

## HUMBERSIDE FIRE AUTHORITY

22 SEPTEMBER 2017

### PRESENT:

#### Representing East Riding of Yorkshire Council:

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

#### Representing Kingston upon Hull City Council:

Councillors Dad, Fudge, Mathieson and Wilson

#### Representing North Lincolnshire Council:

Councillors Briggs (Chairperson), Grant and Sherwood

#### Representing North East Lincolnshire Council:

Councillors Burton, Jackson and Sutton

Chief Fire Officer & Chief Executive, Executive Director Service Support/Section 151 Officer, Director of Emergency Services, Director of Public Safety, Director of Service Support, Monitoring Officer/ Secretary, Committee Manager and Ms J Rae (External Auditor (KPMG)) and Mrs M Thomlinson (in place of the Chairperson of the Governance, Audit and Scrutiny Committee) were also present.

Mr A Smith (Independent Co-opted Member of the Governance, Audit and Scrutiny Committee) also attended as an observer.

Apologies for absence were submitted from Councillors Belcher, Clarkson, Finlay, Shepherd and Waltham MBE.

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 Ms Rae (KPMG), the Independent Co-opted Members of the Governance, Audit and Scrutiny Committee and all others present.)*

**5614 DECLARATIONS OF INTEREST** – There were no declarations.

**5615 MINUTES – Resolved** - That the minutes of the meeting of the Authority held on 28 July 2017 having been printed and circulated amongst the Members, be taken as read and correctly recorded and be signed by the Chairperson.

**5616 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.

**5617 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.

### COMMUNICATIONS

**5618 Local Government Association Inclusion and Diversity Masterclass for Fire Authority Members** – The Chairperson announced that seven Members would be attending this event on 26 September 2017 and stated that this gave a positive message that the Authority was taking equality and diversity very seriously. The Chairperson thanked Members attending the event for their commitment and stated that a report would be submitted to a future meeting of the Authority on the outcomes from the event.

**5619 Local Government Finance Settlement 2018/19** - The Executive Director Service Support/Section 151 Officer reported orally the receipt of a consultation document regarding the local government finance settlement 2018/19 and stated that it was his intention to present the details for discussion at the Member Day on 6 October 2017.

**5620 The UKRO Challenge and Public Safety Village 2017** – The Chief Fire Officer and Chief Executive reported orally that he had received very good feedback from other Services following the UKRO Challenge 2017 which was hosted by Humberside Fire and Rescue Service from 7-9 September 2017. Events took place at the Service HQ, the KCOM Stadium and Princes Quay Shopping Centre, Hull. A Public Safety Village was also created at KCOM Stadium and Princes Quay delivering key safety messages. The event was extremely well received by competitors and the community. The HFRS Extrication and Trauma teams performed admirably achieving 6<sup>th</sup> place overall and Watch Manager S Latham was awarded 3<sup>rd</sup> place individually in the Extrication Incident Commander category. A significant amount of work was undertaken to enable the event to happen and personnel (and their families) came together from right across the Service putting in many hours in the run up, during and after the event and the Chief Fire Officer and Chief Executive expressed his thanks to all staff, their families and volunteers who were involved in making the event such a success.

**5621 MEMBERS' NEWSLETTER** – This item was included on the Agenda to allow Members an opportunity to ask questions regarding any items included in the Members' Newsletter that had been emailed recently to all Members of the Authority. There were no questions.

#### MINUTES OF COMMITTEES

**5623 Governance, Audit and Scrutiny Committee** – In the absence of the Chairperson of the Governance, Audit and Scrutiny Committee Mrs M Thomlinson presented the minutes of the meeting of the Committee held on 18 September 2017 and in doing drew Members' attention to the following items:

- (i) 2016/17 Scrutiny Programme – Members' Allowances – Role of Vice-Chairperson – Feedback Report (Minute 5595 refers) – Mrs M Thomlinson drew Members attention to the Committee's recommendation and reported that the Committee had now concluded its review of Members' Allowances.
- (ii) Scrutiny Work Programme 2017/18 – Anti-Fraud and Corruption – Scoping Report (Minute 5591 refers) – Mrs Thomlinson stated that the scrutiny review of Anti-Fraud and Corruption was proceeding and that the Sub-Group undertaking the review had had its first meeting on 18 September 2017.
- (iii) 2017/18 Scrutiny Work Programme – Business Continuity – Scoping Report and Timing of Subsequent Review Report (Minute 5596 refers) – Mrs Thomlinson stated that the Committee had approved the scope of the review.

