

## HUMBERSIDE FIRE AUTHORITY

25 JUNE 2018

### PRESENT:

#### Representing East Riding of Yorkshire Council:

Councillors Chadwick, Finlay, Green, Healing, Matthews, Smith, V. Walker and Whittle.

#### Representing Kingston upon Hull City Council:

Councillors Belcher, Chambers, Dad, Nicola and Rodmell.

#### Representing North Lincolnshire Council:

Councillors Briggs, Grant, Sherwood and Waltham MBE.

#### Representing North East Lincolnshire Council:

Councillors Barfield, Shepherd and Swinburn.

Chief Fire Officer & Chief Executive, Deputy Chief Fire Officer/Executive Director Service Delivery, Executive Director Service Support/Section 151 Officer, Director of Emergency Services, Director of Public Safety, Director of Operational Training, Director of Service Support, Committee Manager and Mr D Chapman (Chairperson of the Governance, Audit and Scrutiny Committee) were also present. At the invitation of the Authority Mr K Hunter, Police & Crime Commissioner for Humberside was also present.

Mr M Allingham, Mr A Smith, Mrs M Thomlinson and Mr C Vertigans (Independent Co-opted Members of the Governance, Audit and Scrutiny Committee) also attended as observers.

Apologies for absence were submitted from Councillors C Randall (Mrs) and T Walker. It was noted that Councillor Waltham MBE was not present at the start of the meeting.

The meeting was held at the Humberside Fire and Rescue Service Headquarters, Kingston upon Hull. Meeting commenced at 10.30 a.m.

*(The Chairperson welcomed returning Member (Councillor Nicola) who was attending her first meeting since her reappointment to the Authority; Mr Hunter (PCC); the Independent Co-opted Members of the Governance, Audit and Scrutiny Committee and all other persons who were present.)*

**5853 DECLARATIONS OF INTEREST** – There were no declarations.

**5854 MINUTES – Resolved** – That the minutes of the Annual Meeting of the Authority held on 4 June 2018 having been printed and circulated amongst the Members, be taken as read and correctly recorded and be signed by the Chairperson.

**5855 QUESTIONS BY MEMBERS** - The Committee Manager reported that no questions had been received from Members in accordance with Rule 12, Part 4 of the Constitution.

**5856 PETITIONS AND DEPUTATIONS** - The Committee Manager reported stated that no petitions had been received and no requests for a deputation had been received under Rule 13, Part 4 of the Constitution.

## COMMUNICATIONS

**5857 Fire and Rescue Service Association** - The Chairperson reported that a communication had been received informing the Authority that the Retained Firefighters Union would be changing its name to the Fire and Rescue Service Association from 1 July 2018.

**5858 Meeting of Group Secretaries** – The Chairperson stated that there would be a meeting of Group Secretaries, the Vice Chairperson of the Authority and himself on the rising of this meeting.

**5859 MEMBERS' NEWSLETTER** – This item was included on the Agenda to allow Members an opportunity to ask questions regarding any items included in the Members' Newsletter that had been emailed recently to all Members of the Authority. There were no questions.

## MINUTES OF COMMITTEES

**5860 Governance, Audit and Scrutiny Committee** – Mr D Chapman, Chairperson of the Governance, Audit and Scrutiny Committee presented the minutes of the meeting of the Committee held on 15 June 2018 and drew Members' attention to the following items:

- (i) Scrutiny Programme 2018/19 – Update (Minute 5839 refers) – The Chairperson welcomed the scrutiny topics put forward by the Corporate Management Team and stated that the next meeting of the GAS Committee will consider the timeline for undertaking the scrutiny reviews. The Chairperson reminded Members that the Scrutiny Programme 2018/19 also included a review of Equality and Diversity and that the Committee will await the outcome of an Internal Audit review of that topic before scoping its own review.
- (ii) Scrutiny Programme 2017/18 – Review of Business Continuity – Agreed Management Actions (Minute 5840 refers) – The Chairperson stated that overall the scrutiny had been a thorough and beneficial exercise and expressed thanks to the Corporate Management Team for their response to the recommendations.

A Member referred to Minute 5840 (Scrutiny Programme 2017/18 – Review of Business Continuity – Agreed Management Actions) and sought clarification with regard to matters raised by Members of the GAS Committee relating to recommendation 8 (Control Room Employment Contracts) and the answers they had received from Officers. At the invitation of the Chairperson of the Authority Mr Vertigans, the Independent Co-opted Member of the GAS Committee who was Chairperson for that meeting, and the Director of Emergency Response explained that the discussion related to the period of notice required under the terms of contract of Control Staff and also the possible use of suitably trained support staff to provide increased resilience in the Control Room.

