

Public Document Pack



**Hampshire
& Isle of Wight**
FIRE & RESCUE AUTHORITY

NOTICE OF MEETING

<i>Meeting</i>	Hampshire and Isle of Wight Fire and Rescue Authority	<i>Clerk to the Hampshire & Isle of Wight Fire and Rescue Authority</i> CFO Neil Odin
<i>Date and Time</i>	Tuesday, 20th June, 2023 10.30 am	<i>Fire & Police HQ</i> <i>Leigh Road,</i> <i>Eastleigh</i> <i>Hampshire</i> <i>SO50 9SJ</i>
<i>Place</i>	Room X - Hampshire & IOW Fire & Police HQ, Eastleigh	
<i>Enquiries to</i>	<u>members.services@hants.gov.uk</u>	

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

Agenda

1 ELECTION OF CHAIRMAN

To appoint a Chairman until the Annual Meeting of the Authority in 2024.

2 ELECTION OF VICE CHAIRMAN

To appoint a Vice Chairman until the Annual Meeting of the Authority in 2024.

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 - 11 APRIL 2023** (Pages 5 - 8)

To approve the minutes from the Full Authority meeting that took place on 11 April 2023.

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 Combined Fire Authority.

9 **APPOINTMENTS REPORT** (Pages 9 - 24)

To consider a report from the Monitoring Officer, which seeks various appointments to the Hampshire and Isle of Wight Fire and Rescue Authority (HIWFRA) for 2023-24.

10 **OUTTURN REPORT** (Pages 25 - 64)

To consider a report from the Chief Financial Officer, which provides a summary of the revenue outturn position for the Hampshire and Isle of Wight Fire and Rescue Service for the 2022/23 financial year.

11 **END OF YEAR PERFORMANCE REPORT** (Pages 65 - 102)

To consider a report from the Chief Fire Officer, which explores how the Service performed against its priorities over the last year.

12 **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 Paragraphs 1 and 4 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.

13 **OUTTURN REPORT - EXEMPT APPENDIX B2 (Pages 103 - 106)**

An exempt appendix supporting Item 10 on the agenda.

14 **EXEMPT MINUTE - 11 APRIL 2023 (MEMBERS ONLY)**

To approve the exempt minute from the Full Authority meeting that took place on 11 April 2023

15 **PRINCIPAL OFFICERS LOCAL PAY AWARD (MEMBERS ONLY)**

To consider an exempt report from the Chief Financial Officer on the Principal Officers Local Pay Award.

ABOUT THIS AGENDA:

This agenda is available through the Hampshire & Isle of Wight 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.

This page is intentionally left blank

Agenda Item 5

AT A MEETING of the Hampshire and Isle of Wight Fire and Rescue Authority
held at Fire & Police HQ, Eastleigh on Tuesday 11th April, 2023

Chairman:

* Councillor Rhydian Vaughan MBE

- | | |
|---------------------------------|-----------------------------|
| * Councillor Zoe Huggins | * Councillor David Harrison |
| * Councillor Tony Bunday | Councillor Karen Lucioni |
| * Councillor Cal Corkery | * Councillor Keith Mans |
| * Councillor Debbie Curnow-Ford | * Councillor Derek Mellor |
| * Councillor David Drew | * Councillor Roger Price |

Also present with the agreement of the Chairman: Donna Jones, Hampshire Police and Crime Commissioner.

161. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Karen Lucioni. The Chairman also extended a welcome to Councillor David Drew from Hampshire County Council for his first meeting.

162. DECLARATIONS OF INTEREST

Members were mindful to disclose to the meeting any disclosable pecuniary interest they may have in any matter on the agenda for the meeting, where that interest was not already entered in the Authority's register of interests, along with any other pecuniary or non-pecuniary interests in any such matter that Members wished to disclose.

163. MINUTES OF PREVIOUS MEETING - 21 FEBRUARY 2023

The minutes of the last meeting were reviewed and agreed.

164. DEPUTATIONS

There were no deputations for the meeting.

165. CHAIRMAN'S ANNOUNCEMENTS

The Chairman confirmed attendance at the opening of Bishops Waltham Fire Station on 27 March and thanked those who attended the volunteer recognition event that took place on the 28 March.

The Chairman also paid tribute to Watch Manager Arron Jepp, who had sadly passed away after a period of ill health. Arron was a highly regarded member of Rushmoor's White Watch and On-call team for many years and had served in a wholtime and on-call capacity and as a Prince's Trust team leader.

166. **MEMBER DEVELOPMENTS**

Members provided the following updates:

- Councillor Roger Price had attended a meeting of the Fareham Fire Safety Partnership and confirmed that Community Safety Partnerships (CSP) were being reviewed by central government. It was suggested that a paper return to the Authority on the arrangements around domestic violence and terrorism within the Serious Violence Duty^[1], which would be wider reaching than before;
- Councillor Derek Mellor had attended the Fire Leadership Course, which had generated some useful discussions with other Authorities;
- Hampshire Police and Crime Commissioner (PCC) Donna Jones confirmed that the CSP review was far reaching and funding had been set aside to the PCC to ensure duties were being met.

^[1] <https://www.gov.uk/government/publications/serious-violence-duty>

167. **APPOINTMENTS REPORT**

The Authority received a report from the Monitoring Officer (item 7 in the minute book), which sought approval for Committee changes following a change in the membership on the Hampshire and Isle of Wight Fire and Rescue Authority (HIWFRA).

Members were happy with the report and there were no questions.

RESOLVED

- a) The Authority noted the updated political composition of the Authority as attached in Appendix 1 and the proportional allocation of seats on the Authority's Committees remained as agreed at the Authority's Annual Meeting on 14 June 2022.
- b) Councillor David Drew was appointed in place of Councillor Gary Hughes as a Conservative member on Standards & Governance Committee.
- c) Councillor David Drew was appointed in place of Councillor Gary Hughes as the conservative deputy on the 3SFire CIC Stakeholder Committee.
- d) Councillor Huggins was appointed to the Principal Officer Pay Working Group.
- e) All other appointments remained as agreed at the Authority's Annual General Meeting on 14 June 2022.

168. **ANNUAL PAY POLICY STATEMENT**

The Authority considered a report from the Chief Fire Officer (item 8 in the minute book), which sought approval for the Pay Policy Statement for publication on Hampshire and Isle of Wight Fire and Rescue Service's website.

It was confirmed that Hampshire and Isle of Wight Fire and Rescue Service compared well with similar authorities. Once pay awards had been finalised, the document could be updated and republished and this would come to the Authority for approval.

RESOLVED

- a) Hampshire and Isle of Wight Fire and Rescue Authority approved the Pay Policy Statement at Appendix A for publication on Hampshire and Isle of Wight Fire and Rescue Service's website.

169. **OPEN MINUTES FROM THE 3SFIRE CIC STAKEHOLDER COMMITTEE - 14 MARCH 2023**

The Authority noted the open minutes from the 3SFire CIC Stakeholder Committee meeting that took place on 14 March 2023.

170. **EXCLUSION OF PRESS AND PUBLIC**

It was agreed 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 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 outweighed the public interest in disclosing the information, for the reasons set out in the reports.

171. **EXEMPT MINUTES FROM THE 3SFIRE CIC STAKEHOLDER COMMITTEE - 14 MARCH 2023**

The Authority noted the exempt minutes from the 3SFire CIC Stakeholder Committee meeting that took place on 14 March 2023, acknowledging the success of 3SFire CIC and benefit to the community.

172. **PRINCIPAL OFFICER LOCAL PAY AWARD (MEMBERS ONLY)**

The Authority received an updated from the Chief Financial Officer (item 12 in the minute book) and Chairman of the Principal Officer Pay Working Group [SEE EXEMPT MINUTE]

Chairman,

This page is intentionally left blank



Hampshire & Isle of Wight

FIRE & RESCUE AUTHORITY

HIWFRA Full Authority

Purpose: Approval

Date: **20 JUNE 2023**

Title: **APPOINTMENTS REPORT**

Report of Monitoring Officer

SUMMARY

1. This report seeks approval to the proportional allocation of members to the Hampshire and Isle of Wight Fire and Rescue Authority's (HIWFRA) Standards and Governance Committee and to the 3SFire CIC Stakeholder Committee. The report also seeks appointment of members and the respective Chairman and Vice-Chairman to serve on those Committees, as well as the Hampshire and Isle of Wight Firefighters' Pension Board, and to various other appointments.
2. The report also requests approval of various general dispensations for members of the Authority, to manage potential interests in respect of the precept setting and receipt of member allowances.

BACKGROUND

SIZE AND POLITICAL COMPOSITION OF COMMITTEES

3. Under the Combination Order, from 1 April 2021 the number of members of the Combined Fire Authority is 11. These are comprised of 8 from Hampshire County Council and one from each of the Isle of Wight, Portsmouth and Southampton City Councils.
4. Following the local elections held on 4 May 2023, the political composition of the Hampshire and Isle of Wight Fire and Rescue Authority (HIWFRA) is attached at Appendix 1.

5. The political proportionality provisions of the Local Government and Housing Act 1989 apply to the Authority. These include a requirement that where one political group has an overall majority, that group must have a majority on any Committee. The proposed proportionality table for 2023/24 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. A list of currently scheduled meetings can be found at Appendix 3.

PENSION BOARD MEMBERS

6. Firefighters’ Pensions Boards became mandatory from April 2015. Under the combination scheme, there was a requirement to have one Pension Board for the new combined authority from 1 April 2021. The membership of the HIWFRA Firefighters’ Pension Board, consists of four employer representatives and four 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 Firefighters’ 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 in any item of business where there could be a conflict and not taking part in discussions.

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

Employer Representatives:		Scheme Members:	
	Appointment effective from:		Appointment effective from:
Stew Adamson	1 April 2021	Richard North	1 April 2021
Cllr Roger Price	1 April 2021	Richard Scarth	1 April 2021
Dan Tasker	1 April 2021	Mark Hilton	1 April 2021
Sean Harrison	1 April 2021	Ross Singleton	1 April 2021

OTHER AUTHORITY APPOINTMENTS

7. Additional appointments are as follows:
 - (a) Authority Policy Advisory Group (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 (now referred to as the Safety Plan). It has also been used as a useful cross-party group to discuss and inform members about matters of urgency. At the June 2022 AGM, the Authority agreed to appoint all Members of the Hampshire Fire and Rescue Authority to APAG and it is proposed that all Members are re-appointed for 2023/24.

- (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 Mellor (Chairman), Price and Hughes (later Cllr Huggins) were appointed to this Group for one year in June 2022.
- (c) Minority Group Spokespersons – A Minority Group Spokesperson's position is set out in the Members' Allowances Scheme. The Liberal Democrat and Independent Group is asked to confirm their appointment to this position and to inform the Clerk accordingly.
- (d) Independent Persons – At the Standards and Governance Committee meeting on the 24 February 2021 following a working group to recruit, it was formally proposed that two independent persons be appointed to HIWFRA at its AGM in June 2021 for a four-year term with an allowance of £100 per annum each. Members are asked to note this continued arrangement for the third year.
- (e) 3SFire CIC Shareholder Representative – Pursuant to Article 42 of the Articles of Association of 3SFire CIC, the Authority is asked to appoint a Shareholder Representative, which is proposed to be the Chairman of the Stakeholder Committee.
- (f) 3SFire CIC Directors – Members should note that Article 22 of the Articles of Association require that the company shall have between three and seven directors. The company currently has 3 directors.
- (g) Members' Allowance Scheme – At its meeting in February 2022, the Authority adopted a new Members' Allowance Scheme for the period 1 April 2022 to 31 March 2026. The allowances in the scheme were to be increased in line with increases to the national NJC pay framework. The pay award was finalised in February 2022 and members are asked to note the current allowances in the Members' Allowances Scheme as set out at Appendix 4.

DEPUTY CHIEF FIRE OFFICER SECONDMENT

8. With effect from mid-May 2023 the Deputy Chief Fire Officer, Shantha Dickinson, was seconded to HMICFRS for up to 1 year. As a consequence, it has been necessary for the Chief Fire Officer to implement temporary acting up arrangements, in order to ensure continuity and appropriate Deputy Chief Fire Officer cover. Therefore, Stew Adamson, Director of Operations/Assistant Chief Fire Officer, has been appointed on a temporary, "acting" basis as the Deputy Chief Fire Officer for the duration of the substantive Deputy Chief Fire Officer's secondment.

GENERAL DISPENSATIONS FOR MEMBERS

9. Where members have a disclosable pecuniary interest in an item of Authority business then they are precluded from participating in either a discussion or a vote on that item (Part 7 of the Localism Act 2011). A beneficial interest that a member or their spouse/civil partner has in land within the administrative area of the Authority must be registered as a disclosable pecuniary interest. Members who have such interests could be seen to have a prejudicial interest in a decision to set the precept. The Government has previously issued guidance stating that in its view, elected members of a Local Authority do not have a prejudicial pecuniary interest in a decision to set council tax (or by extension to a Fire and Rescue Authority, a decision to set a precept). However, many Local Authorities have chosen to err on the side of caution and grant a dispensation to all members in respect of setting council tax or precepts, to remove any doubt.
10. Members are also required to disclose as a pecuniary interest any 'employment, office, trade, profession or vocation carried on for profit or gain'. Whilst Members hold public office, such office is arguably not carried out 'for profit or gain' for the purposes of the legislation. The receipt of member allowances is compensatory (relating to time spent and expenses incurred) and therefore does not mean a Member's role is 'carried out for profit or gain'. On this basis, the fact that members receive allowances under the Authority's Members Allowance Scheme (or another Authority's Members' Allowance Scheme) should not constitute a DPI and should not prevent a Member from participating in the business of the Authority. However, once again, to remove any element of doubt it is recommended that a dispensation is granted, so that there is no question Members in receipt of an allowance are able to participate or vote on any item of Authority business.
11. In the circumstances, it is recommended that the Authority approves general dispensations to members for the next year in respect of both

interests in land and receipt of allowances, as set out in the recommendations below.

AUTHORITY MEETING SCHEDULE

12. The current schedule of meetings for the Authority and its committees for the coming year is set out at Appendix 3. The Authority is asked to approve this, noting that the Authority may at subsequent meetings decide to vary the dates of any meetings.

RESOURCE IMPLICATIONS

13. There are no financial or resource implications from the content of this report.

IMPACT ASSESSMENTS

14. There are no specific equality or other impacts arising from the proposals contained in this paper.

LEGAL IMPLICATIONS

15. The Authority's appointments and governance arrangements should be kept up to date in order to ensure lawful decision making and good governance. The proposals in this paper ensure that the Authority's governance arrangements are up to date and compliant with Local Government legal requirements.

