

North Yorkshire Fire and Rescue Service: Options and Discussion Paper by PricewaterhouseCoopers

Background

On the 15th November 2018, governance of North Yorkshire Fire and Rescue Service (NYFRS) transferred from the Fire Authority to the Police, Fire and Crime Commissioner. In preparation for the transfer, the Commissioner initiated an independent report on the state of the Fire and Rescue Service to fully understand where there was best practice and where improvement would be required. This assessment would review the Service structure, operational practices and protocols and savings plans, contracts, services and trading opportunities.

Between August and October 2018, Dave Etheridge, former Chief Fire Officer of Oxfordshire Fire and Rescue Service and on behalf of PricewaterhouseCoopers, undertook a Baseline Assessment¹ of NYFRS. This report was published soon after governance transfer on 20th November 2018 setting out a number of recommendations, one of which was to establish a Finance Working Group to identify deliverable savings (both one-off and recurring) to reduce the budget shortfall. At the point of governance transfer the budget deficit was £1.2 million, increasing to £2.5 million by the end of the Medium Term Financial Plan (MTFP) and in 2022/23 seeing NYFRS's reserves depleted creating a significant risk.

In November 2018, PwC also produced an Options and Discussion Paper setting out a range of savings options, some of which if progressed, would require formal consultation. The options set out in this paper were not influenced or endorsed by the Commissioner or the Chief Fire Officer, but provided an independent third-party perspective, for consideration. Due to the sensitive nature of some of the options, it was determined that the PwC Options and Discussion paper be published retrospectively (Appendix A).

Finance Working Group

The Commissioner established a Finance Working Group that met for the first time in December 2018, led by the North Yorkshire Fire and Rescue Service, to identify savings, set an emergency budget and enable the Service to live within its means. This was completely transparent and accessible to the wider workforce and representative bodies, with savings proposals subject to informal 'round table' discussions. The Finance Working Group met monthly and convened for the last time in November 2019. The minutes from all meetings are provided at Appendix B.

Outcomes

The Commissioner's Chief Finance Officer, working alongside the Service's Finance Manager produced a robust Medium Term Financial Plan and Reserves Strategy². Capital Financing was

¹ Baseline Assessment of North Yorkshire Fire and Rescue Service

<https://www.northyorkshire-pfcc.gov.uk/content/uploads/2018/11/Report-into-North-Yorkshire-Fire-and-Rescue-Service.pdf>

² Medium Term Financial Plan 2019/20 – 2022/23

<https://www.northyorkshire-pfcc.gov.uk/content/uploads/2019/03/2019-20-Budget-and-Capital-Programme-and-MTFP-to-2022-23-Fire.pdf>

reviewed and a significantly reduced Capital Programme put in place to halt the unsustainable use of reserves. The revised Fire Budget and Capital Plans for 2019/20 and the Medium-Term Financial Plans to 2022/23 were approved by the Commissioner in February 2019. The Finance Working Group reduced the recurring shortfall to £1m at the point of setting the 2019/20 budget.

In summary a number of savings and efficiency options have been progressed, not all directly linked to the PwC report and include:

- Planned savings and management challenge
- Enabling services
- Senior management review (progressed but different approach to that proposed in PwC paper)
- Bank holiday crewing (progressed but different approach to that proposed in PwC paper)
- Leases to expire for Coxwold House and Fire & Rescue Headquarters
- Capital Programme realignment
- Provided response cars
- Tactical Response Vehicles (TRVs) crewing of three (progressed but different approach to that proposed in PwC paper with introduction of TRVs into on-call stations)
- Supervisory manager review of Day-Crewed stations (progressed via a pilot but different approach to that proposed in PwC paper)

Three of the above options are outlined in more detail within the Commissioner's Decision Notice on efficiency proposals³, published in October 2019; bank holiday crewing, TRVs into on-call stations and the supervisory manager review pilot.

Future

Commencing in December 2019, North Yorkshire Fire and Rescue Service will undertake a full review of the way its resources are used to mitigate risk, ensuring people are in the right place at the right time, with the right equipment and skills to deliver the best possible service to the public. This will lead to a new Risk and Resource model for the Service. During this process, the PwC Options and Discussion paper could be further reviewed but will in no way predetermine the selection of options to be progressed.

³ Decision Notice: North Yorkshire Fire & Rescue Service – Efficiency Proposals

<https://www.northyorkshire-pfcc.gov.uk/decision-notices/dn-12-19-nyfrs-efficiency/>



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

Options & Discussion Paper

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1. Executive Summary

North Yorkshire Fire and Rescue Authority (NYFRA) was formally dissolved at midnight on the 14th November 2018 and then immediately reconstituted under a new governance structure involving the North Yorkshire Police, Fire and Crime Commissioner (PFCC).

Upon transfer, the PFCC accepts all liabilities and responsibilities under the various primary and secondary legislation which covers North Yorkshire Fire and Rescue Service (NYFRS). This includes all financial liabilities and previous decisions and commitments made by the previous NYFRA.

The new PFCC NYFRA has inherited an unsustainable Medium-Term Financial Plan (MTFP) as it relies on reserves to 'plug the gap' between income and expenditure. If nothing changes, between now and 2022/23, the service will spend at least £3.5m more than it receives in income.

This Options & Discussion Paper (ODP) was commissioned by the North Yorkshire Office of the PFCC to provide strategic areas of examination to address the finding shortfall of £3.5m. The contents have been created through working with internal NYFRS stakeholders and independent research. In addition to the funding issues, the BCC also makes recommendations concerning;

- A new NYFRS Operational Service Model including Principle Fire Officer review
- Identify opportunities to improve / become more efficient and effective
- Suggested changes to the Service including collaborative opportunities with the police
- Potential income generation or accountable efficiencies through joint working
- Savings identified through the new Enabling Services model as part of the main T2020 spec
- Year on year breakdown of savings over the MTFP period i.e. £3.5m recurring by 2022/23

Much of the contents of this report will be challenging to deliver against the backdrop of the industrial relations climate. Time needed to deliver should not be underestimated. The service will need to create capacity to deliver the required savings particularly as the report contains recommendations concerning creating a flatter senior managerial structure. Once it is agreed which projects are taken forward, resources should be identified to create a dedicated delivery team.

An independent Baseline Report of NYFRS published in November 2018, recommended that NYFRS should immediately create a dedicated Finance Working Group (FWG). This group should identify savings (both one-off and recurring) to address the funding issue. The first meeting of the FWG took place in early December 2018.

The same Baseline Report also recommended that a fundamental review of NYFRS should take place which covers all strategic aspects of the service. This includes looking at number, type, location, date and time of previous 999 incidents in recent years. This will identify future options and a rationalisation programme to reduce the costs associated with the standing resources.

To assist in accelerating that process and to help support the Finance Working Group, this strategic ODP identifies options for the service to consider and examine in detail. It covers other measures to assist taking the service forward such as a flatter managerial structure and collaborative working with North Yorkshire Police. The ODP is a roadmap and blueprint for the service to consider as it evolves under the new governance of the PFCC.

Decision Required

The PFCC and OPCC will need to work with the service and the FWG to consider the contents of the ODP to ensure the service is placed on a sustainable financial footing. Suitable resources will need to be identified to deliver these projects as part of a wider modernisation programme.

2. Introduction to North Yorkshire Fire and Rescue Service

North Yorkshire is the largest authority area in England, covering over 3000 square miles and including seven districts and boroughs and the City of York. The population of 819,800 is spread across isolated rural settlements and farms, market towns and larger urban areas such as York, Harrogate and Scarborough. The geography and sparsity of the county brings challenges to the way NYFRS delivers its services to the public.

In 2017/18 NYFRS attended 6,475 emergency incidents. This compares with 110,107 incidents attended by North Yorkshire Police. NYFRS staff work hard and have an impressive track record of reducing not only the number of incidents they attend, but also deaths and injuries from fires and on the county's roads. Partly because NYFRS is proactive in preventing incidents, it now attends fewer fires and incidents than ten years ago. However, the number of fire stations, fire engines and operational personnel who attend incidents has remained broadly the same. Across England, there are now 23% less firefighters than there was 10 years ago.

NYFRS has 46 front-line fire engines and the table below provides a snapshot of how that compares to other services as well as the number of fire stations per 100,000 residents. Table 1 shows the service has the second highest number of fire stations per 100,000 residents when compared to the others. This is partly due to geography of the county, the population sparsity over a large rural area and the two national parks.

Authority	No. Fire Stations	No. Stations per 100,000 residents	No. Fire Engines*
North Yorkshire	38	4.6	46
Cumbria	38	7.6	45
East Sussex	24	2.9	41
Kent	58	3.2	75
Oxfordshire	24	3.7	34
Staffordshire	33	2.9	<i>Info not available</i>

**Refers to number of traditional pumping appliances and does not include specialist equipment / appliances*

Information collated from respective authority websites, corporate plans, performance reports, etc.

Financial Information

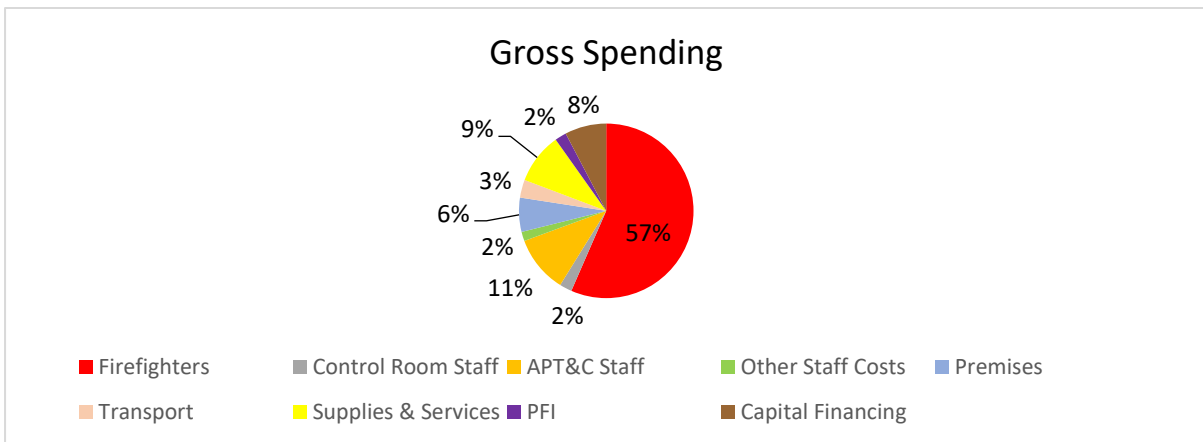
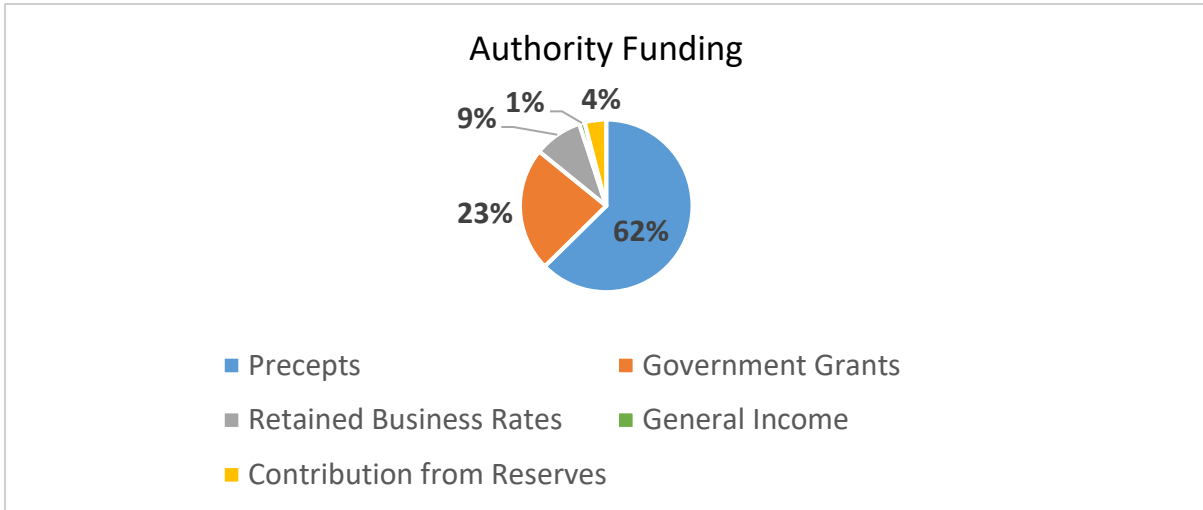
The service is facing significant financial challenge as the authority is facing a total recurring shortfall of £2,510k by 2022/23. This gap is currently funded by the use of one-off revenue reserves which is not sustainable. The Commissioner has a duty to ensure the service is on a safe and solid financial footing.

There is an assumption applied that funding from the government will continue to decrease and there are limitations associated with the level of income which can be achieved locally through the precept element of the council tax.

In relation to raising funds for the outcome of the current national pay negotiations, going forward, there may be some relaxation concerning the capping associated with the precept. For NYFRA, the additional precept generated from a 1% increase in 2020/21 would be £220k (per annum if continuing beyond 2020/21) therefore reducing the savings gap. Due to the potential linkage to the pay award this cannot be relied upon in relation to the required savings

Currently about 23 per cent of funding comes from the Government while 71 per cent is raised locally, mainly through the fire precept and business rates. It could be assumed that by 2022 potentially, three quarters of the funding available for fire and rescue in North Yorkshire will be raised locally.

The two pie charts below show how the Fire Authority is funded and how the money is spent on services.



As can be seen from the chart above, 61% of the Authorities funding is spent of human resources which is normal for an organisation such as NYFRS. Other higher levels of spend are on Capital Financing and Supplies and Services.

Table 2 below identifies that the authority is facing a total recurring shortfall of £2,510k, starting with £1,210k in the current financial year (2018/19). This gap is currently funded by use of one-off revenue reserves which is not sustainable.

	Baseline	Incremental Position				
	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total
Net Spending	31,180.1	+718.5	+808.2	+871.5	+1,108.7	
Funding	(29,970.1)	(722.5)	(384.2)	(531.5)	(568.7)	
Recurring Shortfall	1,210	-4	+424	+340	+540	2,510

The Section 151 Finance Officer has proactively overseen a review of the budget assumptions, covering areas such as the assumed increase in Council Tax, pay awards and business rate receipts. This exercise identified a likely further ongoing financial pressure of approaching £1m per annum. When added to the original £2.5m gap, this means that the total shortfall is in the region of £3.5m.

Table 3 therefore assumes that the figure of 3.5 million is used in this ODP.

Financial Year	Minimum Financial Outcome / Cashable Savings Millstones	NYFRS Medium Term Financial Plan (MTFP) cumulative shortfall before saving
2018/19	£0.7m per annum	£1,703

2019/20	£1.4m per annum	£1,867
2020/21	£2.1m per annum	£2,371
2021/22	£2.8m per annum	£2,796
2022/23	£3.5m per annum	£3,427

Costs of Fire Stations

For the purpose of this ODP, the cost of a single wholetime fire engine a year is £907,774. For day-crewed it is £549,059 and for a retained station it is £78,825. These are all indicative staffing costs only so exclude the cost of training, vehicles and fire-kit etc.