**Resolved** – That the minutes of the Governance, Audit and Scrutiny Committee held on 15 June 2018 be received.

*(Councillor Waltham MBE arrived at 10.40am)*

**5861 ANNUAL STATEMENT OF ACCOUNTS 2017/18 - UNAUDITED** - The Executive Director Service Support/Section151 Officer submitted a report containing the Authority's full unaudited Statement of Accounts for 2017/18 as set out in Appendix 1 to the report and also highlighting the key aspects of revenue and capital outturn for the year. The report had previously been considered by the Governance, Audit and Scrutiny Committee on 15 June 2018 (Minute 5842 refers). The accounts covered by the report were subject to audit by KPMG in their role as the Authority's external auditor. The draft unaudited Statement of Accounts for 2017/18 was published on the Authority's website on 21 May 2018 which was an excellent achievement. The intention was that the audited Statement of Accounts will be

approved by the Fire Authority by 31 July 2018. The outturn position for the revenue budget for 2017/18 was a £11k underspend which compared well to the period 11 end of February 2018 projection in the Management Accounts of a £57k underspend. The full schedule of variances was set out in more detail in the Statement of Accounts at Appendix 2 on page 80. The outturn for the Capital Programme showed a spend of £3.322m as detailed in Appendix 3 on page 82 of the Annual Accounts. The report identified twelve projects that had not been completed in 2017/18 and for which it was proposed that the capital allocations be re-phased into the 2018/19 Capital Programme. Table 1 in paragraph 6 to the report showed overall revenue reserves of £9.870m at 31 March 2018 and some recommended movements in reserves to be effected from 1 April 2018. The Authority had worked hard in recent years to deliver a sound level of reserves. This was particularly important against the uncertain financial backdrop for 2019/20 onwards.

In terms of key financial indicators the report indicated that against the backdrop of significant austerity (the Authority's external financing from Government had been reduced by £11.5m over the period 2011/12 to 2019/20 as well as a 5 year freeze in the precept/council tax between 2011/12 and 2015/16), and drew attention to the following key financial indicators as set out in the table below:

<u>Key Indicator</u>	<u>2012/13</u> <u>actual</u>	<u>2013/14</u> <u>actual</u>	<u>2014/15</u> <u>actual</u>	<u>2015/16</u> <u>actual</u>	<u>2016/17</u> <u>actual</u>	<u>2017/18</u> <u>actual</u> <u>(unaudited)</u>
Capital Financing Requirement (CFR)	£17.7m	£16.6m	£15.6m	£16.1m	£14.5m	£14.7m
Long-term Borrowing (PWLB) (excluding leases)	£18.6m	£17.7m	£16.6m	£15.3m	£14.5m	£14.7m
Revenue Outturn	£2.1m underspend	£1.5m underspend	£1.3m underspend	£1.2m underspend	£1.1m underspend	£0.011m underspend
Total Revenue Reserves	£18.6m	£17.3m	£16.1m	£15.1m	£10.5m	£9.9m

The report stated that fundamentally the Authority's underlying position is sound. The Capital Financing Requirement (CFR) (the Authority's underlying need to borrow for a capital purpose) had decreased by £3m over the period since 2012/13. This showed the CFR stabilising on a downward trend over the period 2012/13 to 2017/18. The recommended movements in reserves in Table 1 showed further resources directed towards the capital programme which will stabilise the CFR further in line with the reducing financial size of the Authority due to austerity. The revenue outturn underspend was lower than in the previous year. The Authority's budget was balanced for 2018/19. 2019/20 onwards will require careful monitoring given that the Government's austerity programme is likely to continue beyond 2020.

In conclusion the report captured the financial impact of the Authority's activities during the 2017/18 financial year. The picture was one of robust finances despite the austerity that had been in place over the period 2011/12 to 2017/18. Judicious use of reserves had ensured that key investment projects had been undertaken. The financial challenges will continue over the period 2019/20 onwards and the Authority is well placed to meet these challenges.

A Member referred to Appendix 1 to the report with reference to the Table on page 21 providing an overview of emergency incident responses and the Service's performance and queried why there was no information included in respect to medical responses for the health service. The Director of Emergency Services stated that the Service

did not have a duty to attend such incidents or incidents on behalf of the Falls Team in Hull which together totalled around 2000 incidents a year. The Chief Fire Officer & Chief Executive stated that whilst the Authority can influence its own attendance standards it was not relevant to medical responses as an indicator for the Authority. A Member also referred to the performance against target in respect to SPI 2.4 (Total Deliberate Secondary Fires) and queried whether the Service was doing enough with regard to prevention. The Deputy Chief Fire Officer/Executive Director Service Delivery suggested that the Member might more appropriately raise this matter under Agenda Item 12 (Service Level Performance Indicators and Targets 2018/19).

