

Fire & Rescue Service Headquarters Summergroves Way Kingston upon Hull HU4 7BB  
 Telephone 01482 565333

<b>To:</b> Members of the Fire Authority	<b>Enquiries to:</b> Gareth Naidoo <b>Email:</b> <a href="mailto:committeemanager@humbersidefire.go.uk">committeemanager@humbersidefire.go.uk</a> <b>Tel. Direct:</b> (01482) 393206 <b>Date:</b> 6 May 2020
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Dear Member

I hereby give you notice that in accordance with The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, a **REMOTE MEETING** of **HUMBERSIDE FIRE AUTHORITY** will be held on **FRIDAY, 15 MAY 2020 at 2.30PM**.

**To access this remote meeting please visit <<https://zoom.us/join>> and then enter:**

**Meeting ID:** 895 1536 1994

**Password:** 699463

Or telephone 0203 481 5237 and use the above Meeting ID and Password

The business to be transacted is set out below.

Yours sincerely



**Mathew Buckley**  
**Monitoring Officer & Secretary to Fire Authority**

Enc.

## **A G E N D A**

<b>Business</b>	<b>Page Number</b>	<b>Lead</b>	<b>Primary Action Requested</b>
1. Apologies for absence	-	Monitoring Officer/ Secretary	To record
2. Declarations of Interest (Members and Officers)	-	Monitoring Officer/ Secretary	To declare and withdraw if pecuniary
3. Minutes of meeting of the Authority held on 13 March 2020	(pages 1 - 11)	Chairperson	To approve
4. Questions by Members	-	Monitoring Officer/ Secretary	To receive
5. Petitions and Deputations	-	Monitoring Officer/ Secretary	To receive
6. Communications	-	Chairperson and Monitoring Officer/ Secretary	To receive

Business	Page Number	Lead	Primary Action Requested
7. Postponement of AGM, Continuation of Current Appointments & Calendar of Meetings Dates 2020/21	(pages 12 - 15)	Monitoring Officer/ Secretary	To approve
8. Annual Review of Constitution	(pages 16 - 22)	Monitoring Officer/ Secretary	To approve
9. Audit Strategy and Annual Internal Audit Plan 2020/21	(pages 23 - 33)	Internal Audit (TIAA)	To approve
10. Interim Internal Audit Annual Report 2019/20 (April 2020)	(pages 34 - 45)	Internal Audit (TIAA)	To receive
11. External Audit Progress Report April 2020	(pages 46 - 53)	External Audit (Mazars)	To approve
12. Draft Annual Governance Statement 2019/20	(pages 54 - 64)	Executive Director of Corporate Services/ S.151 Officer & Secretary/Monitoring Officer & Deputy Chief Fire Officer/Executive Director Service Delivery	To approve
13. Management Accounts 2019/20 for Period Ending 29 February 2020	(pages 65 - 66)	Executive Director of Corporate Services & S.151 Officer	To receive
14. Performance Reporting and Service Performance Indicators 2020/21	(pages 67 - 73)	Director or Service Improvement	To approve
15. Covid-19 Response	Verbal	Chief Fire Officer/Chief Executive & Deputy Chief Fire Officer/ Executive Director Service Delivery	To receive

\*1 - Paper previously before Governance, Audit and Scrutiny Committee or Pension Board

\*2 - Further details are accessible via an electronic link alongside the agenda papers on the Fire Authority's website ([www.humbersidefire.gov.uk/fire-authority/fire-authority-documents](http://www.humbersidefire.gov.uk/fire-authority/fire-authority-documents))

**HUMBERSIDE FIRE AUTHORITY**

**13 MARCH 2020**

**PRESENT:**

**Representing East Riding of Yorkshire Council:**

Councillors Chadwick, Davison, Jefferson and Smith

**Representing Hull City Council:**

Councillors Chambers, Dad, Nicola, Randall and Singh

**Representing North East Lincolnshire Council:**

Councillors Barfield, James, Shepherd and Swinburn

**Representing North Lincolnshire Council:**

Councillors Briggs (*Chairperson*), Grant, Sherwood and Waltham MBE

**Officers of Humberside Fire & Rescue Service**

Chris Blacksell - Chief Fire Officer & Chief Executive, Phil Shillito - Deputy Chief Fire Officer/Executive Director Service Delivery, Paul McCourt - Director of Service Delivery, Steve Topham - Director of Service Delivery Support, Niall McKiniry - Director of Service Improvement, Martyn Ransom - Joint Deputy Chief Finance Officer/Deputy S.151 Officer, Sam O'Connor - Head of Organisational Development, Mathew Buckley - Monitoring Officer/Secretary and Gareth Naidoo - Committee Manager

**Independent Co-opted Members of the Governance, Audit and Scrutiny Committee**

Doug Chapman (presented Minute 26/20), Andrew Smith, Mandy Thomlinson and Clive Vertigans were in attendance as observers.

Also in attendance:

Public - 2

Press - 1

The meeting was held at the Humberside Fire and Rescue Service Headquarters.

**20/20 APOLOGIES FOR ABSENCE** - Apologies for absence were submitted from Councillors Bryan, Fox, Green, McMurray and West, and from Keith Hunter - Police and Crime Commissioner.

**21/20 DECLARATIONS OF INTEREST** - There were no declarations.

**22/20 MINUTES - Resolved** - That the minutes of the meeting of the Authority held on 6 December 2019 be received as a correct record and signed by the Chairperson.

**23/20 QUESTIONS BY MEMBERS** - Councillor Nicola was permitted to table the following question under Procedure Rule 12.1:

“Would Members of Humberside Fire Authority agree to write to the Prime Minister to express our grave concern that the Government was not prepared to support the Opposition Motion on 4 March 2020 that aimed to (a) thank emergency workers for their efforts during the recent floods that devastated many parts of the UK; and (b)

support the call for an independent review of the lessons that can be learned from these recent catastrophic events?"

The Chairperson responded that it was not within the Authority's remit to pass comment on a Parliamentary resolution it had no jurisdiction over. The Chairperson did, however, wish to place on record the Authority's thanks to all Service and partner agency staff for their work in responding to the recent flooding events in the Humber region.

**24/20 PETITIONS AND DEPUTATIONS** - No petitions or requests for a deputation had been received.

**25/20 COMMUNICATIONS** - The following communication was received:

- (i) **Covid-19** - The Chief Fire Officer/Chief Executive and Influenza Management Team Lead Officer updated Members on the Service's preparations for the escalation of Covid-19 and continuation of service to residents. The Service received daily communications from the Home Office and Humber Local Resilience Forum (LRF) as well as recommendations from the National Fire Chiefs Council (NFCC). The Service had activated its business continuity planning arrangements and set up an influenza Management Team which was meeting on a daily basis.

**26/20 DRAFT MINUTES OF GOVERNANCE, AUDIT AND SCRUTINY (GAS) COMMITTEE - 21 FEBRUARY 2020** - Doug Chapman, Chairperson of the Governance, Audit and Scrutiny Committee, presented the draft minutes of the meeting of the Committee held on 21 February 2020, drawing Members' attention to the following item:

- (i) Pay Policy Statement 2019/20 (Minute 26/20 refers);
- (ii) Business Safety Risk-Based Inspection Programme (Minute 28/20 refers);
- (iii) GAS Committee Scrutiny Programme 2019/20 (Minute 29/20 refers) - the Committee would be determining its scrutiny programme for 2020/21 in due course;

**Resolved** - That the draft minutes of the Governance, Audit and Scrutiny (GAS) Committee held on 21 February 2020 be received.

**27/20 THE COMBINED FIRE AND RESCUE AUTHORITIES (MEMBERSHIP AND ALLOWANCES) (AMENDMENT) REGULATIONS 2020** - The Secretary/Monitoring Officer updated Members on the appointment of police and crime commissioners to combined fire and rescue authorities following the publication of The Combined Fire and Rescue Authorities (Membership and Allowances) (Amendment) Regulations 2020 which would come into force on 18 March 2020.

Under the Regulations 2020 the Authority could now appoint the Police and Crime Commissioner (PCC) for Humberside to become a Member of the Authority. Such an appointment, however, might only be made in response to a request from the PCC. If the Authority received such a request then it had to:

- (a) consider the request;
- (b) give reasons for its decision to agree to or refuse the request, and
- (c) publish those reasons in such manner as it thought appropriate.

If such a request were received and agreed by the Authority then the PCC would become a Member of the Authority with voting rights. The PCC was also permitted to appoint another person to attend a meeting of the Authority on their behalf, however, whilst that person could speak at that meeting they would not be afforded voting rights, nor treated as a Member of the Authority for any purpose.

The Authority was not permitted under the Regulations 2020 to make for the payment of any allowance to the PCC as a Member of the Authority.

The PCC had written to the Chair in response to the Regulations 2020 and indicated that he did not intend to request to become a voting Member of the Authority. As such the current

arrangement agreed previously by the Authority still stood whereby the PCC had an open invitation to attend meetings as a non-voting co-opted Member.

**Resolved** - That the update be received.

**28/20 TREASURY MANAGEMENT AND CAPITAL EXPENDITURE PRUDENTIAL INDICATORS, TREASURY MANAGEMENT POLICY STATEMENT 2020/21 AND MINIMUM REVENUE PROVISION (MRP) FOR 2020/21** - The Executive Director of Corporate Services/S.151 Officer submitted a report that set out the Prudential Indicators for Treasury Management and Capital and the Treasury Management Policy Statement proposed for adoption for the financial year 2020/21. The report also outlined the recommended policy to be adopted in respect of creating the Minimum Revenue Provision (MRP) for 2020/21, in line with the statutory requirements set out in The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008.

The suggested Strategy for 2020/21 of the report in respect of the following aspects of the treasury management function, as set out at Appendix 1, was based upon the S.151 Officer's views on interest rates, supplemented with leading market forecasts provided by the Authority's treasury management advisors and support from the treasury management team within Hull City Council. The strategy covered:

- limits in force which will limit the treasury risk and activities of the Authority;
- the Treasury Management and Prudential Indicators;
- the current treasury position;
- prospects for interest rates;
- the borrowing requirement and strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy;
- the MRP strategy;
- policy on use of external service providers

Treasury Management was an integral part of the financial management of the Authority with Prudential Indicators providing a framework for the Authority to monitor key elements of its financial position. Utilising approved Borrowing and Investment Strategies, the Executive Director of Corporate Services/S.151 Officer would seek to minimise borrowing costs and maximise investment income whilst adopting a prudent approach to the Authority's exposure to market risks, especially given the current economic situation.

The formulation and application of a prudent Treasury Management Policy and MRP provision ensured that the Authority effectively managed financial risks such as exposure to interest rate changes and liquidity risk whilst minimising borrowing costs and maximising investment income. It further ensured that sufficient levels of resource were set aside for the repayment of debt. Effective treasury management was key to making the best use of the Authority's financial resources and thus the successful delivery of its Strategic Plan.

The item had previously been considered by the Governance, Audit and Scrutiny Committee (Minute 25/20 refers).

**Resolved** - That the Treasury Management Strategy Statement for 2020/21 onwards (as set out at Appendix 1 of the report) be approved.

**29/20 PAY POLICY STATEMENT 2019/20** - The Director of People and Development submitted the draft Pay Policy Statement for 2019/20.

In accordance with Section 40 of the Localism Act 2011, the draft Pay Policy Statement set out the pay arrangements for the Strategic Leadership Team (SLT), along with the minimum and median salaries for the whole Service.

For the purposes of this Policy Statement, “lowest-paid” employees were defined by reference to the lowest graded posts on the support staff salary pay scale as these were the posts with the lowest level of remuneration. The lowest-paid post attracted a starting salary of £17,364. The Chief Fire Officer/Chief Executive was paid 8.44 times more than the lowest paid employee. The median average pay in the Service was £31,144 and the Chief Fire Officer/Chief Executive was paid 4.7 times more than the median average pay.

Members queried the rationale and pay difference between the operational and non-operational directors and also requested that a report be brought to a future meeting of the Authority to consider the current pay scales.

The item had previously been considered by the Governance, Audit and Scrutiny Committee (Minute 26/20 refers).

**Resolved** - (a) That the Pay Policy Statement 2019/20 be approved, and

(b) that a report be brought to a future meeting of the Authority to consider the current pay scales.

**30/20 GENDER PAY GAP REPORT 2019** - The Director of People and Development submitted a report that detailed the gender pay gap reporting information and supportive narrative for the Service to meet its legislative obligations for this year’s Gender Pay Gap reporting process.

Gender pay reporting legislation required employers with 250 or more employees to publish gender pay gap data annually. The deadline for publication on the Service’s website and report to Government was 30 March 2020 for Public Sector Organisations (for data as of 31 March 2019).

The gender pay gap reporting measures were:

- mean gender pay gap in hourly pay
- median gender pay gap in hourly pay
- mean bonus gender pay gap
- median bonus gender pay gap
- proportion of males and females receiving a bonus payment
- proportion of males and females in each pay quartile

The tables below detailed the required data in relation to the required criteria and provided accounts for any employee paid full remuneration as at 31 March 2019.

Work Group	Number of Staff 2019	%
<b>Control</b>	<b>31</b>	
Female	27	87%
Male	4	13%
<b>Support Staff</b>	<b>222</b>	
Female	137	62%
Male	85	38%
<b>Operational Staff</b>	<b>826</b>	
Female	45	5%
Male	781	95%
<b>Total</b>	<b>1079</b>	

The profile clearly demonstrated that there was still a higher proportion of men overall employed in the Service than women. Women remain better represented in Support and Control roles.

In relation to the reporting criteria for the Gender Pay Gap 2018 and 2019 the calculations were detailed as set out in the table below:

	Female 2018	Female 2019	Male 2018	Male 2019	Gender Pay Gap 2018	Gender Pay Gap
The mean hourly rate	£12.19	£12.67	£14.64	£14.93	16.75%	15.13%
The median hourly rate	£10.70	£10.92	£13.98	£14.27	23.43%	23.47%
The mean bonus	£0	£0	£0	£0	0%	0%
The median bonus	£0	£0	£0	£0	0%	0%

The data demonstrated a decrease in the Pay Gap for 2019.

Members applauded the diversity and recruitment work being undertaken by the Service in an attempt to decrease the pay gap, it was also noted that the Service had diversified further in the current financial year which was not reflective in the 2019 figures. It was agreed that regular progress reports would be received in future by the Authority to update on recruitment, career progression, development and diversity progression.

**Resolved** - (a) That the report be received, and

(b) that regular progress updates be received by the Authority in future to detail the work undertaken by the Service on recruitment, progression, development and diversity.

**31/20 ABSENCE MANAGEMENT UPDATE** - The Director of People and Development submitted a report that provided an update to Members with regard to absence management for the period 1 April 2019 to 31 December 2019.

The table below showed the performance during this period against target by staff group with one staff group being significantly below target and one area of focus above target due to long-term absence in that area.

	3 <sup>rd</sup> Quarter 2017/18	3 <sup>rd</sup> Quarter 2018/19	3 <sup>rd</sup> Quarter 2019/20	Target attendance
Full time	95.72%	96.06%	95.46%	95%
Control	90.19%	95.86%	89.42%	95%
Fire Staff	92.73%	96.52%	94.79%	95%

Whilst the level of absence in control was a concern, this was due to small amount of staff having long term absence issues which were being progressively worked through. As there were only 29 staff on the Control establishment, long term absence could quickly skew the figures disproportionately. The new Head of Occupational Health had now commenced and was already providing additional support to that area. It was, however, important to note that during this quarter, Full Time Firefighters (95.46%) and Fire Staff (94.79%) achieved full attendance.

