

**OPERATIONAL EFFICIENCY PROGRAMME  
- IMPLEMENTATION PLAN**

## SUMMARY

1. Following the decision to implement options 5 and 16 of the Operational Efficiency Programme (OEP) at its special meeting of 31 January 2014 the Fire Authority also requested that a plan be submitted to a future meeting in advance of implementation.
2. Following the decision to implement Option 5 (Hull) – remove second engine from East Hull, crew all fire engines in Hull with four firefighters and crew a small fires unit, the following implementation arrangements are being proposed:
  - that from the 1<sup>st</sup> April 2014 arrangements are put in place to reduce the establishment of Wholetime Duty System (WDS) staff in Hull to reflect a standard crewing model of 4 staff on every fire engine. This effectively means that the ability to ride with four staff is available, however, in the short term, as the strength of most watches will remain at current levels no immediate change to crewing levels will likely be noticeable.
  - that the current small fires unit (SFU) stationed at Clough Road Fire Station is permanently crewed from 1st April and the establishment is changed accordingly. This means the establishment at Clough Road Fire Station will reflect crewing the fire engine with four staff and the SFU with two staff.
  - that the East Hull proposal is implemented at a later date in line with the retirement profile. It is predicted that this will take around 12 to 18 months. This will also allow time for a small working group to explore the implications of implementing this option around the provision of technical rescue and hazmat response.
3. Following the decision to implement Option 16 (Grimsby, Cleethorpes and Waltham) – merge Peaks Lane and Cromwell Road fire stations and remove one engine, replace the fire engines at Cleethorpes and Waltham with small fires units and use them for small fires in the Grimsby, Cleethorpes and Waltham areas, the following implementation arrangements are being proposed:
  - that the merger of the two stations takes place at the Peaks Lane site ie NO new station build and that the Cromwell Rd site remains in use including the deployment of the third engine from Peaks Lane at pre-determined times on a risk/demand basis.
  - that from the 1st April 2014 one fire engine is removed from service at Cromwell Road Fire Station and the remaining fire engine is relocated to Peaks Lane Fire Station.
  - to create capacity at Peaks Lane, the NEL Community Safety Team, the Princes Trust Programme and the BTEC Programme (all currently located at Peaks Lane Fire Station) be relocated to the Cromwell Road site.

- that the option to replace the fire engines at Cleethorpes and Waltham with SFUs is developed over the medium term period, with the fire engines continuing to operate in the same way as current arrangements for the time being. This is necessary to allow time for the procurement of two additional SFUs. No further recruitment will take place at Cleethorpes or Waltham in the interim period.

## RECOMMENDATIONS

4. That the Humberside Fire Authority endorse the implementation plan for:-

Option 5 (Hull) – remove second engine from East Hull, crew all fire engines in Hull with four firefighters and crew a small fires unit.

Option 16 (Grimsby, Cleethorpes and Waltham) – merge Peaks Lane and Cromwell Road fire stations and remove one fire engine, replace the fire engines at Cleethorpes and Waltham with small fires units and use them for small fires in the Grimsby, Cleethorpes and Waltham areas.

### IMPLEMENTATION PLAN OPTION 5 (HULL)

5. Following the decision to implement Option 5 (Hull) – remove second engine from East Hull, crew all fire engines in Hull with four firefighters and crew a small fires unit, the following implementation arrangements are being proposed:

#### Crewing all fire engines in Hull with four personnel

6. The intention is that from 1st April 2014 arrangements are put in place to reduce the establishment of WDS staff in Hull, to reflect a standard crewing model of four staff on every fire engine in Hull. This effectively means that the ability to ride with four staff is available however as in the short term the strengths of most watches will remain at current levels (reflective of 5 staff on Water Ladder fire engines ) no immediate change will likely be noticeable. This will only change in line with the retirement profile.
7. The proposed decision to reduce the establishment from 1st April coincides with the proposed reduction in establishment within NE Lincs (detailed in the implementation plan for option 16 below) and therefore means a single reduction in the establishment minimising the adverse effects on workforce planning including the movement of staff, the management of leave and training etc.

#### Crew a Small Fires Unit within Hull

8. It is also proposed that the current small fires unit (SFU) stationed at Clough Road Fire Station is permanently crewed from 1st April and the establishment is changed accordingly. This will mean that the establishment at Clough Road Fire Station will reflect crewing the fire engine with four staff and the SFU with two.
9. As the SFU has always been stationed at Clough Road Fire Station there will be minimal need for training/familiarisation of station staff.
10. Whilst the initial introduction of an SFU was restricted to attending small fires, this option increases the role of the SFU beyond attendance at small fires by augmenting PDAs to property fires alongside two fire appliances maintaining a minimum number of firefighters present at such incidents, this option increases that number from current arrangements.

### Removal of a fire engine at East Hull

11. It is proposed that the East Hull proposal is implemented when the establishment reaches a point at which the supernumerary staff can no longer support its crewing due to the effect of the retirement profile. It is predicted that this will take around 12-18 months, at that point the fire engine can be removed and the establishment dropped accordingly. This means that the fire engine will remain available and crewed in the same way as other fire engines until that time.
12. The delay in implementation will also allow time for the implementation working group to explore broader considerations such as the specialist use of SFUs.

