

## NOTICE OF MEETING

<i>Meeting</i>	<b>Hampshire Fire and Rescue Authority</b>	<i>Clerk to the Hampshire Fire and Rescue Authority</i> <b>John Coughlan CBE</b>
<i>Date and Time</i>	<b>Tuesday, 5th December, 2017 11.00 am</b>	<i>The Castle, Winchester Hampshire SO23 8UJ</i>
<i>Place</i>	<b>Solent Sky Museum, Albert Rd, Southampton, SO14 3FR</b>	
<i>Enquiries to</i>	<b><u><a href="mailto:members.services@hants.gov.uk">members.services@hants.gov.uk</a></u></b>	

The Openness of Local Government Bodies Regulations are in force, giving a legal right to members of the public to record (film, photograph and audio-record) and report on proceedings at meetings of the Authority, and its committees and/or its sub-committees. The Authority has a protocol on filming, photographing and audio-recording, and reporting at public meetings of the Authority which is available on our website. At the start of the meeting the Chairman will make an announcement that the meeting may be recorded and reported. Anyone who remains at the meeting after the Chairman's announcement will be deemed to have consented to the broadcast of their image and anything they say.

## Agenda

### 1 **APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

### 2 **DECLARATIONS OF INTEREST**

To enable Members to disclose to the meeting any disclosable pecuniary interest they may have in any matter on the agenda for the meeting, where that interest is not already entered in the Authority's register of interests, and any other pecuniary or non-pecuniary interests in any such matter that Members may wish to disclose.

### 3 **MINUTES OF PREVIOUS MEETING** (Pages 5 - 10)

To confirm the minutes of the previous meeting

### 4 **DEPUTATIONS**

Pursuant to Standing Order 19, to receive any deputations to this meeting

**5 CHAIRMAN'S ANNOUNCEMENTS**

To receive any announcements the Chairman may wish to make.

**6 MEMBER DEVELOPMENTS AND COMMENTS**

To receive any updates from Members of the Authority

**7 2018/19 BUDGET UPDATE (Pages 11 - 20)**

To consider a report of the Chief Financial Officer regarding the 2018/19 budget.

**8 FIRE AS A HEALTH ASSET (Pages 21 - 32)**

To consider a report of the Chief Fire Officer regarding the progress of the Fire as a Health Asset work stream and how it has developed.

**9 PERFORMANCE REPORT (Pages 33 - 54)**

To consider a report of the Chief Officer providing an update on how the Authority performed against its key performance indicators in the period April to September 2017.

**10 HFRA MEMBERS' ALLOWANCES SCHEME (Pages 55 - 66)**

To consider a report of the Chairman of the Standards and Governance Committee regarding the Authority's Members' Allowances Scheme.

**11 UPDATE ON THE GENERAL DATA PROTECTION REGULATION AND SUBJECT ACCESS AND FREEDOM OF INFORMATION REQUESTS RECEIVED (Pages 67 - 70)**

To consider a report of the Chief Officer regarding the new General Data Protection Regulation (GDPR), which will come into effect on the 25 May 2018 replacing the Data Protection directive.

## 12 **STANDARDS AND GOVERNANCE COMMITTEE 27 NOVEMBER 2017**

To receive the Minutes and supporting report of the Standards and Governance Committee held on 27 November 2017  
[refers to item 10 on the agenda, Minutes to follow]

### **EXCLUSION OF PRESS AND PUBLIC**

#### RECOMMENDATION:

That the press and public be excluded from the meeting as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present, there would be disclosure to them of exempt information within Paragraph 1 of Part 1 of Schedule 12A to the Local Government Act 1972, being information relating to any individual which should not be disclosed for the reasons set out in the report.

## 13 **PRINCIPAL OFFICER LOCAL PAY AWARD** (Pages 71 - 74)

To consider an exempt report of the Director of Human Resources regarding the Principal Officer Local Pay Award.

### **ABOUT THIS AGENDA:**

This agenda is available on the Hampshire Fire and Rescue Service website ([www.hantsfire.gov.uk](http://www.hantsfire.gov.uk)) and can be provided, on request, in alternative versions (such as large print, Braille or audio) and in alternative languages.

### **ABOUT THIS MEETING**

The press and public are welcome to attend the public sessions of the meeting. If you have any particular requirements, for example if you require wheelchair access, please contact [members.services@hants.gov.uk](mailto:members.services@hants.gov.uk) for assistance.

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# Agenda Item 3

AT A MEETING of the Hampshire Fire and Rescue Authority held at the Police and Fire HQ, Eastleigh on Wednesday, 4th October, 2017

Chairman:

\* Councillor Christopher Carter

Councillor Liz Fairhurst	* Councillor Sharon Mintoff
* Councillor Roz Chadd	* Councillor Roger Price
Councillor Jonathan Glen	* Councillor David Simpson
* Councillor Geoffrey Hockley	* Councillor Rhydian Vaughan
* Councillor Frank Jonas	

\*Present

## 33. APOLOGIES FOR ABSENCE

Apologies were received from Cllrs Fairhurst, Glen and Stubbs. It was noted that Cllr Jonas was in attendance as the deputy Member from Portsmouth City Council, in place of Cllr Stubbs.

Apologies were also received from the Police and Crime Commissioner, who has a standing invitation to meetings of the Full Authority.

## 34. DECLARATIONS OF INTEREST

Members were mindful of their duty to disclose at the meeting any disclosable pecuniary interest they had in any matter on the agenda for the meeting, where that interest was not already entered in the Authority's register of interests, and their ability to disclose any other personal interests in any such matter that they might have wished to disclose.

## 35. MINUTES OF PREVIOUS MEETING

The minutes of the meeting of 25 July were reviewed and agreed, subject to noting that Cllr Chadd had in fact not attended and had given her apologies.

With regard to Minute 21 (Grenfell Tower Fire), the Chairman invited officers to provide an update on the progress of the Working Group. It was confirmed that a position was being developed and that a report would be presented at the December Authority meeting.

The minutes of the Special meeting of the Authority on 15 September were reviewed and agreed.

## 36. DEPUTATIONS

It was confirmed that no deputation requests had been received.

## 37. CHAIRMAN'S ANNOUNCEMENTS

The Chairman welcomed everyone to the meeting and noting the outcome of the recent process for the recruitment of a new Chief Fire Officer congratulated Neil Odin on his appointment to the role. Congratulations and thanks were extended to all candidates who had put themselves forward and the many officers who had provided support to a thorough and robust process. Neil Odin briefly thanked the Chairman and other Members for their faith in him and confirmed that he was looking forward to supporting the Authority and leading the Fire and Rescue Service.

With regard to the appointment of a new Chief Officer and noting that this created a vacancy for the position of Deputy Chief Fire Officer, the Chairman announced an additional urgent item would be added to the agenda to consider options to fill this vacancy.

The Chairman updated the Authority on a number of other matters, including national firefighter pay negotiations, participation in the UKRO rescue challenge, progress on the review of future fire governance options, a visit from the Mayor of Eastleigh, events relating to national inclusion week and events supported by the LGA. On behalf of the Authority he particularly wished to formally record thanks to those members of the Hampshire UKRO team, noting the positive impact of a strong performance and the wider training benefit.

#### **38. MEMBER DEVELOPMENTS AND COMMENTS**

Cllr Price reported on a review of pension administration with the intention of ensuring consistency. He confirmed that he believed the Service to be doing well in terms of compliance with the legislation.

#### **39. MEDIUM TERM FINANCIAL PLAN**

The Authority received a report of the Chief Financial Officer regarding the Medium Term Financial Plan.

The report was introduced and key points set out with an explanation of the methodology that had been used. Clarity was provided on a number of specific budget elements, including vehicle maintenance, the pay award and the arrangements for income to be derived from business rates and Council Tax. It was noted that a revised budget deficit of £3.4 million was predicted by 2021/22.

The recommendations were introduced and it was explained that the move to professional status for investment purposes effectively amounted to retention of the status quo and that investments were managed by specialist professional officers and advisors. The recommendations in the report were agreed and it was

Resolved:

1. That the update to the Medium Term Financial Plan and changes to the financial forecast to 2021/22 be approved by Hampshire Fire and Rescue Authority.

2. That the assumption that for financial planning purposes council tax will increase by 1.99% year on year to 2021/22 be endorsed by Hampshire Fire and Rescue Authority.
3. That the estimated gap in the budget of £3.4m by 2021/22 be adopted as a new target for savings by the Authority
4. That capital funding of £220,000 to replace and upgrade the uninterruptable power supply and Headquarters be approved by Hampshire Fire and Rescue Authority.
5. That the mid-year review of treasury management activities be noted by Hampshire Fire and Rescue Authority and the recommendations in appendix D are agreed, specifically:
  - i. That the potential impact on investment strategy of defaulting to a retail client with effect from 3rd January 2018 be noted by Hampshire Fire and Rescue Authority.
  - ii. That the immediate commencement of applications for elected professional client status with all relevant institutions in order to ensure it can continue to implement an effective investment strategy be approved by Hampshire Fire and Rescue Authority.
  - iii. In electing for professional client status the Hampshire Fire and Rescue Authority acknowledges and agrees to forgo the protections available to retail clients attached as Annex 1 of Appendix D of this report.
  - iv. That the Hampshire Fire and Rescue Authority approves delegated responsibility to the Section 151 Officer for the purposes of completing the applications and determining the basis of the application as either full or single service.

#### 40. **SERVICE PLAN MID-TERM PROGRESS REPORT**

The Authority received a report of the Chief Officer regarding the Service Plan.

The report was introduced and progress against each of the nine priorities was highlighted. The Chief Officer explained that the report gave a snapshot of the current position and was brought before the Authority at this time to mark the imminent transition to a new Chief Officer.

The recommendations in the report were agreed and it was resolved:

1. That the Authority notes the progress made in delivering the Service Plan to date.

#### 41. **SERVICE DELIVERY REDESIGN**

The Authority received a report of the Chief Officer regarding service delivery redesign.

In introducing the report, key elements relating to projects, savings, recruitment and work with partners were highlighted. An update on the renovation of Basingstoke fire station was provided and it was confirmed that details of a formal opening event would be provided. Members raised questions regarding the reliability of vehicles on trial and it was confirmed that those particular

vehicles had provided a learning opportunity, were not necessarily a finalised product and their use did not put anyone at risk.

The recommendations in the report were considered and it was

Resolved:

1. That the content of the report and the progress made to date be noted by Hampshire Fire and Rescue Authority
2. That £780,000 of the approved efficiencies resulting from early underspends be allocated for continuation of the SDR programme.

#### **42. HFRA GOVERNANCE REVIEW IMPROVEMENT PLAN**

The Authority received a report of the Clerk seeking closure of the Governance Review Improvement Plan.

Introducing the report, it was confirmed that all actions were complete, however unfortunately the appendix demonstrating this had not been included in the agenda pack as intended.

It was proposed that further consideration be given at a future time and it was proposed and resolved:

1. That Hampshire Fire and Rescue Authority note the report as a progress update and agree that a further update be brought to a future meeting of the Authority.

#### **43. FUNDING FOR PRINCE PHILLIP BARRACKS & DECENTRALISED TRAINING**

The Authority received a report of the Chief Officer regarding Prince Phillip Barracks and decentralised training.

The importance of continual development and the value of the barracks as an opportunity to provide live fire training were highlighted to the Authority to underline the context of the funding request. The potential for income generation was questioned and it was confirmed that although Hampshire Fire and Rescue Service would be the primary user of the facility, spare capacity could be sold on a cost recovery basis. Risks to this investment identified in the report were questioned and clarity provided to assure the Authority that this was low.

The recommendations in the report were considered and it was resolved:

1. That £499,521.40 is approved by Hampshire Fire and Rescue Authority to enable the HFRS Academy to deliver realistic, live fire training through Prince Philip Barracks and locally at station level over a five-year period, until 2021-22.

#### **44. MINUTES OF STANDARDS AND GOVERNANCE COMMITTEE 15 SEPTEMBER 2017**



The Authority received and noted the Minutes of the Standards and Governance Committee on 15 September 2017.

45. **DEPUTY CHIEF FIRE OFFICER ROLE**

The Authority received an urgent report of the Chief Officer regarding the appointment of a new Deputy Chief Fire Officer.

It was noted that this item could not reasonably await consideration until the December meeting of the Authority as this would leave insufficient time to fill the vacancy caused by Neil Odin's recent appointment to the role of Chief Fire Officer. The proposal that delegated authority be given to Neil Odin to make an interim appointment was considered and it was noted that this would be an internal, ring-fenced process to ensure stability and service continuity in the short term. In the longer term, there would be the possibility to develop the role and run a full recruitment process for a long term appointment. Members felt that Authority input was required and acknowledging the timescales it was proposed and agreed that:

1. Hampshire Fire and Rescue Authority delegate authority for the appointment of a new Deputy Chief Fire Officer to Neil Odin, in consultation with Cllrs Carter, Price and Mintoff.

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Chairman,

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Purpose: Decision

Date **5th DECEMBER 2017**

Title **2018/19 BUDGET UPDATE**

Report of Chief Financial Officer



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

## EXECUTIVE SUMMARY

1. This report is to provide an update to members of the current financial position for the 2017/18 Revenue Budget and an update on the 2018/19 budget setting process.
2. A net under spend of £116,000 is currently forecast for 2017/18 as detailed in section 9 below, but this includes an over spend on the ICT Transformation project of £1.008m, £210,000 of which has already been reported to the Authority.
3. The balance of the over spend of £798,000 is currently subject to a review by Internal Audit, the outcome of which will be reported to a special Standards and Governance Committee in January 2018.
4. A 1.99% increase in precept for 2018/19 would leave a shortfall of £2.5m based on the MTFP presented to the Authority in October, this report discusses proposal to meet that gap in the short term, including reducing the RCCO for one year.

## BACKGROUND

5. The Medium Term Financial Plan was updated and reported to the Authority in October this year. The plan showed a £2.5m funding shortfall for 2018/19, which had been partially expected due to the agreed timing of the savings plan, but has increased due to the additional funding included within the base budget for contributions to capital and for replacement of equipment.
6. The budget setting process is currently underway, which will review all budget lines with the aim of ensuring that they are valid and accurate, and will remove any excess funding that is held within departments. This process will help to reduce the budget requirement, but will not be sufficient to cover the full amount to balance the budget.
7. One change that was made to the MTFP presented in October was to include an annual percentage increase for the council tax base. This figure was set at a prudent level, however, the initial estimates have now been received from the precepting authorities and the increase is £282,000 higher than anticipated, which would help to offset the shortfall.

8. Included in the MTFP was an on-going increase of £350,000 per year for maintenance and improvements to the Fire Authorities estate. This has been reviewed and has now been amended to better reflect the requirements of the services and available funding. The annual contribution has therefore been reduced by £150,000 per year and removed completely for 2018/19, and £1.2m is requested to be approved from the Capital Payments Reserve to allow the high priority works to be completed within a shorter timescale.
9. A further change in the October MTFP was to increase the level of RCCO to that which has been calculated as the requirement for the service, rather than including ad hoc and one-off savings. The MTFP assumed a contribution in 2018/19 of £3.9m, which could be reduced as the final option to balance the budget.

