CLEVELAND FIRE AUTHORITY
AUDIT & GOVERNANCE COMMITTEE

23 AUGUST 2019 – 11.00AM

TRAINING & ADMINISTRATION HUB, ENDEAVOUR HOUSE, QUEENS MEADOW BUSINESS PARK, HARTLEPOOL, TS25 5TH

MEMBERS OF THE AUDIT & GOVERNANCE COMMITTEE -

HARTLEPOOL	Councillors Marjorie James, Stephen Thomas
MIDDLESBROUGH	Councillors Naweed Hussain, Ashley Waters
REDCAR & CLEVELAND	Councillors Billy Ayre, Adam Brook, Norah Cooney
STOCKTON ON TEES	Councillors Andrew Stephenson, William Woodhead
INDEPENDENT PERSONS	Messrs Steve Harwood, Paul McGrath

A G E N D A

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF MEMBERS INTEREST

3. TO CONFIRM THE MINUTES OF THE MEETING HELD ON 28 JUNE 2019

4. TO RECEIVE THE REPORT OF MAZARS
   4.1 Annual Audit Letter Year Ending 31 March 2019
   4.2 Audit Progress Report – August 2019

5. TO RECEIVE THE REPORTS OF THE CHIEF FIRE OFFICER
   5.1 Organisational Performance & Efficiency Report 2019/20 – Quarter 1
   5.2 Sickness Analysis Report 2016/17 – 2018/19
   5.3 Review of the Corporate Risk Register
   5.4 Internal Audit Progress Report
   5.5 Progress Against Revenue & Capital Budgets 2019/20

6. ANY OTHER BUSINESS WHICH, IN THE OPINION OF THE CHAIR, SHOULD BE CONSIDERED AS A MATTER OF URGENCY

CLEVELAND FIRE AUTHORITY

MINUTES OF AUDIT & GOVERNANCE COMMITTEE MEETING

28 JUNE 2019

PRESENT: **CHAIR:-**
Councillor Norah Cooney – Redcar & Cleveland Borough Council
HARTLEPOOL BOROUGH COUNCIL
Councillor Marjorie James
MIDDLESBROUGH COUNCIL
Councillor Teresa Higgins (Sub), Naweed Hussain, Ashley Waters
REDCAR & CLEVELAND BOROUGH COUNCIL
Councillor Billy Ayre, Ashley Brook
STOCKTON ON TEES BOROUGH COUNCIL
Councillor Andrew Stephenson
INDEPENDENT PERSONS
Messrs Steve Harwood, Paul McGrath
AUTHORISED OFFICERS
Director of Corporate Services/Clerk, Treasurer, Legal Adviser & Monitoring Officer
MAZARS
Ross Woodley, Audit Manager
Gavin Barker, Audit Director
IN ATTENDANCE
Director of Technical Services, Head of Risk and Performance, Head of Finance, Head of Internal Audit (Hartlepool Borough Council)

APOLOGIES
FOR ABSENCE: Councillor Stephen Thomas – Hartlepool Borough Council
Councillor William Woodhead – Stockton Borough Council

In accordance with Standing Order No. 35, Councillor Higgins substituted for Councillor Stephen Thomas.

12.   **APPOINTMENT OF CHAIR**
The Clerk sought nominations for the position of Chair of the Audit & Governance Committee for 2019/20. Councillors Cooney and James were subsequently proposed and seconded whereupon nominations were closed. A vote was undertaken and Councillor Cooney received five votes to Councillor James' two votes. Councillor Stephenson abstained from voting.

RESOLVED – that Councillor Cooney be appointed Chair of the Audit & Governance Committee for the ensuing year (2019/20).

13.   **DECLARATION OF MEMBERS INTERESTS**
It was noted no Declarations of Interest were submitted to the meeting.

14. APPOINTMENT OF VICE CHAIR

The Chair sought nominations for the position of Vice Chair of the Audit & Governance Committee for 2019/20. Councillor Naweed Hussain was subsequently proposed and seconded there being no other nominations. Councillor James wished for it to be recorded in the minutes that had a vote been taken she would have abstained.

RESOLVED – that Councillor Naweed Hussain be appointed Vice Chair of the Audit & Governance Committee for the ensuing year (2019/20).

15. MINUTES

RESOLVED – that the Minutes of the Audit & Governance Committee held on 22 February 2019 be confirmed.

16. REPORT OF THE CLERK
16.1 Forward Work Programme 2019/20

The Director of Corporate Services (DoCS) outlined the Forward Work Programme for 2019/20, as detailed at Appendix 1, in accordance with the requirements of the Authority's Standing Orders. The DoCS noted that the Forward Work Programme will remain flexible to allow consideration of additional items should they arise.

Councillor James requested that the Treasurer considered utilising CIPFA / LGA training as part of Member training. The Treasurer confirmed he would explore the cost implications and bring the details back to this committee.

RESOLVED:-
(i)   that the Forward Work Programme 2019/20 outlined at Appendix 1 be approved.
(ii)   That the Treasurer explores the option of using CIPFA/LGA training providers for future Member Development.

17. REPORTS OF THE CHIEF FIRE OFFICER
17.1 Organisational Performance & Efficiency Report 2018/19

The Head of Risk and Performance (HoRP) gave a detailed presentation focussing on the Brigade's performance against the Brigade's Performance Assessment Framework for the period April 2018 to 31 March 2019. This included the following key performance details:

- Fire Control dealt with 12,598 emergency calls in 2018/19 - a minor increase of 18 calls from the previous year.
- Total incidents stand at 8772, an increase of 205 (+2.4%) compared to the same period last year. Main changes are due to the decrease in special services and primary fires (428 / 36 respectively) and increase in secondary fires (666 incidents).
- Automatic False Alarms have reduced by 11% to 1093 incidents primarily due to the implementation of the Brigade's Unwanted Fire Signals Strategy for Accidental Fire Alarms in non-residential buildings.

17.1 Organisational Performance & Efficiency Report 2018/19 cont.

- Deliberate Fire incidents were 3658 for 2018/19, an increase of 680 compared to 2017/18 (23%). Of these 388 were Deliberate Primary Fires (decrease of 3%) and 3270 were Deliberate Secondary fires (27% increase). This makes Cleveland the highest rate of deliberate fire in the country (52.61 per 10,000 population compared to 14.51 per 10,000 population nationally).

- Accidental Dwelling Fires (ADFs) have reduced by 20% since 2017/18 (from 142 to 113 incidents) with no change in Hartlepool and decreases in Stockton, Middlesbrough and Redcar and Cleveland. The main causes are cooking related (21%), careless handling (20%) and radiated heat (19%) and electrical (19%)

- The Brigade's main preventative services for ADF's are Home Fire Safety Visits (HFSVs) and Safe and Well Visits. In 2018-19 the Brigade has conducted 18,108 Home Fire Safety Visits and 2,927 Safe and Well Visits as well as 1,459 inspections of Industrial and Commercial buildings.

- Accidental Dwelling Fire fatalities – 2 incidents for 2018/19 (reduction of 50%)
- Accidental Dwelling Fire injuries – 8 (11% reduction)

- Response Standards:
  - Call Answering: Target set at 7 seconds, Actual 7.5 seconds
  - Call Handing: Target 100 seconds - Actual 77 Seconds
  - Building Fires 1st Appliance Target 7 Minutes, Actual 4.48 Minutes
  - Building Fires 2nd Appliance Target 10 Minutes, Actual 6.44 Minutes
  - RTC Target 8 Minutes, Actual 5.46 Minutes

- Compared to 2017-18, overall Sickness Absence in 2018-19 increased by 18% (1.2 shifts) to an average of 7.95 shifts per person. Green Book increased by 6%, Fire Control increased by 118%, Wholetime increased by 25% and Retained decreased by 6%.

- The main causes of sickness for 2018/19 were anxiety/depression (20%) and lower limb (20%).

The Director of Technical Services (DoTS) noted that the Brigade has the lowest rate of accidental fires in the home and the fastest emergency response times. In addition the Brigade carries out the highest number of Home Fire Safety Visits (HFSVs), Safe & Well Visits (SWVs) and business inspections making Cleveland the safest place to live in the country.

Mr Steve Harwood asked how many of the 1459 premises inspected resulted in enforcement action. The DoTS confirmed that 9 prohibition notices and 3 enforcement notices were issued which was low due to the promotional work the Brigade does with occupants to teach them how to better regulate their own areas.

Councillor Waters asked how 4 sickness shifts per person equated in monetary terms. The DoTs confirmed there was no direct salary cost but there were costs associated with bringing staff in off duty. He outlined the Duty Shift System used by operational staff and confirmed this offered a very efficient way of managing staff and keeping cost down.

17.1 Organisational Performance & Efficiency Report 2018/19 cont.

Councillor James sought clarity on the Brigades Duty Shift System in connection with how this affects pay and queried whether there could be a situation where the same people are selected to work extra and how this impacts their pay. The DoTS confirmed that a rota is devised annually which plots out shifts for the year for every operational member of staff equally which ensures operational cover. This consist of days when they must work (Blue) and days when they may be called in (Grey) and ensures all operational personnel fulfil their contractual obligation of working 2190 hours per year.

Councillor Hussain asked for details relating to the recent fire at Marton Country Club. The DoTS confirmed that the Brigade had delivered a speedy response and at its height had 11 appliances in attendance including aerial capability. The operation lasted almost 24 hours and the Brigade focused on ensuring the surrounding buildings were kept safe.

Councillor Higgins queried why some residents were still not in their homes following evacuation after concerns about asbestos risk. The DoTS reported that as debris from the fire had been deposited into nearby gardens, Public Health England and Middlesbrough Council had a duty of care to ensure the public remained safe until the area had been decontaminated.

Councillor Higgins placed on record sincere thanks to all the crews involved in the Marton Country Club fire for keeping the community safe.

Councillor Ayre highlighted mental health-related sickness absence and whether the Brigade was able to attribute the stress to work or home life. The DoTS confirmed that stress related sickness was a challenge across the public sector and he acknowledged the difficulties in determining whether stress is work or home related. Irrespective of the cause, he confirmed that staff were supported through referral to the onsite doctor and occupational health nurse and if it is determined the stress is work related an action plan is agreed to support that person in the workplace. Councillor Ayre said it was encouraging to hear this.

The DoCS confirmed that the Brigade had recently linked up with Redcar MIND to train Blue Light Champions across the Brigade to recognise mental health issues in staff. Mr Harwood praised the Brigade for implementing 'stress initiatives' which are having a positive impact on sickness figures.

RECOMMENDED - that the report be noted

17.2 Internal Audit Progress Report

Members received details of the position and completion of the 2018/19 Internal Audit Programme and the 2019/20 Internal Audit Programme progress to date and considered the recommendations / actions contained within the action plans from previous Internal Audits.

RESOLVED:-
(i) That the Audit position and completion of the 2018/19 audits be noted.
(ii) That the progress made to date in the 2019/20 Internal Audit Plan be noted.

17.3 Corporate Risk Register – February 2019
Members considered the Corporate Risk Register which had been reviewed in April 2019 by the Active Risk Team as part of the Brigade's strategic planning process. The outcome of this review was detailed at Appendix 1.

RECOMMENDED - that the report be noted.

18. JOINT REPORT OF THE CHIEF FIRE OFFICER AND TREASURER
18.1 Outturn and Financial Report (including the 2018/19 Statement of Accounts)
Members scrutinised the 2018/19 Financial Report (included the Statement of Accounts) which covered:

- Revenue Position at 31 March 2019
- Capital Budget
- 2018/19 Pre-Audit Financial Report
- Annual Governance Statement
- External Auditors Update

The Treasurer informed Members that the Annual Governance Statement was included in the Financial Report at Appendix E and would be approved as part of that process.

The Audit Manager gave a brief update and confirmed that the audit would be completed ahead of the statutory deadline of 31 July 2019 and would be approved by the Authority at its meeting on 26 July 2019. He concluded that the accounts were of a 'good quality with very few issues'.

RESOLVED:-
(i) **That the position as at 31 March 2019 be noted.**
(ii) **That the 2018/19 Annual Governance Statement as detailed at pages 81-84 of Appendix D be approved.**
(iii) **Members noted that the Financial Report detailed in Appendix D would be subject to the completion of the independent audit by Mazars and details of any audit amendments will be reported to the Authority on 26 July 2019.**
(iv) **Members noted the opportunity to raise questions and/or seek clarification of information included in the pre-audit Financial Report in the period up to 26 July 2019, when the audited Financial Report will be presented to the Authority for final approval.**

19. REPORTS OF THE TREASURER
19.1 Internal Audit Outturn Report 2018/19
The Head of Internal Audit (HoIA) reported the outcomes of the audit work covering the period April 2018 to March 2019. He confirmed that the systems reviewed annually by Internal Audit have provided consistently high assurance that they are fundamentally operating as intended and that where weaknesses had been identified corrective action has been taken without delay.

RECOMMENDED - That the contents of the report be noted.

19.2   Audit 2018/19 Request for Declarations
The HoIA presented Members with a proposed response to a letter received from the Director of the Authority's External Auditor Mazars regarding processes, arrangements and compliance with laws and regulations and the prevention and detection of fraud. The proposed response, attached at Appendix 1, included:
- Questions and arrangements for preventing and detecting fraud
- Questions about arrangements for complying with law and regulations
- Questions about the appropriateness of the going concern assumption

RESOLVED – that the letter at Appendix 1, outlining how the activities of the Committee comply with the International Auditing Standards, be approved and the Chair be authorised to respond accordingly to the external Auditor.

19.3   Role of the Chief Fire Officer (CFO) in Public Service Organisations
The Treasurer reported that the role of the Chief Finance Officer is designated as the Treasurer at this Authority. He stated that the Treasurer had reviewed the CIPFA statement – 'The Role of the CFO in Public Service Organisations' and confirmed the CFA complied with the requirements as detailed in Appendix A of the report.

RECOMMENDED – that it be noted that the CFA complies with the CIPFA requirements as detailed in Appendix A of the report.

19.4   Role of the Head of Internal Audit in Local Government
The Treasurer reported that the CIPFA statement – 'The Role of the Head of Internal Audit in Local Government' had been reviewed by the Treasurer and confirmed that the CFA complied with the requirements as detailed in Appendix A of the report.

RECOMMENDED – that Members note that Cleveland Fire Authority complies with the CIPFA requirements as detailed in Appendix A of the report.

COUNCILLOR NORAH COONEY
CHAIR

ANNUAL AUDIT LETTER YEAR ENDING MARCH 2019

REPORT OF MAZARS

For Approval

1. PURPOSE OF REPORT

1.1 To inform Members of the Audit and Governance Committee that arrangements have been made for representatives from Mazars to be in attendance at this meeting, to present the content of the report Annual Audit Letter 18/19.

2. RECOMMENDATION

2.1 That the Audit and Governance Committee approve the Annual Audit Letter Year Ending 31 March 2019 as attached at Appendix 1.

3. BACKGROUND

3.1 This report updates the Audit and Governance Committee on the outcome and key conclusions of Mazars audit of the Fire Authority's 2018/19 annual accounts and their work on the value for money conclusion.

4. FINDINGS OF MAZARS

4.1 Details of key messages are included in the main body of the report attached as Appendix 1.

R. WOODLEY
MAZARS

Annual Audit Letter

Cleveland Fire Authority
Year ending 31 March 2019

MAZARS

CONTENTS

MAZARS

1. EXECUTIVE SUMMARY

Purpose of the Annual Audit Letter

Our Annual Audit Letter summarises the work we have undertaken as the auditor for Cleveland Fire Authority for the year ended 31 March 2019. Although this letter is addressed to the Authority, it is designed to be read by a wider audience including members of the public and other external stakeholders.

Our responsibilities are defined by the Local Audit and Accountability Act 2014 (the 2014 Act) and the Code of Audit Practice issued by the National Audit Office (the NAO). The detailed sections of this letter provide details on those responsibilities, the work we have done to discharge them, and the key findings arising from our work. These are summarised below.

Area of responsibility	Summary
Audit of the financial statements	Our auditor's report issued on 26 July 2019 included our opinion that the financial statements: • give a true and fair view of the Authority's financial position as at 31 March 2019 and of its expenditure and income for the year then ended; and • have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2018/19.
Other information published alongside the audited financial statements	Our auditor's report issued on 26 July 2019 included our opinion that: • The other information in the Statement of Accounts is consistent with the audited financial statements.
Value for Money conclusion	Our auditor's report concluded that we are satisfied that in all significant respects, the Authority has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2019.
Reporting to the group auditor	In line with group audit instructions issued by the NAO, on 26 July 2019 we reported that your activity was below the threshold set by the NAO, meaning we were not required to review the Whole of Government Accounts return..
Statutory reporting	Our auditor's report confirmed that we did not use our powers under s24 of the 2014 Act to issue a report in the public interest or to make written recommendations to the Authority.

1. Executive summary > 2. Audit of the financial statements > 3. Value for Money conclusion > 4. Other reporting responsibilities > 5. Our fees > 6. Forward look

2

M❋ MAZARS

2. AUDIT OF THE FINANCIAL STATEMENTS

Opinion on the financial statements	Unqualified

The scope of our audit and the results of our work

The purpose of our audit is to provide reasonable assurance to users that the financial statements are free from material error. We do this by expressing an opinion on whether the statements are prepared, in all material respects, in line with the financial reporting framework applicable to the Authority and whether they give a true and fair view of the Authority's financial position as at 31 March 2019 and of its financial performance for the year then ended.

Our audit was conducted in accordance with the requirements of the Code of Audit Practice issued by the NAO, and International Standards on Auditing (ISAs). These require us to consider whether:

- the accounting policies are appropriate to the Authority's circumstances and have been consistently applied and adequately disclosed;
- the significant accounting estimates made by management in the preparation of the financial statements are reasonable; and
- the overall presentation of the financial statements provides a true and fair view.

Our auditor's report, issued to the Authority on 26 July 2019, stated that, in our view, the financial statements give a true and fair view of the Authority's financial position as at 31 March 2019 and of its financial performance for the year then ended.

Our approach to materiality

We apply the concept of materiality when planning and performing our audit, and when evaluating the effect of misstatements identified as part of our work. We consider the concept of materiality at numerous stages throughout the audit process, in particular when determining the nature, timing and extent of our audit procedures, and when evaluating the effect of uncorrected misstatements. An item is considered material if its misstatement or omission could reasonably be expected to influence the economic decisions of users of the financial statements.

Judgements about materiality are made in the light of surrounding circumstances and are affected by both qualitative and quantitative factors. As a result we have set materiality for the financial statements as a whole (financial statement materiality) and a lower level of materiality for specific items of account (specific materiality) due to the nature of these items or because they attract public interest. We also set a threshold for reporting identified misstatements to the Authority. We call this our trivial threshold.

The table below provides details of the materiality levels applied in the audit of the financial statements for the year ended 31 March 2019:

Financial statement materiality	Our financial statement materiality is based on 2% of Gross Revenue Expenditure at Surplus/deficit on Provision of Services level	£962,000 (£1,054,000 for the Group)
Trivial threshold	Our trivial threshold is based on 3% of financial statement materiality.	£29,000 (£32,000 for the Group)
Specific materiality	We applied a lower level of materiality to the following areas of the accounts: • Members allowances • Senior Officer Remuneration	 £1,000 £43,000

1. Executive summary   2. Audit of the financial statements   3. Value for Money conclusion   4. Other reporting responsibilities   5. Our fees   6. Forward look

3

MAZARS

Our response to significant risks

As part of our continuous planning procedures we considered whether there were risks of material misstatement in the Authority's financial statements that required special audit consideration. We reported significant risks identified at the planning stage to the Audit and Governance Committee within the Audit Strategy Memorandum and provided details of how we responded to those risks in our Audit Completion Report. The table below outlines the identified significant risks, the work we carried out on those risks and our conclusions.

Identified significant risk	Our response	Our findings and conclusions
Management override of controls In all entities, management at various levels within an organisation are in a unique position to perpetrate fraud because of their ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Due to the unpredictable way in which such override could occur, we consider there to be a risk of material misstatement due to fraud and thus a significant risk on all audits.	**How we addressed this risk** We addressed this risk through performing audit work over: • Accounting estimates impacting on amounts included in the financial statements; • Consideration of identified significant transactions outside the normal course of business; and • Journals recorded in the general ledger and other adjustments made in preparation of the financial statements.	Our audit work has provided the assurance we sought and has not identified any material issues to bring to your attention. There is no indication of management override of controls.
Revenue Recognition In accordance with ISA 240 we presume there is a risk of fraud in respect of the recognition of revenue because of the potential for inappropriate recording of transactions in the wrong period. ISA 240 allows the presumption to be rebutted but, given the Authority's range of revenue sources and their volatility we have concluded that there are insufficient grounds for rebuttal in 2018/19. This does not imply that we suspect actual or intended manipulation but that we continue to deliver our audit work with appropriate professional scepticism.	**We addressed this risk by performing work in the following areas:** We addressed this risk by evaluating the design and implementation of controls to mitigate the risk of income being recognised in the wrong period. In addition, we undertook a range of substantive procedures including: • testing receipts in March, April and May 2019 to ensure they have been recognised in the right year; • testing any material reductions in income categories against budget and the previous year; and • testing adjustment journals as above for management override with particular focus on journals moving revenue between years.	Our audit work has provided the assurance we sought and has not identified any material issues to bring to your attention. There is no indication of revenue being recognised in the wrong year.

1. Executive summary > **2. Audit of the financial statements** > 3. Value for Money conclusion > 4. Other reporting responsibilities > 5. Our fees > 6. Forward look

4

MAZARS

Identified significant risk	Our response	Our findings and conclusions
Property, Plant and Equipment Valuation The financial statements contain material entries on the Balance Sheet as well as material disclosure notes in relation to the Authority's holding of PPE. Although the Authority uses a valuation expert to provide information on valuations, there remains a high degree of estimation uncertainty associated with the revaluation of PPE due to the significant judgements and number of variables involved in providing revaluations. In 2018/19 six fire stations were revalued for the first time since 2013/14. We have therefore identified the valuation of PPE to be an area of significant risk.	**We addressed this risk by performing work in the following areas:** We addressed this risk by considering the Authority's arrangements for ensuring that PPE values are reasonable and engaged our own expert to provide data to enable us to assess the reasonableness of the valuations provided by the external valuer. We also assessed the competence, skills and experience of the valuer. We discussed methods used with the valuer and examined test valuations. We used indices provided by our own expert to confirm the assets not revalued are unlikely to have materially changed in value. We tested all revaluations in year to valuation reports and supporting calculation sheets and ensured the calculations were correct and source data agreed with floor plans.	Our audit work has provided the assurance we sought and have not identified any material issues to bring to your attention. An immaterial error by the valuer was identified and was disclosed as an adjusted error in our audit completion report.
Defined benefit liability valuation The financial statements contain material pension entries in respect of retirement benefits. The calculation of these pension figures, both assets and liabilities, can be subject to significant volatility and includes estimates based upon a complex interaction of actuarial assumptions. This results in an increased risk of material misstatement.	**We addressed this risk by performing work in the following areas:** We discussed with key contacts any significant changes to the pension estimates. In addition to our standard programme of work in this area, we evaluated the management controls you have in place to assess the reasonableness of the figures provided by the Actuary and considered the reasonableness of the Actuary's output, referring to an expert's report on all actuaries nationally. We reviewed the appropriateness of the key assumptions included within the valuations, compared them to expected ranges and reviewed the methodology applied in the valuation. We also considered the adequacy of disclosures in the financial statements.	Our work has provided the assurance sought. The adjusted errors relating to pension assets and liabilities are national issues relating to legal cases and the timing of information obtained from the actuary. These were described in our audit completion report.

MAZARS

Internal control recommendations

As part of our audit we considered the internal controls in place that are relevant to the preparation of the financial statements. We did this to design audit procedures that allow us to express our opinion on the financial statements, but this did not extend to us expressing an opinion on the effectiveness of internal controls. We did not identify any deficiencies in internal control as part of our audit.

1. Executive summary   2. Audit of the financial statements   3. Value for Money conclusion   4. Other reporting responsibilities   5. Our fees   6. Forward look

6

MAZARS

3. VALUE FOR MONEY CONCLUSION

Value for Money conclusion	Unqualified

Our approach to Value for Money

We are required to consider whether the Authority has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The NAO issues guidance to auditors that underpins the work we are required to carry out in order to form our conclusion, and sets out the criterion and sub-criteria that we are required to consider.

The overall criterion is that, '*in all significant respects, the Authority had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.'* To assist auditors in reaching a conclusion on this overall criterion, the following sub-criteria are set out by the NAO:

- Informed decision making
- Sustainable resource deployment
- Working with partners and other third parties

Our auditor's report, issued to the Authority on 26 July 2019, stated that that, is all significant respects, the Authority put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31st March 2019.

Sub-criteria	Commentary	Arrangements in place?
Informed decision making	We reviewed financial, performance and risk management reports throughout the year and attended meetings of the Audit and Governance Committee. We did not identify any concerns regarding data quality or the decision-making process. We considered the following aspects of proper arrangements specified by the National Audit Office as part of our risk assessment, and, based on our risk-based approach, we did not identify any significant issues or exceptions in the Authority's arrangements: a) Acting in the public interest, through demonstrating and applying the principles and values of sound governance; b) Understanding and using appropriate and reliable financial and performance information to support informed decision making and performance management; c) Reliable and timely financial reporting that supports the delivery of strategic priorities; and d) Managing risks effectively and maintaining a sound system of internal control.	Yes

1. Executive summary 2. Audit of the financial statements 3. Value for Money conclusion 4. Other reporting responsibilities 5. Our fees 6. Forward look

7

MAZARS

Sub-criteria	Commentary	Arrangements in place?
Sustainable resource deployment	Financial and performance reports demonstrate a history of achieving cost reductions without adversely affecting services to date and the Authority has balanced the 2019/20 budget through identified savings of £671K, which have already been secured by deleting posts on 1 April. General reserves of £1.5m are maintained and the £4.1M budget support fund is available to allow time for further savings to be implemented once the scale of funding reduction from 2020/21 is known. The Medium Term Financial Strategy 2018/19 to 2022/23 models two alternative scenarios that forecast a deficit of between £2.3M and £3.8M built up between 2020/21 and 2023/23. The Strategy shows that each deficit will be funded from the budget support fund until savings from ongoing projects are identified and delivered; the call on this reserve varying depending on the scenario.	Yes
	We considered the following aspects of proper arrangements specified by the National Audit Office as part of our risk assessment, and, based on our risk-based approach, we did not identify any significant issues or exceptions in the Authority's arrangements:	
	a) Planning finances effectively to support the sustainable delivery of strategic priorities and maintain statutory functions;	
	b) Managing and utilising assets effectively to support the delivery of strategic priorities; and	
	c) Planning, organising and developing the workforce effectively to deliver strategic priorities.	

1. Executive summary   2. Audit of the financial statements   3. Value for Money conclusion   4. Other reporting responsibilities   5. Our fees   6. Forward look

8

MAZARS

Sub-criteria	Commentary	Arrangements in place?
Working with partners and other third parties	Memoranda of understanding with other emergency services illustrate the Authority's commitment to increase collaboration and build on long-established partnership arrangements to improve community safety. The Community Integrated Risk Management Plan (CIRMP) includes proposals for further collaboration that are currently subject to due diligence. We considered the following aspects of proper arrangements specified by the National Audit Office as part of our risk assessment, and, based on our risk-based approach, we did not identify any significant issues or exceptions in the Authority's arrangements: a) Working with third parties effectively to deliver strategic priorities; b) Commissioning services effectively to support the delivery of strategic priorities; and c) Procuring supplies and services effectively to support the delivery of strategic priorities.	Yes

1. Executive summary > 2. Audit of the financial statements > 3. Value for Money conclusion > 4. Other reporting responsibilities > 5. Our fees > 6. Forward look

9

MAZARS

3. VALUE FOR MONEY CONCLUSION

Significant Value for Money risks

The NAO's guidance requires us to carry out work to identify whether or not a risk to the Value for Money conclusion exists. Risk, in the context of our Value for Money work, is the risk that we come to an incorrect conclusion rather than the risk of the arrangements in place at the Authority being inadequate. In our Audit Strategy Memorandum, we reported that we had identified one significant Value for Money risk. The work we carried out in relation to significant risks is outlined below.