Reasons for absence for all staff groups during the period once again saw mental health conditions being the top reason for absence. This might be related to the significant work undertaken by the Service in raising awareness of mental health and encouraging staff to be open about the impact of mental ill health on individuals. Staff might well be more prepared to declare that their ill health was related to mental conditions, rather than mask with other conditions due to stigma. The Service continued to support staff experiencing mental health conditions with various initiatives such as the Blue Light Champions, Critical Incident Support and publicising potential internal and external routes where staff might seek support. It was also anticipated that the training and ongoing promotion of the zero tolerance to bullying campaign might also help to identify and address situations, which were leading to mental health issues in the Service.

The table below compared long-term and short-term absence against medical condition and showed that mental ill health continued to account for the highest levels of long-term absence. It also showed current long-term absences of a life-threatening nature relating to cancer and cardiovascular issues, added to which a number of staff were suffering from back, knee and lower limb musculoskeletal conditions which were often inherent in an aging workforce and undertaking work of a physically demanding nature. All of these issues were being managed and supported as appropriate to each individual case.

CLG Category	Long Term days lost	Short Term days lost	Grand Total - days lost
Cancer	111.68	0.00	111.68
Cardiovascular Other	412.34	11.66	424.00
Dermatological	0.00	31.44	31.44
Endocrine	112.00	7.00	119.00
Gastro Intestinal	18.00	279.86	297.86
Mental Health Anxiety/Depression	1356.76	102.59	1459.35
Mental Health Other	15.54	12.42	27.96
Musculo Skeletal Back	513.75	149.95	663.70
Musculo Skeletal Knee	556.24	114.00	670.24
Musculo Skeletal Lower Limb	761.45	106.18	867.63
Musculo Skeletal Neck	0.00	10.99	10.99
Musculo Skeletal Other	25.27	28.97	54.24
Musculo Skeletal Shoulders	177.64	4.00	181.64
Musculo Skeletal Upper Limb	263.23	50.30	313.53
Neurological	168.00	54.91	222.91
Other	50.68	124.99	175.67
Reproductive	0.00	8.82	8.82
Respiratory Other	0.00	274.30	274.30
Senses Hearing	18.00	9.68	27.68
Senses Vision	0.00	6.8	6.8
Grand Total	4560.58	1406.86	5967.44

The following table provided a comparison against the previous year's absence categories:

Category	Total absence 2018/19	Total absence 2019/20	Increase in days	Increase %
Cancer	53	111.68	58.68	110.72%
Cardiovascular other	93.4	240.34	146.94	157.32%
Mental Health - anxiety and depression	238.99	567.13	337.14	141.07%
Musculo Skeletal shoulders	35	140	105	300%

The Case Review Board continued to show progress in encouraging consistent management of absence and empowering managers to both seek support and manage their own local absence issues more appropriately and effectively.

The item had previously been considered by the Governance, Audit and Scrutiny Committee (Minute 24/20 refers).

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

**32/20 WORKFORCE PLANNING - ACTIONS POST McCLOUD PENSIONS JUDGEMENT** - The Director of People and Development submitted a report that provided Members with a more detailed picture of the numbers of operational staff that could retire between now and April 2021, and the impact that this might have on the effective delivery of services, as well as to lay out the recommendations for re-engagement during that period.

At the meeting of the Authority on 6 December 2019, Members considered the issues arising from the data highlighted in the current Workforce Planning cycle, which had raised concern about a likely loss of skills and experience in the Operational areas of the Service across a number of roles. Members agreed that as a result of the McCloud National Employment Tribunal outcome, this position was likely to become more pronounced in a shorter timeframe than had previously been



envisaged. Members also endorsed the principle of re-engagement of some operational staff to support efficient workforce planning and mitigate that risk.

The following table showed the numbers of operational staff who could retire up to April 2021 prior to the Remedy Hearing, compared with those who would now be able to following that decision, subject to the subsequent legislation relating to the Employment Tribunal which was likely to be published later on in the year. Also noted was the continuing predicted increase in retirements throughout 2021/2 and 2022/3.

Role	Original Retirements	Revised Retirements
Firefighter	15	23
Crew Manager	5	5
Watch Manager	8	14
Station Manager	4	6
Group Manager	0	0
Director	0	0
Deputy Chief Fire Officer	1	1
Chief Fire Officer	0	0

The table at paragraph 7 of the report showed the numbers of staff in each operational group who could retire before April 2021 and the maximum numbers of re-engagements that the Strategic Leadership Team (SLT) were considering to those roles during 2020/21. That number related to the numbers of additional staff up to Group Manager level that could now retire during that period, following the outcome of the national Employment Tribunal ruling, and were not therefore previously planned to be replaced through normal succession planning. Any decision on an offer of re-engagement to operational staff above the level of Group Manager, was a matter for the Authority, and therefore was not included in recommendations from SLT.

With no re-engagement the figures above would mean that if all of the posts with recruit fire fighters were filled this would mean 18 percent of firefighters with significantly less than one year in and 35 percent with less than four years in.

It was planned that the Service would undertake a 'recruitment pipeline' approach to the provision of new recruit firefighters, to further support the evening out of the Recruitment profile and the management of the Establishment of wholetime Firefighters. This would involve running regular, cyclical recruitment campaigns and informing successful candidates that once a training course was planned, they would be informed and invited to join the Service at that point. This would ensure that a 'pipeline' of recruits could be developed to ensure that diversity was increased, but that the Service only needed to recruit when there were the appropriate number of vacancies with which to most ideally run a recruit course. As a result of this approach there were likely to be significant financial benefits.

Members felt that they required a regular update from SLT on temporarily re-engaging operational staff and that in times of emergency (for example during the response to Covid-19) the Chief Fire Officer/Chief Executive be given delegated power to make such arrangements as necessary in order for the Service to continue the meet the needs of local communities.

**Resolved** - (a) That the report be received;

(b) that Strategic Leadership Team (SLT) plans to temporarily re-engage operational staff between now and April 2021, up to the maximum level shown for each role below Group Manager (GM) as below, be approved and update the Authority on a regular basis, and

Role	Number who could retire (before April 2021)	Maximum number of re-engagements to be considered by SLT during 2020/21 (Full Time Equivalent - FTE)
Firefighter	23	16
Crew Manager	5	0

Watch Manager	14	8
Station Manager	6	2
Group Manager	0	0
Director	0	0
Deputy Chief Fire Officer	1	0
Chief Fire Officer	0	0

(c) that the Chief Fire Officer/Chief Executive be given delegated power to make such arrangements as necessary during times of emergency (for example during the response to Covid-19) in order for the Service to continue to meet the needs of local communities.

**33/20 SERVICE PERFORMANCE AND RISK REPORT - END OF 3<sup>RD</sup> QUARTER 2019/20 (1 OCTOBER - 31 DECEMBER 2019)** - The Director of Service Improvement submitted a report that provided information relating to the Service's Performance and Risk Framework.

A summary highlight of the Service's Performance and Risk Framework was shown below which provided Members with assurance as to the proactive management of performance and risk by the Service.

Service Delivery Performance		
Accidental Dwelling Fires	5.6% below 3 year average.	
Other Accidental Fires (exc. Vehicles)	16.1% above 3 year average.	
Deliberate Primary Fires	0.6% below 3 year average.	
Deliberate Secondary Fires	3.0% below 3 year average.	
Automatic Fire Alarms	11.0% below 3 year average.	
Fatalities	1 fatality (aspirational target 0)	
Injuries	18 injuries (aspirational target 0)	
Response Performance		
First engine response	6.86% better than target	
Second engine response	9.12% better than target	
Projects Update		
Infrastructure, ICT, Collaboration	Summary of progress for Strategic Projects is provided at Para 9 within the body of this Report.	
Strategic Risks		Level
Reduction in external financial support	Inflationary increase in grant of 1.6% confirmed on 20 December 2019 alongside 2% cap on precept increases for 2020/21.	Critical
East Coast and Hertfordshire Control Room Project (ECHCR).	Humberside now gone live and now supporting Norfolk and Lincolnshire during Q4 of 19/20.	Critical
Impact of Brexit	Risk reduced to high. Effects and impact of withdrawal agreement due to have taken place on 31 <sup>st</sup> January 2020 remain uncertain and we continue to work with LRF.	High
Loss of staff following pension remedy	Workforce plans being reflected to mitigate any impact of the outcome.	Critical

Complaints				
Quarter 3 Detail				
Driving related	1 Upheld		0 Not Upheld	
Conduct of employees	1 Upheld		0 Not Upheld	
Performance of employees	1 Upheld		1 Not Upheld	
Damage to property whilst responding to incidents	0 Upheld		0 Not Upheld	
Other	0 Upheld		0 Not Upheld	
Current and Previous Quarter for comparison				
	Current Quarter		Previous Quarter	
Totals	3 Upheld	1 Not Upheld	3 Upheld	1 Not Upheld
Compliments and Messages of Thanks				
34 compliments and messages of thanks were received and posted on the Website:				
<a href="#">Compliments and Messages of Thanks</a>				

Notable developments on the following strategic projects were also reported:

- (a) East Coast and Hertfordshire Control Room Project - this would now be removed from the risk register
- (b) The Ark Flood Preparation and Response Centre
- (c) Rota and Availability System

The item had previously been considered by the Governance, Audit and Scrutiny Committee (Minute 23/20 refers).

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

**34/20 HEALTH, SAFETY AND ENVIRONMENTAL REPORT - 3<sup>RD</sup> QUARTER 2019/20 (OCTOBER - DECEMBER 2019)** - The Director of Service Improvement submitted a report that provided 3<sup>rd</sup> quarter statistical data on Health, Safety and Environment.

Appendix 1 of the report provided a summary of the statistical data. During the reporting period there were 13 incidents recorded (Figs 1 & 2) that resulted in some form of personal injury compared to 24 for the same period last year. This was a considerable decrease of almost 46 percent. It is also well below the three-year rolling average of 19 for quarter three (Fig. 3).

Exceptionally, this was also the lowest ever number of reported injuries or ill-health for quarter three since electronic systems were first used to record them in 2007. Furthermore, there were no injuries warranting reporting to the Health and Safety Executive under RIDDOR 2013 (Fig. 5). This had not been achieved since the third quarter of 2016-17, three years ago.

Members took assurance from the Service's proactive management of Health, Safety and Environmental outcomes.

**Resolved** - (a) That the report be received, and

(b) that staff in the in Health and Safety team be commended for their work in helping to reduce health, safety and environmental figures.

**35/20 OPERATIONAL ASSURANCE REPORT - 3<sup>RD</sup> QUARTER 2019/20 (OCTOBER - DECEMBER 2019)** - The Director of Service Improvement submitted a report that provided statistical data for the 3<sup>rd</sup> Quarter 2019/20 on Operational Assurance (OA).

Appendix 1 provided a summary of the statistical data for the 3<sup>rd</sup> Quarter 2019/20 on Operational Assurance (OA). The quality of information gathered from all types of debriefs had improved significantly through increased education and awareness of assessors. This had enabled

a much greater understanding of the importance of capturing learning in order to continually improve firefighter safety.

Each assessment undertaken was broken down into three key areas; safety critical, areas of concern and exceptional practice. Safety critical reporting reduced by 66% (9 to 3) and area of concern reporting reduced by 74% (103 to 26). Exceptional practice returns also fell with a 44% reduction in reporting (203 to 114). The reduction in safety critical and areas of concern along with a large number of exceptional practices indicated that the Service was performing well operationally as an organisation. However, it had to also be considered that not all safety critical and areas of concern were reported, and that people were more likely to report when they had performed well than when they had potentially put themselves or others in danger. It was therefore important that the Service continued to highlight to its personnel that OA was a process that existed to promote learning and to improve firefighter safety and was not designed to place them under heavy scrutiny or blame.

NOL had now launched their new platform for operational learning in the form of information notes. These differed from the action notes in that they were published for information only and did not necessarily warrant an action from the Service. However, all received had been considered by the Service and some had been posted to PDRPro and others had been looked at in terms of procedural changes for the Service. The Service would continue to disseminate these to operational crews accordingly to increase awareness of the relevant hazards and risks. It was also intended to publish the learning action log shortly; this would present every piece of learning that had been received and what action the Service had taken based on the information obtained and would be available to all personnel.

Members took assurance from the Service's proactive management of Operational Assurance outcomes.

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

**36/20 THE SERVICE'S RESPONSE TO RECENT FLOODING - OCTOBER 2019 TO FEBRUARY 2020** - The Director of Service Delivery submitted a report that summarised the Service's response to flooding incidents from October 2019 until February 2020.

Starting with the statutory duties and powers of the Authority, the report described the assessment of risk from three flooding types in the Humberside region and outlined the volume of flooding incidents attended by the Service within the region and the support provided to other localities as a contribution to National Resilience Capabilities. This activity was also identified as being in addition to the number of 'business as usual' calls for emergency response naturally regarded as normal daily activity.

Also outlined in the report was a precis of the Service's response to the flooding major incident declared at Snaith, East Cowick and the River Aire lower catchment area, along with an overview of the national lessons learned from the widescale flooding in 2007 and a brief commentary upon the East Coast Tidal surge of 2013.

The report concluded with a look forward and recommendations for Members to note the activity undertaken by the Service, and the importance of the long-term development and retention of training and knowledge relating to the prevention, protection and responding to flooding incidents.

Members also noted that the investment in local facilities for the development and retention of flood related knowledge could support Service Delivery for the Service in future prevention, protection and response operations relating to flooding.

The apparent increase in both frequency and scale of flooding incidents highlighted the need for a well-funded, trained and equipped Fire and Rescue Service serving the communities of Humberside. It was important that opportunities for Service responders, local authorities and partner agencies to learn about the hydraulic effects of large bodies of water moving through our landscape were taken. The development and retention of important strategic, tactical and technical knowledge relating to flooding would assist future fire service and public service delivery which would benefit

future generations of Humberside communities as the Service sought to prevent, protect and respond against large scale climate related incidents.

Members and the Director for Service Delivery wished to place on record their thanks for the work undertaken by Service and partner organisation personnel in responding to the recent flooding incidents, particularly in the Snaith, East Cowick and Lower Aire catchment area.

**Resolved** - (a) That the report be received, and

(b) that the excellent work and efforts undertaken by Service and partner organisation personnel in responding to the recent flooding incidents be commended.

**37/20 SERVICE IMPROVEMENT PLAN (SIP)** - The Director of Service Improvement submitted an update on the Service Improvement Plan (SIP).

The Service was making good progress against its action plan and following the publication of the national State of Fire Report the Service had crossed this with its existing Service Improvement Plan to ensure it was reflective of the four national recommendations.

**Resolved** - That the update be received.

## **URGENT ITEM**

**38/20 REQUEST FOR DELEGATION OF EXECUTIVE POWERS TO CHIEF FIRE OFFICE/CHIEF EXECUTIVE AS CONTINGENCY MEASURES DUE TO COVID-19** - The Chairman accepted this item as urgent due to the escalation of Covid-19 and the need to ensure continuity of service in the event that the Authority could not meet to pass executive decisions in the wake of the coronavirus outbreak.

The Secretary/Monitoring Officer requested authority from the Fire Authority as contingency measures to grant delegated powers to the Chief Fire Officer/Chief Executive, in consultation with Chairperson, to take the appropriate executive action under the Authority's executive functions (such as the approval of the Internal Audit Plan, approval of Annual Governance Statement of Assurance and the approval of the Annual Statement of Accounts) in the event that the Authority could not meet in quorum due to the escalation of Covid-19.

**Resolved** - That, as a contingency measure, the Chief Fire Officer/Chief Executive, in consultation with the Chairperson of the Authority, be granted delegated powers to undertake executive action on behalf of the Fire Authority in the event that the Authority cannot meet in quorum due to the escalation of Covid-19.



