

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.go.uk Tel. Direct: (01482) 393205 Date: 28 August 2020
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Dear Member

I hereby give you notice that in accordance with The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, a **REMOTE MEETING** of the **GOVERNANCE, AUDIT AND SCRUTINY COMMITTEE** will be held on **MONDAY, 7 SEPTEMBER at 10.00AM**.

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

Meeting ID: 993 5577 8393

Password: 311665

Or telephone +44 203 901 7895 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, 7 September 2020, 10.00AM

Business	Page Number	Lead	Primary Action Requested
<u>Procedural</u>			
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

Business	Page Number	Lead	Primary Action Requested
3. Minutes of the meeting of 13 July 2020	(pages 1 - 5)	Chairperson	To approve
4. Matters arising from the Minutes, other than on the Agenda	-	Chairperson	To raise
<u>Governance</u>			
5. Update: Matters Arising/ Feedback from Fire Authority	verbal	Chairperson and Monitoring Officer/ Secretary	To consider and make any recommendations to the HFA
<u>Audit</u>			
6. External Audit Progress Update	verbal	External Audit (Mazars)	To consider and make any recommendations to the HFA
7. Internal Audit Progress Update	(pages 7 - 10)	Internal Audit (TIAA)	To consider and make any recommendations to the HFA
<u>Performance, Risk and Programme Management</u>			
8. HSE Q1	(pages 11 - 21)	Director of Service Improvement and Director of People and Development	To consider and make any recommendations to the HFA
9. Performance Reporting Update	(pages 22 - 24)	Director of Service Improvement	To consider and make any recommendations to the HFA
10. Operational Assurance Q1	(pages 25 - 42)	Director of Service Improvement	To consider and make any recommendations to the HFA
11. Absence Management Q1	(pages 43 - 48)	Director of People and Development	To consider and make any recommendations to the HFA
12. Management Accounts Period Ending 30 June 2020	(pages 49 - 58)	Head of Finance	To consider and make any recommendations to the HFA
13. Annual Update Report on the Declaration and Registration of Interests by Members	verbal	Monitoring Officer/Secretary	To consider and make any recommendations to the HFA
14. Customer Service Excellence	(pages 59 - 73)	Director of Service Improvement	To consider and make any recommendations to the HFA

Business	Page Number	Lead	Primary Action Requested
15. HMICFRS Inspection Update	verbal	Director of Service Improvement	To consider and make any recommendations to the HFA
<u>Scrutiny Programme</u>			
16. Effectiveness of the Protection Risk-Based Targeting Strategy	(pages 74 - 97)	Director of Service Delivery Support	To consider and make any recommendations to the HFA
17. GAS Committee Scrutiny Programme 2020/21	(pages 98 - 102)	Monitoring Officer/Secretary	To approve
17.1 Update in relation to the Emergency Medical Response Cost Recovery Model (Scrutiny Programme 2019/20)	verbal	Director of Service Delivery	To consider and make any recommendations to the HFA
18. Any Other Business	-	All Members	To raise

Humberside Fire Authority (the "Authority") uses third-party video conferencing platforms in order to facilitate remote meetings, seminars and webinars. The Authority uses a variety of platforms including Zoom and Microsoft Teams. These products are external, third-party platforms and, as such, security cannot be assured. The Authority does not directly host these platforms nor does it exercise control over their infrastructure or privacy protocols. It is the responsibility of the participant to be aware of the risks involved in using these, or similar platforms, and to satisfy themselves that the security of any platform they elect to use is sufficient for their needs. Each participant should read the relevant privacy policy of the platform provider and should exercise adequate caution, including using appropriate anti-virus/malware/spyware software and device encryption.

The Authority does not accept responsibility or liability for any damage caused or loss suffered howsoever arising out of the use of external video conferencing platforms. In using these platforms, the participants acknowledge that they are aware of, and accept, any risk associated with their use.

HUMBERSIDE FIRE AUTHORITY
GOVERNANCE, AUDIT AND SCRUTINY COMMITTEE

13 JULY 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, Sam Campbell - Committee Manager, Gavin Barker - External Audit (Mazars), Ross Woodley - External Audit (Mazars) and Andrew McCulloch - Internal Audit (TIAA) were also present.

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

PROCEDURAL

44/20 APOLOGIES FOR ABSENCE - There were no apologies for absence.

45/20 DECLARATIONS OF INTEREST - There were no declarations of interest.

46/20 MINUTES - *Resolved* - That the minutes of the meeting of the Committee held on 15 June 2020 be confirmed as a correct record.

47/20 MATTERS ARISING FROM THE MINUTES, OTHER THAN ON THE AGENDA - There were no matters arising.

GOVERNANCE

48/20 UPDATE: MATTERS ARISING/FEEDBACK FROM FIRE AUTHORITY - The Monitoring Officer/Secretary provided feedback on items considered by the Fire Authority at its meeting of 26 June 2020.

Resolved - That the update be received.

Audit

48/20 EXTERNAL AUDIT UPDATE - Gavin Barker and Ross Woodley (Mazars) presented the draft Audit Completion Report for 2019/20.

The draft Audit Completion Report 2019/20 had been circulated to the Committee prior to the meeting. 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 had adhered to the original date for submission of the audited accounts by 31 July 2020. It had been the intention both organisations to submit the final Audit Completion Report to the meeting of the Fire Authority due to be held on 24 July 2020. However, the audit of the Pension Fund Account had been delayed until the end of August 2020, meaning that, while the Authority would still be able to approve its audited accounts, Mazars' final audit opinion could not yet be signed off. Additionally, the Audit Certificate would not be issued until all audit work had been completed, including the Whole of Government Accounts, the submission date for which had been moved back by the National Audit Office. Auditors were awaiting instruction from the National Audit Office.

Despite the challenges presented by COVID-19 and the extra work undertaken during the year, Mazars and Humberside Fire and Rescue Service were pleased to have been able, for the most part, to abide by the original plan for completion of external audit in 2019/20.

While the Pension Fund Account was yet to be audited fully, there were no significant issues to date. Along with property, plant and equipment, pensions represented one of the most significant risks to all fire and rescue services and was, therefore, subject to annual audit. No concerns had been highlighted in the value for money conclusion.

A Member noted that the Committee's name was incorrectly cited within the report and Mazars agreed to amend this prior to submitting the report to the Fire Authority at its meeting due to be held on 24 July 2020.

Resolved - That the draft report be received.

49/20 INTERNAL AUDIT UPDATE - Andrew McCulloch (TIAA) presented a report summarising progress in relation to the internal audit.

TIAA had completed all possible audit activity to date, but some scheduled activity had been delayed due to COVID-19. All but one of the remaining audit activities were scheduled and would take place during August and September 2020.

A Member queried whether a management response had been received in relation to TIAA's 'priority 1' recommendation concerning transmission of data to East Riding of Yorkshire Council's Payroll Department. The Committee was assured that this recommendation had been addressed during the intervening time.

A Member noted that TIAA had assessed the Service's key financial controls, offering a judgement of 'limited assurance'. TIAA would follow up its assessment with the authority at the first available opportunity and agreed to update the Committee at a future meeting.

Resolved - a) That the update report be received, and
b) that the Committee be updated in relation to TIAA's assessment of key financial controls at a future meeting.

50/20 AUDITED ANNUAL STATEMENT OF ACCOUNTS 2019/20 - The Head of Finance presented a report summarising the Annual Statement of Accounts for 2019/20.

The Annual Statement of Accounts had been circulated to the Committee prior to the meeting. While the final audited version of the accounts was yet to be published, the version received by the Committee was, barring a minor amendment concerning emolument, the version due to be submitted to the Fire Authority for its approval on 24 July 2020.

Resolved - That the Annual Statement of Accounts 2019/20 be received.

PERFORMANCE, RISK AND PROGRAMME MANAGEMENT

51/20 DRAFT ANNUAL PERFORMANCE REPORT 2019/20 - The Director of Service Improvement submitted a report summarising the Service's performance during 2019/20.

This report represented the culmination of the quarterly reports received by the Committee in relation to both operational and staffing performance (including absence management). For the 2019/20 report, the Service had increased the use of infographics in

order to simplify the associated data to make it more accessible to members of the public. The following points were highlighted:

- Automatic fire alarm activations in non-domestic premises had decreased since 2018/19.
- Accidental dwelling fires had decreased, but those of high severity had increased by one.
- The number of fatalities resulting from accidental dwelling fires had increased from one in 2018/19 to two in 2019/20. The Service's target in relation to this would always be zero.
- The Service's protection activity had increased which had resulted in an increase in notices issued.
- The percentage of dwelling fires receiving a mobilisation within 90 seconds of an emergency call (85.71 percent) was higher than the Service's target (75 percent), but lower than the percentage achieved in 2018/19 (89.47).
- The Service had not met its targets in relation to the use of gas and electricity due to remaining inefficiencies in some of its systems, but it had exceeded its target in relation to diesel and water usage. In addition, the Service was in the process of reviewing its fleet (not including fire appliances) and examining the prospect of leasing hybrid vehicles.
- Short-term staff absence rates had decreased, but the average number of days absent from work per employee had increase from 6.83 in 2018/19 to 8.24 in 2019/20 due to an increase in the number of long-term absences.

A Member noted the Service was satisfied that it had met some targets despite not exceeding the previous year's performance, citing the example of first engine response to dwelling fires and road traffic collisions. While the target of 90 percent had been exceeded, 2019/20's percentage had been 96.86 compared to 2018/19's 97.95.

A Member queried the use of smiling and sad faces in relation to some measures but not others. The Service had used faces to indicate satisfaction or dissatisfaction with different performance measures, but used text where faces would not be appropriate. As a result, the Committee suggested that the system be reviewed and replaced with, for example, a traffic light system.

A Member asked why there was a disparity in the Service's performance in Hull and North East Lincolnshire compared to North Lincolnshire and East Riding of Yorkshire. Both North Lincolnshire and East Riding of Yorkshire contained rural, low-population areas primarily served by on-call stations, which led to two issues: distances for appliances to travel to reach incidents and the recruitment of on-call firefighters. The Service would continue to work to recruit on-call firefighters in these areas.

Resolved - a) That the report be received and commended for its clarity and simplicity, and

b) that the report be revised, taking into account the Committee's suggested amendments, prior to its receipt by the Fire Authority on 24 July 2020.

52/20 ANNUAL STATEMENT OF ASSURANCE - The Director of Service Improvement submitted a report summarising the Annual Statement of Assurance.

Resolved - That the report be received.

53/20 THE PUBLIC SAFETY REDESIGN PROGRAMME (SRP) 2017-20 - POST IMPLEMENTATION REVIEW - The Director of Service Delivery Support submitted a report summarising the impact of the Public Safety Service Redesign Programme.

The Public Safety SRP had been established in 2017 and had been a significant piece of work in improving the Service. The SRP had arrived at nine recommendations, resulting in outcomes including the restructure of the organisation. The SRP's progress and outcomes were affected by some highly important events including the Grenfell Tower Tragedy and, more recently, the COVID-19 pandemic. The Service was in the process of developing a new SRP, recognising that it would need to continue to change, adapt and improve.

Resolved - That the report be received.

54/20 LGA CONSULTATION ON DRAFT CODE OF CONDUCT - The Monitoring Officer/Secretary submitted the Local Government Association's consultation on its draft code of conduct.

Every fire authority in the country had adopted a code of conduct, but there was no national requirement in terms of their contents. A number of model codes of conduct existed and the LGA's draft had been written to replace its own existing code which, it considered, was no longer fit for purpose. While there would be no requirement to adopt the LGA's model code of conduct, it aimed to represent a gold standard in terms of content.

Resolved - That the Committee respond to the consultation collectively through Mandy Tomlinson.

55/20 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 second round of inspections was due to commence in 2021 and would likely be preceded by a series of thematic inspections focussing on COVID-19. It was expected that the Home Office would commission these inspections based on the existing three areas of assessment, but that reports would be narrative rather than graded. It was also expected that the second annual State of Fire and Rescue Report would focus on these thematic inspections and build on the recommendations of the previous year's report.

The Service's designated inspector had left HMICFRS and a replacement was expected to have been recruited by September 2020. The Service continued to correspond regularly with designated liaison officer at HMICFRS, Davinder Johal.

The Service Improvement Plan, which had been developed following the Service's previous inspection by HMICFRS, continued to operate and the Committee had used the Plan to inform its Scrutiny Programme 2020/21.

Resolved - That the update be received.

SCRUTINY PROGRAMME

56/20 GAS COMMITTEE SCRUTINY PROGRAMME 2020/21 - The Committee Manager submitted a report summarising the Committee's Scrutiny Programme 2020/21.

Resolved - That the Scrutiny Programme 2020/21 be approved subject to the addition of scoping questions agreed by the Committee.

57/20 ANY OTHER BUSINESS -

58/20 ACTION SCHEDULE - *Resolved* - That the Committee receive an action schedule tracking its recommendations at future meetings.

59/20 TRAINING - The Committee was due to receive a training session from Professor John Cade of Birmingham University on 5 August 2020 at the Service's Headquarters.

60/20 COUNCIL TAX COLLECTION - The Committee was keen to ensure that council tax collection rates were monitored in the light of the expected decline resulting from COVID-19. The Committee was informed that this information was routinely reported to the Fire Authority.

61/20 MEMBER DAYS - *Resolved* - That the quality of recent Member Days be commended.

Meeting closed at 11.20 am.

Date	Item	Minute	Resolution	Responsible	Brief summary of outcome
13 July 2020	Internal Audit Update	49/20	Resolved - b) that the Committee be updated in relation to TIAA's assessment of key financial controls at a future meeting.	TIAA	
13 July 2020	Draft Annual Performance Report 2019/20	51/20	Resolved - b) that the report be revised, taking into account the Committee's suggested amendments, prior to its receipt by the Fire Authority on 24 July 2020.	Director of Service Improvement	
13 July 2020	LGA Consultation on Draft Code of Conduct	54/20	Resolved - That the Committee respond to the consultation collectively through Mandy Tomlinson.	Mandy Tomlinson	
13 July 2020	GAS Committee Scrutiny Programme 2020/21	56/20	Resolved - That the Scrutiny Programme 2020/21 be approved subject to the addition of scoping questions agreed by the Committee.	Committee Manager	Scrutiny Programme updated.
13 July 2020	AOB - Action Schedule	58/20	Resolved - That the Committee receive an action schedule tracking its recommendations at future meetings.	Committee Manager	Action schedule created.

Humberside Fire and Rescue Service

Summary Internal Controls Assurance (SICA) Report

2020/21

GAS Committee 7th September 2020

August 2020

Introduction

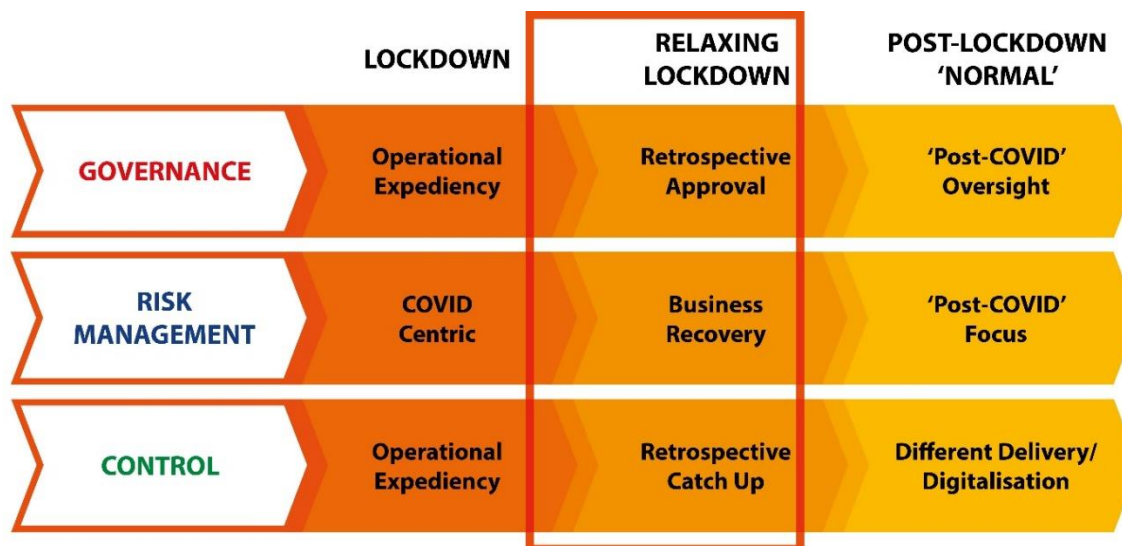
1. This summary report provides the GAS Committee with an update on the progress of our work at Humberside Fire and Rescue Service as at 24th August 2020.

Progress against the 20/21 Annual Plan

2. Our progress against the Annual Plan for 2020-21 is set out in Appendix A.

Emerging Governance, Risk and Internal Control Related Issues

3. COVID 19 is the most significant recent event to impact both strategically and operationally upon modern day Governance, Risk and Internal Control arrangements. There will be a number of phases in relation to the move through the pandemic and each phase has different implications for the Governance, Risk and Internal Control arrangements. Based upon the information garnered from our work at number of clients some of the potential strategic impacts for 2020/21 are summarised below. A key consideration is that there is unlikely to be a precise timeline when the organisation moves from one phase to the next and also there will be a consequential timelag as the organisation adapts and adopts new ways of operating.



Audits Completed since the last report to Committee

4. There have been no audits from the 2020/21 annual plan finalised since the previous meeting of the GAS Committee.

Changes to the Annual Plan 2020/21

5. There are no changes proposed to the Annual Plan at this time

Frauds/Irregularities

6. We have not been advised of any frauds or irregularities in the period since the last progress report was issued.

Progress actioning priority 1 recommendations

7. We have made no Priority 1 recommendations (i.e. fundamental control issues on which action should be taken immediately) since the previous Progress Report.

Other Matters

8. We have issued the following briefing notes since the last GAS Committee:

- CBN_20006: Cyber Threats using the COVID-19 Pandemic

Responsibility/Disclaimer

9. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. The matters raised in this report not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.

Progress against the Annual Plan for 2020/21

System	Planned Quarter	Days	Current Status	Comments
Health & Safety	1	6	Draft Report Issued 30/07/20	
Business Safety	1	6	Start Date: 21/09/20	
Performance Management	2	4	Draft Report Issued 11/08/20	
Arson Prevention	2	4	Start Date: 28/09/20	
Workforce Planning	2	6	Start Date: tbc	
Key Financial Controls	3	9	Start Date: tbc	
ICT Cyber Security	3	4	Start Date: tbc	
HR - Absence Management	3	6	Start Date: tbc	
Risk Management Business Continuity Staff Shortages	4	4	Start Date: tbc	
National Operational Guidance (NOG)	4	6	Start Date: tbc	
Follow-up	4	3	Start Date: tbc	
Annual Planning	4	2		
Annual Report for 2020/21	4	1		

KEY:

	=	To be commenced
	=	Site work commenced
	=	Draft report issued
	=	Final report issued

**Governance, Audit and Scrutiny Committee
2020**

**Report by the Director of Service
Improvement**

HEALTH, SAFETY AND ENVIRONMENT QUARTERLY REPORT 1st QUARTER 2020/2021

April – June 2020

REPORT EXECUTIVE SUMMARY

This is the 1st Quarter 2020/21 report on Health, Safety and Environment. Appendix 1 provides a summary of the statistical data.

During the reporting period the Service went through the peak of the global Covid-19 pandemic. This reduced Service-wide activity in all sections which has led to a reduction in reported health and safety events. There were 14 accidents recorded (Figs 1 & 2) that resulted in some form of personal injury compared to 22 for the same period last year. This is a decrease of just over 36%. It is also significantly below the three-year rolling average of 20 for quarter one. It is the lowest number of reported injuries or ill-health for quarter one in the last three years (Fig 3) although this should be taken in context of the Service operating in an exceptional environment where activity was reduced.

Due to the make-up of the workforce, most of the injuries or ill-health episodes, 71%, were sustained by full-time firefighters. This is representative of our employees and the more hazardous nature of the activities carried out by operational staff. It also reflects the essential work that service delivery and operational training both maintained throughout the pandemic.

As can be seen from the three-year rolling average (Fig 3), the long-term accident trend continues to fall. Accidents relating to activity on the fire ground make up the highest number of the total injuries reported which is an increase (up from 1 to 6) from the previous year. However, these accidents are not directly related to fire. Positively, training activity accidents have significantly reduced by 88% compared to the same quarter last year. Injuries arising from routine activities and special services have also reduced but not significantly. There have been no reported injuries this quarter relating to physical training or RTC activities.

Though there has been a move to more remote training in some areas due to Covid-19. The reduction of incidents in this area is welcomed and reflects the increased health and safety awareness of the central training team and the work they have put in to improve safety measures on courses whilst maintaining competence.

Near miss reporting has decreased by over 50% but at 15 for the quarter it is still higher than the number of reported accidents (14), which in itself is a positive indicator of a proactive and responsible safety culture. Even though the Service has seen a significant amount of staff working from home during this quarter, it is positive to note that staff are still identifying concerns and raising them.