Risk	Work undertaken	Conclusion
Sustainable resource deployment beyond 2020/21 The Government is reviewing the approach it will take to funding fire and rescue from 2020/21, but has indicated that it will not release the results of the review until late 2019. There is also considerable uncertainty about pay and pension pressures. The Authority has prudently built up £4.1m reserves to bridge the time between the extent of the funding gap being known and the implementation date for additional savings schemes required. The Medium Term Financial Strategy shows the savings required from 2020/21 to 2022/23 after utilising these reserves for a range of possible income and cost scenarios. However, there is a risk that the Authority will be unable to sustain delivery of strategic priorities in the Community Integrated Risk Management Plan (CIRMP), and maintain statutory functions beyond 31 March 2020 unless the arrangements to identify and implement additional savings are strong.	We reviewed the 2018/19 financial and performance outturn and the updated VFM Profile produced by the National Audit Office to identify any emerging risks to the VFM Conclusion. This review considered the latest forecasts for the level of reserves available at 31 March 2020. We also reviewed the Authority's arrangements to ensure that it delivers its CIRMP, focusing especially on progress identifying additional savings from 2020/21 onwards.	The Authority increased its usable reserves more than budgeted in 2018/19 whilst improving performance in priority areas. The Authority reduced the number of accidental dwelling fires per head by 20% to a record low, significantly lower than all other fire authorities. This has been achieved largely through delivering the highest number of home fires safety checks per head in the country. The Authority has maintained the fastest response times to primary fires in the country. Year 1 projects set out in the 2018-2022 CIRMP were delivered on track and progress with year 2 projects is good, with the required 2019/20 savings already secured. Plans to implement the remaining proposals are developing in line with project milestones. These include developing a plan to offset the planning scenarios in the Medium Term Financial Plan of a £2.3M to £3.8M deficit by 2022/23. The £4.1M budget support fund provides a longer lead time to deliver the savings once the uncertainty over funding, pay and pensions is resolved.

1. Executive summary | 2. Audit of the financial statements | 3. Value for Money conclusion | 4. Other reporting responsibilities | 5. Our fees | 6. Forward look

10

MAZARS

4.   OTHER REPORTING RESPONSIBILITIES

Exercise of statutory reporting powers	**No matters to report**
Completion of group audit reporting requirements	**Below testing threshold**
Other information published alongside the audited financial statements	**Consistent**

The NAO's Code of Audit Practice and the 2014 Act place wider reporting responsibilities on us, as the Authority's external auditor. We set out below, the context of these reporting responsibilities and our findings for each.

Matters on which we report by exception

The 2014 Act provides us with specific powers where matters come to our attention that, in our judgement, require reporting action to be taken. We have the power to:

- Issue a report in the public interest;
- Make a referral to the Secretary of State where we believe that a decision has led to, or would lead to, unlawful expenditure, or an action has been, or would be unlawful and likely to cause a loss or deficiency; and
- Make written recommendations to the Authority which must be responded to publicly.

We have not exercised any of these statutory reporting powers.

Reporting to the NAO in respect of Whole of Government Accounts consolidation data

The NAO, as group auditor, requires us to complete the WGA Assurance Statement in respect of its consolidation data. We submitted this information to the NAO on 26 July 2019.

Other information published alongside the financial statements

The Code of Audit Practice requires us to consider whether information published alongside the financial statements is consistent with those statements and our knowledge and understanding of the Authority. In our opinion, the other information in the Statement of Accounts is consistent with the audited financial statements.

1. Executive summary   2. Audit of the financial statements   3. Value for Money conclusion   4. Other reporting responsibilities   5. Our fees   6. Forward look

11

MAZARS

5.   OUR FEES

Fees for work as the Authority's auditor

We reported our proposed fees for the delivery of our work in the Audit Strategy Memorandum, presented to the Audit and Governance Committee in February 2019.

We have completed our work for the 2018/19 financial year, but at the time of producing this report, we have not yet finalised our audit fees for the year.   If the final fee varies from that in the table below, we will write to the Chief Financial Officer setting out the proposed variation and any reasons for the variation, and seeking agreement to it. Any variations to the final fee will also require the approval of Public Sector Audit Appointments Limited, which manages the contracts for our work.

Area of work	2018/19 proposed fee £	2018/19 final fee £ ***
Delivery of audit work under the NAO Code of Audit Practice	22,243	22,243
Group Accounts	2,926	2,926
Total Audit Fees	**25,169**	**25,169**

*** Please note that at the time of producing this report, the audit fee has not yet been finalised.

Fees for other work

We confirm that we have not undertaken any non-audit services for the Authority in the year.

1. Executive summary   2. Audit of the financial statements   3. Value for Money conclusion   4. Other reporting responsibilities   5. Our fees   6. Forward look

12

MAZARS

6. FORWARD LOOK

Financial outlook

The Authority's total income for 2019/20 is 22% (£7.3M) lower than it was in 2010/11. The Authority has done well to maintain or improve services over this period whilst keeping within budget every year and it is also on course to deliver the 2019/20 budgeted savings of £671,000.

In the Value for Money Conclusion section of this letter we indicated that the greatest financial challenge may lie further ahead because the Government is reviewing the approach it will take to funding fire and rescue from 2020/21, but has indicated that it will not release the results of the review until late 2019. The Authority currently receives £5.7M of funding in revenue support grant, which the Government has indicated it wishes to phase out as part of the review and although it is expected much of this will be compensated through other funding the Authority's reliance on grant funding increases the risk of a further reduction in overall resources following the review.

Work to develop further savings options to bridge the funding shortfall expected in 2020/21 is progressing well and using earmarked reserves to protect services in 2020/21 and 2021/22 would defer a budget shortfall to 2022/23. However, a permanent solution would then be required in 2022/23.

In addition to the reduction in government funding the Authority has several other financial pressures including:

- a risk that actual pay awards for firefighters exceed the provision included in the base budgets as although there has been recent progress, settlement has not yet been reached;

- rising employer contributions to the pension schemes with uncertainty as to the extent to which the Government will fund the increased costs; and

- the continuation of a cap on the percentage to which fire authorities can increase council tax without a costly referendum.

Operational challenges

The Authority has just been inspected by HMICFRS and expects to receive its report and grading in late 2019. Irrespective of the grading, the Authority will need to draw up an action plan to respond to opportunities for improvement identified by HMICFRS and delivering further improvement at a time of significantly diminishing resources will be challenging.

Legislative / environmental changes

The Police and Crime Act (2017) establishes a new duty on fire authorities to collaborate with other emergency services and the Authority is currently undertaking due diligence on proposals to increase collaboration with Cleveland Police.

How we will work with the Authority

We are grateful to the Authority, its Members and officers for the cooperation and open dialogue during the year and look forward to continuing to work closely with them in delivering our Code of Audit Practice responsibilities.
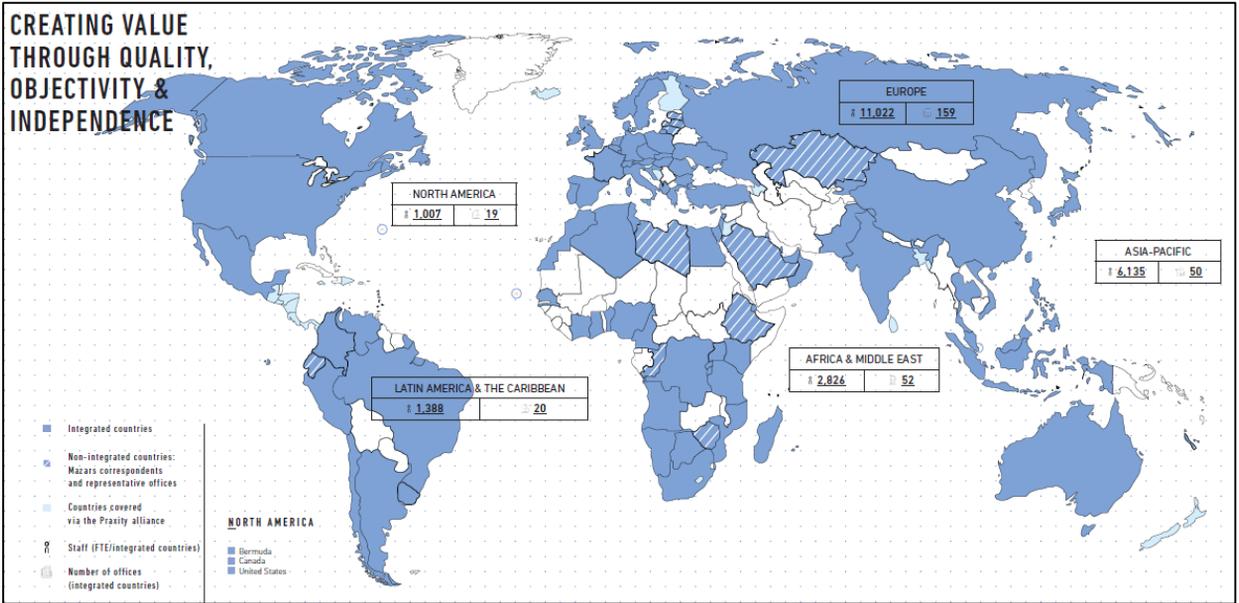
We are also keen to help the Authority face its many challenges through the delivery of added value work. In 2018/19 the Engagement Lead provided free member training in fire financial statements. The Engagement Manager is a former National and Regional Fire Service Lead with the Audit Commission and has substantial experience of added value work in the fire and rescue sector. We would be happy to discuss the potential for added value work as the scale of the financial challenge referred to above becomes clearer.

1. Executive summary 2. Audit of the financial statements 3. Value for Money conclusion 4. Other reporting responsibilities 5. Our fees 6. Forward look
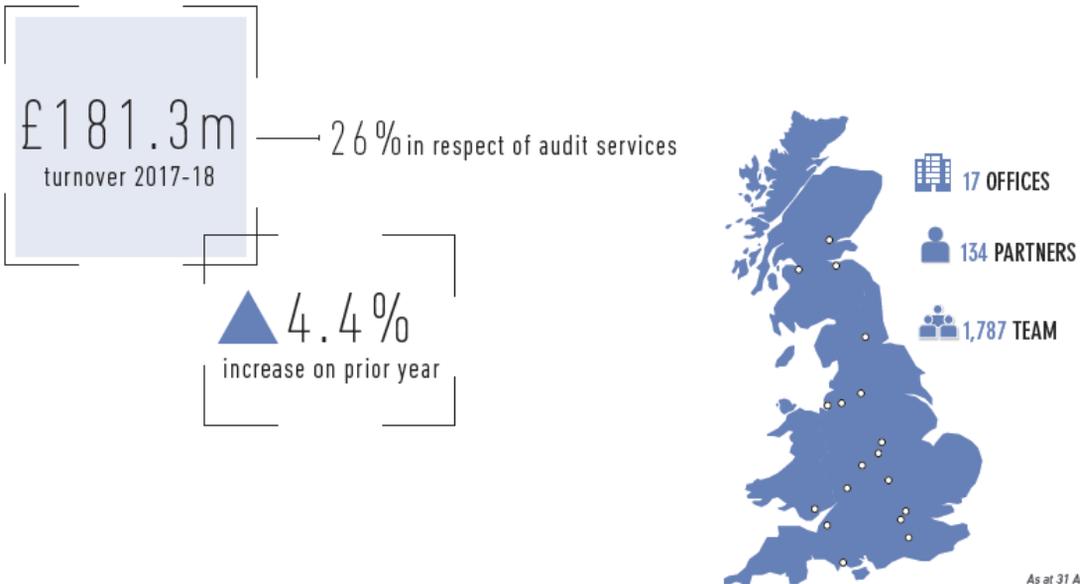
13

MAZARS

MAZARS AT A GLANCE

Mazars LLP

- Fee income €1.6 billion
- Over 86 countries and territories
- Over 300 locations
- Over 20,000 professionals
- International and integrated partnership with global methodologies, strategy and global brand

Mazars Internationally

CREATING VALUE
THROUGH QUALITY,
OBJECTIVITY &
INDEPENDENCE

EUROPE
11,022   159

NORTH AMERICA
1,007   19

ASIA-PACIFIC
6,135   50

LATIN AMERICA & THE CARIBBEAN
1,388   20

AFRICA & MIDDLE EAST
2,826   52

- Integrated countries
- Non-integrated countries: Mazars correspondents and representative offices
- Countries covered via the Praxity alliance
- Staff (FTE/integrated countries)
- Number of offices (integrated countries)

NORTH AMERICA
- Bermuda
- Canada
- United States

Mazars in the UK

£181.3m
turnover 2017-18

26% in respect of audit services

▲ 4.4%
increase on prior year

🏢 17 OFFICES

👤 134 PARTNERS

👥 1,787 TEAM

As at 31 August 2018

MAZARS

CONTACT

Gavin Barker
Director and Engagement Lead

Phone: 0191 383 6300
Mobile: 07896 684771
Email: gavin.barker@mazars.co.uk

Ross Woodley
Manager

Phone: 0191 383 6303
Mobile: 07881 283349
Email: ross.woodley@mazars.co.uk

MAZARS

AUDIT PROGRESS REPORT - AUGUST 2019

REPORT OF MAZARS

For Information

1. PURPOSE OF REPORT

1.1 To inform Members of the Audit and Governance Committee that arrangements have been made for representatives from Mazars to be in attendance at this meeting, to present the content of the report Audit Progress Report August 2019.

2. BACKGROUND

2.1 This report updates the Audit and Governance Committee on the key messages on progress made by Mazars in delivering their responsibilities as external auditors and updates members on key emerging national issues and developments which may be of interest to the Committee.

3. RECOMMENDATIONS

3.1 That the Audit and Governance Committee:

    i.   Note the report of Mazars.

4. FINDINGS OF MAZARS

4.1 Details of key messages are included in the main body of the report attached as Appendix 1.

R. WOODLEY
MAZARS

Audit Progress Report
Cleveland Fire Authority

August 2019

MAZARS

CONTENTS

MAZARS

1. AUDIT PROGRESS

Audit progress

This report sets out progress on the external audit.

2018/19 Audit

At the June Audit and Governance meeting we reported that we were on track to complete the audit by 31 July, in line with the statutory timetable. We had substantially completed our work on the Value for Money conclusion and were about two thirds of the way through our audit of the Authority's financial statements with no concerns to bring to members attention, other than national pensions issues impacting on every local authority.

On 26 July 2019 we issued an:

- unqualified opinion on the Authority's financial statements; and

- unqualified value for money conclusion.

We have discussed our annual audit letter with senior management and will be presenting it as a separate agenda item to this meeting. This marks the formal conclusion of our 2018/19 audit and summarises our work and findings as well as outlining future challenges.

2019/20 Audit

We have already commenced our planning work in relation to the 2019/20 audit by discussing the current risks in relation to our audit opinion and the VFM conclusion with senior management. This will begin to shape our Audit Strategy Memorandum for the 2019/20 audit, which we intend to present to the February 2020 meeting of this committee.

MAZARS

2. NATIONAL PUBLICATIONS AND OTHER UPDATES

	Publication
1	**The Guide To Local Government Finance, April 2019, CIPFA, April 2019**
2	**Framework To Review Programmes, NAO, April 2019**
3	**National Co-ordination and Advisory Framework for the Fire Service in England, Home Office, April 2019**
4	**Progress Delivering the Emergency Services Network, NAO, May 2019**
5	**Local Government Governance and Accountability, Public Accounts Committee, May 2019**
6	**Fire and Rescue Incident Statistics – England, Year-Ending December 2018, Home Office, May 2019**
7	**The Regulatory Reform (Fire Safety) Order 2005: Call for Evidence, Home Office, June 2019**
8	**Fire and Rescue Service Inspections 2018/19 – A Summary of Findings From Tranche 2 , HMICFRS, June 2019**
9	**Rethinking Social Value: Unlocking Resources to Improve Lives, Mazars, June 2019**

1. The Guide To Local Government Finance, CIPFA, April 2019
This guide covers the current arrangements and provides insights into possible future changes at a time when political uncertainty makes future developments difficult to foresee.

Covering both revenue and capital financing, this guide provides the reader with an introduction to the technical complexities of funding each type of expenditure.

The publication is presented in dedicated service areas that have their own funding streams and financial complexities.
For those requiring more of an introduction to local government finance, CIPFA also produces an Introductory Guide to Local Government Finance that summarises the key information in a way that is aimed at non-finance specialists and those new to the sector.

https://www.cipfa.org/policy-and-guidance/publications/t/the-guide-to-local-government-finance-2019

2. Framework To Review Programmes, NAO, April 2019
Major programmes are expensive, high profile and carry great uncertainties and risks. It is not surprising that many fall short of their objectives, in terms of cost and/or outcomes.

The NAO has completed about 140 reports on major projects and programmes since 2010. Based on this experience, this framework draws together the key questions the NAO ask when they review major programmes. It was developed for NAO value-for-money auditors to use when reviewing programmes, but may be useful for those seeking an overview of the NAO work on projects and programmes.

The questions are structured into four sections:
• Purpose: Is there a strategic need for the programme and is this the right programme to meet the business need?
• Value: Does the programme provide value for money?
• Programme set-up: Is the programme set up in accordance with good practice and are risks being well managed?
• Delivery and variation management: Are mechanisms in place to deliver the intended outcomes and respond to change, and is the programme progressing according to plan?

There are 18 key questions, each illustrated with examples of good practice and lessons learnt from previous NAO reports.
The Framework also outlines the NAO's related resources that provide further support for examining issues in more depth.

https://www.nao.org.uk/report/framework-to-review-programmes/

MAZARS

3. National Co-ordination and Advisory Framework for the Fire Service in England, Home Office, April 2019

This guidance has been developed jointly between the National Fire Chiefs Council (NFCC) and the Home Office (HO) to provide advice and guidance to fire and rescue services in order to deliver the effective coordination of resources before, during and after major incidents. Furthermore, it sets out the critical situational awareness reporting arrangements which will facilitate central government's decision making that is designed to protect and reassure local communities during emergencies.

The Framework has been designed to provide robust and flexible response arrangements to major emergencies that can be adapted to the nature, scale and requirements of the incident. The Fire & Rescue Service National Framework 2018 requires Fire and rescue authorities (FRAs) to proactively engage with and support these arrangements including the lead operational role of the NFCC.

https://www.gov.uk/government/publications/national-coordination-and-advisory-framework-for-england

4. Progress Delivering the Emergency Services Network, NAO, May 2019
The Emergency Services Network (ESN) is the Government's chosen option to replace the Airwave system, which 107 police, fire and ambulance services in England, Scotland and Wales (the emergency services) use for communications between control rooms and the field. It is intended to save money by sharing an existing commercial 4G network, unlike Airwave, which is fully dedicated to its users. ESN should also allow better use of mobile data than Airwave.

The Home Office previously expected that emergency services would start using ESN in September 2017, allowing Airwave to be replaced in December 2019. The NAO reported on ESN in September 2016 and concluded that the Home Office was underrating the risks to delivering ESN successfully. By 2017, the Home Office realised that its plan for delivering ESN was not achievable.

In September 2018, the Home Office announced a '*reset*' of its approach, based on a phased introduction of ESN services, rather than launching the whole programme at once. This involved revising the whole programme, for example to extend timetables and renegotiate contracts. This report examines what the 2018 reset means for the ESN programme and the extent to which the reset has addressed the programme's most significant risks.

https://www.nao.org.uk/report/progress-delivering-the-emergency-services-network/

5. Local Government Governance and Accountability, Public Accounts Committee, May 2019
The Public Accounts Committee (PAC) concluded that the Ministry of Housing, Communities and Local Government (MHCLG) '*has been reactive and ill-informed in its approach to oversight of the local governance system'*. The report recommends that MHCLG write to the PAC within 6 months setting out:
- its overall plan for improving its oversight;
- its progress in working more effectively with other government departments to understand overall pressures on service sustainability;
- its objectives for the promised local governance panel and the means by which the panel's effectiveness will be assessed;
- progress in setting up the new panel, including its work programme, and
- the concrete actions the panel will take; the timetable and intended outcomes the panel will be working towards.

The report also makes recommendations designed to identify why some authorities are dissatisfied with their external auditors, identifying authorities at risk of financial failure and the need for greater transparency over engagement on governance issues with individual authorities.

https://publications.parliament.uk/pa/cm201719/cmselect/cmpubacc/2077/207702.htm

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

M **MAZARS**

6. Fire and Rescue Incident Statistics – England, Year-Ending December 2018, Home Office, May 2019
This release contains statistics about incidents attended by fire and rescue services (FRSs) in England for the year ending December 2018. The statistics are sourced from the Home Office's online Incident Recording System (IRS) and include statistics on all incidents, fire-related fatalities and casualties from fires.

The report finds that nationally there was a five per cent increase in fires compared with the previous year, which was driven by an 11 per cent increase in secondary fires resulting from the hot, dry summer of 2018. The number of primary fires fell slightly as did the number of fatalities after excluding those arising from the Grenfell Tower fire.

https://www.gov.uk/government/statistics/fire-and-rescue-incident-statistics-england-year-ending-december-2018

7. The Regulatory Reform (Fire Safety) Order 2005: Call for Evidence, Home Office, June 2019
The government has launched a public consultation, *Building a Safer Future: Proposals for reform in the building safety regulatory system*. This takes forward the recommendations of the Independent Review of Building Regulations and Fire Safety, led by Dame Judith Hackitt following the Grenfell Tower Tragedy. The consultation seeks views on proposals for a radically new building and fire safety system, covering all multi-occupied residential buildings of 18 metres or higher.

The Regulatory Reform (Fire Safety) Order 2005 – the Fire Safety Order – is the cornerstone of general fire safety legislation and extends to England and Wales, regulating fire safety in a wide spectrum of non-domestic premises, including workplaces and the parts used in common in multi-occupied residential buildings. The application of the Fire Safety Order, particularly in relation to the parts used in common in high rise multi-occupied residential buildings, was considered by Dame Judith Hackitt during her Review.

This Call for Evidence, which complements and is being published alongside the *Building a Safer Future* consultation, is the first step in a process to ensure that the Fire Safety Order continues to be fit for purpose as part of the Government's consideration of the wider building safety landscape. It only considers the application of the Fire Safety Order in relation to non-domestic premises located in England.

https://www.gov.uk/government/consultations/the-regulatory-reform-fire-safety-order-2005-call-for-evidence

8. **Fire and Rescue Service Inspections 2018/19 – A Summary of Findings From Tranche 2 , HMICFRS, June 2019**

HMICFRS have inspected 16 services in the second tranche of inspections, following on from the publication of the first tranche of 14 reports in December 2018. Each inspection assessed how effective and efficient the service is, how it protected the public against fires and other emergencies and how it responded to the same. They also assessed how well each service looks after the people who work there. Until they inspect every service, they don't have a complete national picture, but some themes are emerging, which they have reflected in this report. They will form judgments and make recommendations as part of the first State of Fire and Rescue report, which they will publish later this year, but this report contains two recommendations:

• there should be more consistency, for example, in how fire and rescue services define risk and calculate and communicate response standards to the public; and
• the fire sector also needs more support to change and modernise.

The Tranche 2 grades were slightly more positive, particularly in relation to people, than the Tranche 1 grades, with only 1 service rated *'inadequate'*. However, for the first time HMICFRS identified a serious gap in one service's ability to respond to a terror attack.

https://www.justiceinspectorates.gov.uk/hmicfrs/publications/fire-and-rescue-service-inspections-2018-19-tranche-2/

9. Rethinking Social Value: Unlocking Resources to Improve Lives, Mazars, June 2019

We have been taking views from our clients in the public and not-for-profit sectors on how social value is defined, delivered and its impact on communities.

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

MAZARS

2. NATIONAL PUBLICATIONS CONTINUED

We are pleased to share the results of this research in our brand new report: *'Rethinking social value: unlocking resources to improve lives'*. The report focuses on:

- the opportunities around social value;
- leadership, communication, and building support;
- case studies highlighting innovative approaches in charities, not-for-profits and private sector partnerships; and
- how to measure the impact of social value.

https://www.mazars.co.uk/Home/Industries/Public-Services/Public-Services-Insights/Rethinking-Social-Value

MAZARS

3. CONTACT DETAILS

Please let us know if you would like further information on any items in this report.
www.mazars.co.uk

Gavin Barker
Director
0191 383 6300
gavin.barker@mazars.co.uk

Ross Woodley
Manager
0191 383 6303
ross.woodley@mazars.co.uk

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

ORGANISATIONAL PERFORMANCE & EFFICIENCY REPORT APRIL – JUNE 2019

REPORT OF THE CHIEF FIRE OFFICER

For Information

1. PURPOSE OF REPORT

1.1 To appraise Members on the performance of the Brigade against our Corporate Performance Indicators for the period 1st April to 30th June 2019.

1.2 To provide Members with information on the Brigade's performance trends.

2. RECOMMENDATIONS

2.1 That Members note the progress made to date as outlined in the report at Appendix 1.

2.2 That Members consider whether it is necessary to report to the Fire Authority on any issues raised.

3. BACKGROUND

3.1 A fundamental part of Performance Management is to demonstrate how well public bodies are performing and whether they are providing value for money.

3.2 The publication of the Community Integrated Risk Management Plan 2018-22 saw the introduction of new Strategic Goals, Aims and Outcomes that the Brigade works towards in the achievement of its vision. A review of the Performance Management Framework has subsequently been undertaken to ensure there are robust processes in place to monitor progress against each of the strategic goals and outcomes. A review of the Corporate Suite of indicators is in progress to ensure that the suite of indicators is comprehensive and provide robust measures of all of the strategic outcomes.

4. <u>PERFORMANCE</u>

4.1 The attached report at Appendix 1 provides Members with an overview of the Brigade's performance for the period 1st April to 30th June 2019.

4.2 Page four provides Members with a summary of the level of demand for Emergency Response incidents; the number of Home Fire Safety Visits and Safe and Well Visits conducted; inspections of Industrial and Commercial premises as well as the number of emergency calls received and dealt with by Fire Control which all form part of our balanced strategy of Prevention, Protection and Emergency response.

4.3 Members will see that there has been an increase of 15% (336 incidents) that the Brigade responded to, with increases in Primary Fires (+5), Special services (+10) and Secondary Fires (+344).

4.4 In addition, during this period, the Brigade completed 4061 Home Fire Safety Visits which included 333 Safe and Well Visits and 397 fire safety audit inspections of industrial and commercial buildings.

4.5 **Safer Stronger Communities**
Pages eight to fifteen provide details of performance for the period for the strategic goal of Safer Stronger Communities.

4.6 Pages nine and ten provides a dashboard summary of performance for each strategic outcome within this goal and details those areas assessed as performing strongly and those areas requiring improvement.

4.7 Pages eleven to fifteen provide Members with details of the indicators used to assess the strategic outcome in terms of performance with 2018/19 comparator performance.

4.8 **Proud, Passionate, Professional and Inclusive Workforce**
Pages sixteen to twenty one provide details of performance for the period for the strategic goal of Proud, Passionate, Professional and Inclusive Workforce.

4.9 Pages seventeen to eighteen provides a dashboard summary of performance for each strategic outcome within this goal and details those areas assessed as performing strongly and those areas requiring improvement.

4.10 Pages nineteen to twenty one provide Members with details of the indicators used to assess the strategic outcome in terms of performance with 2018/19 comparator performance.
.

4.11 **Efficient Use of Resources**
Pages twenty two to twenty six provide details of performance for the period for the strategic goal of Efficient Use of Resources.

4.12 Pages twenty three to twenty four provides a dashboard summary of performance for each strategic outcome within this goal and details those areas assessed as performing strongly and those areas requiring improvement.

4.13 Pages twenty five to twenty six provide Members with details of the indicators used to assess the strategic outcome in terms of performance with 2018/19 comparator performance.

4.14 **Emergency Response Standards**
The Community Integrated Risk Management Plan 2018-2022 introduced a new suite of emergency response benchmarks that moved away from the traditional risk based benchmarks for building fires to a standard benchmark for building fires covering all of the Brigade area. Performance of these benchmarks is reported against the respective strategic outcome within the body of the report.

4.15 Pages twenty seven to twenty nine of the appended report provide Members with a chronological summary of all of the approved benchmarks; from time taken to answer an emergency call to time taken to respond to an emergency incident.

IAN HAYTON   **KAREN WINTER**
CHIEF FIRE OFFICER   **DIRECTOR OF CORPORATE SERVICES**

Organisational Performance and Efficiency Report

Quarter 1
01 April – 30 June 2019

July 2019

DATA QUALITY STATEMENT

We are satisfied that any information and assessments included in this report are in all respects accurate and complete. No significant data quality issues have been identified during the preparation of this report by the Risk and Performance Team nor have any been brought to the team's attention.

Whilst we have not validated every item of information within the report we are confident, from our knowledge of our staff, relevant systems and processes, that the information produced is done so in accordance with CFB approved guidance. No issues on data quality have been identified in any internal or external assessment conducted on the Brigade. In addition the internal audit annual assurance statement on the Brigade's system of management controls has not identified any weaknesses with systems and processes.

Our commitment to high quality data is driven by our Data Quality Policy supported by a robust procedure and delivery plan to ensure continued improvements in the data quality arrangements. This quality assurance framework underpins the Brigade's Integrated Strategic, Business and Financial Planning Cycle.

Our embedded approach to the principles of efficient and accurate data collection, collation, recording, analysis and reporting of information across the organisation, to partners and the public, enable increased levels of confidence in the quality of information produced.

