



NOTICE OF MEETING

<i>Meeting</i>	Hampshire Fire and Rescue Authority	<i>Clerk to the Hampshire Fire and Rescue Authority</i> John Coughlan CBE
<i>Date and Time</i>	Wednesday 3rd June, 2020 10.30 am	<i>The Castle, Winchester Hampshire SO23 8UJ</i>
<i>Place</i>	Virtual Teams Meeting - Microsoft Teams	
<i>Enquiries to</i>	<u>members.services@hants.gov.uk</u>	

BROADCAST NOTIFICATION

This meeting is being held remotely and will be recorded and broadcast live via the Hampshire Fire and Rescue Service website at the following link: [HFRA June Meeting Broadcast](#)

Agenda

- 1 ELECTION OF CHAIRMAN**
To appoint a Chairman until the inaugural meeting of the Combined Fire Authority in 2021.
- 2 ELECTION OF VICE CHAIRMAN**
To appoint a Vice Chairman until the inaugural meeting of the Combined Fire Authority in 2021.
- 3 APOLOGIES FOR ABSENCE**
To receive any apologies for absence.
- 4 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.
- 5 MINUTES OF PREVIOUS MEETING** (Pages 5 - 10)
To confirm the minutes of the previous meeting

6 **DEPUTATIONS**

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

7 **CHAIRMAN'S ANNOUNCEMENTS**

To receive any announcements the Chairman may wish to make.

8 **MEMBER DEVELOPMENTS**

To receive any updates from Members of the Authority

9 **APPOINTMENTS REPORT** (Pages 11 - 20)

To consider a report from the Clerk, which seeks to appoint Members to the Standard's and Governance Committee and other appointments within the Fire Authority.

10 **YEAR END PERFORMANCE REPORT** (Pages 21 - 74)

To consider a report from the Chief Fire Officer, which explores how the Service has performed against a range of operational and corporate health measures.

11 **SERVICE PLAN 2015-2020 PERFORMANCE REVIEW AND CLOSE REPORT** (Pages 75 - 112)

To consider a report from the Chief Fire Officer, which asks Authority to approve the closure of the 2015-2020 Service Plan.

12 **ORGANISATIONAL RISK REGISTER** (Pages 113 - 142)

To consider a report from the Chief Fire Officer, which presents the new Organisational Risk Register that delivers the risk management approach as set out within the Risk Management Policy agreed by HFRA on 19 February 2020.

13 **ANNUAL STATEMENT OF EQUALITY** (Pages 143 - 150)

To consider a report from the Chief Fire Officer, which provides a snapshot of the HFRS equality information and highlights some of the actions undertaken to improve the diversity of the workforce.

14 **ANNUAL PAY POLICY STATEMENT** (Pages 151 - 158)

To consider a report from the Chief Fire Officer, which asks the Authority to approve the publication of the Pay Policy Statement on the Hampshire Fire and Rescue Service's website.

15 **SPONSORSHIP AND CHARITY ENGAGEMENT POLICY POSITION**
(Pages 159 - 168)

To consider a report from the Chief Fire Officer, which seeks approval to establish a clear policy position on Sponsorship and Charity engagement.

16 **MINUTES FROM THE STANDARDS & GOVERNANCE MEETING - 2 MARCH 2020** (Pages 169 - 174)

To receive the minutes from the Standards & Governance Committee meeting, which took place on the 2 March 2020.

17 **EXCLUSION OF PRESS AND PUBLIC**

To resolve that the public be excluded from the meeting during the following items of business, 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 during these items there would be disclosure to them of exempt information within Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, and further that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons set out in the reports.

18 **STATION INVESTMENT PROGRAMME - REDEVELOPMENT OF BISHOPS WALTHAM FIRE STATION** (Pages 175 - 256)

To consider an exempt report from the Chief Fire Officer regarding the Station Investment Programme.

19 **URGENT DECISIONS REPORT** (Pages 257 - 294)

To receive an exempt report from the Chief Fire Officer regarding the urgent decisions required to be made by the Chief Fire Officer and Chief Finance Officer as a consequence of the cancellation of the meeting of the Hampshire Fire and Rescue Authority (HFRA) in April 2020.

ABOUT THIS AGENDA:

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

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Agenda Item 5

AT A MEETING of the Hampshire Fire and Rescue Authority held at Room X,
SHQ, Eastleigh on Wednesday, 19th February, 2020

Chairman:

* Councillor Christopher Carter

- | | |
|--------------------------------|----------------------------------|
| * Councillor Roz Chadd | * Councillor Sharon Mintoff |
| * Councillor Liz Fairhurst | * Councillor Roger Price |
| * Councillor Jason Fazackarley | * Councillor David Simpson |
| Councillor Jonathan Glen | * Councillor Rhydian Vaughan MBE |
| * Councillor Geoffrey Hockley | |

*Present

Also present with the agreement of the Chairman: Councillor Dave Stewart, Isle of Wight Council and James Payne, PCC.

244. **APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Jonathan Glen.

The Chairman also took the opportunity to welcome Councillor Dave Stewart from the Isle of Wight Council, and James Payne from the Police and Crime Commissioners office.

245. **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.

246. **MINUTES OF PREVIOUS MEETING - 4 DECEMBER 2019**

It was noted that Councillor Dave Stewart's name was misspelled in the minutes. The minutes of the last meeting were then agreed and signed by the Chairman.

247. **DEPUTATIONS**

There were no deputations for the meeting.

248. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman opened his announcements by thanking the Fire Service for their help and assistance to the public with the flooding that had affected areas of the County. The Chief Fire Officer confirmed that the Fire and Rescue Service were working closely with the Police and other Authorities. Whilst high volume water

pumps were on hand for other Service's to use, there had not been a requirement for them yet.

The Chairman updated Members on the Combined Fire Authority (CFA), stating that the Home Office was continuing with its planned timetable to lay the Combination Order before Parliament in early March. Following this, if all went to plan, the order would come into force on 1 April. The Deputy Chief Fire Officer thanked the Legal team for their hard work within the challenging time frames and also Geoff Howsego for his contributions to the CFA and getting it to the stage it was at. The Chairman echoed thanks to Geoff on behalf of the Authority ahead of him leaving the Fire and Rescue Service in May.

Paul Hodgson, Head of Legal for the Fire Authority, confirmed that Southampton City Council and Portsmouth City Council had been invited to appoint Members to the Shadow Authority at their upcoming County Council meetings, ahead of the first meeting in April. The first meeting would focus on the appointment of a Chairman and Vice Chairman and the adoption of key constitutional documents.

Members also learned that the Risk Management Policy had been consulted on with the public at the end of 2019. This had been overseen by the Consultation Institute who said "The HFRS/IWFRS recent consultation was another example of good practice and we were encouraged by the way in which they were continually open to adapting their Consultation to the requirements of their public".

HMICFRS inspection dates had now been confirmed, and the inspections of IWFRS and HFRS would take place separately. The IWFRS discovery week would commence on 30 March 2020, with the inspection week starting 27 April 2020 and the HFRS discovery week would commence on 31 August 2020, with the inspection week starting 28 September 2020.

A new "Protection Board" was being led by the National Fire Chiefs Council and its purpose was to develop a programme of work designed to deliver the Secretary of State's commitment to increase the pace of activity across high-rise residential buildings with ACM cladding systems.

Hampshire Officers were engaged with the group to help shape developments such as a revised framework to help deliver better and more consistent regulation with regards fire safety.

The Chairman paid thanks on behalf of the Fire Authority to the Fire Fighters fighting the Australian wildfires. Members learned that UK Fire and Rescue Services were represented through the national resilience lead officer, and Hampshire and the Isle of Wight were linked into this officer. A Hampshire Fire Fighter had gone out on leave to assist with a charity during the recovery process.

The Chairman confirmed his attendance at the Unity 101 Community Radio 14th Anniversary Awards and Achievement Dinner, which was the south's first and longest running Asian and ethnic community radio station.

On the 14 February Cosham Fire Station organised an “I Need My Space” event to raise awareness of where vehicles are parked by residents as well as how emergency vehicles are received and accounted for on the road when attending an incident.

On the 6 April there was a commemorative event planned to mark 10 years since the death of two Fire Fighters at Shirley Towers. Further details would follow in due course.

249. **MEMBER DEVELOPMENTS**

The Chairman confirmed his attendance on 22 January at the LGA Diversity Champions Network event, whereby he was able to update attendees on Hampshire Fire and Rescue initiatives.

Councillor Rhydian Vaughan had attended the Princes Trust event in Basingstoke in December.

Councillor Roger Price had attended a presentation on Grenfell, which included a presentation by the London Mayor, as well as a Fire Service Management Committee meeting, which would be discussed further at a future APAG meeting.

Councillor Sharon Mintoff had also attended a Princes Trust event in Southampton in December.

250. **BUDGET AND PRECEPT REQUIREMENT 2020/21**

Councillor Geoff Hockley left the meeting before the recommendations were approved by the Authority

The Authority considered a report from the Treasurer (item 7 in the minute book) regarding the budget and precept requirement for 2020/21.

The following paragraphs were highlighted to the Authority:

16 – that referendum limit had been assumed at 2% in the Medium Term Financial Plan (MTFP) and this has now been confirmed by the Government;
20 - £179,00 should read £179,000;
36 – there was a surplus available within the budget of just over £1m;
46 - a small deficit of £116,000 was predicted for 2021/22;
47 – the plan was to balance the budget in 2021/22 through the use of reserves (or reduced contributions to reserves) as done in previous years;
51/52 – confirmation of efficiency savings that were being considered; and
57 – the report was seeking approval for funding of up to £800,000 from the Capital Payments Reserve for the costs anticipated for the implementation of an Availability and Competency Management System.

During questions, Members learned that the increased cleaning costs as stated in paragraph 14 would be further investigated. Cleaning across HFRS estate were a combination of in-house and external contracts and that value for money

was always a priority when setting up and continuing contracts. It was highlighted that Fire Fighters did do a lot of cleaning themselves to maintain operational areas and equipment and that was separate to cleaning costs under discussion.

Paragraphs 40-41 in the report covered the overspend with Phase 2 of the Strategic Headquarters and Members were happy that a compromise had been negotiated following two years of discussions.

RESOLVED:

Hampshire Fire and Rescue Authority approved:

1. The Revenue Budget, as set out in Appendix A.
2. The interim financial plan as set out in paras 44 to 53.
3. The Capital Programme and funding as set out in Appendix C.
4. The additional works at a cost of £80,000 on Basingstoke Fire Station, which would be funded from the Capital Payments Reserve.
5. That the forecast overspend of £77,000 on the Strategic Headquarters capital programme be funded from the Capital Payments Reserve.
6. Funding of £800,000 from the Capital Payments Reserve for implementation of the Availability and Competency Management System.
7. The virement to create new posts within the FM function to bring the service fully in-house.
8. A total of £1,035,000 to be budgeted and transferred to the Transformation Reserve in 2020/21.
9. The Reserves Strategy as set out in Appendix D.
10. The Treasury Management Strategy as set out in Appendix E, including the Annual Investment Strategy for 2020/21, (and the remainder of 2019/20).
11. That authority be delegated to the Chief Finance Officer to manage the Fire and Rescue Authority's investments and borrowing according to the Treasury Management Strategy Statement as appropriate.
12. The Capital and Investment Strategy as set out in Appendix F for 2020/21, (and the remainder of 2019/20).
13. The Section 25 Report as set out in Appendix G.
14. The council tax requirement for the Authority for the year beginning 1st April 2020 of £44,492,056.

15. The Authority's tax be increased by 1.99% for the year beginning 1st April 2020 and for the properties in each band, as set out in para 18 of this report:

Band A:	£46.04	Band E:	£84.41
Band B:	£53.71	Band F:	£99.75
Band C:	£61.39	Band G:	£115.10
Band D:	£69.06	Band H:	£138.12

16. The precepts set out in para 19 of this report, totalling £44,492,056, which are to be issued on the billing authorities in Hampshire, requiring the payment in such instalments and on such dates set by them and previously notified to the Authority, in proportion to the tax base of each billing authority's area as determined by them.

251. **RISK MANAGEMENT POLICY**

The Authority considered a report from the Chief Fire Officer (item 8 in the minute book), which proposed a risk management policy position for the Fire Authority, setting out how the Fire and Rescue Service in Hampshire and Isle of Wight will approach risk management.

It was highlighted that through a proposed risk management approach, the Fire and Rescue Service would align external risks far more closely with internal risks, creating a truly integrated risk management process. The policy would support both the Hampshire as well as the Isle of Wight Safety Plans.

Members learned that the whilst the policy position would be reviewed in 2024, the risk register was more fluid and a working document.

RESOLVED:

The Risk Management Policy was approved by Hampshire Fire and Rescue Authority.

252. **HAMPSHIRE AND ISLE OF WIGHT FIRE AND RESCUE SERVICES SAFETY PLAN**

The Authority considered a report from the Chief Fire Officer (item 9 in the minute book). Hampshire Fire and Rescue Authority (HFRA) and the Isle of Wight Council (IWC) had agreed that due to the imminent Combined Fire Authority (CFA) that a fully aligned Safety Plan would be proposed for both HFRA and the IWC.

The Deputy Chief Fire Officer thanked the community for their participation and contributing to the consultation that took place towards the end of 2019 and formed the basis of the plan and priorities within.

Longer term visions had been captured within the plan, but it was acknowledged that risk management would be reviewed and updated regularly. The plan was all inclusive, making things safer not only for members of the public, but also staff and the organisation as a whole.

Members queried whether the sprinkler review should be incorporated as part of the Safety Plan and it was agreed that this could be added. Comments on page 140 of the pack on the Forestry Commission had been discussed and it was noted that ongoing dialogue with Forestry England had meant that progress had already been made regarding comments in paragraphs 5.11 and 5.13.

Councillor Dave Stewart from the Isle of Wight supported the document and the cross-working approach going forwards.

The Chief Fire Officer thanked the Authority for their support with the Plan.

RESOLVED:

- a) Option 1 was approved by Hampshire Fire and Rescue Authority to adopt the aligned Hampshire and Isle of Wight Safety Plan for 2020-25.
- b) That authority be delegated to the Chief Fire Officer to add wording around the sprinkler review as part of the Safety Plan.

253. EXCLUSION OF PRESS AND PUBLIC

It was resolved that the public be excluded from the meeting during the following items of business, as it was 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 during the items there would be disclosure to them of exempt information within Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, and further that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons set out in the reports.

254. EXEMPT MINUTE FROM HFRA MEETING - 4 DECEMBER 2019

The exempt minute regarding Property Matters was approved by the Authority.

255. EXEMPT MINUTE FROM HFRA MEETING (MEMBERS ONLY) - 4 DECEMBER 2019

The exempt minute regarding the Local Pay Award was approved by the Authority.

Chairman,

Agenda Item 9



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Approval

Date **3 June 2020**

Title **Appointments Report**

Report of the Clerk

SUMMARY

1. This report asks the Authority to note the new Regulations allowing Authority meetings to be held virtually, seeks approval to the proportional allocation of members to the Authority's Standards and Governance Committee and to the Stakeholder Committee for 3SFire; to the appointment of members and the respective Chairman and Vice-Chairman to serve on those Committees. It also seeks appointments to the Hampshire Firefighters' Pension Board; and to various other appointments.

BACKGROUND

2. The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Meetings and Police and Crime Panel Meetings) (England and Wales) Regulations 2020

2.1 As part of its response to the Covid-19 pandemic, the Government introduced emergency legislation in April 2020 to temporarily allow local authorities (including fire and rescue authorities) to hold virtual member meetings. The Regulations came into force on 4 April 2020 and apply to any meetings held before 7 May 2021.

2.2 Under the Regulations, not all members of a local authority now need to be in the same place for public meetings, and members can attend by remote means. "Remote attendance" is allowed, as long as those members who are remotely attending can:

- (a) Hear (and where practicable, see) other members in attendance; and be heard (and where practicable be seen) by the other members in attendance; and
- (b) Hear (and where practicable, see) any member of the public who is exercising a right to speak; and be heard (and where practicable be seen) by any member of the public who is exercising a right to speak (e.g. deputations); and
- (c) Be heard (and where practicable be seen) by any other members of the public who are attending the meeting.

2.3 The rules set out in the Regulations override anything in an authority's standing orders or other rules that prohibit remote attendance at meetings. Therefore, the

Authority is legitimately able to hold virtual meetings from 4 April 2020 until 7 May 2021.

3. Size and Political Composition of Committees

- 3.1 At its meeting of 7 September 2016, the Hampshire Fire and Rescue Authority agreed a new composition for the Authority of 10 Councillor Members, comprising 8 from Hampshire County Council and one from each of Portsmouth and Southampton City Councils, with effect from the annual meeting of the Authority in June 2017.
- 3.2 Due to local elections being delayed as a result of the Covid-19 outbreak, and following annual meetings of the constituent authorities, the political composition of the Hampshire Fire and Rescue Authority (HFRA) remains the same as 2019-20 and may be found at appendix 1.
- 3.3 The political proportionality provisions of the Local Government and Housing Act 1989 apply to the Authority. These require, inter alia, that where one political group has an overall majority, that group must have a majority on any Committee. The proposed proportionality table for 2020/21 appears as appendix 2. The Authority is asked to review and confirm the appointment of Members to the Standards and Governance Committee and to the Stakeholder Committee.
- 3.4 Following confirmation from the Secretary of State that the Combined Fire Authority (CFA) will be formed in 2021, a Shadow Authority will be in place for 2020/21 and will run alongside the Hampshire Fire and Rescue Authority. The Shadow Authority will assist in the setting up of the CFA, making essential decisions around governance and finance. Hampshire, Isle of Wight, Portsmouth and Southampton Councils have appointed Members to the Shadow Authority for 2020/21 and the first meeting will take place following the Hampshire Fire and Rescue Authority meeting on the 3 June 2020. The Shadow Authority consists of all the Members that are currently on Hampshire Fire and Rescue Authority, with the inclusion of Councillor Dave Stewart from the Isle of Wight Council.

4. Pension Board Members

- 4.1 At its meeting of 20 February 2015, the Authority agreed the formation of a Pension Board, to meet the requirements of the Public Service Pension Scheme Act 2013, consisting of three employer representatives and three scheme members to be appointed by the Fire Authority for a four year term. The Terms of Reference for the Pension Board make provision for the Board to elect its own Chairman and Vice-Chairman and therefore this responsibility does not fall to the Fire Authority. Scheme management of the Fire Fighters Pension Scheme is delegated to the Standards and Governance (S&G) Committee. At the AGM in 2018, it was acknowledged that it could be considered a conflict of interest for a Member of the S&G Committee to also be appointed to the Pension Board. This was something that could be overcome by a Member declaring an interest and not taking part in discussions should such a conflict arise.

- 4.2 At its meeting of 5 June 2019, the Authority appointed Malcolm Eastwood as a Scheme Member to the Pension Board for a further 10 month term in accordance with the Board's Terms of Reference. Following the retirement of Malcolm Eastwood on 31 March 2020, a Scheme Member vacancy exists on the Pension Board. A recruitment process is currently underway and upon conclusion of this a recommended appointment will be brought before the Authority.
- 4.3 At its meeting of the 9 June 2016, the Authority appointed Cllr Price and Stew Adamson as Employer Representatives to the Pension Board for a four year term in accordance with the Board's Terms of Reference. In accordance with the Terms of Reference, membership on the Board can be extended for a further period of four years after the initial four year term. Cllr Price and Stew Adamson have indicated that they are willing to extend their membership for a further four year period, and the Authority is asked to approve this.

For reference: current appointments to the Pension Board are as follows:

Employer Representatives:		Scheme Members:	
	Date appointed		Date appointed
Stew Adamson	9 June 2016	Richard North	7 Sept 2016
Cllr Price	9 June 2016	Richard Scarth	25 Sept 2019
Dan Tasker	3 April 2019	Vacancy	

5. Other Authority Appointments

- (a) APAG – The Group meets as a preliminary sounding board with senior officers to develop policies, plans and recommendations for subsequent presentation to the Authority. It is informal and was originally established to make progress with the Authority's Integrated Risk Management Plan. It has also been used as a useful cross-party group to discuss and deal with matters of urgency. At the June 2019 AGM, the Authority agreed to appoint all Members of the Hampshire Fire and Rescue Authority and new Shadow Authority to APAG and it is proposed that all Members are re-appointed for 2020/21.
- (b) Principal Officer Pay Review Group – The Authority is asked to appoint three Members, and identify one of these as Chairman, to an informal working group which may be called upon when required (normally on an annual basis) to conduct a review of any proposed changes to principal officer pay and to make recommendations accordingly to the Authority. Councillors Fairhurst (Chairman), Price and Vaughan were appointed to this Group for one year in June 2019/20.
- (c) Member Development Liaison Champion – The Authority is asked to consider the appointment of a Member to the role of Member Development Liaison Champion for the year 2020/21
- (d) Minority Group Spokespersons – A Minority Group Spokesperson's position is set out in the Members' Allowances Scheme. The Liberal Democrat Group is

asked to confirm their appointment to this position and to inform the Clerk accordingly.

- (e) 3SFire Ltd. Shareholder Representative – Pursuant to Article 39 of the Articles of Association of 3SFire Ltd, the Authority is asked to appoint a Shareholder Representative, which is proposed to be the Chairman of the Stakeholder Committee as detailed in paragraph 2.3.
- (f) 3SFire Ltd. Directors - Articles 18 and 19 of the Articles of Association require that the company shall have between three and seven directors and that all Executive Directors be appointed by the Stakeholder Committee. Pursuant to these Articles, the Stakeholder Committee approved the appointment of Robert Goldsmith, along with Steve Apter and Matt Robertson at its meeting on the 25 September 2019.

PEOPLE IMPACT ASSESSMENT

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

OPTIONS

- 7. The Authority is asked to make the appointments for the reasons outlined in the report above.

8. RECOMMENDATIONS

- 8.1 That the Authority notes the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Meetings and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 and their effects in enabling the Authority to hold virtual meetings, as set out in section 2 above.
- 8.2 That, for the purposes of Part 1 of the Local Government and Housing Act 1989, the allocation of seats on the Standards and Governance and the Stakeholder Committee of the Authority be as set out in Appendix 2 of the report.
- 8.3 That the Authority appoint members of the Standards and Governance and the Stakeholder Committee and their respective Chairmen and Vice-Chairmen following the agreed allocation of seats at paragraph 8.2 (above), until the Combined Fire Authority is formally established in 2021.
- 8.4 That, with regards to the Pension Board, the Authority consider the position as set out in section 4 of the report and confirm the appointment of Councillor Roger Price and Stew Adamson in accordance with the Board's Terms of Reference, with the vacancy to be appointed to at a future date.
- 8.5 That APAG include all appointed Shadow Authority Members as set out in paragraph 5a of the report, until the inaugural meeting of the Combined Fire Authority in 2021.
- 8.6 That the Authority appoint three Members, and identify one of these as Chairman, to an informal working group for the review of principal officer pay, as detailed in paragraph 5b of the report, until the inaugural meeting of the Combined Fire Authority in 2021.
- 8.7 That a Member Development Liaison Champion be appointed as set out in paragraph 5c of the report, until the inaugural meeting of the Combined Fire Authority in 2021.
- 8.8 That the Minority Group Spokespersons for the Liberal Democrat Party Group until the inaugural meeting of the Combined Fire Authority in 2021 is confirmed, as set out in paragraph 5d of the report.
- 8.9 That the Chairman of the Stakeholder Committee be appointed as the Shareholder Representative for 3SFire Ltd pursuant to Article 39 of the Articles of Association of 3SFire Ltd as set out in paragraph 5e of the report, until the inaugural meeting of the Combined Fire Authority in 2021.

APPENDICES ATTACHED

Appendix 1: Membership and political composition of Hampshire Fire and Rescue Authority, following local elections and subsequent Hampshire, Portsmouth and Southampton annual Council meetings in May 2019

Appendix 2: Proposed HFRA Proportionality from June 2020

Contact:

Katy Sherwood, on behalf of the Clerk to the Authority,
katy.sherwood@hants.gov.uk

Appendix 1:

Membership and political composition of Hampshire Fire and Rescue Authority, following local elections and subsequent Hampshire, Portsmouth and Southampton annual Council meetings in May 2019:

Councillor:	Political Party/Group	Appointing Authority
Chris Carter	Conservative	Hampshire County Council
Roz Chadd	Conservative	Hampshire County Council
Liz Fairhurst	Conservative	Hampshire County Council
Jason Fazackarley	Liberal Democrat	Portsmouth City Council
Jonathan Glen	Conservative	Hampshire County Council
Geoff Hockley	Conservative	Hampshire County Council
Sharon Mintoff	Labour	Southampton City Council
Roger Price	Liberal Democrat	Hampshire County Council
David Simpson	Liberal Democrat	Hampshire County Council
Rhydian Vaughan	Conservative	Hampshire County Council

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Appendix 2

Proposed HFRA Proportionality from June 2020:

	Conservatives	Lib dem	Labour	Seats
Members:	6	3	1	
Standards & Governance Committee	3	1	1	5
3SFire Shareholder Committee	3	1	1	
Total	6	2	2	10
Entitlement	6	3	1	
Rounded	6	3	1	
Balance	0	-1	+1	

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Purpose: Noted

Date: 3 June 2020

Title: **YEAR-END PERFORMANCE REPORT 2019/20**

Report of Chief Fire Officer

SUMMARY

1. The Year-End Performance Report focuses on the Service purpose '*Together we make life safer*'. The report, in its new and developing format, explores how the Service has performed against a range of operational and corporate health measures, with comparisons made against previous years and to other Fire and Rescues Services or national trends, where relevant and applicable.
2. The report (contained in **Appendix A**) shows how Hampshire Fire and Rescue Service (HFRS) is performing in a wide range of areas, as well as, in some areas, explaining how we monitor our performance. Following discussion of the Mid-Year Performance Report, there are various interactive links so members can follow key facts and summary points through to their corresponding sections in the main body of the report.
3. During the last quarter of this financial year, HFRS and IWFRS have been experiencing the initial impacts of the COVID-19 pandemic. Various sections of *Appendix A* identify areas where we have already seen organisational impacts (such as sickness absences, resourcing, prevention activity, and partnership working) to performance. A more detailed review of the impact of COVID-19 on our performance will be included in the 2020/21 Mid-Year Performance Report, and in subsequent reports.

BACKGROUND

4. The HFRS vision for performance is that, where appropriate, *Our People* and *Our Communities* are well-informed about how we are performing, and how we are responding to any performance issues.
5. The Year-End Performance Report covers the period 1 April 2019 to 31 March 2020. It includes performance information in a wider range of areas than previous annual reports, including but not limited to: call volumes

and handling, prevention and protection, corporate services, and more detailed information relating to our people and finances.

6. We revisit regularly what we measure to assess our effectiveness, efficiency and financial position. Our performance measures help us identify areas for improvement, as well as successes and good practice to be shared across the Service.

PERFORMANCE AND ASSURANCE FRAMEWORK

7. Our performance and assurance framework is focused on how we monitor our performance and provide assurance on our organisational and operational activities to deliver better outcomes for Hampshire's communities.
8. The goal of effective performance management and systems of assurance are to generate local and service-wide insights in order to deliver better outcomes, improve data quality, and to support continuous organisational improvement.
9. We use various measures to assess our progress and the impact of our activities, projects, and programmes of work. A balance of quantitative measures (the numbers) and qualitative measures (the story) are used to provide information on how well we are doing and identify areas for improvement.

HIGHLIGHTS

10. **Between April and March 2020, including Hampshire and the Isle of Wight, there were 38,284 calls into our Fire Control at an average of 3,190 calls per month and 105 calls on average per day.** 94% of calls were answered under 7 seconds. Of the 38,284 calls, HFRS were mobilised and attended 21,387 incidents. The Service is reviewing performance across the Networked Fire Services Partnership and will continue to monitor it closely. Owing to the initial impacts of COVID-19, we have found a decline in the last months activity of calls we mobilise to and predict this will continue into the new financial year whilst we experience these unusual circumstances.
11. **Between April 2019 and March 2020, 62.4% of critical incidents were reached within 8 minutes; 1.9% points lower than the previous year (64.3%) and 2.5% points lower when compared to 2017/18 (64.9% April 2017 to March 2018).** This mirrors the overall national decline reported by the Home Office in response times experienced over the last five years.
 - (a) If critical incidents which have been recorded at 30 minutes or above (39 records) – a result of data entry or quality issues – are removed

then our average critical response time stands at 7 minutes 33 seconds, exactly the same as last year. If we then remove those recorded at 20 minutes and above (a further 53 records), we see an improvement to 7 minutes 13 seconds – an improvement compared to 2018/19. In response to the above data anomalies, and the Service's increasing focus on data quality across all Directorates, we are in process in introducing additional data quality assurance reporting and review checks for critical response times - within both the Performance and Assurance, and Operations directorate. Ongoing, detailed analysis in this area will form part of the Service's forthcoming review of our response standards. There is, unsurprisingly, significant variation between wholetime and on call stations. Nationally, we remain faster than the average of 8 minutes 49 seconds (by 53 seconds, even before accounting for data anomalies) with a national decline being seen of 44 seconds over the last 5 years.

- (b) Rural areas, due to their dynamics, have a lower percentage of critical incidents responded to within 8 minutes, whereas urban areas remain largely within target with few exceptions. Rural stations and their locations have hidden challenges (geographical, more sparse population areas to locations of incident), infrastructure challenges (more limited road networks) and resourcing challenges (with most rural stations crewed by on call personnel) which may impact the response times of other stations if called upon to attend outside of their station grounds, creating hidden dependencies with availability.
- (c) Wholetime urban stations have significantly better response times (mirrored nationally) with Hampshire excelling against their 8 minute target, recording response times of between 4 and 6 minutes on average.
- (d) Detailed analysis of response times over the last five years shows a significant difference between the average response times for critical incidents where a pumping appliance is first in attendance (with the annual averages around seven and a half minutes over the last five years) compared to critical incidents where a special appliance is first in attendance (with the annual averages fluctuating between 11 and 13 minutes over the last five years). While critical incidents where a special appliance is first in attendance, such as for an animal rescue, are less frequent they do negatively impact the overall average critical response times. The stark variation between pumping and special appliance critical response times, further supports a review of what is included within our critical call types - as part of the wider forthcoming review of our response standards, which is part of our 2020-2025 Safety Plan.

12. **HFRS attended 21,387 incidents between April to March 2020, a 7% (1,154) decrease compared with the same period in 2018/19 (22,941).** This is a greater reduction than the latest national data which shows a 5% decrease between the year ending September 2018 to the year ending September 2019. There was also a 7% reduction compared to 2017/18 (22,912). Our recent reduction was driven by a 15% decrease in fires, a 6% decrease in special service calls, and a 3% reduction in false alarms. In the last year, the reduction in fires has been due to various factors, including a significant decrease in grass fires following record temperatures in 2018/2019. The reduction in special service calls is mainly due to decreases in red fleet calls and reduction of effected entry/exit.
13. **There were five fire-related fatalities between April and March 2020, one fewer than last year's figures, although a reduction of five compared to 2017/2018.** The number of fire related fatalities in England has been on a general downward trend for a prolonged period of time, though the numbers have fluctuated due to the relatively small numbers involved. Most of the fatalities were male (four), and two of the fatalities were in their 70's. There is no one main reason for these five fires, however three were due to smoking materials.
14. **Between April and March 2020, there were 94 fire non-fatal casualties, an 8% decrease compared with the previous year (102), and a 10% decrease compared to 2017/18.** Comparatively, the latest national data shows a 2% decrease in non-fatal casualties in the last year. For HFRS, of the 94 non-fatal casualties this year, over 61% (57) were male. Furthermore, of all the non-fatal casualties, 57 required hospital treatment, a slightly smaller proportion than in the previous year. Most of the fire casualties were due to cooking, this was followed by combustible articles too close to heat source. The decrease in the number of fire casualties could be due to the recent campaigns like Amber's Warning.
15. **Our on call availability was 72.6% between April 2019 and March 2020, a 0.9%-point increase from the same period in 2018/19 (71.7%).** It is also important to note that on call station availability varies significantly across stations and by appliance type (primary and special appliance). We also anticipate improvements longer-term improvements once the outcomes of Risk Review are fully implemented. In the latter part of this year we have seen an overall rise in availability to most stations due to COVID-19 social isolation conditions and expect to see this continue into the early part of the new financial year.
16. **We carried out 8,689 Safe & Well visits in 2019/20, a significant, 38%, increase compared to the 6,293 in 2018/19.** This increase would have been greater were it not for the COVID-19 outbreak, which resulted in Safe and Well visits having to be significantly downscaled to just cover safety critical visits to the most vulnerable. There has been a significant amount of

work and engagement activity to drive up Safe and Well visit numbers; however, this work has been (and continues to be) clearly impacted by the COVID-19 situation, which commenced in the last month of the financial year.