**Resolved** - That Members –

- (a) take assurance from the Accounts presented;
- (b) approve the Capital Programme 'slippage' at paragraph 7 of the report;
- (c) approve the position on Reserves as at 1 April 2017 and the publication of the reserves on the Transparency section of the HFA website, and
- (d) commend the Executive Director Service Support/Section151 Officer and the Finance Team for their work in achieving an outturn position for the revenue budget for 2017/18 of an £11k underspend which compares well to the period 11 end of February 2018 projection in the Management Accounts of a £57k underspend.

**5862 TREASURY MANAGEMENT ANNUAL REPORT 2017/18** – The Executive Director Service Support/Section151 Officer submitted a report providing a review of the Authority's Treasury Management activity and Prudential Indicators for the year 2017/18 in line with the Chartered Institute of Public Finance and Accountancy (CIFPA) Code of Practice 2009. The report showed full compliance with the Authority's Prudential Indicators for 2017/18. Appendix 1 to the report detailed the agreed Prudential Indicators for 2017/18 and the actual figures for 2017/18. During the financial year the Authority had operated wholly within the limits approved. The report stated that the Section 151 Officer considered the current capital programme to be affordable and sustainable with the revenue effects of capital investment built into the Medium-Term Financial Plan (MTFP). Through the MTFP process, the Authority had aligned its resources to key strategic priorities. With regard to Treasury Management the report indicated that based on the Operational Boundary definition, external debt at 31 March 2018 was £7.5m below the agreed Operational Boundary for 2017/18 and the maturity structure for both borrowing and investments remained within the approved upper and lower limits. Subsequent borrowing or re-scheduling during 2018/19 would take in to account prevailing interest rates on offer from the Public Works Loans Board, the current maturity structure of loans, balanced with the need to reduce capital risk by keeping down cash-balances. The Executive Director Service Support/Section151 Officer referred to Appendix 1 to the report with regard to Indicator 3 (Capital Financing Requirement) and stated that in future the report would show the cost of the East Hull Integrated Care Centre on a separate line. The report had previously been considered by the Governance, Audit and Scrutiny Committee on 15 June 2018 (Minute 5843 refers).

**Resolved** - That Members take assurance from the Treasury Management activities undertaken during 2016/17 and the Prudential Indicators as outlined in paragraphs 14 and 15 and detailed in Appendix 1 to the report.

**5863 ANTI-FRAUD AND CORRUPTION STATEMENT 2017/18** - The Executive Director Service Support/Section151 Officer submitted a joint report by the Monitoring Officer/Secretary and himself reminding Members that an Internal Audit review of Counter Fraud Arrangements was conducted during the third quarter of 2016/17. The review examined the arrangements in place for dealing with any issues concerning countering fraud, bribery and corruption that might arise within the Fire Authority. That included that key policies were in place to embed those arrangements, the promotion of good governance and principles of

ethical behaviour/probity, procedures for dealing with allegations of fraud, bribery or corruption, staff awareness of the potential for criminal acts and how concerns might be reported, and also any measures taken to promote fraud prevention and increase deterrence against potential frauds. The outcomes of the review, including a number of recommendations and agreed actions, were reported to the GAS Committee on 10 April, 2017 (Minute 5430 refers). A specific recommendation was received that 'The Chief Fire Officer and Chief Executive should make a formal statement of the Fire Authority's commitment to anti-fraud, bribery and corruption measures and publish the statement on the official website'. The arising draft statement, based upon the Audit Commission checklist for Councillors and others responsible for governance, was included at Appendix A to the report. The report reminded Members that building on last year's initial publication of the formal statement, GAS Committee Members had conducted a scrutiny of associated policies and procedures during 2017/18, reporting outcomes to the GAS Committee meeting on 9 April 2018. The scrutiny report echoed previous internal audit report findings that the policies and procedures in place manage the risks appropriately across the organisation. The report had previously been considered by the Governance, Audit and Scrutiny Committee on 15 June 2018 (Minute 5844 refers).

