

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

To: Members of the Governance, Audit and Scrutiny Committee      Enquiries to: Samm Campbell  
Email: committeemanager@humbersidefire.gov.uk  
Date: 3 July 2020

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 **GOVERNANCE, AUDIT AND SCRUTINY COMMITTEE** will be held on **MONDAY, 13 JULY 2020 at 10.00AM**.

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

Meeting ID: 933 7475 8882

Password: 349538

Or telephone 0203 481 5240 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**  
**GOVERNANCE, AUDIT AND SCRUTINY COMMITTEE**  
**Monday, 13 July 2020, 10.00AM**

Business	Page Number	Lead	Primary Action Requested
<b><u>Procedural</u></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 the meeting of 15 June 2020	(pages 1 - 3)	Chairperson	To approve
4. Matters arising from the Minutes, other than on the Agenda	-	Chairperson	To raise

Business	Page Number	Lead	Primary Action Requested
<b><u>Governance</u></b>			
5. Update: Matters Arising/ Feedback from Fire Authority	verbal	Chairperson and Monitoring Officer/ Secretary	To consider and make any recommendations to the HFA
<b><u>Audit</u></b>			
6. External Audit:			
6.1 Audit Report	(papers to follow)	External Audit (Mazars)	To consider and make any recommendations to the HFA
7. Internal Audit:			
7.1 Progress Update	(pages 4 - 7)	Internal Audit (TIAA)	To consider and make any recommendations to the HFA
8. Audited Annual Statement of Accounts 2019/20	(papers to follow)	Head of Finance	To consider and make any recommendations to the HFA
<b><u>Performance, Risk and Programme Management</u></b>			
9. Draft Annual Performance Report 2019/20 (including Absence Management Annual Report 2019/20)	(pages 8 - 62)	Director of Service Improvement and Director of People and Development	To consider and make any recommendations to the HFA
10. Annual Statement of Assurance 2018/19	(pages 63 - 67)	Director of Service Improvement	To consider and make any recommendations to the HFA
11. The Public Safety Redesign Programme (SRP) 2017-20 - Post Implementation Review	(pages 68 - 80)	Director of Service Delivery Support	To consider and make any recommendations to the HFA
12. LGA Consultation on Draft Code of Conduct	(pages 81 - 106)	Monitoring Officer/Secretary	To consider and make any recommendations to the HFA
13. HMICFRS Inspection Update	verbal	Director of Service Improvement	To consider and make any recommendations to the HFA
<b><u>Scrutiny Programme</u></b>			
14. GAS Committee Scrutiny Programme 2020/21	(pages 106 - 110)	Monitoring Officer/Secretary	To approve
15. Any Other Business	-	All Members	To raise

**HUMBERSIDE FIRE AUTHORITY**  
**GOVERNANCE, AUDIT AND SCRUTINY COMMITTEE**

**15 JUNE 2020**

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

Councillor Briggs and Councillor Green attended as observers.

Christine Cooper - Temporary Director of People and Development, Paul McCourt - Director of Service Delivery, Niall McKiniry - Director of Service Improvement, Steve Topham - Director of Service Delivery Support, Simon Rhodes - Head of Corporate Assurance, Martyn Ransom - Head of Finance, Mathew Buckley - Monitoring Officer/Secretary, Samm Campbell - Committee Manager and Gavin Barker - External Audit (Mazars) were also present.

The meeting was held remotely via video-conference (Zoom). The meeting commenced at 10.00 a.m.

**PROCEDURAL**

**30/20 APOLOGIES FOR ABSENCE** - There were no apologies for absence.

**31/20 DECLARATIONS OF INTEREST** - There were no declarations of interest.

**32/20 MINUTES - *Resolved*** - That the minutes of the meeting of the Committee held on 21 February 2020 be confirmed as a correct record.

**33/20 MATTERS ARISING FROM THE MINUTES, OTHER THAN ON THE AGENDA** - Members discussed the following matters arising from the minutes of the meeting held on 21 February 2020:

- Minute 23/20 - The investigation into the fire-related fatality had concluded that the cause of the fire had been a faulty electric blanket. Members were informed that the ARK Project had encountered some issues in relation to funding but that the Service and the University of Hull remained committed to its delivery.

**GOVERNANCE**

**34/20 UPDATE: MATTERS ARISING/FEEDBACK FROM FIRE AUTHORITY** - The Monitoring Officer/Secretary provided feedback on items considered by the Fire Authority at its meeting of 15 May 2020.

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

**Audit**

**35/20 EXTERNAL AUDIT UPDATE** - Gavin Barker (Mazars) presented a report summarising progress in relation to the external audit.

The deadline for publication of unaudited accounts had been extended from 31 May to 31 August in the light of the ongoing pandemic. Mazars and HFRS planned to adhere to the original date for submission of the audited accounts by 31 July 2020, rather than avail themselves of the offered extension of 30 November 2020. Mazars planned to present the draft audit completion report to the Committee at its meeting of 13 July 2020. Mazars had

continued to maintain regular contact with relevant HFRS officers during the national lockdown and all audit activity would be conducted remotely.

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

**36/20 ANNUAL STATEMENT OF ACCOUNTS 2019/20 (UNAUDITED)** - The Head of Finance presented a report summarising the unaudited Annual Statement of Accounts for 2019/20.

The draft version of the accounts appended to the report differed slightly from what had since been published on the Service's website. The Service had done well to publish its unaudited accounts so early given the ongoing pandemic and lockdown measures. In the draft version of the accounts circulated with the agenda, the Service had cited a £19,000 overspend in the revenue outturn; since the report had been written, officers had clarified that the final revenue outturn figure was a £120,000 underspend.

The Service's revenue reserves had increased slightly since the previous year to £10.9m. Capital spending had slipped due to the cessation of projects as a result of the COVID-19 pandemic and, while underspent in 2019/20, would be spent as part of the 2020/21 capital programme. The Service had reduced its long-term borrowing to £13.5m through prudent use of its cash-flow. Budgets would be tightly managed in the following years as a result of the likely reduction in income from council tax.

A Member asked why the Service's revenue reserves had dropped from £18.6m in 2012/13 to £10.9m in the current year. The Service's reserves had been used to fund significant and planned projects such as the building of the Clough Road station and not to cover overspends in the revenue budget. Reserves of around £10m had been deemed prudent by the Section 151 officer and represented around 25 percent of the Service's total annual revenue budget. The recently published State of Fire and Rescue Report highlighted concerns about the large amounts held in reserve by some fire and rescue services, but the Service compared favourably in terms of its reserves as a proportion of revenue.

A Member asked whether the slippage on the dignity works project under the capital programme had caused an issues in the allocation of firefighters to stations. The slippage had not caused any issues and Service was committed to continuing the project during 2020/21.

**Resolved -** That the Annual Statement of Accounts 2019/2 (Unaudited) be received.

**37/20 TREASURY MANAGEMENT ANNUAL REPORT 2019/20** - The Head of Finance presented a report summarising the Treasury Management Annual Report 2019/20.

The Service's investments had returned £69,044 in interest during 2019/20, which was slightly more than had been expected given that interest rates had been historically low. The Service had also reduced its long-term borrowing to £13.5m, therefore reducing the amount of interest paid on its loans. At no point during 2019/20 did the Service breach any limits on borrowing and the report contained no other concerning information.

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

**38/20 DRAFT ANTI-FRAUD AND CORRUPTION STATEMENT 2019/20** - The Director of Service Improvement presented a report covering the draft Anti-Fraud and Corruption Statement 2019/20.

The Statement was the result of a recommendation made by the Committee that the Authority make and approve an annual statement in relation to fraud and corruption. There had been no reports attempted bribery, fraud or corrupt activity in the organisation in 2019/20. The Service had specific insurance against fraudulent activity to mitigate potential losses.

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

(b) that the sentence in the Statement relating to the Committee's nominated Anti-Fraud and Corruption link-Members' responsibility be amended as appropriate.

### **PERFORMANCE, RISK AND PROGRAMME MANAGEMENT**

**39/20 HMICFRS INSPECTION UPDATE** - The Director of Service Improvement provided the Committee with a verbal update in relation to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service's (HMICFRS).

The Inspectorate's inspection activity had been suspended as a result of the ongoing pandemic. The Service had continued to maintain weekly contact with its liaison officer, Davinder Johal. The Inspectorate was in the process of deciding how to proceed in the light of the pandemic. The Service had continued to work towards the aims set out in its Improvement Plan, which contained recommendations for improvement made by the Inspectorate and by the Service following its first inspection.

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

**40/20 INSPECTION OF MEMBER REGISTERS** - The Member Registers of Interests and Declarations of Gifts and Hospitality were made available for inspection by any Member of the Committee as part of their monitoring role.

**41/20 INSPECTION OF OFFICER REGISTERS** - The Officer Registers of Interests and Declarations of Gifts and Hospitality were made available for inspection by any Member of the Committee as part of their monitoring role.

### **SCRUTINY PROGRAMME**

**42/20 GAS COMMITTEE SCRUTINY PROGRAMME 2020/21** - **Resolved** - that a work programming session be held in June 2020 to determine the topics for the Scrutiny Programme for 2020/21.

### **43/20 ANY OTHER BUSINESS -**

**PRE-DETERMINED ATTENDANCE** - A Member asked whether the Service had pre-determined levels of attendance at certain types of incident, such as a fire at a high-rise residential building. This was a recognised practice nationally and the Service did have standard levels of attendance for a variety of potential incidents. Following the Grenfell Tower Tragedy, the Service had increased its standard level of response to similar incidents to include four (one more than previously) fire appliances, including one high reach hydraulic platform. However, the Control Room did have the power to allocate more resources to any incident following the assessment of risk based on the information it had received.

*Meeting closed at 11.15 am.*



# Humberside Fire & Rescue Service

## Internal Audit Annual Report

2019/20

July 2020

## 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 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 two pieces 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:

Urgent	Important	Routine
1	20	11

## 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	8	4
Compliance	1	11	5
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
4

## 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
Date Final Report issued:	2 <sup>nd</sup> July 2020

# 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	Final 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		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		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	Final report issued
Key Financial Controls	Compliance	9	9	Limited Assurance	Final report issued
Follow Up	Follow up	3	-	N/A	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.
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>45</b>		

**Governance, Audit and Scrutiny Committee**  
**13 July 2020**

**Report by the Director of Service  
Improvement**

## **DRAFT ANNUAL PERFORMANCE REPORT 2019/20**

### **REPORT EXECUTIVE SUMMARY**

Humberside Fire Authority (HFA) publishes Annual Performance Reports which include the full performance information for the previous year. The draft report for 2019/20 is included at Appendix 1. The report incorporates detailed information covering the delivery of the Strategic Plan, a 'health check' of the Service and information relating to Service Delivery, Service Delivery Support and People & Development.

## RECOMMENDATIONS

1. That Members consider the content of the Annual Performance Report 2019/20 and make comments to the Fire Authority as necessary.

## REPORT DETAIL

2. The draft Annual Performance Report in Appendix 1 provides a detailed overview of Service performance during 2019/20. This is a draft report which will be sent for final formatting and branding once approved by the Fire Authority.

## STRATEGIC PLAN COMPATIBILITY

3. This report allows Members, managers, stakeholders and the public to establish how well HFRS is delivering the Strategic Plan.

## FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

4. The report shows the performance achieved with the resources available. There are examples in many areas, of improved performance with the same, or reduced, resources.

## LEGAL IMPLICATIONS

5. None directly arising.

## EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

6. An Equality Analysis will be undertaken on any relevant aspects as required.

## CORPORATE RISK MANAGEMENT IMPLICATIONS

7. The information can be used by Members and officers when taking decisions as to how best to mitigate strategic risks.

## HEALTH AND SAFETY IMPLICATIONS

8. None directly arising.

## COMMUNICATION ACTIONS ARISING

9. The report will be branded and published following approval from the Fire Authority.

## DETAILS OF CONSULTATION AND/OR COLLABORATION

10. The Strategic Leadership Team and other members of staff have been consulted as to content.

## BACKGROUND PAPERS AVAILABLE FOR ACCESS

11. Strategic Plan 2018-21  
IRMP 2018-21.

## RECOMMENDATIONS RESTATED

12. That Members consider the content of the Annual Performance Report 2018/19 and make comments to the Fire Authority as necessary.

**N MCKINIRY**

Officer Contact: Niall McKiniry ☎ 01482 567166  
Director of Service Improvement

Humberside Fire & Rescue Service  
Summergroves Way  
Kingston upon Hull

13 July 2020







HUMBERSIDE FIRE AUTHORITY

# ANNUAL PERFORMANCE REPORT 2019/20

# ACCESS STATEMENT

If you require this information in an alternative language or format, such as Braille, audio or large print, copies can be requested via email:

**Click Here:** [corporatecommunication@humbersidefire.gov.uk](mailto:corporatecommunication@humbersidefire.gov.uk) or Tel: 01482 565333.

لآخر مثل خط البريل او معلومات صوتية او بخط إذا رغبت في الحصول على هذه المعلومات بلغة أخرى أو بشك  
كبير يُمكنك تقديم طلب من خلال العنوان البريدي التالي:  
[corporatecommunication@humbersidefire.gov.uk](mailto:corporatecommunication@humbersidefire.gov.uk) 01482 565333 او الإتصال على رقم هاتف :

如果你欲索取此信息的别种语言或其他格式，例如点字法、语音或大型印刷字体，请以电邮的方式  
索取副本，电邮地址为[corporatecommunication@humbersidefire.gov.uk](mailto:corporatecommunication@humbersidefire.gov.uk)  
或拨打这支电话 01482 565333。

如果你欲索取此資訊的別種語言或其他格式，例如點字法、語音或大型印刷字體，請以電子郵件的  
方式索取副本，電子郵件地址為[corporatecommunication@humbersidefire.gov.uk](mailto:corporatecommunication@humbersidefire.gov.uk)或撥打這支電話  
01482 565333。

ئەگەر ئەم زان ئارىمانەت بە زماڭ ئان فۇرماتىكى تر، ومكوو برەھىل، دەنگ ئان چاپى ئىستوور بوئىت،  
دەتوانىت لە رىگەھى ئىمەھىلى:  
ى بىكەھىت. داوا 01482 565333 ئان تەلەفۇننى [corporatecommunication@humbersidefire.gov.uk](mailto:corporatecommunication@humbersidefire.gov.uk)

ierakstā, lieldrukā, lūdzu rakstiet pieprasījumu e-pasta vēstulē uz šādu adresi:  
[corporatecommunication@humbersidefire.gov.uk](mailto:corporatecommunication@humbersidefire.gov.uk) vai zvaniet pa tālruni 01482 565333.

Jei pageidaujate, kad ši informacija būtų pateikta kita kalba ar formatu, pvz. Brailio raštu, garso  
rinkmena ar stambiu šriftu, dėl tokių kopijų galite kreiptis el. pašto adresu:  
[corporatecommunication@humbersidefire.gov.uk](mailto:corporatecommunication@humbersidefire.gov.uk) ar tel.: 01482 565333.

Se necessitar desta informação numa outra língua ou formato, por exemplo em Braille, áudio ou  
letras grandes, pode solicitar cópias por email:  
[corporatecommunication@humbersidefire.gov.uk](mailto:corporatecommunication@humbersidefire.gov.uk) ou Tel: 01482 565333.

Jeśli informacje te są Państwu potrzebne w innym języku lub formacie, np. w wersji alfabetu  
Braille'a, nagrania audio lub dużego druku, prosimy o kontakt pod adresem e-mail:  
[corporatecommunication@humbersidefire.gov.uk](mailto:corporatecommunication@humbersidefire.gov.uk) lub numerem tel: 01482 565333.

Если вы хотите, чтобы эта информация была предоставлена вам на другом языке или в  
другом формате, например, азбукой Брайля, в звуковом варианте или большими буквами,  
вы можете попросить о нужном варианте по электронной почте:  
[corporatecommunication@humbersidefire.gov.uk](mailto:corporatecommunication@humbersidefire.gov.uk) или по тел: 01482 565333.



# CONTENTS

1	Foreword by the Chief Fire Officer and the Chair of Humberside Fire Authority	4
2	Equality and Inclusion	5
3	Key Highlights	8
4	Governance Framework	10
5	How did we perform during 2018/19?	12
	a. Emergency Response Activities	12
	b. Community Safety	21
	c. Business Safety	25
6	Humberside Fire and Rescue Service Performance	26
	a. The people we employ	26
	b. Our Health and Safety record	28
	c. How we impact upon our environment	31
	d. Our Finances	33
7	Incident Activity by Unitary Authority	35
8	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)	41
9	Benchmarking	44
10	How you can monitor our performance throughout the year	45
11	Glossary	45
12	Contact Details	46
13	Other Documents	47

# 1. FOREWORD



**Chair of Humberside  
Fire Authority**

John Briggs

## by the Chief Fire Officer & Chief Executive and Chair of Humberside Fire Authority

Welcome to the Humberside Fire Authority's Annual Performance Report which provides an overview of Service performance during 2019/20. I am pleased that this report highlights the continued improvement towards our effectiveness, efficiency and how we look after our people.

As we conclude this reporting period, it is important to reference the official announcement made by the 'World Health Organisation' (WHO) on the 11.03.2020 declaring the Coronavirus COVID-19 outbreak as a pandemic, with transmission in the UK first documented on the 28.02.2020. The Service has taken quick and decisive action aligned with Government guidelines to protect the welfare of staff, without interruption to our emergency response function. As we enter into 2020/21 more information and data detailing our journey through the response, transition and recovery stages of the pandemic will be incorporated into our reporting documents.

As we reflect on 2019/20 the Service continues to exceed our targets for responding to incidents including the time it takes to mobilise a fire engine from the original receipt of an emergency call into our 999 Control Room.

We have seen the overall number of emergency incidents attended decrease by 3.78%, attending 13754 incidents during 2019/20 compared to 14294 during 2018/19.

There has been a decrease in the number of Secondary (small/external) Fires from 2958 in 2018/19 to 2534 in 19/20, a decrease of 14.33%, and an increase in the number of Special Services attended, from 2589 in 2018/19, to 2804 in 19/20, an increase of 7.67% We continue to work closely with our partner organisations to identify and address underlying causes.

Over the same period there has been a small decrease in the number of Emergency Medical Response incidents attended from 2849 in 2018/19, to 2731 in 2019/20, a 4.14% reduction.

During 2020/21 and beyond we will continue to work closely with Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) who assess the effectiveness, efficiency and people functions of fire and rescue services. We continue to welcome this independent assessment of the work we undertake for and on behalf of the communities we serve.

Our aim will always be to deliver efficient and effective risk-based prevention and protection services targeted at the most vulnerable in our communities and a highly effective response service to deal with emergencies when they do occur.

Within this annual report we have included details of our performance in the areas of Public Safety (which includes Community and Business Safety) Emergency Response and in relation to the people we employ. We welcome your questions and comments regarding this report, or any other areas of your Fire and Rescue Service.



**Chief Fire Officer and  
Chief Executive**

Chris Blacksell

## 2.

# EQUALITY AND INCLUSION



### a. Our Communities and Workforce

Humberside Fire Authority covers the four Unitary Authority areas of Kingston upon Hull, the East Riding of Yorkshire, North Lincolnshire and North East Lincolnshire. The area has a total population of approximately 925000 and covers a geographical area of 1358 square miles.

Across the area, 6.5% of our community are from a black or minority ethnic background (BAME). The following table shows the population, area, gender and ethnicity of each of the Unitary Authorities according to their respective published data.

Unitary Authority	Population	Area square miles	Gender	Ethnicity
Hull	259,778	27.59	Male 50.5% Female 49.5%	89.7% white 10.3% BAME
East Riding of Yorkshire	341,173	930	Male 51% Female 49%	89.7% white 10.3% BAME
North East Lincolnshire	159,821	74	Male 51% Female 49%	97.4% white 2.6% BAME
North Lincolnshire	170,786	328	Male 49.3% Female 50.7%	96.5% white 3.5% BAME

---

**“ As with many other public services, we are facing challenging financial times which will impact upon the way services are delivered. Despite this, fire engines routinely get to incidents quicker than our target times and we continue to strive to make communities safer from the risk of fire. ”**

Humberside Fire and Rescue Service as at March 2019 employed 1124 staff of which 80.78% were male and 19.22% were female. Of the 1124 staff 93.6% declare themselves as white (British/other), 1.42% (BAME/mixed) and 4.98% prefer not to say or unstated. Of the 1124 staff 2% have declared they have a disability, a further 8% prefer not to say or unstated.

We have 31 Fire Stations, 12 are crewed by Full-Time firefighters and 19 by On-Call firefighters. 3 of the Full-Time stations have mixed crewing of both Full-Time and On-Call firefighters. Our First Responder (Medical Response) teams respond to immediate life-threatening calls received by the ambulance service to provide early intervention. In the Hull area we have a Falls Intervention Response and Safety Team (Hull First), established to deal with non-life-threatening fall incidents, and as emergency first responders.

Our Control Room is located at Service Headquarters in Hull. It operates 365 days a year, 24 hours a day. Support services, including Finance, Human Resources, ICT, Corporate Assurance and Operational Training are also based at Service Headquarters.

Emergency Services Fleet Management (Humberside) Ltd is a Jointly Controlled Company staffed from both Humberside Police and Humberside Fire and Rescue Service (HFRS). The Company provides all vehicle maintenance and operational equipment maintenance for both organisations.

As well as responding to emergencies, we provide preventative services for the public to help them prepare for emergencies, reduce the likelihood of emergencies happening and reduce their impact if they do happen. This work includes Safe and Well visits to vulnerable people and the fitting of safety equipment where needed. Work is undertaken with partners to reduce the number of road traffic collisions in our area. We have a legal responsibility to enforce fire safety legislation and we provide advice to businesses to help them comply with the law.

As with many other public services, we are facing challenging financial times which may impact upon the way services are delivered. Despite this, fire engines routinely get to incidents quicker than our target times and we continue to strive to make communities safer from the risk of fire. In addition to our excellent response capability we continue to deliver efficient and effective prevention and protection services targeted at the most vulnerable in the community and a highly effective response service to deal with emergencies when they do occur.








## b. Our Equality and Inclusion Commitment Statement

We aim to continuously improve the standards of service we provide to the communities we serve. We recognise the importance of, and are committed to, promoting equality and inclusion in the provision of our services and to our employees. We are committed to encouraging equality and diversity amongst our workforce and to eliminating unlawful discrimination. We continue to aim for our workforce to be representative of the communities we serve and for each of our employees to feel respected and to be able to give their best.

We recognise our legal responsibilities under the Equality Act 2010. Specifically, the public sector equality duty to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good community relations and have an engaged, fairly treated and motivated workforce. In particular, we oppose and are committed to eliminating all forms of unfair treatment at work based on age, disability, sex, race or national origin, religion and belief, sexual orientation, gender reassignment, marital or civil partnership status, pregnancy or maternity, political opinions, trade union activity or membership, lack of trade union activity or membership or spent criminal convictions not relevant to the post.

We aim to promote equality, fairness and respect for all of our employees. In working to protect and keep communities and individuals safe from fire and other emergencies, we recognise that people's needs may be different and that some people will be more at risk of fire and emergencies than others. We aim to target our services and resources to protect the whole community and to reduce the additional risks faced by some. In developing appropriate services, we will work to engage and involve our communities.