In all cases, whatever the source of the information, the most up to date information that is available is used within our reports. Information and data sharing agreements and protocols have been formally established where data is shared between partners.

We continually work to further improve the quality of our data through internal reviews of management information systems, processes and procedures. Staff understanding and adherence to appropriate data quality standards will be continually monitored to ensure current high standards are maintained and are not the sole responsibility of the Risk and Performance Team.

At the time of producing this report all incidents have been completed by our Operational Managers and quality assured through the approved data quality framework.

Any amendments to the data supporting this report after 19th July 2019, such as reclassification of incidents following fire investigations, will not be represented in the information reported.

CONTENTS

Incident Profile 01/04/2019 to 30/06/2019

Total 2237

2018/19	
22	Out of Area
781	False Alarms
356	Special Services
901	Secondary Fires
177	Primary Fires

Total 2573 (+336 (15%))

2019/20	
11	Out of Area
768	False Alarms
366	Special Services
1245	Secondary Fires
182	Primary Fires

■ Primary Fires (inc Chimney Fires)   ■ Secondary Fires   ■ Special Services   ■ False Alarms   ■ Out of Area
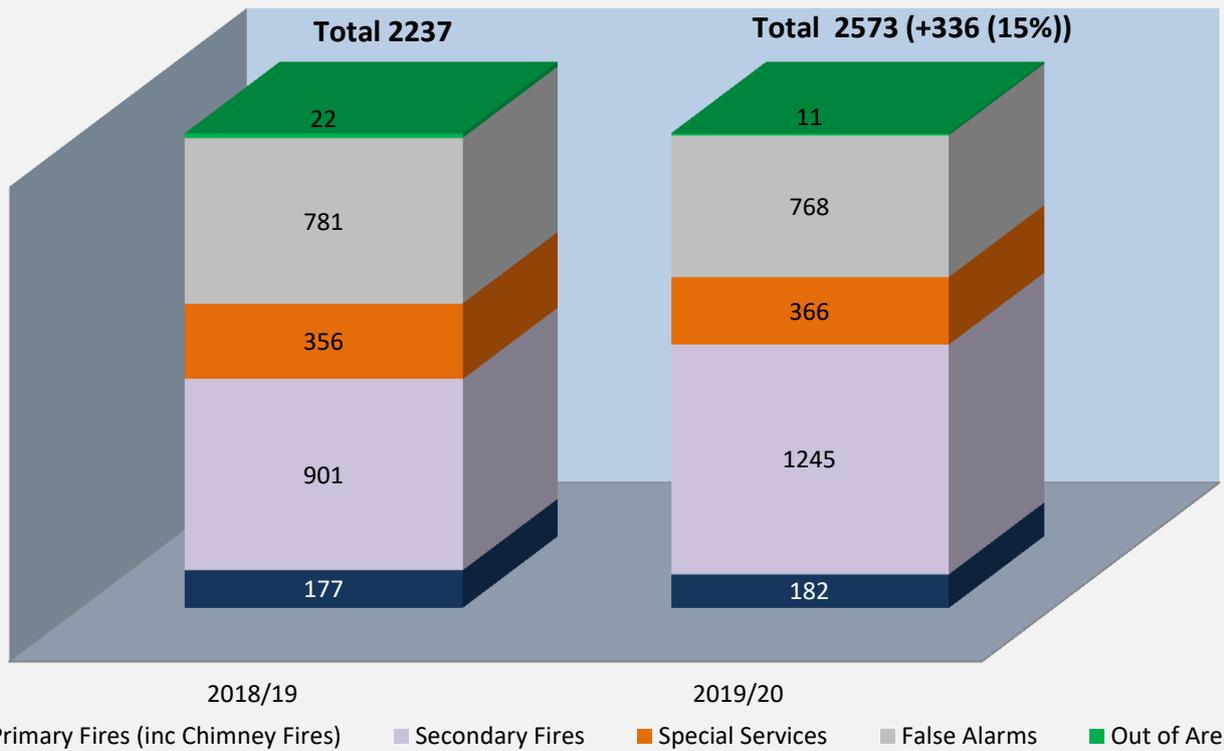
Response

During quarter 1 of 2019/20 there have been 2,573 incidents, an increase of 336 (15%) compared to the first quarter in 2018/19.

Secondary Fires (1,245) account for 48% of all incidents attended, followed by False Alarms (768) accounting for 30% of all incidents.

Special Services have increased by 3% (10) to 366 incidents and Primary Fires have increased by 5 to 182 incidents.

Over the same period we have seen a reduction of Automatic False Alarm incidents by 7% (17) to 228 incidents.

Prevention

The Brigade (including the Volunteer Network) has conducted 4,061 Home Fire Safety Visits (HFSV) during the period. This is a reduction of 386 (8%) compared to the first quarter 2018 where there were 4,447 HFSV.

This is made up of:
• Exeter HFSV: 165 (1,142 Q1 2018/19)
• Safe and Well: 333 (987 Q1 2018/19)
• Other HFSV: 3,563 (2,318 Q1 2018/19)

Referrals to other agencies for support or items of equipment was provided to 48 individuals. This is 134 (74%) fewer than Quarter 1 2018/19 where referrals or equipment was provided to 182 people following a Safe and Well Visit.

Protection
397 Inspections of industrial and commercial premises have been completed during the period. This is made up of 211 planned audits, 110 reactive audits and 76 audits that carried over from 2018/19 planning.

Fire Control

During the period Fire Control dealt with 3,692 emergency calls, an increase of 471 (15%) calls from the equivalent period in 2018/19.

MEASURING PERFORMANCE

The Community Integrated Risk Management Plan (2018 to 2022) identifies three strategic goals supported by six strategic objectives and twenty strategic outcomes. The strategic goals are:

- Safer, Stronger Communities;
- A Proud, Passionate, Professional and Inclusive Workforce;
- Efficient Use of Resources.

In order to assist our measuring of progress against these strategic goals, objectives and outcomes a suite of corporate performance indicators have been developed.

By measuring progress against these indicators and subsequently our strategic aims, as detailed within this section, it can tell us whether or not we are achieving our strategic goals.

We will assess this performance against the following criteria;

- (i) Performance compared to previous year
- (ii) Performance compared to 5 years ago
- (iii) Performance against target

Our assessment methodology for the corporate suite of indicators follows a two stage process.

Stage 1 Assessment of Each Indicator:
Every indicator identified in each Strategic Outcome will be allocated a performance RAG rating using the following criteria:

Stage 1

Value 4	Performing Strongly (More than 10% better than previous year)
Value 3	Performing Well (Between 0% and 9.9% better than previous year)
Value 2	Adequate Performance (Between 0% and 9.9% worse than previous year)
Value 1	Requires Improvement (More than 10% worse than previous year)
NA	Not Recorded /Reported
Value 0	No Activity to Assess / No Comparator Info

Direction of Travel:

A direction of travel assessment is provided through the use of arrow graphics which shows movement in absolute performance.

Stage 2: Assessment of each Strategic Outcome:

Using the RAG ratings for the individual indicators (detailed above) a performance score is assigned to each indicator with Performing Strongly awarded 4, Performing Well awarded 3, Performing Adequately awarded 2 and Requires Improvement allocated 1. Where no performance can be reported or the indicator is not measured these are allocated 0 and excluded from the overall assessment.

An average score for the key indicators in each Strategic Outcome is then calculated and an overall assessment is evaluated using the following scoring;

Stage 2

>3.5	Performing Strongly (More than 3.5)
2.5-3.5	Performing Well (Score 2.5 to 3.5)
1.5-2.5	Adequate Performance (Score 1.5 to 2.5)
<1.5	Requires Improvement (Less than 1.5)
--	Not Recorded /Reported
--	No Activity to Assess / No Comparator Info

New Performance Dashboard

The introduction of the new strategic goals and associated strategic outcomes has resulted in a review of the performance dashboard to summarise the performance assessment against each strategic goal.

Using the performance assessment detailed in the previous section, a new style chart for each outcome has been developed that summarises the performance measures against each strategic outcome and provides the overall assessment for the strategic goal.

The following section details how the dashboard works.
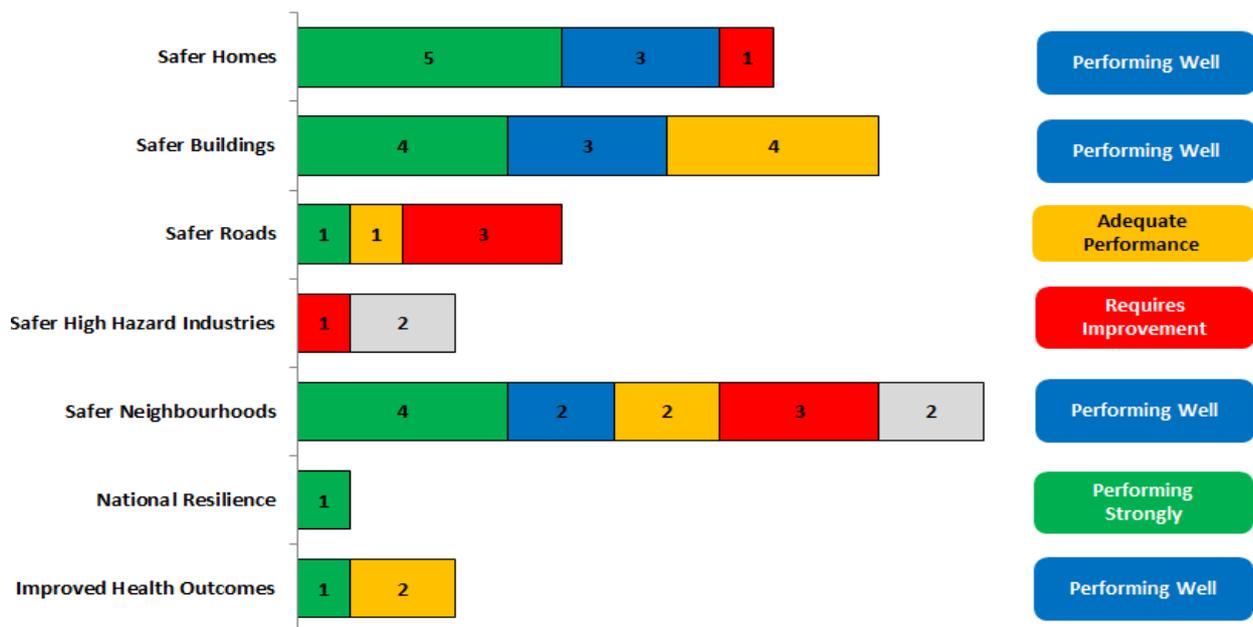
A graphical representation of the individual indicator assessment – based on **Stage 1** of the Performance Assessment process detailed above.

Full details of the performance for each indicator is shown in the tables detailed against each strategic outcome.

The overall judgement for the strategic outcome based on the measurable indicators.

Calculation of this assessment as detailed in **Stage 2** of the Performance Assessment framework detailed above.

SAFER STRONGER COMMUNITIES

Our communities are safer and stronger through the delivery of our responsive, accessible, prevention, protection and emergency response services.

SAFER STRONGER COMMUNITIES
STRATEGIC OUTCOMES SUMMARY

Outcome	Stage 1 Values					Assessment
Safer Homes	5	3	1			Performing Well
Safer Buildings	4	3	3	1		Performing Well
Safer Roads	1	1	3			Adequate Performance
Safer High Hazard Industries	1	2				Requires Improvement
Safer Neighbourhoods	4	2	2	3	2	Performing Well
National Resilience	1					Performing Strongly
Improved Health Outcomes	1	2				Performing Well

KEY

Stage 1		Stage 2	
Value 4	Performing Strongly (More than 10% better than previous year)	>3.5	Performing Strongly (More than 3.5)
Value 3	Performing Well (Between 0% and 9.9% better than previous year)	2.5-3.5	Performing Well (Score 2.5 to 3.5)
Value 2	Adequate Performance (Between 0% and 9.9% worse than previous year)	1.5-2.5	Adequate Performance (Score 1.5 to 2.5)
Value 1	Requires Improvement (More than 10% worse than previous year)	<1.5	Requires Improvement (Less than 1.5)
NA	Not Recorded /Reported	--	Not Recorded /Reported
Value 0	No Activity to Assess / No Comparator Info	--	No Activity to Assess / No Comparator Info

Exceptionally Good Performance

- Zero Dwelling Fire Fatalities;

- Zero Dwelling Fire Injuries with Accidental Dwelling Fire Injuries reducing by 100% (3);

- 26% reduction in the number of False Alarms in dwellings from 183 to 135;

- The average time taken to answer an emergency call is well within the approved response time of 7 seconds at an average of 5.95 seconds;

- 16% (20) reduction in the number of attendances at Non Domestic Unwanted Fire Signals;

- The average time of the first appliance to a high hazard site is 4 minutes and 29 seconds, which is 2 minutes and 31 seconds faster than the approved response time;

- The average time of the first appliance attendance to a building fire is 4 minutes and 54 seconds with the second appliance being and 7 minutes 06 seconds: both faster than the approved response standards to building fires.

Areas For Improvement

- 38% (344) increase in the number of Secondary Fires;

- On 4 occasions a fire appliance assigned to an incident has failed to respond;

- 1 Primary Fire Fatality;

- 15% increase in the number of calls to Fire Control;

- 28% (19) increase in the number of Road Traffic Collisions attended by the Brigade.

1.1.1 Safer Homes	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Number of Accidental Dwelling Fires	31	31	0	0%	⬅➡
Number of Deliberate Dwelling Fires	20	20	0	0%	⬅➡
Number of Accidental Dwelling Fire Fatalities	0	0	0	-	⬅➡
Number of Deliberate Dwelling Fire Fatalities	0	0	0	-	⬅➡
Number of Accidental Dwelling Fire Injuries	3	0	-3	-100%	⬇
Number of Deliberate Dwelling Fire Injuries	0	0	0	-	⬅➡
Number of False Alarm Good Intents in Dwellings	183	135	-48	-26%	⬇
Percentage of ADFs which have not received a HFSV prior to the ADF	58%	70%	12%	-	⬆
Percentage of Dwellings which have received a HFSV	58%	60%	2%	-	⬆

1.1.2 Safer Buildings	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Percentage of the annual risk based inspection program completed in approved frequency	-	9% (211/2229)	-	-	-
Percentage of enforcement notices that are completed within prescribed timescales	100% (1/1)	100% (1/1)	0	0%	→
Number of Fatalities in Industrial and Commercial Fires	0	0	0	0%	→
Number of Injuries in Industrial and Commercial Fires	0	0	0	-	→
Number of Industrial and Commercial Fires	12	11	-1	-8%	↓
Number of Unwanted Automated Fire Alarm calls received	530	510	-20	-4%	↓
Number of attendances at Non Domestic Unwanted Automated fire calls	127	107	-20	-16%	↓
Percentage of eligible automated fire alarm calls where no fire is confirmed that the Brigade attends	22%	16%	-6%	-	↓
Average time of first appliance attendance to a building fire (7 Minutes)	00:04:43	00:04:54	00:00:11	4%	↑
First appliance attendance to a building fire within 10 minutes on 90% of occasions	98%	97%	-1%	-	↓
Average time for second appliance to attend a building fire (10 minutes)	00:06:44	00:07:08	00:00:24	6%	↑

1.1.3 Safer Roads	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Number of Road Traffic Collisions attended by the Brigade	67	86	19	28%	⬆️ (red)
Number of Fatalities in Road Traffic Collisions	4	5	1	25%	⬆️ (red)
Number of people seriously injured in Road Traffic Collisions	33	42	9	27%	⬆️ (red)
Number of people suffering slight injuries in Road Traffic Collisions	194	150	-44	-23%	⬇️ (green)
Average time of first appliance attendance to an immediate life threatening / rescue Road Traffic Collisions (8 minutes)	00:05:13	00:05:21	00:00:08	3%	⬆️ (amber)

1.1.4 Safer High Hazard Industries	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Number of Incidents within identified High Hazard sites	0	4	4	100%	⬆️ (red)
Average time of first appliance attendance to an incident at a High Hazard site (7 minutes)	-	00:04:29	-		-
Average time full mobilisation requirement to a Worse Case Planning Scenario incident at a High Hazard site (20 minutes)	-	-	No Worse Case Planning Scenario Incidents		-

1.1.5 Safer Neighbourhoods and Environment	2018/19	2019/20	Variance No	%	RAG & DOT
Total Number of 999 Calls Dealt with by Fire Control	3221	3692	471	15%	⬆
Number of times a Fire Appliance assigned to an incident failed to respond	8	3	-5	-63%	⬇
Number of Primary Fire Fatalities	0	1	1	100%	⬆
Number of Primary Fire Injuries	3	0	-3	-100%	⬇
Percentage of all fires that are classed as Accidental Fires	18%	12%	For information purposes		For information purposes
Percentage of all fires that are classed as Deliberate Fires	82%	88%	For information purposes		For information purposes
Number of Primary Fires	173	179	6	3%	⬆
Number of Secondary Fires	901	1245	344	38%	⬆
Average time taken to answer an emergency 999 call (7 seconds)	7.4	5.95	-1.45	-20%	⬇
Average time for Fire Control to mobilise a fire appliance to an incident (100 seconds)	104	86	-18	-17%	⬇
Percentage of Occasions Fire Control mobilise a Fire Appliance within 2 Minutes of the call	92%	91%	-1%	-	⬇
Percentage of Wholetime appliances meeting Book mobile threshold of 2 minutes	98%	98%	0%	-	⬌
Percentage of Retained appliances meeting Book mobile threshold of 5 minutes	70%	73%	3%	-	⬆

1.1.6 Supported National Resilience	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Percentage of times the appropriate national resilience resource is mobilised within 60 minutes of request	100%	100%	0%	-	⬌

1.2.1 Improved Health Outcomes	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Percentage of Safe and Well visits that lead to a positive intervention (equipment and/or referral for additional support)	20%	14%	-6%	-	⬇
Number of Falls related emergency admission aged 65+ to hospital*	659	660	1	0.15%	⬆
Percentage of Co-responder incidents attended by the Brigade where medical treatment was provided by CFB	86%	100%	14%	-	⬆

to be reported 1/4ly in arrears due to delays in obtaining data from Health

A PROUD, PASSIONATE, PROFESSIONAL AND INCLUSIVE WORKFORCE

Our staff are fully supported, competent and motivated to give their best in keeping Teesside safe.

A PROUD, PASSIONATE, PROFESSIONAL AND INCLUSIVE WORKFORCE
STRATEGIC OUTCOMES SUMMARY

Outcome	Bar values		
A Healthy Workforce	1	7	2
Safe Workforce	2	5	
Competent and Trained Workforce	1	3	1
Outstanding Leaders	1		
A Great Workforce Culture	1		
A Sustainable Workforce	1	1	

Requires Improvement	(red)
Adequate Performance	(amber)
Requires Improvement	(red)
Reported Annually	(grey)
Reported Annually	(grey)
Performing Well	(blue)

KEY

Stage 1		Stage 2	
Value 4	Performing Strongly (More than 10% better than previous year)	>3.5	Performing Strongly (More than 3.5)
Value 3	Performing Well (Between 0% and 9.9% better than previous year)	2.5-3.5	Performing Well (Score 2.5 to 3.5)
Value 2	Adequate Performance (Between 0% and 9.9% worse than previous year)	1.5-2.5	Adequate Performance (Score 1.5 to 2.5)
Value 1	Requires Improvement (More than 10% worse than previous year)	<1.5	Requires Improvement (Less than 1.5)
NA	Not Recorded /Reported	--	Not Recorded /Reported
Value 0	No Activity to Assess / No Comparator Info	--	No Activity to Assess / No Comparator Info

Exceptionally Good Performance

- 25% increase in percentage of Operational & Fire Control staff maintaining competency;

- 50% (1) reduction in the number of Accidents resulting in damage to property;

- 33% (2) reduction in the number of Near Misses.

- 96% of those operational officers tested have passed the fitness assessment at the first attempt

Areas For Improvement

- 52% (0.82 duty days) increase in the average number of duty days lost to sickness absence from 1.58 to 2.40 duty days - All staff;

- 16% (0.33 duty days) increase in the average number of duty days lost to sickness absence from 2.11 to 2.44 shifts – Wholetime staff;

- 124% (1.29 duty days) increase in the average number of duty days lost to sickness absence from 1.04 to 2.33 duty shifts – Retained;

- 624% (2.81 duty days) increase in the average number of duty days lost to sickness absence from 0.45 to 3.26 duty shifts – Fire Control;

- 221% (1.5 duty days) increase in the average number of duty days lost to sickness absence from 0.68 to 2.18 duty shifts – Green Book;

- 400% (4) increase in the number of accidents resulting in physical injury;

- 1000% (10) increase in the number of incidents resulting in personal physical injury to an individual.

2.1.1 A Healthy Workforce	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Percentage of operational staff who have completed fitness assessments during year	57%	47%	-10%	-	⬇
Percentage of operational personnel who have completed fitness assessments that have achieved / exceeded the relevant V02 rates (*based on initial pass rates*)	98%	96%	-2%	-	⬇
Average number of duty days lost to sickness absence per employee - All Staff	1.58	2.40	0.82	52%	⬆
Average number of duty days lost to sickness absence per employee - Wholetime	2.11	2.44	0.33	16%	⬆
Average number of duty days lost to sickness absence per employee - Retained	1.04	2.33	1.29	124%	⬆
Average number of duty days lost to sickness absence per employee - Control	0.45	3.26	2.81	624%	⬆
Average number of duty days lost to sickness absence per employee - Green Book	0.68	2.18	1.5	221%	⬆
Percentage of total duty days lost to sickness absence where mental health issues are classed as the main cause of the absence: All staff	14%	25%	11%	-	⬆
Number of Individuals who have been on phased return following a period of sickness absence for more than 4 weeks	-	0	No comparator Information		-
Number of individuals who have been on modifed duties following a period of sickness for more than 2 months	-	4	No comparator Information		-

2.1.2 A Safe Workforce	2018/19	2019/20	Variance No	%	RAG & DOT
Number of Violence to Staff Incidents (Verbal and / or Physical)	10	12	2	20%	⬆
Number of RIDDOR reportable incidents recorded	2	5	3	150%	⬆
Number of Accidents resulting in physical injury	1	5	4	400%	⬆
Incidents resulting in injury	1	11	10	1000%	⬆
Number of Accidents resulting in damage to property	2	1	-1	-50%	⬇
Number of Near Misses	6	4	-2	-33%	⬇
Number of Vehicle Accidents	5	7	2	40%	⬆

2.2.1 A Competent and Trained Workforce	2018/19	2019/20	Variance No	%	RAG & DOT
Maintaining Competence: Percentage of Operational & Fire Control Personnel (WT/ Retained/ Fire Control, FF-GM) who have been assessed as maintaining competency aligned to PDR core skills	-	52%	no comparator information		-
Maintaining Competence: Percentage of Green Book Personnel (Grades A-J) who have been assessed as maintaining competence aligned to PDR Core Skills	-	-	reportable from 2020		
Percentage of staff who have received a Personal Development Review during the current financial year	82%	54%	-28%	-	⬇
Percentage of Personnel who have completed training on areas identified within the approved Training Needs Assessment	-	-	reportable from 2020		
Percentage of operational exercises undertaken and completed as a proportion of the Annual Operational Exercise Programme	-	-	reportable from 2020		

2.3.1 Outstanding Leaders	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Measures Under Development	-	-	-	-	-

2.4.1 A Great Workforce Culture	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Measures Under Development	-	-	-	-	-

2.5.1 A Sustainable Workforce	2018/19	2019/20	Variance		RAG &DOT
			No	%	
Percentage of time 18 or more appliances are available to respond to Emergency Calls	-	67%	no comparator information		-
Percentage of time Retained Crewed Appliances are available for Operational Response	71%	71%	-	-	⟷

EFFICIENT USE OF RESOURCES

Our resource management arrangements and collaborative working will provide our communities with a value for money fire and rescue service.

EFFICIENT USE OF RESOURCES
STRATEGIC OUTCOMES SUMMARY

Sound Corporate Governance	2	1	1	**Performing Well**
Value for Money Assets	1			**Reported Annually**
Optimum use of HR	1	3		**Adequate Performance**
Efficiencies Through Collaboration	1			**Performing Strongly**

KEY

Stage 1		Stage 2	
Value 4	Performing Strongly (More than 10% better than previous year)	>3.5	Performing Strongly (More than 3.5)
Value 3	Performing Well (Between 0% and 9.9% better than previous year)	2.5-3.5	Performing Well (Score 2.5 to 3.5)
Value 2	Adequate Performance (Between 0% and 9.9% worse than previous year)	1.5-2.5	Adequate Performance (Score 1.5 to 2.5)
Value 1	Requires Improvement (More than 10% worse than previous year)	<1.5	Requires Improvement (Less than 1.5)
NA	Not Recorded /Reported	--	Not Recorded /Reported
Value 0	No Activity to Assess / No Comparator Info	--	No Activity to Assess / No Comparator Info

Exceptionally Good Performance

- Zero Internal Audit Report assessments deemed as limited assurance or below;

- 25% increase in the number of Home Fire Safety Visits conducted by Partners from 348 to 435.

Areas For Improvement

- 74% (20) increase in number of Malicious False Alarms from 27 to 47;

- We have mobilised appliances to these Malicious False Alarms on 62% of occasions.

3.1.1 Sound Financial, Procurement and Corporate Governance	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Number of Internal Audits classed as Limited Assurance or below	0	0	0	-	→
Number of Internal Audit recommendations' not completed and signed off by Internal Audit by the due deadline	0	1	1	100%	↑
Public Contracts Regulation 2015: Percentage of invoices paid within 30 days	96%	96%	0%	-	→
Public Contracts Regulation 2015: Interest Paid due to late payment of invoices	£0	£0	0	0%	→

3.1.2 Value for Money Assets	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Measures Under Development	-	-	-	-	-

3.1.3 Optimum Use of Human Resources	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Number of Malicious False Alarms	27	47	20	74%	⬆
Percentage of Malicious False Alarms resulting in mobilisation of a fire appliance	48%	62%	14%	-	⬆
Staff Turnover: Percentage of staff leaving the Brigade as a proportion of the total workforce	3%	2%	-1%	-	⬇
No of FTE posts vacant at end of reporting period	30.62	52.48	21.86	71%	⬆

3.1.4 Efficiencies through Collaboration and Partnerships	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Number of HFSV conducted by Partners (Fire Support Network)	348	435	87	25%	⬆

EMERGENCY RESPONSE BENCHMARKS

EMERGENCY RESPONSE BENCHMARKS

In 2018/19 the approval of the Community Integrated Risk Management Plan 2018/22 introduced a new suite of emergency response benchmarks that moved away from the traditional risk based benchmarks for building fires to a standard benchmark for building fires in Brigade area.

Response Benchmarks – Post April 2018

Fire Control and Mobilisation

	Indicator	2018/19	2019/20	Target	% Direction of travel from target
1.1.5.9	Average time taken to answer an emergency 999 call (7 seconds)	7.4	5.95	7	-15%
1.1.5.10	Average time for Fire Control to mobilise a fire appliance to an incident (seconds)	104	86	100	-14%
1.1.5.11	Percentage of times a fire appliance is dispatched to an emergency in 2 minutes	92%	91%	98%	-7%
1.1.5.12	Percentage of Wholetime appliances meeting Book Mobile threshold of 2 minutes	98%	98%	100%	-2%
1.1.5.13	Percentage of Retained appliances meeting the Book Mobile threshold of 5 Minutes	70%	73%	100%	-27%

Building Fires

	Indicator	2018/19	2019/20	Target	% Direction of travel from target
1.1.2.10	Average time of first appliance attendance to a building fire (7 Minutes)	00:04:43	00:04:54	00:07:00	-30%
1.1.2.11	First appliance attendance to building fires within 10 minutes on 90% of occasions	98%	97%	90%	7%
1.1.2.12	Average time of second appliance to attend a building fire incident (10 minutes)	00:06:44	00:07:08	00:10:00	-29%

Road Traffic Collisions

	Indicator	2018/19	2019/20	Target	% Direction of travel from target
1.1.3.5	Average time of first appliance attendance to an immediate life threatening / rescue RTC (8 minutes)	00:05:13	00:05:21	00:08:00	-33%

High Hazard

	Indicator	2018/19	2019/20	Target	% Direction of travel from target
1.1.4.2	Average time of first appliance attendance to an incident at an industrial site (7 minutes)	-	00:04:29	00:07:00	-36%
1.1.4.3	Average time full mobilisation requirement of appliances to an industrial fire (20 minutes)	-	-	00:20:00	-

EMERGENCY RESPONSE BENCHMARKS: FIRE SURVIVABILITY

The development of our locally determined Emergency Response Standards to a Building Fire has utilised intelligence derived from live fire tests conducted in actual dwellings to establish tenability and survivability of people in fires. The tests provided raw data and enabled assessments to be made utilising the methodology set out in ISO 13571:2012 Life-threatening components of fire - Guidelines for the estimation of time to compromised tenability in fires.