RECOMMENDATIONS

1. That the Committee considers this report and makes any recommendations to the Fire Authority as necessary.

BACKGROUND

2. Four of the reported injuries during this quarter occurred during the protracted cross-border incident at Hatfield Moor. There was no common theme to these injuries and nothing that could be directly attributable to the overall operational response.
3. Reported injuries and illness during fire ground activities have increased this quarter. Of these injuries, two were caused when the individuals slipped, tripped or fell on the same level. Both these occurrences happened whilst the individuals were traversing uneven ground at operational incidents. Another two were low level and recorded as insect bites whilst at a moor fire.
4. All other categories of reported accidents or ill-health saw a reduction in comparison to the same quarter last year. Whilst this is welcomed by the Health, Safety and Environment section, it is recognised that the Service has been conducting less activities and a large proportion of staff have been working from home during the Covid-19 pandemic. The section aims to build on this reduction into the next quarter.
5. The decrease in accidents related to “exposed to fire or heat” is positive. This shows a change within the training department towards an even more proactive safety culture within the department, where effective safety measures are implemented during realistic breathing apparatus training (BA).
6. Two of the four occurrences in relation to “slip, trip or fell on the same level” occurred at operational incidents’ the other two occurred due to poor housekeeping in the workplace, one during a deployment to a South Yorkshire Fire and Rescue station over which HFRS has no control. There were three “musculoskeletal” incidents; one during a BA revalidation when ascending stairs, one whilst attending a bariatric incident and the other was sustained by an external party from Emergency Services Fleet Management (ESFM) when they were lifting equipment during a fire engine change over. Two of the three incidents caused by “injured by an animal” were in relation to insect bites as discussed in paragraph 3 with the other related to an injury sustained whilst rescuing a cat. One person was injured under the category “hit by a moving vehicle” which involved them being involved in a vehicle collision whilst using a Service vehicle. All of these occurrences were superficial in nature and did not result in any sickness been reported.
7. The “other kind of incident” occurred when particles from a sawdust fire landed in an individual’s eye whilst they had their visor down on their helmet using a hose reel jet. The other accident reported under “hit by a moving vehicle” involved a vehicle collision during routine activities and caused minor injuries to one of the individuals involved.
8. The occurrence where an individual “hit something fixed or stationary” was related to the individual striking a fixed object whilst responding to a fire call on station. Whilst opening a fire engine equipment locker, an individual was struck by a loose item which was reported under “hit by a flying, moving or falling object”. There were two occurrences of individuals being injured whilst conducting manual handling activities these were recorded as “injured while handling, lifting or carrying”
9. The two injuries which were reported to the Health and Safety Executive under RIDDOR 13 both occurred in the previous quarter with the resultant sickness periods in excess of seven days for both crossing over into quarter one. They were reported in this quarter due to one of absences carrying into the start of this quarter and the other RIDDOR was due the absence occurring several months after a reported incident due to prolonged issues with the injury.

10. Although near miss reports (Fig 6) have decreased by over 50% in comparison with the same quarter for last year; they still remain marginally higher than the number of reported accidents. Despite the ongoing Covid-19 pandemic during this period, the reporting of near misses is indicative of a positive safety culture within HFRS with the emphasis on identifying events that have the potential to cause injury before they do. As an area constantly promoted by the Health, Safety and Environment team, near misses are treated with an equal degree of seriousness as accidents and are investigated accordingly to enable proactive control measures to be implemented. Ongoing training and quality assurance within this area seeks to ensure near miss reports are appropriate and meet the necessary criteria for submission and analysis.
11. The H, S & E section continue to undertake research in several areas reflecting the Services positive approach. These include:
- Covid-19 pandemic response – The Health, Safety and Environment section has been heavily involved with supporting the Service’s response to the Covid-19 pandemic. The Section has worked closely with Occupational Health during this time to develop guidance documentation for all staff and reinforced Service Delivery with the creation of Covid-19 specific risk assessments to allow operational activities to support partner agencies, for example supporting Yorkshire Ambulance Service in patient transport and local authorities in the delivery of food and medical supplies
 - Occupational cancer risks – The contamination working group is about to launch an e-learning package to support the reduction of firefighter contamination from the products of combustion. This is to support the measures already taken by the group to reduce the spread of fire contaminants in the workplace.
 - Humberside Police – The Joint Health and Safety Service (JHSS) has offered guidance and advice to Humberside Police during the Covid-19 pandemic and support them in making their sites Covid secure. The JHSS is in the process of reviewing and realigning policies to ensure a consistent approach of health and safety delivery across both organisations. The pandemic has highlighted the significant “stretching” of resources in terms of meeting the needs of both organisations during the national crisis.
 - Sustainability and environmental management – Reducing plastic waste has been explored and the delivery of re-useable water has been rolled out to all staff across the Service. Over the next 5 years, it is estimated that this project will remove 1000 kg of plastic waste from the environment. The section is also investigating how the Service can become involved with the “One Hull of a Forest” project. The aim of the project is to plant trees and increase woodland cover in Hull and the East Riding.
12. Details of the Service’s Health, Safety and Environmental outcomes for this Quarter 2020/21 are contained in Appendix 1

STRATEGIC PLAN COMPATIBILITY

13. The monitoring of Health, Safety and Environmental information is a key part of the Strategic Plan to:
- Maintain a positive health and safety environment, compliant with legislation and provide operational assurance.
 - Implement measures to ensure environmental sustainability.

FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

14. None.

LEGAL IMPLICATIONS

15. None.

EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

16. None.

CORPORATE RISK MANAGEMENT IMPLICATIONS

17. None.

HEALTH AND SAFETY IMPLICATIONS

18. This report provides the opportunity for an additional level of scrutiny of Health and Safety information.

COMMUNICATION ACTIONS ARISING

19. None.

DETAILS OF CONSULTATION AND/OR COLLABORATION

20. None.

BACKGROUND PAPERS AVAILABLE FOR ACCESS

21. Health and Safety Policy Statement.

RECOMMENDATIONS RESTATED

22. That the Committee considers this report and makes any recommendations 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

NM
2020

1st Quarter (April – June 2020) H, S, & E Performance *Snap-shot*

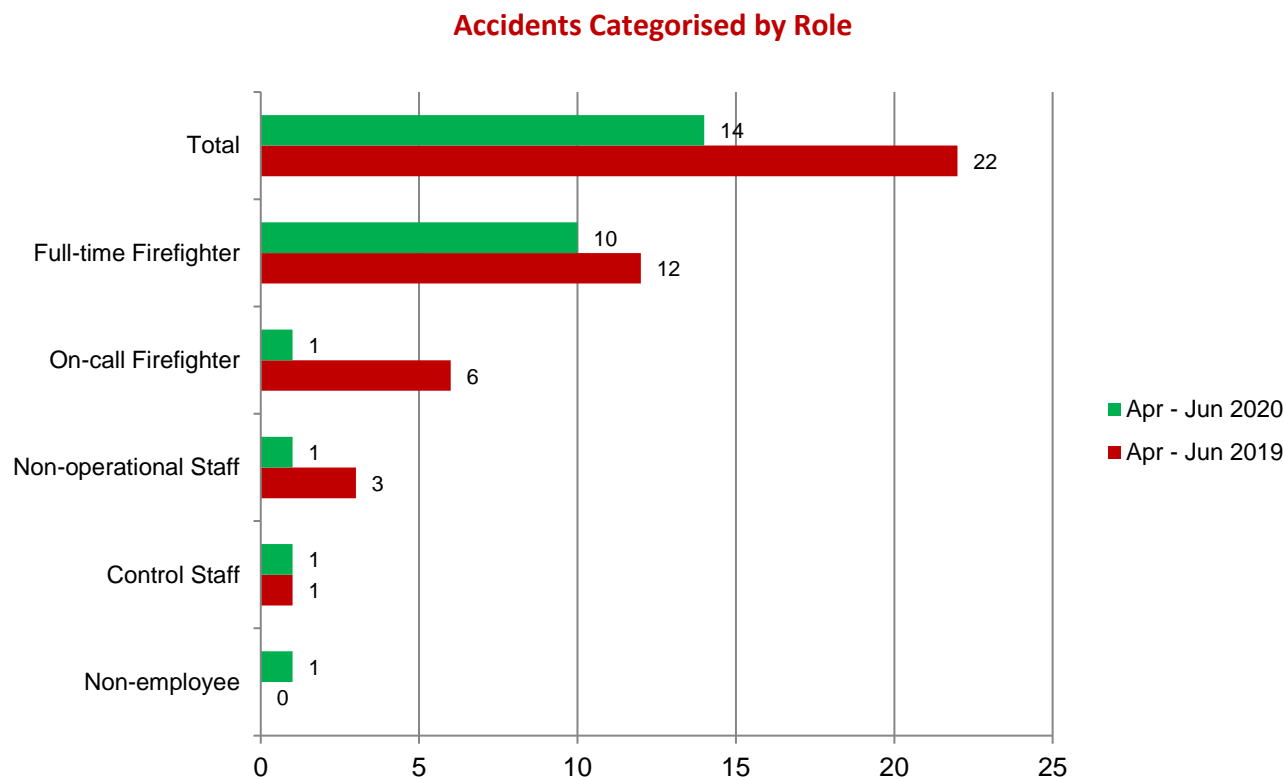


Figure 1

The chart above shows the *role* of those involved in accidents, for this period (April – June 20) alongside a comparison for the same quarter from the previous year. The total number of reported accidents for the quarter is more than 36% lower than the previous year. Accidents affecting Fulltime personnel have reduced by 17%, whilst for On-call personnel this reduction is 83% and for Non-operational staff has fallen by 67%. Those involving Control staff have remained the same, whereas those reported by Non-employee's have increased.

N.B. There are no year to date graphics displayed on any of the figures in this Snap-shot due to this being the first quarter of the fiscal year.

The data for this quarter should be read in the context of reduced Service activity due to the Covid-19 pandemic

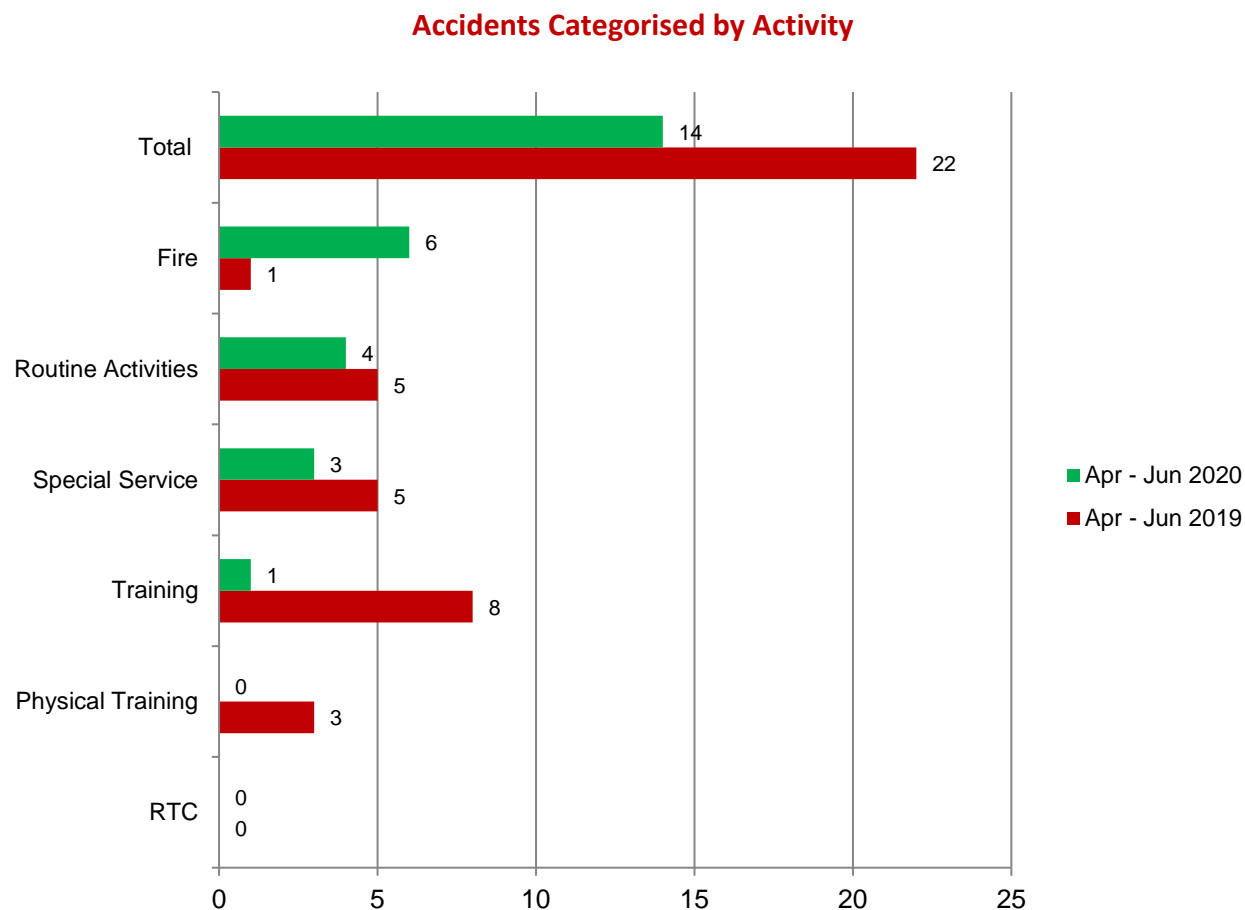


Figure 2

The chart above relates to the activities undertaken at the time of the reported accident. Training related injuries have decreased by more than 87%, accidents whilst conducting special services have fallen by 40% and routine activities are down by 20%. There have been no reported incidents this quarter in relation to RTC or physical training activities. Notably, there has been a significant increase in accidents relating to fire activities compared to the same quarter last year though none of these relate to exposure to fire or heat, more generic injuries sustained whilst attending fire type incidents.

1st Quarter (April – June 2020) H, S, & E Performance *Snap-shot*



Average of Q1 Accidents for the Past Three Years



Figure 3

Encouragingly, reported accidents (14) are well below the three-year rolling average (20). There is a continued downward trend of accidents evident for the quarter. This indicates consistent excellent performance.

1st Quarter (April – June 2020) H, S, & E Performance *Snap-shot*

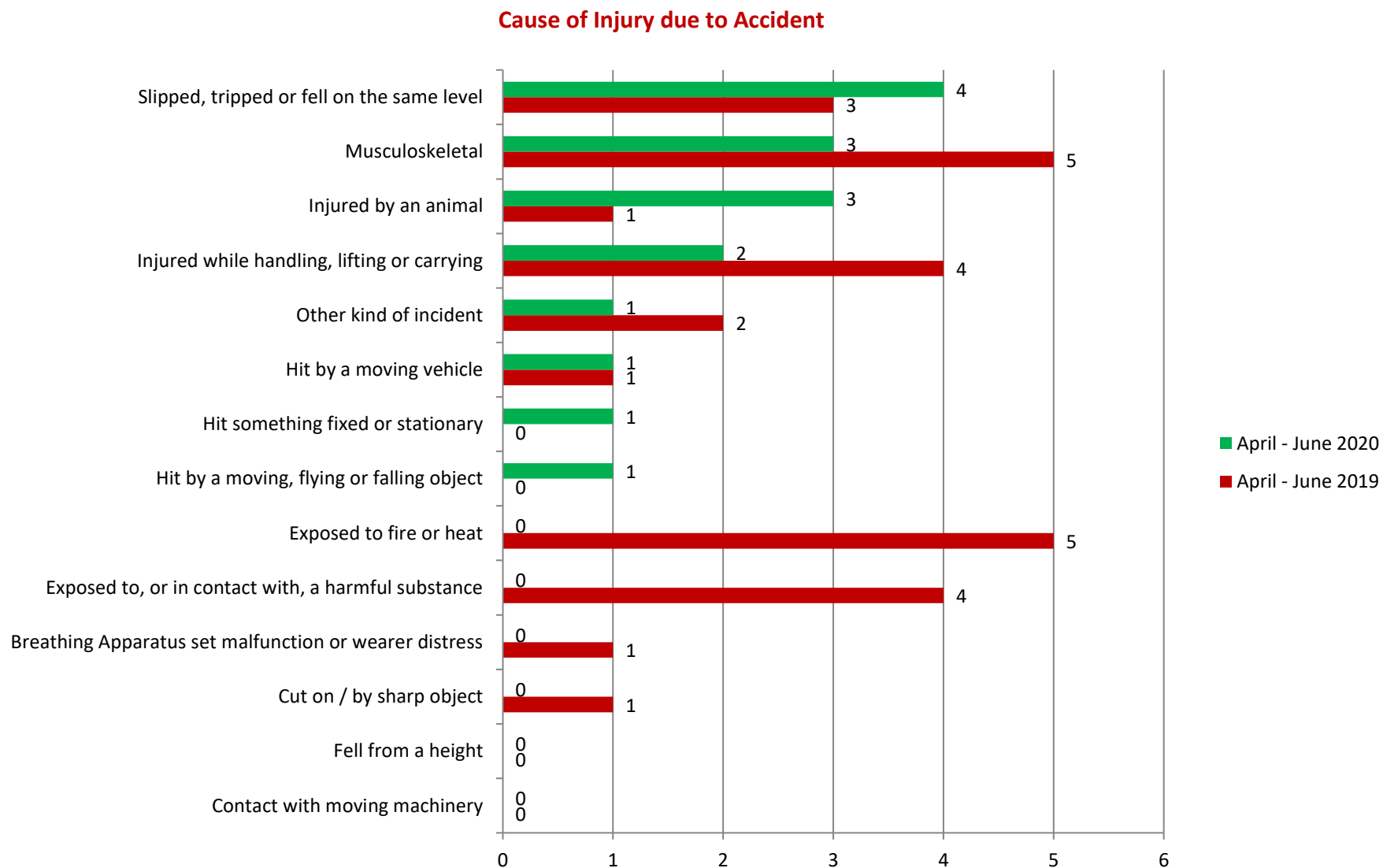


Figure 4

1st Quarter (April – June 2020) H, S, & E Performance *Snap-shot*



Figure 4, on the previous page shows the cause of accidents for this quarter compared against the same period from the previous year. The most common cause of injury was “slipped, tripped or fell on the same level”. Two of these incidents happened whilst attending operational incidents where the individuals were injured whilst walking over uneven ground. Four of the injuries occurred whilst attending the protracted cross border incident at Hatfield Moor. Two out of the three musculoskeletal injuries were sustained by Fulltime operational firefighters.

N.B. Injured persons can record multiple causes on the initial reporting form; hence the cumulative total being more than 22.

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)

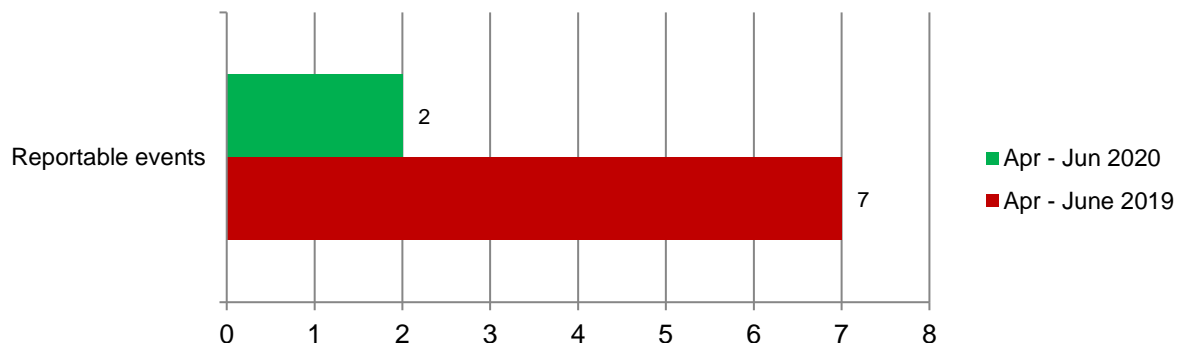


Figure 5

There have been two RIDDOR reports this quarter which is a reduction of 5 reports compared to the same quarter last year, both of the injuries occurred in the fourth quarter of 2019 – 2020 but were reported during this quarter. All these injuries were reportable under RIDDOR 2013 due to them resulting in sickness absences of more than seven days for each individual concerned. Both of the reports affected operational personnel. One injury was sustained whilst responding on station to a fire call and the other injury was sustained whilst at an operational incident. All injuries were reported to the Health and Safety Executive and investigated accordingly.

Near Miss Reporting

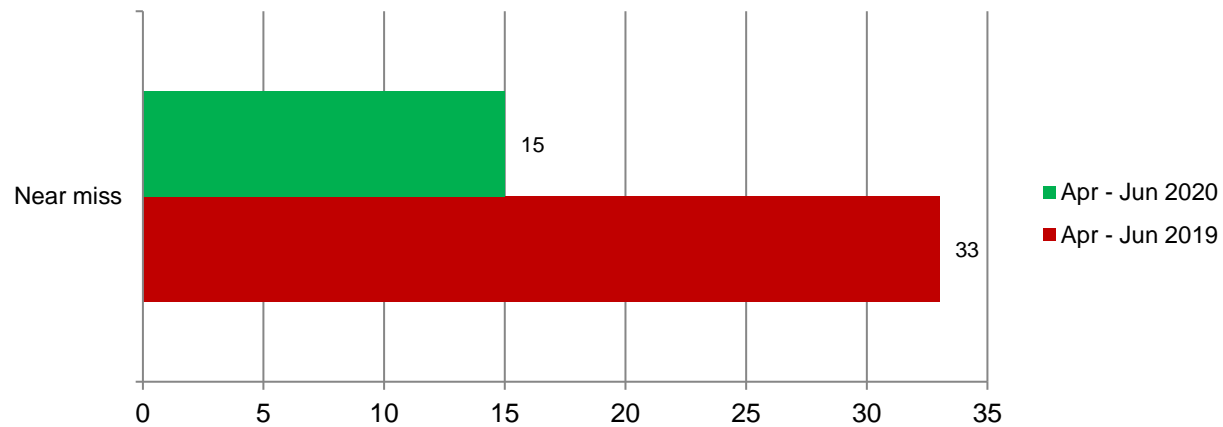


Figure 6

Near miss reports have decreased by over 50% in comparison to the same period last year. Despite this reduction, there have still been slightly more near miss reports than accidents for this quarter which is indicative of a positive and proactive workplace safety culture.

