

HUMBERSIDE FIRE AUTHORITY
GOVERNANCE, AUDIT AND SCRUTINY COMMITTEE

5 MARCH 2018

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

Councillor Green attended as an observer.

Director of Public Safety, Director of Service Support, Monitoring Officer/Secretary Head of Finance, Head of Organisational Development, Senior Corporate Assurance Officer, Committee Manager and Mr K Lloyd (Internal Audit - MIAA) were also present.

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 Councillor Green and all others present who were observing the meeting.)

PROCEDURAL

5742 DECLARATIONS OF INTEREST – There were no declarations.

5743 MINUTES – Resolved – That the minutes of the meeting of the Committee held on 29 January 2018 having been printed and circulated amongst the Members, be taken as read and correctly recorded and be signed by the Chairperson.

5744 MATTERS ARISING FROM THE MINUTES, OTHER THAN ON THE AGENDA – There were no matters.

GOVERNANCE

5745 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 12 February 2018 to the draft minutes of the meeting of the Committee held on 29 January 2018 and also providing feedback on other items considered by the Fire Authority at its meeting on 12 February 2018.

Resolved – That the report be noted.

5746 PAY POLICY STATEMENT 2018-19 - The Head of Organisational Development presented a report by the Director of Human Resources providing a proposed Pay Policy Statement for the Authority for 2018/19, 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 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 2018/19 attached at Appendix 1 to the report reflected the current structure of the Corporate Management Team posts.

A Member referred to paragraphs 8 and 9 of Appendix 1 and queried how the ratio of senior posts salaries to the salary of the Chief Fire Officer & Chief Executive was determined. The Director of Service Support stated that it was determined by the Authority and that it was typical of the arrangements adopted in other authorities. A Member referred

to paragraph 26 of Appendix 1 and suggested that the words “in another post” should be inserted after the words “being re-employed”. The Director of Service Support reminded that there was provision in the proposed new National Framework prohibiting the re-engagement of former Senior Officers. A Member referred to paragraph 14 of the report and sought clarification regarding the payment of the National Living Wage and the National Minimum Wage. The Director of Service Support and Head of Organisational Development answered the query.

Resolved – That, subject to possible clarification of the wording of paragraph 26 of Appendix 1 to the report as now suggested, it be a recommendation to the Fire Authority that the Pay Policy Statement for 2018/19 attached at Appendix 1 to the report now submitted be approved.

5747 GENDER PAY GAP REPORT – The Head of Organisational Development presented a report by the Director of Human Resources that had been submitted to the Authority on 12 February 2018 when Members had noted the content of the Gender Pay Gap information and narrative at Appendix 1 to the report and approved its publication (Minute 5739 refers). The report indicated that gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees. For employers with 250 employees or more, new legislation introduced this year means there is a legal requirement to publish gender pay gap data annually. From April 2017 employers had up to 12 months to publish this information. There were two sets of regulations for mainly the private and voluntary sectors (which took effect from 5 April 2017) and mainly for the public sector (which took effect from 31 March 2017). The deadline to report is 30 March 2018 for public sector employers. Employers need to register their organisation on the government's online reporting service www.gov.uk/report-gender-pay-gap-data. The Humberside Fire and Rescue Service is registered on that service. The report attached at Appendix 1 to the report laid out both the figures that the Service is required to publish and a narrative, which was not required but was considered to be appropriate to give context to those figures. The report set out a number of key points from the Gender Pay Gap Reporting Regulations and also identified six calculations that an employer must publish. The report set out the gender pay data for Humberside Fire and Rescue Service. A narrative had been drafted in Appendix 1 to the report to give the context to the figures. The report stated that it was important to note that the data was neither an indication of whether there are any equal pay issues in the Service, nor does it inform whether pay is fair, it merely showed a direct comparison of all men and women within the Service and their actual pay, regardless of job role. However, the data clearly reinforced the Service's view that further work is required to both encourage more women to work in the Service, particularly operationally, and to better support their development and career progression.

A Member referred to the decision of the Authority on 12 February 2018 that a progress report be submitted in 6 months' time incorporating comparative data published by other fire/police authorities, and asked that that information is also submitted to the GAS Committee.

Resolved – That Members note the content of the Gender Pay Gap information and narrative at Appendix 1 to the report.

SCRUTINY PROGRAMME

5748 SCRUTINY PROGRAMME 2017/18 – UPDATE – Further to Minute 5704 of the Committee held on 29 January 2018 Mr J Doyle (Lead Member) stated that the Sub-group undertaking the review of Business Continuity had held a further meeting with Officers on 21 February 2018 when the Sub-Group had determined that they should see for themselves 2 or 3 exemplars of business continuity in practice prior to the final report on the outcome of the review being submitted to this Committee, possibly at the next meeting.

