

OPERATIONAL EFFICIENCY PROGRAMME CONSULTATION OUTCOMES

SUMMARY

1. At a Special Meeting of the Fire Authority on 9 September 2013, Members considered the outcomes of engagement activity that took place during June/July 2013 on the Operational Efficiency Programme and approved a reduced number of options to go out for formal 12-week public consultation starting in October 2013. At the Fire Authority meeting on 27 September 2013 Members approved a range of combinations of those options that the consultation should include.
2. The options which were approved for consultation include some that were originally part of the engagement process as well as some new options that were developed as a result of suggestions made by participants during that process. There are options to make changes at stations in the Hull, Immingham, Grimsby, Cleethorpes and Waltham areas, with a maximum saving potential of approximately £4.1m. The options that went out for consultation are at Appendix 1.
3. Formal public 12-week consultation commenced on 18 October 2013. Members of staff, the public, partners and other stakeholders were invited to take part, either through completing the online survey on the Service's website or by attending one of the consultation events which were held across the Service area.
4. This report is concerned only with the outcomes of the consultation. Elsewhere on the agenda is a report seeking approval for a number of options to be implemented. That report takes into account, and refers to, some of the outcomes reported within this report.
5. A more detailed consultation pack has been circulated with this report for Members, which provides a more detailed data analysis of the consultation. This information is also available with the Fire Authority papers on the Service website. In addition, the actual returns are available for Members (and any other interested person) to view in the Corporate Communication office at Service Headquarters.
6. An overview of the outcomes from the consultation process is attached at Appendix 2.

RECOMMENDATIONS

7. Members are asked to consider this report and take into account its findings in their approval, or otherwise, of options contained within the Operational Efficiency Programme.

BACKGROUND

8. The objective of the consultation was to establish participants' most favoured options which were presented as part of the Operational Efficiency Programme. As such, the consultation was designed to provide the Authority with information to be considered when determining which options to approve for implementation.

9. The consultation provided information on how implementation of the options would impact on both risk and cost, taking into consideration other factors such as response standard performance and workload. This was placed on a dedicated Operational Efficiency Programme page on the Service website with paper copies available at all the consultation events and on request. This can be found in the consultation pack.
10. The feedback form was available to complete on the Service website and staff visits and open public consultation events were also held across the Service area. This gave the opportunity for staff and public to speak directly to officers about the options and ask any questions.

STAFF PARTICIPATION

11. All staff were encouraged to participate in the consultation and were invited to attend any of the 17 consultation sessions which were held at stations, the four CPU headquarters and Service Headquarters. The location of the sessions was arranged with those staff in mind whose areas would be most affected by the options. The sessions were attended by a strategic manager and a member of the Corporate Communication and Administration team. Members of staff were given a copy of the Operational Efficiency Programme document, which was explained, and were invited to ask any questions about the options and the programme as a whole and were given feedback forms to complete.
12. Staff were made aware of the consultation through the Service's internal weekly newsletter, the portal page and via email. They were encouraged to participate by either attending one of the staff sessions and completing a feedback form, or by visiting the Service website and completing the online form. A dedicated area on the portal was also available to post questions about the programme.
13. In total, 184 members of staff attended the sessions. Details of these sessions can be found at Appendix 3.
14. Representative Bodies were also encouraged to participate in the consultation.

EXTERNAL STAKEHOLDER PARTICIPATION

15. To encourage as much participation as possible, members of the public were signposted to the Service website where they could view details of the programme, complete the online feedback form, and see details of a programme of consultation events held across the Service area.
16. A total of 12 public consultation events were held across the Service area, 40 members of the public attended. The majority of the events were held in the areas where there were options for change. Details of the location and date/time at each session can be found at Appendix 3.
17. The events were open to all and were held at venues and at times to make them as accessible as possible. At each event, display boards were laid out with information about the programme, detailing the options and the effect they would have if implemented. A senior officer and a member of the Corporate Communication team attended each session to answer any questions.
18. Invitations were sent to all local town and parish councils, community groups the Service has previously engaged with, local businesses and partners. In total, approximately 400 separate groups/organisations were invited to attend. The full list can be found in the consultation pack.