OPTIONS

16. Option 1 (Recommended) – The Authority is asked to make the appointments and agree the suggested dispensations as set out above.
17. Option 2 – That HIWFRA does not make the relevant appointments or grant the suggested dispensations.

RISK ANALYSIS

18. Option 1 ensures that the Authority's governance arrangements are up to date, its committees are properly constituted and issues relating to conflicts are properly managed.
19. Option 2 would mean the Authority's governance arrangements are not compliant with local government legal principles which could ultimately lead to challenges to decision making.

CONCLUSION

20. It is recommended that the Authority makes the appointments for the reasons outlined in the report above and grants the suggested dispensations. This will ensure the Authority's governance arrangements are up to date and compliant with local government law. This will in turn ensure good governance and will also minimise the risk of challenge to the Authority's decision making.

RECOMMENDATIONS

21. That the Authority approves the current schedule of meetings of the Authority and its committees for the coming year at Appendix 3.
22. That, for the purposes of Part 1 of the Local Government and Housing Act 1989, the Authority agrees that the allocation of seats on the Standards and Governance Committee, and the Stakeholder Committee of the Authority be as set out in Appendix 2 of the report.
23. That the Authority appoint members of the Standards and Governance Committee, and the Stakeholder Committee and their respective Chairmen and Vice-Chairmen following the agreed allocation of seats at paragraphs 5 and 26 (above). That, with regards to the Pension Board, the Authority considers the position as set out in paragraph 6 of the report and notes the appointments as set out in paragraph 6 of the report.
24. That the Authority agrees that APAG includes all appointed HIWFRA Members as set out in paragraph 7a of the report, until the AGM in 2023.
25. 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 7b of the report, until the AGM in 2023.
26. That the Minority Group Spokesperson for the Liberal Democrat and Independent Group is confirmed until the annual meeting of the Authority in 2024, as set out in paragraph 7c of the report.
27. That the Authority note the current appointments of the Independent Persons for HIWFRA as referred to in paragraph 7d.
28. That the Authority agrees that the Chairman of the Stakeholder Committee be appointed as the Shareholder Representative for 3SFire CIC pursuant to Article 42 of the Articles of Association of 3SFire CIC as set out in paragraph 7e of the report, until the annual meeting of the Authority in 2024.
29. That the Authority grants dispensations under Sections 33(2)(a) and (d) of the Localism Act 2011, expiring on 30 June 2024, in respect of the provisions of Sections 31(4)(a) and (b) of the Localism Act:
 - a) to all Members to enable them to participate and vote in any business of the Authority relating to the setting of Council Tax or

Precepts, when they would otherwise be prevented from doing so in consequence of a beneficial interest in land within the administrative area of the Authority; and

- b) to all Members in receipt of an allowance under the Authority's Members' Allowances Scheme or another Authority's Members' Allowances Scheme, enabling them to participate and vote in any business of the Authority where they may otherwise be prevented from doing so in consequence of being in receipt of a Members' Allowance.
30. That the Authority notes the updated Members' Allowance Scheme as set out at Appendix 4.
31. That the Authority notes and endorses the secondment of the Deputy Chief Fire Officer to HMICFRS and the associated temporary appointment of Stew Adamson as the acting Deputy Chief Fire Officer to cover for the substantive Deputy Chief Fire Officer's period of secondment.

APPENDICES ATTACHED

- 32. Political Composition – Appendix 1
- 33. Proportionality – Appendix 2
- 34. Current HIWFRA meeting schedule for 2023/24 - Appendix 3
- 35. Members Allowance Scheme – Appendix 4

Contact: Paul Hodgson, Monitoring Officer
paul.hodgson@hants.gov.uk

Appendix 1:

Membership and political composition of Hampshire and Isle of Wight Fire and Rescue Authority, following local elections and subsequent Hampshire, Portsmouth, Southampton and Isle of Wight annual Council meetings in May 2023:

Councillor:	Political Party/Group	Appointing Authority
Fran Carpenter	Conservative	Hampshire County Council
David Drew	Conservative	Hampshire County Council
Sally Goodfellow	Labour	Southampton City Council
David Harrison	Liberal Democrat	Hampshire County Council
Zoe Huggins	Conservative	Hampshire County Council
Karen Lucioni	Independent	Isle of Wight Council
Hugh Lumby	Conservative	Hampshire County Council
George Madgwick	Independent	Portsmouth City Council
Derek Mellor	Conservative	Hampshire County Council
Roger Price	Liberal Democrat	Hampshire County Council
Rhydian Vaughan	Conservative	Hampshire County Council

This page is intentionally left blank

Appendix 2

Proposed HIWFRA Proportionality from June 2023:

	Conservatives	Lib Dem and Ind	Labour		Seats
Members:	6	4	1		11
Standards & Governance Committee	3	2	0		5
(3SFire) Stakeholder Committee	3	1	1		5
Total	6	3	1		10
Entitlement	5.5	3.6	0.9		
Rounded	6	4	1		
Balance	0	-1	0		

This page is intentionally left blank

Hampshire and Isle of Wight Fire & Rescue Authority (HIWFRA)

Meetings 2023-24

HIWFRA Full Authority

25 July 2023
10 October 2023
5 December 2023
27 February 2024
9 April 2024

HIWFRA Standards & Governance Committee

24 July 2023
27 September 2023
11 December 2024
18 March 2024

HIWFRA Firefighter's Pension Board

5 July 2023
12 October 2023
29 January 2024
18 April 2024

HIWFRA 3SFire CIC Stakeholder Committee

10 October 2023
27 February 2024

(Some meetings may need to change or be rescheduled throughout the year. This list is correct as of June 2023)

This page is intentionally left blank

Hampshire and Isle of Wight Fire and Rescue Authority Members' Allowances Scheme – 2022-2026

This scheme is made by Hampshire and Isle of Wight Fire and Rescue Authority (HIWFRA) in accordance with the provisions of the Local Authorities (Members' Allowances) (England) Regulations 2003 and is effective from 1 April 2022 until 31 March 2026.

1. A Basic Allowance of £6,569 per annum shall be paid to each properly appointed Member of HIWFRA (excluding Deputy Members, where appointed).
2. A special responsibility allowance (SRA) shall be paid to those Members who hold the offices of special responsibility listed in the table below and the amount of each allowance shall be the amount specified.
3. Should a Member be appointed to more than one role for which an SRA is payable, only one (the higher) SRA may be claimed.

Basic Allowance: £6,569

Special Responsibility Allowances:

Role	SRA Formula	SRA monetary value (based on £6,569 Basic Allowance)
Chairman of the Authority	2 x Basic	£13,138
Vice-Chairman of the Authority	0.5 x Basic	£3,285
Standards and Governance Committee Chairman	0.25 x Basic	£1,642
Standards and Governance Committee Vice-Chairman	0.125 x Basic	£821
Principal Opposition Spokesperson	0.5 x Basic	£3,285
Other* Opposition Spokesperson	0.125 x Basic	£821

* Not currently claimed

4. Travel and other expenses, including childcare and dependent carers' allowances accrued whilst undertaking HIWFRA duties to be claimed by each Member through and in accordance with the Members' Allowances Scheme of their respective appointing Authority.

5. Any local government pay award** made in this period will be applied as an index for the adjustment of Member allowances. In doing so retaining the ratio between basic allowance and SRA as set out above.

(**The applicable pay award shall be the equivalent percentage increase received by HIWFRA employees at Grade P and shall exclude any additional pay award given to officers on lower pay grades.)



**Hampshire
& Isle of Wight**
FIRE & RESCUE AUTHORITY

HIWFRA Full Authority

Purpose: Approval

Date: **20 June 2023**

Title: **OUTTURN REPORT**

Report of Chief Financial Officer

SUMMARY

1. This report provides a summary of the revenue outturn position for the Hampshire and Isle of Wight Fire and Rescue Service for the 2022/23 financial year. It explains that an underspend of £0.165m has been achieved against the budget, after taking account of proposed requests to carry forward budgeted allocations of £0.3m into 2023/24. These carry forwards have been provisionally agreed by the Chairman of the Fire Authority.
2. The report recommends that the underspend of £0.165m is added to the Capital Payments Reserve to fund the future priorities of the Authority and provides an update on balances held across all reserves at the end of 2022/23.
3. In addition, the report also covers capital expenditure and financing for 2022/23, quarterly reporting of prudential indicators, revisions to the forward-looking capital programme and the Treasury Management outturn report for 2022/23.
4. This report requests Members of the Authority review the figures as laid out in the appendices and recommends that the outturn report, including carry forwards, reserves and capital financing are approved. In addition, it recommends that the annual Treasury Management outturn for 2022/23 is approved.

BACKGROUND

5. This is an annual report that sets out the financial position for the financial year 2022/23 as per the draft Statement of Accounts. The budget for 2022/23 was agreed in February 2022, with updates on the in-year financial position presented to the Authority in October, December and February.

REVENUE EXPENDITURE 2022/23

6. The outturn position for 2022/23 after allowing for carry forward requests is an underspend of £0.165m as shown in Table 1, with more detail in Appendix A.

Table 1	2022/23 Budget	2022/23 Outturn	Over / (under) spend
	£'000	£'000	£'000
Wholetime Firefighters	37,603	39,788	2,185
On-call Firefighters	8,284	7,737	(547)
Staff	14,989	15,033	44
Net cost of pensions	1,500	1,437	(63)
Other Employee Costs	740	1,001	261
	63,115	64,995	1,880
Premises	7,832	8,518	686
Transport	1,814	2,362	548
Supplies and services	8,354	8,100	(253)
Third party payments	3,198	3,172	(27)
	21,198	22,152	954
Income	(4,560)	(5,090)	(531)
Contributions to / (from) reserves	(3,078)	(3,078)	-
Net Cost of Service	76,675	78,978	2,303
Contingency	800	-	(800)
Capital Financing	9,975	8,260	(1,714)
Net Current Expenditure	87,450	87,239	(212)
Funding	(87,450)	(87,403)	47
Net position	-	(165)	(165)

7. The achievement of a small underspend during a year of significant levels of inflation is testament to both the prudent approach to financial planning taken by the Authority and the continued strong focus on financial management across the service.
8. The period of high inflation during 2022/23 has had an impact on the Authority this year, as discussed in detail in the October and December 2022 update reports to the Authority and the February 2023 budget setting report. In particular, the outturn position reflects the impact of:
 - the pay award for Firefighters of 7% from July 2022 (with a further 5 % agreed from July 2023)
 - the pay award for Staff for 2022/23 of £1,925 (between 4% and 10% depending on grade)
 - inflation on non-pay costs, particularly energy costs.
9. The split between inflationary pressures and other under and overspends is shown in Table 2 and includes a comparison with the forecasts presented to the Authority in February. The table highlights the positive impact on energy costs of a milder final quarter to the financial year, reducing the impact of inflation on non-pay costs.

Table 2	Previous forecast (under)/overspend	Outturn (under)/overspend
	£'000	£'000
Excess non-pay inflation	1,158	929
Pay inflation	3,192	3,147
Pay contingency (3.3%)	(1,526)	(1,526)
Inflation and general contingencies	(800)	(800)
Sub-total inflationary pressures	2,024	1,750
Expenditure budget (under)/overspends	(650)	286
Additional income	(794)	(1,436)
Benefit of lower capital financing costs	(799)	(812)
Funding	33	47
Net position	(186)	(165)

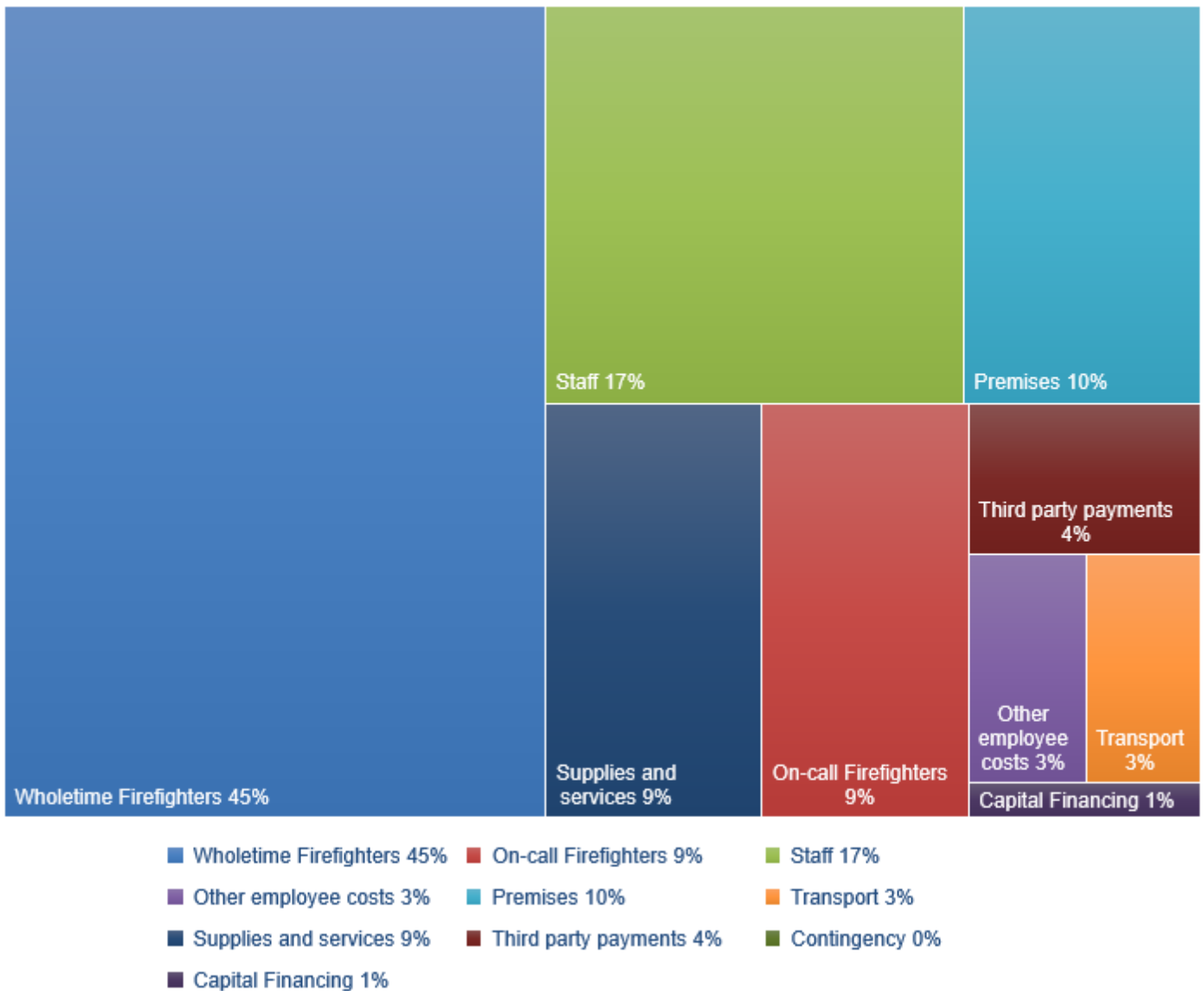
10. In aggregate, the outturn position for 2022/23 has not changed significantly since the forecasts from the end of Quarter 3 were presented to the Authority

in February. Within this position are a number of under and overspends against budgets and these are discussed in more detail below.

