

HUMBERSIDE FIRE AUTHORITY
GOVERNANCE, AUDIT AND SCRUTINY COMMITTEE

7 MARCH 2016

PRESENT: Independent Co-opted Members Mr D Chapman (Chairperson), Mr J Doyle, Mrs P Jackson, Mr A Smith, Mrs M Thomlinson and Mr C Vertigans

Secretary/Monitoring Officer, Director of Emergency Response, Director of Emergency Response (Designate), Director of Organisational Development, Director of Public Safety, Director of Public Safety (Designate), Director of Service Support, Corporate Planning & Performance Manager, Organisational Development & Communications Manager, Finance Manager, Committee Manager, Ms J Rae (External Audit – KPMG) and Mr R Barton (Internal Audit - MIAA) were also present.

An apology for absence was submitted from Mr M Allingham.

The meeting was held at the Humberside Fire and Rescue Service Headquarters, Kingston upon Hull. Meeting commenced at 10.00 a.m.

(The Chairperson welcomed Mr R Barton (MIAA) and all who were observing the meeting.)

5038 COUNCILLOR M CHAPMAN MBE – The Chairperson reported the sad loss of the Vice-Chairperson of the Authority, Councillor M Chapman MBE who had died recently. Members stood in silence as a mark of respect.

PROCEDURAL

5039 DECLARATIONS OF INTEREST - No declarations were made in connection with any of the items to be considered at the meeting.

5040 MINUTES – *Resolved* – That the minutes of the meeting of the Committee held on 1 February 2016 having been printed and circulated amongst the Members, be taken as read and correctly recorded and be signed by the Chairperson, and

MATTERS ARISING FROM THE MINUTES

5041 Member Training - The Monitoring Officer/Secretary referred to Minute 5021 of the meeting held on 1 February 2016 and reported that the Executive Director Service Support/ Section 151 Officer had arranged a half day training session on 'Systems Thinking' to be held on 8 July 2016 for Members of the Authority and this Committee.

SCRUTINY PROGRAMME

5042 SCRUTINY PROGRAMME 2015/16 – COLLABORATION REVIEW – SCRUTINY INITIATION DOCUMENT – Further to Minute 5012 the Monitoring Officer/Secretary presented a scrutiny initiation document submitted by the Chairperson in respect to the scoping of the proposed Collaboration review. It was reported that the initial Officer contact would be GM P Haydn, Corporate Planning & Performance Manager. A Member queried whether there would be any input from Humberside Police as one of the partners in the joint workshops scheme. The Director of Service Support stated that Humberside Police were represented on the Joint Workshops Board and suggested that any contact with the Police regarding the review would be via the office of the Police and Crime Commissioner (PCC) for Humberside Police. The Monitoring Officer/Secretary stated that given that PCC elections were due to be held on 5 May 2016 any contact with the PCC's office should be made after that date. The Chairperson stated that the sub group could commence with an initial meeting with P Haydn, Corporate Planning & Performance Manager and aim to submit the initial scrutiny outcomes report to this Committee and the Authority in October 2016.

Resolved – (a) That the Committee approves the scoping document for the Collaboration review now submitted, and

(b) that the aim will be to submit the initial scrutiny outcomes report to this Committee and the Authority in October 2016.

5043 HUMAN RESOURCES: UPDATE REPORT – The Director of Organisational Development presented a joint report by the Head of Human Resources, Director of Service Support and himself, further to Minute 5021, providing an update following the report to the Committee on 2 March 2015 which highlighted the outcomes and recommendations arising from scrutiny of the following three areas as set out below:

- Firewatch HR IT System – The work on cleansing core HR data was nearing completion and attention had turned to updating the underlying structures to reflect recent organisation changes and in readiness for the implementation of rota management and IPDS modules. Once those stages had been complete, which was expected to be later in 2016, a detailed evaluation of the implementation and operation of FireWatch would be undertaken which would consider both benefits realisation from introducing FireWatch and lessons learned from the implementation. No further modules would be purchased until that work had been completed. In support of Firewatch, and in order to keep greater control of the Service establishment, all personnel within the organisation had been mapped out on an Organisational Chart which indicated both the 'Baseline' (substantive post) and 'Dynamic' (temporary position). The Organisational Chart was updated on a weekly basis with the information to support any change taken from the Decision Records. Decision Records were mandatory prior to any move being instigated and enabled all post numbers and associated financial issues to be identified.