A timeline for human survivability aligned to these fire tests has been developed that sets out all the components of an incident from the start of a fire in a domestic property until the last reasonable point that successful rescue could be made. The tests it was found that the fire created untenable conditions within:
- 15:44 with the door open
-19:22 with the door closed.

Fire Survivability Model: Compartment Door Closed
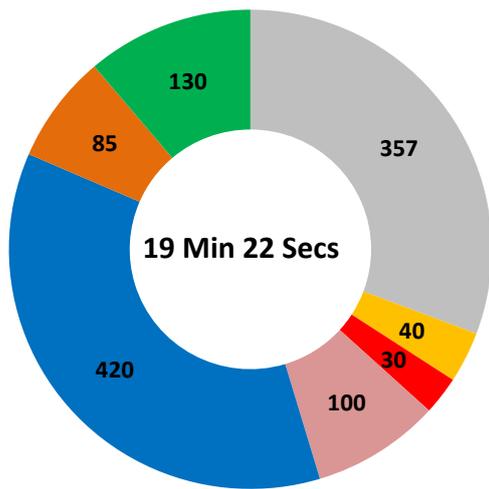
Fire Survivability Actuals: Compartment Door Closed
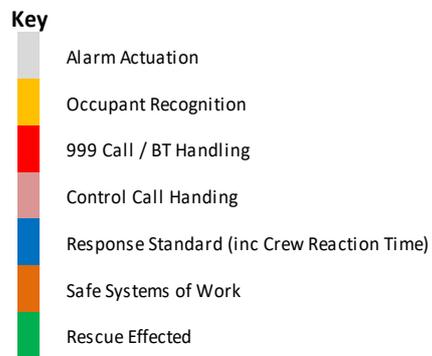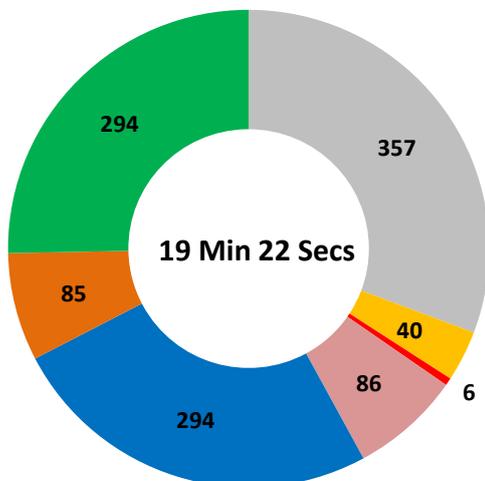
Glossary of Terms

Accidental Dwelling Fires (ADF): incidents that occurred in the home that were not deliberate;

Call Challenge: an initiative where our Control Room Operators can challenge the caller if they believe the incident to be malicious;

Call Questioning: an initiative where our Control Room Operators question an incident with an Automatic Fire Alarm to confirm there is a fire with someone on site at the time of the incident;

CIPFA: The Chartered Institute of Public Finance & Accountancy;

COMAH sites: Control Of Major Accident Hazards;

Complaint: anyone expressing dissatisfaction in relation to any action or service provided by Cleveland Fire Brigade;

Compliment: an expression of satisfaction with the service provided by the Brigade or its employees in the course of their duties;

CIRMP: Community Integrated Risk Management Plan;

Control Operator: members of staff that take calls relating to operational incidents etc;

Co-Responder: a partnership with the NEAS (North East Ambulance Service) to attend Medical Emergencies in East Cleveland;

Deliberate Fire: a fire that following our investigations has been deemed to have been started with malicious intent;

Economic Cost of Fire: produced by CLG to provide estimations for the cost of specific types of fire. Costs include human costs, property damage, lost business and response cost. Costs incurred by the Criminal Justice System are excluded in all but deliberate fires;

ELT (Executive Leadership Team): Directors and Area Managers that have responsibility for the running of the Brigade;

EMR (Emergency Medical Response): Incidents the Brigade attends on behalf of the Ambulance Service to provide life savings treatment to individuals suffering life threatening medical conditions;

Fatalities: fatal casualties occurring at an incident;

FAM (False Alarm Malicious): incidents that are made with the intent of making the Fire Brigade attend a non-existent event;

FTE (Full Time Equivalent): a unit used to determine the percentage of time part time staff work;

Green Book (Support) Staff: corporate staff contracted under NJC Conditions of Service;

HFSV: Home Fire Safety Visit;

Injuries: Non-Fatal Casualties that occurred at an incident;

KSI (Killed and Seriously Injured): indicators used by Cleveland Police for people who have died or were seriously injured in Road Traffic Collisions;

Mazars: organisation that audits Cleveland Fire Brigade on its financial, corporate governance arrangements, VfM, financial resilience improvements;

NEAS: North East Ambulance Service;

NI's (National Indicators): these indicators were taken from the BVPI's;

ONS: Office of National Statistics;

Primary Fires: fires that occur within a property;

RAG: A performance rating using an assigned colour scheme

Response Standards: standards produced to determine how quickly we should aim to arrive at a certain type of incident;

Retained: members of staff that respond to incidents on a part time basis;

Secondary fires: fires that do not occur in property e.g. grass/ refuse/ wheelie bins;

Safe and Well: an initiative to ensure people remain safe within their own homes. An extension of the Home Fire Safety Visits;

Stay Safe and Warm: an initiative that aims to raise awareness of the dangers faced by people who struggle to keep warm during the cold months and to provide advice and support to anyone identified;

VfM (value for money): term used to prove an organisation is doing the right thing, in the right way, with the right people;

Wholetime: operational staff working full-time contracts that comprise of a regular rotating pattern of day shifts, night shifts or day duty.

Cleveland Fire Authority recognises the diverse make-up of the area it serves and is committed to equality, diversity and inclusion.

If you require this document in an alternative language, large print or Braille, please do not hesitate to contact us.

إذا كنت تحتاج إلى هذا المستند بلغة بديلة أو بحرف كبير ومطبوع بطريقة برايل، فلا تتردد في الاتصال بنا.

আপনার যদি এই নথিটি একটি বিকল্প ভাষা, বড় হরফের মুদ্রন বা ব্রেইলে প্রয়োজন হয়, আমাদের সাথে যোগাযোগ করতে দ্বিধা করবেন না।

Pokud potřebujete tento dokument v alternativním jazyce, velkém tisku nebo Braillově písmu, neváhejte nás kontaktovat.

اگر این نوشتار را به زبانی دیگر، با چاپ درشت یا خط بریل لازم دارید، لطفاً با ما تماس بگیرید.

Kung nangangailangan ka ng dokumentong ito sa isang alternatibong wika, malaking print o Braille, mangyaring huwag mag-atubiling makipag-ugnay sa amin

Eger tu vê belgeyê bi zimanê Kurdî, çapa bi tîpên mezin an Xetê Brîl dixwazî bi hetim bi me ra têkilliyê bigir.

如果您需要本文件的其他语言版本、大字版本或盲文版本，请随时与我们联系

Jeśli chcieliby Państwo otrzymać ten dokument w innym języku, w wersji dużym drukiem lub pisany alfabetem Braille'a, prosimy o kontakt z nami.

ਜੇ ਤੁਹਾਨੂੰ ਇਹ ਦਸਤਾਵੇਜ਼ ਕਿਸੇ ਬਦਲਵੀਂ ਭਾਸ਼ਾ, ਵੱਡੇ ਅੱਖਰਾਂ ਜਾਂ ਬ੍ਰੇਲ ਵਿੱਚ ਚਾਹੀਦਾ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਸੰਪਰਕ ਕਰਨ ਵਿੱਚ ਝਿਜਕ ਮਹਿਸੂਸ ਨਾ ਕਰੋ।

உங்களுக்கு இந்த ஆவணம் ஒரு மாற்று மொழியில், பெரிய அச்சு, அல்லது பிரெயிலில் தேவைப்பட்டால், எங்களைத் தொடர்பு கொள்ள தயங்க வேண்டாம்.

یہ دستاویز اگر آپ کو کسی دیگر زبان، بڑے حروف کی چھپائی یا بریل میں درکار ہو تو برائے مہربانی بلا جھجک ہم سے رابطہ کریں

Endeavour House
Training and Administration Hub
Queens Meadow Business Park
Hartlepool
TS25 5TH

01429 872311 - communications@clevelandfire.gov.uk - www.clevelandfire.gov.uk

SICKNESS ABSENCE ANALYSIS 2018/19

REPORT OF THE CHIEF FIRE OFFICER

For
Information

1.   PURPOSE OF REPORT

1.1   To appraise Members on the profile of the sickness absence within the Brigade.

2.   RECOMMENDATIONS

2.1   Members note the Sickness Absence Analysis outlined in the report at Appendix 1.

2.2   Members consider whether it is necessary to report to the Fire Authority on any issues raised.

3.   BACKGROUND

3.1   Members will recall that in 2014 they approved the Employee Health and Well Being Strategy which detailed actions designed to improve employee Health and Well Being which included sickness absence management. The strategy's specific aims are;

- the achievement of the Authority's strategic outcomes as set out in its Community Integrated Risk Management Plan;
- demonstrate the Authority's commitment to delivering its employee health and wellbeing pledges;
- promote and support good practice; comply with legislation; and concentrate on the key areas set out in the Authority's employee health and wellbeing framework; these being sickness absence management; substance misuse management; mental wellbeing; fitness; occupational health; and work/life balance.

3.2   At the last meeting of the Audit and Governance Committee Members received the Annual Performance and Efficiency Report 2018/19 which included measures around sickness absence. As part of the Employee Health and Well Being Strategy

there is a commitment to supplement this information and provide Elected Members with an annual analysis of sickness absence both nationally and within the Brigade.

4. **SICKNESS ABSENCE ANALYSIS 2018/19**

4.1 The appended report provides Members with a profile of the sickness absence nationally and within the Brigade. Information is provided for each of the main staff groups and provides information on the rate of sickness absence, the main causes and how the Brigade compares with other Fire and Rescue services. The analysis provides information over the 3 year period 2016/17 to 2018/19.

4.2 Page 10 shows the estimated absolute number of duty days lost to sickness absence in all Fire and Rescue Services in England in total and individual staff groups. This is then converted to an estimated cost to the Fire Sector on page14. As can be seen in 2018/19 there was an estimated 371,065 duty days lost to sickness absence within Fire and Rescue Services nationally which cost the Fire sector and estimated £77.6m.

4.3 Members will be aware that due to different numbers of staff in different services and differing number of staff between years, comparison of absolute numbers should not be undertaken. To enable comparison between services and years to be undertaken sickness absence is converted into a rate of sickness per employee.

4.4 Page 15 provides Members with details of total sickness levels per employee over the last 3 years for all Fire and Rescue Services and specifically for the Brigade. In summary Cleveland Fire Brigade has seen an increase in sickness absence between 2017/18 and 2018/19 in every staff group except Retained, whereas over the equivalent period nationally there has been an increase in sickness absence rates within Whole-time and Retained and a decrease within Fire Control and Green Book. Overall sickness has increased both nationally and within the Brigade.

4.5 Page 18 provides Members with details on the proportions of sickness absence classed as short term and long term absence. Nationally the ratio has remained relatively constant over the 3 years with long term being the higher of the two and accounting for 60% of sickness absence. Members will recognise that the Brigade's proportion of long term sickness absence is lower than the national average and has reduced over the 3 years from 57% in 2016/17 to 55% in 2018/19.

4.6 Page 19 provides details of the top 3 reasons and days/shifts lost for each employee group for all services in 2018/19. Musculo-skeletal is the highest cause for Whole time Operational and RDS staff whilst Mental Health is attributed to the main cause for Fire Control and Green Book employees. This is consistent with previous years.

4.7   Pages 21 to 40 provide Members with a summary of the key information on sickness absence for each employment group, with information provided at a national level and for the Brigade.

5.   KEY FINDINGS FROM ANALYSIS

5.1   The following sections summarises the key findings that have arisen out of the analysis of sickness absence between 2016/17 to 2018/19, which can then be used to inform future actions to drive future and continued improvements.

5.2   All Staff Sickness

5.3   Within the Brigade in 2018/19 4307 duty days were lost to sickness absence, a reduction of 7.5% (349 duty days) from 2016/17 but an increase of 21% (739 duty shifts) when compared to 2017/018. The cost to the Brigade for sickness absence in 2018/19 was £861,500.

5.4   Within the Brigade operational grey book (whole-time) personnel make up 60% of the work-force, hence they exert a greater influence on the overall sickness rates and causational factors than other staff groups.

5.5   When absolute numbers of duty shifts lost to sickness is converted to a rate per employee the Brigade's sickness rate has decreased from 8.49 in 2016/17 to 7.96 in 2018/19 shifts per employee, a 6% (0.53 shifts) decrease.

5.6   The main reasons for sickness absence for all CFB staff in 2018/19 is musculo-skeletal (34%) followed by mental health (20%). Nationally the reasons are the same and the proportions are similar with 35% and 21% respectively. These causes are consistent over the last 3 years.

5.7   Whole-Time (Pages 21 to 26)

5.8   On Pages 21 to 23 a summary of sickness absence in Whole-time nationally is provided for Members information. Equivalent information for the Brigade is provided on pages 24 to 26.

5.9   In 2018/19 Whole-time staff made up 60% of the Brigade's workforce and accounted for 61% of the sickness absence.

5.10   In 2018/19, 2,627 duty shifts were lost to sickness absence which equates to 8.06 duty days per whole-time members of staff, an increase of 7.9% (0.59 shifts) compared to 2016/17. When comparing to 2017/18 there has been an increase of 21.7% (1.62 shifts per person) from 6.44 shifts to 8.06 shifts.

5.11   The average rate of sickness for whole-time staff nationally is 8.64 shifts per employee, the Brigade sickness absence in this staff group is 6.7% (0.58 shifts) lower than the national average with 8.06 shifts. Nationally, the service with lowest level of sickness absence within this employee group is Cheshire FRS with 2.8 shifts.

5.12   The 3 main causes of sickness absence within the Brigade's whole-time staff in 2018/19 was Musculo-skeletal (49%), Mental Health (22%) and Gastro-intestinal issues (16%).

5.13   Nationally Musculo-skeletal related sickness is the main cause of sickness absence within this staff group.

5.14   Within CFB Grey Book whole-time staff incurs 88% of all sickness absence caused by musculo skeletal issues.

5.15   Retained Duty Staff (Pages 27 to 32)

5.16   On Pages 27 to 29 a summary of sickness absence in the Retained Duty system nationally is provided for Members information. Equivalent information for the Brigade is provided on pages 30 to 32.

5.17   In 2018/19 Retained Duty staff within the Brigade made up 17% of the workforce and accounted for 15% of the sickness absence.

5.18   There were 625 duty shifts incurred in sickness absence, equating to 6.81 duty days per Retained member of staff. In 2016/17, 7.31 duty days was lost to sickness absence which decreased to 7.25 duty days in 2017/18 and again, decreased to 6.81 in 2018/19. Between 2016/17 and 2018/19 this equates to a 6.8% (0.5 shifts) reduction.

5.19   The average rate of sickness for Retained staff nationally is 11.72 shifts per employee. Cleveland retained sickness levels are lower than this with 6.81 shifts. Tyne & Wear FRS, with only 6FTE Retained staff, reported zero shifts lost by retained staff.

5.20   The 3 main causes of sickness absence within the Brigade's Retained duty staff during 2018/19 was eye problems (41%), Cancer (26%) and Respiratory (8%).

5.21   Nationally Musculo-skeletal related sickness is the main cause of sickness absence within this staff group.

5.22   **Fire Control (Pages 33 to 36)**

5.23   On Pages 33 to 34 a summary of sickness absence in Fire Control nationally is provided for Members information. Equivalent information for the Brigade is provided on pages 35 to 36.

5.24   In 2018/19 the Brigade's Fire Control made up 4% of the workforce and accounted for 5% of the sickness absence.

5.25   In 2018/19 there were 213 duty shifts lost due to sickness absence which equates to 10.92 duty days per Fire Control operator. In 2016/17 the sickness absence rate was 10.05 duty days, which decreased to 4.83 duty days in 2017/18 and then increased to 10.92 days in 2018/19. Between 2016/17 and 2018/19 this equates to an 8.6% increase.

5.26   In 2018/19 nationally the average rate of sickness for Fire Control staff was 9.81 shifts per employee. Cleveland Fire Brigade is 11% (1.11 shifts) higher than the national average with 10.92 shifts. The Brigade with the lowest level of sickness absence is Lancashire FRS with 1.0 shift per Fire Control Operator although they only have 1 FTE fire control member of staff as their Fire Control service is delivered by North West Control.

5.27   Within the Brigade the 3 main causes of sickness absence within Fire Control in 2017/18 was Mental Health issues (38%), Respiratory (16%) and Musculo-skeletal issues (6%).

5.28   Nationally Mental Health issues within Fire Control is the main cause of sickness absence within this staff group

5.29   **Green Book (Pages 37 to 40)**

5.30   On Pages 37 to 38 a summary of sickness absence in Green Book staff nationally is provided for Members information. Equivalent information for the Brigade is provided on pages 39 to 40.

5.31   In 2018/19 Green Book staff of the Brigade made up 19% of the workforce and accounted for 20% of the sickness absence.

5.32   There were 842 duty shifts lost in sickness absence which equates to 8.11 duty days per green book member of staff. In 2016/17 the sickness rate was 12.49 duty days, which decreased to 7.62 duty days in 2017/18 before increasing to 8.11 in 2018/19. When comparing to 2016/17, this equates to a 35% (4.38 shifts) decrease and an increase of 4% (0.49 shifts) between 2017/18 and 2018/19.

5.33   In 2018/19 the average rate of sickness for green book staff nationally was 8.64 shifts per employee. Cleveland Fire Brigade is 6% (0.53 shifts) lower with 8.11 shifts. The lowest level of sickness absence reported was Lincolnshire FRS (2.48 shifts).

5.34   The 3 main causes of sickness absence within Green book staff in 2018/19 are Mental Health (25%), Respiratory (23%) and Musculo-skeletal (16%).

5.35   Nationally Mental Health issues within Green Book staff is the main cause of sickness absence within this staff group

5.36   In summary Cleveland Fire Brigade has seen an increase in sickness absence between 2017/18 and 2018/19 in every staff group except Retained, whereas over the equivalent period nationally there has been an increase in sickness absence rates within Whole-time and Retained and a decrease within Fire Control and Green Book. Overall sickness has increased both nationally and within the Brigade.

5.37   In 2018/19 the Brigades sickness absence rate is lower than the national average for all staff groups apart from Fire Control.

IAN HAYTON   **KAREN WINTER**
CHIEF FIRE OFFICER   **DIRECTOR OF CORPORATE SERVICES**

Sickness Absence Analysis

2016/17 to 2018/19

July 2019

Contents

1.0   Introduction

The Fire Service has experienced an estimated 370,000 duty days lost to sickness absence during 2018/19 that cost an estimated £77m. In the current climate of financial austerity, reducing budgets, reducing workforce, but increasing demand this situation is unsustainable.

> *'Sickness absence from work is often unavoidable, but when unduly prolonged it is wasteful and damaging – to individuals and their families, employers and our wider society.*
>
> *Sickness absences cost the economy around £15 billion a year, predominantly in lost output. For employers, the financial costs of sick pay and other indirect costs of managing absence are estimated at £9 billion per year.'*
>
> 'Health at work – an independent review of sickness absence'; Dame Carol Black and David Frost CBE

Cleveland Fire Authority regards employee health and wellbeing as being of paramount importance. Its commitment to this issue is portrayed in its 2018/19 Strategic Goal 'A Proud, Passionate, Professional and Inclusive Workforce'; specifically with its strategic aim *'A Healthy workforce'*. This commitment is set out in the Brigade's seven pledges:

Seven Pledges

1: Comply with Department of Communities & Local Government Fire & Rescue National Framework for England in relation to fire-fighter fitness;

2: Report annually on health and wellbeing of employees

3: Ensure Occupational Health providers are members of Association of Local Authority Medical Advisors/accredited to the Safe, Effective, Quality Occupational Health Service (SEQOHS) standards

4: Ensure commitment to maintaining, developing & implementing national Medical & Occupational Evidence for Recruitment & Retention in the FRS

5: Promote healthier eating & drinking within catering arrangements

6: Promote health & wellbeing initiatives across workforces

7: Provide specific training for line managers to promote mental wellbeing & resilience.

The organisations *Employee Health and Wellbeing Strategy 2016/18*[1] was developed to ensure the effective management of health, work and wellbeing within the Brigade concentrating specifically on sickness absence management; substance misuse management; mental wellbeing; fitness; occupational health; and life/ work balance.

This Employee Health and Wellbeing Strategy identified a number of gaps which were evident within the Brigade's existing sickness absence management

---

[1] A Revised Health and Well Being Strategy (19/20 to 21/22) approved May 2019

procedures. A series of improvement actions were subsequently identified aimed at improving these areas of concern. Some of these identified improvement actions that have already been implemented within the Brigade to address increasing sickness levels; the remaining ones are programed to be introduced during the life of the strategy

One of the improvement actions identified in the Employee Health and Wellbeing Strategy Improvement Plan is the production of a Sickness Absence Analysis report to identify sickness absence levels and trends which can then inform future actions to address emerging issues. A series of analysis reports have already been undertaken detailing the issue of sickness absence within the Brigade with figures dating back to 2007/08. The purpose of this report is therefore not to simply repeat this data analysis (previous reports can be accessed via Risk and Performance) instead this report provides more specific analysis on key trends and specific causes of sickness, as well as national comparators will be presented.

This report provides an analysis of sickness absence for Cleveland Fire Brigade and comparison with other Fire and Rescue Service over the life of the strategy and aligns to the last 3 years (2016/17 to 2018/19). The report identifies the main causes of sickness absence, patterns, and trends which should help to inform future developments to address the issue of sickness absence within service. In particular the attached report shows the following;

- Absolute number and number of sickness duty days lost per member of staff;
- Estimated cost of sickness absence;
- Any differences between the main employment groups (Grey book staff, Retained, Fire Control staff and Green Book staff);
- Short-term versus long-term sickness absence;
- Reasons for the sickness absence.
- Comparator information with other sectors.
- Progress against the Health and Wellbeing strategy (Appendix 2)

2.0   Background

Traditionally sickness absence was recorded and reported as part of the former suite of Best Value Performance Indicators (BVPIs).

In 2008 the Government introduced a new performance framework for local government, aimed at improving the quality of life in places and better public services. It aimed to transfer power from Whitehall to local authorities and to communities to help them to respond to local priorities resulting in the better provision of public services and improvement of the quality of life of local communities. A revised set of national outcomes

and 198 national indicators were then introduced. However none of these related to sickness absence.

There are many services and activities undertaken by local government, alone or in partnership, which are not directly reflected in the national indicator set but which will continue to be important to local areas and the people they serve as well as to business. These are more appropriately performance managed locally with the local public services and partners setting priorities, determining performance indicators and monitoring and reviewing performance and being accountable for all delivery to their citizens at a local level.

As a result in April 2012 the CFOA (now NFCC) Occupational Health Committee commenced the collation and production of a National Occupational Health Report for Fire and Rescue Services. This is a voluntary process and a number of services elect not to participate for whatever reason, be it their duty systems do not correspond to other services duty systems used so the information provided would not be comparable to services not being able to provide the level of information to inform the report to services not seeing the benefit of participating within the comparison when compared to other competing priorities.

A detailed report is provided to all participating Fire & Rescue Services on a quarterly basis which has evolved overtime as Fire and Rescue Services have requested additional information and analysis to be included.

As there is now baseline information available a more detailed analysis of the key areas in sickness absence and management can be produced and is provided to those Fire & Rescue Services that participate in the process.

The following report provides analysis on both the national position along with CFB to act as a comparison thus enabling us to see whether CFB reflects the national pattern on sickness absence or whether the sickness absence within CFB demonstrates a different pattern.

The appended report will also assist the Brigade in evaluating the effectiveness of the Health and Well-being strategy.

This analysis covers the years 2016-17, 2017-18 and 2018-19.

3.0   Data Quality

There are 45 English Fire and Rescue Services who are invited to participate within this benchmarking and analysis. In addition Northern Ireland FRS requested to be included within the benchmarking.   In recent years a number of Control Rooms have merged into standalone organisations and as such have been invited to participate within this process.

Northern Ireland and North West Fire Control sickness absence data has been included within this analysis.

Over the 3 years analysis included within this report the number of FRS submitting data has varied. The table below identifies the number of Fire & Rescue Services who submitted all or part of the requested sickness absences information year by year.

Year	No of Services who Submitted Data
2016/17	36 + NWFC*
2017/18	37 + NWFC*
2018/19	38 + NWFC*

*North West Fire Control

Of these, only 29 Fire & Rescue Services have provided information for each of the 3 years included in the analysis, others have only provided information for 1 or 2 of the years included within the analysis. Thus care should be made with year on year comparisons and the use of absolute numbers.

Attached at **Appendix 1** is a list of all Fire & Rescue Services detailing those which have participated within the OH Analysis by providing relevant information for their own Fire and Rescue Service.

The data included within this analysis has been provided by the respective Services using the agreed data collection methodology. The information provided has not been wholly validated by Cleveland Fire Brigade as it is assumed that the information provided by the participating Fire and Rescue Services have been validated using their own quality assurance methods.

Information specific for CFB has been provided by Human Resources and has been validated through their data validation processes. Risk and Performance as authors of this report have not undertaken any additional validation of the source data and have relied upon the processes implemented by Human Resources.

No significant data quality issues have been identified during the preparation of this report nor have any been brought to the team's attention.

4.0   Sickness Analysis

This section of the analysis provides a breakdown of the total sickness within the Fire and Rescue Sector both in terms of duty days lost and the costs associated with the sickness absence.

The initial analysis of sickness absence in the following sections (4.2 and 4.3) identifies absolute numbers of duty days lost to sickness.

Caution must be observed when using the absolute figures of duty days due to a number of reasons;

- The number of employees (strength) in the Fire and Rescue Services has reduced, so naturally it would be expected that the absolute numbers of duty days lost to sickness would also reduce accordingly;
- Different Fire & Rescue Services have submitted information between years;
- Not all Services participate in the process – hence the absolute number of duty days will be lower than the true number in all Fire and Rescue Services;
- There is no standard method of defining duty days lost to sickness absence in some staff groups, particularly retained.

4.1   Staffing Numbers

One key element to consider when looking at absolute number of duty days list to sickness absence is the number of staff employed within the Fire and Rescue Services.

Using available information the number of staff within the Fire and rescue service between the staff groups and how it has changed year on year are shown in the following table;

Table: Staff Employees within the Fire and Rescue Service Size by Staff Groups (FTE)

Staff Group	Year Ending 31/3/2016	Year Ending 31/3/2017	Year Ending 31/3/2018		% Change 2015/16 to 2017/18	% Change 2016/17 to 2017/18
Whole-time	23,887 (57%)	22,867 (56%)	22,580 (56%)		-1,307 (-6%)	-287 (-1%)
Retained	10,469 (25%)	9,894 (24%)	9,760 (24%)		-709 (-7%)	-134 (-1%)
Control	1,055 (2.5%)	1,043 (2.6%)	1,061 (2.6%)		+6 (+0.6%)	+18 (+1.7%)
Green Book	6,829 (16%)	6,852 (17%)	7,050 (17%)		+221 (+3.2%)	+198 (+2.9%)
Total	**42,239 (100%)**	**40,657 (100%)**	**40,451 (100%)**		**-1,788 (-4.2%)**	**- 206 (-0.5%)**

Source: Home Office Operational Statistics: Derived from IRMP Returns

The proportions of staff groups within the Fire and Rescue service remain constant over the years with over half the service made up of Whole-time personnel, 24% made up of retained personnel, 3% made up of Fire control and the remaining 17% made up by Green Book Personnel. This is important as sickness rates within Whole-time and retained will have a greater impact on the overall sickness rates than the other groups. This should be considered when considering the actions to be implemented to address sickness absence.

Between 2016/17 and 2017/18 there has been an overall reduction in numbers of staff of 0.5% (206 personnel) with reductions in Whole-time of 1.3% (287 personnel), Retained 1.4% (134 personnel), Control have seen an increase of 1.7% (18 personnel) and Green Book saw an increase of 2.9% (198 personnel).

Note this is based on strength of the Fire and rescue services at an audit point in the year (31st March each year) and does not represent the change in establishment numbers within the Fire and Rescue Service. Information for 2018/19 that is derived from the national IRMP returns has not been published by the Home Office at time of producing this report. It is expected to be published by the Home Office in the Autumn.

The following table provides details of the staffing numbers within CFB and how these have changed over time.