The Chairperson of the Authority acknowledged the work undertaken by Members of the GAS Committee and reminded Members that they were welcome to attend meetings of the GAS Committee as observers.

**Resolved** – That the minutes of the Governance, Audit and Scrutiny Committee held on 18 September 2017 be received.

**5624 ANNUAL AUDIT LETTER** - Further to Minute 5567 Ms J Rae, External Audit (KPMG) presented the final Annual Audit Letter in respect to the Authority's accounts for 2016/17 indicating that KPMG had issued an unqualified opinion on the Authority's 2016/17 financial statements; had concluded that the Authority's Annual Governance Statement was consistent with their understanding; and that KPMG had also concluded that the Authority had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. The letter indicated that KPMG's initial fee for 2016-17 was £31,897 excluding VAT compared to £31,897 for 2015/16). Due to issues identified by their work,

KPMG were seeking a fee increase of £3,500 but this had not yet been agreed by Public Sector Audit Appointments Ltd. The letter had previously been considered by the Governance, Audit and Scrutiny Committee (Minute 5597 refers).

The Chairperson expressed his thanks to KPMG for their very professional relationship with the Authority's Finance team.

**Resolved** – That the Annual Audit Letter be noted.

**5625 EXTERNAL AUDIT APPOINTMENT FOR 2018/19 ONWARDS** – The Executive Director Service Support/Section 151 Officer presented a joint report by the Monitoring Officer/Secretary and himself as a follow-up to the reports considered by Members at the September 2016 and February 2017 GAS Committee and Authority meetings. The report reminded Members that the Authority on 13 February 2017 had agreed to opt-into the Public Sector Audit Appointments (PSAA) arrangements for the appointment of the Authority's external auditor from 1 April 2018. The process followed by PSAA to arrive at a recommendation had a consultation period built-in. The formal consultation was started on 14 August 2017 with the notification that Mazars LLP would be the proposed appointment for Humberside Fire Authority. The consultation period would end on 22 September 2017. Any basis for objecting to the proposed appointment would need to fall into one or more of the three areas listed in paragraph 8 of the report. Any representations will be considered by PSAA with a response by 16 October 2017. Subject to approval by the Authority on 22 September 2017, PSAA will be notified that Mazars LLP are accepted as the external auditor from 1 April 2018. It was noted that Mazars LLP had also been proposed for Humberside Police which will create beneficial synergies over the 5 years of the contract. Initial indications suggested that the procurement exercise undertaken by PSAA will in 2018/19 lead to an 18% reduction in scale fees over the 2016/17 level. PSAA will write to all bodies to confirm the final decisions on the appointment of the auditor before 21 December 2017. The report had previously been considered by the Governance, Audit and Scrutiny Committee (Minute 5599 refers).

**Resolved** - That Members approve the appointment of Mazars LLP as the Authority's external auditors from 1 April 2018 and that PSAA be notified accordingly by the deadline of 5pm on 22 September 2017.

**5626 FINANCIAL OUTLOOK 2017/18 TO 2021/22** - The Executive Director Service Support/Section 151 Officer submitted a report considering the Authority's financial prospects for the years 2017/18 to 2021/22 and the likely level of efficiencies that will be required over that period. The Authority's outturn for 2016/17 had delivered an underspend of £1.095m and a closing level of total Revenue Reserves of £10.6m. The report reminded Members that the Authority had set a balanced budget for 2016/17. Austerity remained a feature for the short-to-medium term and the Brexit process underway at the moment had created a further degree of uncertainty over future public spending levels. The current financial projections for 2018/19 to 2021/22 had been updated based on the latest assumptions and information and were shown in Appendix 1 of the report. The key assumptions applied are shown in the table below:

Assumptions applied to the Medium-Term Financial Plan for 2018/19 to 2021/22

	2018/19	2019/20	2020/21	2021/22
Pay Awards	1%	1%	2.5%	3.6%
External Grant*	(4.5%)	(2.1%)	0%	0%
Precept Increase	1.9%	1.9%	1.9%	1.9%
• Rates/Fuel	5%	5%	5%	5%
• Utilities	6%	6%	6%	6%
• Insurance	15%	5%	5%	5%
• Other	0%	0%	0%	0%

\* Brackets indicate a minus % change

Furthermore, the Authority’s financial projections had been updated to incorporate all previous decisions relating to efficiencies. The attention of Members was drawn to Appendix 1 to the report which indicated that over the medium-term the Medium Term Financial Plan (MTFP) was balanced. This was based on the assumption that the Service Redesign Programme (SRP) can deliver a further £200k of efficiencies by 2018/19 and in addition another £300k by 2019/20. The report stated that the position of a balanced MTFP will be challenged if the Service faces higher cost increases than those set out in the above Table. Most notable would be pay increases above 1% which are not funded by Government. Each 1% on grey book pay adds £250k to the pay bill and therefore a need to find a further similar level of efficiencies. Members were reminded that as reported to the 27 June 2016 Fire Authority meeting (Minute 5173 refers) the Home Office had written to Fire and Rescue Services (FRSs) setting out the ‘offer’ of a 4-year funding settlement in return for an approved Efficiency Plan from those FRSs that wish to be considered. An Efficiency Plan 2016-2020 was developed by the Service which dovetailed with the underpinning Medium-Term Financial Plan and was subsequently approved by the Home Office. The progress update for the 2016-2020 Efficiency Plan was considered and approved at the July 2017 Authority meeting.

With regard to a Prudent Minimum General Reserve (PMGR) the report indicated that Reserves are held by the Authority to meet general financial risks and costs that might materialise (General Reserve) and also to meet specific project costs or financial liabilities (Earmarked Reserves). The projection of the Authority’s General and Earmarked Reserves over the period 2018/19 to 2021/22 was set out in Appendix 2 to the report. The General Reserve was maintained at a level of circa £5m over the whole period as the backdrop to the Authority’s robust financial planning. Appendix 3 of the report set out the analysis that had been undertaken to underpin the need to maintain a General Reserve of circa £5m. More generally, financial risks at a macroeconomic level were likely to be volatile over the medium-term as the impact of Brexit is felt and due to ongoing austerity as a result of the UK’s public finances. By way of comparison the table below sets out Total Revenue Reserves as a percentage of the Revenue Budget for the four FRSs in Yorkshire and Humberside at 31 March 2017:

<u>FRS</u>	<u>Revenue Reserve as a % of Revenue Budget</u>
Humberside	26%
North Yorkshire	22%
South Yorkshire*	51%
West Yorkshire	41%

\* Just over half of the Revenue Reserves declared by South Yorkshire are earmarked for investment in the capital programme.

The comparison shows Humberside FRS’s position to be robust and reasonable and underlines the need to maintain an operating General Reserve of circa £5m which is the projected position for the Service shown in Appendix 2 to the report through to 2021/22.

**Resolved** – (a) That Members note the financial outlook for the Service through to 2021/22 and approve the prudent minimum level of general reserves (PMGR) set out in the report now submitted, and

(b) that Members look in-depth at the financial outlook at forthcoming Member Days and that Officers be requested to submit appropriate option papers.