**Resolved** – That the Authority approve the Anti-Fraud and Corruption Statement for 2017/18.

**5864 SERVICE LEVEL PERFORMANCE INDICATORS AND TARGETS 2018/19** – The Deputy Chief Fire Officer/Executive Director Service Delivery submitted a report, further to Minute 5907, reminding Members that at the HFA Meeting 23 April 2018 Members received a cyclical report outlining the proposed Service Level Performance Indicators and Targets for 2018/19. Targets were based upon the incident data available in April, with a caveat that end of year data validation was incomplete. Members requested that further clarification be brought to this meeting, specifically in relation to the rationale being applied to targets for Service Performance Indicators 2.2 - Total Deliberate Primary Fires and 2.5 - Total AFAs in non-domestic property. Proposed targets for 2018/19, now based upon validated end of year figures, were included at Appendix 1 to the report. The report reminded returning Members and informed new Members about the general approach to performance reporting. Performance against all of the Authority's Strategic Objectives will be monitored and retrospectively reported to the Authority on a quarterly basis following scrutiny by the Governance Audit and Scrutiny Committee. The Authority will receive three quarterly reports, followed by the Annual Performance Report incorporating performance information from the fourth quarter. This was in line with the reporting of performance for 2017/18 and the Annual Performance Report for that period, which will be presented to Members at the July 2018 meeting.

The report reminded Members that the Strategic Plan 2018/21, approved by the Authority on 8 December 2017, included four strategic objectives, which provide the focus for Director owned workstreams and also the basis of performance reporting during 2018/19, as set out in paragraph 5 of the report. A table of the Service Performance Indicators and proposed targets for 2018/19, mapped to the Strategic Plan, was included in Appendix 1 to the report. A summary of intervention activity, reported to Members during 2017-18 within Quarterly Performance Reports was included at Appendix 2. Other qualitative and quantitative workstream performance management indicators and measures are being developed in conjunction with management dashboards. Members will gain a greater insight into developments throughout 2018/19 and will have opportunities to contribute directly through their Member Champion roles. As Members were also aware the Strategic Objectives are only achievable through an efficient governance framework.

The report set out at paragraph 9 the principles that had been applied to the target setting at Service level for a number of years and stated that it is also appropriate that where relevant Officers apply professional judgement when establishing targets. The report also indicated the timing of Quarterly Performance and Risk Reports to the GAS Committee and the Authority and also the Annual Performance Report. Management and performance

dashboards, and other alternative approaches to graphically represent data and performance will be trialed during 2018/19, both within management team meetings and in performance reporting and presentations to Members. The report also set out the arrangements for the management and reporting of local level performance. With regard to the Performance Reporting Environment the report indicated that Members had been assigned to act as Member Champions, both as a critical friend and providing Member support for fire and rescue service issues within Local Authorities. Activities supporting the delivery of Strategic Objectives are documented within Director Workstream Plans and are monitored through performance meetings led by Executive Directors.

A Member referred to page 129 of the report outlining intervention activities with regard to deliberate secondary fires and requested further information in respect to the statement that the Locality Manager was working with the Crime Reduction Officer, Humberside Police to restart an Arson Prevention Task Force. The Director of Public Safety reminded Members that at the Authority meeting on 22 September 2017 (Minute 5627 refers) it was agreed that further information regarding deliberate secondary fires and how Members and the constituent unitary authorities might assist in achieving a reduction be considered at the Member Day on 6 October 2017. The Director of Public Safety undertook to recirculate that information to Members. Mr Hunter (PCC) stated that the report was a very brief performance summary which did not include a strong message as to the extent of Member involvement and suggested that as a Framework the document lacked clarity with regard to the information that Her Majesty's Inspectorate for Constabulary and Fire & Rescue Services (HMICFRS) would expect to have been considered. The Chairperson reported that the Framework had been raised at Member Days; that the Authority had also designated Member Champions to increase Member involvement in scrutiny, and that Members hoped that the evidence was already there to demonstrate to HMICFRS. The Deputy Chief Fire Officer/Executive Director Service Delivery clarified that the purpose of the report submitted to this meeting was to allow the Authority to approve the Service Performance Indicators and Targets for 2018/19 and stated that he would welcome the opportunity to speak with Mr Hunter after this meeting about ways of improving the Framework from his experience of inspection by HMICFRS.

**Resolved** - (a) That Members endorse the approach for reporting performance, and

(b) that Members approve the Service Performance Indicators and Targets for 2018/19.

**5865 ABSENCE MANAGEMENT UPDATE** – The Executive Director Service Support/ Section 151 Officer presented a report by the Director of Human Resources providing an update on the progress with absence management within the Service. The report reminded Members of the decision taken to commission Capsticks Human Resource Advisory team to undertake the absence management work stream for a 5 month period from the end of February to 31 July 2017. It was planned that the work would leave a legacy for the Service of up to date case work for absence management cases, as well as a detailed plan for any required amendments to policy and management training in the future, which would then be supported and delivered by the HR Service Partners coming into post.