### 3. THE KEY HIGHLIGHTS IN OUR REPORT









		Our Performance Targets 2019/20	What was achieved 2018/19?	What was achieved 2019/20?	Are we satisfied?
PREVENTION	Automatic fire alarm activations in non-domestic premises.	1402	1402	1236	
	Number of accidental dwelling fires.	400	410	389	
	Number of high severity accidental dwelling fires.	Aspirational Reduction	14	15	More than 2018/19
	Number of other accidental fires.	395	470	429	
	Number of deliberate property fires (excludes prisons).	549	540	498	
	Number of deliberate small fires.	1986	2263	2029	
	Number of fatalities from accidental dwelling fire incidents.	Aspirational 0	1	2	More than 2018/19
	Total injuries from fire related incidents.	Aspirational 0	26	31	More than 2018/19
PROTECTION	Fire safety enforcement notices issued.	No set performance targets	8	10	More than 2018/19
	Prohibition notices issued.		12	17	More than 2018/19
	Alteration notices issued.		3	4	More than 2018/19



We have improved relative to our performance targets or on last year's performance where there is no set target.



We have dropped below our performance target or on last year's performance where there is no set target.

		Our Performance Targets 2019/20	What was achieved 2018/19?	What was achieved 2019/20?	Are we satisfied?
RESPONSE	The first fire engine mobilised to dwelling fires or Road Traffic Collisions is in attendance within the specified times: <b>Dwelling Fires</b> High Risk Areas 8 minutes Medium Risk Areas 12 minutes Low Risk Area 20 minutes RTC any area 15 minutes	On 90% of occasions	97.95%	96.86%	
	Second fire engine mobilised to a dwelling fire or a Road Traffic Collision is in attendance within 5 minutes of the first fire engine arriving at the incident.	On 80% of occasions	90.58%	89.12%	
	Rescues from all incident types.	No set performance targets	919	968	More than 2018/19
	Mobilising our resources to Dwelling Fire incidents within 90 seconds of receiving an emergency call.	On 75% of occasions	89.47%	85.71%	
ENVIRONMENT	Electricity usage.	No set performance targets	1899094 Kw/h	1947946 Kw/h	
	Gas usage.		4596312 M³	4924800 M³	
	Vehicle diesel fuel usage.		306781 L	288667 L	
	Water usage.		10975 M³	11579 M³	
PEOPLE	Average day's sickness absence per employee.	8.2	6.83	8.24	
	Number of work related accidents.	Aspirational reduction to zero	96	70	Less than 2018/19
	Number of reported near misses.	Aspirational increase	204	132	Less than 2018/19
	Number of Complaints.	Aspirational decrease	19	23	More than 2018/19
	Number of Compliments.	Aspirational decrease	71	103	More than 2018/19



---

## 4. GOVERNANCE FRAMEWORK



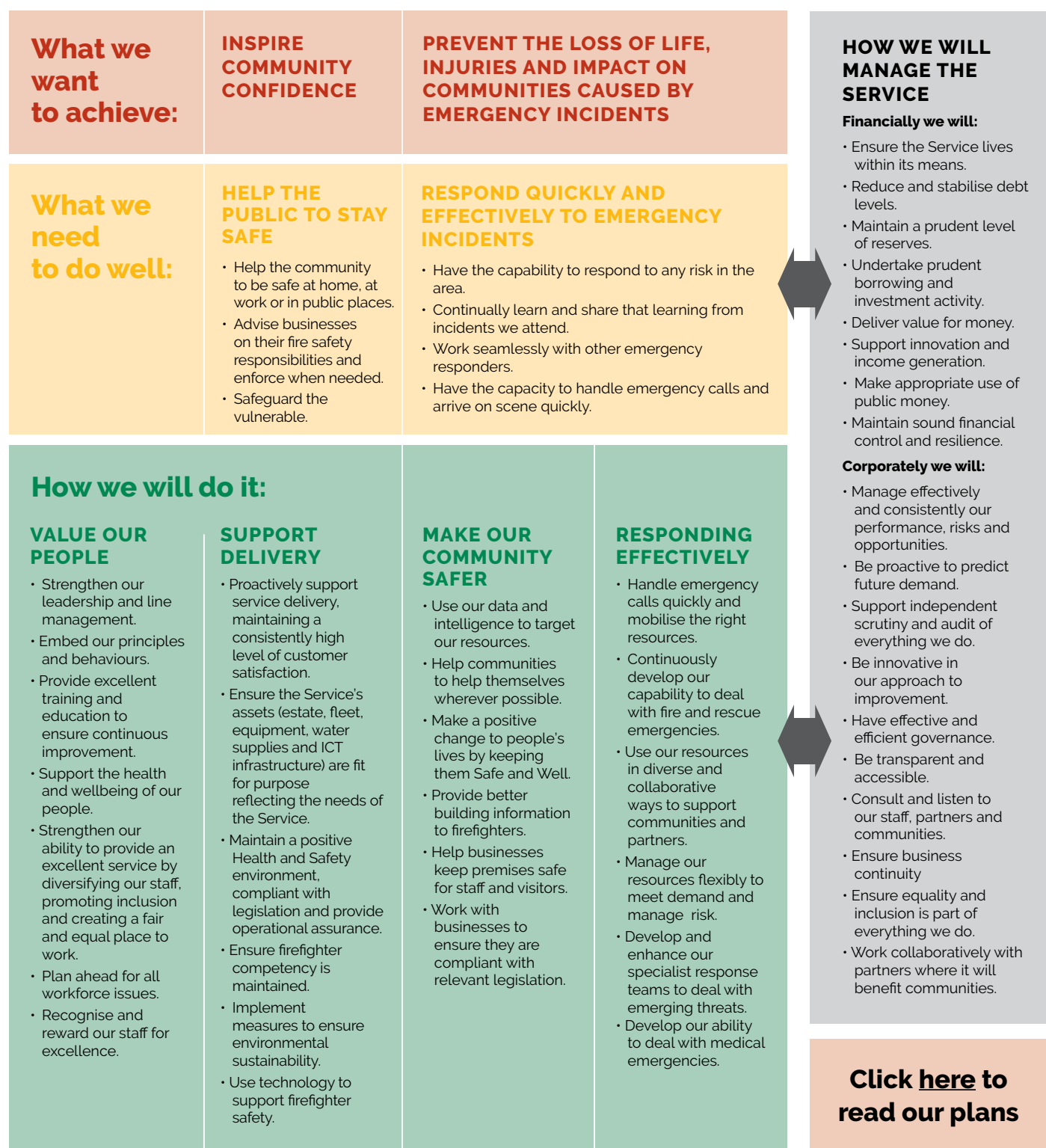
Our 'Governance Framework' ensures that we do the right things, in the right way, for our communities. Our self-awareness helps us deliver services as effectively and efficiently as we can, making proficient use of technology and providing value for money to the people we serve. The Governance Framework helps us to achieve all our objectives as well as enabling appropriate governance, financial management and self-awareness.

This report reflects work conducted within the second year of the Strategic Plan 2018/21 lifecycle.



# Strategic Plan: 2018–2021

Keeping communities in the Humber area safe, keeping our firefighters safe, and contributing to the firefighting and rescue capabilities of the United Kingdom.



5.

HOW DID WE PERFORM DURING 2019/20?

a. Emergency Response Activities

The Service operates under a **Service Delivery Structure** with 4 districts that are divided by the physical boundary of the Humber Estuary and river into North (Hull and East Riding) and South (North Lincolnshire and North East Lincolnshire). The respective Service Delivery Teams have the responsibility for all operational and safety matters in their area.

RESPONSE STANDARDS

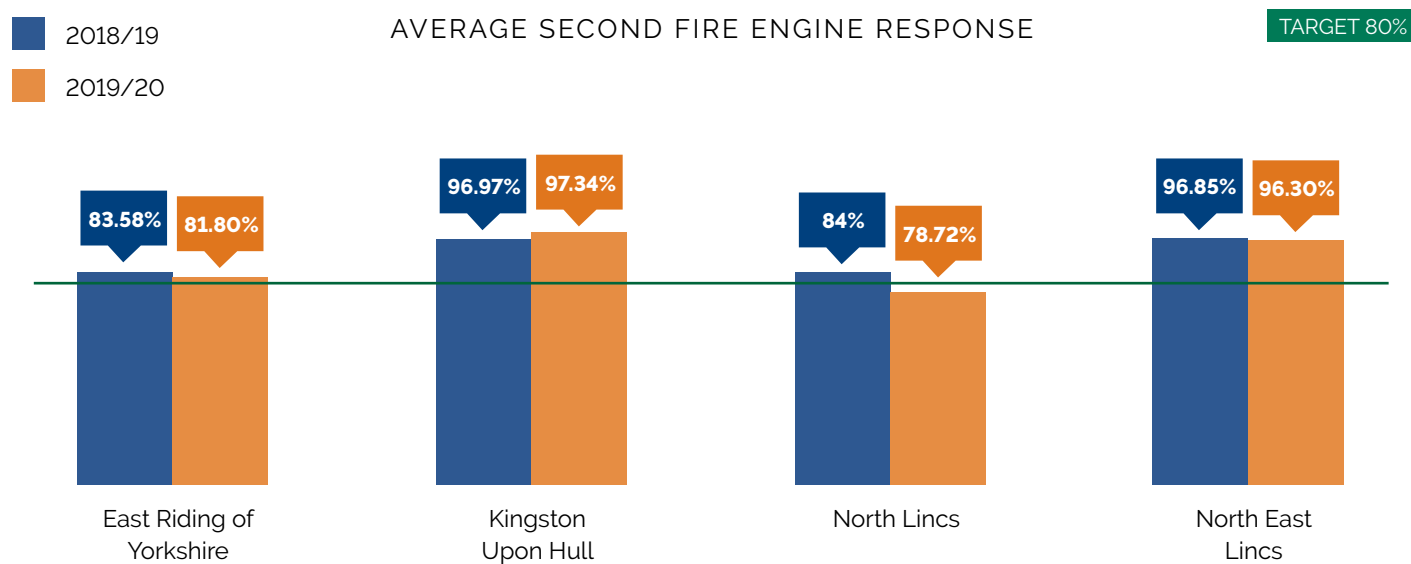
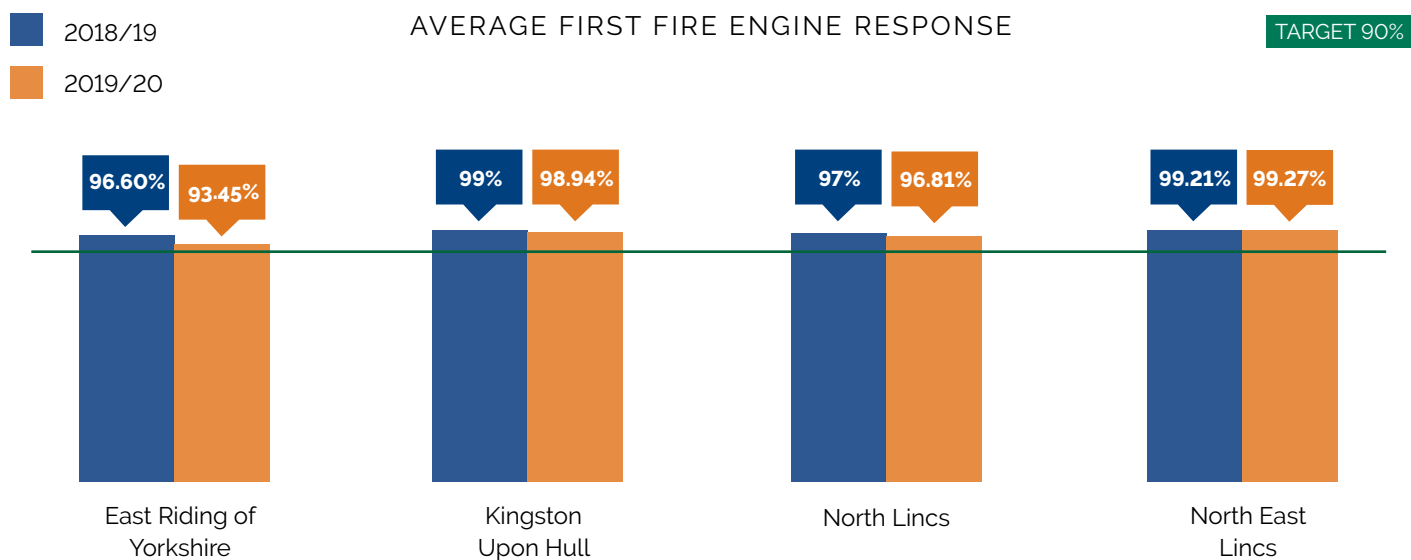
Our Response Standards tell how quickly we aim to have a fire engine in attendance at an incident. They are based on (Domestic) Risk Areas, assessed as High, Medium or Low. To enable us to assess the dwelling risk within our communities, our area is divided into 41 groupings of around 20000 residents. We call these 'Risk Regions' and there are 41 such Risk Regions within our Service area, varying in geographical size. The Dwelling Risk rating is based upon the casualty and fatality rate per head of population within each Risk Region.

**Response Standards** - Two fire engines will be mobilised to Dwelling Fires and Road Traffic Collisions. The first aims to be in attendance within the following times, on a minimum of 90% of occasions.

High Risk Area	8 Minutes
Medium Risk Area	12 Minutes
Low Risk Area	20 Minutes
Road Traffic Collision in any Risk Area	15 Minutes

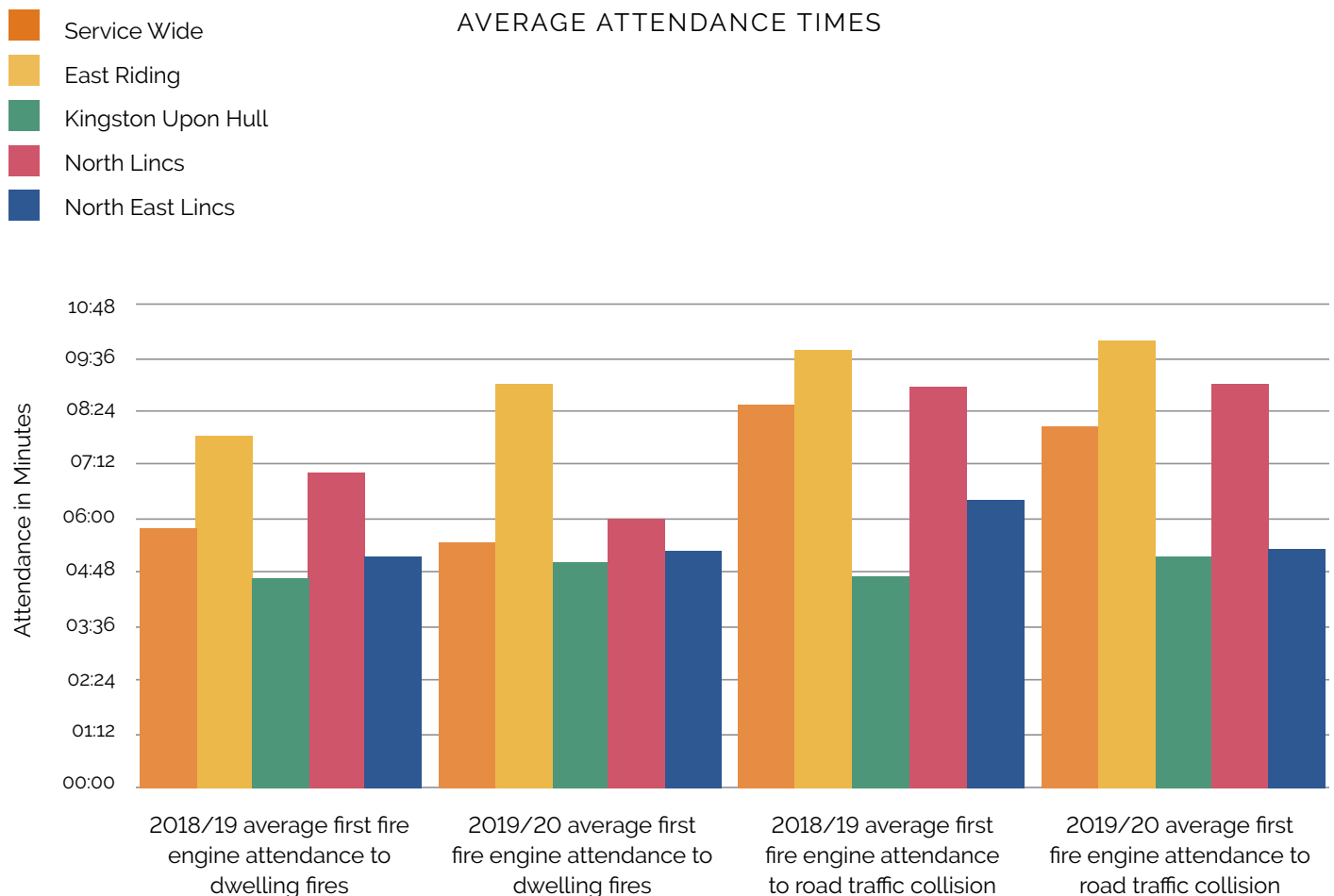
The second fire engine mobilised to a Dwelling Fire or a Road Traffic Collision aims to be in attendance within five minutes of the first fire engine arriving at the incident, on a minimum of 80% of occasions. We are proud to say that, despite the standards we set for attending incidents across the Service Area being some of the most challenging in Great Britain, we consistently exceed them.

As you would perhaps expect, our performance varies across the Service mainly due to the diversity of our area, which ranges from remote rural to urban/city scape, and the distances our fire engines must travel. Service wide performance for fire engine response is shown below.



## ATTENDANCE TIMES

Across the Service our average attendance time to dwelling fires is 5 minutes and 54 seconds for the year 2019/20. This is an increase of 5 seconds from our previous average of 5 minutes and 49 seconds in 2018/19. The time taken to attend a Road Traffic Collision has decreased slightly to 8 minutes and 04 seconds, from 8 minutes and 28 seconds in 2018/19. Attendance times in the East Riding of Yorkshire and North Lincolnshire are slower than the other areas since they cover a more rural area and have a higher percentage of On-Call duty system fire stations.



## EMERGENCY CALL HANDLING

Our response to an emergency starts with our Control Room; this is where our emergency calls are received and assessed before an appropriate initial response is mobilised. Our performance standard requires that emergency calls to all incidents have a response mobilised within 90 seconds on 75% of occasions. Mobilisations to Road Traffic Collision incidents are generally slower due to the need to establish accurate location details. This is particularly relevant in our rural communities, where street names and house numbers are not always as easily available or identifiable to the caller.

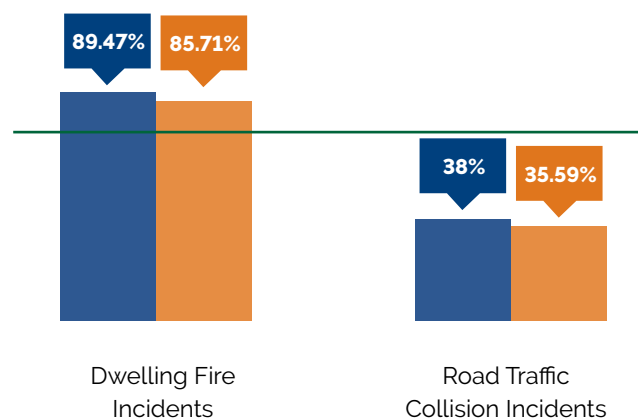
Ensuring that the fastest and most appropriate response is mobilised to an incident is our key priority during emergency call handling. We have accepted that it may take our Control Room staff a little longer to extract quality information from 999 callers, however, this further assists our dynamic approach to mobilising and provides our responding crews with further insight to the incident they are attending.

During events such as extreme flooding and large incidents, emergency control rooms can become inundated with a high volume of emergency calls. In a consortium arrangement with Lincolnshire, Hertfordshire and Norfolk Fire and Rescue Services (FRS), investment is being made to improve resilience in call handling and mobilising. The East Coast & Hertfordshire Control Room Consortium (EHCRC) officially went live in Hertfordshire FRS on the 18.11.2019, followed by Humberside FRS on the 26.11.2019, Norfolk FRS 12.02.20 and Lincolnshire FRS 18.02.2020. Collectively Services can now deliver an integrated call handling and mobilising solution, with significantly improved resilience and partnership working.

■ 2018/19  
■ 2019/20

TARGET 75%

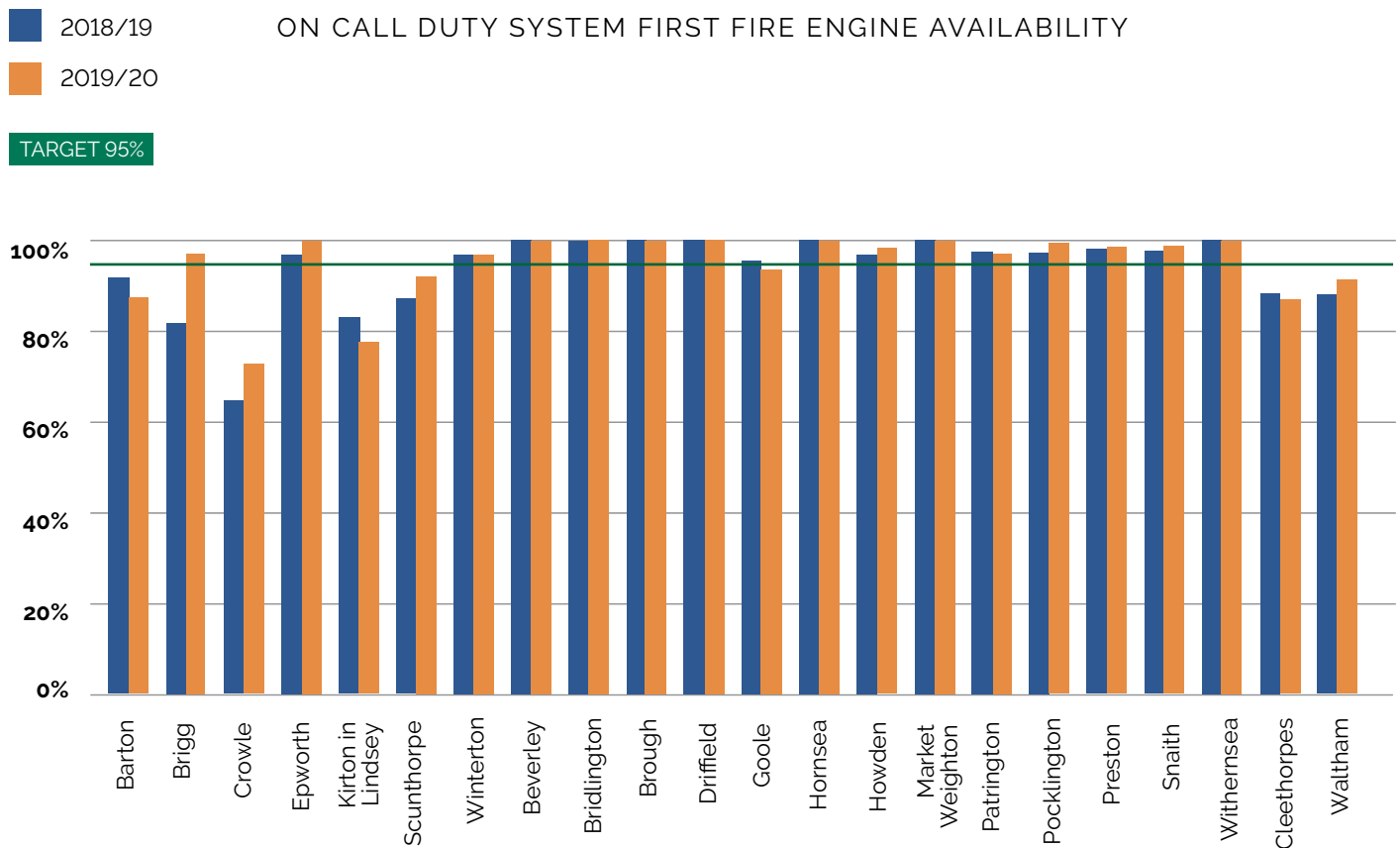
### RESOURCE MOBILISED WITHIN 0 TO 90 SECONDS



## THE AVAILABILITY OF OUR FIRE STATIONS

**Optimum Crewing Model** - Our optimum crewing availability model is informed and managed against Service intervention standards which are: 100% Full-Time, 95% On- Call (First Engine) & 80% On-Call (Second Fire Engine).