**POSTPONEMENT OF AGM, CONTINUATION OF CURRENT APPOINTMENTS AND  
CALENDAR OF MEETING DATES 2020/21**

**SUMMARY**

1. The Annual General Meeting (AGM) of the Authority sets the calendar of its meetings, and those of its committees, for the forthcoming year. Due to Covid-19 it will not be possible to hold the AGM as scheduled on 1 June 2020 and therefore will have to be postponed to as such a date it be deemed appropriate to hold.
2. In the meantime the Authority is requested to approve the proposed calendar of meetings for 2020/21 as attached at Appendix 1.
3. In the absence of holding an AGM, under The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, the Chairman and all other appointments made by the Fire Authority and its Committees, will remain in post until the newly convened AGM. Likewise the membership of the Authority will remain as it is (unless otherwise determined by the local authorities) until the AGM is called. Post 7 May 2021 the Authority would revert to normal and hold its AGM in 4 June 2021.

**4. RECOMMENDATIONS**

- (i) Members are asked to approve the calendar of meeting dates for 2020/21 as set out in Appendix 1, and
- (ii) that the AGM, scheduled for 1 June 2020, be postponed to such time it is appropriate to be held and that the Chairman and all other appointments made by the Fire Authority and its Committees, remain in post until the newly convened AGM.

**BACKGROUND**

5. Following the enactment of the Coronavirus Act 2020 on 25 March 2020, The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 came into force on 4 April 2020. The Regulations apply for the period up until 7 May 2021.
6. The regulations state that for that period any reference to a meeting of a Fire Authority is not limited to a meeting of persons, all of whom are present in the same place. Where a meeting is to be held, the Regulations include reference to more than one 'place', including:

*Electronic, digital or virtual locations such as internet locations, web addresses or conference call telephone numbers*

7. The Regulations remove the requirement to hold an Annual General Meeting in 2020. The Authority may hold any meetings it deems fit during the period until 7 May 2021. Also where an appointment would have been made at an annual meeting then such an appointment continues until the next annual meeting of the local authority or until such time as the authority may determine.

## **POSTPONEMENT OF THE ANNUAL GENERAL MEETING**

8. Under the Regulations, the Authority does not have to hold its AGM on 1 June 2020 and so this could be moved to later in the year. In all eventualities the Authority's AGM cannot take place until each of the four constituent local authorities have held their respective AGMs and made the necessary appointments to the Fire Authority. As such, until the AGM of the Authority can be called, the Regulations state that the Chairman and all other appointments made by the Fire Authority and its Committees, remain in post until the newly convened AGM. Likewise the membership of the Authority will remain as it is (unless otherwise determined by the local authorities) until the AGM is called. Post 7 May 2021 the Authority would revert to normal and hold its AGM on 4 June 2021.
9. As such it is proposed that the AGM be postponed to such time it is appropriate to be held and that the Chairman and all other appointments made by the Fire Authority and its Committees, remain in post until the newly convened AGM.

## **SCHEDULE OF MEETINGS 2020/21**

10. A copy of the proposed calendar of meetings for 2020/21 is attached at Appendix 1. It is proposed to hold at least 5 Member Days during 2020/21, in addition to the Induction following the AGM for new Members. The proposed calendar includes the dates of meetings approved by the Government, Audit and Scrutiny Committee at its meeting in April 2019 and also the Pension Board.

## **STRATEGIC PLAN COMPATIBILITY**

11. The schedule of meetings shall indirectly set a framework which will ensure that the strategic outcomes are monitored and reviewed.

## **FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS**

12. None arising directly.

## **LEGAL IMPLICATIONS**

13. None arising directly.

## **EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS**

14. No direct actions required.

## **CORPORATE RISK MANAGEMENT IMPLICATIONS**

15. No direct actions required.

## **HEALTH AND SAFETY IMPLICATIONS**

16. None arising directly.

## **COMMUNICATION ACTIONS ARISING**

17. The calendar of meetings will be published on the Authority's website..

## **DETAILS OF CONSULTATION AND/OR COLLABORATION**

18. No direct actions required.



## **BACKGROUND PAPERS AVAILABLE FOR ACCESS**

19. None.

## **RECOMMENDATIONS RESTATED**

- (i) Members are asked to approve the calendar of meeting dates for 2020/21 as set out in Appendix 1, and
- (ii) that the AGM, scheduled for 1 June 2020, be postponed to such time it is appropriate to be held and that the Chairman and all other appointments made by the Fire Authority and its Committees, remain in post until the newly convened AGM

**M BUCKLEY**

Officer Contact: Mathew Buckley ☎ 01482 567174  
Monitoring Officer/Secretary

Humberside Fire & Rescue Service  
Summergroves Way  
Kingston upon Hull

GN  
16 April 2020

## HUMBERSIDE FIRE AUTHORITY &amp; COMMITTEES

## SCHEDULE OF MEETINGS 2020/21

DATE	MEETING
Mon 15 June 2020 (10.00am)	Governance, Audit and Scrutiny Committee*
Fri 26 June 2020 (10.30am)	HUMBERSIDE FIRE AUTHORITY
Fri 10 July 2020 (10.00am)	<i>Member Day 1</i>
Mon 6 July 2020 (10.30am)	Pension Board
Mon 13 July 2020 (10.00am)	Governance, Audit and Scrutiny Committee*
Fri 24 July 2020 (10.30am)	HUMBERSIDE FIRE AUTHORITY
Mon 7 September 2020 (10.00am)	Governance, Audit and Scrutiny Committee*
Fri 25 September 2020 (10.30am)	HUMBERSIDE FIRE AUTHORITY
Fri 2 October 2020 (10.00am)	<i>Member Day 2</i>
Fri 30 October 2020 (10.30am)	HUMBERSIDE FIRE AUTHORITY
Mon 16 November 2020 (10.00am)	Governance, Audit and Scrutiny Committee*
Fri 27 November 2020 (10.00am)	<i>Member Day 3</i>
Mon 7 December 2020 (10.30am)	HUMBERSIDE FIRE AUTHORITY
Fri 15 January 2021 (10.00am)	<i>Member Day 4</i>
Mon 25 January 2021 (10.00am)	Governance, Audit and Scrutiny Committee*
Mon 1 February 2021 (10.30am)	Pension Board <i>(followed by training event)</i>
Fri 12 February 2021 (10.30am)	HUMBERSIDE FIRE AUTHORITY
Mon 22 February 2021 (10.00am)	Governance, Audit and Scrutiny Committee*
Fri 12 March 2021 (10.30am)	HUMBERSIDE FIRE AUTHORITY
Fri 26 March 2021 (10.00am)	<i>Member Day 5</i>
Mon 12 April 2021 (10.00am)	Governance, Audit and Scrutiny Committee*
Fri 30 April 2021 (10.30am)	HUMBERSIDE FIRE AUTHORITY
Fri 4 June 2021 (10.30am)	<b>HUMBERSIDE FIRE AUTHORITY AGM</b> <i>(Followed by MEMBER INDUCTION)</i>

## **ANNUAL REVIEW OF THE CONSTITUTION**

### **SUMMARY**

1. The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 came into force on 4 April 2020.
2. The Regulations enable the holding of 'Remote Meetings' "whereby Members of the Authority participate in and members of the public attend such meetings via telephone conference calls or video conferencing platforms."
3. Amendments need to be made to the Constitution of the Fire Authority in order to reflect the new legislation and deal with practice and procedure at Remote Meetings.

### **RECOMMENDATIONS**

4. Members are asked to approve the amendments to the 'Summary and Explanation', Articles 4, 6 & 10, Part 4 - Procedure Rules and Section B - Access To Information Procedure Rules of the Constitution, as shown by track changes (in red, italic and underline text), at Appendix 1.

### **BACKGROUND**

5. Following the enactment of the Coronavirus Act 2020 on 25 March 2020, The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 came into force on 4 April 2020. The Regulations apply for the period up until 7 May 2021.
6. The regulations state that for that period any reference to a meeting of a Fire Authority is not limited to a meeting of persons, all of whom are present in the same place. Where a meeting is to be held, the Regulations include reference to more than one 'place', including:

*Electronic, digital or virtual locations such as internet locations, web addresses or conference call telephone numbers*

7. The Regulations enable the holding of 'Remote Meetings' 'whereby Members of the Authority participate in and members of the public attend such meetings via telephone conference calls or video conferencing platforms.
8. Amendments need to be made to the Constitution of the Fire Authority in order to reflect the new legislation and deal with practice and procedure at remote meetings. Amongst other things amendments need to be made to deal with attendance at meetings, quorum, voting by members and admission and exclusion of the press and public.

### **STRATEGIC PLAN COMPATIBILITY**

9. The amendments will assist the Fire Authority in continuing to exercise its functions by the holding of remote meetings.

## **FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS**

10. None arising directly.

## **LEGAL IMPLICATIONS**

11. The amendments will ensure that the Constitution is in line with the requirements of the legislation enabling the holding of remote meetings.

## **EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS**

12. No direct actions required.

## **CORPORATE RISK MANAGEMENT IMPLICATIONS**

13. No direct actions required.

## **HEALTH AND SAFETY IMPLICATIONS**

14. None arising directly.

## **COMMUNICATION ACTIONS ARISING**

15. None arising directly.

## **DETAILS OF CONSULTATION AND/OR COLLABORATION**

16. No direct actions required.

## **BACKGROUND PAPERS AVAILABLE FOR ACCESS**

17. None.

## **RECOMMENDATIONS RESTATED**

18. Members are asked to approve the amendments to the 'Summary and Explanation', Articles 4, 6 & 10, Part 4 - Procedure Rules and Section B - Access To Information Procedure Rules of the Constitution, as shown by track changes (in red, italic and underline text), at Appendix 1.

**M BUCKLEY**

Officer Contact: Mathew Buckley ☎ 01482 567174  
Monitoring Officer/Secretary

Humberside Fire & Rescue Service  
Summergroves Way  
Kingston upon Hull

MB  
17 April 2020

**AMENDMENTS TO HUMBERSIDE FIRE AUTHORITY CONSTITUTION  
(IN TRACK CHANGES)**

**PART 1 - SUMMARY AND EXPLANATION**

**2. HOW THE HUMBERSIDE FIRE AUTHORITY OPERATES**

All Members meet together at least eight times a year as the full HFA. Meetings are published and open to the public, although the public (and press) may be excluded when exempt or confidential information is to be discussed. You can find our schedule of HFA meetings on line ([www.humbersidefire.gov.uk](http://www.humbersidefire.gov.uk)) or contact the Secretary (refer to Part 7 below).

*The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 allow meetings of the HFA to take place by teleconference or video conference ("Remote Meetings"). References to Members attending such remote meetings include Members participating by teleconference or video conference (Remote Attendance) and references to members of the public being able to attend such remote meetings includes members of the public being able to hear/ view such meetings by teleconference or video conference.*

**ARTICLE 4 - HUMBERSIDE FIRE AUTHORITY - FULL AUTHORITY MEETINGS**

**4.3 MEETINGS**

There are three types of HFA meetings:

- (a) The Annual General Meeting (AGM), which meets in late May or early June in each year;
- (b) Ordinary meetings (normally eight per year);
- (c) Extraordinary meetings (as may be necessary).

The meetings of the HFA will be conducted in accordance with the HFA Procedure Rules in Part 4 of this Constitution.

The AGM is primarily a procedural meeting, where for example the Chairperson and Vice Chairperson are elected. The compositions of the Committees are also determined.

*Meetings are:*

- *'In Person Meetings' where all Members meet in the same room; OR*
- *'Remote Meetings' where Members attend the meeting via teleconference or videoconference.*

**ARTICLE 6 – GOVERNANCE, AUDIT AND SCRUTINY COMMITTEE**

**6.1 COMPOSITION**

- (a) The membership of the Governance, Audit and Scrutiny Committee shall be determined at the Annual General Meeting of the HFA. The size of the Committee shall be decided by the HFA.

- (b) The HFA may if it considers it necessary or desirable appoint such number of Independent Co-opted Members of the Committee as it shall determine who shall be selected for their relevant expertise, particularly in:
- Audit and financial governance
  - Scrutiny of decision making

The HFA will approve a selection process and criteria.

- (c) The Chairperson of the Committee may be appointed annually at the Annual General Meeting of the HFA or elected at the first meeting of the Governance, Audit and Scrutiny Committee following the Annual General Meeting.
- (d) The quorum for meetings of the Committee shall be 3. *In the case of a Remote Meeting all Members in remote attendance shall count towards the quorum.*

## ARTICLE 10A - PENSION BOARD

### 10A.7 QUORUM

The quorum for meetings of the Board shall be 3 or as may be decided by the HFA at its AGM. *In the case of a Remote Meeting all Members in remote attendance shall count towards the quorum.*

### 10A.13 VOTING

Every proposition shall be determined by a show of hands. *In the case of Remote Meetings, propositions shall be determined by Members indicating verbally or by electronic means.*

## PART 4 - RULES OF PROCEDURE

### SECTION A - HUMBERSIDE FIRE AUTHORITY PROCEDURE RULES

#### 1. INTRODUCTION

These Procedures Rules are the HFA's internal rules for ensuring good governance and compliance with the law in the conduct of its business. These Rules are to be observed at all meetings of the HFA and its committees (including any sub-committee or panel established).

*In these Procedure Rules -*

*'Remote Meeting' is a meeting held under the provisions of The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 [the 2020 Regulations]*

*References to a Member being 'present' at a meeting includes a Member in remote attendance at a Remote Meeting*

*A Member in remote attendance attends a meeting if they are able:*

- *To hear and where practicable see, and be so heard and, where practicable, be seen by the other members in attendance*
- *To hear and where practicable see, and be so heard and, where practicable, be seen by, any members of the public entitled to attend the meeting in order to exercise a right to speak at the meeting and*
- *To be so heard and, where practicable, be seen by any other members of the public attending the meeting*

## **Rule 1 - Meetings of the Humberside Fire Authority**

### **Ordinary Meetings of the Humberside Fire Authority**

- 1.3 Ordinary meetings of the HFA shall be held at such places and times as the HFA may determine. An annual schedule of meetings shall be agreed at the Annual General Meeting of the HFA. *In the case of a Remote Meeting any reference to a 'place' where a meeting is held, or to be held, includes reference to more than one place, including electronic, digital or virtual locations such as internet locations, web addresses or conference call telephone numbers.*

### **Special Meetings of the HFA**

- 1.4 A Special Meeting of the HFA may be called at any time by the Chairperson of the HFA.
- 1.5 A Special Meeting of the HFA shall be called on the request of at least one third of the whole number of Members of the HFA, including at least one Member from each of two of the constituent Authorities, by notice in writing *and signed* by them and given to the Secretary and specifying the business for which the meeting is to be called.

## **Rule 3 - Public Notice of Meetings**

- 3.1 Notice of the time and place of HFA meetings shall be published at Humberside Fire & Rescue Service Headquarters *or, in the case of a Remote Meeting on the website of the Authority,* at least five clear days\* before the meeting. In the case of a Special Meeting which may be called on the grounds of urgency, five clear days' notice shall be given, save where a Special Meeting is called within five clear days and in such circumstances the required notice must be published as soon as the Special Meeting is called.

("clear days" excludes the day of notice, the day of the meeting, Bank Holidays, Saturdays and Sundays).

## **Rule 7 - Quorum**

- 7.1 The quorum prescribed for meetings of the HFA by the Humberside Fire and Rescue Services (Combination Scheme) Order 1995 is one third of the total number of Members of the HFA, or such greater number of Members as the HFA may determine, including at least one representative from each of two constituent authorities. The quorum for meetings of the committees of the HFA are set out under Articles 6 to 8. *In the case of a Remote Meeting all Members in remote attendance shall count towards the quorum.*
- 7.2 If during any meeting of the HFA the Chairperson, after counting the number of Members present, declares that there is not a quorum present, the meeting shall stand adjourned. The consideration of any business not transacted shall be adjourned to a time fixed by the Chairperson at the time the meeting is adjourned, or if the Chairperson does not fix a time, to the next ordinary meeting of the HFA or to any earlier Special Meeting, if called, and that business is specified in the notice. *In the case of a Remote Meeting the meeting shall stand adjourned for an initial period of ten minutes to allow Members in remote attendance to re-join the meeting. If after that initial adjournment there is not a quorum present the meeting shall be adjourned.*

## **Rule 11 - Attendance Book**

- 11.1 *Other than at Remote Meetings of the HFA* ~~ee~~ every Member of the HFA attending a meeting of the HFA shall sign his or her name in the attendance book or sheet provided for that purpose.