At the HFA meeting on 22 September 2017 (Minute 5629 refers), Members were given the initial response to the report from Capsticks, as it had only been finalised in the days running up to the meeting, so the plan was not complete at that point. At the Member Day on 6 October 2017, Members received a presentation from the Director of HR detailing the Action Plan and response and were given the opportunity to informally debate the content and make comment for amendment prior to it coming to the Authority meeting. Since that time, the Action Plan had been implemented and the majority of the actions had been completed. The absence of the Head of Occupational Health and Wellbeing had led to some delay in progress related to strategic Occupational Health (OH) actions, although tactical actions, for example, the introduction of peer supervision had occurred. Case Review Board meetings had been established, led by the Deputy Chief Fire Officer/Executive Director of

Service Delivery and the Director of HR. The focus of these meetings, which involve Line Managers, HR and OH as appropriate, is to ensure absence is being managed efficiently, effectively and consistently across the Service and to provide challenge where there are inconsistencies, blockages or lack of action and to offer support where needed. These meetings have proved successful in maintaining focus and responsibility and providing appropriate support. The Absence Management Policy and underpinning documentation had been reviewed and would be going out for consultation shortly. Coupled with the policy review, the HR team continues to coach Line Managers through the Absence Management Policy and process to ensure correct application and consistency of approach. Timely information is provided to Line Managers so that they can proactively manage absence at the earliest opportunity. The full analysis of the Service's absence data will be included in the Annual Performance Report that will be considered at the July 2018 HFA meeting.

**Resolved** - That Members note the content of the report and take assurance from the actions taken and planned in the HR Directorate to improve the management of absence and the support offered to staff who are unwell.

**5866 “THE HUMBERSIDE WAY” LEADERSHIP FRAMEWORK AND MEETING STRUCTURES** – The Chief Fire Officer & Chief Executive submitted a report indicating that on 5 June 2018, the Leadership Forum met to discuss and finalise the meeting structures and Leadership Framework which had been developed over the previous months. It was planned that both will be formally in use from 2 July 2018. The report described the Framework attached at Appendix 1 to the report and the Structures at Appendix 2 as agreed in that forum to give Members an understanding of the content and rationale for their introduction.

The Leadership Framework had been developed using the work of Zeal Solutions Ltd., a company owned and run by a team of Occupational Psychologists. This is the team who are supporting the Authority with the ongoing Organisational Health Check work, the results of which Members will have sight of at the September 2018 meeting. The principles of National Leadership Framework, which had been developed by a working party including the Service's Director of HR and was shortly to go out for consultation, had been weaved through the local Framework. This was an approach which had been recommended by the National Fire Chiefs Council's (NFCC) Workforce Committee; to not 'reinvent the wheel', but to adapt for local needs. The Framework describes a principle of using Supportive Management and Leadership behaviours to give managers an understanding of the impact of their approaches on the health, wellbeing and performance of the workforce and 'how' to best lead staff. It was proposed that leaders are trained using the Scenario-based Training approach. This was backed up by the development of a transactional Management Development Programme, which will provide the 'what to do' for managers, including the practical management of absence, performance and disciplinary. It was planned that the initial training will be to senior and middle managers and that a 'train the trainer' approach will apply to roll out the approach across all leaders in the Service. The Framework contains the national proposal to have four competence levels for leaders as follows: Leading the Service, Leading the Function, Leading Others and Leading Yourself. These competence levels had been adopted into HFRS leadership framework and populated with local content for educational delivery to staff. Additional leadership interventions to further support the implementation of the Framework and development of staff will include; the leadership forum, supervision, performance development reviews, coaching and mentoring. An action plan outlining key tasks for delivery of the Framework was outlined in the framework in Appendix 1.

The Leadership Framework is further supported by the meeting structure which describes the levels of meetings, their purpose and accountabilities, frequency and required attendance, the detail of which was described in Appendix 2 to the report. The Corporate Management Team will be renamed the Strategic Leadership Team (SLT), which better reflects the work both required and undertaken by the Team. The meeting will be moved from a fortnightly to a monthly basis and agenda items will be restricted to strategic and

governance matters only. Fortnightly Executive Team Meetings will be held within Service Delivery and Service Support to deliver SLT decisions and to set the strategic decisions within Directorates. The Tactical Management Team will be renamed the Tactical Leadership Team to emphasise the importance of leadership within the Service and how key this group of Heads of Service are to lead success. Directorate Tactical Teams will develop workstreams and tactical plans within a Directorate, and co-ordinate delivery, meeting every two weeks. Operational Leadership Teams will meet monthly or more frequently if required, either within Directorates or within geographical Service Delivery Areas to execute Directorate and cross-cutting tactical plans. The Leadership Forum will meet bi-monthly to include all middle and senior managers as a communication and development forum, with regular guest speakers and topics. A new daily briefing will be introduced using video conferencing facilities to ensure that all important and urgent events are properly communicated to the Senior Team for cascading through the Service. Performance and Risk Clinics will continue to meet quarterly with Executive Directors meeting with each Director to give oversight of cross-cutting performance and risk issues. The introduction of this schedule will reduce the number and frequency of the meetings senior staff regularly attend, whilst giving clarity on the purpose of those meetings to support increased productivity.