- (a) **Wholetime firefighters** – £2.185m overspend. Just over half of this is due to the higher than budgeted pay award, creating a pressure of £1.12m. The timing of the agreement means that the pay award was not paid to firefighters during 2022/23, however the impact is reflected in the accounts for the year. A further pressure of £0.390m is caused by a provision relating to the costs of holiday pay, discussed in more detail later in this report. Given the on-call vacancies the Service has been experiencing, an additional £0.5m has been spent on the provision of on-call support officers to support on-call firefighters during this period. This is offset by the underspend on on-call firefighters below. To cover vacancies additional overtime has been paid and two intakes of new recruits have occurred.
- (b) **On-Call (Retained) firefighters** – £0.547m underspend. This is a result of recruitment and retention issues across the on-call workforce. There is net of a pressure of £0.2m for the unfunded pay award and a £0.088m provision relating to the costs of holiday pay.
- (c) **Green book staff** – £0.044m overspend. The pay award being significantly higher than budgeted has resulted in a pressure of £0.331m. This is largely offset by a number of underspends totalling £0.446m, including as a result of challenges in recruiting and retaining staff in a number of areas, particularly IT. Vacancies have resulted in an increase in overtime and a further pressure of £0.052m is caused by a provision relating to the costs of holiday pay.
- (d) **Other employee costs** - £0.198m overspend. Due to vacancies in People and Organisational Development training was delivered by external suppliers rather than in-house.
- (e) **Premises costs** – £0.686m overspend. This overspend is largely due to increased utilities costs and inflationary pressures on materials and related costs, offset by lower business rates for 2022/23 as a result of successfully challenging valuations.
- (f) **Transport costs** – £0.548m overspend, due to higher fuel prices and the impact of an aging fleet, which has led to more extensive repairs and more expensive maintenance costs. The costs of traveling between stations due to vacancies and absence to provide resilience and cover have also been higher than budgeted.

- (g) **Supplies and services** – £0.254m underspend. The underspend has mainly been achieved through the management of number of contracts in IT, in aggregate leading to an underspend of £0.284m, among other variances.
 - (h) **Third party payments** - £0.027m underspend.
 - (i) **Contingency** – £0.8m underspend. The contingency has been held centrally to allow a clearer understanding of inflationary pressures, but as set out in Table 2 this help to offset the impact of inflation across the service and is not therefore ‘unspent’.
 - (j) **Income** – £1.4m over achievement. Higher interest rates have had a positive impact on investment returns, resulting in investment income £0.742m greater than budgeted. In addition, the Authority has benefitted from a saving of £0.162m due to paying LGPS employer’s pension contributions for 3 years in advance in April 2020. Although this income is very welcome, it is one off and will reduce as investment balances reduce. The other additional income predominantly relates to rental income and other income generated from supporting other services and authorities.
 - (k) **Capital Financing** – £0.812m underspend. New external borrowing has not yet been required due to the Authority’s reserves balances and the reprofiling of the capital programme in December 2022, meaning that additional interest and MRP costs have not yet been incurred to the extent originally planned. This is a temporary underspend as the budget will be required as the approved capital programme progresses and as reserves are spent as set out in the reserves strategy.
11. The budget for 2022/23 was reduced by £0.8m to reflect the delivery of efficiencies and the outturn position has successfully been delivered within this reduced budget. This is largely due to a strong focus on financial management within the Operations directorate and the removal of an Assistant Chief Officer role from the structure.
12. Staff costs and premises costs comprise a significant share of the cost of running the Service, as shown in Chart 1 (which excludes reserves transfers). Given the inflationary pressures of the past year within these areas the achievement of a net underspend of £0.165m is a strong outturn position and reflects the continued focus on sound financial management within the Service.

2022/23 outturn position



CARRY FORWARD REQUESTS

13. A request of £300,000 has been received from the Corporate Services Directorate to carry forward budget allocated in 2022/23 for planned maintenance works on Rushmoor Fire Station, including replacing the glazing and other associated building works which were due to be completed in financial year 2022/23. Unavoidable delays mean that this work will now slip into financial year 2023/24
14. This carry forward request was provisionally agreed by the Chairman of HIWFRA in April to enable activity in these areas to continue and have

therefore already been reflected in the Statement of Accounts and the figures quoted within this report.

CAPITAL EXPENDITURE 2022/23

15. The Authority has incurred capital spend of £13.144m during 2022/23 in addition to drawing £0.092m from the Capital Payments Reserve to fund elements of the capital programme that for accounting reasons must be treated as revenue expenditure. This results in total expenditure of £13.326m against the most recent forecast included in the February 2023 budget report of £18.705m.
16. The Capital Payments Reserve is also used to fund major revenue projects and a further £0.907m has therefore been drawn from the reserve to fund expenditure in 2022/23 on these projects, compared with the most recent forecast of £1.096m. Using the CPR in this way is allowed as this is a revenue funding based reserve.
17. The lower than forecast spend relates to delays in the delivery of schemes within the programme. The total funding for these schemes will continue to be required to complete the programme in future years and this has been reflected in the updated capital forecast in Appendices B1 and B2.
18. The financing of the expenditure incurred during 2022/23 is detailed in the following table. This compares the outturn position against the estimates included in the budget setting report in February 2023.

Funding source	Estimated £'000	Actual £'000
Capital payments reserve (CPR)	11,733	8,616
Prudential borrowing	6,749	4,387
Capital receipts	34	101
Partner contributions	40	40
Total capitalised expenditure	18,556	13,144
Revenue expenditure from CPR	149	92
Total capital programme projects	18,705	13,236
Major revenue investments	1,096	907
Total cost	19,801	14,143

19. The Authority agreed revisions to the capital programme as part of the Budget Update report in December 2022, with a further update provided alongside the budget setting report in February 2023.

- 20. The approved capital programme includes the use of up to £37.45m of prudential borrowing to support the delivery of schemes within the estates capital programme. This is the maximum amount of prudential borrowing approved by the Authority for schemes within the current programme.
- 21. As set out within the December 2022 Budget Update report, opportunities to use alternative sources of funding will be actively considered to reduce the need for prudential borrowing, due to the ongoing impact of borrowing on the revenue budget.
- 22. The prudential borrowing on expenditure during 2022/23 from the approved £37.45m is set out in the table below for the Authority’s approval.

Scheme	Prudential borrowing £’000
Bishops Waltham Fire Station	2,263
Cosham Fire Station	2,619
Repayment from reserves of previous prudential borrowing (Redbridge)	(496)
Total prudential borrowing	4,386

- 23. In line with the Authority’s Treasury Management Strategy (TMS) and advice from its treasury advisors, this prudential borrowing has not yet resulted in the Authority taking on new external debt. This is because temporary internal borrowing has been used to mitigate risks associated with borrowing too much and/or too soon.
- 24. This will delay but not replace the need to borrow externally to fund these projects and, as discussed in previous reports to the Authority, the Chief Financial Officer will work with the Authority’s treasury management advisors (Arlingclose) and responsible officers within the Service to monitor expenditure, forecasts, and cash flows to ensure new external borrowing is undertaken at the appropriate time for the organisation and to mitigate risks in line with the approved TMS.

CAPITAL AND INVESTMENT STRATEGY

- 25. The Authority approved the most recent iteration of the Capital and Investment Strategy as part of the budget setting papers in February 2023. The strategy gives a high-level overview of how capital expenditure, capital financing, treasury management and investment activity contributes to the provision of local public services. It also provides an overview of how associated risk is managed and the implications for future financial sustainability.

26. As explained in the Capital and Investment Strategy, the Authority is required to set and monitor against Prudential Indicators in accordance with the Prudential Code. These indicators cover capital expenditure, external debt, and affordability. The Prudential Code requires quarterly reporting on these indicators from 2023/24 and these will be included within relevant reports to the Authority or the Standards & Governance Committee at appropriate points after the end of each quarter, which will be to the following meetings or at alternative appropriate points:
- Quarter 1 (end of June forecasts) – Statement of Accounts report to Standards & Governance Committee
 - Quarter 2 (end of September forecasts) – December budget update report to the Authority
 - Quarter 3 (end of December forecasts) – February budget setting report to the Authority
 - Quarter 4 (end of March actuals) – outturn report to the Authority
27. The Authority has ensured compliance with its prudential indicators during 2022/23, including remaining within the Authorised Limit of £32.3m for the maximum affordable amount of external debt set and ensuring that over the medium-term debt will only be for capital purposes.
28. The Prudential Indicators were last updated in February 2023 during the budget setting process and actual values for 2022/23 against these estimates are shown in the table below, with the difference due to the slower expenditure on the approved capital programme, as outlined above.

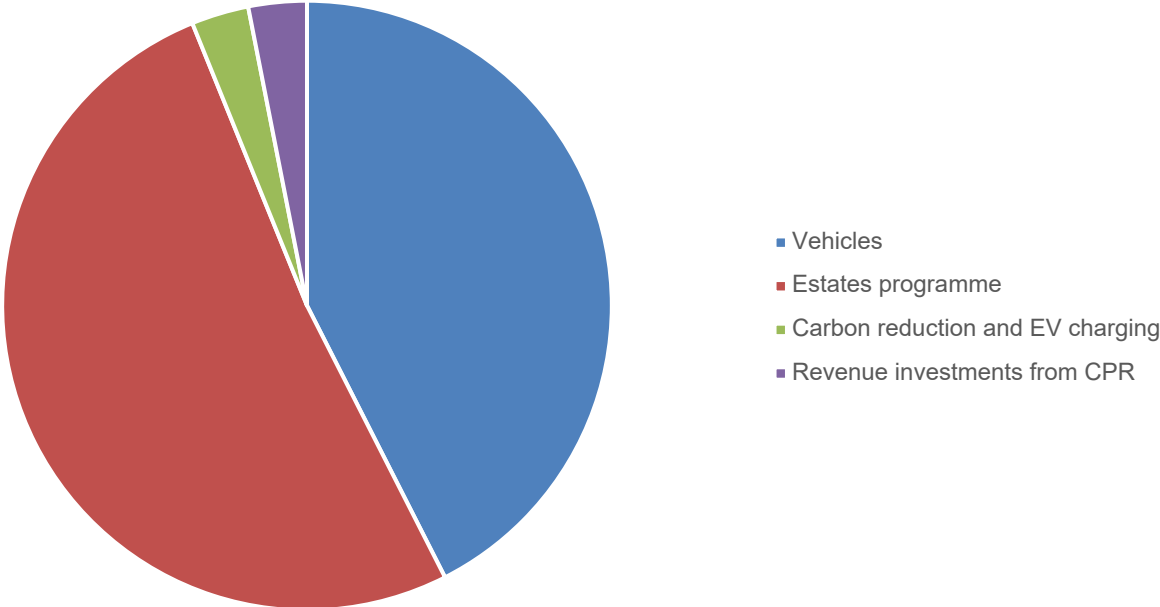
Prudential Indicators	Estimated £m	Actual £m
Capital expenditure for 2022/23	18.7	13.1
Capital financing requirement (CFR) as at 31/3/23	16.9	15.0
External debt as at 31/3/23	5.9	5.9
Financing costs to net revenue stream 2022/23	0.9%	0.9%
Net income from commercial and service investments 2022/23	0.0%	0.1%

CAPITAL EXPENDITURE 2023/24 TO 2026/27

29. Appendix B1 provides a summary update to the capital programme for the coming years, with further detail included in confidential appendix B2. Both appendices include the latest forecast of spending requirements and funding sources for approval by the Authority.

30. The most significant elements of the Authority’s forward capital programme relate to the vehicle replacement programme and investment in the estate, as shown in Chart 3. This chart also includes the revenue investments to be funded from the Capital Payments Reserve.

Chart 3 - Approved capital programme £107.7m



31. Inflationary pressures continue to affect the UK economy and officers are actively working to mitigate inflationary risks and to minimise the impact on the delivery of the capital programme.

32. Similarly, the Authority has approved the use of prudential borrowing for up to £37.45m of expenditure within the approved capital programme. This borrowing will result in interest costs that are subject to interest rate risk in the current higher interest rate environment. The Chief Financial Officer will be advised by Arlingclose on the most cost-effective way to undertake borrowing when it is required.

33. In addition, opportunities may arise to reduce the total amount of borrowing required to fund the programme (e.g., through contributing any in-year underspends on the capital financing budget to the capital payments reserve). If these opportunities arise, they should be actively considered as they would enable to Authority to reduce ongoing future charges to the revenue budget (interest and Minimum Revenue Provision costs).

PROVISIONS

34. Provisions are included in the year end position for future liabilities where the timing or amount is uncertain at the end of the financial year. Increases and decreases in provisions impact on the revenue budget. The following provisions have been adjusted during the 2022/23 financial year and are all charged to the revenue budget:
- (a) **Provision for pension liabilities (£10,000 decrease)** This provision covers the costs of pension liabilities relating to one-off lump sum payments for temporary promotions that the Authority has agreed to fund. The decrease reflects the use of the provision as affected firefighters retire.
 - (b) **Provision for uninsurable and other claims (£4,000 increase)** This provision covers the excess on insurance claims. There is an excess of £25,000 on employee liability claims and £50,000 on motor vehicle claims. These cases may take a number of years to settle. The increase is based on the latest assessment of outstanding claims.
 - (c) **Provision for backdated holiday pay (£531,000 increase)** This provision covers the costs relating to HIWFRS's need to comply with the Employment Rights (Employment Particulars and Paid Annual Leave) (Amendment) Regulations 2018. Holiday pay is based on the principle that a worker should not suffer financially for taking holiday; they should receive their normal remuneration when on leave. A backdated element of pay will be made relating to the impact of overtime for the preceding three years.
 - (d) **Provision for Gold book pay award (£82,000 increase).** This provision covers the uncertain costs relating to the pay award for the senior officers. This pay award has not yet been finalised.