### 2017/18 QUARTER 2 BUDGET MONITORING

10. The table below shows the budget monitoring for 2017/18 as at 30<sup>th</sup> September 2017.

	2017/18 Current Budget	2017/18 Forecast as at end Quarter 2	Variance Underspend / (Overspend)
Employee Costs	50,547	49,435	1,112
Premises	4,327	4,356	(29)
Transport	1,742	1,775	(33)
Supplies & Services	9,728	10,666	(938)
Support Services	12	12	0
	<b>66,356</b>	<b>66,404</b>	<b>112</b>
Income	-2,384	-2,388	4
Specific Grant	-1,292	-1,292	0
Contribution from Transformation Reserve	-4,742	-4,742	0
	<b>57,938</b>	<b>57,982</b>	<b>116</b>
Revenue contributions to capital	2,547	2,547	0
Contingency	824	824	0
Net Cost of Service	<b>61,309</b>	<b>61,353</b>	<b>116</b>

11. The main points to note are:

- (a) Employee costs are forecast to be under budget by £1,112,000 at the end of the financial year. A large part of the under spend is due to the number of vacancies of retained firefighters and a lower than anticipated uptake in the pension scheme for both professional services colleagues and firefighters.
- (b) Supplies & Services are forecast to be overspent by £938,000. This is due to problems within the ICT transformation project and is explained in further detail below. This has been partially offset by the deletion of a £160,000 provision held within the budget for outstanding payments

in respect of Firelink, which have now been confirmed by the Home Office as no longer payable.

12. The current overall forecast is for a small underspend, which will be transferred to the Transformation Reserve at the end of the year.

### **ICT Transformation Project**

13. As part of quarter two monitoring, it has come to light that there is a significant over spend on the ICT Transformation project. The total overspend is now predicted to be £1.008m, against a project budget of £1.805m. Of the total over spend £210,000 relates to the two extra months of payments that were made to HCC for the extension of ICT services, following a delay in implementation, which has already been reported to the Authority.
14. The forecast net overspend is therefore £798,000 but this position is predicated on a number of commitments and assumptions, which will continue to be reviewed as costs for the project are finalised. In general terms the main reason for the over spend is higher costs resulting to project and consultancy staff employed on the implementation programme.
15. Clearly an overspend of this level is a serious issue and a formal review of project governance and control has been commissioned from Internal Audit and is expected to be completed before the date of this meeting. A further review examining the budgetary and financial control framework across the Service has also been commissioned over a longer time frame.
16. The intention is to formally report the outcome of both of these reviews to a special Standards and Governance Committee that will be arranged for some time in January.
17. It is fortunate that the Authority has been able to contain the over spend within the overall bottom line budget for 2017/18, but this does however mean that resources of nearly £800,000 are now not available for other projects and programmes.

### **ESTATE MAINTENANCE AND IMPROVEMENT PROGRAMME**

18. The property revenue maintenance budget has been stretched for a number of years due to the budget continually failing to cover the required remedial works which would put right a number of statutory compliance elements. The budget is currently prioritised in terms of risk to the organisation, however this is becoming increasingly difficult as a number of properties require considerable adjustment to meet modern day standards.
19. Coupling this with the fact that the building industry continues to face above average inflationary pressures has meant we can do less with the same money year on year. This is particularly true since the vote to leave the EU, where tenders are consistently being returned for work up to 25% higher than would otherwise have been anticipated. As a consequence we have considerably less budget remaining each year to deal with the on-going property issues associated with an estate where the average age of a building is 52 years.

20. To bring the performance level up to acceptable standards, additional funding is required. This would enable more priority works to be undertaken, helping to reduce the £1.62m backlog of maintenance alongside ensuring that the most high risk remedial works are instigated and there are enough funds to successfully deliver improvements to the buildings to ensure sites remain fit for purpose. By way of an example, a number of sites have poor kitchens and shower facilities but we only have funding to address one of these each year across the 52 sites. This results in considerable pressure on poor standard facilities which not only impact morale but bring a corporate risk in terms of health and safety.
21. Funding had been built into the base budget to cover this, but at a relatively slow rate. Due to the increasing costs and the economies of scale that could be achieved by consolidating much of this work into single contracts, it is now requested that the revenue budget element is reduced by £350,000 in 2018/19 and £150,000 thereafter and funding of £1.2m from the Capital Payments Reserve is approved to provide up front funding for planned repairs and maintenance.

#### MEDIUM TERM FINANCIAL PLAN 2017/18 TO 2021/22

22. An updated Medium Term Financial Plan (MTFP) was presented to this Authority in October 2017. This showed the Authority being in a good financial position, but with some challenges still ahead.
23. Appendix A sets out the forecast for the years to 2021/22, in both subjective and functional format.

#### Precept

24. In the MTFP, it was agreed that a precept increase of 1.99%, the maximum allowed under the current referendum limit, would be approved. This would need to be reconsidered should the referendum limit be changed, however that is not expected at this stage.
25. The total precept received is also affected by the council tax base, which is the total number of dwellings paying the precept within Hampshire. Due to on-going demands for more housing, this figure has increased year on year for many years, but the increase has varied significantly. An increase of 0.5% had been built into the MTFP, but estimates have now been received from the precepting authorities which indicate a higher increase at around 1.2%. This increase will therefore contribute around £282,000, reducing the shortfall to £2.2m, which is reflected in Appendix A.
26. If approved today, the change in approach to repairs and maintenance will reduce the gap in 2018/19 by a further £350,000 and it is expected that one off surpluses on the collection fund still to be reported by billing authorities will also improve the position for next year, reducing the need to reduce RCCO to balance the budget.

### Service Delivery Redesign (SDR)

27. The SDR programme is currently underway to re-structure the Service in order to improve both efficiency and effectiveness. This programme will deliver £4.1m of savings over 4 years, with £1m having been made for 2017/18. A further £2.4m is on track to be removed from the budget in 2019/20, however due to the timescales for implementation, it will not be possible for any savings to be included in the 2018/19 budget.

### Zero Based Budget

28. As part of the budget setting process, a version of zero based budgeting is being carried out across the organisation. This is a detailed analysis and therefore will not be fully complete for the 2018/19, but will continue during the year and further changes will be reflected in the revised budget in the autumn of 2018 and in the 2019/20 budget.
29. This process involves all budget lines being reviewed to ensure that they are valid and of an appropriate amount. This will result in individual budget lines being increase, reduced or moved, but it is expected that the final result will be an overall reduction.

### Pay Inflation

30. An inflation rate of 2.5% has been used for both professional services colleagues and firefighters for 2018/19. A 2% increase has been proposed by the employers for firefighters, however that was initially rejected and therefore no confirmed pay inflation for 2017 or 2018 are currently available.
31. If agreement is reached prior to the budget report being presented to the Authority, the agreed increase will be reflected in the budget and if lower than 2.5% will help to reduce the current shortfall.

### Contributions to Capital

32. As HFRA no longer receive an annual capital grant, all capital expenditure has to be funding from revenue contributions, known as RCCOs. In the October MTFP it was agreed that these contributions should be based on the calculated requirement, rather than being ad hoc savings and underspends.
33. The amount included in the 2018/19 budget for RCCO was therefore increased to £3.9m, which would help to build up a good capital reserve, but could be used for other purposes in the short term.
34. It is therefore proposed that the RCCO be reduced ensure a balanced budget for 2018/19, before further savings from SDR and other areas can be implemented in future years, at which point the RCCO would be increased.

### SUPPORTING OUR SERVICE PLAN AND PRIORITIES

35. Ensuring that funding is appropriately accounted for it vital for all public sector organisations. Good budget management in the past has allowed underspends to be achieved, which will help to fund the Service priorities and enable key

changes required to make the budget reductions at the same time as service improvements.

36. Following the over spend highlighted above more effort is clearly required in this area to ensure that the Service maintains good financial management across all of its areas.

### CONSULTATION

37. The Authority undertook a major consultation process during 2015 that sought residents and stakeholders' views about the proposed changes arising from the Risk Review as well as other issues around budgets and council tax levels. The most relevant point to note for this report is that the majority of respondents were happy to see a rise in council tax in order to protect services provided by the Authority.
38. Further consultation is expected to take place with business and Unions as part of the budget setting process for 2018/19.

### RESOURCE IMPLICATIONS

39. There are no direct resourcing implications resulting from this report.

### LEGAL IMPLICATIONS

40. The proposals within this report are considered compatible with the provisions of the equality and human rights legislation and do not change any policies.

### PEOPLE IMPACT ASSESSMENT

41. The proposals within this report are considered compatible with the provisions of the equality and human rights legislation.

### OPTIONS

42. There are no options for consideration within this report, although budget setting and forecasting by its very nature means that assumptions are made around a number of variables that can be changed over time.

### RISK ANALYSIS

43. The Authority has an established process for planning ahead to meet financial targets. This has helped considerably in managing the reductions in Government grant as set out in this report.
44. The current savings programme has progressed according to plan but development and implementation of a new savings programme will need to be kept under review over the coming years.



45. There continues to be a real risk of a budget deficit in future years which will require reductions across the Service and increases in council tax. The Service has begun early planning to identify how a shortfall could be overcome, including examining other potential income sources. However, as a backstop position, the Authority has sufficient reserves to meet the gap thereby mitigating this risk.
46. The over spend in the ICT Transformation Programme highlights a potential risk that financial control within project based spend may need strengthening but we will await the outcome of the review to inform any future action in this area.

#### RECOMMENDATIONS

47. That the Authority approve the assumptions made within this report, which will be used as the basis for 2018/19 Budget setting
48. That the RCCO be reduced in order to balance the budget, after all other savings and adjustments have been taken into account.
49. That £1.2m funding from the Capital Payments Reserve for estate maintenance is approved and the provision of £350,000 included in the 2018/19 budget be removed completely.
50. That the Authority notes the over spend on the ICT Transformation Programme and agrees that this can be met from the under spend in other service areas during the year.
51. That the Authority endorses the two reviews that have been commissioned in respect of the ICT over spend and agrees that these should be reported to a special Standards and Governance Committee in January 2018.

#### APPENDICES ATTACHED

52. Appendix A – Revised Budget and MTFP

Contact:

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Chief Finance Officer  
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## Outline Budget 2017/18 - Subjective

2017/18 Original Budget	2017/18 Revised Budget		2018/19 Forecast Budget
29,985	31,389	Whole Time Firefighters	30,575
6,447	6,502	Retained Firefighters	6,609
8,715	9,821	Staff	9,185
1,079	1,079	Net cost of pensions	1,106
697	697	Employers LGPS contribution re pension deficit	821
656	936	Other Employee Costs	899
<b>47,579</b>	<b>50,424</b>		<b>49,196</b>
4,135	4,318	Premises	4,176
1,467	1,727	Transport	1,701
7,770	9,652	Supplies & Services	7,842
12	12	Support Services	12
<b>60,963</b>	<b>66,133</b>		<b>62,927</b>
-2,066	-2,336	Income	-2,265
-1,257	-1,257	Specific Grant	-1,257
0	-4,566	Transformation Reserve Funding	0
<b>57,640</b>	<b>57,974</b>		<b>59,405</b>
2,592	2,547	Revenue contributions to capital	3,905
1,078	824	Contingency	1,250
<b>61,310</b>	<b>61,345</b>	<b>Net Cost of Service</b>	<b>64,560</b>
183	183	Interest payable / (receivable)	184
516	516	Provision for debt repayment	516
0	0	Reversal of Capital Charges to the CAA	0
2,066	2,066	Contribution to / (from) reserves	0
<b>64,075</b>	<b>64,110</b>	<b>Budget Requirement</b>	<b>65,259</b>
<b>Funded By:</b>			
-39,484	-39,484	Precept	-40,752
-9,634	-9,634	Revenue Support Grant	-8,118
-562	-597	Other Non-Specific grants	-218
-7,074	-7,074	Business Rates Top-Up Grant	-7,302
-6,758	-6,758	Locally Retained Business Rates	-6,826
-563	-563	CT Collection Fund Balance	-225
0	0	BR Collection Fund Balance	0
<b>-64,075</b>	<b>-64,110</b>		<b>-63,441</b>
<b>0</b>	<b>0</b>	<b>Funding Gap / (Surplus)</b>	<b>1,818</b>

**Outline Budget 2017/18 - Objective**

<b>2017/18 Original Budget</b>	<b>2017/18 Revised Budget</b>		<b>2018/19 Forecast Budget</b>
48,508	50,047	Community Response	48,810
73	100	Community Resilience	75
5,065	5,070	Community Safety	5,126
3,887	7,016	Professional Services	4,958
1,079	1,079	Net cost of pensions	1,106
697	697	Employers LGPS contribution re pension deficit	821
0	-4,566	Transformation Reserve Funding	0
-1,669	-1,469	Other	-1,491
<b>57,640</b>	<b>57,974</b>		<b>59,405</b>
2,592	2,547	Revenue contributions to capital	3,905
0	0	Revenue contributions to capital funded from reserves	0
1,078	824	Contingency	1,250
0	0	Service Improvement Plan	0
<b>61,310</b>	<b>61,345</b>	<b>Net Cost of Service</b>	<b>64,560</b>
183	183	Interest payable / (receivable)	184
516	516	Provision for debt repayment	516
0	0	Reversal of Capital Charges to the CAA	0
2,066	2,066	Contribution to / (from) reserves	0
<b>64,075</b>	<b>64,110</b>	<b>Budget Requirement</b>	<b>65,259</b>
<b>Funded By:</b>			
-39,484	-39,484	Precept	-40,752
-9,634	-9,634	Revenue Support Grant	-8,118
-562	-597	Other Non-Specific grants	-218
-7,074	-7,074	Business Rates Top-Up Grant	-7,302
-6,758	-6,758	Locally Retained Business Rates	-6,826
-563	-563	CT Collection Fund Balance	-225
0	0	BR Collection Fund Balance	0
<b>-64,075</b>	<b>-64,110</b>		<b>-63,441</b>
<b>0</b>	<b>0</b>	<b>Funding Gap / (Surplus)</b>	<b>1,818</b>



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

Purpose: Update

Date 5 DECEMBER 2017

Title FIRE AS A HEALTH ASSET

Report of Chief Officer

## EXECUTIVE SUMMARY

1. This report summarises the significant progress of the Fire as a Health Asset work stream and how it has developed. The project aim was twofold. Firstly, to create an operational capability to attend additional medical emergencies in fire appliances over and above the successful dedicated Co-Responder vehicles. Secondly, to broaden the role of the Service's prevention activity to support the wider Public Health and Wellbeing agenda whilst securing funding arrangements to make both areas sustainable.
2. Our work in both broad areas is now nationally and internationally recognised. This has been achieved through collaboration with our health and social care and blue light partners. By working in collaboration to achieve these outcomes, it has brought benefits of effective use of HFRS resources, reduced demand on Health Services and blue light partners.
3. We can also demonstrate success as the work has given huge benefits to society, people are living more confidently in their own home for longer, young people are healthier and more confident and we have positively impacted on chances of survival following a life threatening medical emergency.
4. Our Success in Collaboration has occurred because we have a shared vision, trust and understanding between our organisations and have in place effective governance structures. The sustainability across the collaboration work will require continued investment in these areas and continued monitoring through core Key Performance Indicators. Hampshire Fire and Rescue Service has become a true Health Asset.