A Member referred to the statement at paragraph 2 of the report that work on cleansing core HR data was nearing cleansing and queried the amount of time that work was taking. The Director of Service Support stated that retrospectively some issues had been identified and this was now being dealt with.

- HR Advice - The Chief Fire Officer/Chief Executive had informed the Authority on 15 February 2016 that the current HR collaboration arrangement between Humberside Fire and Rescue Service (HFRS) and South Yorkshire Fire and Rescue (SYFR) will conclude at the end of March 2016. This will include the interim Head of HR returning to SYFR on a full-time basis. Furthermore, the review which was commissioned to determine the feasibility of a joint HR/Occupational Health function will not be progressed. However, HFRS will have in place robust arrangements to ensure HR service provision will not be compromised and that planned development interventions will progress at pace. Specifically, the Service had engaged a specialist recruitment agency to support the process of appointing a suitably qualified and experienced permanent Director of HR for HFRS. This individual will be a member of the Corporate Management Team and will provide leadership in the development and implementation of a People Strategy. In addition, an exercise was currently underway to attract a HR Manager who will assume the day-to-day leadership responsibility for the HR function. The appointment of quality HR practitioners to these roles will inevitably advance the development of the HR function and the wider workforce agenda within HFRS. The Director of Organisational Development stated that since the report was written the Service had now recruited a Grade 13 HR Officer.
- Succession Planning - The Organisational Development team was currently preparing its objectives for the forthcoming year to ensure that the Service continues to meet its strategic objective of continuing to develop a committed, skilled and safe workforce. A primary feature would be succession planning to

identify and develop future leaders or senior managers as well as individuals in other business-critical positions. That will include leadership and management training and development activities building from the Advanced Leadership Programme (ALP) undertaken by some middle managers during 2015, as well as identifying opportunities for practical, tailored work experience for future roles. This will form part of a wider programme of talent management to recruit, retain and develop talented individuals, both attracting external talent and nurturing internal talent.

A Member asked whether the succession planning arrangements covered emergency replacements. The Director of Organisational Development confirmed that for 'Grey Book' operational staff posts there was a succession plan in place for every individual post, and that the Organisational Development team was looking at similar arrangements for 'Green Book' staff. A Member referred to paragraph 3 of the report regarding the proposed detailed evaluation of the implementation and operation of the Firewatch system and requested that the report, when written, should be submitted to this Committee.

The report also included an update with regard to a Recruitment Moratorium which indicated that the workforce requirements for operations are subject to a quarterly review by the Service Support Centre to ensure the Service is able to achieve its operational response. Due to significant budget reductions and the subsequent Operational Efficiency Programme (OEP), the need to increase the operational establishment had not been necessary for a number of years. It was anticipated that there will soon be a need to recruit wholetime firefighters due to the current retirement profile and new opportunities such as medical response. The timescale for the recruitment is largely dependent on decisions made by the Fire Authority regarding the OEP during 2016; however, plans were currently being prepared to commence the recruitment process by Summer 2016.

Resolved – (a) That the Committee notes the update report, and

(b) that when available the report on the detailed evaluation of the implementation and operation of the Firewatch system be submitted to this Committee.

GOVERNANCE

5044 UPDATE: MATTERS ARISING/FEEDBACK FROM FIRE AUTHORITY – The Monitoring Officer/Secretary submitted a report summarising the consideration given by the Authority at its meeting on 15 February 2016 to the draft minutes of the meeting of the Committee held on 1 February 2016 and also providing feedback on other items considered by the Fire Authority on 15 February 2016.

