

OVERVIEW & SCRUTINY COMMITTEE



**CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY**
Working together to improve community safety

Date: Thursday, 11 October 2018

14:00hr

**Fire and Rescue Service Headquarters
Hinchingsbrooke Cottage, Brampton Road, HUNTINGDON,
PE29 2NA**

AGENDA

Open to Public and Press

- 1 Apologies for absence and declarations of interest**
Guidance on declaring interests is available at
<http://tinyurl.com/ccc-conduct-code>
- 2 Minutes - 24th July 2018** **5 - 8**

OVERVIEW

- 3 Integrated Risk Management Plan Performance Targets** **9 - 14**
- 4 Annual Review - Cambridgeshire & Peterborough Fire Authority** **15 - 18**
Compliance with the Local Government Transparency Code

SCRUTINY

5 Member Led Review - Employee Engagement

To follow

**6 Overview & Scrutiny Member Led Review Terms of Reference - Safe and Well Visits
AUDIT**

7 Internal Audit Progress Report **21 - 42**

ITEMS FOR INFORMATION

8 Overview & Scrutiny Work Programme **43 - 44**

The Overview & Scrutiny Committee comprises the following members:

Councillor Mac McGuire (Chairman)

Councillor Andrew Bond and Councillor Janet Goodwin Councillor Ian Gardener Councillor John Gowing Councillor Sebastian Kindersley and Councillor Jocelynn Scutt

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

Clerk Name: Daniel Snowdon

Clerk Telephone: 01223 699177

Clerk Email: daniel.snowdon@cambridgeshire.gov.uk

The Fire Authority is committed to open government and the public are welcome to attend from the start of the meeting.

It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol which can be accessed via the following link below or made available on request.

Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer at least three working days before the meeting.

Full details of the public speaking scheme for the Fire Authority is available at

http://www.cambsfire.gov.uk/fireauthority/fa_meetings.php

**CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
OVERVIEW AND SCRUTINY COMMITTEE – MINUTES**

Date: Thursday 24th July 2018
Time: 14:00 – 14:30
Place: Fire Headquarters, Hinchingsbrooke Cottage, Huntingdon
Present: Councillors Gardener, Goodwin, Gowing, Kindersley and McGuire
Officers: Rick Hylton - Assistant Chief Fire Officer, Deb Thompson - Scrutiny and Assurance Manager, Shahin Ismail – Monitoring Officer,, Matthew Warren – Deputy Chief Executive, Chris Parker – Area Commander; Louise Davies – Internal Audit

35. ELECTION OF CHAIRMAN/CHAIRWOMAN

It was proposed by Councillor Gardener and seconded by Councillor Gowing that Councillor Mac McGuire be elected as Chairman of the Overview and Scrutiny Committee for the municipal year 2018/19.

36. ELECTION OF VICE-CHAIRMAN/WOMAN

It was proposed by Councillor McGuire and seconded by Councillor Goodwin that Councillor Ian Gardener be elected as Vice-Chairman of the Overview and Scrutiny Committee for the municipal year 2018/19.

37. APOLOGIES FOR ABSENCE

The Clerk reported apologies from County Councillors Raynes and Scutt, and Peterborough City Councillor Bond.

38. DECLARATIONS OF INTEREST

There were no declarations of interest.

39. MINUTES OF THE MEETING ON 29th MARCH 2018

The minutes of the meeting held on 29th March 2018 were approved as a correct record and signed by the Chairman.

40. REVIEW OF PERFORMANCE AGAINST IRMP TARGETS

The Committee considered a report on the Service's performance against the first quarter Integrated Risk Management Plan (IRMP) targets.

Members noted the following areas of interest in performance:

- significant improvement in the turnout time of first pump in urban areas, with average turnout time having reduced by 25 seconds compared to the same period last year;
- first pump turnout times in rural areas had increased slightly to 11 minutes 54 seconds, but this was still within the 12 minute target. Officers were seeking to establish why this had increased;
- the number of secondary fires was down in the first quarter, but there had been an increase subsequently due to the prolonged spell of hot weather, leading to grass and scrubland fires;
- one fire fatality recorded in the first quarter data had occurred in January. The Fire Service had not been called to the incident where the individual had died, and had only become aware of the incident in May, when notified by the Coroner. The Home Office had advised that the incident needed to be recorded in the 2018/19 statistics;
- disappointingly, the number of co-responding call outs continued to fall, and the future operation of co-responding may need to be reviewed;
- progress was being made in terms of diversity of the workforce, but performance still fell short of targets. 3.5% (24) staff came from Black or Minority Ethnic (BME) communities, whilst the total BME population for Cambridgeshire & Peterborough was 9.6%. Focus groups had been held in the past, and interestingly there had been a subsequent increase in the application rate, but this did not always translate in to individuals choosing a career with the Fire Service. Members requested that future reports used absolute figures as well as percentages. **Action required.** It was noted that there were still two outstanding Member reviews in this area;
- there were currently 144 female staff in the organisation, 32 in operational roles (6.7% of operational staff, the average for Fire and Rescue Services being 5.2% nationally) and this percentage was gradually increasing.

It was resolved unanimously to:

note the contents of the performance report.

41. FIRE AND RESCUE SERVICE NATIONAL FRAMEWORK FOR ENGLAND - UPDATE

Chris Parker, Area Commander, presented a report on the Revised Fire and Rescue National Framework for England, which was published in May, following a period of consultation. A paper setting out the Service's responses to the consultation was tabled, which set out the Fire Authority's response to the original consultation on the Revised Framework.

Key points noted in the report included:

- the requirement for the Service to provide resilience assets in periods of Industrial Action: the revised wording was “*FRAs must make every endeavour*”;
- concerns had been raised about the potential burden on resources of the new inspectorate. This was acknowledged, and the Home Office was keen to ensure that burdens were kept to a minimum;
- the requirement of the Police and Crime Act 2017 for Fire Services to collaborate with other blue light services is already inherent within the act, yet it had been placed within the National Framework, this is not the case for Police or Ambulance Services. It was confirmed that the Service continued to actively seek opportunities for collaboration. One Member commented that it was disappointing that the government did “not want to specify any further”, but another Member suggested that the Fire Service was best placed to understand its own requirements;
- the request for greater recognition in terms of road safety and water safety was very much placing the onus on the Service. Members noted the wording in the response that “The risks should be captured in their IRMP *in addition to their core functions*”;
- the Committee noted the comments on the introduction of re-engagement, and that it had to be exceptional circumstances and in the best interests of public safety.

Members noted the gap analysis, and the strong position of the Service. There were only two areas where work may be required, and actions were already in place in those areas.

It was resolved unanimously to:

note the consultation outcome and acknowledge the current organisational position against the requirements of the updated framework.

42. AREAS FOR SCRUTINY CONSIDERATION

It was noted that three Members of the Committee working on the governance review which would be considered at the full Fire Authority meeting in November.

Reviewing minutes of previous Committees, one area previously identified was ‘Safe and Well’ visits. It was agreed that this was an appropriate area for scrutiny consideration, and the Terms of Reference for a review would be presented to the next meeting. It was agreed that Councillors McGuire and Gowing would participate in this review.

It was noted that there were no changes to the Fire Authority membership which impacted on the membership of review teams.

It was resolved unanimously to note the report.