## BACKGROUND

5. In June 2014, we submitted a successful bid for the DCLG Transformation Grant funding of £1.4m to assist in the development of new capabilities in response and prevention with a particular emphasis on technologies, medical response and a wider public health and wellbeing role.

6. Work has progressed significantly over the past three years with Hampshire Fire and Rescue being one of the few Services offering a number of different prevention and response initiatives related to health. We are being commissioned with financial recognition attached, to undertake these initiatives leading to an effective, efficient and sustainable service. This work is reducing the cost of delivery to our health and blue light partners either by increasing their cost-effectiveness or by reducing demand on those organisations. This is leading to savings for the public purse and benefiting Hampshire communities.
7. We continue on a full cost recovery basis, the Co-Responding crewing model which has now been successfully operating for 14 years. This Co-Responder model is different to many across the country but is seen as the most successful model in the country when balancing call rates, financial costs, patient outcomes and performance increase on Ambulance statistics (*DCLG the practice of co-responding 2008*).
8. We have implemented the Immediate Emergency Care (IEC) capability, (training, equipment and Governance) across all front-line personnel and appliances. We have developed (not fully implemented) new medical response models with South Central Ambulance Service (SCAS) which will see fire appliances attending cardiac arrest incidents across Hampshire. The aim is to improve the chances of survival from a pre-hospital cardiac arrest.
9. Fire Appliances will be attending non-injury mechanical falls. The aim is to attend non-urgent SCAS calls quicker, leading to better patient outcomes, reduction on demand for SCAS by releasing capacity of ambulances for more urgent calls. It will also mean an immediate intervention of Community Fire safety through a Safe and Well visit, referrals to our prevention courses, Safety Through Education Exercise and Resilience (STEER) or Falls Champions and referrals to partner agencies.
10. In collaboration with Clinical Commissioning Groups (CCG) and Public Health England (PHE), HFRS has developed and implemented a holistic prevention strategy to encompass the local health and wellbeing priorities. The commitment within Hampshire has gathered pace in the last year against the national FRS trend.
11. Our focus on youth and older people with long term health conditions has proven sound. We have developed and successfully implemented an upstream prevention and intervention through modular based educational programs and an enhanced home fire safety visit that becomes an all-encompassing "Safe and Well" visit. Our innovative STEER and Falls Champion courses developed by SM Paul Burton has been recognised across the country and now across Europe as an exemplar upstream prevention initiative that delivers measurable results.

## PROGRESS AND PERFORMANCE

### 12. Emergency Medical Response

- (a) Building on our success with Co-Responding, we have implemented an enhanced medical response capability across all front-line personnel and appliances, Immediate Emergency Care (IEC). The IEC aligns equipment (which includes a defibrillator, Entonox, haemorrhage control and monitoring devices), skill base, and clinical governance that ensures an effective model. We have used our IEC capability approximately 800 times over the last 12 months at non-medical response calls (co-responding) such as RTCs and fires.
- (b) We will use this capability to attend confirmed cardiac arrest calls and non-injury mechanical falls using front line appliances. This is through a formal agreement with the Ambulance Service; the building of an efficient and effective model is a priority and near completion. We have recently achieved success in implementing a technical solution which allows SCAS Control room to see HFRS resources in real time so that mobilisation decisions can be made effectively and efficiently.

### 13. Emergency Medical Response (Co-Responder crewing model) performance

- (a) In 2004 the aim of the project was to set up Co-responder units using dedicated response cars in specific rural localities where, due to geographical locations, the Ambulance Service were encountering difficulty in achieving the eight-minute government response target time.
- (b) Achieving this eight-minute response, the Co-Responders contribute towards increased patient care for those suffering from: cardiac/respiratory arrest; unconscious and at risk of asphyxiation due to a compromised airway; in respiratory emergency events; in cardiac events; need control of serious bleeding; diabetic problems; and cerebral vascular accident (Stroke).
- (c) The speed of response that our Co-responders have achieved can be measured, and this illustrates that those patients suffering from a life-threatening injury or illness are given the best possible chance of survival.
- (d) Over the 6-year period up to April 2016 HFRS Co-Responders have increased the SCAS Red 1 and 2 performance (8 min response time) by the average of 4.8%.
- (e) HFRS continue to operate Co-Responders on a full cost recovery basis therefore cost neutral to HFRS. The average cost recovered from SCAS over this 6-year period is £363,000 (per year up to April 2016)
- (f) The number of calls increased over this same period from circa 9,000 to 13,000.
- (g) The introduction of the HFRS IEC has benefitted our collaborative work further. The direct cost to SCAS has reduced significantly by

£117k in year 17/18 and cost saving each year thereafter £77k in the following ways:

- i. £27,500 a year reduction for SCAS for direct training cost
  - ii. £50k a year reduction for SCAS (capacity SCAS trainer)
  - iii. £40K saving for SCAS as HFRS has supplied IEC Equipment replacing old SCAS Equipment as this needed replacing (one off capital cost).
- (h) We can demonstrate that our Co-responder scheme is an effective response that is both cost effective and sustainable whilst maintaining our core business, aims and objectives of the Service. Both organisations recognise the benefits that this scheme brings to the people of Hampshire by responding to medical emergencies in a very quick time and often while the caller is still on the 999 call. The Firefighters that operate as Co-responders, see daily the difference this project brings to their local communities.

#### 14. Gaining entry to patients for the Ambulance Service and the Police

- (a) Historically there has been a high demand on the police for gaining entry to properties for the Ambulance Service. Our gaining entry work sees HFRS being deployed instead of the Police to assist SCAS, as we have specialist equipment and expertise which are more readily available. We have also proven that we are a quicker response to these types of calls, it has also been evaluated that by using our equipment and expertise the three organisations have seen a dramatic reduction in boarding up costs.
- (b) Since the commencement of this collaborative working we have attended 2099 gaining entry calls averaging a response time of 5.06 minutes.
- (c) This work is benefitting the patient by access being made quicker, allowing patient care to take place earlier, leading to better outcomes. It is releasing the capacity of Police staff who would normally be attending these calls. It is estimated that an average 30 minutes of Ambulance crews time is being saved per call, releasing this capacity back into the resource model of SCAS.
- (d) HFRS are seeing benefits from this work in the form of getting "through the door" of vulnerable people to implement preventative measures in the form of a safe and well visit including fire safety and falls risk assessment. HFRS can then leave the property in a safer position than before the incident.

#### 15. Prevention activity within Health

- (a) In collaboration with Clinical Commissioning Groups (CCGs) and Public Health England (PHE), HFRS has developed and implemented a holistic prevention strategy that encompasses the local health and wellbeing priorities. The commitment within Hampshire has gathered pace in the last couple of months against the national FRS trend. The



Deputy Director of Public Health England is an advocate of our work and advises us on national issues and financial picture. Her advice is to keep working in the areas that we are, as further financial commitment opportunities will fall out of the STP and 5-year forward plan from 2018.

- (b) Our focus on youth and older people with long term health conditions has proven sound. Our intention is to achieve a delivery model utilising front line crews at stations, to combine an integration of upstream prevention and intervention through modular based educational programmes and an enhanced home fire safety visit that becomes an all-encompassing "Safe and Well" visit. The overarching objective of this approach is to reduce health demand, improve public health and wellbeing and consequently have a positive effect on public service resources.

16. Prevention activity within Health (Youth "A Better Me")

- (a) We are committed to providing a health message to children and young people of Hampshire. 'A Better Me' has been developed, co-designed and evaluated through a partnership with Public Health England (PHE) and the local Clinical Commissioning Groups (CCG) - supporting the local health issues and priorities as well as ongoing seasonal campaigns. The A Better Me Course is now recognised as a method of "Social Prescribing" by CCGs across Hampshire.
- (b) The programme is directly improving two aspects of a candidate's lifestyle; promoting a Healthy Body and a Healthy Mind. The course is held at fire stations and reinforces the benefit of healthy eating, nutrition and an exercise programme whilst emphasising the importance of a daily routine in creating a positive habit. The participants are nominated by school nurses and/or GP and are currently in Year 8 (aged 12-13 years).
- (c) The course has seen successful evaluations from a pilot study by Dr Simon Grist of the Health Science Network, suggested that the A Better Me course shows signs of being an effective intervention at both decreasing sedentary activity and increasing self-esteem in the young people. Participants Sedentary behaviour decreased by 79%, this suggests that the participants were less sedentary across the course and follow up months.
- (d) A further key performance success was a 93% retention rate for the course duration. These are significant performance measure within health, and is rarely seen in other health courses such as this. We are awaiting final evaluation in January, however early indications again show a positive sustained impact is being achieved.

## 17. Ill Health Prevention Older people STEER Falls Champions and Friends

- (a) The Safety Through Education Exercise and Resilience (STEER) course has been so successful, in terms of attendances enjoying the course and key benefits being delivered, it is now nationally and internationally recognised. STEER was a concept developed and implemented by SM Paul Burton, consists of twelve, two-hour sessions for +65's which target the 12 elements of frailty identified by the British Geriatric Society (BGS) publication: 'Fit for Frailty'.
- (b) Exercises are low to moderate level that are based on daily activities and can be continued in the home environment. This innovative approach aims to help older people to be happy, healthy and remain in their home safely. It builds confidence, reduces the risk of a fall occurring, and increases engagement in community activities.
- (c) The transformational course has been produced in consultation with geriatricians, GPs, BGS and other medical and exercise professionals. Existing signposting and safeguarding policies are in place to ensure the individual receives the most appropriate assistance throughout the course.
- (d) We have been successful in being commissioned to deliver STEER Courses across Hampshire.
- (e) Early indications show an average 10.7% percent reduction in the risk of a fall following completion of the STEER course with other benefits surround social isolation and community resilience. This has been recognised and backed by consultant geriatrician Dr Gill Turner, trustee for the British Geriatrics Society. The average retention rate of participants over the 12 weeks and follow sessions is a staggering 87%. This type of retention rate is rarely seen across Health-related initiatives of this nature. We are awaiting the full academia study.
- (f) Falls Prevention Champion and Friends is a Collaborative working model between Hampshire Fire and Rescue Service (HFRS), Hampshire County Council (HCC) and Southern Health NHS Foundation Trust (SHFT). It has initiated a falls champion programme which will increase awareness of the reasons why people fall. The three organisations are working together to reduce the number of older people falling in Hampshire by raising awareness.
- (g) The three-hour interactive sessions for the Falls Prevention Champion seminar will bring together health professionals, members of the public and volunteers who come into contact with the elderly to increase knowledge and confidence in how they can help others to prevent falls.
- (h) This area of work has again been very successful building the awareness of the issues which will reduce demand on all services. It has attracted national interest from The Royal Society for the Prevention of Accidents' (ROSPA) 'Stand Up, Stay Up'.

## 18. Quit and Get Fit

- (a) HFRS has developed a course with Quit4Life (smoking cessation programme) 'Quit and Get Fit' smoking cessation and exercise programme. The course is delivered in 12 sessions at fire stations. The objective is to support members of the public to stop smoking and increase their fitness levels. The sessions are conducted jointly by Quit4Life personnel and HFRS personnel (one will be a Physical training instructor).
- (b) This has seen a successful outcome for the people who have attended the course and used our support. This has short medium and long-term benefits to the individuals, on reducing demand for health and reduces the chances of cigarettes being the cause of accidental fires.

## 19. Safe and Well

- (a) A Safe and Well visit is a person-centred home visit to identify and reduce risk to the occupier or occupiers, taking into account their behaviours and the social and physical environment in which they live. The visit combines a Home Safety Check to reduce fire risk in the home, such as checking and fitting smoke alarms, with health referrals for extra support where appropriate, to improve the occupier's health and wellbeing.
- (b) A Safe and Well visit includes a FRAT (Falls Risk Assessment Tool) and HOME FAST (Falls and Accidents Screening Tool) to address trip hazards and other dangers in the home that could lead to a fall, such as inaccessible everyday items, obstructed or unsecure pathways and hoarding.
- (c) Safe and Well visits are identified through three main channels; self-referral, a referral from a partner agency or using Exeter data. Anyone can refer themselves for a visit provided certain criteria are met. We prefer referrals from other agencies such as health, police, SCAS or social services, as these tend to be targeting vulnerable people most at risk from fire in our communities.
- (d) When concerns about falls or other health related issues are identified these are referred to their own GP or to other agencies for further interventions. In the past year 934 referrals have been sent, highlighting that early intervention would be beneficial for the persons health and wellbeing. In in the wider sense this will be reducing the chances of a fall which in turn reduces demand and costs for acute care.

## 20. Numbers of Prevention Course delivered and planned

- (a) The number of planned courses across Hampshire being delivered by HFRS should be seen as a success. We are now trusted and respected to deliver courses to improve people's health and wellbeing and reduce demand on acute service. This is a positive step change.

(b) To date we have developed, trialled and delivered:

**Portsmouth CCG:**

**STEER**

Commissioned = 8

Completed = 1

Planned = 7 (next course in January 18)

**Falls Champions**

Commissioned = 4

Delivered 1

**Basingstoke CCG:**

**STEER**

Commissioned = 2

2 x Community Market Place events

Completed = 0

Planned = 2 (first course in January 2018)

**North East Hants & Farnham CCG:**

**STEER**

Commissioned = 4

Completed = 0

Planned = 4 (First Course Feb 2018)

**North East Hants & Farnham CCG (VANGUARD)**

**STEER**

Commissioned = 12 (£43k)

Completed = 12

**Falls Champions**

Commissioned = 8

Delivered 8

**South West CCG:**

**STEER**

Planned = 2 (Before April 18)

**Southampton CCG:**

Commissioning talks in progress. Current discussions indicate 6 courses but not confirmed yet.

**Quit & Get Fit Courses: (Across the county)**

Commissioned = 3

Completed = 3

Currently in discussion with Basingstoke Council to commission more courses next year.