**On-Call Duty System Fire Stations** - Our 22 On-Call Duty System fire stations are crewed by individuals living and often working within the local communities around the fire station. The performance standard for the first fire engine (some fire stations have two fire engines) is 95% availability, with the resulting average fire engine attendance time to dwelling fires in 2019/20 been 5 minutes and 54 seconds.

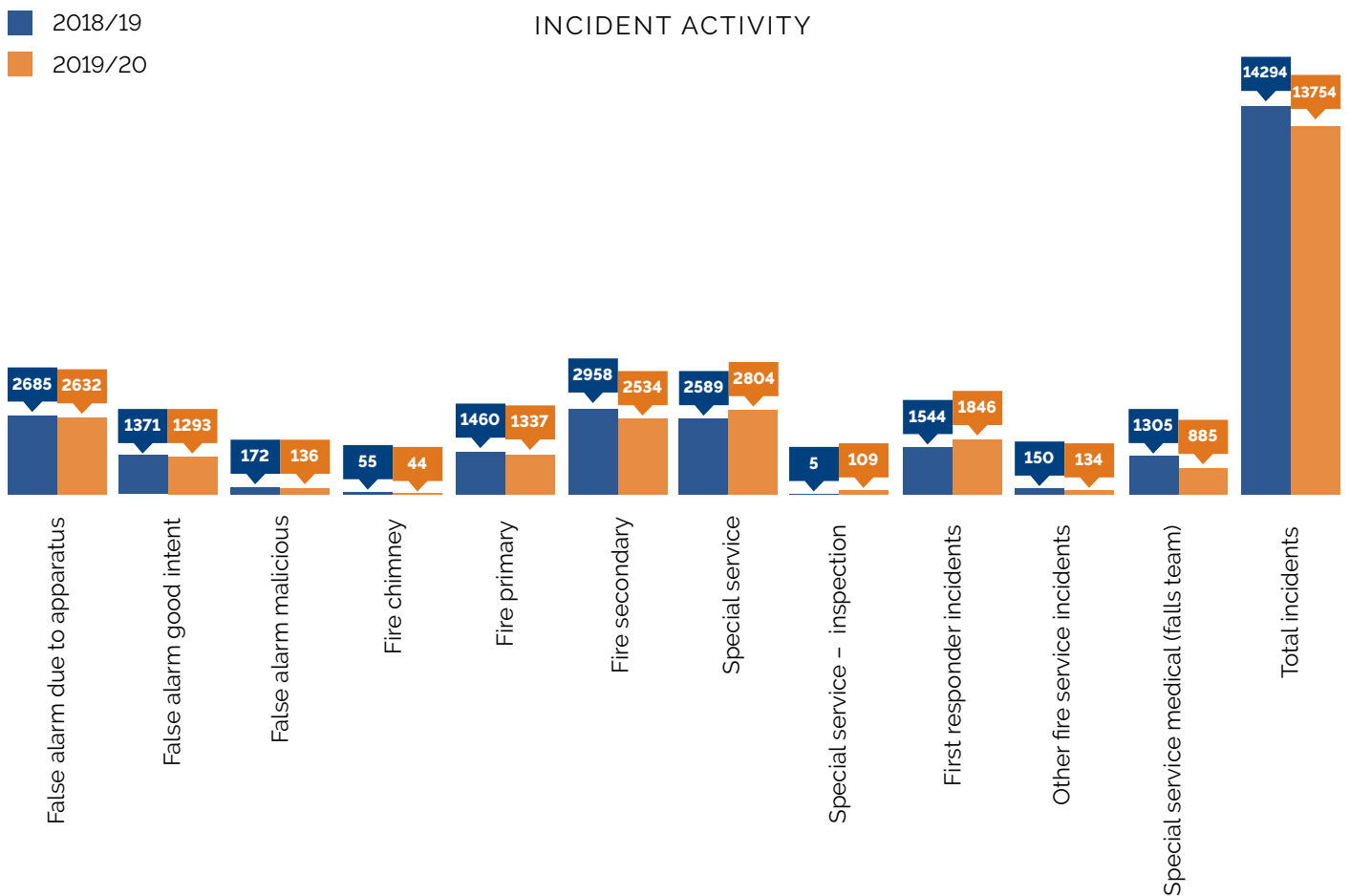


## FULL-TIME DUTY SYSTEM FIRE STATIONS

Our Full-Time Duty System fire stations are crewed 24/7 by Full-Time firefighters. Availability for first and second fire engines is consistently achieved by all fire stations.

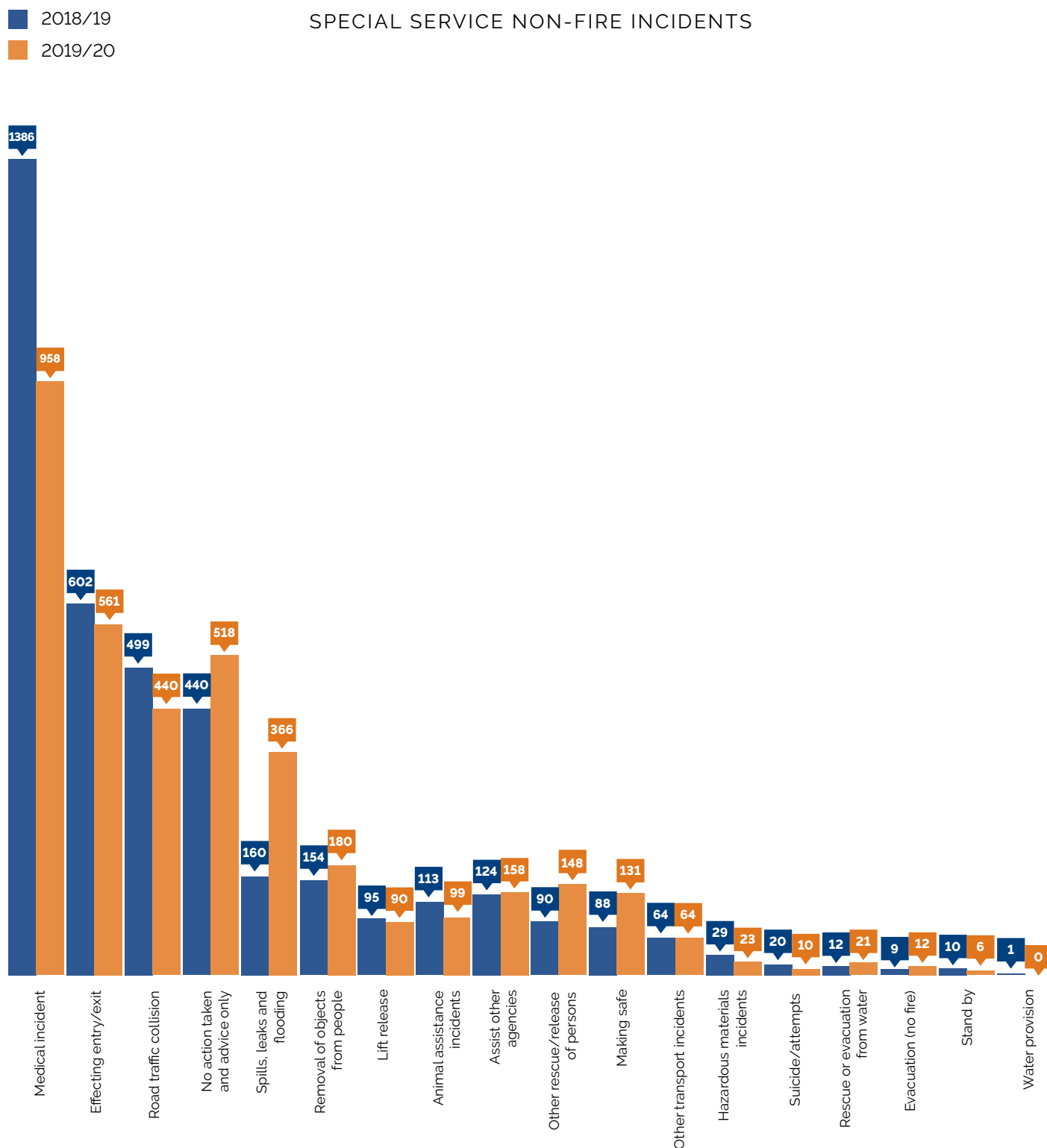
## INCIDENT ACTIVITY

In 2019/20 we attended 540 less incidents, compared to 2018/19. There have been increases in Special service and Co responder incidents, but reductions across all the other incident categories. The largest reduction has been in the number of Secondary fires with 424 less incidents, that equates to a 14.33% drop. Overall there has been a 3.78% reduction in incidents compared to 2018/19.



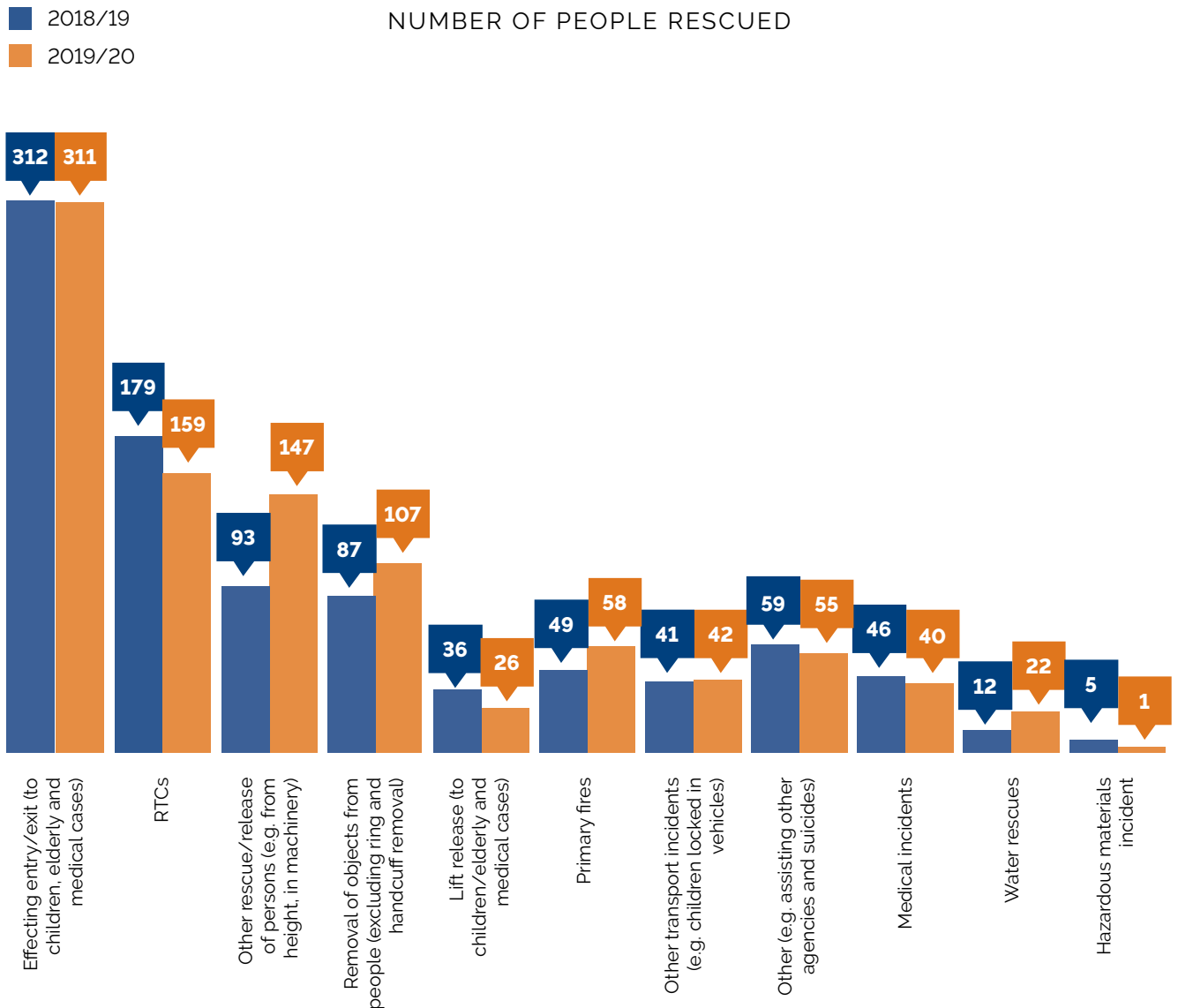
All the incident types stated above are expressed in terminology used by the Ministry of Housing, Communities and Local Government (MHCLG) to collate national statistics through our Incident Recording System (IRS). For a definition of these incident types please refer to the glossary on [page 49](#).

Of the incidents we attended in 2019/20, 3785 were Special Service non-fire incidents. The highest percentage of these were Medical Incidents, the following graph shows the variety of non-fire incidents that we attend in our communities.





During 2019/20 we rescued 968 people from entrapment of some description. The highest number of rescues occurred in Road Traffic Collision (RTC) Incidents (159 people) and Effecting Entry/Exit (311 people), which was 48.5% of our total rescues for 2019/20.

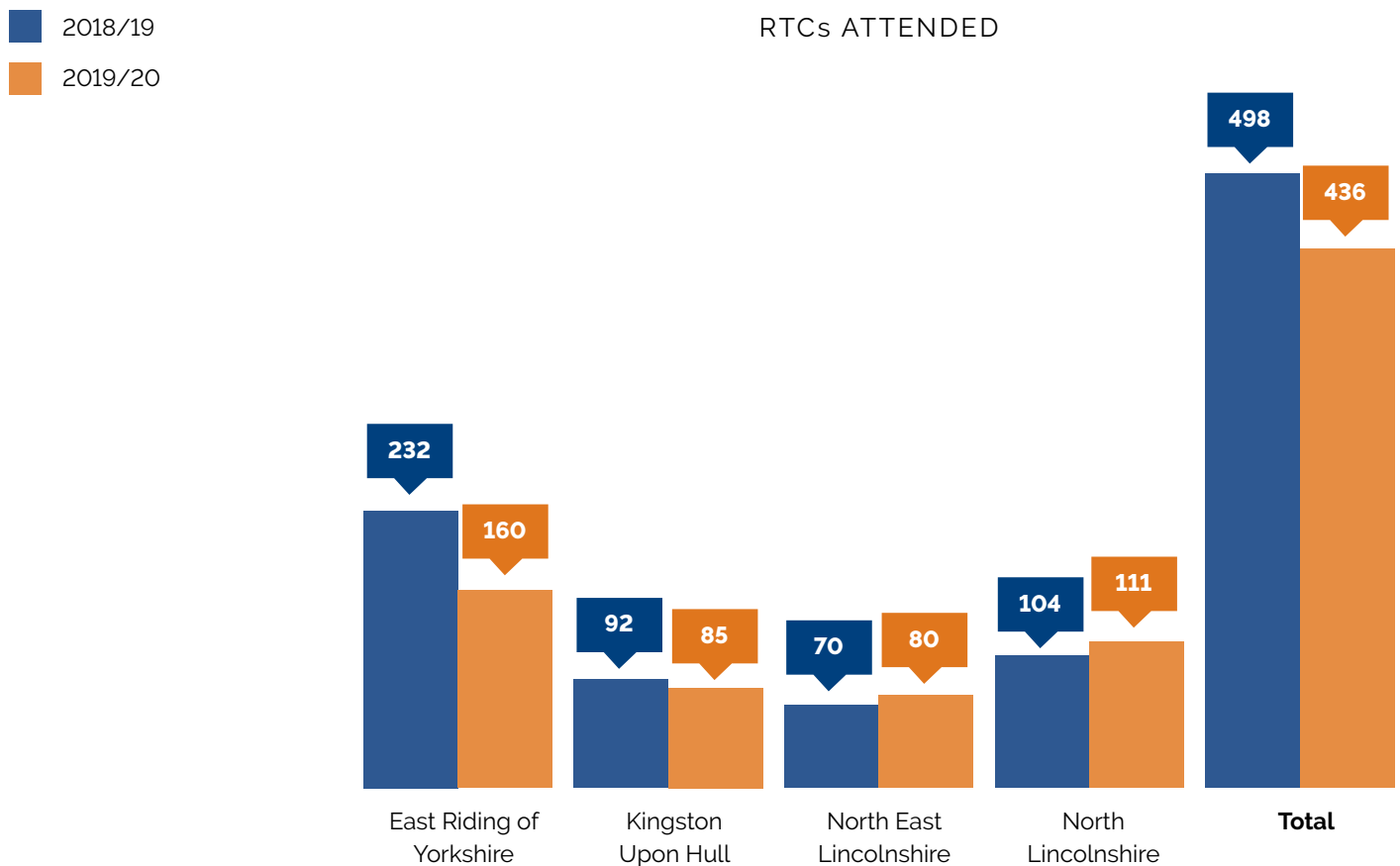


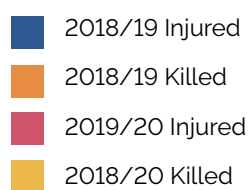
## RESCUES

Many of the rescues, such as medical, fall outside of our statutory duties, however we understand the wider societal benefit of us undertaking these rescues. Rescues often take place whilst working in co-ordination with, or for, our partners. During previous public consultation, the majority backed us undertaking more of this type of activity, as long as it wasn't to the detriment of our core duties. We will, of course, continue to monitor effectiveness and efficiency linked to undertaking these types of roles.

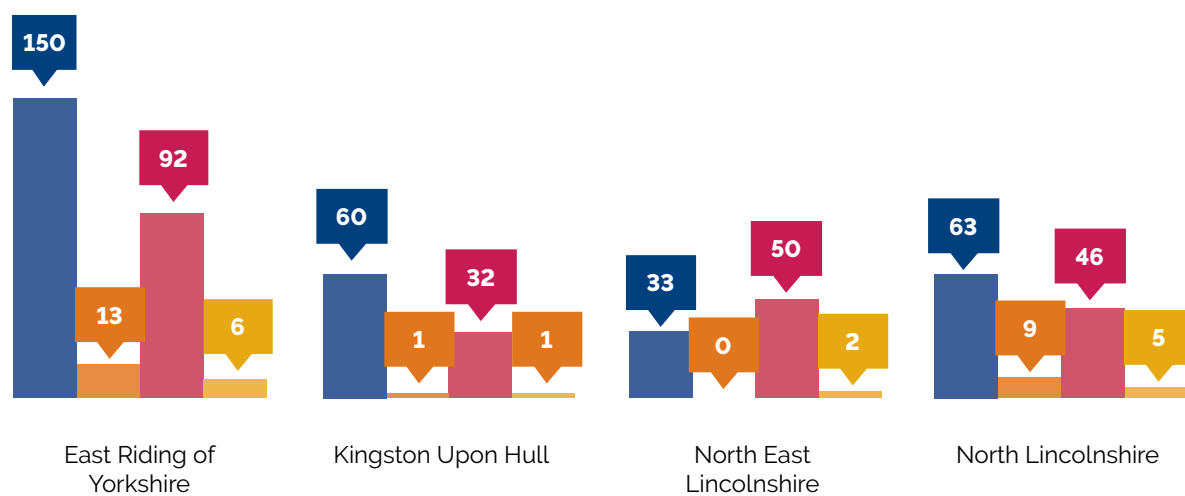
## ROAD TRAFFIC COLLISIONS

We work in partnership with Safer Roads Humber to try and reduce the number of RTCs, and the number of people killed or seriously injured. In 2019/20 the number of RTCs we attended was 436, which is a reduction on the 498 we attended in 2018/19. The number of people killed in RTCs attended by HFRS in 2019/20 was 14, which is a decrease of 9 compared to 2018/19. The number of people injured showed a decrease of 28.10% to 220 for 2019/20 compared to 2018/19. We are not called upon to attend all RTCs, only those requiring our specialist intervention.



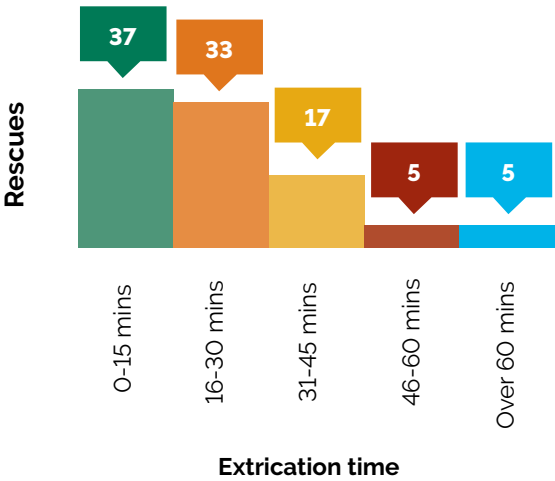


# KILLED OR SERIOUSLY INJURED IN RTCs ATTENDED



Of the 175 people that were rescued or extricated from vehicles as the result of a Road Traffic Collision we released 97 seriously trapped casualties. To rescue trapped casualties we can employ a range of techniques using the specialist equipment carried on all our fire engines. Of the 97 people rescued 72% were freed from their vehicles within 30 minutes or less of our arrival at the incident.

RTCs PERSONS TRAPPED



Public Safety teams (Community and Business) are aligned to the coterminous boundaries of each Unitary Authority.



---

## c. Public Safety (Community & Business)

We continue to evaluate and monitor our performance to look for smarter and more efficient ways to ensure our communities are safer places to live and work. Data plays a big part in our risk profiling. We use our own data in conjunction with social segmentation, NHS and Local Authority data to build up a matrix of risk. This allows us to access the people and businesses who are most vulnerable to the risk of fire.

Referrals from partners are also an important part of being able to access the most vulnerable homes and businesses and we cultivate those relationships, training other agencies to recognise fire risk.

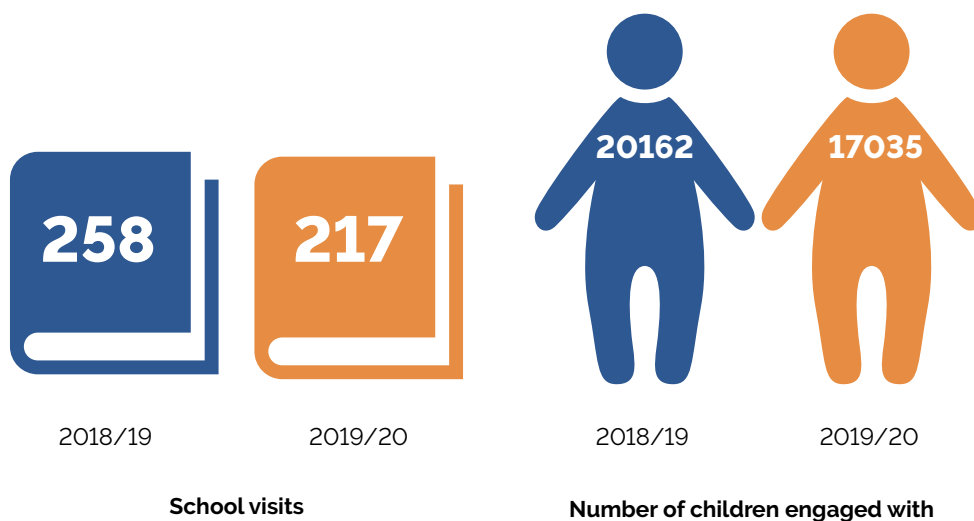
We have commissioned work with a technology provider to develop further mobile capability for the efficient delivery of safety activities. We work within the National Fire Chiefs Council (NFCC) framework and are involved nationally and regionally with health partners, including Public Health England and NHS England, instigating several activities in partnership to improve health and quality of life outcomes for those most at risk in our communities. We provide Safe and Well services to our communities as an important element of the preventative work carried out across our area. This service provides people with guidance and support to keep them safe from fire and other emergencies and broadly follows the principles below:

- A light touch health check of all individuals in the home;
- Identification of risk while in the home;
- Provision of brief advice;
- Provision of appropriate risk reduction equipment;
- Referral to specialist advice and support where appropriate.