3. Overall Case for Change and Design Principles Going Forward

First Steps

The Baseline Report, published in November 2018, provides a series of recommendation for the service to consider. The main elements of the report create the foundations of the ODP namely,

- A fundamental review of the service to feed into future service design and Strategic IRMP
- A joint approach with the police around estates, fleet and procurement
- A joint approach with the police concerning training and development
- Considerations around a joint team which provides operational support to NYFRS and NYP
- A Strategic IRMP covering at least 3 years
- As part of the IRMP, a new Risk Reduction and Prevention Strategy potentially leading to a single team with the police
- As part of the IRMP, a new Protection (Technical Fire Safety) Strategy
- As part of the IRMP, a new Response Strategy which includes a Response Standard
- Taking into full consideration the priorities of the PFCC Fire and Rescue Plan

Fundamental Review of North Yorkshire Fire and Rescue Service.

To understand where the service needs to be in the future, a fundamental review of NYFRS should take place which covers all strategic aspects of the service. A process should be applied to ensure the outcome robust and defensible. Historical data including looking at number, type, location, date and time of previous 999 incidents in recent years should be the starting point.

- The review process should use the latest and longer-term information from others. This should include data from other sources such as Health, Clinical Commissioning Groups, the Local Resilience Forum Risk Register and local authorities. This will gather information such as social deprivation, future house planning, transport and future industrial areas. By considering this information and evidence, the service will be able to assess the potential change in community risk and change how it delivers services to the public.
- Once this evidence is clear, the service can evidence how it best responds to likely future incidents. This will include the speed with which it attends, the number and location of fire engines and how those fire engines are crewed with firefighters during the day and at night to meet the demand profile.
- A full review of the fleet should be included in the fundamental review. The outcome should be a single and fully integrated approach to the identification, procurement, equipment and positioning of fleet covering both NYFRS and North Yorkshire Police. As part of the fleet review, consideration should be given to examining the potential arrangements for discharge of functions by others through neighbouring authorities under Section 16 of the Fire and Rescue Services Act. Non-emergency fleet, such as logistics vans, should also be reviewed, as there are opportunities for rationalisation and standardisation.

- The fundamental review should also include a joint review of the estates (buildings) with the police resulting in a single estates strategy. All Fire Stations should be reviewed to make sure they are in the right place and used by other organisations to save tax payers money.
- A further managerial review should also take place to ensure the service is lean and operates with a flatter structure.

Everything must be on the table to be examined. We must be realistic that on occasions, fighting fires is labour intensive. Consequently, the vast majority of the funding is spent on this function. Going forward, the service will have to think differently particularly around crewing. Nearly all FRS's in England have been on the journey NYFRS is now commencing. In 2015, the service conducted a Fire Cover Review so has a significant database of demand and incident information. This database will assist the service in contributing to the fundamental review of the service.

The primary objective of NYFRS will always be to provide the best possible service to the communities they are here to serve. The Home Office reform programme has set out further requirements to make the service as efficient and as effective as possible. The fundamental review can learn from nearly every service in England who have considered and or implemented new approaches to the positioning and crewing of fire engines. These include;

- Flexible working practices outside of the nationally agreed conditions of service to plan to redesign frontline, emergency response service so that staffing is even more closely aligned to both risk and demand.
- Introduce new ways of staffing fire stations through increasing Flexible Roster System. This empowers managers and staffing is managed on a local level with individual fire stations becoming self-sufficient and locally responsible for ensuring fire engines are adequately crewed.
- Close Proximity Crewing whereby firefighters work at the station as normal during the day and live in standby accommodation at night. (Recent case law needs to be considered.)
- Day Staffing where-by the first fire engine is permanently staffed both day and night, but the second fire engine is available during the day time only, or when the demand from incidents and community safety activity is at its highest.
- Increasing the use of Retained Duty System (RDS) firefighters, by employing on-call 'resilience' crews to stand-by at night on those occasions when operational demand requires it.
- Supporting the RDS system more by making more fire engines available during the day when they know our demand from incidents, community safety work, risk inspections and operational training is highest.
- Change existing two fire engine stations so that only one of the fire engines is crewed under the existing wholetime staffing model. The second fire engine will become permanently staffed in the day during peak times ('day staffed') but retained at night.
- Fire stations aligned to risk so in the longer-term fire stations are better placed to respond to risk in the county.
- Fire station are only crewed and available during peak demand periods and are taken off the run completely during low demand periods.
- Creating a 'Staffing Bank' on flat rate overtime used to cover shifts on a regular basis enabling firefighters to earn more money but reducing the overall numbers employed.

Service Priorities

As the team is completing the fundamental review, they should be guided by the draft PFCC Fire and Rescue Plan which identifies 4 priorities. The priorities are considered to be most important to helping achieve the vision of making North Yorkshire safer. They are as follows;

- **Caring about the Vulnerable**
An in depth understanding of how we can best protect the most vulnerable people in our society.
- **Ambitious Collaboration**
Reaching out to partners and work with others to drive innovation, create a safer society and deliver better value for money
- **Enhancing Customer Experience**

Embed an outward facing perspective to guide all of our endeavours providing an exemplary service that exceeds expectations, whether that be in serving the public, shaping the organisation or working with colleagues and partners.

- **Building Community Resilience**

Working with partners to enable communities and businesses to become less vulnerable and more resilient when incidents occur.

The four priorities will drive the primary role of a modern fire and rescue service which is to prevent fires and other incidents from occurring. Reducing societal risk is key to a safer Yorkshire and a 999 operational response should be seen as a last resort.

Duty to Collaborate as Part of the Fundamental Review Process

The National Framework 2018 and the Police and Crime Act 2018 places a legal duty on FRS's to collaborate with other emergency services and public sector organisations. Effective collaboration is increasing across England and is making a positive difference to the public we are here to serve. Such outcome-based collaboration includes;

- Shared response through gaining access to premises to assist partner agencies. This is now carried out in many fire and rescue services. It sees firefighters provide humanitarian assistance at emergencies where people are thought to be in need of urgent medical attention but where ambulance service paramedics cannot gain access, for example when they are locked indoors. The work used to be carried out by police officers and it is estimated to save tens of thousands of hours of police time each year.
- Emergency First Responders whereby firefighters are called out to certain life-threatening incidents at the same time as an ambulance. An EFR does not replace the usual emergency medical response from the Ambulance Service. However, fire service resources within the local community could mean they are nearer to the scene in those first critical minutes of a medical emergency, delivering life-saving care until an ambulance arrives.
- Transporting patients to hospital once they have been triaged and stabilised at the scene by paramedics.
- Involvement with missing persons and evidence searches.
- Ambulance stand-by points through modifying fire stations to allow ambulance staff to share space. Such sharing includes office space for ambulance staff, welfare facilities and ambulance parking bays. It also allows for shared use of meeting rooms and gyms. (Through a single estates policy with North Yorkshire Police the service would be able to accommodate police staff too, making NYFRS a true tri-service organisation.)
- Shared resources, including buildings and systems to share information on vulnerable people.
- Shared services, including community safety work and support functions.
- Improved emergency response delivery, including interoperability and shared operational learning.
- Joint procurement personal protective equipment, systems and operational equipment.

Integrated Risk Management Planning

As required under the Fire and Rescue Framework 2018, NYFRA is required to publish an Integrated Risk Management Plan (IRMP) which must undergo public consultation.

The fundamental review of the service will identify the future shape and size of NYFRS to ensure it is fit for purpose. This will identify a modernisation and rationalisation programme to deliver a more intelligence and evidence-based service delivery and reduce costs. From a strategic and political level, the above information should directly contribute into the Strategic IRMP covering at least 3 years, in preparation for public consultation in late 2019.

The Strategic IRMP will then set out how it will address those risks through the following approaches and strategies;

- Really focussing on working with others to prevent fires, accidents or incidents from happening. It will do this through publishing a new Risk Reduction and Prevention Strategy.

- Prioritise how to work with businesses in North Yorkshire to keep employees and the public safer when they use or stay in those buildings. It will do this through a publishing a new Protection (Technical Fire Safety) Strategy.
- Set out how the service will respond to likely future incidents when a 999 is received. It will do this by publishing a new Response Strategy which includes a Response Standard.
- Considering the four priorities associated with the PFCC Fire and Rescue Plan.

Once Enabling Services has been created, the residual structure of NYFRS will primarily exist to deliver the legislative and statutory functions associated with a fire and rescue service. Those statutory functions will be delivered through the publicly agreed IRMP. The term 'integrated' is used to reflect the fact that community risk is managed by balancing the way we deliver services across three interlinked disciplines:

- Prevention – trying to prevent emergencies from happening in the first place;
- Protection – ensuring that fire safety standards in buildings are appropriate;
- Response – minimising the impact of emergencies through well-trained, well-equipped firefighters who respond quickly and effectively

An opportunity exists for the service to be restructured and to realign with the residual responsibilities. Additionally, the service should seek to take advantage of the collaborative opportunities which present themselves through the new governance structure and closer working with NYP.

This ODP contains many elements and recommendations which will need to go through public consultation as part of the IRMP Process.

4. The Journey to Ensure NYFRS is More Efficient Going Forward.

The main purpose of this ODP is to assist the team completing the fundamental review by providing both strategic and organisational areas to examine in further detail to deliver against the £3.5 shortfall.

As a publicly-funded organisation, people rightly expect NYFRS to use its resources responsibly and efficiently. The public, local politicians and staff want to see that the service is cutting spending where it is no longer required and protecting frontline services as much as possible.

The following section consists of three parts which are as follows;

- Part 1 explains roughly costed areas/projects of the service to consider which do not have to go through the IRMP process and/or public consultation to be delivered. Once agreed, these can therefore be immediately implemented.
- Part 2 relates to roughly costed areas/projects for the service to consider which are required to be subject to formal consultation via the IRMP process.
- Part 3 related to areas/projects for the service to consider which will lead to efficiencies but are of a nature which require detailed analysis or are part of a long-term organisational development journey.

5. Part 1 – Non-IRMP Areas/Projects

Table 4 below is a summary of all the projects/areas the service should consider which are deliverable without the formal need for public consultation. Some will require negotiation with representative bodies, but others will be for consultation only prior to implementation. Projects are rated concerning their sensitivity concerning deliverability being High (H), Medium (M) and Low (L). The financial figures are explained within the period of the refreshed MTFP.

Area	19/20	20/21	21/22	22/23	Delivery Sensitivity
Planned Savings and Management Challenge	£869,000	£869,000	£869,000	£869,000	L
Enabling Services	£400,000	£400,000	£400,000	£400,000	M
Senior Management Review	£200,000	£200,000	£200,000	£200,000	M
Bank Holiday Crewing	£102,385	£102,385	£102,385	£102,385	H
Coxwold House Lease	£75,000	£75,000	£75,000	£75,000	L
Capital Programme Realignment	£100,000	£239,200	£503,700	£782,000	L
Acomb, York, Huntington Pooled Crewing*	£75,000	£75,000	£75,000	£75,000	H
ALP Capital Replacement Realignment	£53,000	£53,000	£53,000	£53,000	M
Future Equipment Procurement Challenge	£50,000	£50,000	£50,000	£50,000	L
Trade Union Leave	£40,000	£40,000	£40,000	£40,000	M
Operational Staffing Bank	£20,000	£40,000	£80,000	£100,000	H
Provided Response Cars	£20,000	£40,000	£40,000	£40,000	L
Special Service Charge	£10,000	£10,000	£10,000	£10,000	L
Establishing Trading Arm		£100,000	£125,000	£150,000	M
Consistency of TRV Crewing at 3*			£325,000	£332,000	H
Further non-staffing budget Challenge 3%			£106,500	£106,500	L
Total Savings	£2,014,385**	£2,293,585**	£3,054,585**	£3,384,885**	

* Advisory to utilise the IRMP consultation process.

** Maximum saving total based on full implementation of all table contents and assumptions.

The sections below offer further explanation of the majority of areas identified within the table above. This is to assist the service in understanding the necessary steps to consider when moving forward with implementation.

Planned Savings and Management Challenge

These relate to the areas which NYFRS has already identified, delivered or in the process of delivering as part of their proactive action in relation to the financial situation. These were identified within the November 2018 Corporate Management Board Financial Paper.

Recommended Action

2019/20 – The service fully implements all the areas identified within November Financial Paper. This will deliver an efficiency of £869,000 PA.

Managerial Structures - Senior Managers Review.

In the business case that informed the Home Office's decision to transfer governance responsibility for North Yorkshire Fire and Rescue Service (NYFRS) to a Police Fire and Crime Commissioner (PFCC), potential benefits associated with restructuring senior management arrangements in NYFRS were identified.

In particular, the business case suggested that efficiency improvements could be achieved through sharing officers across the police and fire services – leading to a reduction in overall senior management head-count and associated costs across the two organisations.

Through Principal Officer retirements, this area of efficiency is primarily focused on uniformed strategic management arrangements associated with fire and rescue service delivery. This is on the basis that

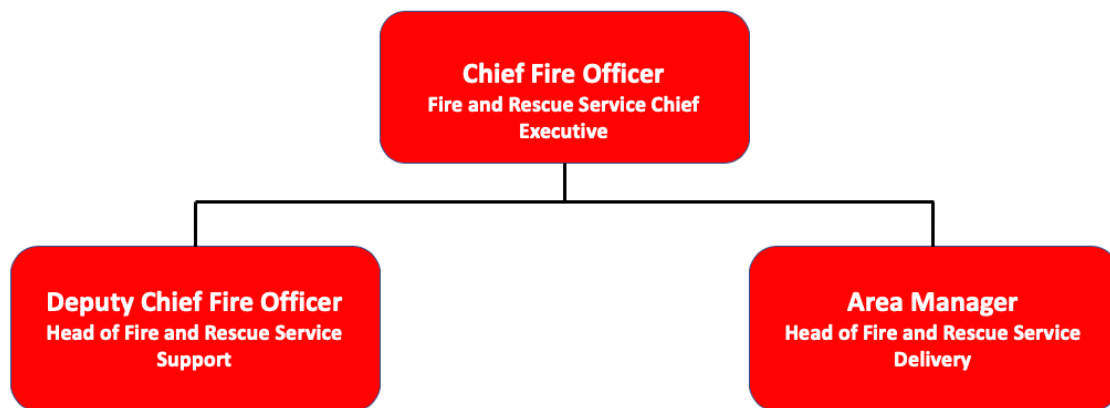
the following key decisions have already been taken by the PFCC, as part of a broader review of governance and managerial arrangements:

1. That managerial responsibility for enabling services will be assigned outside from the NYFRS management structure.
2. That the statutory roles of Monitoring Officer and Section 151 Officer will be shared across the police and fire and rescue functions for which the PFCC has governance responsibility.
3. That the Chief Fire Officer will occupy the statutory role of Head of Paid Service for the Commissioner's Fire and Rescue Authority.