43. ANNUAL INTERNAL AUDIT REPORT 2017-18

The Committee considered the Annual Internal Audit Report for 2017-18. Members were pleased to note that there was an overall positive opinion, with a few suggested enhancements to the framework of risk management, governance and internal control.

The Deputy Chief Executive highlighted specific issues which were ongoing, including the review in IT infrastructure, and the reasons for lack of progress in some specific areas.

It was resolved unanimously to note the report.

44. INTERNAL AUDIT STRATEGY 2018/19

The Committee considered a proposed Internal Audit Plan, based on corporate objectives, risk profile and assurance framework, among other factors. Members indicated that they were satisfied that there sufficient assurances in the Annual Plan to monitor the organisation's risk profile effectively, and that the standards in the Charter were appropriate to monitor the performance of internal audit.

In response to a Member question, the Committee noted the proportionate approach being taken to GDPR by both the ICT lead and the Data Protection officer.

It was unanimously resolved to note the report.

45. OVERVIEW AND SCRUTINY WORK PROGRAMME

Members were presented the Overview and Scrutiny work programme. It was noted that this would be updated to reflect earlier discussion under the Areas for Scrutiny consideration item.

It was resolved:

to note the work programme.

CHAIRMAN

TO: Overview and Scrutiny Committee

FROM: Assistant Chief Fire Officer (ACFO) – Rick Hylton

PRESENTING OFFICER(S): ACFO – Rick Hylton

Telephone: 07900 267865

Email: rick.hylton@cambsfire.gov.uk

DATE: 11 October 2018

INTEGRATED RISK MANAGEMENT PLAN PERFORMANCE TARGETS

1. Purpose

- 1.1 The purpose of this report is to provide the Overview and Scrutiny Committee with our performance against our Integrated Risk Management Plan (IRMP) targets.

2. Recommendation

- 2.1 The Committee is asked to note the contents of the performance report in Appendix 1 and make comment as they deem appropriate.

3. Risk Assessment

- 3.1 **Political** - the IRMP process, outlined in the Fire and Rescue National Framework for England, requires the Authority to look for opportunities to drive down risk by utilising resources in the most efficient and effective way. The IRMP has legal force and it is therefore incumbent on the Authority to demonstrate that its IRMP principles are applied within the organisation.
- 3.2 **Economic** - the management of risk through a proactive preventable agenda serves to not only reduce costs associated with reactive response services but also aids in the promotion of prosperous communities.
- 3.3 **Legal** - the Authority has a legal responsibility to act as the enforcement agency for the Regulatory Reform (Fire Safety) Order 2005. As a result, ensuring both compliance with and support for business to achieve are core aspects of the fire and rescue service function to local communities.

4. Equality Impact Assessment

- 4.1 Due to the discriminative nature of fire, those with certain protected characteristics are more likely to suffer the effects. Prevention strategies aim to minimise the disadvantage suffered by people due to their protected characteristic; specifically age and disability.

5. Background

- 5.1 The IRMP is a public facing document covering a three year period and represents the output of the IRMP process for Cambridgeshire and Peterborough. The document reviews the Service's progress to date and highlights initiatives that may be explored to further improve the quality of operational service provision and importantly in balance, further reduce the level of risk in the community.
- 5.2 The integrated risk management process is supported by the use of risk modelling. This is a process by which performance data over the last five years in key areas of prevention, protection and response is used to assess the likelihood of fires and other related emergencies from occurring; we term this 'community risk'. This, together with data from other sources such as the national risk register and our business delivery risks, is then used to identify the activities required to mitigate risks and maximise opportunities, with measures then set to monitor and improve our performance.

BIBLIOGRAPHY

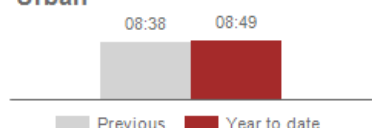
Source Document	Location	Contact Officer
IRMP 2017 - 2020	Hinchingbrooke Cottage Brampton Road Huntingdon	Rick Hylton 07900 267865 rick.hylton@cambsfire.gov.uk

Appendix 1

Overview and Scrutiny Committee – IRMP Performance Review 2018/19 Quarter 2

We will respond to the most serious incidents within an average of 9 minutes in urban areas and 12 minutes in rural areas for the first fire engine in attendance. And we will respond to all incidents in our authority area within 18 minutes for the first fire engine in attendance 95% of the time.

Urban



2.1%



The average attendance time for 1st pump in urban areas is 00:08:49. This is within target but up 11 seconds compared to the same period last year. We are currently conducting some analysis to understand what has caused this increase.

Rural

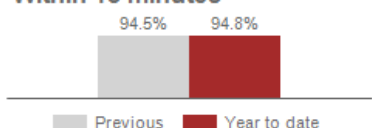


-0.1%



Within rural areas 1st pump has a slight improvement for attendance time compared to the same period of the previous year, down by 1 second. This is within our 12 minute measure.

Within 18 minutes



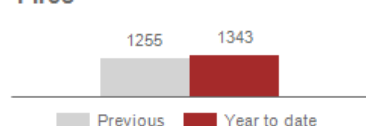
0.3%



We can see that 94.8% of incidents were attended within 18 minutes. This is an improvement of 0.3% compared to the same period last year. It is anticipated that we will continue to see a rise in this figure over the year with the addition of the roaming pumps and the strategic pump availability.

We will continue to reduce the number of primary and secondary fires and associated deaths and injuries within our communities.

Fires

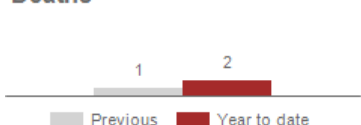


7.0%



We have seen 1,343 fires over the last two quarters compared to 1,255 over the same period last year; this is a 7% increase. We have seen an increase in secondary fires, particularly in July, these were largely fires in the open during the summer period.

Deaths

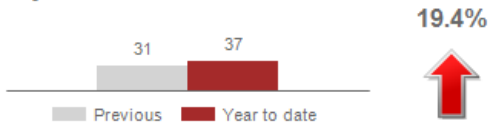


100.0%



We have had two fire fatalities recorded so far this year. We have had one fire fatality recorded in the first quarter data (the incident happened in January but we were only notified in May). The second fatality occurred in August; we are awaiting the coroner's report to verify if this was fire related.

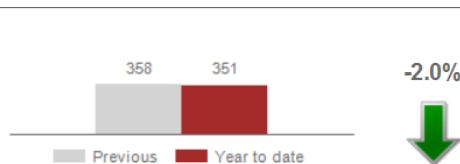
Injuries



There has been a 19.4% increase in fire casualties in the year to date compared to the same period last year. There have been 37 fire casualties in the year to date compared to 31 fire casualties in the same period last year. This rise is attributed to minor injuries related to bonfires going out of control. The number of actual incidents where injuries occur has only increased by one over the same period last year, what we have seen is a slight increase in the number of injured at those incidents.

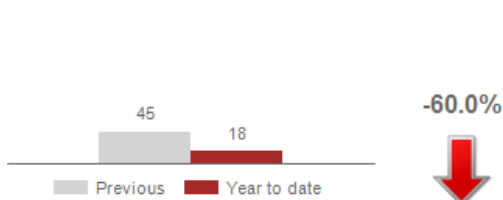
We will continue to work with our partners to reduce the number of people killed or seriously injured on our roads.