## SCHOOL EDUCATION

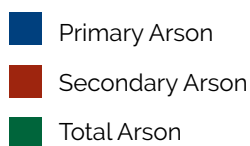
Our targeted School Education and Youth Engagement programmes form an integral part of our delivery to young people on issues around fire, road, and water safety. We visit schools on a targeted basis and consider themes that may be current in social media platforms to be included in our educational talks. We ensure that educational material with a strong fire safety theme is freely available to teachers and that we respond to requests for guidance or support.

## SCHOOL EDUCATION

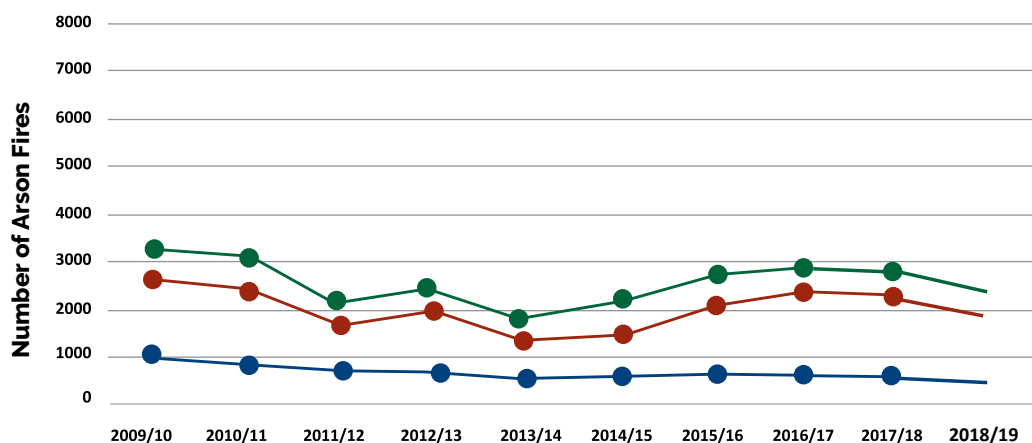


## DELIBERATE FIRES

The top five types of deliberate fires most frequently ignited during 2019/20 were Loose Refuse, Vegetation, Road Vehicles, Wheelie Bins, and Other. Compared to 2018/19, there have been 288 fewer Arson Incidents, which equates to a reduction of 10.16%. The categories of property that saw the biggest decrease of incidents between 2018/19 and 2019/20 were Vegetation, Loose Refuse, and Outdoor Structures with 95, 55, and 41 fewer incidents.



## DELIBERATE ARSON FIRES



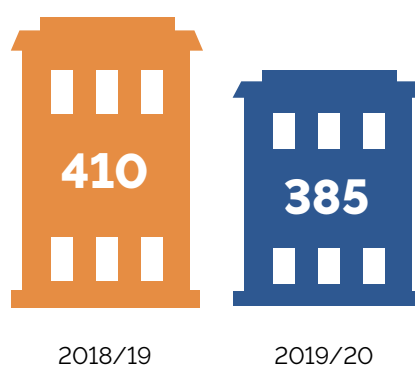
## FIRE DEATHS

Sadly, during 2019/20, two people died in accidental dwelling fires in our Service area. It is known that there are large numbers of vulnerable people within our communities and this continues to present the Service with some significant challenges. The number of people injured in fire related incidents increased slightly from 26 during 2018/19 to 31 in 2019/20.

## ACCIDENTAL DWELLING FIRES (ADF)

Accidental Dwelling Fires (ADFs) are the main cause of preventable fire deaths and injuries both nationally and in our local area. In 2019/20 we attended 385 ADFs; this is a decrease on the previous total of 410 incidents in 2018/19.

### ACCIDENTAL DWELLING FIRES



## SMOKE ALARMS

You are four times more likely to die in a fire at home if you haven't got a working smoke alarm and escape plan ([www.gov.uk/firekills](http://www.gov.uk/firekills)). For this very reason we invest a large amount of our resources in ensuring residents have a working smoke alarm and an escape plan. During 2019/20 we found that 85.71% (330) homes having had an accidental dwelling fire had a smoke alarm fitted and 66.67% of the smoke alarms activated during the fire. Typical reasons for not activating included missing or defective batteries and the smoke alarms being in a different room to where the fire started.

During 2019/20 a total of 4737 alarms were fitted in the Service area by our employees. This figure is a combination of smoke, heat, deaf and interlinked alarms. HFRS only fit battery powered alarms. 4062 of these alarms were fitted at Safe and Well visits, based upon occupant risk and vulnerability.

## DOMESTIC SPRINKLERS

Sprinklers are recognised nationally as the most appropriate form of protection for the most vulnerable or 'at risk' members of our communities. HFRS have utilised such domestic systems to protect the most vulnerable and continue to work with the NFCC to identify the most appropriate means of providing this.

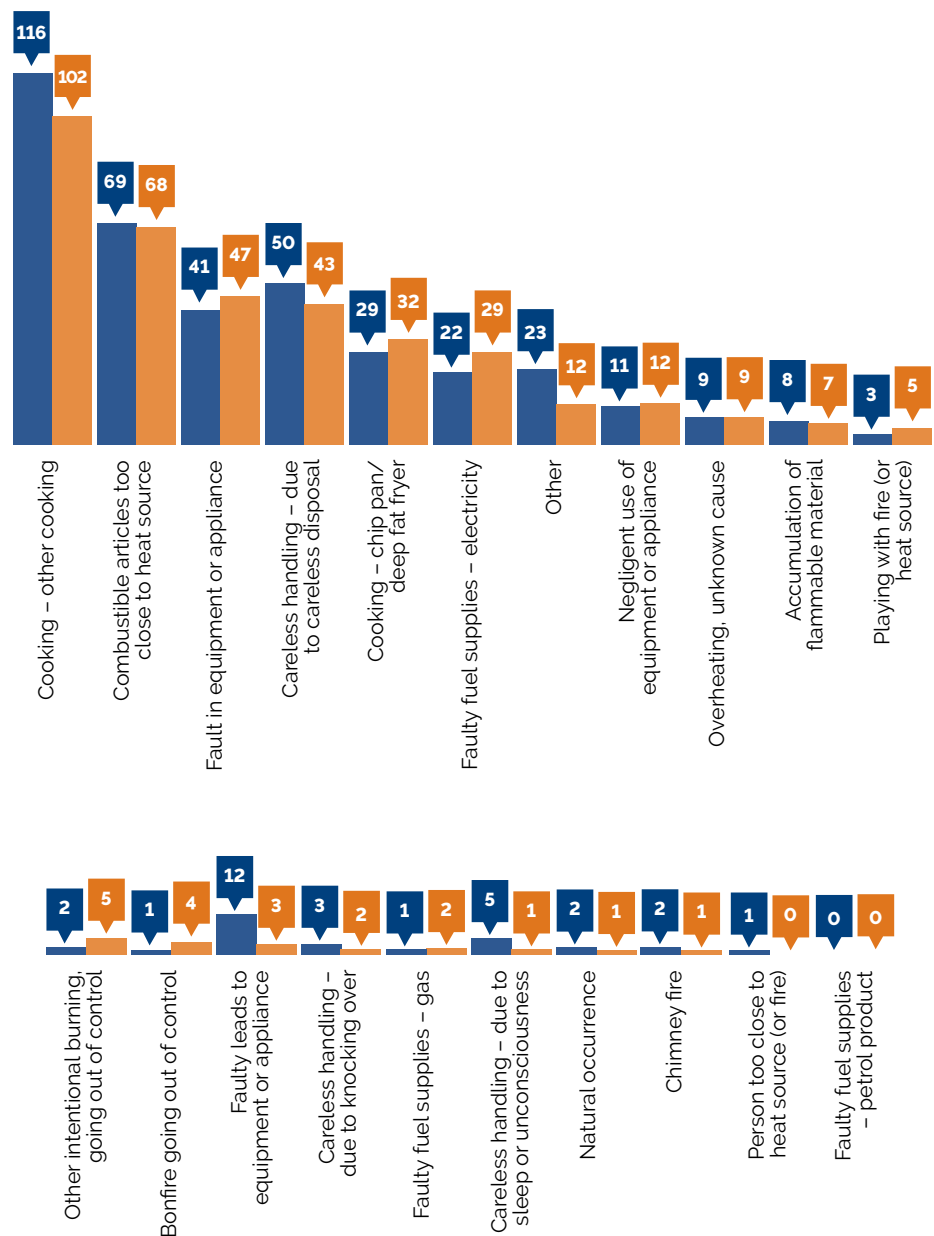


## CAUSES OF ACCIDENTAL DWELLING FIRES (ADFs)

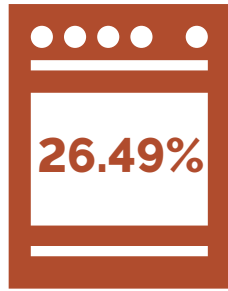
The chart below shows that 26.49% of the ADFs that we attended in 2019/20 were cooking related, a decrease from 116 incidents in 2018/19 to 102. Combustible articles too close to a heat source was the next biggest cause, at 68 incidents, a decrease of 1 compared to 2018/19. Faults in equipment accounted for 47 incidents, which is a slight increase of 6 additional incidents compared to 2018/19 figure of 41. There was a minor increase in the number of incidents attended caused by Faulty Fuel Supplies, however, decreases in other incident categories negates this slight increase.



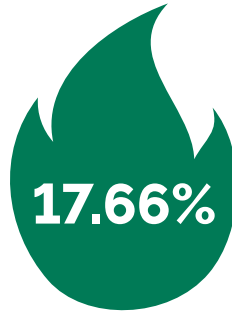
ACCIDENTAL DWELLING FIRES BY CAUSE TYPE



TOP 6 ADFs BY CAUSE SHOWN 2019/20



**Cooking – other  
cooking**



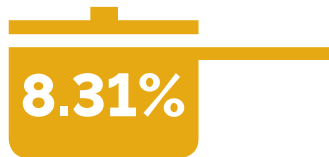
**Combustible articles  
too close to heat  
source**



**Fault in equipment or  
appliance**



**Careless handling  
– due to careless  
disposal**



**Cooking – chip pan/  
deep fat fryer**



**Faulty fuel supplies –  
electricity**



## d. Business Safety

HFRS have recently reviewed our Risk Based Inspection Programme to create a more intelligent data driven model to ensure we carry out inspections at those premises which pose the greatest risk from fire, our inspections will continue to target premises to reduce that risk. For any fire safety deficiencies found, we will take informal or formal action to ensure that such premises are made safer for our communities. In 2019/20 we issued 31 formal notices.

Emergency response crews have now completed more detailed Business Safety training and since the last report started to carry out Business Safety activities.

Fire Safety Enforcement		
	2018/19	2019/20
Enforcement Notices Issued	8	10
Prohibition Notices Issued	12	17
Alteration Notices Issued	3	4

Free fire safety information and guidance can be accessed through the [Your Safety](#) section of our website or by contacting us directly as detailed in Section 12.

6.

HUMBERSIDE FIRE  
AND RESCUE SERVICE  
PERFORMANCE

a. The people we employ

During 2019/20 we employed over 1000 people, predominantly in a permanent capacity, but we also used temporary staff where that was more efficient. Our workforce can be broken down as follows over this period (the figures below total 1048 accounting for payments made to individuals of differing contract types which exceeds the headcount figure 1024).

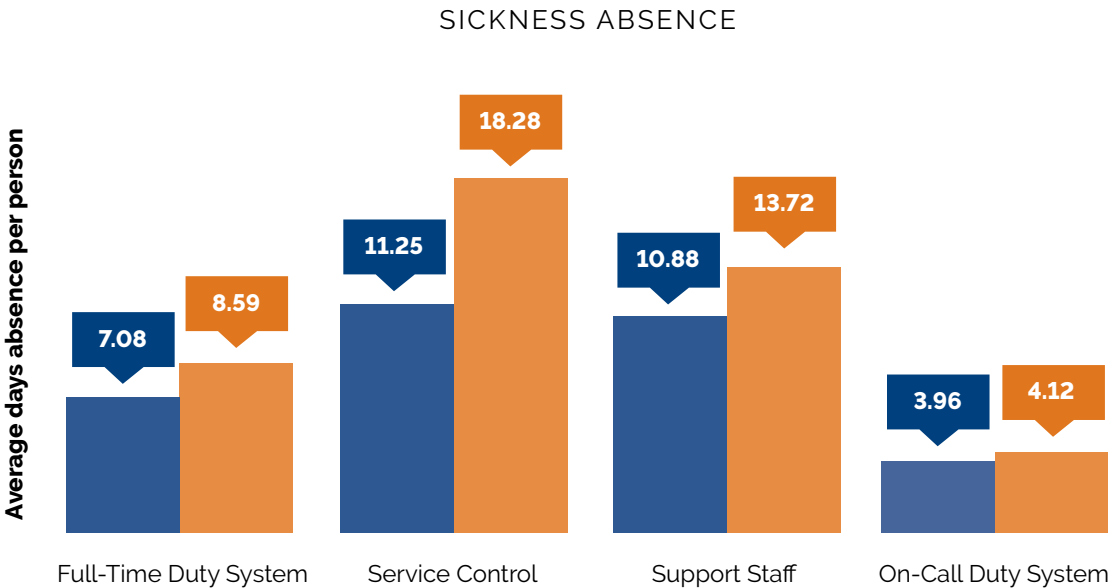
Full-Time Duty System	On-Call Duty System	Control Room	Support Staff
456	343	29	220

SICKNESS ABSENCE (figures exclude secondments, career breaks, and casuals)

There has been an increase in the average number of days absent for all contract groups, from 6.83 in 2018/19 to 8.24 in 2019/20.

Our HR professionals work closely with line managers to support and promote employee wellbeing at work and effectively manage unreasonable absence.

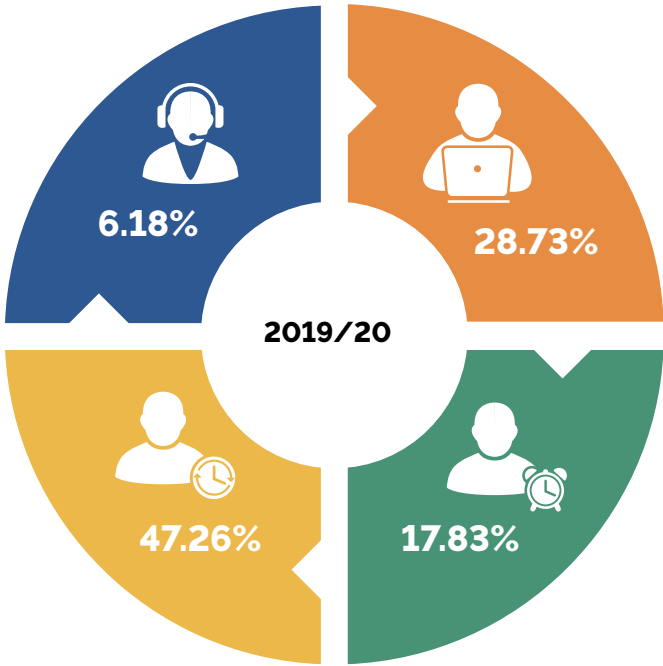
Represented in the bar chart below are the average number of duty days per person per contract group. So takes total sickness for that contract group and divides by the FTE establishment in each contract group, irrelevant if someone had not had a sickness absence.



Represented in the pie charts below is the percentage split of the total number of duty days for short- and long-term absence by contract group.

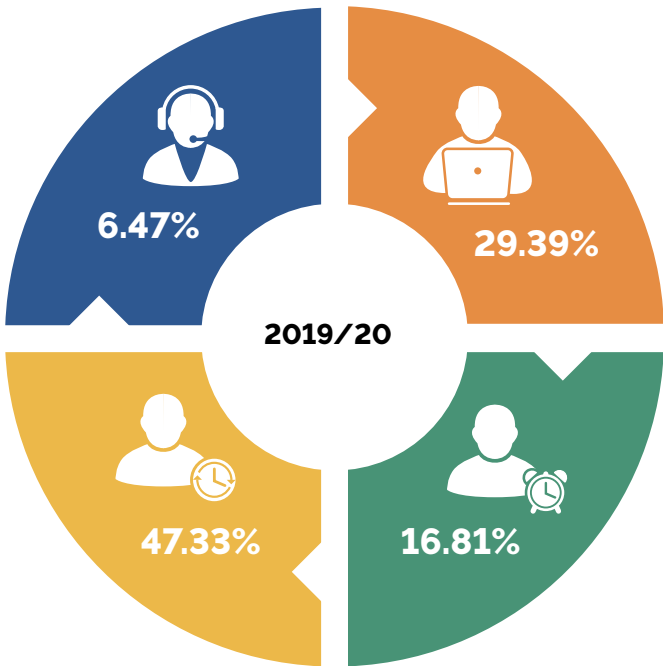
- Control Room
- Support
- On-Call
- Full-Time

% SHORT TERM SICKNESS – AVERAGE DAYS/EMPLOYEE



- Control Room
- Support
- On-Call
- Full-Time

% LONG TERM SICKNESS – AVERAGE DAYS/EMPLOYEE



---

The top 5 reasons for absence across the organisation during 2019/20 were, Mental Health Anxiety/Depression, Musculo Skeletal Lower Limb, Musculo Skeletal Knee, Musculo Skeletal Back and Respiratory Other.

Short term absence continues to be addressed locally via managers supported by HR Service Partners and has recently been subject to increased focus to provide more robust and timely intervention and support. It is notable that whilst long term absence has increased, short term absence has reduced across the board by 6.44% (134 duty days)

The increase in absences attributed to mental health issues, whilst concerning, indicates that we have been successful as a Service in breaking down the stigma attached to this important health issue, with more staff being prepared to declare and seek help for their issues.

The profile and importance of mental health has also been raised within the Service prompting more staff to seek help through the Blue Light Mental Health Champions scheme and with the launch of the Zero Tolerance to Bullying campaign which aims to address the source of some stressful workplace issues.

Given the level of absence attributed to mental health issues, this important issue will remain a high-profile matter and will be subject to further review via our Health and Wellbeing Steering Group and via targeted services provided by Occupational Health. The Occupational Health and Wellbeing Team recognise the importance of promoting wellbeing and supporting staff during periods of sickness absence and on their return to work.

In order to ensure continued, appropriate and timely management of both long term and short term absences, the Service continues to utilise a multi-party approach via local/line Managers, Human Resources, Occupational Health and Senior Management, all of whom have a significant part to play in the support of staff and resolution of absence issues. This approach ensures focus and consistency are maintained and provides clarity for all parties on the way forward for their individual cases or trends that may occur.

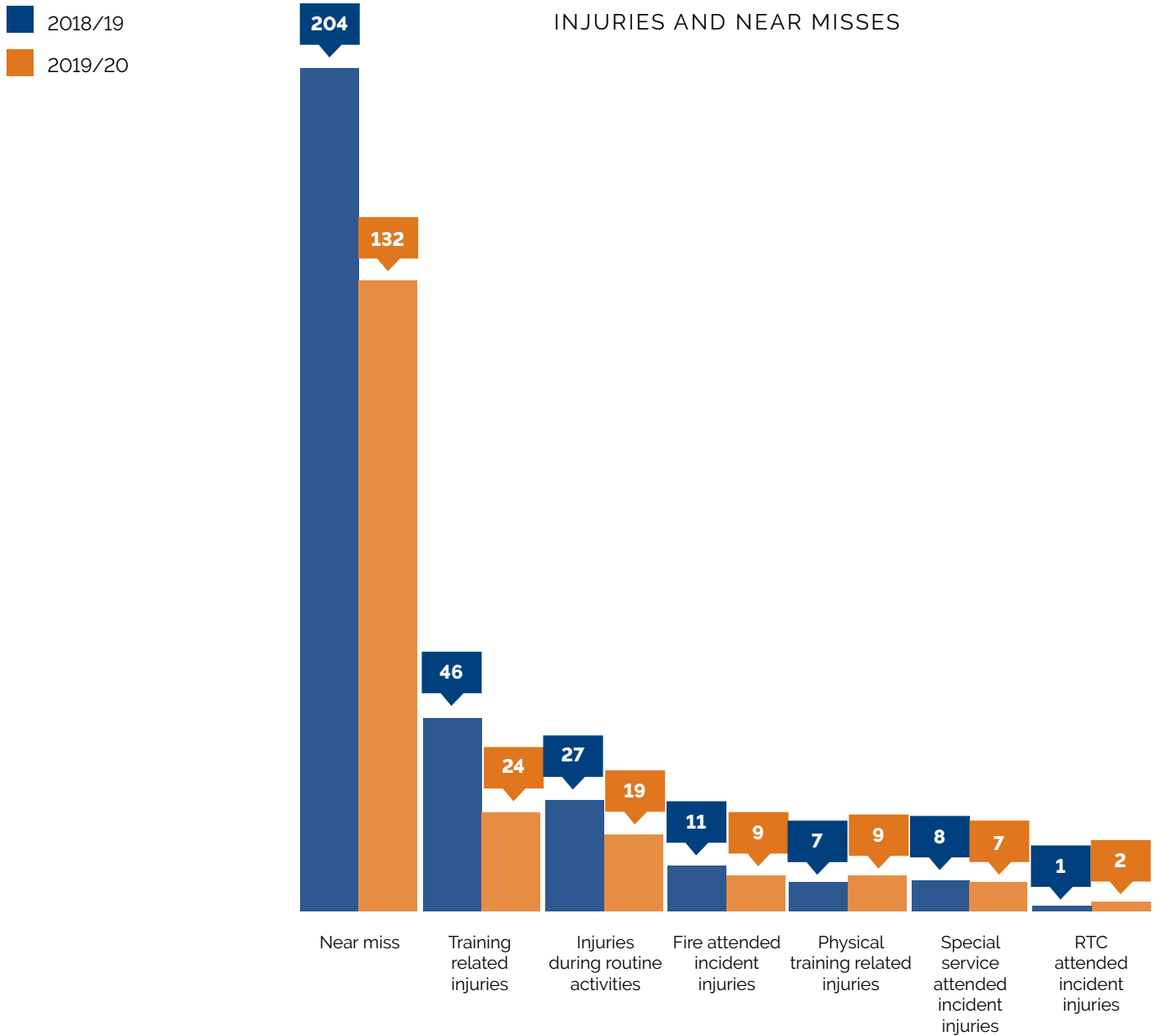
## b. Our health and safety record

Although we provide a Fire and Rescue Service and sometimes must operate in hazardous environments, our incidents and injuries typically reflect most other industries. As may be expected, we also have other less common injury/incident types due to the nature of some of the emergency work undertaken; such as exposure to fire or heat. Every reported accident is appropriately investigated to allow lessons to be learnt for future improvement towards a safer working environment for all staff.