**A Better Me Courses: (Across the county)**

Commissioned 1

Completed = 18

Planned = 3 (next course in November 17)

## FUTURE DEVELOPMENTS

21. HFRS have successfully delivered the project outcomes through to implementation, the amount of commissioned work is dictated by the pace at which we can clearly demonstrate to CCGs, PH and other Health organisations that our work is worthwhile and actually benefits the people we are all trying to reach. We are becoming a trusted partner in the Health arena and we are also beginning to realise the benefits that this project can bring to HFRS and the broader community.
22. We will continue to look for other opportunities to assist our partners and for our partners to assist us in a shared vision to make people safer in the community. The Fire as a Health asset work will continue to develop. One such area is the regional and national approach.
23. We are working together to use our collective capabilities and resources more effectively to enhance health and wellbeing in the South-East region. We are supporting and encourage our local networks to do the same in their communities. By following CFOA's Consensus Statement and the Fire as a Health Asset Summit Group's guidance we will support local action and flexibility, encouraging local organisations and their networks to work together in partnership.
24. The South-East Fire as a Health Asset Collaboration Group has been established to provide support and guidance to the South-East region and will assist with strategic Health work. Its objectives and work should be set within the remit and influence of CFOA, Public Health and the NHS in accordance with strategic aims. Group Manager Nigel Cooper is a key member of this regional group.
25. All South-East Fire and Rescue Services, Public Health, the NHS and Age UK strategic leads on prevention can access and inform the groups of work. The group will engage and influence key stakeholders to build and maintain the profile of the effective and efficient preventative agenda around Health, so that FRS's can be a useful delivery partner to support improvements in public health and demand in local communities.
26. The group is jointly chaired by a Public Health England and South-East FRS representative (currently AM Rob Cole, HFRS). They will update national Strategic Health Group and provide regular updates to South-East partners through the SharePoint site set up by the group.

## SUPPORTING OUR SERVICE PLAN AND PRIORITIES

27. This work underpins our Risk Review proposals and fully supports our Service Delivery Priorities as set out in the Service Plan 2015 – 2020.

## COLLABORATION

28. All work within the area of Fire as a Health Asset is through collaboration with our health partners and NHS Organisations.

## PEOPLE IMPACT ASSESSMENT

29. The proposals in this report are considered compatible with the provisions of the equality and human rights legislation.
30. The original PIA will be reviewed as we move into the next phase of work and further develop proof of concept trials and implement new capabilities. These will relate to other work in the Service Delivery Redesign.

## RISK ANALYSIS

31. This work underpins our Risk Review proposals and fully supports our Service Delivery Priorities as set out in the Service Plan 2015 – 2020

## CONCLUSION

32. The project's work packages have delivered on time and in budget whilst retaining high quality products. The project team's approach of learning what is needed from Health, preparing our capability to meet this need, and then being ready to take advantage of opportunities when they arise, has benefitted our work.
33. We are not underestimating the complexity of Health and the NHS and the journey that they must go through to fully understand that preventive work is much more cost effective than response. We must stay focused and driven whilst guiding Health, both in forms of prevention and response, to meet the future needs of the people of Hampshire.
34. Our Fire as a Health Asset and collaboration work is driven by both efficiency and effectiveness and the need to reduce financial demands on all public services. The effectiveness is not just related to achieving savings within organisations, it is also about delivering better services and outcomes for the public.
35. Our collaboration work in the health area has been achieved in a number of ways and with a range of participants. Across the country there is no one model; our products reflect the local need.
36. We have proven our worth as a true Health Asset, we are demonstrating constant performance in all areas. We will now continue to make a difference to the people of Hampshire.

## RECOMMENDATION

37. That the Fire as a Health Asset work is noted by Hampshire Fire and Rescue Authority, as making a positive difference to our partner organisations, to the people of Hampshire and ultimately delivering savings for the public purse.

## BACKGROUND PAPERS

38. The following documents disclose the facts or matters on which this report, or an important part of it, is based and has been relied upon to a material extent in the preparation of the report:

DCLG Transformation Grant Funding Bid Oct 2014

SDTP Mandate May 2015

SD Redesign - Fire as Health Asset Work-stream Business Case Jan 2016

Note: The list excludes: (1) published works; and (2) documents that disclose exempt or confidential information defined in the Act.

Contact:

Rob Cole, Area Manager, [Rob.Cole@hantsfire.gov.uk](mailto:Rob.Cole@hantsfire.gov.uk), 07918 887600





**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

Purpose: Noted

Date **5 DECEMBER 2017**

Title **PERFORMANCE REPORT**

Report of Chief Officer

## EXECUTIVE SUMMARY

1. This report provides an update on how the Authority performed against its key performance indicators in the period April to September 2017.

## BACKGROUND

2. Performance management is an important element within our governance framework. It helps us review our progress against our plans. The Service's Performance Board reviews our performance on a regular basis as does the Service Management Team.

## PERFORMANCE MEASURES

3. The Performance Report in Appendix A provides members with a summary of the number and type of incidents that we attend. It then reports against our 'Core Measures' which we use to help measure our performance and the impacts of the improvements we are making to reduce and mitigate risk. These measures include sickness and financial performance. We have also included a High-Rise building inspection update to show how many buildings have been inspected. Each graph is accompanied by a commentary on the performance.
4. The total number of incidents decreased by 15% from April 2017 to September 2017 compared to the same period the previous year. This was due to a large reduction in CoResponder calls which reduced by 40%, (2008 fewer incidents). Although the total number of incidents have decreased, the number of fires increased by 11%, an additional 232 fires.
5. 67% of critical incidents were reached within 8 minutes during April to September 2017. This is an improvement of 1% compared to the same period as the previous year.

## SUPPORTING OUR SERVICE PLAN AND PRIORITIES

6. Monitoring and reviewing performance will help to ensure that we continuously improve and meet our priorities and aims.

## RESOURCE IMPLICATIONS

7. There are no additional resource implications from the contents of this report.

## LEGAL IMPLICATIONS

8. There are no legal implications of the contents of this report.

## PEOPLE IMPACT ASSESSMENT

9. The proposals in this report are to be considered compatible with the provisions of equality and human rights legislation.

## RISK ANALYSIS

10. Failure to regularly report on, and scrutinise, our performance could result in appropriate action being taken to address reducing our poor performance which may affect the outcomes for our communities. The information may, in some cases, indicate increasing (or reducing) risks for the Authority. Consideration of the progress reports is therefore an important process within the Authority's risk management strategy. It ensures that Members are aware of any problems associated with achieving the improvements set by the Authority, and the priority given to eliminating or mitigating any implied or specific risks.

## RECOMMENDATION

11. That the Authority reviews the performance detailed in Appendix A and notes the strategies for improvement.

## APPENDIX ATTACHED

Appendix A - Performance Report

## BACKGROUND PAPERS

12. Hampshire Fire and Rescue Service Plan 2015-2020

Contact:

Nicki Whitehouse Head of Knowledge Management, Telephone: 023 8064 4000 (extension 3942)

## Appendix A



# Performance Report

April to September 2017

Hampshire Fire and Rescue Authority

5 December 2017

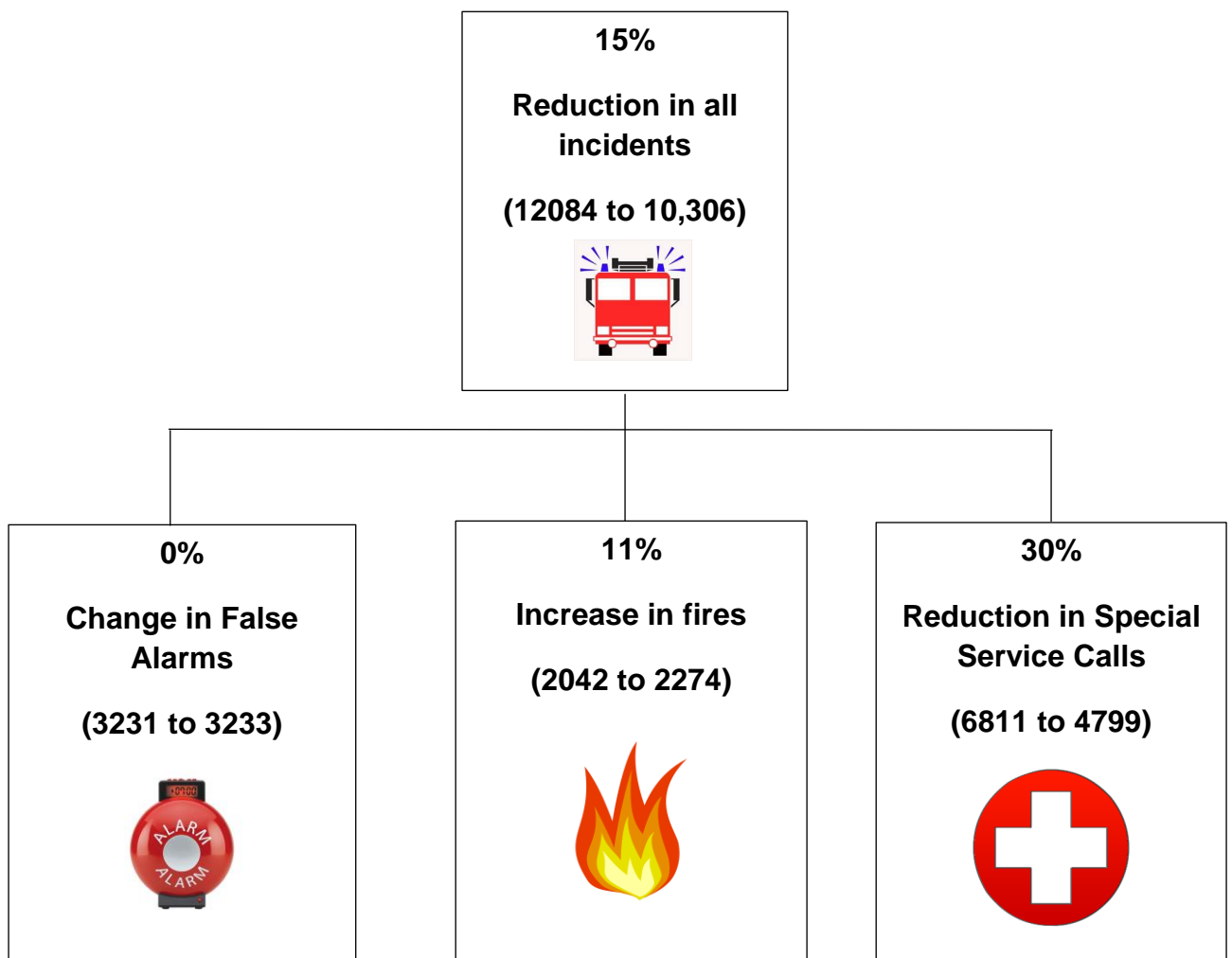
## **Contents**

<b>Incident Summary – April to September 2017 .....</b>	
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## Incident Summary – April to September 2017

Each year the Service attends calls to a range of incidents, each posing a different threat to the community and our staff. All incidents, except for CoResponder calls (which are recorded in our mobilising system), are recorded in the IRS (Incident Recording System), which is used by all English fire and rescue services. Data is used by the Service, and provided to the Home Office. The system classifies each of these incidents into one of three categories: 'Fire', 'False alarm' or 'Special service call'. The data on the following page provides a breakdown of all incidents over the last six months.

Performance is tracked using a mix of agreed performance indicators and local targets. The info graphics below show how Hampshire Fire and Rescue Service has performed against some of its key targets over the past six months compared to the previous year.



Incident type	April - September 2016	April - September 2017	Variance
Primary building fires	607	622	15
<i>Accidental dwelling fires</i>	381	390	9
<i>Deliberate dwelling fires</i>	<u>36</u>	<u>36</u>	<u>0</u>
• Primary dwelling fires	417	426	9
• Other building fires	190	196	6
Primary vehicle fires	276	307	31
<i>Accidental vehicle fires</i>	169	188	19
<i>Deliberate vehicle fires</i>	107	119	12
Other primary fires	124	146	22
Total number of primary fires	1007	1075	68
<i>Accidental secondary fires</i>	489	575	86
<i>Deliberate secondary fires</i>	519	598	79
Total number of secondary fires	1008	1173	165
Chimney fires	27	26	-1
<b>Total number of fires</b>	<b>2042</b>	<b>2274</b>	<b>232</b>
Malicious false alarms	118	136	18
False alarms with good intent	1059	1112	53
False alarms due to apparatus	2054	1985	-69
<i>Dwellings</i>	892	913	21
<i>Other buildings</i>	1162	1072	-90
<b>Total number of false alarms</b>	<b>3231</b>	<b>3233</b>	<b>2</b>
CoResponder calls	5017	3009	-2008
Road traffic collisions	426	393	-33
Other special service calls	1368	1397	29
<b>Total number of special service calls</b>	<b>6811</b>	<b>4799</b>	<b>-2012</b>
<b>Total number of incidents</b>	<b>12084</b>	<b>10306</b>	<b>-1778</b>

## Commentary


The total number of incidents (False Alarms, Fire, RTC's and SSC's) has decreased by 15% from **April 2017 to September 2017** compared to the same period the previous year, despite a rise in fires. This was due to a large reduction in CoResponder calls which reduced by 40%, 2008 fewer incidents. Although the total number of incidents have decreased, the number of fires increased by 11%, an additional 232 fires. The increase was largely due to:

- Secondary fires (outdoor structure and grass)
- Accidental and deliberate vehicle fires
- Accidental primary non-residential fires (private sheds and garages)

## Core Measures


Our core measures are made up of the Service-wide impacts, our response standard to critical incidents and our staff wellbeing. These measures help us focus our change activity across all our Service Plan Priority areas. By 'Strengthening' the organisation we aim to deliver 'Safer' outcomes and these measure the impacts of those activities. The tiles below provide an overview of our core measures and our performance against previous year. The data period is April 2017 to September 2017 apart for Shifts lost to sickness and finance which show performance for the previous financial year.