**5627 SERVICE PERFORMANCE AND RISK REPORT - 1ST QUARTER PERIOD APRIL – JUNE 2017** - The Chief Fire Officer & Chief Executive submitted a report providing information relating to the Service’s Performance and Risk Framework for the 1st quarter period April – June 2017 which was highlighted in the following summary table:

<b>Prevention Performance</b>		
Accidental Dwelling Fires	2.2% below 3 year average.	
Other Accidental Fires (exc. Vehicles)	23.5% above 3 year average.	
Deliberate Primary Fires	44% above 3 year average.	
Deliberate Secondary Fires	81.2% above 3 year average.	
Automatic Fire Alarms	4% above 3 year average.	
Fatalities	0 fatalities (aspirational target 0)	
Injuries	18 injuries (aspirational target 0)	
<b>Response Performance</b>		
First engine response	8.8% better than target	
Second engine response	13.25% better than target	
<b>Projects Update</b>		
<ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• ICT</li> <li>• Collaboration</li> </ul>	A summary of progress for Strategic Projects is provided at Paragraph 9 within the body of this Report.	
<b>Strategic Risks</b>		<b>Score</b>
Reduction in external financial support.	No change in risk.	72
East Coast and Hertfordshire Control Room Project (ECHCR).	No change in risk.	36
Incident Command System.	No change in risk. System is stable.	40
Competency of operational staff.	Risk elevated from Directorate to Strategic Risk. Analysis of NFCC research, case studies of serious accidents and analysis of local trends identified a potential emerging risk linked to operational competence. Risk mitigated via operational assurance processes and training intervention.	70
<b>Complaints</b>		
Dangerous driving and driving related.	2 Upheld	2 Not Upheld
Conduct of employees.	2 Upheld	4 Not Upheld
Performance of employees.	1 Upheld	2 Not Upheld
Damage to property whilst responding to incidents.	1 Upheld	2 Not Upheld
Other	3 Upheld	1 Not Upheld
<b>Compliments and Messages of Thanks</b>		
19 compliments and messages of thanks were received and posted on our Website: <a href="#">Compliments and Messages of Thanks</a>		

The report had previously been considered by the Governance, Audit and Scrutiny Committee (Minute 5605 refers).

**Resolved** – (a) That Members takes assurance as to the Service’s proactive approach to performance and risk management, and

(b) that further information regarding deliberate secondary fires and how Members and the constituent unitary authorities might assist in achieving a reduction be considered at the Member Day on 6 October 2017.

**5628 HEALTH, SAFETY AND ENVIRONMENTAL REPORT FOR THE 1ST QUARTER PERIOD APRIL – JUNE 2017** - The Director of Service Support submitted a report providing information with regard to Health, Safety and Environmental outcomes for the 1st quarter period April – June 2017. During the reporting period there were 29 incidents recorded that resulted in some form of personal injury compared to 27 for the same period last year. Due

to the makeup of the workforce, the highest number of accidents were incurred by Wholetime and Control staff (19). Despite the total number of reported accidents for the quarter increasing slightly (just over 7%) compared to the same quarter for last year, encouragingly this was still significantly below the five year rolling average figure for the same period (34) and that showed that the long term accident trend continues to fall. Activity areas showing an increase were Training, Special Service and Routine Activities. All other activity types showed a reduction. Four of the eleven reported injuries during training activities were sustained during water rescue training. Three were attributed to exposure to heat or steam during realistic fire training at Immingham West; this is an issue being addressed in consultation with the Training Section. Of the nine injuries sustained during Routine Activities, four were reported by operational personnel, with the rest made up of non-operational staff and one visiting contractor. Four of the five reported injuries sustained during Special Service activities were at medical response or related incidents. "Injured while handling, lifting or carrying" and "Musculoskeletal" were the two biggest contributing causes of accidents with six injuries reported for each. During this quarter, there had been four RIDDOR events. The Service strives to reduce accidents and subsequent RIDDOR events to an aspirational target of zero. Two of these RIDDOR events occurred during central training and had been addressed in a range of measures jointly implemented with the Training Section following the accident investigations. The two remaining events referred to in the report occurred during routine activities and were more difficult to mitigate. On a positive note; for the first time, near miss reports were higher than reported injuries (34 compared to 29) and had increased by more than 260% in comparison with the same quarter for last year. This confirmed the real progress being made by the H, S & E team in educating personnel and positively developing a safety culture. The report also outlined five areas where the H, S & E team continued to undertake research reflecting the Services positive approach to Health and Safety. A summary of the statistical data was contained in Appendix 1 to the report. The report had previously been considered by the Governance, Audit and Scrutiny Committee (Minute 5606 refers).