The latest available data from Cambridgeshire County Council Road Safety Team is December 2017.



The number of people killed or seriously injured in road traffic collisions has decreased by 2% compared to the same period 12 months previously.

We will continue to diversify our community response by increasing the number of co-responding stations and associated calls for help.

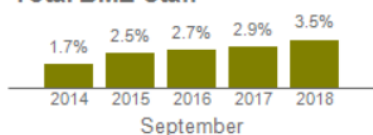


There has been a significant decrease in the number of co-responding incidents attended this period compared to the same period last year. The reason for this is that we are not being mobilised to attend; this could be caused by the differing approaches taken by other services meaning that our availability is over looked as it is a non-standard mobilisation for the East of England Control.

We will continue to work towards our vision of a workforce that is properly representative of our communities by focussing on increasing the proportions of currently under-representative groups in all areas and at all levels of our workforce, ensuring always that individuals have the right skills for the role.

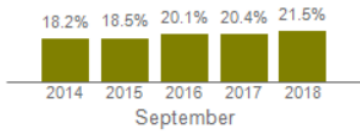
Current Workforce

Total BME Staff



There has been a gradual increase since 2014 in the diversity of our workforce. There has been an increase from 1.7% BME staff in 2014 to 3.5% in 2018.

Total Female Staff



Year on year there has been a small improvement in the percentage of female staff moving from 18.2% in 2014 to 21.1% in 2018; 7.4% of our wholetime workforce, 6.7% of our On-Call workforce, 81.% of our control workforce and 47.6% of professional support workforce are female.

Total Female Ops Managers



There has been little movement on the number of female operational managers in the last 12 months, a 0.2% decrease from 2017. However there is an improvement from 2015 when 0.6% of operational managers were female.

Value for Money



There is a £1,969,201 difference between the budget and spend to date. Compared to the same period last year this is an increase in underspend.

Agenda Item 4

TO: Overview and Scrutiny Committee

FROM: Scrutiny and Assurance Manager – Deb Thompson

PRESENTING OFFICER(S): Deb Thompson

Telephone **01480 444556**
deb.thompson@cambsfire.gov.uk

DATE: 11 October 2018

Annual Review - Cambridgeshire and Peterborough Fire Authority Compliance with the Local Government Transparency Code

1. Purpose

- 1.1 The purpose of this report is to provide the Overview and Scrutiny Committee with an (annual) update on and assurance of compliance with the Local Government Transparency Code.

2. Recommendation

- 2.1 The Overview and Scrutiny Committee is asked to note the current position in terms of compliance.

3. Risk Assessment

- 3.1 **Economic** – the Government believes that transparency is the foundation of local accountability and the key that gives people the tools and information they need to enable them to play a bigger role in society. It is also considered that the availability of data can also open new markets for local business, the voluntary and community sectors and social enterprises to run services or manage public assets.
- 3.2 **Political** – the Local Government Transparency Code was issued to meet the Government's desire to place more power into citizens' hands to increase democratic accountability and make it easier for local people to contribute to the local decision making process and help shape public services.
- 3.3 **Social** – the Government believes that in principle all data held and managed by local authorities should be made available to local people unless there are specific sensitivities for example, protecting vulnerable people or commercial and operational considerations. It encourages local authorities to see data as a valuable resource not only to themselves but their partners and local people.
- 3.4 **Equality Impact Assessment** – completed at source.

4. Background

- 4.1 The Department for Communities and Local Government (DCLG) published a revised Transparency Code in February 2015 as a tool to embed transparency in local authorities and set out the minimum data that such authorities should be publishing, the frequency it should be published and how it should be published.
- 4.2 Under this Code local authority means a fire and rescue authority (constituted by a scheme under section 2 of the Fire and Rescue Services Act 2004 or a scheme to which section 4 of that Act applies).
- 4.3 In July 2015 a Member-led review was undertaken, the objective of which was to provide assurance that the Authority was complying with the requirements of the Code whilst also considering its wider approach to transparency. A number of recommendations to improve compliance were made by the review group which were accepted by the Overview and Scrutiny Committee and then the Authority in October 2015.
- 4.4 The redesigned Cambridgeshire Fire and Rescue Service (CFRS) website was launched on 15 February 2016. Prior to the launch a considerable amount of effort was expended to ensure the findings of the Member-led review were incorporated into the design and the website now features a separate section for **Transparency** providing a central repository for all information demanded by the Code. Under this section there are sub sections for Constitution of Fire Authority, Organisation Structure, Procurement, Expenditure, Senior Officer Pay, Assets, Grants and Trade Union Time.

5. Requirements of the Local Government Transparency Code

- 5.1 Under the code the following information is to be published **quarterly**, not later than one month after the quarter to which the data and information is applicable;
- Expenditure exceeding £500
 - Government procurement card transactions and
 - Procurement information.
- 5.2 The following (applicable) information is to be published **annually**, not later than one month after the year to which the data and information is applicable;
- Local authority land
 - Grants to voluntary, community and social enterprise organisations
 - Organisation chart
 - Trade union facility
 - Senior salaries
 - Constitution

- Pay multiple
- Fraud

5.3 The following information is to be published once only;

- Waste contracts.

6. Compliance with the Code – October 2018

6.1 In August 2018, the Service became aware, through the submission of a Freedom of Information request relating to Trade Union Facility Time, of a Statutory Instrument (SI) that detailed additional publication requirements.

6.2 Discussion with colleagues in the wider sector revealed that the requirements of the SI were not widely known, if at all, despite it coming into force on 1 April 2017.

6.3 The Information Governance Manager subsequently reviewed the publication requirements of the SI which are summarised below;

- Number of relevant trade union officials,
- Percentage of time spent on facility time (banded),
- Percentage of pay bill spent on facility time,
- Paid trade union facility time activities.

Further work carried out identified that the Service would only be able to provide factually correct partial information and an executive decision was taken not to publish any data for financial year 2017/18 with an undertaking that the correct data would be collected to ensure compliance in financial year 2018/19 onwards.

6.4 Full details of the SI can be found via the following link
<http://www.legislation.gov.uk/ukxi/2017/328/made>

6.5 Notwithstanding the above, the remaining annual review has found that the Service is currently fully compliant with the requirements of the Local Government Transparency Act. The central repository for all information that the Code demands on the CFRS website entitled **Transparency** ensures that its 'presentation is helpful and accessible to local people and other interested parties'.

6.6 In addition to the requirements of this Code the Service continues to be proactive in publicising and consulting with people across Cambridgeshire and Peterborough to enable it to develop and deliver to the high standards expected of it by the communities served. It does this by publishing a range of documents and resources, including strategies, plans, performance information and outcomes of internal and external audits and peer reviews, which it believes are likely to be of public interest and in an effort to be open and transparent about all

areas of work. Further, CFRS is committed to listening to the public's opinions and views through the routine use of consultations to understand public opinion but also to ensure proposals for change and further development of the Service are open and transparent.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Local Government Transparency Code	Hinchingsbrooke Cottage Brampton Road Huntingdon PE29 2NA	Deb Thompson Scrutiny and Assurance Manager deb.thompson@cambsfire.gov.uk
Review of CPFA Compliance with the Local Government Transparency Code		
Overview and Scrutiny Committee Minutes		

OVERVIEW & SCRUTINY MEMBER LED REVIEW - TERMS OF REFERENCE

Review Title:	Safe and Well Visits	
Review Group Lead:	TBD	
Participants:	TBD	
Start Date	11 October 2018	

1. Strategic Aims (how does this review relate to the Authority's strategic aims?)

In June 2015, the Service explored how joint working with local partners could improve the way the most vulnerable people in our communities were identified and supported. Working with key partners including: NHS, County Council, Health and Wellbeing Network, Police and Drug and Alcohol Action Team, work began to reform the existing Home Fire Safety Check visit to deliver a model that identified other areas of vulnerability people may need support with. This new process is known as a Safe and Well Visit.