19. To promote the consultation, a dedicated area was established linked from the front page of the website, messages were posted on the Service Facebook page and Twitter feed and approximately 25 articles were featured across a wide range of local media. A full list of this coverage is featured in the consultation pack.
20. All four Unitary Authorities were contacted in advance of their Full Council meetings with the offer of senior officers to attend to present the consultation. Hull City Council, East Riding of Yorkshire Council and North East Lincolnshire Council invited senior officers to attend meetings held on the dates below, DCFO Dene Sanders and ACFO Chris Blacksell attended:

20 November – East Riding Council
2 December – Hull City Council
19 December – North East Lincolnshire Council
20 December – Hull City Council

CONSULTATION RESPONSES

21. In total, **258** feedback forms were returned (91 paper copies and 167 online forms). Respondents were asked to indicate if they were a member of staff or a member of the public; 121 were identified as being from staff and 132 from members of the public/external stakeholders; five surveys could not be identified as either from staff or the public as this field had not been completed. For the purpose of the results analysis, these five have been included as external stakeholders.
22. Respondents were also asked to indicate if they were from Hull, East Riding of Yorkshire, North Lincolnshire or North East Lincolnshire. Analysis of the responses from those who indicated which area they were from is available in the consultation pack.
23. A preferential voting system was used; the consultation feedback form asked participants to choose their first, second and third most favoured options for the Hull and Grimsby areas, and most favoured option for the Immingham area. Although not all forms were completed in full. There was also opportunity for respondents to make comments on the options and the programme in general. All of these comments can be found in the consultation pack.
24. Appendix 2 sets out the overall analysis of the feedback. This provides Members with an insight into the views of both staff and external stakeholders, which may assist the Authority in deciding which options should or should not be approved for implementation.
25. There is always a risk with surveys that duplicates are received. This has been monitored as closely as practicable and while on the whole the majority of submitted surveys appear genuine, it must be kept in mind that multiple responses from one individual are possible.

GENERAL TRENDS FROM THE FEEDBACK – HULL OPTIONS

26. Overall, the most favoured option for Hull is to remove an engine from East Hull Fire Station, ride with four firefighters but do not crew a small fires unit.
27. Removal of an engine at East Hull Fire Station is favoured over changing to the Retained Duty System.
28. Overall, the options to ride with four firefighters were generally more favoured than the options to keep crewing the same.

29. Staff favoured the option to remove an engine from East Hull, ride with four firefighters and crew a small fires unit. Although generally there were mixed views regarding crewing a small fires unit or not.
30. External stakeholders generally favoured options which have the biggest cost savings.

GENERAL TRENDS FROM THE FEEDBACK – IMMINGHAM OPTIONS

31. There was very strong support from both staff and external stakeholders who took part in the consultation for merging the two Immingham station and removing an engine (a ratio of 9:1 from staff respondents) rather than removing an engine from Immingham West and leaving both Immingham stations with one engine each.

GENERAL TRENDS FROM THE FEEDBACK – GRIMSBY, CLEETHORPES AND WALTHAM OPTIONS

32. Overall the most favoured option in the Grimsby, Cleethorpes and Waltham area was to merge Cromwell Road and Peaks Lane fire stations and remove an engine. The options to merge the two stations and remove an engine were more favoured overall than the options to remove an engine from Cromwell Road Fire Station.
33. This area has the biggest difference between options favoured by staff and those favoured by external stakeholders.
34. Staff favoured the option to merge Cromwell Road and Peaks Lane, remove an engine, not crew Cleethorpes and Waltham and relocate engines into Cleethorpes and Waltham during the evening. Staff favoured the options which include changes at Cleethorpes and Waltham over the options to leave them as they are.
35. External stakeholders favoured the options to leave Cleethorpes and Waltham as they are. Overall, the options to replace engines at Cleethorpes and Waltham with small fires units were more favoured than just not crewing the engines, although staff favoured the reverse.

OTHER FEEDBACK

36. While the feedback form was the main format for feedback to the consultation, other correspondence was received.
37. The Retained Firefighters Union (RFU) submitted a letter which stated the union's most favoured options; these have been included in the overall results.
38. The Fire Brigades Union (FBU) submitted a letter stating their views of the Programme. The FBU also submitted copies of three versions of a form with signed objections by members of the public to the options in Hull (version 1), Grimsby, Cleethorpes and Waltham (version 2) and across Humberside overall (version 3). In total, 1637 of these forms were returned; 349 opposing the Hull options; 1209 opposing the Grimsby options; and 79 opposing the Humberside options overall. A copy of each version of this form can be found in the Consultation Pack. As previously noted, duplicate returns are again a possibility.
39. The Fire Officers Association (FOA) submitted a letter with its views on the programme.
40. Letters were also received from Waltham Parish Council and North East Lincolnshire Councillor Phillip Jackson from the Waltham Ward.
41. All these responses can be found in the consultation pack.

FINANCIAL RESOURCES/VALUE FOR MONEY IMPLICATIONS

42. The consultation was undertaken using existing staff and budgets. No one was externally commissioned to carry out the work.

QUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

43. An equality impact assessment was completed prior to commencement of the consultation.

CORPORATE RISK MANAGEMENT IMPLICATIONS

44. None arising.

HEALTH AND SAFETY IMPLICATIONS

45. None arising.

COMMUNICATION ACTIONS ARISING

46. A communication plan is in place to deal with any media enquiries arising following this meeting. Humberside Fire and Rescue Service staff, local community groups and key stakeholders that have been involved in the consultation process will be informed of outcomes resulting from this process.

BACKGROUND PAPERS AVAILABLE FOR ACCESS

47. Operational Efficiency option papers, consultation pack and actual returns.

RECOMMENDATIONS RESTATED

48. Members are asked to consider this report and take into account its findings in their approval, or otherwise, of options contained within the Operational Efficiency Programme.

DENE SANDERS

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DS/LA
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Operational Efficiency Options

Hull options	
1.	Remove the second engine from East Hull
2.	Crew the second engine at East Hull with on call firefighters instead of full time firefighters
3.	Crew all engines in Hull with four firefighters and also crew a Small Fires Unit (SFU)
4.	Crew all engines in Hull with four firefighters, but don't crew a SFU.
5.	Remove second engine from East Hull, crew with four and crew a SFU.
6.	Remove second engine from East Hull, crew with four, but don't crew a SFU.
7.	Convert second engine at East Hull to on call, crew with four and crew a SFU.
8.	Convert second engine at East Hull to on call, crew with four, don't crew a SFU.
Immingham options	
9.	Remove second engine from Immingham West.
10.	Merge the Immingham Stations at Immingham East and remove one engine.
Grimsby, Cleethorpes and Waltham options	
11.	Remove one engine from Cromwell Road.
12.	Merge Peaks Lane and Cromwell Road and remove one engine overall.
13.	Remove one engine from Cromwell Road, not crew the Cleethorpes and Waltham engines and relocate full time engines from Grimsby into those areas during an evening.
14.	Remove one engine from Cromwell Road, replace the engines at Cleethorpes and Waltham with SFUs and use them for small fires in the Grimsby, Cleethorpes and Waltham areas.
15.	Merge Peaks Lane and Cromwell Road and remove one engine, not crew Cleethorpes and Waltham engines and relocate full time engines from Grimsby into those areas during an evening.
16.	Merge Peaks Lane and Cromwell Road and remove one engine, replace the engines at Cleethorpes and Waltham with SFUs and use them for small fires in the Grimsby, Cleethorpes and Waltham areas.

CONSULTATION OPTIONS ANALYSIS

Total feedback forms received: **258** (167 online and 91 paper copies)

Staff responses: 121

External stakeholder responses: 132

Unknown: 5 (for the purpose of this analysis, these five have been included as external stakeholders)

HULL OPTIONS

Overall most favoured options – all respondents

A total of 141 people chose their most favoured options in the Hull area, 117 chose to abstain.

Most favoured Hull options	Total 1st choice	Total 2nd choice	Total 3rd choice	Points scored
Option 6	45	14	13	176
Option 5	22	20	41	147
Option 8	11	38	17	126
Option 7	13	17	12	85
Option 3	14	7	25	81
Option 1	16	9	14	80
Option 2	10	18	4	70
Option 4	10	14	6	64

Members of staff most favoured options – all staff respondents

A total of 80 members of staff chose their most favoured options in the Hull area, 41 chose to abstain.

Most favoured Hull options	Total 1st choice	Total 2nd choice	Total 3rd choice	Points scored
Option 5	16	15	18	96
Option 6	17	6	11	74
Option 3	12	5	12	58
Option 1	11	7	10	57
Option 4	8	11	4	50
Option 8	4	14	10	50
Option 7	7	8	6	43
Option 2	5	10	3	38

External stakeholders most favoured options – all external stakeholder respondents

A total of 61 external stakeholders chose their most favoured options in the Hull area, 76 chose to abstain.

Most favoured Hull options	Total 1st choice	Total 2nd choice	Total 3rd choice	Points scored
Option 6	28	8	2	102
Option 8	7	24	7	76
Option 5	6	5	23	51
Option 7	6	9	6	42
Option 2	5	8	1	32
Option 1	5	2	4	23
Option 3	2	2	13	23
Option 4	2	3	2	14

IMMINGHAM OPTIONS

Overall most favoured option – all respondents

A total of 178 people chose their most favoured option in the Immingham area, 80 chose to abstain.

Most favoured Immingham option	Counts
Option 10	149
Option 9	29

Members of staff most favoured option – all staff respondents

A total of 100 members of staff chose their most favoured option in the Immingham area, 21 chose to abstain.