Forward Look

Key current areas being addressed are:

- Provision of professional guidance and support for both Humberside Fire and Rescue Service and Humberside Police in relation to the Covid-19 pandemic.
- Review of risk assessments and guidance in relation to the Covid-19 pandemic.
- Recruitment of a new Health and Safety Advisor
- Delivery of an e-learning package to reduce firefighter contaminations from products of combustion.
- Review and alignment of policies with Humberside Police.
- Roll out of Service water bottles to remove single use plastic bottles from fire engines.
- Investigation of how the Service can be involved with the One Hull of a Forest project, the project aims to increase the amount of trees planted in our service area.

**Governance, Audit and Scrutiny Committee
7 September 2020**

**Report by the Director of Service
Improvement**

PERFORMANCE REPORTING UPDATE

A revised Quarter One Performance and Risk Report was scheduled to be reported to Members of the Authority and Members of the Governance Audit and Scrutiny Committee at the September cycle of meetings.

It is pleasing to report that significant progress has still been made, despite the COVID period, in the development of performance dashboard data and particularly threshold-based incident reporting. However, it is recognised that Members would greatly benefit from a presentation and discussion around new methodology during a Member Day, before the Quarter One Report is presented, unfortunately this cannot be achieved until October.

The Quarter One Performance and Risk Report will therefore be presented to Members at the 30 October HFA Meeting, following a presentation at the Member Day 2 October 2020.

RECOMMENDATIONS

1. (a) Committee Members receive a presentation around new performance reporting approaches at the Member Day 2 October 2020.
- (b) Committee Members note that, for 2020 only, the Quarter One Performance and Risk Report will be presented at the 30 October HFA Meeting.

QUARTERLY PERFORMANCE REPORTS

2. Members are aware that Quarterly Performance and Risk Reports are presented to GAS and HFA in September (1st Quarter), December (2nd Quarter) and March (3rd Quarter). The Annual Performance Report presented in July also acts as the Quarter Four Report.
3. Throughout the previous 12-months significant effort has been put into the development of Power BI performance and management dashboards, with the intention that this new approach would start to be used for reporting performance data to Members of HFA and GAS as and when appropriate.
4. Following discussions within the development team it was recognised that Members would greatly benefit from a demonstration and explanation of new approaches, before receiving the Quarter One Performance and Risk Report. Due to Annual Leave being taken within the team, this has been scheduled for the Member Day 2 October prior to the Quarter One Report being presented to HFA 30 October.

STRATEGIC PLAN COMPATIBILITY

5. Reporting of performance provides an assurance regarding the delivery of the Strategic Plan 2018/21.

FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

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

LEGAL IMPLICATIONS

7. None directly arising.

EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

8. None arising directly.

CORPORATE RISK MANAGEMENT IMPLICATIONS

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

HEALTH AND SAFETY IMPLICATIONS

10. None arising directly.

COMMUNICATION ACTIONS ARISING

11. Performance Reports are publicly available on the Humberside Fire and Rescue Service Website.

DETAILS OF CONSULTATION AND/OR COLLABORATION

12. The Strategic Leadership Team have been consulted as to content.

RECOMMENDATIONS RESTATED

13. (a) Committee Members receive a presentation around new performance reporting approaches at the Member Day 2 October 2020.
- (b) Committee Members note that, for 2020 only, the Quarter One Performance and Risk Report will be presented at the 30 October HFA Meeting.

N McKINIRY

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SR
7 September 2020

**Governance, Audit and Scrutiny Committee
2020**

**Report by the Director of Service
Improvement**

OPERATIONAL ASSURANCE QUARTERLY REPORT

1st QUARTER 2020/21

April – June 2020

REPORT EXECUTIVE SUMMARY

This is the 1st Quarter 2020/21 report on Operational Assurance. Appendix 1 provides a summary of the statistical data.

The quality of information gathered from all types of debriefs has improved significantly through increased education and awareness of assessors. This can be attributed to an interim communication that was disseminated to Service Delivery managers on the importance of the hot debrief section of an OA assessment. This has enabled a much greater understanding of the importance of capturing learning in order to continually improve firefighter safety. The OA section have reminded FDS officers of the importance of recording operational debriefs and they have also carried out two tactical debriefs in the previous quarter as well as one during this quarter via Microsoft Teams.

Each assessment undertaken is broken down into three key areas; Safety Critical (SCC), Areas of Concern (AOC) and Exceptional Practice (EP). Safety Critical reporting reduced to 0 and Area of Concern reporting reduced by 79% (58 to 12). Exceptional Practice returns also fell with a 78% reduction in reporting (372 to 80). The reduction in safety critical and areas of concern along with a large number of exceptional practices would indicate that we are performing well operationally as an organisation. There were far fewer incidents across the Service in this quarter when compared with the same quarter of the previous year which has contributed to the decrease in numbers. As part of the response to the COVID-19 pandemic, station exercises were also cancelled which has led to 0 returns in this area as well as contributing to a reduction in assessments and therefore, a decrease in the reporting of SCC, AOC and EP. The OA section must continue to highlight to our personnel that operational assurance is a process that exists to promote learning and to improve firefighter safety. It is not designed to place them under scrutiny or blame.

Appliance CCTV was utilised once during the previous quarter and highlighted areas of concern and raised some issues with certain procedures. The team were unable to obtain appliance CCTV in this quarter as they were unable to travel to stations due to COVID-19 restrictions.

In the previous quarter, the Service, experienced a large-scale flooding incident and a subsequent tactical debrief was carried out on July 28th, this will be reported on in the next quarter. Towards the end of this quarter, the Health and Safety team will be launching the fire contaminants policy and procedures so it would be beneficial to carry out a thematic review of these procedures once they have been implemented throughout the Service.

As the team strives to continually improve Operational Assurance and therefore firefighter safety, they plan to visit watches and stations in order to promote the OA process. They also plan to carry out peer reviews of the exercise process as well as discussing the findings from CCTV footage reviews. The team will also educate our personnel on what constitutes an exceptional practice. The OA section had planned to carry out these visits over both the final quarter of last year and the 1st of this year, however, so far this has been postponed due to the outbreak of COVID-19.

The Service received a large quantity of NOL information notes in quarter 4. The OA section was tasked with finding a way to disseminate this information. A new innovation was suggested, the section created a NOL Newsletter to inform crews of the incidents that the Service had been made aware of as well as the associated lessons identified. Info notes do not require any action from us and are largely published for professional awareness, but as a matter of course the team believes that all should be recognised and disseminated according to best practice.

The OA section have considered all info and action notes that we have received, some have been posted to PDRPro and others have been looked at in terms of procedural changes for the Service. The team will continue to disseminate these to operational crews accordingly to increase awareness of the relevant hazards and risks. They also intend to publish the learning action log shortly; this will present every piece of learning that the Service has received and what action they have taken based on the information they have obtained. This will be available to all personnel. The team have also submitted two of our incident case studies to NOL and one to JOL for them to review and disseminate nationally in this quarter.

The previous quarter also saw the introduction of the "Change Team". The National Operational Learning Good Practice Guide states that each service should have a team of appropriate people who are an integrated part of the decision-making process. This Change Team will allocate and prioritise the tasks, actions and work from learning events and identify the appropriate departments, teams or individuals to address them. The Change Team will then ensure that any changes resulting from the lessons learned or good practice are implemented and that the changes are reviewed at an appropriate frequency.

RECOMMENDATIONS

1. That the Committee considers this report and makes any recommendations to the Fire Authority as necessary.

BACKGROUND

2. For further details on the 4th quarters operational assurance assessment data please see the snapshot report at Appendix 1.
3. STRATEGIC PLAN COMPATIBILITY

The monitoring of operational assurance information is a key part of the Strategic Plan; Maintain a positive health and safety environment, compliant with legislation and provide operational assurance. We must also capture and share organisational learning as part of the strategic plan as well as ensuring firefighter competency is maintained (operational preparedness) and that we continue to work seamlessly with other emergency services (through multi-agency debriefs).

4. FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

None.

5. LEGAL IMPLICATIONS

None.

6. EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

None.

7. CORPORATE RISK MANAGEMENT IMPLICATIONS

None.

8. HEALTH AND SAFETY IMPLICATIONS

This report provides the opportunity for an additional level of scrutiny of Health and Safety information.

9. COMMUNICATION ACTIONS ARISING

None.

10. DETAILS OF CONSULTATION AND/OR COLLABORATION

None.

11. BACKGROUND PAPERS AVAILABLE FOR ACCESS

Health and Safety Policy Statement.

12. RECOMMENDATIONS RESTATED

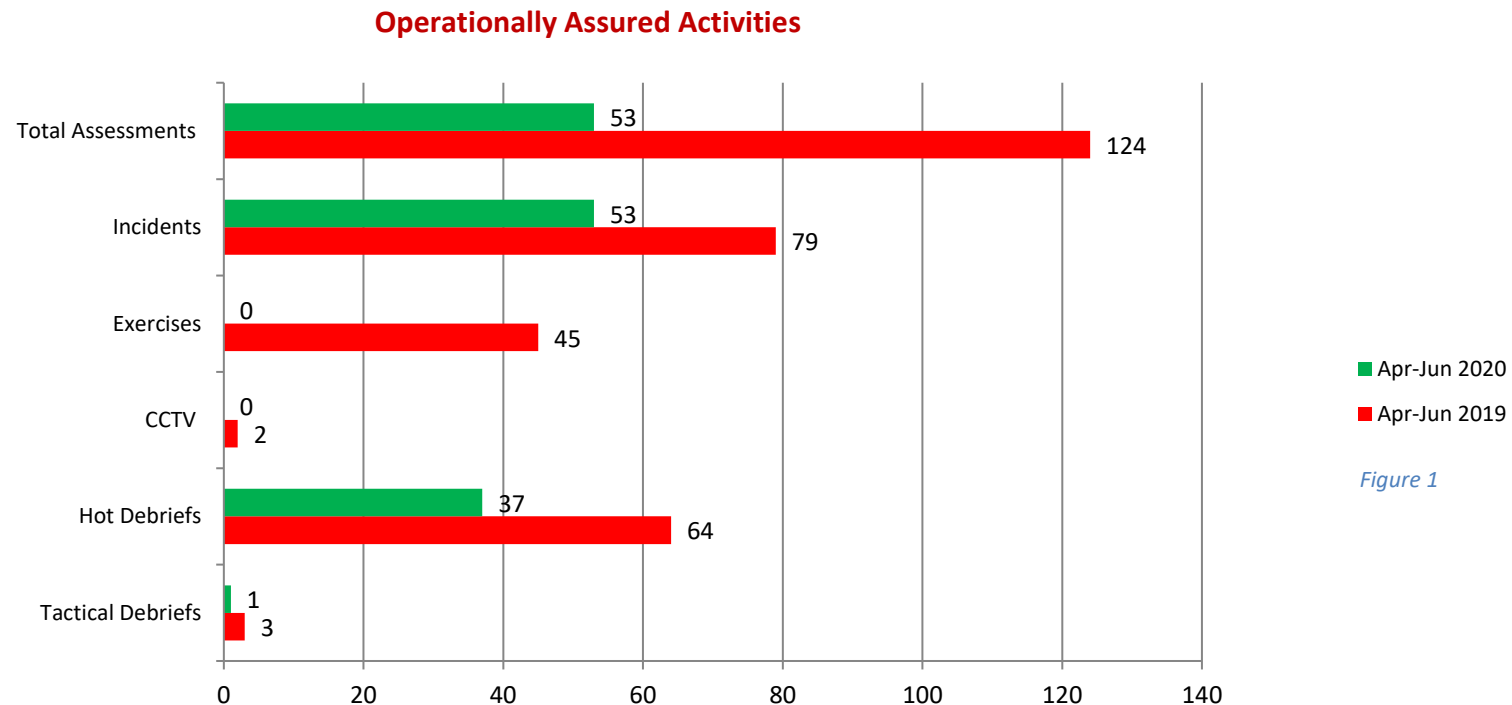
That Members take assurance from the Service's proactive management of Operational Assurance outcomes.

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1st Quarter (April – June 2020) Operational Assurance Performance Snapshot



The chart above shows the number of incidents and debriefs that have been assured, for this period (April - June 2020) alongside a comparison for the same quarter as the previous year. The total number of activities assured has decreased by 57% compared to last year's quarter, this is due largely to the fact there were more incidents across the Service in the same quarter of the previous year. As part of the response to the COVID-19 pandemic, station exercises were cancelled, which has led to 0 returns in this area as well as contributing to the lower amount of total assessments. CCTV on fire appliances has not been utilised during this period due to station isolation protocols meaning we were unable to obtain it. The decrease in hot debriefs is a matter that the section is looking to rectify. An interim communication has been sent to all FDS officers reminding them of the importance of completing the hot debrief section of the OA assessment. This is an area targeted for improvement as we visit stations and watches to provide educational information for operational personnel.

1st Quarter (April – June 2020) Operational Assurance Performance Snapshot



Breakdown of Key Areas

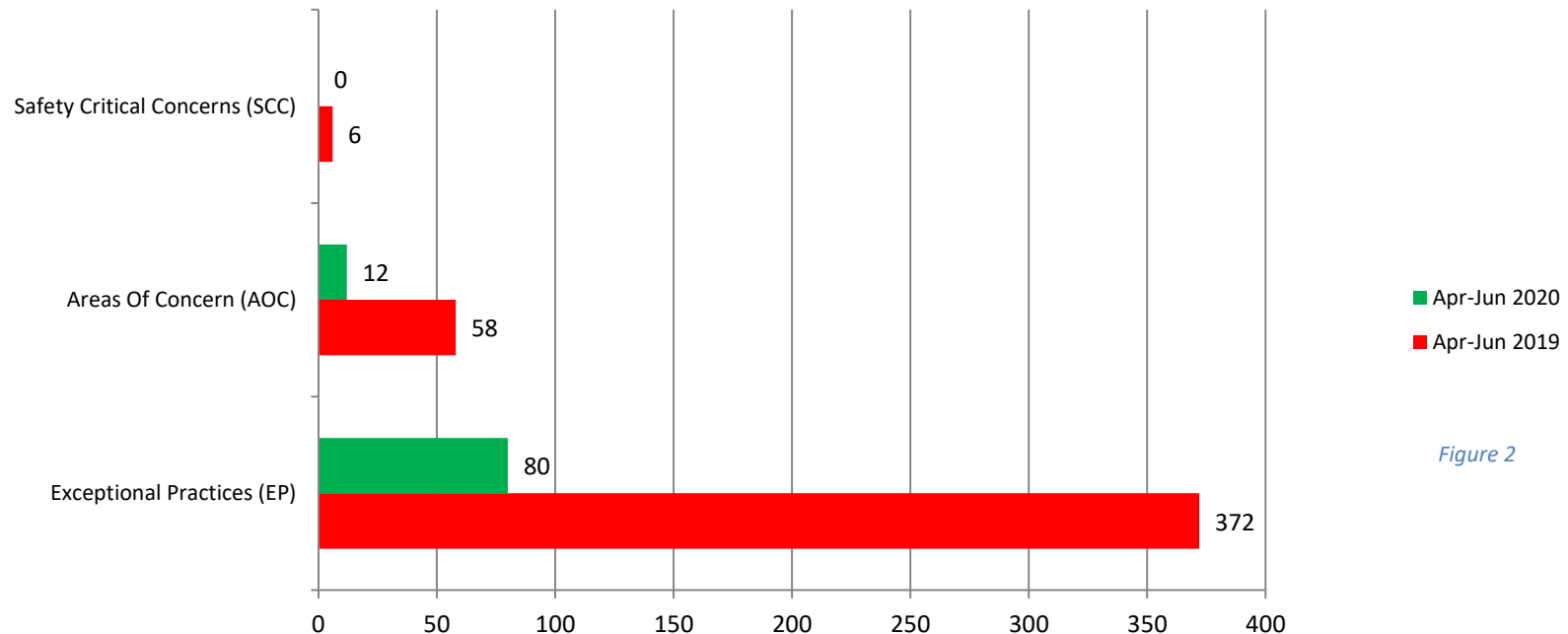


Figure 2

Assurance activities are broken down into three areas: safety critical concerns, areas of concern and exceptional practice. All three of these areas have decreased. Once again, the vast majority of reports of areas of concern and exceptional practices have been highlighted through Service Control. The diminution in safety critical and areas of concern along with a large number of exceptional practices would indicate that we are performing well operationally as an organisation, however, it must be noted that the reduction in the number of incidents and exercises will have also contributed to these lowered statistics. The OA section continues to highlight to our personnel that operational assurance is a process that exists to promote learning and to improve firefighter safety. It is not designed to place them under scrutiny or blame.

1st Quarter (April – June 2020) Operational Assurance Performance Snapshot



Further Breakdown of Key Areas

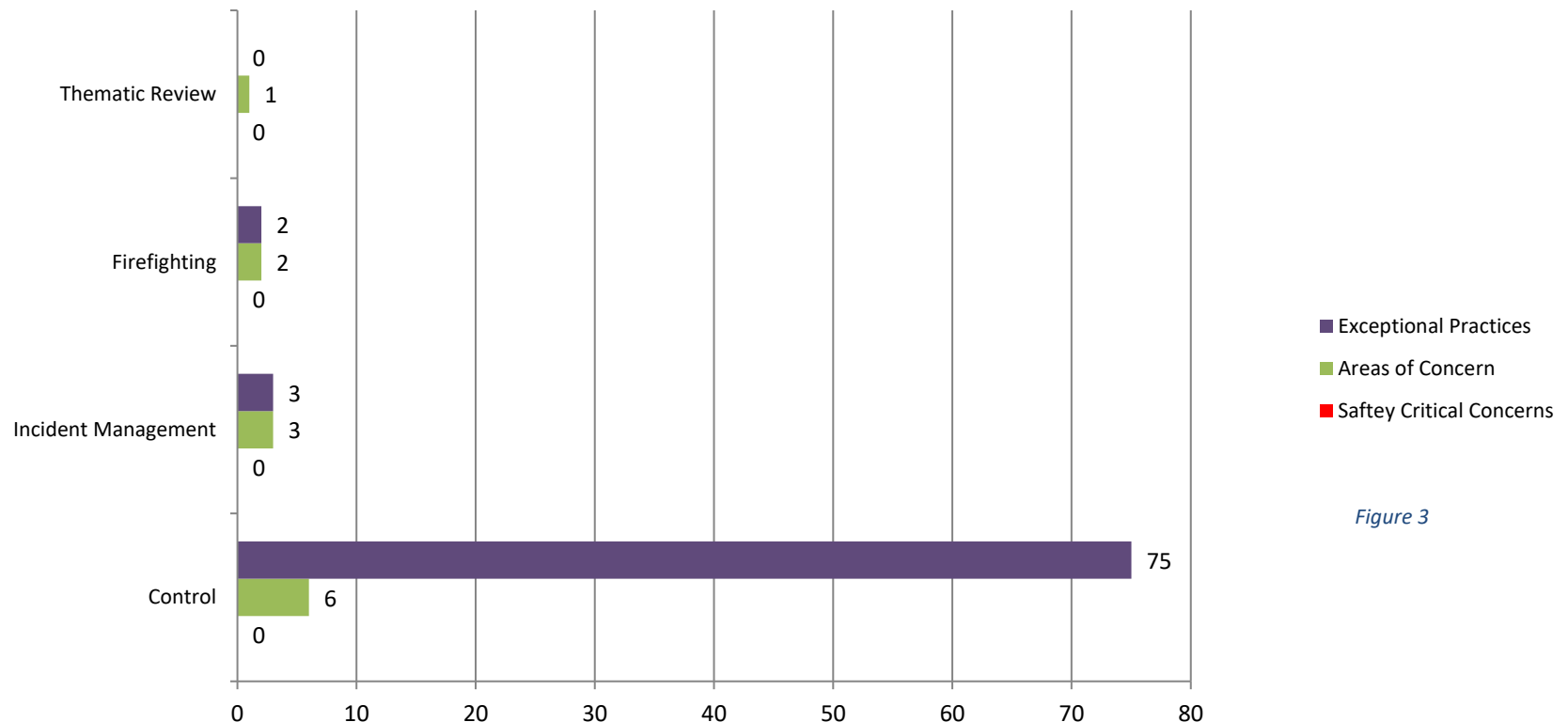


Figure 3

The section has not received any safety critical concern returns for this quarter. The areas of concern largely pertained to the omitting of the tactical mode on messages from an incident, turnout issues for both officers and operational crews, as well as some issues regarding radio messages both incoming and outgoing from Control. Service Control continue to produce the highest number of exceptional practice returns. This suggests that improved interpretation and consistency in reporting may be necessary to facilitate collation of the most accurate data in future. This will take place once we are able to provide training to watches and crews post COVID-19.

Change Team

The National Operational Learning Good Practice Guide states that each Service should have a team of appropriate people who are an integrated part of the decision-making process. The purpose of this Change Team is to allocate and prioritise the tasks, actions and work from learning events and identify the appropriate departments, teams or individuals to address them. Matters affecting resources, risk management plans or the way an individual service manages its service delivery should be referred to the appropriate senior management team as necessary. The Change Team should then ensure that any improvements resulting from the lessons learned or good practice are implemented and then reviewed at an appropriate frequency. The team utilises the OA Watch Manager to facilitate the processes that enable them to gather information, data and intelligence about operational performance. They have sufficient skills, knowledge, and experience to analyse the information received, determine where and how it may affect our Service as well as other Fire and Rescue Services across the UK.