Table: Staff Employee within Cleveland Fire Brigade by Staff Groups (FTE)

Group	31/3/2016	31/3/2017	31/3/2018	% Change 2015/16 to 2017/18	% Change 2016/17 to 2017/18
Whole-time	371.75 (67%)	354.37 (65%)	335 (63%)	-36.8 (-10%)	-19.4 (-5%)
Retained	62 (11%)	69.87 (13%)	71 (13%)	+9 (+15%)	+1.1 (+2%)
Control	20 (4%)	20 (4%)	20.5 (4%)	+0.5 (+3%)	+0.5 (+3%)
Green Book	101.64 (18%)	103.88 (19%)	104.58 (20%)	+2.9 (+3%)	+0.7 (+1%)
Total	**555.39 (100%)**	**548.12 (100%)**	**531.08 (100%)**	**- 24.3 (-4%)**	**- 17 (-3%)**

In staff proportions there is a higher proportion of Whole-time, Fire Control and Green book staff in CFB than national comparisons and a lower proportion of Retained personnel than the national average.

Between 2015/16 and 2017/18 there has been an overall reduction in numbers of staff of 3% (17 personnel) with reductions in Whole-time of 5% (19.4 personnel), Control 3% (-0.5 personnel), whilst Green Book have seen an increase 1% (0.7 personnel) and Retained have seen an increase of 2% (1.1 FTE personnel).

4.2 Days Lost to Sickness

Over the three years analysed 36, 37 and 38 (including North West Control) Fire and Rescue Services have provided sickness data. Of these, only 29 Services have submitted data for all three years.

The chart below illustrates the total number of days/shifts lost (for those Services that have submitted data) broken down by employee type and Financial Year.

Total Days/Shifts lost to sickness by Employee Type: Participating FRS

Employee Type	2016/17 (36 FRS)	2017/18 (37 FRS)	2018/19 (38 FRS)
Wholetime	168,129	161,851	184,824
Retained	43,757	58,194	65,490
Fire Control	9,199	9,178	9,660
Green Book	50,909	57,477	56,512
All Staff	271,994	286,700	310,150
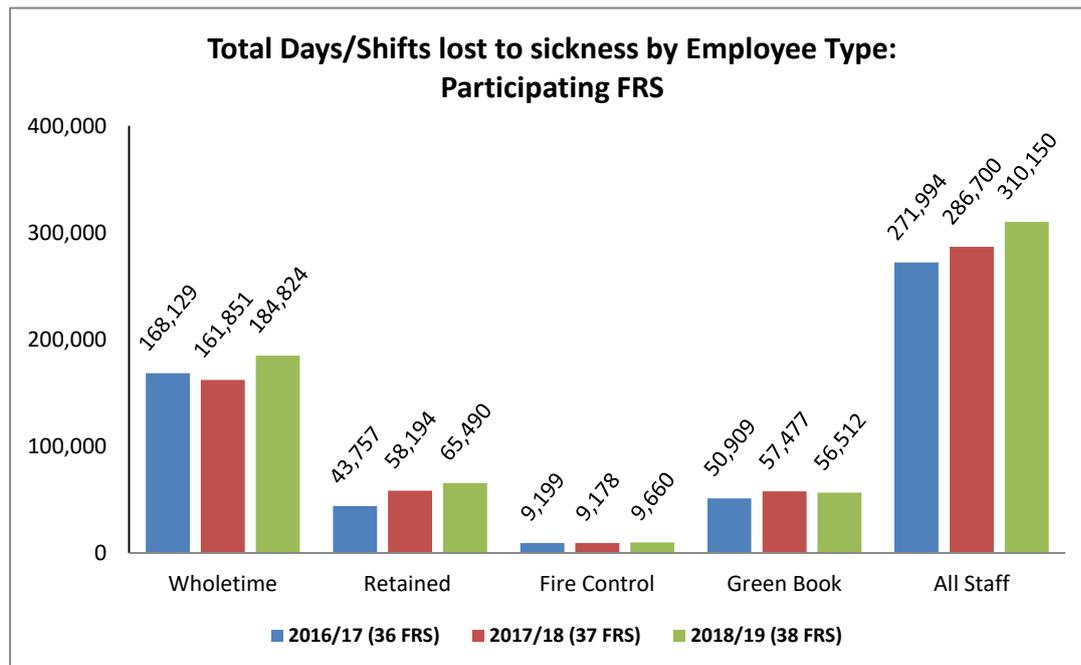
Due to the factors described in section 4.0, care should be taken when using information of sickness absence as absolute numbers. In order to make effective comparisons the duty days lost to sickness has been converted to the number of days per employee (section 4.4 onwards).

As reported in section 3.0, due to the variance in numbers of Fire & Rescue Services providing information and only a proportion participating within this initiative, the national information shown in the chart above is not directly comparable from year to year and it does not provide a full picture of sickness absence within the fire sector.

To enable a full picture of sickness absence across the entire fire service sector, the information provided by participating Fire & Rescue Services has been extrapolated to provide an estimate of the total number of duty days lost to sickness absence for the entire fire sector.

Through the use of this data and using the Home Office Operational Statistics detailing the number of staff employed within each Fire and Rescue Service a projection of total sickness absence for all Fire and Rescue Services has been produced. The projected level of duty days lost to sickness absence using this methodology is shown in the following chart:

Estimated Total Days/Shifts Sickness by Employee Type

	Wholetime	Retained	Fire Control	Green Book	All Staff
2016/17	188847	91044	10024	57520	344801
2017/18	184287	97838	10582	62520	351276
2018/19	195152	114356	10407	60901	371065
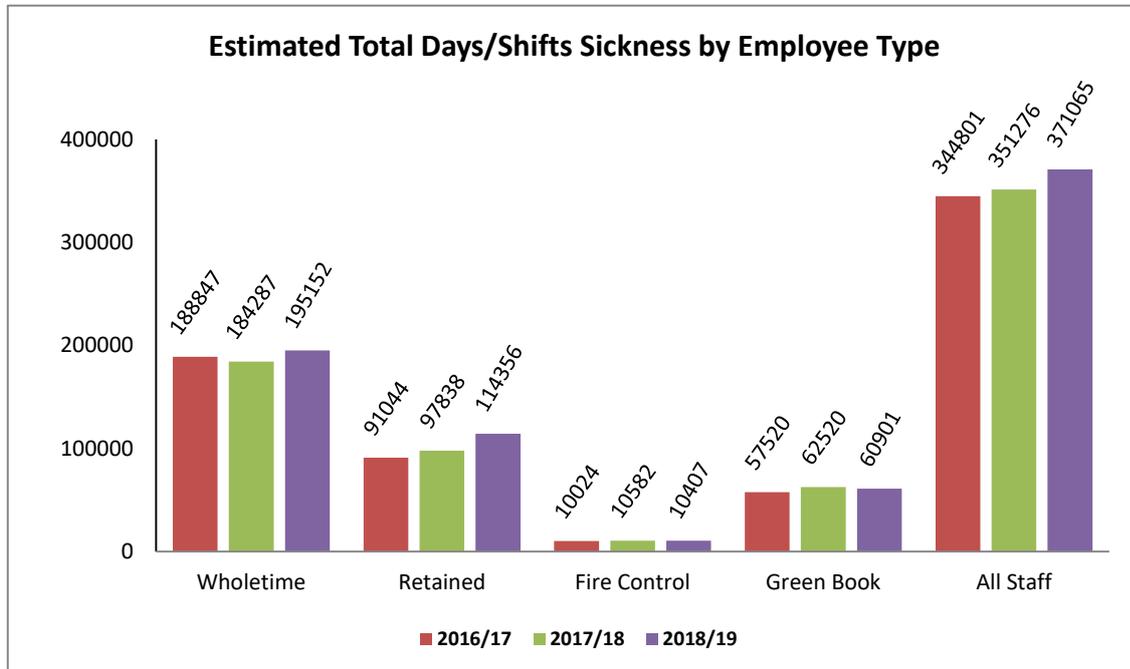
Over this same period, the absolute number of duty days lost to sickness for CFB is shown in the following table;

CFB Staff Group	Absolute Number of Duty days Lost		
	2016/17	2017/18	2018/19
Whole-Time	2647	2157	2627
Retained	511	515	625
Fire Control	201	99	213
Green book	1297	797	842
Total	4656	3568	4307

Note: Care must be taken when comparing years due to different strengths between years

After applying the methodology described above, the projected number of sickness absence nationally indicates that overall sickness is increasing in total, for Whole-time and Retained staff groups.

All Staff Sickness
- National All Staff: all staff sickness, increases by 26,264 shifts between 2016/17 to 2018/19 to 371,065 duty shifts, 7.6% increase. Sickness has increased by 6,475 between 2016/17 and 2017/18 with a further increase of 19,789 (5.6%) between 2017/18 and 2018/19.

- CFB All staff: all staff sickness, decreases by 349 shifts between 2016/17 to 2018/19 to 4307 duty shifts, a 7.5% decrease. Sickness has decreased by 1088 shifts between 2016/17 and 2017/18 with an increase of 739 shifts (21%) between 2017/18 and 2018/19.

Whole-time
- National Whole-time: Between 2016/17 and 2017/18 there was a decrease in duty days lost to sickness of 4,560 days (-2.4%). There is then an increase of 10,865 duty days lost (6%) between 2017/18 and 2018/19.

- CFB Whole-time sickness: Whole-time staff sickness, decreases by 20 shifts between 2016/17 to 2018/19 to 2627 duty shifts, a 0.75% decrease. Sickness has decreased by 490 shifts between 2016/17 and 2017/18 with an increase of 470 shifts (21.8%) between 2017/18 and 2018/19.

Retained
- National Retained: Between 2016/17 and 2017/18 there was an increase of 6,794 in duty days lost to sickness to 97,838 days (7%). When comparing 2017/18 to 2018/19 there has been an increase of 16,518 (17%).

- CFB: Retained sickness increases by 114 shifts between 2016/17 to 2018/19 to 625 duty shifts, a 22% decrease. Sickness has increased by 4 shifts between 2016/17 and 2017/18 with an increase of 110 shifts (21.4%) between 2017/18 and 2018/19.

Fire Control
- National Fire Control: Sickness has increased by 383 days (4%) between 2016/17 and 2018/19 with an increase between 2016/17 to 2017/18 followed by a decrease in 2018/19.

- CFB: Fire Control sickness, increases by 12 shifts between 2016/17 to 2018/19 to 213 duty shifts, a 6% increase. Sickness has decreased by 102 shifts between 2016/17 and 2017/18 with an increase of 114 shifts (115%) between 2017/18 and 2018/19.

Green Book

- Green Book: Between 2016/17 and 2017/18 there was an increase of 5,000 duty days lost to sickness to 62,520 (9%). When comparing 2017/18 to 2018/19 there has been a decrease 1619 (3%).

- CFB: Green Book sickness decreases by 455 shifts between 2016/17 to 2018/19 to 842 duty shifts, a 35% decrease. Sickness has decreased by 500 shifts between 2016/17 and 2017/18 with an increase of 45 shifts (6%) between 2017/18 and 2018/19.

Note the Figures quoted in this section are based on a forecast (estimate) of overall sickness days within the Fire Sector.

4.3 Cost of Sickness Absence

Sickness absence can incur a cost to the respective organisation whether through increased costs incurred for staff cover or costs incurred through lost productivity. We can use the information detailed in the previous section to calculate an estimate cost of sickness absence to the Fire Sector.

Using available information at CFB detailed in the following table, the financial cost of sickness absence can be estimated; **(Source: Cleveland Fire Brigade Finance Department)**

Table: Unit Cost per Duty Shift

Financial Year	Uniformed (Whole-time, Retained and Control) Cost per Shift	Green Book Daily Rate
2016-17	£218.64	£113.61
2017-18	£218.64	£115.71[2]
2018-19	£220.53	£115.71

Note: Unit costs may differ between services

For Uniformed members of staff the calculations are based on Firefighter pay rate plus on costs (ERC and Superannuation) for a 12 hour shift.

Green book staff costs are based on a Grade E rate plus on costs (ERC and Superannuation) for a standard day of 7.5 Hours.

Note Unit costs between Fire & Rescue Services will differ depending upon duty shifts contracted hours, staff grades and employer pension contributions. No other costs (i.e. overheads) are included within these unit costs.

Using the Costs detailed in the above table and the sickness absence information of those Fire & Rescue Services submitting data as previously detailed, during 2016/17 the cost to the Fire Service was approximately £54.1 million which has increased by £2.6 million during financial year 2017/18 but then increased by a further £7.1 million during 2018/19.

As previously detailed it must be borne in mind that fewer Fire & Rescue Services contributed to the National Occupational Health report during 2016/17 and thus these costs are not directly comparable.

In order to get a picture of the estimated costs of sickness absence for the Fire Sector, by using the estimated total number of days lost to sickness absence, detailed in section 4.2 the total cost of sickness absence to the Fire and Rescue Service is estimated to amount to

---

[2] Triennial valuation has increased the employers pension contribution rates for LGPs, and revision to NI rates following change to NI regulations

£77.6 million for 2018/19. This is an increase of approximately £7.6 million from 2016/17, as demonstrated in the chart below:

Estimated Cost of Sickness Absence for All FRS

Category	2016/17	2017/18	2018/19
Wholetime	£41,289,603	£40,292,426	£43,036,980
Retained	£19,905,789	£21,391,276	£25,218,921
Fire Control	£2,191,612	£2,313,708	£2,295,083
Green Book	£6,534,902	£7,234,220	£7,046,800
All Staff	£69,921,907	£71,231,631	£77,597,784
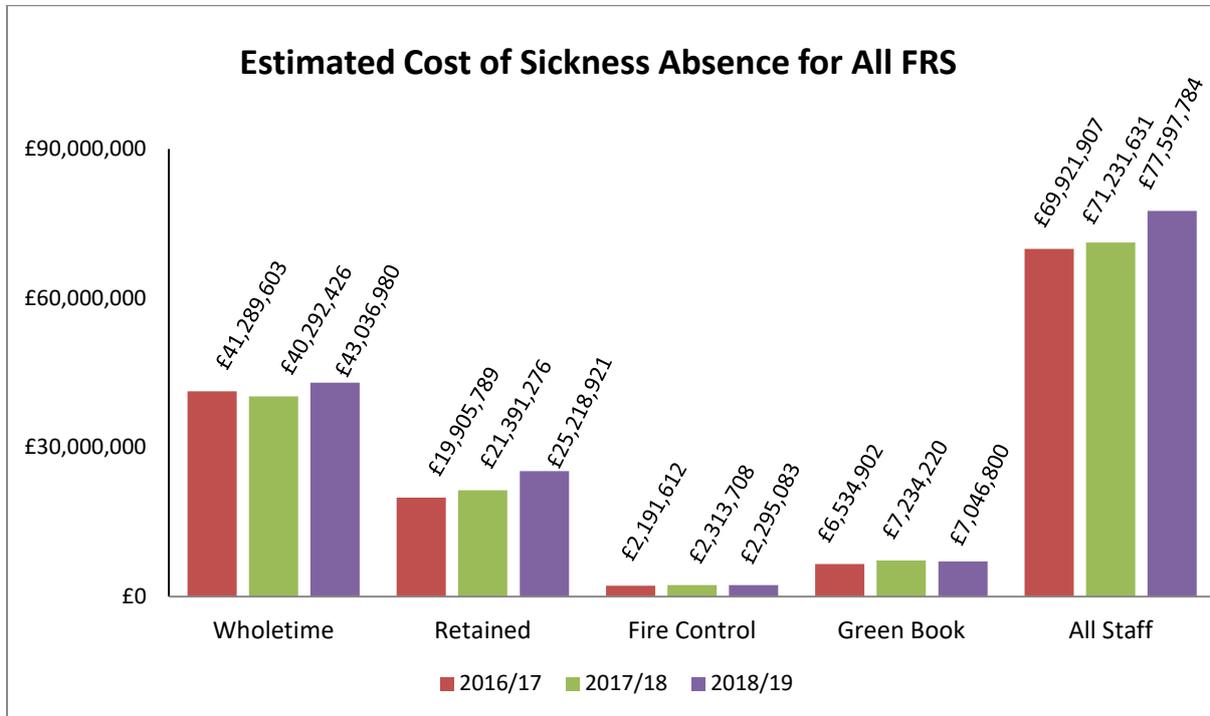
Note this information estimates the total cost of sickness absence in the fire sector through lost productivity and / or increased direct costs. What is not included is the cost of presenteeism within the workplace (i.e. when people attend work when they should realistically be on sick leave) and / or the impact of sickness absence on the remaining workforce.

4.4   Sickness Absence Days/Shifts lost per person

As previously mentioned care should be taken when comparing total sickness absence days due to different numbers of staff from year to year. In order to enable comparison to be made between years an absolute number of duty days lost to sickness to a rate per member of staff can be used which adjusts for the different numbers of staff and services participating between years.

Using the information provided by the participating Fire & Rescue Services, the following chart indicates the average number of duty days/shifts lost per employee for each staff group and by year.
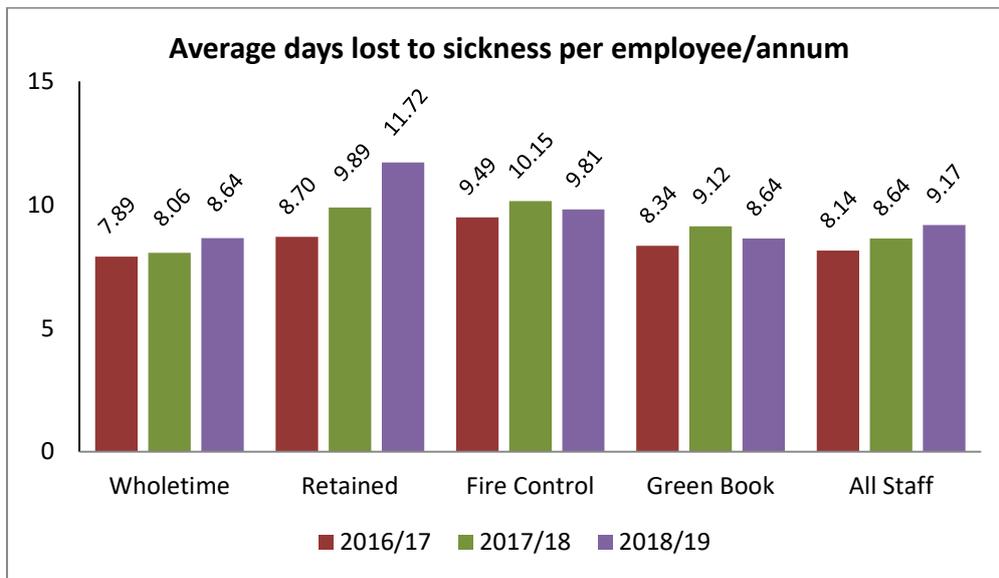
The comparator figures for CFB are shown in the following chart;

Red = Higher than National Figures

Green= Lower than National Average
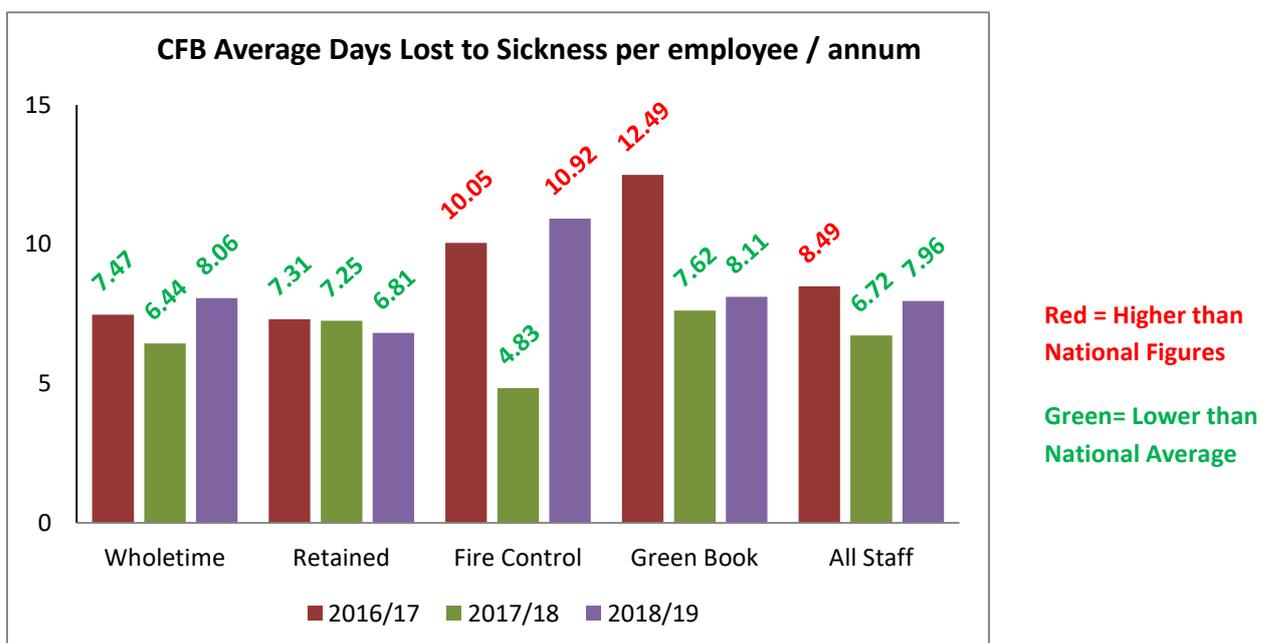
The key findings from the above are;

- **All Staff Sickness**
  National: All Staff: Between 2016/17 and 2018/19 sickness increased by 13% (an additional 1.03 shifts per person). This comprised of an increase of 6% (8.14 to 8.64) between 2016/17 and 2017/18 and a further 6% (9.17) increase to in 2018/19.

  CFB: Between 2016/17 and 2018/19 sickness decreased by 6% (a reduction of 0.53 shifts per person). This comprised of a decrease of 21% (8.49 to 6.72) between 2016/17 and 2017/18 and an increase to 7.96 (18.5%) in 2018/19.

  CFB Sickness (2018/19) is lower than the national average by 1.21 shifts (13%)

- **Whole-Time Staff**
  National: Whole-Time: staff sickness increased by 10% (an additional 0.75 shifts per person) between 2016/17 to 2018/19, this comprised of an increase of 2.15% (7.89 to 8.06) between 2016/17 and 2017/18 and a further increase to 8.64 (7.19%) in 2018/19.

  CFB: between 2016/17 and 2018/19 sickness increased by 8% (an additional 0.5 shifts per person) this comprised of a decrease of 14% (7.47 to 6.44) between 2016/17 and 2017/18 followed by an increase to 8.06 (25%) in 2018/19.

  CFB Sickness (2018/19) is lower than the national average by 0.58 shifts (7%)

- **Retained Staff**
  National: Retained: staff sickness increased by 35% (an additional 3.02 shifts per person) between 2016/17 to 2018/19, this comprised of an increase of 13.7% (8.7 to 9.89) between 2016/17 and 2017/18 and a further increase to 11.72 (18.5%) in 2018/19.

  CFB: between 2016/17 and 2018/19 sickness decreased by 7% (a reduction of 0.5 shifts per person) this comprised of a decrease of 0.82% (7.31 to 7.25) between 2016/17 and 2017/18 and a further decrease to 6.81 (6.46%) in 2018/19.

  CFB Sickness (2018/19) is lower than the national average by 4.91 shifts (42%)

- **Fire Control Staff**
  National: Fire Control: staff sickness increased by 3% (an additional 0.32 shifts per person) between 2016/17 to 2018/19, this comprised of an increase of 6.95% (9.49 to 10.15) between 2016/17 and 2017/18 then a decrease to 9.81 (3.34%) in 2018/19.

CFB: between 2016/17 and 2018/19 sickness decreased by 9% (a reduction of 0.87 shifts per person) this comprised of a decrease of 52% (10.05 to 4.83) between 2016/17 and 2017/18 and an increase to 10.92 (126%) in 2018/19.

CFB Sickness (2018/19) is higher than the national average by 1.11 shifts (11.3%)

- **Green Book Staff**
  National: Green Book: staff sickness increased by 4% (an additional 0.3 shifts per person) between 2016/17 to 2018/19, this comprised of an increase of 9.35% (8.34 to 9.12) between 2016/17 and 2017/18 then a decrease to 8.64 (5.26%) in 2018/19.

- CFB: between 2016/17 and 2018/19 sickness decreased by 35% (a reduction of 4.38 shifts per person) this comprised of a decrease of 39% (12.49 to 7.62) between 2016/17 and 2017/18 then an increase to 8.11 (6.43%) in 2018/19.

- CFB Sickness (2018/19) is lower than the national average by 0.53 shifts (6.13%)

Sickness rates over the 3 years across the groups do not follow any discernible pattern;

- In all staff groups, nationally the rate of sickness absence per employee is higher in 2018/19 than in 2016/17.
  This pattern is not displayed within CFB where sickness in 2018/19 is lower than in 2016/17 in All staff sickness, Retained and Green Book staff.

- Nationally Whole-time, Retained and All staff sickness are showing a similar pattern of increasing year on year. As Whole-time and Retained staff make up the majority of staff (80%) within the fire and rescue service then their sickness patterns will have the most influence on the pattern for overall staff sickness.
  CFB Does not mirror this national trend

- Nationally Green Book and Fire Control staff groups demonstrating a similar pattern.
  CFB Does not mirror this national trend as in all cases 2017/18 saw a reduction in the level of sickness.

- CFB has seen an increase in all staff groups apart from Retained during 2018/19, ranging from a 6% increase in Green Book staff sickness to a 126% increase in Fire Control Staff Sickness

- Fire Control within CFB is the only staff group that is higher than the national average days lost to sickness absence in 2018/19.

4.5   Short term vs Long term Sickness Absence

Analysis of sickness between short term and long term sickness over the 3 years shows a similar split between the 3 years with long term absences accounting for a greater proportion of sickness absence. As can be seen from the chart below this has remained constant over the 3 years analysed.

All Staff: Total Days Absence Short Term: Long Term

	2016	2017	2018
Long Term Absence	159,436	179,877	205,161
	61%	63%	65%
	CFB: 57%	**CFB: 52%**	**CFB: 55%**
Short Term Absence	103,502	106,823	111,325
	39%	37%	35%
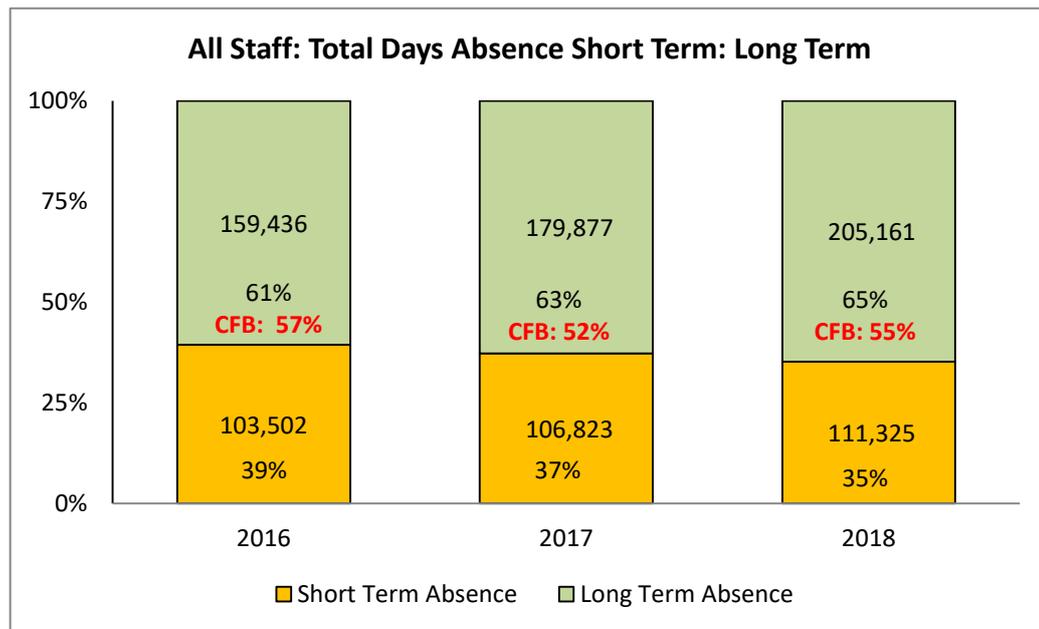
A detailed analysis for each staff group is shown in section 5.

At Cleveland Fire Brigade in 2018/19, 55% of sickness absence was classed as long-term sickness. This is a lower proportion (-10%) than the national average.

The proportions of long term sickness within CFB in 2018/19 is lower than 2016/17(-2%) but higher (+3%) than in 2017/18.

In all 3 years there is a lower proportion of long term sickness absence in CFB than the national rate.