**GREEN** Performing well  
**AMBER** Performing within a tolerable level  
**RED** Requires attention

**Fire related fatalities** 

April – Sept 2017: **5**


April - Sept 2016: **3**


**Variance: 67%** 

**Fire Casualties** 

April – Sept 2017: **32**


April – Sept 2016: **27**


**Variance: 19%** 

**People killed in road traffic collisions** 

April - Sept 2017: **12**

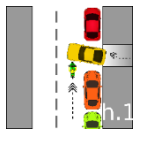
April - Sept 2016: **16**


**Variance: -25%** 

**People seriously injured in road traffic collisions** 

April – Sept 2017: **289**


April – Sept 2016: **311**


**Variance: -7%** 

**Primary Fires** 

April – Sept 2017: **1,075**


April – Sept 2016: **1,007**


**Variance: 7%** 

**Critical Response (8/80)** 

April – Sept 2017: **67%**


April – Sept 2016: **66%**


**Variance: 1%** 

**Shifts lost to sickness** 

Year ended March 2017: **3.24%**


Year ended March 2016: **3.41%**

**Variance: -0.17%** 

**Finance - 2017** 

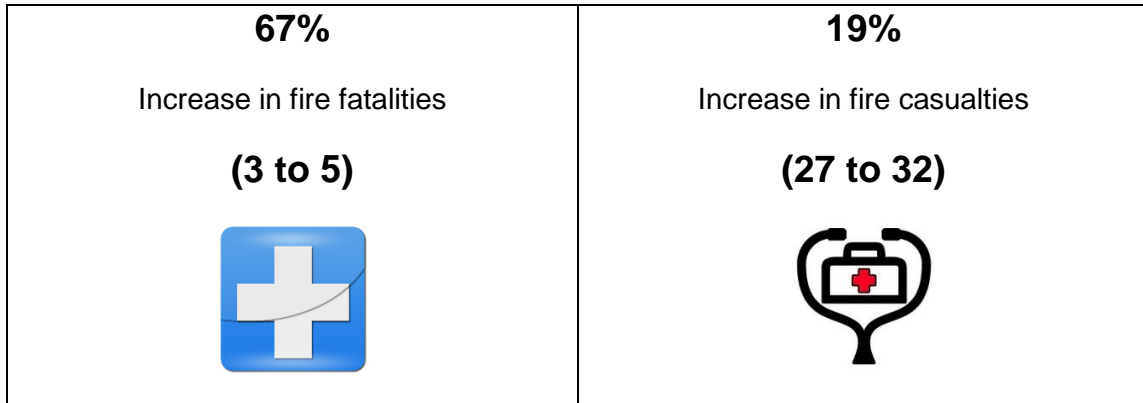
Expenditure **£62,602,000**

Budget: **£66,282,000**

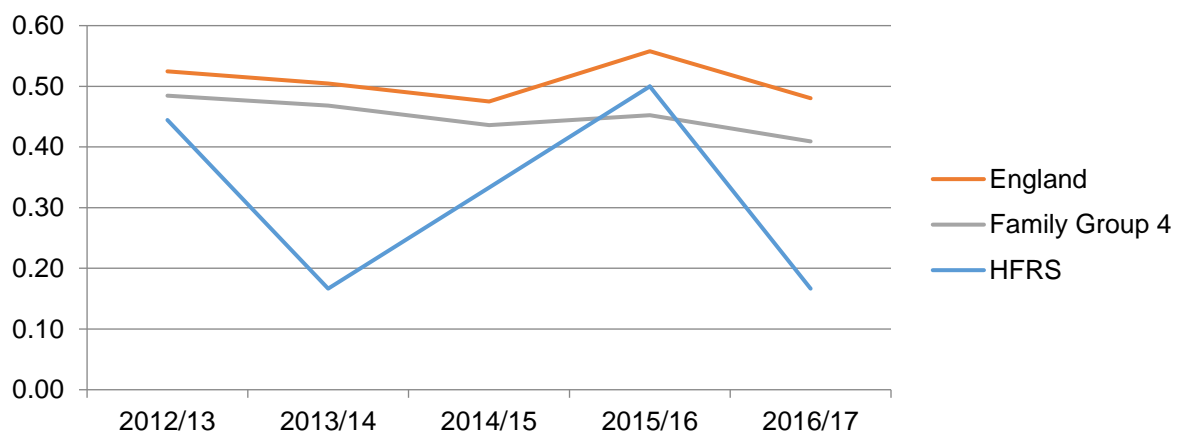
**Variance: -6%** 

The following pages provide more detail for each measure accompanied by commentary which includes a section on 'Actions' highlighting the current and future activities being undertaken to improve performance.

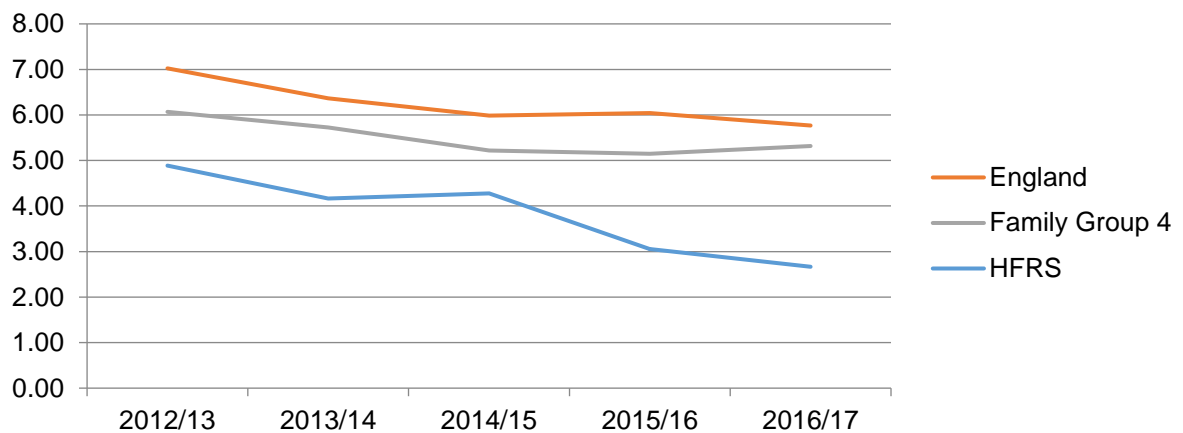
### Fire Fatalities and Casualties (April to September)



**Fire related fatalities by year per 100,000 population**



**Fire casualties by year per 100,000 population**





## **Commentary**

The number of fatalities due to fire increased by two in April to September 2017 (5) compared to the same period the previous year (3).

All five of the fatalities were male, the cause of death for two was due to smoking materials.

Fire casualties have increased by five in the period April to September 2017 (32) compared to the same period in the previous year (27). The trend over the previous five years is downward.

Casualties due to a dwelling fire have seen a small increase in April to September 2017.

## **Actions**

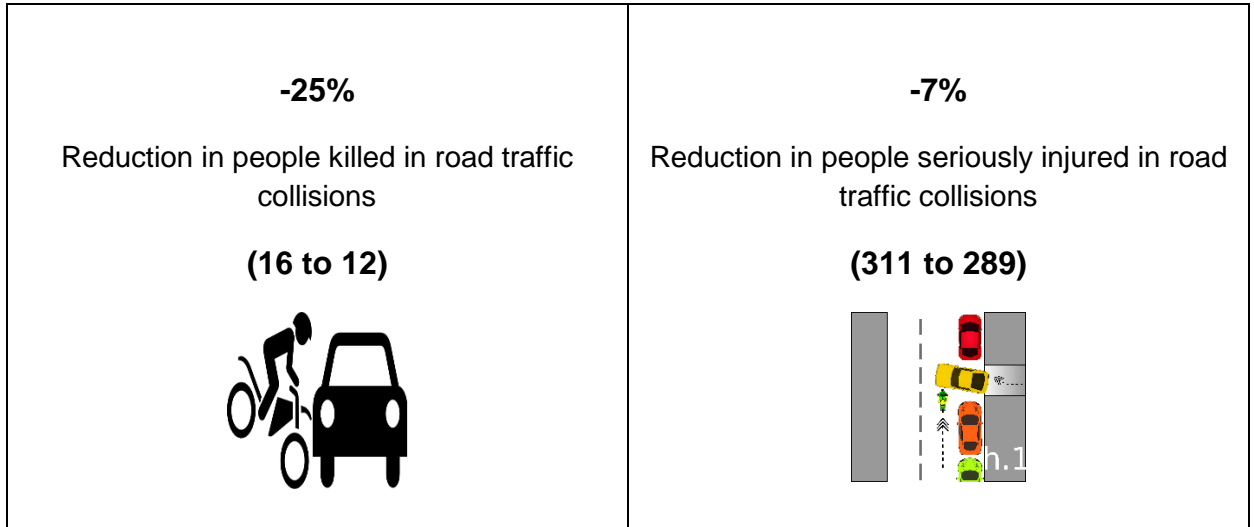
Our Fire Investigation Team work with the Police to assist the Coroner's inquest for all fatalities. We have implemented a robust incident protocol for Fire Fatalities to ensure that any learning points are identified and shared with partner agencies. These inform new activities that are being developed.

Through our prevention activities, we continue to target the most vulnerable people in our community, particularly groups most likely to be at risk of dying in a fire using both local and national data sets.

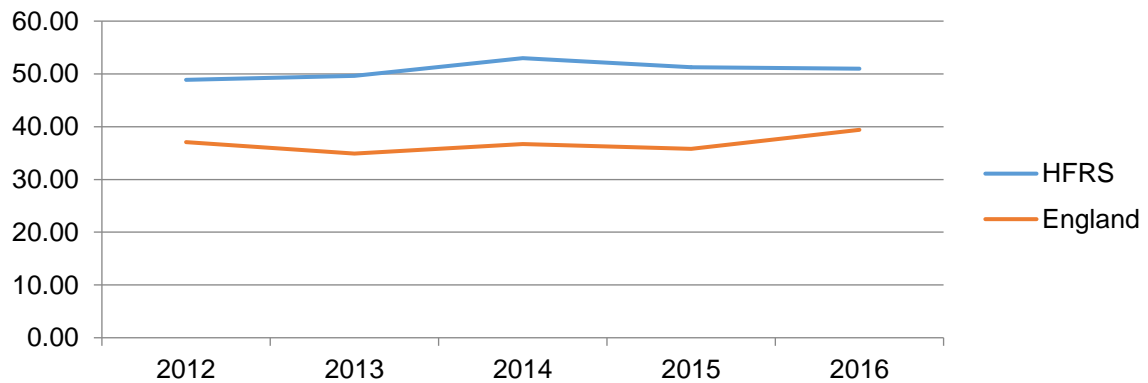
We are working closely with partners such as universities and Electrical Safety First to reduce accidental dwelling fires in targeted populations. We are looking to develop targeted communication campaigns and use new technologies to reduce demand. These are based on academic research and evaluation methods.

To keep our prevention activities focused, we concentrate our efforts on the casualties from fire resulting in individuals being taken to hospital. This group tends to be more likely to have an accidental fire but are unlikely to be a high risk of becoming a fire fatality. This is because they are more able to remove themselves from the fire.

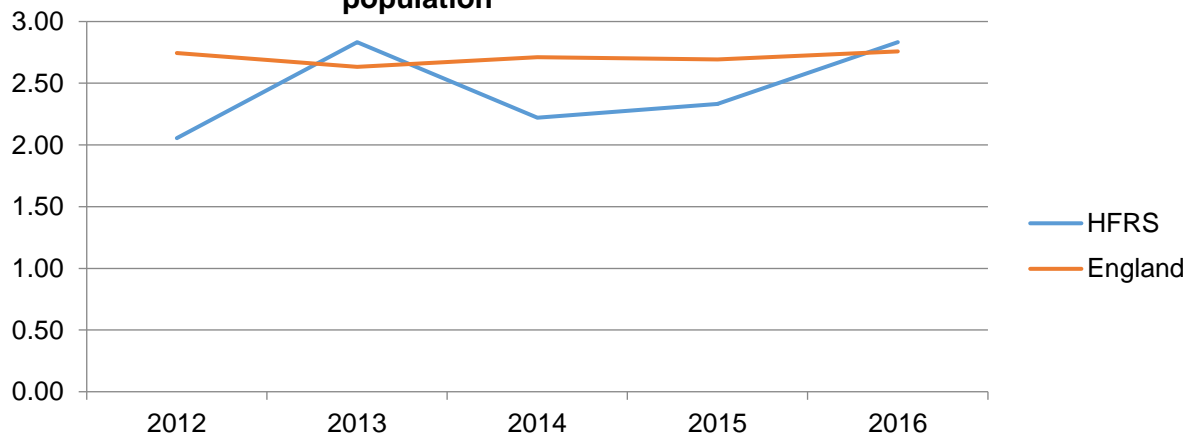
## People Killed and Seriously injured in road traffic collision (RTC's) (April to July)



**People seriously injured in road traffic collisions by year per 100,000 population**



**People killed in road traffic collisions by year per 100,000 population**



## Commentary

The number of people killed in RTCs reduced by four during the period April to July 2017 (12 fatalities) compared to the previous year (16 fatalities). June had the greatest number of fatalities (5), the other months were much lower.

People seriously injured in RTCs in Hampshire remains above the national average. The number decreased by 22 in April 2017 to July 2017 (289 people) compared to the previous year (311 people). The number of seriously injured casualties fluctuated over the four months.

There is no single underlying factor that causes road casualties. Instead there are many influences. These include:

- The distance people travel (which is partly affected by economic factors)
- The mix of transport modes used
- Behaviour of drivers, riders and pedestrians
- Mix of groups of people using the road (eg. change in the number of newly qualified or older drivers)
- External effects such as weather, which can influence behaviour (for instance, encouraging/discouraging travel, or closing roads) or change the risk on the roads (by making the road surface more slippery).

It is very hard to isolate many of these factors between months/years. Road casualty data currently only gives a limited amount of information about behaviour changes and it's very rare to be able to identify such changes between individual months/years.

## Actions

To help us make improvements to our initiatives, we have set up a collaborative working group with Police and partner analysts that has enabled us to carry out more research on the conditions and causes. Using this knowledge, we will ensure our joint campaigns and targeted initiatives deliver the right messages at the right time of year.

We have a Knowledge Sharing Forum with the Police, Hampshire County Council, Southampton City Council, Portsmouth City Council and the Public Health Board. This forum helps facilitate joined up analysis on a wide range of issues facing our communities.

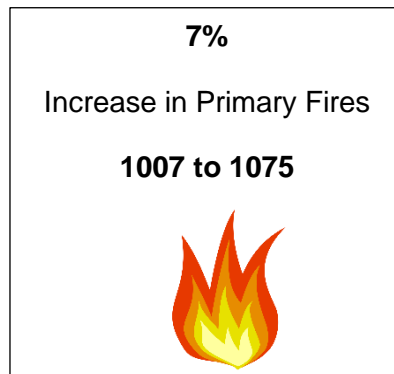
With the Blue Light Collaboration Pilot, Knowledge Management are working with South Central Ambulance Service (SCAS) and Police Analysts investigating joint response, which include RTCs. The working group are analysing data to understand the factors involved and how we can provide preventive methods together.

Using our information, we will review our targeted campaigns to make sure we are reaching our at-risk people. Further analysis will also compare our serious injuries data with the types of roads we have in comparison to similar counties. This will help us to understand the factors involved in the high number compared to the national average.