**Resolved** – That Members note the report and take assurance as to the Service's proactive approach to Health, Safety and Environmental outcomes.

**5629 ABSENCE MANAGEMENT – UPDATE** - The Executive Director Service Support/Section 151 Officer presented a report by the Director of Human Resources, further to Minute 5516, providing a quarterly update as requested by Members on the performance and progress of the management of sickness absence. Sickness absence data for the period 1 April to 31 July 2017 was included at Appendix 1 to the report and was referred to throughout the report. The report also contained the recommendations given by the Consultant from Capsticks Advisory Service who undertook all HFRS absence management work during the period 15 February to 31 July 2017, and was required to submit a report on completion of the project.

With regard to absence management across the Service the report indicated that Members had previously been made aware of significant work undertaken in the Service relating to Mental Health support, reducing stigmas and raising awareness. Building on the success of the internal Mental Health Conference in May 2017, a cohort of Blue Light Mental Health Champions had been trained, which included staff, at all levels of the Service and more training was planned in the near future. Plans were in place to develop wider psychological and wellbeing support services, for example access to psychotherapy for staff when required.

Members were reminded of the decision taken to commission Capsticks Human Resource Advisory team to undertake the absence management work stream for a 3 month period which began on 17 February 2017. That work included the complete management of sickness absence for all cases in the Service during the period, as well as a review of the roll out and efficacy of the Sickness Absence Policy and a training needs analysis of management capability in this area. An added benefit of free advice from their legal team in relation to any resulting employment cases was included in the agreement. That work was extended for a further 2 months to support completion of key work streams and to ensure a

smooth transition of the work to the newly appointed HR Service Partners and completed on 31 July 2017. It was planned that the work would leave a legacy for the Service of up to date case work for absence management cases, as well as a detailed plan for any required amendments to policy and management training in the future. That plan will now be supported and delivered by the Head of Human Resources and her HR Service Partners. Significant progress was reported across the Service with positive reports from managers as to their interactions with the representative from Capsticks and earlier interventions and referrals for staff when they become unwell, with appropriate employment advice to managers earlier in the process. The report indicated that at the Authority meeting on 17 March 2017, the initial views of the Capsticks representative as to the efficacy of the current approach to absence management were shared with Members to keep them informed of progress.

With regard to actions/recommendations from Capsticks Advisory the report now submitted indicated that the draft Report received from Capsticks Advisory described that they advised on over 80 cases during the period of work and attended 40 case reviews. The draft Report also acknowledged resource pressure in Human Resources (HR) and in the number of days available for their Consultant as genuine issues which limited effective absence management and success of the project. The draft Report raised a number of issues and gave some recommendations that had been summarised into the following key areas:

- (i) Absence policies are not always applied consistently, and the wording of some policies is confusing and unhelpful, which can make the required consistent application difficult. Examples given include the differences between management approaches for Short and Long Term sickness, leading to Medium Term absences being missed and the approach to phased returns to work and modified duties being applied inconsistently.
- (ii) The administration of Absence Management is not always consistent and management information is neither regular nor accurate, leading to insufficient monitoring. The introduction of an effective Case Management system in HR is recommended.
- (iii) Professional support from both HR and Occupational Health (OH) is inconsistent, reactive rather than proactive and, at times, overly bureaucratic.
- (iv) Some processes are protracted, although it is noted that some of this is outside of the Service's control, such as the Ill Health Early Retirement processes.
- (v) Managers are not consistently taking ownership of the management of the absence within their own teams, and of their own staff, and, at times, are waiting for these staff to be "managed" by HR and Occupational Health. At other times, examples are given of managers not taking professional advice when it is given.
- (vi) The use of informal processes at an early stage is sporadic and should be more consistent, with HR staff taking a more proactive approach to supporting managers and better monitoring of the use of Return to Work meetings.
- (vii) The attitudes of managers towards the management of absence is mixed, with many taking the view that absence they perceive to be "genuine" should not be managed. Similarly, the abilities of managers to effectively and fairly manage staff who are absent from work are mixed and a full and detailed training programme should be developed across the Service, with the devolvement of absence management to lower management levels recommended.