Proposed Management Structure

As a result of a joint police/fire enabling services function being established, the span of senior managerial responsibility within NYFRS will narrow. This provides an opportunity to reduce the number of Principal Officers from three to two.

It is proposed that the following strategic management structure be put in place:



It is further proposed that the post-holders be assigned the following responsibilities:

Chief Fire Officer – Fire and Rescue Service Chief Executive

- Head of Paid Service
- Principal professional advisor to the PFCC on fire and rescue service matters
- NYFRS representative at Executive Board meetings
- Staffing, Financial, Operational and General Functions delegated to the Chief Fire Officer/Chief Executive in the Corporate Governance Framework
- Joint managerial oversight of the Managing Director responsible for police/fire enabling services, and 'client-side' management of associated service level agreement/s
- Lead responsibility for promoting collaborative working and establishing strategic partnerships
- Lead strategic responsibility for development of North Yorkshire Single Public Safety Service
- Engagement with the National Fire Chiefs Council

Deputy Chief Fire Officer – Head of Fire and Rescue Service Support

- To deputise for the Chief Fire Officer
- Strategy, planning and performance management
- Discharge of responsibilities under the Civil Contingencies Act
- Fire Control
- Operational training
- Health and Safety
- Income generation

Area Manager – Head of Fire and Rescue Service Delivery

- Prevention – Head of Police/Fire Community Safety Service
- Protection and Business Safety
- Emergency Response
- Volunteers

The service currently has 8 Group Managers which ensure that 2 are available for the silver operational rota. The District Group Managers each oversee 2 Local Authority Areas which is working well. It is not proposed to suggest any changes to this structure as it is commensurate with a place-based approach, ties in with local resilience arrangements, Safety Advisory Groups and local policing. It will also be the appropriate structure for a single public safety service across the county which is likely to comprise of local delivery hubs.

Recommended Action

2019/20 – The new Senior Management Structure is adopted by the PFCC. With the reduction in uniformed posts and the realignment of salaries to reflect the residual responsibilities, an efficiency of £323,020 would be achieved. It will result in a flatter managerial structure. A figure of £120,000 is already within the Planned Savings and Management Challenge line through the implementation of the current temp structure. The new Senior Management Structure will therefore add a further £200,000 PA of efficiency.

Rationalisation of Watch Mangers

There are currently 3 wholetime crewed (24/7) fire stations (Acomb, York and Huntington) which cover York and surrounding areas. Each fire station currently has its own establishment (total number of firefighters and supervisory officers). Each Watch currently has 4 firefighters, a Crew Manager and a Watch Manager

The establishment levels are as follows;

Acomb, 4 Watches of 6 = 24

York, 4 Watches of 6 = 24 (plus one additional FF position to enable permanent trade Union Leave to be granted.)

Huntington, 4 Watches of 6 = 24

Total Establishment across the three Stations is 72 Operational Positions

By creating a flatter managerial structure and replacing two sets of Watch Managers with additional firefighters, it is possible to reduce costs but keep the same number of operational posts.

This can be achieved by 'pooling' the establishment across all three stations and then removing the Watch Manager positions from two of the fire stations. The set of remaining Watch Managers then have responsibility for ensuring there is sufficient crew available across all three fire stations correlating to their Watch colour. This has been successfully implemented in other fire and rescue services.

The Crew Managers are then in-charge of the on-duty crew associated with each fire station. On the occasions when the Crew Manager is on leave, an identified firefighter will act-up to Crew Manager. Such acting up can be part of the succession planning approach of the service.

The financial savings associated is and is made up of the following key elements;

1. Firefighter Annual Salary (Including employers on costs) is approx. £40k
2. Watch Manager Salary (including employers on costs) is approx. 49K

By removing 8 Watch Mangers and replacing them with 8 firefighters it will create a saving of £72K PA

It may also be possible to reduce the overall number of firefighters across the three stations. Other services which have implemented the same approach have reduced the collective establishment across the fire stations by 4 firefighter posts (particularly if self-rostering is implemented). This should be closely examined in future as it may be a way of delivering a further efficiency of £160K or the 'excess' staff can assist with the Operational Staffing Reserve. The £160k does not form part of the financial figures within Part 1 and any reduction in posts would require inclusion within the IRMP process so would therefore be subject to full public consultation.

The above is in-line with approach to achieve a flatter managerial structure with no impact on service delivery

Recommended Action

2019/20 – A flatter managerial structure is implemented across the three stations which cover the York and surrounding area. This will deliver an efficiency of £72,000PA

Enabling Services.

As part of the Transformational 2020 project, NYFRS supporting functions will transfer into the new Enabling Services entity which will jointly provide services into both NYFRS and North Yorkshire Police (NYP).

The project concerning the creation of a joint approach between NYFRS and NYP to deliver the supporting functions through an Enabling Services entity is dealt with in detail via a wider PwC Business Case. However, for the purposes of this ODP the projected financial savings need to be included which are believed to be in the region of £400k.

Recommended Action

2019/20 – The services fully embrace and delivers Enabling Services. This will release an efficiency of £400,000 PA.

Bank Holiday Working.

Fire Stations have an establishment level and then minimum crewing levels. Minimum crewing is the number of personnel required to be on duty at any one to ensure fire engine can be crewed.

When a bank holiday occurs, on-duty staff attract overtime and a day of in lieu. The current leave policy does not include any measures to ensure that crewing is at a minimum during the 24 hours of a bank holiday. As a result, staff often elect to work on a bank holiday to attract the enhanced hourly rate. This means there are more staff on duty than is necessary and an additional burden to the tax payers of North Yorkshire and the service.

The leave policy should be re-negotiated with the appropriate representative bodies so that crewing is at a minimum during the 8 bank holidays. This has been successfully implemented in other services including Oxfordshire and Berkshire .

When you examine the hourly rates associated with overtime and the potential excessive crewing leaves, moving to minimum crewing on Bank Holidays will deliver an efficiency of £102,385. This figure consists of the following elements.

Wholetime Stations

Scarborough = 2 wt. engines – 10 per watch, minimum is 7 = 3

Harrogate = 2 wt. engines – 10 per watch, minimum is 7 = 3

Acomb = 6 per watch, minimum is 4 = 2

York = 6 per watch, minimum is 4 = 2

Huntingdon= 6 per watch, minimum is 4 = 2

Day Crewing Stations

7 stations= 6 per watch, minimum is 4 = 12

Establishment and Minimum Crewing

Overall on duty Establishment = 80

Overall minimum Crewing Establishment = 54

Potential Excess crewing on BH = 26

Hourly OT per FF 20.51 (2018 pay award pending)

20.51 x 24 hours x 26 firefighters x 8 bank holidays. = £102,385

(The above figured are a minimum saving. Additional Savings are also realised through a reduction in the number of Supervisory Officers (Crew and Watch Managers) on duty although this number is variable so has not been included.

Recommended Action

2019/20 – Minimum crewing on Bank Holidays to be re-negotiated and implemented which will deliver a maximum efficiency of £102,385 PA.

Trade Union Leave and Arrangements

The current Brigade Secretary of the FBU is a NYFRS Firefighter whose primary station is York. The service is currently funding additional establishment position so that FBU resources are available 5 days per week. In this time of financial challenge and with the PFCC facing difficult decisions, it would be timely to review this current agreement. If the current arrangements were reversed, this would have the ability to reduce the establishment by 1 post. Whilst it would create a saving of £40kPA, this would need to be considered against the restrictive availability and location to attend future meetings with NYFRS management.

Recommended Action

2019/20 – A review of the Trade Union leave arrangements takes place. By reducing the overall establishment by 1, it will deliver an efficiency of £40,000 PA.

Operational Staffing Pool (OSP)

The service currently operates an Operational Staffing Reserve (OSR) which consists of seven wholtime staff, a number of Retained Variable Hours Contract Staff, other Retained are used on an adhoc basis plus Wholtime staff who attract an overtime payment.

The principles of the OSR should be used when creating the Operational Staffing Pool (OSP) a flat rate overtime staffing pool system which is used in many fire and rescue services.

The OSP can be implemented regardless of the actual shift system. A pool arrangement at flat rate of pay is a cost-effective method of paying for additional shifts. Additionally, through guaranteeing shifts, it enables employees to use the additional income against mortgage borrowing supporting more staff to get onto the housing ladder. It can be through an extension of a contract of employment or as a secondary contract.

To explain OSP systems in more detail, several Fire and Rescue Services, including Kent, Merseyside, Buckinghamshire and Hampshire operate such systems. Volunteers are included in the “pool” and they are offered additional shifts at a flat rate. Whilst this eliminates the need for overtime payments at time and a half and double time, ultimately pool systems still cost additional salary. The introduction of a pool system should also allow the flexibility to ensure that the correct number of staff are on duty at any one time. This gives the ability to bring extra staff in and allow staff to stay at home when not required.

Included in this pool are on-call staff and this will give them the opportunity to train and work alongside Wholetime Duty System colleagues.

The main group of potential “pool” members are staff who are on their days off and they could be used to fill gaps in cover. The ‘Working Time Directive’ stipulates limits on the additional hours worked. To ensure this system is robust, local negotiation would need to take place to provide the necessary contractual arrangements so that staff will be available to work the additional hours.

There are savings that can be made by managing crewing at a predetermined level across the county in order to flatten out any peaks and troughs due to unplanned absence, aiming to maintain a minimum strength on stations, watches and fire engines. This needs central control and management and there are technological software solutions to ensure effective implementation.

The savings are achieved through the following broad areas.

- No longer having to pay for training associated with the pool (as they are already trained and maintain competency whilst on duty)
- Less PPE required across the service leading to saving
- Less staff employed overall as no need to cover holidays
- Employers costs are reduced due to less ‘on-costs’.

As a general rule, 9 members of staff who operate on the bank system will save the authority 1 FF position and therefore a savings of £40k. The service should aim to achieve a bank of 25 members of staff who operate around a guaranteed additional shift bank system which will create an efficiency of approach £100k PA.

There are plans to integrate two software systems in the organisation which will assist in managing fire engine availability. Individual operational crew members declare their availability via the FireWatch software platform, but the Fire Control Room uses the Vision software platform. Once the integration of the two systems takes place, the availability from FireWatch will be ‘live and visible’ through Vision therefore enabling the Duty Group ‘Ops’ Manager, OSR and Fire Control to make more proactive and informed decisions. Such technology will also assist with the management of the OSP.

Recommended Action

2019/20 – An OSP is introduced into NYFRS with a view to the delivery of £100,000 PA by 2022/23

Income Generation Trading Arm

Fire and rescue authorities have the power to trade and make a profit. However, they must ensure that their commercial activities are performed in accordance with the requirements of the Local Government Act 2003, the Fire and Rescue Services Act 2004 (as amended by the Localism Act 2011), the Local Government Order 2009 and the Local Authorities (Goods and Services) Act 1970. Fire and rescue authorities must also ensure that such commercial activities are exercised through a company within the meaning of Part 5 of the Local Government and Housing Act 1989.

A trading company is a separate legal entity and the PFCC and Officers should always be aware of potential conflicts of interest when carrying out their roles for their authorities, or when acting as directors of trading companies.

Fire and rescue authorities must ensure any actions taken in respect of their trading companies are considered against the requirements of competition law. Any financial assistance – in cash or in kind – given by an authority that establishes or participates in it, should be for a limited period, set against the expectation of later returns, and re-paid by those returns. Any assistance should be provided under a formal agreement with the company and must be entered into for a commercial purpose. Before entering into such an agreement, the authority should satisfy itself that it will achieve its objective, and the company should satisfy itself that it will meet its objective in terms of its business plan. The parties should consider any State Aid implications and obtain their own expert advice where necessary.

About 50% of the English FRS have trading arms which tend to focus on four key areas: Specialist training, fire management and engineering consultancy, operational services and business fire safety solutions.

NYFRS should consider the creation of a trading arm to help and support the financial position with 100% of the profits going back into the Service. Generally, all income generated by Trading Companies is used for our community safety projects to help keep communities safer. It is not generally used for operational firefighting purposes and is not treated as part of the base budget.

Under the Governance of a PFCC a unique opportunity presents itself as the Trading Company could also offer crime reduction and protection activities associated with policing and security.

North Yorkshire County Council already have several Trading Companies established so local experience exists to help support the establishment of arrangements in North Yorkshire. With the correct commercial leadership, the company could create an income in year one but factor such as loan repayments need to be considered. The service should set a target of a £150k PA income to be gifted to the service.

Recommended Action

2019/2020 – NYFRS researches and establishes a Trading Arm with a view to delivering a ‘gifted’ income into the service of £150,000 PA by 2022/2023.

Tactical Response Vehicles

Many FRS's in the UK have , or are planning to, move away from a standard fleet of fire engines and move towards smaller units which still carry fire-fighting and rescue capability. West Midlands, Hampshire and Oxfordshire are examples of services where this approach is embedded and is delivering efficiencies.

NYFRS has researched, procured and received delivery of 6 TRV's and has therefore invested heavily in this capability. Despite the current industrial relations climate, the service needs to realise the benefits of this investment particularly in relation to the financial situation. At the time of writing this report, the TRV's are successfully passing the testing requirements.

The Tactical Response Vehicles (TRVs) were introduced in NYFRS 2017 as part of the review of the fire cover, which was undertaken as the number of incidents the service attends over recent years has reduced significantly.

New technology and procedures allow these vehicles to be crewed by fewer staff than a standard fire engine. They replaced a standard fire engine in areas of relatively low risk and where there is another standard fire engine in the same fire station. The business case for the introduction of these vehicles identifies an annual saving of at least £800k through crewing with two personnel.

TRVs had replaced one of the two standard fire engines at Harrogate, Scarborough, Malton, Northallerton, Ripon and Tadcaster Fire stations.

As seen in many other services now across England, they are equipped to be able to respond to, and deal with small incidents, such as bin fires, on their own. They also attend more serious incidents, such as house fires and road traffic collisions, alongside standard fire engines, and other resources. The original plan was to crew the vehicles using three staff, rather than four or five on the standard fire engines.

Recognising the reduction in crewing to three per unit, an honest conversation needs to be held with the workforce. This will be concerning the financial efficiencies which these vehicles can deliver as well as being part of safe system of work for firefighters.

Once confirmation is received from the testing agency and staff have received suitable refresher training, they should be introduced back into the fleet. The service should review there positioning but ensure the original ability to secure a £325,000 efficiency through crewing with 3 personnel.

Temp CFO Rushworth has confirmed the service will be able to reduce the headcount without the need for compulsory redundancies.

Recommended Action

2019/20 - TRV's are reintroduced into operational response of NYFRS with a view to realising the full benefits of the original business case to deliver an overall reduction in the establishment staffing numbers by 2021/2021. Through crewing with three, this will release an efficiency of £325,000 PA.

2021/22 – NYFRS completes a further operational assessment of the ability to crew the TRV's with two personnel which will deliver a minimum of £800,000 PA as identified within the original business case.