17. **Over the last year, Protection teams have completed 3,232 protection jobs completed, a 5% increase from the previous year.** This included 1,328 Fire Safety Audit were completed in 2019/20, an increase of 37% (up from 972). The work activities of teams are performance managed to ensure levels of activity are where expected. This has meant an increase in productivity. In addition, 1,594 Business Regulation consultations were completed in 2019/20, a 7% decrease (down from 1,721) – though these are posted by external sources and are demand driven. Therefore, HFRS have little input on the amount received. 87% were completed on time, which is an improvement on previous years. External factors, such as administrative or system errors, sometimes prevent the Fire Engineering and Consultation Team (FECT) from completing these within the 15-day target time.

18. **From 1 April 2019 to 31 March 2020, the average number of shifts/days lost to sickness for all personnel in Hampshire was 10.87, this is an increase of 0.87 shifts/days when compared to April 2018 to March 2019 (10.00) and has been partly impacted by COVID-19 related absence at the back-end of the financial year.** On call staff have the highest sickness absence levels, but the most significant increase was for Green Book staff (+2.37 shifts/days). However, it is important to note that as these are average figures they can, in some cases, be impacted by a single member of staff or a small number of individuals with lengthy absences. Mental health conditions (depression, stress, anxiety and other psychological symptoms) accounted for 19% of Green Book sickness absence, which re-emphasises the importance of our ongoing investment in support of our Mental Health Action Plan, and our wider occupational health provision that was recently reviewed to improve the experience and effectiveness for both staff and managers.
 - (a) For COVID-19 absence, as at the end of March 2020 in HFRS there had been a reported 44 cases of infection (though during this reporting period testing was not available to confirm this self-reported sickness) and 173 cases of all other COVID-19 isolation related absences – with operational staff recording the highest figures of absences. These figures are the cumulative total of the number of people impacted as at the end of March 2020 and they were not all absent at the same time. The impact of the ongoing COVID-19 pandemic will be reported on in more detail in subsequent performance reports.

19. **Over the last two financial years (2018/19 and 2019/20) there has been a 2% point increase in the number of staff not meeting the required fitness standards and being referred.** Between 1 April 2019 and 31 March 2020, there were a total of 1932 fitness tests with 1582 staff, 82%, successfully completing them (compared to 84% in the previous year). 242 staff (13%) were referred (for example to occupational health) and 108 staff (6%) retaking their assessment and passing. The POD directorate will continue to monitor this trend closely, introducing improvement activity where necessary.
20. **Between the end of March 2019 and February 2020, there has been a 12% increase (from 239 to 268) in the number of female staff across the Service and a 28% increase in (from 67 to 86) operational female staff.** There has been a small increase (+4, up to 26) in employees with ethnicity recorded as BAME in March 2020 (compared to March 2019). This represents 1.5% of our workforce, with Census 2011 data showing the BAME population is 5% of the overall population in Hampshire. However, a significant number of staff have not disclosed ethnicity details (a national trend across fire and rescue services) makes benchmarking analysis versus the diversity of our community or other fire and rescue services more challenging.
21. **We are forecasting around a £0.2 million underspend against our budget in 2019/20 but expect to spend around £6 million (10%) more than we did in 2018/19.** This is predominantly due to an overspend on firefighters being offset by underspends on other staff. This also includes carry forwards of £763,000 for property maintenance and ICT projects which were planned to be carried out during 2019/20 but had to be delayed. Further details will be presented to the Fire Authority once the accounts have been finalised.
- (a) Compared to 2018/19 actuals, there is forecast to be a 10% (around £6 million) increase in revenue costs. This is partly driven by an increase in wholetime firefighter costs due to the increase in pensions contributions from April 2019, and a 17% increase in supplies and services costs following transfer from reserves to fund the MDT and PPE rollouts.
- (b) Our reserves are estimated to reduce by 53% (to £14.3 million) by March 2023, primarily owing to planned capital investment – for example in vehicles and personal protection equipment. We will, though, maintain our general reserve, which serves as a contingency fund, at £2.5 million – nearly 4% of our budget, comparable to previous CIPFA benchmarks. Overall, HFRA remains in a strong financial position and is well-placed to tackle the future financial challenges that will inevitably arise as a result of diminishing resources and the uncertain picture past 2020/21.

SUPPORTING OUR SAFETY PLAN AND PRIORITIES

22. With the launch of the new joint Safety Plan in April 2020, we will be developing our approach to tracking and monitoring our performance throughout the duration of the Safety Plan, with a focus on our collective purpose of how '*Together we make life safer*' for the people of Hampshire and the Isle of Wight. There will be an increasing focus on the performance of the Isle of Wight Fire and Rescue Service as we move towards a new combined Fire Authority in April 2021.
23. There are, however, already clear links between the current performance report and the five priorities of the Safety Plan:
- (a) ***Our Communities:*** in particular, please refer to the Operations section of *Appendix A*, or the corresponding highlights above.
 - (b) ***Our People:*** in particular, please refer to the People section of *Appendix A*, or the corresponding highlights above.
 - (c) ***Public Value:*** part of the role of reviewing performance (across a wide range of Service areas explored in the report) is about ensuring public value. Furthermore, there is also a specific section in *Appendix A*, and in the highlights above, on our Finances.
 - (d) ***High Performance:*** part of the role of reviewing performance (across a wide range of Service areas explored in the report) is about ensuring high performance.
 - (e) ***Learning and Improving:*** part of the role of reviewing performance (across a wide range of Service areas explored in this report) is about ensuring we are learning and improving. Furthermore, please also see the Policy & Planning and Organisational Assurance sections within *Appendix A*.

COLLABORATION

24. There has been a wide range of internal consultation to help develop the revised structure of the report, as well as to refine its content.

RESOURCE IMPLICATIONS

25. The cost associated with the production of the Annual Performance Report is within existing resource plans.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

26. There are no positive or negative impacts to the environment or sustainability which may result due to this report. However, it is worth noting, as *Appendix A* does, that as stated in the Safety Plan, we will broaden our existing plan to significantly reduce our impact on the environment. We are aware of the growing necessity to understand more about our impacts to the environment. As an example of activity in this area, the Service is generating income through sustainable energy solutions such as solar power. Sustainable energy reduction across the estate through a carbon reduction plan will be key to positively contributing to the important social, political and economic pressure on our planet's future.
27. Where possible, we will include updates on our environmental performance within future Mid-Year and Year End Reports.

LEGAL IMPLICATIONS

28. There are no legal implications arising from this report.

PEOPLE IMPACT ASSESSMENT

29. The contents of this report are considered compatible with the provisions of equality and human rights legislation.

OPTIONS

30. To note, or not, the Year-End Performance Report for 2019/20 as detailed in this report and *Appendix A*.

RISK ANALYSIS

31. Failure to regularly report on, and scrutinise, our performance could result in no 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 this progress report is therefore an important process within the Authority's risk management strategy.

EVALUATION

32. As noted above, internal and external performance reporting and ongoing evaluation of our performance are core parts of our *Performance and Assurance Framework*. This framework includes other performance and assurance mechanisms, such as (our monitoring of) our response to HMICFRS inspections and internal audits, operational assurance activity, and our monitoring of projects and programmes under the principles of the

new HFRS and IWFRS *Change Management Framework*. Evaluations, benefits realisation and performance monitoring are at the heart of the Change Management Framework and, more widely, our Performance and Assurance Framework.

CONCLUSION

33. The number of incidents we have responded to and the number of non-fatal casualties have decreased when compared to last year, and our on call availability has improved. We have also made positive improvements in our prevention and protection activity, and in our learning from operational incidents. However, we have further to improve in these areas, which, like many parts of the Service have been impacted by the ongoing COVID-19 pandemic. We continue to monitor, and develop our understanding of, the impact of COVID-19 on our Services – and will provide additional detail on this in subsequent reports; as well as additional information on how we are performing against the new Safety Plan.
34. It is also vital to understand the performance of other areas across the Service, including in terms of people, finances and corporate services. Unsurprisingly, given the COVID-19 situation at the back end of this financial year, our average sickness went up slightly – with the greatest increase in Green Book staff. Separately, we have seen the diversity of our workforce improve in the last year – with ongoing focus in this area as part of the People & Organisational Development (POD) framework. In terms of our finances, we are currently forecasting an underspend of around £0.2 million in 2019/20; however, the latest Medium-Term Financial Plan (MTFP) forecasts that the budget will be broadly balanced for 2021/22; and our reserves are estimated to reduce by 53% to £14.3 million by March 2023, primarily owing to capital investment.

RECOMMENDATION

35. That the Hampshire Fire and Rescue Authority notes the performance for 2019/20 detailed in this report.

APPENDICES ATTACHED

36. **Appendix A** – Year-End Performance Report, 1 April 2019 to 31 March 2020

Contact: Shantha Dickinson, Assistant Chief Fire Officer,
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Year-End Performance Report

01 April 2019 to 31 March 2020



HAMPSHIRE
**FIRE AND
RESCUE**
AUTHORITY

Review and Approval – Year-End Performance Report 1st April 2019 – 31st March 2020

Version	Reviewed by	Date
1.0	Incident Data review - Angela Ali	24/03/2020
1.0	Prevent & Protection review – Angela Ali	24/03/2020
1.0	Arson review – Angela Ali	26/03/2020
1.0	Finance review – Angela Ali	26/03/2020
1.0	Information Governance & Complaints review – Angela Ali	26/03/2020
2.0	Health and Safety review – Angela Ali	31/03/2020
2.0	Definitions review – Angela Ali	31/03/2020

Approval Stage

Version	Review by	Approval / Refine / Decline	Date
V1	Dawn Capp	Initial draft review (refine)	28/03/2020
V2	Dawn Capp/Justine Gray	Refine	30/03/2020
V3	Dawn Capp/Justine Gray	Refine	31/03/2020
V4	Dawn Capp	Refine	03/04/2020
V5	Dawn Capp	Refine	05/04/2020
V6	Dawn Capp	Refine but share with Head of Performance for concurrent review	14/04/2020
V6	Alex Quick	Refine (incorporating changes)	15/04/2020
V6	Dawn Capp	Refine (incorporating changes)	20/04/2020
V7	Dawn Capp	Approved for review by Head of Performance	21/04/2020
V7	Alex Quick	Approved	22/04/2020
V7	Shantha Dickinson	Approved	22/04/2020

Related Documents

Document

Data is sourced from a wide range of sources, including the HFRS organisational performance dashboards which utilise the data warehouse (repository), incorporating SAP (HR system), Incident Recording System (IRS) and FireWatch and CFRMIS data.

Some of the data was provided by other departments and teams, rather than being directly sourced from systems. Owing to recent developments of the COVID-19 situation, stakeholder engagement and or some related data sets have been limited for this revision and noted accordingly. However, the report does explore the early impact of COVID-19 in different Service areas.



Control



Response Availability



Operations



People



Finance



Corporate Services



Policy & Planning



Performance & Assurance



Communications
Public Insights

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Introduction

Report focus

- i. This is Hampshire Fire and Rescue Service's Year-End Performance report, covering the period 1st April 2019 to 31st March 2020. The information contained within this report identifies how we have performed, also explores the initial impacts of the Coronavirus (COVID-19) in the last part of this financial year.
- ii. The report continues to evolve in the new format and explores how the Service has performed against a range of operational and corporate health measures, with comparisons made against previous years and to other Fire and Rescue Services or national trends, where relevant and applicable. Our performance measures help us identify areas for improvement, as well as successes and good practice to be shared across the Service.
- iii. We revisit regularly with what we measure to assess our effectiveness, efficiency and financial position. As we continue to evolve and understand more through ongoing analysis, the contents and insights within the report may change and new areas may be incorporated.

Safety Plan 2020-2025

- iv. With the launch of the new joint Safety Plan in April 2020, we will be developing our approach to tracking and monitoring our performance throughout the duration of the Safety Plan, with a focus on our collective purpose of how 'Together we make life safer' for the people of Hampshire and the Isle of Wight. There will be an increasing focus on the performance of the Isle of Wight Fire and Rescue Service as we move towards a new combined Fire Authority in April 2021.

Coronavirus: COVID-19 (C-19)

- v. During the last quarter of this financial year HFRS and IWFRS have been experiencing the initial impacts of the COVID-19 pandemic. Various sections of this report identify areas where we will see organisational impacts (such as sickness absences, resourcing, prevention activity, and partnership working) to performance. A more detailed review of the impact of COVID-19 on our performance will be included in the 2020/21 Mid-Year Performance Report.

Our impact to the environment

- vi. As noted in the Safety Plan, we will broaden our existing plan to significantly reduce our impact on the environment. We are aware of the growing necessity to understand more about our impacts to the environment. As an example of activity in this area, the Service is generating income through sustainable energy solutions such as solar power. Sustainable energy reduction across the estate through a carbon reduction plan will be key to positively contributing to the important social, political and economic pressure on our planet's future. In addition, we will be increasing our understanding of the impact of our operational assets, particularly our vehicle fleet, on the environment through, for example, improving our monitoring and tracking of vehicle use.
- vii. Where possible, we will include updates on our environmental performance within future Mid-Year and Year-End Reports.

1st April 2019 to 31st March: Key facts

Control

 38,284 calls

3,190 call average pcm

21,387 incidents

6,334 co-responding calls 

Response



8/80 critical performance average: **62.4%** (-1.9% vs 2018/19)

Average time: **7 mins 33 secs** (if the largest 39 data anomalies are removed, with a refreshed approach to data quality moving forward) – no change vs 2018/19

72.6% on-call availability for primary appliances (up 0.9% points vs 2018/19)

 **5 fire fatalities**  **-1**

94 non-fatal casualties  **-8%**

People



10.87 average shifts lost to sickness
+0.87 increase vs 2018/19 (partly impacted by Covid-19)
Green book staff had the greatest increase, and **on call** staff have the highest sickness levels

Fitness Tests:
82% passed 1st time (-2% point decrease vs 2018/19) 

Diversity: number of female staff increased by 12% to 268 staff (+29) in the last year

Finance



 Around **£0.2m** forecast underspend in 2019/20

10% forecast increase in spend vs 2018/19 

 **53%** estimated reduction in reserves (to £14.3m) by March 2023, primarily owing to capital investment

Coronavirus staff absence cases: 31 March 2020

*Cumulative total on number of people impacted; staff **were not** all absent at the same time; and testing to confirm infection was not available for suspected cases at the time of this reporting period. We continue to monitor absence, which at mid-April has been reducing gradually to understand the impact to the Service. We also monitor IWFRS COVID-19 absences and impact daily.*

C19 infection		C19 related absence
Operational staff: 36		Operational staff: 142
Non-uniform staff: 8		Non-uniform staff: 31

Summary

This summary outlines key findings in relation to our performance in a number of areas across the Service, with data coming from a wide range of sources.

1. **Between April and March 2020, including Hampshire and the Isle of Wight, there were 38,284 calls into our Fire Control at an average of 3,190 calls per month and 105 calls on average per day.** 94% of calls were answered under 7 seconds. Of the 38,284 calls, HFRS were mobilised and attended 21,387 incidents. The Service is reviewing performance across the Networked Fire Services Partnership and will continue to monitor it closely. Owing to the initial impacts of COVID-19, we have found a decline in the last months activity of calls we mobilise to and predict this will continue into the new financial year whilst we experience these unusual circumstances. [See the Control section, page 10.](#)
2. **Between April 2019 and March 2020, 62.4% of critical incidents were reached within 8 minutes; 1.9% points lower than the previous year (64.3%) and 2.5% points lower when compared to 2017/18 (64.9% April 2017 to March 2018).** This mirrors the overall national decline reported by the Home Office¹ in response times experienced over the last five years.
 - a. If critical incidents which have been recorded at 30 minutes or above (39 records) – a result of data entry or quality issues – are removed then our average critical response time stands at 7 minutes 33 seconds, exactly the same as last year. If we then remove those recorded at 20 minutes and above (a further 53 records), we see an improvement to 7 minutes 13 seconds – an improvement compared to 2018/19. In response to the above data anomalies, and the Service's increasing focus on data quality across all Directorates, we are in process in introducing additional data quality assurance reporting and review checks for critical response times - within both the Performance and Assurance, and Operations directorate. Ongoing, detailed analysis in this area will form part of the Service's forthcoming review of our response standards. There is, unsurprisingly, significant variation between wholetime and on call stations. Nationally, we remain faster than the average of 8 minutes 49 seconds (by 53 seconds, even before you account for data anomalies) with a national decline being seen of 44 seconds over the last 5 years.²
 - b. Rural areas, due to their dynamics, have a lower percentage of critical incidents responded to within 8 minutes, whereas urban areas remain largely within target with few exceptions. Rural stations and their locations have hidden challenges (geographical, more sparse population areas to locations of incident), infrastructure challenges (more limited road networks) and resourcing challenges (with most rural stations crewed by on-call personnel) which may impact the response times of other stations if called upon to attend outside of their station grounds, creating hidden dependencies with availability.
 - c. Wholetime urban stations have significantly better response times (mirrored nationally) with Hampshire excelling against their 8-minute target, recording response times of between 4 and 6 minutes on average.
 - d. Detailed analysis of response times over the last five years shows a significant difference between the average response times for critical incidents where a pumping appliance is first in attendance (with the annual averages around seven and a half minutes over the last five years) compared to critical incidents where a special appliance is first in attendance (with the annual averages fluctuating between 11 and 13 minutes over the last five years). While critical incidents where a special appliance is first in attendance, such as for an animal rescue, are less frequent they do negatively

¹ Home Office Response times by fire and rescue services England April 2018 to March 2019 (published January 2020).

² As footnote above.

impact the overall average critical response times. The stark variation between pumping and special appliance critical response times, further supports a review of what is included within our critical call types - as part of the wider forthcoming review of our response standards, which is part of our 2020-2025 Safety Plan. [See the Critical Response section](#), pages 11 and 12.

3. **HFRS attended 21,387 incidents between April to March 2020, a 7% (1,154) decrease compared with the same period in 2018/19 (22,941).** This is a greater reduction than the latest national data which shows a 5% decrease between the year ending September 2018 to the year ending September 2019. There was also a 7% reduction compared to 2017/18 (22,912). Our recent reduction was driven by a 15% decrease in fires, a 6% decrease in special service calls, and a 3% reduction in false alarms. In the last year, the reduction in fires has been due to various factors, including a significant decrease in grass fires following record temperatures in 2018/2019. The reduction in special service calls is mainly due to decreases in red fleet calls and reduction of effected entry / exit. [See the Incident data section](#), page 14 to 17.
4. **There were five fire-related fatalities between April and March 2020, one fewer than last year's figures, although a reduction of five compared to 2017/2018.** The number of fire related fatalities in England has been on a general downward trend for a prolonged period, though the numbers have fluctuated due to the relatively small numbers involved. Most of the fatalities were male (four), and two of the fatalities were in their seventies. There is no one main reason for these five fires, however three were due to smoking materials.
 - a. **Between April and March 2020, there were 94 fire non-fatal casualties, an 8% decrease compared with the previous year (102), and a 10% decrease compared to 2017/18.** Comparatively, the latest national data shows a 2% decrease in non-fatal casualties in the last year. For HFRS, of the 94 non-fatal casualties this year, over 61% (57) were male. Furthermore, of all the non-fatal casualties, 57 required hospital treatment, a slightly smaller proportion than in the previous year. Most of the fire casualties were due to cooking, this was followed by combustible articles too close to heat source. The decrease in the number of fire casualties could be due to the recent campaigns like Amber's Warning. [See the Fire related fatalities and casualties' section](#), pages 16 and 17.
5. **Our on-call availability was 72.6% between April 2019 and March 2020, a 0.9%-point increase from the same period in 2018/19 (71.7%).** It is also important to note that on-call station availability varies significantly across stations and by appliance type (primary and special appliance). We also anticipate improvements longer-term improvements once the outcomes of Risk Review are fully implemented. In the latter part of this year we have seen an overall rise in availability to most stations due to COVID-19 social isolation conditions and expect to see this continue into the early part of the new financial year. [See the Availability section](#), see page 13.
6. **We carried out 8,689 Safe & Well visits in 2019/20, a significant, 38%, increase compared to the 6,293 in 2018/19.** This increase would have been greater were it not for the COVID-19 outbreak, which resulted in Safe and Well visits having to be significantly downscaled to just cover safety critical visits to the most vulnerable. There has been a significant amount of work and engagement activity to drive up Safe and Well visit numbers; however, this work has been (and continues to be) clearly impacted by the COVID-19 situation, which commenced in the last month of the financial year. [See the prevention section](#), pages 18 and 19.
7. **Over the last year, Protection teams have completed 3,232 protection jobs completed, a 5% increase from the previous year.** This included 1,328 Fire Safety Audit were completed in 2019/20, an increase of 37% (up from 972) – with 84% completed on time. In addition, 1,594 Business Regulation consultations were completed in 2019/20, a 7%

decrease (down from 1721) – though these are posted by external sources and are demand driven. Therefore, HFRS have little input on the amount received. 87% were completed on time, which is an improvement on previous years. External factors, such as administrative or system errors, sometimes prevent the Fire Engineering and Consultation Team (FECT) from completing these within the 15-day target time. [See the Protection section](#), pages 20 and 21.

8. **From 1st April 2019 to 31st March 2020, the average number of shifts/days lost to sickness for all personnel in Hampshire was 10.87, this is an increase of 0.87 shifts/days when compared to April 2018 to March 2019 (10.00) and has been partly impacted by COVID-19 related absence at the back-end of the financial year.** On-call staff have the highest sickness absence levels, but the most significant increase was for Green Book staff (+2.37 shifts/days). However, it is important to note that as these are average figures they can, in some cases, be impacted by a single member of staff or a small number of individuals with lengthy absences. Mental health conditions (depression, stress, anxiety and other psychological symptoms) accounted for 19% of Green Book sickness absence, which re-emphasises the importance of our ongoing investment in support of our Mental Health Action Plan, and our wider occupational health provision that was recently reviewed to improve the experience and effectiveness for both staff and managers. Our People and Organisational Development directorate is continuing to monitor sickness absence and other areas closely with a range of activities in place to support the physical and mental well-being of our staff. [See the Sickness section](#), page 28 to 30.
 - a. For COVID-19 absence, as at the end of March 2020 in HFRS there had been a reported 44 cases of infection (though during this reporting period testing was not available to confirm this self-reported sickness) and 173 cases of all other COVID-19 isolation related absences – with operational staff recording the highest figures of absences. These figures are the cumulative total of the number of people impacted as at the end of March 2020 and they were not all absent at the same time. The impact of the ongoing COVID-19 pandemic will be reported on in more detail in subsequent performance reports. See [COVID-19 sickness section](#), page 30.
9. **Over the last two financial years (2018/19 and 2019/20) there has been a 2%-point increase in the number of staff not meeting the required fitness standards and being referred.** Between April 2019 and March 2020, there were a total of 1932 fitness tests with 1582 staff, 82%, successfully completing them (compared to 84% in the previous year). 242 staff (13%) were referred (for example to occupational health) and 108 staff (6%) retaking their assessment and passing. The POD directorate will continue to monitor this trend closely, introducing improvement activity where necessary. [See the Fitness and qualifications section](#), page 36.
10. **Between the end of March 2019 and February 2020, there has been a 12% increase (from 239 to 268) in the number of female staff across the Service and a 28% increase in (from 67 to 86) operational female staff.** There has been a small increase (+4, up to 26) in employees with ethnicity recorded as BAME in March 2020 (compared to March 2019). This represents 1.5% of our workforce, with Census 2011 data showing the BAME population is 5% of the overall population in Hampshire. However, a significant number of staff have not disclosed ethnicity details (a national trend across fire and rescue services) makes benchmarking analysis versus the diversity of our community or other fire and rescue services more challenging. [See the Diversity section](#), page 29.
11. **We are forecasting around a £0.2 million underspend against our budget in 2019/20 but expect to spend around £6 million (10%) more than we did in 2018/19.** This is predominantly due to an overspend on firefighters being offset by underspends on other staff. This also includes carry forwards of £763,000 for property maintenance and ICT projects which were planned to be carried out during 2019/20 but had to be delayed. Further details will be presented to the Fire Authority once the accounts have been finalised.

- a. However, compared to 2018/19 actuals, there is forecast to be an 10% (around £6 million) increase in revenue costs. This is partly driven by an increase in wholetime firefighter costs due to the increase in pensions contributions from April 2019, and a 17% increase in supplies and services costs following transfer from reserves to fund the MDT and PPE rollouts.
- b. Our reserves are estimated to reduce by 53% (to £14.3 million) by March 2023, primarily owing to planned capital investment – for example in vehicles and personal protection equipment. We will, though, maintain our general reserve, which serves as a contingency fund, at £2.5 million – nearly 4% of our budget, comparable to previous CIPFA benchmarks. Overall, HFRA remains in a strong financial position and is well-placed to tackle the future financial challenges that will inevitably arise as a result of diminishing resources and the uncertain picture past 2020/21. [See the Finances section, pages 32 and 33.](#)

Overall conclusion

The number of incidents we have responded to and the number of non-fatal casualties have decreased when compared to last year, and our on-call availability has improved. We have also made positive improvements in our prevention and protection activity, and in our learning from operational incidents. However, we have further to improve in these areas, which, like many parts of the Service have been impacted by the ongoing COVID-19 pandemic. We continue to monitor, and develop our understanding of, the impact of COVID-19 on our Services – and will provide additional detail on this in subsequent reports; as well as additional information on how we are performing against the new Safety Plan.

It is also vital to understand the performance of other areas across the Service, including in terms of people, finances and corporate services. Unsurprisingly, given the COVID-19 situation at the back end of this financial year, our average sickness went up slightly – with the greatest increase in Green Book staff. Separately, we have seen the diversity of our workforce improve in the last year – with ongoing focus in this area as part of the People & Organisational Development (POD) framework. In terms of our finances, we are currently forecasting an underspend of around £0.2 million in 2019/20; however, the latest Medium-Term Financial Plan (MTFP) forecasts that the budget will be broadly balanced for 2021/22; and our reserves are estimated to reduce by 53% to £14.3 million by March 2023, primarily owing to capital investment.

Service Performance

1. The year-end performance report provides information and insights in various areas; including operations, policy and planning, people, finance, and corporate services that we monitor on a regular basis. Our analysis and use of performance information has been improved by the development of a new central data repository (data warehouse) and a set of organisational performance dashboards.

Operations

2. Most of our costs (£44.6 million in 2018/19, 71% of the net cost of the Service) were related to our operational activity. Accordingly, this section analyses our operational performance with a specific focus on control room management of emergency calls, our response to incidents, and our availability. It also explores our vital prevention and protection work, and the activity of the Arson Taskforce.





Control

3. As noted in the Mid-Year Performance Report and in the *Hampshire Fire and Rescue Service (HFRS) and Isle of Wight Fire and Rescue Service (IWFRS) 2020-2025 Safety Plan*, we work with our Networked Fire Service Partners (NFSP), a collaboration between Devon and Somerset FRS, Dorset and Wiltshire FRS, IWFRS and HFRS. We have aligned our control rooms and are able to mobilise the most appropriate response regardless of county boundaries. We will continue to develop the way we share risk information and training with our partnering services. This section covers our Control activities through a focus on performance information from Fire Control (who manage 999,111 emergency and other calls to mobilise our resources for response for both Hampshire and Isle of Wight Fire and Rescue Services).
4. Understanding the nature of the calls is essential for Control, as this dictates how they handle calls, deploy resources, support operational incidents and our staff, or support vulnerable persons in need who may be awaiting emergency service response. It is also important to note that:
- Incidents can be reported multiple times through calls from different members of the public (5,876 in 2019/20);
 - Calls may be from members of the public who require advice, specialist services (e.g. lift release), or who are unsure who to contact; and
 - Some calls are hoax callers.



Notes: (1) includes HFRS and IWFRS calls; and (2) data extracted from Vision MIS data sets on 01/04/2020.

5. In the period April to March 2020, we received 38,284 calls, an average of 3,190 calls a month. 94% of calls were answered under 7 seconds. Of the 38,284 calls, HFRS were mobilised and attended 21,387 incidents, 55% of all calls. When comparing the number of calls Control take over a six-month period, there have been 183 fewer incidents in the last six months (October to March 2019/20) compared to the first six months (April to September 2019/20).
6. A detailed review of Control Room data is ongoing as part of a 'live' project, to ensure data quality and consistency for performance reporting. The performance of our Control operations is measured in various ways, including how long it takes to answer calls and by the speed response resources are mobilised when required. Call figures are currently provided for both HFRS and IWFRS and will be reviewed further in subsequent reports.



Critical response

7. Hampshire include all critical incident types within this measure, whereas some other Fire and Rescue Services use different approaches to calculate their critical response performance. As noted in the Safety Plan, a review of our response standards will be undertaken during the lifespan of the Plan, which will include a review of the number of resources required to meet our risks.
8. We continue to develop our understanding of our critical response data. We are now more able to identify anomalies in the data, which may relate to: responses outside of normal station areas; how the data has been recorded by crews or data quality issues; system faults, or crew not pressing arrival at scene using on the MDT in the appliances. Between 1st April 2019 and 31st March 2020, we attended 4,087 critical incidents. Normally, we expect to arrive at scene between 8 to 15 minutes (or less) dependent on the incident location, the station/appliance available and mobilised to, and other factors such as geography (urban versus rural), finding the location (if unclear) or road network (road type or network).
9. In 2019/20, we responded to 62.4% of critical incidents within 8 minutes – down by 1.9% point compared to 2018/19. We also had an average critical response time of 7 minutes 56 seconds, but this includes anomalies owing to data entry or quality issues, which we explain further and account for in paragraph 10 below. This decline mirrors the recorded national average in critical response decline noted by the Home Office.³ This recent report has highlighted a steady decline for all fire and rescue services over the last 10 years. The national average time for critical incidents is positioned at 8 minutes 49 seconds, which places Hampshire faster than this average by 53 seconds even before accounting for the data anomalies and outliers.
10. However, we have carried out a detailed review into our critical response performance to explore data anomalies. For example, if you remove critical incidents which have been recorded at 30 minutes or above (39 records) – a result of data entry or quality issues - then our average critical response time stands at 7 minutes 33 seconds. Furthermore, if we then remove those recorded at 20 minutes and above (a further 53 records), we see an improvement to 7 minutes 13 seconds; and for those recorded at 15 minutes and above (a further 114 records) we arrive at 6 minutes 43 seconds. This ongoing and detailed analysis will form part of the Service's forthcoming review of our response standards, which will be undertaken during the lifespan of the Safety Plan. In response to the above data anomalies, and the Service's increasing focus on data quality across all Directorates, we are in the process in introducing additional data quality assurance reporting and review checks for critical response times - within both the Performance and Assurance, and Operations directorate.
11. As noted in **Figure 1**, see next page, between April 2019 and March 2020, 62.4% of critical incidents were reached within 8 minutes; 1.9% points lower than the period of April 2018 to March 2019 (64.3%) and 2.5% points lower when compared to 2017/18 (64.9% April 2017 to March 2018). This mirrors the overall national decline in response times experienced over the last five years.⁴ Our 8/80 performance requires further research as anomalies within the data, as noted above, also present challenges to the average percentages and times calculated, and there is also a link between critical response performance and availability. These anomalies are being investigated further as part of the forthcoming review of our response standards, which is noted in the joint Safety Plan.