Mrs P Jackson (Lead Member) gave an oral progress report on the work undertaken by the Sub-group undertaking the review of Counter Fraud and stated that the final report on the outcome of the review will be submitted to the next meeting of this Committee.

Resolved – That the reports be received.

AUDIT

5749 TREASURY MANAGEMENT AND CAPITAL EXPENDITURE PRUDENTIAL INDICATORS, TREASURY MANAGEMENT POLICY STATEMENT 2017/18 AND MINIMUM REVENUE PROVISION (MRP) FOR 2018/19 - The Head of Finance submitted a report by the Executive Director Service Support/Section 151 Officer setting out the Prudential Indicators for Treasury Management and Capital and the Treasury Management Policy proposed for adoption for the financial year 2018/19. 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 2018/19, in line with the statutory requirements set out in The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008. The Statement had been prepared in accordance with the requirements of the updated version of the CIPFA Treasury Management Code of Practice 2017.

A Member sought clarification regarding the projected spending on long term leases referred to on page 38 of the report and also the number of third party contracts and the renewal timeline. The Head of Finance replied and informed Members of the timescales in the procurement system.

Resolved – That Members note the proposed Treasury Management Strategy Statement for 2018/19 onwards attached to the report now submitted.

INTERNAL AUDIT (MIAA)

5750 Internal Audit Update and Draft Internal Audit Plan 2018/19 – Mr K Lloyd (Internal Audit - MIAA) submitted a report providing a progress update on the delivery of the internal audit plan for 2017/18 as approved by the Authority on 17 March 2017. The 2017/18 Internal Audit activity attached at Appendix 1 to the report provided a strategic overview and profiled timeline for agreed internal audit reviews and showed that the review of Organisational Learning was complete (copy attached at Appendix 4 to the report). The objective of the review was to evaluate the design, and test the application of controls, around the procedures and arrangements in place for organisational learning from serious incidents or near misses focussing on a gas explosion incident at 421 Beverley Road, Hull. The review provided a high level of assurance that there are appropriate controls in place for organisational learning. One recommendation had been made concerning the provision of protected time for those involved in a significant investigation which should help ensure that reports are produced in line with any required timescales and lessons learned in a timely basis. The report indicated that all reviews were now in progress or had terms of reference and fieldwork commencement dates agreed. Appendix 2 to the report provided the categorisation of assurance levels and risk ratings and Appendix 3 confirmed performance against the audit plan.

With regard to internal audit planning 2018/19 Appendix 5 to the report set out the audit reviews completed from 2014/15 and also included the areas identified for 2018/19 (based on MIAA's risk assessment last year) when the audit plan was approved by the Authority in April 2017. MIAA had conducted a further initial risk assessment which provided the areas for consideration within the Internal Audit Plan. As part of that initial risk assessment MIAA had reviewed the Integrated Risk Management Plan and other key documents, previous internal audit coverage and assurance, outcomes of discussions with colleagues and also considered key developments for the Service. The initial plan also incorporated those mandatory / core system assurances that are undertaken on an annual

basis (for example, Financial Systems, Cyber Security) that will need to be provided. The report stated that based on the days available, there will not be sufficient time to complete all assignments included, therefore priority areas will need to be agreed and that it is important that the risk assessment is a continuous process throughout the year and the plan will remain flexible to allow for response to emerging challenges, not least those reflective of the operating environment, transformation and partnership working. Mr Lloyd informed Members that since the report was written the Corporate Management team had suggested Equality and Diversity should be included in the internal Audit coverage for 2018/19 (Appendix 5 to the report).

With regard to the proposed Internal Audit coverage in 2018/19 set out in Appendix 5 to the report Members suggested that possible implications for Service procurement from European suppliers that might arise from Brexit in 2019, and also progress on the Joint Police/Fire Workshops partnership at Melton should be included in the audit coverage for 2018/19.

Resolved – (a) That the Committee notes the progress against the 2017/18 Internal Audit Plan set out in Appendix 1 to the report, and

(b) that, subject to consideration of the additional matters now suggested, the Committee supports the proposed Internal Audit coverage in 2018/19 set out in Appendix 5 to the report for submission to the Fire Authority for approval.

PERFORMANCE, RISK AND PROGRAMME MANAGEMENT

5751 ABSENCE MANAGEMENT – The Head of Organisational Development presented a report by the Director of Human Resources, further to Minute 5715 of the Committee held on 29 January 2018, giving a response to a report received from Capsticks Advisory Service who undertook a project to manage sickness absence in the Service for a short period of time in order to focus attention on the issue, as well as undertake a review of the roll out and efficacy of the Sickness Absence Policy and a training needs analysis of management capability in this area. The report also detailed at Appendix 2 an update to the Action Plan that was developed to address the issues raised in the Capsticks Report.