Most favoured Immingham option	Counts
Option 10	90
Option 9	10

External stakeholders most favoured option – all external stakeholder respondents

A total of 78 external stakeholders chose their most favoured option in the Immingham area, 59 chose to abstain.

Most favoured Immingham option	Counts
Option 10	59
Option 9	19

GRIMSBY, CLEETHORPES AND WALTHAM OPTIONS

Overall most favoured options – all respondents

A total of 219 people chose their most favoured option in the Grimsby, Cleethorpes and Waltham area, 39 chose to abstain.

Most favoured Grimsby, Cleethorpes and Waltham options	Total 1st choice	Total 2nd choice	Total 3rd choice	Points scored
Option 12	88	15	29	323
Option 11	24	77	9	235
Option 16	29	43	49	222
Option 15	44	21	20	194
Option 14	21	26	66	181
Option 13	13	30	31	130

Members of staff most favoured option – all staff respondents

A total of 106 members of staff chose their most favoured option in the Grimsby, Cleethorpes and Waltham area, 15 chose to abstain.

Most favoured Grimsby, Cleethorpes and Waltham options	Total 1st choice	Total 2nd choice	Total 3rd choice	Points scored
Option 15	34	16	12	146
Option 16	18	27	16	124
Option 13	10	23	23	99
Option 14	11	17	21	88
Option 12	17	7	20	85
Option 11	16	9	5	71

External stakeholders most favoured option – all external stakeholder respondents

A total of 113 external stakeholders chose their most favoured option in the Grimsby, Cleethorpes and Waltham area, 24 chose to abstain.

Most favoured Grimsby, Cleethorpes and Waltham options	Total 1st choice	Total 2nd choice	Total 3rd choice	Points scored
Option 12	71	8	9	238
Option 11	8	68	4	164
Option 16	11	16	33	98
Option 14	10	9	45	93
Option 15	10	5	8	48
Option 13	3	7	8	31

CONSULTATION EVENTS

Staff sessions:

Date	Time	Station
Thursday 31 October	16:00 - 18:00hrs	East Hull
Friday 1 November	15:30 - 17:30hrs	Peaks Lane, Grimsby
Monday 4 November	16:00 - 18:00hrs	Bransholme
Wednesday 6 November	15:30 - 17:30hrs	Peaks Lane, Grimsby
Thursday 7 November	15:30 - 17:30hrs	Immingham West
Friday 8 November	10:00 - 12:00hrs	Beverley (CPU HQ)
Friday 8 November	15:30 - 17:30hrs	Bransholme
Monday 11 November	15:30 - 17:30hrs	Immingham West
Tuesday 12 November	15:30 - 17:30hrs	East Hull
Wednesday 13 November	10:00 - 12:00hrs	Bransholme (CPU HQ)
Thursday 14 November	14:00 - 16:00hrs	SHQ
Thursday 14 November	18:30 - 20:30hrs	Waltham
Friday 15 November	15:00 - 17:00hrs	Scunthorpe (CPU HQ)
Monday 18 November	15:30 - 17:30hrs	Calvert Lane
Tuesday 19 November	18:30 - 20:30hrs	Cleethorpes
Wednesday 20 November	15:00 - 17:00hrs	Grimsby (CPU HQ)
Thursday 21 November	15:30 - 17:30hrs	Calvert Lane

Open public/external stakeholder events:

Date	Time	Location
Wednesday 27 November	17:00 - 20:00hrs	St James Hotel, Grimsby
Thursday 28 November	10:30 - 13:30hrs	Cleethorpes Town Hall
Thursday 28 November	16:00 - 19:00hrs	Hull Central Library
Monday 2 December	10:30 - 13:30hrs	Freedom Centre, Hull (East)
Monday 2 December	17:00 - 20:00hrs	Immingham Civic Centre
Wednesday 4 December	10:30 - 13:30hrs	British Legion, Waltham
Monday 9 December	10:30 - 13:30hrs	St James Hotel, Grimsby
Tuesday 10 December	10:30 - 13:30hrs	Treasure House, Beverley
Wednesday 11 December	10:30 - 13:30hrs	Hull Central Library
Thursday 12 December	10:30 - 13:30hrs	Scunthorpe CPU HQ
Wednesday 18 December*	17:00 - 19:00hrs	Freedom Centre, Hull (East)
Wednesday 18 December*	11:00 - 13:00hrs	Immingham Civic Centre

**These two sessions were rescheduled from earlier in the month as they had been canceled due to the tidal flooding on 5 and 6 December.*