This review is being undertaken to ascertain the extent of the work currently being undertaken and comment on its effectiveness and efficiency in terms of community safety excellence and value for money.

2. Overall Purpose (why is this work being undertaken?)

To ensure CFRS is maximising its potential to work collaboratively with blue light and other partners, to deliver the best possible outcomes for the most vulnerable people in our communities.

3. Objectives

To evaluate the data collection mechanisms and how risk profiles are built to identify the most vulnerable.

To review the questionnaire content and ensure its compliance with the National Fire Chiefs Council standard evaluation framework.

To review the level and currency of training and skill sets required to deliver the process.

To identify any difficulties, through shadowing/dialogue with those delivering the process and make appropriate observations/recommendations.

4. Outcomes

A report to the Overview and Scrutiny Committee detailing findings of the review and any recommendations.

5. Key Lines of Enquiry

Understand who, what, where, when and how the process is delivered.

Identification of best practice (local, regional and national).

Identification of further opportunities and/or alternative methods of achieving the desired outcomes.

6. Risks (are there any risks in doing this review, and how can they be minimised?)		
Risks	Mitigations	
There is a risk that the resources required to sustain the process will not be available.	Greater input from partners. Prioritisation of resources review.	
7. Equality & Diversity (does this review address these issues either in terms of the subject matter or the way in which the activities will be conducted?)		
It is expected that consideration will have been given to related equality and inclusion matters.		
8. Timescale (how long will the work take?)		
The review will be completed in time for a report to be presented to the Overview and Scrutiny Committee Meeting on 10 January 2019.		
9. Target body for Findings/Recommendations		
Overview and Scrutiny Committee.		
10. Evidence (what do we need to inform the review?)		
Information Required:	Already Held	To Be Produced
Documentation from archive, meetings, websites. Fact finding interviews. Shadowing Community Safety Officers/operational staff during delivery	Document Management System. Internet. Various.	
11. Witnesses/Interviews (who & why?)		
To include but not limited to Area Commander Parker, Station Commander Clarke, Community Safety Officers, operational staff.		
12. Site Visits (why, where & when?)		
To be determined.		



CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY

Internal Audit Progress Report

**Overview & Scrutiny Committee presented to
11 October 2018**

This report is solely for the use of the persons to whom it is addressed.
To the fullest extent permitted by law, RSM Risk Assurance Services LLP
will accept no responsibility or liability in respect of this report to any other party





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As a practising member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed at <http://www.icaew.com/en/members/regulations-standards-and-guidance>.

The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made.

Recommendations for improvements should be assessed by you for their full impact before they are implemented. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

This report is solely for the use of the persons to whom it is addressed and for the purposes set out herein. This report should not therefore be regarded as suitable to be used or relied on by any other party wishing to acquire any rights from RSM Risk Assurance Services LLP for any purpose or in any context. Any third party which obtains access to this report or a copy and chooses to rely on it (or any part of it) will do so at its own risk. To the fullest extent permitted by law, RSM Risk Assurance Services LLP will accept no responsibility or liability in respect of this report to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by any person's reliance on representations in this report.

This report is released to our Client on the basis that it shall not be copied, referred to or disclosed, in whole or in part (save as otherwise permitted by agreed written terms), without our prior written consent.

We have no responsibility to update this report for events and circumstances occurring after the date of this report.

RSM Risk Assurance Services LLP is a limited liability partnership registered in England and Wales no. OC389499 at 6th floor, 25 Farringdon Street, London EC4A 4AB.

1 AUDIT PLAN PROGRESS

This table informs of the audit assignments that have been completed and the impacts of those findings since the last Overview and Scrutiny Committee held.

The internal audit plan for 2018/19 was approved by the Overview and Scrutiny Committee in July 2018. Below provides a summary update on progress against that plan and summarises the results of our work to date.

We have not finalised any reports since the last meeting.

Assignments	Status (Planned start date)	Opinion issued	Actions agreed		
			H	M	L
Key Financial Controls	To commence 13 November 2018				
Governance	To commence 3 December 2018				
HR – Training and Development	To commence 4 December 2018				
Risk Management	To commence 28 January 2019				
Asset and Fleet Management	To commence 28 January 2019				
Inspectorate Reviews	To commence 18 February 2019				
Follow Up	To commence 4 March 2019				
Cyber Security	TBC – in discussion with IT Department				

2 OTHER MATTERS

2.1 Annual Opinion 2018/19

The Overview and Scrutiny Committee should note that the assurances given in our audit assignments are included within our Annual Assurance report. The Committee should note that any negative assurance opinions will need to be noted in the annual report and may result in a qualified or negative annual opinion.

We have not issued any reports to date in 2018/19.

2.2 Changes to the audit plan

There have been no changes to the audit plan.

2.3 Information and briefings

We have issued one further Emergency Services client briefing in September since the last Committee meeting.

FOR FURTHER INFORMATION CONTACT

Daniel Harris, Head of Internal Audit

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Emergency services sector update

September 2018



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Introduction

Welcome to RSM's latest emergency services sector briefing which provides a useful source of insight into recent developments and publications affecting the sector.

We look at Her Majesty's Chief Inspector of Constabulary (HMCIC), Sir Thomas Winsor's overview of the findings of inspections conducted over the last year, delve into the planned programme of inspections for 2018/19, and consider development of the fire and rescue service inspection framework. We also draw attention to some of the key statistics published across the sector including, data on crime outcomes and fire and rescue incidents. In addition, we shed light on the Home Office's proposal to allow police and crime commissioners to sit and vote on combined fire and rescue authorities, following its consultation exercise.

Along with our summary of key publications, we consider collaboration assurance. We set out our approach to the development of a collaboration assurance framework (CAF), which involves creating an explicit reporting tool known as the collaboration assurance statement (CAS). We also provide an example of how 4questionnaires and 4action modules from RSM's proprietary Governance, Risk, Compliance software, Insight4GRC (www.insight4GRC.com) could be of benefit to your organisation.

We hope you find this update a useful source of insight. As ever, if you have any queries, or have any suggestions for topics for future editions, please contact either myself, or your usual RSM contact and we will be delighted to help.

Daniel Harris

National Head of Emergency Services and Local Government



The dark art of collaboration assurance

In 2001/2002 I became 'magician in chief' and designed, developed and established a local government consortium that included five councils and a private sector partner. We had a common goal: deliver better customer services without increasing our budget.

It was not easy, but we achieved what we set out to do. And we received some accolades along the way. The then ODPM strategic partnering taskforce used our case as an example of best practice. And the exercise paved the way for a lot more discussions amongst the councils involved about what other services might be shared or collaborated on.