RESERVE BALANCES

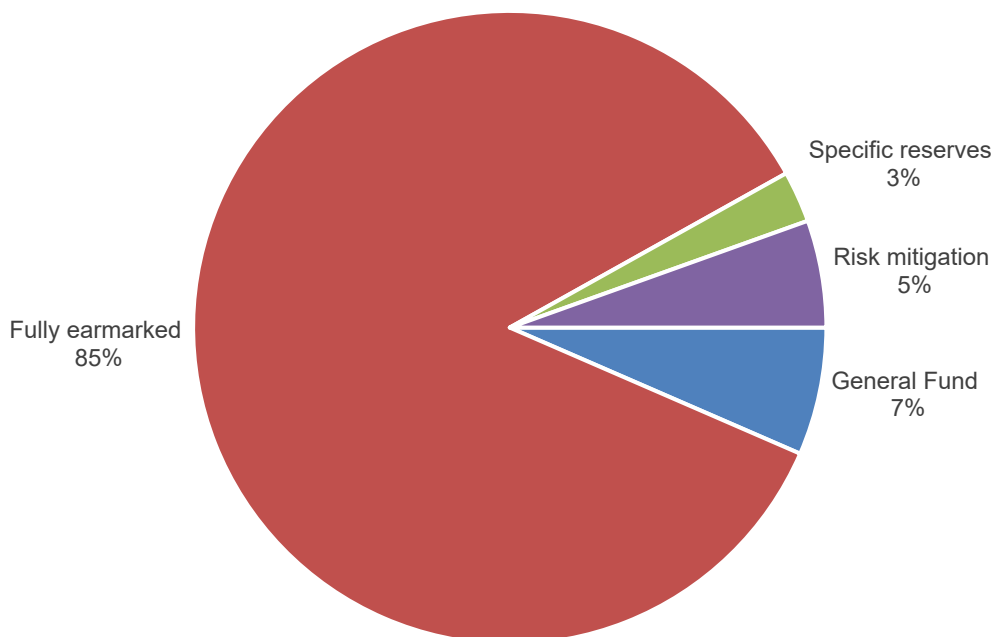
35. The Authority holds reserves for four broad reasons:
- (a) **Reserves which are fully committed to existing spend programmes.** The overwhelming majority of these reserves (around 90%) are committed to the replacement or enhancement of existing assets. Contributions are made to ensure that a planned approach to the refresh of assets can be taken that delivers value for money and ensures that assets continue to be available. This includes amounts to support necessary enhancements to the estate to ensure a healthy and inclusive workplace and to meet carbon reduction commitments.

Additionally, a balance is committed to service change and improvement.

- (b) **Reserves held to mitigate risk.** These are reserves held to mitigate significant financial risks held on the organisational risk register.
- (c) **Specific reserves.** These are small reserves held for very specific purposes.
- (d) **General reserve.** This Reserve is non-specific and is held to fund any unforeseen spending that had not been included in the base budget e.g., excessive operational activity resulting in significant pay costs for on-call staff. This is deemed to be a reserve of 'last resort' and the Authority has never been required to use its General Reserve.

36. Approximately 85% of the current useable reserves balance is fully earmarked for future spend, as shown in the chart below.

Useable reserves at 31/3/23



37. An underspend of £0.165m was achieved during 2022/23 and it is recommended that the Authority approves the transfer of this underspend to the Capital Payments Reserve (CPR). This will result in a balance on the CPR of £25.206m within an overall useable reserves balance of £38.505m, as summarised in the table below. Further detail is provided in Appendix C.

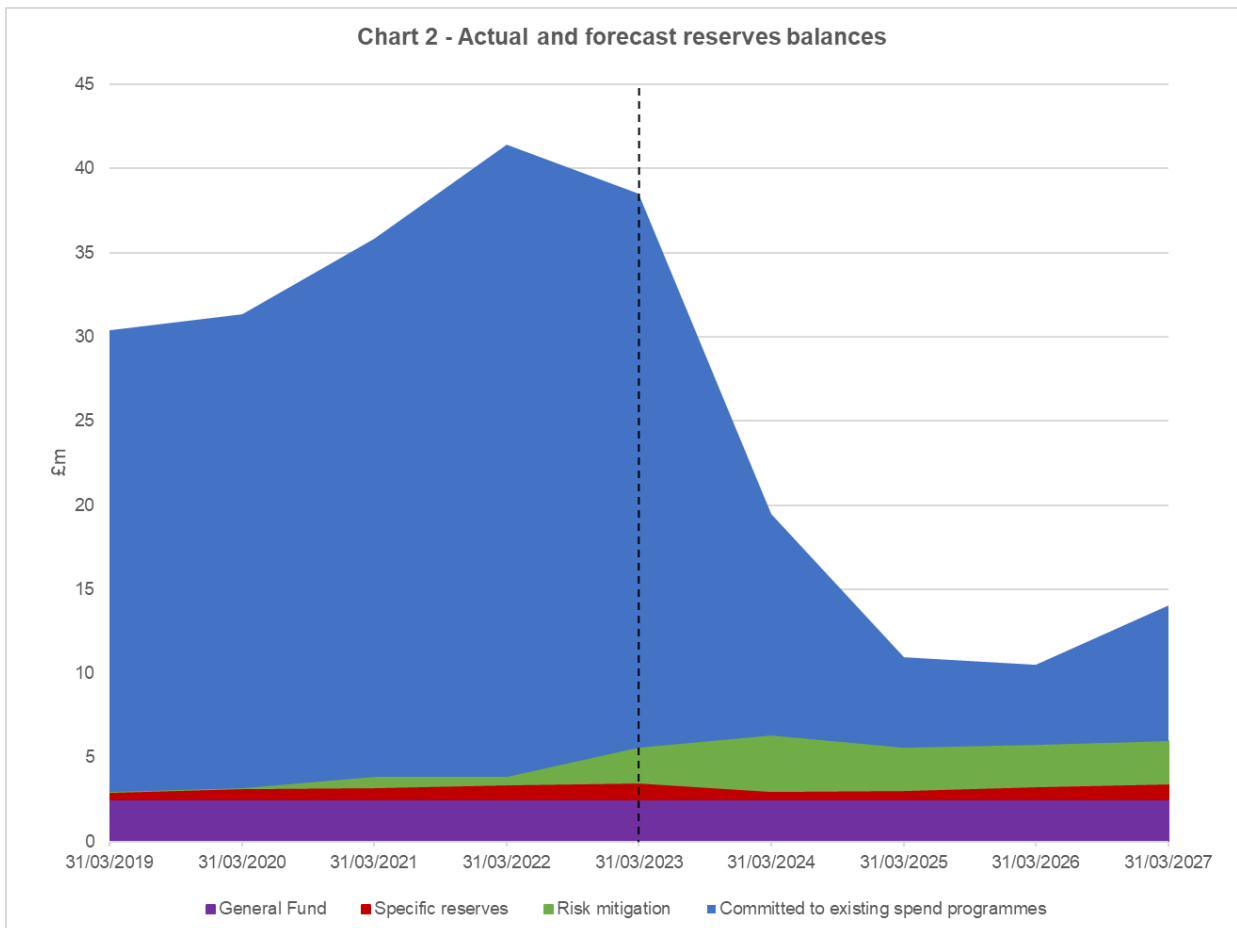
	Opening balance 1/4/22 £'000	Draws £'000	Additions £'000	Closing balance 31/3/23 £'000
General Fund Balance	2,500	-	-	2,500
Fully committed to existing spend programmes	37,558	(11,659)	7,030	32,899
Specific reserves	889	(94)	212	1,007
Risk mitigation	472	-	1,627	2,099
Total useable revenue reserves	41,419	(11,753)	8,839	38,505
Capital reserves	-	-	-	-
Total useable reserves	41,419	(11,753)	8,839	38,505

38. The useable reserves balance has reduced by £2.914m overall during the financial year. This is the result of planned expenditure, most significantly relating to the delivery of the Authority's capital programme. This use of reserves of £11.753m is partially offset by planned and one-off contributions to reserves.

- Planned contributions include those built into the revenue budget to enable the Authority to (a) minimise the need to borrow to fund capital expenditure, (b) mitigate the risk of not being able to afford to replace ICT and equipment (c) smooth the impact on the revenue budget of expenditure that does not happen on an annual basis, and (d) conduct procurement in a planned way at the right time for the Authority to secure value for money.
- One-off contributions include the use of a one-off underspend to create a Capital and Investment Risk Reserve, as approved by the Authority in February 2023, the addition of the 2022/23 underspend of £.0165m

to the Capital Payments Reserve, and approved carry forwards of £0.3m.

39. Although the reserve balances remain relatively high, the majority of the balance is committed to the capital and other investment programmes over the next five years. In addition, the Authority has £5.9m of outstanding PWLB borrowing from the funding of capital expenditure in previous years that will mature and require repayment over the next 15 years.
40. Chart 2 shows the actual and forecast reserves balances for the Authority covering the period 2018/19 to 2026/27, the last year covered by the current Reserves Strategy. This shows the planned reduction in reserves over time. Further details can be found in Appendix C and within the Reserves Strategy approved by the Authority in February 2023.



TREASURY MANAGEMENT

41. The Authority's Treasury Management Strategy (TMS) sets out the arrangements for the management of its cash flows, borrowing and

investments, and the associated risks. Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Authority's spending needs, while managing the risks involved.

42. The TMS for 2022/23 was approved by the Authority in February 2022 and updated in February 2023. The TMS was followed throughout the year, with full compliance with all limits and boundaries within the strategy.
43. During 2022/23 the Authority's investment balances ranged between £25.7m and £45m due to the timing difference between income and expenditure. Interest on borrowing taken out in previous years to fund the historic capital programme totalled £0.31m, while £0.88m was generated on invested balances (2.45% on an average investment balance of £34.5m). As previous borrowing was taken out at fixed interest rates, the Authority benefited from the rising interest rate environment over the course of the year due to the positive impact on investment returns.
44. The Authority's treasury management position at the end of 2022/23 is shown in the following table. These are figures from the balance sheet adjusted to exclude operational cash, accrued interest and other accounting adjustments.

Treasury Management Summary	31/03/22 Balance £m	Movement £m	31/03/23 Balance £m	31/03/23 Rate (%)
Long-term borrowing	(5.90)	0.35	(5.55)	4.58
Short-term borrowing*	(0.75)	0.40	(0.35)	5.88
Total borrowing	(6.65)	0.75	(5.90)	4.66
Long-term investments	8.00	(1.00)	7.00	4.52
Short-term investments	13.01	(7.00)	5.02	3.95
Cash and cash equivalents	11.08	4.40	16.47	4.07
Total investments	32.09	(3.60)	28.49	4.16
Net investments	25.44	(2.85)	22.59	n/a

* balance of previous long term borrowing now due for repayment within 12 months

45. The Authority's Medium Term Financial Plan (MTFP) and forward capital programme mean that investment balances will fall over time as the Authority delivers its agreed plans. This will result in lower investment returns and also increased borrowing costs, as the Authority has approved prudential borrowing of up to £37.45m to fund schemes within the current capital programme. The Chief Financial Officer is working with relevant senior officers within the Service (including the Director of Corporate Services) and the Authority's treasury management advisors (Arlingclose) with the objective of ensuring new borrowing is taken on at the right time for the Authority, balancing the risks of borrowing too much and/or too soon against interest rate risks and uncertainty.
46. The year end report for Treasury Management is set out as Appendix D for Members' approval.

STATEMENT OF ACCOUNTS

47. The timescales for the publication of draft and audited accounts were temporarily extended through amendments to the Accounts and Audit Regulations over recent years due to the impact of Covid-19. Despite these extended deadlines, the proportion of local authorities in England that have published their audited financial statements on time has fallen from more than 95% in 2017 to less than 12% in 2022¹. The Authority's statement of accounts for 2021/22 was among the many not to be signed off by the deadline, however the audit work has now been completed. An unqualified opinion was given by the external auditor (EY) in February 2023, with the Audit Results Report shared with members of the Standards and Governance Committee.
48. The Department for Levelling Up, Housing and Communities published details of measures to support the improved timeliness of local audit in December 2021. One of the outcomes was to extend the deadline for the sign-off of audited accounts for 2021/22 to the end of November 2022, reverting to 30 September for the subsequent 6 years (as opposed to the 31 July deadline stated in the regulations when originally introduced).
49. Draft accounts must be published by 31 May to allow the period of public inspection to begin, and this deadline was met by the Authority for the recently published draft accounts. EY's audit planning report for the external audit is due to be received by the Standards and Governance Committee at the meeting of 24 July. The Authority's finalised annual accounts will be presented

¹ [ICAEW vision for local audit | ICAEW](#)

to the Standards and Governance Committee for approval once the audit is complete.

50. The outturn position presented within this report is consistent with the draft statement of accounts for 2022/23.

SUPPORTING OUR SAFETY PLAN AND PRIORITIES

51. Ensuring that funding is appropriately accounted for is vital for all public sector organisations. 2021/22 has continued to be challenging due to the extra pressures and uncertainty resulting from the COVID 19 pandemic. Strong budget management has meant that an underspend has been achieved in year.

RESOURCE IMPLICATIONS

52. This report reflects the financial position for the previous financial year and does not contain any requests which would affect the future financial position other than the carry forward requests and the proposed transfer of the underspend to the Capital Payments reserve providing for future funding needs.

IMPACT ASSESSMENTS

53. This is a factual report that looks back over the financial performance during the last financial year. Any financial decisions taken during that year, or future decisions about the use of the amounts added to reserves will be subject to separate impact assessments.

LEGAL IMPLICATIONS

54. This report is part of the final accounts process. There is a legal requirement that the Statement of Accounts be approved and signed off by external audit. The deadline for the sign-off of the accounts has been extended in recent years through temporary amendments to the Accounts and Audit Regulations due to the impact of Covid-19 and well documented challenges across the country in meeting deadlines for the sign-off of audited accounts. The Audit Planning Report is due to be received by the Standards and Governance Committee in July.

RISK ANALYSIS

55. This report covers the draft outturn position prior to the full audit of the accounts. If any significant errors are uncovered during the audit process these will be referred back to the Authority.

EVALUATION

56. The finance team preparing the Authority's accounts evaluates the process of preparing the accounts and liaising with the external auditors to identify lessons learned and areas to further streamline and improve the process for future financial years.