With regard to absence management across the Service the report informed Members that a decision was taken to commission Capsticks Human Resource Advisory team to undertake the absence management work stream for a 3 month period which began at the end of February 2017. That work was extended for a further 2 months to support completion of key work streams and to ensure a smooth transition of the work to the newly appointed HR Service Partners and was subsequently completed on 31 July 2017. At the Authority meeting on 22 September 2017, Members were given the initial response to the Capsticks Advisory Service Report and at the Member Day on 6 October 2017, Members received a presentation from the Director of HR detailing the initial Action Plan and response and were given the opportunity to informally debate the content and make comment for amendment prior to its submission to the Authority meeting. The report drew Members' attention to Appendix 1 to the report now submitted which detailed the Service absence management data as at 31 December 2017 and also the Action Plan detailed in Appendix 2 to the report which set out the current Service position (as at 22 February 2018) regarding progress against the issues raised in the Capsticks Report.

With regard to data management the report stated that at the 17 March 2017 Authority meeting, it was agreed that a quarterly report would be brought before Members with an update on the management of absence to include detailed data on absence levels by staff group, as well as development and dissemination of fair and appropriate mechanisms for the same. Table 1 at paragraph 9 of the report outlined the current picture with regard to actual absence and performance against target as at 31 December 2017, with a comparison to the same data last year. It was noted that the data reflected a position which was early in the work undertaken through the Absence Management Action Plan, in particular, the levels of scrutiny undertaken at the Case Review Board. The data attached in Appendix 1 to the

report described the sickness absence data by staff group, reason for absence and the split between long-term and short-term absence.

With regard to areas for focus the data in Appendix 1 showed that the shift seen in the previous quarter of Mental Health/Anxiety/Depression no longer being the primary reason for absence, had continued for all staff groups save the Support/Green Book group, where it is once again the highest reason for absence. The previous and current work undertaken to improve awareness of Mental Health, reduce stigma and support staff in talking about their issues earlier appeared to be having a positive impact across Operational staff groups. Musculoskeletal problems were once again the main reason for absence across all other staff groups in the Service, particularly back, knee and lower limb. The data supported the recommendation from Capsticks' Advisory and formed part of the Absence Management Action Plan, that fast track physiotherapy and private healthcare provision for some staff might be areas where an impact on absence due to these issues can be gained, as well as improving wellbeing for staff. This featured as part of the HR Directorate work plan recently agreed as priority work. The split between long term and short term absence remains a concern in some staff groups. Table 2 at paragraph 14 to the report detailed this split by staff group. Again, Support/Green Book staff and Control staff were showing an increase in both long and short term sickness compared with the same period last year. Short term absence in the Retained staff group showed a marked improvement on the same position last year.

A Member referred to Table 1 at Appendix 1 of the report providing data with regard to 'duty days lost' and suggested that it would be helpful if comparable data from other similar authorities could be provided. The Head of Organisational Development stated that whilst it should be possible to provide such data it would be the context that is important and that it might not be possible to provide a straight forward comparison. A Member also referred to the same data and sought clarification of the category "Other" which was the second highest category. The Head of Organisational Development answered the query.

Resolved - That Members note the content of the report and the Action Plan 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.

5752 SERVICE PERFORMANCE AND RISK REPORT – 3RD QUARTER PERIOD 1 APRIL–31 DECEMBER 2017 - The Senior Corporate Assurance Officer presented a report by the Corporate Planning & Performance Manager providing information relating to the Service's Performance and Risk Framework as highlighted in the following table:

Prevention Performance	
Accidental Dwelling Fires	15% below 3 year average.
Other Accidental Fires (exc. Vehicles)	0.1% below 3 year average.
Deliberate Primary Fires	16.8% above 3 year average.
Deliberate Secondary Fires	53% above 3 year average.
Automatic Fire Alarms	5.5% above 3 year average.
Fatalities	3 fatalities (aspirational target 0)
Injuries	30 injuries (aspirational target 0)
Response Performance	
First engine response	5.12% better than target
Second engine response	10.11% better than target
Projects Update	
<ul style="list-style-type: none"> • Infrastructure • ICT • Collaboration 	A summary of progress for Strategic Projects is provided at Paragraph 8 within the body of this Report.