**Resolved** – That Members note the content of the Leadership Framework and the introduction of the new meeting structures and take assurance that leadership competence and capacity is being effectively developed across the Service.

**5867 POLICE/FIRE COLLABORATION - HEALTH AND SAFETY** - The Director of Service Support submitted a report reminding Members that as part of the Service Redesign Programme (SRP) a Joint Estates Service (JES) was established with Humberside Police (HP) via a Collaboration Agreement under Section 1 of the Policing and Crime Act (PCA) 2017. In keeping with the duty placed on Emergency Services within the Act to review further opportunities for collaboration, an opportunity to collaborate around Health and Safety had been identified. Members were reminded that the Authority had a statutory duty to collaborate with other emergency services under Section 1 of the PCA. Additionally, there is a further duty to keep under constant review any further opportunities to collaborate where these can be seen to promote efficiency and/or effectiveness. In keeping with that duty Members had approved a recent collaboration relating to Estates which resulted in the JES led by HP under the direction of a joint board reporting directly to the Police/Fire Transformation Board which is made up of the Corporate/Senior Management Teams from both organisations, the Police and Crime Commissioner (PCC) and the Chair of the Authority. This arrangement had been formalised under a Framework Agreement signed by all parties. A review of the current Health and Safety arrangements within HP had identified an opportunity to collaborate within this area with HFRS taking the lead role in this case. HFRS has a well-established Health and Safety team with an excellent track record reflecting the inherent operational risk linked to the role of our firefighters. The report stated that Members should be assured that any potential collaboration will not have a detrimental effect on current arrangements and should in fact increase capacity and resilience in a joint Health and Safety function. Subject to Members approval to progress the proposal officers will continue to liaise with colleagues from HP and develop a proposal for approval by the Authority, HP and Police and Crime Commissioner. This will include a recommendation as to the most appropriate governance arrangements to facilitate any such arrangement taking into consideration the legal/statutory duties relating to Health and Safety legislation.

**Resolved** – (a) That Members note the content of the report in keeping with the statutory duty to collaborate as defined in Section 1 of the Policing and Crime Act 2017;

(b) that Members approve the proposal to further explore the opportunity to collaborate around Health and Safety, and

(c) that a further paper is presented to Members detailing the proposed arrangements and governance framework.



**5868 UPDATE ON HIGH RISE BUILDINGS (POST GRENFELL TOWER FIRE) JUNE 2018** - The Director of Public Safety submitted a report providing Members with a summary of the work carried out within Humberside Fire and Rescue Service (HFRS) in relation to the events at Grenfell Tower, London on the 14 June 2017. The report considered HFRS activities immediately in response to the Grenfell Tower incident, their activities with local partners to date and provided an update on their national contributions. The report also provided a brief overview of the published Independent Review of Building Regulations and Fire Safety (Dame Judith Hackitt).

A Member referred to the inspection work carried out by the Service in the aftermath of the incident and queried whether a shopping centre with residential apartments above had been inspected. The Director of Public Safety replied that he would check when the property was inspected and inform the Member. A Member referred to the responsibilities of local landlords and asked whether the Service was informing them regarding fire door safety. The Director of Public Safety stated that there were a number of initiatives and also national guidance and reported that there had been recent changes in the licensing of Houses in Multiple Occupation which will be reported to a future meeting of the Authority.

**Resolved** – That Members

(a) take assurance that HFRS have engaged and delivered locally to maintain public safety at high rise premises across Humberside;

(b) note the national contributions that have been made by HFRS to calls for evidence, calls for action and other consultations from the National Fire Chiefs Council (NFCC), the Minister for Housing, Communities and Local Government (MHCLG) and other departments, and

(c) are assured that HFRS are continuing to deliver public safety outcomes as well as consider any potential changes following the Independent Review of Building Regulations and Fire Safety (Dame Judith Hackitt report) on shaping the future of fire safety in 'high risk residential buildings'.