4.6   Main Causes: Duty Days Lost

From the data collated from participating Fire & Rescue Services we are able to ascertain the main causes of sickness absence in both terms of duty days lost and instances of sickness.

In terms of duty days lost our analysis of the information shows us that during 2018/19 for all employee types the main causes of sickness absence was Musculo-Skeletal 35% (105,958 days), Mental Health 21% (62,793 days) and Respiratory 8% (23,457 days). The breakdown between employment groups is shown in the following chart.

Sickness Absence : Main Causes by Employee Group

Employee Group	Respiratory	musculo skeletal	Mental Health
Green Book	5,532	10,235	14,803
Fire control	984	1,123	2,595
Retained	3,451	30,021	9,661
Wholetime	13,489	64,578	35,733
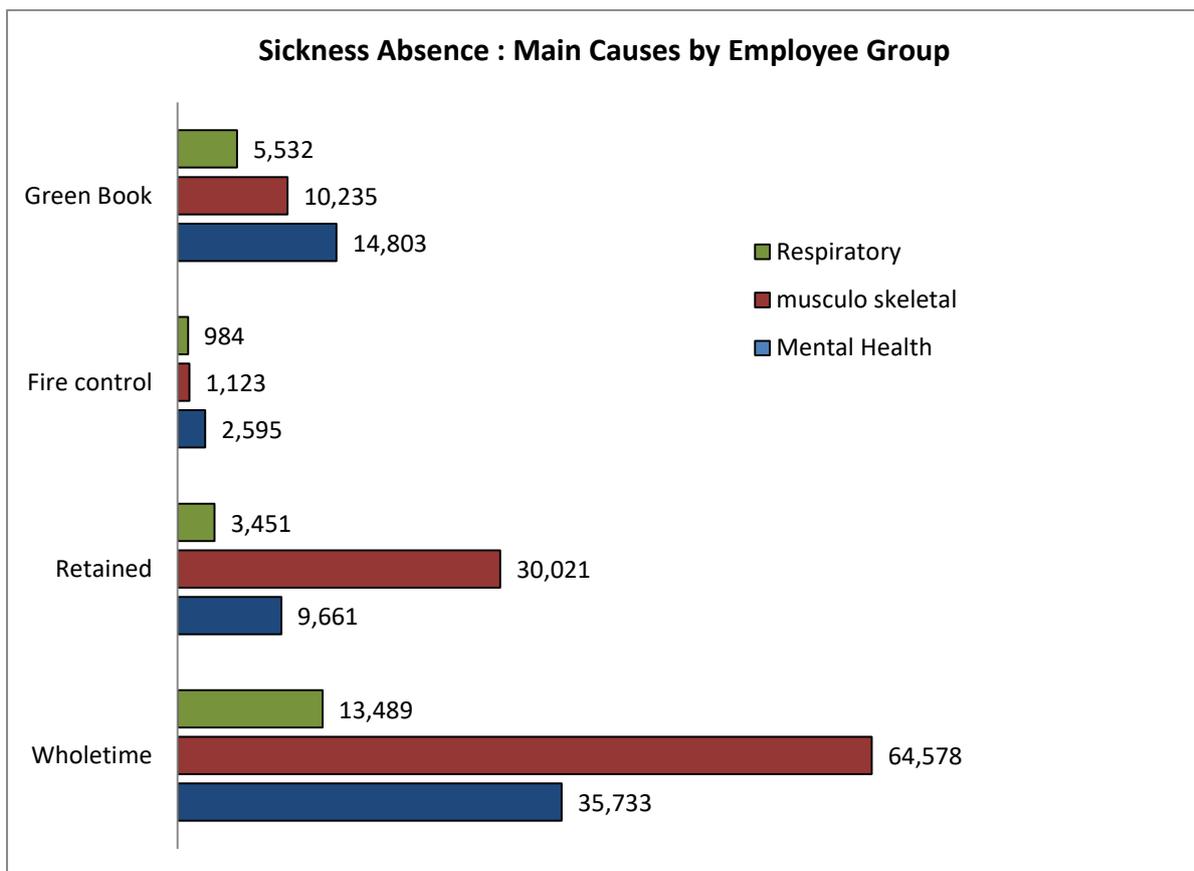
Musculo-skeletal followed by Mental Health is the main cause of absence in Whole-time and Retained staff whilst Mental Health followed by Musculo-skeletal is the main cause of sickness absence for Fire Control and Green Book.

A further analysis of the main causes of sickness absence in terms of duty days lost and instances for each staff group is detailed within section 5 of this report..

5.0   Fire and Rescue Service Summary: By Staff Group

The following section provides a summary of the sickness absence for the 4 main staff groups within the Fire and Rescue Service.

The summaries provide details on

- Sickness rates for the staff group
- Main causes of sickness absence : duty days lost
- Main causes of sickness absence : Instances of sickness
- Short Term : Long Term Sickness Absence

An equivalent analysis specifically for CFB has also been produced to enable comparisons to be made to ascertain similarities and differences between CFB and the national picture.

Whole-time Summary

General Pattern:

- In 2018/19 38 services provided sickness information on Whole-time staff.

- Whole-time staff represent 56% of the total workforce.

- The number (strength) of Whole-time staff has reduced by 6% (-1,307 people) between 2015/16 and 2017/18. (2018/19 staff totals unavailable at time of publication).

- The forecasted number of duty days lost to sickness has increased from 188,847 to 195,152, a 3% increase between 2016/17 and 2018/19.

- Whole-time sickness absence is anticipated to have cost £43m in 2018/19.

- In terms of duty days lost to sickness absence per Whole-time member of staff increased by 2% (7.89 to 8.06) between 2016/17 and 2017/18 then increased to 8.64 (7%) in 2018/19, a net increase of 0.75 shifts per person (9.5%) between 2016/17 to 2018/19.

- Cheshire FRS reported the lowest sickness absence rates for Whole-time staff during 2018/19 (2.79). Northamptonshire was lowest in 2017/18 (2.60).

Key Causes Duty Days Lost The top 3 causes of duty days lost to sickness absence are:	**Key Causes Sickness Episodes** The top 3 causes of episodes of sickness absence are:	**Short Term vs Long Term Sickness Absence**

Key Causes Duty Days Lost

The top 3 causes of duty days lost to sickness absence are:

Cause	16/17	17/18	18/19
Musculo-Skeletal	40%	39%	37%
Mental Health	19%	20%	21%
Respiratory	9%	9%	8%

Musculo-skeletal is the most prevalent form of sickness absence for Whole-time and is considerably higher than the next cause of sickness absence.

See breakdown below for detailed analysis of Musculo-skeletal sickness absence.

Musculo-skeletal has seen a slight decrease in proportions since 2016/17.

Mental Health has increased year on year between 2016/17 and 2018/19.

Respiratory has seen a slight decrease between 2016/17 and 2018/19.

Key Causes Sickness Episodes

The top 3 causes of episodes of sickness absence are:

Cause	16/17	17/18	18/19
Musculo-Skeletal	29%	27%	27%
Gastro-intestinal	22%	22%	21%
Respiratory	19%	21%	18%

Musculo-Skeletal is the most common cause of sickness absence episodes. This is consistent with the main causes for number of duty days lost to sickness absence.

Gastro-intestinal is second highest proportion of instances of sickness. The proportions year on year have remained constant closely followed by respiratory causes.

Short Term vs Long Term Sickness Absence

Year	Long Term	Short Term
2016/17	58%	42%
2017/18	60%	40%
2018/19	63%	37%

The proportion of long term sickness absence is increasing year on year.

Musculo-skeletal Analysis

Cause	16/17	17/18	18/19
Lower Limb	13%	15%	13%
Back	12%	10%	10%
Upper Limb	6%	5%	5%
Other / Unable to define	4%	4%	5%
Shoulder	3%	3%	3%
Neck	2%	1%	1%
Total	40%	39%	37%

Note: Fire & Rescue Services have differing capabilities/policies on the classification of Musculo-skeletal sickness absence.

Overall there has been a 3% decrease (40% to 37%) in overall staff sickness as a result of Musculo-skeletal issues.

Lower limb and Back injuries account for the majority of Musculo-skeletal sickness absence.

Back injury causes have reduced slightly between 16/17 and 18/19 but Lower Limb injuries have remained relatively constant.

Whole-time Summary – Cleveland Fire Brigade

General Pattern:

- In 2018/19 Whole-time staff (strength) represents 60% of the total workforce. This is higher than the national proportion.

- The number (strength) of Whole-time staff has reduced by 10% (36.8 posts) between 2015/16 and 2017/18. This is higher than the national reduction (6%). Whole-time strength has reduced a further 3% (9 posts) between 2017/18 and 2018/19. (Note 2018/19 National Staffing levels are not published until Autumn 2019).

- The number of duty days lost to sickness has decreased from 2,647 to 2,627, a 0.76% (20) decrease between 2016/17 and 2018/19. The national picture has seen an estimated 3% increase in duty days lost.

- Whole-time sickness absence is anticipated to have cost Cleveland Fire Brigade approximately £579,000 in 2018/19.

- In terms of duty days lost per person, Whole-time staff sickness increased by 8% (7.47 to 8.06), this is a net increase of 0.59 shifts per person between 2016/17 and 2018/19. Nationally the number of days lost per person has also seen an increase of 9.5% (0.75 shifts).

- Whole-time staff has proportionally more short term sickness absence (53%) when compared to the overall workforce (45%).

- The average length of a sickness absence episode for Whole-time staff was 8.9 days during 2018/19 compared to 9.5 days in 2016/17.

- In 2018/19 94 duty shifts were incurred as sickness absence as a result of an Accident at Work.

- In 2018/19, 135 Whole-time Grey Book members of staff achieved zero sickness absence days during the year

Cleveland Fire Brigade Whole-time

Key Causes Duty Days Lost

The Top 3 causes of duty days lost to sickness absence nationally are listed in the table below with CFB figures listed for each year:

Cause	16/17	17/18	18/19
Musculo-Skeletal	43%	38%	49%
Mental Health	23%	26%	22%
Respiratory	6%	16%	5%
Gastro-intestinal	10%	11%	16%

Musculo-Skeletal is the most prevalent form of sickness absence for Whole-time and is considerably higher than the next cause of sickness absence this mirrors the national trend.

Cleveland's third most prevalent reason for sickness differed from the national picture with Gastro- intestinal 2016/17 and 2018/19 and Respiratory during 2017/18.

Key Causes Sickness Episodes

The Top 3 causes of episodes of sickness absence nationally are listed in the table below with CFB figures listed for each year:

Cause	16/17	17/18	18/19
Musculo-Skeletal	33%	30%	33%
Gastro-intestinal	27%	28%	30%
Respiratory	13%	18%	15%

Musculo-Skeletal is the most common cause of sickness absence episodes. This is consistent with the main causes for number of duty days lost to sickness absence.

Gastro-intestinal is second highest for most instances of sick and Respiratory is the third highest all matching the order of causes nationally

Short term vs long term Sickness Absence

Year	Long Term	Short Term
2016/17	44%	56%
2017/18	44%	56%
2018/19	47%	53%

The status of short term vs long term has remained relatively constant over the last three years. There has been a slight increase in the proportion of long term sickness to 47% when compared to 2016/17.

Nationally 63% of sickness is classed as long term sickness in 2018/19, a pattern which has increased slightly since 2016/17.

Musculo-skeletal Analysis – Cleveland Fire Brigade Whole-time

Cause	16/17	17/18	18/19
Lower Limb	19%	17%	28%
Back	9%	13%	8%
Upper Limb	9%	6%	10%
Other / Unable to define	2%	0%	0%
Shoulder	3%	1%	2%
Neck	1%	1%	1%
Total	43%	38%	49%

Overall there has been a **6%** increase (**43%** to 49%) in overall staff sickness as a result of Musculo-skeletal issues. The national picture has seen a 3% reduction from 40% to 37%

Lower limb and Back injuries account for the majority of Musculo-skeletal sickness absence. This is mirrored nationally.

Lower limb injury causes have increased since 16/17 whereas back injuries have decreased, the national trend is showing these type of injuries to have remained constant.

Retained Summary

General Pattern:

- Retained staff represents 24% of the total workforce.

- The number (strength) of Retained staff has reduced by 7% (709 people) between 2015/16 and 2017/18. (2018/19 staff totals unavailable at time of publication).

- The forecasted number of duty days lost to sickness has increased from 91,044 to 114,356, a 26% increase between 2016/17 and 2018/19.

- Retained sickness absence is anticipated to have cost £25.2m in 2018/19.

- In terms of duty days lost per person, Retained staff sickness increased by 14% (8.7 to 9.9) between 2016/17 and 2017/18 then increased to 11.72 (18%) in 2018/19. A Net increase of 3.02 shifts per person (35%) between 2016/17 to 2018/19.

- Of those who have reported sickness absence Tyne and Wear recorded zero occurrences for all three years however their retained average FTE is 6 members of staff. Cheshire FRS reported the lowest sickness absence rates for Retained staff during 2016/17 (3.23), West Yorkshire reported the lowest during 2017/18 (5.95) and 2018/19 (4.15).

- Long term / short term sickness splits varies significantly from the Overall average (72% compared to 65%). This is potentially a recording issue of Retained Personal classifying themselves as unavailable rather than short term sick.

Key causes Duty Days Lost

The Top 3 causes of duty days lost to sickness absence are:

Cause	16/17	17/18	18/19
Musculo-Skeletal	52%	47%	46%
Mental Health	12%	13%	15%
Respiratory	6%	5%	5%

Musculo-skeletal is the most prevalent form of sickness absence for Retained staff.

This follows a similar pattern to Whole-time although the proportion of sickness absence to Musculo-skeletal is significantly higher for retained than for Whole-time.

See breakdown below for detailed analysis of Musculo-skeletal sickness absence

There is a slight reduction in Musculo-skeletal causes with mental health and respiratory causes remaining relatively consistent year on year.

Key Causes Sickness Episodes

The Top 3 causes of episodes of sickness absence are:

Cause	16/17	17/18	18/19
Musculo-Skeletal	33%	29%	30%
Respiratory	17%	17%	13%
Gastro-intestinal	17%	12%	13%

Musculo-Skeletal is the most common cause of sickness absence episodes. This is consistent with the number of duty days lost to sickness absence and the patterns shown in Whole-time sickness absence.

Respiratory is second highest for most instances of sick and has seen a reduction to 2016/17 and 2017/18.

Short term vs long term Sickness Absence

Year	Long Term	Short Term
2016/17	71%	29%
2017/18	70%	30%
2018/19	72%	28%

The status of short term vs long term has remained relatively constant for the 3 years studied.

The ratio of 70:30 is to be expected as Retained staff may be prone to record their absence as not available for duty opposed to being unfit for duty.

Musculo-skeletal Analysis

Cause	16/17	17/18	18/19
Lower Limb	20%	19%	18%
Back	10%	9%	10%
Upper Limb	6%	7%	5%
Other / Unable to define	7%	7%	7%
Shoulder	8%	4%	5%
Neck	2%	1%	1%
Total	52%	47%	46%

Note: Fire & Rescue Services have differing capabilities/policies on the classification of Musculo-skeletal sickness absence.

Overall there has been a 6% reduction (52% to 46%) in overall staff sickness as a result of Musculo-skeletal issues.

Lower limb and Back injuries account for the majority of Musculo-skeletal sickness absence.

There is little variance between years on proportions of sickness absence, However lower limb do appear to be reducing.

Retained and Whole-time staff show a similar pattern between causes and years

Retained Summary – Cleveland Fire Brigade

General Pattern:

- Retained staff represents 17% of the total workforce. This is a smaller proportion than nationally (24%).

- The number (Strength) of Retained staff has increased by 15% (9 posts) between 2015/16 and 2017/18. This figure has increased again between 2017/18 and 2018/19 by 29% (20.8 posts).   This is the opposite to the national picture but is attributed to the fact CFB has changed the profile in relation to their number of retained appliances.

- The number of duty days lost to sickness has increased from 511 to 625, a 22% increase between 2016/17 and 2018/19. Cleveland has seen a similar increase in duty days lost to the estimated national figures.

- Retained sickness absence is anticipated to have cost £138,000 in 2018/19.

- In terms of duty days lost per person, Retained staff sickness decreased by 7% (7.31 to 6.81) between 2016/17 and 2018/19. This is a net decrease of 0.5 shifts per retained member of staff.

- Long term (87%)/ short term (13%) sickness split vary significantly to the overall average (45%:55%). This is potentially a recording issue with Retained Personnel preferring to classify themselves as unavailable rather than short term sick.

- Average length of an episode of sickness is 48.1 days in 2018/19. An increase from 6.1 days in 2016/17.

- In 2018/19 0 duty shifts were incurred as sickness absence as a result of an Accident at Work.

- In 2018/19, 69 Retained members of staff achieved zero sickness absence days during the year.

Cleveland Fire Brigade - Retained

Key causes Duty Days Lost	Key Causes Sickness Episodes	Short term vs long term Sickness Absence

Key causes Duty Days Lost

The top causes of duty days lost to sickness absence are listed in the table below:

Cause	16/17	17/18	18/19
Musculo-Skeletal	80%	15%	6%
Mental Health	1%	28%	0%
Respiratory	2%	0%	8%
Gastro-intestinal	12%	2%	2%
Cancer	0%	39%	26%
Eye Problems	1%	0%	41%

Cancer was the most prevalent form of sickness absence for Retained staff for 17/18. During 18/19 Eye problems were the highest.

This does not follow the same trend nationally as Musculo-Skeletal was the most prevalent followed by Mental Health and Respiratory respectively.

There is a drastic reduction in Musculo-Skeletal causes during financial year 2018/19.

Key Causes Sickness Episodes

The top causes of episodes of sickness absence are listed in the table below:

Cause	16/17	17/18	18/19
Musculo-Skeletal	17%	31%	15%
Respiratory	25%	0%	23%
Gastro-intestinal	26%	15%	15%
Mental	13%	23%	0%

There is no identifiable trend for the most common cause of sickness absence episodes

Mental Health has decreased with zero episodes of sickness during 2018/19.

Short term vs long term Sickness Absence

Year	Long Term	Short Term
2016/17	84%	16%
2017/18	88%	12%
2018/19	87%	13%

The status of short term vs long term has remained relatively constant for the 3 years studied.

The ratio of is different to the national trend. This could be owing to Retained staff being preferring to record their ST absence as not available for duty opposed to being unfit for duty.

Cleveland Fire Brigade – Retained

Musculo-skeletal Analysis

Cause	16/17	17/18	18/19
Lower Limb	67%	9%	5%
Back	0%	0%	1%
Upper Limb	11%	0%	0%
Other / Unable to define	2%	0%	0%
Shoulder	0%	0%	0%
Neck	0%	7%	0%
Total	80%	16%	6%

Overall there has been a 92.5% reduction (80% to 6%) in overall staff sickness as a result of Musculo-skeletal issues.

Lower limb injuries account for the majority of Musculo-skeletal sickness absence.

There is a large variance since 2016/17 and the following 2 years on proportions of sickness absence. Further analysis and investigation into this variance is warranted.

Fire Control Summary

General Pattern:

- Fire Control staff represents 3% of the total workforce.

- The number of Fire Control staff has increased by 0.6% (6 posts) between 2015/16 and 2017/18. (2018/19 staff totals unavailable at time of publication).

- The forecasted number of duty days lost to sickness has increased from 10,024 to 10,407, a 4% increase between 2016/17 and 2018/19.

- Fire Control sickness absence is anticipated to have cost £2.3m in 2018/19.

- In terms of duty days lost per person, Fire Control staff sickness increased by 7% (9.49 to 10.15) between 2016/17 and 2017/18 then decreased to 9.81 (3.3%) in 2018/19. A net increase of 0.32 shifts per person (3.4%) between 2016/17 to 2018/19.

- Of those who have reported sickness absence, Lancashire FRS was the lowest in 2016/17 (1.00), 2017/18 (2.00) and 2018/19 (0.0). For information Lancashire has only one FTE fire control member of staff.

Key Causes Duty Days Lost

The Top 3 causes of duty days lost to sickness absence are:

Cause	16/17	17/18	18/19
Mental Health	28%	28%	29%
Musculo-Skeletal	19%	18%	12%
Respiratory	12%	13%	11%

Mental Health is the most prevalent form of sickness absence for Fire Control staff. This is different to Whole-time and Retained staff.

Mental Health has remained relatively consistent year on year over the 3 year period.

Musculo-skeletal, the second most prevalent cause has seen a reduction over the 3 years

Respiratory is the 3rd most prevalent cause and has seen a slight decrease between 2016/17 to 2018/19.

Key Causes Sickness Episodes

The Top 3 causes of episodes of sickness absence are:

Cause	16/17	17/18	18/19
Respiratory	23%	26%	21%
Gastro-intestinal	18%	19%	18%
Musculo-Skeletal	13%	12%	10%

Respiratory followed by Gastro-intestinal are the most common cause of sickness absence episodes. This is not consistent with the number of duty days lost to sickness absence or the causes in Whole-time and Retained.

Respiratory contains coughs and colds, Gastro-intestinal includes stomach upsets which tend to be short term but more frequent.

21% of sickness absence instances are owing to respiratory illnesses but account for only 11% of duty days lost.

Mental Health and Musculo-Skeletal tend to be longer term sickness absences.

Short Term vs Long Term Sickness Absence

Year	Long Term	Short Term
2016/17	57%	43%
2017/18	60%	40%
2018/19	59%	41%

The status of short term vs long term has remained relatively constant for the 3 years studied.

This is similar to the overall staff average.

Fire Control Summary – Cleveland Fire Brigade

General Pattern:

- In 2018/19 Fire Control staff strength represents 4% of the total workforce. This is similar to the national percentage of total workforce for Control Room staff.

- The number (strength) of Fire Control staff increased by 3% (0.5 posts) between 2015/16 and 2017/18. The strength has decreased between 2017/18 and 2018/19 by 5% (1 post).

- The number of duty days lost to sickness has decreased from 201 to 99 (51%) between 2016/17 and 2017/18. The duty days lost then increased to 213 days in 2018/19 (115%). The net increase between 2016/17 to 2018/19 is 6% (12 days).

- Fire Control sickness absence is anticipated to have cost approximately £47,000 in 2018/19.

- In terms of duty days lost per person, Fire Control staff sickness decreased by 52% (10.05 to 4.83) between 2016/17 and 2017/18 then increased to 10.92 (126%) in 2018/19. A net increase of 0.87 shifts per person (9%) between 2016/17 to 2018/19.

- Average length of an episode of sickness is 10.7 days in 2018/19. An increase from 8.7 days in 2016/17.

- In 2018/19 0 duty shifts were incurred as sickness absence as a result of an Accident at Work.

- In 2018/19, 10 Fire Control members of staff achieved zero sickness absence days during the year.

Cleveland Fire Brigade Fire Control

Key Causes Duty Days Lost

The top causes of duty days lost to sickness absence nationally are listed below with Cleveland's figures for the respective years:

Cause	16/17	17/18	18/19
Mental Health	4%	29%	38%
Musculo-Skeletal	17%	2%	6%
Respiratory	5%	17%	16%
Cancer	42%	0%	0%
Gynaecological	13%	1%	0%
Ear Nose and Throat	0%	21%	0%

Mental Health is the most prevalent form of sickness absence for Fire Control staff during 2017/18 and 18/19. During 2016/17 Cancer was the highest cause of sickness absence within Cleveland. Nationally Mental Health is the most prevalent for all years.

Mental Health has increased from 2016/17 to 2017/18 and then again increased during 2018/19.

Musculo-Skeletal saw a spike during 2016/17, which again is different from the national picture.

Key Causes Sickness Episodes

The top causes of episodes of sickness absence are listed in the box below alongside Cleveland's recorded figures:

Cause	16/17	17/18	18/19
Respiratory	22%	30%	30%
Gastro-intestinal	13%	15%	25%
Mental Health	9%	15%	10%
Migraine/Headaches	26%	2%	5%

Respiratory is the most common cause of sickness absence episodes during 17/18 and 18/19. However, Migraine/Headache was the highest during financial year 2016/17. This is not consistent with the number of duty days lost to sickness absence or the national picture. This could be owing to the small number of staff involved.

Short Term vs Long Term Sickness Absence

Year	Long Term	Short Term
2016/17	41%	59%
2017/18	0%	100%
2018/19	58%	42%

During 2017/18 there was no long term sickness absence recorded within Cleveland's Fire Control staff.

There have been no trends identified in relation to long and short term sickness.

Green Book Summary

General Pattern:

- Green Book Staff represents 17% of the total workforce.

- The number (strength) of Green Book staff has increased by 3.2% (221 people) between 2015/16 and 2017/18. (2018/19 staff totals unavailable at time of publication).

- The forecasted number of duty days lost to sickness has increased from 57,520 to 60,901, a 6% increase between 2016/17 and 2018/19.

- Green Book sickness absence is anticipated to have cost £7m in 2018/19.

- In terms of duty days lost per person, Green Book staff sickness increased by 9% (8.34 to 9.12) between 2016/17 and 2017/18 then decreased to 8.64 (5%) in 2018/19. A net increase of 0.3 shifts per person (3.5%) between 2016/17 to 2018/19.

- Of those who have reported sickness absence, North West Control (3.00) and Cheshire FRS reported the lowest in 2016/17 (3.41). Northamptonshire FRS reported the lowest in 2017/18 (2.73). Lincolnshire reported the lowest in 2018/19 (2.48).

Key Causes Duty Days Lost

The Top 3 causes of duty days lost to sickness absence are:

Cause	16/17	17/18	18/19
Mental Health	26%	29%	27%
Musculo-skeletal	21%	19%	19%
Respiratory	11%	12%	10%

Mental Health is the most prevalent form of sickness absence for Green Book staff with musculo-skeletal the second most prevalent cause.

The proportion of sickness absence due to mental health issues remains relatively consistent over the three years. Musculo-skeletal causes have seen a slight reduction.

Respiratory is the 3rd most common cause which is the same in all staff groups.

Key Causes Sickness Episodes

The Top 3 causes of episodes of sickness absence are:

Cause	16/17	17/18	18/19
Respiratory	25%	28%	23%
Gastro-intestinal	19%	18%	18%
Musculo-skeletal	13%	11%	12%

Respiratory followed by Gastro-intestinal are the most common cause of sickness absence episodes. This is not consistent with the number of duty days lost to sickness absence or the causes in Whole-time and Retained.

Respiratory contains coughs and colds, Gastro-intestinal includes stomach upsets which tend to be short term but more frequent.

23% of sickness absence instances are due to respiratory causes, but account for only 10% of duty days.

Mental Health and Musculo-skeletal tend to be longer term sickness absences.

Short Term vs Long Term Sickness Absence

Year	Long Term	Short Term
2016/17	60%	40%
2017/18	63%	37%
2018/19	63%	37%

The status of short term vs long term has remained relatively constant for the 3 years .

Green Book Summary – Cleveland Fire Brigade

General Pattern:

- Green Book Staff represents 19% of the total workforce. This is slightly higher (2%) than the national proportion.

- The number (strength) of Green Book staff has increased by 3% (2.9 posts) between 2015/16 and 2017/18. Between 2017/18 and 2018/19 the strength decreased by 1% (0.81 posts).

- The number of duty days lost to sickness has decreased from 1,297 to 797, a 39% decrease between 2016/17 and 2017/18. Duty days lost increased to 842 (6%) during 2018/19. This is a net decrease of duty days lost over the 3 years of 35% (455 days).

- Green Book sickness absence is anticipated to have cost £97,500 in 2018/19.

- In terms of duty days lost per person, Green Book staff sickness decreased by 39% (12.49 to 7.62) between 2016/17 and 2017/18 then increased to 8.11 (6%) in 2018/19. A net decrease of 4.38 shifts per person (35%) between 2016/17 to 2018/19.

- Average length of an episode of sickness is 12.2 days in 2018/19. A reduction from 15.4 days in 2016/17.

- In 2018/19 0 duty shifts were incurred as sickness absence as a result of an Accident at Work.

- In 2018/19, 63 Green Book members of staff achieved zero sickness absence days during the year.

Cleveland Fire Brigade Green Book

Key Causes Duty Days Lost

The top 3 causes of duty days lost to sickness absence nationally are listed in the box below with Cleveland's figures for the respective years;

Cause	16/17	17/18	18/19
Mental Health	45%	34%	25%
Musculo-Skeletal	20%	30%	16%
Respiratory	11%	20%	23%

Mental Health is the most prevalent form of sickness absence for Green Book staff during the three years studied.

The proportion of sickness absence due to mental health issues has significantly decreased each year, In 2016/17 it was 45% to 2018/19 it has reduced top 25%.

Musculo-Skeletal causes have also seen a net reduction over the 3 year period.

Respiratory has seen an increase over the 3 years studied.