RECOMMENDATION

57. That that the outturn position for 2022/23 set out in paragraphs 6 - 12 (including Appendix A) and the use of reserves set out in paragraph 35 - 40 and appendix C of this report be approved by the HIWFRA Full Authority
58. That the carry forward requests totalling £300,000 as set out in paragraph 13 - 14 of this report be approved by the HIWFRA Full Authority
59. That the capital outturn position in 2022/23 including the use of prudential borrowing as set out in paragraph 22 and the capital spend profile going forwards set out in appendix B be approved by the HIWFRA Full Authority
60. That the annual Treasury outturn report set out in appendix D of this report be approved by the HIWFRA Full Authority

APPENDICES ATTACHED

Appendix A – Revenue Outturn by type of spend and service areas

Appendix B1 and B2 – Capital Outturn, forecast and funding

Appendix C – Reserves Position

Appendix D – Treasury Management Outturn

Contact: Catherine Edgecombe, Chief Financial Officer,
catherine.edgecombe@hants.gov.uk, 0370 779 6214

Appendix A – Revenue Outturn

By type of spend	Budget 2022/23 £'000	Outturn 2022/23 £'000	Variance 2022/23 £'000
Whole Time Firefighters	37,603	39,788	2,185
Retained Firefighters	8,284	7,737	(547)
Staff	14,989	15,033	44
Net cost of pensions	1,500	1,437	(63)
Other Employee Costs	740	1,001	261
	63,115	64,995	1,880
Premises	7,832	8,518	686
Transport	1,814	2,362	548
Supplies & Services	8,354	8,100	(253)
Third Party Payments	3,198	3,172	(27)
	21,198	22,152	954
Income	(4,560)	(5,090)	(531)
	(4,560)	(5,090)	(531)
Contributions to / (from) reserves			
Capital reserve	(5,557)	(5,557)	-
Equipment reserve	764	764	-
Grant equalisation reserve	625	625	-
Transformation reserve	(320)	(320)	-
ICT reserve	807	807	-
Carry forward reserve	(316)	(316)	-
Revenue grants unapplied reserve	(201)	(201)	-
Princes Trust reserve	(48)	(48)	-
SHQ maintenance reserve	166	166	-
Investment & Capital Risk Reserve	1,002	1,002	-
	(3,078)	(3,078)	-
Net Cost of Service	76,675	78,978	2,303
Contingency	800	-	(800)
Change in provisions	-	-	-
Investment income	(210)	(1,114)	(904)
Capital Financing	1,529	718	(810)

Revenue contribution to capital	8,656	8,656	-
Budget Requirement	87,450	87,239	(212)
Funded by:			
Precept	(53,396)	(53,396)	-
Revenue Support Grant	(8,528)	(8,528)	-
Business Rates Top-Up Grant	(9,043)	(9,043)	-
Locally Retained Business Rates	(6,684)	(6,684)	-
Pension grant	(3,771)	(3,772)	(1)
New Dimensions	(974)	(976)	(2)
Firelink	(325)	(293)	32
S31 Business rates	(3,132)	(3,132)	-
Services Grant	(1,132)	(1,132)	-
CT Collection Fund Balance	(465)	(465)	-
BR Collection Fund Balance	-	2	2
Government Grant for Covid Losses	-	16	16
Funding Gap / (Surplus)	(87,450)	(87,403)	47
Surplus transferred to reserves			(165)

Appendix A – Revenue Outturn

By service area	Budget 2022/23 £'000	Outturn 2022/23 £'000	Variance 2022/23 £'000
People and Organisational Development	5,340	5,600	260
Operations	43,661	43,730	68
Policy, Planning and Assurance	5,363	5,278	(85)
Corporate Services	23,077	23,493	416
Finance	2,312	3,954	1,642
	<u>79,753</u>	<u>82,055</u>	<u>2,302</u>
Contributions to / (from) reserves			
Capital reserve	(5,557)	(5,557)	-
Equipment reserve	764	764	-
Grant equalisation reserve	625	625	-
Transformation reserve	(320)	(320)	-
ICT reserve	807	807	-
Carry forward reserve	(316)	(316)	-
Revenue grants unapplied reserve	(201)	(201)	-
Princes Trust reserve	(48)	(48)	-
SHQ maintenance reserve	166	166	-
Investment & Capital Risk Reserve	1,002	1,002	-
	<u>(3,078)</u>	<u>(3,078)</u>	<u>-</u>
Net Cost of Service	<u>76,675</u>	<u>78,977</u>	<u>2,302</u>
Contingency	800	-	(800)
Investment income	(210)	(1,114)	(904)
Capital Financing	1,529	718	(810)
Revenue contributions to capital	8,656	8,656	-
Budget Requirement	<u>87,450</u>	<u>87,237</u>	<u>(212)</u>
Precept	(53,396)	(53,396)	-
Revenue Support Grant	(8,528)	(8,528)	-
Business Rates Top-Up Grant	(9,043)	(9,043)	-
Locally Retained Business Rates	(6,684)	(6,684)	-
Pension grant	(3,771)	(3,772)	(1)
New Dimensions	(974)	(976)	(2)
Firelink	(325)	(293)	32
S31 Business rates	(3,132)	(3,132)	-
Services Grant	(1,132)	(1,132)	-
CT Collection Fund Balance	(465)	(465)	-
BR Collection Fund Balance	-	2	2
Government Grant for Covid Losses	-	16	16
Funding Gap / (Surplus)	<u>(87,450)</u>	<u>(87,403)</u>	<u>47</u>
Surplus transferred to reserves			<u><u>(165)</u></u>

Appendix B1 – Capital outturn, forecast and funding

<i>Project Details:</i>	Approved Spend £'000s	Previous Years' Spend £'000s	2022/23 £'000s	2023/24 £'000s	Annual Spend Forecasts:				Latest Estimate £'000s
					2024/25 £'000s	2025/26 £'000s	2026/27 £'000s	2027/28 £'000s	
Basingstoke Fire Station	6,955	6,835	9	111	-	-	-	-	6,955
Estates Transformation - HQ Phase 2	4,569	4,529	42	-	-	-	-	-	4,571
Vehicles	45,809	5,464	6,400	14,694	12,293	5,104	1,854	-	45,809
Electric Vehicle Charging points	780	-	439	341	-	-	-	-	780
Carbon Reduction	2,500	-	-	500	500	500	500	500	2,500
Estates Programme	43,786	1,148	6,842	24,989	9,566	1,241	-	-	43,786
Subtotal - Capital Projects	104,399	17,976	13,732	40,634	22,359	6,845	2,354	500	104,401
Revenue Investments funded from CPR	3,405	2,088	411	836	-	-	-	-	3,335
Total Programme Cost	107,804	20,064	14,143	41,470	22,359	6,845	2,354	500	107,736
Financed by:									
Capital Payments Reserve	68,111	17,270	9,615	19,839	12,793	5,604	2,354	500	67,975
Prudential Borrowing	37,450	625	4,387	21,631	9,566	1,241	-	-	37,450
Revenue Grant Unapplied Reserve	-	-	-	-	-	-	-	-	-
Revenue Contribution to Capital	-	-	-	-	-	-	-	-	-
Capital Receipts	1,703	1,669	101	-	-	-	-	-	1,770
Capital Grant	-	-	-	-	-	-	-	-	-
Partner Contributions	540	500	40	-	-	-	-	-	540
Total financing	107,804	20,064	14,143	41,470	22,359	6,845	2,354	500	107,736

This page is intentionally left blank

Appendix C – Useable Reserves

	Opening balance 1st April 2022 £'000	Draws £'000	Additions £'000	Closing balance 31st March 2023 £'000
Revenue Reserves				
A. General Fund Balance	(2,500)	-	-	(2,500)
B. Fully Committed to Existing Spend Programmes				
Designated Underspend Reserve	(616)	616	(300)	(300)
Capital Payments Reserve*	(30,598)	9,655	(4,263)	(25,206)
Revenue Grants Unapplied	(1,300)	567	(365)	(1,098)
IT Services Reserve	(1,020)	-	(807)	(1,827)
Transformation Reserve	(2,602)	570	(250)	(2,282)
Equipment Replacement Reserve	(1,422)	251	(1,015)	(2,186)
	(37,558)	11,659	(7,000)	(32,899)
C. Specific Reserves				
HQ Maintenance Reserve	(815)	46	(212)	(981)
Prince's Trust Reserve	(74)	48	-	(26)
	(889)	94	(212)	(1,007)
D. Risk Mitigation				
Budget Equalisation Reserve	(472)	-	(625)	(1,097)
Capital and Investment Risk Reserve	-	-	(1,002)	(1,002)
	(472)	-	(1,627)	(2,099)
Total Earmarked Revenue Reserves Available	(38,919)	11,753	(8,839)	(36,005)
Total Revenue Reserves	(41,419)	11,753	(8,839)	(38,505)
Capital Reserves*				
Capital Grants Unapplied	-	-	-	-
Capital Receipts Reserve	-	-	-	-
Total Capital Reserves	-	-	-	-
Total Usable Reserves	(41,419)	11,753	(8,839)	(38,505)

* Note: the Capital Payments Reserve is used by the Authority predominantly to fund its capital programme but for accounting purposes is designated a revenue reserve because the original funding source is revenue and the reserve is not restricted for capital spend.

This page is intentionally left blank

Appendix D - Annual Treasury Outturn Report 2022/23

Purpose of the Report

1. Hampshire and Isle of Wight Fire and Rescue Authority has adopted the key recommendations of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code), last updated in 2021. The CIPFA Code requires the Fire and Rescue Authority to approve a treasury management strategy before the start of the year and a semi-annual and annual treasury outturn report. The purpose of this report is therefore to meet this obligation by providing an update on the performance of the treasury management function during 2022/23.

Summary

2. This report fulfils the Fire and Rescue Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code and provides an update on the performance of the treasury management function during 2022/23.
3. The Fire and Rescue Authority's treasury management strategy was most recently updated and approved at a meeting of Hampshire & Isle of Wight Fire & Rescue Authority in February 2023. The Fire and Rescue Authority has borrowed and invested sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Fire and Rescue Authority's treasury management strategy.
4. Treasury management in the context of this report is defined as: "the management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
5. This annual report sets out the performance of the treasury management function during 2022/23, to include the effects of the decisions taken and the transactions executed in the past year.
6. Overall responsibility for treasury management remains with the Fire and Rescue Authority. No treasury management activity is without risk and the effective identification and management of risk are therefore integral to the Fire and Rescue Authority's treasury management objectives.

7. All treasury activity has complied with the Fire and Rescue Authority's Treasury Management Strategy and Investment Strategy for 2022/23, and all relevant statute, guidance and accounting standards. In addition, support in undertaking treasury management activities has been provided by the Fire and Rescue Authority's treasury advisers, Arlingclose.
8. The Prudential Code includes the requirement to produce a Capital and Investment Strategy, a summary document to be approved covering capital expenditure and financing, treasury management and non-treasury investments. The most recent Capital and Investment Strategy, complying with CIPFA's requirement, was approved by the Fire and Rescue Authority in February 2023.

External Context

9. The following sections outline the key economic themes in the UK against which investment and borrowing decisions were made in 2022/23.

Economic commentary

10. The war in Ukraine continued to keep global inflation above central bank targets and the UK economic outlook remained relatively weak with the chance of a mild recession. The economic backdrop during the January to March 2023 period continued to be characterised by high energy and commodity prices, high inflation, and the associated impact on household budgets and spending.
11. Central Bank rhetoric and actions remained consistent with combatting inflation. The Bank of England, US Federal Reserve, and European Central Bank all increased interest rates over the period, even in the face of potential economic slowdowns in those regions.
12. Starting the financial year at 5.5%, the annual CPI measure of UK inflation rose strongly to hit 10.1% in July and then 11.1% in October 2022. Inflation remained high in subsequent months but appeared to be past the peak, before unexpectedly rising again in February 2023. Annual headline CPI registered 10.4% in February, up from 10.1% in January 2023, with the largest upward contributions coming from food and housing. RPI followed a similar pattern during the year, hitting 14.2% in October 2022. In February 2023 RPI measured 13.8%, up from 13.4% in the previous month.
13. Following the decision by the UK government under Rishi Sunak and Jeremy Hunt to reverse some of the support to household energy bills announced under Liz Truss, further support in the form of a cap on what energy suppliers could charge household was announced in the March Budget to run from April

until end June 2023. Before the announcement, typical household bills had been due to rise to £3,000 a year from April 2023.

14. The labour market remained tight albeit with some ongoing evidence of potential loosening at the end of the period. The unemployment rate 3mth/year eased from 3.8% April-June to 3.6% in the following quarter, before picking up again to 3.7% between October-December 2022. The most recent information for the period December-February 2023 showed an unemployment rate of 3.7%.
15. The Bank of England increased the official Bank Rate to 4.25% during the financial year. From 0.75% in March 2022, the Monetary Policy Committee (MPC) pushed through rises at every subsequent meeting over the period, with recent hikes of 50bps in December 2022 and February 2023 and then 25bps in March 2023, taking Bank Rate to 4.25%. March's rise was voted by a majority of 7-2, with two MPC members preferring to maintain Bank Rate at 4.0%. The Committee noted that inflationary pressures remain elevated with growth stronger than was expected in the February Monetary Policy Report. The February vote was also 7-2 in favour of a hike, and again with two members preferring to keep Bank Rate on hold.

Financial markets

16. Uncertainty continued to be a key driver of financial market sentiment and bond yields remained relatively volatile due to concerns over elevated inflation and higher interest rates, as well as the likelihood of the UK entering a recession and for how long the Bank of England would continue to tighten monetary policy. Towards the end of the period, fears around the health of the banking system following the collapse of Silicon Valley Bank in the US and purchase of Credit Suisse by UBS caused further volatility.

Credit review

17. Credit Default Prices had been rising since the start of the period on the back of the invasion of Ukraine, and in the UK rose further in September/October 2022 at the time of the then-government's mini budget. After this, CDS prices had been falling, but the fallout from SVB caused a spike on the back of the heightened uncertainty. However, they had moderated somewhat by the end of the period as fears of contagion subsided, but many are still above their pre-March levels reflecting that some uncertainty remains.
18. On the back of this, Arlingclose reduced its recommended maximum duration limit for unsecured deposits for all UK and Non-UK banks/institutions on its counterparty list to 35 days as a precautionary measure. No changes were made to the names on the list.

