside Fire & Rescue Service, Hertfordshire Fire & Rescue Service, Lincolnshire Fire & Rescue Service and Norfolk Fire & Rescue Service. The Consortium which is known as the East Coast and Hertfordshire Control Room Consortium (ECHCRC) secured £7.2 million in grant funding for provision of future Control services in January 2012. The principles underpinning the Consortium's bid were that each Fire and Rescue Service (FRS) would retain its own Control Room, but with a high level of collaboration to maximise efficiencies with regard to infrastructure costs and provide a high degree of call management resilience. A detailed project plan was worked up and a small central Programme Team was put in place to oversee the implementation supported by the 4 FRS's. The report now submitted updated Members on progress to date and the anticipated timescales for full project implementation following the announcement of unexpected delays by the software supplier at a recent ECHCRC Board meeting. Existing Control Room systems were sufficiently stable and resilient to accommodate the project delay without impacting on operations.

Resolved - (a) That Members endorse the Officer work on the Programme Board and the pragmatic approach taken in managing the delay including the relationship management between parties, and

(b) that Members take assurance that the current mobilising system is both stable and resilient and as such any impact of the delay on operations will be minimal.

Meeting closed at 12.16 p.m.