Charging for Special Service Calls

Section 19 of the Fire and Rescue Services Act 2004 allows the Secretary of State, following consultation, to set out by order the services for which a Fire and Rescue Authority (FRA) may charge, and the persons who may be subject to that charge. These issues are further clarified by Statutory Instrument 2305. The 2004 Act increases the number of statutory duties placed upon FRA's and widens the scope for the range of services that may attract a charge. However, FRA's are prohibited from making a charge for: -

- Extinguishing fires or protecting life and property in the event of fires (except at or under the sea)
- Emergency medical assistance

FRS may charge for certain activities which fall outside of their statutory functions. An example would be once the emergency phase is over and a chemical spill is contained, NYFRS can clear-up the chemical which would have been done by a specialist contractor.

Through Fire Control being more aware and via empowering local managers to become more proactive, the service will be able to create an income stream against special service calls.

The service should aim to achieve an income against special service calls of 10k PA.

Recommended Action

2019/20 – NYFRS ensures all Fire Control and Operational Supervisory roles are aware of the need to maximise the opportunities to charge for services which fall outside of the statutory functions of the FRS. Such a proactive approach should secure an income stream of around £10,000 PA.

Response Cars

Activity is currently underway within NYFRS to understand the options concerning the purchasing or lease arrangements associated with officer's cars. A decision to purchase will increase overall capital programme costs initially, but this may be offset, at least in part, by reductions in lease costs and income from residual values of vehicles when sold.

Most services are moving away from lease vehicles and have moved to purchased (provided) cars. This is in terms of both pool car arrangements or provided cars for officers who respond to incidents as part of the command structure and the day to day management of geographical areas.

Ultimately, through a single fleet policy with NYP, there is no reason why the same make and model of response vehicle used by frontline police constables cannot be used for FRS Officers. Considerations such as four-wheel drive capability will need to be taken into account, but a single fleet strategy should seek to reduce the overall number and type of vehicles. This also has a positive knock on effect to the servicing and maintenance regime (purchasing of parts) and training skill requirements of the mechanics.

Additionally, many FRS's and other public sector bodies are also reducing the number of pool cars through agreeing arrangements with employees concerning the use of public transport or utilising their own private vehicles. Such policies are also part of organisational carbon reduction activities/pledges.

Recommended Action

2019/20 – The services moved to a provided fleet used for both pool and response purposes with a view to a single fleet approach with NYP. The service should work on the assumption that such an efficiency of £20,000 can be delivered in year 1 rising to £40,000 PA in year 2 (2020/21).

Managerial Challenge and Budget Exercise

As the service evolves, restructures and reshapes the financial draw upon different budget lines will change. The service should complete another zero-based budget challenge exercise in 2021 with a view to reducing the overall cost of non-employee related budgets by 3%

Recommended Action 2022/23 – Managerial challenge outcomes are implemented delivering an efficiency of £106,500 PA.

Current Capital Programme

The service has already reconsidered and readjusted the capital programme particularly in relation to estates. A recent paper went to the Corporate Board agreeing a new premises capital, repairs and maintenance approach. This new approach will run for the life of the MTFP and should, if successfully implemented, deliver an efficiency against the capital budget of £782k by 2022/23.

Through a single estates policy with NYP it is possible to increase the level of saving. However, it is prudent to leave the financial savings figure as is. This will enable the service re-invest any further savings in more preventative maintenance or improvements in technology which will lead to further efficiencies. The service may also wish to consider 'invest to save' opportunities alongside carbon reduction and sustainability investments.

Recommended Action.

2019/20 – The new NYFRS Capital approach is fully implemented with a view to the full effect of efficiency savings of £782,000 PA being realised by 2022/23

Equipment Procurement Challenge

As part of a wider procurement approach, the service should examine the type, quantity and utilisation of equipment used within the fleet. Such an exercise will identify efficiencies going forward as part of the current replacement programme.

Recommended Action

2019/20 – The service directs Operations to complete a review with a target of delivering an minimum efficiency of £50,000 PA.

6. Part 2 Areas/Projects Requiring IRMP Consultation Process.

Table 5 below relates to projects/areas for the service to consider. These will require formal public consultation via the IRMP process. They will all be very sensitive to deliver and require a significant amount of managerial time.

Suggested Station/Capability	Suggestion relating to Station/Capability	Revenue Saving if implemented	Delivery Sensitivity
Single Deliverable Areas			
NYFRS Fire Control	3rd Party Call Receipt and Mobilising	£575,000 savings against salaries. A further £100,000 against revenue and £100,000 PA release from Capital pressures	H
Fire Protection Review	Reduction in 1 x WM and 2x Assistant Inspectors	£108,000	H
ALP Review	ALP Capital Programme already accounted for on table 4	£53,000	H
Closure of Lofthouse Voluntary FS	Lofthouse Voluntary Fire Station has been mothballed for two years.	Permanent closure would create a budget saving of £4,881 (£1,221 revenue, £3,660 payroll).	H
Deliverable Options			
Harrogate	Second Fire Engine to 12 hours shifts to meet busy demand periods only	£453,887	H
Harrogate	Second pump to Nucleus Crewing	£227,500	H
Harrogate	Shift to Day Crewed (2 Pumps - 1 WT and 1 RDS)	£1,266,489 saving against Wt. then an additional cost of £78,825 for RDS	H
Harrogate	Shift to Day Crewed (2 Pumps)	£717,430	H
Scarborough	Removal of Second Fire Engine	£907,774	H
Scarborough	Second Fire Engine to 12 hours shifts to meet busy demand periods only	£453,887	H
Scarborough	Second pump to Nucleus Crewing	£227,500	H
Huntington	Closure of Fire Station	£907,774	H
Huntington	Removal of Fire Engine at Night (or the 12-hour quiet period)	£453,887	H
Huntington	RDS Only	£828,949	H
Acomb	Removal of Fire Engine at Night (or the 12-hour quiet period)	£453,887	H
Acomb	Shift to Day Crewed	£358,715	H
Review Day Crewing Stations	Low Demand/Risk Potential for Station (S) to move to Nucleus Crewing supported by RDS	Per Station - £227,500 saving against Wt. then an additional cost of £78,825 for RDS	H

The sections below offer further explanation of some of the areas identified within the table above. This is to assist the service in understanding the necessary steps to consider when moving forward with implementation.

Fire Control

Under the Fire Services Act 2004, NYFRA is required to ensure arrangements are in place to receive emergency calls. NYFRS currently has its own Fire Control in Northallerton. As can be seen from table 6 below, the numbers of firecalls dealt with by NYFRS Fire Control is low and is reflective of the falling demand seen by the service.

2017 / 2018	No. Calls	% change compared to 5 Year Average
Emergency Calls Received	12,148	-
Mobilisations to Calls	8,366	-
No. Malicious Calls	104	24.4% decrease
No. Malicious Calls challenged	30	-
No. False Alarms Attended (from Automatic Alarms)	2095	16% decrease
No. False Alarms Not Attended (from Automatic Alarms)	858	21.6% increase

The service has an agreement with Cornwall County Council Fire and Rescue Service in terms of how the two services work together and create a connected 'virtual' Fire Control Function. This includes the ability for Cornwall to take 999 calls and mobilise NYFRS resources in spate conditions (like flooding or snow) and at times of high call volume. The arrangement is reciprocal to Cornwall. Such arrangements have enabled NYFRS to drop from three Control Staff to two at night.

However, future options associated with NYFRS retaining its own Control Room needs to be carefully examined. This was a recommendation in the baseline report. Future options include;

- Retaining the current function and extending the current contract (this would include the need for Capital Investment of £1m around changing hardware and upgrading the systems)
- Retaining its own Control Room but consider other societal benefits, such as the ability to monitor alarms, and offer this to other organisations who provide 24-hour callout. This could also be 'scaled up' at a later stage to consider such activities as triaging 111 calls on behalf of the ambulance service or creating a true 'Integrated Blue Light Control'. (This will create an income stream for the new entity)
- A single call receipt and mobilisation function across police and fire in North Yorkshire
- Creating a joint entity with another FRS
- Consider whether formal arrangements could be put in place whereby another FRS Control Room accepts 999 calls and mobilise fire engines in North Yorkshire

The last option may offer better value for money and increase resilience. An example of an organisation which could be approach is North West Fire Control as they currently use the same operating systems and NYFRS. This would mean transition and transfer is less problematical.

North West Fire Control is a public sector company set up exclusively by the Fire Services in the North West to jointly handle all 999 emergency calls and be responsible for mobilising firefighters and fire engines to incidents in Cumbria, Lancashire, Greater Manchester and Cheshire. It currently covers a diverse area of over 5000 square miles with a population of over 5.5 million people.

NW Fire Control Ltd is a local authority controlled company governed by a Board of Directors made up of Councillors from each Fire Authority.

NYFRS Fire Control Room has a running cost approximately £735k pounds a year and is due for renewal and refresh in 2023. Capital investment associated with a refresh of the room would be in the region of £1m.

The service should actively examine options around creating an agreement with an external third-party Fire and Rescue Service, or a company such as NW Fire Control Ltd, to receive calls and mobilise resources on behalf of NYFRS. This may also offer a more resilient Control function going forward.

Such an agreement would negate the needs for further capital investment (freeing up that finance to assist in the wider Reserves Strategy) and create a revenue saving. The capital investment to replace is approx. £1m. If you were to transfer the capital costs into revenue based upon 10-year life of the operating system, this would produce a revenue saving of £100,000 PA from 2023. Additionally, revenue savings of approx. £100,000 PA would be delivered as against the current 'running costs of the room'. These include licences, software, line rental and utilities.

Against the current spend levels of £735k, the service should work on the assumption that it could save £575,000 PA.

Recommended Action

2022/23 - NYFRA place responsibly for call receipt and mobilisation of NYFRS assets to a third party. The third party should be established, resilient and experienced in discharging this function within the 2004 Fire and Rescue Services Act. This should release an efficiency of approx. £575,000 PA.

2022/23 - £1,000,000 Capital investment either reallocated to other projects or realised via transfer into revenue delivering a saving of £100,000 (£1,000,000/10-year life = £100,000 PA.)

2022/23 – Revenue ‘running costs’ of NYFRS Control Room conclude releasing a further £100,000 revenue saving.

Fire Protection (Technical Fire Safety (TFS))

NYFRS is the designated inspecting and enforcement body for The Regulatory Reform (Fire Safety) Order 2005 (the ‘RRO’ or ‘FSO’) in the County of North Yorkshire. It is responsible for enforcing the RRO and is required to undertake risk-based inspection programmes. These involve carrying out audits of fire safety arrangements in premises that the service or fire officers consider present the greatest risk.

Table 7 below is the latest available from the Home Office and shows a snapshot of the levels of Technical Fire Safety Audits completed by FRSS and in England. It shows NYFRS deliver far more Fire Safety Audits than others partly through firefighters on fire engines completing them as well as Fire Safety Officers.

Authority	No. Fire Safety Audits 16/17	5 Year Average
North Yorkshire	2,010	1,998
Cumbria	1,003	598.2
East Sussex	299	412.8
Kent	723	1,063.6
Oxfordshire	455	399.6
Staffordshire	317	946.8
England	54,247	63,816.8

In relation to the risk-based inspection programmes and the Services approach to enforcing the RRO, table 8 below shows the high-risk dwellings in North Yorkshire and the number of these audited in 2017/2018.

Type of High-Risk Dwelling	No. in North Yorkshire	% Audited in 17/18
Separate Hospital Buildings	112	10.8%
Care Home	379	21.4%
Building >4 storeys	1,053	25.3%
Hostel	139	2.9%
Hotel	3450	6.0%
Houses converted into flats	155	7.7%
Total	5,288	11.0%

The Service has structured the delivery of its Technical Fire Safety responsibilities through three geographical areas which centre around the 3 main areas of population being York, Scarborough and

Harrogate. A Station Manager oversees each area. These three areas are not reflective of the structure associated with the Service's approach to operations which is structured in to 4 areas, each of which contain 2 district (or City for York) local authority council areas.

The service currently has 14 dedicated resources associated with TFS, these are the Stn Mangers, 5 Watch Mangers and 6 Assistant Inspectors.

NYFRS acknowledges that its Protection (Technical Fire Safety) Strategy requires reviewing to provide an effective risk-based approach to the fire safety audit programme. Through the future delivery of the Enabling Services, a process must be in place to define the level of community risk linked to business.

With a refreshed approach to the IRMP, where there is an established comprehensive understanding of risk, the future Protection (Technical Fire Safety) Strategy can be clearly defined, planned and implemented. The future strategy should use evidence and intelligence to target its protection work in areas of priority in the business community through a risk-based inspection programme which takes account of the risks in the local built environment. The Baseline Report recommended that the service should ensure their Protection (Technical Fire Safety) Strategy sets out the high-risk priorities for audit, placing its importance as an integral part of the risk mitigation element of the IRMP. The approach will be qualitative rather than quantitative. Operational crews should continue to complete lower level inspections. This may result in fewer audits than compared to now, but they will be targeted and directly addressing risk. The new strategy will also deliver against another of the PFCC's priorities namely Enhancing the Customer Experience.

Building Community Resilience is one of the four priorities of the PFCC and this includes working with businesses. From a clearly defined and planned strategy, the Area Manager Service Delivery should consider the re-organisation of the TFS Department. The outcome should be to realign the resources to match the Group Manger District approach to create uniformity in approach. By creating a more defined and targeted inspection programme, a restructure could release a Watch Manger Position (as a minimum) and two Assistant Inspectors.

Savings associated with this restructure are 48k for the Watch Manager and 60k against the 2 Assistant Inspector Posts. Total potential saving is 108k

Recommended Action

2019/20 – A full review of the NYFRS Protection (Technical Fire Safety) arrangements is completed. The new delivery model to enable a more focussed and risk-based delivery programme accompanied by an opportunity to reduce the establishment associated with this function. This will deliver an efficiency of £108,000 PA.

Aerial Ladder Platform (ALP) Provision

The service currently has 3 aerial ladder platforms which are available for high reach rescue or firefighting. There fire-calls utilisation is very low. In 2017/18 they were used on 225 occasions. Most services do not attach an attendance time to such equipment as it is not considered to be a 'first strike' capability. This is also because ALP's tend to be deployed and positioned at later stages of an incident.

Whilst there is no nationally agreed definition of a high-rise building, Building Regulations consider buildings over 18 metres in height should have a dry riser, (which firefighters can use to pump water to higher floors) and a building over 18 metres should be fitted with sprinklers. Under the Building Regs definition, North Yorkshire possesses very little properties which could be considered as high-rise. However, it must be remembered that ALP's are also used for other operational purposes. These include assisting the ambulance service in removing injured casualties from scaffolding or extinguishing fires which have spread into chimneys/roof spaces.

Through the fundamental review, the service should consider the number, type and location of ALP deployment to meet historical demand. The service does not operate with a primary crewing approach whereby the ALP's are permanently crewed by firefighters. Therefore, any ALP reduction would not result in less operational positions on fire stations. Savings would be against the vehicle replacement capital programme. The cost of a modern ALP be in the regions of 850K and generally, their full-life

period is around 15 years. Should the service elect to reduce the number of ALP's to 2 then the future capital investment could be transferred into an annual revenue saving of £53,000PA (£800k/15years). This figure is already included in table 4.