### INJURIES AND NEAR MISSES

Injuries sustained at, or while responding to, emergency incidents, are less frequent than those sustained during training and other routine activities. This indicates that safety and supervision on the incident ground are effective.

Most injuries during 2019/20 occurred during training activities. We are committed to training our staff at an appropriate level to the unpredictable emergency situations they are likely to encounter. It is more important than ever to ensure that this training is as realistic as possible.



However, the proportionate risks staff are exposed to must be controlled and justified in terms of equipping them with the skills to become safer firefighters. The safety of all our employees is of paramount importance during any activities undertaken. We must continue to ensure that all our duties, including those outside of incident response, are adequately supervised and resourced to prevent even slight injuries.

Near misses are lower than last year and we do actively encourage our employees to report all such occurrences. Ideally, we would like to see Near Misses increase even further in proportion to reported accidents and incidents.

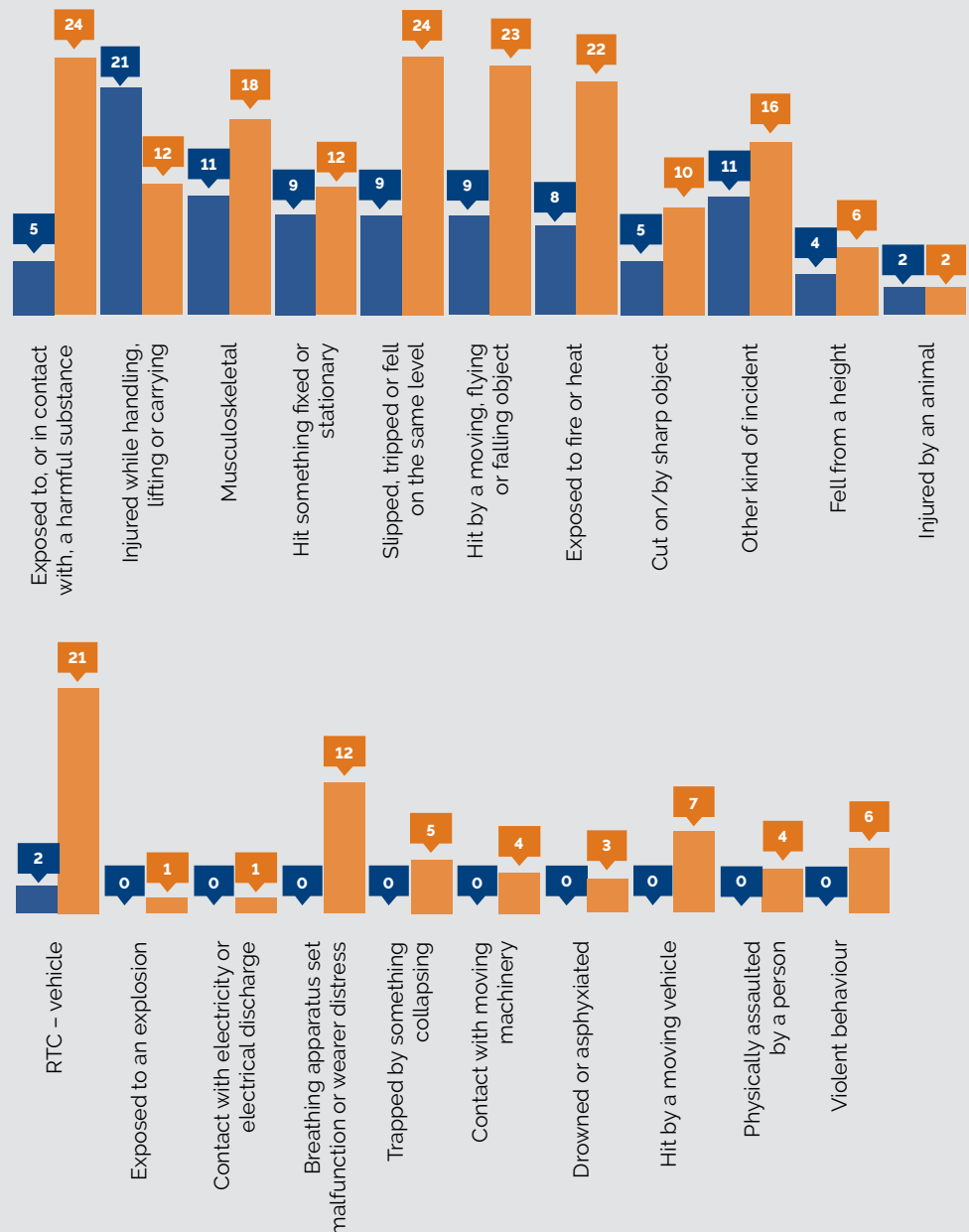
## INCIDENTS BY CAUSE

The three highest specific types of incidents are 'Slipped, tripped or fell on the same level', 'Hit by a moving, flying or falling object' and 'Exposed to, or in contact with, a harmful substance'. These incidents are spread across both operational and support staff. 'Slipped, tripped or fell on the same level' and 'Hit by a moving, flying or falling object' are the top two causes of incident reported in the UK as per HSE statistics.

As a Service we have seen an increase in the reporting of incidents categorised as 'Exposed to, or in contact with, a harmful substance' due to an increased awareness across operational staff in relation to the risk from fire contaminants and a serious incident which occurred during the winter.



INCIDENTS BY CAUSE





## c. How we impact upon our environment

### OUR VEHICLE FLEET

Our fleet of vehicles is used for a wide variety of purposes, not just responding to emergency incidents, but for a wide range of other activities such as public safety, training, general transport etc.

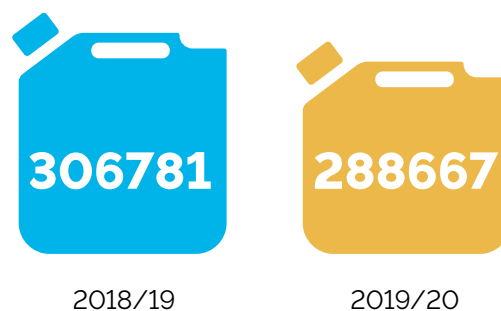
Currently the fleet is 100% diesel powered. We continue to maintain our own stocks of diesel fuel at strategic locations, this is primarily to ensure a high level of resilience. As they are fuelled locally this also has the effect of reducing our carbon footprint, and ensures we are always ready and able to respond, while the bulk buying of fuel also significantly more economical.

Our Service is heavily reliant on vehicles, from small economical cars, to specialist rescue vehicles and traditional fire engines. We remain active in encouraging and monitoring the efficient use of our fleet, using a vehicle telematics system to support this approach. This also ensures all vehicles are used more effectively and in addition to this, any vehicles procured by the Service now come with blue technology (AdBlue), to help reduce damage to the environment from Nitrogen Oxide (NOx) including Nitrogen Dioxide (NO2).

We have recently started working with the Energy Saving Trust and LeasePlan who are providing advice and guidance in helping us move some of the fleet to more environmentally friendly fuel sources, electric vehicles and provide the necessary associated infrastructure. Total fuel usage this year saw a fall from 306,781 litres in 2018/19 to 288,667 - a decrease in 18,114 litres used.

The total mileage for all vehicles within the fleet has also decreased in line with fuel usage, falling to just under 1.05 million miles, from the 1.32 million recorded in 2018/19, a reduction of 270,000 miles.

#### DIESEL (LITRES)

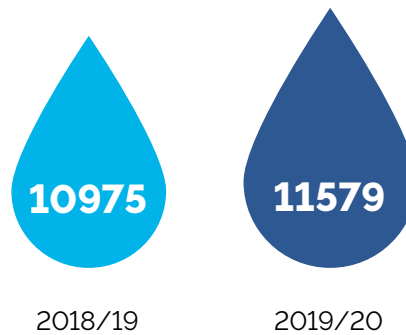


## WATER AND ENERGY USE

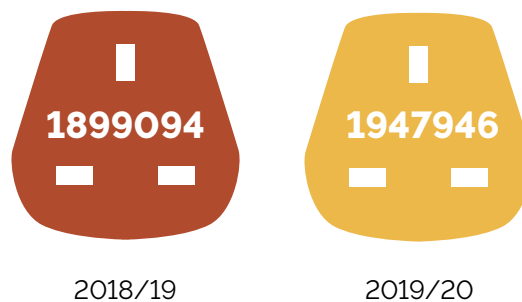
At first glance the Humberside Fire and Rescue Service energy usage has increased slightly over last year, this being the first increase in the past three years, this may well be due to a colder winter or milder summer over this reporting period. Furthermore, with the introduction of automatic meter reading being installed in our premises we can more accurately determine our usage. Although figures are up slightly it remains a priority for Humberside Fire and Rescue Services to drive down energy usage. Over the past year the Service has undertaken several refurbishment projects.

(Figures showing water usage are for domestic use only, not firefighting or training).

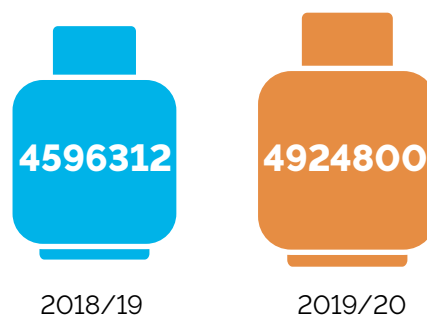
### WATER (M<sup>3</sup>)



### ELECTRICITY (Kw/h)



### GAS (M<sup>3</sup>)



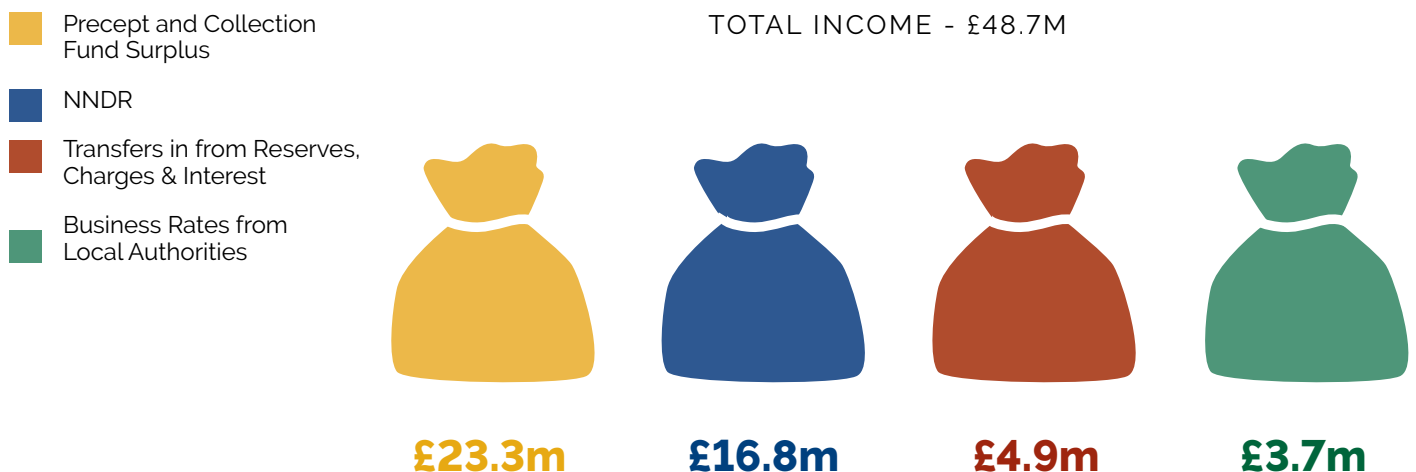
## d. Our Finances

Since 2011/12 the Authority has suffered a circa 40% reduction in external funding which equates to approximately £11.5m. Despite these significant challenges the Authority continues to take a very prudent approach to its finances. To this end, £11.5m of efficiencies have been implemented over the years 2011 to 2019.




Historically, the Authority has lived within its means and delivered a modest underspend in recent years. The 2019/20 financial year has seen the Authority deliver a small overspend which signifies a tightening of available financial resources coupled with an increase in cost pressures, e.g. the costs associated with the recruitment and training of firefighters and pressure from annual pay awards for staff.

The Authority's position over the medium-term is sound, but careful attention will need to be paid to any cost pressures arising and any changes to the funding mechanism that is used by Government for Fire and Rescue Services. The medium-term position will be kept under continuous review particularly in the context of the Service's response to the current COVID-19 pandemic. Limited costs were incurred in the 2019/20 financial year but the expenditure is more significant moving into the 2020/21 financial year.

Government has allocated funding to Local Authorities and Fire and Rescue Services to help meet these costs (£919K allocated to Humberside Fire Authority). The impacts beyond the immediate future may also be on the Authority's precept/council tax income if collection rates are adversely impacted by the COVID-19 pandemic. This will be monitored carefully during 2020/21.



In 2019/20, the Authority received Revenue Support Grant and an allocation of pooled National Non-Domestic Rates directly from Central Government. It also sets a Precept (council tax) throughout the Humberside area for the balance of its expenditure requirements. The Precept set for 2019/20 was £23.99m (2018/19 was £21.97m) which equated to a Council Tax Band D Equivalent of £84.94 (2018/19 was £82.51).

-  Pensions – Employer Contributions
-  Running Expenses
-  Salaries & Wages
-  Revenue Contribution to Capital, Transfer to Reserves, MRP & Debt Interest

TOTAL EXPENDITURE - £48.7M



## BUDGET OUTTURN POSITION

Income of £48.677m was received by the Authority of which £48.696m was incurred on expenditure during 2019/20 leaving a deficit of £19k.

## PAY VARIANCES

During 2019/20, the overall pay variance on Full-Time firefighter, On-Call firefighter and support staff pay was an under-spend of £236k. This was due to a combination of having a number of support posts vacant as well as lower pension contributions as staff tapered into the 2015 Firefighters Pension Scheme.

## NON PAY VARIANCES

During 2019/20, the overall variance across all non-pay budgets was an over-spend of £667k. This was primarily due to additional repairs and maintenance of firefighter kit due to the age, purchase of additional IT equipment and software.

## INCOME

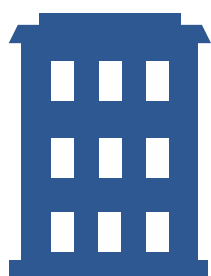
During 2019/20 the Authority received £453k additional income relating mainly to staff secondments, the Hull Falls Intervention Response Safety Team, the Road Safety team, delivery of BTEC courses and rental of PPE and plant to HFR Solutions.

## CAPITAL EXPENDITURE

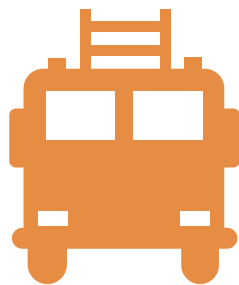
During 2019/20 £2.3m was invested in capital projects. These projects include various building works across the estate, replacement programmes for vehicles, operational equipment and IT replacement. (A more detailed breakdown is provided in Appendix 3).

- Building Work
- Vehicle Replacement
- Operational Equipment
- IT Replacement

### 2018/19 CAPITAL EXPENDITURE £3.0M



**£1.0m**



**£0.5m**



**£0.1m**



**£0.7m**

# 7. INCIDENT ACTIVITY BY UNITARY AUTHORITY

The following table shows the number of times a station resource has been recorded as in attendance at an incident and **do not** directly relate to the number of incidents that occur in and around our Service area; i.e. a single incident could be attended by multiple stations.

## TYPE OF INCIDENTS

KINGSTON  
UPON HULL  
Total Incidents  
attended 2019/20



HULL CENTRAL

False Alarm due to Apparatus	False Alarm Good Intent	False Alarm Malicious	Chimney Fire	Primary Fire	Secondary Fire	Special Service	Co Responder	Special Service Medical (Falls Team)	Incidents in other Service Area	Total Incidents Attended
393	88	15	1	161	96	220	0	0	0	974



HULL NORTH

334	95	16	2	132	179	207	0	0	0	965
-----	----	----	---	-----	-----	-----	---	---	---	-----



HULL NORTH TRV

34	199	17	0	77	761	229	0	0	0	1317
----	-----	----	---	----	-----	-----	---	---	---	------



HULL WEST

439	150	14	2	219	265	307	0	0	1	1397
-----	-----	----	---	-----	-----	-----	---	---	---	------



HULL EAST

254	77	20	1	120	175	150	0	0	0	797
-----	----	----	---	-----	-----	-----	---	---	---	-----



BRANSOLME

195	69	9	1	129	214	157	0	885	0	1659
-----	----	---	---	-----	-----	-----	---	-----	---	------

TOTALS

1649	678	91	7	838	1690	1270	0	885	1	7109
------	-----	----	---	-----	------	------	---	-----	---	------

NORTH EAST  
LINCOLNSHIRE  
Total Incidents  
Attended 2018/19



TYPE OF INCIDENTS

	False Alarm due to Apparatus	False Alarm Good Intent	False Alarm Malicious	Chimney Fire	Primary Fire	Secondary Fire	Special Service	First Responder	Incidents in other Service Area	Total Incidents Attended
PEAKS LANE	299	173	16	2	234	202	368	0	5	<b>1299</b>
CLEETHORPES TRV	7	48	5	0	23	90	51	0	0	<b>224</b>
IMMINGHAM EAST	58	28	1	1	55	46	108	0	1	<b>298</b>
WALTHAM TRV	2	13	0	0	12	29	23	0	0	<b>79</b>
<b>TOTALS</b>	<b>366</b>	<b>262</b>	<b>22</b>	<b>3</b>	<b>324</b>	<b>367</b>	<b>550</b>	<b>0</b>	<b>6</b>	<b>1900</b>

NORTH  
LINCOLNSHIRE  
Total Incidents  
Attended 2018/19



TYPE OF INCIDENTS

	False Alarm due to Apparatus	False Alarm Good Intent	False Alarm Malicious	Chimney Fire	Primary Fire	Secondary Fire	Special Service	First Responder	Incidents in other Service Area	Total Incidents Attended
BARTON	34	14	1	1	32	16	45	16	0	159
SCUNTHORPE	214	138	19	1	189	251	308	0	0	1120
CROWLE	1	1	0	1	7	7	11	0	2	30
EPWORTH	14	16	0	1	32	15	45	523	5	651
KIRTON IN LINDSEY	2	3	2	0	13	7	11	21	2	61
WINTERTON	30	13	0	1	21	12	29	208	0	314
BRIGG	40	21	0	2	23	17	44	0	2	149
TOTALS	335	206	22	7	317	325	493	768	11	2484



EAST RIDING  
Total Incidents  
Attended 2018/19



TYPE OF INCIDENTS										
	False Alarm due to Apparatus	False Alarm Good Intent	False Alarm Malicious	Chimney Fire	Primary Fire	Secondary Fire	Special Service	First Responder	Incidents in other Service Area	Total Incidents Attended
BEVERLEY	146	37	1	0	37	42	108	4	0	<b>375</b>
BROUGH	72	19	0	1	52	22	53	0	0	<b>219</b>
MARKET WEIGHTON	40	11	1	3	40	8	41	105	0	<b>249</b>
POCKLINGTON	49	11	1	7	26	10	44	0	0	<b>148</b>
BRIDLINGTON	153	63	8	4	68	78	195	254	1	<b>821</b>
DRIFFIELD	59	19	1	6	35	20	48	48	0	<b>236</b>
HORNSEA	47	12	1	0	17	8	35	0	0	<b>120</b>
WITHERNSEA	65	14	0	1	19	16	22	61	0	<b>198</b>
PATRINGTON	47	7	3	1	13	4	18	0	0	<b>93</b>

EAST RIDING  
DISTRICT CONT.  
Total Incidents  
Attended 2018/19



# TYPE OF INCIDENTS

	False Alarm due to Apparatus	False Alarm Good Intent	False Alarm Malicious	Chimney Fire	Primary Fire	Secondary Fire	Special Service	First Responder	Incidents in other Service Area	Total Incidents Attended
PRESTON	40	21	0	1	33	25	49	0	0	169
GOOLE	72	36	2	2	56	32	90	148	12	450
SNAITH	12	4	0	0	15	4	17	230	1	283
HOWDEN	64	15	1	2	31	12	295	39	0	459
TOTALS	866	269	19	28	442	278	1015	889	14	3820

FURTHER  
BREAKDOWN OF  
SPECIFIC SAMPLE  
OF SPECIAL SERVICE  
CATEGORIES

Special Service Incidents	Effective Entry/Exit	No action taken (not false alarm)	Road Traffic Collision
Hull Central	30	20	37
Hull North	13	15	83
Hull North TRV	112	89	9
Hull West	58	43	53
Hull East	21	17	29
Bransholme	18	17	23
<b>Totals</b>	<b>252</b>	<b>201</b>	<b>234</b>

Special Service Incidents	Effective Entry/Exit	No action taken (not false alarm)	Road Traffic Collision
Peaks Lane	63	45	51
Cleethorpes TRV	26	15	7
Immingham East	8	6	37
Waltham TRV	13	3	2
<b>Totals</b>	<b>110</b>	<b>69</b>	<b>97</b>

Special Service Incidents	Effective Entry/Exit	No action taken (not false alarm)	Road Traffic Collision
Barton	4	5	14
Scunthorpe	50	43	85
Crowle	0	1	1
Epworth	9	2	14
Kirton in Lindsey	0	0	6
Winterton	5	3	9
Brigg	8	4	10
<b>Totals</b>	<b>76</b>	<b>58</b>	<b>139</b>

Special Service Incidents	Effective Entry/Exit	No action taken (not false alarm)	Road Traffic Collision
Beverley	16	25	21
Brough	5	1	16
Market Weighton	5	2	16
Pocklington	6	1	20
Bridlington	47	31	26
Driffield	9	4	17
Hornsea	8	5	5
Withernsea	8	1	3
Patrington	6	0	2
Preston	9	5	7
Goole	13	9	18
Snaith	2	0	5
Howden	5	0	13
<b>Totals</b>	<b>139</b>	<b>84</b>	<b>169</b>

## 8.

# SCRUTINY & TRANSPARENCY



### a. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

HMICFRS confirmed their timetable for the 2020/2021 Inspection programme for all 45 Fire and Rescue Services.

Humberside Fire and Rescue Service- Inspection details

HMICFRS Service Liaison Lead: Davinder Johal

Discovery Week:

Fieldwork / Inspection Week (includes Strategic Brief):

In addition to these dates HMICFRS conduct a range of pre-inspection desktop activities.

### b. HMICFRS State of Fire Report 2019

Sir Thomas Winsor HMICFRS report to the Secretary of State under section 28B of the Fire and Rescue Services Act 2004, contained his assessment of the sector in England, based on findings from the inspections carried out between June 2018 and August 2019.

The report concluded with four principle national sector recommendations with assigned timeframes. In a proactive approach the Service has assessed not only the four recommendations but the wider context and themes arising from the report integrating subsequent learning into the Service Improvement Plan.

### c. Service Improvement Plan (SIP)

The SIP documents how HFRS are addressing the identified 17 'Areas for improvement' stated in the 2018 – 2019 HMICFRS Inspection Report. This rationale has evolved allowing the SIP to become a live document capturing further areas of focus informed by the following sources;

- Organisational Learning
- Organisational Health Survey
- HMICFRS Staff Survey
- Specific projects, reports and surveys (i.e. State of Fire Report)

Progress against all actions in the SIP are subject to review and scrutiny within Service Directorate, Strategic and Authority meetings.