19. As market volatility is expected to remain a feature, at least in the near term, as ever, the institutions and durations on the Fire and Rescue Authority's counterparty list recommended by Arlingclose remains under constant review.

Local Context

20. At 31 March 2023 the Fire and Rescue Authority's underlying need to borrow for capital purposes was £15m as measured by the Capital Financing Requirement (CFR). Usable reserves and working capital are the underlying resources available for investment and amounted to £37.5m. These factors are summarised in Table 1.

Table 1: Balance sheet summary	31/03/22 Balance £m	Movement £m	31/03/23 Balance £m
CFR	11.0	4.0	15.0
Less: External borrowing			
- Public Works Loan Board	(6.7)	0.8	(5.9)
Internal Borrowing	4.4	4.7	9.1
Less: Usable Reserves	(41.4)	3.1	(38.3)
Less: Working Capital liability	4.9	(4.1)	0.8
Net Investments	(32.1)	3.7	(28.4)

21. The CFR has increased by £4m during 2022/23 as a result of expenditure incurred in delivering the Station Investment Programme, offset partly by Minimum Revenue Provision (MRP) charges relating to capital expenditure from previous years. External borrowing reduced by £0.8m as a result of the scheduled repayment of Public Works Loan Board (PWLB) borrowing. Usable reserves rose as contributions were made to the Capital Payments Reserve (CPR), Transformation Reserve, IT Reserve and Equipment Reserve in line with the Medium Term Financial Plan (MTFP), net of the planned use of reserves.
22. In addition, the outturn report recommends that the Authority approves the transfer of the 2022/23 underspend of £0.165m to the CPR. This modest contribution will help manage future demands on the capital programme.
23. It is likely that new external borrowing will be required in future years to fund capital expenditure commitments, and the Chief Financial Officer is actively working with Hampshire County Council's Investments and Borrowing team and treasury advisors Arlingclose to ascertain at what point it would be prudent to take out additional borrowing.
24. The Fire and Rescue Authority's strategy was to maintain borrowing and investments below their underlying levels, referred to as internal borrowing, to

reduce risk and keep interest costs low. This has meant that internal funds have been utilised in lieu of taking on external borrowing debt. The treasury management position at 31 March 2023 and the change during the year are shown in Table 2.

Table 2: Treasury management summary	31/03/22 Balance £m	Movement £m	31/03/23 Balance £m	31/03/23 Rate %
Long-term borrowing	(5.90)	0.35	(5.55)	4.58
Short-term borrowing	(0.75)	0.40	(0.35)	5.88
Total borrowing	(6.65)	0.75	(5.90)	4.66
Long-term investments	8.00	(1.00)	7.00	4.52
Short-term investments	13.01	(7.00)	5.02	3.95
Cash and cash equivalents	11.08	4.40	16.47	4.07
Total investments	32.09	(3.60)	28.49	4.16
Net investments	25.44	(2.85)	22.59	

Note: the figures in Table 2 are from the balance sheet in the Fire and Rescue Authority's statement of accounts, but adjusted to exclude operational cash, accrued interest and other accounting adjustments.

25. The decrease in net investments of £2.85m shown in Table 2 reflects an decrease in investment balances of £3.60m in combination with the repayment at maturity of borrowing of £0.75m, in line with the Fire and Rescue Authority's policy on internal borrowing. Further details are provided in the Borrowing Strategy and Treasury Investments Activity sections of this report.

Borrowing Update

26. The Fire and Rescue Authority has no plans to borrow to invest primarily for commercial return and so is unaffected by the changes to the Prudential Code.
27. The Fire and Rescue Authority is not planning to purchase any investment assets primarily for yield, so is able to retain full access to the PWLB.
28. Further, the Fire and Rescue Authority has invested in pooled funds as part of its Treasury Management strategy. This is not a policy to primarily generate yield but a part of the implementation of the wider Treasury Management strategy to invest the Fire and Rescue Authority's surplus cash and reserves ensuring it is investing its funds prudently, having regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. By investing a diversified portfolio in respect of yield this meets the Fire and Rescue Authority's aim of protecting reserves from high inflation.

29. It is expected that during 2023/24 the CFR will rise as the Authority delivers the Station Investment Programme. Balance sheet resources are anticipated to drop which is expected to result in a positive liability benchmark as at 31 March 2024, which generally means an authority is required to take external borrowing to fund the gap between its resources and the CFR. Although the Fire and Rescue Authority currently holds external borrowing from its historic capital programme, this is not predicted to be sufficient to meet the CFR and therefore as a result further borrowing will be considered by the Chief Financial Officer in the delivery of the Station Investment Programme, if required.
30. The Chief Financial Officer will review the current pooled fund investments prior to making any external borrowing decisions.
- 31. Borrowing Strategy**
32. At 31 March 2023 the Fire and Rescue Authority held £5.9m of loans (a decrease of £0.75m from 31 March 2022) as part of its strategy for funding previous years' capital programmes. The year-end treasury management borrowing position and year-on-year change are summarised in Table 3.

Table 3: Borrowing position	31/03/22 Balance	Net movement	31/03/23 Balance	31/03/23 Weighted average rate	31/03/23 Weighted average maturity (years)
	£m	£m	£m	%	
Public Works Loan Board	(6.65)	0.75	(5.90)	4.66	9.96
Total borrowing	(6.65)	0.75	(5.90)	4.66	9.96

Note: the figures Table 3 are from the balance sheet in the Fire and Rescue Authority's statement of accounts but adjusted to exclude accrued interest.

33. The Fire and Rescue Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Fire and Rescue Authority's long-term plans change is a secondary objective.
34. The cost of carry (the difference between the interest paid on long-term borrowing versus short-term investments) continues to make taking out new long-term borrowing in advance of need not cost effective. The Authority has therefore considered it to be more advantageous in the near term to use internal resources than to use additional borrowing. In line with this strategy, £0.75m of PWLB loans were allowed to mature without refinancing.

35. This borrowing strategy has been monitored with the assistance of Arlingclose and has enabled the Fire and Rescue Authority to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.

Treasury Investment Activity

36. CIPFA published a revised Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes on 20 December 2021. These define treasury management investments as investments that arise from the organisation's cash flows or treasury risk management activity that ultimately represents balances that need to be invested until the cash is required for use in the course of business.
37. The Fire and Rescue Authority holds invested funds representing income received in advance of expenditure plus balances and reserves held. During the year, the Fire and Rescue Authority's investment balances have ranged between £25.7m and £45m due to timing differences between income and expenditure. The year-end investment position and the year-on-year change are shown in Table 4.

Table 4: Treasury investment position	31/03/2022 balance	Net movement	31/03/2023 balance	31/03/23 Income return	31/03/23 Weighted average maturity (years)
	£m	£m	£m	%	
Short term investments:					
Banks and Building Societies:					
- Unsecured	5.83	(3.88)	1.95	3.91	0.10
- Secured	4.00	(3.00)	1.00	4.14	0.03
Money Market Funds	9.76	5.29	15.05	4.10	0.00
Government:					
- Local Authorities	1.00	(1.00)	-	-	-
- Debt Management Office	1.50	(1.50)	-	-	-
- UK Gilt	1.00	(1.00)	-	-	-
- Treasury Bill	1.00	2.49	3.49	3.84	0.18
Total	24.09	(2.60)	21.49	4.04	0.04
Long term investments:					
Banks and Building Societies:					
- Secured	1.00	(1.00)	-	-	-
Total	1.00	(1.00)	-	-	-

Long term investments – higher yielding strategy:					
Pooled Funds					
- Pooled property*	3.25	-	3.25	3.62	N/A
- Pooled equity*	2.00	-	2.00	5.55	N/A
- Pooled multi-asset*	1.75	-	1.75	5.02	N/A
Total	7.00	-	7.00	4.52	N/A
Total investments	32.09	(3.60)	28.49	4.16	0.04

* The rates provided for pooled fund investments are reflective of annualised income returns over the year to 31 March 2023 based on the market value of investments at the start of the year.

Note: the figures in Table 4 are from the balance sheet in the Fire and Rescue Authority's statement of accounts, but adjusted to exclude operational cash, accrued interest and other accounting adjustments.

38. The CIPFA Code and government guidance both require the Fire and Rescue Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Fire and Rescue Authority's objective when investing money is therefore to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults alongside managing the risk of receiving unsuitably low investment income. The Fire and Rescue Authority's Treasury Management Strategy Statement (TMSS) sets out how it will manage and mitigate these risks.
39. The Fire and Rescue Authority benchmarks the performance of its internally managed investments against that of other Arlingclose clients. Internally managed investments include all investments except externally managed pooled funds but do include MMFs. The performance of these investments against relevant measures of security, liquidity and yield are shown in Table 5, providing data for the quarter ended 31 March 2023 and at the same date in 2022 for comparison.

Table 5: Investment benchmarking (excluding pooled funds)	Credit rating	Bail-in exposure	Weighted average maturity	Rate of return
		%	(days)	%
31.03.2022	AA-	62%	52	0.43%
31.03.2023	AA-	79%	15	4.04%
Police & Fire Authorities	AA-	84%	17	3.70%
All LAs	A+	59%	12	3.67%

40. Table 5 shows the average credit rating of the portfolio has remained consistent at AA-. Bail-in exposure has risen in comparison to the same time

in 2022, however this does not reflect that a significant proportion of liquid balances are invested in money market funds, which are technically exposed to bail-in risk however these are diversified products and are considered by Arlingclose to be ‘bail-in risk light’. The Fire and Rescue Authority compared favourably with all other police and fire authorities included in the benchmarking exercise across all metrics.

Externally managed pooled funds

41. In order to minimise the risk of receiving unsuitably low investment income, the Fire and Rescue Authority has continued to invest a proportion of steady core balances in externally managed pooled funds as part of its higher yielding strategy.
42. The CIPFA Code requires the Fire and Rescue Authority to invest its funds prudently and to have regard to the security and liquidity of its investments before seeking the highest yield. As a result, the Fire and Rescue Authority’s investments targeting higher yields have been made from its most stable balances and with the intention that they will be held for at least the medium term. This means that the initial costs of any investment and any periods of falling capital values can be overcome and mitigates the risk of having to sell an asset for liquidity purposes, helping to ensure the long-term security of the Fire and Rescue Authority’s investments.
43. The negative correlation between bonds and equities, which had featured for some years, turned positive in 2022 as both bonds and equities sold off concurrently against an outlook of sticky inflation and high interest rates. Simultaneously, tighter financial conditions, higher bond yields and challenges in some segments of commercial real estate (e.g. offices post-COVID, high street shops and shopping centres) saw commercial property values fall during 2022, with a large fall in the final calendar quarter.

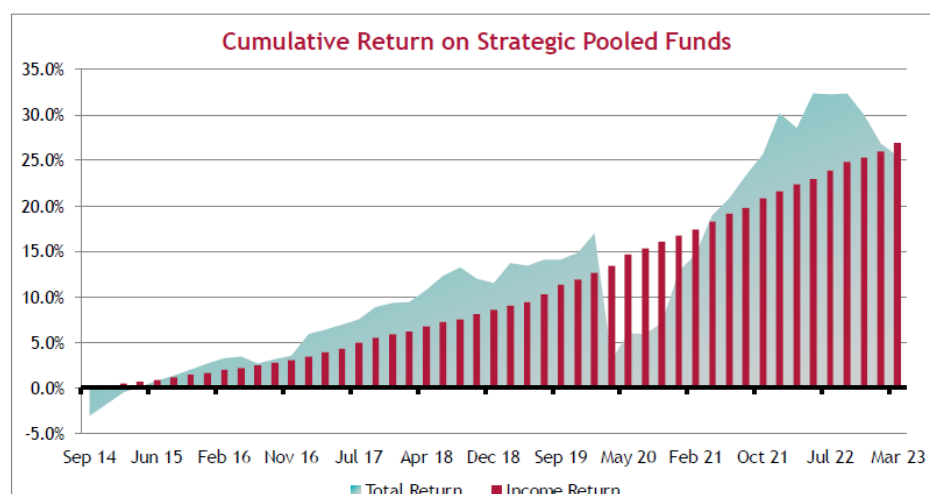
Table 6 – Higher yielding investments – market value performance	Amount invested*	Market value at 31/03/23	Gain/(fall) in capital value	
			Since purchase	2022/23
	£m	£m	£m	£m
Pooled property funds	3.25	3.13	(0.12)	(0.62)
Pooled equity funds	2.00	2.24	0.24	0.01
Pooled multi-asset funds	1.75	1.51	(0.24)	(0.21)
Total pooled funds	7.00	6.87	(0.13)	(0.82)

44. The Fire and Rescue Authority’s investments in pooled funds target long-term price stability and regular revenue income and bring significant benefits to the

revenue budget. As shown in Table 7 the annualised income returns have averaged 4.31% pa (per annum) since purchase, contributing to a total return of 25.98%.

Table 7 – Higher yielding investments – income and total returns since purchase	Annualised income return	Total return
	%	%
Pooled property funds	3.98	26.19
Pooled equity funds	4.86	44.38
Pooled multi-asset funds	4.41	4.58
Total pooled funds	4.31	25.98

45. The margin between cash and non-cash (pooled fund) investments was negligible by the end of March 2023. In these conditions it is unlikely any new pooled fund investments will be made. The existing allocation of £7m to pooled funds has provided good income returns for the Fire and Rescue Authority (as shown in the return figures above), mostly in contrast to very low interest rates prior to 2022. This allocation will continue to provide protection against a return to lower interest rates but the position remains under review with the assistance of Arlingclose. The Chief Financial Officer will also review the current pooled fund investments prior to making any external borrowing decisions.
46. The cumulative total return from the Fire and Rescue Authority’s investments in pooled equity, property and multi-asset funds since purchase is shown in the following graph.



47. The Department for Levelling Up Homes and Communities (DLUHC) published a consultation on the IFRS 9 pooled investment fund statutory

override for English authorities for fair value gains and losses on pooled investment funds which was due to expire with effect from 2023/24. The options under evaluation were to allow the override to lapse, to extend it, or to make it permanent. The override will be extended for two years and therefore remain in place for the 2023/24 and 2024/25 financial years. Under the Regulations, gains and losses resulting from unrealised fair value movements relating to treasury pooled investment funds, that otherwise must be recognised in profit or loss under IFRS 9, are not charges to the revenue account, and must be taken into an unusable reserve account.

48. The Authority's Capital and Investment Risk Reserve, created during 2022/23, is in place to mitigate inflationary and interest rate risks to the capital programme and risks related to investments held by the Authority, including those related to pooled funds and the IFRS 9 statutory override.