A reduction in numbers does not automatically equate to a reduction in the capability. Part of the review should also consider the availability of resources from neighbouring services and other organisations. These could be secured through a commercial arrangement or via Section 16 of the Fire and Rescue Services Act 2004. The service already has an excellent working relationship with Humberside who provider ALP support when Scarborough is off the run.

Additionally, as part of the fleet review, the service should examine the new technology and solutions offered by Combined Ariel Rescue Pumps (CARPS). These would ensure that aerial capability still exists either at the stations which currently house the capability or via placement at a more central location to the demand pattern (which could include RDS).

Closure of Lofthouse Volunteer Station

Lofthouse has been mothballed for nearly two years. Permanent closure would release a revenue saving of £4,881 (£1,221 revenue, £3,660 payroll). There would also be a positive impact on the capital programme. As part of the fundamental review, the service should examine the role of the volunteer stations.

7. Part 3 - Further Areas for Consideration.

The following sections relate to projects/areas for the service to consider which will lead to efficiencies but are of a nature which require detailed analysis or are part of a long-term organisational development journey.

Prevention (Risk Reduction)

NYFRS is required to deliver preventative and risk reduction activities under The Fire and Rescue Services Act 2004. Promoting fire safety through prevention is defined as a core function in the 2004 Act. NYFRS are discharging this function and are also involved in wider activities such as road safety. NYFRS is also active within Community Safety Partnerships through its statutory membership of such groups. Caring about the Vulnerable is one of the four priorities of the PFCC. The PFCC wishes the service to have an in depth understanding of how it can best protect the most vulnerable people in our society. Such an approach will also deliver against another of the PFCC's priorities namely Enhancing the Customer Experience.

NYFRS is a trusted organisation which has the ability to be openly welcomed across nearly every threshold in the county. Table 9 below is the latest available from the Home Office and shows a snapshot of the levels of Home Fire Safety completed by FRS's and in England. It shows NYFRS deliver far fewer Home Fire Safety Visits (HFSV) when compared to others in the group and they carry out a low number of Home Fire Risk Checks (309 per 100,000 residents)

Authority	No. Home Fire Risk Checks 16/17	5 Year Average	No. Home Fire Risk Checks 16/17 (per 100,000 residents)
North Yorkshire	2,536	2,997.2	309
Cumbria	8,777	11,625.4	1,761
East Sussex	9,240	9,845.2	1099
Kent	9,000	9,467	491
Oxfordshire	3,245	3,120	476
Staffordshire	27,745	27,775	2,464

England	590,198	621,830	1,061
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*Information collated from Home Office website
Green / red indicates improvement / deterioration versus 5-year average.*

NYFRS acknowledges it can improve the way that it targets resources allocated to HFSV. It should do this by becoming more intelligence and evidence led using its own and to data from other sources.

Although it is not a statutory requirement, NYFRS is actively involved with the York and North Yorkshire Road Safety Partnership and helps to deliver road safety awareness campaigns. Seven times as many people are killed and seriously injured on the roads of North Yorkshire (21 in 2017/18) than in fires (3 in 2017/18). Because of partnership working there has also been a reduction in the number of deaths and injuries on the county's roads.

Prevention and risk reduction is the primary focus of the service going forward. This ODP does not recommend any resources are removed at this stage until a full review has been completed by the service. This was one of the recommendations associated with the Baseline Report.

NYFRS should now review its Risk Reduction and Prevention Strategy. It should consider if, over the medium and longer-term, there would be benefit in creating of a joint NYFRS/NYP Crime, Fire and Community Safety Plan overseen and delivered through a single team across the two organisations. The single team should have a single functional head.

The review should demonstrate real understanding of the risk and vulnerability index. The future Risk Reduction and Prevention Strategy should fully take account of the needs of the local community and will be clearly linked to the 'risks' identified through the IRMP. A joint strategy should be considered with the police utilising their vulnerability data as well as understanding crime patterns. The service should ensure that its Risk Reduction and Prevention Strategy sets out the priorities for community safety, placing its importance as an integral part of the risk mitigation element of the IRMP.

The Strategy should include seeking to create stronger links with voluntary groups, such as Age UK, who work with people who are vulnerable to fire. The service should also consider creating NYFRS Community Volunteers. These help to deliver preventative activities in communities, especially those in rural areas.

The strategy should also be developed in conjunction with the outcomes of the trial currently taking place in Craven associated with the single Public Safety Service.

The current structure includes 11.5 FTE with a Station Manager Prevention overseeing the function. When you consider the low levels of HFSV this would appear to be a large team. However, with the above recommended review and restructure, it is not proposed to recommend removal of any resources. However, the existing resources and responsibilities should be fully reviewed. The Area Manager Service Delivery will have strategic responsibility for volunteers and the Group Manger (Prevention and Protection) will also have responsibility around volunteer management and coordination. Once the approach to volunteers is embedded and a cadre of Community Advocates are active, the service can revisit the establishment associated with Prevention ensuring the outcomes are maintained and/or improved upon.

With the potential creation of a joint NYFRS/NYP Crime, Fire and Community Safety Plan overseen and delivered through a single team across the two organisations, funding may be attracted from the police into the team. Regardless of this, such a review and realignment will be more effective than current arrangements and offer better value for money.

Swiftwater Rescue Capability

In England, there is no statutory requirement to respond to flooding. However, statutory requirements and public expectations are two different things. Like many other fire services in the UK, climate change and flooding is having an impact on the type of calls received.

The service currently has 5 swift-water rescue teams which are hosted on all 5 of the 7 Day Crewing Stations. When compared to other services this would appear to be above average. As part of the fundamental review of the service, the number, the and location of the swift water rescue capability can be reviewed. The standing human resources associated with this capability will remain the same as they also crew fire engines and other specialist vehicles. Any efficiency would be around the training, maintenance and replacement of the equipment. The fundamental review should consider the impact on reducing the number of teams and the subsequent efficiency.

A reduction in numbers does not automatically equate to a reduction in the capability. Part of the review should also consider the availability of resources from neighbouring services and other organisations. These could be secured through a commercial arrangement or via Section 16 of the Fire and Rescue Services Act 2004.

Group Manager (Duty Silver) Second Call Agreement

In 2015 an agreement was reached with the Fire Officers Association concerning a Second Call Policy with the Group Managers. The provision of a second call Duty Silver system was designed to maintain the number of Bronze level Commanders (6), across all areas of the Service during normal activity, but will also provide a more resilient Duty Silver structure.

For this commitment, the Group Managers all receive an additional 7% pensionable salary allowance. This additional 7% costs NYFRA approx. £27k PA.

This agreement should be revisited to ensure that it is delivering value for money particularly against the levels of overtime being paid when GM's are recalled to duty.

Single Learning and Development Head Across Police and Fire

A review should take place concerning the L&D functions which currently exist within NYFRS and NYP. The review should consider a joint approach to the procurement of generic training and where appropriate, a joined approach around generic specialist training (such as command and JESIP).

The service should actively consider the creation of a single Head of L&D across the two organisations.

Joint Fleet Strategy with NYP - Specialist Support Vehicles

As part of the fundamental service review and examination of the future needs in relation to fleet, consideration must be given to the creation of joint teams. For example, future command vehicles or incident support (such as lighting). Through understanding the opportunities for a future service delivery model serving the two organisations, it is possible to introduce newer vehicles including the latest technologies and reduce the overall costs of the fleet.

The equipment and operational delivery needs of both Police and FRS could be part of fundamental fleet review to reduce future replacement costs.

Capital Reprofiting and Review of Current Estates Strategy within NYFRS

The service currently spends approx. 8% of its total expenditure on capital programmes and asset management. The capital programme is made up of three key elements which represent the main asset base for the Service.

- Property – covering the estate new build, refurbishment and a significant element of planned maintenance.
- Vehicles – covering the lifecycle replacement of all the vehicle assets (and associated equipment) but excluding operational leases (which are a revenue cost)
- ICT – Covering the lifecycle replacement of all the ICT assets (hardware and major software replacement)

The current strategy of continual investment aims to maintain assets in line with agreed lifecycles, which are either based on local decision or national best practice. It is arguable that the continued renewal of the property estate could also be classified as non-essential, however building life is finite and decisions to replace facilities have traditionally been based on increasing running costs, age, condition and overall fitness for purpose.

Projects within all three elements of the programme are value managed to try to keep costs to a minimum, whilst being balanced with public and/or user need and identified minimum legal requirements (for example regulatory requirements).

There are other options which look at further extending lifecycles, or delaying investment, but these are simply delaying inevitable spend and are ineffective in the long term at making true transformational savings.

Proposed New Future Joint (NYFRS and NYP) Estates, Fleet and ICT Strategy

For both NYFRS and NYP, the size and age of the asset base requires continual investment and it is becoming clear that this investment is not affordable when faced with the scale of the savings required. Unless additional savings can be made in other areas, there is a need to change the current strategy.

Given that asset provision is based on identified needs, any decisions about how and what to invest in should not be made in isolation, and it seems clear that they should take account of the future needs to the organisation in the provision of services to the public.

There are clearly opportunities to rationalise the estate. For example, Richmond Fire Station has a police and ambulance station within close proximity. The police station is rarely used and could be disposed of or converted for social and or affordable housing through a wider partnership to create income.

NYFRS is to undergo a fundamental review and this should not be done in isolation of the assets of NYP. One of the priorities found within the PFCC Fire and Rescue Plan is ambitious collaboration and this clearly should include how police and fire assets in North Yorkshire can be combined and shared along with other parties. It therefore follows that a review of those services, for example through the publication of the forward looking strategic IRMP, should be considered as a sensible approach. This will achieve transformation in asset terms without compromising operational need. Through an ambitious collaboration procurement strategy with NYP, other matters such as cost of utilities, fuel, workwear and supplies can be renegotiated or aligned with other existing frameworks.

There are several options which exist in terms of a new approach to capital strategy. These have differing impacts on the different elements of the programme and on the provision of front-line services. Key options which can be further evaluated and their likely impact on achieving savings are set out in table 10 below

Option	Likelihood of a +ve impact on savings*
Divestment or reduction in overall assets - closures, disposals etc	High
Innovation and ambitious collaboration through creating a Special Purpose Vehicle (SPV) with the private sector. The financing and development model provide rental housing at a fraction of open market rental levels whilst generating capital and/or income receipts for the public sector**	High - Med
Sharing assets – co-location, joint use of vehicles and systems etc	Med
Re-location or change of type - sweating estates, using different vehicles etc	Low
Income generation – linked to sharing but on a commercial basis	Low

*Takes into account known factors such as invest to save, availability, market forces

** the SPV homes are built to rent in partnership with local authorities and other public sector bodies with the private sector providing all the capital investment.

It is proposed that these options (and others) should be considered as a key part of the work of the planned Finance Working Group.

The service should work on the assumption that implementation of an effective future joint estates strategy can create a cashable efficiency for NYFRS including income from innovation.

Capital Expenditure

The current MTFP assumes that reserves are to be used as a significant part of revenue support two financial years. The intention of this decision was to provide the Authority with valuable time to ensure that issues such as the IRMP can be worked up effectively. However, through the areas within this ODP, it may be possible to use reserves to suppress capital financing costs. For example, application of £1m of reserves to suppress capital debt can yield £100k of reduced capital financing costs (revenue spend). This would equate to a simple 10% return on investment. This area will require further review and will largely depend upon the pace of which savings can be generated thereby reducing dependency upon reserves.

The Baseline Report recommends that the Medium-Term Financial Plan should be fully reviewed to include detailed funding and spending plans for revenue and capital. The plan should consider multiple years and link revenue budgets and capital investments, the role of reserves and the consideration of risks. The plan should be aligned with the new Integrated Risk Management Plan and, if appropriate, the PFCC Fire and Rescue Plan (when published).

The report also recommended NYFRS should publish its Reserves Strategy on its website, either as part of its Medium-Term Financial Plan (MTFP) or in a separate Reserves Strategy document. The reserves strategy should include details of current and future planned reserve levels, setting out a total amount of reserves and the amount of each specific reserve that is held for each year. The reserves strategy should cover resource and capital reserves and provide information for the period of the MTFP (plus an additional 2 years beyond).

General reserves of around 5% should be held by the authority and managed to balance 'one-off' funding and spending priorities as well as to manage risks.

Recommended Action

With plans in place to address the funding issues, the service will be able to stem, stop and reverse the use of reserves. With careful planning, the service should be able to utilise reserves to reduce the need to borrow in the future. As part of the reserve's strategy, consideration should be given to the following approach;

2019/20 - a further £1m of capital utilised from reserves to create a revenue saving of £100k

2020/21 - a further £1m of capital utilised from reserves to create a revenue saving of £100k

2021/22 - a further £1m of capital utilised from reserves to create a revenue saving of £100k

Outcome is by 2022 there will be £300,000 PA revenue saving through prudent use of reserves to fund capital projects



**MINUTES OF FINANCE WORKING GROUP
(FWG)**

MEETING HELD WEDNESDAY 12TH DECEMBER 2018

Present: Carl BOASMAN (CB) – Chair
Jonathan FOSTER (JF)
Simon GARNETT-SPENCE (SGS)
Phil WHILD (PW)
Angela HATTON (AH)
Clare GODFREY (CG)
Caroline BLACKBURN (CJB)
Fiona KINNEAR (FK)
Denise BROWN (ADB) (minutes)

Apologies: Dave ETHERIDGE (DE) Jez RUSHWORTH (JR)

1.	WELCOME AND OVERVIEW	
	<p>CB welcomed everyone to the inaugural meeting of the Finance Working Group.</p> <p>The Group has been set up following a recommendation in the Baseline Report.</p> <p>It is envisaged that membership of Group will evolve but the initial meeting is to agree immediate next steps. Representatives from Unison, FBU and FOA will be invited to attend the meetings with effect from 30th January.</p> <p>The purpose of the Group is to engage with all staff to explore where savings can be made and to communicate to all staff the work being undertaken.</p>	
2.	TERMS OF REFERENCE	
	<p>The Terms of Reference were circulated to the Group and comments made as follows:</p> <p>CJB advised the PFCC would encourage an open and transparent approach and does not wish to see “closed door” discussions.</p> <p>It was agreed Communication needs to be added to the Terms of Reference. CJB agreed to create the wording for this and it is to include:</p> <ul style="list-style-type: none"> • communication strategy • confidential communication (GDPR) <p>Action: CJB to create a form of words to be added to the Terms of Reference relating to communication.</p> <p><u>Paragraph #2</u></p> <p>Bullet point 9, Ideas raised by staff at MM seminar and PFCC visits to stations</p>	CJB