³ Home Office, response times by fire and rescue services England April 2018 to March 2019 (published January 2020).

⁴ As above

12. We focus (for historical reasons discussed in previous reports) on the average percentage rather than the time, which can mask the good performance seen at stations. As noted in **Figures 2 and 3**. Using time as the performance measure for critical incidents in Hampshire, between 1st April 2019 and 31st March 2020, we attended critical incidents on average 7 minutes and 56 seconds with the national average being 8 minutes 49 seconds.⁵ However, if you remove the largest data anomalies – owing to data entry or quality issues – in 2019/20 our performance has been stable, at 7 minutes 33 seconds, versus 2018/19 (*Figure 2*).

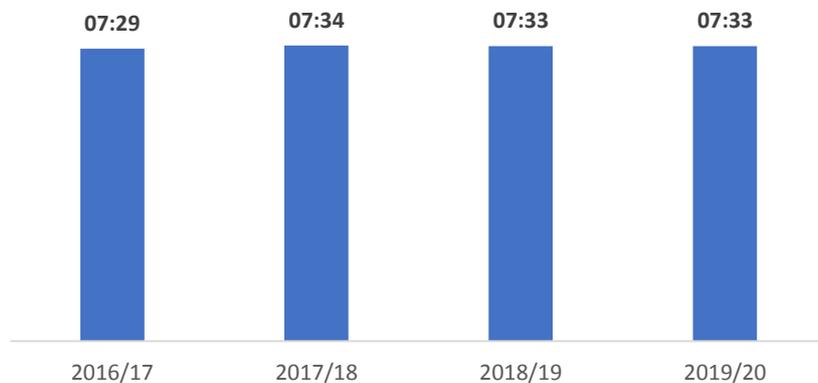
Figure 1: Average critical response standard (8/80), 1st April to 31st March 2016/17 to 2019/20
Average critical response performance (8/80) has declined by 1.9% points in 2019/20.



Note: Data sourced from BI Reporting Services and the Organisational Performance dashboards on 1/04/2020. The data in this figure includes data anomalies, which are explained in paragraph 10.

Figure 2: Average critical response times (minutes and seconds), 1st April to 31st March 2016/17 to 2019/20

If all data is included The average response time has increased by 23 seconds from 2018/19 to 2019/20 and is 27 seconds higher than it as in 2016/17. However, if you remove the largest data anomalies in 2019/20 our performance has been stable versus 2018/19.



Note: Data sourced from BI Reporting Services and the Organisational Performance dashboards on 01/04/2020. The 2019/20 data in this figure excludes data anomalies (which are explained in paragraph 10), following additional review of data entry and quality.

⁵ See footnote 1.

Figure 3: Average critical response times (minutes and seconds) by whole-time and on-call, 1st April to 31st March 2016/17 to 2019/20

The average response time gap between whole-time and on-call stations now stands at three minutes forty-six seconds, similar to the gap the previous year and higher than the three minutes eighteen seconds recorded in 2017/18.

Whole-time



On-call



	2016/17	2017/18	2018/19	2019/20
Whole-time	6:35	6:22	6:22	6:43
On-call	9:45	9:40	10:05	10:29

Note: Data is sourced from BI Reporting Services based on our Incident Recording System (IRS) on 1/04/2020. The data in this figure includes data anomalies, which are explained in paragraph 10.

- Rural areas, due to their dynamics, have a lower percentage of critical incidents responded to within 8 minutes, whereas urban areas remain largely within target. Wholetime urban stations have better response times (mirrored nationally), with generally higher population density and therefore demand, with Hampshire excelling in their 8-minute targets, recording response times of between 4 and 6 minutes on average. Rural stations and their locations have geographical (location of incidents), infrastructure challenges (more limited road networks) and resourcing challenges (with most rural stations crewed by on-call personnel). Nationally, average total response time to primary fires in predominantly rural areas was 10 minutes 34 seconds in 2018/19, an increase of 18 seconds since 2017/18.⁶
- Furthermore, detailed analysis of response times over the last five years shows a significant difference between the average response times for critical incidents where a pumping appliance is first in attendance (with the annual averages around seven and a half minutes over the last five years) compared to critical incidents where a special appliance is first in attendance (with the annual averages fluctuating between 11 and 13 minutes over the last five years). While critical incidents where a special appliance is first in attendance, such as for an animal rescue, are less frequent they do negatively impact the overall critical response times. The stark variation between pumping and special appliance critical response times, further supports a review of what is included within our critical call types - as part of the wider forthcoming review of our response standards, which we have committed to do within the 2020-2025 Safety Plan.

Availability

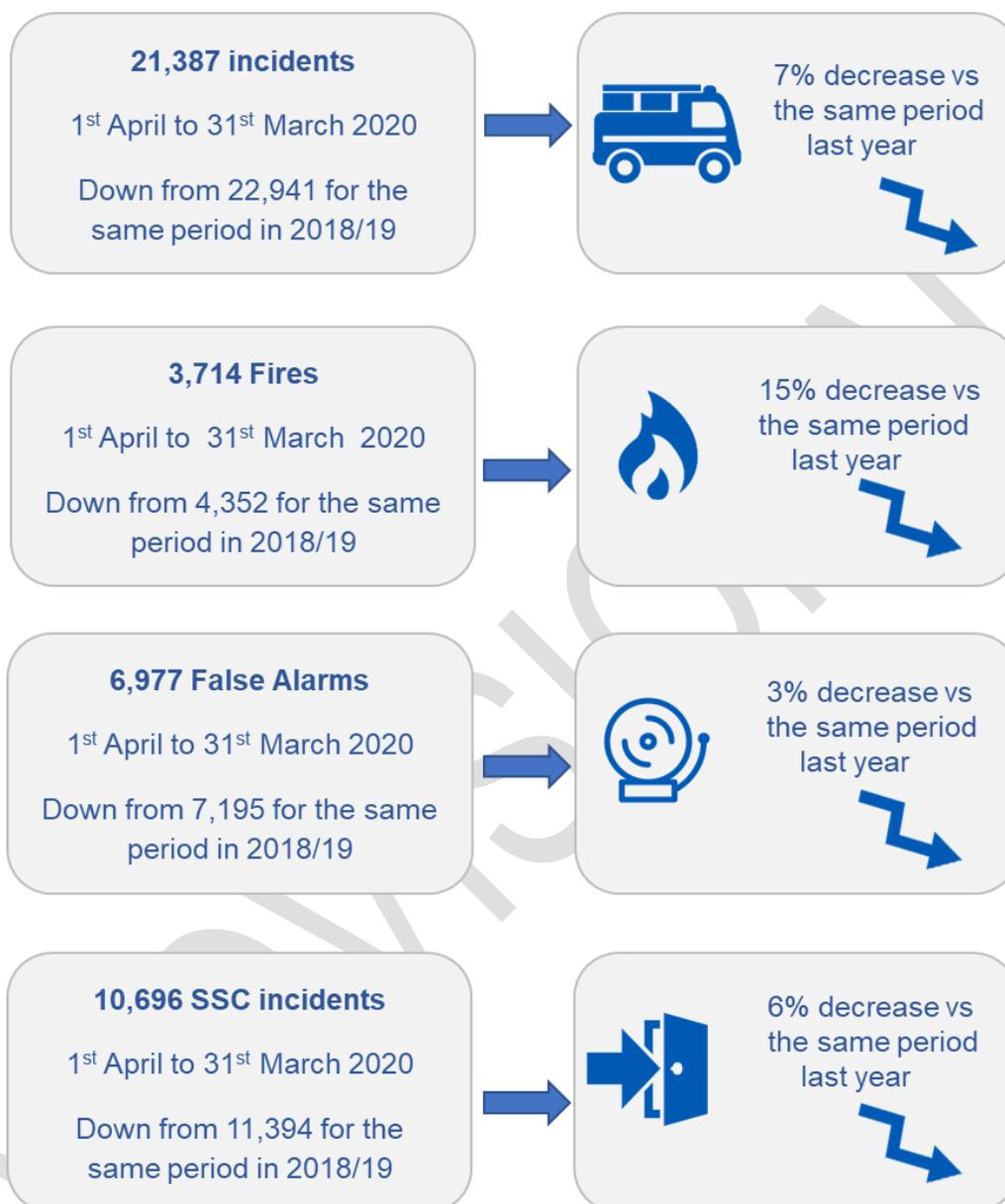
- For the purposes of this report we are calculating availability figures based on primary pumps and special appliances to create consistency. Some stations operate on both whole-time and an on-call basis, where some appliances are used by different crew types. Using the 'call sign' we are able differentiate to identify individual use wherever possible, as well as factor in other impacts on availability figures such as vehicle trials and appliance replacements or 'swap outs'.

⁶ Home Office response times by fire and rescue services England April 2018 to March 2019 (published January 2020).

16. On this basis, the on-call availability for primary pumps and appliances was 72.6% from 1st April 2019 to 31st March 2020. This is a 0.9%-point increase from the same period in 2018/19 (71.7%), using the same method.
17. It is also important to note the on-call station availability varies significantly across stations. An example of the variation can be seen with the lowest performing on-call station having an average availability of 13.5% for primary pumps, from 1st April 2019 to 31st March 2020; compared to the highest performing station with an average availability of 99.7% across the same period. Availability can also be deceptive as many of the more rural station locations have higher availability for the second (special) appliance as less crew with different qualifications are required to mobilise. Dependent on the incident type, the correct appliance will be mobilised by Control, which can in some cases bypass an on-call station, which is available but not for the right appliance type required. This in turn can affect our response times as seen in some station groups as they are responding to incidents outside of their station grounds. Where stations have difficulty with their availability, generally this relates to capacity, qualifications or experience of staff able to crew.
18. Availability can also vary based on location and the whole-time and on-call crewing models. For example, urban areas, such as the whole-time stations in the Southampton and Portsmouth groups, are likely to have higher availability results which remain consistent over time. Whereas rural areas, such as the New Forest and other predominately rural locations, are likely to see more fluctuation in their results. Some of the main challenges of crewing rural stations can be general issues in having enough on-call staff (capacity) which have the balance of both qualifications and experience.
19. From reviewing availability data there are some very positive examples from on-call stations where availability remains high. This may be supported with higher results for crewing special appliances, which typically require less crew. With ongoing review and activity being carried out as part of our on-call project, we also anticipate improvements longer-term once the outcomes of Risk Review are fully implemented.
20. Later this year, the Service will be able to view a new real-time data set for operational staff availability, to help manage and monitor performance. This will enable the Service to review both whole-time and on-call station' appliance availability, down to watch and individual level against contracted commitments which is currently not possible at an overall level, causing challenges for crew and station managers. This will also include day/night cover to ensure managers are able to predict and plan their resources. Once this data is released and in use, we will consider carefully what additional or alternative information we provide in future reports.
21. Finally, availability has been affected by COVID-19 in the latter part of the financial year, positively increasing figures where on-call crews are based from home and more available or redirected to, for example, support our partnership working as part of the Local Resilience Forum. This is also important to consider when reviewing movement in availability results in the future.

Incident summary

22. Each year the Service attends a range of incidents. The visual summary below illustrates incident activity between 1st April 2019 to 31st March 2020.⁷



23. HFRS attended 21,387 incidents between April to March 2020. This is a 7% (1,154) decrease compared with the same period in 2018/19 (22,941) and a 7% reduction compared to 2017/18 (22,912). This compares to a national 5% decrease between the year-ending September 2018 to the year ending September 2019 (from 584,408 to 554,269).⁸

24. The incidents HFRS attend are categorised into three main types: fires, false alarms and special service calls (SSCs). Of all incidents attended, fires accounted for 17% (3,714), false alarms 33% (6,977) and SSCs 50% (10,696).

⁷ 1,441 over the border incidents are excluded.

⁸ Home Office figures, which report on a different time period, are available at: <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#incidents-attended>



25. HFRS attended 3,714 fires between April and March 2020. This was a 15% decrease (638 fewer fires) when compared to the same period in 2018/19 (4,352), and a 5% decrease compared to 2017/18 (3,898 fires); but a very slight (0.5%) increase when compared to 2015/16 (3,697 fires).
26. The decrease in the number of fires attended between 2018/19 and 2019/20 was partly owing to a large reduction in grass fires by 29% (down from 1,123 to 787) following a spike during the long hot summer of 2018. Although, a record second hot summer was experienced in 2019/20, the reduction in grass fires may have been due to greater public awareness from the publicity of grass fires in the previous year. Nearly all stations have seen a reduction in grass fires, especially Hightown, Basingstoke, Hardley and Havant station grounds.
27. There were 31% more secondary grass fires in 2018/19 (953) than in 2019/20 (660). This trend was mirrored nationally however the national report is unclear on what has driven this fire type trend. Secondary fires display seasonality with more occurring in the hotter, drier months. HFRS continue to work with partners to reduce the number of outdoor fires. There are no obvious factors to explain the decrease other than improved public awareness and behaviours during another long dry seasonal period during 2020.
28. More widely, national figures show a decrease in outdoor fires, with a 17% (from 6,717 to 5,553) in the year ending September 2019 compared to the same period the previous year.



False alarms

29. False alarms continue to be one of the largest incident types (33% of incidents in 2019/20) despite a small decrease compared to last years' figures. HFRS attended 6,977 false alarms between April to March 2020. This was a 3% decrease compared with the previous year (7,195), but 1% increase compared to 2017/18 (6,880). Notably, 2019/20 presents a 9% increase compared to five years ago (6,428). False alarms 'due to apparatus' accounted for over half (64%) of false alarms this year. Nationally, the number of false alarms in England illustrate an increasing trend since 2015/16. However, when comparing year end September 2019 against the same period in 2018 the number of false alarms has decreased nationally⁹.
30. Hampshire has seen both steady population and business growth with some areas such as Southampton experiencing increases of up to 6.8%¹⁰ over the last year, with many new developments and industrial parks built over the last decade in addition to the rest of the UK. This naturally increases the numbers of safety alarm mechanisms with a broader range of businesses requiring safety systems. This would explain both the steady annual increases nationally and to the county of this incident type. To assist with this growing incident type, to reduce the number of false alarms, the following has been implemented to some station group areas:
 - 2 - 4 repeat calls: a letter is sent
 - 4 - 6 repeat calls: Business Safety Visit (BSV) advice given
 - 6+ repeat calls: inspection conducted

⁹ <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#incidents-attended>

¹⁰ Economic Assessment Refresh 2019 <https://data.southampton.gov.uk>

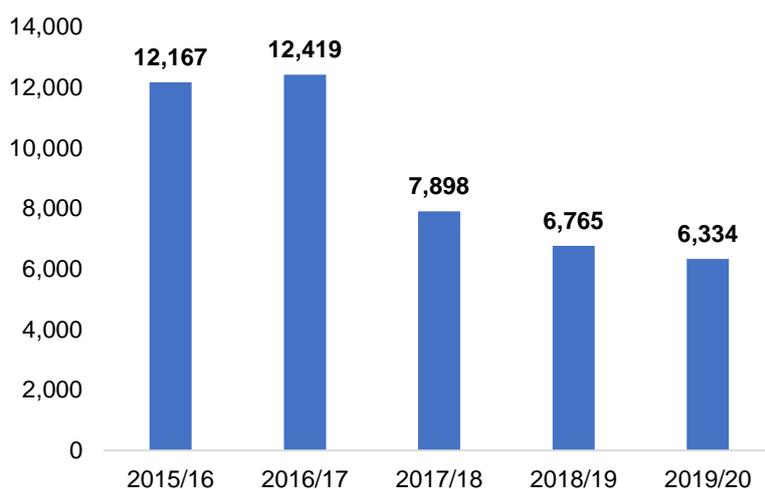


Special Service Calls

31. Incidents that are not fires or false alarms are known as 'special service calls' (SSCs). Examples include medical incidents and co-responder calls, road traffic collisions (RTCs), lift releases and effecting entries or exits.
32. HFRS attended 10,696 SSC incidents between April to March 2020. This was a 6% decrease compared with 2018/19 (11,394); a 12% reduction compared to 2017/18 (12,134); and a 30% decrease compared with five years ago (15,191), demonstrating the changing nature of our demand, including seeing continued reductions (6%) to our co-responder calls owing to changes to the way SCAS has mobilised co-responders. (see **Figure 5**). Overall medical incidents (including co-responder calls attended) saw the greatest decrease from 7,575 incidents in 2018/19 to 6,933 incidents in 2019/20. This was followed by effecting entry/exit and flooding. RTCs saw the greatest increase with an additional 52 incidents (821 to 873 incidents).

Figure 5: Co-responder calls attended, 1st April – 31st March (2015/16 to 2019/20)

Co-responder incidents decreased by 6% between 2018/19 and 2019/20, down to 6,334.



Note: Data sourced from BI Reporting Services, 03/03/2020.

Fire related fatalities

33. There have been seven fires where a fatality occurred, but in two cases the fatality was not a result of the fire. Therefore, there were five fire-related fatalities between April and March 2020, one fewer than last year's figures, although a reduction of five compared to 2017/2018. Four of the five fatalities were male, and two of the fatalities were aged 70 or above. Three were found to be due to fires from smoking materials, one due to a Road Traffic Collision (RTC) and the other was due to a small electric fan heater. The number of fire related fatalities in England has been on a general downward trend for a prolonged period, though the numbers have fluctuated due to the relatively small numbers involved.¹¹

¹¹ Fire and Rescue Incident Statistics England, year ending September 2019.

Fire related casualties

34. Between April and March 2020, there were 94 fire non-fatal casualties, an 8% decrease mirroring the 8% decrease seen in dwelling fires, compared with 102 in the previous year, a 10% decrease from 2017/18 (104) and a decrease of 16% compared to five years ago when there were 112 casualties. Of the 94 non-fatal casualties this year, 57 required hospital treatment, a slightly smaller proportion than in the previous year.
35. Over 61% (57 fire casualties) were male, 38% were female (36 fire casualties) and in one case the sex was not recorded. 41% (39) of all fire casualties were aged between 30 – 64 years old; followed by 21% (20) who were over 65, 19% (18) with no age recorded, and 18% (17) between 0-29 years old.
36. Most of the fire casualties were due to cooking, this was followed by combustible articles too close to heat source (fire). The slight decrease in the number of fire casualties could be due to the recent campaigns like *Ambers Warning*. The number of non-fatal casualties across England declined in 2018/19 compared to the previous year by 138 casualties (7,301 to 7,163), and 2% decrease. These are the latest national figures available at the time of writing this report.¹²

¹² <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#fatalities-and-casualties>



Prevention

37. HFRS are committed to delivering dedicated community safety activities, which supports the effectiveness of the fire service in reducing fire and wider community risks. Our prevention and protection activities are core parts of our organisational objective to make life safer for everyone in Hampshire (and the Isle of Wight), including residents, wider communities and businesses. We regularly monitor our prevention and protection performance through our organisational performance dashboards, which we launched across the Service in October.
38. There is continued focus for improvements in these areas, partly in response to HMICFRS' 2018 inspection report findings and their wider interest in these areas. We are below the targeted levels for the number of station Safe and Well visits. However, if you compare 2019/20 figures for the total number of Safe and Well visits (8,689) to 2018/19 figures (6,293), there was a 38% increase, which is significant. This increase would have been greater were it not for the COVID-19 outbreak, which resulted in Safe and Well visits having to be significantly downscaled to cover safety critical visits to the most vulnerable, with telephone risk assessments introduced at the back-end of the financial year to provide fire safety advice to members of our community.



39. There has been a significant amount of work and engagement activity to drive up Safe and Well visit numbers; however, this work has been (and continues to be) clearly impacted by the ongoing COVID-19 pandemic.

COVID-19 interim actions: Telephone Risk Assessments

40. In response to COVID-19, Hampshire and Isle of Wight Fire and Rescue Services have changed their approach to all prevention activities. Keeping people safe in their homes is a high priority for both Services and we dedicate significant resources to further reduce the number and seriousness of fires in the home. All Safe & Well referrals now receive a Telephone Risk Assessment (TRA).
41. We are continuing to provide fire safety advice to members of our community with a Telephone Risk Assessment (TRA). This remains an essential activity and it is crucial that crews continue to carry out TRAs to establish whether the person is presenting a high fire risk. Referrals will continue to be passed to teams to be completed. If an individual is deemed to be in a high-risk situation, we are responding on a case-by-case basis, taking all necessary precautions to ensure the vulnerable individual is protected, as well as colleagues

and partners. The new telephone risk assessments were introduced at the end of 2019/20 and their performance will be analysed in the 2020/21 Mid-Year Performance Report.

42. Where possible, post incident visits to the property and individuals involved in the incident are being completed immediately, unless there is anyone in the property self-isolating and/or has anyone in the property got symptoms – a persistent cough and/or fever- relating to COVID-19.



Protection

43. Over the last year, Protection teams have responded well to recommendations made by HMICFRS, with the focus in three main areas:

Risk Based Inspection Programme (RBIP)

44. The Risk Based Inspection Programme (RBIP) forms part of the Service's overall integrated approach to risk management for Protection activities, by prioritising buildings most likely to experience a fire and those buildings most likely to have fire safety issues. HFRS, like some other fire and rescue services, use a data set from supplier Experian to form part of a RBIP. Experian have established that certain types of buildings are more likely to experience fires. Experian Data sets are used by HFRS to target new premises not recently audited. Where required, these premises will need to be re-inspected. A frequency of 1, 3, or 5 years is applied to premises by the inspector. This enables HFRS to prioritise and target those premises with sleeping accommodation and not previously audited. Some premises will not require re-inspection due to the high level of compliance and the low risk within the building.

Locally Based Inspection Programme (LBIP)

45. HFRS understands that premises present a risk to the organisation and to those in and around non-domestic premises due to a multitude of factors, such as 'sleeping risk', the previous history of business and contact with HFRS on enforcement issues. This understanding of risk forms a Locally Based Inspection Programme (LBIP). These operationally significant premises can be considered as those presenting issues for Protection, Prevention or Response. They are inspected by Locally Based Inspection Teams in priority order.

Fire Engineering and Consultation Team (FECT)

46. The FECT objective is to reduce risk in Hampshire to occupants and firefighters by working alongside a wide group of stakeholders to contribute to building regulation consultations that are received from building control bodies locally and nationally.

Protection Summary

1,594 Business Regulation consultation (BR)

1 April 2019 to 31 March 2020

Down from 1,721 for the same period in 2018/2019

1,328 Fire Safety Audit (FSA)

1 April 2019 to 31 March 2020

Up from 972 for the same period in 2018/2019

311 Alleged Fire Risk (AFR)

1 April 2019 to 31 March 2020

Down from 391 for the same period in 2018/2019

3,232
Completed Protection Jobs

1 April 2019 to 31 March 2020
Up from 3,084 from 2018/2019

4.8% increase in Protection jobs

37% increase Fire Safety Audits completed (to 1,328)

87% Business Regulations consultations completed within 15 day target



47. The number of completed Fire Safety Audits have continued to increase over the last three years. There has been a 37% increase in the completion of Fire Safety Audits (FSA) in 2019/2020 when compared to the same period in 2018/2019 (1st April to 31st March). The work activities of teams are performance managed to ensure levels of activity are where expected. This has meant an increase in productivity.
48. In 2019/2020, there was a 7% decrease Building Regulation Consultations compared to the same period in the previous year. These are posted by external sources and are demand driven. Therefore, HFRS have little input on the amount received. FECT aim to complete applications within 15 days of receiving them, and did so on 87% occasions in 2019/20, and improvement on previous years. Sometimes, external factors, such as administrative / system errors and lost post, sometimes prevent the Fire Engineering and Consultation Team (FECT) from completing these within the 15-day target time.
49. The number of completed Alleged Fire Risks have continued to decrease over the last three years. AFRs have decreased 20% in 2019/2020 compared to last year. The same as for Building Regulations – these are driven by complaints from our teams or members of the public/partners. If HFRS don't receive complaints then there is no action to take.

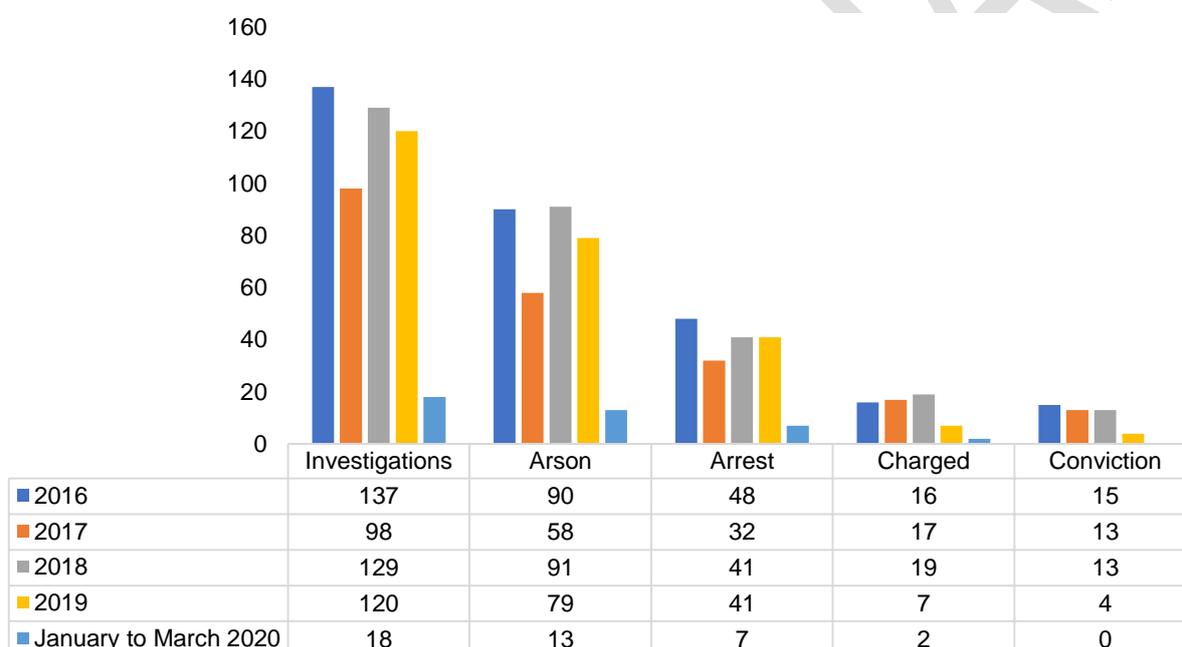


Arson Taskforce

50. Our Fire Investigation Task Force is responsible for investigating deliberate fires and all fatalities thought to be due to fire. **Figure 8** shows a reduction in the number of investigations (and those charged and convicted) in the last year, though this is primarily due to 2019 cases still being investigated in 2020 due to staff shortages and COVID-19.

Figure 8: Arson Task Force activity, January to December 2016 to 2019 and January to March 2020

There has been reduction in the number of investigations in the last year (2019); there have been 18 investigations so far in 2020.



Note: Data sourced from the Arson Task Force tracker on 02/04/2020.

51. The Fire investigation Arson Task Force team has above the national average conviction and clear-up rates for Arson offences. They have delivered expert witness evidence in Coroner's Courts during this reporting period, they have also prepared and submitted reports for County Coroners for hearings that will be heard over the coming months.
52. The team have also been planning and delivering fire investigation courses to external organisations including the MOD, insurance underwriters, and forensic students. The team continue to build upon relationships with Portsmouth and Winchester universities for the purposes of both internal research and external education of students. Finally, the team are also undergoing an arduous ISO accreditation process and will be able to apply to UKAS for an initial assessment in 2020.



Policy & Planning

53. The new Joint Safety Plan was launched on 1st April 2020 following a wide range of supporting activity and analysis, including public consultation and two strategic assessments of risk. Some of this information is publicly available or referred to directly in the Safety Plan.¹³ For example, 96% of respondents think it's important that we identify and target vulnerable groups.



54. More widely, HFRS has a comprehensive policy on premises risk inspection and Site-Specific Risk Information (SSRIs) and follows the national Premises Operational Risk Information System model.

Premises Risk

55. Since May 2019, the Risk Information Team have been working with Station Managers to improve the risk information available to our operational crews. They have improved the quality of the information recorded, removed unnecessary SSRI's and where appropriate replaced them with MDT alerts. The team have been successful in driving down the number of SSRIs. Since May last year the number of SSRIs has decreased monthly, with the overall drop in SSRIs since May 2019 being 30%.

- March 2020: 827 SSRIs, 137 (17%) of which were expired. However, there have been further concerted efforts since March to ensure all SSRIs are in date.
 - High Risk: 68 SSRIs (of the 827).
 - Very High Risk: 1 SSRI (of the 827).

Operational learning

56. In January 2020 the Operational Assurance Team introduced a new "Submit Learning" Tool designed to improve how we learn from operational incidents. This was supported by training

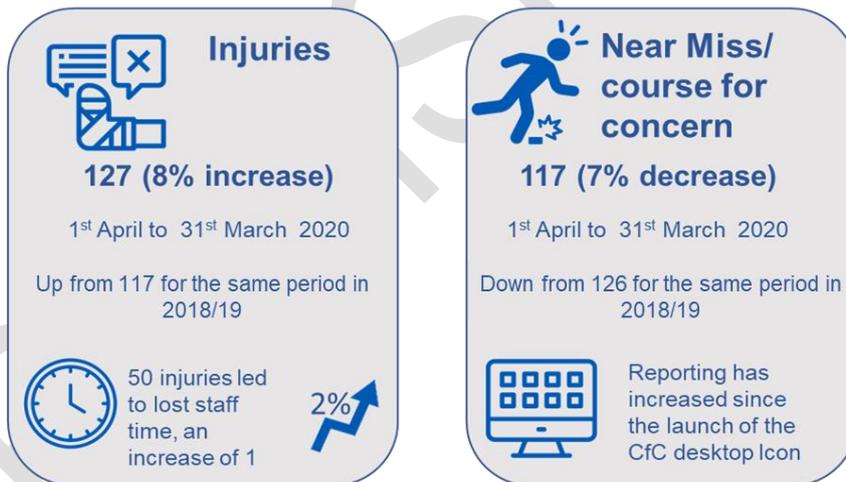
¹³ Hampshire Fire and Rescue Service and Isle of Wight Fire and Rescue Service, Safety Plan 2020-2025, available at: <https://www.hantsfire.gov.uk/about-us/safety-plan/>

and communications from the team, which has resulted in a significant increase in recorded submissions to 256 entries for the last quarter compared with 40 in the previous two months. Of these submissions, the Operational Assurance team have identified 103 learning points and 66 of these as actions completed and continue to deliver positive useful tools to support Operational Learning. These range from tactical improvements based on experiences from incidents - examples range from Thatch Fires to Road Traffic collisions and include learning posters for stations. Going forward, as noted in the joint Safety Plan we will be further developing our approach to operational (and more widely, organisational) learning with *Learning and Improving* being one of our five key priorities.