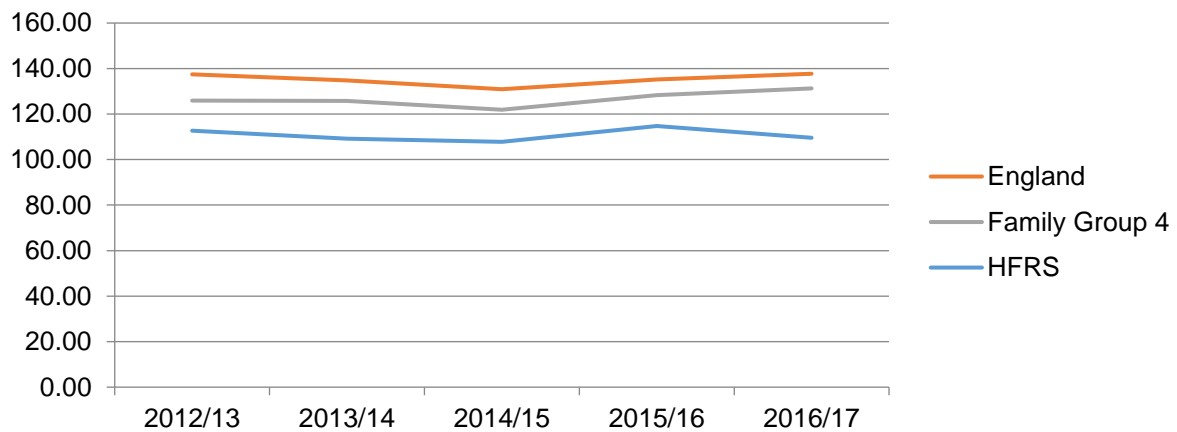
We have delivered Road Safety events to Key Stage 2 and 3 schools, worked with Hampshire Constabulary on the drink drive campaign aimed at the Isle of Wight Festival. We have similarly supported cycle safety events in Portsmouth and older driver's events across the county.

We are an active partner in both the Safe Drive Stay Alive and National Road Safety week that takes place in November.

## Primary Fire Incidents



### Primary Fires by year per 100,000 population



### Commentary

Primary fires have increased in the period **April 2017 to September 2017** by 7% (additional 68 incidents). This is mostly due to an increase in primary grass fires and vehicle fires (31 additional incidents).

- The additional primary grass fires mostly occurred in North Hants Group; followed by Eastleigh, Fareham & Gosport group and Southampton Group. The increase mainly occurred in April and June. The dry and hot weather we had in these months would have been a factor because when the ground and vegetation is dry it can result in an increase in grass fires.
- Accidental primary fires have seen an increase compared to the same period the previous year mainly comprised:
  - primary non-residential (26 incidents, mostly in private garden sheds or garages)
  - primary grass fires
  - primary vehicle fires and primary dwellings
- The source of ignition to these fires were a mixture of BBQ's, spread from secondary fires, wiring, matches, smoking materials. There is no emerging trend now for these types of fires.

- Accidental and deliberate vehicle fires have increased in the first six financial months of 2017. These incidents have mainly occurred in Southampton and Portsmouth group.
- The percentage of fires contained to the room of origin remained at 86% in April to September 2017, consistent with the same data period in 2016.

## **Actions**

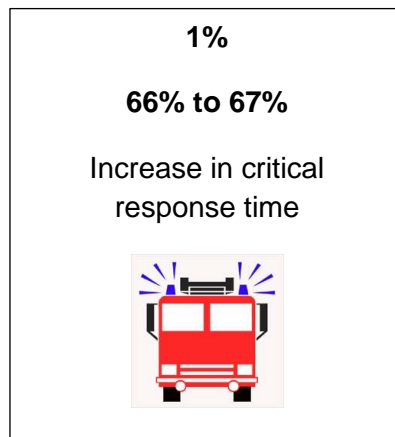
During the spring and summer months the Analyst team within Knowledge Management produced a monthly report on outdoor fires, especially grass fires for each Group. This was to keep the Group Managers informed and aware of any emerging trends in these incidents. The increase in grass fires appear to be linked with the warm dry spells we had.

Our post incident packs have been introduced to make neighbours aware that a fire has occurred and to give appropriate fire safety messages to the specific audience. This is being carried out to reduce the number of dwelling fires, along with our Safe and Well visits.

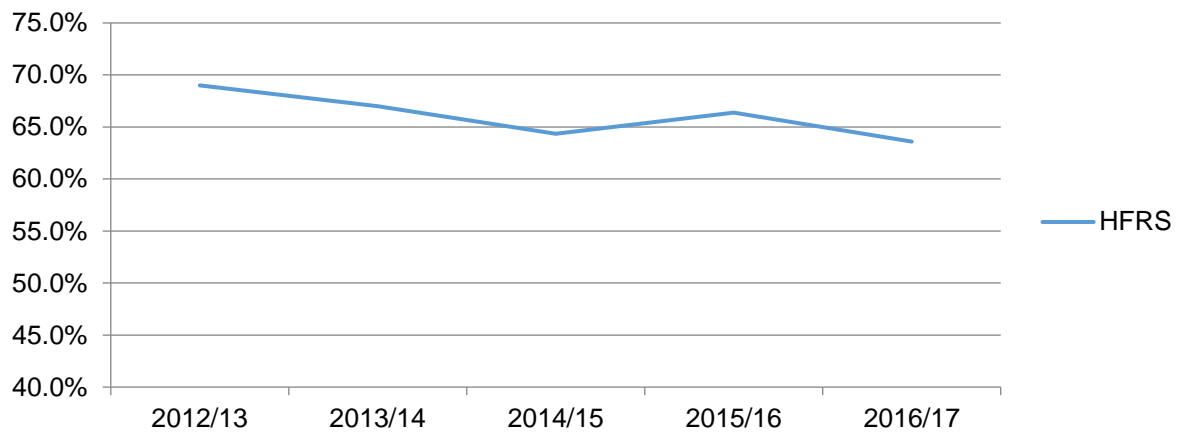
Knowledge Management are currently investigating the rise in vehicle fires with Hampshire Constabulary, but to date no obvious cause has been identified. This is being monitored every month to see if there are any emerging trends.

Knowledge Management analysts are working collaboratively with Police analysts to share data on current initiatives and emerging trends within Hampshire. These are then shared with the delivery groups to help inform targeted activity to reduce specific areas of demand.

## Critical Reponses Times



### Critical response standard (8/80) by year



### Commentary

67% of critical incidents were reached within 8 minutes during April to September 2017. This is an improvement of 1% compared to the same period as the previous year.

### Actions

The work carried out in the Risk Review identified ways of making quicker response times by changing the crewing models and size of vehicles. Through these change initiatives we are aiming to increase our critical response time to 77% by 2019/20 when all the proposals will be in place. Knowledge Management are starting to evaluate some of the changes recommended by Risk Review.

We continue to work with the Retained Duty System (RDS) to improve availability and therefore reduce response times in rural areas. With the introduction of Retained Support Officers, the RDS crewing trials, along with a more efficient RDS recruitment process, it is expected that response times in rural areas will improve. Analysts are currently working with the Winchester & Test Valley Group Manager on evaluating an RDS trial.

## **Retained Station availability**

### **Commentary**

Hampshire's availability (first appliance) reduced from 82% to 80% April to September 2017 when compared to the same period in 2016.

### **Actions**

We continue to work with the RDS to improve availability and therefore reduce response times in rural areas. With the introduction of Retained Support Officers, the RDS crewing trials planned, along with a more efficient RDS recruitment process, it is expected response times in rural areas will improve

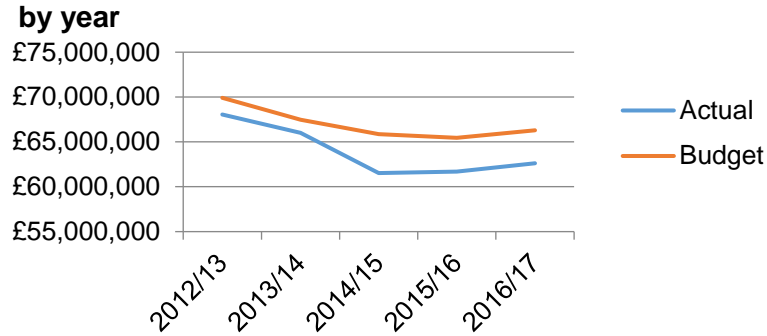
Knowledge Management continue to monitor and investigate the reasons for variances in availability.

## Finance – Head of Finance

This section looks at our financial performance over 2016/17 but also looks forward at our financial reserves and savings plan targets.

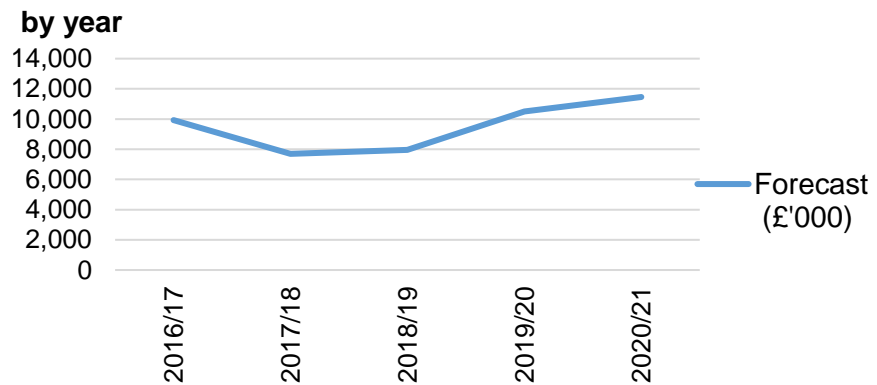
### Net cost of service

This measure shows the performance of our expenditure against our planned budget.



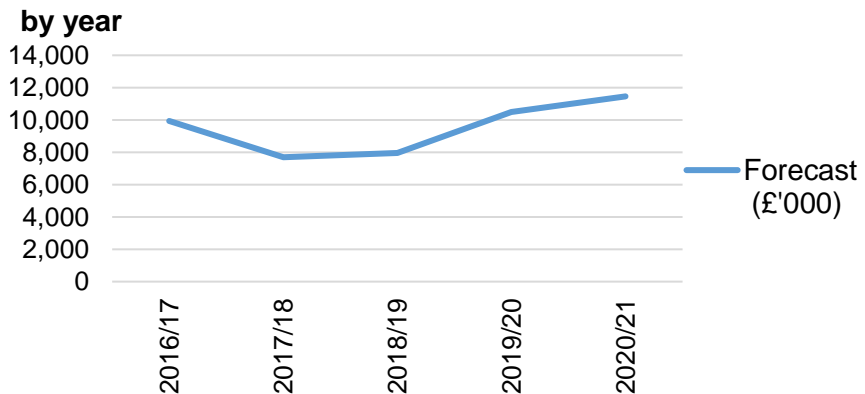
### Reserves

This measure shows the amount of reserves we had in 2016/17 and forecast reserves for the next four years. This money has been accumulated over the years from under spends in the budget and the selling of estates and assets. It is used to fund capital programmes.



### Savings Plan

This measure shows our revenue budget reductions for 2016/17 and our further planned reduction over the next four years.





## **Performance commentary (2016-17)**

Our net cost of service remains below our budget. A large part of the underspend was due to the number of vacancies across staff posts.

Furthermore, our Financial Reserves continue to reduce as we invest in transformational projects to help the Service achieve its Service Plan.

## **Actions**

Revenue Contributions to Capital are expected to increase to £3.95m per annum from 2018/19 to help continue our support for capital programmes.

## Shifts lost to sickness – Head of Human Resources



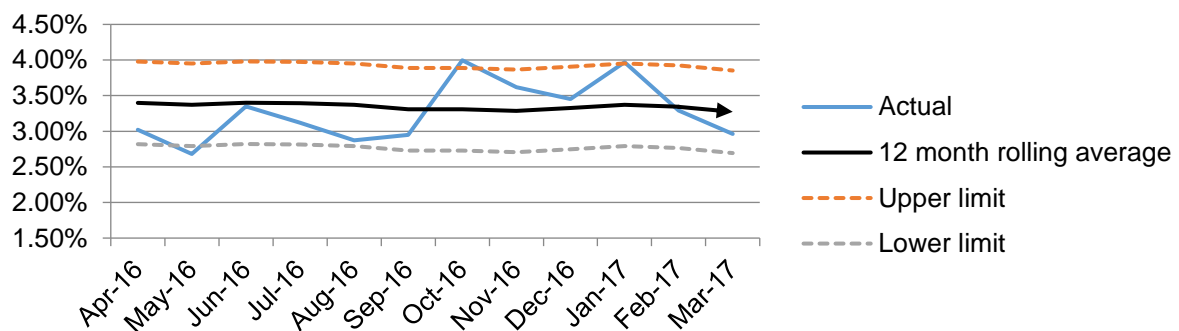
### April 2016 to March 2017

Comparison of shifts possible for our monthly break down.

Days lost per FTE for 2016/17	HFRS	National Average
WholeTime (36 FRSs)	7.26	7.50
Retained (18 FRSs)	10.98	9.46
Fire Control (31 FRSs)	6.85	9.01
Green Book (36 FRSs)	8.75	7.97
<b>All staff (37 FRSs)</b>	<b>8.78</b>	<b>7.78</b>

Data taken from the National Fire Service Occupational Health Report 2016/17. Note this is a voluntary report and therefore not all Fire & Rescue Services (FRS) contribute to this report. The number of FRSs in this comparison is indicated next to each category.

### Shift lost per shifts possible by month



Data taken from SAP

### Performance commentary

Shifts lost to sickness per shifts possible have decreased by 0.17% from April 2016 to March 2017 (3.24%) compared to the previous year (3.41%). The increase in October 2016 above the upper control limit, was seen right across all staff. The largest increase however occurred in our WholeTime personnel.

### Actions

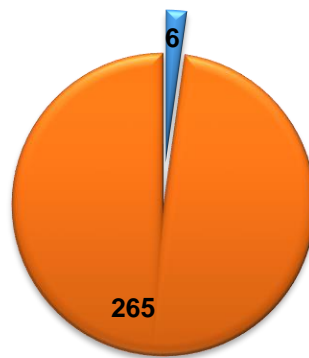
To support the wellbeing of our staff we offer several initiatives with external suppliers, partner agencies and a shared Occupational Health service with Hampshire Constabulary. This aims to support staff with not just physical injuries but also any mental health concerns they may have.

Furthermore, we are always looking to reduce the number of work days lost due to personal injuries caused by a safety event at work. To do this we have a well-established Health & Safety board which monitors our safety events and oversees the Health & Safety plan designed to prevent these incidents and mitigate the effects should they occur.

## Optional measure

### High Rise Inspection Update

#### High Rise Inspections



- Number of High Rise inspections to do
- Number of inspections completed within Hampshire

In Hampshire, there were 271 premises on HFRS High Rise inspection list. HFRS have carried out 265 inspections up to 20/11/2017.

There were 16 premises identified to DCLG with 'Aluminium Cladding':

- Number of joint inspections completed - 16
- Inspections attended by Fire Engineer - 16

A re-inspection programme has been put in place as per the guidance of the DCLG.

Twenty-eight inspections were attended by a Fire Engineer; these were for more complex buildings.

All groups have completed their inspection for local authority high rises. Portsmouth Group have a few privately owned high rises left to inspect.

## Definitions

**Primary fires** are generally more serious fires that harm people or cause damage to property. Primary fires are defined as fires that cause damage by fire/heat/smoke and meet at least one of the following conditions:

- any fire that occurred in a (non-derelict) building, vehicle or (some) outdoor structures
- any fire involving fatalities, casualties or rescues
- any fire attended by five or more pumping appliances.