	<p>AH advised the notes made by PWC at the Group Managers Service Delivery meeting had not yet been received. Action: AH to chase PWC for the GMSD notes.</p> <p>It was agreed the following bullet points can be taken off the list:</p> <ul style="list-style-type: none"> • Reserves strategy and profile • Medium term financial plan • Efficient and effective use of reserves <p>It was agreed the following need to be added to the list:</p> <ul style="list-style-type: none"> • Income generation (include until such time we know whether it forms part of T2020) <p>Action: CB to update the Terms of Reference and recirculate around the Group.</p> <p><u>Paragraph #3 – savings projects</u></p> <p>Each Function/Section Head are tasked with identifying areas where savings can be made. CB advised support would be required from a project manager. Agreed to discuss with AH outside of this meeting. Action: CB / AH to discuss the project management of this project</p> <p><u>Paragraph #4 - reporting</u></p> <p>CJB believes a monthly report will be required from the Group to go to the Executive Board (occurs the last Tuesday of the month). Action: CJB to forward report template to CB.</p> <p>CJB advised Michael Porter at S.151 Officer/Treasurer would like to attend these meetings. Action: ADB to forward meeting invitations to Michael Porter.</p>	<p>AH</p> <p>CB</p> <p>CB/AH</p> <p>CJB</p> <p>ADB</p>
3.	SAVING REQUIREMENT	
	<p>DE has been in discussion with members of the Group regarding the saving requirement and is working on the basis of £3.5m of savings are needed.</p> <p>CG explained the rationale behind how the saving requirement had been reached and where assumptions had been made.</p> <p>CG explained there are currently £6.6m of reserves, however £3.3m will be required over the coming years. Our reserve will fall to 3% which is low but permissible.</p>	
4.	FOCUS AREAS	
	<p>CB advised that it is proposed each member of the Group is given an area of responsibility.</p> <p>A spreadsheet had been created for tracking savings and background information can also be recorded on the sheets.</p> <p>The spreadsheet can be used to record savings identified but not</p>	



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

	<p>Out</p> <ul style="list-style-type: none">• Representative bodies to be invited to the next meeting <p>30th January 2019 Meeting:</p> <ul style="list-style-type: none">• We will be more informed of options at this stage. CB will send out options once they are known.• By next meeting, aim to have collation of ideas / benefits / risks• Revised Terms of Reference will be available	CB
6.	ANY OTHER BUSINESS	
	There being no other business the meeting closed at 16:20.	
7.	2019 MEETING DATES	
	Wednesday 30 th January Wednesday 20 th February Wednesday 20 th March	



**MINUTES OF FINANCE WORKING GROUP
(FWG)**

MEETING HELD WEDNESDAY 30TH JANUARY 2019

Present: Carl BOASMAN (CB) – Chair
Jonathan FOSTER (JF)
Andrew BRODIE (AB)
Clare GODFREY (CG)
Simon GARNETT-SPENCE (SGS)
Angela HATTON (AH)
Michael PORTER (MP)
Fiona KINNEAR (FK)
Caroline BLACKBURN (CJB)
Unison: John MACKFALL
Denise BROWN (ADB) (minutes)

Apologies: Phil WHILD (PW)Stuart SIMPSON (SS)

1.	APOLOGIES & INTRODUCTIONS
	<p>Apologies had been received from PW and SS.</p> <p>The group introduced themselves to each other:</p> <p>Fiona Kinnear (FK): OPFCC Policy & Scrutiny Officer Caroline Blackburn (CJB): Interim Service Delivery Advisor, NYP John Mackfall (JM): UNISON Branch Secretary Jonathan Foster (JF): Interim Deputy Chief Fire Officer Carl Boasman (CB): Head of Professional Standards Andrew Brodie (AB): Interim Chief Fire Officer Simon Garnett-Spence (SGS): Head of Technical Services Angela Hatton (AH): Collaboration Programme Manager Denise Brown (ADB): PA and Project Support Michael Porter: OPFCC Finance Officer</p>
2.	PREVIOUS MINUTES and MATTERS ARISING
	<p>The draft minutes arising from the meeting held on 12th December 2018 were approved as a true and accurate record.</p> <p>Matters Arising:</p> <ul style="list-style-type: none">• CJB has now provided a paragraph for inclusion in the Terms of Reference. This to be updated and recirculated.• AH has now received the notes from PWC following the Group Managers Service Delivery meeting and will review them and update the staff savings suggestions where necessary. <p>All other actions from the minutes have been completed.</p>
3.	TERMS OF REFERENCE - UPDATED
	<p>The Terms of Reference had been updated by CB, but need a further update to include the paragraph from CJB regarding communication.</p>



It was agreed that MP would attend all FWG meetings.
It was also agreed that the meeting frequency would be monthly.

4. SAVING REQUIREMENT UPDATE / CURRENT FINANCIAL POSITION

CG shared a slide with the Group that had been prepared regarding the current financial position, which will be shared when undertaking station visits. Discussion took place around how the figure of £1.08m had been achieved and what had already been taken into account. AB advised this figure should be treated as a minimum and we also need to look at ways to maximise income generation.

MP confirmed the precept cap is set by Government annually. The cap for 2019/20 had been set at 2.99%.

Savings Requirement Profile

At the previous meeting areas of responsibility had been allocated.

CB had reviewed the staff leaver profile and updated the spreadsheet. All asked to review the spreadsheet and start populating the table.

Views around IRMP were discussed as this is a key enabler. Current resource model means the Service would not function if staff leavers were not replaced. Staffing model needs to be reviewed as part of the IRMP. IRMP could take up to 18 months. AB, JF and CB to meet prior to next meeting to discuss a proposal to put forward to the PFCC.

5. STAFF SUGGESTIONS FOR SAVINGS

The staff suggestions for savings were shared with the group. AH advised this does not yet include those suggestions made by GMs. AH to forward details to ADB to update spreadsheet.

CB requested all to review the suggestions in time for the next meeting and populate with feasibility comment and any potential savings, stating what financial year they would come in to being. Any suggestions allocated to OPFCC to be amended to now be allocated to Head of Technical Services.

All suggestions to be given consideration and at next meeting CB would like a “yes, no or maybe” to the suggestion. Once all considered, spreadsheet can be shared with staff, however JM believes it should be shared with staff as it stands.

6. RISK REGISTER

The risk registered was reviewed. It was agreed that AH would look at the scoring for each risk in readiness for the February meeting and to update the register as follows:

- Risk #1 to be amended to reflect risk is the impact savings would have on service delivery
- Risk #4 to be rephrased to read “Unexpected changes to assumptions”
- New risk to be added to reflect impact of local decision making, particularly in terms of local politics.
- Consideration to be given to a new risk namely staff engagement and the potential to lose their interest and the actual loss of staff leaving the



	Service. Effective engagement and communication required.
7.	NEXT STEPS AND AGREED ACTIONS
	<p>Matters arising, section 2:</p> <ul style="list-style-type: none">• All members of the group to check they are able to access the Extranet site. Any problems access, report to ADB and/or AH.• CB to update Terms of Reference to include communication paragraph from CJB• AH to review information from PWC re GMSD meeting <p>Saving Requirement Update / Current Financial Position, section 4:</p> <ul style="list-style-type: none">• AB, JF and CB to meet to discuss IRMP and to put a proposal together to take forward to the PFCC.• All to review the saving requirement profile spreadsheet and populate for next meeting. <p>Staff Suggestions for Saving, section 5:</p> <ul style="list-style-type: none">• All to review the spreadsheet and to populate with feasibility comment and any potential savings, stating what financial year they would come in to being.• ADB to replace “allocated to OPFCC” to “Head of Technical Services” <p>Risk Register, section 6:</p> <ul style="list-style-type: none">• AH to review the risk register and to put scores against each item and to also update with new and amended risks. <p>Any other business, section 9:</p> <ul style="list-style-type: none">• JM to provide a narrative to CB for inclusion in a special staff newsletter.
8.	ITEMS FOR COMMUNICATION
	<ul style="list-style-type: none">• Advise staff the FWG have met• Received staff suggestions and these will be forwarded to all once consideration to them has been given• Staff representatives have been invited to attend the meetings• IRMP, option to maybe bring this review forward• Remind staff that if they do think of any other saving suggestions to keep sending them through.
9.	ANY OTHER BUSINESS
	<p>JM requested access to all staff in NYFRS to invite them to join the Union on the basis that once communication regarding the potential loss of jobs is announced, he will not then be able to engage with them.</p> <p>It was agreed a communication to all staff via a Staff Newsletter would provide details of all Union representatives and ask staff to contact them if they are interested in joining.</p>
10.	FUTURE MEETINGS
	<p>Wednesday 20th February 2019 Thursday 21th March 2019 Thursday 18th April 2019</p>



**MINUTES OF FINANCE WORKING GROUP
(FWG)**

MEETING HELD WEDNESDAY 20TH FEBRUARY 2019

Present: Carl BOASMAN (CB) – Chair
Jonathan FOSTER (JF)
Simon GARNETT-SPENCE (SGS)
Clare GODFREY (CG)
Angela HATTON (AH)
Stuart SIMPSON (SS)
Phil WHILD (PW)
Fiona KINNEAR (FK)
Caroline BLACKBURN (CJB)
Unison: John MACKFALL
FBU: Steve HOWLEY (SH) Adam LEE (AL)
Denise BROWN (ADB) (minutes)

Apologies: Andrew BRODIE (AB)
David PITT (DP) - FOA
Michael PORTER (MP)
Mark NAYLOR (MN) - FOA

1.	APOLOGIES	
	Andrew BRODIE David PITT Michael PORTER Mark NAYLOR	
2.	PREVIOUS MINUTES and MATTERS ARISING	
	The draft minutes arising from the meeting held on 30 th January 2019 were approved as a true and accurate record. Matters Arising: All matters arising from the previous minutes had been completed. For the purpose of the FBU members, the group introduced themselves: Carl BOASMAN (CB): Head of Professional Standards Phil WHILD (PW): Group Manager Stuart SIMPSON (SS): Interim Area Manager, Head of Risk Management Simon GARNETT-SPENCE (SGS): Head of Technical Services Steve HOWLEY (SH): FBU Branch Secretary Adam LEE (AL): FBU Chair Jonathan FOSTER (JF): Interim Deputy Chief Fire Officer Clare GODFREY (CG): Head of Finance & Admin Angela HATTON (AH): Collaboration Programme Manager Fiona KINNEAR (FK): OPFCC Policy & Scrutiny Officer Caroline BLACKBURN (CJB): Interim Service Delivery Advisor, NYP Denise BROWN (ADB): PA and Project Support	
3.	IRMP UPDATE	
	JF presented an IRMP Project Initiation Document which is based on an	



	<p>internal meeting and is aimed at Strategic Level. This document will require final sign-off by CMB.</p> <p>Discussion took place around the primary objectives and members of the Group and the document was updated during the discussion. All members of the Group are asked to review the updated document by 6th March for JF to then take to CMB for final sign-off.</p>	
4.	SAVING REQUIREMENT UPDATE / CURRENT FINANCIAL POSITION	
	<p>CG advised she had been finalising the budget. There was a slight reduction to the budget, £1.04m, and a document is being prepared for the PFCC.</p>	
5.	STAFF SUGGESTIONS FOR SAVINGS	
	<p>Each Function Head gave an overview of the suggestions made.</p> <p>Finance & Admin CG gave an overview of the headline suggestions.</p> <ul style="list-style-type: none">• Suggestion Co01 Precept on Council Tax. PCC has written to Government in an attempt to increase the precept.• FK advised the survey that had been carried out showed that of the responses received, 75% of respondents supported an increase in the Fire and Rescue precept of 2.99% (the cap). Around a quarter would pay double the cap. FK agreed to forward the survey responses to SH. <p>Head of Professional Standards CB gave an overview of the headline suggestions.</p> <ul style="list-style-type: none">• PC24, mileage rates. This is a worthwhile saving but needs to be a negotiated agreement with representative bodies. This suggestion is worth further investigation.• Eq01, train equipment officer to service extinguishers. Although this is a good idea, there would then be a need to find someone to do the equipment officers post.• Many of the suggestions are linked in to Scheme of Conditions of Service or local agreements and would therefore need negotiated agreements. Many would be difficult to do and have minimal advantage.• The suggestions linked to terms & conditions will be difficult to achieve without change• PC13, RDS salary, this is linked to National conditions. There would need to be investment and would not be a cost saving. <p>Risk Management SS gave an overview of the headline suggestions.</p> <ul style="list-style-type: none">• Many of the suggestions have been considered previously.• VO6 sharing specials (ALPS), this is currently being discussed via YHORG• Equipment on appliances, this is something we can look at to see what can be done within Vision.• Corporate Workwear and PPE for new recruits. This is something that can be explored further. There will be some small savings to be made.• Operational staffing. This is again something that can be explored further but need to be mindful of the detrimental effect it could have.• Reduction in numbers to FDS. Numbers are very lean already and sharing of staff is also currently in place.	



- Many suggestions made fall under IRMP. There is a limit to what we can reduce.
- C/TFS02 & 03: Volunteers – speed cameras and home fire safety checks – already working in Craven for home fire safety.
- PC03 Use OCWMs for day shifts when required. SH advised that District WMs have contractual tie-ins.

Tech Services & OPFCC

SGS gave an overview of the headline suggestions.

- Key themes – we pay too much for stuff and also don't pay enough for stuff and have to replace.
- There is no one suggestion that would make a big saving
- Many suggestions around income generation however costs involved in setting this up has not been factored in. There were however lots of good suggestions.
- Invest to save came out a lot – investing in IT, comes down to affordability.
- Highlights: electric vehicles, good idea and this can be explored further.
- Many suggestions relating to advertising. There may be some possibilities and this can be explored further.
- Self-help, i.e. changing bulbs on appliances. There would be no saving from this suggestion unless we were to reduce the number of mechanics.
- Renewables may be a way to move forward in stations. There are grants available. Some staff may also be happy to take on a champion role to help reduce energy costs.

CG confirmed that in terms of invest to save, there are some small reserves that could be used so this option should not be discounted totally.