### d. Grenfell Tower Inquiry

The governments inquiry into the tragedy of the Grenfell Tower Fire is divided into 2 phases. In October 2019 the 'Grenfell Tower Inquiry: Phase 1 Report' was published, examining what happened on the night of the fire, to be followed by Phase 2 which will investigate the wider context of the incident.

With the Phase 1 Report heavily focused not only on the actions of the London Fire Brigade, but the entire sector, the Service created an Area Manager position in January 2020 to commence preliminary work in anticipation of resulting government directives. The context of this work included analysis of the findings of the report, liaison with other Services and the development of a Service action plan. Outcomes of this work will be reported as required moving into 2020/2021.

## e. Freedom of Information

The Freedom of Information Act 2000 provides access to information held by public authorities.

It does this in two ways:

- public authorities are obliged to publish certain information about their activities; and
- members of the public are entitled to request information from public authorities.

Summary of Freedom of Information Applications	
84	Information provided.
6	Information not held.
0	Over the limit at which we are not obligated to release the information.
2	Answered outside of FOI Regulations.
5	Information already available elsewhere.
All answered within 20 working days as stated by Freedom of Information legislation.	

\*Please note that as some requests contain more than one part, the above figures may add up to more than the total number of FOI requests.

All Freedom of Information requests are available to view on our [website](#).

Anyone in the UK has the legal right to find out what information is held about them by organisations and ask for a copy free of charge within one calendar month. This is known as a Subject Access Request (SAR).

Humberside Fire & Rescue Service takes pride in responding to requests promptly and accurately.

From 1 April 2019 to 31 March Humberside Fire and Rescue Service received 1 Subject Access Request.

Summary of Subject Access Requests	
1	Information provided.
Answered within 1 month as stated by Subject Access Request legislation.	















## 9.

# BENCHMARKING

The Ministry of Housing, Communities and Local Government (MHCLG) produces annual Fire Statistics for English Fire and Rescue Services, in the form of a [Fire Statistics Monitor](#). We use this data to provide an indicator of our performance trends measured against the national average. Whilst national benchmarking data is always of interest it is difficult to measure like for like in terms of what is being measured, therefore, such data is only used for an indication of where we are compared to other Fire and Rescue Services.

**To date: National statistics have not been updated and provided for 2018/19. This data is expected during September 2019.**

### FIRE STATISTICS MONITOR 2018/19

Incident Category	All English Fire and Rescue Services	Compared to 2017/18	Humberside Fire and Rescue Service	Compared to 2017/18
All primary fires	182,825	9% 	1460	6% 
Deliberate primary fires	19,766	8% 	571	3.5% 
Deliberate secondary fires	63,427	7% 	2263	3% 
Accidental dwelling fires	26,539	4% 	410	8% 
Total fire fatalities	253	25% 	1	75% 
Fire fatalities due to accidental dwelling fires	196	26% 	1	67% 
Total non-fatal fire casualties	3145	5% 	26	30% 

10.

## HOW CAN YOU MONITOR OUR PERFORMANCE?

We report our performance to Humberside Fire Authority for scrutiny on a quarterly basis in September, December, February and June (Annual Performance Report). Our 'Quarterly Performance and Risk Reports' include the previous three months data for performance measured against Service Performance Indicators, Risk and Opportunity Registers and Strategic Projects. The 'Quarterly Performance and Risk Reports' are published, with any other non-exempt Humberside Fire Authority meeting papers, on our [website](#).

11.

## GLOSSARY

<b>CS</b>	Community Safety
<b>MHCLG</b>	Ministry of Housing, Communities and Local Government
<b>EMS</b>	Environmental Management System
<b>FDIP</b>	Fire Deaths and Injury Panel
<b>HFRS</b>	Humberside Fire and Rescue Service
<b>HMICFRS</b>	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
<b>IRMP</b>	Integrated Risk Management Plan
<b>Property/ Primary Fire</b>	A fire involving property of high value or life risk i.e. dwelling, building or car.
<b>RBIP</b>	Risk Based Inspection Programme
<b>Small/ Secondary Fire</b>	A fire involving property of lesser value i.e. wheelie bin, rubbish or tree.
<b>Special Service</b>	Non-fire incident i.e. Lift Rescue, Road Traffic Collision or Water Rescue
<b>TRV</b>	Tactical Response Vehicle. Smaller than a standard fire engine. Crewed by two firefighters which can achieve a quicker response to specific incidents thus preventing a situation from escalating.
<b>FAGI</b>	False Alarm with Good Intent. This occurs where someone genuinely believes there to be an incident which requires the fire service but are mistaken. E.g. a bonfire in a garden which makes it look like the house is on fire from the front.
<b>Co-responder/ First responder</b>	A firefighter trained in emergency medical care who responds to medical emergencies in a bespoke vehicle.

# 12.

## CONTACT DETAILS

ONLINE:

[www.humbersidefire.gov.uk](http://www.humbersidefire.gov.uk)

EMAIL US AT:

[consultation@humbersidefire.gov.uk](mailto:consultation@humbersidefire.gov.uk)

FOLLOW US ON  
TWITTER:



[www.twitter.com/humbersidefire](https://www.twitter.com/humbersidefire)

FOLLOW US ON  
FACEBOOK:



[www.facebook.com/humbersidefireandrescue](https://www.facebook.com/humbersidefireandrescue)

All safety enquiries should be made in the first instance to the Public Safety Centre  
Email: [publicsafetycentre@humbersidefire.gov.uk](mailto:publicsafetycentre@humbersidefire.gov.uk) or by calling 0300 303 8242.

POSTAL ADDRESS:

### Service Headquarters

Summergroves Way  
Kingston upon Hull  
HU4 7BB  
Tel: 01482 565333

### COMPLAINTS PROCEDURE

Any complaints against the Service we provide can be made in writing to:

#### The Complaints Manager

Service Headquarters  
Summergroves Way  
Kingston Upon Hull  
HU4 7BB

By email [complaints@humbersidefire.gov.uk](mailto:complaints@humbersidefire.gov.uk) or by telephone on (01482) 565333 and asking for the Complaints Manager.

### LOCAL GOVERNMENT OMBUDSMAN

We endeavour to deal with all our complaints in a satisfactory manner, however, where this is not achieved you should seek independent advice or contact:

#### The Local Government Ombudsman

Beverley House  
17 Shipton Road  
York  
YO30 5FZ  
Tel: 01904 380200



## 13.

# OTHER DOCUMENTS

We provide links to other relevant planning documents via our website at:  
[www.humbersidefire.gov.uk](http://www.humbersidefire.gov.uk).

Alternatively, we welcome requests via any of the contact details provided in the previous section. You may be interested in the following documents that relate to this Annual Performance Report:

- [Strategic Plan](#)
- [Integrated Risk Management Plan](#)
- [Medium Term Financial Plan](#)

We welcome your questions regarding our performance; contact details are provided in section 12 of this Report.

**Humberside Fire and Rescue Service**

Summergroves Way  
Kingston upon Hull  
HU4 7BB

**Tel: 01482 565333**

[www.humbersidefire.gov.uk](http://www.humbersidefire.gov.uk)

Follow us



<p><b>Governance, Audit and Scrutiny Committee</b> 13 July 2020</p>	<p><b>Report by the Director of Service Improvement</b></p>
<p style="text-align: center;"><b>ANNUAL STATEMENT OF ASSURANCE 2019/20</b></p> <p style="text-align: center;">REPORT EXECUTIVE SUMMARY</p> <p>The Fire and Rescue National Framework for England (Revised 2018) sets out a requirement for Fire and Rescue Authorities to provide annual assurance, based upon the Department for Communities and Local Government (DCLG) Guidance on Statements of Assurance for Fire and Rescue Authorities in England (2013), and show they have had due regard to the expectations set out in their Integrated Risk Management Plan and the requirements included in the Framework.</p> <p>The areas covered are Financial assurance, governance assurance and operational assurance.</p> <p style="text-align: center;"><b>63</b></p>	

## RECOMMENDATIONS

1. That Members take assurance from the statement presented and make any comments to the Fire Authority as necessary.

## REPORT DETAIL

2. The Annual Statement of Assurance 2019/20 can be viewed in Appendix 1.

## STRATEGIC PLAN COMPATIBILITY

3. Not applicable.

## FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

4. None directly arising.

## LEGAL IMPLICATIONS

5. None directly arising.

## EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

6. None directly arising.

## CORPORATE RISK MANAGEMENT IMPLICATIONS

7. This Statement demonstrates compliance with The Fire and Rescue National Framework for England (Revised 2018).

## HEALTH AND SAFETY IMPLICATIONS

8. None directly arising.

## COMMUNICATION ACTIONS ARISING

9. This Statement will be published on the HFRS website following approval by the Fire Authority.

## DETAILS OF CONSULTATION AND/OR COLLABORATION

10. The Strategic Leadership Team has been consulted in the preparation of this Statement.

## BACKGROUND PAPERS AVAILABLE FOR ACCESS

11. As stated in Appendix 1.

## RECOMMENDATIONS RESTATED

12. That Members take assurance from the statement presented and make any comments to the Fire Authority as necessary.

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

Humberside Fire & Rescue Service  
Summergroves Way  
Kingston upon Hull

SR  
13 July 2020



## **HUMBERSIDE FIRE AUTHORITY STATEMENT OF ASSURANCE 2019/20**

### **Introduction**

1. The Fire and Rescue National Framework for England (Revised 2018) sets out a requirement for Fire and Rescue Authorities to provide annual assurance on financial, governance and operational matters and show they have had due regard to the expectations set out in their Integrated Risk Management Plan and the requirements included in the Framework.
2. The content of the Humberside Fire Authority (HFA) Statement of Assurance is based upon the Department for Communities and Local Government (DCLG) Guidance on Statements of Assurance for Fire and Rescue Authorities in England (2013).

### **Financial Assurance**

3. The Authority places a great deal of emphasis on ensuring that its financial management arrangements meet the highest standards.
4. This is discharged through a number of key processes as follows:
  - The Annual Statement of Accounts is produced in line with accounting Codes of Practice, is scrutinised by an independent Governance, Audit and Scrutiny Committee, approved by the Fire Authority and audited by independent external auditors prior to publication;
  - Quarterly Management Accounts are distributed for consideration by the Strategic Leadership Team, the Governance, Audit and Scrutiny Committee and the Fire Authority;
  - An independent external audit view is given on an annual basis as to whether the Authority is delivering a value for money service.

### **Governance Assurance**

5. The Authority has an approved 'Local Code of Corporate Governance' in accordance with the CIPFA/SOLACE Framework for Corporate Governance.
6. The Constitution of HFA includes:
  - Committee Membership and Terms of Reference;
  - Scheme of Delegation to Officers;
  - Financial Procedure Rules; □ Contract Procedure Rules;
  - Members' Code of Conduct;
  - Officers' Code of Conduct;
  - Protocol for Member and Officer Relationships;
  - Code of Corporate Governance.
7. An [Annual Governance Statement](#) is produced explaining how the HFA has complied with the code of corporate governance and also meets the requirements of regulation 4(3) of the Accounts and Audit (England) Regulations 2011.

## Operational Assurance

8. In accordance with the Service Business Planning Framework the Strategic Plan and Integrated Risk Management Plan (IRMP) for 2018/21 ensure three future years looking plans, linked to financial planning.
9. The HFA Strategic Plan 2018/2021 includes Strategic Objectives across the following headings: Value our People, Support Delivery, Make our Community Safer, Responding Effectively, Financially and Corporately Manage the Service.
10. The [IRMP 2018/21](#) takes account of the requirements of the National Framework (Revised 2018), providing a detailed assessment of the risks facing our communities and firefighters and the measures taken to mitigate those risks.
11. Mutual aid arrangements are in place with other services to provide resilience for large scale or complex incidents where additional resources need to be called on. HFRS actively contributes to national resilience and has made its assets available to support national emergencies.
12. An annual [Customer Service Excellence Audit](#) was conducted in February 2019. The Service retained the Award for another twelve months and received 3 areas of Compliance Plus and 7 areas of notable good practice. The next Customer Service Excellence Audit is due to be held during the week commencing 13 July 2020.
13. Business Continuity plans exist for generic, key functions and building asset risks and have been developed over many years in conjunction with partners. There is a coordinated approach to Business Continuity Management across the Service including development, training, exercising and review. Arrangements are aligned to International Standard ISO22301
14. An [Annual Performance Report](#) and Quarterly Performance and Risk Reports are scrutinised by the Governance, Audit and Scrutiny Committee, before being reported to HFA.

## Conclusions

15. Due regard has been paid to the requirements placed upon HFA through the National Framework and other governance and financial frameworks.

## Signed

.....  
John Briggs  
Chair of Humberside Fire Authority

.....  
Chris Blacksell  
Chief Fire Officer and Chief Executive



<p><b>Governance, Audit and Scrutiny Committee</b> 13 July 2020</p>	<p><b>Report by the Director of Service Delivery Support</b></p>
<p style="text-align: center;"><b>The Public Safety Redesign Programme (SRP) 2017-2020</b> <b>Post Implementation Review</b> <b>July 2020</b></p> <p style="text-align: center;"><b>EXECUTIVE SUMMARY</b></p> <p>This report outlines the post implementation review conducted following the conclusion of the Public Safety Redesign Programme (SRP) for the period 2017-2020.</p> <p>The Public Safety SRP commenced in July 2016 and was approved for implementation by Humberside Fire Authority on 17 March 2017. The timeline for implementation of the restructure was agreed as a phased programme over a three-year period, concluding at the end of 2019/20.</p> <p>The parameters of the approved SRP included delivering an outcome of flexibility within the resourcing model to between 83 and 73. The current establishment is 74.5, achieving the originally approved SRP outcome. The flexible budget has been reinvested into public safety areas such as funding for volunteer operations (Blue Light Brigade), investment in flexible contracts for Service leavers with business safety competence and investment into Information Communication Technology (ICT) to advance software and hardware across public safety delivery. Further investment has been progressed within the Business Safety areas of the Service such as increased capacity to engage with businesses by operational crews and the flexibility continues to be a feature of effective delivery.</p> <p>This report identifies the progress made during the SRP timespan and across all areas of the Public Safety SRP, summarising progress against 9 specific recommendations identified within the original Public Safety SRP report and updates to the previously reported timeline of structural changes (appendix 1).</p> <p>The progression of the Public Safety SRP has been significantly impacted upon by several influences. This has led to a need to make a series of structural and staff changes using the flexibility in the resourcing model. The influences have been hugely impacting, not least of all the tragic events at Grenfell Tower in 2017 and the COVID19 crisis of 2020, together with a new FRS audit regime introduced</p> <p>Whilst the flexibility noted has been used to some effect, the combination of influences now leads to a position of needing to revisit the original parameters and objectives of the Public Safety SRP. It is therefore intended to conduct a new review of Public Safety, utilising the learning from the internal and external influencers. HFRS will now utilise the terminology Prevention and Protection (previously known as Public Safety) and commence a new review period utilising these two terms, this aligns with the National Fire Chiefs Council (NFCC) terminology.</p> <p>The efficiencies and savings associated to the Public Safety SRP and identified to Humberside Fire Authority in March 2017 have been achieved</p>	

## RECOMMENDATIONS

1. Members take assurance that HFRS continue to review Public Safety areas of business and the intention to apply all learning from significant influences in the lifespan of the SRP, to a new review period across Public Safety with alignment of terminology to that of NFCC, Prevention and Protection.

## REPORT DETAIL

2. The Public Safety, Service Redesign Programme (SRP) commenced in July 2016 and was approved for implementation by HFA on 17 March 2017. The timeline for implementation of the restructure was a phased programme over a three-year period, concluding 2019/20. The review objectives defined that:
  - Outcomes must be compliant with all relevant legislative imperatives
  - Outcomes must deliver a Public Safety function that adds value to the community and the Service is responsive to the needs of internal and external customers and stakeholders within the reasonable constraints of economic and physical resources
  - Outcomes must act as an enabler to the Service becoming more flexible to take account of opportunities to share or provide Public Safety functions with, or on behalf of, other Public Service, Voluntary or Private sector providers
  - Outcomes must consider opportunities to maximise the utilisation of Public Safety staff skill sets, the role of firefighters, the role of a public safety centre and a control room to deliver an effective and efficient support and delivery model
  - The organisational continues to make a significant financial investment in the ICT infrastructure to enable efficient ways of working and assist employees to work smarter. The service provided will realise a return on the investment through more efficient and effective ways of working, making the best use of the mobile and desk technology now available.
3. The key proposals within that review were for the Public Safety preparedness, North and South functions to continue with their current roles but are functionally redesigned to provide a more effective and integrated approach and delivering against a reviewed Public Safety strategy.
4. Nine recommendations were made within the Public Safety SRP. Each of the nine have been considered as part of the post implementation review.

- *RECOMMENDATION 1 - Review of strategic, directorate and section planning*

The strategic plan was released in 2017, following which a Public Safety directorate delivery plan was drawn up and released during 2018. This was established with the use of HFA member champions within Public Safety and was communicated across the Service as the plan for Public Safety delivery across the organisation. The then Emergency Response directorate created a similar plan.

There was clear linkage drawn between strategic direction and the Public Safety plan which covered all aspects of delivery across Community and Business Safety activities.

A significant impact on the continued success of this planning structure was the implementation of a different delivery model part way through the Public Safety SRP, based on 5 delivery teams as opposed to the 3 delivery teams that the key proposals were based upon. This created a need to address the differences between the Safety directorate SRP and the new delivery model. One challenge was the relocation of the Group Managers (GMs), which fundamentally did not affect numbers of GMs however, created a need to

develop and embed planning arrangements in the new delivery model. A governance framework has been produced and is being embedded. This is inclusive of a flexible approach to resourcing against demand which will be refreshed annually and a feature of governance across the Group Manager level Public Safety leadership team.

There has been a clear and significant change to national leadership across public safety, owed partly to the tragic Grenfell Fire and also a growing leadership role of the National Fire Chiefs Council (NFCC) combined with the introduced HMICFRS inspection framework.

The NFCC have clear definition of two workstreams across Prevention and Protection, which is not instantly interpreted into current HFRS terminology of Public Safety. Whilst 'Public Safety' as a term was an objective of the initially agreed SRP to aid integration, it is clearly impacted upon by the Grenfell Fire and as such, a recommendation is to align terminology with that of the NFCC. The lessons learnt across the SRP are not lost in recommending this and provide a significant foundation for prevention and protection integration across the service.

A further impact of the national growth across the two intertwined disciplines of Prevention and Protection is the resourcing afforded to each at a tactical level. This point will be a feature of a new strategic review and restructure of public safety.

The management of the COVID19 crisis has seen some impacts across the implementation of directorate and section planning however, delivery teams have used opportunities during the crisis to create and produce specific guidance and different ways of delivering activities that will be fully reviewed in the aftermath of the crisis and contribute to directorate and section planning in the near future, in turn influencing strategic planning considerations for the delivery of public safety.

- *RECOMMENDATION 2 - Greater integration of community and business safety*

- *Centrally*

The Public Safety Central activities and deliverables are across community and business safety with lessons from each discipline applied to the other to ensure cross learning and improvements. There is a recommendation to realign terminology to NFCC direction, which will influence changes centrally to policy and guidance, but not fundamentally alter direction.

- *Locally*

Within the local teams, there were clear ambitions of collaborative approaches, demonstrated by a structure that introduced a locality manager to lead on both disciplines. This has been unsuccessful and recently led to the locality managers becoming refocused on other areas. A direct outcome of this is the realignment of some managerial roles, which has now been established effectively and efficiently.

- *With the Emergency Response directorate*

The change in delivery model merged two directorates (Emergency Response and Public Safety) into one Service Delivery directorate, with the public safety north and south functions now within the Service Delivery directorate and the Public Safety Central function with the Service Support Delivery directorate.

The integration of community and business safety into emergency response continues, there is clear evidence of greater accountability across Station Managers responsible for stations across prevention, protection and response. This has been enabled by GMs within district structures leading on performance of public safety delivery in districts.

Significant training has been provided to operational crews in particular, as well as upskilling managers within areas such as safeguarding and business safety. Competence and training delivery across public safety has been and continues to be a key focus during 2020 and will aid in the integration of public safety into all areas. Discussions are advanced with

operational training and plans are being finalised to introduce detailed competencies, pathways and measurement through existing and approved training software.

- *RECOMMENDATION 3 - Growth in upstream communication and education*

Upstream education has very much been a successful feature of delivery, engaging with young people across a wide range of areas through approved and accredited courses. School visits have also continued, albeit predominantly on a risk-based approach. The development of packages has been a key feature of this engagement, contributing to NFCC outcomes across education for example in Firesetters and Road Safety. Evaluation of this education delivery has developed and demonstrable outcomes mainly in youth provision and road safety is now available. The service also actively uses social media tools to maintain contact with young people that have been on courses.

The Public Safety SRP Communications Manager role is now well embedded to ensure HFRS are well positioned to provide an online and media presence, as well as support Fire and Rescue Service and other relevant campaigns nationally and locally. The effectiveness of this delivery is measured through the corporate communications team and effective working relationships between the communications manager and corporate team are now well established.

The public safety communications manager has developed local provision for communication activities as well as providing guidance for the Services social media activity. The role has developed further, within the LRF communications cell as well as leading the Public Safety Centre (PSC) to improve communications internally and externally.

- *RECOMMENDATION 4 - More effective use of data and intelligence*

The Public Safety SRP identified a need to invest in further understanding and use of data and intelligence. A Public Safety Risk and Intelligence Manager (PSRIM) was appointed, and a team was established, including Public Safety Support Officers (PSSOs) working locally, to build up a wide picture of community need and therefore where our service provision required directing.

The domestic risk profile is now fully embedded to ensure visits to domestic premises are done on a risk assessed basis. Further work on technology advancements will begin to develop this into a predictive format for driving down future risks. The principles of the domestic risk profile have been used to develop a new business risk profile, which also includes a refresh of the risk-based inspection programme. A current version of this is being trialled. There has been an impact on this from the COVID-19 crisis however, an evaluation of the approach is taking place and the principles established have also been shared with the NFCC in early 2020.

Data and intelligence has been a key feature of improvements across public safety and partnership working. The governance framework has data and intelligence at its heart and will assure that the services activities are being delivered in the right place, to the right people and at the right time.

There has been a need for a cultural change as part of this recommendation, from a service that rarely says no, to a service that identifies where it needs to deliver. A point picked up within HMICFRS and an internal audit was a need for local teams to develop a greater understanding of delivering activities to those at risk from fire, this is a key focus of communications and developed guidance.

With the significant advancements in ICT, there remains a need to consider the provision of PSSOs. The service is currently progressing with 3, against an establishment of 4 PSSOs, with the 1 not filled being utilised for public safety projects in ICT. This is seeing significant success on the delivery of ICT projects. The initial purpose of the PSSO role was to communicate and present information and provide analysis on a given localities risk levels and recommend actions against that risk. Large parts of this purpose are now well catered

for within an ICT infrastructure. Combined with this, is whilst the purpose included the roles as analysts, this has not been realised, as analysis is a specialised area and recruitment to the roles was done from within at a time when external recruitment was not available. The current postholders have had some analysis input and training however, without the coaching and mentoring aspect required for this, made difficult due to different opinions on geographical location linked to the district structure change. A further consideration is that the PSRIM role remains the only analysis role, a desire of the role was to develop it as a leadership, coaching and mentoring function across public safety but this has not progressed due to the pressing needs of analysis and creation of profiling approaches noted previously. The recommendation here is to review the PSRIM and PSSO roles and the further development of the services provision, use and analysis of data and intelligence.