Health and Safety

57. Health and Safety plays an important part of staff wellbeing, and of good management more widely. This section of the report covers our work and performance in this area, recognising that Hampshire Fire and Rescue Authority received the 2018-19 *Health and Safety Annual Report at the end of September 2019*.¹⁴ HFRS's performance is constantly monitored and measured against agreed standards and the to reveal where and when improvement is needed.
58. Further to the information presented in the recent annual report, within the period covered by this report (1st April 2019 to 31st March 2020) there were:



- The H&S team now have a proactive approach in relation to all Safety Events throughout the service and are working with all managers to improve our performance on these.
 - Looking at the trends in relation to injuries, there has been a significant increase in manual handling injuries (partly owing to better recording of information) whilst working in service gyms and working with ladders, H&S are working with the Academy regarding manual handling training going forward for both grey and green book.
59. More widely, the Health & Safety team are carrying out various activity to support HFRS and IWFRS and their staff during the ongoing COVID-19 pandemic – providing expert advice and support beyond business as usual activities.

¹⁴ Available at: <https://democracy.hants.gov.uk/documents/s38625/HS%20Annual%20Report%202018-2019.pdf>



People

60. Unsurprisingly, one of our highest cost areas is our staff – with a budget of £54.1 million in 2019/20, around 73% of overall budgeted expenditure in 2019/20. Furthermore, in December 2018, HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published two inspection reports that rated Hampshire Fire and Rescue Service and Isle of Wight Fire and Rescue Service as ‘requiring improvement’ in how well it looks after its people¹⁵, which we have responded to in our joint HMICFRS action plan – with regular scrutiny of progress by the Executive Group, HFRA Standards & Governance Committee, and the Isle of Wight Council’s Corporate Scrutiny Committee. The Joint Safety Plan also has a clear focus and prioritises *Our People*. These points illustrate the importance of understanding our people performance, which this section explores.



People & Organisational Development (POD) Directorate activity

61. Our People and Organisational Development (POD) Directorate is responsible for leading the people and organisational strategy and enabling a diverse and motivated workforce. Working with colleagues and stakeholders, the Directorate has defined its core purpose, guiding principles and strategic intentions over the next five years.
62. The POD framework was approved in September 2019 has six core areas of focus:
- 1. Inclusion and diversity.** *We will provide an excellent service to everyone in our community through a talented and diverse workforce who respect and value each other and are committed to equality and inclusion.*
 - 2. Culture, values and behaviours.** *Our workforce will be proud to work in an organisation that values and promotes behaviours which create a great place to work for all.*
 - 3. Health, wellbeing and fitness.** *We will value and protect our workforce by supporting their physical and mental health and wellbeing.*
 - 4. Workforce transformation and engagement.** *We will work collaboratively with and positively alongside our workforce to deliver service improvements that meet the evolving requirements of a modern fire and rescue service.*
 - 5. Learning and development.** *We will provide excellent learning and a variety of development opportunities to drive high performance and support everyone to achieve their full potential*
 - 6. Leadership and management.** *We will equip our line managers and leaders to deliver improved performance and change through trusted relationships with their teams.*
63. Each of these areas is underpinned by detailed plans, and progress against the six areas is discussed and monitored in the POD Board through various quantitative and qualitative output and outcome measures. Examples of data within these areas include, but are not limited to:
- Sickness absence.
 - Use of our Employee Assistance Programme and other support services.
 - Training and qualifications data, including qualitative feedback on training courses.

¹⁵ We were, however, rated as ‘good’ in relation to our efficiency and effectiveness.



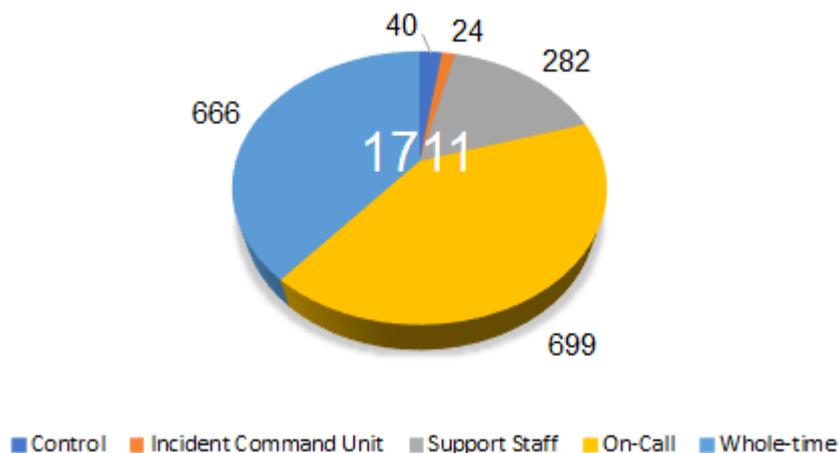
Staffing establishment

64. As at March 2020, Hampshire Fire and Rescue Service employed 1,711 people, equating to 1,436 full-time equivalent staff (**Figure 9**), a 1.6% increase from March 2019. There has been an increase of 19 support staff (+7%), eight whole-time staff (+1%), four staff within the Incident Command Unit (+20%) and one person in Control (3%). There has been a decrease of five (-0.7%) on-call staff.
65. As shown in **Figure 9**, most of our workforce are either on-call (699) or whole time (666) firefighters, with 282 support staff covering a wide range of areas, such as: ICT; procurement; property and facilities management; governance and compliance, and performance and assurance activity.

Figure 9: HFRS Staffing Figures, April 2019 to March 2020

As at March 2020, HFRS employed 1711 people, equating to 1436 full-time equivalent staff.

The number of people employed by HFRS has increased by 1.6% compared to March 2019, owing to a net increase of 19 support staff, eight whole-time staff, four ICU staff and one more person control staff.



Note: (1) Data sourced from 'Staffing Establishment' – Data Warehouse via SAP March 2020; and (2) Figures within chart above illustrate headcount data and not full-time equivalents.

Diversity

66. Inclusion and Diversity is one of the six areas of focus of our POD directorate, and Hampshire Fire and Rescue is committed to increasing the diversity of our workforce. Following our last recruitment campaign in February 2019, the number of female firefighters has increased within the Service. In March 2019, there were 67 female firefighters, but this increased by 28% (+19) to 86 in February 2020.
67. In March 2019, we had a total of 239 female staff. This has now increased by 12% to 268 staff (+29) by February 2020. Despite this positive trend, partly driven by our successful whole-time recruitment campaign, we recognise there is further to go, with a total of 16% of the workforce being female.
68. HFRS's network group FireINSPIRE offers peer support to females in the Service; providing a forum to share ideas and experiences, helps in dealing with issues that arise such as fitness and personal development. FireINSPIRE is a great platform to instigate any change

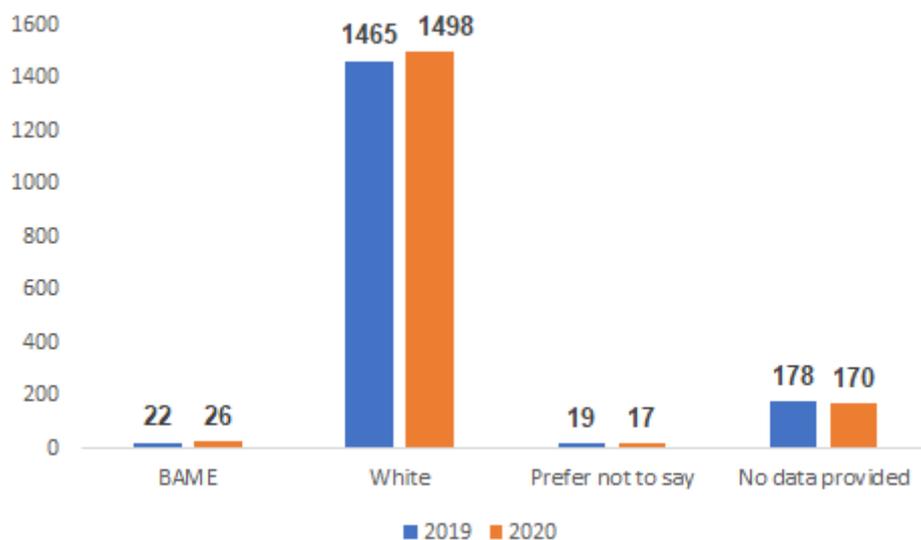
within the organisation for females such as sanitary provisions and welfare of female firefighters on the incident ground and nurturing female talent.

69. HFRS also recognises the need to improve the ethnic diversity of our workforce at all levels. As shown in Figure 11:

- Hampshire Fire and Rescue Service's workforce is predominately white (87%),
- There has been a small increase (+4, up to 26) in employees with ethnicity recorded as BAME in March 2020 (compared to March 2019). This represents 1.5% of our workforce, with Census 2011 data showing the BAME population is 5% of the overall population in Hampshire.
- A significant number of staff have not disclosed ethnicity details, however, the number of staff not providing ethnicity information is decreasing slightly (by 8 people in 2019/20). The high volume of staff not providing ethnicity details (a national trend across fire and rescue services) makes benchmarking analysis versus the diversity of our community or other fire and rescue services more challenging.

Figure 11: HFRS staffing ethnicity figures, 2018/19 compared to 2019/20

The majority (87%) of our workforce is white, with around 10% not disclosing their ethnicity, and around 1.5% from BAME groups



Note: (1) Data sourced from Staffing Establishment – Data Warehouse via SAP March 2020 (2) BAME stats include: Black African & Caribbean, Asian Mixed & Other Asian, Indian, Mixed Other, Mixed Caribbean, Gypsy or Irish Traveller & Other Ethnicity

FireREACH Initiatives

70. The Inclusion and Diversity team's network group FireREACH (Religion, Ethnicity & Cultural Heritage) continue to work proactively towards engaging and increasing BAME within the service.

71. FireREACH have been working on the following initiatives in April 2019 to March 2020:

- Attending the yearly Sikh Vaisakhi festival in Southampton with St Marys Station personnel.
- Hosted Black History Month at St Marys Fire station.
- Regular Unity 101 Community Radio interviews with Community Leader Ram Kelly and HFRS personnel.

- Visiting Places of Worship in Southampton with Community Inclusion Officers engaging the launch of “Have a Go day”.
- Hosting “Have a Go Day” at Mount Pleasant School, Southampton due to the high BAME Community.
- Community Leader Forum is being collated to aid in improving engagement, visits and understanding with communities by:
 - Adding Community Leader Profiles to the Community Data Map - easily accessible contact information that can potentially help personnel with vulnerable persons e.g. languages/interpretation.
 - Creating etiquette guides for the Places of Worship on the Community Data Map - The Do’s and the Don’ts when entering a Mosque/Temple/Gurudwara
- Schools educational video to highlight the different roles within the service to attract more BAME.

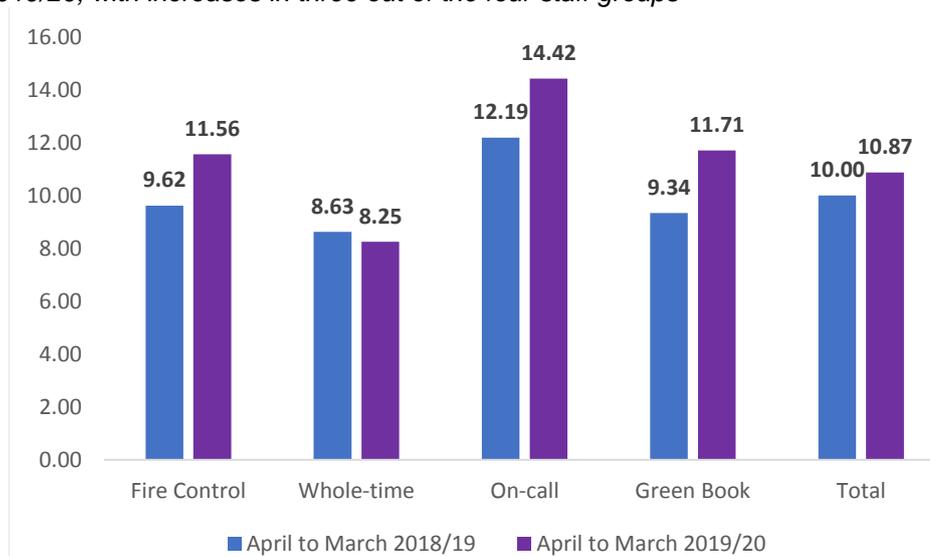


Sickness absence

72. Staff sickness is an important measure, which provides us with a barometer of the wellbeing of the Service. We measure sickness by the number of shifts/days lost to sickness. The duration of a shift is variable and in accordance to business areas and to crewing models.
73. From 1st April 2019 to 31st March 2020, the average number of shifts/days lost to sickness for all personnel in Hampshire was 10.87, this is an increase of 0.87 when compared to the previous financial year (10.00) – and has been partly impacted by COVID-19 related sickness and absence, which is explored further below.
74. Sickness has seen a slight increase overall from 2018/19 to 2019/20 – with increases in three of the four staff groups (**Figure 12**). On-call staff have the highest sickness absence levels, but the largest increase was for Green Book staff (+2.37 shifts/days), with reported mental health conditions, followed by knee symptoms and general complaints/other. However, it is important to note that as these are average figures they can, in some cases, be impacted by a single member of staff or a small number of individuals with lengthy absences. Our POD directorate is continuing to monitor sickness absence and other areas closely with a range of activities in place to support the physical and mental well-being of our staff.
75. Mental health conditions (depression, stress, anxiety and other psychological symptoms) accounted for 19% of Green Book sickness absence, which re-emphasises the importance of our ongoing investment in support of our Mental Health Action Plan, and our wider occupational health provision that was recently reviewed to improve the experience and effectiveness for both staff and managers.

Figure 12: Average shifts/days lost to sickness, 1st April 2019 – 31st March 2020

Across the Service the average number of working shifts lost to sickness has increased by 0.87 shifts from 2018/19 to 2019/20, with increases in three out of the four staff groups



Note: Data sourced from SAP and Fire Watch, 01/04/2020.

COVID-19 Sickness: end of March update

76. For COVID-19 sickness, as at the end of March 2020 in HFRS there had been a reported 44 cases of suspected infection (though during this report period testing was not available to confirm this self-reported sickness) and 173 cases of all other COVID-19 isolation related absences – with operational staff recording the highest figures of absences. These figures are the cumulative total of the number of people impacted as at the end of March 2020 and they were not all absent at the same time.
77. We continue to monitor absence, which as at mid-April has been reducing on a daily basis. We also monitor IWFRS COVID-19 absence on a daily basis. The impact of the ongoing COVID-19 pandemic, which is explored throughout this report, will be reported on in more detail in subsequent performance reports.

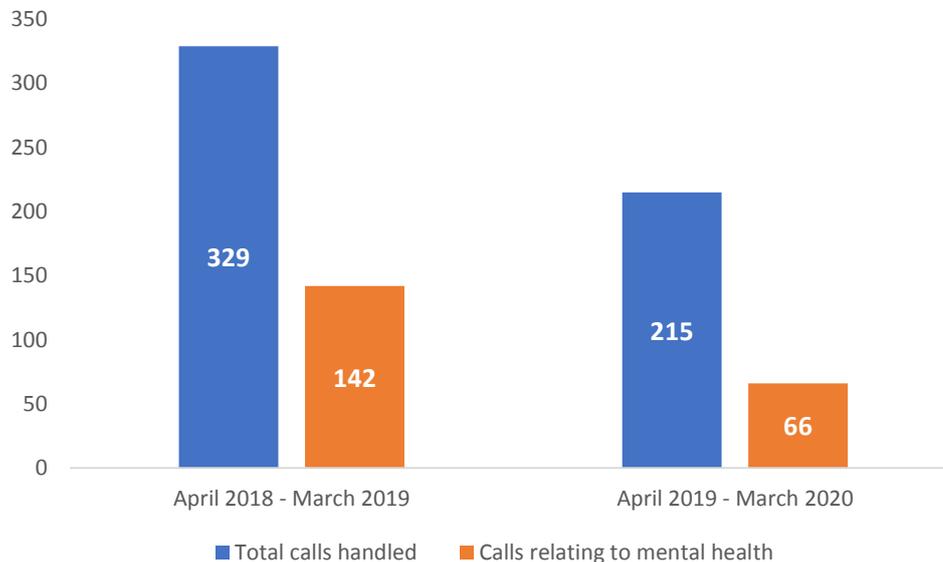
Mental health

78. When any of our staff have physical or mental health conditions or challenges, there are a range of support services available to them such as the Employee Assistance Programme (EAP). This is provided by Health Assured, with 24-hour counselling, telephone advice and other support services covering a wide range of issues available to staff. There is also support available via The Fire Fighters' Charity.¹⁶
79. Between April 2018 and March 2019, there were 329 calls into the EAP, with 142 (43%) relating to mental health issues, and 49 (15%) relating to trauma or work issues. In the same period in 2019/20 there were significantly fewer calls (215, a 35% reduction), with 66 (31%) relating to mental health issues (see **Figure 13**), and 26 (12%) relating to trauma or work issues.

¹⁶ <https://www.firefighterscharity.org.uk/how-we-help-2>

Figure 13: Calls handled by our Employee Assistance Programme (EAP), 1st April to 31st March (2018/19 and 2019/20)

There has been a 35% decrease in calls (down to 215) between 2018/19 and 2019/20, with around a third of calls in each year relating to mental health topics

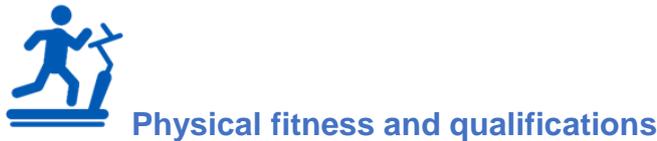


Note: Data sourced from Employee Assistance Programme reports for Hampshire Fire and Rescue Service.

80. There were significantly less calls to EAP in 2019/20 owing to the increased profile of mental health and various improvements in how we support staff internally. We will continue to actively signpost to this service and others as part of our wider mental health action plan. This includes other support services such as occupational health; a service provision that was recently reviewed to improve the experience and effectiveness for both staff and managers.
81. Hampshire Fire and Rescue Service continues to invest in mental health support, including mental health first aiders, TRiM support (Trauma Risk Management offered to personnel after exposure to traumatic events), and various awareness and support campaigns. The Service is offering a mental fitness and resilience programme for staff during COVID-19. The programme involves access to webinars, live virtual mental health awareness sessions and workshops which will enable further support for those struggling with isolation.
82. The TRiM service currently has 18 practitioners from HFRS and 8 from IWFRS. In 2019/20, 12 staff members have used this service, which is down from 26 the previous year in 2018/19. 12 staff were assisted in 2017/18 and 12 in 2016/17. Due to the current COVID-19, alternative ways of completing assessments are being done by and online, using various methods example such as Microsoft Teams, WhatsApp, Facebook messenger and video calling.
83. There are 56 Mental Health First Aiders, 43 are located across fire stations and 13 are at service headquarters. All Mental Health First Aiders have been offered continuous professional opportunities in April 2019-March 2020 in Bereavement training with Cruse. IWFRS have four Mental Health First Aiders who have received Boundary Training in December 2019 and work is underway to increase the mental health support available.



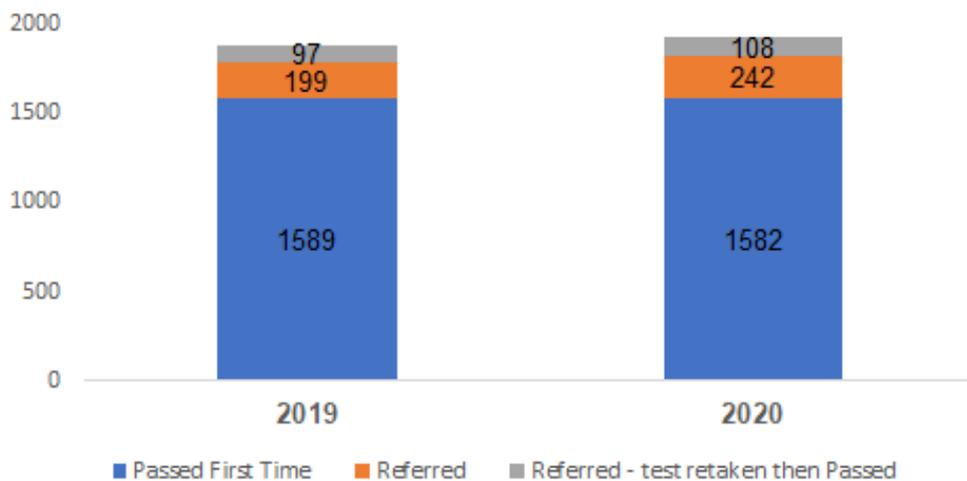
84. The People and Organisational Development (POD) directorate are launching a Wellbeing Portal for the Service. The site brings together all the information we have on Wellbeing Advice, Mental Health, Occupational Health and Employee Support, links to Health Assured (our Employee Assistance Programme), TRiM, Mental First Aiders and Firefighter Charities, in one area. The site has been designed to be more contemporary and information is easily accessible for employees.



85. The fitness and qualifications of our operational staff are an important part of their ability to carry out their jobs effectively, with operational staff having fitness tests every six months. We monitor this data regularly, including through our organisational performance dashboards.

86. Between April 2019 and March 2020, there were a total of 1932 fitness tests with 1582 staff (82%) successfully completing them, 242 staff (13%) being referred (for example to occupational health) and 108 staff (6%) retaking their assessment and passing. Between April 2018 and March 2019, a total of 1885 fitness test assessments were taken with 1589 staff (84%) passing them first time, 199 (11%) being referred and 97 staff (5%) retaking their assessment and passing (**Figure 14**).

Figure 14: Fitness test assessments, 1st April to 31st March (2018/19 and 2019/20)
 There were 1932 fitness tests in 2019/20, with the percentage successfully completing them first time dropping 2% points (from 84% to 82%) compared to the same period in 2019/20



Note: Data sourced from Organisational Performance Dashboards, 01/04/2020.

87. Performance in this area is regularly monitored and analysed within the People & Organisational Development directorate’s POD framework. The directorate will continue to monitor this trend closely, introducing improvement activity, when necessary.

Qualifications

88. Our ability to report on this area as a Service has been limited until very recently, including our ability to clearly understand when a qualification is due to expire, why it will expire (as some are linked to others) and to enable line managers to plan ahead with the Academy for training purposes.
89. Organisational Performance teams have worked closely with the Academy and FireWatch teams to understand these areas in greater depth in order to be able reporting, which will strengthen our ability in this area for the Mid-Year report. While this data is now used and reported across the Service, we are not reporting it here as medium- and long-term trend data on the number of staff remain in certification is not yet available. Furthermore, in response to the ongoing COVID-19 pandemic, the Service has frozen all qualifications on FireWatch (HFRS) for an initial period of six months for all operational personnel. This has been assessed in relation to risk and the various mitigation has been determined to manage the situation.

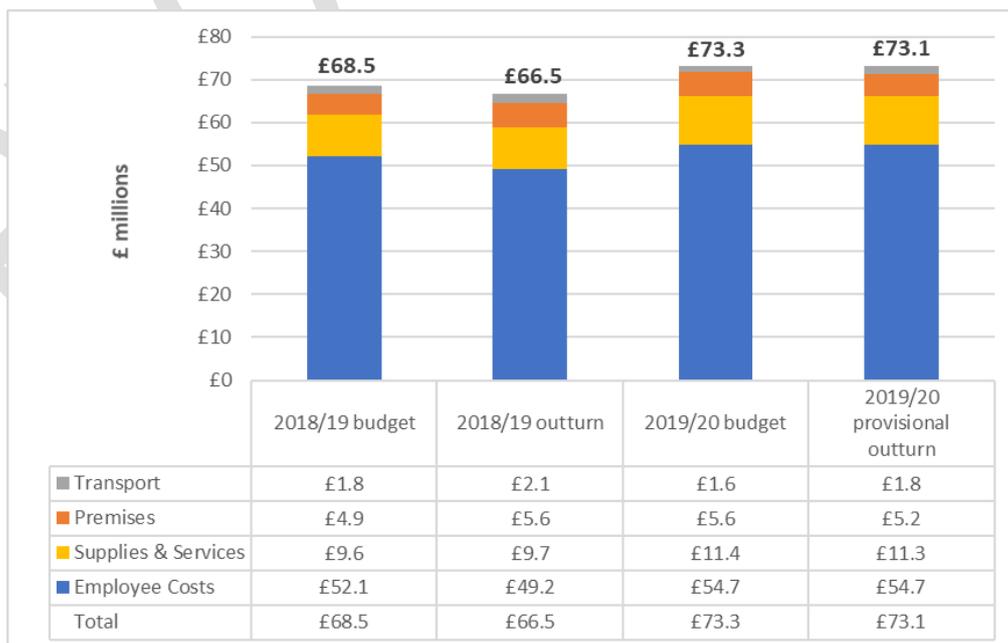
90. Our finances have a critical impact on activity and performance across the Service. This section of the report provides a picture of our financial position at the end of March 2020, with focus on our revenue expenditure and reserves.

Revenue expenditure

91. As shown in **Figure 15**, the provisional outturn is an underspend of around £0.2 million in 2019/20. This is predominantly due to an overspend on firefighters being offset by underspends on other staff. This also includes carry forwards of £763,000 for property maintenance and ICT projects which were planned to be carried out during 2019/20 but had to be delayed. Further details will be included within the Outturn Report which will be presented to the Fire Authority once the accounts have been finalised.
92. The COVID-19 pandemic did not have a significant impact on finances during 2019/20 but does introduce further uncertainty into 2020/21 and future years with potential cost implications to the Service, with the Spending Review being postponed.
93. However, compared to 2018/19 actuals, there is expected to be a 10% (around £6 million) increase in revenue costs. This is partly driven by an increase in wholetime firefighter costs due to the increase in pensions contributions from April 2019, and a 17% increase in supplies and services costs following transfer from reserves to fund the MDT and PPE rollouts.

Figure 15: Gross revenue expenditure (budget, outturn and forecast) in 2018/19 and 2019/20

While we are expecting around £0.2 million underspend in 2019/20, we forecast to spend £6 million more than we did in 2018/19 – a 10% increase, partly driven by the increased cost of pensions, and of supplies and services.



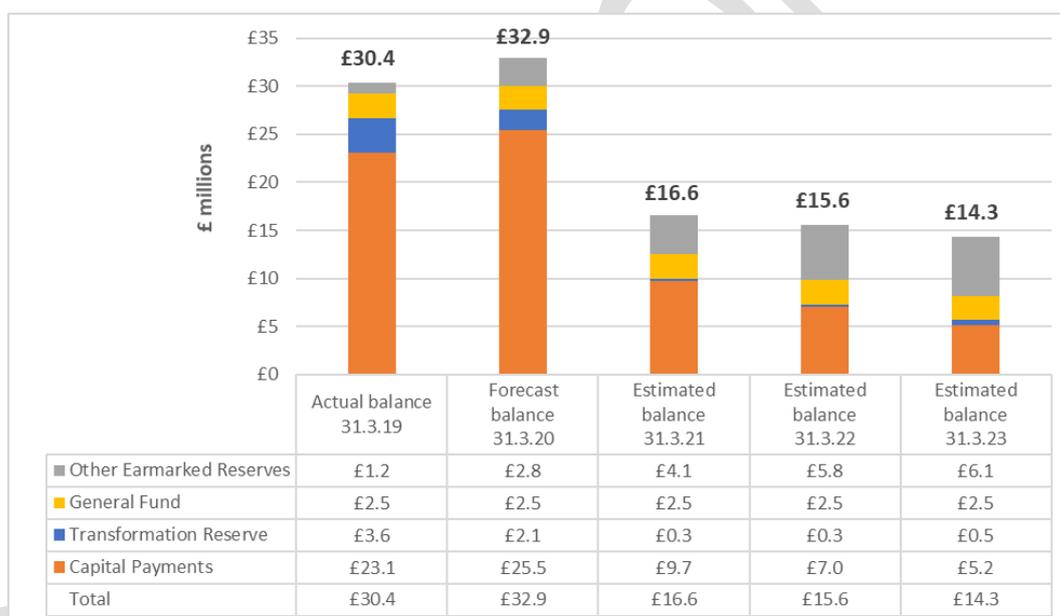
Note: Data sourced from Finance team, 06/05/20; and subject to change compared to the final certified accounts.

Reserves and overall financial position

94. Overall, Hampshire Fire and Rescue Authority remains in a strong financial position with reserves of £32.9 million as at March 2020 (**Figure 16**). The Authority is well-placed to tackle future financial challenges that will inevitably arise as a result of diminishing resources and the uncertain picture past 2020/21.
95. The latest Medium-Term Financial Plan (MTFP) forecasts that the budget will be broadly balanced for 2021/22¹⁷, but future years are still very uncertain; and our reserves are estimated to reduce by 53% (£16.1 million), to £14.3 million, by March 2023, primarily owing to capital investment – for example in vehicles and equipment. We will, though, continue to look to increase reserves where appropriate, as well as maintaining our general reserve balance, which serves as a contingency fund, at £2.5 million – nearly 4% of our budget, and comparable to previous benchmarks in this area.¹⁸

Figure 16: Actual and estimated levels of reserves, year-end 2018/19 to 2022/23

Our reserves are estimated to reduce by 53% (to £14.3 million) by March 2023, primarily owing to capital investment, for example in vehicles and personal protection equipment



Note: Data is sourced from Finance team, 06/05/20; and subject to change compared to the final certified accounts.

96. In overall terms HFRA remains in a strong financial position with reserves forecast to stand at £32.9 million at the end of 2019/20 and is well placed to tackle the future financial challenges that will arise as a result of diminishing resources and the uncertain picture past 2020/21.

¹⁷ The MTFP would usually forecast 4 years ahead, however due to the current lack of information available, this will not be completed until the awaited three-year funding settlement figures are released.

¹⁸ For example, CIPFA's 2015 briefing on *English local authority reserves* found that, at 31 March 2014, local authorities held £3.7 billion in general reserves and balances, representing about 4% of local government revenue expenditure.



Corporate Services

97. In addition to the wide range of data above, it is also important for us to understand the performance of our corporate functions, such as ICT, Property & Facilities, and Governance and Compliance, as well as the performance of the various contractors and contracts that we use. Our internal Corporate Services Board, which is chaired by the Director of Corporate Services, covers performance in these areas. This section of the report focuses specifically on ICT, Property and Facilities, and Information Governance.

ICT

98. ICT performance is vitally important as it potentially impacts on how other parts of the Service perform. This has been acutely illustrated by the ongoing COVID-19 pandemic and, for example, the increased need for staff to work from home to ensure business continuity, which has been well supported by our ICT teams. This part of the report focuses in more detail on how we measure and understand our ICT performance.
99. As noted above, ICT performance is one of the areas that is scrutinised by the Corporate Services Board, chaired by the Director of Corporate Services. Hampshire Fire and Rescue Service's ICT department is reporting on revised performance measures in 2020/21, focused on:
- End-user satisfaction;
 - Critical and non-critical system availability; and
 - Cyber security awareness.
100. Future iterations of this performance report will include ICT performance data, where significant issues or performance improvement has been identified.

Property & Facilities

101. Our estate is central to what we do. Ensuring we maintain a well performing estate and property support function is therefore crucial. This part of the report focuses in more detail on how we measure and understand our estate performance.
102. Performance in this area is also scrutinised by the Corporate Services Board. Furthermore, Hampshire Fire and Rescue Service's Property & Facilities department monitors both its:
- internal performance, for example including feedback directly from users of the support service on the efficiency and standard of support provided; and
 - external performance of third-party suppliers who, for example, provide critical services relating to reactive and planned building maintenance.
103. As noted in the Safety Plan, we will broaden our existing plan to significantly reduce our impact on the environment. We are aware of the growing necessity to understand more about our impacts to the environment. As an example of activity in this area, the Service is generating income through sustainable energy solutions such as solar power. Sustainable energy reduction across the estate through a carbon reduction plan will be key to positively contributing to the important social, political and economic pressure on our planet's future.
104. Future iterations of this performance report will include Property & Facilities performance data, where significant issues or performance improvement has been identified.