Resolved – That the report be noted.

5045 PAY POLICY STATEMENT 2016-17 - The Organisational Development & Communications Manager presented a report by the Head of Human Resources submitting a proposed Pay Policy Statement for Humberside Fire Authority for 2016/17, as required by the Localism Act 2011, for consideration and recommendation to the Fire Authority. The Act introduced senior staff pay transparency into local authorities with a requirement that authorities prepare a Pay Policy Statement for each financial year. A statement for the Authority was first produced for 2012/13 and approved by the Authority on 17 April 2012 (Minute 3839 refers). The Authority agreed at that time that the Pay Policy Statement should be reviewed annually by officers and that any proposed amendments would be brought before the full Authority for consideration. The proposed statement for 2016/17 reflected the current structure of the Corporate Management Team (CMT).

Members referred to paragraphs 26 to 28 of the draft Statement regarding Re-Employment Following Termination and queried whether there should be a clear policy statement that employees who have left employment and are in receipt of a pension will not be eligible for re-employment. The Organisational Development & Communications Manager

stated that instances of re-employment were very rare and in such circumstance would only follow an open competitive recruitment process. The Director of Service Support confirmed that there was no prohibition to re-employment but that in such circumstances a person's pension circumstances might be affected, and also confirmed that under the Operational Efficiency Programme the Service would not normally permit an employee to leave and then be re-employed, but would confirm.

Resolved – That it be a recommendation to the Fire Authority that the draft Pay Policy Statement for 2016/17 attached at Appendix 1 to the report now submitted be approved.

5046 MEMBERS' ALLOWANCES 2016/17 – REVIEW OF SPECIAL RESPONSIBILITY ALLOWANCE FOR VICE CHAIRPERSON OF THE FIRE AUTHORITY – The Monitoring Officer/Secretary submitted a report indicating that the Fire Authority on an annual basis considers and approves a scheme of the allowances paid to Members and attaching a copy of the report submitted to the Fire Authority on 15 February 2016 when the Authority agreed:

- (a) that the allowances be frozen at their current level for 2016/17 as set out in Appendix 1 to these minutes, and
- (b) that the Governance, Audit and Scrutiny Committee be asked to review the level of the Special Responsibility Allowance paid to the Vice Chairperson of the Fire Authority.

The Monitoring Officer/Secretary stated that since the report was written the Chairperson of the Fire Authority had suggested that the Committee should look at all Members' Allowances with a view to reporting back later in 2016 in readiness for the start of the 2017/18 financial year.

Resolved – That this item be deferred to the next meeting of this Committee when consideration will be given to a scrutiny initiation document in respect to the scoping of the proposed Members' Allowances review.

AUDIT

5047 TREASURY MANAGEMENT AND CAPITAL EXPENDITURE PRUDENTIAL INDICATORS, TREASURY MANAGEMENT POLICY STATEMENT 2016/17 AND MINIMUM REVENUE PROVISION (MRP) FOR 2016/17 - The Finance Manager submitted a report setting out the Prudential Indicators for Treasury Management and Capital and the Treasury Management Policy Statement proposed for adoption for the financial year 2016/17. The Authority's Constitution required that the Policy Statement is approved by the full Fire Authority and that responsibility cannot be delegated. The report also outlined the recommended policy to be adopted in respect of creating the Minimum Revenue Provision (MRP) for 2016/17, in line with the statutory requirements set out in The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008. In the light of the Icelandic situation in 2008, CIPFA had amended the CIPFA Treasury Management in the Public Services Code of Practice (the Code), Cross-Sectoral Guidance Notes and Guidance Notes and the template for the revised Treasury Management Policy Statement. The Fire Authority had formally adopted the revised Code on 15 February 2010. An updated version of the Code was published in November 2011 and the strategy statement had been prepared in accordance with the requirements of the new Code.