- *RECOMMENDATION 5 - Development of new roles and support structures*

New roles have been developed and implemented within the public safety SRP. There has been a need to review some of the initially introduced new roles and this has led to some realignment of roles to better meet the needs of the structure. A new support structure, including a governance framework previously mentioned, is being embedded and will progress.

- *RECOMMENDATION 6 - Development in IT and associated infrastructure*

A large feature of the intended outcomes and recommendations for the public safety SRP was technological advancements. The developments within this area were initially slower than expected, with several contributing factors that have been well discussed. In recent months, and due largely to the progress of the ICT infrastructure and team, ICT tools used across public safety have been modernised and a project is well underway to replace the largest software product (CFRMIS) later in 2020.

- *RECOMMENDATION 7 - Exploration of partner delivery mechanisms and income generation opportunities*

Income generation has been a successfully embedded approach, albeit on a small scale, from projects such as the delivery of youth engagement as well as asset hire. Further development of delivery mechanisms has been delivered for example the use of volunteers across public safety such as the Blue Light Brigade to support the delivery of lower risk safe and well.

Police and Fire collaboration meetings and a subsequent project are progressing, with areas of joint delivery being investigated in the coming months and a Business Case which will be prepared for strategic consideration, this has been significantly delayed during the COVID-19 crisis.

HFRS are continuing to be key members across partner groups for example, Community Safety Partnerships, Safeguarding Boards and Early Intervention teams. Involvement in all of these delivery mechanisms have allowed improvements across data and intelligence, shared understanding and delivery. Another opportunity for partner working is being progressed through HFRS leading the LRF community resilience group, which will aim to improve joint working across public and third sector to deliver better outcomes for people.

The challenges of managing the COVID19 crisis during 2020 has increased partnership working and identified joint delivery opportunities which will be a focus of continued working, the detail of the COVID-19 joint working within local hubs has been included as a further report paper.

- *RECOMMENDATION 8 - More effective performance management (outcome-based accountability)*

Given the pace of technological advancements, performance management has been an area that has significantly developed. Public Safety continue to support ICT in the development of tools for performance management as well as being key stakeholders in how the service manages all performance. Microsoft PowerBI dashboards have been created to continually monitor performance across public safety delivery and are being used extensively within the governance structure to influence local direction and resource allocation as well as measure the impact of delivery.

Evaluation tools are beginning to be used across public safety activity and work is underway with external support and systems, such as work with a social value engine provider and York University.

There are still some areas to progress within performance management and this is a key feature of the technical specification of new software to deliver safety activities.

- *RECOMMENDATION 9 - Maximise internal assets to improve effectiveness*

Public Safety dedicated teams have been brought together to work from the same localities and improve co-ordination and delivery of activities across the subject areas. This has previously been with the exception of Hull. A plan is in place to relocate safety teams into service locations to improve effectiveness in delivery. Station Managers, viewed (traditionally) as operational resources, together with full time and on call assets, are being used more effectively to manage and deliver activities across public safety, including in Business Safety, this has seen a significant increase in delivery by operational crews. A challenge in the further realisation of this objective is the provision of training and competence attainment. Discussions are advanced with operational training and plans are being finalised to introduce detailed competencies, pathways and measurement through existing and approved training software.

5. A timeline of structural changes was implemented as part of the management and reporting of the Public Safety SRP, a copy of which is included as appendix 1.
6. Each structural change work stream was identified with a number from 1 to 31 following an approximated sequential order of delivery. The task name is identified alongside approximate start and finish target dates. The work stream leads are identified alongside an approximate percentage indicator of progress.
7. There has been a need to report some workstreams as incomplete at this stage as well as add some further structural change workstreams in light of the influences during the life span of the Public Safety SRP.
  - a)** ID1 – is an approximation of overall completion of the Public Safety SRP, noted at 95% due to the influences on the SRP and the impact on the initially agreed structural changes, together with the adding of further structural change needs
  - b)** ID21 – is not fully completed due to the impending delivery of a new software platform to improve communications internally and with the public and partners – expected in October 2020.
  - c)** ID23-26+28 – are not fully completed due to the impact of a newly released competency framework for staff visiting premises within the jurisdiction of the Regulatory Reform (Fire Safety) Order 2005 and uplifting competency in a number of roles.
  - d)** ID32 – has been added due to the structural changes required in the previously implemented locality manager, which has been deemed unsuccessful as noted within recommendation 2.
  - e)** ID33 – has been added due to the structural alterations and requirements of out of hours capabilities for Business Safety delivery, noted by the HMICFRS inspection and subsequently the Service Improvement Plan.

**f)** ID34 – has been added to ensure HFRS are meeting the requirements of the new NFCC competency framework released in March 2020.

8. The structural changes timeline for the Public Safety SRP 2017-20 has provided benefits to the service in terms of progression, development and investment in Green Book staff and providing a modernised approach to the delivery of Public Safety. Latterly, further investment within existing budgets has taken place to progress within business safety competence and other Service Improvement Plan areas and it is timely to conduct a new review, identifying the learning from significant influences.

## **INFLUENCES**

9. An alteration to the delivery structures and portfolios held by Directors took place in March 2019. This restructuring had an impact on the continuation of the SRP within Public Safety as the restructure, whilst necessary to contribute to integration of community and business safety with emergency response, introduced a 5-section delivery structure with the public safety SRP predicated on 3 sections. The impacts are referred to in the considerations for the nine recommendations previously summarised.
10. The tragic Grenfell Tower fire in London has led to a significant workload in the immediate aftermath as well as for future development in the delivery of protection across FRS. Several previous SLT and HFA papers have covered the progress of this and outcomes, as well as impact, are yet to be fully realised for FRS. Legislative introduction is expected in the coming 12 months and impact on FRS will be measured continually.
11. The Grenfell incident also triggered a review of the NFCC direction being taken. As an example, during September 2019, a review of the Competence Framework for Business Safety took place. HFRS are now introducing changes to levels of competence.
12. HMICFRS has delivered the report with key areas identified in a service improvement plan.
13. An internal audit was conducted in early 2019. A report has been received and is available.
14. The COVID-19 crisis has been a challenging time and impacted heavily on the delivery of public safety and the SRP particularly. This challenging time has also highlighted several areas of key investigation to identify future opportunities to work differently across the whole of public safety. This learning is being captured and will be included in a new strategic review and restructure of public safety.
15. These influences on the continued delivery of the Public Safety SRP have led to a need to introduce a number of dynamic structural changes, re-aligning some of the managerial roles, adding responsibility to others and considering governance arrangements. These changes have included:
  - a)** An uplift and increase to several roles across safety to better reflect market values for the skill sets. This includes intelligence, leadership, Inspector and

Advocate roles. A change to job descriptions has taken place to ensure the roles reflect the increased responsibilities expected.

- b)** A reduction in Advocate numbers for community safety to increase capability and role level within business safety and other areas.
- c)** A need to change the responsibilities of the original scope of the 4 remaining SMs in Public Safety, more toward a Business Safety focus.
- d)** A re-alignment of the locality manager role, which was deemed unsuccessful due to the delivery structure alteration referred to previously.
- e)** An introduction of an out of hours capability following both the Grenfell incident and the expectations of the HMICFRS report.
- f)** The introduction of a training function for the competency attainment across Public Safety and across the whole organisation for Community and Business Safety, to be aligned with the Operational Training and Organisational Development sections.
- g)** A temporary reduction in Public Safety Support Officers and direction of the associated funding to ICT to increase the speed of Public Safety ICT projects.
- h)** An increase across the Business Safety qualified establishment of half a post to support the current business safety position of being in business continuity due to lack of qualified staffing.
- i)** An increase in the level of competence for Business Safety inspectors, from a level 4 certificate to a level 4 diploma, giving more scope for delivery of Business Safety.
- j)** The introduction of a competence framework locally for Business Safety to include all levels of the organisation and provide the training required.
- k)** A governance model following the introduction of the district structure. A previous structure for governance which was well embedded became ineffective.

16. Prior to the Public Safety SRP, the staffing budget across safety recognised that 62% was apportioned to the traditionally viewed prevention side, with the SRP realising a 2% increase to this however, with some of the above changes being introduced this has now been revised to reflect a 54% prevention focus. It should be noted that this is purely in relation to staffing costs. A full review and restructure will consider the future funding costs and balance between prevention and protection leadership and delivery.

**STRATEGIC PLAN COMPATIBILITY** *(tick all that apply)*

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Value Our People       | <input checked="" type="checkbox"/> Responding Effectively   |
| <input checked="" type="checkbox"/> Support Delivery       | <input checked="" type="checkbox"/> Finance and Resources    |
| <input checked="" type="checkbox"/> Make Communities Safer | <input checked="" type="checkbox"/> Governance and Assurance |

**PLEDGE COMPATIBILITY** *(tick all that apply)*

- |  |   |
|--|---|
| <input type="checkbox"/> MIND Blue Light Time To Change Pledge | <input type="checkbox"/> White Ribbon Pledge  |
| <input type="checkbox"/> HeForShe Movement Pledge              | <input type="checkbox"/> Dying to Work Pledge |
| <input type="checkbox"/> Armed Forces Pledge                   |   |

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



17. The Public Safety Delivery Model, as proposed at the HFA meeting of March 2017, identified the financial savings, this is provided as appendix 2. The proposal has been achieved with some alterations as covered within the detail of this paper, the financial parameters continue to be met, with a current wage spend of £2,658k based upon the original 2016 costs.
18. Flexible resourcing within the agreed budget has been and continues to be, utilised to invest across Public Safety including:
  - Investment into the establishment of the Blue Light Brigade volunteers
  - Flexible contract introduction for service leavers with Business Safety competence
  - Investment into the progression of ICT projects within Public Safety
  - Recruitment of half a post extra for the delivery of Business Safety training
  - Training of operational crews to proactively engage with businesses in the community
  - Increase in competence for our inspectors, from Level 4 Certificate to Diploma
  - Investment in Station Manager competencies for Business Safety capabilities
19. Any further financial implications are being managed in line with this originally agreed budgetary position of the Public Safety SRP. The current total budget for public safety equates to £3.28m/year, adjusted from 2016 for inflation and inclusive of total budget with staffing costs.
20. Grant funding for protection has been announced, with the Home Office distributing £175k of additional funding for HFRS during 2020/21. This funding is allocated for FRS to deliver against the high-rise building risk review programme and to support the improvement in protection work. A new review will utilise this funding partly for the improvement of protection delivery across HFRS.
21. A further amount of funding has been identified through council tax precept increases and a new review and restructure approach will identify and utilise this increased funding position. This equates to an extra £8,248/year.

#### **LEGAL IMPLICATIONS**

22. Statute responsibilities are a significant focus of continued review work. HFRS continue to maintain legal obligations including delivery of the Regulatory Reform (Fire Safety) Order 2005 and the Fire and Rescue Services Act 2004.

#### **HUMAN RESOURCE IMPLICATIONS**

23. Any Human Resource implications during the lifespan of the Public Safety SRP have been managed within the structural changes noted in appendix 1 and in line with HR guidance.

#### **HEALTH AND SAFETY IMPLICATIONS**

24. No direct implications

#### **EQUALITY IMPACT ASSESSMENT**

**Equality Analysis Completed? (tick relevant box)**

☐ Yes

If you have ticked "Yes" please complete the comment boxes below providing details as follows:-

Summary of any Impacts Identified:	Key Mitigating Actions Proposed and Agreed:

☒ No

☐ N/A

If you have ticked "No" or "N/A" please complete the comment boxes below providing details of why an EA is not required/is outstanding:-

An equality analysis was conducted at the commencement of the Public Safety SRP with no adverse impacts identified.  
An EA will be a requirement for commencing a new review of Public Safety.

**CORPORATE RISK MANAGEMENT IMPLICATIONS****Risk Impact Assessment Completed? (tick relevant box)**

☐ Yes

If you have ticked "Yes" please complete the comment boxes below providing details as follows:-

Summary of any Impacts Identified:	Key Mitigating Actions Proposed and Agreed:

☒ No

☐ N/A

If you have ticked "No" or "N/A" please complete the comment boxes below providing details of why an RIA is not required/is outstanding:-

Risk management implications within the Public Safety SRP are managed within the current risk register process.

**COMMUNICATIONS ARISING**

25. An internal communication will be progressed once the current Public Safety SRP has been recorded as completed, with further communications necessary to commence a new period of review.

**CONSULTATION****Consultation Undertaken or Planned? (tick relevant box)**

☐ Yes

☒ Planned

If you have ticked "Yes" or "Planned" please complete the comment boxes below providing details as follows:-

Summary of any consultation:

Consultation will be a requirement of a new review, should the recommendation be approved. This paper has been consulted on with Service Delivery GMs

- ☐ No  
☐ N/A

If you have ticked "No" or "N/A" please complete the comment boxes below providing details of why consultation is not required/is outstanding:-

## COLLABORATION

**Opportunities for Collaboration?** *(Tick relevant box)*

- ☒ Yes  
☐ No

If you have ticked "Yes" please provide brief details in the box below and include a third party/parties, it would involve: -

Collaboration opportunities exist with Local Authority, Police and other partners. These opportunities have been a feature of the current SRP and will be a feature of a new review period.

## BACKGROUND PAPERS AVAILABLE FOR ACCESS

26. Functional review of Public Safety directorate, October 2016 – Director of Public Safety  
Interim Review of the Public Safety SRP, September 2019 – GM Steve Duffield  
Post Implementation Review of Public Safety SRP, HFA report June 2020, GM Steve Duffield

## RECOMMENDATIONS RESTATED

27. Members take assurance that HFRS continue to review Public Safety areas of business and the intention to apply all learning from significant influences in the lifespan of the SRP, to a new review period across Public Safety with alignment of terminology to that of NFCC, Prevention and Protection (previously known as Public Safety).

	NAME	
Officer Contact	GM Steve Duffield	07896 804933

Humberside Fire & Rescue Service  
Summergroves Way  
Kingston upon Hull  
Ref:  
Date:

## PUBLIC SAFETY REVIEW - Structural Changes Timeline

ID	Task Name	Start	Finish	Resource names	Progress
1	Implement Structural Changes	21-Feb-17	31-Mar-20	Director of Public Safety (DPS)	95%
2	Finalise New Role Job Descriptions	21-Feb-17	31-Dec-19	GM Duffield	100%
3	Re-submit All New Roles For Job Evaluation	06-Mar-17	04-Apr-17	GM Cunningham, GM Tharratt, DPS	100%
4	Appoint Temporary Inspectors	20-Mar-17	27-Mar-17	GM Cunningham, HR	100%
5	Appoint Temporary Advocates	20-Mar-17	31-Mar-17	GM Cunningham, HR	100%
6	Send Out Letters To Those At Risk	10-Apr-17	08-May-17	GM Tharratt, HR	100%
7	Review Management of Safeguarding	03-Apr-17	31-Dec-17	GM Cunningham, GM Tharratt, DPS	100%
8	Open EVR for Current Staff	10-Apr-17	30-Jun-17	HR Director, Director of Public Safety	100%
9	Appoint Locality Managers	17-Apr-17	30-Jun-17	GM Cunningham, GM Tharratt, DPS	100%
10	Appoint Community Supervisors	24-Apr-17	19-Jul-17	GM Cunningham, GM Tharratt	100%
11	Appoint Temporary EDC Staff	03-Apr-17	31-Jul-17	tGM Duffield, EDC Manager, DPS	100%
12	Integrate OIU Manager into P/S	03-Apr-17	31-Jul-17	GM Cunningham, GM Tharratt, DPS	100%
13	Integrate Comms Manager into P/S	20-Mar-17	30-Jun-17	Director of Public Safety	100%
14	Appoint PSSOs	24-Apr-17	31-Aug-17	GM Cunningham, GM Tharratt, tGM Duffield, Jo Mann	100%
15	Appoint Community Safety Advocates	15-May-17	31-Aug-17	Locality Managers, C/S Supervisors	100%
16	Review PSC Advisor Roles	01-May-17	01-Mar-18	GM Duffield	100%
17	Appoint PSSAs	12-Jun-17	01-Apr-17	C/S Supervisors, B/S Supervisors	100%
18	Consolidate New Intelligence Led Ways	03-Apr-17	31-Dec-19	GM Duffield, Jo Mann	100%
19	Phase Out Home Safety Technician Roles	29-Sep-17	29-Dec-17	GM Cunningham, GM Tharratt, HR	100%
20	Phase Out Existing Admin Support Roles	29-Sep-17	01-Apr-18	HR - Alison Veail & Neil Baker	100%
21	Consolidate New Communication Ways	03-Apr-17	31-Dec-20	GM Duffield	90%
22	Consolidate P/S Managerial/Supervision	01-Jan-18	31-Mar-18	Director of Public Safety, GM Cunningham	100%
23	Design full Competency Framework for Public Safety for all staff	01-Jan-18	31-Mar-20	GM Duffield	90%
24	Consolidate Ops Staff C/S Development	01-Nov-17	31-Mar-20	GM Duffield	75%
25	Upskill Operational Staff in B/S (Competency Framework)	01-Feb-18	31-Mar-20	B/S SMs	75%
26	Consolidate Ops Staff B/S Development	01-Nov-17	31-Mar-20	GM Duffield	25%
27	Upskill B/S Supervisors	01-May-17	31-Dec-18	SM Purchon, WM Hanson	100%
28	Upskill B/S Inspectors	01-May-17	31-Mar-20	SM Robson, WM Hanson	50%
29	Remove Community Safety WM Roles	02-Apr-18	28-Jun-19	GM Duffield, HR - Alison Veail & Neil Baker	100%
30	Remove Business Safety WM Roles	01-Jan-19	31-Mar-20	GM Duffield, HR - Alison Veail & Neil Baker	100%
31	Remove 2 x SM Roles	01-Jan-18	31-Dec-19	GM Duffield, HR - Alison Veail & Neil Baker	100%

Following significant events which have influenced the continuation of the Public Safety SRP (eg. Grenfell, HMICFRS and HFRS district structure changes), there has been a need to place some additional review activities onto the timeline as below.

32	Redirect original locality manager roles	01-Apr-19	31-Dec-19	GM Duffield	100%
33	Introduce Station Manager B/S competencies (out of hours)	01-Oct-19	31-Dec-20	GM Duffield	75%
34	Apply new NFCC competency framework to existing roles for B/S	01-Mar-20	31-Dec-20	GM Duffield	10%

	2016 Baseline Establishment		2020 Baseline Establishment		Savings
	Posts (FTE)	Budget	Posts (FTE)	Budget	
Totals	90.1	£2,967k	83	£2,783k	£184k
Current Actual			74.5	£2,658k	£309k



# Local Government Association Model Member Code of Conduct

# Introduction

The Local Government Association (LGA) is providing this Model Member Code of Conduct as part of its work on supporting the sector to continue to aspire to high standards of leadership and performance.

The role of councillor in all tiers of local government is a vital part of our country's system of democracy. In voting for a local councillor, the public is imbuing that person and position with their trust. As such, it is important that as councillors we can be held accountable and all adopt the behaviours and responsibilities associated with the role. The conduct of an individual councillor affects the reputation of all councillors. We want the role of councillor to be one that people aspire to and want to participate with. We want to continue to attract individuals from a range of backgrounds and circumstances who understand the responsibility they take on and are motivated to make a positive difference to their local communities.

All councils are required to have a local Member Code of Conduct. This Model Member Code of Conduct has been developed in consultation with the sector and is offered as a template for councils to adopt in whole and/or with local amendments. The LGA will undertake an annual review of the Code to ensure it continues to be fit-for-purpose, particularly with respect to advances in technology, social media and any relevant changes in legislation. The LGA can also offer support, training and mediation to councils and councillors on the application of the Code, whilst the National Association of Local Councils (NALC) and the county associations of local councils can offer advice and support to town and parish councils.

As a councillor we all represent local residents, work to develop better services and deliver local change. The public have high expectations of us and entrust us to represent everyone (in our ward/town/parish), taking decisions fairly, openly, transparently and with civility. Councillors should also be treated with civility by members of the public, other councillors and council employees. Members have both individual and collective responsibility to maintain these standards, support expected behaviour and challenge behaviour which falls below expectations. This Code, therefore, has been designed to protect our democratic role, encourage good conduct and safeguard the public's trust in local government.



**Councillor Izzi Seccombe OBE**  
Leader, LGA Conservative Group



**Councillor Nick Forbes CBE**  
Leader, LGA Labour Group



**Councillor Howard Sykes MBE**  
Leader, LGA Liberal Democrats Group



**Councillor Marianne Overton MBE**  
Leader, LGA independent Group



## Purpose

The purpose of this Code of Conduct is to assist councillors in modelling the behaviour that is expected of them, to provide a personal check and balance, and to set out the type of conduct against which appropriate action may be taken. It is also to protect yourself, the public, fellow councillors, council officers and the reputation of local government. It sets out the conduct expected of all members and a minimum set of obligations relating to conduct. The overarching aim is to create and maintain public confidence in the role of member and local government.

## Application of the Code

The Code of Conduct applies to you when you are acting [or claiming or giving the impression that you are acting]<sup>1</sup> in [public or in]<sup>2</sup> your capacity as a member or representative of your council, although you are expected to uphold high standards of conduct and show leadership at all times. The Code applies to all forms of member communication and interaction, including written, verbal, non-verbal, electronic and via social media, [including where you could be deemed to be representing your council or if there are potential implications for the council's reputation.] Model conduct and expectations is for guidance only, whereas the specific obligations set out instances where action will be taken.

## The seven principles of public life

Everyone in public office at all levels – ministers, civil servants, members, council officers – all who serve the public or deliver public services should uphold the seven principles of public life. This Code has been developed in line with these seven principles of public life, which are set out in appendix A.

## Model member conduct

In accordance with the public trust placed in me, on all occasions I will:

- act with integrity and honesty
- act lawfully
- treat all persons with civility; and
- lead by example and act in a way that secures public confidence in the office of councillor

In undertaking my role, I will:

- impartially exercise my responsibilities in the interests of the local community
- not improperly seek to confer an advantage, or disadvantage, on any person
- avoid conflicts of interest
- exercise reasonable care and diligence; and
- ensure that public resources are used prudently and in the public interest

## Specific obligations of general conduct

This section sets out the minimum requirements of member conduct. Guidance is included to help explain the reasons for the obligations and how they should be followed. These obligations must be observed in all situations where you act [or claim or give the impression that you are acting] as a councillor [or in public], including representing your council on official business and when using social media.

## Civility

- 1. Treating other councillors and members of the public with civility.**
- 2. Treating council employees, employees and representatives of partner organisations and those volunteering for the councils with civility and respecting the role that they play.**

Civility means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a councillor you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a civil manner. You should not subject individuals, groups of people or organisations to unreasonable or excessive personal attack.

In your contact with the public you should treat them courteously. Rude and offensive behaviour lowers the public's expectations and confidence in its elected representatives.

In return you have a right to expect courtesy from the public. If members of the public are being abusive, threatening or intimidatory you are entitled to close down any conversation in person or online, refer them to the council, any social media provider or if necessary, the police. This also applies to members, where action could then be taken under the Member Code of Conduct.

## Bullying and harassment

- 3. Not bullying or harassing any person.**

Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. The bullying might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and not always be obvious or noticed by others.

The Equality Act 2010 defines harassment as 'unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual'. The relevant protected characteristics are age, disability, gender reassignment, race, religion or belief, sex, and sexual orientation.