All actions that are identified and allocated by the Change Team as a result of ether external or internal learning will be evidenced in the Learning Action Log, along with a set completion date for implementation and the person responsible.

During the previous quarter the first Change Team meeting was held. This was well attended and received well by all those who were present. This provides us with the most accountable and evidence-based process possible for operational learning.

Internal Learning

Operational Assurance Assessment Learning

- I. Near to Appleby Lane, Broughton – After this incident it was highlighted by one of our FDS Station Managers that Tactical Advisers do not receive RTC updates that are centrally provided by training. All CPD activities are managed independently and not recorded on PDRPro. This will be fed through the newly implemented Change Team meetings with the planned outcome to be the reintroduction of FDS update days which would provide officers with operational updates in areas such as BA, RTC etc.

Tactical Debriefs

In the previous quarter, the OA section facilitated two tactical debriefs for incidents that took place over the Christmas period. These were for the fire at Brocklesby Limited and the Swinefleet Road fire. Both debriefs saw a large turnout and a variety of good points raised as well as the all-important agreed recommendations. The OA section continues to use the College of Policing debrief methodology as recognised by the NFCC to ensure that we maximise the learning we can gain from these incidents. A full report was created for each debrief and all recommendations were formulated into an action log which was then discussed and allocated by the Change Team.

In this quarter we held a debrief for an incident that took place in Stroud Crescent East, Bransholme. This was a fire in a terraced derelict property that spread to 5 domestic premises through a common roof void. This debrief was held using Microsoft teams due to COVID-19 restrictions. This debrief saw a strong turnout and most notably an incredible amount of good practice returns from questionnaires which accounted for 35% of all the points that were discussed at the debrief, with incident command in particular being reported on very positively. A debrief report has been completed by us and approved by the OIC of the incident, the section will be taking the recommendations to the next Change Team meeting.

External Learning

In the previous quarter the Operational Assurance section attended the regional Ops Learning Seminar in South Yorkshire. At this event South Yorkshire presented their findings from the Fishlake flooding incident and West Yorkshire presented the wildfire on Marsden Moor. SM Hellewell showcased an incident from our service involving a fire at a landfill site. From this event we were able to take on board any recommendations that the respective services had implemented internally. All such recommendations were discussed during the first Change Team meeting.

NOL Action Note

In the previous quarter the Service received one NOL action note:

- I. Water Rescues Involving or Likely to Involve Submerged Casualties - Action note issued stating the HSE and NOL view of committing to water rescues involving submerged casualties without wearing the appropriate PPE. This included the recommendation that all services review procedures around operational discretion. This has been actioned by the Change Team.

In this quarter the Service did not receive any NOL action notes.

NOL Info Notes

In total the section received 29 NOL info notes in the previous quarter. These pertained to:

- 11Kv Sub-stations located within buildings.
- Correct sizing of PPE.

1st Quarter (April – June 2020) Operational Assurance Performance Snapshot



- Closing of incidents and the need for revisits – impact on structure due to fire.
- Liquefied Natural Gas (LNG) fuelled Large Goods Vehicles (LGV).
- Isolation of hybrid vehicles.
- Aerial appliance – heat damage to vehicle.
- High-rise firefighting hose identification.
- Sector tabard inserts high-rise incidents.
- External thermal scanning at a high-rise fire.
- Cleveland lay hose at high-rise fire.
- Solar panels.
- ICE incident.
- Firearms incident during building fire.
- Fixed fire suppression systems.
- Incident recall.
- Lack of awareness of multi-agency assets.
- PPE.
- Digital radio feedback.
- Operation PLATO.
- Modern methods of construction - external cladding.
- Expanded polystyrene external cladding.
- Environment Agency supported controlled burn.

1st Quarter (April – June 2020) Operational Assurance Performance Snapshot



- Difference between ionising and non-ionising radiation in relation to aerials and transmitters.
- Improvised use of hydraulic spreaders.
- 999 call not attended.
- Hazard of organic dust.
- Hose reel branch defect.
- Lack of understanding of fire gas properties.
- Basement firefighting

During this quarter the section received a further five NOL information notes:

- Incidents involving wood ash.
- Airbag deployed during car fire.
- Vehicle airbags submerged in water.
- Back boiler explosion.
- Temporary separation partitions for COVID-19.

All information notes from the previous quarter have been actioned and the remaining five are to be covered by the next edition of the joint newsletter between ourselves and Emergency Preparedness.

1st Quarter (April – June 2020) Operational Assurance Performance Snapshot



NOL Newsletter

Due to the large number of NOL information notes that the OA section received in the previous quarter. The OA team were tasked with finding a way to disseminate this information in a new way that was less prescriptive than the read and sign notifications on PDRPro. An innovation that was created to achieved this was the NOL Newsletter. This included 14 different incidents that were covered by the NOL information notes as well as any recommendations we had decided upon as a section. Info notes do not require any action from us and are largely published for professional awareness, but as a matter of course we believe that all should be recognised and disseminated accordingly as best practice. In future, this newsletter will be a joint venture between Operational Assurance and Emergency Preparedness.

NOL Submission

Within the last quarter the OA section have submitted 2 incidents to NOL for them to review and disseminate nationally. The first incident was the Ruston Parva car fire that involved acetylene cylinders and the second was the use of operational discretion by GM Sutcliffe at C&D Foods in Driffield. They are both currently under NOLUG review for publishing.



JOL

During this quarter the Operational Assurance manager became the Single Point of Contact for all Joint Organisational Learning (JOL) that we receive as a service. Future co-ordination will be led by the Operational Assurance Manager for the service in reference to JOL action notes, notable practices and lessons identified which are the formats that JOL choose to use. This will be done by utilising the Change Team once again, to ensure that we have a consistent approach to all internal and external learning.

JOL Action Notes

The Service received one JOL action note in this quarter which pertained mainly to major incident declaration. All recommendations from this note were actioned and a comprehensive response was sent to the regional JOL single point of contact (SPoC).

JOL Notable Practice

During the last three months the Change Team discussed 3 JOL notable practices. These were regarding (M)ETHANE messages, Environment Agency flood warnings and “ready for anything” volunteers.

Posted Learning Notifications

The Operational Assurance Team have captured learning outcomes and communicated appropriate actions where necessary through notifications on the PDRPro competence recording system. This method provides an accountable record of understanding which every individual must confirm.

The following examples highlighted the following areas;

- BA LDV Near Misses – Recently, the Health, Safety and Environment section received four near misses regarding the LDV on the BA set facemask becoming loose and falling out. Thankfully, these have all taken place during wears in cosmetic smoke whilst being observed by Training section instructors and so no injuries have resulted. These near misses reinforce the importance of properly fastening the LDV to the facemask after washing. This also highlights the need to carry out thorough BA checks when crews come on duty (WT) or attend a drill night (On-Call) as well as during “buddy checks” before a BA wear. Because of these occurrences it is now essential that the ECO, as part of their duties and responsibilities, carries out a final check of all BA wearers on all occasions specifically on the LDV. This change in BA procedure was communicated via PDRPro and WM Finch from the Training Section produced an instructional video to accompany it.
- Magnetic Door Locks – This was published as a result of NOL action note that the section received. This note covered some of the problems that can occur during incidents in buildings such as care homes that may have this type of electric magnetic door lock system. The team co-ordinated with business safety for this post.
- Operational Discretion Refamiliarisation – Incident Command School had noted that members of the organisation had been discussing the use of operational discretion during the COVID-19 outbreak. The team produced this document to reiterate that although these are exceptional circumstances, they are not the exceptional circumstances that operational discretion is intended for.
- COVID-19 Updates – The Service were asked by Corporate Communications to repost certain COVID-19 updates in order to increase the likelihood of operational staff viewing them.

- Temporary Separation Partitions for Covid-19 – This notification referenced the NOL information note we received regarding temporary walls being erected in hospitals in order to reduce the chance of transmission of the virus. These walls could be mistaken for compartmentation however, they did not contribute towards fire protection, meaning rapid fire spread could easily take place.
- Alcohol Based Hand Sanitiser – This was published as a result of receiving 2 separate notices from other agencies stating that some of their workers had experienced burns when sparks had caused hand sanitiser to ignite on their hands.
- RTC PPE for COVID-19 – This was posted in order to clarify what PPE should be worn when attending an RTC incident compared to what should be worn when carrying out RTC training. The focus of this message was to preserve Type IIR and FFP3 masks.
- Fire Escape Hoods – Emergency Preparedness and the Training Section produced a video outlining how to use the new fire escape hoods which are designed to assist in rescues from fires.
- Hazards of Organic Dust – The Service received a NOL information note regarding this and sought further information from our Hazmat lead. We combined the two sources of information to create the resultant learning notice.
- Emergency Preparedness Historical Ops Flashes – The OA section were asked by EP to release a document to PDRPro which contained all Ops Flashes that were released by the Service between 2008 and 2014. The reasoning for this was to provide one place or system where all Ops Flashes can be found.

CCTV Footage Reports

Retrieval of appliance CCTV was not possible due to station isolation in response to the COVID-19 pandemic. Appliance CCTV was only utilised once during the previous quarter. The team gathered footage from one incident in January. By the start of March, the Service were beginning to see the effects of the COVID-19 outbreak. Because of this it was necessary to limit all movement to and between stations unless essential. Because of this the team were unable to capture any further CCTV for February or March.

Thematic Review

In quarter 4, the Service had a large-scale flooding incident for which there was a tactical debrief carried out on Tuesday 28th of July. One of the suggestions is to utilise the information and recommendations that come from this incident to launch a flooding based thematic review due to the national trend of an increasing number of flooding incidents. Towards the end of the next quarter the Health and Safety team will be launching its fire contaminants policy and procedures so it would be prudent to carry out a thematic review of these procedures once they are implemented and embedded on station.

Forward Look

- The planned roll out of Operational Assurance refresher training has been postponed due to station isolation procedures. This update of what Operational Assurance is will take place in the coming months. The intention is still to provide crews with an update on what Operational Assurance (OA) is and does and how to best utilise it as well as embedding the need for near misses to be reported in order to improve firefighter safety. During these visits the team will also reiterate the new thematic review (once a subject area is in place) and the need to complete an OA assessment for station exercises. If the team cannot carry these out by attending stations then they plan to deliver sessions over Microsoft Teams.
- The OA section still intend to peer assess exercises this year but again, due to the outbreak of COVID-19 we are currently unable to do so. The team have created criteria for the peer assessment of exercises with a view to trial and implement in the new year. The idea is not only to assess the quality of the exercise but to also assess the standard of the Operational Assurance assessment carried out by the Station or Watch Manager. The OA section can then provide feedback to the personnel involved. Hopefully, this will improve the standard of OA assessment returns which, in turn, will maximise the learning opportunities from operational exercises.

1st Quarter (April – June 2020) Operational Assurance Performance Snapshot



- NOL info notes are now in full effect and we have received a fair number in this quarter. The team has considered all that we have received, and some have been posted to PDRPro and others have been considered by us as an organisation. All NOL info notes the Service have reviewed can also now be found in the action log on our portal page. These information notes provide us with data surrounding operational concerns that are of a less urgent nature than the action notes. Nevertheless, the team will continue to disseminate these to operational crews accordingly to increase the awareness of the relevant hazards and risks. The section will also be publishing the learning action log shortly, which will present every piece of learning that the Service receives and what action we have taken based on the information we have obtained. This will be available to all personnel.
- Introduction of the new thematic review will be taking place shortly.
- The previous quarter saw the release of the first ever NOL Newsletter, the plan for the future of this publication is for it to be the product of a joint venture between both Operational Assurance and Emergency Preparedness. We will be providing all personnel with updates on what work and projects the aforementioned sections are currently undertaking. Hopefully, this will give staff the opportunity to provide us with feedback on the work we are carrying out should they wish to.

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Governance, Audit and Scrutiny Committee
7 September 2020

Report by the Head of HR

ABSENCE MANAGEMENT UPDATE

SUMMARY

1. This report provides an update to Members with regard to absence management for the period 1st April 2020 to 30th June 2020. In keeping with the previous approach, absence remains a key area of focus for the Service.

RECOMMENDATIONS

2. That Members note the content of the report and take assurance that absence is being managed fairly, consistently and appropriately in the Service and necessary follow up actions are taken to address short and long term absence issues.

ABSENCE MANAGEMENT REPORTING

3. Table 1 below shows the performance during this period against target by staff group with 3 staff groups being significantly below target and 1 area of focus above target due to long term absence in that area.
4. It is worth noting that this 1st quarter period included the Covid-19 pandemic lockdown and as such may well have influenced the absence levels for this 1st Quarter period compared to the 1st quarter of 19-20. The impact of Covid related absence is provided at Table 5 and has been limited due to actions taken at the outset of lockdown to protect the workforce and maintain service delivery.
5. Table 1 below shows the sickness absence by contract type and it is clear to see that in this 1st quarter of 20-21 there has been a significant decrease overall, and in each contract group of sickness absence. In total there have been 655.96 fewer days absent compared to the same period in 19-20, which is a total decrease of 56.38%.
6. Table 2 shows that both full time attendance at 96.92% (against a target of 95%) and Support Staff attendance at 98.18% (against a target of 97%) are both ahead of target, meaning that the majority of the workforce during this period have had full attendance.
7. Whilst the level of absence in control is a concern as far as the headline figures refer in Table 1 and Table 2, this is due to small amount of staff having long term absence issues. As there are only 28.5 staff on the Control establishment, long term absence can quickly skew the figures disproportionately. That said, 92.33% of control staff had full attendance during this period which is a 5% improvement on the same quarter last year.
8. There have also been three longstanding cases of long term ill health which have concluded in two ill health retirements and one termination on the grounds of incapacity due to ill health in this quarter.

Table 1

	Sum of Days Lost	Establishment	Average Duty Days Lost per person	2020/21 annual target per person	YTD (annual divided by 12 x current month number)
Control	100	28.5	3.51	8.70	2.18
Fire Staff	208.11	175.71	1.18	10.00	2.5
On Call	215.28	342	0.63	7.00	1.75
Full Time	640.00	454.21	1.41	7.00	1.75
total	1163.39	1000.42	1.16		

Table 2

	1 st Quarter	1 st Quarter	1 st Quarter	Target attendance
	2018/19	2019/20	2020/21	
Full time	96.53%	96.70%	96.92	95%
Control	97.75%	87.28%	92.33	95%
Fire Staff	96.53%	95.27%	98.18	97%

9. Table 3 shows the reasons for absence for all staff groups during the period and shows that, once again, mental health conditions are the top reason for absence. Work continues by the Service in raising awareness of mental health and encouraging staff to be open about the impact of mental ill health on individuals. Staff may well be more prepared to declare that their ill health is related to mental conditions, rather than mask with other conditions due to stigma.
10. The Service continues to support staff experiencing mental health conditions with initiatives such as the Blue Light Champions, Critical Incident Support and publicising potential internal and external routes where staff may seek support. It is also anticipated that the recent training and promotion of the zero tolerance to bullying campaign may also help to identify and address situations which are leading to mental health issues in the Service. OH have established a new interactive portal and during Covid19 have been working with a clinical psychologist to develop a covid wellbeing toolkit as well as resources around psychological wellbeing. In July the Service approved the proposal by OH to procure an Employee Assisted Programme which will be accessible to all staff for financial, legal, relationship advice as well as wellbeing and provision of counselling. In a recent staff survey 97% of staff said they were aware of the OH portal and didn't require any additional welfare support at this time.
11. Table 4 shows the comparison of long-term and short-term absence against medical condition and shows that mental ill health continues to account for the highest levels of long term absence. As referred to in para 10 above, work continues to address this issue.
12. Tables 3 and 4 also show a number of staff are suffering from back, knee and lower limb musculoskeletal conditions which are often inherent in an aging workforce undertaking work of a physically demanding nature. All of these issues are being managed and supported as appropriate to each individual case.
13. Table 5 shows the number of employees by group who have been affected by Covid19, both directly and indirectly. Absences due to Covid19 were exceptionally low compared with other FRS, largely due to the measures instigated by HFRS at the outset of the lockdown to protect our staff and preserve service delivery standards.

Table 3

CLG Category	Total duty days lost
Mental Health Anxiety/Depression	283.81
Musculo Skeletal Knee	176.68
Musculo Skeletal Back	127.78
Musculo Skeletal Lower Limb	96.97
Neurological	95.94
Other	77.22
Gastro Intestinal	63.06
Musculo Skeletal Shoulders	50.04
Mental Health Other	46.00

Urological	44
Musculo Skeletal Upper Limb	40.6
Endocrine	33
Musculo Skeletal Other	21.89
Respiratory Other	4
Dermatological	2.4
Cardiovascular Other	0
Cancer	0
Reproductive	0
Senses Vision	0
Musculo Skeletal Neck	0
Senses Hearing	0
	1163.39

Table 4

CLG Category			
	Long Term	Short Term	Grand Total
Dermatological	0.00	2.40	2.40
Endocrine	33.00	0.00	33.00
Gastro Intestinal	44.00	19.06	63.06
Mental Health Anxiety/Depression	266.46	17.35	283.81
Mental Health Other	46.00	0.00	46.00
Musculo Skeletal Back	106.56	21.22	127.78
Musculo Skeletal Knee	168.68	8.00	176.68
Musculo Skeletal Lower Limb	90.00	6.97	96.97
Musculo Skeletal Other	16.00	5.89	21.89
Musculo Skeletal Shoulders	33.00	17.04	50.04
Musculo Skeletal Upper Limb	38.60	2.00	40.60
Neurological	88.00	7.94	95.94
Other	54.22	23.00	77.22
Respiratory Other	0.00	4.00	4.00
Urological	44.00	0.00	44.00
Grand Total	1028.52	134.87	1163.39

Table 5

	No of employees Confirmed Covid	No of employees Self Isolation Symptoms of Covid	No of employees Self Isolation – Household symptoms	No of employees Self isolation – team or watch symptoms	No of employees Quarantine – returning to UK from affected area
Control	0	2	3	0	0
Fire Staff	1	7	13	1	0
On Call	0	6	17	15	1
Full Time	3	23	35	37	1
Total	4	38	68	53	2

DISTRICT AND DEPARTMENT CASE REVIEW PROCESS

14. The Case Review Board has been replaced by a more dynamic department and district focused review system empowering managers to both seek support and manage their own local absence issues more appropriately and effectively.
15. Managers are supported by HR Service Partners and OH advisors who provide assistance to review and progress cases on a monthly basis. This tri-partite approach provides regular focused management of absence cases and ensures all parties are appropriately supported.
16. Monthly summary meetings are held with the Head of HR on all absence and modified duties to ensure a consistent approach is adopted across the service and to provide opportunity to identify common themes.
17. Occupational Health services, internal support for maintaining operational fitness and counselling services are all utilised according to individual need. This integrated approach seeks to make best use of all available health resources, support staff during periods of ill health and support their return to work (where possible) in the most effective way. The OH Physician is now being more effectively utilised to help with complex long term cases.

COMPARISON WITH THE SAME PERIOD LAST YEAR

18. Table 6 shows a comparison of absence in the same period last year with this year and it is clear to see that in this 1st quarter of 20-21 there has been a significant decrease in sickness absence in each contract group.
19. In total there have been 655.96 fewer days absent compared to the same period in 19-20, which is a total decrease of 56.38%.
20. It is likely that both the conclusion of three long term ill health cases and the Covid19 situation have had a significant and positive impact upon the overall absence rates. Individual staff impact assessments have indicated that many staff have enjoyed working at home and have enjoyed a better work life balance as a result; it is reasonable to assume that this may have had a positive impact on staff health. As we return to a blended approach of home and office working, the absence percentage will continue to be measured and over time we will be able to assess whether this is a lasting positive impact.
21. A further area of positive impact is likely to be the increased focused attention that Managers, supported by the HR Service Partners are bringing to bear on long term sickness absence and other staff who have been on modified duties for extended periods of time.
22. The Absence Policy is also under review and will provide a clearer, more consistent framework for managers and employees on the services available and the processes that will be followed to support employees back to work and full operational duties in a timely manner; particularly in respect of managed periods of modified duties.

Table 6

	2020/21 Sum of Duty Days Lost	Establishment as of 30/6/2020	2020/21 Average Duty Days Lost Per Person per Contract Type	2019/20 Sum of Duty Days Lost	Establishment as of 02/07/19	2019/20 Average Duty Days Lost Per Person per Contract Type	difference between contract groups 20/21 – 19/20
Control	100.00	28.5	3.51	160	26.29	6.09	-60
Support Staff	208.11	175.71	1.18	541.24	178.17	3.04	-333.13
On-Call	215.28	342	0.63	256.11	345	0.74	-40.83
Full-Time	640.00	454.21	1.41	862.00	483	1.78	-222
Grand Total	1163.39	1000.42	1.16	1819.35	1032.46	1.58	-655.96
Number of sickness absence days difference to 19/20	-655.96						

23. The biannual fitness testing process aims to identify and support all operational staff with general fitness and muscular skeletal issues. An additional member of staff has been appointed to support both the fitness testing program and the range of remedial support that can be offered to staff to regain their operational fitness. OH are reviewing physiotherapy/rehabilitation service provision for staff to support recovery and rehabilitation.
24. Whilst this program was interrupted by Covid19, a number of essential return to work fitness tests were carried out remotely, observing the need to preserve social distancing measures. Full fitness testing will resume in September 2020.
25. Approval for an Employee Assistance Program (EAP) has been granted and will be procured by Occupational Health in the near future which will provide all staff with a valuable range of counselling and supportive services which will in turn assist with mental health issues and related absence. This will replace the previous ad hoc approach to accessing external counselling where demand has increased significantly since the mental health agenda was given more prominence. It will also be a more targeted yet economical approach in the way we support our staff.
26. Training, which was postponed due to Covid19 will now take place for Critical Stress Incident Management in August 2020. This will allow a diverse cadre of trained staff from across the service who will be able to debrief and defuse following incidents and situations which employees may have found traumatic. This is another service that we can provide to staff that is expected to have a positive impact on mental health and related absence.
27. HR continues to work closely with Occupational Health and managers to support all staff during periods of absence and modified duties.