- (viii) The draft Report supports the use of an internal Occupational Health team, citing this as the most effective way of supporting the Service with its absence, but raises some concerns about the way cases are being managed currently, including inconsistent advice, cases being escalated for medical advice too early leading to delays in advice being given, too much involvement in individual meetings by OH staff, also causing delays and resource implications in OH and therefore, a lack of resource to focus on wellbeing initiatives which may help in preventing absence.
- (ix) The use of private medical services, where this would lead to staff getting treatment earlier, precipitating earlier recovery is strongly advocated, from both staff morale and service delivery perspectives.
- (x) The draft Report recommends that high level absence data should be reviewed at a more senior level in the Service on a regular basis and that communication and flows of information should be improved.
- (xi) The draft Report recommends that failure of Fitness Tests should be dealt with as a capability issue rather than conduct. This better enables redeployment as an outcome where this is appropriate to the case.

The draft Report acknowledged that some of the shorter term practical actions had already been undertaken and further discussions with Capsticks Advisory had taken place which will facilitate an achievable action plan to develop the longer term actions which were recommended. The Director of Human Resources stated that an Action Plan would be submitted to a future meeting of the Governance, Audit and Scrutiny Committee and the Authority. A copy of the final report had subsequently been received from Capsticks Advisory and copies had been circulated to Members of the GAS Committee and the Authority for information.

With regard to data management Members were reminded that the Authority on 17 March 2017 agreed that a quarterly report would be brought before Members with an update on the management of absence to include detailed data on absence levels by staff group, as well as development and dissemination of fair and appropriate mechanisms for the same. Table 1 at paragraph 15 of the report outlined the current picture with regard to actual absence and performance against target as at 31 July 2017 and a comparison with the picture at the same time last year. The data in Table 1 showed that attendance in the Retained workforce was again below target. Although still above target in the other staff groups and the average across the service being above target year to date, the comparison with last year showed an improvement on last year's position at the same point in time for Retained and Whole-time staff an overall. Support/Green Book staff and Control staff were a significant cause for concern on this current picture and gives an area of focus for the coming months. The data attached in Appendix 1 to the report described the sickness absence data by staff group, reason for absence and the split between long-term and short-term absence. The staff group who work in Control had, once again, been excluded due to the low numbers of staff, which might have revealed identity and breached data protection legislation.

With regard to areas for focus the report stated that the data in Appendix 1 to the report showed that the shift seen in the previous quarter of Mental Health/Anxiety/Depression no longer being the primary reason for absence, had continued for all staff groups save the Support/Green Book group, where it was once again the highest reason for absence. The previous and current work undertaken to improve awareness of Mental Health, reduce stigma and support staff in talking about their issues earlier appears to be having a positive impact across Operational staff groups. Musculoskeletal problems were once again the main reason for absence across all other staff groups in the Service, particularly back, knee and lower limb. This data supported the recommendation from Capsticks Advisory that Fast track physiotherapy and private healthcare provision for some staff might be areas

where an impact on absence due to those issues can be gained, as well as improving wellbeing of staff. This featured as part of the HR Directorate work plan recently agreed as priority work. The split between long term and short term absence remains a concern in some staff groups. Table 2 at paragraph 20 to the report detailed that split by staff group. Again, Support/Green Book staff and Control staff were showing an increase in both long and short term sickness compared with the same period last year. Short term absence in the Retained staff group showed a marked improvement on the same position last year. The report had previously been considered by the Governance, Audit and Scrutiny Committee (Minute 5608 refers).

**Resolved** – (a) That Members note the content of the report and the recommendations from Capsticks Advisory to improve the management of absence and the support offered to staff who are unwell;

(b) that Members take assurance from the plans being developed in the HR Directorate to resolve the issues raised in the Capsticks Advisory Report, and

(c) that the final Capsticks Advisory Report be considered at the Member Day on 6 October 2017.