Financial Implications

49. The outturn for debt interest paid in 2022/23 was £311,750 on an average debt portfolio of £6.6m, against a budgeted £818,00. The difference is due to the slower than originally planned timing of capital programme expenditure and the continued use of internal borrowing, which has reduced the need for external borrowing to date.
50. The outturn for investment income received in 2022/23 was £878,000 on an average investment portfolio of £34.5m, therefore giving a yield of 2.54%, against a budgeted £250,000. By comparison investment income received in 2021/22 was £350,000 on an average investment portfolio of £34.2m with a yield of 1.02%. The Authority has benefited from the higher interest rate environment.

Non-Treasury Investments

51. The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Fire and Rescue Authority as well as other non-financial assets which the Fire and Rescue Authority holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e. management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) and or for commercial purposes (made primarily for financial return).
52. Investment Guidance issued by the Department for Levelling Up Housing and Communities (DLUHC) and Welsh Government also broadens the definition of investments to include all such assets held partially or wholly for financial return.

53. This could include the direct purchase of land or property and any such loans and investments will be subject to the Fire and Rescue Authority's normal approval processes for revenue and capital expenditure and need not comply with the treasury management strategy. The Fire and Rescue Authority has two properties classified as investment properties on its Balance Sheet, relating to the use of parts of existing sites that were deemed surplus to requirements to provide accommodation to partner organisations and bringing in rental income to the Authority.

Compliance Report

54. The Fire and Rescue Authority confirms compliance of all treasury management activities undertaken during 2022/23 with the CIPFA Code of Practice and the Fire and Rescue Authority's approved Treasury Management Strategy.
55. Compliance with the authorised limit and operational boundary for external debt, is demonstrated in Table 8.

Table 8 – Debt limits	2022/23 Maximum £m	31/03/23 Actual £m	2022/23 Operational Boundary £m	2022/23 Authorised Limit £m	Complied?
Borrowing	7.40	6.7	22.1	27.3	✓
Other long-term liabilities	-	-	5.0	5.0	✓
Total debt	7.40	6.7	27.1	32.3	✓

56. Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. However this limit was not breached during the financial year.

Treasury Management Indicators

57. The Fire and Rescue Authority measures and manages its exposures to treasury management risks using the following indicators.

Interest rate exposures

58. The following indicator shows the sensitivity of the Fire and Rescue Authority's current investments and borrowing to a change in interest rates:

Table 9 – Interest rate risk indicator	31/03/23 Actual	Impact of +/-1% interest rate change
Sums subject to variable interest rates		
Investment	£17.9m	+/- £0.18m
Borrowing	£0.19m	+/-£0.002m

59. Fixed rate investments and borrowings are those where the rate of interest is fixed for the whole financial year. Instruments that mature during the financial year are classed as variable rate.

Maturity structure of borrowing

60. This indicator is set to control the Fire and Rescue Authority's exposure to refinancing risk. The upper and lower limits show the maximum and minimum maturity exposure to fixed rate borrowing as agreed in the Treasury Management Strategy Statement:

Table 10 – Refinancing rate risk indicator	31/03/23 Actual	Upper Limit	Lower Limit	Complied
Under 12 months	6%	50%	0%	✓
12 months and within 24 months	6%	50%	0%	✓
24 months and within 5 years	2%	50%	0%	✓
5 years and within 10 years	27%	75%	0%	✓
10 years and within 20 years	59%	75%	0%	✓
20 years and above	0%	100%	0%	✓

Principal sums invested for periods longer than a year

61. The purpose of this indicator is to control the Fire and Rescue Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

Table 11 – Price risk indicator	2022/23	2023/24	2024/25
Actual principal invested beyond year end	£7m	£7m	£7m
Limit on principal invested beyond year end	£10m	£10m	£10m
Complied?	✓	✓	✓

62. The table includes investments in strategic pooled funds of £7m as although these can usually be redeemed at short notice, the Fire and Rescue Authority intends to hold these investments for at least the medium-term.



**Hampshire
& Isle of Wight**
FIRE & RESCUE AUTHORITY

HIWFRA Full Authority

Purpose: [Noted](#)

Date: **20 JUNE 2023**

Title: **2022/23 ANNUAL PERFORMANCE REPORT**

Report of [Chief Fire Officer](#)

SUMMARY

1. The Annual Performance Report (**Appendix A**) explores how the Service performed against our priorities over the last year. Performance is described against each of the Hampshire and Isle of Wight Fire Authority's Safety Plan priorities and against key operational and corporate health measures in the period 1 April 2022 through to 31 March 2023. The report also provides an assessment of progress against our Safety Plan improvements for 2022/23.
2. The Service uses performance reporting and data analysis to assess our effectiveness, efficiency, and financial position; and to inform decisions we make and where we target our resources. Our performance measures help us find areas for improvement, as well as identify successes and good practice to be shared, where applicable, across public services and the fire sector.
3. The report includes benchmarking comparisons with 'similar services'; these are the other fire and rescue services within our 'Family Group' ('English and Northern Irish County Services with coastline'): Avon, Cumbria, Devon & Somerset, Dorset & Wiltshire, Essex, Humberside, Kent, Lancashire, North Yorkshire and West Sussex. These Services have been identified as similar to HIWFRS following extensive analysis by the National Fire Chief's Council (NFCC).

SAFETY PLAN IMPROVEMENTS 2022/23

4. The five-year Hampshire and Isle of Wight Fire and Rescue Service (HIWFRS) Safety Plan was launched in April 2020, setting out our priorities,

our values, how we will build on our strengths, and how we will address the areas that require focus and improvement.

5. Each year the Fire Authority approves a range of in-year improvement activity. The 2022/23 improvements were approved by the Fire Authority on 15 February 2022. The Performance Report summarises progress against these activities.
6. In total, with some 2021/22 improvements that were deferred or part of multi-year programmes of activity, there were 17 Safety Plan improvements for 2022/23 (Year 3). To date, 12 of these have been completed and for the remaining 5 improvements, a significant amount of activity has still been undertaken and further detail is outlined on pages 5 and 6 of **Appendix A**.

OUR PERFORMANCE 2022/23

7. This report analyses our performance across various critical areas, with a renewed focus on longer-term trends and how we compare to similar services. While we compare well to similar services in many aspects of our delivery, we recognise that there are opportunities for improvement in some areas.
8. Compared to 2021/22, we have seen slightly slower critical response times driven primarily by our on call availability declining to 59%. The Service has lower day time availability (43% in 2022/23) compared to night time availability (69%); and therefore as we develop our 2025-30 Safety Plan we will need to operate differently to manage day time availability more effectively. In 2023/24, we are undertaking a range of activity to further support our on call staff and to help improve their availability. It is also important to note that our response time performance is faster than other services in our Family Group (who have also seen a similar trend over time of slower response times and comparable trends in on call availability). Furthermore, despite reductions in on-call availability and slightly slower response time we have not seen any adverse impact on fire fatalities or casualties, and the Services performs very well against similar services in terms of having much lower casualty rates by population.
9. We continue to increase the number of Safe & Well visits delivered, up by over 20% – to 11,927 – compared to last year, driven by the recruitment of five new Community Safety Advisors. HIWFRS has also outperformed other similar services in the number of visits delivered (by population). 2022/23 also saw the launch of our risk-based prevention programme, refining how we target visits and the launch of a new electronic Safe and Well form, which has removed various inefficiencies.

10. In January 2023, HMICFRS rated our prevention activity as 'good' and highlighted our work with Children and Young People as impressive. 2022/23 also saw the Service create a risk-based inspection programme for the Schools Education Team, a new Princes Trust Team on the island, new Fire Cadet Units opened, and our volunteer network received external accreditation. However, in terms of Protection, we have had capacity challenges that have impacted the delivery of fire safety audits. As a result, we are building upon a trial of crews delivering audits via new 'fire safety checks', while continuing to invest in our Protection department, to increase our volume of Protection activity.
11. We also continue to have a strong focus on the risk information we hold and have seen improvement over time in the amount in date. However, we recognise, as HMICFRS did, that we have further to go to improve in this area so will be initiating a three-year improvement plan.
12. Beyond our operational activity we have seen a growth in sickness, up to 14.3 average shifts lost in 2022/23, owing to a growth in long-term sickness absence. HIWFRS's trend mirrors the national position with sickness increasing nationally for other Services across all staff groups. HIWFRS, though, had slightly higher sickness levels compared to the national average for the sector.
13. We also recognise the recording of personal development reviews remains a challenge, with only 53% of our staff recording a Personal Development Review (PDR) in 2022/23, though in their 2022 inspection HMICFRS found most staff (85%) have had meaningful develop discussions with their manager.
14. Finally, we recognise that we have further to go to improve our workforce diversity, especially around ethnicity, so our teams become a closer reflection of the communities of Hampshire and the Isle of Wight and builds upon our continued good progress around gender representation in recent years. Therefore, in light of our people-related performance, we are undertaking a range of people-focused activity to improve staff wellbeing, equality, diversity and inclusion; as well as further refining our PDR process and reporting.

LOOKING AHEAD TO 2023/24

15. The Year 4 Safety Plan improvements were approved by the Fire Authority in February 2023. 2023/24 will be a significant year for the Service where we advance the development of the next iteration of our Safety Plan, setting the foundation for the longer term, 2025-2030, and begin responding, where required, to the HMICFRS inspection report, as well as advancing various

other improvements to our efficiency, effectiveness and how we support our people.

16. At the forefront of the Year 4 improvements is a focus on enhancing technology, processes, ways of working, and other areas to improve support to our on call staff. This, along with work with SCAS to increase usage of the co-responder scheme, should also help to increase our co-responder availability and in turn increase our co-responder call profile to assist the ambulance service and make the lives of our communities safer.
17. There are 10 improvements within the fourth year of the Safety Plan, with one encompassing assurance activity in four key areas (response to HMICFRS's inspection report, the Manchester Arena Inquiry, Phase 2 of the Grenfell Inquiry, and the London Fire Brigade Independent Culture Review). These activities are outlined in full within the final section of Appendix A, but common themes include a focus on ensuring the Service is a healthy and inclusive place to work, that it is fit for the future and responsive to external developments, and that we are continuing to focus on and improve our efficiency and effectiveness.

SUPPORTING OUR SAFETY PLAN AND PRIORITIES

18. The Annual Performance Report provides a view of performance in all the Safety Plan priority areas, with specific progress against the Safety Plan improvements reported in Part One of Appendix A. We regularly check and report progress against the Safety Plan – across our Directorates and within our Executive Group.

CONSULTATION

19. There has been a range of internal consultation and collaboration to help develop this report. External consultation has not been required.

RESOURCE IMPLICATIONS

20. The cost associated with the production of the Annual Performance Report is within existing resources.

IMPACT ASSESSMENTS

21. This report does not lead to any change activity, so no impact assessments are required. However, we have ensured we utilise dyslexia and colour-blind friendly fonts and colours in the Appendix to ensure the reports are as accessible as possible.

LEGAL IMPLICATIONS

22. There are no legal implications resulting from this report.

RISK ANALYSIS

23. Failure to regularly report on and scrutinise our performance and progress against our Safety Plan could result in no action being taken to address areas that require improvement, which may affect the outcomes for our communities and our people.

EVALUATION

24. Monitoring and assessing performance and progress against the Safety Plan are a key part of various evaluation activity that the Service carries out, it also used by the Service to identify areas for continuous improvement and to flag and share good practice across public services and the fire sector.
25. Evaluating performance, and change activity more widely, are core activities of the Integrated Performance and Assurance Group, of Directorate Boards and management teams across the Service. This is aided by an increasing amount of data and reporting available, with the breadth and depth of real-time performance and assurance information accessible to our staff increasing.

CONCLUSION

26. While our renewed focus on benchmarking has shown we compare well to other similar services in many areas, we are not complacent and recognise, as HMICFRS found, that we need to improve in various areas of performance. Accordingly, this report outlines that we have a wide range of improvement activity underway, with more being delivered in 2023/24, the fourth year of the Safety Plan.
27. This report also assesses what improvements we have delivered in 2022/23, some of which, like the new electronic Safe and Well process, respond directly to areas for improvement identified by HMICFRS. We continue to scrutinise the progress of our Safety Plan, whilst looking ahead to our preparations to its next 2025-30 iteration, with ongoing assessments of our performance remaining at the heart of our decision-making.

RECOMMENDATION

28. That the 2022/23 Annual Performance Report be **noted** by the **HIWFRA Full Authority**

APPENDICES ATTACHED

29. Appendix A – 2022/23 Annual Performance Report.

Contact: Matt Robertson, Director of Corporate Services,
Matt.Robertson@Hantsfire.gov.uk, 07918 887532

APRIL 2022 - MARCH 2023



**Hampshire
& Isle of Wight**
FIRE & RESCUE SERVICE

ANNUAL PERFORMANCE

This report focuses on our performance in 2022/23 (1st April 2022 - 31st March 2023) across key areas aligned with our Safety Plan priorities.



TOGETHER WE MAKE LIFE SAFER



A note from the **FIRE AUTHORITY CHAIRMAN**

I am proud to see the progress and work that the Service has delivered in 2022/23; with a new fire station in Bishop's Waltham, continued investment on the Isle of Wight, a significant increase in our Safe and Well visits, and our ongoing work with health partners being a handful of many positive examples that this report rightfully highlights.

“It is pleasing to see how Hampshire and Isle of Wight Fire and Rescue Service compares well to other Services in many areas.”

Nevertheless, this report also flags areas where the Service has faced more challenges, such as with its on-call availability and sickness; and outlines the wide variety of improvement activity that will be delivered within the fourth year of the Safety Plan.

The Fire Authority will continue to scrutinise the Service's performance and its progress against the Safety Plan and responding to HMICFRS's inspection report.

Finally, in what has been an incredibly busy and challenging year for the Service, I want to thank every member of the Service, including our volunteers, as well as our partners, for their commitment and support throughout 2022/23.



Councillor Rhyddian Vaughan MBE
Fire Authority Chairman

FOREWORD

Thanks to the hard work, dedication and professional tenacity of our workforce, we have successfully navigated a challenging and eventful year.

2022 saw unprecedented hot weather which led to three extreme heatwaves in June, July and August; alongside this our teams responding to external and internal risks from the rising cost of living (including through our successful '5Cs' campaign) all while completing our latest inspection by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). We have also navigated and managed the potential risk of industrial action.