A Member referred to the prospects for interest rates provided by Capita Asset Services on page 132 and queried how frequently the data was reviewed. The Finance Manager stated that reports were prepared at mid-year and end-of-year; that borrowing was monitored; that when borrowing the Service had regard to the underlying Bank of England base rate and also the Public Works Loans Board lending rate, and also that the Service was trying to reduce the amount of borrowing in the short term. A Member queried the need for advice from Capita Asset Services given the availability of advice from the Bank of

England or the Office for Budget Responsibility. The Finance Manager briefly outlined the services provided by Capita Asset Services.

Resolved – That Members take assurance from the Prudential Indicators for Treasury Management and Capital Expenditure at paragraphs 12 and 13, the MRP calculated for 2016/17 at paragraphs 15-19 and Appendices 1, 2 and 3 of the report now submitted as the basis for the Authority's Treasury Management activities in 2016/17.

INTERNAL AUDIT (MIAA)

5048 Internal Audit Update – Mr R Barton (Internal Audit - MIAA) submitted a report outlining internal audit activity since the last meeting as follows:

Internal Audit Plan 2015/16 – Progress Update - The report provides a progress update of 2015/16 Internal Audit activity against the agreed plan. A summary was provided at Appendix 1 to the report which showed that the Training review had been reported (copy attached at Appendix 2 to the report). The overall objective was to review the Authority's arrangements to ensure organisational compliance with the main operational mandatory training requirements and associated value for money aspects (and excluded training arrangements in respect of HFR Solutions). The main recommendations made were around the development of a comprehensive training strategy and policy document and strengthening of monitoring and reporting arrangements of training compliance. The report stated that reviews which were in progress would be substantially complete by the end of March 2016 to enable the outcomes to inform the Annual Governance Statement via the Annual Internal Audit Opinion. Risk management coverage (under operational reviews) were currently being scheduled but the advisory nature of that activity (risk workshops) meant that the output will not form part of the overall annual opinion.

With regard to Appendix 2 to the report a Member referred to section 4 'Mandatory Training Monitoring and Reporting' on page 11 of the report and suggested that if the training was mandatory it was inappropriate for the key performance indicator target in the recommendations to suggest a target of 90% or 95%. The Director of Organisational Development stated that 100% would be aspirational taking into account staff absences such as due to long term illness. The Member suggested that the target should be 100% but with the inclusion of the reasoning for a lesser requirement. A Member referred to section 3 'Driver Training Grace Period' on page 10 and queried the 3 yearly revalidation for Emergency Response Driver (ERD) training. The Director of Organisational Development stated that he agreed with the Member's comments. A Member referred to the section on 'Breathing Apparatus Training' on page 6 of the report and stated that the compliance rate of 77.3% was the lowest of the activities listed in the report. The Director of Organisational Development stated that the local performance standard was set at 100% whereas the National Framework was for refresher training once every 2 years.

Internal Audit Plan 2016/17 - Following the presentation of a proposed internal audit plan to the Committee on 1 February 2016 (Minute 5018 refers), further consultation had taken place and a revised plan was attached at Appendix 3 to the report. The main changes were to include coverage of key controls relating to the capital programme under the cyclical combined financial systems heading rather than constituting a separate review and to include a review of workforce planning. Subject to any further observations, this plan would be presented to the Fire Authority for approval.

Resolved – (a) That the Committee notes the progress against the 2015/16 Internal Audit Plan and issues arising and that Members take significant assurance from the report, and

(b) that the Committee supports the proposed Internal Audit Plan 2016/17 prior to its submission to the Fire Authority for approval.