Since then, collaboration in its various guises has become a more common feature across the public sector landscape. At the same time, the arrival of alternative delivery vehicles, such as standalone entities or public entity controlled companies with various partners, means collaboration has become increasingly complex.

For audit committee members, this presents new challenges. A key concern among those I regularly talk to is how to oversee collaborations and gain a required level of assurance that risks and resources are being well managed. To place this in context, one organisation identified that approximately one third of its budget would be allocated to financing collaborations. Gaining assurance in this area was therefore both material and important.

In all cases, discussions turned to how internal audit could be used as a third line of assurance or defence. But this wasn't a perfect solution. In many cases, there was often no joined-up approach to obtaining assurances in the first place, with various organisations taking the lead in a collaboration, often with different internal audit providers, all of varying quality and approach.

It was also recognised that internal audit in itself would need to be directed to the areas of greatest risk and/or concern to make best use of their resources. And that the traditional internal audit coverage and reporting cycle may not be as timely as might be required for assurance purposes by one or more of the partners.

More recently the conversation has focused on how to establish collaboration assurance arrangements that will benefit all parties involved ie audit committee members, managers of the collaboration and ultimately the tax payer and customer.

Against this backdrop, picture five audit committee chairs and their respective S151 officers looking to me for that solution. What follows, by way of a case study, is what we at RSM did and what RSM have done since to meet their needs and move forward the collaboration assurance approach. You are quite welcome to steal anything that you feel might be beneficial, or, contact me and I will happily elaborate further. After all, isn't that what collaboration is all about?

The development of the Collaboration Assurance Framework (CAF)

The five organisations were involved in 15 high-priority collaborations, ranging from back office through to direct customer support and tactical service provision. RSM carried out an initial assessment of the collaboration governance arrangements via a workshop involving all organisation stakeholders. We were then asked to help to design, develop and roll-out a collaboration assurance framework that could be used across all collaborations now and in the future.

The design and development stage involved the creation of an explicit assurance reporting tool – the collaboration assurance statement (CAS). This focused on eight areas of business risk under the management of the collaboration, including:

- 1 progress of the collaboration business / operational plan;
- 2 ownership and execution of process, controls and actions;
- 3 management of business risk;
- 4 integrity of decision making;
- 5 robustness of collaboration governance;
- 6 reliability and relevance of performance information, both financial and non-financial;
- 7 best use of assets including people, IT and physical assets ie buildings and equipment; and
- 8 how collaboration outcomes contribute to the objectives of the sponsoring organisations.

Under each of the above headings we defined a set of explicit controls, or requirements on which the collaboration then had to make an assessment as to their effectiveness. In doing so we required the collaboration management or lead to explicitly identify whether they were relying on first, second or third lines of defence/assurance and what these were.

First line was defined as assurance provided directly from collaboration management itself ie their view, knowledge and understanding drawn from managing the collaboration business on a day-to-day basis and the checks and balances that they apply.

Second line was assurance obtained from other sources within the collaboration or sponsor organisations, this might be some form of overview or additional checks and balances that compliment those of the first line i.e. finance review of budget submissions or scrutiny by any existing forum that was set up to govern the collaboration.

Third line assurance was from those sources independent of the collaboration that may have been provided or commissioned.

This created a point of reference in the form of assurance evidence.

Then, and perhaps most importantly, based on the assurance evidence gathered, we required the collaboration management to provide an assurance judgement for each control or requirement as follows:

- **full** – the collaboration meets the criteria fully and completely and this can be demonstrated / evidenced;
- **partially** – the collaboration partially meets the criteria and / or can only partially demonstrate / evidence this; and
- **none** – unable to confirm that the collaboration meets the criteria and / or is unable to demonstrate / evidence this.



Where the effectiveness assessment highlighted a need for improvement, the collaboration was required to identify the action that would be taken to strengthen the control or meet the requirement, by who and when. The CAS completion also required the collaboration management to take a view as to the likelihood of their effectiveness judgement changing in the next three to six months, why this might occur and the likely impact on the collaboration, considering both negative and positive events or circumstances. In their reporting, the collaboration management were not just considering the current state but looking ahead and anticipating control risk via the potential future state.

The challenges involved just getting to this stage cannot be underestimated. In this case there were lengthy debates over the focus of the CAS and I am sure this could be / will be refined further by any organisation that adopts this or a similar approach (I'll be interested to hear).

We now faced the deployment challenges. For example, do we deploy to all collaborations and if so how do we deploy – all at once, using a pilot Collaboration or in phases? After all,

despite the collaboration conversations being had at sponsor level, these conversations did not necessarily involve all the collaborations themselves. RSM therefore suggested that a CAS pilot, with one collaboration, should be undertaken allowing us to safely road test the approach developed and fine-tune this as required. We picked a collaboration that had been in existence for a while and that was relatively stable based on what was known. Work commenced with an engagement meeting involving the entire collaboration management team. This was important as we wanted the collaboration management to feel that this was something shared collectively so that we might obtain a more reliable outcome. We explained the background, what we were aiming to achieve and what we expected of them. We agreed that the collaboration would complete the CAS within a two-week window and send their conclusions back to us for initial review before arranging what we described as a "check and challenge" session ie to scrutinise and substantiate further the CAS responses provided and judgements reached. The downside was that at the time we deployed the CAS via Microsoft Office (of which more later).

CAS Pilot Learning

So, what were the key learning points from the CAS pilot?

- how useful the collaboration management team felt the exercise was, especially as they did set aside time to work through the CAS together. They told us that it made them reflect on what they had in place and what could be improved upon. They particularly enjoyed the face-to-face "challenge" session that RSM facilitated with regard to their management of risk and controls.
- The improvement action plan was something they recognised and felt they would take forward as part of their sponsor discussions. All the S151 Officers felt that it provided a level of accountability that had not previously existed.
- The CAS coverage was considered appropriate – it conveyed to the collaboration what was being required from an assurance perspective, it uncovered areas of weakness, as well as provided visibility and a consistent approach, which had been agreed by all participants in the CAS process. We knew that it could be deployed across all collaborations. The Audit Committee Chairs and S151 Officers would get the assurance visibility they were looking for.
- There was a desire to undertake completion of the CAS at least annually with an in-year follow up / update, including the six-month forward look, to anticipate changes that might impact on the collaboration.
- We needed to automate the CAS completion. The Microsoft Office approach had become administratively burdensome, especially if we were repeating this across 15 collaborations, as well as extracting key matters for the attention of the S151 and audit committee, let alone ensuring that actions planned and approved could be progressed. And all this on top of ensuring proper version control. But we already had a solution in mind in the form of RSM's Insight4GRC platform (www.insight4grc.com).

So where are we now?

We haven't changed the CAS significantly – we know the approach works, and we have subsequently rolled this out across other collaborations. But we have automated the approach making use of the RSM Insight4GRC platform (www.insight4grc.com).

For those of you that are not familiar with Insight4GRC, this is an RSM proprietary software package, accessed via a web-browser, to help organisations better manage their governance, risk and compliance (or control) environment. More than 250 organisations already benefit from using one, some or all of the suite, including PLCs and not for profit, amongst them many local councils and police forces. In the case of the CAS automation we made use of the 4questionnaires and 4action modules from the Insight4GRC suite. The two modules when combined provide for powerful data gathering, assessment, reporting and monitoring but most of all it represents a sustainable and efficient mechanism for on-going CAS access, up-dating and completion by each of the Collaborations. Each collaboration has access to their own GRC performance reporting dashboard coupled with a central view for sponsors enabling them to drill down and interrogate further the underlying controls and assurance evidence that each collaboration has provided.