### **Rule 13 - Petitions and Deputations**

- 13.4 Any local government elector of the Combined Area who is a signatory to a Petition may be present at the relevant meeting of the HFA which will receive the Petition, and may speak upon the Petition for not more than five minutes, which period of time may be extended with the consent of the HFA. Only one elector may speak upon any Petition. No Member of the HFA shall be permitted to speak under this Rule. In the case of Remote Meetings the reference to being able to attend and speak shall mean being able to address the meeting by teleconference or video conference.

### **Rule 14 - Notices of Motion**

- 14.1 Notice of every motion (other than a motion which under Rule 15 may be moved without notice) shall be submitted in writing signed by the Member or Members of the HFA giving the notice and delivered at least ten clear days\* before the next meeting of the HFA, to the Secretary, by whom it shall be dated, numbered in the order in which it is received and circulated to entered in a book which shall be open to the inspection of every Member of the HFA. (\*See Rule 3 for the definition of "clear days").

#### ~~14.6 The Secretary shall:~~

- ~~a) Date and number each Notice of Motion on receipt of it and enter it in a book which anyone may inspect; and~~
- ~~b) Set out in the agenda for the HFA meeting all motions which comply with the requirements of this Rule 14, unless the Member has in writing either withdrawn it or stated a wish to move it at a later meeting.~~

### **Rule 27 - Voting**

- 27.1 Every proposition shall, unless otherwise required by these Procedures Rules or Statute, be determined by show of hands. In the case of Remote Meetings propositions shall be determined by Members indicating verbally or by electronic means.
- 27.2 In taking the votes on any proposition, only those Members who are present in the meeting room, or in the case of a Remote Meeting, only those Members who are in remote attendance when the proposition is put by the Chairperson shall be entitled to vote.

### **Rule 30 - Secret Ballot**

- 30.1 Other than in respect of a Remote Meeting a ~~A~~-secret ballot may be demanded by at least 5 Members present. Such a ballot will be conducted by the Secretary whose return shall be final.

### **Rule 31 - General Disturbances at Meetings**

- 31.1 If a member of the public interrupts the proceedings at any meeting, other than a Remote Meeting, the Chairperson shall warn him/her. If that person continues the interruption the Chairperson shall order the person's removal from the room. In case of general disturbance in any part of the room open to the public the Chairperson shall order that part to be cleared.
- 31.2 If a member or members of the public interrupts the proceedings at a Remote Meeting the Chairperson shall warn them and their video/audio links shall be removed or muted. If that person or persons continues the interruption they shall be removed from the Remote Meeting.
- 31.~~23~~ If, in the opinion of the Chairperson, misconduct or obstruction renders the due and orderly dispatch of business impossible, the Chairperson, in addition to any other



power vested in the Chairperson, may without the question being put suspend the meeting for such a period as may be necessary to enable the meeting to proceed.

### **Rule 32 - Break during Meeting**

- 32.1 The Chairperson may adjourn any such meeting for a period of up to ten minutes whenever the meeting has been in session for a continuous period of two hours, except that the meeting may nevertheless agree not to so adjourn by a show of hands, or in the case of Remote Meetings verbally or by electronic means, without debate.

## **SECTION B - ACCESS TO INFORMATION PROCEDURE RULES**

### **Rule 5 - Access to Agenda and Reports before the Meeting**

- 5.1 Subject to Rule 9, the HFA will make copies of the agenda and reports open for public inspection at Humberside Fire and Rescue Service Headquarters or in the case of Remote Meetings on the Fire Service's website at least five clear days before the meeting. If an item is added to the agenda later, the revised agenda will be open to inspection from the time the item was added to the agenda. Where reports are prepared after the summons has been sent out (the agenda will specify that a report is to follow), the Secretary shall make each such report available to the public as soon as the report is sent to Members.



## Humberside Fire and Rescue Service

### Audit Strategy and Annual Internal Audit Plan

2020/21

April 2020

# Overview

## Introduction

The Audit Plan for 2020/21 has been informed by consideration of the key issues and risks facing the service following discussion with senior management and our understanding of risk more widely affecting Fire Authorities and Fire and Rescue Services. The resultant plan will ensure that coverage for the year is focussed on the key audit risks, and will enable a robust annual Head of Internal Audit Opinion to be provided.

## Key Emerging Themes

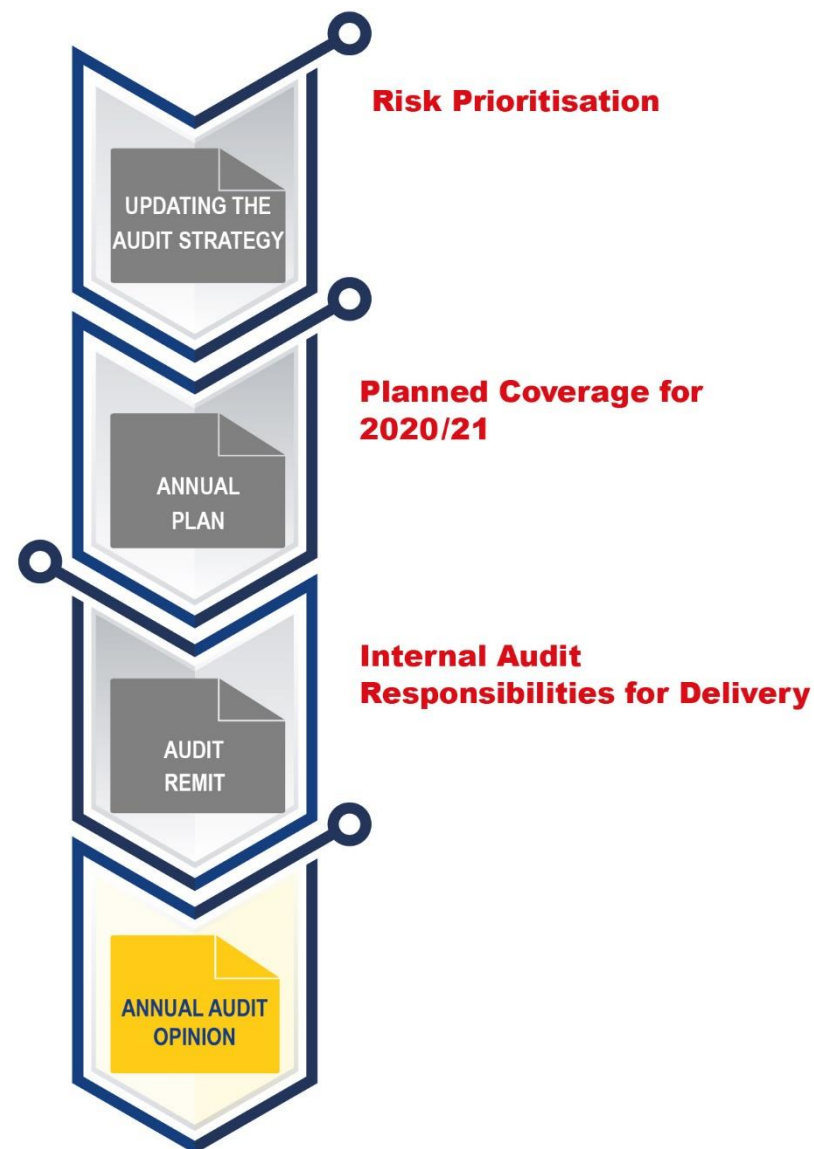
This year will be another challenging year for the Service as it strives to provide efficient and effective services against a backdrop of continued budget pressure, and it continues to implement planned service improvements along with those identified during the last HMICFRS inspection. We have identified a number of key areas which require consideration when planning internal audit coverage.

- Operational Pressures – Notwithstanding everyday operational pressures, HFRS has recently had to deal with significant floods in the region. The service is currently supporting communities, the NHS and the Yorkshire Ambulance Service during the global Covid-19 pandemic.
- Workforce – Studies have shown that work pressures are affecting the health and wellbeing of the workforce and from an operational perspective there is a continual need to ensure firefighters receive appropriate and timely training in particular in relation to changes in response to the Grenfell Tower tragedy and subsequent enquiry.
- ICT Security and Cybercrime – Cybercrime continues to increase in scale and complexity; fraudulent activity has increased significantly during the current pandemic.

## Adequacy of the planned audit coverage

The reviews identified in the audit plan for 2020/21 support the Head of Internal Audit's annual opinion on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control as required by TIAA's charter. The reviews have been identified from your assurance framework, risk registers and key emerging themes.

2020/21 Audit planning process



# Internal Audit Plan

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## Audit Strategy Methodology

We adopt a proprietary risk-based approach to determining your audit needs each year which includes reviewing your risk register and risk management framework, the regulatory framework, external audit recommendations and previous internal audit work for the organisation, together with key corporate documentation such as your Strategic Plan. The Audit Strategy is based predominantly on our understanding of the inherent risks facing Humberside Fire and Rescue Service and those within the sector and has been developed with senior management and Committee.

## Risk Prioritisation

Each year an updated risk assessment is carried out to ensure the Audit Strategy remains fully aligned with the key risks facing Humberside Fire and Rescue Service.

## Internal Audit Strategy Plan

Following the risk prioritisation review, the Audit Strategy has been updated (Annex A) and the Annual Plan (Annex B) sets out the reviews that will be carried out, the planned times and the scopes for each of these reviews.

The Annual Plan will be subject to ongoing review and could change as the risks change for the organisation and will be formally reviewed with senior management and the Governance, Audit and Scrutiny Committee mid-way through the financial year or should a significant issue arise.

The overall agreed time for the delivery of the Annual Plan includes: research, preparation and issue of terms of reference, site work, production and review of working papers and reports. The Annual Plan has been prepared on the assumption that the expected controls will be in place.

The total number of days required to deliver the Audit Plan is as agreed in the contract between TIAA and Humberside Fire and Rescue Service. This number of days is fixed and it is TIAA's responsibility to deliver the Audit Plan for this number of days. Where Humberside Fire and Rescue Service agrees additional work the required number of days and the aggregate day rate will be agreed in advance with the Executive Director of Service Support and S151 Officer and will be clearly set out in the terms of reference for the additional review(s).

## Audit Remit

The Audit Remit/Charter (Annex C) formally defines internal audit's purpose, authority and responsibility. It establishes internal audit's position within Humberside Fire and Rescue Service and defines the scope of internal audit activities.

## Reporting

**Assignment Reports:** A separate report will be prepared for each review carried out. Each report will be prepared in accordance with the arrangements contained in the Terms of Reference agreed with TIAA and which accord with the requirements of TIAA's audit charter and the PSIAS.

**Progress Reports:** Progress reports will be prepared for each Governance, Audit and Scrutiny Committee meeting. Each report will detail progress achieved to date against the agreed annual plan.

**Annual Report:** An Annual Report will be prepared for each year in accordance with the requirements set out in TIAA's audit charter and the PSIAS. The Annual Report will include a summary opinion of the effectiveness of Humberside Fire and Rescue Service's governance, risk management and operational control processes based on the work completed during the year.

**Other Briefings:** During the year Client Briefing Notes, Benchmarking and lessons learned digests will be provided. These are designed to keep the organisation abreast of in-year developments which may impact on the governance, risk and control assurance framework.

## Providing Assurance

For each assurance review an assessment of the combined effectiveness of the controls in mitigating the key control risks will be provided. The assurance assessment process is set out in Annex D.

## Liaison with the External Auditor

We will liaise with e Humberside Fire and Rescue Service's External Auditor. Any matters in the areas included in the Annual Plan that are identified by the external auditor in their audit management letters will be included in the scope of the appropriate review.

## Performance

The following Performance Targets will be used to measure the performance of internal audit in delivering the Annual Plan:

Area	Performance Measure	Target
Achievement of the plan	Completion of planned audits.	100%
	Audits completed in time allocation.	100%
Reports Issued	Draft report issued within 10 working days of exit meeting.	95%
	Final report issued within 10 working days of receipt of responses.	95%
Professional Standards	Compliance with TIAA's audit charter and the PSIAS.	100%

## Conflict of Interest

We are not aware of any conflicts of interest and should any arise we will manage them in line with TIAA's audit charter and the PSIAS, Humberside Fire and Rescue Service's requirements and TIAA's internal policies.

## Limitations and Responsibility

Substantive testing will only be carried out where a review assesses the internal controls to be providing 'limited' or 'no' assurance with the prior approval of Humberside Fire and Rescue Service and additional time will be required to carry out such testing. Humberside Fire and Rescue Service is responsible for taking appropriate action to establish whether any loss or impropriety has arisen as a result of the control weaknesses.

Internal controls can only provide reasonable and not absolute assurance against misstatement or loss. The limitations on assurance include the possibility of one or more of the following situations, control activities being circumvented by the collusion of two or more persons, human

error, or the overriding of controls by management. Additionally, no assurance can be provided that the internal controls will continue to operate effectively in future periods or that the controls will be adequate to mitigate all significant risks that may arise in future.

The responsibility for a sound system of internal controls rests with management and work performed by internal audit should not be relied upon to identify all strengths and weaknesses that may exist. Neither should internal audit work be relied upon to identify all circumstances of fraud or irregularity, should there be any, although the audit procedures have been designed so that any material irregularity has a reasonable probability of discovery. Even sound systems of internal control may not be proof against collusive fraud.

Reliance will be placed on management to provide internal audit with full access to staff and to accounting records and transactions and to ensure the authenticity of these documents.

The matters raised in the audit reports will be only those that come to the attention of the auditor during the course of the internal audit reviews and are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. The audit reports are prepared solely for management's use and are not prepared for any other purpose.

## Governance, Audit and Scrutiny Committee Responsibility

It is the responsibility of the Governance, Audit and Scrutiny Committee to determine that the number of audit days to be provided and the planned audit coverage are sufficient to meet the Committee's requirements and the areas selected for review are appropriate to provide assurance against the key risks within the organisation.

## Release of Report

The table below sets out the history of this plan.

Date plan issued:	22 <sup>nd</sup> April 2020
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## Your team

TIAA is a specialist provider of internal audit and business assurance services across the not-for-profit and public sectors including local government, NHS, education, social housing and charities as well as the emergency services. Our staff are appropriately qualified and highly experienced and, as such, will provide Humberside Fire and Rescue Service with a high-quality, engaged internal audit service.



**Peter Harrison**

**CMIIA**

**Director**

**07970 376542**

**[peter.harrison@tiaa.co.uk](mailto:peter.harrison@tiaa.co.uk)**

Peter has more than 24 years of internal audit experience, having worked in the private, public and not-for-profit sectors.

Peter heads up the audit teams in the Midlands and the North of England. He has overall responsibility for delivery and is involved in developing audit plans with clients, programme delivery, presenting to senior management and audit committees, and managing, training and developing staff. Peter's remit is also for quality assurance and acting as the senior point of contact for clients.



**Andrew McCulloch**

**CMIIA**

**Account Manager**

**07980 787926**

**[andrew.mcculloch@tiaa.co.uk](mailto:andrew.mcculloch@tiaa.co.uk)**

Andrew will be responsible for the day-to-day management of the contract for Humberside Fire and Rescue Service.

Andrew has over 25 years' experience in internal audit working in both the private, public and not-for profit sectors. As well as having management responsibility for a number of clients, he also manages a quality assurance contract for repairs and asset investment to the MOD. He also serves on the governing body of a large primary school.