### **Primary fires are split into four sub-categories:**

- **Dwelling fires** are fires in properties that are a place of residence ie. places occupied by households such as houses and flats, excluding hotels/hostels and residential institutions. Dwellings also include non-permanent structures used solely as a dwelling, such as houseboats and caravans.
- **Other buildings fires** are fires in other residential or non-residential buildings. Other (institutional) residential buildings include properties such as hostels/hotels/B&Bs, nursing/care homes, student halls of residences. Non-residential buildings include properties such as offices, shops, factories, warehouses, restaurants, public buildings, religious buildings, etc.
- **Road vehicle fires** are fires in vehicles used for transportation on public roads, such as cars, vans, buses/coaches, motorcycles, lorries/HGVs etc 'road vehicles' does not include aircraft, boats or trains, which are categorised in 'other outdoors'.
- **Other outdoors fires** are fires in either primary outdoor locations, or fires in non-primary outdoor locations that have casualties or five or more pumping appliances attending. Outdoor primary locations include aircraft, boats, trains and outdoor structures such as post or telephone boxes, bridges, tunnels, etc.

**Secondary fires** are generally small outdoor fires, not involving people or property. These include refuse fires, grassland fires and fires in derelict buildings or vehicles, unless these fires involved casualties or rescues, or five or more pumping appliances attended, in which case they become primary other outdoor fires.

**Chimney fires** are fires in buildings where the flame was contained within the chimney structure and did not involve casualties, rescues or attendance by five or more pumping appliances. Chimneys in industrial buildings are not included.

**Accidental fires** include those where the motive for the fire was presumed to be either accidental or not known (or unspecified).

**Deliberate fires** include those where the motive for the fire was 'thought to be' or 'suspected to be' deliberate. This includes fires to an individual's own property, others' property or property of an unknown owner. Despite deliberate fire records including arson, deliberate fires are not the same as arson. Arson is defined under the Criminal Damage Act of 1971 as 'an act of attempting to destroy or damage property, and/or in doing so, to endanger life'.

## False alarms

**False Alarms** are incidents where the FRS attends a location believing there to be an incident, but on arrival, discovers that no such incident exists or existed.

False alarms are split into three sub-categories:

- **Malicious False Alarms** are calls made with the intention of getting the FRS to attend a non-existent event, including deliberate and suspected malicious intentions and are usually via a hoax phone call or activation of fire alarms.
- **Good Intent False Alarms** are calls made in good faith in the belief that there really was an incident the FRS should attend, such as when people smell burning or see smoke.
- **False Alarms Due to Apparatus** are calls initiated by fire alarm and firefighting equipment operating, including accidental initiation of alarms by persons or where an alarm operates erroneously, and a person then routinely calls the FRS.

## Non-fire incidents

**Non-fire incidents** (also known as Special Service incidents) are incidents requiring the attendance of an appliance or officer. They include, but are not limited to:

- local emergencies eg. road traffic incidents, responding to medical emergencies, rescue of persons and/or animals or making areas safe
- major environmental disasters eg. flooding, hazardous material incidents or spills and leaks
- domestic incidents eg. persons locked in/out, lift releases, suicide/attempts prior arrangements to attend or assist other agencies, which may include some provision of advice or standing by to tackle emergency situations.

**Non-fire incidents** also include Special Service Good Intent False Alarms and Malicious False Alarms.

**Medical incidents** attended by FRSs include but are not limited to cases of: lifting people; people experiencing breathing difficulties; cardiac arrests; those who are unresponsive; collapses; choking; shock; etc.

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Purpose: Decision

Date 5 December 2017

Title **HFRA Members' Allowances Scheme**

Report of: The Chairman of Standards and Governance Committee



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

## 1. EXECUTIVE SUMMARY

1.2 This report sets out the recommendations of the Standards and Governance Committee, regarding its review of the HFRA Members' Allowances Scheme (the Scheme) following the reduction of size of the Authority to 10 Members in June 2017.

## 2. REVIEW OF THE HFRA MEMBERS' ALLOWANCES SCHEME

2.1 A Working Group, comprising Members of the Standards and Governance Committee have reviewed the Scheme in the context of the revised governance arrangements. The process of this review is set out in the report considered by the Committee at its meeting of 27 November 2017, which can be found at Annex 1.

2.2 Prior to the meeting of the Committee, all Members of the Authority were consulted on the report. Members' views were taken into account when the Committee considered this matter at its meeting on 27 November 2017 and made its recommendations.

2.3 At its meeting, Standards and Governance Committee received and considered the report at Annex 1. A number of amendments to the recommendations were proposed in order to specify recommended levels of SRA for various roles. The concept of a Scheme to be in place until 2020/21 and an index according to which annual adjustments to the Scheme may be made was supported and it was agreed that further advice be supplied by the Monitoring Officer to the Authority on the most appropriate means of identifying the index in order to avoid ambiguity.

2.4 The Committee unanimously agreed the following recommendations to the Authority regarding the Scheme:

## 3. RECOMMENDATIONS:

That noting and having regard to the outcomes of the review of Members' Allowances by the Working Group, including the input of IRP members, as set out in the report, the Standards and Governance Committee RECOMMEND to the Full Authority the adoption of an updated Members' Allowances Scheme consisting of:

3.1 A Basic Allowance of £6000 per Member, per annum.

3.2 Special Responsibility Allowances for each role as set out below:

<b>Role</b>	<b>SRA Formula</b>	<b>SRA monetary value (based on £6000 Basic Allowance)</b>
Chairman of the Authority	2 x Basic	£12,000
Vice-Chairman of the Authority	0.5 x Basic	£3000
Standards and Governance Committee Chairman	0.25 x Basic	£1500
Standards and Governance Committee Vice-Chairman	0.125 x Basic	£750
Principal* Opposition Spokesperson	0.5 x Basic	£3000
Other* Opposition Spokesperson	0.125 x Basic	£750

\* Principal Opposition Spokesperson being the nominated spokesperson for the largest opposition Group. Should there be multiple opposition Groups of equal size, the nominated spokespersons to share equally the combined allowances for a "Principal" and "Other" spokesperson i.e 0.3125 x Basic each. For this purpose, an opposition Group has no minimum size and may consist of a single Member.

Should a Member be appointed to more than one role for which an SRA is payable, only one (the higher) SRA may be claimed.

3.3 Increases in the rate of Allowances to be indexed according to the national Local Government Pay Award for a period up to the end of the financial year 2020/21.

3.4 Payment of allowances under the Scheme (including appropriate adjustments to take into account payments already received) to be backdated to 13 June 2017.

3.5 That the SRA for the Chairman and Vice-Chairman of Standards and Governance Committee be reviewed in the 2018/19 municipal year, when a more accurate assessment of the workload for the Committee is possible.

## APPENDICES ATTACHED

Annex 1: Report to the Standards and Governance Committee, 27 November 2017.

### **Contact:**

Kevin Greenhough, on behalf of the Clerk to the Authority,  
[kevin.greenhough@hants.gov.uk](mailto:kevin.greenhough@hants.gov.uk)



Purpose: Decision

Date 27 November 2017

Title HFRA Members' Allowances Scheme

Report of: The Clerk



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

## 1. EXECUTIVE SUMMARY

1.2 This report sets out the outcomes of the working group, comprising the members of the Standards and Governance Committee, established to review the position of the HFRA Members' Allowances Scheme following the reduction of size of the Authority to 10 Members in June 2017.

## 2. BACKGROUND

2.1 At the Hampshire Fire and Rescue Authority meeting in June 2017, in agreeing the revised Constitution of the Authority, including details of a governance structure based on a reduction from 25 to 10 Members, it was also agreed to suspend the payment of allowances under the Members' Allowances Scheme, pending the outcome of a review of the Scheme to take into account the new governance structure. The Standards and Governance Committee has responsibility for any review of the Scheme and for making recommendations about it to the Full Authority. Responsibility for making or amending a Scheme lies with the Full Authority.

2.2 The change in structure of the Authority, reducing its membership by more than 50 percent, from 25 Members to 10 Members has placed an inevitable increased level of responsibility, workload and accountability on each individual Member. One of the reasons for a change in structure was to take the Fire Authority from the style of a traditional large Combined Fire Authority using the "Committee System" of decision making, to that of a more compact and efficient corporate board. As such, although still using the Committee system of governance, this makes the new Fire Authority structure more similar in approach to the Cabinets found in the majority of Local Authorities. Members of the Fire Authority do not have the individual decision making ability of Executive Members, however an Authority of 10 Members means that the responsibility for collective decision making is substantially more focussed, and all members will need to be involved in a far wider array of the Authority's business. There is also a greater likelihood of being called upon to contribute to activity outside of formal committee meetings, such as working groups. This is particularly the case currently for opposition members, who are in the minority and so are called upon for most activities that require cross party contribution.

## 3. REVIEW OF ALLOWANCES SCHEME

3.1 The Standards and Governance Committee, sitting as an informal Working Group met with officers of the Clerk to the Authority to conduct a review the current scheme and establish possible parameters for the establishment of a new Members' Allowances Scheme for the newly structured Authority. In particular, Members gave initial indications as to the general scale of change to

Basic allowances and to Special Responsibility allowances. Consideration and guidance was given to the overall cost of the Scheme and to the possible use of an index to set allowance rates in future years of the Scheme. It was noted that the previous Scheme, when applied to 25 Members had an overall cost of approximately £130,000. Members of the Working Group were agreed that the new Scheme for the reduced number of Members should result in a reduction to the overall cost in order to contribute to other efficiency savings.

- 3.2 As a result of the meeting, officers drew up initial proposals for a Scheme, based on the indications of Members of the Working Group, the previous Scheme and the position in other local Authorities as a basis.
- 3.3 As the newly structured Authority is now not entirely comparable with its peer group of combined Fire Authorities, a breakdown of the allowances paid to the Members of several District Councils in Hampshire was included in the comparison of local Authorities, which can be seen in Appendix 1. District Councils were selected as an additional level of perspective because their overall annual expenditure is more similar to that of the Fire Authority than the County or Unitary Councils and therefore acts as a yardstick for the fiscal accountability of the Members given that the statutory functions are quite different.
- 3.4 A further meeting of the Working Group took place in early November 2017 to allow discussion of the proposals. As a Combined Fire Authority, before making or amending a Scheme, HFRA is required to “have regard to the recommendations made by any independent remuneration panels in relation to any authority of a description referred to in regulations 3(1)(a),(b) or (c) by which any of its members are nominated.” (The Local Authorities (Members’ Allowances) (England) Regulations 2003, Part 4, para 19.2). Generally this has been interpreted as making any formal recommendations that the respective Independent Remuneration Panels (IRPs) have made to each of the three Authorities available to HFRA when considering proposals to make a Scheme.
- 3.5 Given that the current review is carried out in the context of a substantial change to the structure of the Fire Authority and to the role of its members, there was a widespread consensus that in developing the new Scheme, views of IRP members should be sought.. To this end, members of the Hampshire County Council IRP, who had declared themselves willing to support the HFRA review, were invited to the Working Group meeting to provide an independent perspective on the allowances being proposed.
- 3.6 The meeting was both informative and constructive with both HFRA and IRP representatives able to express their views. It was noted that the views of the IRP did not bind the Authority’s decision, but were to provide an independent perspective to which the Authority could have regard in reaching a decision. In consideration of the Basic allowance and specific SRAs, there was consensus in some areas and in other areas, different views were put forward for consideration. The respective positions and the proposals deriving from them are summarised below.

#### 4. PROPOSED ALLOWANCES:

##### **Basic Allowance:**

- 4.1 The Basic Allowance is paid to all Members of the Fire Authority, irrespective of any special responsibility payments they may receive. The current Basic Allowance is set at £2,943 per Member and has been frozen at this level for a number of years.
- 4.2 The Working Group and IRP members discussed the context of the number of Authority Members being more than halved and the consequential increased workload and increased share of collective responsibility for those remaining Members. It was noted that all Members are more directly engaged in decision making, civic style engagements and in training events involving the Authority. Several Members observed that their time commitment to the Fire Authority was similar or greater than that to that given to a City or District Council.
- 4.3 With regard to the levels of Basic Allowance in other Fire Authorities and in local District Councils (see Appendix 1), it was proposed that, in this context, the basic allowance should be increased to £6,000 per Member per annum. This proposal received support from both the members of the Working Group and of the IRP.

##### **Special Responsibility Allowances:**

- 4.4 Under the new governance arrangements, the number of identifiable Special Responsibility Allowances (SRAs) has reduced, largely because decision making is now focussed on the Full Authority meetings, with only one Committee (Standards and Governance) being constituted.
- 4.5 It was proposed that the opportunity is taken to establish a clear relationship between the respective SRAs, using the Basic Allowance as an index position. In this way, the level of responsibility associated with each role is recognised through the Scheme. Furthermore any future increases to the Scheme will be applied at a consistent rate. This proposal was supported by the members of the Working Group and recognised as an appropriate structure to use by the IRP. A series of specific SRAs, derived from the Basic Allowance, were considered by the Working Group and IRP Members, noting that these were in addition to the Basic Allowance.
- 4.6 Chairman of the Authority: The role of Chairman of the Authority was recognised as being the most significant role to be appointed to in terms of the individual's need to represent the Authority at external fora and in the media, to act as a liaison point with the Chief Fire Officer and to chair the Full Authority meetings, which have increased in number to six meetings per year. It was noted that personal responsibility does not include formal decision making powers as exercised by an Executive Member in a local Council, but does amount to significant answerability for the actions of the Authority.
- 4.7 An SRA valued at two times the Basic Allowance was considered and supported by both the Working Group and IRP members.