STRATEGIC PLAN COMPATIBILITY

28. Effective management of sickness absence is a key enabler towards achieving all of our Strategic Objectives and supports the Value Our People workstream.

FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

29. Management of sickness absence and the retention of personnel through effective attendance have a positive impact on both the finances of the Service and the resources available for deployment.

LEGAL IMPLICATIONS

30. The fair management of absence with a consistent approach to the management of cases and the use of reasonable adjustments to support staff back into the workplace decreases the risk of Employment Tribunals being brought against the Authority and the loss of these cases when they happen.

EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

31. The fair management of absence cases supports the delivery of equality of opportunity and ensures that staff suffering from ill health are treated equally regardless of gender, disability and other protected characteristics.
32. The introduction of new ways of consistently managing absence represents the use of HR best practice across the Service.

CORPORATE RISK MANAGEMENT IMPLICATIONS

33. Appropriate management of absence reduces the risk of related corporate issues being raised.

HEALTH AND SAFETY IMPLICATIONS

34. Appropriate management of absence reduces the risk of negative health and safety implications.

COMMUNICATION ACTIONS ARISING

35. Managers are being regularly communicated with in relation to absence through a coaching approach by the HR Service Partners and regular meetings with the Director of HR and the DCFO.

DETAILS OF CONSULTATION

36. None directly arising.

BACKGROUND PAPERS AVAILABLE FOR ACCESS

37. None.

RECOMMENDATIONS RESTATED

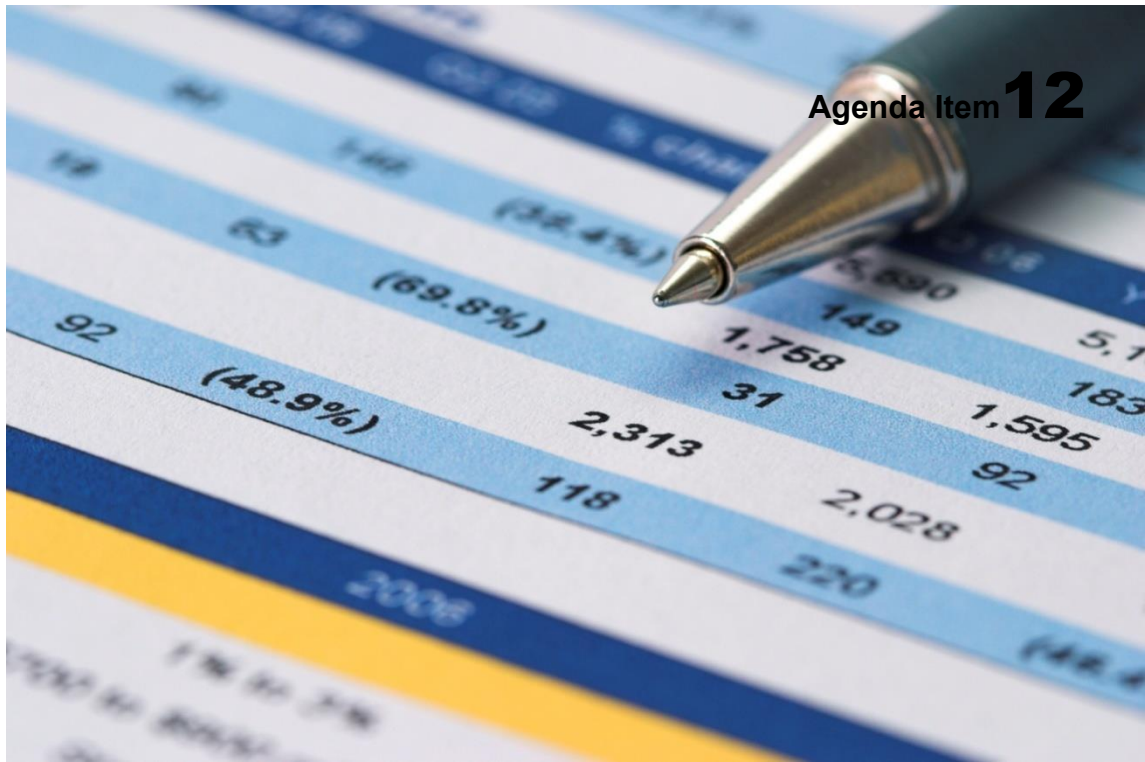
38. That Members note the content of the report and take assurance that absence is being managed fairly, consistently and appropriately in the Service and that actions taken are having a positive impact on absence management figures.

R GILMOUR

Officer Contact: Ruth Gilmour
Head of HR

Humberside Fire & Rescue Service
Summergroves Way
Kingston upon Hull

RG
4 August 2020



Management Accounts for the period ending 30th June 2020



HUMBERSIDE
Fire & Rescue Service

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Key To Traffic Light System

The elements of the Traffic Light system being used in the report to highlight significant outturn variances / issues are as follows:-

Status Column - indicates, using a colour reference whether an issue is:-

Red **Potentially detrimental** to the finances of the Authority

Green **In line with budget or potentially advantageous** to the finances of the Authority.

HUMBERSIDE FIRE & RESCUE SERVICE **COMMENTARY ON THE MANAGEMENT ACCOUNTS** **For the period 1 April 2020 to 30 June 2020**

The following statements represent a summary of the financial activity of the Service for the period stated above.

Each statement is accompanied with notes, referenced to specific lines on that statement where significant variances have been forecasted or where further explanation of information shown is necessary.

Revenue Statements

These statements show the actual and committed revenue expenditure, in summary subjective heading format (Table 1) as at 30 June 2020 compared to the profiled 2020/21 budget for the same period. The report also shows the forecasted outturn for the full year based on current levels of income and expenditure and any known variations to the end of the financial year.

Table 1

HUMBERSIDE FIRE & RESCUE SERVICE REVENUE MONITORING SUMMARY STATEMENT 2020/21 1 April 2020 to 30 June 2020 (Period 03)

	Original Budget £'000	Revised Budget £'000	30 June 2020		Projection £'000	Full Year		Status	Note
			Profile £'000	Actual & Committed £'000		Variance £'000	%		
Employees									
Wholetime Firefighters	25,127	25,220 *	6,281	6,297	25,220	-	-	Green	
On-Call Firefighters	4,798	4,845 *	1,022	988	4,845	-	-	Green	
Non-Operational	6,810	6,810	1,702	1,562	6,760	(50)	(0.73)	Green	1
Other Employee Expenses (Training, Occ Health, Insurance)	1,517	1,517	399	217	1,601	84	5.54	Red	2
Total Pay & Pensions	38,252	38,392	9,404	9,064	38,426	34	0.09		
Premises	2,660	2,700 *	1,363	916	2,700	-	-	Green	
Transport	1,744	1,744	469	1,309	1,688	(56)	(3.21)	Green	3
Supplies & Services	3,850	3,976 *	961	1,266	3,976	-	-	Green	
Support Services	204	204	51	28	204	-	-	Green	
Total Expenditure	46,710	47,016	12,248	12,583	46,994	(22)	(0.05)		
Income	(4,001)	(4,911) *	(1,000)	(3,754)	(4,911)	-	-	Green	
Net Expenditure (Ex Capital Charges)	42,709	42,105	11,248	8,829	42,083	(22)	(0.05)		
Interest Payable	661	661	-	15	661	-	-	Green	
Interest Receivable	(60)	(60)	(15)	(8)	(60)	-	-	Green	
Accounting Adjustments	1,915	1,969 *	-	-	2,099	130	6.60	Red	4
Contributions to / (from) Reserves	44	594 *	-	-	594	-	-	Green	
Net Budget Requirement	45,269	45,269	11,233	8,836	45,377	108	0.24	Red	
Financed By									
Business Rates	(3,915)	(3,915)	(979)	(771)	(3,915)	-	-		
National Non Domestic Rates	(17,104)	(17,104)	(5,972)	(6,803)	(17,104)	-	-		
Precepts	(24,250)	(24,250)	(6,415)	(6,415)	(24,250)	-	-		
	-	-	(2,133)	(5,153)	108	108	-		

*budgets increased to reflect additional spend and grant received from Government in relation to COVID19

Notes

1. This projected underspend is due to a number of vacant roles.
2. This projected overspend is due to a higher level of ill health contribution to the Firefighters Pension Fund.
3. This projected underspend is due BP offering free fuel to blue light services during the COVID19 pandemic. In addition to this there has been a lower level of officer travel as training courses and meetings have moved to a virtual delivery.
4. This overspend is due to a higher level of Minimum Revenue Provision (MRP).

Capital Statement

This report shows the actual and committed capital expenditure as at 30 June 2020 compared with the adjusted profiled 2020/21 budget for the same period. This report also shows the forecasted outturn for the full year based on current levels of expenditure and any known variations to the end of the financial year.

Table 2

HUMBERSIDE FIRE & RESCUE SERVICE
CAPITAL MONITORING STATEMENT 2020/21
 1 April 2020 to 30 June 2020 (Period 03)

SCHEME	Original Budget	Revised Budget	*	30 June 2020		Full Year		Traffic Light	Note
	£'000	£'000	£'000	Profile	Actual & Committed	Projection	Variance	Status	
				£'000	£'000	£'000	£'000	%	
Building Works									
Invest to Save	260	402		40	-	402	-	-	Green
Goole	-	387		39	-	387	-	-	Green
Scunthorpe	-	464		46	-	464	-	-	Green
Bridlington	100	516		516	516	516	-	-	Green
BA Training Refurbishment	-	18		2	-	18	-	-	Green
Furniture & Equipment	-	87		9	-	87	-	-	Green
HQ OTC	-	34		3	-	34	-	-	Green
Dignity Works	-	168		17	-	168	-	-	Green
Industrial Training Centre	-	657		66	-	657	-	-	Green
Co-Location	-	97		10	-	97	-	-	Green
Cleethorpes	-	36		4	-	36	-	-	Green
Howden	200	395		40	-	395	-	-	Green
Calvert	100	100		10	-	100	-	-	Green
	660	3,361		802	516	3,361	-	-	
Vehicles									
Operational Vehicles	70	372		37	-	372	-	-	Green
Support Vehicles	400	487		49	9	487	-	-	Green
Equipment	227	278		28	-	278	-	-	Green
PPE	400	1,400		140	-	1,400	-	-	Green
Information Technology	600	820		82	385	820	-	-	Green
	2,357	6,718		1,138	910	6,718	-	-	

*the revised budget includes £4.361m of slippage from the previous years Capital Programme as agreed by the Fire Authority at its meeting on 26th June 2020.

Pensions Account Statement

The Authority has a revised budgeted deficit of £9.814m on this account for 2020/21.

The deficit on this account is financed through the Pensions Top-up Grant given by the Home Office, of which 80% of the grant is expected to be received in July of this financial year. The Authority has to stand any cash flow losses until the balance of the grant is paid in full in July 2021.

Table 3

**HUMBERSIDE FIRE & RESCUE SERVICE
PENSIONS ACCOUNT STATEMENT 2020/21
1 April 2020 to 30 June 2020 (Period 03)**

	Revised Budget £'000	30 June 2020		Projection £'000	Full Year		Note
		Profile £'000	Actual £'000		Variance		
					£'000	%	
<u>Expenditure</u>							
Pension payments	16,621	5,540	5,539	16,621	-	-	
Commutations	1,832	458	630	1,832	-	-	
Transfer Values	100	25	-	100	-	-	
Total Pensions Expenditure	18,553	6,023	6,169	18,553	-	-	
<u>Income</u>							
Contributions							
Ill Health	(115)	(29)	-	(115)	-	-	
Employee's	(2,551)	(638)	(605)	(2,551)	-	-	
Employer's	(5,973)	(1,493)	(1,380)	(5,973)	-	-	
	<u>(8,639)</u>	<u>(2,160)</u>	<u>(1,985)</u>	<u>(8,639)</u>	<u>-</u>	<u>-</u>	
Transfer Values	(100)	(25)	(37)	(100)	-	-	
Total Pensions Income	(8,739)	(2,185)	(2,022)	(8,739)	-	-	
Net Pensions Deficit/(Surplus) To be financed by HO grant	9,814	3,838	4,147	9,814	-	-	

Treasury Management

Borrowing & Lending Activity

This statement shows the borrowing and lending activities undertaken by the Corporate Finance section of Hull City Council, on behalf of the Service, for the period 1 April 2020 to 30 June 2020 under the terms of the SLA. It also shows any variation between the actual interest received from the temporary investment of surplus monies and the budgeted interest.

Table 4

HUMBERSIDE FIRE & RESCUE SERVICE BORROWING AND LENDING ACTIVITY STATEMENT For the Period Ending 30 June 2020							
Ref.	Company	Investment £	From	To	%	Returned	
						Interest £	Investment £
MMF	Deutsche Managed Sterling Fund	1,000,000.00					
MMF	Aberdeen (SL) Liquidity Fund	1,000,000.00					
MMF	Goldman Sachs Liquid Reserve Fund	255,000.00					
301694	DMO	2,400,000.00	01/04/2020	02/04/2020	0.04	2.63	2,400,000.00
301697	DMO	1,000,000.00	21/04/2020	30/04/2020	0.08	19.73	1,000,000.00
301691	Thurrock Council	2,000,000.00	25/02/2020	26/05/2020	0.90	4,487.67	2,000,000.00
301698	DMO	1,800,000.00	21/05/2020	29/05/2020	0.04	15.78	1,800,000.00
301696	Gloucester City Council	2,000,000.00	20/04/2020	22/06/2020	0.32	1,104.66	2,000,000.00
301700	DMO	1,000,000.00	22/06/2020	30/06/2020	0.01	2.19	1,000,000.00
301695	East Dunbartonshire Council	2,000,000.00	02/04/2020	02/07/2020	0.40	1,994.52	-
301699	Thurrock Council	2,000,000.00	26/05/2020	26/08/2020	0.45	2,268.49	-
						<u>9,895.67</u>	

Total Investments at 30 June 2020

6,255,000.00

Summary of Interest Receipts

		<u>Projection</u>	<u>Actual</u>	<u>Variance</u> <u>under/(over)</u>	<u>%</u>
		£	£	£	
Accumulated interest on Investments to :	30/06/2020	15,000	8,465	6,535	43.56

Temporary Loans

Investment £	From	To	%	Interest £
-				-

The total amount temporarily invested at 30 June 2020 is £6.255m.

The balance in the Authority's Liquidity Manager Account (LMA) bank account as at 30 June 2020 is £97,435.97. This account currently accrues interest at 0.10%.

Movement in Revenue Reserves

This statement shows the movements on the revenue reserves for the period 1 April 2020 to 30 June 2020.

This statement also gives a projected value of revenue reserves at 31 March 2021 based on the projections in Table 1.

Table 5

**HUMBERSIDE FIRE & RESCUE SERVICE
MOVEMENT IN REVENUE RESERVES
as at 30 June 2020**

	As at 1 April 2020 £'000	In Year Movements £'000	Projected Balance at 31 March 2021 £'000
General Reserve	5,758	(64) *	5,694
Earmarked Reserves			
Insurance	500	-	500
The Ark - National Flood Resilience Centre	1,000	-	1,000
Capital Programme	3,000	-	3,000
Resilience Reserve	300	-	300
ESMCP	373	-	373
COVID	-	550	550
	10,931	486	11,417

*In year contribution to the General Reserve is based on the budgeted contribution to the reserve plus any estimated under/overspend as at 30th June 2020.

Budget Virements (transfer between lines) Processed

There were no budget virements processed during the period to 30th June 2020.

<p>Governance, Audit and Scrutiny Committee 7 September 2020</p>	<p>Report by the Director of Service Improvement</p>
<p style="text-align: center;">CUSTOMER SERVICE EXCELLENCE STANDARD 2020</p> <p style="text-align: center;">REPORT EXECUTIVE SUMMARY</p> <p>Members will be aware that the Customer Service Excellence Standard (CSE), originally achieved in 2009, is re-certified on an annual basis subject to passing a compliance audit. The Standard covers a three-year period, with 2020 being a Year 3 renewal.</p> <p>As in previous years, renewal focussed on five criteria:</p> <ul style="list-style-type: none"> • Customer Insight • The Culture of the Organisation • Information and Access • Delivery • Timeliness and Quality of Service <p>The renewal audit for 2020 was due to take place on 17 March 2020 but, due to Covid-19 restrictions, a remote audit was agreed and took place on 7 July 2020. The audit was supported by telephone interviews with Officers and documentary evidence, which took the form of presentations, reports, links to articles on our website, photographs and videos.</p> <p>It is pleasing to report that the Standard has been successfully retained for a further year. Nine areas of notable Good Practice were identified, an increase of two from last year, and the three areas of Compliance Plus, assessed as exceptional/exemplar good practice, still stood with additional areas of note. No partial or Non-Compliance issues were identified.</p> <p>Due to the remote nature of the audit, contact was restricted to a telephone call with Corporate Assurance at the start and end of the day, with a telephone meeting also arranged to facilitate a discussion surrounding Unwanted Fire Signals and our response to Grenfell. The auditor reviewed the documentary evidence, including our self-assessment document, the website, social media and followed several customer journeys to ensure processes aligned with customer insight.</p> <p>The full report is included at Appendix 1.</p>	

RECOMMENDATION

1. Members acknowledge the retention of the Standard and take assurance from our ongoing commitment to Customer Service Excellence.

BACKGROUND

2. The Customer Service Excellence Standard tests, in great depth, those areas that research has indicated are a priority for customers, with focus on delivery, timeliness, information, professionalism and staff attitude. There is also an emphasis placed on developing customer insight, understanding the user's experience and robust measurement of service satisfaction.
3. During the audit all criteria were reviewed; the documents included presentations on the Drone and Safer Roads Humber, Annual Performance Report, Public Perception Survey, Corporate Communication Measurement Report, Complaints Summary, Public Safety Reports and updates on the Integrated Care Centre and East Coast & Hertfordshire Control Room Project.
4. The following summarised extracts have been taken from the formal report:

(a) Nine Areas of Good Practice:

- Previous reports have highlighted HFRS's focus on supporting the community but the way they have responded to the Covid-19 crisis is particularly praiseworthy. They have identified and supported vulnerable people throughout the period of lockdown through home deliveries of food and medicine and offering support through the Safe and Wellbeing visits. HFRS has channelled resources to support the community where possible, for example three members of staff whose roles were within schools have been diverted to deliveries.
- The initiative to cut down on unwanted fire signals has been successful and is saving time and money for both HFRS and local businesses. However, it was good to see that charges have been waived during the lockdown period to help local businesses.
- The Annual Performance Report shows continued improvement in the already strong area of engagement with communities.
- Social media is used as an excellent tool for communication and engagement with communities. They currently have Twitter, Facebook, Instagram, LinkedIn and YouTube accounts. It was interesting to note the increased activity from the last CSE visit. In January, 2019 HFRS had 19,997 followers which increased in May 2020 to 22,232 and for the same period Facebook likes increased from 10,082 to 12,272. HFRS are using Facebook to encourage users to keep fit during the lockdown via "FireFit in 5".
- The website is easy to navigate and right up to date. Its currency was demonstrated in that it posted advice on 03.07.20 on how to keep safe when lockdown restrictions were lifted on 04.07.20. There was good advice on not going home and cooking after a first evening back in the pub and to be aware of the danger of too much alcohol and being close to water.
- There is a robust process in place for managing customer complaints. There were 23 in 2019/20, up from 19 in the previous year, of which 16 were upheld. This is very low compared to the 103 compliments the service received during the same period. It is also tiny compared to the number of customer contacts and the proactive approach the service has in seeking feedback.
- Customer satisfaction information is gathered via face to face engagement, local surveys and the national Public Perception Survey. The standout statistic is that 86% of HFRS customers thought that they provided an effective service. This compared favourably with other UK fire and rescue services.

- The introduction of drones, working in partnership with Humberside Police, should be of great benefit to HFRS. An Incident Commander can use drones to:
 - Gather information
 - Improve situational awareness
 - Improve safety
 - Create plan
 - Improve search and rescue
 - Access hard to reach places
 - Improve communication
 - Record for Ops debriefs/assurance
- It was good to see that the Public Safety and Falls Teams have been acknowledged as community heroes for their work during the lockdown.

(b) Three Areas of Compliance Plus:

Compliance Plus describes behaviours or practices which exceed the requirements of the standard and are viewed as exceptional or as exemplar to others, either within the applicant's organisation or the wider customer service arena. These areas stood from last year with additional areas of note.

(i) Falls Response Team

Partnership working between Hull CCG and HFRS led to the piloting of a rapid falls response team where firefighters attended hundreds of callouts for falls within six months. This is an invaluable service that meets a need that the Ambulance Service finds hard to fill, as falls are generally given a low priority. This continues to be an area of compliance plus particularly as the Falls Team members are additionally carrying out Safe and Well Visits to vulnerable members of the public. 55 have been carried out since January 2020.

(ii) Integrated Care Centre

The Jean Bishop Integrated Care Centre (ICC) is an innovative new facility that has been commissioned by Hull Clinical Commissioning Group (CCG). It is believed to be the first of its type in the UK. Humberside Fire and Rescue Service also has an operational fire station on site and provide a falls response team as well as responding to other fire and rescue incidents. This facility demonstrates the way that HFRS are meeting their key objectives. This continues to be an area of compliance plus and the role of the ICC has an even higher community role during the current crisis.