Key Causes Sickness Episodes

The top 3 causes of episodes of sickness absence are listed in the box below alongside Cleveland's recorded figures:

Cause	16/17	17/18	18/19
Respiratory	25%	36%	28%
Gastro-intestinal	26%	19%	4%
Musculo-skeletal	17%	14%	19%

Respiratory is the most common cause of sickness absence episodes. This is not consistent with the number of duty days lost to sickness absence or the causes in Whole-time and Retained.

A Respiratory cause contains coughs and colds, Gastro-intestinal cause includes stomach upsets which tend to be short-term but more frequent.

Short Term vs Long Term Sickness Absence

Year	Long Term	Short Term
2016/17	77%	23%
2016/17	60%	40%
2017/18	53%	47%

The status of short term vs long term has shifted slightly since 2016/17 to a decrease in long term sickness this does not mirror the national picture which has remained constant for the 3 years studied.

6.0   Comparator Information: Other sectors

In 2016 the ONS published a report on sickness throughout the UK 'Sickness Absence in the Labour Market 2016'. In the absence of complete data for the full labour workforce this information has been extracted and extrapolated from a Labour Force survey conducted by the ONS based on a survey of 40,000 responding UK households (100,000 individuals) and it relates to people aged 16 years and over in employment and is for the whole of the UK.

It provides a snapshot of the national labour force which is approximately 32 million working people.

This analysis report summarises the key details on the main causes of sickness absence, sickness rates between regions and main employment sectors.

Caution must be taken when using this information for comparator purposes as it is based on a different timeframe to the FRS data ONS have collected data (October 2015 to September 2016), level of detail of data collected and the ONS report only represents a very small part of the overall labour force. For example:

- Total FRS Sector Employees   42,437
- Sample Size   100,000
- UK Labour Force   32,000,000

6.1   Reasons for Sickness Absence

The chart below gives an indication of the main causes for sickness absence throughout the United Kingdom labour market.

ONS Causes of Sickness Absence Uk 2017

Pie chart data:
- Minor illnesses: 24.8%
- Musculoskeletal problems: 22.4%
- Other: 15.3%
- Stress, depression, anxiety: 10.9%
- Gastrointestinal problems: 6.5%
- Respiratory conditions: 3.9%
- Eye/ear/nose/mouth/dental problems: 3.6%
- Genito-urinary problems: 3.1%
- Heart, blood pressure, circulation problems: 2.0%
- Headaches and migraines: 2.3%
- Serious mental health problems: 0.6%
- Prefers not to give details: 4.7%

Source: Labour Force Survey - Office for National Statistic

The most common cause of sickness absence reported by the ONS is Minor Illnesses. However this can't be compared to the FRS data as the FRS does not maintain a category for such illness. The actual cause of the minor illness such as Gastro-intestinal / Respiratory is recorded within the Fire and Rescue Service and deemed to be short term sickness absence.

'Musculo-skeletal problems' (22.4%) include back pain, neck and upper limb problems and other musculoskeletal problems. This is significantly lower than the level reported within the Fire and Rescue Service.

'Respiratory conditions' include asthma, Chronic Obstructive Pulmonary Disease [OPD], bronchitis and pneumonia. Colds and coughs are included within the minor illnesses category.

'Genito-urinary problems' include urine infections, menstrual problems and pregnancy problems.

'Other' includes the total number of days lost to diabetes as well as days lost to accidents, poisonings, infectious diseases, skin disorders and anything else not covered. (Diabetes is only included in the 2011 – 2016 data as this wasn't an option prior to 2011)

Note this chart is not directly comparable with the Fire Service National Occupational Health data that is collected as the causes between the fire services data and the ONS data are subtly different. The Fire service analyse their sickness absence in more detail than the ONS and thus have more sickness categories reported.

6.2   Sickness Absence: Regional Analysis

The ONS report provides an analysis of the level of sickness absence by geographical region. Wales, Scotland and Northern Ireland report the highest level sickness absence with the North East being the highest level of sickness absence within England. London suffers from the lowest level of sickness.

The variances between regions can be best illustrated in the following chart:

Percentage of Sickness Absence by Region

Region	Value
Northern Ireland	2.3
Scotland	2.5
Wales	2.6
South West	2.1
South East	1.5
London	1.4
East of England	1.6
West Midlands	1.8
East Midlands	1.8
Yorkshire & Humber	2.1
North West	2.1
North East	2.3
UK	1.9
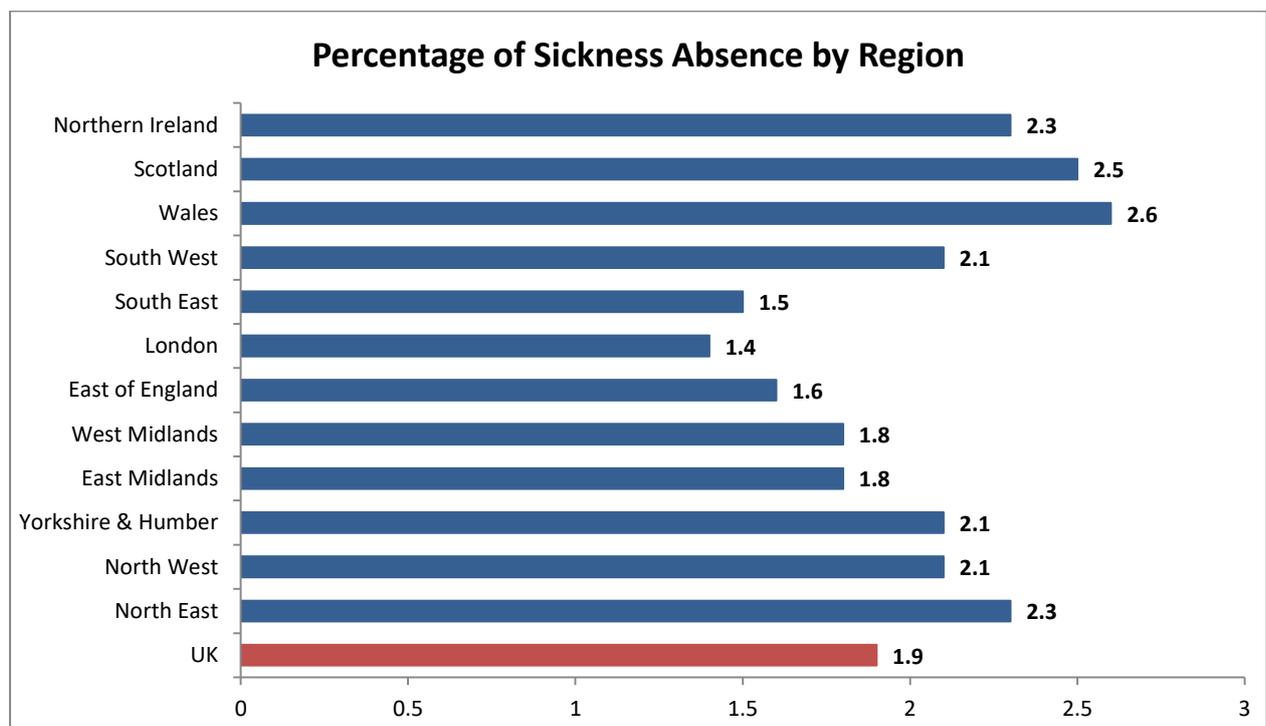
Source: Labour Force Survey – Office for National statistics

The average rate for the United Kingdom is 1.9%. Northern Ireland (2.3%), Scotland (2.5%) and Wales (2.6%) all have higher rates of sickness absence than the highest rate in England (North East).

The lowest rate of sickness absence in the UK is London (1.4%) followed by the South East (1.5%).

6.3   Sickness Absence by Sector

The ONS report provides details of the rates of sickness within the different employment sectors, as demonstrated in the following chart:

Percentage Sickness Absence by Employment Sector

Sector	Rate
Central Government	2.40%
Local Government	2.70%
Health authority or NHS trust	3.50%
Private sector	1.70%
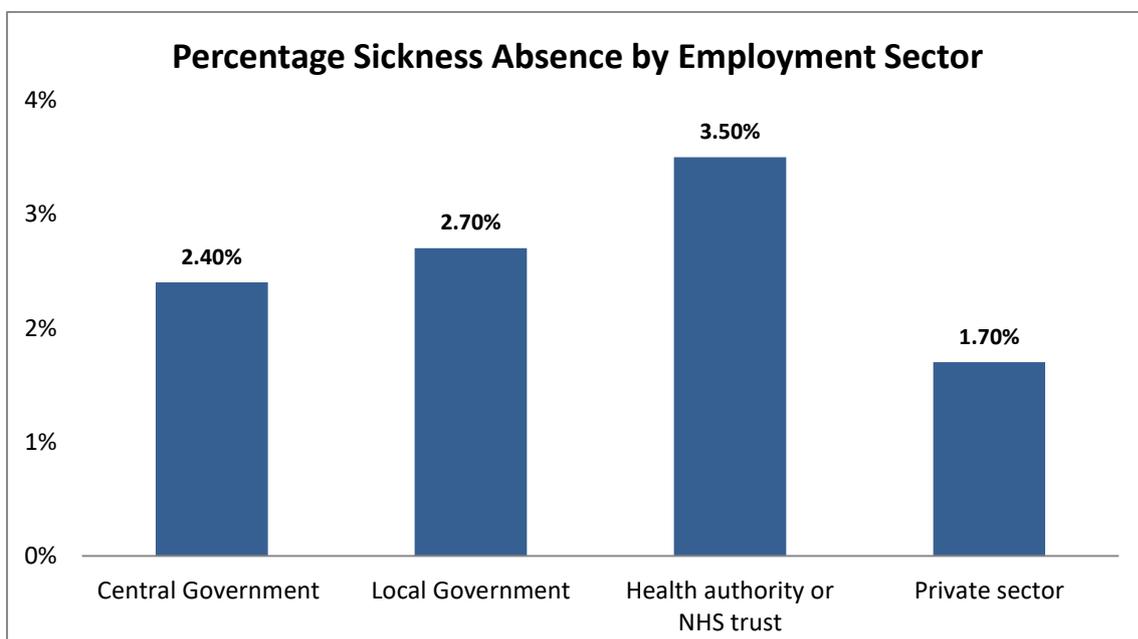
Source: Labour Force Survey – Office for National statistics

The Health sector is currently experiencing the highest rate of sickness absence across all sectors with Local Government second highest. The Fire and Rescue service is included within the Local Government sector which will also include a wide variety of professions ranging from Social Workers to Teachers to Library Assistants, all of which have their unique pressures that will have an impact on the level of sickness absence.

The Private Sector has the lowest level of sickness absence compared to all sectors.

6.4   Police Sector

There is information published by the Home Office on the Police Sector as part of the 'Police Workforce, England and Wales, 31 March 2017' reports that contain some information regarding sickness levels within the sector on numbers of individuals on Short / Medium/ Long Term sick at 31st March each year and numbers of individuals on Recuperative and Restrictive Duties, as shown in the following table;

	No as at 31/3/2107	No Short term Sick as at 31/3/2017	No Long Term Sick as at 31/3/2017	Recuperative / Restricted Duties
Police Officers (inc PCSOs)	150318	2443	2528	8632
Police Staff	65012	1344	1065	

No information on sickness absence rates or causational factors, either nationally or for each force is published as part of this Open Dataset.

Thus the information that is publically published as part of their 'Open Datasets' does not enable comparator information with the Fire Sector to be produced.

7.0   Conclusion

This document provides a high level analysis of the current levels and direction of travel of sickness absence within the Fire Sector over the last 3 years. It has highlighted the main causational factors for sickness absence by employee groups.

The analysis will provide information to assist the Occupational Health Committee to identify its priorities and the future work of the group on sickness absence in the coming years.

8.0 GLOSSARY OF TERMS

Sickness Episode: Each separate time an employee has been absent from work.

Duty Day: Those days when an employee should be on duty for example green book staff generally work a Monday – Friday week and therefore Saturday and Sunday would not be counted as duty days as they should not be at work during that time.

Short term sickness: Any sickness episode 28 duty days or less.

Long term sickness: Any sickness episode lasting longer than 28 duty days.

Grey Book: operational staff contracted under NJC Grey Book Conditions of Service.

Green Book: corporate / support staff contracted under NJC Green Book Conditions of Service.

Control: members of staff employed in Emergency Control Rooms and deal with calls relating to operational incidents etc.

Retained: members of staff who are employed to respond to incidents on a part time basis.

Whole-time: operational staff working full-time contracts that comprise of a regular rotating pattern of day shifts, night shifts or day duty.

Appendix 1: Fire & Rescue Services providing National Data

Financial Year 2016/17	Financial Year 2017/18	Financial Year 2018/19
Avon FRS	Avon FRS	Avon FRS
Bedfordshire	Bedfordshire	Bedfordshire
Buckinghamshire FRS	Buckinghamshire FRS	Buckinghamshire FRS
Cambridgeshire	Cambridgeshire	Cambridgeshire
Cheshire FRS	Cheshire FRS	Cheshire FRS
Cleveland Fire Brigade	Cleveland Fire Brigade	Cleveland Fire Brigade
Cornwall FRS	Cornwall FRS	Cornwall FRS
Cumbria FRS	Cumbria FRS	Cumbria FRS
Derbyshire FRS	Derbyshire FRS	Derbyshire FRS
Devon & Somerset FRS	Devon & Somerset FRS	Devon & Somerset FRS
		Dorset FRS
Dorset & Wiltshire FRS	Dorset & Wiltshire FRS	Dorset & Wiltshire
Durham FRS	Durham FRS	Durham FRS
East Sussex FRS	East Sussex FRS	East Sussex FRS
Essex FRS	Essex FRS	Essex FRS
Gloucestershire FRS	Gloucestershire FRS	Gloucestershire FRS
Hampshire FRS	Hampshire FRS	Hampshire FRS
Hereford & Worcester FRS	Hereford & Worcester FRS	Hereford & Worcester FRS
Hertfordshire FRS	Hertfordshire FRS	Hertfordshire FRS
Humberside FRS	Humberside FRS	Humberside FRS
Isle of Wight	Isle of Wight	Isle of Wight
Isles of Scilly	Isles of Scilly	Isles of Scilly
Kent	Kent	Kent
Lancashire FRS	Lancashire FRS	Lancashire FRS
Leicestershire FRS	Leicestershire FRS	Leicestershire FRS
Lincolnshire FRS	Lincolnshire FRS	Lincolnshire FRS
London Fire Brigade	London Fire Brigade	London Fire Brigade
Manchester FRS	Manchester FRS	Manchester FRS

Merseyside FRS	Merseyside FRS	Merseyside FRS
Norfolk FRS	Norfolk FRS	Norfolk FRS
North West Control	North West Control	North West Fire Control
North Yorkshire	North Yorkshire	North Yorkshire
Northamptonshire FRS	Northamptonshire FRS	Northamptonshire FRS
Northern Ireland FRS	Northern Ireland FRS	Northern Ireland FRS
Northumberland FRS	Northumberland FRS	Northumberland FRS
Nottinghamshire FRS	Nottinghamshire FRS	Nottinghamshire FRS
Oxfordshire FRS	Oxfordshire FRS	Oxfordshire FRS
Royal Berkshire FRS	Royal Berkshire FRS	Royal Berkshire FRS
Shropshire FRS	Shropshire FRS	Shropshire FRS
South Yorkshire FRS	South Yorkshire FRS	South Yorkshire FRS
Staffordshire FRS	Staffordshire FRS	Staffordshire FRS
Suffolk FRS	Suffolk FRS	Suffolk FRS
Surrey FRS	Surrey FRS	Surrey FRS
Tyne & Wear FRS	Tyne & Wear FRS	Tyne & Wear FRS
Warwickshire FRS	Warwickshire FRS	Warwickshire FRS
West Midlands FRS	West Midlands FRS	West Midlands FRS
West Sussex	West Sussex	West Sussex
West Yorkshire FRS	West Yorkshire FRS	West Yorkshire FRS
		Wiltshire

	Data not received
	Did/Does Not Exist

Appendix 2: CFB Employee Health and Wellbeing Strategy: Improvement Plan 2016/17 – 2018/19

Sickness Absence Management								
Ref No	**Priority**	**Strategy Link**	**Improvement Action**	**Critical Success Factors/Outcomes**	**Resources Required (human, finance, IT)**	**Lead Officer**	**Start Date**	**End Date**
EHWB 1	High	**Goal** Organisational Excellence **Key Driver** Local Initiative **Key Strategy** Employee Health and Wellbeing	**Case Management** Scheduling fortnightly case management meetings with managers to provide appropriate professional Human Resource' support so managers can efficiently manage employee sickness absence, occupational health referrals and facilitate effective return to work plans.	• reduced sickness absence • improved fitness levels • improved use of occupational health and HR resources • establishment of Case Conference Records	• indirect costs – staff time • indirect savings re sickness absence	Nicola Moore	01/07/16	**30/09/16**
EHWB 2			**Training** Develop interactive and educational sickness absence management training programme for all line managers targeting specific knowledge areas requiring development.	• training needs addressed • reduced sickness absence • improved fitness levels • improved use of occupational health and HR resources	• indirect costs – staff time • direct costs associated with training £5940 in L&D budget	Nicola Moore Chris Chisholm	01/09/16	**31/03/17**
EHWB 3			**Existing Personnel System Improvements** Review the current process for notifying and administering sickness absence with the objective of transforming the procedure through the introduction of both electronic self-service functionality and pre populated data/loading into personnel system.	• reduced volume of administration • improved quality of sickness data	• Indirect costs – staff time indirect costs – staff time	Nicola Moore	01/07/16	**31/12/16**
EHWB 4			**Sickness Absence Analysis** Produce a Sickness Absence Analysis report for the Brigade's Executive Leadership Team that identifies sickness absence levels and trends over the last five years.	• reduced sickness absence • improved fitness levels	• Indirect costs – staff time indirect costs – staff time	Tim Graham	01/07/16 01/07/17 01/07/18 01/07/19	**30/09/16 30/09/17 30/09/18 30/09/19**
EHWB 5			**Learning and Development Procedure Note 8** Review Learning and Development procedure note 8 on reinstatement to operational duties firefighter to watch manager March 2008.	• Improved sickness absence management	• Indirect costs – staff time indirect costs – staff time	Chris Chisolm Nicola Moore	01/09/16	**31/12/16**

Mental Wellbeing

Ref No	Priority	Strategy Link	Improvement Action	Critical Success Factors/Outcomes	Resources Required (human, finance, IT)	Lead Officer	Start Date	End Date
EHWB 6	High	**Goal** Organisational Excellence	**Mental Wellbeing Policy and Procedure** Review the Mental Wellbeing policy and procedure ensuring current research studies and good practice are reflected.	• reduced sickness absence • improved fitness levels • improved use of occupational health and HR resources	Indirect costs – staff time	Nicola Moore	01/05/16	**30/06/16**
EHWB 7		**Key Driver** Local Initiative **Key Strategy** Employee Health and Wellbeing	**Mental Wellbeing Employee Support** Review TRIMS support provided to employees following attendance at traumatic incidents. Operational managers and firefighters should be consulted to understand both their experience of TRIMS and their requirements of any new potential system. Review the services which would be provided by an Employee Assistant Programme (EAP) and consider whether this system could be implemented in isolation or delivered as part of a combined approach alongside TRIMS.	• improved TRIMS support • implemented EAP • reduced sickness absence	Indirect costs – staff time TRIMS training £3,300 funded out of HR budget EAP £21k funded as part of current Occupational Health contract	Nicola Moore	01/05/16	**31/12/16**
EHWB 8			**Mental Wellbeing Awareness Training** Work in partnership with the Blue Light programme to deliver mental health awareness training sessions for all managers. Consult with operational managers to adapt the delivery of the course to ensure attendance by all front line employees around their shift structure.	• reduced sickness absence • improved fitness levels • improved use of occupational health and HR resources	Indirect costs – staff time	Nicol Moore	01/05/16	**30/06/16**
EHWB 9			**Health and Safety Procedure Note No 29** Review Health and Safety procedure note 9 on occupational stress management approved 2005	• improved sickness absence management	• Indirect costs – staff time indirect costs – staff time	Mick Picknett	01/09/16	**31/12/16**

Health and Fitness

Ref No	Priority	Strategy Link	Improvement Action	Critical Success Factors/Outcomes	Resources Required (human, finance, IT)	Lead Officer	Start Date	End Date
EHWB 10	High	**Goal** Organisational Excellence **Key Driver** Local Initiative **Key Strategy** Employee Health and Wellbeing	**Health and Fitness Policy and Procedure** Introduce an approved Health and Fitness Policy and Procedure that sets out the health and fitness arrangements within Cleveland Fire Brigade, specifically: • health and fitness standards for operational personnel • the testing, monitoring and recording arrangements associated with those standards • the support arrangements to enable staff to meet those standards	• reduced sickness absence • improved fitness levels • improved use of occupational health and HR resources	Indirect costs – staff time	Nicola Moore	01/04/16	**31/05/16**
EHWB 11			**Health and Fitness Representatives** Introduce station health and fitness representatives that are either qualified to Level 2 Certificate in Fitness and Health for Emergency Services; are a Level 2 Gym Instructor or are have successfully achieved the Level 3 personal training apprenticeships status as provided by the Fire Brigade's Union. The names should be maintained on a central register by the Health and Fitness Co-ordinator and details should be provided within an annual performance report on fitness to the Executive Leadership Team.	• reduced sickness absence • improved fitness levels • improved use of occupational health and HR resources • compliance with NFD	Indirect costs – staff time FBU apprenticeship FOC – staff time provided by Employer Level 2 Certificates allocated from existing budgets	Nicola Moore	01/06/16	**30/09/16**
EHWB 12			**Central Register of Health and Fitness Equipment** Maintain a central register of Health and Fitness equipment within Cleveland Fire Brigade and ensure that all such equipment is tested and is safe to be used by Brigade personnel. A schedule of renewal, repair and maintenance should be introduced to ensure the equipment remains safe for use in the future. The status of the register should be provided within an annual performance report on fitness to the Executive Leadership Team.	• fit for purpose and safe fitness equipment	Indirect costs – staff time	Mick Picknett Nicola Moore	01/04/16	**30/09/16**
EHWB 13			**Programme of Fitness regimes for All Staff** Develop and communicate a programme of fitness regimes for all categories of staff at all levels of fitness to support health and fitness across the Brigade's workforce.	• reduced sickness absence • improved fitness levels • compliance with NFD	Indirect costs – staff time	Nicola Moore	01/09/16	**31/10/16**

| EHWB 14 | | | **Performance Measures for Staff Fitness Levels** Develop performance measures relating to health and fitness to give the Executive Leadership Team a high level picture of the health and fitness of its workforce. This should include an annual performance report to the Executive Leadership Team on fitness levels; health and fitness co-ordinators and a status on the Brigade's health and fitness equipment | • fir for purpose and safe fitness arrangements • compliance assessment with NFD by ELT • ELT assessment of health of its workforce | Indirect costs – staff time | Tim Graham Nicola Moore Measures Agreed Report Report | 01/12/16 01/07/17 01/07/18 | **28/02/17** **30/09/17** **30/09/18** |

Welfare								
Ref No	**Priority**	**Strategy Link**	**Improvement Action**	**Critical Success Factors/Outcomes**	**Resources Required (human, finance, IT)**	**Lead Officer**	**Start Date**	**End Date**
EHWB 15	Medium	**Goal** Organisational Excellence **Key Driver** Local Initiative **Key Strategy** Employee Health and Wellbeing	**Review Welfare Arrangements** Undertake a comprehensive review of the welfare arrangements (in the context of employee health and wellbeing) in place within Cleveland Fire Authority. The review should be based on undertaking a gap analysis against statutory and legal frameworks; good practice and research, particularly the Government's campaign on work/life balance www.dti.gov.uk/work-lifebalance/ which carries basic information and the published discussion documents, plus a list of companies supporting the Work-Life initiative.	• a detailed gap analysis report • A report to the Executive Leadership Team outlining any identified recommendations for improvement.	Indirect costs – staff time Savings or additional financial, people, ICT resources to be identified as a project outcome	Nicola Moore	01/04/16	**30/06/16**

Occupational Health

Ref No	Priority	Strategy Link	Improvement Action	Critical Success Factors/Outcomes	Resources Required (human, finance, IT)	Lead Officer	Start Date	End Date
EHWB 16	High	**Goal** Organisational Excellence **Key Driver** Local Initiative **Key Strategy** Employee Health and Wellbeing	**Review Meetings with PAM** Implement quarterly review meetings with PAM to compare performance against contract.	• value for money service • better understanding of service requirements • ensure compliance with Pledges 3 and 4	Indirect costs – staff time	Nicola Moore Karen Winter	01/07/16	**30/09/16**
EHWB 17			**Review Occupational Health Services** Undertake a value for money review on the Brigade's occupational health services. .	• value for money service • better understanding of service requirements • ensure compliance with Pledges 3 and 4	Indirect costs – staff time Savings or additional financial, people, ICT resources to be identified as a project outcome. The current contract costs are built into the Brigade's budgets	Karen Winter	01/09/17	**31/03/18**
EHWB 18			**Further Promote the Brigade's Occupational Health Services** Following move to new Hub facility, undertake a promotion campaign of the Brigade's occupational health services.	• value for money service • better understanding of service provision • better access to occupational health services	Indirect costs – staff time	Nicola Moore Diane Snelling	01/0816	**30/09/16**
EHWB 19			Develop a Health and Wellbeing Annual Programme that takes account of/ runs in conjunction with any Partner programmes and/or national initiatives. Examples of workplace wellbeing initiatives for consideration include: • health insurance for employees • sponsored walks, bike rides, swims etc. • free membership to local gyms • promote healthy eating; smoking cessation; • run fitness challenges • corporate messaging • 'Firewire' articles/quizzes etc.	• an annual Health and Wellbeing Programme • improved staff morale	Indirect costs – staff time Savings or additional financial, people, ICT resources to be identified as a project outcome	Nicola Moore Diane Snelling	01/10/16	**31/03/17**

REVIEW OF THE CORPORATE RISK REGISTER

REPORT OF THE DIRECTOR OF CORPORATE SERVICES

For
Information

1. **PURPOSE OF REPORT**

1.1 To review the Cleveland Fire Authority's Corporate Risk Register as attached at **Appendix 1.**

2. **RECOMMENDATION**

2.1 That Members note Cleveland Fire Authority's Corporate Risk Register, as attached at Appendix 1.

3. **BACKGROUND**

3.1 Cleveland Fire Authority has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness, thereby implementing the principles and responsibilities of effective corporate governance arrangements.

3.2 In discharging these responsibilities, the Authority is responsible for ensuring that there is a sound system of internal control including robust arrangements for the identification, assessment and management of risk.

3.3 The system of internal control is designed to manage risk efficiently, effectively and economically to an acceptable and reasonable level and thus contribute in the achievement of the Authorities vision. The risk management process is designed to identify, assess and evaluate the risks and allow actions to be implemented that will reduce the likelihood of the risk occurring or if the risk does occur to minimise its impact.

3.4 The Authority has approved a risk management framework consisting of a policy, a detailed procedure, a risk management toolkit, a suite of risk registers and a detailed Community Risk Profile underpinned by a suite of risk assessments.

This framework was approved by Members in 2018 and then communicated to all managers and staff.

3.5 The Corporate Risk Register (CRR) is the tool used to identify the strategic threats and risks to the achievement of the Authority's vision. It evaluates the risk and summarises the control measures identified to reduce these risks. The CRR therefore informs the strategic and financial planning processes of the Brigade.

3.6 The Authority's current Corporate Risk Register is maintained dynamically, however on a regular basis there is a full review of the register which further strengthens the Authority's governance arrangements.

4.   CORPORATE RISK REGISTER

4.1 The approved Corporate Risk Register is regularly reviewed to ensure it reflects the current situation regarding existing and potential risks the Brigade could face.

4.2 On 17th July 2019 a full review of the Corporate Risk Register was undertaken by the Active Risk Team, a forum that is made up of the Brigade's Heads of Service followed by a review of the CRR and the wider environment by the Executive Leadership Team on 8th August 2019. As part of this review information from the Cleveland Local Resilience Forum and the newly published National Risk Assessment has been taken into consideration.

4.3 The outcome of the review has resulted in the following changes to the Corporate Risk Register.

4.4 In summary the changes to the Corporate Risk Register are;

- New and Emerging Risks: None

- Changes to existing Risks: None

- Risks to be Deleted from CRR: None

- Risk Mitigating Actions: A number of new actions to mitigate the likelihood and / or impact of the identified risks have been identified.

4.5 These changes have been incorporated into the body of the Corporate Risk Register attached as **Appendix 1**.

4.6 The Director of Corporate Services will ensure that the Corporate Risk Register is monitored through the approved risk management arrangements. Specifically this involves submitting it for information to the Audit and Governance Committee on a regular basis and that the Committee will report to the Authority any matters it deems to be of a significant nature.