4questionnaire

We have built the CAS in 4questionnaires.

4questionnaires is a flexible and intelligent system that facilitates the gathering of data and analysis to provide insightful management information.

The advantages of using 4questionnaires included:

- flexible configuration of questionnaires allowing for the customisation and setup of questionnaires, (in this case the CAS), efficiently and effectively;
- ability to analyse and interpret answers and create impact assessments and action plans stemming from the CAS;
- controlled and targeted distribution and allocation of the CAS to individuals and the ability to track questionnaire completion by collaborations; and
- ability to upload documentary evidence with the CAS responses, as well as providing a full audit trail of entries made.

4action

The improvement plans that emerged as a result of the CAS completion were uploaded and tracked via 4action.

4action has extensive reporting facilities and the ability to set target dates for the individuals responsible for actions, it helps ensure administrators have a complete picture of the status of all agreed tasks and recommendations.

The use of 4action brought clear benefits to the future CAS use through the increased focus on the implementation of agreed actions. These benefits include:

- greater likelihood that the collaboration objectives will be achieved;
- greater likelihood of implementing improvement actions stemming from the CAS completion or recommendations stemming from reviews by internal audit etc. at the collaboration;
- better management of actions across the collaboration and the encouragement of accountability;
- up to date management information on key actions and individual as well as collaboration performance;
- large efficiency savings in action and recommendation monitoring; and
- ease of reporting for a wide range of different collaboration audiences with different information needs.

And of course, there is no reliance on RSM (or any other third party) to facilitate the CAS process. Once the automated approach via Insight4GRC is established and the system administration determined it can be managed and run by the organisations involved, whether sponsors, collaborations, or both.

What have we learned?

- We know that collaborative working will continue to grow, will involve wider agencies and become more complex.
- We understand, based on our experiences of working with local councils, police and fire, that gaining appropriate and timely collaboration assurance remains a challenge. We suspect that many collaboration assurance arrangements are still inconsistent, ineffective or inefficient.
- We know that our CAS approach works and, when coupled with the Insight4GRC software, provides for a robust proposition that organisations looking to strengthen or make more efficient their existing collaboration assurance can take advantage of.

Your collaboration assurance considerations

So finally, some questions that you may need to consider after reading the above:

- 1 What is your approach to collaboration assurance?
- 2 How reliable is your collaboration assurance approach?
- 3 How does your collaboration assurance approach make use of first, second and third lines of assurance?
- 4 How have you formalised the assurance approach to make it a visible and recognisable collaboration assurance framework?
- 5 How does the audit committee feel about the level of assurance it gets in connection with collaborations?
- 6 How are you making use of technology to efficiently obtain, make visible and measure your collaboration or wider assurances?
- 7 How can you improve your collaboration assurance?

If you would like to know more about collaboration assurance, the CAS and/or the Insight4GRC suite (www.insight4grc.com) then please contact Matt Humphrey on matthew.humphrey@rsmuk.com or 07711 960 728



Technical Update

Police

State of Policing: The Annual Assessment of Policing in England and Wales 2017

Sir Thomas Winsor, Her Majesty's Chief Inspector of Constabulary (HMCIC), has published his 'annual assessment of policing in England and Wales 2017.' The report provides an overview of the findings of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services' (HMICFRS') inspections conducted over the last year, including its police effectiveness, efficiency and legitimacy (PEEL) inspections, youth offending services inspections and child protection inspections.

Overall, the PEEL inspections outcomes were relatively positive. Effectiveness inspections saw nine forces graded higher than in the previous year while five forces had deteriorated, receiving a lower grade than they had previously. Inspections on efficiency and legitimacy showed that grades remained the same for 32 forces while four had improved their grade and six had a worse grade than in last year's inspections.

Questions for committee's consideration

- Are you receiving assurance that your force has reviewed its results, analysed its position and is taking the appropriate and timely actions?
- Does the force fully understand the link between demand and capability and do its workforce plans reflect this?
- Are you sighted on the digital transformation agenda?
- Does the force have effective arrangements in place to monitor and report on benefits realisation from the digital transformation agenda?

In the State of Policing report, HMICFRS has recommended that forces take action on workforce skills which involves forces needing to better understand the link between demand and capability. It has also been recommended that forces take action on digital transformation to improve

police efficiency. Yet overall, inspections have shown there have been improvements to the police services effectiveness and efficiency. Forces have generally made progress on the recommendations set out by HMICFRS which HMCIC has described as 'encouraging', although it is understandable that some changes to come into effect may take some time. In relation to the inspections carried out on child protection, on the whole it was seen that police staff are evidently committed to 'improving the protection of vulnerable children.' Forces had shown to have made good progress in achieving better outcomes for children who were at risk of harm.

The report also provides an overview of the changes HMICFRS will implement when undertaking its PEEL inspections for 2018/19 and beyond. PEEL inspections will see a more 'integrated approach' leading to an improved assessment of forces, due to the information provided in the force management statement (discussed overleaf). HMICFRS will use the information submitted to get a better understanding of how 'well prepared forces are to meet future demands.' Moving forward, HMICFRS is developing an online publicly available register which will allow it to track the progress forces are making with the recommendations given by the inspectorate. HMICFRS have also outlined changes being made to the 'national child protection inspections' which are necessary to address 'new and emerging risks to children.'

Within its State of Policing report, HMICFRS has provided a collation of the 420 reports that have been published between 24 March 2017 and 31 March 2018.

Questions for committee's consideration

- How do you track the HMICFRS actions internally and how does assurance around the implementation filter through to the Audit Committee?
- How does the HMICFRS assurance link in with other assurance providers across the Force – with internal audit / external audit etc in order to ensure assurance is maximised and duplication is minimised?

Force management statements

HMICFRS expects to receive an annual force management statement (FMS) prepared by chief constables. The statement consists of the chief constable's explanation of the demand their force is facing over the following four years, and those ways in which the force will change and improve its workforce and other assets to deal with that demand. It also sets out how the force will make progress on its efficiency to ensure the 'gap between future demand and future capability is as small as it can be' and 'the money the force expects to do all this.'

Developing the force management statement is a three-year process; the first force management statements submitted in May 2018 were part of a pilot year approach. All forces are expected to have reliable information on their current and future demand, assets and resources, and provide the 'best available information in their force management statements' each year. The information will inform HMICFRS's inspections of forces' efficiency and effectiveness, shape the inspectorates approach for 2019, and help to identify those areas presenting the greatest risk from force activity. This will in turn inform HMICFRS on what future inspections are needed and how intensive they will need to be.

Questions for committee's consideration

- Have Audit Committee members been briefed on the purpose and content of the first FMS?
- Have you considered how this statement could be used in the future by the Committee and how this links to your terms of reference and remit?