(iii) Howdens Joinery Partnership

The compliance plus raised at last year's assessment is raised again as, if anything, the partnership arrangements between HFRS and Howdens Joinery have continued to expand and flourish. The arrangements have robust mechanisms to ensure compliance with policies and strategies. This has resulted in the arrangement being extended to other fire and rescue services within the UK. This continues to be an area of compliance plus, although it was not possible to meet partners via this remote CSE assessment. However, the Howdens Partnership, has been enhanced by the use of their facilities and resources to assist with delivering 1 million pieces of PPE.

(c) Areas for Improvement

Areas for Improvement are suggested actions that do not form part of the formal assessment criteria. Areas for Improvement from 2019 had been satisfactorily

addressed and the only area for improvement identified in this assessment related to the last HMICFRS report (2018), which marked HFRS as good on efficiency and effectiveness but marked them as needing improvement on “How well does the service look after its people.” This was aimed mainly at non-operational staff.

Management Response

This area has largely been addressed by the introduction of the Service Improvement Plan following the HMICFRS Inspection.

STRATEGIC PLAN COMPATIBILITY

5. The Customer Service Excellence Standard contributes to our self awareness and continuous improvement.

FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

6. None arising directly.

LEGAL IMPLICATIONS

7. None arising directly.

EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

8. None arising directly.

CORPORATE RISK MANAGEMENT IMPLICATIONS

9. None arising directly.

HEALTH AND SAFETY IMPLICATIONS

10. None arising directly.

COMMUNICATION ACTIONS ARISING

11. The Customer Service Excellence Report has been published on the HFRS Website, on Social Media and in Siren.

DETAILS OF CONSULTATION AND/OR COLLABORATION

12. None arising directly.

BACKGROUND PAPERS AVAILABLE FOR ACCESS

13. None.

RECOMMENDATION RESTATED

14. Members acknowledge the retention of the Standard and take assurance from our ongoing commitment to Customer Service Excellence.

N MCKINIRY

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

Humberside Fire & Rescue Service
Summergroves Way
Kingston upon Hull

7 September 2020



Assessment Report

CUSTOMER SERVICE EXCELLENCE

Humberside Fire & Rescue Service

3 SUR





1. EXECUTIVE SUMMARY

The assessment method used was a full remote assessment due to the current circumstances of the Covid19 Pandemic.

Following the assessment, Humberside Fire & Rescue Service were found to have a deep understanding of, and commitment to, Customer Service Excellence. The commitment was displayed from Senior Management levels through to operations and front line staff.

I would like to take this opportunity to thank those people involved in the overall assessment process. It has been a pleasure meeting with your team and having the opportunity to observe your service in action.

The outcome of the assessment was -

“Continued award of the Customer Service Excellence Standard has been recommended”

Address:	Service Headquarters Summergroves Way Hull Yorkshire HU4 7BB		
Standard(s):	Customer Service Excellence	Accreditation Body(s)	UKAS
Representative:	Ms Hazel Bullen		
Site(s) assessed:	Remote (Covid 19)	Date(s) of audit(s):	07-07-2020, 08-07-2020
Lead Assessor :	Bob Mandy	Additional team member(s):	
Type of Assessment:	Annual Review		
Review of Certification Claims	Claims are accurate and in accordance with SGS guidance		



2. CONTEXT

Humberside Fire & Rescue Service (HFRS) provides services to four local authority areas covering the Humberside region: Hull; East Riding of Yorkshire; North Lincolnshire; and North-East Lincolnshire. The service employs more than 1000 staff and provides emergency fire and rescue services on demand, with demanding target times for attendance at incidents. There have been some significant changes since the last Customer Service Excellence visit including:

HFRS has increased the number of people actively engaged in consultation activities supported by a corporate communications plan. The increased engagement with local communities has been important in aiding HFRS in supporting their region in the fight against the Covid-19 pandemic. It is also worth noting that despite some members of staff being affected by the virus HFRS has continued to maintain their excellent level of service.

Following receiving the HMICFRS Inspection report benchmarking HFRS against other Fire & Rescue Services a result Service Improvement Plan has been drawn up and implemented.

To enhance business safety approval was given by the Fire Authority to address unwanted fire signals. Changes have been agreed and made clear in a Position Statement on the website. This has been introduced in October 2019 in agreement with local authorities, the NHS and local businesses. To reduce the burden caused by Unwanted Fire Signals HFRS uses a combination of engagement, non-attendance and charging approach. Within defined parameters:

- Not attend automated alarm signals unless confirmed as a genuine fire and
- Where they deem it appropriate charge the Responsible Person for persistent false alarms originating from their fire warning equipment.

An area of compliance plus that is listed later in this report are the partnerships that HFRS has in place. The Howdens Partnership has been enhanced during the Covid-19 crisis by the use of their facilities and resources to assist with delivering of one million pieces of PPE.

Drones have been introduced in collaboration with Humberside Police.



3. METHOD OF ASSESSMENT

The assessment method used was a full remote assessment due to the current circumstances of the Covid19 Pandemic. Evidence was submitted electronically via email and the assessment interviews took place over the telephone and via computer.

The assessment was undertaken in two stages; the first was a review of your self-assessment submission. This review enabled the assessor to gain an understanding of how the organisation has met the requirements of the Customer Service Excellence standard.

The next stage was to review, remotely, the evidence of the service delivered following the remote assessment plan. This was conducted through reviewing further evidence as well as speaking to staff, partners and customers. This included following customer journeys through your processes and how these aligned with customer insight.

During the assessment process the criteria are scored on a four-band scale:

COMPLIANCE PLUS - Behaviours or practices which exceed the requirements of the standard and are viewed as exceptional or as exemplar to others, either within the applicant's organisation or the wider customer service arena.

COMPLIANT - Your organisation has a variety of good quality evidence which demonstrates that you comply fully with this element. The evidence which reflects compliance is consistent throughout and is embedded in the culture of the organisation.

PARTIAL COMPLIANCE - Your organisation has some evidence but there are significant gaps. The gaps could include:

- Parts of the applicant's organisation which are currently not compliant and/or
- Areas where the quality of the evidence is poor or incomplete and/or
- Areas which have begun to be addressed and are subject to significant further development and/or
- Areas where compliance has only been evident for a very short period of time

NON COMPLIANT - Your organisation has little or no evidence of compliance or what evidence you do have refers solely to a small (minor) part of your organisation.



The current scheme allows applicants a maximum number of partial compliances, equating to a pass mark of 80% for all criteria.

4. OPENING MEETING

The remote assessment commenced with an opening meeting conducted via a telephone link.

The assessment activity and areas for improvement were discussed. The itinerary had been agreed with Humberside Fire & Rescue Service in advance. The organisation was informed that all information obtained during the assessment would be treated as strictly confidential.

The scope of Assessment was confirmed as: Humberside Fire & Rescue Service

5. ON-SITE ASSESSMENT

I was supported remotely throughout the assessment by Hazel Bullen and other personnel within the organisation were involved when assessing activities within their responsibility.

The assessment resulted in the raising of no partial compliances. A number of observations are listed in Section 7 of this report.

Criterion	Maximum number of Partial compliance	Actual number of non-compliance	Actual number of partial compliance	Actual number of Areas for Improvement
1	2	0	0	0
2	2	0	0	0
3	2	0	0	1
4	3	0	0	0
5	2	0	0	0

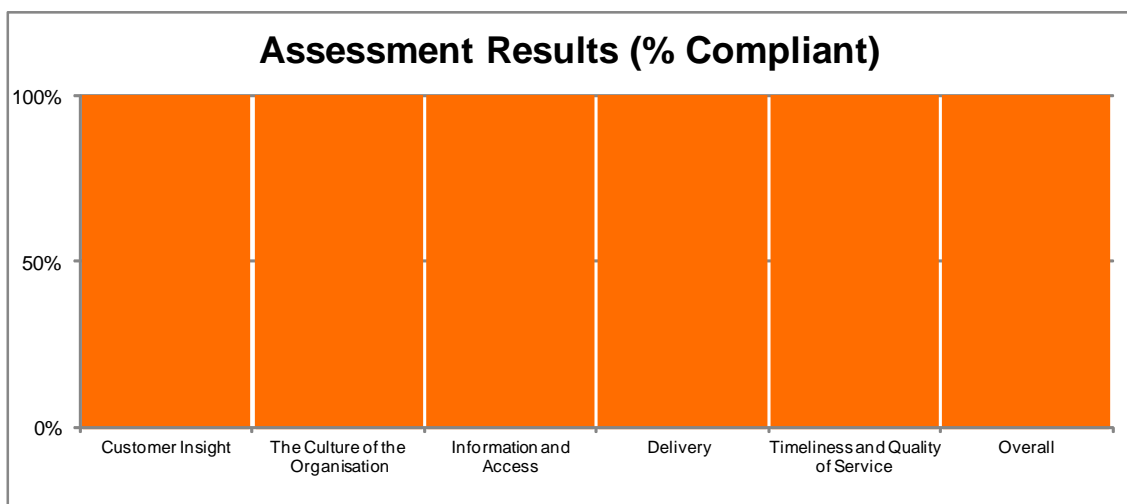
Number of good practices awarded during the assessment	9
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Have the partial compliance(s) raised at the last assessment been closed?	N/A
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Criterion		Maximum number of partial compliances	Number of non-compliances	Number of partial compliances	Number of Full compliances
1	Customer Insight	2	0	0	11
2	The Culture of the Organisation	2	0	0	11
3	Information and Access	2	0	0	8
4	Delivery	3	0	0	9
5	Timeliness and Quality of Service	2	0	0	10

Good practices awarded during the assessment	9
Compliance Plus awarded during the assessment	3



6. AREAS OF PARTIAL COMPLIANCE

CRITERION 1

None raised

CRITERION 2

None raised

CRITERION 3

None raised

CRITERION 4



None raised

CRITERION 5

None raised

7. OBSERVATIONS

During the site assessment the following general observations were made. These include: positive areas scored as Compliance Plus; areas of good practice; areas for improvement identified throughout the entire assessment process, as listed below.

Areas for Improvement raised during the 2019 visit

- 3.4.1 Whilst the Falls Prevention Teams provide an excellent service there appears sometimes to be a lack of cooperation with the Ambulance Service Control. It appears that some calls are held back and not passed across to HFRS until the resident has been alone for some time. In other cases the Falls Team has arrived to find that the resident has not only fallen but has a serious injury. In these cases there should be a higher priority with an ambulance dispatched.

This issue has been discussed with the Hull City Health Care Partnership (CHCP) and there have been no further incidents.

Areas for Improvement

- 2.2.5 The last HMICFRS report marked HFRS as good on efficiency and effectiveness but marked them as needing improvement on “How well does the service look after its people.” This was aimed mainly at non-operational staff.

Areas of Good Practice

- Previous reports have highlighted HFRS’s focus on supporting the community but the way they have responded to the Covid-19 crisis is particularly praiseworthy. They have identified and supported vulnerable people throughout the period of lockdown through home deliveries of food and medicine and offering support through the Safe and Wellbeing visits. HFRS has channelled resources to support the community where possible

for example three members of staff whose roles were within schools have been diverted to deliveries.

- The initiative to cut down on unwanted fire signals has been successful and is saving time and money for both HFRS and local businesses. However, it was good to see that charges have been waived during the lockdown period to help local businesses.
- The annual performance report shows continued improvement in the already strong area of engagement with communities.
- Social media is used as an excellent tool for communication and engagement with communities. They currently have Twitter, Facebook, Instagram, LinkedIn and YouTube accounts. It was interesting to note the increased activity from the last CSE visit. In January 2019 HFRS had 19,997 followers which increased in May 2020 to 22,232 and for the same period Facebook likes increased from 10,082 to 12,272. HFRS are using Facebook to encourage users to keep fit during the lockdown via “FireFit in 5”.
- The website is easy to navigate and right up to date. Its currency was demonstrated in that it posted advice on 03.07.20 on how to keep safe when lockdown restrictions were lifted on 04.07.20. There was good advice on not going home and cooking after a first evening back in the pub and to be aware of the danger of too much alcohol and being close to water.
- There is a robust process in place for managing customer complaints. There were 23 in 2019 – 20 up from 19 in the previous year of which 16 were upheld. This is very low compared to the 103 compliments the service received during the same period. It is also tiny compared to the number of customer contacts and the proactive approach the service has in seeking feedback.
- Customer satisfaction information is gathered via face to face engagement, local surveys and the national Public Perception Survey. The standout statistic is that 86% of HFRS customers thought that they provided an effective service. This compared favourably with other UK fire and rescue services.
- The introduction of drones working in partnership with Humberside Police should be of great benefit to HFRS. An Incident Commander can use drones to:



- Gather information
 - Improve situational awareness
 - Improve safety
 - Create plan
 - Improve search and rescue
 - Access hard to reach places
 - Improve communication
 - Record for Ops debriefs/assurance
- It was good to see that the Public Safety and Falls Teams have been acknowledged as community heroes for their work during the lockdown.

Areas of Compliance Plus

- 3.4.1 HFRS and Hull CCG working together led to the piloting of a rapid falls response team where firefighters attended hundreds of callouts for falls within six months. They reaching fallers on average in around 17 minutes. There are four dedicated teams of two operating across Hull. I spent time at Redwood Glades and spoken to staff there and residents who have been helped by the team. It is clear that this is an invaluable service that meets a need that the Ambulance Service finds hard to fill as falls are generally given a low priority. I interviewed Dave Collingwood who is part of the Falls Response Team and Sam Teather who is a member of the Corporate Assurance Team. I was impressed by the great working relationship they have with staff and residents of Redwood Glades. This continues to be an area of compliance plus particularly as the Falls Team members are additionally carrying out Safe and Well Visits to vulnerable members of the public. 55 have been carried out since January 2020.
- 3.4.1 The Jean Bishop Integrated Care Centre (ICC) is an innovative new facility that has been commissioned by Hull Clinical Commissioning Group (CCG). It is believed to be the first of its type in the UK. Humberside Fire and Rescue also has an operational fire station on site and provide a falls response team as well as responding to other fire and rescue incidents. Discussions are underway to explore the possibility of crews

also supporting rehabilitation and recovery of patients. The combination of the ICC with a fire station is definitely a UK first. This facility demonstrates the way that HFRS's key objective personal safety and fire prevention is being met. This continues to be an area of compliance plus and the role of the ICC has an even higher community role during the current crisis.

- 3.4.1; 3.4.2 The compliance plus raised at last year's assessment is raised again as if anything the partnership arrangements have continued to expand and flourish. There are partnership arrangements, with robust mechanisms to ensure compliance with policies and strategies. Tony Clark from Howden's Joinery was on hand to explain how the partnership had continued to expand, taking the partnership to a new level for fire and rescue services. This has resulted in the arrangement being extended to other fire and rescue services within the UK. As well as extending the pool of retained staff, you are now proposing co-location of a fire station with Howden's premises. This continues to be an area of compliance plus although it was not possible to meet partners via this remote CSE assessment. However, the Howdens Partnership, which has been enhanced by the use of their facilities and resources to assist with delivering 1 million pieces of PPE.



8. ACTION PLANNING & NEXT STEPS

The achievement of Customer Service Excellence is an ongoing activity and it is important that Humberside Fire & Rescue Service continues to meet the elements of the criteria throughout the three years the hallmark is awarded for. Efforts must be made by Customer Service Excellence holders to continually improve their service.

We recommend that you develop an action plan based on the findings of this report. The action plan does not need to be a separate document and is likely to be more effective if the actions are embedded in your normal improvement and service developments plans.

We will undertake an annual review that will look at your continued compliance with the Customer Service Excellence. As part of the review we will also look at progress on any findings of the previous assessments.

In addition to reviewing progress outlined above, we will also review the services delivery, done so by following customer journeys.

For more information on the annual review please refer to our document “Building on your Customer Service Excellence success – Preparing for the annual review”.

Holders must inform SGS of any major changes in the service provision covered by the scope of the certificate. This includes reorganisation or mergers.

In addition, SGS must be informed should the certified service experience a significant increase in customer complaints or critical press coverage.

If you are in doubt at any stage, we strongly recommend contacting the Customer Service Team for advice on the significance of any service or organisational change, or issues surrounding customer complaints.

SGS will visit within the next 12 months for the annual review.

SGS recommends that Humberside Fire & Rescue Service retains a copy of this report to aid continuous improvement, and as a reference document for future assessment reviews.

<p>Governance, Audit and Scrutiny Committee September 2020</p>	<p>Report by the Director of Service Delivery Support</p>
<p style="text-align: center;">REPORT EXECUTIVE SUMMARY</p> <p style="text-align: center;">EFFECTIVENESS OF THE PROTECTION RISK-BASED INSPECTION PROGRAMME</p> <p><u>Risk Based Inspection Programme</u></p> <p>HFRS have developed a new methodology to the Risk Based Inspection Programme (RBIP) to become more focused in targeting activities using a more enhanced understanding of risk. A trial has taken place and a full evaluation of the methodology has been conducted using the information from inspections delivered.</p> <p>The new RBIP methodology introduced a two-tiered approach to delivery of business safety activities, including the inspection approach itself delivered by Business Safety Inspectors and an engagement approach to businesses delivered by Operational Crews.</p> <p>The RBIP methodology has been shared with the National Fire Chiefs Council (NFCC) to contribute toward an expected national standardised approach to RBIP, as intimated by the recent State of Fire and Rescue report in January 2020.</p> <p>The evaluation has shown that:</p> <ul style="list-style-type: none"> • HFRS found more businesses that were deemed as ‘unsatisfactory’ following audits. • HFRS issued more enforcement, prohibition and alteration notices during 2019/20 than in previous years (except for enforcement notices in 2017/18 however this was due to cladding related notices following Grenfell). • HFRS Operational Crews are engaging with more businesses than previous years. • HFRS Operational Crews identified more referrals to Business Safety Inspectors than previously. • Examples have been seen of Operational Crews referring concerns to inspectors that have led to enforcement actions. • HFRS Operational Crews are becoming more involved in potential prosecution cases and the gathering of evidence. <p>Further work is progressing to:</p> <ul style="list-style-type: none"> • Embed quality assurance of the activities delivered. • Evaluate the engagement tier of the RBIP. • Provide resilience and sustainability across an out of hours provision. <p>HFRS are involved with the NFCC developments for a national standard approach to the Risk Based Inspection Programme.</p> <p><u>Non-Risk Based Inspection Programme Activities</u></p> <p>Whilst the RBIP provides the basis for proactive targeting of protection activities, reactive</p>	

activities are delivered following concerns and complaints, referrals from partners or from operational crews and statutory consultations. These routes of intelligence are not necessarily always aligned with our proactive RBIP targeting however, it is intelligence coming directly from colleagues, partners and the public and is delivered against accordingly.

In addition to these activities, there is currently a MHCLG led piece of work for the 'Building Risk Review', which forms part of the Government response to the tragic Grenfell Tower Fire. HFRS are currently inspecting and gathering information on 50 such premises.

Data Access and Software used for Protection

The RBIP is compiled from many sources of data, including internal data and external open data sources, these data sources are further explained in the RBIP review 2018 (appendix 1). At present, there is a blended approach to the systems utilised across the delivery of protection. This has been necessary due to the pace of change that HFRS have adopted and the ability of software providers and partners capabilities of matching that pace of change.

Resource Competence

The NFCC competency framework was released in January 2020 and HFRS are currently working towards embedding the competency framework across all relevant roles to deliver activities within Protection. Challenges have been seen nationally, and in HFRS, of the numbers of competent staff available to deliver Protection activities, during and outside of normal office working hours. It is recognised that time is needed to gain and maintain competence in this area. HFRS have implemented plans to increase the provision and availability of competent staff.

All full-time operational crews have been given input across 9 modules to increase knowledge and understanding within fire safety and the Regulatory Reform (Fire Safety) Order 2005, with the modules made available to on call personnel as part of their ongoing development. Full-time operational crews proactively visit RBIP identified premises to engage with the owners, providing education and advice and referring more complex matters to competent Protection inspectors.

An out of hours capability (as identified within HFRS HMICFRS report) is now in place within operational crew understanding and Flexible Duty System (FDS) Officers competence to deliver the RBIP 24 hours a day, 7 days a week.

Impact of the COVID19 Pandemic

The impact of the COVID19 pandemic on protection delivery across HFRS has been managed through the existing Business Continuity arrangements, leading to little or no impact on the critical and legal functions of enforcement and prosecution activity, dealing with complaints/concerns and responding to statutory consultations.

An impact has been seen on the delivery of proactive, RBIP targeted activities and changes to delivery methods have been put in place to mitigate COVID19 risks on staff, whilst still delivering audit and engagement activities through telephone contact. Where fire risk is apparent and cannot be mitigated via telephone contact, visits have taken place in a risk assessed environment.

RECOMMENDATIONS

- The GAS committee take assurance from the Services proactive approach and subsequent improvements to the Risk Based Inspection Programme and supporting infrastructure.
- The GAS committee note the continuing progress in delivering change across the provision of Protection.