Strategic Risks		Score		
Reduction in external financial support	No change in risk	72		
East Coast and Hertfordshire Control Room Project (ECHCR).	No change in risk	36		
Incident Command System.	No change in risk. System is stable.	40		
National and local operational learning from incidents and arising issues is integrated into operational development and learning.	No change in risk	45		
Complaints				
Quarter 3 Detail				
Driving related	0 Upheld	0 Not Upheld		
Conduct of employees	0 Upheld	1 Not Upheld		
Performance of employees	1 Upheld	0 Not Upheld		
Damage to property whilst responding to incidents	0 Upheld	0 Not Upheld		
Other	3 Upheld	0 Not Upheld		
Current and Previous Quarter for comparison				
	Quarter 3		Quarter 2	
Totals	4 Upheld	1 Not Upheld	8 Upheld	6 Not Upheld
Compliments and Messages of Thanks				
19 compliments and messages of thanks were received and posted on our Website: <u>Compliments and Messages of Thanks</u>				

Further detailed information was contained within Appendix 1 to the report which identified a number of performance issues of note that had arisen during the reporting period and also Appendix 2 which included charts for each Unitary Authority Area showing the severity level of accidental dwelling fires over the last 3 years. The report also provided an update with regard to the following notable developments in Strategic Projects:

- a) East Coast and Hertfordshire Control Room Project
- b) The Ark Flood Preparation and Response Centre
- c) Integrated Care Centre
- d) HR/Resource Management System

A Member sought clarification of the timing of attendance times of fire engines at incidents. The Director of Public Safety and the Director of Service Support answered the query. A Member referred to the Ark Flood Preparation and Response Centre and requested an update. A Member also asked whether there would be a revised Business Case coming back to this Committee as the original one had changed. The Director of Service Support gave a brief oral progress report in respect to the project.

Resolved – That Members note the content of the report and take assurance as to the Service's proactive approach to performance and risk management.

5753 HEALTH, SAFETY AND ENVIRONMENTAL QUARTERLY REPORT – 3RD QUARTER 2017-18 – OCTOBER-DECEMBER 2017 - The Director of Service Support submitted a report providing information with regard to Health, Safety and Environmental outcomes for the 3rd Quarter Period October - December 2017. A summary of statistical data was attached in Appendix 1 to the report. During the reporting period there were 18 incidents recorded (Figs 1 & 2 in the report) that resulted in some form of personal injury compared to 19 for the same period last year. Due to the makeup of the workforce, the highest number of accidents were incurred by Wholetime and Control staff (14). The total

number of reported accidents for the quarter had decreased marginally, by just over 5%, compared to the same quarter for last year (Fig 3 in the report). It was also well below the five year rolling average figure for the same period (25). This showed that the long term accident trend continues to fall. Activity areas showing an increase in reported injuries are Training and Physical Training. Injuries related to Fire, Routine Activities, Road Traffic Collisions (RTCs) and Special Service all show a reduction. Pleasingly the Service had also seen a rise in near miss reporting.

Resolved – That the Committee notes the report and takes assurance as to the Service's proactive approach to Health, Safety and Environmental outcomes.

(Mr Allingham left the meeting at 11.31am)

5754 CUSTOMER SERVICE EXCELLENCE AWARD 2018 – The Senior Corporate Assurance Officer presented a report by the Corporate Planning & Performance Manager reminding Members that the Customer Service Excellence Award (CSE), originally achieved in 2009, is re-certified on an annual basis subject to passing a compliance audit. The award covers a three year period with 2018 being a Year 1 renewal of the award. As in previous years renewal focussed on the five criteria listed in the report. The renewal audit for 2018 took place over 24 to 25 January 2018 and it was pleasing to report that the award had been successfully retained for a further three years, with no partial or non-compliance issues identified. Four areas of notable Good Practice and, for the first time, one area of Compliance Plus assessed as exceptional/exemplar good practice, were noted. In summary the assessor found:

- (a) The assessor was impressed with the visible customer focus applied across all areas of service delivery, including work to improve already well developed customer journeys within the Public Safety Centre and Control Room.
- (b) The strength, breadth and value of our Partnership work was recognised, the assessor met a number of partners as part of the audit; including the Stroke Association, Children's University and Howdens Joinery.
- (c) The assessor was pleased to observe greater interactivity for customers through social media, improvements to the website and use of targeted messaging.
- (d) The assessor commented on his positive interaction with well-motivated employees and noted our leading role within the sector nationally on gender equality.

The full report was included at Appendix 1 to the report.

Resolved – That Members acknowledge the retention of the Award and take assurance from the ongoing commitment to Customer Service Excellence.

5755 INSPECTION OF MEMBER REGISTERS – The Committee Manager stated that the Member Registers of Interests and Declarations of Gifts and Hospitality could be made available for inspection by any Member of the Committee as part of their monitoring role.

5756 INSPECTION OF OFFICER REGISTERS – The Committee Manager stated that the Officer Registers of Interests and Declarations of Gifts and Hospitality could be made available for inspection by any Member of the Committee as part of their monitoring role.

5757 ANY OTHER BUSINESS – The following matter was briefly discussed:

- Member Days – The Chairperson re-iterated the value of GAS Committee Members attendance at Member Days and welcomed the recent updates in respect to the Grenfell Towers incident and with regard to the East Coast Consortium.

Meeting closed at 11.40am.