- 4.8 Vice-Chairman of the Authority: It was noted that the Vice-Chairman role was one for which the SRA had rarely been claimed as the post holder was traditionally also a Committee Chairman and therefore in receipt of the (higher) allowance for that role. Under the new governance structure, it was likely that this would not continue to be the case. The role of the Vice-Chairman of the Authority is principally to support the Chairman, but also entails sufficient engagement with the activity of the Chairman to be able to stand in for them when required, potentially at short notice.
- 4.9 An SRA valuing 0.5 times the Basic Allowance was considered. The IRP members observed that under the new structure of the Authority, all Members needed to be engaged with the activity of the Authority and suggested Members may want to consider an SRA of 0.25 times the basic allowance to reflect the additional work falling to a Vice-Chairman.
- 4.10 Chairman of Standards and Governance Committee: It was noted that the Standards and Governance Committee under the new governance structure had a significantly smaller remit than the committee of the same name had previously held. Only two (rather than four) formal meetings per year were scheduled to fulfil its responsibilities and there was general agreement that a comparison with the previous SRA was not appropriate. The Chairmanship role includes liaison with relevant officers as required as well as chairing of the Committee meetings.
- 4.11 An SRA valued at 0.25 times the Basic Allowance was considered. The IRP Members and the Working Group agreed that the SRA for this chairmanship should be proportionately lower than that for Vice-Chairman. Following the suggestions for the Vice-Chairman (above) an SRA of 0.125 times the Basic Allowance was suggested by IRP members.
- 4.12 Vice-Chairman of Standards and Governance Committee: This SRA was payable under the old Scheme in recognition of the responsibility for supporting and standing in for the Chairman of the Committee as required. In light of the changes to the structure of the Authority and in particular to the role and remit of the Committee, and to the agreement for an increase in the basic allowance, there was general support that it should be removed from the Scheme.
- 4.13 Opposition Spokesperson (Group of two or more Members): The Opposition spokesperson plays a significant role in providing political balance to the Authority and is required to maintain sufficient engagement with the activity of the Authority and the Chairman to achieve this. As well as maintaining an oversight of all aspects of the Authority's activity, in a similar way to the Vice-Chairman, the opposition spokesperson is frequently called upon to update political Group colleagues around the Hampshire area. It was noted that the current incumbent is also heavily engaged in Fire Authority matters at a national level (representing their political Group), by virtue of their role on HFRA.
- 4.14 An SRA valued at 0.5 times the Basic Allowance, plus £250 per Group Member was considered. IRP members noted the small size of the Authority resulted in

an inevitably small opposition Group. They also noted that the Fire Authority was traditionally not highly politicised and therefore suggested that the role of opposition spokesperson was smaller in comparison with that of Vice-Chairman. With rereference to their previous suggestions, an SRA of 0.125 times the Basic Allowance, plus £250 per Group Member was suggested for consideration by the IRP Members.

- 4.15 Opposition Member (without Group): The Authority is committed to working constructively across political Groups and therefore frequently seeks to engage all political viewpoints through the formation of cross-Party working groups and other cross-Party activity. In a situation where there is only one Member representing a particular political Party, this causes an increased level of workload and responsibility for that individual as representation of their political Party is not able to be distributed as it is with other Members.
- 4.16 there was general support for the concept of this new SRA being added to the Scheme and an SRA valued at 0.125 times the Basic Allowance was considered. Bearing in mind the relationship with other SRAs and the IRP Members' suggestions relating to these (above), a slight reduction in the SRA to 0.1 times the Basic Allowance was suggested by IRP Members.
- 4.17 As a number of suggestions were made regarding possible SRA levels, the range (where applicable) of these are summarised in the table below, including a demonstration of the actual monetary values based on a Basic Allowance of £6000. Also set out in the table below are details of the potential impact on the overall cost of the Scheme in comparison with the actual cost of the old Scheme in 2016/17 and of the savings that may be achieved.

## 4.18 Table summarising suggested SRA range and impact on overall cost of the Scheme:

<b>Role</b>	<b>Suggested SRA range (formula)</b>	<b>SRA monetary value range</b>	<b>Previous SRA (for reference)</b>
<b>Chairman of the Authority</b>	2 x Basic	£12,000	£14,469
<b>Vice-Chairman of the Authority</b>	0.25 to 0.5 x Basic	£1,500 to £3000	£1,769
<b>Standards and Governance Committee Chairman</b>	0.125 to 0.25 x Basic	£750 to £1500	£7,305
<b>Standards and Governance Committee Vice-Chairman</b>	0 (remove from Scheme)	n/a	£1,769
<b>Opposition Spokesperson (Group of 2 Members or more)</b>	0.125 to 0.5 x Basic +Number of Members in Group x £250	£1,250 to £3500	£7,328
<b>Opposition Member without political Group</b>	0.1 to 0.125 x Basic	£600 to £750	n/a
<b>Total cost of Basic Allowances</b>			
		£60,000	Actual cost was £73,575 when 25 Members in 2016/17)
<b>Total cost of SRAs in addition to Basic Allowances</b>			
		£16,100 to £20,750	Actual cost was £56,687 when 25 Members in 2016/17)
<b>Total cost of Scheme</b>			
		£76,100 to £80,750 <b>[Potential saving compared to 2016/17: £54,162 to £49,512]</b>	Actual cost for 25 Members was £130,262 in 2016/17)

\* Currently two Members in the Opposition Group

## 5. OTHER FACTORS RELATING TO A SCHEME

- 5.1 Duration: In making a Scheme, an Authority may do so for a period of up to four years. Should a multi-year Scheme be agreed, the Authority would retain the ability to review and amend such a Scheme at any time if circumstances made this appropriate. For reasons of consistency, it is proposed that the Standards and Governance Committee recommend that the new Scheme is made for the period up until the end of financial year 2020/21, but with the payment of allowances backdated to the point at which the existing Scheme was suspended. This proposal was supported by IRP members, with the caveat that a review should take place after two years if Members of the Authority felt it was necessary to do so.
- 5.2 Indexation: With regard to the proposal that a multi-year Scheme be recommended to the Fire Authority, it should be noted that a scheme may make provision for an annual adjustment of allowances by reference to such index as specified by the Authority. The use of an index to provide an annual adjustment to a Scheme would be consistent with other Authorities in similar circumstances and a variety of different indices are commonly used. Members of the Working Group and of the IRP supported the use of an index linked to officer pay and proposed that the local government pay award be specified, noting that this would be consistent with recommendations to Hampshire County Council's Members' Allowances Scheme.
- 5.3 Travel and other expenses: In making a Scheme, an Authority may specify circumstances and rates at which Members may claim for travel and other expenses. It is an established practice that HFRA Members, acting as representatives of their appointing Authority, claim such expenses for HFRA duties from their respective appointing Authority. This being the case, it is not proposed that the HFRA Scheme specifies options for the claiming of expenses.

## 6. PEOPLE IMPACT ASSESSMENT

- 6.1 The proposals in this report are considered compatible with the provisions of equality and human rights legislation.

## 7. OPTIONS

- 7.2 The Standards and Governance Committee is asked to recommend the adoption of a new Members' Allowances Scheme for the reasons outlined in the report above.

8. RECOMMENDATIONS:

That the Standards and Governance Committee note and have regard to the outcomes of the review of Members' Allowances by the Working Group, including the input of IRP members, as set out in the report and make a RECOMMENDATION to the Full Authority for the adoption of a new Members' Allowances Scheme consisting of:

- 8.1 A Basic Allowance of £6000 per Member, per annum.
- 8.2 Special Responsibility Allowances to be identified within the suggested range for each role as set out in the table at paragraph 4.18.
- 8.3 Increases in the rate of Allowances to be indexed according to the national Local Government Pay Award for a period up to the end of the financial year 2020/21
- 8.4 Payment of allowances under the new Scheme (including appropriate adjustments to take into account payments already received) to be backdated to 13 June 2017.

APPENDICES ATTACHED

Appendix 1: Comparison data with other Local Authorities

**Contact:**

Kevin Greenhough, on behalf of the Clerk to the Authority,  
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## Appendix 1: Comparison data with other Local Authorities

<b>Authority</b>	<b>Basic</b>	<b>Chairman</b>	<b>Vice-Chairman</b>	<b>Cttee Chairman</b>	<b>Cttee V-Chairman</b>	<b>Opposition spokesperson</b>	<b>Number of Members</b>	<b>Annual Budget (Gross Expenditure)</b>
<b>HFRA (current)</b>	£2,943	£14,469	(£1,769)	£7,305	£1,769	£7,238	10	£64
<b>Essex FRA</b>	£4,400	£15,400	£6,160	Not identified, but £770 for project leads and £2,127 for Chairman of trading company	Not identified	1,540	25	£74
<b>Devon and Somerset FRA</b>	£2,600	£13,000	£6,500	£3,900	Not allocated	Not allocated	26	£76m
<b>Kent and Medway FRA</b>	£1,400	£18,360	£7,344	£7,344	£1,836	£5,508 plus £300 per additional Member	25	£73m
<b>New Forest DC</b>	£5,760	£19,595 (Leader)	£9,798 (portfolio holder)	£2,019 - £5,437	Not identified	£7,349 (reduced if a group has less than 10% of seats)	Max 10 in Cabinet 58 total	£84m

<b>Fareham BC</b>	£6,465	£19,397 (Leader)	£10,776 (portfolio holder)	£808 - £9,698	£161 - £808	£1,616 - £6,465 (according to size of Group)	Max 10 in Cabinet 31 total	£43.2m
<b>Winchester City Council</b>	£5,580	£16,734 (Leader)	£9,129 (deputy Leader)	£1,521 - £7,605		£7,605	Max 10 in Cabinet 45 total	£30.7m



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

Purpose: Noted

Date **5 DECEMBER 2017**

Title **UPDATE ON THE GENERAL DATA PROTECTION REGULATION AND SUBJECT ACCESS AND FREEDOM OF INFORMATION REQUESTS RECEIVED**

Report of Chief Officer

## EXECUTIVE SUMMARY

1. This report provides:

- An overview of the requirements of the new General Data Protection Regulation (GDPR), which will come into effect on the 25 May 2018 replacing the Data Protection directive.
- A summary of our plans to ensure we will be compliant.
- A summary of the number and response times to Subject Access (Data Protection) and Freedom of Information Requests received into the Service.

## THE GENERAL DATA PROTECTION REGULATION (GDPR) – AN OVERVIEW

2. The GDPR aims primarily to give control back to citizens and residents over their personal data and to simplify the regulatory environment for international business by unifying the regulation within the EU. When the GDPR takes effect, it will replace the Data Protection directive. Below is a summary of the main differences between the GDPR and the Data Protection Act.
3. Many of the concepts and principles of the new regulation are much the same as those in the current Data Protection Act. The overall theme for the GDPR is privacy by design and data minimisation. It is designed to help individuals better control their data. Organisations must demonstrate that they only collect the minimum data required to meet the purpose and that purpose should be considered in the first instance. There is more emphasis on the documentation that data controllers keep to demonstrate their accountability.
4. The current eight Data Protection principles have been reduced to six. In summary, these are that data belonging to individuals must be:
  - Processed fairly, lawfully and in a transparent manner.

- Collected/used for specified, explicit and legitimate purposes and not further processed for other purposes incompatible with the original purpose.
  - Adequate, relevant and limited to what is necessary in relation to that purpose.
  - Accurate and kept up to date, rectified without delay.
  - Retained in a form that permits identification no longer than necessary.
  - Appropriate technical and organisational data (processed in a way that ensures appropriate security of the personal data).
5. Like the Data Protection Act, the GDPR applies to 'personal data'. However, the GDPR's definition is more detailed. The more expansive definition provides for a wide range of personal identifiers to constitute personal data, reflecting changes in technology and the way organisations collect information about people.
  6. A lawful basis is required for the processing of data under GDPR and it will require a high standard for consent. This is required for processing any individual's data unless the organisation has a legitimate reason or legal obligation to do so. If consent is required then the organisation must demonstrate that it has received clear and unambiguous consent. The purpose for which the consent is gained needs to be "collected for specified, explicit and legitimate purposes. In other words, it needs to be obvious to the data subject what their data is going to be used for at the point of data collection. If the individual is under 16 years old, then consent must be obtained by a parent. The requirement for consent includes both external customers and internal employees. In all cases, individuals must be informed of the data collection and potential use of, through Data Privacy Notices at point of collection.
  7. The rights of data subjects have been widened and organisations must ensure they have clear, transparent and electronic methods for the data subject exercising their rights.
  8. Organisations will be expected to include data protection controls at the design stage of any new technology that looks to collect personal data. They must:
    - routinely include data protection questions within projects and new initiatives
    - implement measures to demonstrate they have considered data protection into processing activities; and
    - Data Privacy Impact Assessments must be kept to evidence due diligence.
  9. The GDPR will introduce a duty on all organisations to report certain types of data breach to the relevant supervisory authority. Organisations will have 72 hours to report a breach to the Information Commissioners Office and to those individuals whose data has been compromised. If a breach is not reported, an organisation can be fined for not reporting the breach as well as the breach itself. The fines will be significant – up to 10 million euros.

10. The GDPR places a duty on HFRA, as a public authority, to have in place by 25 May 2018 a suitable Data Protection Officer. This post should report directly to the highest level of management with their support in performing the tasks by providing resources necessary to carry out those tasks and access to personal data and processing operations, and to maintain his or her expert knowledge.

#### ACTIONS BEING TAKEN TO ACHIEVE COMPLIANCE

11. The Knowledge Management Team have a plan to achieve compliance. We are working with colleagues in the ICT team. The plan includes the following key areas:
  - The recruitment of an Information Governance Manager (to include the role of Data Protection Officer). This provides us with a resource dedicated to information governance who will work closely with the ICT team.
  - To enable HFRA to achieve the highest levels of compliance as well as make best use of all its data and information assets as well as those that are shared with local and sector wide partners, we need to invest in a programme of organisation wide awareness building. At present training is being developed however we need to get to a position where every person who uses HFRA data is equipped with the knowledge and skills to do so in a compliant way. This is to be evidenced within a training log to show it has been completed.
  - The construction and maintenance of an Information Asset Register of all information processed within the Service.
  - An independent gap analysis.

#### SUBJECT ACCESS REQUESTS RECEIVED

12. In 2016/17, the Service received six subject access requests (individuals wishing to access personal information relating to them).
13. It is possible that the number of requests will rise as a result of the regulation coming into effect.

#### FREEDOM OF INFORMATION (FOI) REQUESTS RECEIVED

14. Although the legislation relating to FOIs remains largely unaffected by GDPR, much of the work to be undertaken will greatly improve our ability to quickly locate, access and where appropriate disclose the information to the requester. The information asset register will indicate the type of information, where it is held and who the Information Asset Owner is.
15. In 2016/17, we received 144 requests for information. 85% of these were completed within the 20-day limit.

16. We anticipate that the recent higher levels of requests are likely to resume or even increase with the introduction of GDPR.

#### COLLABORATION

17. The Knowledge Management team are exploring ways to collaborate with Hampshire County Council colleagues in terms of expertise and training in relation to Information governance.

#### RESOURCE IMPLICATIONS

18. Depending on the work required from the gap analysis, additional resources may be required but it is expected that this can be resourced from the current Knowledge Management budget.

#### LEGAL IMPLICATIONS

19. Legal implications are currently being assessed.

#### PEOPLE IMPACT ASSESSMENT

20. The proposals in this report are compatible with the provisions of equality and human rights legislation.

#### RISK ANALYSIS

21. Failure to comply with GDPR will put the Service at risk of incurring significant financial penalties, and reputational damage, both with our staff and the public. Furthermore, compensation can be given to those individuals whose information has been compromised or unlawfully released.

#### RECOMMENDATION

22. That the future obligations under the new General Data Protection Regulation are noted by Hampshire Fire and Rescue Authority.

### **BACKGROUND PAPERS**

Guide to the General Data Protection Regulation (GDPR) – Information Commissioners Office

<https://ico.org.uk/for-organisations/guide-to-the-general-data-protection-regulation-gdpr>

Contact:

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

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