BACKGROUND

Risk Based Inspection Programme (RBIP)

1. In 2018, HFRS commenced work to improve the Risk Based Inspection Programme (RBIP). This followed structural alterations delivered as part of the Public Safety Service Redesign Programme (SRP) that embedded a role of 'Risk and Intelligence Manager' into Public Safety Central. The Risk and Intelligence Manager introduced a new RBIP methodology which has been utilised on a trial basis since April 2019.
2. The previous RBIP prioritises the inspection of business premises, splitting them by Fire Service Emergency Cover (FSEC) type into four groups A to D.
 - Sleeping unfamiliar (places where people do not typically reside)
 - Sleeping familiar (e.g. residential homes)
 - Public unfamiliar (e.g. shops)
 - Workplace familiar (e.g. factories/offices)
3. These groupings are the result of a weighting scheme based around the articles of the Regulatory Reform Fire Safety Order (RRFSO) 2005 which details the factors that have the most significant influence on the safety of people.
4. Within this approach, the guidance relating to the prioritisation of a building for inspection **before** a visit is limited and this is mainly because the risk prioritisation is by building type and utilises no other risk factors, such as management practices. This method means that a brand new hotel with excellent fire safety facilities and sound management practices will hold the same pre-visit risk weighting as a much older hotel that is failing to manage fire safety responsibilities well. While the concept of the previous RBIP is not fundamentally incorrect, the list of properties generated in each of the four groups and the random prioritisation of which buildings will be visited first was somewhat limited.
5. A new RBIP methodology has been developed and trialled for the audit approach over one year. A report on the methodology was produced prior to commencing the trial and is available as a background paper.
6. The new RBIP has been developed to include different information from different sources to allow a risk-based assessment of likelihood to be present, alongside consequence measures.
7. The new RBIP introduces two tiers of risk, categorised within a 'B' or a 'C' risk.
 - 'B' risk premises are more complex in nature and typically include sleeping risk from the previous RBIP A and B types. The 'B' in this categorisation

stands for business safety inspector and requires a level of competence commensurate with the potential complexities and associated life risk of the premises. This level of categorisation will be visited by competent inspectors. These premises are classed as our 'high-risk premises', returned to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

- 'C' risk premises are less complex and often smaller premises. The 'C' in this categorisation, stands for 'crews' and are visited by operational crews for engagement visits, with any identified issues sent to Protection inspectors for further consideration.
8. NOTE: The categorisation of premises risk within the RBIP will change in April 2021, to reflect feedback received from GAS committee members in February 2020 which suggested the categorisation in use was somewhat confusing. Therefore, with effect from the 1 April 2021, the above described 'B' risk will become our 'A' risk level, denoting our high risk premises and the above described 'C' risk will become our 'B' risk level for operational crew engagements.
 9. Engagement visits delivered by operational crews are delivered to advise premises owners of their responsibilities and gather information in relation to those responsibilities. They are not an audit, nor inspection, of the premises. Where matters or issues with fire safety management are encountered, further support will be provided by Protection inspectors.
 10. This difference in the tiered approach relates directly to the competency requirements of the NFCC competency framework, referred to in the 'Protection capacity and skills' section of this paper.
 11. Alongside the new RBIP, thematic audits are delivered which are based on emerging risks locally and/or nationally, for example high rise residential premises. All of this is monitored within a dashboard for delivery.
 12. HMICFRS have completed the first round of inspections of FRS across England and Wales. The 'State of Fire' report was produced and released during January 2020. Within the report, the following was stated regarding RBIP:

'To make sure premises comply with fire safety legislation, services should have a risk-based inspection programme targeted at those premises that present the highest risk. However, there is no national approach as to what constitutes a high-risk premises. As a result, services define this differently. Some do it by using sophisticated risk assessment tools. Others use historical definitions or simple local trend analysis. We recommended to the sector in June 2019 that it should seek greater consistency in this area'.

Pg. 85 State of Fire and Rescue 2019, HMICFRS
 13. HFRS have delivered the current version of the Humberside RBIP to the National Fire Chiefs Council (NFCC) lead for RBIP at a best practice sharing event. The NFCC is looking to support the introduction of national basis/standard for risk-based inspection programmes and are using information gathered from the best practice event to contribute to this.
 14. Major incidents of significance, such as the Grenfell Tower fire, continue to influence the way in which risk is prioritised across the built environment. HFRS returned to a

call for evidence by the Minister for Housing, Communities and Local Government (MHCLG) on risk prioritisation in existing buildings.

15. NFCC workshops on the consultation of the Fire Safety Bill and the NFCC feedback to the Building Safety Bill are being attended by HFRS during August and September, with information from these workshops to be circulated and any impacts on current delivery to be assessed. A Strategic Leadership Team report will be presented during September 2020 to detail the changes and the HFRS consultation return on the Fire Safety Bill (the closing date for this being the 12 October 2020), this will subsequently be presented to Humberside Fire Authority in October 2020.
16. An evaluation of the RBIP methodology and approach has been completed, on the audit tier of the method.
17. The evaluation conducted has identified several positive outcomes:
 - HFRS found more businesses that were deemed as 'unsatisfactory' following audits.
 - HFRS issued more enforcement, prohibition and alteration notices during 2019/20 than in previous years (except for enforcement notices in 2017/18 however this was due to cladding related notices following Grenfell).
 - HFRS Operational Crews are engaging with more businesses than previous years.
 - HFRS Operational Crews identified more referrals to Business Safety Inspectors than previously.
 - Examples have been seen of Operational Crews referring concerns to inspectors that have led to enforcement actions.
 - HFRS Operational Crews are becoming more involved in potential prosecution cases and the gathering of evidence.
18. The evaluation also identified some further areas of consideration and improvements including:
 - Method of processing the data and the data utilised requires automating and embedding to improve the efficiency of RBIP creation.
 - The software currently used for operational crews engagement visits is standalone and inhouse developed, which needs to be embedded in a new software platform that will bring together the data for all prevention, protection and risk information on premises and people (a project to replace the current CFRMIS platform is underway).
 - The COVID19 pandemic led to a delay in the ability to evaluate the operational crew engagement visits layer of the trailed RBIP.
 - Verification of the approach through academic research by the University of Hull has paused for reasons out of HFRS control (at the University), this will be re-attempted in late 2020.
 - Nationally, there is work (together with uncertainty) in the standardised approach for RBIP from the NFCC as a result of the State of Fire report.
19. No full evaluation has been conducted, at this stage, on the engagement tier of the method due to the impact of COVID19 on operational crew engagements with businesses identified by the RBIP. This evaluation will be done in early 2021.

Delivery of reactive activities

20. The Risk Based Inspection Programme provides the basis for proactive targeting of protection activities, reactive activities are delivered following referrals from operational crews (following incidents or engagement activities), statutory consultations and concerns/complaints.
21. In 2020/21 there have been 25 referrals from operational crews to protection inspectors.
22. Timescales are attributed to some reactive activities as outlined:
- Complaints/Concerns are received from a variety of sources including members of the public. HFRS internally react to complaints and concerns in timescales associated with the potential risk posed:
 - High Risk – 24 hours (e.g. locked means of escape/no fire alarm system)
 - Medium Risk – 3 days (e.g. defective fire alarm system)
 - Low Risk – 5 days (e.g. untested firefighting equipment)The aim is to feedback to the complainant within a one-month period as with all complaints received into HFRS.
 - HFRS receive formal consultations under Building Regulations and under the Licensing Act 2003. HFRS respond to these consultations within a 15 working day timeframe.
23. In 2020/21 to date, there have been 348 consultations and 0 complaints/concerns activities recorded. 91% of consultations have been completed within the 15 working day timescale.
24. In addition to these activities, there is currently a MHCLG led piece of work for the 'Building Risk Review', which forms part of the Government response to the tragic Grenfell Tower Fire. HFRS are currently inspecting and gathering information on 50 such premises.

Data Access and Software used for Protection

25. The RBIP is compiled from many sources of data, including internal data (e.g. history of previous fires, false alarms, risk information, inspection history and address based premium) and external open data sources (e.g. Confidence in Management ratings from the Food Standards Agency and the Quality Care Commission). These data sources are further explained in the RBIP review 2018 (appendix 1).
26. At present, there is a blended approach to the systems utilised across the delivery of protection. This has been necessary due to the pace of change that HFRS have adopted and the ability of software providers and partners capabilities of matching that pace of change.
- Community Fire Risk Management Information System (CFRMIS) has been utilised for the delivery of audit and inspection activities since its introduction in 2006, CFRMIS contains all data and information of each premises visited and subsequent actions.

- Microsoft Forms has been internally utilised to develop data capture processes for 'new' activities, such as the engagement activities by operational crews. The data is transferred into Microsoft PowerBI dashboards for performance management.
 - Microsoft PowerBI has been internally used to develop dashboard views of data that is contained in other areas, such as CFRMIS. The dashboards give a front-end view of data predominantly for performance monitoring.
 - Microsoft Excel is used internally to analyse and interrogate data and intelligence, with common fields used in this such as Unique Property Reference Numbers (UPRNs) and premises identification numbers.
27. There is a project currently underway to replace the CFRMIS system. It is intended for this software project to streamline many ICT processes and areas of system use outlined above and across protection (as well as prevention and risk information).

Protection capacity and skills

28. HMICFRS have completed the first round of inspections of FRS's across England and Wales. The 'State of Fire' report was produced and released during January 2020. Within the report, the following statements were made regarding the delivery of Protection:

'When services have needed to reduce budgets over recent years, protection has often been the first cut. As a result, the number of specially trained competent staff dedicated to fire safety has reduced'.

'Another problem the sector faces is the number of qualified protection staff who move to more lucrative posts in the private sector. With qualifications taking at least 18 months to complete, services don't have a quick fix to fill staffing shortfalls.'

Pg. 87 State of Fire and Rescue 2019, HMICFRS

29. In HFRS, there has been challenges linked to the second statement predominantly, in which 5 qualified inspecting staff and 6 uniformed qualified staff were lost in a short period of time through 2018-19, some to alternative employers and others to retirement.
30. Protection activities were delivered in line with business continuity planning arrangements which identifies priority activities, these being reactive activities of consultations and dealing with complaints, both of which are bound by timescale requirements mainly linked to legislation in the case of statutory consultations.
31. By April 2019, 5 new inspectors were employed and commenced on the Protection inspector career pathway to become competent. This returning capacity allowed for a return to delivery of proactive (RBIP) visits, ending the business continuity arrangements explained above.
32. Prioritisation of workload remains an important feature to monitor and maintain delivery as other inspectors gain a new level of competence (noted in paragraph 33) and experience.
33. The previous Public Safety SRP stipulated that there will be 10 inspectors, trained to level 4 certificate and 3 managers trained to level 4 diploma. This was in line with

the then NFCC competency framework. In the aftermath of Grenfell, a decision was taken to increase the competency of all inspectors to level 4 diploma which is in line with the refreshed NFCC competency framework released in January 2020.

34. The Public Safety SRP identified 4 Station Managers across Public Safety and a decision was taken in early 2019 to determine these 4 roles as Protection Station Managers. Investment into the competency requirements for these individuals has been committed, linked to an out of hours capability. The out of hours capability is now live, with further work being progressed to identify resilience and sustainability, as well as Recognised Prior Learning routes for existing Station Managers with previous Protection knowledge to gain qualification and others, through the annual Personal Development Review (PDR), to gain competence. Out of hours capabilities were a feature of the HMICFRS report and subsequently an area of the Service Improvement Plan.
35. Full-time operational crews have been developed throughout 2019 to introduce a level of competence covering 9 modules of business safety knowledge:
 - Module 1 - Business Safety Engagement process, includes why we engage, History behind approach, Risk based inspection methodology, understanding impact on safety of crews, when to advise and record and when to refer.
 - Module 2 - Fire Risk assessment advice to businesses, includes simple risk assessment advice, what is the requirement, Introduces the Safe Enough concept, Risk Assessment V prescriptive approach, understanding impact on improved crew safety of a good risk has been carried out.
 - Module 3 - Emergency signage, Requirements, Understanding the level and type of signage required, Group exercise in signage.
 - Module 4 - Emergency Lighting, Requirements, understanding level and type required, Group exercise in emergency lighting.
 - Module 5 - Advice to businesses on Extinguishers, Requirements, What type and where, Maintenance, Safety information and training advice.
 - Module 6 - Means of giving warning of fire, Requirements, Type of system, System components, Use as compensatory measures, Maintenance and testing advice.
 - Module 7 - Means of escape from Buildings, Requirements, Measures put into place during design, Protection, Prevention, Intervention, Travel distances, Door widths, Alternative means of escape, Protected and firefighting shafts, Disabled refuges.
 - Module 8 - Building Construction in small premises, Include protection of escape, Separation of occupancies, Common faults in this type of building
 - Module 9 - Emergency plans small businesses, Covers escape plan, Training, Other emergencies.
36. The introduction of this protection knowledge to full time operational crews has increased capacity across service delivery and enabled the RBIP engagement visits approach to be delivered.
37. The modules are available for on-call staff as part of ongoing development for post incident considerations at commercial premises. On-call operational crews do not currently proactively visit premises as part of the RBIP.

38. Protection competence is featured within the Protection career ladder as well as role specific training outlines, as part of the Organisational Development core skills framework.
39. During 2018 and 2019, 3 Watch Managers retired from HFRS. The 3 individuals all carry a (historic) level of qualification, as well as critical experience within Protection. These recently retired members of HFRS are being utilised on a flexible contract arrangement to assist in day to day delivery such as training of operational crews and consultation arrangements. This was noted within the post implementation review of the Public Safety SRP and remains an option however, more sustainable options are required and will feature within the upcoming Prevention and Protection review.

Impact of the COVID19 Pandemic

40. A policy addendum was written in March 2020 to restrict activities delivered within the Risk Based Inspection Programme. Subsequently, the policy position was updated through risk assessment updates following the National Fire Chiefs Council guidance throughout the emergency and up to present day.
41. Physical visits delivered within the audit and the engagement tiers of the RBIP were enhanced by prior telephone contact to ascertain risk levels. If risk couldn't be mitigated by telephone engagement, a physical visit was conducted with risk assessment principles in place. This has led to the numbers of audits being largely similar to previous figures when including the telephone delivery.
42. Enforcement activity, including current prosecution cases and complaints, together with statutory consultations, were unaffected during the COVID emergency.
43. The operational crew engagement visits were initiated shortly before lockdown following development given to crews in 2019, therefore the number of engagement visits has increased during the COVID emergency, albeit via telephone method. NOTE: As a result of lockdown, a significant number of businesses were unable to be contacted.
44. Communications throughout the COVID emergency have been focused on supporting businesses in fire safety and risk assessment, most recently supporting the reopening of businesses through website and social media messaging.

Conclusions

45. Risk Based Inspection Programme (RBIP) approaches are developing nationally and HFRS are contributing to this. HFRS have been developing this area prior to HMICFRS inspections and reporting and are advancing in this.
46. A new RBIP is entering a second year of delivery, with continuing evaluation and improvements.
47. Competence across protection is improving, with operational crews and officers receiving training and qualification, as well as continued investment into existing inspector roles. This requires continuing to establish resourcing and competence necessary to deliver positive outcomes for businesses and communities.

48. Positive steps have been and will continue to be taken to increase the upskilling of staff across HFRS in the delivery of Protection as a core function of the Service.

STRATEGIC PLAN COMPATIBILITY

49. The delivery of Protection through a risk-based inspection programme, is a key part of the Strategic Plan within Making Our Communities Safer, and part of the Service Improvement Plan.

FINANCIAL/RESOURCES/VALUE FOR MONEY IMPLICATIONS

50. Targeting methodologies developed within the current RBIP allow us to send resources to where they are needed the most.
51. Following the completion of the Public Safety SRP 2017-2020, a new review into Prevention and Protection has commenced and will utilise information from targeting methodologies, including the RBIP, as well as learning from major events (Grenfell/COVID/HMICFRS) to recommend finance and resourcing needs.

LEGAL IMPLICATIONS

52. The Regulatory Reform (Fire Safety) Order 2005 (sc26.1) states that:
- ‘Every enforcing authority must enforce the provisions of this Order and any regulations made under it in relation to premises for which it is the enforcing authority’*
53. Capabilities to carry out this order, 24 hours a day, has been stated within the recent HMICFRS report for HFRS.
54. The Fire and Rescue National Framework for England requires FRS to have an RBIP in place, stating:
- ‘Fire and rescue authorities must make provision for promoting fire safety, including fire prevention, and have a locally determined risk-based inspection programme in place for enforcing compliance with the provisions of the Regulatory Reform (Fire Safety) Order 2005 in premises to which it applies.’*
55. Legislative changes, through the Fire Safety Bill and the Building Safety Bill, are currently being assessed across the sector with the NFCC, HFRS are contributing to shaping the NFCC responses. HFRS are also providing consultation feedback to the Fire Safety Order, with a closing date of 12 October 2020.

EQUALITY IMPACT ASSESSMENT/HR IMPLICATIONS

56. Completed and attached.

CORPORATE RISK MANAGEMENT IMPLICATIONS

57. Failure to deliver improvements from the recommendations following HMICFRS inspection. Risks continue to be managed within HFRS risk registers.

HEALTH AND SAFETY IMPLICATIONS

58. None.

COMMUNICATION ACTIONS ARISING

59. A report on an Out of Hours capability will be provided to SLT in September 2020.
A report on the Risk Based Inspection Programme will be provided to SLT in September 2020.
A report on the consultation feedback and the impact of the Fire Safety Bill and Building Safety Bill will be prepared for SLT and for HFA in October 2020.
A new review of Prevention and Protection has commenced and will feature staff engagement, utilise information from the RBIP and other targeting methods and produce a final report in late 2020.

DETAILS OF CONSULTATION AND/OR COLLABORATION

60. None.

BACKGROUND PAPERS AVAILABLE FOR ACCESS

61. State of Fire and Rescue 2019, HMICFRS
Effectiveness, efficiency and people 2018/19 - HFRS, HMICFRS
Fire and Rescue National Framework for England, Home Office, May 2018
Service Improvement Plan, HFRS
HFA paper – Public Safety SRP Post Implementation Review, July 2020
NFCC competency framework – January 2020

RECOMMENDATIONS RESTATED

- The GAS committee take assurance from the Services proactive approach and subsequent improvements to the Risk Based Inspection Programme and supporting infrastructure.
- The GAS committee note the continuing progress in delivering change across the provision of Protection.

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Appendix 1 – GAS Committee – September 2020 – RBIP REVIEW 2018V3



HUMBERSIDE

Fire & Rescue Service

Risk Based Inspection Programme - Data Review

August 2018

Report Version	0.3	
Security Marking	Official	
Report Reference	RBIP_REVIEW_2018.V3	
Author	Joanne Mann. Public Safety Risk and Intelligence Manager	
Prepared For	Public Safety	
Date First Produced	17 August 2018	
Related Reports	The RRFSO 2005 Audit Procedure Guidance Note	https://humbersidefire.sharepoint.com/sites/PublicSafety3/Public%20Safety%20Central%20Documents/RBIP%20Review%202018/PGN9_1C_The_RRFSO_2005_Audit_Procedure.pdf
	Big Data in the Big Apple	http://eddiecopeland.me/big-data-in-the-big-apple/
	Incident Severity Method	https://humbersidefire.sharepoint.com/sites/PublicSafety3/Public%20Safety%20Central%20Documents/RBIP%20Review%202018/Fire%20Severity%20Index.docx
	Experian Model	https://humbersidefire.sharepoint.com/sites/PublicSafety3/Public%20Safety%20Central%20Documents/RBIP%20Review%202018/Experian%20Model.pptx
	FRS Survey	https://humbersidefire.sharepoint.com/sites/PublicSafety3/Public%20Safety%20Central%20Documents/RBIP%20Review%202018/FRS%20RBIP%20survey.docx
	Food Standards Agency Ratings Explained	https://humbersidefire.sharepoint.com/sites/PublicSafety3/Public%20Safety%20Central%20Documents/RBIP%20Review%202018/Food%20standards%20agency%20scores%20table%20explained.doc.pdf

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Introduction

The primary function of the Public Safety Directorate is to manage risk in the community by way of prevention and mitigation. Risk is generally thought of in terms of **likelihood** and **consequence**, and the Service has been invested in prevention and the reduction of likelihood for some years. Business Safety is slightly skewed in its current methodology towards consequence. Focusing on sleeping risk is a nod to consequence because the research behind it says it is more important than the likelihood of a fire happening in the first place; if there is a fire, more people are likely to die. Experian have created a fire incident risk model and to do this, they analysed commercial fire data provided to them by Cambridgeshire Fire and Rescue. The outcome of this analysis is that the risk in commercial properties is higher where there are three factors: The presence of many people, the presence of material or stock that could be flammable and places where food is being cooked. While sleeping risk can and does involve a large number of people, there are other factors to be considered when mitigating and more importantly, preventing risk.

I've taken a look back at commercial fires in Humberside where people have died. In 1977 there was a fire at Wensley Lodge, a residential care home in Hessle. 11 men died in the fire. This is the only commercial incident involving fatalities going back 44 years that involved sleeping risk. Of the remaining fires, 73% were in factory type premises. I remember one of these fires very well. In 1988 a fire at the Humbrol factory killed Jennifer Powley. 17 years of age and in her first job, she

was my sister's school friend. There was no sleeping risk at that business; failings in management led to the death of a girl with her whole life ahead of her.

I started this work believing that we need to find a way to visit the commercial properties most at risk, that while consequence must always be a factor, we need to reduce the likelihood. Nothing I've seen has made me change my opinion. Business safety **Protects**, making sure that if there is a fire, people can escape safely, but regarding a data-led approach, it must also learn from the data profiling done for community safety to find the high-risk properties and thereby help to **Prevent** fires in the first place.

The Current RBIP

The current Risk Based Inspection Programme (RBIP) prioritises the inspection of business premises, splitting them by Fire Service Emergency Cover (FSEC) type into four groups A to D.

A - Sleeping unfamiliar (places where people do not typically reside)

B - Sleeping Familiar (residential homes, HMOs etc. & Licensed premises (drink involved))

C - Public unfamiliar (shops, public buildings etc.)

D - Workplace familiar (factories etc.)