Information Governance

105. Information governance is important both in terms of our statutory compliance and our public transparency. Performance is monitored in the following areas:

- Building and maintaining effective relationships with other FRSs and public sector bodies to facilitate cross sector learning.
- Responding to members of the public in a timely and courteous way.
- Ensuring that data is handled with care and confidentiality, is adequate, appropriate, fair and transparent ensuring a high level of data security across the whole organisation.
- Ensuring individuals across the Service are safeguarded against the risk of non-compliance with legislation.

Freedom of Information (FOI) requests

106. One performance area of focus for the Information Governance team is freedom of information requests. 139 FOI requests were received between April 2019 and March 2020; 19 (12%) fewer than the same period in 2018/19. Compared to 2018/19, our performance in responding to requests on time has increased from 83% to 90%, with only 1 late response in 2019/20.

Performance, Assurance and Communications

107. The Organisational Performance department performs the crucial role of monitoring organisational performance and providing a range activity to ensure the Service is being as effective, efficient and economical as possible.

Organisational Performance

108. The Organisational Performance teams are split into two key areas with focus on business intelligence and Analysis/Insight activities:

- Analysis, research, insights and CAD (Computer Aided Design – building plans and schematics); and
- Data management, architecture, design and development of business intelligence tools and performance reporting (including data warehouse and Power BI Dashboards)

109. The newly-built data warehouse and organisational performance dashboards provide the Service with the ability to more easily validate data quality (with subsequent actions within the data warehouse), highlight service performance and enable both individuals and teams to identify and review improvements in support of making Hampshire safer.

110. Since the launch of the Organisational Performance dashboards to pilot sites on 1st August 2019 and across the Service on 4th October 2019, there have been around 5,000 views and 150 users of the dashboards¹⁹, which is expected to expand further in addition to the generation of interest and discussion at various management meetings and boards. We predict these usage figures will rise heavily with use of the new C19 dashboards released in early April 2020 to support resilience teams, in addition to the use of Qualifications and Availability Dashboards.

Performance Dashboard Progress: COVID-19

111. In the Mid-Year Report, we highlighted our ability to monitor and use performance data in a more proactive manner using 'real-time' data following the successful delivery of the data warehouse and Organisational Performance dashboards. We have continued to develop this through the first six months of its implementation, with the dashboards playing an important part in how our Service now uses intelligence and information, highlighting areas for Service improvement and assisting with monitoring the progress of key initiatives such as Safe & Well visit activity.

112. With very recent unforeseen developments with COVID-19, our ability to utilise the data warehouse and build new COVID-19 dashboard to support the Service in identifying related sickness and absence impacts, has been highly valued – with ongoing iterations of the dashboard being developed to further support the Service moving forward. In addition to the internal reporting, we have been providing HFRS and IWFRS data into NFCC's resilience team to support their understanding of the national impact of COVID-19 on Fire and Rescue Services – in terms of various areas such as sickness and absence, additional work we are carrying out to support partners, the availability of pumping appliances, and any supply chain challenges.

113. The teams have also developed a Community Data Map Tool, which is in use with focused staff groups, enhanced in support of COVID-19. Through a carefully selected range of data (engaging with senior management, local stations, authorities and partners) the tool will provide HFRS staff with richer intelligence about their local communities – driving more effective working and engagement in community activity.

¹⁹ Based on a point in time covering the last 90 days, rather than a cumulative figure, which is larger.

Insights

114. The Service is directing focus on the development of its Insights capability, with focus for both internal (what we can learn from ourselves) and external (what we can learn from the public) activity. We require greater insights to what the general public (including certain groups or areas) perceive about our services, activities and campaigns we conduct. Therefore, we plan to increase our future engagement with internal and external insights, engaging more with the public, collaboratively working with our Communication teams; including targeted surveys and focus groups. Examples may focus on the overall perception of HFRS and, separately, on the views of specific demographic groups. More information on this is outlined in the Safety Plan.²⁰

PROVISIONAL

²⁰ See page 28: <https://www.hantsfire.gov.uk/EasySiteWeb/GatewayLink.aspx?allId=101957>



Organisational Assurance

115. The work of the Organisational Assurance team can be split into four main areas:

- Engagement with HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), including monitoring HFRS and IWFRS progress against our HMICFRS action plan;
- Managing and overseeing our engagement with internal audit;
- Monitoring Service progress against the HFRS and IWFRS Safety Plan; and
- Ownership of the change management framework, which is a joint HFRS and IWFRS framework, and is set to be launched in early 2020.

HMICFRS Action Plan

116. The Inspection in 2018/19 identified several areas for improvement and one significant cause for concern for both Hampshire and the Isle of Wight. In response to this, we developed an action plan for both Services and the actions to make the necessary improvements are tracked and monitored by the Organisational Assurance Team.

117. Regular reports on progress updates against our HMICFRS action plan are provided to the Executive Group and to both Fire Authorities. As at the end of March 2020, 64 of the 66 (97%) HMICFRS actions (covering HFRS and IWFRS) were closed, pending some additional evidence verification.

Internal audit management actions

118. Following the outcome of an internal audit, respective managers are required to address any observations or weaknesses identified in our risk management controls. These actions are then tracked and monitored by the Organisational Assurance team to ensure actions are completed and these concerns have been addressed. There were 22 outstanding actions by the end of April 2020 – a significant improvement compared to March last year (when there were over 80 open actions). Several of the outstanding actions have also been closed since March.

Change management and corporate portfolio monitoring

119. A new framework²¹ has been developed (with a soft launch in April 2020, with further engagement activities planned) for coordinating and assuring change to support staff in their approach to programme, project and change management, in order to:

- Increase the likelihood of delivering outcomes within time, cost and scope constraints;
- Ensure efficient and effective use of resources;
- Ensure effective risk management;
- Satisfy the diverse needs of internal and external stakeholders;
- Provide learning to support continuous improvement across the Services; and
- Enhance communication, collaboration and strategic alignment, where applicable.

²¹ Hampshire Fire and Rescue Service and Isle of Wight Fire and Rescue Change Management Framework. This framework has its own procedure for staff supported by various guidance.

120. This framework draws upon aspects of the National Audit Office's 2019 *Framework to review programmes*²² and aspects of HM Treasury's *Green Book*²³. We have developed a bespoke training module to support the framework and generate a refreshed focus on change management.
121. Major change activities are monitored via a 'Change Portfolio' to provide assurance and report on progress made. At the end of March, this portfolio comprised two live projects (and four projects at a pre-business case stage), with progress monitored via the Integrated Performance and Assurance Board (IPAB), which takes place every other month.

Lessons learned

122. Once a project has closed lessons are captured in the close reports to help support continuous improvements. These are then transferred onto an electronic tool so that we can analyse any trends. In 2018/19 we had a total of 16 recorded lessons learned logged within the tool and a total of 51 in 2019/20. This is a significant (over 200%) improvement compared to the previous year. However, we are in the process of reviewing and refreshing the guidance around lesson learned and adapting the tool in accordance with the 'Submit Learning' tool in support of developing our approach to organisational learning more widely.

²² National Audit Office, *Framework to review programmes*, 2019. The framework is based on the NAO's experience of around 140 studies reviewing public sector programmes since 2010.

²³ HM Treasury, *The Green Book: central government guidance on appraisal and evaluation*, 2018. HM Treasury's Five Case Model (strategic, economic, commercial, financial and management) for business cases is also particularly relevant.

123. Another vital part of Hampshire Fire and Rescue Service is our Communications team who produce and support various activity across the Service (both external and internal). We are very active with our external communications such as on Twitter (36,000 followers) and LinkedIn (3,400 followers). We also use a variety of internal communications channels (the intranet, Routine Notice, Yammer, Facebook Workplace, and Fire Flash) frequently to ensure staff are well-informed, well-engaged and know what is required of them.
124. In terms of the performance of our Communications team, below are some, but not all of the examples of successful communications work and campaigns:
- Working on five-year HFRS and IWFRS Safety Plans with IRMP team. This has involved copywriting, proof reading, design co-ordination and extensive photographic and video support.
 - Supporting cooking campaign targeting student accommodation after the success of Amber's Warning. We are working closely with Community Safety in the design, implementation and promotion stages of each of their campaigns.
 - We have also been key in messaging in relation to COVID-19 and chair the virtual media cell.
 - Preparation on IWFRS ahead of CFA and related comms. A huge amount of comms work has already been carried out on this and a lot of work has been carried out to ensure an effective changeover in 2021.
 - More than 200 people attended Celebrating Success. This was live streamed, covered across social media and coordinated through press channels. Set new standard in coverage.
 - Working on a wide range of other activity including working with IT to negotiate new Microsoft 365 licence to improve functionality and efficiency; working with the Academy to support training packages; and supporting various projects including Station Investment Programme and the launch of the PDR campaign.

Definitions and abbreviations

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.

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 (FADA)** are calls initiated by fire alarm and fire-fighting equipment operating, including accidental initiation of alarms by persons or where an alarm operates erroneously, and a person then routinely calls the FRS.

Special Service Calls (SSCs) are incidents requiring the attendance of an appliance or officer. They include, but are not limited to:

- local emergencies e.g. road traffic incidents, responding to medical emergencies, rescue of persons and/or animals or making areas safe
- major environmental disasters e.g. flooding, hazardous material incidents or spills and leaks
- domestic incidents e.g. 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.
- 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.

Employee Assistance Programme (EAP) provided by Health Assured, with 24-hour counselling, telephone advice and other support services covering a range of issues available to staff.

South Central Ambulance Service (SCAS)

People and Organisational Development (POD)

Integrated Risk Management Plan (IRMP)

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

Ministry of Defence (MOD)

International Standards Organisation (ISO)

Computer Aided Design (CAD)

United Kingdom Accreditation Service (UKAS)

Response standards are where we aim to arrive at the scene of an incident within an acceptable, timely manner. We have three response standard targets:

- **Critical response (8/80):** this response standard has been created to ensure that an appliance will be in attendance within eight minutes, 80% of the time, where there is risk to life or property.
- **Non-critical response (15/100):** non-critical incidents are those where there is no apparent threat to life or major risk to property. We aspire to reach 100% of these incidents within 15 minutes.
- **Other response (60/100):** other calls are often advice related. These are usually attended by a single officer to give expertise on a situation that may require further fire service intervention. We aim to attend 100% of these incidents within 60 minutes.

PROVISIONAL



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Approval

Date: 3 June 2020

Title: **SERVICE PLAN 2015-2020: PERFORMANCE REVIEW & CLOSE REPORT**

Report of Chief Fire Officer

SUMMARY

1. The purpose of this report is to demonstrate that the objectives of the 2015-2020 Service Plan have been achieved and to therefore close this plan following the launch of the new joint Safety Plan in April 2020.

BACKGROUND

2. The Service Plan 2015-2020 has been used over the last five years as Hampshire Fire and Rescue Service's (HFRS) overarching document that enables us to achieve our core purpose of making Hampshire a safer place to live, work and travel. Over its five-year period, the Service Plan has been reviewed regularly against the evolving needs of our communities in Hampshire and the changing risks. The latest version of the plan (2019-2020) was reviewed to incorporate key actions of the HMICFRS 2019 Action Plan.
3. The reporting period of the current Service Plan ended in March 2020, with any remaining actions being monitored via the relevant Directorates as part of business as usual activity. The next planning cycle 2020-2025 is underway, following the launch of the Safety Plan in April 2020, which introduces five priorities, underpinned by new values for HFRS and Isle of Wight Fire and Rescue Service (IWFRS) and supported by more detailed activity – with the first year improvements outlined.
4. Delivery against the 2015-2020 Service Plan has been consistent. The purpose of this report, within the detail of Appendix A, is to demonstrate that the objectives of the 2015-2020 Service Plan priorities have been achieved, to comment on its performance and to therefore close this plan.

5. Appendix B shows the final updates against the deliverables. All deliverables (with the exception of one that was delayed due to Covid-19) due for end of March 2020 have been completed. Two deliverables remain to be complete by April 2021, and one to be complete by March 2022; these are included within Directorate Plans and will be monitored via Directorate boards.

SAFETY PLAN 2020 - 2025

6. On 1 April 2020 we launched a five-year strategy, our joint “Safety Plan” for HFRS and IWFRS. This sets out our priorities, our Services’ values, how we seek to build on our strengths, and how we will address the areas for improvement.
7. We have developed five priorities that we are committed to for the life of this plan. We have designed a comprehensive set of performance indicators to monitor our performance against this plan. In year one we will further refine these performance indicators, enabling us to accurately describe our performance and understand the impact of our commitments on the communities of Hampshire and the Isle of Wight. We will review this plan on an annual basis, adding in further improvements as we build on year one delivery. We will be applying a change management approach to monitor and evaluate the implementation of this plan, as well as the impacts and benefits.
8. The five priorities are:
 - (a) **Our communities** – We work together to understand different community needs and deliver accessible, local services which build safer places.
 - (b) **Our people** – We look after each other by creating great places to work and promoting the health, wellbeing and safety of our people.
 - (c) **Public value** – We plan over the longer term to ensure our decisions and actions deliver efficient and effective public services.
 - (d) **High performance** – Our diverse teams are trusted, skilled and feel equipped to deliver a leading fire and rescue service today and into the future.
 - (e) **Learning and improving** – We have the support of policy and guidance with the freedom to use our discretion to do the right thing, learning from ourselves and others.

RESOURCE IMPLICATIONS

9. There are no additional resources as a result of this report.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

10. There are no anticipated positive or negative impacts to the environment or sustainability arising from this report.

LEGAL IMPLICATIONS

11. There are no legal implications arising from this report.

PEOPLE IMPACT ASSESSMENT

12. There are no impacts on people arising from this report.

OPTIONS

13. To approve, or not the closure of the 2015-2020 Service Plan.

RISK ANALYSIS

14. Failure to deliver objectives committed to within the Service Plan leaves the Authority exposed to the risk of a fire and rescue service with declining organisational performance.

EVALUATION

15. The Service Plan 2015-2020 planning, monitoring and reporting process has provided valuable insight and lessons learned, as follows:
 - (a) Reporting periodically, on an annual basis, was effective to ensure scrutiny of progress was efficient and proportionate in light of the long-term completion dates of the deliverables.
 - (b) Adopting new deliverables in the Service Plan to reflect the findings of the HMICFRS Action plan created duplication of reports, updates, and work. The HMICFRS Action Plan was already monitored as a separate workstream, and its progress reported separately to the HFRA. In the future, improvements identified within assurance activity will be incorporated into delivery plans to avoid duplication and enable close monitoring.

- (c) The absence of SMART deliverables and limited baseline data has made evaluating the true impact of the Service Plan challenging. There were no clear measures to allow us to report on benefits realised, and some deliverables, particularly early on in the planning cycle, were not time-bound. Under our new Change Management Framework (launched April 2020), there is a renewed focus on identifying the benefits realised by our projects and programmes.

CONCLUSION

- 16. We have achieved the main objectives that we had set out in the Service Plan 2015-2020, albeit that some objectives were no longer applicable at the end of the planning cycle due to shifts in organisational priorities, changes in organisational culture, and due to other external priorities that have re-shaped our Service as a whole.
- 17. The new joint Safety Plan 2020-2025 sets out yearly improvement deliverables which will, alongside a suite of Performance Measures, facilitate transparent evaluation.

RECOMMENDATION

- 18. That the closure of the 2015-2020 Service Plan is approved by the Authority.

APPENDICES ATTACHED

- 19. Appendix A - Service Plan 2015-2020 - 2015 end state objectives compared to the current 2020 position
- 20. Appendix B – Service Plan 2015-2020 Final Report

Appendix A



Service Plan 2015-2020 *2015 end state objectives compared to the current 2020 position*

April 2020

Performance & Assurance

BUILDING RESILIENCE

1. This priority's aim in 2015 was to improve how our communities are able to prepare for, deal with and recover from community incidents. The scope was broadened in 2017 to include the resilience of the organisation in preparing for, dealing with and recovering from significant events.

END STATE OBJECTIVES 2015	CURRENT STATE 2020
Using effective risk intelligence we support communities that are most at risk to prepare, respond to and recover from community incidents.	Work has involved identifying and targeting communities at risk within the HIOWLRF Community Risk Register and delivering a quarterly training programme with LRF partners; identifying communities at risk from flooding and ensuring they have effective and tested community emergency action and household resilience plans.
We form an integral part of partnerships which include the communities themselves, that respond appropriately and innovatively to large scale or wide area incidents using the most appropriate resources and ways of working.	<p>HFRS have applied a holistic approach that uses the wider operational assurance mechanisms, listed below, to resolving incidents in a multi-agency approach, irrespective of whether it holds a response plan or not, as more resilient response to this issue:</p> <ul style="list-style-type: none"> • Maintenance of Competence scheme having JESIP and multiagency working within; • Command assessments having JESIP and multiagency working within (additionally LRF aspects in Advance command assessments); • LRF and JESIP training provision/on the job activity/engagement and programmed multi-agency alerts for Fire Control, to instigate as an incident develops. <p>HFRS remain the lead for coordination of LIVEX, and the governance structure and reporting processes are now established for the exercise delivery.</p> <p>Our recent response to Covid-19 has also impacted on the delivery of BC work but is providing real time validation of existing plans and business continuity command and control structures.</p>
Pre-planning and preparation is embedded across our communities and our education activities, which include community resilience, enabling communities and businesses to become less vulnerable and more resilient to incidents involving life, property and the environment.	The work around Community Resilience is now business as usual and we continue to work with partners in the Local Resilience Forum (LRF) in the delivery of the LRF objectives. The number of Community Emergency Action Plans (CEAP) continues to increase (84 CEAPs in place) and the testing of those plans is incorporated into multi-agency exercises where appropriate. HFRS was involved with CEAPs in a pandemic TTX at the end of 2019 and they were due to be tested in other exercises including

	LIVEX this year but due to the impacts of Brexit and now Covid-19 this has not occurred.
We have an established resilience team to coordinate all aspects of Service Resilience to ensure the organisation can continue to operate effectively during significant and challenging events.	<p>A contractor was engaged to complete HFRS business continuity planning arrangements. The unexpected workload produced by Brexit has impacted on the team's ability to complete other planned internal work. Funding for a Business Continuity post has been agreed and will assist the contractor to deliver a Business Continuity Management Plan, which has been produced and endorsed by an independent business continuity professional.</p> <p>Our Business Continuity policy and procedure were signed off in December 2019. The procedure contains a Training and Exercising Programme. Furthermore, a recent internal audit position statement concluded that once fully embedded across HFRS, the business continuity framework will provide a robust control framework and address the risks identified in the previous audit.</p>

CREATING SAFER COMMUNITIES

2. This priority's aim in 2015 was to reduce risk by creating pioneering partnerships that target the most vulnerable people and places. This was changed in 2017 to: "Identifying and mitigating risks to people and property within Hampshire".

END STATE OBJECTIVES 2015	CURRENT STATE 2020
Hampshire Fire and Rescue Service is recognised nationally and internationally as innovative in Community Safety. We are seen as a partner of choice in the wider field of safety and risk reduction, including crime and health issues, as we have the skills to deliver.	<p>Following a successful Hoarding conference in partnership with Radian Housing we have been nominated for 'Campaign of the Year' in the UK Housing Awards.</p> <p>We ran a campaign targeted at residents of social housing in Southampton City Council (SCC) blocks 'Amber's warning'. Working in partnership with SCC we directly targeted 1,922 flats over 18 blocks which lead to 68 unique film views of Amber's warning film. Our later social media launch gave us a further reach of 76,544 views. Comparing incident data captured during this campaign, ending 31 March 2019, and previous incident data from the 18 SCC residential blocks we targeted, kitchen fires have been reduced during this time period by over two thirds. Amber's Warning was shortlisted for The UK Content Awards 2019 in two categories, 'Best Content' and 'Low Budget'.</p>
We take an intelligence led approach, sharing data and being adaptive and flexible to deliver services that make people safer. We evaluate all	We make use of various information and data sharing agreements with partners (eg. Hampshire Constabulary, HCC, Portsmouth City Council, Southampton City Council, and others)

<p>that we do to ensure we remain focussed on outcomes.</p>	<p>to support our intelligence-led approach to our community safety activity.</p> <p>Our intelligence-led approach is also supported by revised performance reporting and tools (such as live Organisational Performance dashboards, available to all staff, and a Community Insights Tool).</p> <p>We also carry out periodic evaluations to identify areas of good practice or improvement. A Safe and Well (S&W) evaluation was undertaken in 2019/20, underpinned by an array of quantitative analysis, including some comparative analysis based on national datasets. The S&W evaluation showed that 50% of all referrals were from partner agencies and that 80% of those had at least one risk characteristic. 20% of all referrals resulted in an inability to contact and this will be something we will look to improve with the introduction of a new electronic S&W form. The evaluation showed that our activity is rightly targeted at the most vulnerable, at-risk individuals.</p> <p>A thematic review was undertaken in partnership between HFRS and the Hampshire Safeguarding Adults Board into all the fire fatalities and serious injuries in Hampshire between 2015 and 2018. The results of this review allowed common characteristics and vulnerabilities factors to be identified, which has been used to target and shape our prevention work to ensure we engage with individuals presenting the highest fire risks or vulnerability to fire. By reviewing IRS data on fire deaths and injuries 2017-2020 we were able to establish that all recorded fire deaths and injuries were the most vulnerable and at risk groups that we target.</p>
<p>Our services are targeted and adapted to meet a wide range of societal changes and demographic risks that affect daily life. We ensure people are safer at home, work, travelling and socialising.</p>	<p>We support safety awareness campaigns through the Road Safety Partnership delivering initiatives such as 'Safe Drive Stay Alive', 'Biker Down', and 'Older Driver Forum'. A recent collaboration with the Military has seen HFRS deliver 'Survive the Drive' training to the military to reduce road deaths involving military personnel.</p> <p>A review of the Community Safety Officers (CSO's) role was undertaken in 2019 in conjunction with a new development programme to provide support, clarity of roles and responsibilities. CSO's are now centrally managed which has allowed for a consistent approach and delivery of key messages to our partners whilst giving flexibility to respond to emerging issues and increased countywide demand providing a greater resilience.</p> <p>A new triage system has been developed as part of the safe and well visit process to reduce administration time. The new system</p>

	<p>will improve the Services ability to respond to an increase in referrals due to a reduction in administration time.</p> <p>A review following a 3-month trial to introduce a new role Community Safety Advisor (CSA) is currently in progress. CSA's focused solely on the delivery of Safe & Well visits where WDS cover is limited. Early analysis shows that this was effective in the New Forest and allowed CSO's to focus more on high risk visits and partnership working.</p> <p>We will temporarily be taking a risk-based approach to our Safe & Well home visits to avoid the spread of COVID-19 to vulnerable groups. We are having to continually adapt the delivery of our community safety prevention in line with the latest government advice. We have developed a Telephone Risk Assessment (TRA). If an individual is deemed to be in a high-risk situation following the TRA we will respond on a case by case basis accordingly, taking all necessary precautions to ensure the vulnerable individual is protected as well as colleagues and partners.</p> <p>We work with young people and run courses; such as Fire Cadets, the Prince's Trust team and 'Get Started' programmes, to instil positive values, develop skills, build confidence and promote healthy living. In schools, our specialist staff provide fire safety education.</p> <p>There has been a significant amount of work and engagement activity to drive up Safe & Well visit numbers; however, this work has, and continues to be, clearly impacted by the COVID-19 situation, which commenced in the last month of the financial year. We are below the targeted levels for the number of station Safe & Well visits. However, if you compare 2019/20 figures for the total number of Safe & Well visits (8,689) to 2018/19 figures (6,293), there was a 38% increase, which is significant.</p>
<p>We constantly seek opportunities to expand the FRS offer through partnerships and a commissioned approach. We utilise our skills and capabilities to seek out commercial opportunities that add value to our core purpose of creating safer communities.</p>	<p>The Fire Safety Development Group is established and works as a sub-group to the 4 Local Safeguarding Adults Boards (4LSAB) across the Hampshire, Portsmouth, Southampton and IW areas. A draft Fire Safety Framework document has been developed which will provide practitioners with guidance and support on managing fire risk within the home. This includes ensuring where an individual is identified as being 'at risk' a referral is submitted to either HFRS or IWFRS for support and intervention through Safe & Well/Home Safety activities. Once finalised, it is envisaged that the document will be formally endorsed by each LSAB, and promoted as a 'Practice Guidance' resource, and become fully embedded within the policies and procedures of all relevant 4LSAB partner agencies.</p> <p>A key workstream from the Fire Safety Development group includes the implementation of an 'Event learning' strategy as a means of reducing avoidable fire deaths and near miss fire</p>

	<p>incidents. The strategy allows Hampshire and Isle of Wight Fire and Rescue Services to share information with partners from incidents where significant learning opportunities have been identified. This 'systems learning approach' enables practical support to be provided to our external partners with the development, review and continuous improvement to their individual organisations fire safety arrangements and in accordance to best practice.</p> <p>Hampshire and Isle of Wight Fire and Rescue Services continue to facilitate discussions between agencies identified within the issue and publication of Regulation 28 Reports (Coroners Report to prevent future deaths) to ensure fire safety recommendations and areas for improvement are considered and actioned where appropriate.</p> <p>A direct outcome of the Fire Fatality Thematic Review is a new fire safety training package for professionals from partner agencies. The package upskills professionals to identify factors that may increase an individual's vulnerability to fire and refer them to HFRS. To date we have delivered 'face to face' training to approximately 850 practitioners from a variety of agencies who provide support services to individuals with needs of care and support within their homes.</p> <p>We have established a new partnership with Hampshire Constabulary to allow them to share details of individuals they engage with who may be presenting fire risks. Following its success, we are currently working on a training package to deliver training to frontline officers to provide a shared understanding of vulnerabilities and risk.</p> <p>In partnership with Radian Housing, the Hoarding conference in 2019 positively promoted the work of HFRS and our drive to make life safer, through the delivery of prevention activities such as Safe and Well visits. The conference hosted 134 guests from 40 organisations from across the 4 Safeguarding Adults Board areas.</p>
<p>We utilise our skills and capabilities to seek out commercial opportunities that add value to our core purpose of creating safer communities.</p>	<p>We work with National Health Service with proven results to identify and reduce the risk of frailty which can lead to falls. We have delivered over 50 falls prevention courses (STEER courses) across Hampshire and the Isle of Wight since the beginning of 2016 funded by Clinical Commissioning Groups and Primary Care Trusts. Participants have experienced a 14% decrease in the chance of falling and a 40% improvement in balance after attending a (STEER) Course.</p> <p>The Falls Champion/Friends training continues across Hampshire educating over 65's about how to reduce falls. This is</p>

	<p>a collaboration between HCC, Southern Health and HFRS which directly links into our target of reducing fires in this group.</p> <p>Funding from the University of Southampton enabled us to deliver a Fire Safety Awareness Course to students who have demonstrated poor fire safety practices, aimed at educating them of risks of poor safety practices.</p>
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RESPONDING TO INCIDENTS

3. This Priority’s aim in 2015 was to improve the way we respond to and support incidents. This aim has remained unchanged throughout the duration of the Service Plan.

END STATE OBJECTIVES 2015	CURRENT STATE 2020
<p>All of our resources, people, equipment, fleet, procedures are multi-skilled and multi-purpose, flexible and adaptable and ‘state of the art’ to maximise impact and minimise the number of people killed and injured.</p>	<p>We have designed, tested and evaluated enhanced, intermediate and first response capability vehicles. The designs were completed with our staff and tested in multiple locations. The evaluations showed that the Enhanced and Intermediate capability vehicles fitted our planned needs and their new technology makes our response more effective, with also being safer for firefighters. The first response capability did not meet our needs and we have withdrawn this vehicle type from our frontline fleet.</p> <p>Our enhanced and intermediate capability vehicles have contributed to an improvement in the way we respond to incidents. Our evaluation of these vehicles has demonstrated how smaller crews were able to respond and this has made a positive impact on response times with greater appliance availability, enabling a more local and therefore faster response to some incidents. We continue to evaluate the use of our equipment, review our procedures and the use of our resources to ensure we are multi-skilled, flexible and adaptable to maximise impact and minimise the number of people killed and injured.</p>
<p>We have made the maximum use of technology to improve our operational effectiveness and have built on the Risk Review outcomes and have implemented a new approach to firefighting and rescue.</p>	<p>We continue to make the maximum use of technology to improve our operational effectiveness. Recently, this has been through the delivery of next generation enhanced capability pumping appliances with new technology including Compressed Air Foam equipment. We are expecting to receive the next generation of intermediate capability with new technology including Ultra high Pressure Lance systems, battery powered rescue equipment and new vehicle operating technology for more effective, safe and efficient operations. We are also currently replacing Mobile Data Terminals (MDTs) by utilising the latest technology and software to provide all</p>

	<p>the functions and 'critical' communications between Fire Control and appliances currently available, as well as providing risk information for operational crews. The new MDT's have improved capabilities, benefit from modern processors, clearer displays and improved internal batteries which reduce power drain on appliances.</p> <p>A business case to uplift the technical power of the Command Vehicles has also been approved by the Executive Group and this will provide the new vehicles with better safety systems to track and monitor operations at an incident and remotely.</p>
<p>We are seen by our staff, our communities, our partners and other FRS' as the leading operational service in the UK protecting people, property and the environment using all of our resources as efficiently and effectively as possible</p>	<p>We were rated as "Good" by HMICFRS for efficiency in the last inspection (in 2018) and have fulfilled an action plan ahead of the next inspection. This has provided us with a focus on areas of improvement to ensure we continue to provide efficient and effective services to our staff, our communities, and our partners.</p> <p>We have improved our provision for our On Call teams, enhancing recruitment, training and valuing their contribution better which is recognised by these teams through a focussed forum.</p> <p>We continue to see a decline in the number of incidents we attend which affect those most seriously with fire injuries being very low when compared to national averages.</p>

ASSETS AND MONEY

4. This priority's aim was to improve the return on our physical assets and use the medium term financial planning to ensure we effectively prioritise our resources. This was slightly changed in 2017 to: "To optimise the utilisation of our physical assets" to reflect a more proactive, rather than reactive, asset management strategy.