PERFORMANCE, RISK AND PROGRAMME MANAGEMENT

5049 SERVICE PERFORMANCE AND RISK REPORT END OF THE 3RD QUARTER 2015/16 – 1 APRIL 2015 – 31 DECEMBER 2015 - The Corporate Planning and Performance Manager submitted a report providing information relating to the Service's Performance and Risk Framework as highlighted in the following table:

Strategic Risks	
Reduction in external financial support	No change in risk.
Emergency Services Mobile Communications Programme (ESMCP)	No change in risk.
East Coast and Hertfordshire Control Room Project	No change in risk
Review and Development of Protective Security	No change in risk
Prevention Performance	
Accidental Dwelling Fires	18% below 3 year average.
Other Accidental Fires (exc. Vehicles)	4.5% below 3 year average.
Deliberate Primary Fires	13% above 3 year average.
Deliberate Secondary Fires	2% above 3 year average.
Number of Automatic Fire Alarms	4.6% below 3 year average.
Fatalities	3 fatalities (aspirational target 0)
Injuries	22 injuries (aspirational target 0)
Response Performance	
First engine response	8.24% better than target
Second engine response	10.77% better than target
Strategic Projects	
Project updates	<ul style="list-style-type: none"> All on track except for the ARK. A Post Implementation Review has been carried out on the 2014 OEP outcomes and is due for publication.

Further detailed information was contained within the body of the report.

Resolved – That the Committee takes assurance as to the Service's proactive approach to performance and risk management.

5050 HEALTH, SAFETY AND ENVIRONMENTAL QUARTERLY REPORT – 3RD QUARTER 2015/16 – OCTOBER – DECEMBER 2015 - The Director of Service Support submitted a report presenting the 3rd Quarter 2015/16 report on Health, Safety and Environment. Pleasingly performance in this area continued to improve with virtually all areas showing improvement against the same period last year. During the period there were 25 incidents recorded that resulted in some form of injury; this was a significant decrease on the same period last year (34 incidents). Of those incidents, the majority (19) were sustained to wholetime operational staff (including control). Training and routine activities were the 2 main contributing areas of activity with 8 incidents each of which only 5 injuries were recorded at operational incidents (3 at fires and 1 each at Road Traffic Collisions (RTCs) and special services). Exposure to or contact with a harmful substance were the most common cause of injury with 5 relevant incidents reported. During this quarter only a single RIDDOR event was reported, a decrease of 1 from the same period last year. Again the Service had seen a rise in the number of near miss reports; 19 this quarter compared to 15 in the same quarter of 2014/15. This was attributed to staff being encouraged to proactively report all incidents, demonstrating a positive improvement in the prevalent health and safety culture of HFRS. Service sickness was now incorporated into the report now submitted as previously

agreed. In terms of average days' sickness absence per person, Control had seen the biggest increase compared to the same quarter of 2014/15. This was largely attributed to the relatively small number of staff working in Control linked to the adverse effect of long-term sickness. The Service also presented at the recent, national, Inside Government conference in London on the subject "Award Winning Health and Safety Management Approach". The presentation was well received and highlighted the Service achievements in this area. A snapshot of the quarter was attached in Appendix 1 to the report and the full detailed report was attached at Appendix 2.

Resolved - That the report be accepted.

5051 INSPECTION OF MEMBER REGISTERS – The Member Registers of Interests and Declarations of Gifts and Hospitality were made available for inspection by any Member of the Committee as part of their monitoring role.

5052 INSPECTION OF OFFICER REGISTERS – The Officer Registers of Interests and Declarations of Gifts and Hospitality were made available for inspection by any Member of the Committee as part of their monitoring role.

ANY OTHER BUSINESS

5053 Officer Retirements – The Chairperson reported that K Evans, Director of Public Safety and D Oprey, Director of Emergency Response were attending their last meeting of the Committee prior to their impending retirement on 31 March 2015 and on behalf of Members thanked the Officers for their contributions to the work of the Committee and expressed best wishes for a long and healthy retirement.

Meeting closed at 10.58 a.m.