6.	RISK REGISTER	
	AH advised three additional items had been added to the risk register. The register will continue to monitored at each FWG meeting and amended as required at that time.	
7.	NEXT STEPS AND AGREED ACTIONS	
	<p>IRMP Update – Section 3</p> <ul style="list-style-type: none"> • All to review the Project Initiation Document and provide feedback to JF via ADB no later than Wednesday 6th March 2019. <p>Staff Savings Suggestions – Section 5</p> <ul style="list-style-type: none"> • All to review the savings suggestions and confirm all happy with the proposals. • New column to be added to state whether to proceed and if so whether high, medium or long term saving. • CB & ADB to review suggestions on 11th March with a view to removing post identifiers or locations prior to CB responding back to staff • CG to send a reminder to all to advise where Station Costs can be found on the intranet. • FK to forward the results of the PFCC survey relating to precept to SH. • All to review the savings and quantify where possible. • Savings suggestions now need to be turned into actions, which fall outside of IRMP. At the next meeting, we will look to agree what suggestions we 	<p>All</p> <p>All</p> <p>ADB</p> <p>ADB / CB</p> <p>CG</p> <p>FK</p> <p>All</p> <p>All next</p>



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

	can implement.	meeting
8.	ITEMS FOR COMMUNICATION	
	<ul style="list-style-type: none">• Get something out before next meeting to staff• Station costs	
9.	ANY OTHER BUSINESS	
	There being no further business the meeting came to a close.	
10.	FUTURE MEETINGS	
	Thursday 21 th March 2019 Thursday 18 th April 2019 Thursday 16 th May 2019 Tuesday 18 th June 2019 – <i>Post meeting note: meeting moved to 27th June</i>	



**MINUTES OF FINANCE WORKING GROUP
(FWG)**

MEETING HELD THURSDAY 21ST MARCH 2019

Present: Carl BOASMAN (CB) – Chair
Jonathan FOSTER (JF)
Simon GARNETT-SPENCE (SGS)
Clare GODFREY (CG)
Stuart SIMPSON (SS)
Phil WHILD (PW)
Michael PORTER (MP)
Fiona KINNEAR (FK)
Caroline BLACKBURN (CJB)
Unison: Alistair GRAHAM-MERRITT (AGM) John MACKFALL (JM)
FBU: Andrew SAVORY (AS) Edmund BILLING (EB)
Denise BROWN (ADB) (minutes)

1.	APOLOGIES	
	Angela Hatton, Mark Naylor (FOA)	
2.	INTRODUCTIONS	
	For the purpose of the FBU and Unison, the group introduced themselves: Carl BOASMAN (CB): Head of Professional Standards Phil WHILD (PW): Group Manager Stuart SIMPSON (SS): Interim Area Manager, Head of Risk Management Simon GARNETT-SPENCE (SGS): Head of Technical Services Jonathan FOSTER (JF): Interim Deputy Chief Fire Officer Michael PORTER (MP): PCC Chief Finance Officer Clare GODFREY (CG): Head of Finance & Admin Fiona KINNEAR (FK): OPFCC Policy & Scrutiny Officer Caroline BLACKBURN (CJB): Interim Service Delivery Advisor, NYP Denise BROWN (ADB): PA and Project Support John MACKFALL (JM): Unison Branch Secretary Alistair GRAHAM-MERRITT (GM): Unison Andrew SAVORY (AS): FBU Edmund BILLING (EB): FBU	
3.	PREVIOUS MINUTES and MATTERS ARISING	
	The previous minutes were reviewed and agreed as a true and accurate record of the meeting. Matters Arising: FK reported that the PFCC (Julia Mulligan) had written to the Home Office in terms of precept flexibility. Nick Hurd, Minister of State at the Home Office, confirmed there will be no central flexibility regarding precept. A local referendum would need to be held.	



4.	IRMP UPDATE	
	<p>JF provided an overview of the IRMP.</p> <ul style="list-style-type: none"> • More details are required, taking into account risk as document currently focuses on finance rather than both finance and risk driven. • CMB noted that in exclusions, no station closures is recorded. This needs to be reviewed to ensure we are able to look at this option if absolutely necessary. • The IRMP period is dependent upon conversations with PFCC. However, still aiming towards consultation in December 2019 but that date may change following discussions. • IRMP will cover up to next 5 years. • Once the IRMP Project Initiation Document has been amended, JF will recirculate to the group for further comment. 	JF
5.	SAVINGS REQUIREMENT UPDATE / CURRENT FINANCIAL POSITION	
	<ul style="list-style-type: none"> • CG reported the budget has now been approved and there has been no change to the savings requirement. • CG has been looking a pressures on budget since it has been set e.g. pensions employers increase and the impact the identified pressures will have on the budget. • MP reported reserves will cover the imbalance over next two years but no longer. • An indication lots of things outside our control of financial plan. Future funding and pay settlements will have an impact on overall figure. Whilst have £1m now that figure could increase. 	
6.	STAFF SUGGESTIONS FOR SAVINGS – FINAL DRAFT FOR PUBLICATION	
	<p>Workbook reviewed and amendments made.</p> <ul style="list-style-type: none"> • Co01, Precept on Council Tax. FK to forward wording to update this item. • Eq06, Transparency where possible with budgets to show how much items/equipment costs. CG advised Finance do not hold a database of items and costs. JF agreed to take this item to GMSD on Friday 29th February to get suggestions from that level as to how best to progress this item and what information would be useful to them. • SGS to review suggestions allocated to him and to turn “maybe’s” into either “yes” or “no”. • CB advised he will review document and it will be circulated to staff to show suggestions are being taken seriously and looked into. It will also be turned into an action plan for function heads. 	FK JF SGS CB
7.	RISK REGISTER	
	<p>The Risk Register was reviewed and amended as necessary.</p> <p>No additional risks are required to be added at this point.</p>	
8.	NEXT STEPS AND AGREED ACTIONS	
	<p>IRMP Update – Section 3</p> <ul style="list-style-type: none"> • JF to amend the IRMP Project Initiation Document and recirculate to the group for further comment. 	JF



	<p>Staff Suggestions for Savings – Section 6</p> <ul style="list-style-type: none"> • FK to provide updated wording relating to item “Co01, Precept on Council Tax.” • JF to take suggestion “Eq06, Transparency where possible with budgets to show how much items/equipment costs” to GMSD on 29th March to get suggestions from them as to how best to progress this item and what information would be useful to them. CG suggestion Carol Morrissey be invited to GMSD to talk about this item. • SGS to review suggestions in his area and ensure they are all either “yes” or “no” • CB to circulate document to staff within next couple weeks (by 4th April) • Function Heads to take ownership of “yes” actions and turn into an action plan. 	<p>FK</p> <p>JF</p> <p>ADB</p> <p>SGS</p> <p>CB Function Heads</p>
9.	ITEMS FOR COMMUNICATION	
	<ul style="list-style-type: none"> • CB to prepare a communication to all staff regarding the savings that have been reviewed and to share the savings spreadsheet with all. 	
10.	ANY OTHER BUSINESS	
	There being no further business, the meeting closed at 15:41.	
11.	FUTURE MEETINGS	
	<p>Thursday 16th May 2019</p> <p>Tuesday 27th June 2019</p>	



**MINUTES OF FINANCE WORKING GROUP
(FWG)**

MEETING HELD THURSDAY 18TH APRIL 2019

Present: Carl BOASMAN (CB) – Chair
Phil WHILD (PW)
Michael PORTER (MP)
Angela HATTON (AH)
FBU: Steve HOWLEY (SH)
Denise BROWN (ADB) (minutes)

1.	APOLOGIES	
	Fiona KINNEAR (FK); Stuart SIMPSON (SS); Simon GARNETT-SPENCE (SGS); Clare GODFREY (CG); Jonathan FOSTER (JF); John MACKFALL (JM); Caroline BLACKBURN (CJF)	
2.	PREVIOUS MINUTES and MATTERS ARISING	
	<p>The previous minutes from the meeting held on 21st March 2019 were reviewed and agreed as a true and accurate record of the meeting.</p> <p>Matters Arising: All previous actions had been completed. No matters arising were outstanding.</p>	
3.	IRMP UPDATE	
	<p>JF had updated the project initiation document and placed it onto the FWG site.</p> <ul style="list-style-type: none">• Document had been discussed at CMB this morning (18/04/19)• All to take a look at the revised document and feed back any comments to JF.• We are still on track for draft interim IRMP by December 2019• Project Initiation Document outlines the scope of the IRMP and does not detail any proposals.• The last IRMP in 2018 will certainly help to inform this IRMP.• IRMP will take consideration of structures, i.e. T2020 and ENABLE	
4.	SAVINGS REQUIREMENT UPDATE / CURRENT FINANCIAL POSITION	
	<p>MP gave an update on the current position.</p> <ul style="list-style-type: none">• Currently closing down the financial year end.• There's an underspend of approximately £400k• Still working on saving £1m• At the next FWG meeting MP can report on the impact of T2020 as consultation would have been finalised.	
5.	STAFF SUGGESTIONS FOR SAVINGS Action Plan	
	<ul style="list-style-type: none">• Staff suggestions have now been turned in to an action and placed on the Extranet site.	



	<ul style="list-style-type: none"> Each function head to update the tasks for each meeting to explain what the current status is. MP would like to see projected savings included on the action plan. MP suggested maybe a “traffic light” system to show when savings would be deliverable. CB agreed to put out a communication to go to function heads regarding the action plan and the need for them to take ownership and update it prior to each FWG meeting. CB and ADB to review the action plan to see how projected savings can be captured on the action plan. 	
6.	RISK REGISTER	
	<p>The Risk Register was reviewed and amended as necessary.</p> <p>Function heads are requested to review the capacity risk and to advise whether there is the capacity to make savings.</p> <p>No additional risks are required to be added at this point.</p>	
7.	NEXT STEPS AND AGREED ACTIONS	
	<p>IRMP Update – Section 3</p> <ul style="list-style-type: none"> All to take a look at the revised IRMP Project Initiation document and feed back any comments to JF. <p>Savings Requirement Update / Current Financial Position – Section 4</p> <ul style="list-style-type: none"> MP to report on the impact of T2020 at the next FWG meeting, 16th May <p>Staff Suggestions for Savings / Action Plan – Section 5</p> <ul style="list-style-type: none"> CB to put out a communication to go to function heads and we will be looking at this at each meeting. FH to look at and update for next meeting. CB and ADB to amend action plan to include a column to capture projected savings and anticipated delivery dates. <p>Risk Register – Section 6</p> <ul style="list-style-type: none"> Function heads to review the capacity risk and to advise whether there is the capacity to make savings. 	<p>All</p> <p>MP</p> <p>CB</p> <p>CB/ADB</p> <p>Function Heads</p>
8.	ITEMS FOR COMMUNICATION	
	<ul style="list-style-type: none"> CB to include in the weekly bulletin that the FWG have met. Remind staff to keep sending in savings suggestions 	<p>CB</p> <p>CB</p>
9.	ANY OTHER BUSINESS	
	<ul style="list-style-type: none"> Query raised as to when the IRMP work will start? CB advised JF is leading on this work, realise there are tight timescales and that this may have an impact of the risk of capacity. Query raised regarding the risk register. We have no permanent CFO, the PFCC will be moving on. If we were to get a new CFO, they may have a different view of IRMP which could change the course of direction and ability to deliver. CB advised if by the next FWG meeting we are still in the same position, this may then need to be included on the risk register. 	



**NORTH YORKSHIRE
FIRE & RESCUE SERVICE**

10.	FUTURE MEETINGS	
	Thursday 16 th May 2019 Tuesday 27 th June 2019	



MINUTES OF FINANCE WORKING GROUP

(FWG)

MEETING HELD THURSDAY 16TH MAY 2019

Present: Carl BOASMAN (CB) – Chair
Phil WHILD (PW)
Angela HATTON (AH)
Fiona KINNEAR (FK)
Simon GARNETT-SPENCE (SGS)
Stuart SIMPSON (SS)
Lynsey SWALES – NYP Unison
Denise BROWN (ADB) (minutes)

1.	APOLOGIES	
	Jonathan Foster, Maria Earles, David Pitt, Steve Howley, Michael Porter	
2.	PREVIOUS MINUTES and MATTERS ARISING	
	<p>The previous minutes from the meeting held on 18th April 2019 were reviewed and agreed as a true and accurate record of the meeting.</p> <p>Matters Arising:</p> <ul style="list-style-type: none">• IRMP document, CB reported the document has either been to or is shortly going to the Chief's Catch-up meeting with the PFCC• There is no change to current financial position• Capacity regarding delivery of the Action Plan:<ul style="list-style-type: none">○ SGS reported a need to staged the work as all savings cannot be dealt with at the same time.○ SS similar position to above. Lots of the savings are tied in with the IRMP. need to stagger work as can't do it all at once but won't present a risk.○ SS same as SGS, lots tied up in IRMP.	
3.	IRMP UPDATE	
	<ul style="list-style-type: none">• This is underway.• Discussed at CMB this morning (16th May) as to who will lead the project. Further meeting to take place w/c 20th May to agree who will take the lead.• Most of the savings will come from the IRMP.	
4.	SAVINGS REQUIREMENT UPDATE / CURRENT FINANCIAL POSITION	
	<ul style="list-style-type: none">• No change to the current financial position from what was reported at the April FWG meeting.• We were due to discuss the impact of T2020 at this meeting but it has not yet been finalised. Leave on agenda for June FWG meeting.	
5.	SAVINGS ACTION PLAN	
	<ul style="list-style-type: none">• Due to HMICFRS not all Functions Heads have had an opportunity to review the action plan. All to do so in readiness for the June FWG meeting. FHs asked to include an update on the projected savings and anticipated delivery date.• Once it has been agreed who will lead on IRMP, they will have sight of this action plan.• CB will review the action plan on a quarterly basis and send a	



	<p>communication to staff.</p> <ul style="list-style-type: none"> • SS wished to place on record his thanks to PW for spending a great deal of time updating the action plan. • It was reported that staff suggestions is a matter that does get discussed within the Workplace Visits. • Agreed that an additional column be added to the action plan spreadsheet to capture “actual savings” 	
6.	RISK REGISTER	
	<p>The Risk Register was reviewed and amended as necessary. No additional risks were identified.</p> <ul style="list-style-type: none"> • At the April meeting it was suggested a risk around the lack of a permanent CFO may need to be included. The recruitment process is commencing. FK agreed to provide a recruitment timeline at June FWG meeting. No additional risk to be raised at this time. • Capacity to delivery is one of the main risks. All to keep this under review due to the number of large projects that will need to be delivered in a short space of time. • Lack of appropriate staff engagement: This risk was change from “warming up” to “No change” 	
7.	NEXT STEPS AND AGREED ACTIONS	
	<p>Savings Requirement Update / Current Financial Position – Section 4</p> <ul style="list-style-type: none"> • MP to report to the June FWG meeting the impact of T2020 <p>Savings Action Plan – Section 5</p> <ul style="list-style-type: none"> • Function Heads to review in detail the Action Plan for discussion at the June FWG meeting, to include projected savings and anticipated delivery date. • Once IRMP Lead has been agreed, they require sight of the Action Plan. • CB to send out quarterly updates to staff on action plan progress • ADB to add a further column to the action plan worksheet to capture “actual savings” <p>Risk Register – Section 6</p> <ul style="list-style-type: none"> • FK to provide a recruitment timeline at the June FWG meeting relating to the appointment of a permanent CFO/DCFO. • Capacity to deliver – all to keep this risk under review due to the number of large projects that will need to be delivered in a short space of time. <p>Any Other Business – Section 9</p> <ul style="list-style-type: none"> • CB to seek views from Members at the June FWG meeting as to whether the frequency of the meeting needs to change. 	<p>MP</p> <p>FHs CB to note CB</p> <p>ADB</p> <p>FK</p> <p>All to note</p> <p>CB</p>
8.	ITEMS FOR COMMUNICATION	
	No items for communication required from this meeting.	
9.	ANY OTHER BUSINESS	
	Frequency of meetings: At the June meeting CB will seek views from members as to whether to change the frequency of this meeting.	
10.	FUTURE MEETINGS	
	<p>Tuesday 27th June 2019</p> <p>Thursday 25th July 2019</p>	



MINUTES OF FINANCE WORKING GROUP

(FWG)

MEETING HELD THURSDAY 27TH JUNE 2019

Present: Carl BOASMAN (CB) – Chair
Jonathan FOSTER (JF)
Simon GARNETT-SPENCE (SGS)
Ed BILLING (EB) - FBU
Lynsey SWALES – NYP Unison
Denise BROWN (ADB) (minutes)

Phil WHILD (PW)
Stuart SIMPSON (SS)
Michael PORTER (MP)

1.	APOLOGIES	
	<p>Steve Howley, Clare Godfrey, Ray Ward, Alan Bell, James Manning, Angela Hatton</p> <p>JF has recently spoken with Pat Graham (FRSA). Due to primary employment, both PG and Martyn Hughes find it difficult to attend this meeting. They would however like to be kept on the circulation list as they do look at the meeting papers.</p>	
2.	PREVIOUS MINUTES and MATTERS ARISING	
	<p>The previous minutes from the meeting held on 16th May 2019 were reviewed and agreed as a true and accurate record of the meeting.</p> <p>Matters Arising:</p> <p>With the exception of the action below, all previous actions have been completed.</p> <ul style="list-style-type: none">• Risk Register, section 6: The timeline for the DCFO post is not yet known. This should become clearer in the next few weeks.	
3.	IRMP UPDATE	
	<ul style="list-style-type: none">• PW has been appointed as the Risk & Resource Model lead officer• IRMP being re-badged and is now called Risk & Resource Model• PW will set up the first working group within the next few weeks.• PW will review all savings suggestions that could fall within the Risk & Resource Model and will move them forward as necessary.	
4.	SAVINGS REQUIREMENT UPDATE / CURRENT FINANCIAL POSITION	
	<p>Update given by MP:</p> <ul style="list-style-type: none">• Currently being audited for finance year 2018/19 so figures could be subject to some change.	