Review Area	Type	2020/21	2020/21	2021/22
<b>Governance and Risk Management</b>				
Performance Management	Assurance	✓		✓
Health & Safety	Assurance	✓		
Risk Management Business Continuity Staff Shortages	Assurance	✓		
Partnerships	Assurance		✓	
Risk Management Mitigating Controls	Assurance		✓	
Risk Management Health Check	Appraisal			✓
Anti-Fraud	Assurance			✓
Business Planning	Assurance			✓
<b>Finance</b>				
Key Financial Controls	Compliance	✓	✓	✓
NOG		✓		
Payment cards	Assurance		✓	
Procurement	Assurance			✓
<b>Workforce</b>				
Workforce Planning	Assurance	✓		
HR - Absence Management	Assurance	✓		
HR Management – Rosters	Assurance		✓	
HR Management – Training				✓
<b>Operational Performance &amp; Infrastructure</b>				
Business Safety	Assurance	✓		
Arson Prevention		✓		
Fleet Management – Fuel	Assurance		✓	
Estate Management – Delivery	Assurance		✓	



Review Area	Type	2020/21	2020/21	2021/22
Fleet Management – Usage	Assurance			✓
<b>ICT</b>				
ICT Cyber Security	Assurance	✓		
Data Governance	Assurance		✓	
Disaster Recovery	Assurance			✓
<b>Management and Planning</b>				
Follow Up	-	✓	✓	✓
Strategy and Plan	-	✓	✓	✓
Annual Report	-	✓	✓	✓
Audit Management	-	✓	✓	✓
	<b>Total Days</b>	<b>66</b>	<b>60</b>	<b>60</b>

Quarter	Review	Type	Days	Scope
1	Health & Safety	Assurance	6	The review appraises: the adequacy of the arrangements for managing the health and safety requirements of the organisation. The scope of the review does not include: carrying out or providing an opinion on the adequacy of the arrangements that are in place for meeting the legislative requirements.
1	Business Safety	Assurance	6	The review will consider the arrangements in place for Business Safety, including how actions arising from the HMICFRS inspection report are being progressed.
2	Performance Management	Assurance	4	The review follows the audit undertaken in 2019/20 and will consider how the new performance management system has been implemented and embedded.
2	Arson Prevention	Assurance	4	The review will consider the arrangements and effectiveness of the arson prevention activities carried out by HFRS. The review will also consider the partnerships established with key agencies including the Police, anti-social behaviour teams, housing providers and other local authorities.
2	Workforce Planning	Assurance	6	The review will consider the arrangements in place for workforce planning, including the move to the new shift system, and will consider the points arising from the HMICFRS inspection report.
3	Key Financial Controls	Assurance	9	<p>The review will assess the adequacy and effectiveness of the internal controls in place for managing the following key financial systems.</p> <ul style="list-style-type: none"> <li>• Creditor Payments;</li> <li>• Payroll;</li> <li>• Treasury Management;</li> <li>• Debtors;</li> <li>• General Ledger; and Pensions</li> </ul>
3	ICT Cyber Security	Assurance	4	The review considers the extent to which HFRS has the appropriate controls in place to mitigate vulnerability to computer based threats to information security. The scope of the review does not extend to testing the robustness of the individual controls.
3	HR - Absence Management	Assurance	6	<p>The review will consider the adequacy of policies and procedures in for absence management including:</p> <ul style="list-style-type: none"> <li>• Communication and awareness of policies;</li> <li>• Processes to lodge, record and authorise absences;</li> <li>• Monitoring, reporting and action taken in response to identification and management of inappropriate absences.</li> </ul>

Quarter	Review	Type	Days	Scope
4	Risk Management Business Continuity Staff Shortages	Assurance	4	The review will assess the adequacy and effectiveness of the internal controls in place at HFRS for managing the business continuity planning process in relation to staff shortages and ensuring that the Service is resilient to any impact upon the delivery of operations.
4	National Operational Guidance (NOG)	Assurance	6	The audit will review the effectiveness of NOG implementation against the plan, including communication.
1-4	Follow-up	Follow up	3	Follow-up of implementation of agreed priorities one and two actions from audit reports, ensuring the service is implementing recommendations, and providing reports to the Joint Audit Committee.
4	Annual Planning for 2021/22	Management	2	Assessing the Organisation's annual audit needs – requirement of Internal Audit Standards.
4	Annual Report for 2020/21	Management	1	Reporting on the overall conclusions and opinion based on the year's audits and other information and providing input to the Annual Governance Statement.
1-4	Management, Planning & Joint Audit Committee Reporting/Support	Management	5	This time includes: meeting client management, overseeing the audit plan, reporting and supporting the Governance, Audit and Scrutiny Committee, liaising with External Audit and Client briefings (including fraud alerts, fraud digests and committee briefings).
Total days			66	

## Role

The main objective of the internal audit activity carried out by TIAA is to provide, in an economical, efficient and timely manner, an objective evaluation of, and opinion on, the overall adequacy and effectiveness of Humberside Fire and Rescue Service's framework of governance, risk management and control. TIAA is responsible for giving assurance to Humberside Fire and Rescue Service's "Governing Body" (being the body with overall responsibility for the organisation) on the adequacy and effectiveness of Humberside Fire and Rescue Service's risk management, control and governance processes.

## Scope

All Humberside Fire and Rescue Service's activities fall within the remit of TIAA. TIAA may consider the adequacy of controls necessary to secure propriety, economy, efficiency and effectiveness in all areas. It will seek to confirm that Humberside Fire and Rescue Service's management has taken the necessary steps to achieve these objectives and manage the associated risks. It is not within the remit of TIAA to question the appropriateness of policy decisions. However, TIAA is required to examine the arrangements by which such decisions are made, monitored and reviewed.

TIAA may also conduct any special reviews requested by the board, Joint Audit Committee or the nominated officer (being the post responsible for the day to day liaison with the TIAA), provided such reviews do not compromise the audit service's objectivity or independence, or the achievement of the approved audit plan.

## Access

TIAA has unrestricted access to all documents, records, assets, personnel and premises of Humberside Fire and Rescue Service and is authorised to obtain such information and explanations as they consider necessary to form their opinion. The collection of data for this purpose will be carried out in a manner prescribed by TIAA's professional standards, Information Security and Information Governance policies.

## Standards and Approach

TIAA's work will be performed with due professional care, in accordance with the requirements of the Public Sector Internal Audit Standards (PSIAS).

## Independence

TIAA has no executive role, nor does it have any responsibility for the development, implementation or operation of systems. However, it may provide independent and objective advice on risk management, control, governance processes and related matters, subject to resource constraints. For day to day administrative purposes only, TIAA reports to a nominated officer within Humberside Fire and Rescue Service and the reporting arrangements must take account of the nature of audit work undertaken. TIAA has a right of direct access to the chair of the board, the chair of the Governance, Audit and Scrutiny Committee and the responsible accounting officer (being the post charged with financial responsibility).

To preserve the objectivity and impartiality of TIAA's professional judgement, responsibility for implementing audit recommendations rests with Humberside Fire and Rescue Service's management.

Consultancy activities are only undertaken with distinct regard for potential conflict of interest. In this role we will act in an advisory capacity and the nature and scope of the work will be agreed in advance and strictly adhered to.

## Irregularities, Including Fraud and Corruption

TIAA will without delay report to the appropriate regulator, serious weaknesses, significant fraud, major accounting and other breakdowns subject to the requirements of the Proceeds of Crime Act 2002.

TIAA will be informed when evidence of potential irregularity, including fraud, corruption or any impropriety, is discovered so that TIAA can consider the adequacy of the relevant controls, evaluate the implication of the fraud on the risk management, control and governance processes and consider making recommendations as appropriate. The role of TIAA is not to investigate the irregularity unless commissioned to do so.

### Corporate Assurance Risks

We consider four corporate assurance risks; directed; compliance; operational and reputational, and tailor the type of audit accordingly. For all types of audit we also taken into account value for money considerations and any linkages to the organisational Assurance Framework. The outcomes of our work on these corporate assurance risks informs both the individual assignment assurance assessment and also the annual assurance opinion statement. Detailed explanations of these assurance assessments are set out in full in each audit report.

### Assurance Assessment Gradings

We use four levels of assurance assessment: substantial; reasonable, limited and no. Detailed explanations of these assurance assessments are set out in full in each audit report.

#### LEVELS OF ASSURANCE PROVIDED

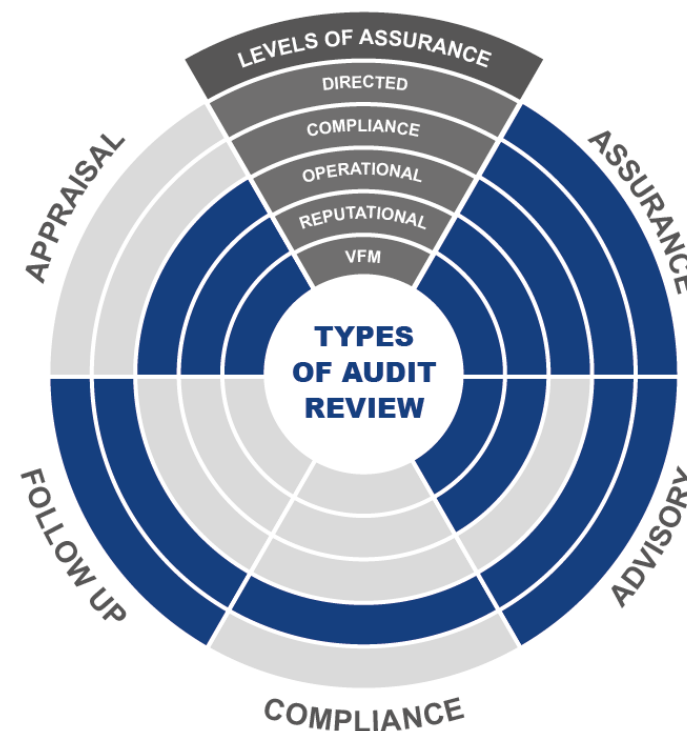


### Benchmarking

Where a similar review is carried out at a number of our clients we will subsequent to the completion of the review at each of the clients we will where relevant provide a benchmarking and lessons learned digest. This digest will include Operational Effectiveness Matters for Humberside Fire and Rescue Service to consider.

### Types of Audit Review

The Annual Plan includes a range of types of audit review. The different types of review focus on one or more of the corporate assurance risks. This approach enables more in-depth work to be carried out in the individual assignments than would be possible if all four assurance risks were considered in every review. The suite of audit reviews and how they individually and collectively enable us to inform our overall opinion on the adequacy and effectiveness of the governance, risk and control arrangements is set out in the assurance mapping diagram.





# **Humberside Fire & Rescue Service**

## **Interim Internal Audit Annual Report**

**2019/20**

**April 2020**

# Interim Internal Audit Annual Report

## Introduction

This is the 2019/20 Annual Report by TIAA on the internal control environment at Humberside Fire & Rescue Service. The annual internal audit report summaries the outcomes of the reviews we have carried out on the organisation's framework of governance, risk management and control.

## Limitations on our opinion arising from Covid-19

The delivery of the internal audit work for 2019/20 has been impacted by the global Covid-19 pandemic which has taken hold during this accounting period. As a result, we were not able to complete the review of Business Safety. The review of Workforce Planning was deferred due to staff absence not related to the current pandemic.

Notwithstanding this, we have still provided enough internal audit coverage in order to be able to provide an opinion based on the work carried out to date. Not completing the reviews highlighted above has not impacted on our overall assessment.

### HEAD OF INTERNAL AUDIT'S INTERIM ANNUAL OPINION

**TIAA is satisfied that, for the areas reviewed during the year, Humberside Fire & Rescue Service has reasonable and effective risk management, control and governance processes in place. Not having completed one piece of work due to the global Covid-19 pandemic has not impacted on our overall assessment.**

**This opinion is based solely on the matters that came to the attention of TIAA during the course of the internal audit reviews carried out during the year and is not an opinion on all elements of the risk management, control and governance processes or the ongoing financial viability or your ability to meet financial obligations which must be obtained by Humberside Fire & Rescue Service from its various sources of assurance.**

The consequences of this unprecedented event are expected to continue into the new financial year and will continue to pose significant risks to all organisations. The impact of ongoing events on Humberside Fire & Rescue

Service's control systems, financial sustainability or operational performance have not been assessed and our opinion takes no account of this. This report is designed to assist the Authority in making its annual governance statement.

## Internal Audit Planned Coverage and Output

The 2019/20 Annual Audit Plan approved by the Governance, Audit and Scrutiny Committee was for 60 days of internal audit coverage in the year.

During the year there were no changes to the Audit Plan.

The planned work that has been carried out against the plan and the status of work not completed is set out at Annex A.

No extra work was carried out which was in addition that set out in the Annual Audit Plan.

## Assurance

TIAA carried out seven reviews, which were designed to ascertain the extent to which the internal controls in the system are adequate to ensure that activities and procedures are operating to achieve Humberside Fire & Rescue Service's objectives. For each assurance review an assessment of the combined effectiveness of the controls in mitigating the key control risks was provided. Details of these are provided in Annex A and a summary is set out below.

Assurance Assessments	Number of Reviews	Previous Year
Substantial Assurance	1	2
Reasonable Assurance	5	3
Limited Assurance	1	2
No Assurance	0	0



The areas on which the assurance assessments have been provided can only provide reasonable and not absolute assurance against misstatement or loss and their effectiveness is reduced if the internal audit recommendations made during the year have not been fully implemented.

We made the following total number of recommendations on our audit work carried out in 2019/20. The numbers in brackets relate to 2018/19 recommendations

Urgent	Important	Routine
1	24	6

## Audit Summary

**Control weaknesses:** There was one area reviewed by internal audit where it was assessed that the effectiveness of some of the internal control arrangements provided 'limited' or 'no assurance'. The Priority 1 recommendation relates to the way in which certain data is transferred. Recommendations were made to further strengthen the control environment in this area; at the time of writing, management responses had not been received.

**Recommendations Made:** We have analysed our findings/recommendations by risk area and these are summarised below.

Risk Area	Urgent	Important	Routine
Directed	0	13	2
Compliance	1	10	2
Operational	0	1	2
Reputational	0	0	0

**Operational Effectiveness Opportunities:** One of the roles of internal audit is to add value and during the financial year we provided advice on opportunities to enhance the operational effectiveness of the areas reviewed and the number of these opportunities is summarised below.

Operational
3

## Independence and Objectivity of Internal Audit

There were no limitations or restrictions placed on the internal audit service which impaired either the independence or objectivity of the service provided.

## Performance and Quality Assurance

The following Performance Targets were used to measure the performance of internal audit in delivering the Annual Plan. These measures will be updated once all reports have been finalised.

Performance Measure	Target	Attained
Completion of Planned Audits	100%	100%
Audits Completed in Time Allocation	100%	100%
Final report issued within 10 working days of receipt of responses	95%	100%
Compliance with Public Sector Internal Audit Standards	100%	100%

Ongoing quality assurance work was carried out throughout the year and we continue to comply with ISO 9001:2015 standards. An independent external review was carried out of our compliance of the Public Sector Internal Audit Standards (PSIAS) in 2017 and in particular to meet the requirement of an independent 5 year review, the outcome confirmed full compliance with all the standards. Our work also complies with the IIA-UK Professional Standards.

## Release of Report

The table below sets out the history of this Annual Report.