END STATE OBJECTIVES 2015	CURRENT STATE 2020
<p>We have a medium term financial plan, which we continue to deliver</p>	<p>Medium Term Planning on a mid to worst case scenario basis has enabled the Authority to put savings plans in place that have not only successfully balanced the budgets over many years, but have also provided surplus resources to fund the cost of transformation and improvement across the Service.</p> <p>Prudent forecasting has also enabled savings to be planned and implemented in a sensible way, which has softened the impact of grant reductions and meant that the</p>

	<p>Authority has benefitted from favourable changes in the budget.</p> <p>The MTFP extends to the period of 2021/22. The latest Budget and Precept Requirement 2020/21 report presented to HFRA in February 2020 sets out an interim financial plan for the next two years (to 2021/22), whilst we await the outcome of the Government's next Comprehensive Spending Review during this year, which will hopefully provide a multi-year settlement for the local government sector, at which point a major update of the MTFP can be undertaken.</p>
<p>We have delivered on our first Strategic Asset Management Plan, and our estate meets the needs of the organisation, our partners who we support and the communities we serve</p>	<p>We have successfully delivered the strategic asset management plan for 2015-20 by embedding new principles around our environment performance, increasing income from the estate, and improving our asset management approach through enhanced checks, procedures and statutory compliance.</p> <p>Our estate is now in a good place going forwards to supply front line delivery.</p>
<p>We continue to deliver a successful vehicle replacement programme, and all our vehicles and equipment are state of the art and meet our customer requirements</p>	<p>Future vehicle and equipment requirements continue to be considered and delivered, on a needs based approach. Mapping the needs of the organisation ensures available capacity is focused on agreed outcomes. User requirements, clear & defined product specification and whole-life costs form the foundation for providing the right operational asset at the right time, to allow operational staff to be safe and effective in their roles.</p> <p>Work for future pumping appliance types and associated equipment inventory is complete. Work continues for special appliances and alignment of all operational assets across the CFA.</p> <p>Procurement work and contract management is continuous to provide the vehicles and equipment needed to match the fire appliance type and disposition agreed by the Fire Authority.</p>
<p>Our staff feel equipped to do their roles</p>	<p>We have delivered financial training to improve the financial awareness and capability across the organisation, improving compliance with important regulation, ensuring appropriate and diligent use of public funds, and encouraging initiative and innovative ways to improve value for money and making the best use of resources.</p> <p>We are continuously reviewing the resources available to our staff and obtaining their feedback to ensure they feel</p>

	equipped to do their roles, both at operational and non-operational levels.
HFRS is a commercially successful organisation, and holds some assets on a commercial basis	<p>Between 2016-2020, the annual income generated through more efficient utilisation of the HFRS estate and the introduction of additional partners at multiple sites has risen from circa £100k per annum to circa £420k per annum. This is projected to increase further to circa £600k per annum during 2020/21 as further partners move into more underutilised areas of the estate and we expand our relationships and partnerships further.</p> <p>During this time we have built new relationships with various agencies and charities, as well as expanding our established partnerships with agencies such as Hampshire Constabulary and the OPCC. This has included co-locating an operational UK Border Force team into space at Redbridge Fire Station; the introduction of four additional Neighbourhood Policing Teams across sites in the south of the county; and the introduction of a Community Nursing Team working from Rushmoor Fire Station.</p>

PLANNING, COMMUNICATION & ENGAGEMENT

- The 'planning' element of this Priority was added in June 2019 (originally, the priority was 'Communication & Engagement') to reflect the re-structure of the organisation. The aim was to develop targeted communications and engagement opportunities with key stakeholders to improve our services. This aim has remained unchanged throughout the duration of the Service Plan.

END STATE OBJECTIVES 2015	CURRENT STATE 2020
Staff, partners, communities, and businesses are well informed about HFRS and absolutely engaged and included in making life safer	<p>HFRS Communications and Insight team continuously ensures that staff, partners and communities are well informed about events and services we provide. We use a variety of media to communicate to ensure information is accessible to all. Most recently, the Head of Communications and Insight is leading the Covid-19 Media Cell in the Strategic Coordinating Centre set up for the pandemic. The cell is ensuring that Hampshire and Isle of Wight communities, staff and partners are well informed on the latest events.</p> <p>Our Performance and Assurance Team has also been providing valuable information (internally, and to the NFCC and Home Office) through their daily data returns since the beginning of the Covid-19 pandemic. The team has also</p>

	<p>created live dashboards to provide deeper insight and support decision making at all levels of the organisation.</p> <p>We have also recently launched the new Safety Plan, which was done in consultation with staff and communities to ensure they are engaged and included in making life safer.</p>
<p>We have strong relationships with key and diverse stakeholders, and they are at the heart of our pioneering partnerships.</p>	<p>We collaborate and cooperate with partners at both a local and national level to improve strategic outcomes, meet our legal obligations, better support the requirements of our diverse communities and to ensure we operate within our financial resources.</p> <p>Our relationships with communities and partners are also supported by our new Community Data Tool, which includes a range of quantitative and qualitative information to support our work.</p>
<p>HFRS has a great reputation in the county and nationally as the best FRS for communications, engagement, and inclusion.</p>	<p>HFRS Communications and Insight team has won national awards for being the best communications team in the public sector and having the best social media, campaigns, videos and user experience.</p> <p>Our agenda-setting campaigns tackling the stigma of mental health and myths surrounding women in the fire service attracted hundreds of thousands of views on social media and were shared nationally by other FRSs.</p> <p>Other campaigns such as I Need My Space and Amber's Warning have made lives safer (see table in paragraph 6 for statistics) and were recognised and emulated across the country.</p>

KNOWLEDGE

6. This Priority's aim was originally to optimise our use of corporate and individual knowledge and our information assets. This was changed in 2017 to "to put trusted knowledge at the heart of decision making" to reflect the organisation's restructure and direction to enable effective evidence-based decision making.

END STATE OBJECTIVES 2015	CURRENT STATE 2020
<p>We (employees, members, volunteers and partners) are able to call on the best possible knowledge available to make decisions, to plan operational</p>	<p>Our ability to monitor and use performance data has been strengthened by the recent introduction of our new information repository (a bespoke data warehouse) combined with a set of organisational performance dashboards utilising Microsoft's Office 365 platform (Power BI). For the first time, the Service is able to view</p>

<p>activities and to manage and monitor performance.</p>	<p>and visualise ‘real time’ information, enabling and assisting managers, stations and staff. This will contribute towards a positive performance culture of continuous improvement and evidence-based decision-making, as well as freeing up more focused time for our analysts to provide additional insights across the Service. Currently, over 90 day periods (the recording period in Power BI) we are maintain dashboard usage of around 5,000 views and 150 users.</p> <p>The Service also developed Power BI dashboards to support our understanding of the COVID-19 situation and help with associated decision-making.</p> <p>We have expanded the depth and breadth of our assurance and performance reporting – both internally (for example through quarterly financial reporting in our Executive Group, and their review of our HMICFRS dashboard in every meeting) and external reporting (for example the revised performance report to HFRA).</p> <p>Our new Change Management Framework also supports how we plan and deliver change activities with, for example, a renewed focus on business case development, benefits realisation and evaluation.</p>
<p>We are an organisation that has a deep understanding of how to make best use of our data and intelligence to better understand our communities’ needs.</p>	<p>We have developed a Community Data Map to support the Service’s understanding of our communities’ needs. It is available to station managers and includes a wide range of internal and open source data covering both Hampshire and the Isle of Wight, to varying degrees.</p> <p>We also led the development of a knowledge sharing partnership (now called the Intelligence Insights Network Group). This is a forum for the public sector analytical community across Hampshire and the Isle of Wight to come together and share knowledge and research findings; provides opportunities for partners to share, analyse and learn from information collaboratively; and ensures data, knowledge and insights are shared widely to improve decision-making.</p>
<p>Everyone directly connected with HFRS contributes to the continual improvement of our corporate knowledge.</p>	<p>We have expanded the depth and breadth of our assurance and performance reporting – both internally and externally. Performance measures are co-created with teams across the Service to help validate figures and review data quality recognising the importance of the end user entering data correctly.</p> <p>Additional examples of our internal assurance reporting include dashboards providing an overview of Service Plan progress and of our (operational and organisational)</p>

	<p>assurance activity, where teams are required to engage and provide information to inform these reports.</p> <p>We also provide oversight of our Change Portfolio (of critical projects) through the Integrated Performance and Assurance Board (IPAB), with a particular focus on time, cost and benefits realised from individual projects. We also have a project closure report process whereby we capture and share lessons learned (good practice and issues) to support future projects. Individual change leads for major projects contribute to our understanding of the project performance through regular highlight reports.</p> <p>We carry out periodic evaluations to identify areas of good practice or improvement. In 2019/20, evaluations were carried out on: Safe & Well visits; promotions processes; wholetime recruitment; and Service feedback mechanisms. Each evaluation is underpinned by an array of quantitative and qualitative analysis, stakeholder engagement and includes recommendations for the relevant departments and teams. Reports (and their recommendations) are scrutinised and signed-off at IPAB).</p> <p>Our new Change Management Framework (covering both HFRS and IWFRS) also supports how we plan and deliver change activities with, for example, a renewed focus on business case development, benefits realisation and evaluation. These are underpinned by a principle of stakeholder engagement and consultation.</p>
<p>We all use knowledge to support better outcomes in the community and we provide feedback on the knowledge products that we use to plan and deliver those community activities.</p>	<p>Please see above references to the Power BI dashboards and Community Insights Tool (both of which were developed with significant input from, and consultation with, different teams across the Service).</p> <p>The Performance & Assurance Directorate also regularly reviews usage and feedback of these tools. In the last 90 days, the Power BI tool has been viewed 5140 times by 139 users. We recently completed an evaluation on feedback mechanisms which has demonstrated that HFRS regularly solicits feedback from staff on a variety of products and the Service will be reviewing and implementing the recommendations arising from that report to ensure the use of knowledge to support better outcomes of our products for our community.</p>
<p>HFRS is recognised as leading and pioneering Knowledge Management practice nationally across the Fire Sector.</p>	<p>During the life of the Service plan, we have been actively contributing to (between 2014 and 2019) the NFCC integrated data programme (IDRP). We also share information, and collaborate more widely, with a range of other organisations, including Fire and Rescue Services.</p>

	We also actively input into other national groups, for example HMICFRS's Technical Advisory Group (TAG), which supports the Inspectorate in how it develops and refines its inspection framework and methodologies.
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PEOPLE AND LEADERSHIP

7. This priority's aim was to have the right people in our organisation (Members, employees and volunteers) who understand what is expected of them (goals, standards and behaviours) and who feel motivated and equipped to achieve high performance. This was changed in 2017 to reflect the culture of the organisation at the time: "Our teams feel liberated, empowered and safe to be the very best that they can be and feel equipped and motivated to support and drive innovation and improvement towards making Hampshire safer."

END STATE OBJECTIVES 2015	CURRENT STATE 2020
The leadership framework is embedded and owned at all levels including Members, senior management and within local teams.	A leadership framework was designed to enhance development programmes at all levels. The Service's values and behaviours are fully embedded in the framework and all associated materials. The Framework was to be implemented in line with the roll-out of the new Personal Development Review (PDR) process from April 2020, but has been paused for six months owing to the Covid-19 pandemic.
Change is used as an improvement opportunity with the full engagement of staff and through leaders who have the skills and confidence to deliver change.	Our new Change Management Framework introduces a holistic approach to delivering change across the Service, by fully engaging with staff and leaders throughout the whole delivery process. Change Management training is also embedded within the leadership framework to ensure leaders have the skills and confidence to deliver change.
Managers and staff are resilient and high performing in the achievement of goals, attainment of professional competency and display behaviours which reflect the cultural ethos and aspirations of the service.	The implementation and embedding of the new values and behaviours across the organisation is a long-term commitment that is being progressed through the People and Organisational Development (POD) Board – with various supporting activity being carried out (for example the new values are a core part of the revised PDR process. This provides a consistent approach to personal and professional development across green and grey book staff, supporting development and wellbeing conversations throughout their career to help all staff perform highly in the achievement of their goals
The Hampshire Learning and Development Academy is a specialist training facility focused upon outstanding	The Hampshire Learning and Development Academy has been restructured to ensure improved focus on learning outcomes and quality assurance of training through both centralised and embedded instructor networks. Business

<p>service delivery through people and which excels in the provision of commissioned services that contribute to the future strength and sustainability of the Service.</p>	<p>planning processes have identified specific specialisms that will be developed to contribute to the future sustainability of the service and which build upon collaborative working with our partners.</p>
<p>HFRS is a national leader in workforce planning with an agile and flexible workforce that has the right number of people, with the right skills, in the right place and at the right time to deliver services through a range of partnerships.</p>	<p>HFRS has introduced effective management of its workforce through the Resource Management Group which regularly monitors workforce planning to ensure we have the right number of people with the right skills, in the right place to deliver services to our communities. We undertake mid to long term workforce planning to provide a sustainable workforce whilst utilising a range of flexible workforce arrangements such as local crewing patterns, staff bank and fixed term contracts to enable agile responses to issues that arise. However the team also has the capacity and capability to move to centrally managed crewing as required, such as during the current Covid-19 crisis.</p>

TECHNOLOGY

8. This Priority's aim was originally to improve the technologies we deploy to support the business, (increasing quality and agility and reducing cost) and to establish technology as a driver for innovation and improvement. This was changed to "to drive innovation and improvement across the whole Service through the deployment and effective use of technologies" to better reflect the organisation's direction.

END STATE OBJECTIVES 2015	CURRENT STATE 2020
<p>All who need it have access to the best possible technology</p>	<p>Over the last five years, we have successfully implemented a variety of projects to ensure our staff have access to the best possible technology at all times (through the implementation of Office 365, the creation of One ICT, upgrading to Windows 10, and our WiFi and a variety of other upgrades to ensure our systems run smoothly).</p> <p>These new ways of working have proven to be particularly successful in more recent times as the Service has adjusted to working under the new government guidelines throughout the Covid-19 pandemic, which commenced at the end of the Service Plan period and is ongoing. Our staff have successfully been using the new systems and technology available to them to work from home and maintain business as usual. This has ensured our core business activities have been maintained during these unprecedented times.</p>

Staff feel that they are equipped with the appropriate technology that enables them to be excellent in the jobs they do	With the recent upgrades in our technology, as described above, we have seen a positive response from our staff who feel they are supported by our ICT department and are satisfied with the technology provided (average rating of 4.4/5.0, and 4.0/5.0 respectively, in the latest IT survey).
Technology drives decision making, continuous improvement, innovation and improves our efficiency	Technology has been driving decision making, continuous improvement and innovation. Our ICT department, through regular engagement with and from all directorates and managers, has been supporting the Service with the required technology solutions in all areas of the Service (non-operational and operational), to improve our efficiency across the organisation.
Staff are actively engaged in the development, selection and introduction of digital services and we are all confident that our collective commitment and investment in research and development enables us to maintain a position at the leading edge of the use of technology that helps us to deliver excellent services to our communities.	Staff are actively engaged and ICT lead technology projects in response to service needs and through proactive industry engagement to identify new supportive technology solutions. There is a conscious approach to ensure technology is deployed to deliver improvements and efficiencies using an evidence-based approach

WORKING WITH PARTNERS

9. This Priority's aim to put partnerships at the heart of all our work, has remained unchanged throughout the duration of the Service Plan.

END STATE OBJECTIVES 2015	CURRENT STATE 2020
Our partners have common values and mutually shared community outcomes.	We have oversight of our partnerships via coordinated and monitored registers. We provide best practice guidance and support across the Service via a dedicated Partnership and External Relationships team.
HFRS uses the best of partnership working to deliver services across the county and over its borders.	Network Fire Services Partnership (NFSP) – a collaboration between Devon & Somerset, Hampshire, Isle of Wight and Dorset & Wiltshire Fire and Rescue Services provide a shared Command and Control System providing enhanced efficiency in call out. We have a portfolio of secure operational agreements in place with all neighbouring counties and the Channel Islands. CFA is on track to be successfully delivered in April 2021.
Working with partners characterises how we operate	We collaborate and cooperate with organisations at a national and local level to improve outcomes for public safety.

<p>best and is a core value shared by all people directly connected to HFRS (employees, members, volunteers and partners).</p>	<p>Our Shared Services Partnership demonstrates our commitment to collaborative working and achieving public value.</p>
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Appendix B



Service Plan 2015-2020 Final report

April 2020

Performance & Assurance

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Building Resilience

Director Performance & Assurance



To continuously improve how our organisation and communities are more resilient in an ever-changing world and that we prepare for, deal with and recover from significant events.

	Deliverable	Completion Date	Progress
1	Monitor and review progress against the HMICFRS Action Plan approved by HFRA	March 2020 (on transfer into the new Safety Plan 2020-2025)	<p>Complete</p> <p>The Organisational Assurance Team has worked closely with action owners to monitor the progress against the plan, and report on it to HFRA. 65 of 66 actions have been closed, with evidence sought and provided. Any remaining evidence will continue to be requested and verified post March 2020, and the remaining actions will continue to be monitored until all completed.</p> <p>The Executive Group scrutinised the Action Plan Dashboard at each EG meeting.</p>

Creating Safer Communities
Director of Operations



Identifying and mitigating risks to people and property within Hampshire.

	Deliverable	Completion Date	Progress
1	Review the Blue Light collaboration strategy with Hampshire Constabulary and South Central Ambulance Service.	July 2019	Complete Continuing collaboration with SCAS on medical response and focussing on Community Safety for work with Hampshire Constabulary.
2	Evaluate prevention activity to ensure we fully understand the benefits achieved.	Sept 2019	Complete HFRS has carried out an evaluation of Safe and Well visits in 2019/20.
3	Produce a revised Risk Based Audit Policy for Protection activity and ensure sufficient resources are allocated to a prioritised and risk-based inspection programme.	Sept 2019	Complete The Risk-Based Inspection Procedure has been published and a dedicated risk-based inspection team has been set up. A team of 9 Watch Managers is working through the Experian Data Set. We have data on Approximately 10,000 properties, in which we have sorted in risk priority. We are now achieving our monthly Target of 120 Audits per month programmed in a risk priority across the county and identified on CFRMIS as RBIP Jobs. We have begun a review of the delivery and relationship between the RBIT and CS Hubs.
4	Develop our firefighter skills in prevention activities	Dec 2019	Complete <ul style="list-style-type: none"> • Safe and well Moodle package updated and implemented; • STEER course training completed, now being run as stand-alone course with no HQ Support; • A Better Me course training now being run as a stand-alone course with No HQ support;

			<ul style="list-style-type: none"> • Other Prevention interventions now being run after training provided with governance such as CYP activities.
5	Develop our firefighter knowledge and understanding of the built environment.	Dec 2019	<p>Complete</p> <p>Material and tracking now available through Moodle and WPA and MOS to develop our understanding of the built environment.</p>
6	Train and qualify new fire engineers from our current workforce by providing specific opportunities to build our key skills in this vital area.	Dec 2019	<p>Complete</p> <p>2 x personnel completed IFE Level 5 Diploma in Fire Engineering Design.</p> <p>An emphasis on the benefits of all FE and other qualified personnel achieving registration with the Engineering Council as a form of 3rd party quality assurance of HFRS' staff competence. This has been addressed within the new CS structure.</p>
7	Review our procedures to ensure prevention activity is targeted at people most at risk.	March 2020	<p>Complete</p>

Responding to Incidents
Director of Operations



Improving the way we respond to and support incidents.

	Deliverable	Completion Date	Progress
1	Evaluate the First and Intermediate response vehicle trials and deliver a definitive frontline capability plan.	Sept 2019	Complete
2	Implement a policy and feedback mechanism to enable efficient and effective crewing systems on all HFRS wholetime stations	Dec 2019	Complete The Working Time Regulations Policy has been published. A close report was approved by the Operations Management Board in March for the ABC1/2/3 stations as they presently stand. Once a final report has been submitted to the HFRA we will be looking to further refine and develop crewing systems across all wholetime fire stations in the coming years.
3	Embed National Resilience assets within the operational group delivery model	Dec 2019	Complete
4	Create an action plan for improving on call provision	April 2020	Complete A close report was approved by the Operations Management Board in March to advise that the project has reached its end date and how it has delivered the seven workstreams. We aim to establish a BAU team from April 2020 to continue to support On Call in HFRS.
5	Improve the situational awareness provided at operational Incidents by enhancing Command Support capabilities through the introduction of a new Incident Command Unit, improved connectivity and better use of available IT systems.	April 2021	On track Procurement activity for actual vehicles and connectivity started in October 2019. Procurement routes to market explored in November and December 2019. System preparation work continues to take place in parallel to procurement activity. (originally December 2020, known delays in vehicle chassis delivery resulting in an anticipated revised date to April 2021).

Planning, Communications & Engagement
 Director of Policy and Planning



To develop targeted communications and engagement opportunities with our key stakeholders to improve our services.

	Deliverable	Completion Date	Progress
1	Develop a customer insight tool to ensure that the organisation understands the needs of our diverse community, so that we can adapt operationally to relevant needs.	December 2019	Complete The Community Data Map is now available to a targeted group of users across the Service and includes a wide range of data (including some covering the Isle of Wight).
2	Embed the revised Policy Framework and ensure that all policies are up to date and have been rewritten in line with the new approach.	March 2020	Complete The O365 PPG page is now live. Storage of service documents is now in one place. All departments are now updating and changing documents to align with the policy framework. The new policy framework was signed off on 7 November 2019, 5 months ahead of schedule.
3	Finalise the plans for the creation of a Combined Fire Authority for Portsmouth, Southampton, Hampshire and the Isle of Wight, including the submission of the formal request for government approval.	April 2021	On track The Home Office has revised the dates for CFA delivery (originally March 2020) due to internal pressures within central government. <ul style="list-style-type: none"> The revision to these dates will include creation of a Shadow Authority from April 2020, leading to the creation of a Combined Fire Authority for Hampshire, Isle of Wight, Portsmouth and Southampton April 2021. Legal teams are currently working to understand what an extension to the current DDiP strategic partnership between HFRA and IWC for the period April 2020 – April 2021. The HFRS and IWFRS, Home Office submission to create a new Combined Fire Authority has now

			<p>been approved by the Home Secretary.</p> <ul style="list-style-type: none"> • The CFA team are working to revise the previously agreed plans for delivery of all workstream areas.
4	Plan, prepare and produce an agreed new Integrated Risk Management Plan and Service Plan for 2020-2025 as a joint plan for Hampshire and the Isle of Wight.	March 2020	Complete

Knowledge

Director of Performance & Assurance



To put trusted knowledge at the heart of decision making.

	Deliverable	Completion Date	Progress
1	Review how we gather and record relevant and up-to-date risk information.	Nov 2019	<p>Complete</p> <p>Various activity has taken place to complete this deliverable, this includes, but is not limited to:</p> <ul style="list-style-type: none"> • An online training provision on Moodle has been completed; • Work is now complete on changing unnecessary information for low risk premises to alerts; • Benchmarking for confirming improvements is complete; • Policy is complete; • The number of SSRIs out of date is reducing
2	Review our systems to ensure staff can effectively use learning and debriefs to improve operational response and incident command.	Nov 2019	<p>Complete</p> <ul style="list-style-type: none"> • Amendments have been made to debriefing process following trial. Operational Assurance poster has been issued identifying roles in organisational learning. Four formal debriefs have taken place. • The policy has been finalised • Debriefing moved into Groups and toolkit approach – pilot finished, report completed, some amendments being made before being launched. • Development of App and performance management tools to support managers; • Development of App and performance management tools to support 'hot debrief'.

3	Develop the Power Business Intelligence tools to meet customer needs and further develop our risk intelligence and analytical capability.	Dec 2019	<p>Complete</p> <p>Following the launch to pilot sites on 1st August, Power BI reporting (using the data warehouse) went live across the Service on 4th October with ongoing analysis and reporting of use (to date around 5,000 views by around 150 users). Recently, the Organisational Performance team also developed and launched (to a defined set of users) a COVID-19 Power BI dashboard set.</p> <p>Successfully maintaining existing BI tools (with ongoing review) and working to produce some new BI tools.</p>
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People & Leadership

Director of HR



Our teams feel liberated, empowered and safe to be the very best that they can be and feel equipped and motivated to support and drive innovation and improvement towards making Hampshire safer.

	Deliverable	Completion Date	Progress
1	Publish a new People and Organisational Development Strategy.	June 2019	<p>Complete POD Framework was approved in September 2019.</p> <p>Work to provide underpinning activities has been completed and was presented to Exec Group in September, with a wide range of ongoing activity in this area. For example, as illustrated by our recent update to HFRA S&G Committee (and our update to IWC Corporate Scrutiny Committee) in relation to progress against our HMICFRS action plan.</p>
2	Establish the Resource Management Team (RMT) to ensure effective long term workforce planning aligned to the IRMP and short term resource management to maintain delivery of service, supporting effective decision making by RMG.	Sept 2019	<p>Complete RMT has been implemented and the team is in place with a current recruitment process in place for a WM.</p>
3	Develop and publish revised cultural vision and supporting behaviours, and work with teams to embed these throughout the service.	Dec 2019	<p>Complete Proposed values have been agreed and launched. These were developed through the responses collated during survey and workshops. These were shared with the organisation during the breakfast briefing on 28 January 2020. Their implementation and embedding across the organisation will become a specific piece of work monitored through the POD Board; and to provide a specific example, our values are a core part of our revised PDR process.</p>

4	<p>Improve the Service's leadership and management capability through:</p> <ul style="list-style-type: none"> • Developing Leadership • Development Programmes aligned to NFCC Leadership Framework • Delivery of investigation training 	Dec 2019	<p>Complete Regular CPD events for middle managers have been arranged.</p> <p>The leadership framework was approved by Exec Group. It includes mandatory aspects around these issues, and was set to rolled out to all green and grey book leaders from 1 April 2020; however this has been postponed for six months owing to the COVID-19 pandemic.</p>
5	<p>Review the HFRS employee life-cycle to identify gaps in current People and Organisational Development provision, and develop high level action plan.</p>	March 2020	<p>Complete Review of lifecycle completed alongside PPG work and all existing policies, procedures and guidance notes update to ensure compliance with employment law and HR best practice. This development will be monitored through the POD Board.</p>
6	<p>Develop a diverse workforce through continued positive action and create a positive working environment that is based on fairness, transparency and respect.</p>	March 2020	<p>Complete The Inclusion & Diversity team have been attending events to engage with our under-represented groups and promote the role of firefighter. Further have-a-go days are being planned and embedded into HFRS Academy as Business as usual so that people from our diverse communities can learn more about the role of firefighting. However, these planned days have clearly been impacted by the ongoing COVID-19 pandemic.</p>
7	<p>Promote the importance of the physical and mental health and wellbeing of the workforce through implementation of the wellbeing action plan and improved mental health provision.</p>	March 2020	<p>Complete Various activities are taking place to support mental health, such as but not limited to:</p> <ul style="list-style-type: none"> • Implementation of Trauma Risk Management (TRIM) and Mental Health First Aider training • Improved awareness of mental health issues and our provision for it through the implementation of a comprehensive communication strategy • Mental Health Week • Stress and Resilience workshops • Joint CPD events with HFRS and IWFRS around mental health.

			<ul style="list-style-type: none"> • Completion of psychological screening pilot and Improved access to psychological screening • Mengage sessions delivered to watches to promote men’s health issues • Understanding menopause training <p>Further activities will be monitored through the POD Board.</p>
8	<p>Drive high standards and performance through both high-quality learning and opportunities for professional development.</p> <ul style="list-style-type: none"> • Development of an apprenticeship programme • Agreed plan for talent identification and development • Revised annual appraisal and development programmes • Commission a review of our promotional processes. 	March 2020	<p>Complete POD has developed a new PDR approach with collaborative work with Performance & Assurance developing a new PDR tool. A SharePoint site has been built to enable line managers and staff to have effective conversations.</p> <p>Promotional process review, and a wholtime recruitment evaluation has been completed by Organisational Assurance team. Recommendations adopted into current recruitment processes.</p> <p><u>Development of an Apprenticeship program:</u> Targeted pilot project to develop/upskill identified staff in place:</p> <p>11 Established apprentices:</p> <ul style="list-style-type: none"> • 3x L6 Digital and Technology Solutions Professional standard • 2 x L3 Team Leader standard • 6 x L4 Associate Project Manager <p>In March 2020 12 new starts were due to commence the following apprenticeships:</p> <ul style="list-style-type: none"> • Level 3 Team Leaders/Supervisor • Level 3 Business Administrator • Level 3 Customer Service Specialist <p>COVID-19 has impacted the start date.</p> <p>Business as usual post COVID-19 will see an increase from 35% to 75% achievement of the government target to enrol 2.3% of the Service’s workforce on apprenticeships. Gateway selection</p>

			<p>process for L7 Senior Leaders apprenticeship now in place.</p> <p>A Governance Board established with agreed terms of reference in place to monitor progress of apprenticeships.</p>
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Technology
 Director of Corporate Services



Drive innovation and improvement across the whole Service through the deployment and effective use of technologies.

	Deliverable	Completion Date	Progress
1	Implement an interface between the Operational Availability System and the Command and Control Mobilisation System to provide visibility to our partners and facilitate the implementation of Attribute Based Response.	February 2020	<p>Delayed</p> <p>An interface is established between the Operational Availability System and the Command and Control Mobilisation System; however, the enhancements to this interface envisaged as part of the Service Plan have been delayed, as previously reported to HFRA, due to hardware upgrades and the requirement to align processes between systems (some of which are outside of HFRS control). The interface was scheduled to undergo final testing in March 2020, however COVID-19 has impacted this and all upgrades to the Command & Control system were placed on hold to ensure the stability of the system during this critical time.</p> <p>We are now working with partners and Capita to propose new dates for the interface later in the year.</p>

Working with Partners
 Director of Corporate Services



To put partnerships at the heart of all our work.

	Deliverable	Completion Date	Progress
1	<p>Deliver realistic live fire and other training through Prince Philip Barracks (PPB) and Solent University (SU) at Warsash and maximise its use through arrangements with other blue light partners.</p>	<p>March 2022</p>	<p>On track HFRS crews no longer use PPB for realistic scenario training.</p> <p>We have a draft agreement and lease for the Warsash live fire training facility with SU to share their new live fire and pool based training facilities on the lower site at Warsash. The main fire and pool training building has received planning, however we are still awaiting a planning decision on the fire pad development before we sign this all off.</p> <p>The plan is still to get access to the fire pad facilities by Spring 2021, which is a new hot villa and 2 integrated attack units for 3.5 days/week for 45 weeks a year, and the new fire training support building will be completed by winter 2021 (we will have access to temporary facilities on the upper site for classrooms and use of the existing changing and washing facilities etc for the interim period).</p> <p>We are working well with the onsite staff from SU and a collaboration agreement and methods of working are being drawn up.</p>



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Approval

Date: **03 June 2020**

Title: **ORGANISATIONAL RISK REGISTER**

Report of Chief Fire Officer

SUMMARY

1. This paper reports on closure of the current Hampshire Fire and Rescue Authority (HFRA) Strategic Risk Register (Appendix A) and presents the new Organisational Risk Register (Appendix B) that delivers the risk management approach as set out within the Risk Management Policy agreed by HFRA on 19 February 2020.
2. In adopting the new approach, and to support strengthening of our risk management governance, recommendations are presented that provide enhanced oversight for HFRA, which includes delegating the annual monitoring of the Organisational Risk Register to the Standards and Governance Committee.
3. The Organisational Risk Register is part of the governance of the Hampshire and Isle of Wight Fire and Rescue Services' Safety Plan approved by HFRA on 19 February 2020 and by the Isle of Wight Council on 26 February 2020, in order to manage those strategic risks and emerging threats to us delivering against our priorities.

BACKGROUND

4. HFRA agreed a decision to change its approach to risk management on 25 September 2019.
5. Previously, our strategic risk management process was undertaken on behalf of the organisation through the Performance and Review Team who supported the Senior Management Team in delivery of a Corporate Risk Register. However, HFRS has now restructured. The restructure and development of our new, aligned Safety Plan has presented the need to revise our approach to risk management.
6. Therefore, it is proposed that the current strategic risk management process undertaken through the Corporate Risk Register is formally closed and the new Organisational Risk Register introduced as part of the Risk

Management Framework. In developing the new risk register, those current risks have been reviewed and captured as necessary.

7. A further change with this risk management approach is the integration of our external risks and our internal risks through the Hampshire and Isle of Wight Fire and Rescue Service Safety Plan, therefore ensuring our risk management culture is far more proactive.
8. Within the agreed Risk Management Policy, it is stated that the Fire Authority will identify, prioritise and manage community risks via the Hampshire and Isle of Wight Safety Plan. Internal risks, such as the risks threatening the organisation's ability to deliver the Safety Plan, will be identified, prioritised and managed by the Chief Fire Officer through the Executive Group who will be responsible for the Organisational Risk Register.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

9. The Corporate Risk Register ensures we remain focussed on delivery against our priorities as these drive our activities:
 - **Our communities** – We work together to understand different community needs and deliver accessible, local services which build safer places.
 - **Our people** – We look after each other by creating great places to work and promoting the health, wellbeing and safety of our people.
 - **Public value** – We plan over the longer term to ensure our decisions and actions deliver efficient and effective public services.
 - **High performance** – Our diverse teams are trusted, skilled and feel equipped to deliver a leading fire and rescue service today and into the future.
 - **Learning and improving** – We have the support of policy and guidance with the freedom to use our discretion to do the right thing, learning from ourselves and others.
10. Our planning processes, performance management framework and audit processes are an integral part of our arrangements to identify new and emerging risks and issues which could impact on delivery. The identification of risks and issues through the planning process also provides a focus for developing new organisational priorities and objectives.