**5869 INTRODUCTION OF A SERVICE DELIVERY STRUCTURE THAT IS COTERMINUS WITH LOCAL AUTHORITY AREAS** - The Director of Emergency Response submitted a report reminding Members that Humberside Fire and Rescue Service (HFRS) currently provided the delivery of its services to communities via the two separate directorates of Safety and Emergency Response. Each directorate currently had teams dedicated to either Safety or Emergency Response and were managed centrally from Service Headquarters. The report outlined a proposal to combine some existing staff in Safety and Emergency Response into a single Service Delivery structure which will be divided in to four districts based on the four constituent Local Authority areas. Each district will be managed by a Group Manager who will be responsible for all FRS matters within the district. All four District Group Managers will jointly report to the Director of Safety and the Director of Emergency Response. It was envisaged that the proposed structure will lead to increased effectiveness through joined up working and will provide clearly visible and accountable leadership locally. The proposal did not involve any changes to staff numbers and was merely a reorganisation of some existing Safety and Emergency Response staff in to a single Service Delivery structure that is more locally focussed and accountable. The report outlined the evolution and challenges of the current structure; the proposed structure, and the perceived benefits of the proposed structure.

**Resolved** – (a) That Members acknowledge the work carried out by Safety and Emergency Response to inform the proposal which better supports front line Service Delivery without reducing posts, and

(b) that Members endorse the approach taken including the consultation process.

**5870 HOME OFFICE REPORT - ENABLING POLICE AND CRIME COMMISSIONERS (PCCS) TO SIT AND VOTE ON COMBINED FIRE AND RESCUE AUTHORITIES (FRAS) – SUMMARY OF CONSULTATION RESPONSES AND NEXT STEPS**

The Chief Fire Officer & Chief Executive submitted a report from the Home Office setting out the Government's response to the consultation on proposals to apply the 'representation model' to Combined FRAs established or continued in existence under section 2 and 4 of the 2004 Act through varying their combination schemes. The Policing and Crime Act 2017 made various legislative amendments to enable PCCs to be represented on their local FRA (and/or its committees), with voting rights, subject to the consent of the FRA. This 'representation model' will enable PCCs to take part in discussions and decisions in a meaningful way to foster closer collaborative working between policing and local fire and rescue services. It is for individual FRAs to take the decision to grant membership when a PCC requests to become a member, and in interests of transparency FRAs are required to publish their decisions. Combined FRAs established under sections 2 and 4 of the 2004 Act must have their combination schemes amended before the 'representation model' can apply. Where the Secretary of State wishes to proactively make amendments to an FRA's combination scheme, a period of formal consultation is required. Such a consultation started in November 2017 and closed on 15 January 2018. The Government had now completed a review of the responses, and a summary of the findings and how they intend to proceed was explained in the report. A total of 67 responses were received and all of the affected Combined FRAs had responded to the consultation. Hampshire FRA was currently the only authority that had had their combination scheme amended to implement the representation model. 20 of the 22 authorities that took part in the consultation agreed with the proposed amendments to the combination schemes of Combined FRAs established or continued in existence under sections 2 and 4 of the 2004 Fire and Rescue Services Act. Two FRAs had objected to the proposed amendments. Those agreeing with the proposed amendments had highlighted a number of benefits of applying the 'representation model' to Combined FRAs as set out in the report. A number of themes had emerged from FRAs who either sought further information during the consultation, or who did not agree with the proposed amendments. This included issues regarding political balance, membership numbers, extending the right to a PCC to appoint a deputy to attend meetings of the FRA where the PCC is unable to, and membership allowance. An extract of the discussions on those issues is set out below:

Retention of political balance and membership numbers: A number of FRAs raised that membership numbers are based on a ratio formula of population (by constituent authority) and then constituted with political balance. It was suggested that adding the PCC as a member could have an impact on political balance where there is more than one constituent authority. The FRAs also added that the proposal lacked guidance on how political balance could be retained to ensure a consistent approach across all Authorities. FRAs are required to take membership into account when calculating proportionality in accordance with section 15 of the Local Government and Housing Act 1989. The requirements apply to each constituent authority and the FRA itself separately. It is up to the FRA to consider the impact of a PCC's membership locally and to determine how they wish to proceed. If the combination scheme allows, it is possible to go above the upper limit of members currently permitted by the scheme, with the new number being the maximum number of members of the FRA. An Authority should keep their numbers under review to ensure that it is sufficient enough to allow effective scrutiny, while being focused, nimble and decisive and not over burdensome.