IAN HAYTON   **KAREN WINTER**
CHIEF FIRE OFFICER   **DIRECTOR OF CORPORATE SERVICES**

CORPORATE RISK REGISTER

July 2019

Purpose

The following document is the Corporate Risk Register for Cleveland Fire Authority. This details the strategic risks facing the Authority in achieving its vision and strategic goals.

In order to identify the all of the strategic risks facing Cleveland Fire Authority the contents of this document should be considered alongside the Cleveland Community Risk Register that is produces and maintained by the Local Resilience Forum in conjunction with partners agencies within the Cleveland Area and the National Risk Register.

The Corporate Risk Register details contains the risks and associated mitigating actions specific to Cleveland Fire Authority.

For further details contact:
Cleveland Fire Brigade
Risk and Performance Division
Endeavour House
Training & Administration Hub
Queens Meadow Business Park
Hartlepool, TS25 5TH
Email tgraham@Clevelandfire.gov.uk

Business Objectives		Corporate Risk Register				Completed By:	Head of Risk and Performance				
						Date :	July 2019				
		Assessment of Risk				Assessment of Risk					
Risk No.	Risk	Impact	Likelihood	Lead	Risk Control Measures	Impact	Likelihood			Impact	Likelihood
		Original Risk				Current Risk				Residual Risk	
Political	Associated with the failure to deliver either local or central government policy										
2019/20 CR-PO1	Fire and Rescue Reform Program : Efficiency and Collaboration: Failure to address the Government's efficiency and collaboration reform agenda may result in lost opportunities to deliver the most efficient, effective and sustainable services.	3 9 High	3	CFO	• ESMCP: Collaboration with NEFRS (UOR 9) • Fleet Workshops : Collaboration with Police • Fleet Workshops : Collaboration with NEAS • Integrated Community Safety Teams with Police • UOR1: Review Operational Whole-time Duty System • UOR2: Review Flexi-Duty System • UOR3: Implement control room proposal • UOR4: Incident Command Unit Operational Arrangements • UOR7: Multi-Agency Incident Command Support • UOR8: Review the outcomes of the national and local emergency medical responder project evaluations and determine the future of the scheme in Teesside • UOR11: Conduct a review of the recruitment, pay and contracts; and availability of retained duty system firefighters • UOR 14: Explore Collaborative Opportunities for Enabling Services with Cleveland Police • UOR20: Investigate the benefits and implications of 24 hour working within the Brigade • UOR 24: Review of Pension Administration and Pension payroll Services • UOR 26: Review of Occupational Health Services • UOR 27:Review of Financial Services	2 6 Medium	3			2 2 Low	1

		3	3			3	3	2	1
2019/20 CR-PO2	Fire and Rescue Reform Program : Accountability and Transparency: Failure to address the Government's accountability and transparency reform programme may result in lost opportunities to deliver the most efficient, effective and sustainable services and reputational damage.	**9** **High**		CFO	• Performance framework including professional standards • Community engagement • Integrate Assurance and Performance Frameworks • Review content of External website • SSC1: Aspire to the guiding principle that 'everyone should have equal entitlement to the same attendance targets for fire engines, irrespective of whether they live in a geographic area in which there is a higher likelihood or a lower likelihood of a fire occurring' and implement the outcomes of the review of the emergency response standards • SSC2: Introduce an optimum emergency response resource of 18 fire appliances • SSC3: Introduce a 'strategic reserve' to sustain the optimum operational configuration of 18 fire appliances • SSC4: Consider the implications of the outcomes from Grenfell public enquiry • SSC5: Develop and Implement our Community Engagement Strategy	**9** **High**		**2** **Low**	

2019/20 CR-PO3	Fire and Rescue Reform Program : Workforce Reform: Failure to address the Government's workforce reform programme may result in lost opportunities to deliver the most efficient, effective and sustainable services and reputational damage.	3	3	CFO	• PIW1: Leadership and Management • PIW2: Implement the Authority's Equality, Diversity and Inclusion (EDI) Strategy • PIW3: Workforce Planning • PIW4: Inclusive Culture • UOR1: Review Operational Whole-time Duty System • UOR2: Review Flexi-Duty System • UOR3: Implement control room proposal • UOR4: Incident Command Unit Operational Arrangements • UOR7: Multi-Agency Incident Command Support • UOR11: Conduct a review of the recruitment, pay and contracts; and availability of retained duty system firefighters • UOR 14: Explore Collaborative Opportunities for Enabling Services with Cleveland Police • UOR20: Investigate the benefits and implications of 24 hour working within the Brigade	3	3	2	1
		9 **High**				**9** **High**		**2** **Low**	

		4	3			4	2		4	1
2019/20 CR-PO4	Reputational Damage: Outcomes and publicity from current and recent high profile official inquiries and reviews involving the fire sector may impact on the reputation and public confidence of Cleveland Fire Brigade thus preventing the Brigade in discharging its duties efficiently and effectively.	**12** **High**		CFO	• Impact review 'Independent Review of Conditions of Service for Fire and Rescue Staff in England' by Adrian Thomas • Impact review 'Building a Safer Future – Independent Review of Building Regulations and Fire Safety' – Dame Judith Hackitt DBE FREng • Impact review 'The Kerslake Report: An Independent Review into the Preparedness for, and Emergency Response to, the Manchester Arena attack on 22nd May 2017' • Impact review 'Statutory Inspection of Avon Fire and Rescue Authority' • Review and monitor impact of HMICFRS Tranche1 inspection outcome reports. • Review and monitor impact of HMICFRS Public Perception report. • SSC4: Consider the implications of the outcomes from Grenfell public enquiry • SSC6: Assess the Impact of the Potential Introduction of the 'Broadening Role' to the Fire and Rescue Sector • Analyse common themes from HMICFRS Tranche 2 inspection outcome reports. • Analysis Inspection outcome report for Cleveland Fire Brigade when published	**8** **Medium**			**4** **Low**	
2019/20 CR-PO5	Brexit: The outcomes of the Governments negotiations with the EU in relation to Brexit may result in an adverse impact on the Brigade to deliver its duties effectively.	3	3	CFO	• Review Government Briefing papers for a No Deal Brexit and complete high level impact assessments. • Liaison with Local Resilience Forum, Local Authorities and NFCC on potential impacts • Maintain Brexit Impact Analysis and associated action plan for the Brigade • Membership of Cleveland Local Resilience Forum Brexit Sub Group	3	3		1	3
		9 **High**				**9** **High**			**3** **Low**	

Economic	Affecting the ability of the organisation to meet its financial commitments including internal budgetary pressures and provision of adequate insurance cover									
2019/20 CR-E01	Capital Assets: Failure to implement the Authority's asset management plan will result in a poor condition of assets and associated significant additional costs in relation to backlog and future repairs and maintenance, adding to the Brigade's existing financial pressures.	3	4	DTS	• ER3(iii) Build a New Fire Station at Thornaby • ER3(iv) Build a New Fire Station at Grangetown • ER3(v) Refurbish Stranton Fire Station • Complete Queen's Meadow Complex (UOR18a) • Refurbish Stockton Fire Station (UOR18b) • Refurbish Guisborough Fire Station (UOR18c) • Refurbish Loftus Fire Station (UOR18d) • Review and refresh Asset Management Plan	3	2	2	2
		12 High				6 Medium		4 Low	
2019/20 CR-E02	Financial Pressures: Year on year significant reductions in Government grant, capping on council tax increases, the introduction of new business rate retention scheme, higher than expected pay increases and unforeseen expenditure increases may negatively impact the sustainability of future services.	4	4	DCS	• Prepare for the implementation of the outcomes of the Control Room review (UOR3) • Implement alternative staffing model for the Incident command Unit (UOR4) • Prepare for the implementation of 4 riders per appliance to all fire appliances (UOR5) • Implement incident command and principal officer cover (UOR6) • UOR1: Review Operational Whole-time Duty System • UOR2: Review Flexi-Duty System • UOR3: Implement Control Room proposal • UOR4: Incident Command Unit Operational Arrangements • UOR 10: In light of Forecasted Medium Term Financial Strategy Undertake an Interim Review of CIRMP • UOR 14: Explore Collaborative Opportunities for Enabling Services with Cleveland Police • UOR19: Revenue Budget 2019/20 • UOR21: Continue to develop our trading company to generate commercial revenues	3	4	3	3
		16 High				12 High		9 High	

Social	Relating to the effects of changes in demographic, residential or socio-economic trends on the organisation's ability to deliver its objectives										
2019/20 CR-S01	Vulnerability: Increases in the levels of vulnerabilities within our communities may result in increased service demand.	4	3	AMP	• Produce annual Community Risk profile • Develop Information sharing protocols for sharing VP Information • Review and update Safeguarding procedures (SSC15) • SSC5: Develop and Implement our Community Engagement Strategy • PIW2: Implement the Authority's Equality, Diversity and Inclusion (EDI) Strategy • SSC10 Implement Community Safety Strategy	3	2		2	2
		12 High				**6 Medium**			**4 Low**	
2019/20 CR-S02	Community Engagement: Better understanding of community requirements may result in improved service provision.	3	3	AMP	• Develop and Implement Community engagement strategy (SSC5) • Conduct stakeholder consultation on CIRMP 2018-22 • Analyse outcomes and findings from HMICFRS Public Perception Report • PIW2: Implement the Authority's Equality, Diversity and Inclusion (EDI) Strategy	3	3		2	1
		9 High				**9 High**			**2 Low**	

Technological	Associated with the capacity of the organisation to deal with the pace and scale of technological change, or its ability to address changing demands. Also includes the consequences of internal technological failures										
2019/20 CR-T01	Emergency Services Mobile Communication Program (ESMCP): Failure to meet the ESMCP national project milestones may result in delays to the Brigade's switch over to the new ESN communication facility	4	4	DTS	• Emergency Services Mobile Communications Programme Strategy • Preparation and implementation of clear local plans that are appropriately resourced. • Engagement with ESMCP Regional Implementation Managers. • ESMCP: Collaboration with North East Fire and Rescue Services (UOR 9)	3	3		2	1
		16 High				**9 High**			**2 Low**	

Legislative	Associated with current or potential changes in national or European Law									

| | | | 4 | 3 | | • ESMCP: Collaboration with NEFRS
• Community Safety Services: Collaboration with Cleveland Police
• Tackling Vulnerability/Building Resilience: Collaboration with NHS
• Fleet Workshops : Collaboration with Police
• Procurement of ICT System using police framework
• PCC Information Sharing
• Integrated Community Safety Teams with Police
• UOR4: Incident Command Unit Operational Arrangements
• UOR7: Multi-Agency Incident Command Support
• UOR 14: Explore Collaborative Opportunities for Enabling Services with Cleveland Police | 4 | 2 | 2 | 1 |
| 2019/20
CR-L01 | The Policing and Crime Act:

Failure to address the statutory requirements of the Policing and Crime Act may result in lost opportunities to deliver the most efficient, effective and sustainable services. | | 12
High | | CFO | | 8
Medium | | 2
Low | |

Environmental	Relating to the environmental consequences of progressing the organisation's strategic objectives, e.g. Pollution and emissions									

Competitive	Affecting the competitiveness of the service, in terms of cost and quality, including its ability to deliver best value									

Customer	Associated with failure to meet the current and changing needs and expectations of the community									

	New and Emerging Risks									

	Redundant and Deleted Risks									
2019/20 CR-E03	Pension Fund Shortfall: A pension fund shortfall arising from the public sector pension actuarial review may lead to an unfunded increase in employer contributions which may negatively impact the sustainability of future services				Risk Integrated into Risk E02 Financial Pressures					
2019/20 CR-T02	Cyber Security: Cyber-attacks on the Brigades IT infrastructure and network may prevent the Brigade discharging its duties effectively				Risk Deleted					
2019/20 CR-L02	General Data Protection Regulations: Failure to comply with GDPR legislation may lead to severe financial penalties				Risk Deleted					

Definitions

Original Risk: Original assessed level of risk when item was identified and included within the risk register

Current Risk: Risk level at time of review taking into account the number and extent that the risk control measures have been implemented

Target Risk: Anticipated risk level   when all identified risk control measures have been implemented successfully

Key

Grey Text: Actions that have been completed and implemented successfully

Black Text: Actions that are in process of implementation or still to be implemented

INTERNAL AUDIT PROGRESS REPORT

REPORT OF THE CHIEF FIRE OFFICER

| For Information |

1. PURPOSE OF REPORT

1.1 To apprise Members of the outstanding actions on the 2018/19 and the progress to date on the 2019/20 Internal Audit Programme.

2. RECOMMENDATIONS

2.1 That Members note the 2018/19 audit position.

2.2 That Members note the progress made to date on the 2019/20 Internal Audit Plan.

2.3 That Members consider whether it is necessary to report to the Fire Authority on any concerns raised.

3. BACKGROUND

3.1 Under the Accounts and Audit Regulations (2006), the Fire Authority is responsible for ensuring an adequate and effective internal audit.

3.2 At the Audit and Governance meeting on 22 February 2019, Members adopted the Internal Audit Plan for 2019/20. The audits are carried out by Hartlepool Borough Council and covered over 100 days.

4. AUDIT SUMMARY

18/19 AUDITS	RESP OFFICER	AUDIT STATUS	ACTION	COMMENTS
Information/Data Management	D Richards	**Satisfactory Assurance**	**1 action outstanding**	Audit completed
Procurement – Purchase/Fuel Cards	C Cordiner	**Satisfactory Assurance**	**1 action**	Audit completed –

2019/20 AUDITS	RESP OFFICER	AUDIT STATUS	ACTION	COMMENTS
Payroll	C Cordiner	To commence		
Pensions	D Snelling	To commence		
Creditors	C Cordiner	To commence		

AUDIT STATUS

In progress
Completed
Undertaken behind schedule
To commence

5. 2018/19 OUTSTANDING AUDIT ACTIONS

INFORMATION/DATA MANAGEMENT	
Audit Status: Completed Satisfactory Assurance	**Actions: 1 outstanding**

The overall opinion is that **Satisfactory Assurance** can be provided that the risks identified are well controlled.

Scope
An internal audit review has been undertaken of the Information /Data Management arrangements for implementing the General Data Protection Regulation (GDPR). GDPR is EU legislation that came into force on 25th May 2018, alongside the Data Protection Act 2018 it legislates on data protection for all organisations within the UK. This audit provides assurance on the arrangements in place at the authority for ensuring compliance with the legislation, it is not intended to provide assurance that the authority is compliant or not. Reviews of policies and procedures related to GDPR and DPA 2018 have not been undertaken during this audit.

The audit also evaluated the processes in place for ensuring that the requirements of GDPR were addressed within the authority, ie Procedures ensure legislation and best practice guidance are adhered to where applicable; Progress is managed and reported to various levels of management within the organisation.

Opinion
This opinion is based on the result of work done shown on:

- GDPR Implementation Process
- Data Protection Fee
- Information Security Policy and Data Protection Policy
- Processor Contracts

5 risks were identified – 4 are now completed.

Action Plan

ISS.5 Processer Contracts

<u>Finding</u>

The contract review for compliance with GDPR is ongoing therefore no specific testing has been undertaken during the audit. It may be appropriate to risk assess contracts to focus resources on those with the higher risks.

<u>Recommendation</u>

Contracts are all reviewed and actions taken to ensure compliance with GDPR and Data Protection legislation and ICO Guidance.

<u>Risk of Non Implementation</u>

Processer Contracts may not be in place when personal data is processed outside of the authority resulting in data processors being unaware of their responsibilities and non-compliance with GDPR and Data Protection legislation and ICO guidance

Action – **Contract register has been reviewed and those contracts which require GDPR compliance have been identified with suitable DPA agreements between CFA/Suppliers are being put in place. Any suppliers identified that are off contract will be written to seeking confirmation of acceptance to CFA T&C's. Estimated completion end Q2 2019.**

PROCUREMENT – PURCHASE FUEL CARDS	
Audit Status: Completed **Satisfactory Assurance**	**Actions: 1 action**

The overall opinion is that **Satisfactory Assurance** can be provided that the risks identified are well controlled.

Scope

An audit of the CFA Purchase Card process was undertaken as part of the Internal Audit Sections review of Procurement in accordance with the 2018/19 Internal Audit Plan. Purchase cards are only available to management staff and the procurement team.

Opinion

This opinion is based on the result of work done completed in the following areas:

- policy and procedures
- permitted usage
- restrictions on types of purchases
- application process
- card distribution and safe custody of cards

- transaction process
- reconciliation of statements
- authorisation controls.

Action Plan

ISS.1 Fuel Cards
Finding
There are no processes or procedures in place for the use and monitoring of fuel cards.

Each time a fuel card is used a receipt is given to the officer, not all receipts are sent to the budget holder to enable a reconciliation to be completed to ensure payment values are collect.

Recommendation
A procedure note should be established which should contain sufficient detail on the process that is to be followed for both use and payment and monitoring. This should be given to all relevant staff to sign, read and understand. A reconciliation should be completed for every fuel invoice to ensure spend is accurate.

Action - 1 action – completion 30 September 2019

IAN HAYTON
CHIEF FIRE OFFICER

KAREN WINTER
DIRECTOR OF CORPORATE SERVICES

REVENUE AND CAPITAL BUDGETS 2019/2020

REPORT OF THE CHIEF FIRE OFFICER

For Information

1. PURPOSE OF REPORT

1.1 To report progress against the approved 2019/20 Budgets as at 30 June, 2019, and the forecast year end outturn.

2. RECOMMENDATION

2.1 That Members note the position as at 30 June, 2019.

3. POSITION AT 30 JUNE 2019

3.1 As detailed in the Medium Term Financial Strategy (MTFS) report to the Fire Authority on 15 February, 2019, this year is the final year of the current four year Government financial settlement. Whilst, the four year settlement has provided financial certainty, it has resulted in further recurring cuts in Government funding received by the Authority.

3.2 As reported in the February 2019 MTFS report the Government had indicated that significant changes will be made to the Local Government funding system from April, 2020. The announcement by the Chancellor on 9 August, 2019, that there will only be a one year spending review suggests these changes will now be delayed until April, 2021. This continuing uncertainty makes financial planning extremely challenging. Further updates will be provided once the Government has made the necessary announcements. There is also uncertainty in relation to whether the additional funding provided in 2019/20 for increased firefighters pensions costs will continue in 2020/21.

3.3 In addition, the negotiations around the FBU pay claim for 17% are currently paused. In the meantime employers intend to continue dialogue with the Government in relation to broadening the role with regard to what activities the fire and rescue service could enhance or develop with the aim of providing broader support to communities. If these negotiations result in a pay increase, and the Government does not provide additional recurring funding, the Authority will need to identify additional permanent savings. The achievement of a managed underspend for 2019/20 will help the Authority manage these risks.
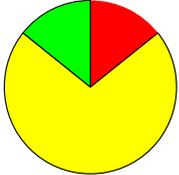
3.4 The overall position is currently showing an under spend at the end of June, 2019, as detailed in Appendix 1. This mainly reflects our workforce planning arrangements in order to manage vacancy levels to support our CIRMP plans for 2019/20. An assessment of the forecast year end outturn has been undertaken which will be updated throughout the year once the uncertainty around the firefighters pay award becomes clearer. This will enable an outturn strategy to be developed as part of the budget process for 2020/21 and future years.

3.5 The current forecast outturn is a managed under spend of £0.789m. This is based on a planning assumption that any pay settlement for firefighters above 2% is fully funded by the Government, as stated by the national employers' organisations in their negotiations with the FBU. The forecast managed underspend mainly reflects continued action by the Chief Fire Officer to manage vacancies to provide flexibility to address forecast budget deficits in 2020/21 and future year. It also reflects permanent procurement savings which can be built into the 2020/21 budget of £0.125m.
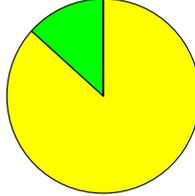

4. **CAPITAL BUDGET**

4.1 Attached at Appendix 2 is a monitoring statement which includes physical as well as financial information on each Capital scheme so that physical progress can also be monitored throughout the year.

4.2 A detailed review of the Capital Programme was undertaken during the previous year which was approved by the full Fire Authority, together with a revised Asset Management Plan as part of the budget setting process for 2019/20.

4.3 The fire appliances are built in stages and, as the two chassis were completed last year, the body building slipped into the current year. This has now been completed and the vehicles delivered.

4.4 The landscaping work at Grangetown fire station was slipped from last year, but will not now be going ahead as the land is to be sold. The cost of the Mobile Data Terminals has been sourced through a national framework, the cost of which is now expected to be around £122k against a budgeted provision of £148k.

4.5 Following a tendering process, contracts were awarded for the refurbishment of Guisborough, Loftus and Stockton fire stations, and work has now commenced at all three. There are no significant issues to bring to Members attention at this time.

.

IAN HAYTON   **KAREN WINTER**
CHIEF FIRE OFFICER   **DIRECTOR OF CORPORATE SERVICES**

Appendix 1

Comparison of Expected and Actual Expenditure and Income to 30th June 2019								

Chief Fire Officer/Treasurer		Status	Count					
Progress Against Revenue Budget 2019/20	Corrective action may be required	Adverse Variance Greater Than +2%	1					
Actual Position as at 30th June 2019	Possible virement/service enhancement	Favourable Variance Greater Than -2%	5					
	On target	Variance Between +/-2%	1					

Item Number	Description	Revised Budget £'000	Expected to 30th June 2019 £'000	Actuals to 30th June 2019 £'000	Variance £'000	Narrative	Corrective Action	Anticipated Outcome	Projected Outturn Variance £'000
1	Employees Costs	23,585	5,696	5,485	(211)	Occupancy levels below budgeted levels as a result of retirements not replaced to facilitate implementation of CIRMP	Enables establishment to be amended to reflect new structure in accordance with workforce planning	Under spend anticipated assuming two retirements per month. Will be reviewed as the year progresses	(765)
2	Premises Costs	2,082	487	413	(74)	A number of contracts have been re-negotiated which has resulted in savings being achieved	Expenditure to be monitored to keep within acceptable tolerance levels	Under spend expected due to savings on new contracts for utilities, cleaning, and security.	(30)
3	Supplies & Services	2,086	1,190	1,234	+44	Spend on operational equipment earlier than anticipated due to replacement of the engine block on the BA Compressor	Expenditure to be monitored to keep within acceptable tolerance levels	Small over spend anticipated at the year end.	+6
4	Transport Costs	811	499	499	0	Spend in line with expectations at this time	Expenditure to be monitored to keep within acceptable tolerance levels	Expected to be on target at the year end	0
5	Support Services	365	45	37	(8)	Spend in line with expectations at this time	Expenditure to be monitored to keep within acceptable tolerance levels	Expected to be on target at the year end	0
6	Income	(1,034)	(366)	(468)	(102)	Includes ESMCP grant	Income to be monitored closely	Unused ESMCP grant will be carried forward	0
	Sub Total Operational Budgets	27,895	7,551	7,200	(351)				(789)

Item Number	Description	Revised Budget £'000	Expected to 30th June 2019 £'000	Actuals to 30th June 2019 £'000	Variance £'000	Narrative	Corrective Action	Anticipated Outcome	Projected Outturn Variance £'000
7	Capital Finance Costs	838	0	0	**0**	Includes provision for servicing revenue costs of borrowing for Capital Programme and approved contribution to Capital Phasing reserve	Spend to be monitored in conjunction with the building programme	Any balance at year end will be earmarked as a contribution to the capital phasing reserve	0
9	S 31 Grant	(1,625)	(1,463)	(1,523)	**(60)**	Governmnet Funding adjustment including Pensions Increase grant			0
10	Contribution from reserves - commissioned services	(200)	0	0	**0**	Reserve to manage income volatility and provide longer lead time to manage temporary income reductions			0
8	LGPS Pension Reserve	(55)	(55)	(55)	**0**	Release of reserve to fund fixed payment to the Teesside Pension fund arising from the actuarial valuation shortfall covering the period 2017/18 to 2019/20			0
11	Contribution to/from reserves etc.	(447)	0	0	**0**	Planned release of earmarked reserves to support budget in 2019/20 including re-phased projects from previous year			0
12	Business Rates Retention Levy Account	(141)	0	0	**0**	Governmnet Funding adjustment for share of Business Rates Levy Account funds distributed to support 2019/20 budget			0
	TOTALS	**26,265**	**6,033**	**5,622**	**(411)**				**(789)**

Appendix 2

Comparison of Expected and Actual Expenditure and Income to 30th June 2019

Chief Fire Officer/Treasurer		Status	Count
Progress Against Capital Budget 2019/2020	Corrective action may be required	Adverse Variance Greater Than +2%	0
Actual Position as at 30th June 2019	Possible virement/ service enhancement opportunities	Favourable Variance Greater Than -2%	13
	On target	Variance Between +/-2%	2

Item Number	Description	Full cost of schemes £'000	Revised Budget 2019/2020 £'000	Actual as at 30th June 2019 £'000	Committed/ Outstanding Orders £'000	Total £'000	Variance £'000	Project Design/Specification	Progress to Date	Anticipated Outcome
1	Queens Meadow Petro Chemical Rig	321	321	1.0	59.8	60.8	(260.2)	Approved by CFA in Capital Strategy and Asset Management Plan Funding report	Final phase in progress for chemical rig, and fire behaviour training unit.	To be completed by March 2020
2	Queens Meadow Training LPG Fit Out	40	40	0	0	0	(40.0)	Approved by CFA in Capital Strategy and Asset Management Plan Funding report	Planning, legal fees and drawing costs, and design work in progress. Awaiting Tenders	To be completed by March 2020
3	Queens Meadow Training Fire Behaviour and Smoke Cleansing	245	245	0	0	0	(245.0)	Approved by CFA in Capital Strategy and Asset Management Plan Funding report	Planning, legal fees, and design work complete. Awaiting Tender evaluations	To be completed by March 2020
4	Queens Meadow Design Fees & Contingencies	80	80	0	0	0	(80.0)	Approved by CFA in Capital Strategy and Asset Management Plan Funding report	Planning, legal fees, and design work complete. Awaiting Tender evaluations	To be completed by March 2020
5	Loftus Fire Station	232	232	17.2	212.0	229.2	(2.8)	Approved by CFA in Capital Strategy and Asset Management Plan Funding report	Tender awarded. Work in progress.	To be completed by March 2020
6	Guisborough Fire Station	306	306	0	299.0	299.0	(7.0)	Approved by CFA in Capital Strategy and Asset Management Plan Funding report	Tender awarded. Work due to commence.	To be completed by March 2020
7	Stockton Fire Station	1,094	1,094	13.5	16.0	29.5	(1,064.5)	Approved by CFA in Capital Strategy and Asset Management Plan Funding report	Tender awarded. Work due to commence.	To be completed by March 2020
8	1 Water Tender	254	254.0	0	0	0	(254.0)	Approved by CFA in Capital Strategy and Asset Management Plan Funding report	To be acquired via framework agreement.	To be completed by March 2020
9	Fireground Radios and BA Comms	49	49	0	0	0	(49.0)	Approved by CFA in Capital Strategy and Asset Management Plan Funding report	To be acquired via framework agreement.	To be completed by March 2020
10	Mobile Data Terminals (MDT's)	148	148	0	0	0	(148.0)	Approved by CFA in Capital Strategy and Asset Management Plan Funding report	To be acquired via framework agreement.	To be completed by March 2020
	TOTAL SCHEMES TO START 2019/20	**2,769**	**2,769**	**31.70**	**586.80**	**618.50**	**(2,150.5)**			

Item Number	Description	Full cost of schemes £'000	Revised Budget 2019/2020 £'000	Actual as at 30th June 2019 £'000	Committed/ Outstanding Orders £'000	Total £'000	Variance £'000	Project Design/Specification	Progress to Date	Anticipated Outcome
	Schemes Slipped from Previous Year									
11	Grangetown Fire Station Landscaping	56	56	0	0	0	(56.0)	Approved by CFA in Capital Strategy and Asset Management Plan Funding report	Scheme not now going ahead. Awaiting outcome of sale of land	Sale of land expected to be completed by end September 2019
12	ICT Investment to Support Operational Requirements	200	200	0	0	0	(200.0)	Approved by CFA in Capital Strategy	Tender specifications being prepared	To be completed by March 2020
13	4x4 Specialist Vehicle M4 Slipped from 2018/19	60	60	0	0	0	(60.0)	Approved by CFA in Capital Strategy and Asset Management Plan Funding report	To be acquired via framework agreement.	To be completed by March 2020
14	2 Water Tenders slipped from 2018/19	272	272	242.0	30.0	272.0	0	Approved by CFA in Capital Strategy and Asset Management Plan Funding report	Orders placed. Chassis delivered last year, body build work completed in 2019/20	Completed June 2019
	TOTAL SCHEMES SLIPPED FROM 2018/19	**588**	**588**	**242**	**30**	**272**	(316.0)			
	TOTAL ALL SCHEMES	**3,357**	**3,357**	**274**	**617**	**891**	(2,466.5)			