These groupings are the result of a weighting scheme based around the articles of the RRFSO 2005 which details the factors that have the most significant influence on the safety of people. The HFRS RBIP policy¹ is 81 pages long, the majority of which describes the process of carrying out an on-site or remote audit, which will, **on completion** apply a risk rating. The guidance relating to the prioritisation of a building for inspection **before** a visit is scant and this is mainly because the risk prioritisation is by building type and utilises no other risk factors, such as management practices that are not as good as they should be. The current RBIP method means that a brand new hotel with excellent fire safety facilities and sound management practices will hold the same pre-visit risk weighting as a much older hotel that is failing to manage fire safety responsibilities well. While the concept of the current RBIP is not fundamentally incorrect, the list of properties generated in each of the four groups and the prioritisation of which buildings will be visited first is entirely arbitrary.

Further, the capacity of the business safety team has become the most significant driver in whether a building will receive a visit or not. Capacity has dictated that 1400 visits will be carried out per year and so a random percentage of buildings from each of the four groups is generated for a visit, based entirely upon the type of business. While the FSEC generic risk score and the timescale of the last visit are used as a means of prioritising before the random generation, it means that some buildings might repeatedly appear on the list in a periodic cycle and some may never feature. It is evident that we need to find a way to highlight and prioritise risk **before** a visit rather than during because this will be the most efficient way to utilise our limited resources.

¹ [Portal>Service Policies and Guidance Notes>Section 09 TFS- Public Safety](#)

Big Data in the Big Apple

Our method of domestic risk profiling is more sophisticated than for the RBIP. The concept for households is to layer as many relevant datasets as possible to build a risk matrix that allows for the prioritisation of our engagement. Critical attributes of risk are identified from research and then data sets such as Exeter age over 65, addresses where assistance is required with bin movement and response times are used in conjunction with Experian's Mosaic to create a level of risk and priority rating for every household in Humberside.

This approach and the potential for its use in business safety are reinforced by work that has been carried out in New York City, USA by the MODA (Mayor's Office of Data Analytics²). MODA created a data-driven model that could predict which buildings were most at risk of having severe fires with far greater accuracy than the previous method used by the New York Fire Department (a focus group made up of veteran firefighters and their experience of what features are present in dangerous buildings). Before applying MODA's data-driven analysis, the first 25% of FDNY inspections typically resulted in 21% of the most severe violations being discovered. Using MODA's prediction model, the first 25% of inspections now result in more than 70% being identified. Though the total number of inspections remains the same (FDNY is obliged to investigate every complaint it receives), by going to the most dangerous buildings first, the department can take early action to reduce the number of days that New Yorkers are at serious risk.

What Are Other FRSs Doing?

Leicestershire Fire and Rescue Service recently collected information for the sector using a survey³. There were 11 responses, covering ten different FRSs and the respondents were a mix of operational managers and analysts. Four Services have bought or are buying Experian's product. The rest use a combination of local knowledge, partnership working and a matrix of data. Further to this, the NFCC Integrated Research and Development Programme (IDRP) are looking into the possibility of organising an RBIP workshop as part of the Research and Development hub, and HFRS will feed into this process via my role as Data Collection and Sharing Lead.

Risk Matrix Method

A number of different pieces of data were used in the draft model to create a risk matrix.

1. The first step in the process was to create a list of commercial properties in Humberside and the Address-Based Premium Gazetteer used by HFRS was the only real source for this information. Each property in Humberside has a UPRN, and this is what has been used to connect each piece of data or information to each property.
2. Once extracted, the Gazetteer address list needed tidying up. Properties outside of the Service area were removed. Property types that are not subject to inspection were removed – public toilets, telephone masts, bus shelters, tennis courts and wind turbines are just a few examples. This was a big data set (over 45,000 records so some irrelevant property types may still be lurking in the matrix.) Properties not yet built and tagged as being *under*

² <http://eddiecopeland.me/big-data-in-the-big-apple/>

³ [Portal>Directorates>Public Safety>Risk Intelligence and Data>RBIP](#)

construction or subject to planning permission being granted and those that have an occupation status as *unoccupied, vacant or derelict* were used in the matrix but have been separated out to another data list for future reference. Other tagged property records were removed such as those that were historical records. Prisons were excluded as they fall outside of the statutory inspection obligation.

3. Gazetteer property types were cross-matched with IRS property types where possible to allow historical fire data to be incorporated.
4. The matrix was then built by appending scores based on each data set to every property in Humberside.

The data used and the scoring rationale for each factor is shown in table 1.

Table 1 - Methodology behind the Risk Matrix				
Data	Period used	Method	Scoring Applied	Reason for Inclusion
Rate of Fire Index	April 2010 to March 2017	The rate of fire per 100 properties was calculated. The resulting index value split into four quartiles.	Each building scored 1 to 4 depending which quartile its property type was in (e.g. 4 for the top quartile, 1 for the bottom quartile).	Does a property type have more fires than you would expect for its population size in Humberside?
Fire Severity	April 2009 to March 2018	The severity score was calculated for each commercial fire; the average score for each property type was calculated. The resulting average per property type was split into four quartiles.	Each building scored 1 to 4 depending which quartile its property type was in (e.g. 4 for the top quartile, 1 for the bottom quartile).	If the property type has a fire, is the likelihood that it will be more severe?
Sleeping Risk Inside	-	There is no flag for this, so sleeping risk was identified by the type of property.	This score reflects the current groups of A, B, C, D. A – sleeping risk unfamiliar – scored 4, B – sleeping risk familiar – scored 3, C – Public unfamiliar – scored 2 and D – Workplace familiar – scored 1.	There is a more significant consequence if there is a fire.
Sleeping Risk Above	-	There is no flag for this, so the mapping system was used to match where there is a dwelling on the same building footprint as a commercial property.	Sleeping risk above - scored 1, non-sleeping risk scored 0.	There is a more significant consequence if there is a fire.
Number of False Alarms	April 2015 to March 2020	The total number of false alarms was calculated for each property in Humberside. The average number of false alarms per property was calculated (3)	Above average number of false alarms - scored 2, average and below - scored 1. 0 if no false alarms.	False alarms are a near miss. Above average numbers could indicate risky work practices or problems with alarm equipment.

Table 1 - Methodology behind the Risk Matrix				
Number of Previous fires	April 2015 to March 2020	The total number of fires was calculated for each property in Humberside. The average number of false alarms per property was calculated (3.61)	Above average number of fires - scored 2, average and below - scored 1. 0 if no fires.	Fires are an indication of higher risk.
Fire Safety Risk	October 2006 to January 2018	Previously allocated fire safety risk categories were extracted for each property (from all visits by crews and BS teams)	No visit history - scored 2. Visited but risk not determined - scored 1. Below average - scored 1. Well below average - scored 2. Above and well above average - scored minus 1. Not applicable – scored 0. Average scored 0.	This is real data about the previously identified risk in the property.
Last Visit Frequency	October 2006 to January 2018	The date of the last visit was extracted for each property.	Visit within the last three years - scored 0. Longer than three years scored 1, or no visit - scored 2. (Changed April 2020, no visit previously scored 1)	Aligns with current re-visit frequency and picks up properties which have never been subject to engagement.
Google Reviews	-	Google review scores for each property (where available) were extracted via a developer API by Hull Uni. The average score for Humberside properties was calculated.	The average score for all the properties that have a review is 4.16 out of 5. Above average - scores 0. No review - scores 0. Below average - scores 1. (Removed from Jan 2020 due to Uni being unable to refresh the data)	Customer reviews may indicate whether something is failing in the business or if it is well run.
Generic Risk Score	-	Current generic risk scores by property type were extracted from FSEC. FSEC Property types were matched to Gazetteer property types as near as possible. The average risk score for each property type was calculated and then split into quartiles.	Each building scored 1 to 4 depending which quartile its property type was in (e.g. 4 for the top quartile, 1 for the bottom quartile).	Aligns with the current RBIP risk methodology
Care Quality Commission	-	Last CQC rating list downloaded as XML (accessed May 2018) and then converted to Excel. Manual crossmatch of properties carried out.	No rating or positive rating - scored 0. <i>Requires improvement</i> - scored 1. <i>Inadequate</i> - scored 2.	Properties with poor ratings may have failing management.
Food Standards Agency	-	Last FSA rating list downloaded as a spreadsheet (accessed May 2018). Manual cross match of properties that rated 20 or 30 for confidence in management (the higher the rating, the lower the confidence level)	Rating of 30 - scored 2. Rating of 20 - scored 1. No rating or less than 20 - scored 0.	Properties with poor ratings may have failing management.

The risk matrix can be found here: [Portal>Directorates>Public Safety>Risk Intelligence and Data>RBIP](#)

The Public Safety Leadership Team, The ICT Systems and Projects Manager and the Business Safety Managers gave some feedback on the first draft of the Matrix, and their suggestions were incorporated into a second draft where appropriate. The Business Safety Managers requested that the Matrix is split into two. One matrix for properties that should only ever be inspected by qualified and experienced Business Safety staff (Current Group A and Group B – With the exclusion of licenced premises) and another Matrix for all other premises that could be inspected by crews (Current Group B licenced premises, Group C and Group D)

The highest score on the Business Safety Only matrix was 21, and the lowest was 6. Many of the properties in the top quartile were medical type premises such as hospitals, and this would be expected by the scores they would be allocated from the unfamiliar sleeping risk and a high FSEC generic risk score.

The highest score on the Crew Matrix was 19, and the lowest was 2. Take away outlets feature heavily in the top group on this matrix, particularly those with sleeping risk above them. At first glance, these results feel appropriate.

Some of the properties in the gazetteer have different names from other sources. For example, there is a property on the gazetteer that is listed as being a GP surgery (Dr Hussain and Partners of 263 Anlaby Road) but is listed as SJ Conveniences on the FSA data set, and a search of Google maps agrees with the FSA. Businesses frequently change owners and names. Data can't always be matched easily. Our gazetteer is managed by custodians in the local authorities, and it is only as up to date as the robustness of their processes. When in doubt a quick search of Google should help to reveal the most recent information, and there certainly needs to be some verification by the teams before a visit is carried out.

Priority Groups

The first draft of the risk matrix has a score for each of the commercial premises in Humberside. These scores were then divided statistically into quartiles. The scores for the Business Safety Team only matrix were not sufficiently different to create four groups, and so there are three – B1, B2 and B3 (B denotes Business Safety). There are four risk groups for the Crew Matrix C1 to C4. (C denotes Crews). These groups allow for different prioritisation and engagement methods. For Example, group C4 might only ever be contacted by online engagement with the other groups being targeted with face to face engagement. The number of properties within each group for Business Safety Teams and Crews and by Authority area are shown in tables 2 and 3:

Table. 2 – Business Safety Team Only Matrix - Number of Properties in Each Risk Group		Risk Groups			
Authority		B1	B2	B3	Total
City of Kingston upon Hull		476	2271	99	2846
East Riding of Yorkshire		423	108	762	1293
North East Lincolnshire		147	36	30	213
North Lincolnshire		81	36	117	234
Humberside		1127	2451	1008	4586

Table. 3 – Crew Matrix - Number of Properties in Each Risk Group	Risk Groups				
	C1	C2	C3	C4	Total
City of Kingston upon Hull	3718	2260	1465	2008	9451
East Riding of Yorkshire	6892	2343	1165	2422	12822
North East Lincolnshire	2631	1077	827	1241	5776
North Lincolnshire	2249	961	570	2066	5846
Humberside	15490	6641	4027	7737	33895

There are a high number of commercial premises in Humberside, but it should be noted that individual buildings each have their own UPRN and this is particularly the case for sites such as hospitals where there are multiple buildings. The number of premises would be reduced by focusing on the main building and other associated buildings together.

Thematic Audit

The risk matrix has the HFRS gazetteer property type allocated to each building. This will allow for thematic audit should the need arise. For example, if trend analysis indicates that takeaway shops are becoming more of a high-risk property, the inspection programme could dynamically flex to provide a list of takeaway shops with a risk rating for each one.

Next Steps

Consultation

While I understand data and how to use it, the Business Safety team are the experts on commercial fire risk. This is draft two of the matrix; the first one was adjusted after feedback from the leadership team and the Business Safety team.

Machine Learning/Artificial Intelligence

The creation of a matrix for Business risk is a positive and logical development, bringing the risk profiling for business safety in step with domestic risk. It is clear from the work of the MODA in New York that human intervention needs to be removed from the analysis process, beyond sourcing the data and providing important context that a computer is incapable of delivering. The matrix for both domestic and business risk is the result of experience and knowledge, but by the process of machine learning, computers can find patterns in data that the human brain cannot. To this end, I have been investigating taking the next steps in analysis with the Computer Science department at Hull University and with the management team at C4DI. Both parties have expressed an interest in working with us to explore this in further detail. Talks are ongoing as to how this can be achieved.

Business Safety is a relevant topic because there are less data protection considerations than for domestic premises and people, but if the concept were to be successfully proved, I would like to extend it to the prediction of high-risk households.

Work is ongoing with Humberside Police to establish a joint intelligence/analytics function across Humberside, and this work has the potential to improve the way that business and domestic risk is profiled.

Dynamic Solution

The work carried out so far to enable us to trial the risk profile has involved many static pieces of data. If the profiling is going to work it needs to be dynamic. To this end some early talks have taken place with a company working out of C4DI called Upstream Outcomes who are working on inclusive technology using apps, big data sets, dashboards and predictive analytics.

Further Considerations

SEED

Currently, random business addresses are loaded into CFRMIS, but a new data collection system is being developed by SEED. Martyn Shields has confirmed that it will be possible for the risk matrix to be loaded into the SEED system ready to be allocated for teams to carry out inspections.

Evolution

It is anticipated that once agreed as a format, the risk matrix will be a continually evolving piece of work, with new data sets being added when identified.

Referrals

This risk matrix is for proactive inspections; its purpose is to complement but not replace referrals from partners or the public which could potentially be a real assessed risk.

Business Safety Inspection Processes

The point of this review was to investigate a way to more efficiently predict which buildings we need to visit as a priority. At no point was the current process of inspection a part of the review.

Data Considerations

Data is rarely perfect. Sometimes there are errors or a lack of an indexing feature to link data sets together. There were some problems encountered during the creation of this risk matrix.

Burglary Data

Humberside Police provided data for commercial premises that have been victims of burglary. HP did not use or have access to a unique property reference number (UPRN) and was only able to provide easting and northing for geocoding purposes. HFRS uses UPRN and every property in Humberside has one allocated, this field is required to match up differing data sets. Matching easting and northing to a UPRN proved to be a very long and not 100% accurate process, particularly when it is unknown how accurate incident positioning is at HP. Disappointingly after all the time spent trying to match easting and northing points with building footprints, it became evident that the vast majority of the data given contained domestic sheds and garages which was apparently as a result of a change in recording systems. A further update from Humberside Police indicates that they have now located the UPRN field in their database and are working on providing a better data set. This will be incorporated into the model at a later date.

Business Rates Data

Hull City Council provided the details of businesses that were in arrears with business rates. There were some initial problems with the scope of this data because small businesses are exempt from paying rates and so wouldn't ever be covered in the data set. This data couldn't be used in the risk profiling because the quality of the address was poor (no UPRN, missing addresses and the data couldn't be matched to a UPRN via imatch software).

Building Regulation Complaints Referrals

Data from inspections made after a referral from building regulation teams were analysed for any insight. There were 76 records from 2017/18 and of these only 4 found an unsatisfactory situation on inspection. For this reason, and the fact that we have inspected these properties already via a different route, the data was not included in the risk profiling.

Food Standards Agency (FSA) and Care Quality Commission (CQC) ratings

Food standards agency and Care Quality Commission data were both seen as data sets that can reveal poor management of a business. Both data sets are publically published but don't include any geocoding elements beyond an address. HFRS has access to iMatch Software which attempts to match address fields with a valid UPRN. Business data is problematic for iMatch because the main address field is usually a business name, rather than a building number, street, road etc. Running the FSA and CQC data through iMatch did not yield a high match rate (only 30% were matched). Richard Taylor who has written many different programmes for HFRS and successfully matched up NHS Exeter data with UPRN fields previously was asked to look at both data sets. He wrote several programmes but failed to manage a high match rate. Both data sets were eventually used, but this involved a time consuming manual process of cross-referencing addresses, and for this reason, only the worst rated properties were scored in the matrix.

Gazetteer Issues

In some cases, the type of property allocated by the custodians to a building is incorrect or in a vague top-level category. The matching of gazetteer property type to the IRS property type means that the types may not wholly align and a 'best fit' is chosen. Using a quartile for some of the data sets makes these differences less influential because the properties are in a group and adopt the score for the group, rather than having their own individual score. The FSA data and the sleeping risk one will lift some of these properties up the list, irrelevant of problems with the more generic data sets such as the number of fires per property type.

For some property types which may have sleeping facilities, such as ambulance stations, where it is unknown if there is sleeping risk or not, sleeping risk was chosen as default.

For the FSEC generic risk score, where properties fit into more than one property category, the highest risk score was used.

Sometimes address fields are out of date and may be subject to verification by the business teams before a visit. This would be the same with the current RBIP process because the data would come from the same gazetteer.

Other Options

HFRS uses Mosaic by Experian to profile domestic risk. Experian have another product called *Incident Risk Score Model* with an output that is specifically related to business risk; they have developed this with Cambridgeshire Fire and Rescue Service ⁴. The analysis done on the data provided by CFRS indicated that there were three main risks:

1. The presence of many people
2. The presence of material or stock that could be flammable
3. Places where food is being cooked

HFRS have investigated this product, and it was felt that it didn't go far enough in understanding failing management, nor was it using local data. The three risk factors would cover most businesses premises in Humberside to varying degrees in any case. Some FRSs are trialling the model, and it would be an option in the future for HFRS to do the same. The current cost of the system is unknown but when it was offered to HFRS last year it was £8735 per annum.

Recommendations

The first requirement was to understand whether the risk matrix is appropriate and so consultation took place with the Leadership Team and then the Business Safety Team. I now propose that we run a trial in the following areas to gauge the accuracy of the model:

Clough Road Green Watch. This watch is managed by Paul Robson who is experienced in Business safety. The highest risk rated commercial property on the crew section of the matrix is in Clough Road. This station covers the Beverley Road area which is currently subject to a multi-agency project. There are currently 1660 commercial properties in Clough Road's area. To create a manageable trial list they have been further filtered by group (group C1 only – 726 properties), properties that have never received a visit (437 properties) and finally where there is sleeping risk above (36 properties). 36 is a manageable number for the watch as a task and finish trial.

Peaks Lane, all watches. On the south bank Peaks Lane has a number of properties near to the top of the list. They have been trained in Business Safety. There are 2560 business properties in Peaks Lanes area. To create a manageable trial list, they have been further filtered by group (group C1 only – 1195 properties), properties that have never received a visit (981 properties) and finally where this is sleeping risk above (72 properties). 72 is a manageable number for the station as a task and finish trial.

This approach spreads the trial across the North and the South bank and should limit the impact to the Business Safety teams who are currently operating under business continuity.

It should be noted that the data is very time sensitive. Static feeds of information have gone into making the matrix – FSA, CQC, Google reviews and previous inspection history for example, so the best course of action is to start the trial as soon as possible. Should the trial prove useful, we will look for ways to ensure the data is always dynamic.

⁴ <https://www.cadcorp.com/files/uploads/resource-files/Experian-data-driven-support.pdf>

To ensure the trial can be fully evaluated, a working form will need to be created to gather the business engagement information.

I recommend that in line with the Domestic Risk Profile, we cease using the term Risk Based Inspection Programme (RBIP) and instead use the term Business Risk Profile.

<p>Governance, Audit and Scrutiny Committee 7 September 2020</p>	<p>Report by the Monitoring Officer/Secretary</p>
<p style="text-align: center;">GAS COMMITTEE SCRUTINY PROGRAMME 2020/21</p> <p style="text-align: center;">REPORT EXECUTIVE SUMMARY</p> <p>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.</p>	

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**

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July 2020

GAS Committee Scrutiny Programme 2020/21			
Meeting Date	Responsible Officer	Item and Scope	Follow-up
7 September 2020	Steve Topham	Effectiveness of the Protection Risk-Based Targeting Strategy. <ul style="list-style-type: none"> • How is public protection activity targeted according to risk and intelligence? • What systems does the Service use to undertake its risk-based targeting activities? • How does the Service gather the intelligence necessary to target intervention effectively? • How does the Service respond to referrals for intervention that would not necessarily result in action according to the Risk-Based Targeting Strategy? • What impact has COVID-19 had on the Risk-Based Targeting Strategy? 	
16 November 2020	Miriam Heppell	Development and Delivery Plans to Support the Health and Wellbeing of Staff <ul style="list-style-type: none"> • How have matters improved since the Service's previous HMICFRS inspection? • What support has the Service put in place for staff in the light of the significant challenges posed by COVID-19? • What has the Service learned from the health and wellbeing initiatives in other areas? • What have been the main challenges to supporting the health and wellbeing of staff? 	
25 January 2021	Steve Topham	Safety Protection - Engagement with the Commercial/Business Community <ul style="list-style-type: none"> • 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? <ul style="list-style-type: none"> • How has the Grenfell Tower Inquiry affected the Service's business safety work? • What have been the main challenges in relation to engaging the commercial and business communities? 	
12 April 2021	Miriam Heppell	Diversity and Recruitment - Progress and Plans <ul style="list-style-type: none"> • How diverse is the Service's workforce currently? • Does this reflect the level of diversity in the local population? • How does the level of diversity compare at different levels within the organisation? • How can the Service increase the diversity of its workforce? • Update on training, promotion and development (Minute 62/19 refers). • What have been the main challenges to increasing diversity in the organisation? 	