RESOURCE IMPLICATIONS

11. There are no specific financial implications from the contents of this paper. Any financial impacts of future control measures would need to be assessed against the related risks and opportunities. Any plans with financial implications will be subject to appropriate review and governance.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

12. There will be no negative environmental impacts associated with the adoption of this paper. The Organisational Risk Register ensures we consider emerging issues through changes in climate, and these are accounted for in our prevention and response controls.

LEGAL IMPLICATIONS

13. The requirement for each Fire and Rescue Authority to have an Integrated Risk Management Plan is set out within the National Framework for Fire and Rescue Services, made under the Fire and Rescue Services Act 2004.
14. The Organisational Risk Register, as part of our Risk Management Framework, will ensure our integrated risk management process is driving our priorities.

PEOPLE IMPACT ASSESSMENT

15. The implementation of the Organisational Risk Register will have no negative impact. However, through a more effective approach to identifying, assessing and mitigating risks to our communities, a positive impact will be achieved through better understanding of protected characteristics within our communities.

OPTIONS

16. **Option 1 (Recommended)** – To agree to close down the current Strategic Risk Register and to adopt the Organisational Risk Register as part of the agreed Risk Management Policy, Safety Plan and delegating its management to the Chief Fire Officer (CFO) with annual monitoring to be undertaken by Standards and Governance Committee.
17. **Option 2** – To agree to the close down of the current Strategic Risk Register but not to adopt the proposed approach of the Organisational Risk Register and to seek an alternative approach from the CFO.
18. **Option 3** – Not to close down the current Strategic Risk Register.

RISK ANALYSIS

19. It is essential that, following the approval of a revised risk management policy and Safety Plan, we ensure there is a consistent and robust approach to the identification, analysis and treatment of internal and external risks. This, in turn, ensures that major threats and opportunities are considered and managed appropriately with adequate control measures implemented. Option 1 provides that assurance to the Authority.
20. The internal audit report on risk management arrangements within Hampshire Fire and Rescue Service (HFRS) 2015/16, highlighted limited assurance. The proposed approach set out within this paper will support a far more robust and appropriate approach to risk management.

EVALUATION

21. The Organisational Risk Register will provide the appropriate prioritisation of risk management and ensure risks are well managed and governance of plans and activities undertaken. The day to day management of those risks through the Executive Group, and accountability through Directorate Plans, ensures a risk management culture that will be overseen and scrutinised by HFRA in accordance with the Constitution.

CONCLUSION

22. With significant recent decisions by HFRA regarding the Combined Fire Authority, adoption of a five-year strategy through our aligned Safety Plan, and agreeing a new, proactive risk management policy, the revised Organisational Risk Register is a key tool for ensuring our continuous improvement. Our revised purpose is 'together, we make life safer'. In considering that purpose, we aim to make life safer for:
 - Our communities
 - Our staff
 - Our organisations
23. The adoption of this Organisational Risk Register is our tool to ensure our organisations are safer.

RECOMMENDATION

That Hampshire Fire and Rescue Authority

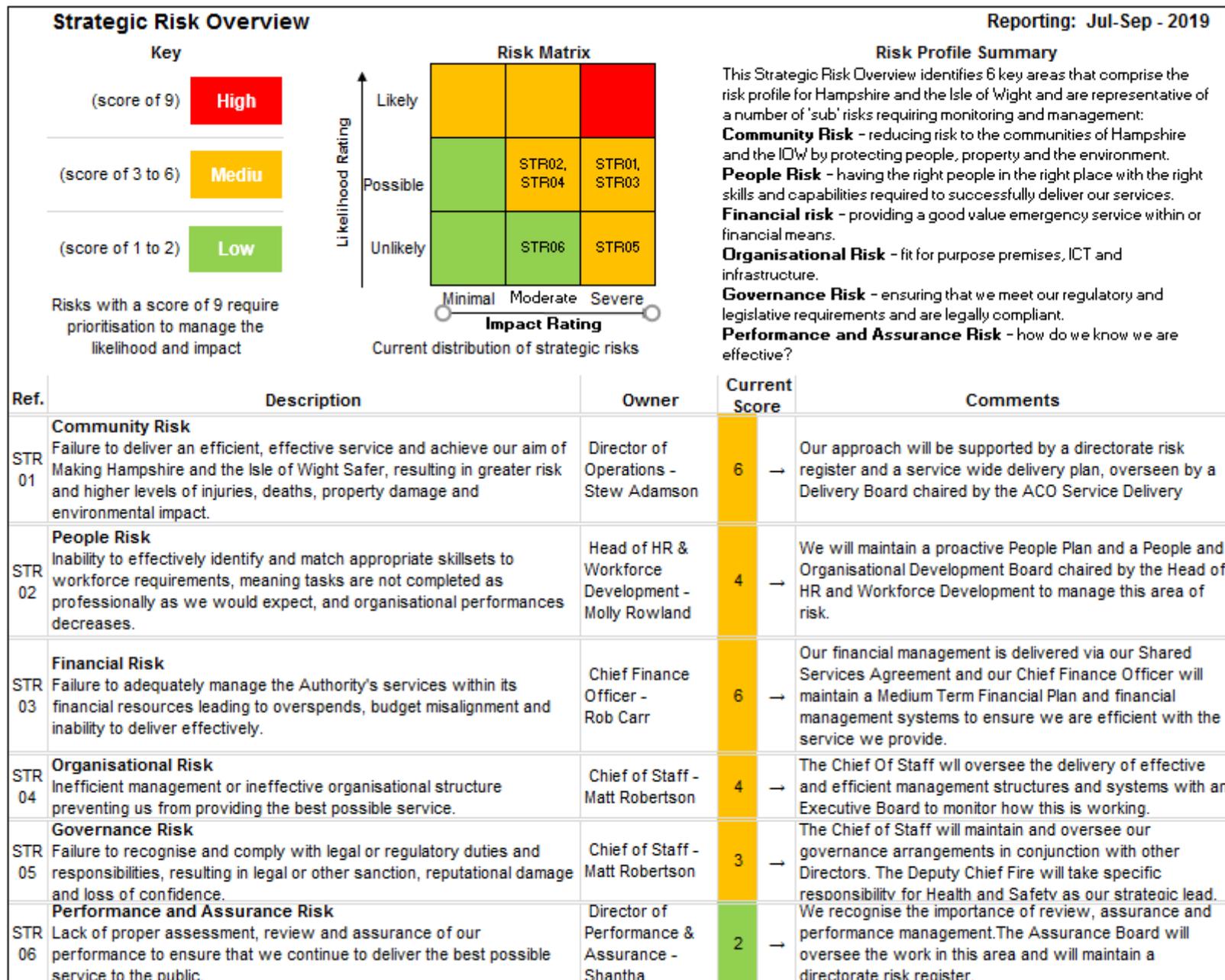
24. Agrees Option 1 - to close down the current Strategic Risk Register and to adopt the Organisational Risk Register as part of the agreed Risk Management Policy, Safety Plan and delegating its management to the Chief Fire Officer.
25. Agrees to delegate oversight and the annual monitoring of the Organisational Risk Register to the Standards and Governance Committee.
26. Delegates authority to the Clerk to make the necessary consequential minor amendments to the Constitution to reflect the changes agreed at paragraphs 24 and 25.

APPENDICES ATTACHED

27. Appendix A – Strategic Risk Register (Previous Version)
28. Appendix B – Organisational Risk Register (New Version)

Contact: Steve Apter, Deputy Chief Fire Officer, steve.apter@hantsfire.gov.uk,
07918 888057

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Organisational Risk Register



HAMPSHIRE
FIRE AND
RESCUE
SERVICE



ISLE OF WIGHT
FIRE AND
RESCUE
SERVICE

Ref Number	Risk Area	Residual Risk	Trend					
			Newest				Oldest	
1	Combined Fire Authority does not get created	6	↔					
2	Insufficient Staff available for BAU	8	↔					
3	Serious Injury or Death of an Employee	10	↔					
4	Catastrophic failure of our mobilising system	4	↔					
5	Cyber attack	6	↔	↓				
6	Emerging changes to legislation (post Grenfell)	9	↔					
7	Impacts of climate emergency	3	↔					
8	Future financial planning uncertainty	12	↓	↑				
9	Firefighter Contamination	12	↔					
10	Unexpected Demand	3						

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HAMPSHIRE
FIRE AND
RESCUE
SERVICE



ISLE OF WIGHT
FIRE AND
RESCUE
SERVICE

Our Priorities:

1. **Our Communities.** We work together to understand different community needs and deliver accessible, local services which build safer places.
2. **Our People.** We look after each other by creating great places to work and promoting the health, wellbeing and safety of our people.
3. **Public Value.** We plan over the longer-term to ensure our decisions and actions deliver efficient and effective public services.
4. **High Performance.** Our diverse teams are trusted, skilled and feel equipped to deliver a leading fire and rescue service today and into the future.
5. **Learning & Improving.** We have the support of policy and guidance with the freedom to use our discretion to do the right thing, learning from ourselves and others.

Criteria for inclusion of risks:

- Could the risk result in a serious or significant impact on the delivery of Our Priorities

Rank

- Risks are ranked in the summary table according to overall Residual Risk.

Inherent and Residual Risk

- Inherent risk is the risk level that exists without any controls applied.
- Residual risk is whatever risk level remains after additional controls are applied.

Risk Trend

The risk trend shows whether the risk has increased or decreased recently. The direction arrow indicates whether the risk is stable: 

rising  or reducing 

Ref Number - 1			Risk Scores			Recent Trend				Risk Owner	
Risk Area	Description and Impact	Our Priority				Newest Oldest					
Political	Combined Fire Authority does not get created Impact: Potential for IWFRS to have no strategic leadership Continued lack of investment in IWFRS estate	1,2,3	Inherent Risk Level:			↓	↔	↔	↔	↔	Steve Apter
			Likelihood	Severity	Risk						
			3	3	9						
			Residual Risk Level:								
			Likelihood	Severity	Risk						
2	3	6	Tolerance Threshold:		Below						
Causes / Sources	Mitigations	Progress and Ownership of Mitigation							Effectiveness – Commentary		
CFA Team don't deliver all targets	Project timelines monitored and adhered to	Ongoing – Steve Apter							CFA currently progressing well towards target dates		
	Effective and efficient resourcing	Ongoing – Steve Apter									
	CFA team gaining buy-in from other teams	Ongoing – Steve Apter									
	Assurance process undertaken	Ongoing – Steve Apter									

Organisational Risk Register

Central Government alter position	Effective communications between Executive Group, HFRA, IWC and Central Government (Civil Service and Politicians)	Mitigations have led to approval by HFRS and IWC – Steve Apter	Go ahead provided by Government
-----------------------------------	--	--	---------------------------------

Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner
						Newest Oldest					
Political	Insufficient Staff available for BAU Impact: Fewer appliances available Poorer response times Overtime for staff not taking industrial action Management - staff and inter-staff relations Administrative burden – wage / pension changes	1,2,3,4	Inherent Risk Level:				At Tolerance	Steve Apter			
			Likelihood	Severity	Risk						
			3	5	15						
			Residual Risk Level:								
			Likelihood	Severity	Risk						
			2	4	8						
Tolerance Threshold:											
Causes / Sources	Mitigations	Progress and Ownership of Mitigation					Effectiveness – Commentary				
On Call Recruitment/Retention	Engagement with National On-Call Project	Stew Adamson					Recruitment rate and retention rate currently above national average				
	On Call Support Team	Stew Adamson									
Industrial Action due to National Issues:	Effective engagement with NFCC, local, regional and national rep body personnel, local and central government politicians	Ongoing – Neil Odin					Measures last used 2015				
	Prior planning for industrial action	Ongoing – Steve Apter									

Organisational Risk Register

Enhanced Medical Response / Rolemap issues/ Post Grenfell			
Industrial Action due to local issues: Enforced changes to crewing system	Local staff and rep body engagement	Proposal not yet live – Stew Adamson	Proposal not yet live. Prior planning measures in place and last used 2015
	Wider comms	Proposal not yet live – Stew Adamson	
	Effective planning for delivery	Proposal not yet live – Stew Adamson	
	Prior planning for industrial action	Ongoing – Stew Adamson	
Pandemic Influenza	Follow PHE guidance for staff welfare	Ongoing – Steve Apter	Developing situation with effectiveness of measures still to be assessed
	Reduce/cease non-essential activities	Ongoing – Steve Apter	
	Dedicated team to manage	Ongoing – Steve Apter	

Organisational Risk Register

Ref Number 3		Our Priority	Risk Scores			Recent Trend					Risk Owner
Risk Area	Description and Impact					Newest Oldest					
Societal	Death of an Employee		2	Inherent Risk Level:							
	<u>Impact:</u>	Likelihood		Severity	Risk						
		3		5	15						
	Mental health and wellbeing of staff and family	Residual Risk Level:									
		Likelihood		Severity	Risk						
		2		5	10						
	Organisational reputation		Tolerance Threshold:		At Tolerance						
	Operational due to reduced staffing – watch off the run, inquiry to staff										
	Legal – liabilities?										
	HSE / Police investigation										
	Financial										
Causes / Sources	Mitigations	Progress and Ownership of Mitigation								Effectiveness – Commentary	
Death outside work	Effective mental health strategy	Live, effective and ongoing – Molly Rowland								Mental health provisions and awareness improving	
	Support for physical health and fitness	Live, effective and ongoing – Molly Rowland									

Organisational Risk Register

			throughout Service PPG Framework now live
Death in work time	Effective mental health strategy	Live, effective and ongoing – Molly Rowland	Mental health provisions and awareness improving throughout Service
	Support for physical health and fitness	Live, effective and ongoing – Molly Rowland	
	Effective procedures/guidance followed	Live, effective and ongoing – Steve Apter	
	PPE effective and maintained	Live, effective and ongoing – Steve Apter	PPG Framework now live Processes for monitoring and assuring PPE appropriateness and standards in place

Organisational Risk Register

Ref Number - 4	Risk Area		Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner
								Newest		Oldest			
Technological	Catastrophic failure of our mobilising system	1,4	Impact: Additional Control resources required Delay to dispatch of assets	Inherent Risk Level:			↔	↔	↔	↔	↔		Stew Adamson
				Likelihood	Severity	Risk							
				2	4	8							
				Residual Risk Level:									
				Likelihood	Severity	Risk							
			1	4	4								
			Tolerance Threshold:	Below									
Causes / Sources	Mitigations			Progress and Ownership of Mitigation								Effectiveness – Commentary	
One fire control in Partnership non-operational	Control functions transferred to another partnership			Current, tested practice. Owner – Stew Adamson								Partnership fully operational	
Partnership system becomes non-operational	Manual control system utilised			Current procedure for this in place and tested. Owner – Stew Adamson								Process well established	

Organisational Risk Register

Ref Number - 5		Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner
Inherent Risk Level:					Newest	Oldest							
Causes / Sources		Mitigations		Progress and Ownership of Mitigation					Effectiveness – Commentary				
Technological	Successful cyber-attack on our ICT infrastructure	1,2,4	<p>Impact: Computer systems not functioning</p> <p>Non-functioning control system – see risk above</p> <p>Loss of personal data</p> <p>GDPR breaches</p> <p>Reduced functioning of all departments</p>	Likelihood Severity Risk			<p>← ↔ ↔ ↔ →</p> <p>↓</p>	At Tolerance	Matt Robertson				
	3			4	12								
	Residual Risk Level:												
	Likelihood Severity Risk												
	3			2	6								
Tolerance Threshold:		At Tolerance											
External Cyber attack		Effective staff training to reduce chances of malicious emails being opened		Current and ongoing – Matt Robertson					Reduction of issues after initial IT transformation problems				
		Effective firewall and other security measures		Current and ongoing – Matt Robertson									
		Software updated and maintained		Ongoing – Matt Robertson									
Malicious system user		Staff vetting		Recruitment and retention, ongoing – Molly Rowland					Staff vetting in place. Ongoing systems security				
		Effective monitoring		Current and ongoing – Matt Robertson									
		Internal access/security systems		Current and ongoing – Matt Robertson									

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Organisational Risk Register

			procedures which are proving effective
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Ref Number – 6						Recent Trend					Risk Owner
Risk Area	Description and Impact	Our Priority	Risk Scores			Newest		Oldest			
Legal	Emerging changes to legislation (post Grenfell) Impact: Requirement for step-change in Fire Safety duties Additional legal liabilities	1,4,5	Inherent Risk Level:			↑	↔	↔	↔	↔	Stew Adamson
			Likelihood	Severity	Risk						
			3	3	9						
			Residual Risk Level:								
			Likelihood	Severity	Risk						
3	3	9									
Tolerance Threshold:			At Tolerance								
Causes / Sources	Mitigations		Progress and Ownership of Mitigation							Effectiveness – Commentary	
Legislation requiring additional fire safety inspections by competent Fire Safety Inspectors	Increase number of Fire Safety Inspectors		Ongoing - Stew Adamson							Awareness and monitoring of developments are ongoing as the situation advances	
	Reduce systems workload on Inspectors to improve efficiency		Ongoing - Stew Adamson								
	Improved partnership working with housing officers / councils		Ongoing - Stew Adamson								
Increase in potential liability	Improve fire safety training and knowledge for all responding staff		Ongoing - Stew Adamson							This is being monitored as developments are still ongoing	
	Increase number of fire safety inspectors		Ongoing - Stew Adamson								
	Exploration of insurance options		Ongoing – Matt Robertson								

Ref Number - 7											
Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner
						Newest		Oldest			
Environmental	Impacts of climate emergency <u>Impact:</u> Response to increase in severe weather-related incidents	1,3	Inherent Risk Level:			↔	↔	↔	↔	↔	Stew Adamson
			Likelihood	Severity	Risk						
			1	4	4						
			Residual Risk Level:								
			Likelihood	Severity	Risk						
1	3	3									
Tolerance Threshold:		At Tolerance									
Causes / Sources	Mitigations	Progress and Ownership of Mitigation								Effectiveness – Commentary	
Interruption of services and increase in demand	Resilience planning and preparations	Ongoing – Steve Apter								Benefits shown in 2014 events, ongoing learning and improvements occurring	
	Partnership working e.g. Environment Agency	Ongoing – Matt Robertson									
	Estate climate change resilience	Ongoing – Matt Robertson									
	Effective contribution to and benefits from LRF	Ongoing – Steve Apter									
	Ability to access funding reserves/Bellwin	Ongoing – Rob Carr									
Reputational damage if not responding to normal incidents	Effective comms for public and staff	Ongoing – Matt Robertson									

Ref Number – 8	Risk Area		Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner
								Newest		Oldest			
Economic	Future financial planning uncertainty	1,2,3,4	Impact: Inability to deliver services in usual manner	Inherent Risk Level:			↔	↔	↔	↔	↔	↑	Rob Carr
				Likelihood	Severity	Risk							
				4	4	16							
				Residual Risk Level:									
				Likelihood	Severity	Risk							
4	3	12											
Tolerance Threshold:			At Tolerance										
Causes / Sources	Mitigations			Progress and Ownership of Mitigation								Effectiveness – Commentary	
Reduced central government funding	Sufficient reserves and revenue contributions to reserves built into core budget			Ongoing – Rob Carr								Reserves are well established Degradation plan in existence	
	Contingency planning for reduced operating costs whilst maintaining appliance availability			Ongoing – Steve Apter									
	Contingency planning for further reduced operating costs with reduced appliance availability			Ongoing – Steve Apter									
Brexit	Situation Monitoring			Ongoing – Rob Carr								Impact on economy and supply chain costs being monitored	
	Sufficient reserves			Ongoing – Rob Carr									

Organisational Risk Register

Covid-19 impact on the national and global economy, future grant settlements and local reductions in council tax and business rates income.	Sufficient reserves and revenue contributions to reserves built into core budget	Ongoing – Rob Carr	Reserves are well established
	Contingency planning for reduced operating costs whilst maintaining appliance availability	Ongoing – Steve Apter	Degradation plan in existence
	Contingency planning for further reduced operating costs with reduced appliance availability	Ongoing – Steve Apter	Significant uncertainty going forward at this stage hence change to risk score

Ref Number – 9												
Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner	
						Newest			Oldest			
Societal	Contaminants risk leading to ill health in work force Impact: Increased staff ill health Potential future legal challenges	2	Inherent Risk Level:			↔						Stew Adamson
			Likelihood	Severity	Risk							
			4	4	16							
			Residual Risk Level:									
			Likelihood	Severity	Risk							
3	4	12										
Tolerance Threshold:			Below									
Causes / Sources	Mitigations		Progress and Ownership of Mitigation								Effectiveness – Commentary	
Fire Ground Contaminants	Health and Safety Scheme		On Going Live – Steve Apter								Current mitigations are reasonable and effective and further efforts are being made to understanding the risk and reduce any potential risk	
	Policy and Procedures		Complete – Stew Adamson									
	Fire Ground Gas Monitoring		On Going Development – Stew Adamson									
	Fire Ground Contaminant management on our estate and buildings		On Going Development – Matt Robertson									

Organisational Risk Register

Ref Number – 10												
Risk Area	Description and Impact	Our Priority	Risk Scores			Recent Trend					Risk Owner	
			Likelihood	Severity	Risk	Newest	Oldest					
Societal	<p>Unexpected Demand</p> <p>Impact:</p> <p>Increased workloads for staff increasing stress</p> <p>Increased workloads for staff inhibiting delivery of BAU</p> <p>Increased demand reducing ability to respond to other incidents</p>	1,2,3,4	Inherent Risk Level:									Steve Apter
			Likelihood	Severity	Risk							
			3	2	6							
			Residual Risk Level:									
			Likelihood	Severity	Risk							
3	1	3										
			Tolerance Threshold:		Below							
Causes / Sources	Mitigations		Progress and Ownership of Mitigation								Effectiveness – Commentary	
Coronavirus	Pandemic Management Team		Live team is active – Steve Apter								PMT effectively managing ongoing situation	
	Local Resilience Forum		Engagement with LRF – Steve Apter									
	Partnership Working		Engagement with partners and support requirements being monitored – Steve Apter									
Major Flooding	Partnership Working		Partnerships in place and being further developed with EA for response to Flooding – Stew Adamson								Plans in place and ongoing	
	Local Resilience Forum		LRF active Engagement through Resilience Team – Steve Apter									

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Organisational Risk Register

	Business Continuity Planning	BC Plans for spate conditions resulting in high demand in place – Steve Apter	
	Cross-border partnerships	Arrangements in place for support from other FRS’ - Stew Adamson	
Wildfires	Partnership Working	Partnerships in place with Forestry England, Councils, National Park Authorities and landowners to reduce risk of wildfires and improve response to them – Stew Adamson	Plans in place and ongoing
	Local Resilience Forum	LRF active Engagement through Resilience Team – Steve Apter	
	Business Continuity Planning	BC Plans for spate conditions resulting in high demand in place – Steve Apter	
	Cross-border partnerships	Arrangements in place for support from other FRS’ - Stew Adamson	
Industrial Accident	Local Resilience Forum	Engagement with LRF – Steve Apter	Plans in place and ongoing
	Business Continuity Planning	BC Plans for spate conditions resulting in high demand in place – Steve Apter	
	Cross-border partnerships	Arrangements in place for support from other FRS’ - Stew Adamson	

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Total Risk Score ranked by cumulative residual risk in live spreadsheet.

(To provide a broader picture and prevent overlooking an accumulation of lower risks)

PESTEL Analysis	Cumulative Inherent Risk	Cumulative Residual Risk	Trend
Sociological	37	25	
Environmental	20	16	
Political	24	14	
Economic	16	12	

Organisational Risk Register

Technological	20	10	
Legal	9	9	

Service Priority	Cumulative Inherent Risk	Cumulative Residual Risk	Trend
Our Communities (1)	95	65	
Our People (2)	91	57	
Public Value (3)	66	45	
High Performance (4)	70	42	
Learning & Improving (5)	9	9	

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Measures of Likelihood - Probability		
LEVEL	DESCRIPTOR	DESCRIPTION
1	Very unlikely	The event may occur only in exceptional circumstances.
2	Unlikely	The event could occur at some time.
3	Moderate	The event will occur at some time.
4	Likely	The event could occur in most circumstances.
5	Very likely	The event will occur in most circumstances.
Measures of Severity (Consequence)		
LEVEL	DESCRIPTOR	DESCRIPTION

Organisational Risk Register

1	Negligible	Minor local first aid treatment (e.g. minor cuts/abrasions), minimal work interruption
2	Minor	Injury requiring first aider treatment causing inability to continue with current work activity for 3 days or less. Minimal financial loss or damage.
3	Serious	Medical treatment required. RIDDOR over 7 day lost-time injuries. Moderate environmental implications. Moderate financial loss or damage. Moderate loss of reputation. Moderate business interruption.
4	Major	Permanent or life changing injuries. RIDDOR major injuries. High environmental implications. Major financial loss or damage. Major loss of reputation. Major business interruption.
5	Fatalities	Single or multiple deaths, stops the Originations from functioning

		LIKELIHOOD				
		1 Very Unlikely	2 Unlikely	3 Moderate	4 Likely	5 Very Likely
5 Major	SEVERITY	5	10	15	20	25
4 Serious		4	8	12	16	20
3 Moderate		3	6	9	12	15
2 Minor		2	4	6	8	10
1 Negligible		1	2	3	4	5



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Noted

Date: **3 June 2020**

Title: **ANNUAL STATEMENT OF EQUALITY**

Report of Chief Fire Officer

SUMMARY

1. The Equality Act 2010 established general and specific duties for public sector bodies in order to improve their equality performance. In order to meet the duties, Hampshire Fire and Rescue Service (HFRS) must publish equality information on an annual basis. The published information must be accessible to employees and members of the public.
2. This report and its appendix provides a snapshot of the HFRS equality information and highlights some of the actions we have undertaken to improve the diversity of our workforce.
3. Our workforce demographic is a continued reminder of our need for action on Inclusion and Diversity, but there has been positive progress, particularly in recruiting women into operational roles. There has been less progress in respect of our numbers of Black, Asian, Minority and Ethnic (BAME) staff. Therefore, we are actively working to gain a greater insight into the barriers of people from BAME backgrounds applying to join HFRS.
4. Despite efforts to encourage more employees to self-populate their personal data within ESS, gathering information on Sexual Orientation and Gender Identity remains a challenge and one to be progressed further by the Inclusion and Diversity team.

BACKGROUND

5. The Equality Act 2010 established a general duty for the public sector which aims to ensure that people with protected characteristics are not excluded, discriminated, or otherwise treated less favourably than anyone else, due to their protected characteristics. The protected characteristics covered by the general equality duty are age (including children and young people), disability, gender reassignment, pregnancy and maternity, race religion or belief, sex and sexual orientation.

6. In summary, organisations are required to comply with the general equality duty and must, in the exercise of their functions, have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act.
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
7. The general duty is further supported by specific duties that are intended to help public bodies improve their equality performance by improving their focus and transparency. One of the specific duties is to publish information relating to the employees who share protected characteristic and to do so in a manner that is accessible to the public.

HAMPSHIRE FIRE AND RESCUE SERVICE'S EQUALITY INFORMATION

8. Our equality information at **Appendix A** provides a snapshot of the Service's workforce demographics as at April 2020, based on information we currently collate in relation to gender, ethnicity and age.
9. The Service is pleased to be able to report increased percentages of female employees across all our employment groups. The biggest improvement has been amongst our on-call workforce where the percentage of females has increased from 5.4% to 7.8%. We believe this is largely attributable to the national on-call recruitment campaign and our effective use of social media to increase understanding of the role of an on-call firefighter.
10. Our employment of BAME staff remains very low at 1.2% of the workforce. Our Inclusion and Diversity Team has developed links with many local community groups and attends a number of events throughout the year where they represent HFRS. We need to strengthen these links to gain a greater understanding of the barriers that prevent members of these communities from joining HFRS.
11. Our current equality information is limited to gender, age and ethnicity. However, we are actively encouraging employees to use the updated functionality within Employee Self Service (ESS) to allow employees to enter more details about themselves. This will enable us to collate information on sexual orientation, religion/belief, gender identity and type of disability. The intention is that this will provide richer equality information in the future and help to inform our priorities in respect of inclusion and diversity.

HAMPSHIRE FIRE AND RESCUE SERVICE'S POSITIVE ACTION

12. To demonstrate our commitment to improving the diversity of our workforce, we have published a positive action statement that outlines our aspiration for our workforce to be reflective of our community as we believe this will improve the Service we provide and support our purpose to make life safer. It also outlines our intention to use positive action to encourage and support applications from groups who are under-represented in our workforce.
13. The Inclusion and Diversity Team have led a wide range of positive action activity to ensure we are reaching as many of our under-represented groups as possible. However, given our workforce demographics, there has been a specific focus on activities in BAME communities. Specific activities include:
 - Targeted social media campaign featuring female and BAME role models to reinforce message that being a firefighter is a job for all.
 - Using facebook advertising to promote recruitment 'have a go days' to specific target groups – this reached nearly 350,000 people.
 - Regular recruitment newsletter sent to those who have registered their interest at community events attended by the Inclusion and Diversity team. The newsletter provides information about 'have a go days', fitness standards, and updates them on the recruitment process and when it will go live.
 - Building strong networks with local Mosques, Gurdwaras and Hindi Vedic temples and providing information about the variety of roles within the fire service.
 - Regular radio interviews and adverts on Unity 101 promoting the fire service as a career choice and providing details of 'have a go days' in the local community.
 - Held a BAME focussed 'have a go day' in the St Mary's community where 80% of those attended identified as BAME.
 - The Fire REACH (Race, Ethnicity and Cultural Heritage) network are developing a questionnaire designed for members of our BAME communities to find out if there are any barriers to them seeing HFRS as a potential employer.
 - Focus groups are being established with partners from Unity 101 and Southampton Solent University and with those involved in Black History Month to improve engagement and understanding of our BAME communities.
14. The impact of Covid-19 has meant that some of our planned positive action activity and wholetime firefighter recruitment campaign has had to be postponed. However, this gives time for the team to develop further on-line materials and they continue to use social media to reach our under-represented groups. Maintaining and building on these relationships and partnerships is key to us increasing the diversity of our workforce.

SUPPORTING OUR SAFETY PLAN AND PRIORITIES

15. This paper supports the priority relating our people within the Safety Plan.

RESOURCE IMPLICATIONS

16. No additional resources have been identified.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

17. There are no environmental or sustainability concerns.

LEGAL IMPLICATIONS

18. Hampshire Fire and Rescue Service have a legal duty under:

- Section 149 of the Equality Act 2010 (public sector duty).
- The Equality Act 2010 (Specific Duties) Regulations 2011.

to collate and publish equality information on an annual basis, as well as equality objectives at least every four years.

PEOPLE IMPACT ASSESSMENT

19. The proposals in this report are compatible with the provisions of the European Convention on Human Rights and the Human Rights Act 1998.

20. The equality information in Appendix A is anonymous and has been scrutinised to ensure that individuals cannot be identified.

OPTIONS

21. Option A to note the contents of this report and endorse the recommendations.

22. Option B to not note the contents of this report and not endorse its recommendations.

RISK ANALYSIS

23. The Equality and Human Right Commission has a statutory duty to enforce the general and specific duty. Failure to do so can result in a compliance notice being issued.

CONCLUSION

24. HFRS has a general and specific duty under The Equality Act 2010 to publish equality information on an annual basis.

RECOMMENDATION

25. Option A: That the Annual Statement of Equality (Workforce Demographics) be noted by Hampshire Fire and Rescue Authority.