### IMPLEMENTATION PLAN OPTION 16 (GRIMSBY, CLEETHORPES AND WALTHAM)

13. Following the decision to implement Option 16 (Grimsby, Cleethorpes and Waltham) – merge Peaks Lane and Cromwell Road Fire Stations and remove one engine, replace the fire engines at Cleethorpes and Waltham with small fires units and use them for small fires in the Grimsby, Cleethorpes and Waltham areas, the following implementation arrangements are being proposed:

### Merge Peaks Lane and Cromwell Road Fire Stations and remove one fire engine

14. It is proposed that from the 1<sup>st</sup> April 2014 one fire engine is removed from service at Cromwell Road Fire Station and the remaining fire engine is relocated to Peaks Lane Fire Station. This needs to be implemented as soon as possible as the current retirement profile has taken current operational staffing below the required establishment level.
15. This will result in three fire engines based at Peaks Lane Fire Station. The Service will take the opportunity to 'stand by' a fire engine at the Cromwell Road site for certain periods based around risk/demand, this will be reviewed after 6 months.
16. The establishment at Peaks Lane will be increased from 12 per Watch to 17 per Watch, an increase of 20 staff across the 4 Watches. These staff will be drawn from the 48 operational staff released from Cromwell Road Fire Station due to the merger and the changes to the establishment in Hull.
17. This will leave 28 operational staff surplus following the merger. These staff will be used in the first instance to fill existing vacancies. Additionally four staff will be transferred to Hull CPU to enable the SFU to be permanently crewed as outlined in paragraph 8.
18. The remaining surplus personnel will be placed on watches across NE Lincs CPU, N Lincs CPU and the East Riding CPU on a supernumery basis in anticipation of the predicted firefighter retirement profile up to around May 2015. This will balance resources across the Service area and complement the future reduction in establishment when the second engine is removed from East Hull at a later date.
19. In order to create capacity at Peaks Lane for the additional 20 staff it is proposed that NEL Community Safety Team, the Princes Trust Programme and the BTEC Programme (all currently located at Peaks Lane Fire Station) be relocated to the Cromwell Road site. There are a number of benefits to this including ease of access for the community on public transport and the potential to develop the Cromwell Road site and increase the access to our services in the mid to long term.
20. It is proposed that Support staff currently working from Cromwell Road Fire Station can be utilised in roles to support the arrangements identified in paragraph 19.

### Replace the fire engines at Cleethorpes and Waltham with small fires units (SFU)

21. It is proposed that this option is developed over the medium term period, with the fire engines continuing to operate in the same way as current arrangements for the time being. This is necessary primarily to allow time for the procurement of two additional SFUs and for stakeholder engagement in their development into specialist vehicles.
22. The delay in implementing this option will allow the implementation working group to further consider mobilising, crewing and equipment requirements.. The group will also investigate broadening the role of the SFUs at these stations linked to the risk profile within NEL and therefore the re-naming of such vehicles to better reflect their role
23. The establishments at Cleethorpes and Waltham fire stations currently reflect those of single fire engine stations, although over the last year numbers have reduced through retirements and resignations, particularly at Cleethorpes. As per the previous position of the Authority it is proposed that the staff numbers on these stations are reduced to appropriate levels to crew SFUs with two riders. In line with this recruitment at these stations was ceased following the Special Fire Authority Meeting on January 31<sup>st</sup> 2014.

### FINANCIAL IMPLICATIONS / VALUE FOR MONEY IMPLICATIONS

24. The endorsement of the implementation plan will enable effective implementation of agreed proposals aimed at reducing budgets by approximately £2.5m.

### LEGAL IMPLICATIONS

25. There are no direct legal implications arising from a decision to implement options.

### EQUALITY AND FAIRNESS IMPLICATIONS

26. Equality Impact Assessments for each option are available on request.
27. There will be a number of HR implications resulting from the implementation of the options. Particularly those which involve Cleethorpes and Waltham fire stations, which may mean that the staff at those stations could be at risk of redundancy in the future. The stated position of the Authority has been to only make compulsory redundancies as a last resort, relying upon the retirement profile of the Service; this would be the intention during implementation.

### CORPORATE RISK MANAGEMENT IMPLICATIONS

28. The operational efficiency programme is a significant part of the mitigations put in place for the Strategic Risks relating to a reduction in external financial grant and the need to reduce the wholetime establishment. Those risks have remained at the same level on the Strategic Risk Register for some time, but are now being reviewed taking into account recent OEP decisions by the Authority.

### HEALTH AND SAFETY IMPLICATIONS

29. A health and safety assessment relating to each option is available on request and further operational procedures will be introduced as part of the implementation plan.

### COMMUNICATIONS ACTIONS ARISING

30. Communication will take place regarding these implementation plans. Staff and Representative Body engagement will be factored in to the establishment of the implementation working group(s).

## DETAILS OF CONSULTATION

31. Members will be aware of the extensive engagement and consultation programme linked to the Operational Efficiency Programme. CMT will embark on a further consultation programme with affected locations and key stakeholders as a result of the approval of the implementation plan outlined in this report

## BACKGROUND PAPERS AVAILABLE FOR ACCESS

32. Operational Efficiency Programme documents previously provided to Elected Members.

## RECOMMENDATIONS RESTATED

33. That the Humberside Fire Authority endorse the implementation plan for:-

Option 5 (Hull) – remove second engine from East Hull, crew all fire engines in Hull with four firefighters and crew a small fires unit.

Option 16 (Grimsby, Cleethorpes and Waltham) – merge Peaks Lane and Cromwell Road fire stations and remove one fire engine, replace the fire engines at Cleethorpes and Waltham with small fires units and use them for small fires in the Grimsby, Cleethorpes and Waltham areas.

**D SANDERS**

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