	<ul style="list-style-type: none">• Reported underspend of £721k for 2018/19.• Underspend has allowed us to put money aside in general reserves to help with the recruitment of wholetime firefighters and to put 3% in to the general reserves.• The underspend was expected.• Currently looking at the modelling costs regarding pay budgets to better understand why there were variances. Also reviewing forecasts for pensions and National Insurance budgets.• Unable to provide an update on T2020 Impact. This will be done at the next FWG meeting (September)	
5.	SAVINGS ACTION PLAN	
	<p>The action plan was reviewed by Function Heads and the following actions / key points were raised:</p> <p>Head of Finance:</p> <ul style="list-style-type: none">• <i>Reference Eq06: Transparency where possible with budgets to show how much items/equipment costs. CB and CG to review this action to agree whether to proceed further with this action or whether the time required to gather information outweighs the benefit. If it is agreed the action is to proceed, then SGS will also look in to this.</i> <p>Head of Professional Standards:</p> <ul style="list-style-type: none">• <i>Reference PC15: Introduce a best value officer/manager who can scrutinise procurement decisions. SGS advised there was now a joint NYP/NYFRS Strategic Commercial Board which looks at collaboration. SGS to update this action to reflect this.</i>• <i>Reference PC19: RDS recruitment: Look at better contracts, 50% and less. Also look at recruitment to try to stop those who are coached to join then leave quickly afterwards as it is not what they thought. This does not bring any savings therefore unable to proceed.</i>• <i>Reference PC24, Mileage rates: change mileage rate from 65p per mile to 45p per mile in line with HMRC guidance and local authorities. Although a small saving, this has now been agreed with rep bodies.</i> <p>Head of Risk Management</p> <ul style="list-style-type: none">• SS reported many of the potential savings will form part of the RRM (Risk & Resource Model). A new tab to be included on the spreadsheet to move the IRM potential savings onto and PW to review these.• <i>Reference PPE02 relating to PPE for FDS. This forms part of a larger review. A paper on PPE is being submitted to CMB today, 27th June, highlighting potential savings with current supplier.</i>• <i>Reference PPE04 relating to PPE and CWW for new starters. This has been reviewed and it has been agreed not to proceed with this suggestion. SS to communicate this to staff and to also explain that we do not lose as many staff from new courses as is perceived.</i>• <i>Reference PC11, staff salaries. Not proceeding, can be removed from the list.</i>	



	<ul style="list-style-type: none"> • <i>Reference C/TFs05, Could we recover costs from AFAs and RTCs?</i> Currently not enough capacity to deal with this. LS recalls something similar at NYP and will forward information through to SS. • Line 51: Will come under IRMP. Might be overtaken by view of inspectorate. <p>Head of Technical Services</p> <ul style="list-style-type: none"> • <i>Reference Eq05, Procurement: Look in to better systems to sell-off old equipment and unwanted items rather than the current number of skips that are being filled.</i> SGS advised auction is best value of dealing with disposals and it takes away any internal costs. SGS to communicate to staff how we deal with disposals and why we aren't moving this suggestion forward. • <i>References PC11 Staff salaries: Possible over provision of service delivery was discussed but participants were not willing to identify where frontline services could be reduced& PC12 OSR Review: Transport of OSR use of OSR on stations where staff have taken OSR OT at another station - can there be a review as it doesn't appear to be cost effective in salary or transport or travelling time.</i> SGS requested these be combined in to one action. • There are three actions assigned to everyone, SGS agreed to take ownership of these. 	
6.	RISK REGISTER	
	<p>The risk register was reviewed and amended as follows:</p> <ul style="list-style-type: none"> • Capacity to delivery required projects/programmes/initiatives: Likelihood amended to 4 from 3. CB and JF agreed to raise capacity at CMB this afternoon. • Impact to Service Delivery where full amount of savings not delivered: Likelihood amended to 3 from 1(impact of risk is more) <p>All other risks remained unchanged.</p>	
7.	NEXT STEPS AND AGREED ACTIONS	
	<p>Savings Requirement Update / Current Finance Position – Section 4</p> <ul style="list-style-type: none"> • MP to report to the September FWG Meeting on the impact of T2020 Savings <p>Savings Acton Plan – Section 5</p> <ul style="list-style-type: none"> • CB and CG to review action reference Eq06 to ascertain the feasibility and to agree to proceed with the action. • SGS to update reference PC15 to show there is now a joint NYP/NYFRS Strategic Commercial Board. • Reference PC19 to be removed from the action plan as no savings benefit. • Create new tab on spreadsheet to move IRM potential savings onto and PW to keep these under review. • Reference PPE04, PPE for new starters, SS to communicate to staff that we 	<p>MP</p> <p>CB / CG</p> <p>SGS</p> <p>ADB PW</p> <p>SS</p>



	<p>are not progressing this and explain that not as many new starters leave as is perceived.</p> <ul style="list-style-type: none"> • Reference PC11 relating to staff salaries, not proceeding, remove from list. • Reference C/TFs05, relating to recovery of costs from AFAs and RTCs. LS to forward information through to SS regarding how NYP have dealt with this. • Reference Eq05, Disposal of equipment. SGS to communicate to staff how we deal with disposals and why we aren't moving this suggestion forward. • References PC11 & PC12 to be combined in to one action. • SGS to take ownership of the three actions that have been allocated to "everyone" <p>Risk Register – Section 6</p> <ul style="list-style-type: none"> • CB & JF raising at Board capacity risk. 	<p>ADB</p> <p>LS</p> <p>SGS</p> <p>ADB</p> <p>SGS</p> <p>CB / JF</p>
8.	ITEMS FOR COMMUNICATION	
	<ul style="list-style-type: none"> • CB to prepare a communication for the weekly information bulletin advising the Group has met. • Function Heads to prepare a communication giving an update on the actions allocated to them and provide to Sarah Woodcock for inclusion in the monthly bulletin • PW to prepare a communication about his new role and how the IRM will be progressed. 	<p>CB</p> <p>Function Heads</p> <p>PW</p>
9.	ANY OTHER BUSINESS	
	<ul style="list-style-type: none"> • Frequency of meetings: CB proposes the meeting frequency is reduced. A paper is being put to CMB this afternoon, 27th June 2019, proposing that the next meeting be 26th September and then every other month. • As this was ADB's last meeting before leaving the Service, CB thanked her for her assistance with the administration of this group and wished her well in her future career. 	
10.	FUTURE MEETINGS	
	<p>Thursday 26th September, 14:30 at SHQ</p> <p>Thursday 21st November, 14:30 at SHQ</p> <p>Tuesday 17th December, 14:30 at SHQ</p>	<p>All to note</p>



**MINUTES OF FINANCE WORKING GROUP
(FWG)
MEETING HELD 26TH SEPTEMBER 2019**

Present: Carl BOASMAN (CB) – Chair
Stuart SIMPSON (SS)
Clare GODFREY (CG)
Angela HATTON (AH)
Jan DENNIS (JD)
Lisa MAYNARD (LM) (minutes)

Phil WHILD (PW)
Emma NEWALL (EN) Unison

1.	APOLOGIES	
	Steve Howley, Michael Porter, Ray Ward, Alan Bell, James Manning, Simon Garnett – Spence, Martyn Hughes, Jon Foster	
2.	PREVIOUS MINUTES and MATTERS ARISING	
	The previous minutes from the meeting held on 27 th June 2019 were reviewed and agreed as a true and accurate record of the meeting. Matters Arising: All previous action have been completed.	
3.	IRMP UPDATE / RISK & RESOURCE MODEL (RRM)	
	<ul style="list-style-type: none">• PW is working on numerous proposals that are in the early stages of consultation. The potential combined savings could result in a cost reduction of around £500k.• PW there is no significant change to the agreed approach and full consultation and RRM will follow on from this.• PW Will develop the proposals further.• Savings built into the MTFP will be showing in the next financial year.	
4.	SAVINGS REQUIREMENT UPDATE / CURRENT FINANCIAL POSITION	
	Update given by CG <ul style="list-style-type: none">• The first phase of T2020 has realised full year savings of £250,000 through the removal of 9.0 FTE posts and agency budget. Third party spends will be clarified.• MP will be looking into the leadership review estimated to save some £115,000.• 2019/20 forecast overspend is £202,000 (including £400,000 cost of the recruitment of wholetime firefighters). Therefore the reserve set aside for WT recruitment may not be fully used.	



	<ul style="list-style-type: none"> The draft settlement will be available around December. 2.99% referendum limit may reduce to 1.99%. However there is to be lobbying for a potential £5 increase. To be confirmed. 	
5.	SAVINGS ACTION PLAN	
	<p>The action plan was reviewed by Function Heads and the following actions / key points were raised:</p> <p>Risk and Resource Model/IRMP Update</p> <ul style="list-style-type: none"> See above <p>Head of Professional Standards</p> <ul style="list-style-type: none"> Reference PC24, Mileage rates: change mileage rate from 65p per mile to 45p per mile in line with HMRC guidance and local authorities. This is now in the final stages of being agreed by the rep bodies. <p>Head of Risk Management</p> <ul style="list-style-type: none"> Update provided and action plan amended. <p>Head of Technical Services</p> <ul style="list-style-type: none"> HoTS not available at the meeting – update on actions required. 	
6.	RISK REGISTER	
	<p>The risk register was reviewed and amended as follows:</p> <ul style="list-style-type: none"> Risk Id 1 - Impact to service delivery were full amount of savings not delivered remains high, due to financial uncertainty around 2020/21 budget settlement. Risk Id 2 - Capacity to deliver required projects remains high. 	
7.	NEXT STEPS AND AGREED ACTIONS	
	<ul style="list-style-type: none"> Function heads to update the action plan and complete actions before the next meeting. 	All
8.	ITEMS FOR COMMUNICATION	
	<ul style="list-style-type: none"> CB to issue general communication through the weekly bulletin. 	CB
9.	ANY OTHER BUSINESS	
	<ul style="list-style-type: none"> Emma Newall to be put on the distribution list for future meetings. 	
10.	FUTURE MEETINGS	
	<p>Note: No meeting in October</p> <p>Thursday 21st November, 14:30 at SHQ</p> <p>Tuesday 17th December, 14:30 at SHQ</p>	All to note



MINUTES OF FINANCE WORKING GROUP
(FWG)

MEETING HELD 21ST NOVEMBER 2019

Present: Carl BOASMAN (CB) – Chair
Michael PORTER (MP)
Fiona KINNEAR (FK)
Stuart SIMPSON (SS)
Sam LAW (SL) (minutes)

1.	APOLOGIES	
	Jon Foster, Edmund Billing, Steve Howley, Clare Godfrey, Ray Ward, Simon Garnett-Spence, Alan Bell, James Manning & Phil Whild	
2.	PREVIOUS MINUTES and MATTERS ARISING	
	The previous minutes from the meeting held on 26 th September 2019 were reviewed and agreed as a true and accurate record of the meeting.	
3.	Review of Terms of Reference	
	<ul style="list-style-type: none">• The Group agreed it had met the Terms of Reference and had achieved its purpose to deliver savings.• Assurance has been provided to CMB & PFCC via minutes and regular updates• Proposals and Opportunities for savings have been identified and evidenced• Savings Projects have been prioritised in line with the aims and vision of the Service & PFCC• Regular reports and updates have been given to Executive Board & Corporate Management Board.• Regular updates given to Staff and feedback taken.• The group has met regularly.	
4.	IRMP UPDATE	
	<ul style="list-style-type: none">• Phil Whild will be asked to update the action plan and feedback to MP who will produce a final summary/report• Heads of Function to complete savings action plan by Monday 2nd December and information forward to MP	PW HoF
5.	SAVINGS REQUIREMENT UPDATE / CURRENT FINANCIAL POSITION	
	<ul style="list-style-type: none">• Forecasts indicate that the Service is on track to deliver against the	



	<p>planned budget for 2019/20 and while there are some overspend and underspends, as you would expect with any budget, the overall forecast is as expected. The final few months of the financial year will be important to ensure that the variances experienced in 2018/19 are not repeated.</p> <ul style="list-style-type: none"> • As such there is no currently forecast impact in the current year that is expected to impact onto the wider MTFP. • In terms of the MTFP, updates will be provided to CMB in December which is expected to show good progress on stabilising the overall finances of the Service and subject to the announcement of the Government Grant for 2020/21 and confirmation of the limits around precept, the expectation is that a balanced MTFP will be shown for the next 3 / 4 years. 	
6.	Savings Action Plan	
	<ul style="list-style-type: none"> • The action plan was reviewed and no points were raised. 	
7.	Risk Register	
	<ul style="list-style-type: none"> • The risk register was reviewed and no points were raised. 	
8.	NEXT STEPS AND AGREED ACTIONS	
	<ul style="list-style-type: none"> • MP will produce a summary to evidence the achievements of the Group and will liaise with FK to provide feedback to PFCC • Savings will be reference in the MTFP 	MP
9.	Items for Communication	
	<ul style="list-style-type: none"> • Comms to be sent out confirming achievements and conclusion of work of FWG. PFCC to be asked to provide a statement for inclusion. • CB to send out letter of thanks to Group 	CB
10.	Any Other Business	
	<ul style="list-style-type: none"> • Group concluded it had met the requirements of the Terms of Reference and no further meetings are required thus the meeting on 17th December will be cancelled. • CB thanked all the group members for their contribution and support. 	SL