Deputy PCCs: While some FRAs recognised that the DPCC would not have voting rights, they had concerns that the DPCC would have the opportunity to speak and influence decisions. The concern was that elected members did not have the same entitlement to be substituted by an unelected deputy. In response to the concerns the Home Office had clarified that Section 18 of the Police Reform and Social Responsibility Act 2011 enables a PCC to delegate certain functions to a DPCC or arrange for any person not the DPCC to exercise these functions (a deputy). This would include enabling a deputy to attend and speak at meetings of the FRA where

the PCC is unable to, and potentially enables a deputy to have voting rights (subject to amendments being made to the relevant combination scheme). Hampshire FRA is currently the only combined authority who have had their combination scheme amended to implement the representation model. The proposed amendments mirror what has already been placed in the amendments to the Hampshire Order (Annex A to the report). In line with the Hampshire Order, the Home Office policy approach to Combined FRAs is to enable a PCC to delegate to a deputy to attend and speak at FRA meetings, but that this deputy does not have any voting rights and will not be treated as a member of the Authority for any purpose, for example being part of the meeting quorate.

Membership allowance: Some authorities had highlighted that they were under pressure to reduce FRA membership in order to demonstrate savings and were therefore, reluctant to increase the number of members to accommodate the PCC. The Home Office had carefully considered the views of FRAs on membership allowances, and their policy intention is that they would not expect PCCs to receive any additional allowance for being represented on an FRA.

In terms of the next steps the Government has decided to draft a negative statutory instrument to amend the combination scheme of FRAs who are supportive of the amendment. The statutory instrument is expected to be laid before Parliament in the autumn. In response to the objections to the proposed amendments from two FRAs, the Home Office intends to launch an inquiry under the provisions of the 2004 Act to better understand their concerns and to help come to a view on whether to amend the respective combination schemes. Due to the inquiry being targeted at a small number of authorities it was expected that the inquiry will be time-limited. The inquiry was expected to be launched in May, with plans to publish an inquiry report and a Government response to the inquiry shortly thereafter. In the coming weeks the Home Office will start to engage with FRAs who are supportive of the amendment on the draft negative statutory instrument to amend their combination schemes, and as part of that process will seek the views of PCCs and FRAs on the issue of membership allowances for PCCs.

Mr Hunter (PCC) informed Members that he had no issues with the Home office report and that when the necessary amendments to the Authority's Combination Scheme have been approved by Parliament he will submit his request to become a Member of the Authority.

**Resolved** – That the report be noted.

**5871 HOME OFFICE REPORT – FIRE AND RESCUE NATIONAL FRAMEWORK FOR ENGLAND** - The Chief Fire Officer & Chief Executive submitted a report by the Home Office indicating that under Section 21 of the Fire and Rescue Services Act 2004 ("the 2004 Act"), the Secretary of State must prepare a Fire and Rescue National Framework which:

- a) must set out priorities and objectives for fire and rescue authorities in connection with the discharge of their functions;
- b) may contain guidance to fire and rescue authorities in connection with the discharge of any of their functions; and
- c) may contain any other matter relating to fire and rescue authorities or their functions that the Secretary of State considers appropriate.

In setting out priorities and objectives for fire and rescue authorities in England, the requirements are best calculated to promote public safety and the economy, efficiency and effectiveness of fire and rescue authorities. The Framework sets out high level expectations; it does not prescribe operational matters which are best determined locally by fire and rescue authorities and their staff. In preparing the Framework, the Secretary of State undertook a public consultation which met the requirements of the 2004 Act. Every fire and rescue authority must have regard to the Framework in carrying out their functions and must publish an annual statement of assurance of compliance with the Framework (Chapter 4 of

the report refers). The report acknowledged that Fire and Rescue Authorities function within a long-established statutory and policy framework. The report did not repeat all the duties placed on them in connection with the discharge of their functions, or more generally as a public service provider and employer. The term 'fire and rescue authority' in the Framework applies to every fire and rescue authority in England unless otherwise stated. The priorities in the Framework were for fire and rescue authorities to:

- make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents;
- identify and assess the full range of foreseeable fire and rescue related risks their areas face;
- collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide;
- be accountable to communities for the service they provide, and
- develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

The Chief Fire Officer & Chief Executive drew Members' particular attention to the Fitness Principles on page 17 of the report and cautioned Members that there could be potential significant costs from early retirement on fitness grounds.

**Resolved** – That the report and the requirements of the Framework be noted.

**5872 HEALTH AND SAFETY UPDATE** - The Director of Service Support reported orally giving Members an update with regard to the Directorate's initiative with regard to the following:

- Contaminants and cancer risks
- Sticky blood
- Operational learning from incidents locally and nationally
- Water Rescue Training – safety measures
- Environmental health strategy
- Telematics

**Resolved** – That the report be received.

*Meeting closed at 12.09pm*