Police inspection programme and framework

HMICFRS has published its police inspection programme for 2018/19. HMICFRS will conduct a range of inspections which include:

- PEEL assessments, which the inspectorate will complete in a more 'integrated' way and will use force management statements as a source of evidence;
- national thematic inspections focusing on fraud, hate crime, older people in the justice system, child protection, counter-terrorism, cyber-crime, and crime data;
- national agencies and non-Home Office force inspections including inspections on the British Transport Police, Ministry of Defence Police and Her Majesty's Revenue and Customs; and
- joint inspections, whereby HMICFRS will work collaboratively with Ofsted and the Care Quality Commission to inspect ways in which local authorities, police and health services work together.

Police forces save £273m on equipment cost

Police forces have saved £237m in three years on equipment costs such as police helmets and vehicles resulting in more money to be spent on local priorities. The majority of savings from this year's statistics arise from the Collaborative Law Enforcement Programme (CLEP), identifying opportunities for collaboration. Dave Thompson, Chief Constable, stated that 'we have already delivered substantial procurement savings and have identified another £100 million of savings over the next three years. While there are considerable challenges to overcome in more complex areas of procurement, we continue to work hard to find further efficiencies and provide the best possible service to the public.' Whilst Nick Hurd, Minister for Police and Fire, has congratulated the service on its 'impressive progress... numbers show that the work is not complete.'

Questions for committee's consideration

- Do you receive timely assurance that the force has explored ways of making procurement efficiencies, including collaborative procurement?

Crime outcomes

The Home Office has published data for police recorded crime outcomes in England and Wales for the year to December 2017. The data shows 'what outcomes police forces assigned to offences recorded', 'all crime outcomes that were assigned by police forces' and 'crimes recorded in the year that were later transferred to another police force or cancelled.'

Key statistics for the year to December 2017 include:



forces had assigned 47 per cent of offences as 'investigation complete – no suspect identified';



18.4 per cent of offences as 'evidential difficulties (victim does not support action)';



9.1 per cent of offences as charged or summonsed;



2.6 per cent of offences as 'out of court (informal)'; and



3 per cent (150,386) of the 4,955,752 offences initially recorded were transferred or cancelled.

Police and fire

Enabling police and crime commissioners to sit and vote on combined fire and rescue authorities

The Home Office has published a response to its consultation on 'enabling police and crime commissioners [PCCs] to sit and vote on combined fire and rescue authorities [FRAs]' in effect, utilising the representation model. There were a total of 67 responses, 22 of which were from representatives of FRAs. 91 per cent (20) of FRAs agreed with the 'proposed amendments to the combination schemes of Combined FRAs established or continued in existence under sections 2 and 4 of the 2004 Fire and Rescue Services Act.' 9 per cent (2) FRAs had objected to the proposed amendments.

Themes emerging from the consultation from FRAs seeking further information or those objecting to the proposed amendments included:

- political balance and membership numbers – it was noted that 'adding the PCC as a member could have an impact on political balance where there is more than one constituent authority';
- membership allowance – some respondents underlined that they were 'under pressure to reduce FRA membership' as a means to demonstrate savings and were as a result, 'reluctant to increase the number of members to accommodate the PCC'; and
- 'extending the right to a PCC to appoint a deputy PCC to attend FRA meetings where the PCC is unable to' – there was some concerns from FRAs that the deputy police and crime commissioner (DPCC) may influence decisions despite them not having a right to vote.

Moving forward, the government will proceed by drafting a 'negative statutory instrument' to amend the combination scheme of those FRAs who support the proposed amendments. They will also launch an inquiry to understand the views of those FRAs who had opposed the proposed amendments.

New hub for emergency services to share information

Organisations across the emergency services sector, including the Royal Society for Public Health, Public Health England, and the National Fire Chiefs Council, have collectively developed a new emergency services hub providing a range of resources to ambulance, fire and rescue and police services. The new hub aims to share public health best practice and improve information and cooperation through resources such as blog posts, guidance materials and case studies.



An aerial photograph of a red and yellow fire truck parked on the side of a paved road. The truck is angled towards the bottom left of the frame. The road has white dashed lines and a solid white line. In the background, there is a line of green trees and foliage.

Fire

Fire and rescue incident statistics

The Home Office has published 'fire and rescue incident statistics' in England for the year ending December 2017. Key statistics include:

- fire and rescue services (FRSs) attended 563,527 incidents compared to 560,874 in the previous year. This was a 34 per cent decrease compared to 2006/07 where FRSs attended 854,371 incidents;
- of all incidents attended, 30 per cent were fire incidents (39 per cent in 2006/07), 30 per cent were non-fire incidents (19 per cent in 2006/07) and 40 per cent (41 per cent in 2006/07) were fire false alarms, which remained to be the largest incident type;
- FRSs attended 169,588 fires, an increase of 4 per cent (162,427) from last year. This represents a 50 per cent decrease from 2006/07 where FRSs attended 336,233 fires. Of the 169,588 fires attended, 74,667 were primary fires, 91,040 were secondary fires and 3,881 were chimney fires;
- FRSs attended 223,383 fire false alarms, a 37 per cent decline compared to a decade ago (352,136);
- FRSs attended 170,556 non-fire incidents. Generally, there has been a decline in the number of non-fire incidents, however, in the last couple of years this has been rising due to an increase in the number of medical incidents attended by FRSs. In the year ending December 2017, 36,799 of the 170,556 non-fire incidents attended by FRSs were medical incident related; and
- there was in total 321 fire related fatalities, a rise of 15 per cent compared to last year (225). 71 of the 321 fatalities were from the Grenfell Tower fire tragedy.

Questions for committee's consideration

- Are you satisfied that your statistics are in line with national trends, and if not, do you have mechanisms to ensure the outlying areas are investigated and action taken?

Developing fire and rescue service inspections

HMICFRS has published a report on developing FRS inspections. It explains how HMICFRS has adapted its approach to take account of learning and feedback from services including what was learnt from the three pilot inspections between March and May 2018. The inspectorate outlines those areas where it tested and improved its approaches, including: taking its 'police inspection technique of reviewing case files and evolving it into process reviews' helping the inspectorate to gain a deeper understanding of how FRSs undertake 'prevention/protection activity'; ensuring the chief fire officer is interviewed prior to the conclusion of fieldwork; and testing varying approaches designed to further involve trained staff, given the vitally important role they play.

The report also includes what HMICFRS has learned from the public and sector consultations that were ran on the 'inspection programme and framework, methodology and judgement criteria.'

Questions for committee's consideration

- Have you considered how your service will use the inspections as a source of assurance and ensure any potential duplication of assurance is minimised?
- Has the impact on resources within the service been considered and planned for?

HMICFRS received 65 responses to its draft inspection programme and framework consultation, which ran between December 2017 and February 2018. Overall, respondents were generally happy with the inspectorate's approach, yet highlighted areas where further information could be provided. There were several themes emerging, including: funding; the impact of inspections; and consideration of the wider context in which FRSs are operating, including collaborations. Following feedback, HMICFRS had made a number of minor amendments to the documents.

HMICFRS received 27 responses on its judgment criteria consultation, which ran between April and May 2018. Several key themes emerged, including: the judgement criteria was 'ambiguous and open to interpretation'; graded criteria should show examples that reflect service practices; and how the criteria aligns with the new national framework document. Respondents were generally supportive of the criteria, however, HMICFRS has made some small changes to address the issues raised.

The report also sets out what FRSs can expect from HMICFRS inspections.