**5630 APPOINTMENT OF DEPUTY CHIEF FIRE OFFICER/EXECUTIVE DIRECTOR SERVICE SUPPORT** - The Chief Fire Officer and Chief Executive presented a joint report by the Monitoring Officer/Secretary and the Director of Human Resources indicating that following his appointment as Chief Fire Officer and Chief Executive on 10 September 2017 the Appointments Committee at its meeting on 28 July 2017 agreed a process to be followed in making an appointment to the post of Deputy Chief Fire Officer/Executive Director Service Delivery. A copy of the minutes of the Appointments Committee held on 28 July 2017 was attached at Appendix A to the report. Under the Constitution, it is the role of the Appointments Committee to recommend the appointment of a Deputy Chief Fire Officer/Executive Director Service Delivery for ratification by the full Fire Authority and that the report indicated that seven candidates had applied from different backgrounds. The Appointments Committee unanimously shortlisted 5 of those candidates and rejected 2 on the grounds that they did not meet the agreed essential criteria set for the role. Three of the 5 shortlisted candidates were internal candidates and the other 2 candidates were external to the Service. One external candidate subsequently withdrew his application for personal reasons. In accordance with the agreed process Members of the Appointments Committee interviewed the remaining 4 shortlisted candidates on 15 September 2017 and also received feedback from the Partners Panel and the media presentation exercise. The Members agreed unanimously to recommend that Mr P Shillito be appointed Deputy Chief Fire Officer/Executive Director Service Delivery with effect from 22 September 2017 subject to the recommendation being ratified by the full Fire Authority on 22 September 2017. A copy of the minutes of the Appointments Committee held on 22 September 2017 was attached at Appendix B to the report.

The Chairperson expressed his thanks to the Members of the Appointments Committee and the six senior officers from Partner organisations who participated in the Partner Panel assessments for their commitment to the appointment process.

**Resolved** - (a) That the minutes of the meetings of the Appointments Committee held on 28 July and 15 September 2017 as set out in the appendices to the report now submitted be received, and

(b) that Members ratify the appointment of Mr P Shillito as Deputy Chief Fire Officer/Executive Director Service Delivery with effect from 22 September 2017.

**5631 EXCLUSION OF THE PRESS/PUBLIC - Resolved** – That the press and public be excluded from the meeting for consideration of the following item (Minute 5632) on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1 and 2 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).*

**5632 SERVICE REDESIGN PROGRAMME (SRP) PUBLIC SAFETY AND WATER SUPPLIES, EARLY VOLUNTARY RELEASE** - The Deputy Chief Fire Officer/Executive Director Service Delivery presented a report by the Director of Human Resources reminding Members that at the Authority meeting on 17 March 2017 (Minute 5411 refers) Members received and approved the Public Safety review. Within the report it highlighted a revision to the existing structure to reduce the number of full time equivalent posts to 83 and the overall cost in Public Safety from £2,967,343 to £2,783,204 whilst providing managers with the flexibility to vary the number of posts between 73 and 83 as and when vacancies arise in the Directorate. At the same meeting (Minute 5410 refers) Members also received and approved the Water Supplies review. Within the report it highlighted a change to the service provision delivery model including a revision to the existing structure. The structure revision included deleting 1.5 FTE vacant Technicians roles and amalgamating the remaining roles of Equipment Maintenance Technician and Fire Extinguisher Maintenance Technician to provide a multi-skilled dual role as a Water Supplies Technician. This Service provision currently generates an income of £56k per annum through commercial contracts. At the Authority meeting on 11 December 2015 Members approved the Early Voluntary Release (EVR) policy. The report stated that EVR was accepted as a positive way of reducing staffing headcount whilst supporting the introduction of new ways of working when implementing a restructure programme. The report now submitted provided detail of the costs associated with utilising EVR as a legitimate way of reducing staffing in line with the implementation of the SRP's of Public Safety and Water Supplies.

**Resolved** - That Members approve the use of up to £161,000 from either the Change Management Reserve or the current year's revenue underspend to allow the release of staff through the EVR process outlined in the report now submitted.

*Meeting closed at 11.41am*