## Impartiality of officers of the council

- 4. Not compromising, or attempting to compromise, the impartiality of anyone who works for, or on behalf of, the council.**

Officers work for the council as a whole and must be politically neutral (unless they are political assistants). They should not be coerced or persuaded to act in a way that would undermine their neutrality. Although you can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

## Confidentiality and access to information

- 5. Not disclosing information given to me in confidence or disclosing information acquired by me which I believe is of a confidential nature, unless I have received the consent of a person authorised to give it or I am required by law to do so.**
- 6. Not preventing anyone getting information that they are entitled to by law.**

Local authorities must work openly and transparently, and their proceedings and

printed materials are open to the public except in certain circumstances. You should work on this basis but there will be times when it is required by law that discussions, documents and other information relating to or held by the council are treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

## Disrepute

### **7. Not bringing my role or council into disrepute.**

Behaviour that is considered dishonest and/or deceitful can bring your council into disrepute. As a member you have been entrusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on other councillors and/or your council.

## Your position

### **8. Not using, or attempting to use, my position improperly to the advantage or disadvantage of myself or anyone else.**

Your position as a member of the council provides you with certain opportunities, responsibilities and privileges. However, you should not take advantage of these opportunities to further private interests.

## Use of council resources and facilities

### **9. Not misusing council resources.**

You may be provided with resources and facilities by the council to assist you in carrying out your duties as a councillor. Examples include office support, stationery and equipment such as phones, and computers and transport. These are given

to you to help you carry out your role as a councillor more effectively and not to benefit you personally.

## Interests

### **10. Registering and declaring my interests.**

You need to register your interests so that the public, council employees and fellow members know which of your interests might give rise to a conflict of interest. The register is a document that can be consulted when (or before) an issue arises, and so allows others to know what interests you have, and whether they might give rise to a possible conflict of interest. The register also protects you. You are responsible for deciding whether or not you should declare an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise.

It is also important that the public know about any interest that might have to be declared by you or other members, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of local governance is maintained. Discuss the registering and declaration of interests with your Monitoring Officer/Town or Parish Clerk and more detail is set out in appendix B.

## Gifts and hospitality

### **11. Not accepting significant gifts or hospitality from persons seeking to acquire, develop or do business with the council or from persons who may apply to the council for any permission, licence or other significant advantage.**

### **12. Registering with the monitoring officer any gift or hospitality with an estimated value of at least £25 within 28 days of its receipt.**

You should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you

because you are a member. However, you do not need to register gifts and hospitality which are not related to your role as a member, such as Christmas gifts from your friends and family, or gifts which you do not accept. However, you may wish to notify your monitoring officer of any significant gifts you are offered but refuse which you think may have been offered to influence you.

Note – items in square brackets [x] refer to recommendations made by the Committee on Standards in Public Life and may be part of a future Government consultation. This includes possible future sanctions and appeals processes.

## Breaches of the Code of Conduct

Most councillors conduct themselves appropriately and in accordance with these standards. Members have both individual and collective responsibility to maintain these standards, support expected behaviour and challenge behaviour which falls below expectations.

Section 27 of the Localism Act 2011 requires relevant authorities to promote and maintain high standards of conduct by members and co-opted members of the authority. Each local authority must publish a code of conduct, and it must cover the registration of pecuniary interests, the role of an ‘independent person’ to advise on and investigate alleged breaches, and sanctions to be imposed on any councillors who breach the Code.

The 2011 Act also requires local authorities to have mechanisms in place to investigate allegations that a member has not complied with the Code of Conduct, and arrangements under which decisions on allegation may be made.

Failure to comply with the requirements to register or declare disclosable pecuniary interests is a criminal offence. Taking part in a meeting or voting, when prevented from doing so by a conflict caused by disclosable pecuniary interests, is also a criminal offence.

Political parties may have its own internal standards and resolution procedures in addition to the Member Code of Conduct that members should be aware of.

# Example

## LGA guidance and recommendations

### Internal resolution procedure

Councils should have in place an internal resolution procedure to address conduct that is in breach of the Member Code of Conduct. The internal resolution process should make it clear how allegations of breaches of the Code of Conduct are to be handled, including the role of an Independent Person, the appeals process and can also include a local standards committee. The internal resolution procedure should be proportionate, allow for members to appeal allegations and decisions, and allow for an escalating scale of intervention. The procedure should be voted on by the council as a whole.

In the case of a non-criminal breach of the Code, the following escalating approach can be undertaken.

If the breach is confirmed and of a serious nature, action can be automatically escalated.

1. an informal discussion with the monitoring officer or appropriate senior officer
2. an informal opportunity to speak with the affected party/ies
3. a written apology
4. mediation
5. peer support
6. requirement to attend relevant training
7. where of a serious nature, a bar on chairing advisory or special committees for up to two months
8. where of a serious nature, a bar on attending committees for up to two months.

Where serious misconduct affects an employee, a member may be barred from contact with that individual; or if it relates to a specific responsibility of the council, barred from participating in decisions or information relating to that responsibility.

## Endnotes

1. CSPL recommend that “Section 27(2) of the Localism Act 2011 should be amended to state that a local authority’s code of conduct applies to a member when they claim to act, or give the impression they are acting, in their capacity as a member or as a representative of the local authority”.
2. CSPL recommend that “councillors should be presumed to be acting in an official capacity in their public conduct, including statements on publicly accessible social media. Section 27(2) of the Localism Act 2011 should be amended to permit local authorities to presume so when deciding upon code of conduct breaches.”
3. Subject to footnotes 1 and 2 above
4. See CSPL website for further details [www.gov.uk/government/news/the-principles-of-public-life-25-years](http://www.gov.uk/government/news/the-principles-of-public-life-25-years)
5. ACAS’s definition of bullying

# Appendices

## Code Appendix A

The principles are :

### **Selflessness**

Holders of public office should act solely in terms of the public interest.

### **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.

### **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **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.

### **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.

### **Honesty**

Holders of public office should be truthful.

### **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.

## Code Appendix B

### **Registering interests**

1. Within 28 days of this Code of Conduct being adopted by the council or your election or appointment to office (where that is later) you must register with the Monitoring Officer the interests which fall within the categories set out in Table 1 (Disclosable Pecuniary Interests) and Table 2 (Other Registerable Interests).
2. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest in Table 1 or 2, or of any change to a registered interest, notify the Monitoring Officer.

### **Declaring interests**

3. Where a matter arises at a meeting which directly relates to an interest in Table 1, you must declare the interest, not participate in any discussion or vote on the matter and must not remain in the room unless granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
4. Where a matter arises at a meeting which directly relates to an interest in Table 2, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.



5. Where a matter arises at a meeting which directly relates to your financial interest or well-being (and is not a Disclosable Pecuniary Interest) or a financial interest or well-being of a relative or close associate, you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.
6. Where a matter arises at a meeting which affects –
  - a. your own financial interest or well-being;
  - b. a financial interest or well-being of a friend, relative, close associate; or
  - c. a body covered by table 1 below

you must disclose the interest.

7. Where the matter affects the financial interest or well-being to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest you must declare the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest', you do not have to declare the nature of the interest.



**Table 1: Disclosable Pecuniary Interests**

Subject	Description
<b>Employment, office, trade, profession or vocation</b>	Any employment, office, trade, profession or vocation carried on for profit or gain. [Any unpaid directorship.]
<b>Sponsorship</b>	Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her election expenses. This includes any payment or financial benefit from a trade union within the meaning of the <b>Trade Union and Labour Relations (Consolidation) Act 1992</b> .
<b>Contracts</b>	Any contract made between the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the council — (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
<b>Land and Property</b>	Any beneficial interest in land which is within the area of the council. ‘Land’ excludes an easement, servitude, interest or right in or over land which does not give the councillor or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.
<b>Licences</b>	Any licence (alone or jointly with others) to occupy land in the area of the council for a month or longer.
<b>Corporate tenancies</b>	Any tenancy where (to the councillor’s knowledge)— (a) the landlord is the council; and (b) the tenant is a body that the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.
<b>Securities</b>	Any beneficial interest in securities* of a body where— (a) that body (to the councillor’s knowledge) has a place of business or land in the area of the council; and (b) either— (i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor, or his/her spouse or civil partner or the person with whom the councillor is living as if they were spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

\*'director' includes a member of the committee of management of an industrial and provident society.

\*'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

**Table 2: Other Registerable Interests**

Any Body of which you are a member or in a position of general control or management and to which you are appointed or nominated by the council;	
Any Body—	(a) exercising functions of a public nature;
	(b) directed to charitable purposes; or
	(c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)
of which you are a member or in a position of general control or management.	





**Local Government Association**

18 Smith Square  
London SW1P 3HZ

Telephone 020 7664 3000

Fax 020 7664 3030

Email [info@local.gov.uk](mailto:info@local.gov.uk)

[www.local.gov.uk](http://www.local.gov.uk)

© Local Government Association, May 2020

For a copy in Braille, larger print or audio,  
please contact us on 020 7664 3000.  
We consider requests on an individual basis.

REF 11.197

## **LGA Consultation on Draft Model Member Code of Conduct**

Thank you for taking the time to complete this consultation. This Model Member Code of Conduct [[Model Member Code of Conduct.pdf](#)] aims to be concise, written in plain English and be understandable to members, officers and the public. The Model Member Code is designed to aid members in all tiers of local government model the behaviours and high standards that anyone would expect from a person holding public office. Equally, it articulates behaviour which falls below the standards that would be expected of council members. It is designed to help set a framework for public and councillor interaction, emphasising the importance of civility and that councillors should be protected from bullying, intimidation and abuse.

The LGA has reviewed the existing Model Member Code of Conduct and updated it here incorporating the recommendations from the Committee on Standard's in Public Life's recommendations on Local Government Ethical Standards and the representation from its membership. Part of the Committee's recommendations were the introduction of sanctions for breaches of the code, alongside an appeals process. This aspect is out of scope of this consultation, as it requires legislative changes by Government, but the LGA has sought to reflect some of the possible changes by using square brackets where legal changes would be necessary. The LGA is continuing to take soundings from the sector on the issue of sanctions in anticipation of a Government response to the Committee's recommendations.

This consultation addresses key areas that the LGA would like a view on to help finalise the Code. It is aimed at councillors and officers from all tiers of local government. If you would like a wider discussion about the code, please do sign up to one of the forthcoming Webinars the LGA are holding as part of this consultation. Details will be posted on our [LGA events website](#).

### **Instructions and privacy notice**

You can navigate through the questions using the buttons at the bottom of each page. Use the 'previous' button at the bottom of the page if you wish to amend your response to an earlier question.

All responses will be treated confidentially. Information will be aggregated, and no individual or authority will be identified in any publications without your consent. Identifiable information may be used internally within the LGA but will only be held and processed in accordance with our [privacy policy](#). We are undertaking this consultation to aid the legitimate interests of the LGA in supporting and representing authorities.

Please complete your response in one go - if you exit before submitting your response your answers may be lost. If you would like to see an overview of the questions before completing the consultation online, you can access a PDF [here](#).

## About you

Your name \_\_\_\_\_

### Are you...

- ☐ A councillor
- ☐ An officer
- ☐ Answering on behalf of a whole council (Please provide council name below)
- \_\_\_\_\_
- ☐ Other (please specify below)
- \_\_\_\_\_

### Please indicate your council type

- ☐ Community/Neighbourhood/Parish/Town
- ☐ District/Borough
- ☐ County
- ☐ Metropolitan/Unitary/London Borough
- ☐ Other (please specify below)
- \_\_\_\_\_

### Application of the Code

Under the Localism Act 2012, the Code of Conduct applies to councillors only when they are acting in their capacity as a member. The LGA believes that because councillors are elected by the public and widely recognised by the public, it makes sense for them to continue to model these behaviours when they are making public comment, are identifying as a councillor and when it would be reasonable for the public to identify them as acting or speaking as a councillor. The Committee on Standards in Public Life supported this approach in their report into Local Government Ethical Standards. Whilst the LGA is waiting for Government's response to these recommendations the option has been added in square brackets as it would need changes in legislation.

**Q1. To what extent do you support the proposal that councillors demonstrate the behaviours set out in the Code when they are publicly acting as, identifying as, and/or giving the impression that they are acting as a councillor, including when representing their council on official business and when using social media?**

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all
- ☐ Don't know/prefer not to say

**Q1a. If you would like to elaborate on your answer please do so here:**

---

---

---

**Q2. Is it sufficiently clear which parts of the Model Code are legal requirements, which are obligations, and which are guidance?**

- ☐ Yes
- ☐ No
- ☐ Don't know

**Q3. Do you prefer the use of the personal tense, as used in the Code, or would you prefer the passive tense?**

- ☐ Personal tense ("I will")
- ☐ Passive tense ("Councillors should")
- ☐ No preference

### **Specific obligations**

The Code lists 12 specific obligations – these set out a minimum standard councillors are asked to adhere to.

Each obligation or group of obligations is put into a wider context to explain why that particular obligation is important.

**Q4. To what extent to you support the 12 specific obligations?**

	To a great extent	To a moderate extent	To a small extent	Not at all	Don't know / Prefer not to say
1. Treating other councillors and members of the public with civility.					
2. Treating council employees, employees and representatives of partner organisations and those volunteering for the councils with civility and respecting the role that they play.					
3. Not bullying or harassing any person.					
4. Not compromising, or attempting to compromise, the impartiality of anyone who works for, or on behalf of, the council.					
5. Not disclosing information given to me in confidence or disclosing information acquired by me which I believe is of a confidential nature, unless I have received the consent of a person authorised to give it or I am required by law to do so.					
6. Not preventing anyone getting information that they are entitled to by law.					
7. Not bringing my role or council into disrepute.					
8. Not using, or attempting to use, my position improperly to the advantage or disadvantage of myself or anyone else.					



9. Not misusing council resources.					
10. Registering and declaring my interests.					
11. Not accepting significant gifts or hospitality from persons seeking to acquire, develop or do business with the council or from persons who may apply to the council for any permission, licence or other significant advantage.					
12. Registering with the monitoring officer any gift or hospitality with an estimated value of at least £25 within 28 days of its receipt.					

**Q5. If you would like to propose additional or alternative obligations, or would like to provide more comment on a specific obligation, please do so here:**

---



---



---



---



---

**Q6. Would you prefer to see the obligations as a long list followed by the guidance, or as it is set out in the current draft, with the guidance after each obligation?**

- ☐ As a list
- ☐ Each specific obligation followed by its relevant guidance
- ☐ No preference

**Q7. To what extent to you think the concept of 'acting with civility' is sufficiently clear?**

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all
- ☐ Don't know/prefer not to say

**Q7a. If you would like to suggest an alternative phrase that captures the same meaning, or would like to provide a comment on this concept, please do so here:**

---

---

---

---

---

**Q8. To what extent do you think the concept of 'bringing the council into disrepute' is sufficiently clear?**

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all
- ☐ Don't know/prefer not to say

**Q8a. If you would like to suggest an alternative phrase that captures the same meaning, or would like to provide a comment on this concept, please do so here:**

---

---

---

---

---

**Q9. To what extent do you support the definition of bullying and harassment used in the code in a local government context?**

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all
- ☐ Don't know/prefer not to say

**Q9a. If there are other definitions you would like to recommend, please provide them here.**

---

---

---

---

---

**Q10. Is there sufficient reference to the use of social media?**

- ☐ Yes
- ☐ No
- ☐ Don't know/prefer not to say

**Q10a. Should social media be covered in a separate code or integrated into the overall code of conduct?**

- ☐ Separate code
- ☐ Integrated into the code
- ☐ Don't know/prefer not to say

**Q10b. If you would like to make any comments or suggestions in relation to how the use of social media is covered in the code please do so here:**

---

---

---

---

---

## Registration and declarations of interests

The law at present requires, as a minimum, registration and declaration of 'Disclosable Pecuniary Interests' - that is matters which directly relate to the councillor and their partner if applicable.

The LGA is proposing that all councillors are required to declare interests where matters also relate to or affect other family members or associates. The LGA has broadened the requirement to declare interests beyond this current statutory minimum in line with a recommendation from the Committee on Standards in Public Life. These specific provisions are set out in **Appendix B** of the Code.

**Q11. To what extent to you support the code going beyond the current requirement to declare interests of the councillor and their partner?**

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all
- ☐ Don't know/prefer not to say

**Q11a. If you would like to elaborate on your answer please do so here:**

---

---

---

---

---

**Q12. Should the requirement to declare interests be in the main body of the code or in the appendix where the draft model code currently references it?**

- ☐ In the main body of the code
- ☐ In the appendix
- ☐ Other (please specify below)
- ☐ Don't know/prefer not to say

**Q12a.** If you would like to make any comments or suggestions in relation to how the requirement to declare interests is covered in the code please do so here:

---

---

---

---

---

It is also suggested that more outside interests should be registered than is the current statutory minimum. These are set out in **Table 2 of the Appendix** and are designed to demonstrate to the community transparency about other bodies with which the councillor is engaged.

**Q13. To what extent do you support the inclusion of these additional categories for registration?**

	To a great extent	To a moderate extent	To a small extent	Not at all	Don't know / Prefer not to say
Any organisation, association, society or party of which you are a member or in a position of general control or management and to which you are appointed or nominated by the council					
Any organisation, association, society or party that exercises functions of a public nature of which you are a member or in a position of general control or management					
Any organisation, association, society or party directed to charitable purposes					
Any organisation, association, society or party of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)					

**Q13a.** If you would like to propose additional or alternative **categories** for registration, please provide them here:

---

---

---

---

---

**Q14. To what extent to you support the proposed requirement that councillors do not accept significant gifts as set out in Obligation 11?**

- ☐ To a great extent
- ☐ To a moderate extent
- ☐ To a small extent
- ☐ Not at all
- ☐ Don't know/prefer not to say

Q14a. If you would like to elaborate on your answer please do so here:

---

---

---

---

---

**Q15. The draft code proposes £25 as the threshold for registering gifts and hospitality. Is this an appropriate threshold?**

- ☐ Yes
- ☐ Yes, but the amount should be reviewed annually with the code's review
- ☐ No, it should be lower (please specify amount) \_\_\_\_\_
- ☐ No, it should be higher (please specify amount) \_\_\_\_\_
- ☐ Don't know/prefer not to say

**Q16. The LGA will be producing accompanying guidance to the code. Which of the following types of guidance would you find most useful? Please rank 1-5, with 1 being the most useful.**

- \_\_\_\_\_ Regularly updated examples of case law
- \_\_\_\_\_ Explanatory guidance on the code
- \_\_\_\_\_ Case studies and examples of good practice
- \_\_\_\_\_ Supplementary guidance that focuses on specific areas, e.g., social media
- \_\_\_\_\_ Improvement support materials, such as training and e-learning packages

**Q16a. If you would like to suggest any other accompanying guidance please do so here:**

---

---

---

---

---

**Q17. If you would like to make any further comments about the code please do so here:**

---

---

---

---

---

Once you press the 'Submit' button below, you will have completed your response.

Many thanks for taking the time to respond to this consultation. You are in control of any personal data that you have provided to us in your response. You can contact us at all times to have your information changed or deleted. You can find our full privacy policy here: [click here to see our privacy policy](#)

For information only - Do not complete





**Governance, Audit and Scrutiny Committee  
13 July 2020**

**Report by the Monitoring  
Officer/Secretary**

## **GAS COMMITTEE SCRUTINY PROGRAMME 2020/21**

### **REPORT EXECUTIVE SUMMARY**

This paper summarises the Governance, Audit and Scrutiny Committee's Scrutiny Programme 2020/21. Each year, the Committee will programme four specific, defined scrutiny items complete with scopes in order that relevant officers can focus their reports. Appendix 1 to this report will serve as a point of reference for report-writers and as a 'living document' during the year for the Committee as it considers the scopes for its scrutiny items.

## RECOMMENDATIONS

1. That Members consider and approve the Scrutiny Programme 2020/21.

## PUBLIC SCRUTINY PROCESS

2. Public scrutiny is a corporate process undertaken by the GAS Committee, appointed by the Fire Authority for its breadth of professional experience.
3. Four areas for scrutiny were identified by the Committee for its 2020/21 programme:
  - Effectiveness of the protection Risk-Based Targeting Strategy
  - Development and Delivery Plans to Support the Health and Wellbeing of Staff
  - Safety Protection - Engagement with the Commercial/Business Community
  - Diversity and Recruitment - Progress and Plans

## STRATEGIC PLAN COMPATIBILITY

6. This paper supports the achievement of Strategic Plan 2018/21 through the provision of independent scrutiny of activity.

## FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

7. Independent scrutiny contributes towards efficiency review activity.

## LEGAL IMPLICATIONS

8. None directly arising.

## EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

9. None directly arising.

## CORPORATE RISK MANAGEMENT IMPLICATIONS

10. Scrutiny of performance provides an assurance that arising risks are being mitigated.

## HEALTH AND SAFETY IMPLICATIONS

11. None directly arising.

## COMMUNICATION ACTIONS ARISING

12. GAS Committee papers are publicly available via the HFRS Website.

## DETAILS OF CONSULTATION AND/OR COLLABORATION


13. SLT regarding scrutiny topics.

## RECOMMENDATIONS RESTATED

14. That Members consider and approve the Scrutiny Programme 2020/21.

**S CAMPBELL  
M BUCKLEY**

Officer Contact: Samm Campbell  
Committee Manager

 01482 393205

Mathew Buckley  
Secretary/Monitoring Officer

☎ 01482 567174

Humberside Fire & Rescue Service  
Summergroves Way  
Kingston upon Hull

SC  
July 2020



<b>GAS Committee Scrutiny Programme 2020/21</b>			
<b>Meeting Date</b>	<b>Responsible Officer</b>	<b>Item and Scope</b>	<b>Follow-up</b>
7 September 2020	<b>Steve Topham</b>	<b>Effectiveness of the Protection Risk-Based Targeting Strategy.</b> <ul style="list-style-type: none"> <li>• How is public protection activity targeted according to risk and intelligence?</li> <li>• What systems does the Service use to undertake its risk-based targeting activities?</li> <li>• How does the Service gather the intelligence necessary to target intervention effectively?</li> <li>• How does the Service respond to referrals for intervention that would not necessarily result in action according to the Risk-Based Targeting Strategy?</li> <li>• What impact has COVID-19 had on the Risk-Based Targeting Strategy?</li> </ul>	
16 November 2020	<b>Miriam Heppell</b>	<b>Development and Delivery Plans to Support the Health and Wellbeing of Staff</b> <ul style="list-style-type: none"> <li>• How have matters improved since the Service's previous HMICFRS inspection?</li> <li>• What support has the Service put in place for staff in the light of the significant challenges posed by COVID-19?</li> </ul>	
25 January 2021	<b>Steve Topham</b>	<b>Safety Protection - Engagement with the Commercial/Business Community</b> <ul style="list-style-type: none"> <li>• What has the Service changed about the way it prioritises its engagement with the commercial/business sector in the light of the previous HMICFRS inspection?</li> <li>• How has the Grenfell Tower Inquiry affected the Service's business safety work?</li> </ul>	

12 April 2021	<b>Miriam Heppell</b>	<b>Diversity and Recruitment - Progress and Plans</b> <ul style="list-style-type: none"> <li>• How diverse is the Service's workforce currently?</li> <li>• Does this reflect the level of diversity in the local population?</li> <li>• How does the level of diversity compare at different levels within the organisation?</li> <li>• How can the Service increase the diversity of its workforce?</li> <li>• Update on training, promotion and development (Minute 62/19 refers).</li> </ul>	
---------------	-----------------------	--	--