Updated Fire and Rescue National Framework

The Home Office has published an updated Fire and Rescue National Framework for England following a consultation on proposed changes between December 2017 and February 2018. The changes in the new Framework include:

- new guidance on ways in which fire and rescue authorities (FRAs) should work with the National Fire Chiefs Council (NFCC) and HMICFRS;
- legislative changes which enable PCCs and mayors to take on responsibility for their local FRS (where a case is made); and
- a section on how FRAs can develop the skills of their people.

Nick Hurd, Minister for Policing and the Fire Service, stated 'the national framework provides the basis for how fire and rescue services in England should operate. The revised version... should support them becoming more accountable, effective and professional than ever before and embed the government's reform programme.' The Framework came into effect on 1 June 2018.

Government announces new standards for fire and rescue services

In the aim of improving FRS professional standards Nick Hurd has announced a new Fire Standards Board approach, which will be established to ensure 'standards are nationally coordinated to a high level across the sector.'

The National Fire Chiefs Council (NFCC), Local Government Association and other partners have collaboratively developed the proposal which will be independent from the government. It will be for the Board to establish its workplan but preliminary issues the Board could consider include:

- development and leadership workforce issues;
- identifying and mitigating risks; and
- preventing fire but also ensuring public protection from other emergencies.

It will also be for the Board to agree priorities in response to the Hackitt review, the Grenfell Tower inquiry, and other issues facing fire and rescue services that comes to light.

Independent Review of Building Regulations and Fire Safety

Dame Judith Hackitt has published her final report on the 'Independent Review of Building Regulations and Fire Safety.' The report sets out the 'principles for a new regulatory framework' which is intended to produce a 'simple and effective mechanism for driving building safety', 'provide stronger oversight of duty holders with incentives for the right behaviours, and effective sanctions for poor performance' and 'reassert the role of residents.'

Following the interim report, some progress has been made on the recommendations set out, including a consultation on 'restricting or banning the use of desktop studies as a way of assessing the fire performance of external cladding systems.'

The final report makes recommendations relating to 'the key parameters of a new regulatory framework', which involves a new Joint Competent Authority consisting of Local Authority Building Standards, FRAs and the Health and Safety Executive to oversee better management of safety risks in multi-occupancy higher risk residential buildings. The approach will allow these bodies to work collaboratively to more 'rigorously assess' the safety of buildings and produce a more 'unified and consistent intervention process.' There are also recommendations regarding clearer roles and responsibilities throughout the design and construction process and during occupation, ways in which residents can express their thoughts and producing a more 'robust and transparent construction products regime.'

Questions for committee's consideration

- Do you have assurance that the service is liaising with the relevant parties, ensuring a joined-up approach and formalising relationships to make sure roles and responsibilities are clearly understood?

Sources of further information

HMICFRS

'State of Policing – The Annual Assessment of Policing in England and Wales 2017'

<https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/state-of-policing-2017-2.pdf>

HMICFRS

'Force management statements'

<https://www.justiceinspectorates.gov.uk/hmicfrs/about-us/what-we-do/integrated-peel-assessments/force-management-statements/>

HMICFRS

'Police inspection programme and framework'

<https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/hmicfrs-inspection-programme-2018-19.pdf>

Home Office

'Police forces save £273 million in three years on equipment cost'

<https://www.gov.uk/government/news/police-forces-save-273-million-in-three-years-on-equipment-cost>

Home Office

'Crime outcomes in England and Wales, year to December 2017: data tables'

<https://www.gov.uk/government/statistics/crime-outcomes-in-england-and-wales-year-to-december-2017-data-tables>

Home Office

'Fire and rescue incident statistics: England, year ending December 2017'

<https://www.gov.uk/government/statistics/fire-and-rescue-incident-statistics-england-year-ending-december-2017>

HMICFRS

'Developing the fire and rescue service inspections'

<https://www.justiceinspectorates.gov.uk/hmicfrs/publications/developing-fire-rescue-service-inspections/>

Home Office

'Updated Fire and Rescue National Framework for England'

<https://www.gov.uk/government/news/updated-fire-and-rescue-national-framework-for-england>

Home Office

'Government announces new standards for fire and rescue services'

<https://www.gov.uk/government/news/government-announces-new-standards-for-fire-and-rescue-services>

MHCLG

'Independent Review of Building Regulations and Fire Safety'

<https://www.gov.uk/government/publications/independent-review-of-building-regulations-and-fire-safety-final-report>

Home Office

'Enabling police and crime commissioners to sit and vote on combined fire and rescue authorities'

<https://www.gov.uk/government/consultations/enabling-police-and-crime-commissioners-to-sit-and-vote-on-combined-fire-and-rescue-authorities>

National Fire Chiefs Council

'New hub now up and running for emergency services to share information'

<https://www.nationalfirechiefs.org.uk/News/new-hub-now-up-and-running-for-emergency-services-to-share-information-/201322>

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OVERVIEW & SCRUTINY COMMITTEE WORK PROGRAMME

MEETINGS 2018/19

Date	Meeting Time	Venue
2018		
Thursday 11 October	1400 hours	Service HQ
2019		
Thursday 10 January	1400 hours	Service HQ
Thursday 28 March	1400 hours	Service HQ

WORK PROGRAMME 2018/19

Thursday 11 October 2018			
Time	Agenda Item	Member/Officer	Comments
1400 - 1630	Minutes of Overview and Scrutiny Committee Meeting 10 July 2018	Daniel Snowdon	
	<u>Overview</u> Review of Performance against IRMP Targets	Tamsin Mirfin Service Transformation Manager	
	Annual Review of compliance with the Local Government Transparency Code	Scrutiny and Assurance Manager	Annual since March 2016
	<u>Scrutiny</u> Member-led Review of Employee Engagement	Councillor Gowing	
	Terms of Reference – Safe and Well Visits	Scrutiny and Assurance Manager	
	<u>Audit</u> Internal Audit Strategy and Audit Plan 2018/19 Update	Deputy Chief Executive Officer	RSM
	Work Programme 2018/19	Chairman	
Thursday 10 January 2019			
Time	Agenda Item	Member/Officer	Comments

1400 - 1630	Minutes of Overview and Scrutiny Committee Meeting 11 October 2018	Daniel Snowdon	
	<u>Overview</u> Review of Performance against IRMP Targets	Tamsin Mirfin Service Transformation Manager	
	Co-responding Update		
	<u>Scrutiny</u> Member-led Review of Approach to Recruitment	Councillors Kindersley and Scutt	
	Member-led Review of Safe and Well Visits	TBD	
	<u>Audit</u> TBC		
	Work Programme 2018/19	Chairman	
Thursday 28 March 2019			
Time	Agenda Item	Member/Officer	Comments
	Annual meeting Fire Authority Chairman and Chief Fire Officer to inform development of Work Programme 2019/20		
1400 - 1630	Minutes of Overview and Scrutiny Committee Meeting 10 January 2019	Daniel Snowdon	
	<u>Overview</u> Review of Performance against IRMP Targets	Tamsin Mirfin Service Transformation Manager	
	<u>Scrutiny</u> TBC		
	<u>Audit</u> External Audit Plan 2019/20	Deputy Chief Executive Officer	
	Internal Audit Strategy and Audit Plan 2019/20	Deputy Chief Executive Officer	
	Draft Annual Governance Statement 2018/19	Deputy Chief Executive Officer	
	Work Programme 2019/20	Chairman	