Date Interim Report issued:	9 <sup>th</sup> April 2020
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## Annexes

### Annex A

#### Actual against planned Internal Audit Work 2019/20

System	Type	Planned Days	Actual Days	Assurance Assessment	Comments
Fleet Management Usage	Assurance	6	6	Reasonable Assurance	Final report issued
Disaster Recovery	Assurance	4	4	Reasonable Assurance	Draft report issued
Procurement	Assurance	6	6	Reasonable Assurance	Final report issued
Business Planning	Assurance	4	4	Reasonable Assurance	Final report issued
Performance Management	Assurance	4	4	Reasonable Assurance	Final report issued
Workforce Planning	Assurance	6	0	Reasonable Assurance	This review was deferred at the request of HFRS due to the absence of one of the key members of staff who would be involved. It has been incorporated in to the internal audit plan for 2020-21.
Business Safety	Assurance	6	0	Reasonable Assurance	This review was deferred primarily due to the Service focussing its efforts in dealing with the Covid-19 pandemic having just dealt with the recent flooding. It has been incorporated in to the internal audit plan for 2020-21.
Risk Management Framework	Assurance	4	4	Substantial Assurance	Draft report issued
Key Financial Controls	Compliance	9	9	Limited Assurance	Draft report issued
Follow Up	Follow up	3	3	N/A	Review not yet completed
Strategy and Plan	Management	2	2	N/A	
Annual Report	Management	1	1	N/A	
Audit Management	Management	5	5	N/A	
<b>Total Days</b>		<b>60</b>	<b>48</b>		

# Audit Progress Report

## Humberside Fire Authority

Agenda Item No. **11**

April 2020





## CONTENTS

1. Audit progress
2. National publications
3. Contact details

This document is to be regarded as confidential to Humberside Fire Authority. It has been prepared for the sole use of the Governance and Audit Scrutiny Committee. No responsibility is accepted to any other person in respect of the whole or part of its contents. Our written consent must first be obtained before this document, or any part of it, is disclosed to a third party.

# 1. AUDIT PROGRESS

## Audit progress

This report sets out progress on the external audit.

### 2019/20 Audit

Our planning work in relation to the 2019/20 audit for Humberside Fire Authority is complete. We reported our Audit Strategy Memorandum for the 2019/20 audit to the January 2020 meeting of the Governance and Audit Scrutiny Committee. The Audit Strategy Memorandum describes the four stages of the audit, the planning stage being the first. We have now completed the second stage (interim audit) and there are no issues to bring to members attention.

### Financial Reporting Workshops

On 5 February 2020 we held our Local Government Financial Reporting workshops for officers involved in the production of the financial statements and officers responsible for preparing Humberside Fire Authority's financial statements attended. These workshops provided an update on the latest developments as well as a forum for our clients to discuss emerging issues. It included a revisit of 2018/19 final accounts issues, early close implications, changes in the 2019/20 Code and a forward look to future regulatory and policy changes.



## 2. NATIONAL PUBLICATIONS AND OTHER UPDATES

	Publication
1	Proposed fire and rescue services inspection programme and framework 2020/21: for consultation, HMICFRS, October 2019
2	Government response to the Housing, Communities and Local Government Select Committee report 'Local Government Finance and the 2019 Spending Review', HCLG, October 2019
3	Financial Management Code, CIPFA, October 2019
4	A Councillor's guide to procurement, 2019 edition, LGA, October 2019
5	Fire and rescue workforce and pensions statistics, England, April 2018 to March 2019 second edition, Home Office, November 2019
6	Annual Transparency Report, Mazars, December 2019
7	Mazars' response to the Brydon Review, Mazars, December 2019
8	Response times to fires attended by fire and rescue services: England, April 2018 to March 2019, Home Office, January 2020
9	Grenfell Tower Inquiry Phase 1 report: government response, Home Office, January 2020
10	State of Fire and Rescue: The annual assessment of fire and rescue services in England, HMICRS, January 2020

### 1. Proposed fire and rescue services inspection programme and framework 2020/21: for consultation, HMICFRS, October 2019

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) recently consulted on its proposed fire and rescue services inspection programme and framework for 2020-21. The consultation which closed on 29 November 2019 sought views on:

- the proposed approach to inspections for the next cycle and how this could be improved;
- whether the draft inspection methodology includes the right questions to gather evidence for a rounded assessment of services;
- how best HMICFRS could report on the progress the service has made since the previous inspection;
- any new or emerging problems to be taken into consideration in the inspections;
- ways to adapt the collection of information in order to take into account the circumstances of fire and rescue services and risks to public safety; and
- other possible considerations to encourage and promote fairness in fire and rescue service assessments.

<https://www.justiceinspectorates.gov.uk/hmicfrs/publications/proposed-fire-and-rescue-services-inspection-programme-2020-21-for-consultation/>

### 2. Government response to the Housing, Communities and Local Government Select Committee report 'Local Government Finance and the 2019 Spending Review', HCLG, October 2019

In our November 2019 progress report we noted that the Government had decided to undertake a review of local government audit (the Redmond Review) following a report by the HCLG Select Committee. Whilst the Redmond Review is ongoing the Government has now published its response to the Select Committee's recommendations, including:

- developing a more consistent approach to the collection and monitoring of comparative data about councils' performance, efficiency and financial sustainability;
- the need for MHCLG, working with HM Treasury and other departments, to clearly set out what tasks are expected of local government and how much funding it requires;
- the need for increased adult social care funding;
- the need for MHCLG and HM Treasury to provide a multi-year settlement for local government which runs for one year beyond the Spending Review period – similar to the approach that is currently used for Departmental capital budgets; and
- the need for reforms and substantial changes to the business rate retention system.

<https://www.gov.uk/government/publications/local-government-finance-and-the-2019-spending-review-response-to-the-select-committee-report>

1. Audit progress

2. National publications

3. Contact details

## 2. NATIONAL PUBLICATIONS CONTINUED

### 3. Financial Management Code, CIPFA, October 2019

Strong financial management is an essential part of ensuring public sector finances are sustainable. The Financial Management Code (FM Code) provides guidance for good and sustainable financial management in local authorities and aims to provide assurance that they are managing resources effectively. It requires authorities to demonstrate that the processes they have in place satisfy the principles of good financial management.

The FM Code identifies risks to financial sustainability and introduces a framework of assurance. This framework is built on existing successful practices and sets explicit standards of financial management. Complying with the standards set out in the FM Code is the collective responsibility of elected members, the Chief Finance Officer and their professional colleagues in the leadership team. Complying with the FM Code will help strengthen the framework that surrounds financial decision making.

The FM Code built on elements of other CIPFA codes during its development and its structure and applicability will be familiar to users of publications such as The Prudential Code for Capital Finance, Treasury Management in the Public Sector Code of Practice and Code of Practice on Local Authority Accounting in the United Kingdom. The Code applies to all local authorities, including fire and rescue authorities.

The first full year of compliance will be 2021/22. This reflects the recognition that organisations will need time to reflect on the contents of the Code and can use 2020/21 to demonstrate how they are working towards compliance.

<https://www.cipfa.org/policy-and-guidance/publications/f/financial-management-code>

### 4. A Councillor's guide to procurement, 2019 edition, LGA, October 2019

The LGA worked closely with councils to develop the National Procurement Strategy 2018 and a toolkit that enables local authorities to set their own objectives and measure their own progress.

The National Procurement Strategy puts the councillor role front and centre and this guide has been produced specifically with councillors in mind. It looks at the roles councillor's play – both executive members and those engaged in overview and scrutiny work – and provides hints and tips on how to get the best out of procurement and contract management. Just as in the national strategy, the focus is on delivering council objectives. Councillors do not need to be procurement professionals but they do need to be able to ask the right questions, including:

- What is the procurement process and why do major procurements in local government fail?
- What are the role and responsibilities of a councillor?
- How is social value delivered under the Public Services (Social Value) Act 2012 and more generally?

<https://www.local.gov.uk/councillors-guide-procurement-2019-edition>

### 5. Fire and rescue workforce and pensions statistics, England, April 2018 to March 2019 second edition, Home Office, November 2019

There was little change in the number of firefighters or total employees during 2018/19 as about 10 per cent of staff retired or resigned but there was a similar number of new recruits. This was the third successive year of virtual standstill in employee numbers following seven years of significant reductions from the 2010 peak.

The resumption of recruitment in most authorities has facilitated increased diversity in the fire and rescue service. The percentage of female firefighters increased to 6.4%, compared with 4.5% five years ago. There was also a small increase in the proportion of firefighters from an ethnic minority.

<https://www.gov.uk/government/statistics/fire-and-rescue-workforce-and-pensions-statistics-england-april-2018-to-march-2019>

## 2. NATIONAL PUBLICATIONS CONTINUED

### 6. Annual Transparency Report, Mazars, December 2019

Mazars produces an annual transparency report, setting out the steps we take to enhance the quality of our audit work and ensure that quality is consistent across the firm. The report includes:

- Public Interest Committee Report;
- UK Governance Council Report;
- Inspiring Stakeholder Confidence in Audit Quality (including quality monitoring and audit quality indicators);
- Our risks; and
- Structure, Leadership and Governance.

Link to the latest report issued in December 2019 is set out below.

<https://www.mazars.co.uk/Home/About-us/Corporate-publications/Transparency-reports/Mazars-UK-Transparency-Report-2018-2019>

### 7. Mazars' response to the Brydon Review, Mazars, December 2019

The Brydon Review is one of four key reviews into the scope and quality of audit, namely:

- Competition and Market's Authority (CMA): resilience and competition in the audit market;
- Kingman's Review (review of the Financial Reporting Council and regulatory oversight);
- The Brydon Review (tone and aspirations for the future of the industry); and
- The Redmond Review (quality of local authority financial reporting and external audit). The call for evidence for this review closed in December 2019 and we are expecting the report later this year.

The Brydon Review contains several recommendations and essentially recommends a major overhaul of audit which would see the creation of a separate '*corporate auditing profession*', greater focus on fraud detection during audits, and the replacement of the '*true and fair*' concept, with a greater focus on going concern. The report is published here: <https://www.gov.uk/government/publications/the-quality-and-effectiveness-of-audit-independent-review>

Mazars' response to the latest Brydon Review report issued in December 2019 is detailed per the link below.

<https://www.mazars.co.uk/Home/News-Events/Latest-news/Mazars-response-to-the-Brydon-report>

### 8. Response times to fires attended by fire and rescue services: England, April 2018 to March 2019, Home Office, January 2020

In 2018/19, the average response time to primary fires in England was 8 minutes 49 seconds, up 11 seconds since 2017/18 and 33 seconds since 2013/14. Although the long term trend has been upwards for the past 20 years, as greater congestion has increased drive times, the 2018/19 increase was unusually high and the report does not identify a clear reason for this.

The national average response time to secondary fires increased by 32 seconds to 9 minutes 42 seconds. This increase was driven by the exceptionally high number of fires in July 2018 coinciding with a peak in monthly average response times for the year.

<https://www.gov.uk/government/statistics/response-times-to-fires-attended-by-fire-and-rescue-services-england-april-2018-to-march-2019>

### 9. Grenfell Tower Inquiry Phase 1 report: government response, Home Office, January 2020

On 30 October 2019, the Grenfell Tower Inquiry published its Phase 1 report which looked at the events on the night of the fire on 14 June 2017 in which 72 people died in the greatest loss of life following a residential fire since the Second World War. The Government has accepted all of the recommendations. The Fire Safety Bill will create a firm foundation to enable the Government to lay regulations needed to deliver the legislative recommendations in the report. These recommendations include building owners or managers sharing information with fire and rescue services on external wall systems, and undertaking regular inspections of flat entrance doors. The Home Office plan to consult on these proposals in Spring 2020.



## 2. NATIONAL PUBLICATIONS CONTINUED

The National Fire Chiefs Council (NFCC) are currently analysing the report's recommendations in detail and are working with all Fire and Rescue Services to develop clear and comprehensive implementation plans, building on their existing work programme. The NFCC will feed the lessons learned from the Inquiry's recommendations into its ongoing review of National Operational Guidance. The NFCC has formed a steering group with the Home Office to specifically review the 'stay put' policy and ensure that the new guidance is evidence-based.

<https://www.gov.uk/government/publications/grenfell-tower-inquiry-phase-1-report-government-response>

### 10. State of Fire and Rescue: The annual assessment of fire and rescue services in England, HMICRS, January 2020

In January 2020, HMICFRS published a national report summarising the results of all 3 tranches. Overall, they found that most services they inspected were keeping people safe and secure from fires and other emergencies, and were using their resources efficiently. However, some services need to improve how well they look after their people. HMICFRS found pockets of outstanding practice in some services and areas where improvement is urgently needed in others. They concluded that as services hadn't been independently inspected for over a decade, so it was not surprising that some areas need improving. The report contains four national recommendations.

The report does not include a league table but it shows that:

- 64 per cent of authorities were rated 'good' for effectiveness;
- 58 per cent of authorities were rated 'good' for efficiency;
- 40 per cent of authorities were rated 'good' for people; and
- 34 per cent of authorities were rated 'good' for all three inspection pillars.

For comparison, Humberside Fire Authority were rated 'good' for effectiveness and efficiency but 'requires improvement' for people, results very much in line with the national picture.

<https://www.justiceinspectorates.gov.uk/hmicfrs/publications/state-of-fire-and-rescue-annual-assessment-2019/>

### 3. CONTACT DETAILS

Please let us know if you would like further information on any items in this report.  
[www.mazars.co.uk](http://www.mazars.co.uk)

Gavin Barker  
Director  
0191 383 6300  
[gavin.barker@mazars.co.uk](mailto:gavin.barker@mazars.co.uk)

Ross Woodley  
Manager  
0191 383 6303  
[ross.woodley@mazars.co.uk](mailto:ross.woodley@mazars.co.uk)

**Address:**  
Salvus House,  
Aykley Heads,  
Durham,  
DH1 5TS  
0191 383 6300

**Humberside Fire Authority  
15 May 2020**

**Report by the Executive Director of  
Corporate Services/S.151 Officer,  
Monitoring Officer/Secretary and  
Deputy Chief Fire Officer/Executive  
Director of Service Delivery**

## **DRAFT ANNUAL GOVERNANCE STATEMENT 2019/20**

### **SUMMARY**

1. The CIPFA/SOLACE good governance framework brought together a number of governance principles and requirements, including replacing the previous Statement of Internal Control with a new Annual Governance Statement (AGS) from 2007/08.
2. This paper sets out a draft AGS in respect to 2019/20 (Appendix 1). Given the content of the Statement, it is felt desirable that the Authority should specifically review the AGS separate from the Annual Accounts, although the AGS will form part of the Annual Accounts once approved in June 2020.
3. It is also desirable that the Authority receive this report in advance of the draft Annual Accounts at the June 2020 meeting.
4. This report was considered by the Chair of the Governance, Audit and Scrutiny Committee in lieu of the Committee meeting 6 April 2020 being cancelled, due to COVID 19.

### **RECOMMENDATIONS**

5. The Authority is asked to approve the Annual Governance Statement for 2019/20 as set out at Appendix 1.

### **THE ANNUAL GOVERNANCE STATEMENT – A REFRESHER**

6. Regulation 4 of the Accounts and Audit Regulations 2003 required the Humberside Fire Authority to conduct an annual review of the effectiveness of its system of internal control and publish a Statement of Internal Control (SIC) up until 2006/07.
7. From 1 April 2007 the SIC was replaced by the AGS. Guidance was issued by the CIPFA Finance Advisory Network in respect to the production of the AGS. In addition, guidance has also been set out in the CIPFA/SOLACE good governance framework.
8. The six key principles of good governance as laid down in the 2007 framework have been reviewed within the 2016 framework and re-issued as seven key principles:
  - (i) Behaving with integrity, demonstrating strong commitment to ethical values. And respecting the rule of law.
  - (ii) Ensuring openness and comprehensive stakeholder engagement.
  - (iii) Defining outcomes in terms of sustainable economic, social, and environmental benefits.
  - (iv) Determining the interventions necessary to optimise the achievement of the intended outcomes.