APPENDICES ATTACHED

26. Appendix A shows the workforce demographics as of April 2020.

Contact:

Molly Rowland, Director of People and Organisational Development,
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Annual Statement of Equality

Appendix A: Workforce Demographics

April 2020



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Staff Group	Headcount	% of workforce
Grey book - WDS	668	39.5%
Grey book - RDS	679	40.1 %
Control	39	2.3%
Green book including ICU	306	18.1%
Total	1692	

Gender – Male Workforce

Staff group	Headcount	Percentage	2019 percentage
Grey book – WDS	629	94.1%	95.3%
Grey book – RDS	633	93.2%	94.6%
Control	6	15.4%	15.8%
Green book including ICU	158	51.6%	50.9%
Total	1426	84.3%	85.7%

Gender – Female Workforce

Staff group	Headcount	Percentage	2019 percentage
Grey book – WDS	39	5.9%	4.7%
Grey book – RDS	46	7.8%	5.4%
Control	33	84.6%	84.2%
Green book including ICU	148	49.4%	49.1%
Total	266	15.7%	14.3%

Ethnicity

Ethnicity	Head Count	Percentage
01 - White British	1426	84%
02 - White Irish	5	0.3%
03 - White Other	46	2.7%
04 - Mixed Caribbean	4	0.2%
06 - Mixed Asian	3	0.2%
07 - Mixed Other	4	0.2%
08 - Indian	6	0.4%
11 - Other Asian	1	0.05%
12 - Black Caribbean	2	0.1%
16 - Other Ethnicity	4	0.2%
17 - No data provided	166	9.8%
18 - Prefer not to say	18	1.0%
19 - White Eastern European	5	0.3%
21 - Gypsy or Irish Traveller	2	0.1%

BAME

Contract type	Head Count	% Contract type
Green Book	9	2.9%
Grey Book - Retained	4	0.6%
Grey Book - WDS	7	1.05%

Age

Age Group	Headcount	Percentage
16 - 25	98	5.79%
26 - 35	413	24.41%
36 - 45	524	30.97%
46 - 55	501	29.61%
56 - 65	146	8.63%
66+	10	0.59%
Grand Total	1692	100.00%



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Approval

Date: **3 June 2020**

Title: **HFRS PAY POLICY STATEMENT**

Report of Chief Fire Officer

SUMMARY

1. Relevant authorities are required by section 38(1) of the Localism Act 2011 (openness and accountability in local pay) to prepare a Pay Policy Statement. Hampshire Fire and Rescue Service (HFRS) falls within the definition of a relevant authority and as such is required to prepare and publish a Pay Policy Statement.
2. Under the terms of the Localism Act, the Pay Policy Statement must be considered at a full meeting of Hampshire Fire and Rescue Authority (HFRA) and cannot be delegated to any sub-committee.
3. The Pay Policy Statement, attached at Appendix A, is correct at the time of writing for the 2020/21 financial year. It will need to be updated throughout the financial year if there is a pay review/award as this will change the details of the financial content and the corresponding assessment of multiples.

BACKGROUND

4. Increased transparency about how taxpayers money is used, including in the pay and reward of public sector staff, is now a legislated requirement.
5. A Pay Policy Statement for a financial year must set out the Authority's policies for the financial year relating to:
 - a) the remuneration of its Chief Officers
 - b) remuneration of Chief Officers on recruitment
 - c) the remuneration of its lowest-paid employees, and the relationship between the remuneration of its Chief Officers, and the remuneration of its employees who are not Chief Officers
 - d) increases and additions to remuneration for each Chief Officer
 - e) the use of performance-related pay for Chief Officers

- f) the use of bonuses for Chief Officers
 - g) the approach to the payment of Chief Officers on their ceasing to hold office under or to be employed by the Authority, and the publication of and access to information relating to remuneration of Chief Officers
 - h) the definition of “lowest paid employees” adopted by the Authority for the purposes of the statement, and the Authority’s reasons for adopting that definition.
6. For information the definition of ‘Chief Officers’ as set out in the Localism Act, is not limited to Heads of Paid Service or statutory Chief Officers. It also includes those who report directly to them, such as the Deputy Chief Fire Officer.
7. The Act sets out the minimum information Authorities are required to include in the Pay Policy Statements. Authorities can consider extending this pending their own structure. Therefore HFRS has extended its Pay Policy Statement to include all those roles within the Executive Group, that are directly employed by HFRS.
8. Approved Pay Policy Statements must be published on HFRS’s website as soon as is reasonably practicable after they are approved or amended.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

9. Approval and publication of the Pay Policy Statement discharges our obligations under the Localism Act 2011.

CONSULTATION

10. There is no requirement to conduct consultation on the content of the Pay Policy Statement. However, in the interests of being open, transparent and providing accountability in local pay, once approved the Pay Policy Statement must be published on the Service website as soon as is reasonably practicable.

RESOURCE IMPLICATIONS

11. Other than staff time preparing figures and writing reports, no others resource implications have been identified.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

12. The publication of the Pay Policy Statement has no impact on the environment or sustainability.

LEGAL IMPLICATIONS

13. Under section 38(1) of the Localism Act 2011 (openness and accountability in local pay), HFRS is required to prepare and publish a Pay Policy Statement.

PEOPLE IMPACT ASSESSMENT

14. The information contained in this report and the attached Pay Policy Statement which, if approved, will be published on the HFRS website is considered compatible with the provisions of equality and human rights legislation.
15. All employees of HFRS are paid in accordance with national pay frameworks and the grades of roles are determined through consistent job evaluation criteria. This ensure there are no adverse impacts for those with protected characteristics

OPTIONS

16. [RECOMMENDED] HFRA may choose to approve the Pay Policy Statement at Appendix A.
17. Alternatively, HFRA may choose to make some changes to the Pay Policy Statement at Appendix A, prior to publication. This may delay publication but does not present any other risks.
18. Failure to publish a Pay Policy Statement would be in contravention of the Localism Act. Therefore, this would be of significant risk to HFRA and is not a viable option.

RISK ANALYSIS

19. Approval and publication of the Pay Policy Statement discharges HFRA's obligations under the Localism Act 2011. Failure to do so in a timely fashion could result in concerns being raised from stakeholders, such as employees and trade unions, regarding the Service's approach to openness and transparency. This risk can be mitigated by ensuring the updated Pay Policy Statement is approved and published on the Service website as soon as is reasonably practicable.

EVALUATION

20. The publication of a Pay Policy Statement ensures that our communities are able to scrutinise the pay of our most senior officers and the pay frameworks for our employees. This requires the Service to take accountability for its policies on pay and reward and enables interested

stakeholders to consider the value of our Service to the communities it serves.

CONCLUSION

21. In accordance with section 38(1) of the Localism Act 2011 (openness and accountability in local pay), HFRS submits the Pay Policy Statement at Appendix A for consideration and approval by HFRA.

RECOMMENDATION

That Hampshire Fire and Rescue Authority approve

22. The Pay Policy Statement at Appendix A for publication on Hampshire Fire and Rescue Service's website.

APPENDICES ATTACHED

23. Appendix A - Pay Policy Statement 20/21

Contact: Molly Rowland, Head of People and Organisational Development,
07786 086543, molly.rowland@hants.gov.uk

APPENDIX A

Hampshire Fire and Rescue Service

Pay Policy Statement 2020/21

1. Introduction

- 1.1 The purpose of this Pay Policy Statement is to set out Hampshire Fire and Rescue Service's pay policies relating to its workforce for the financial year 2020/21, including the remuneration of its Chief Officers and lowest paid employees.
- 1.2 Under the terms of the Localism Act 2011, the Pay Policy Statement must be considered at a full meeting of the Hampshire Fire and Rescue Authority (HFRA) and cannot be delegated to any sub-committee.

2. Pay Framework

- 2.1 Pay for all employees of HFRS is determined by the Local Government Employers with the Employers' Sides of the National Joint Council for Local Authority Fire and Rescue Services, the Middle Managers' Negotiating Body, and the NJC for Brigade Managers of Local Authority Fire and Rescue Services, the Hampshire Fire & Rescue Authority locally and representative bodies nationally. Terms and conditions of employment for HFRS employees are set nationally with any variations negotiated and agreed locally.
- 2.2 The HFRS pay framework for non-operational support staff was implemented in April 2019 in line with National guidance, with the grade for each role being determined by a consistent job evaluation process. Pay awards for non-uniformed support employees are determined by the outcome of Local Government Employers' negotiations with the Trade Unions and are applied from April each year.
- 2.3 The HFRS pay framework for operational and Control staff was implemented in December 2003 following a rank-to-role exercise in line with National guidance. Pay awards for uniformed operational employees are determined by the outcome of Local Government Employers' negotiations with the Trade Unions and are applied from July each year.

3. Chief Officer Remuneration

- 3.1 With respect to Chief Officers' pay, this is agreed by the Hampshire Fire & Rescue Authority (HFRA). Taking into account relevant available information, including the salaries of Chief Officers in other comparable Fire & Rescue Services nationally, Chief Officer pay awards are based on NJC recommendations, together with an evaluation of their performance in role as determined locally with the HFRA. To support the annual review, information may be provided on inflation, earnings growth and any significant considerations from elsewhere in the public sector. The details of HFRS' Chief Officers pay is outlined in Appendix A.

3.2 The definition of Chief Officers (as set out in section 43(2)) is not limited to Heads of Paid Service or statutory Chief Officers. It also includes those who report directly to them, such as the Deputy Chief Fire Officer. Roles that form HFRS' Executive Group receive remuneration based on direct percentage proportions of the Chief Officer's pay and hence any agreed Chief Officer pay award (as described above) will be reflected in the remuneration of these employees. Therefore, these roles within the Executive Group are covered by the Pay Policy Statement and details of their pay is also outlined in Appendix A.

3.3 Chief Officer pay may be varied during a financial year (e.g. if the incumbent post holder were to leave and a replacement be recruited). Any changes to remuneration, (whether increases or decreases), in this situation, (or for any other legitimate reason) must be approved by the HFRA. The effects of any changes cascading from any change to other existing Executive Group employees would also require review and HFRA approval at that time.

4. Remuneration of the lowest paid employee

4.1 HFRS define the "lowest paid employee" as that post holder receiving the lowest (FTE) annual salary. This definition has been chosen as the most representative and equitable method for comparison with Chief Officer remuneration.

4.2 The lowest salary paid by HFRS is to employees at Grade A of the HFRS pay framework. The salary at this grade is £17,364pa equivalent to £9.00 per hour. This is above the the National Living Wage (NLW) of £8.21 per hour which was introduced from 1 April 2016 for workers aged 25 and over. However, there are currently no employees on Grade A. Therefore, the starting salary of the lowest paid employee within HFRS is those at Grade B who receive £18,065pa equivalent to £9.36 per hour.

5. Average remuneration of employees

5.1 The median average salary of an HFRS Green Book fte post is £28,778. This includes all Green Book posts but excludes incident command unit employees whose earnings vary considerably based on levels of operational activity and the volume of incidents to which they respond.

5.2 The median average salary of an HFRS Grey Book fte post is £34,491. This includes all operational posts and Control but excludes retained firefighters whose earning vary considerably based on levels of operational activity and the volume of incidents to which they respond.

6. Relationship between remuneration of Chief Officers and lowest paid employees

6.1 The remuneration of the Chief Officer represents a multiple of 8.9 of the salary at Grade B which is the lowest paid employees' salary. The relationship to the average Green Book staff salary is a multiple of 5.6 and to the average Grey Book staff salary it is a multiple of 4.7. HFRS relies on the transparency and equality of application of job evaluation processes to achieve equitable pay rates for all roles.

As such, there is no specific policy to set or achieve a particular pay multiple in relation to Chief Officer remuneration completed to the pay levels of other staff.

7. Policies relating to remuneration (including pensions)

- 7.1 Pension scheme employer contributions are detailed on Appendix A as part of Executive Group level salary costs. There are no special arrangements for Chief Officers in relation to pensions. All staff have the option to join the pension scheme relevant to their role and benefits under each scheme are based on contributions, final salary and length of time in the scheme.
- 7.2 Operational employees joining HFRS are eligible to join the New Firefighters Pension Scheme (NFPS). Existing operational employees, including Chief Officers may be members of the previously available Firefighters Pensions Scheme (FPS) or the NFPS. Non-operational employees are eligible to join the Local Government Pension Scheme (LGPS) as are some more senior operational employees who have taken re-employment after retiring from the FPS.
- 7.3 HFRS does not routinely award any employees or Chief Officers with additional payments based on their performance or pay any bonuses.
- 7.4 No special payments are made to employees or Chief Officers on leaving HFRS.
- 7.5 The management of redundancy in HFRS is detailed in the Redundancy Procedure.
- 7.6 HFRS does not permit the automatic re-engagement of staff after retirement.

APPENDIX A

Hampshire Fire and Rescue Service - Pay Policy Statement 2020/21

Salary details of Executive Group roles in Hampshire Fire and Rescue Service

Role	Salary at 1.3.20	Pension contribution*	Total Remuneration including pension contributions
	£	£	£
Chief Fire Officer	£161,521	£19,221	£180,742
Director of Risk & Strategy (Deputy Chief Officer)	£129,217	£28,040	£157,257
Director of Performance & Assurance (Assistant Chief Officer)	£121,129	£15,868	£136,997
Director of Operations (Assistant Chief Officer)	£121,129	£14,414	£135,543
Director of Corporate Resources	£96,910	£12,695	£109,605

*Figures based on actual employers pension cost for each based on the officers actual membership of a particular scheme – including 1992 Fire Scheme employers cost of 21.7%/New Fire scheme employers cost of 11.9/LGPS employer cost of 13.1%.



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Approval

Date: **3 JUNE 2020**

Title: **SPONSORSHIP AND CHARITY ENGAGEMENT POLICY
POSITION**

Report of Chief Fire Officer

SUMMARY

1. This report seeks approval to establish a clear policy position on Sponsorship and Charity engagement.
2. This report summarises the current position, risks, benefits and options available to Hampshire Fire and Rescue Service (HFRS) in relation to the governance of sponsorship and charity engagement.
3. HFRS actively engage in charity and sponsorship activities which bring benefit to our communities, staff or the organisation as a whole. However, there is currently no clear policy position or procedures in relation to these activities.
4. As a public organisation, it is essential that our conduct is held to the highest personal and professional standards. Acceptance of money or support in-kind necessitates appropriate levels of scrutiny. To comply with the Authority's financial regulations, control mechanisms are essential to avoid any suggestion of malpractice or financial mismanagement.

BACKGROUND

5. Sponsorship is defined as money or support in-kind to be paid to an organisation in return for an opportunity for the sponsor. For Hampshire Fire Rescue Authority sponsorship is a means of generating funding from alternative sources that would enable the Service to continue to deliver activities that fall out of scope of the Fire and Rescue Services Act (e.g. prevention initiatives, supporting cadets, open days and events).
6. Charity engagement is defined as an organisation or any of its employees publicly endorsing or supporting any external charity or the activities associated with an external charity.

7. Working in partnership, which includes the acceptance of sponsorship and collaboration with charities, is aligned with the Fire and Rescue National Framework which states that the Service must:
 - a) Achieve value for money
 - b) Manage their budgets and spend money properly and appropriately
 - c) Ensure the efficient and effective use of their resources, pursuing all feasible opportunities to keep costs down while discharging their core duties effectively
8. Seeking additional finance support through appropriate sponsors ensures that the Authority is pursuing all feasible opportunities to reduce costs. Although benefits are clear this approach does come with organisational risks which are outlined in this report.
9. HFRS requires a policy position on sponsorship and charity engagement in order to:
 - a) Safeguard the reputation of HFRA as the governing body of the Service
 - b) Ensure the Service adopts a consistent and professional approach towards the sourcing and governance of sponsorship and charity engagement
 - c) Ensure sponsors or charities do not compromise or bring into question the integrity and reputation of the Service's operations
 - d) Ensure the sponsorship and charity engagement agreements are robust and provide best value for money for the Service as well as offering attractive benefits for the sponsors
 - e) Ensure all sponsorship and charity engagement is transparent with provision for public scrutiny
 - f) Ensure no individual member of the Service seeks any personal benefit from a sponsorship or charity engagement arrangement, either in cash or in kind and to safeguard members of staff
 - g) Ensure there is a clear exit strategy if required, to cease a particular sponsorship or charity.
10. HFRS' current position is that sponsorship and charity engagement take place across the Service on an ad hoc basis. The Code of Conduct states:

Where an outside organisation wishes to sponsor or is seeking to sponsor a local government activity, whether by invitation, tender, negotiation or voluntarily, the basic conventions concerning acceptance of gifts or hospitality apply. Particular care must be taken when dealing with contractors or potential contractors.
11. There are currently no procedures or guidance available to staff to support them to conduct this activity within safe parameters. Staff are currently free to approach sponsorship and charity engagement as they personally see fit,

which is a high-risk approach both for the Service and individuals. This leaves HFRS open to both potential reputational and financial risks.

BENEFITS OF SPONSORSHIP AND CHARITY ENGAGEMENT TO THE SERVICE

12. Association with the Service is likely to be an attractive proposition for potential sponsors and charities. HFRS is respected, trusted and has the ability to communicate effectively with those that live, work and visit the county.
13. Benefits to the Service include:
 - a) The ability to support and further expand our non-legislative prevention activities (eg. prevention initiatives, supporting cadets, open days and events).
 - b) Increased media profile through coverage on the sponsor or charities website and related press activities.
 - c) Greater awareness of the Service as a viable option for sponsorship.
 - d) Access to new resources that will enable the Service to reach its target groups more effectively.
 - e) Provides a more cost-effective way to deliver our current projects and provides scope for new activities.
 - f) The Service are well placed to enable corporate sponsors to meet their corporate social responsibility aims and objectives.
 - g) Association with selected key charities supports HFRS activity, values and behaviours and enhance staff engagement.

PROPOSAL

14. It is recommended that HFRS should establish a sponsorship and charity engagement policy position, based on the principle that HFRS should only enter into sponsorship or charity arrangements with:
 - a) A sponsor or charity who has similar values, aims and ethos as the Service.
 - b) A sponsor or charity who has an inclusion and equality policy, or if not, accepts the terms and references of the Service's inclusion and equality policy.
 - c) A sponsor or charity whose values, practices or products are not in conflict with any Service policies.
 - d) A sponsor or charity who will not impose or imply conditions that would limit, or appear to limit, the Service's ability to carry out its functions fully and impartially.
 - e) A sponsor or charity whose sponsorship arrangements will only be entered into where there are clear benefits to the Service and/or the community.

GOVERNANCE ARRANGEMENTS

15. It is recommended that HFRS adopts the acceptable policy position set out by the Authority and that the Service then implements a sponsorship and charity engagement procedure, which will ensure any sponsorship or charity activities are appropriately governed. The procedure will be based on best practice guidance and will align with public sector agreed governing principles.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

16. This recommendation reduces the Service risk and support the following priorities:

- a) **Our People** – *We look after each other by creating great places to work and promoting the health, wellbeing and safety of our people:*

This proposal supports the safety of our staff by providing appropriate advice and guidance to avoid any accusations of bribery or corruption.

- b) **Public Value** – *we plan over the longer-term to ensure our decisions and actions deliver efficient and effective public services:*

This proposal supports public value by pursuing all feasible opportunities to reduce costs to the Service are explored. To find funding opportunities to support the delivery of projects/events in line with our priorities.

- c) **High Performance** – *our teams are trusted, skilled and feel equipped to deliver a leading fire and rescue service today and into the future:*

This proposal will enable our specialist teams to provide appropriate and robust advice and guidance to the wider Service.

RESOURCE IMPLICATIONS

17. There are no direct costs resulting from the proposals outlined within this paper. Increased focus on sponsorship should provide an improved pipeline for sponsorship revenue opportunities for the Service.
18. Sponsorship and charity engagement will form part of normal business under the accountability of the Partnerships and External Relationships team.
19. The level of management and oversight for financial sponsorship will be aligned to the HFRA Contract Standing Order thresholds.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

20. There are no positive or negative impacts to the environment or sustainability which may result due to this proposal.

LEGAL IMPLICATIONS

21. The Fire and Rescue Services Act Section 5A (1) states that:

“A relevant fire and rescue authority may do:

- a) ***anything it considers appropriate*** for the purposes of the ***carrying-out of any of its functions*** (its *“functional purposes”*);
- b) ***anything it considers appropriate*** for purposes ***incidental*** to its ***functional purposes***;
- c) ***anything it considers appropriate*** for purposes ***indirectly incidental*** to its functional purposes ***through any number of removes***;
- d) *anything it considers to be connected with:*
 - (i) *any of its **functions***; or
 - (ii) *anything it may do under paragraph (a), (b) and (c)*”.

22. On this basis, supporting non-legislative activity is within the Fire and Rescue Services Act functions and raising money via sponsorship to finance such activities will be incidental to the function where sponsorship is evidenced on a cost recovery basis. Sponsorship or other activity that is done on a more commercial basis, going beyond cost recovery would be commercial activity, which could only be done through a trading company

23. Engagement with a charity in order to enhance delivery of shared non-legislative objectives is within the Fire and Rescue Services Act functions.

24. Any arrangement must ensure compliance with the Bribery Act 2010. A key way to assist this is for any individuals involved in agreeing sponsorship agreements or charity engagement to not be directly involved with the procurement of goods or services.

25. Potential legal implications of not having a robust sponsorship and charity engagement policy in place include:

- a) Conflict of interests
- b) Fraud, corruption, bribery accusations
- c) Compromises procurement processes
- d) Public or legal disputes

PEOPLE IMPACT ASSESSMENT

26. The proposals in this report are compatible with the provisions of equality and human rights legislation.
27. An impact assessment has been carried out and the proposal has identified no direct adverse impacts. Positive impacts are identified to our stakeholders through an enhanced approach to engaging with HFRS providing clarity and transparency.
28. Positive impacts are identified for HFRS staff due to additional safeguards to ensure they are working within safe parameters with accessible and appropriate guidance. This will provide staff the capacity to achieve personal objectives and raise quality of delivery within this area. HFRS will benefit from higher level of security and assurance.

OPTIONS

29. **Option 1** – No action. The Service will continue to operate with a high level of risk due to ungoverned sponsorship and charity activity.
30. **Option 2** – A sponsorship and charity engagement policy to be established, aligned to the principles outlined within this paper. This procedure will ensure the Service adopts a consistent and professional approach towards the sourcing of sponsorship income and the engagement with charities.
31. It is recommended that Option 2 is approved since this approach provides robust governance for the Authority, Service and safeguards all staff involved in engaging external partners.

RISK ANALYSIS

32. A risk assessment for each potential sponsorship arrangement will be undertaken to determine the risks which the Service may face when engaging in a sponsorship arrangement and whether these risks are acceptable and can be managed.
33. Any identified risks associated with sponsorship and charity engagement activities will be managed as part of the Service risk management process.

EVALUATION

34. Evaluation of sponsorship and charity activity will be recorded and monitored as part of the Partnerships Register. This activity will form part of Partnerships and External Relationships team routine evaluation activity.

CONCLUSION

35. This report summarises the current position, risks and benefits of sponsorship and charity engagement.
36. This report outlines the legislative and reputational risks associated at the lack of governance in this area of the organisation.
37. This report recommends the principles and the governance approach that would best protect HFRA and HFRS.

RECOMMENDATION

38. That the Policy Statement at Appendix A be approved by Hampshire Fire and Rescue Authority.

APPENDICES

Appendix A – Policy Statement

Contact:

Matt Robertson, Director of Corporate Services,
matt.robertson@hantsfire.gov.uk

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Sponsorship, Charity Support and Partnerships

Pol/18/01 | Partnerships & External Relationships

Next review due: 01/08/2022



HAMPSHIRE
FIRE AND
RESCUE
SERVICE



ISLE OF WIGHT
FIRE AND
RESCUE
SERVICE

Policy Statement

In delivering its public function the Fire Authority will work closely with partners across the public, private and third sector. In doing so it will be transparent and open about the purpose and benefits of such relationships.

When engaging in charity and sponsorship activities it will ensure that any proposals bring demonstrable benefit to our communities, staff or the organisation and make a significant contribution towards the agreed priorities within the Safety Plan.

Potential partnering or sponsoring organisations must align with our values, support the successful delivery of our priorities and how they contribute to making life safer will be considered. Any donation, sponsorship or support will not impose or imply conditions that would limit, or appear to limit, the Service’s ability to carry out its functions fully and impartially.

A register of these organisations will be held by the Service and reviewed periodically.

Scope

The policy applies to all staff groups – green, grey and gold book – including any volunteers, contractors or agency workers.

Updates

Section	What’s been updated and why	Date updated	Who updated
Policy Statement	First draft	Feb 2020	Strategic Relationships Mgr.

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Agenda Item 16

AT A MEETING of the HFRA Standards and Governance Committee held at Fire and Police HQ, Eastleigh on Monday 2 March 2020

Chairman:

* Councillor Liz Fairhurst

Vice-Chairman:

* Councillor Sharon Mintoff

* Councillor Jonathan Glen

Councillor Geoffrey Hockley

* Councillor Roger Price

*Present

Also present with the agreement of the Chairman:
Councillor Chris Carter, HFRA Chairman

93. **APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Geoff Hockley.

94. **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 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.

No interests were declared.

95. **MINUTES OF PREVIOUS MEETING**

The minutes of the last meeting held on the 22 October 2019 were reviewed and agreed.

96. **DEPUTATIONS**

There were no deputations on this occasion.

97. **CHAIRMAN'S ANNOUNCEMENTS**

There were no Chairman's announcements on this occasion.

98. **EXTERNAL AUDIT PLANNING REPORT**

The Committee received the External Audit Planning report and the Annual Audit Letter (Item 6 in the Minute Book) presented by Ernst and Young.

Members were taken through the report and in relation to audit risks and areas of focus as highlighted in section one, page 15 of the agenda pack. Members noted that there were few changes to risk or focus from the previous year, but attention was drawn to the new accounting standard which was a new risk identified this year. Section two, page 19 of the agenda pack detailed External Audit's response to the significant risk of misstatements due to fraud or error, and it was heard that a programme of work was being undertaken by External Audit in response to this, which would focus on areas such as appropriateness of journal entries and assessing accounting estimates.

Other areas of audit focus were outlined which included valuation of land and buildings, pension liability valuation and IFRS 16 leases. In relation to pension liability valuation, Members queried the need for actuaries to complete work when the valuation had already been set by government. Officers informed Members that they would look into this further.

Section three of the report detailed the value for money risks and it was explained that this risk assessment was ongoing through to the year-end and any risk identified would be brought to the Committee's attention in future. It was highlighted that the rest of the report was standard reporting and Members noted this and the Annual Audit Letter. In response to Member questions on how this information would be relayed to the HMICFRS, it was noted that the inspectorate would look at how the Service was operating in relation to governance areas.

RESOLVED:

- i) That the Standards and Governance Committee received and considered the External Audit Plan for 2019/20 and considered any recommendations for the Full Authority.
- ii) That the Standards and Governance Committee noted the final Annual Audit Letter for 2018/19.

99. **INTERNAL AUDIT PROGRESS REPORT 2019/20**

The Committee received a report of the Chief Internal Auditor, providing a progress report on Internal Audit for 2019/20 (Item 7 in the Minute Book). The report was introduced and Members attention was drawn to page 81 of the agenda pack which detailed the rolling work programme. It was noted that there

would be an awareness raising piece of work undertaken on fraud related issues.

Officers highlighted that a periodic survey was due to be sent to Members imminently and that feedback on the services provided by the Southern Internal Audit Partnership would be welcomed. There had been no reports with a limited assurance opinion issued since the last progress report to Committee. Members were content with the report and no questions were raised.

RESOLVED:

That the progress in delivering the internal audit plan for 2019/20 and the outcomes to date was noted by the HFRA Standards and Governance Committee.

100. INTERNAL AUDIT CHARTER AND INTERNAL AUDIT PLAN 2020/21

The Committee received a report of the Chief Internal Auditor detailing the Internal Audit Charter and Internal Audit Plan 2020/21 (Item 8 in the Minute Book). It was explained that the Charter set out at Appendix A was a requirement of the Public Sector Internal Audit Standards and this was a standard document with no significant change since Members reviewed it last year. Members attention was drawn to the Internal Audit Plan at Appendix B, and it was explained that it is important that The Plan reflects the needs of The Service going forward and as such had been compiled in consultation with HFRS. It was noted that the audit approach in relation to Shared Services changed from 1 April 2019, with the approach set out in paragraphs 6-7 of the report. To prevent duplication of work, the internal audit plan only includes areas of Shared Services that are outside of the scope of the ISAE 3402 work conducted by Ernst and Young.

In response to questions, it was explained that the Q3 timing for the Disaster Recovery and Business Continuity review was considered appropriate as it allows time for changes to become embedded throughout HFRS. Members also heard that the updated Risk Register would be brought to a forthcoming Authority meeting.

RESOLVED:

That the Standards and Governance Committee approved the Internal Audit Charter and the 2020/21 Internal Audit Plan for Hampshire Fire and Rescue Authority.

101. INTERNAL AUDIT MANAGEMENT ACTIONS PROGRESS REPORT

The Committee received a report of the Chief Fire Officer providing a progress update on Internal Audit Management Actions (Item 9 in the Minute Book).

Members were taken through the report and attention was drawn to the table at paragraph 11 which detailed the Internal Audit Management Actions. It was

heard that some areas identified had been very complex to resolve, and an example of this was the issue of pay claims.

Members were content with the report and no questions were raised.

RESOLVED:

That the Standards and Governance Committee noted the significant progress made towards the implementation of the internal audit management actions.

102. **HMICFRS 2018/19 ACTION PLAN AND 2020 INSPECTION READINESS PROGRESS REPORT**

The Committee received a report on the HMICFRS 2018/19 Action Plan which also detailed progress in preparing for the 2020 Inspection (Item 10 in the Minute Book).

Officers explained that the Action Plan had been developed in response to the findings of the HMICFRS inspection report published in December 2018 to address the one cause for concern and numerous improvement points. Members heard that in relation to preparing for the upcoming inspections, a Service Liaison Lead had been allocated, which was a key role in carrying out preliminary pre-inspection visits to both HFRS and IWFRS. Progress with preparing for the forthcoming inspections was detailed, and it was heard that working groups had taken place and also engagement with the Inspectorate on individual levels.

Members also noted that the self-assessment process for the second cycle of inspections had been revised, and the questions would relate to actions taken place since the previous inspection. It was explained that the self-assessment process would enable the Inspectorate to have a better understanding of the Service. In relation to the diagnostic sections of the report, it was explained that internal officer led scrutiny had increased in the last few months to complete and close the diagnostics identified (areas of improvement). Members noted that seven had been completed and six were on target to be completed, with one was in progress against a revised completion date. Officers highlighted that progress was being made in addressing the cause for concern diagnostic as detailed in paragraphs 60 – 63 of the report which included the development of a new Personal Development Review Process.

Members raised questions in relation to separate inspections of both HFRS and IWFRS when both Authorities were in transition towards a shared service. It was heard that this was a decision of the Inspectorate, and the two Authorities were currently still separate, but it was thought the Inspectorate would be mindful of the transition.

In response to Members queries relating to the three day course as highlighted in paragraph 49, it was heard that these courses had commenced and whilst not mandatory, managers were strongly encouraged to attend where there was a need following conversations as part of the leadership framework.

Members also asked questions relating to diversity and ensuring the workforce was more representative. It was noted that Leading with Impact courses had been held and were open to all female firefighters. Officers highlighted the significant work that had also been undertaken in relation to recruitment and ethnic minority groups.

RESOLVED:

i) That the progress made towards the delivery of the HMICFRS 2018/19 Action Plan was noted.

(ii) That the progress made against the Inspection Readiness Plan 2020/21 was noted.

Chairman,

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