- (v) Developing the entity's capacity, including the capability of its leadership and the individuals within it.
  - (vi) Managing risks and performance through robust internal control and strong public financial management.
  - (vii) Implementing good practices in transparency, reporting, and audit to deliver effective accountability.
9. The Authority's governance framework comprises the systems and processes, culture and values, by which the HFA is directed and controlled. The framework demonstrates how the HFA accounts to, engages with and leads within the community. It enables the HFA to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services.
10. The Constitution of the Authority, published on the Humberside Fire and Rescue Service Website, includes:
- Committee Membership and Terms of Reference;
  - Scheme of Delegation to Officers;
  - Financial Procedure Rules;
  - Contract Procedure Rules;
  - \*Members' Code of Conduct;
  - \*Officer/Employees' Code of Conduct;
  - *\*Aligned to the Seven Principles of Public Life (The 'Nolan Principles').*
  - Protocol for Member and Officer Relationships;
  - Code of Corporate Governance.
11. In essence the AGS is the formal Statement (signed by the Chairperson of the Humberside Fire Authority, the Chief Fire Officer and Chief Executive and the Statutory Officers) that recognises, records and publishes the governance arrangements of the Humberside Fire Authority in line with that new framework. The AGS is much broader than the SIC, although the overall assurance process remains. The AGS must reflect the governance framework.
12. The assurances in respect to the AGS derive from the following:
- Internal Audit;
  - S.151 Officer;
  - Secretary/Monitoring Officer;
  - Strategic Leadership;
  - Members;
  - External Audit – through assessment;
  - Third parties, including partnership arrangements.
13. There is no model AGS, but rather the Guidance sets out best practice in developing an AGS.
14. The production of the AGS dovetails strongly with corporate risk management and the Annual Audit Report from Internal Audit.
15. Attached at Appendix 1 is the draft AGS. This is in draft form at present and will be concluded in readiness for the approval of the Annual Accounts in July 2020.

#### STRATEGIC PLAN COMPATIBILITY

16. This report links with governance, which is an enabler of the current Strategic Plan.

## FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

17. None arising directly.

## LEGAL IMPLICATIONS

18. This report and attachments ensures that the Fire Authority complies with regulation 4(2) of the Accounts and Audit Regulations 2003 as amended 2006 and 2011.

## EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

19. None arising directly.

## CORPORATE RISK MANAGEMENT IMPLICATIONS

20. There are no direct corporate risk management implications arising from this report. The report forms part of the governance arrangements of the Authority.

## HEALTH AND SAFETY IMPLICATIONS

21. None arising directly.

## COMMUNICATION ACTIONS ARISING

22. The approved Annual Governance Statement will be published on the Humberside Fire and Rescue Service Website.

## DETAILS OF CONSULTATION AND/OR COLLABORATION

21. Consultation in producing the AGS has taken place with the Strategic Leadership Team and GAS.

## BACKGROUND PAPERS AVAILABLE FOR ACCESS

22. CIPFA/SOLACE – Delivering Good Governance in Local Government – Framework and Guidance Note for English Authorities.

## RECOMMENDATIONS RESTATED

23. The Authority is asked to approve the Annual Governance Statement for 2019/20.

**K WILSON  
M BUCKLEY  
P SHILLITO**

Officer Contact: Simon Rhodes ☎ 01482 567479  
Head of Corporate Assurance

Humberside Fire & Rescue Service  
Summergroves Way  
Kingston upon Hull

SR  
24 April 2020

**Humberside Fire Authority**

**ANNUAL GOVERNANCE STATEMENT 2019/20**

**Scope of Responsibility**

1. The Humberside Fire Authority (HFA) is responsible for ensuring that its business is conducted in accordance with the law and proper standards and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The HFA also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
2. In discharging this overall responsibility, the HFA is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, which includes arrangements for the management of risk.
3. The HFA has approved and adopted a code of corporate governance, which is consistent with the principles of the Chartered Institute of Public Finance and Accountancy/Society of Local Authority Chief Executives (CIPFA/SOLACE) Delivering Good Governance in Local Government Framework 2016 Edition. A copy of the code can be obtained from the Secretary to the Fire Authority.
4. This statement explains how the HFA has complied with the code and also meets the requirements of regulation 4(3) of the Accounts and Audit (England) Regulations 2011 in relation to the publication of an Annual Governance Statement.

**The purpose of the governance framework**

5. The governance framework comprises the systems and processes, culture and values, by which the HFA is directed and controlled. The framework demonstrates how the HFA accounts to, engages with and leads within the community. It enables the HFA to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services.
6. The system of internal control is a significant part of the governance framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness.
7. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of the HFA's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.
8. The governance framework has been in place at the HFA for the year ended 31 March 2020 and up to the date of approval of the Annual Performance Report and Statement of Accounts.

## The Governance Framework 2019/20

9. The key elements of the HFA's governance framework included:

a) The Constitution of the Authority which includes:

- Committee Membership and Terms of Reference;
- Scheme of Delegation to Officers;
- Financial Procedure Rules;
- Contract Procedure Rules;
- \*Members' Code of Conduct;
- \*Employees' Code of Conduct;
- Protocol for Member and Officer Relationships;
- Code of Corporate Governance.

\* The Authority's Code of Conduct is aligned to the Seven Principles of Public Life (The 'Nolan Principles') and applies equally to Members and all employees of the Authority. The Nolan Principles include:

1. Selflessness - Holders of public office should act solely in terms of the public interest.
  2. Integrity - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
  3. Objectivity - Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
  4. Accountability - Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
  5. Openness - Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
  6. Honesty - Holders of public office should be truthful.
  7. Leadership - Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.
- b) The Governance, Audit and Scrutiny (GAS) Committee, as well as the HFA itself, received regular reports on the Service's performance arrangements.
- c) An approved Corporate Risk/Opportunity Management Policy.
- d) An approved 'Local Code of Corporate Governance' in accordance with the CIPFA/SOLACE Framework for Corporate Governance.

- e) The designation of the Chief Fire Officer as Chief Executive responsible to the HFA for all aspects of operational management.
- f) The designation of the Executive Director Service Support as S.151 Officer (Local Government Act 1972) in accordance with Section 112 of the Local Government Finance Act 1988 and conforming with the governance requirements of the CIPFA Statement on the role of the Chief Financial Officer in Local Government (2010).
- g) The designation of the Secretary as Monitoring Officer with the requirement to report to the full HFA if it is considered that any proposal, decision or omission would give rise to unlawfulness or maladministration.
- h) The Strategic Leadership Team (SLT) have considered a strategic overview of the HFA control environment including the response to external audit, performance management, strategic planning and scrutiny of Risk and Opportunity Management.
- i) The production of quarterly Management Accounts which are distributed to all Members of SLT and are considered at the GAS Committee meetings and the HFA.
- j) The Service and Finance Planning process.
- k) In accordance with the Service Business Planning Framework the Strategic Plan and Integrated Risk Management Plan (IRMP) for 2018/21 ensure a three-year plan, linked to financial planning.
- l) The Strategic Plan 2018/21 includes strategic objectives and Directorate responsibilities.
- m) The IRMP 2018/21 takes account of the requirements of the 2018 Fire and Rescue National Framework for England, providing a detailed assessment of the risks facing our communities and personnel and the measures taken to mitigate those risks.
- n) Current Anti-Fraud and Corruption, Anti-Bribery and Anti-Money Laundering Policies. We publish these and other such Policies, associated data and information on the HFRS Website under Data Transparency, please follow this [Link](#).
- o) Subscription to the services of whistleblowing charity Protect. Staff are informed of this service via updates in wage slips as well as via the Whistleblowing Policy which is published on the external website.
- p) A 'Strategic Demand Group' has been established, membership includes HFRS, Humberside Police, our four Local Authorities and our four Clinical Commissioning Groups. Partners are represented at Chief Executive level or similar to consider issues relating to demand and resourcing across the Humber Area. The group have commissioned research and development work around vulnerability and mental health, intelligence sharing agreements and data sharing protocols to better enable collaborative working. This group is now leading on information sharing across the Humber area with the intention of developing something along the lines of a Humber Office for Data Analytics. The group links in with Place Based Boards in the four Local Authority areas.



- q) A Fire and Police Transformation Board has been established to develop a number of collaborative workstreams. These have been categorised under the main headings as follows:

- Organisation;
- Delivery of Service;
- Estates;
- Futurist.

Directors have been allocated lead HFRS responsibility for specific workstreams.

- r) Outcomes from a far-reaching and in-depth Organisational Health Check undertaken by Zeal Solutions have been considered and have been included in the Service Improvement Plan to ensure that our culture and the concerns and positive areas raised by our staff are included in the development of the organisation.
- s) Member and Officer Development Programmes. During 2019/20 Officers undertook a facilitated development programme which included input around PRINT psychometric profiling for Middle Managers, Access to the T2Hub of Management and Leadership Self Development resources, Continual Professional Development through Leadership Forum Guest Speakers and Directors completing the Executive Leadership Programme. Member development during 2019/20 included Unwanted Fire Signals, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services, Operational Cancer Risk and EU Exit preparations.
- t) 6 scheduled Member Days.
- u) An approved Treasury Management Policy and Prudential Indicators.
- v) An approved HFA Performance and Risk Framework supported by the Performance and Risk Framework Policy and incorporating, amongst others, the following guidance notes:
- Performance Measurement;
  - Corporate Reporting of Performance;
  - Project and Programme Management;
  - Organisational Risk and Opportunity Management.
- w) A Protective Marking Scheme (based upon the Her Majesty's Government Security Framework).
- x) HFRS is in the fourth and final year of implementing a four-year Public Sector Equality Duty (PSED) action plan to implement its priorities. Actions within this plan has been fully integrated within the LGA FRSEF Self-assessment/action planning process. Consultation work will begin in 2020 to identify further PSED priorities.
- y) The strategic decision to more closely align service delivery with our Local Authorities (Hull, East Riding, North Lincolnshire and North East Lincolnshire) through District management teams, is helping partnership work and assists us to be closer and more accountable to local communities.
- z) Retention of the Customer Service Excellence Award, conducted in February each year.

- aa) Annual Performance and Quarterly Performance Reports to HFA are published on our Website.
- bb) A Pension Board, as required under The Firefighters' Pension Scheme (Amendment) (Governance) Regulations 2015, was formed in 2015 to oversee compliance in the operation of the Firefighters' Pension Scheme (FPS). The Pension Board met twice during 2019/20 and also had a training input session.
- cc) The Deputy Chief Fire Officer chairs a Joint Consultative Committee attended by all Representative Bodies to discuss any matters relating to staff terms and conditions.
- dd) Member Champions continue to support functional areas and are invited to attend local district performance meetings.
- ee) Consultation on our Council Tax Precept for 2020/21 drew a significant number of responses from our community (over 2000). This allowed Fire Authority Members to make an informed decision on this matter.
- ff) In line with legislative requirements HFRS published its third Gender Pay Gap Report by the end of March 2020.

## **Review of Effectiveness**

- 10. The HFA has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the executive managers within the Authority who have responsibility for the development and maintenance of the governance environment, the head of internal audit's annual report, and also by comments made by the external auditors and other review agencies and inspectorates.
- 11. HFA reviews the effectiveness of the GAS Committee and receives an Annual Report at the HFA Annual General Meeting.
- 12. The GAS Committee produces an Annual Report which is considered by the HFA at its Annual General Meeting in June each year.
- 13. The GAS Committee has continued its scrutiny programme during 2019/20, including the scrutiny of the Cost Recovery Model for Emergency Medical Response, Business Safety Risk Based Inspection Programme and Training, Promotion and Development Opportunities.
- 14. The induction and training of new Members during 2019/20 has further enabled Members to discharge the functions of the HFA.
- 15. During the 2019/20 financial year, the HFA and Committees met as follows:
  - HFA 9 occasions;
  - GAS Committee 7 occasions;
  - Pension Board 2 occasions.
- 16. Members of the Pension Board receive reports against a number of key workstreams designed to ensure that the Board operates in compliance with the Pension Regulator's Code of Practice for Pension Boards, this encompasses three broad areas Governance, Administration and Communication.
- 17. The review of the effectiveness of the system of internal control is informed by:

- The work of Senior Officers;
  - The work of Internal Audit;
  - Corporate Risk and Opportunity Management;
  - Performance information;
  - The Authority's External Auditor, in their Annual Governance Report, Annual Audit Letter and other reports.
18. Internal Audit has undertaken a number of reviews during 2019/20. The following areas were covered:
- Finance and Resources  
Key Financial Controls  
Procurement
  - Operational Compliance  
Fleet Management Usage
  - Information and Technology  
Disaster Recovery
  - Governance and Leadership  
Performance Management  
Risk Management Framework  
Business Planning
19. The overall Head of Internal Audit opinion for the period 1 April 2019 to 31 March 2020 provides Reasonable Assurance.
20. The effectiveness of the governance framework is considered throughout the year by SLT, the GAS Committee and HFA. Much of this is discharged through internal reports such as the quarterly Management Accounts and the quarterly Performance Reports as well as the work of Internal and External Audit. Any significant issues are captured via the risk management system and considered by the Fire Authority where appropriate.
21. A comprehensive Assurance Map for the Service has been developed to help inform the work of SLT, the GAS Committee and Internal Audit.
22. We have been advised on the implications of the result of the review of the effectiveness of the governance framework by SLT and the GAS Committee, and that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework.

### **Significant Governance Issues 2019/20**

23. Members are assured that the Service has appropriate arrangements in place should use of the powers under the Regulation of Investigatory Powers Act (RIPA) 2000 be necessary. A nil return was made by HFRS for 2019 as there was no use of RIPA or requests for covert surveillance.
24. Whilst the Service seeks to resolve complaints in an open, transparent and expedient manner in doing so it also refers complainants who are unhappy with the outcome to the Local Government Ombudsman.

25. The Authority utilised the Public Sector Audit Appointments (PSAA) process for the appointment of External Auditors, Mazars, after previous arrangements concluded on 31 March 2018.
26. In February 2016 HMG published the Policing and Crime Bill to improve the efficiency and effectiveness of police forces. The Bill received Royal Assent in January 2017 and the Act now places a statutory duty upon Fire and Rescue, Police and Ambulance services to collaborate. The Act also enables Police and Crime Commissioners (PCC) to take responsibility for fire and rescue services, where a Business Case is formed and there is local public support. We continue to proactively identify collaborative opportunities with the Police and Ambulance services, and other bodies. This has included:
  - A joint Emergency Service Fleet Management workshop with the Police.
  - A joint Estates (Operational and Strategic) function with Humberside Police.
  - Provision of a medical First Responder scheme in partnership with Yorkshire Ambulance (YAS), East Midlands Ambulance Service (EMAS).
  - A Falls Response Team with YAS, City Health Care Partnership (CHCP), NHS Hull Clinical Commissioning Group (CCG) and Hull City Council.
  - An agreement with Yorkshire Ambulance Service (YAS) for them to provide Service wide Clinical Governance.
  - Memorandums of Understanding with Humberside Police and Ambulance Trusts to support response activities including:
    - Searching for Missing Persons
    - Fire Investigation
    - Forced Entry for Medical Rescues
    - Drone
    - Bariatric
  - An Integrated Health Centre incorporating a Full-Time fire station, in partnership with Hull CCG.
  - A Fire and Police Transformation Board continues to commission and review collaboration opportunities, including shared estate at appropriate locations.
  - A Strategic Demand Group between HFRS, Humberside Police, our four Local Authorities and our four CCGs continues to consider issues relating to demand and resourcing across the Humber Area.
  - HFRS, Humberside Police, East Midlands Ambulance Service, Yorkshire Ambulance Service meet on a quarterly basis to discuss collaborative opportunities.
  - Shared provision of Health and Safety function.
  - HFRS providing Financial Management support to Humberside PCC.
  - 'Don't Cross the Line' campaign to support stopping attacks on Emergency Service Workers.

Details of all collaboration and partnership initiatives are available on the HFRS Website at <http://www.humbersidefire.gov.uk/about-us/what-we-do/collaboration>.

27. Following the first inspection of Effectiveness, Efficiency and People, by HMICFRS in November 2018, steps have been taken to react to inspection outcomes and prepare the Service for inspection taking place in 2021. This includes development of a Service Improvement Plan, performance monitoring through a Strategic Leadership Team performance meeting held monthly and re-alignment of Director portfolios to incorporate a Director of Service Improvement.

## **Action Plan**

28. The action points outlined below are included within our Strategic Risk and Opportunity Register and Action Plan, progress will be monitored throughout 2020/21.

- Incorporation of the Humberside PCC onto the HFA, including any arising changes to governance arrangements.
- Impact of EU Exit.
- Continued Scenario Planning to mitigate the effect of any further reductions or challenges on finances.
- Impact of firefighter pension review judgement.
- Cyber Security threats.
- Outcome of the Grenfell Inquiry.
- HMICFRS arising issues.

29. COVID-19 Pandemic.

Influenza Management Business Continuity Plans have been implemented enabling a very good level of Service to be maintained. This includes daily Influenza Management Team (IMT) and Business Interruption Management Team (BIMT) Meetings. A separate IMT Risk Register has been produced. Widespread support is being provided to NHS partners and Local Authorities co-ordinated via the Local Resilience Forum.

## Conclusions

30. This Annual Governance Statement for 2019/20 provides Members with a high level of assurance on the Authority's governance arrangements.

## Signed

.....  
**Chair of the Authority**

.....  
**Chief Fire Officer & Chief Executive**

.....  
**S.151 Officer**

.....  
**Secretary & Monitoring Officer**



## MANAGEMENT ACCOUNTS 2019/20 – BASED ON PERIOD ENDING 29 FEBRUARY 2020

### SUMMARY

1. This report highlights the current financial position based on information to 29 February 2020.
2. The end of year projections are set out below for the revenue budget, the capital programme and the pensions account.

### RECOMMENDATIONS

3. That Members take assurance from this report and the Authority's financial position for the period ending 29 February 2020.

### PERIOD ENDING 29 FEBRUARY 2020

4. The summary estimated outturn position for the current financial year based on information to 29 February 2020 is as follows:-

CATEGORY	2019/20 OUTTURN PROJECTION	
HFA		
Revenue Budget	£13k	overspend
Capital Programme	£2.612m	expenditure against £6.608m allocation
Pensions Account	£12.536m	deficit

5. This is the final set of Management Accounts for the 2019/20 financial year and work is already advanced on the delivery of the outturn and Annual Accounts for 2019/20.

### COVID-19 UPDATE – FINANCIAL IMPLICATIONS

6. The Service has been responding to the COVID-19 crisis and costs have been incurred on staffing, Personal Protective Equipment (PPE) and also IT equipment to support remote working. Limited costs were incurred before the close of the 2019/20 financial year (£7k).
7. Further costs have been incurred in the current financial year as the Service's response to the crisis has intensified. Spend up to 30 April 2020 in total since the crisis began has now reached circa £200k.
8. MHCLG have issued funding to Local Authorities and Fire and Rescue Services in 2 tranches, each totaling £1.6bn. In the first tranche the Service received £225k and in the second tranche the Service was allocated a further £694k. The money is not ring-fenced and Authorities are expected to apply the funding as they see best to deal with the crisis.

9. Some caution is needed however, because should council tax income levels be adversely affected by the crisis then clearly the funding allocated would likely not be sufficient to deal with this and further support would be required from Government to make good any significant shortfall in income from that source. This picture will not be fully understood until further towards the end of the current 2020/21 financial year.
10. Further details on all of these areas are available electronically alongside the agenda papers on the Fire Authority's website at <https://humbersidefire.gov.uk/fire-authority/fire-authority-documents>.

#### STRATEGIC PLAN COMPATIBILITY

11. The production of robust, timely and detailed information in relation to the Authority's financial position contributes to the Strategic Plan objective of a 'Stronger Organisation'. The information specifically underpins good governance and good financial management.

#### FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

12. Sound financial management contributes to the achievement of the Authority's objectives.

#### LEGAL IMPLICATIONS

13. No direct issues arising.

#### EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

14. No direct issues arising.

#### CORPORATE RISK MANAGEMENT IMPLICATIONS

15. The monthly Management Accounts help to ensure that the Authority meets its legal and regulatory requirements.

#### HEALTH AND SAFETY IMPLICATIONS

16. No direct issues arising.

#### COMMUNICATION ACTIONS ARISING

17. No direct issues arising.

#### DETAILS OF CONSULTATION AND/OR COLLABORATION

18. No direct issues arising.

#### BACKGROUND PAPERS AVAILABLE FOR ACCESS

19. Working papers for 2019/20 Budget Monitoring.

#### RECOMMENDATIONS RESTATED

20. That Members take assurance from this report and the Authority's financial position for the period ending 29 February 2020.

**K WILSON**

Officer Contact: Kevin Wilson ☎ 01482 567183  
Executive Director of Corporate Services/S.151 Officer

KW 2 May 2020



## PERFORMANCE REPORTING AND SERVICE PERFORMANCE INDICATORS 2020/21

### SUMMARY

1. This paper provides information regarding the reporting of Service performance for the period 2020/21 and the proposed Service Performance Indicators and targets for that period, which are included at Appendix 1.
2. Performance against all of our Strategic Objectives will be monitored and retrospectively reported to Humberside Fire Authority (HFA) on a quarterly basis following scrutiny by the Governance Audit and Scrutiny (GAS) Committee. HFA will receive three quarterly reports, followed by the Annual Performance Report which will incorporate performance information from the fourth quarter. This is in line with the reporting of performance for 2019/20 and the Annual Performance Report for that period, which will be presented to Members at the July meeting.

### RECOMMENDATIONS

3. (a) That Members endorse the approach for reporting performance.  
(b) That Members approve the Service Performance Indicators and Targets for 2020/21.

### REPORT DETAIL

4. The Strategic Plan (on a page) 2018/21, approved by Members 8 December 2017, includes four strategic objectives, which provide the focus for Director workstreams and the basis of performance reporting during 2019/20, namely:

#### What we want to achieve:

- a) Inspire Community Confidence
- b) Prevent the loss of life, injuries and impact on communities caused by emergency incidents.

and;

#### What we need to do well:

- c) Help the public to stay safe
- d) Respond quickly and effectively to emergency incidents.

5. A table of the Service Performance Indicators and proposed targets for 2020/21, mapped to the Strategic Plan, is included in Appendix 1.
6. Other qualitative and quantitative performance management indicators and measures have been developed in conjunction with Power BI Management Dashboards. Members will gain a greater insight into this development throughout 2020/21 and will have opportunities to contribute directly through their Member Champion roles.
7. Members will also be aware that our Strategic Objectives are only achievable through an efficient governance framework.

## TARGET SETTING PROCESS

8. The same principles as for 2019/20 have been applied to target setting at Service level in 2020/21:
  - Targets are based upon a rolling three year average baseline.
  - If the three year baseline shows a gradual worsening of performance then targets will be set to stabilise that performance during the forthcoming year.
  - If the three year baseline shows no change then targets will be set to gradually improve that performance over the forthcoming year.
  - If the three year baseline shows a steady improvement in performance then targets will be set to maintain that improvement.
  - Incident based targets are seasonally adjusted to account for known variances throughout the year.
  - Whilst there are no national performance indicators, benchmarking and comparison of targets and approach is achieved via our Fire and Rescue Family Group. Any issues of interest will be reported to Members.

## QUARTERLY PERFORMANCE REPORTS

9. Quarterly Performance and Risk Reports will be presented to GAS and HFA in September (1<sup>st</sup> Quarter), December (2<sup>nd</sup> Quarter) and March (3<sup>rd</sup> Quarter). The Annual Performance Report will be presented in the following July, this enables accurate figures to be used which are not available until May/June.
10. Whilst each report will be presented in a similar style to 2019/20, with summary tables and graphical images, we will continue to take the opportunity to supplement standard reports with other outcome based qualitative information and to develop the range of performance information presented to Members.

During 2020/21 this will include:

- Greater focus on risk and intelligence led targeting of Safe and Well Visits and Business Safety activities.
  - Assurances around the crewing (availability) of fire engines.
  - Control Room emergency call handling.
  - The impact of processes to manage Unwanted Fire Signal levels of attendance
  - Non-operational staff mandatory training and development.
11. Live Power BI Management Performance dashboards are now an effective management tool for officers and will be used to graphically represent data and performance reporting during 2020/21, both within management team meetings and in performance reporting and presentations to Members. This will be supplementary to the retrospective reports.

## MANAGEMENT AND REPORTING OF LOCAL LEVEL PERFORMANCE

12. Management team meetings held within each functional area have a standing agenda item addressing Performance and Risk. Member Champions may wish to arrange to attend meetings to gain a deeper understanding of local issues and developments.
13. Performance against Local Performance Indicators will be reported by exception to the Strategic Leadership Team Performance Meeting on a monthly basis, alongside Programme Management, Risk and Opportunity Register updates and other arising performance issues. Any significant local issues will be reported to HFA and GAS.

14. Family Group and national comparators and trends will be reported to provide greater context, where data is available and relevant.

#### PERFORMANCE REPORTING ENVIRONMENT

15. Members have 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.
16. Activities supporting the delivery of Strategic Objectives are documented within Director Workstream Plans and are monitored through Director Performance Meetings led by Executive Directors. The Directors workstream objectives provide the focus for achieving strategic outcomes through working collegiately across delivery and support areas and effectively and efficiently prioritising resources.
17. The ongoing development of our Performance Framework is led by the Director of Service Improvement. This contributes to the progressive development of performance management and reporting.

#### STRATEGIC PLAN COMPATIBILITY

18. This paper supports the delivery of the Strategic Plan 2018/21 and will support Members in HFA decision making and in their capacity as Member Champions, to positively influence fire and rescue related matters in their home Authorities.

#### FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

19. Analysis of performance over time contributes towards efficiency review activity.

#### LEGAL IMPLICATIONS

20. None directly arising.

#### EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

21. None directly arising.

#### CORPORATE RISK MANAGEMENT IMPLICATIONS

22. Reporting and scrutiny of Service performance provides an assurance that arising risks are being mitigated.

#### HEALTH AND SAFETY IMPLICATIONS

23. None directly arising.

#### COMMUNICATION ACTIONS ARISING

24. Performance Reports are publicly available via the HFRS Website.

#### DETAILS OF CONSULTATION

25. The Strategic Leadership Team, Governance Audit and Scrutiny Committee and other members of staff have been consulted as to content.

#### RECOMMENDATIONS RESTATED

26. (a) That Members endorse the approach for reporting performance.

- (b) That Members approve the Service Performance Indicators and Targets for 2020/21.

**N MCKINIRY**

Officer Contact: Simon Rhodes ☎ 01482 567479  
Head of Corporate Assurance

Humberside Fire & Rescue Service  
Summergroves Way  
Kingston upon Hull

SR  
24 April 2020

**Note: Figures are still subject to end of year validation and may change. Some work in defining targets has been temporarily suspended during Business Continuity Arrangements for COVID-19.**

## REPORTING SERVICE LEVEL PERFORMANCE INDICATORS 2020-21

**STRATEGIC OBJECTIVE: Help the public to stay safe**

Our Expected Outcomes	Performance Indicator	TARGET 2019-20	ACHIEVED		TARGET 2020-21
			2018-19	2019-20	
<b><i>Our interventions reduce fire related fatalities or casualties.</i></b>	SPI 1: Total Fatalities	Aspirational Zero	1	3 (+2 pending)	Aspirational Zero
	SPI 1.1: Total Casualties		29	28	
<b><i>Our Safe and Well Visits are targeted at those most at risk, using domestic risk profiling.</i></b>	SPI*: % of Safe and Well Visits to High Risk dwellings	Not Defined	75%	85%	90% of all Safe and Well Visits are to High Risk
<b><i>We complete Safe and Well Visits arising from On-Line Services within our target timescales.</i></b>	SPI*: % of Safe and Well Visits to High Risk dwellings completed on time	Not Defined			90% of all Safe and Well Visits to High Risk are completed on time
<b><i>All dwellings/occupiers identified High Risk are offered a Safe and Well Visit or are provided with advice.</i></b>	SPI*: % of referrals that result in a Safe and Well Visit	Not Defined			Aspirational increase in self, or partner agency, referrals.
	SPI*: % of referrals that result in advice provided				
<b><i>Our Business Safety Risk Based Inspection Programme supports the business community through proportionate advice, intervention and enforcement where necessary.</i></b>	SPI*: Number of High Risk (B1) premise inspections completed	33% of total number of premises			33% (312)
	SPI*: Number of Low Risk (C1) premise inspections completed	20% of total number of premises			20% (2567)
	SPI*: Number of inspections that result in further action or enforcement	Aspirational Increase	23		Aspirational increase
	SPI*: Statutory Consultations are completed in time	Completed within 15 working days	77%	73%	Completed within 15 working days

**STRATEGIC OBJECTIVE: Respond quickly and effectively to emergency incidents**

Our Expected Outcomes	Performance Indicator	TARGET 2019-20	ACHIEVED		TARGET 2020-21
			2018-19	2019-20	
<b><i>We respond efficiently and effectively to meet current risks.</i></b>	SPI* Fire Engines are fully crewed and available when required	Full Time 100%	100%	100%	Full Time 100%
		On-Call First Engine 95%	94%	95%	On-Call First Engine 95%
		On-Call Second Engine 80%	80%	80%	On-Call Second Engine 80%
	SPI*: Resources are mobilised to Dwelling Fire incidents within 90 seconds of receiving an emergency call	On 75% of occasions	89%	86%	On 75% of occasions
	SPI 2: First Fire Engine mobilised achieves response standards within the specified time: High Risk Area 8 Minutes, Medium Risk Area 12 Minutes, Low Risk Area 20 Minutes, RTC any area 15 minutes.	On 90% of occasions	98%	97%	On 90% of occasions
	SPI 2.1: Second Fire Engine mobilised is in attendance within 5 minutes of the first fire engine arriving on scene	On 80% of occasions	91%	90%	On 80% of occasions
	SPI 2.2: Total Deliberate Primary Fires	494	540	502	480
	SPI 2.3: Total Accidental Dwelling Fires	400	410	382	390
	SPI *: Total High Severity Dwelling Fires	Not Defined	14	14	Aspirational Reduction
	SPI 2.4: Total Deliberate Secondary Fires	2149	2264	2096	2010
	SPI 2.5a: Total UWFS calls received in non-domestic property	Not Defined	Calls Attended 1402	*1113	Aspirational Reduction
	SPI 2.5b: Total UWFS calls attended in non-domestic property	Not Defined		*232	

\*Indicative figures for 2019/20 – commenced from November 2019

**STRATEGIC OBJECTIVE: How we will manage the Service**

Our Expected Outcomes	Performance Indicator		TARGET 2019-20	ACHIEVED		TARGET 2020-21
				2018-19	2019-20	
<b>Valuing our People</b>	SPI 19a: % of Operationally available staff that have completed and recorded mandatory training and development		Aspirational 100%	*90%	*83%	*Aspirational 100%
	SPI 19b: % of Non-operational staff that have completed and recorded mandatory training and development		Aspirational 100%	Not Defined	80%	Aspirational 100%
	SPI 23: Number of workplace accidents		Aspirational zero	100	57	Aspirational zero
	SPI 23a: Number of Near Miss Reports		Aspirational increase	204	101	Aspirational increase
	SPI 24: Sickness absence levels. Annual average working days/employee	F/T Firefighters	7.00	7.08	7.94	7.58
		On Call Firefighters	7.00	3.96	3.89	4.61
		Control Room	8.70	11.25	16.41	14.88
		Fire Staff	10.00	10.88	13.66	12.37
<b>Financial and corporate assurance is provided to the Fire Authority</b>	<ul style="list-style-type: none"> <li>• MTFP and Annual Statement of Accounts.</li> <li>• Management of the Programme of Strategic Projects and Reviews.</li> <li>• Management of Strategic Risks and Opportunities.</li> <li>• Income generated by HFA.</li> <li>• Independent Audit and Scrutiny.</li> <li>• Performance Reporting.</li> <li>• Effective communication.</li> <li>• Respond effectively to HMICFRS.</li> </ul>		Cyclical reporting to the Governance Audit and Scrutiny Committee and Humberside Fire Authority.			

\* Operational competence training cycles vary between 12 months and 36 months.