Despite all this we have continued to deliver various activities as part of the third year of the Authority's 2020-2025 Safety Plan, including:

- the opening of a new fire station at Bishop's Waltham.
- further investment to improve our estate on the Isle of Wight.
- embedded our behaviours within our recruitment and promotion processes, and within our leadership and management development programmes.
- launched our new 'Our Inclusive Strategy' to continue to progress our equality, inclusion and diversity activity.



Photo of Bishop's Waltham fire station

Our ability to respond quickly to changing operational needs has stood us in good stead throughout the past year. We continue to provide critical support to our ambulance colleagues, with our medical co-responding calls considerably outstripping those of comparative fire and rescue services.

Alongside this important work, we have also been able to rapidly deploy colleagues as part of the Urban Search & Rescue Team to Jersey, Turkey and Malawi - helping to make life safer across the globe.

These fantastic achievements would not have been possible without the dedication and expertise of our diverse teams, who continue to work tirelessly across Hampshire and the Isle of Wight.

"2022 has seen our teams work tirelessly through a challenging and eventful year to keep our communities safe."

Looking ahead to 2023/24, we will continue to build on our successes and focus on improving the Service in response to the findings of our 2022 inspection.

Finally, I want to celebrate the amazing efforts of Stu Vince and Craig Sadler who completed a [trans-Atlantic row](#) to raise money for Solent Minds and the Firefighter's Charity.



Matt Robertson

Director of Corporate Services

About this report

This report explores how the Service performed against key operational and corporate health measures in the period 1 April 2022 through to 31 March 2023. The report is structured around our key organisational priorities while also providing an assessment of progress against our Safety Plan deliverables.



PART 1

Safety Plan Improvements

This section summarises progress against our Safety Plan deliverables and activities for the completed year (2022/23); the third year of our five year plan.



PART 2

Our Performance

This section analyses our performance against key operational and corporate health measures.

The section is structured around our five Safety Plan priorities.



PART 3

Looking Ahead

This section identifies activities for the 2023/24 year which we will focus on delivering.

These activities are informed by our performance during the preceding year and seek to celebrate the positive work while summarising what we will do to improve areas of weakness.



Key note about this report

This report includes benchmarking comparisons with 'similar services'; these are the other fire and rescue services within our Family Group: ('English and Northern Irish County Services with coastline'): Avon, Cumbria, Devon & Somerset, Dorset & Wiltshire, Essex, Humberside, Kent, Lancashire, North Yorkshire and West Sussex. These Services have been identified as similar to HIWFRS [following extensive analysis by the National Fire Chief's Council](#). Northern Ireland is excluded from our benchmarking owing to a lack of comparative data.

Data used in FRS benchmarking has been obtained from HMICFRS, the Home Office and national sickness reporting, with other benchmarking data obtained from the Office for National Statistics.

01

Safety Plan Improvements

This section summarises progress against our Safety Plan deliverables and activities for the completed year (2022/23); the third year of our five year plan.



Delivering our Safety Plan -

Year 3 (2022/23) Safety Plan improvements

The five-year Hampshire and Isle of Wight Fire and Rescue Service (HIWFRS) Safety Plan was launched in April 2020. This plan sets out our priorities, our values, how we will build on our strengths, and how we will address the areas that require focus and improvement.

Each year, the Fire Authority approves a range of in-year improvement activity. The 2022/23 improvements were approved by the Fire Authority on 15 February 2022.

There were 17 Safety Plan improvements for 2022/23 (Year 3). To date, 12 of these have been complete:

- ▶ Introduced electric vehicle charging points across our estate to support the service carbon reduction plans.
- ▶ Established collaboration with the Integrated Care Partnership and produced a shared, interim strategy to better understand the emerging challenges and opportunities where we can work together to support Prevention activity and the reduction of fire risk and other vulnerability.
- ▶ Began Phase 1 of our Community Risk Management Plan (CRMP) project to produce our next Safety Plan by identifying and assessing the risks in our different communities, using sector best practice. This work continues into 2023/24.
- ▶ Delivered the year 2 estate maintenance programme to provide improved facilities for our staff on the Isle of Wight.
- ▶ Invested in our buildings, improving facilities for a diverse workforce and to better provide for the management of fireground contamination. Work in this area continues in 2023/24.
- ▶ Commenced work to align on call terms and conditions through the development of a single contract, pay and conditions for on-call firefighters in Hampshire and the Isle of Wight. A draft proposal is complete, being trialled at three stations and will be evaluated in 2023.
- ▶ Embedded our Service Behaviours within our recruitment and promotion processes, and within our leadership and management development programmes.
- ▶ An efficiency and effectiveness plan for the Service has been developed and submitted as part of our budget reporting with a 3% efficiency to be achieved and reported against in 2023/24.
- ▶ Undertaken a value for money assessment that has fed into our organisational planning for 2023/24.
- ▶ Made progress in developing our Equality, Diversity and Inclusion strategy, 'Our Inclusive Service', to achieve the objectives set by the Fire and Rescue Authority. A new Strategic EDI and Wellbeing Board has been created, and we have recruited a new EDI manager.
- ▶ A gap analysis across various Fire Standards was undertaken with evidence captured and assurance activity enshrined into a new procedure; enabling the service to demonstrate across all our Directorates, the progress in our maturity and compliance to the Fire Standards and other national guidance.
- ▶ To improve communities' ability to access our prevention activity a significant amount of organisational and campaign activity, including our '5Cs' campaign, was undertaken around Safe and Well visits. Further work engaging under-represented groups more widely is planned as part of the development of the 2025-30 iteration of the Authority's Safety Plan.



Delivering our Safety Plan - Year 3 (2022/23) Safety Plan improvements

For the 5 improvements not completed further detail about progress is outlined below:

- ▶ Whilst we have undertaken extensive assurance activity to determine what action needs to be taken in response to the 2022 HMICFRS inspection; much of this improvement activity is starting from April 2023.
- ▶ The completion of our new live fire training facilities is now set to be complete by the end of June 2023. This is owing to supply chain challenges on both the inner heat resistant materials
- ▶ While financial wellbeing information and signposting has been added to the Wellbeing SharePoint site, and enhanced psychological screening services are now being offered to staff, further wellbeing support is being delivered in 2023/24, including any actions required following a wide range of workload focus groups.
- ▶ Following the successful launch of supervisory and middle manager training courses, further work is required to define the responsibilities of, and support provided to, managers in respect of wellbeing and people support expectations.
- ▶ Crewing trials have not yet been completed but are subject to continual review. The now concluded national grey book national grey book (Control and other operational staff) pay dispute impacted on the ability to complete these trials and as such work will continue over the next year.



In addition to the Safety Plan improvements, our directorates delivered a wide range of activity to improve the Service, including, but not limited to:

- ▶ A new, more efficient electronic Safe and Well process was launched.
- ▶ A Community Safety Quality Assurance role was created to produce an assurance and evaluation framework.
- ▶ Focus groups were held to understand the workloads of staff across HIWFRS and the findings from these will be analysed by June 2023; with any required actions taken accordingly in 2023/24.

02

Our Performance

This section analyses our performance against key operational and corporate health measures.

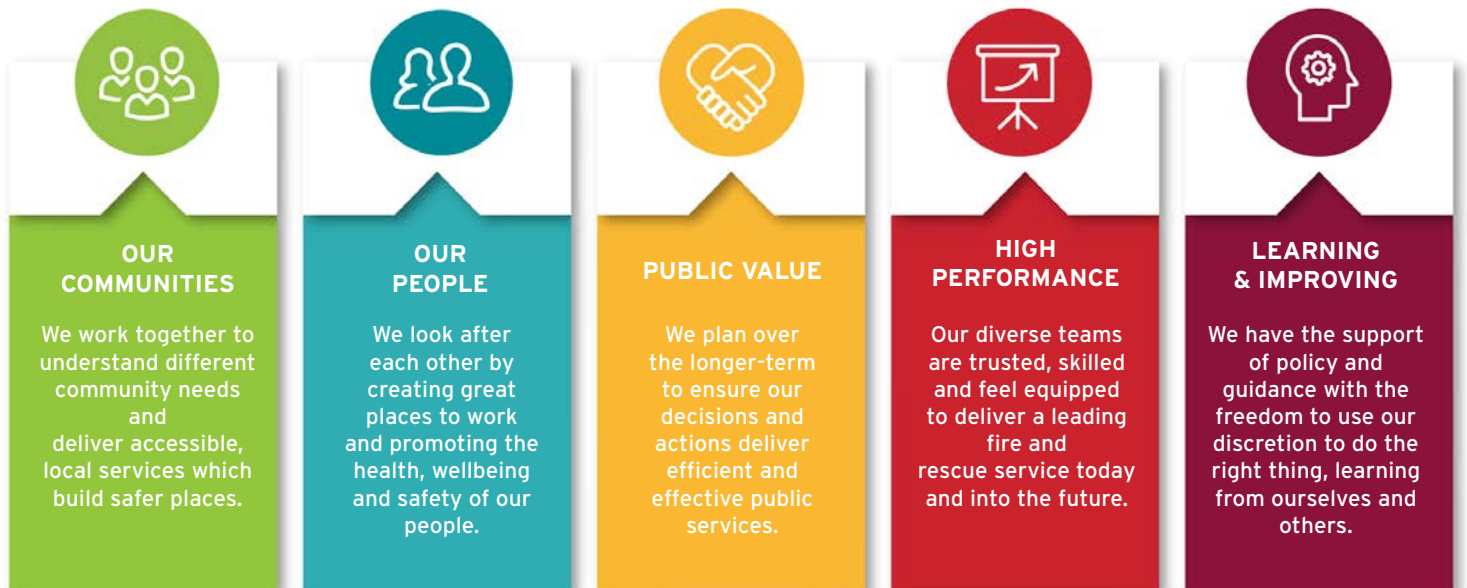
The section is structured around our five Safety Plan priorities.



Our approach to performance

The Service assesses its performance against each of the Hampshire and Isle of Wight Fire Authority's Safety Plan priorities through a range of performance metrics, with comparisons made against previous years and to other Fire and Rescue Services.

The Service uses performance reporting and data analysis to assess our effectiveness, efficiency, and financial position; and to inform decisions we make and where we target our resources. Our performance measures help us find areas for improvement, as well as identify successes and good practice to be shared, where applicable, across public services and the fire sector.



“The Service uses performance reporting and data analysis to assess our effectiveness, efficiency, and financial position; and to inform decisions we make and where we target our resources”

OUR 2022/23 PERFORMANCE AT A GLANCE



OUR COMMUNITY



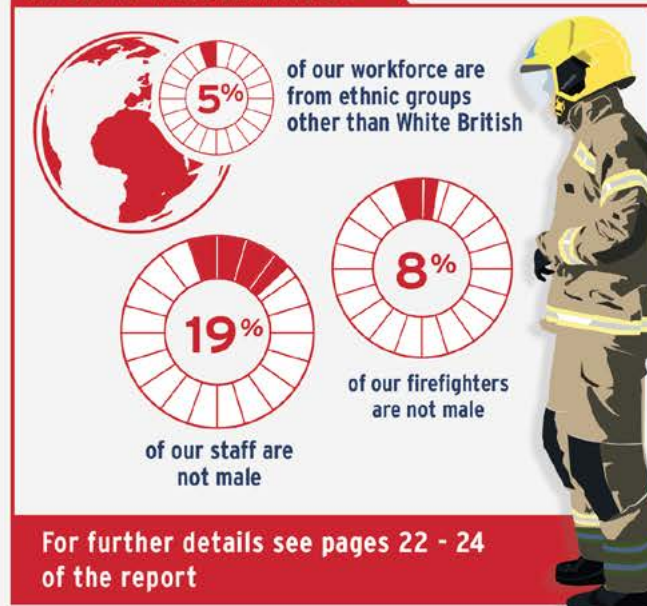
OUR PEOPLE



PUBLIC VALUE



HIGH PERFORMANCE



LEARNING & IMPROVING





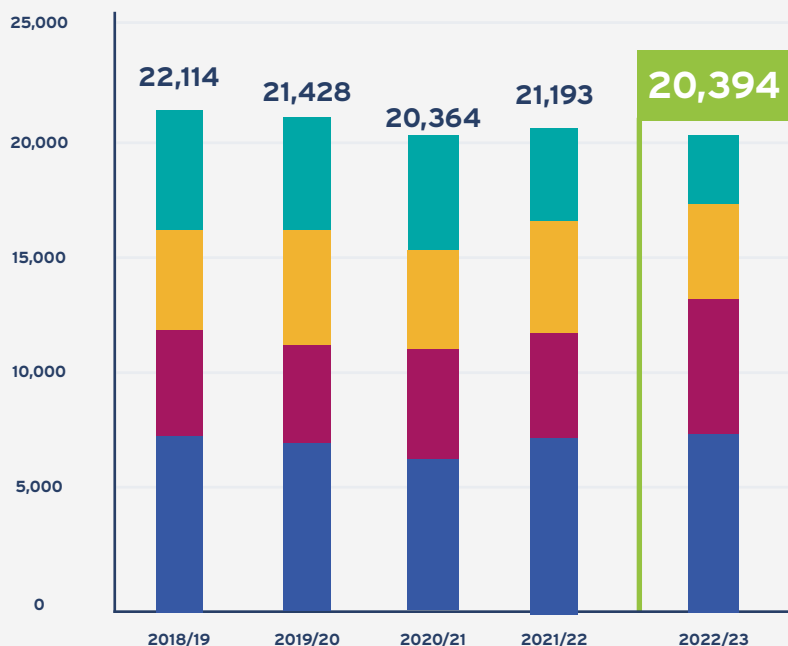
Our Communities - Incidents

There were 20,394 incidents in 2022/23, down 4% from 2021/22 and 8% less than in 2018/19.

The main reason for this was a 40% reduction in medical co-responding, down to 2,904 calls. Our medical co-responding support to SCAS is well-established and despite the recent reduction, due to low levels of co-responder availability and challenges in how co-responder resources are mobilised, we continue to do more medical co-responding than similar Services. You can read more about our plans to increase co-responder availability in the last part of this report.

The reduction in medical co-responding was offset by a 21% increase in fires (from 3,919 in 2021/22 to 4,737 in 2022/23) owing to a rise in outdoor and grassland fires during the record hot weather in the summer of 2022. Despite the rise, the number of fires is comparable to in 2018/19.

Notes: Incident data was cut on 11th April 2023; and 'special service calls' are non-fire incidents which require our attendance, such as assisting blue-light partners to gain entry to a property; and attending road traffic collisions



KEY

-  Medical Co-Responding
-  Special Service
-  Fire
-  False Alarms



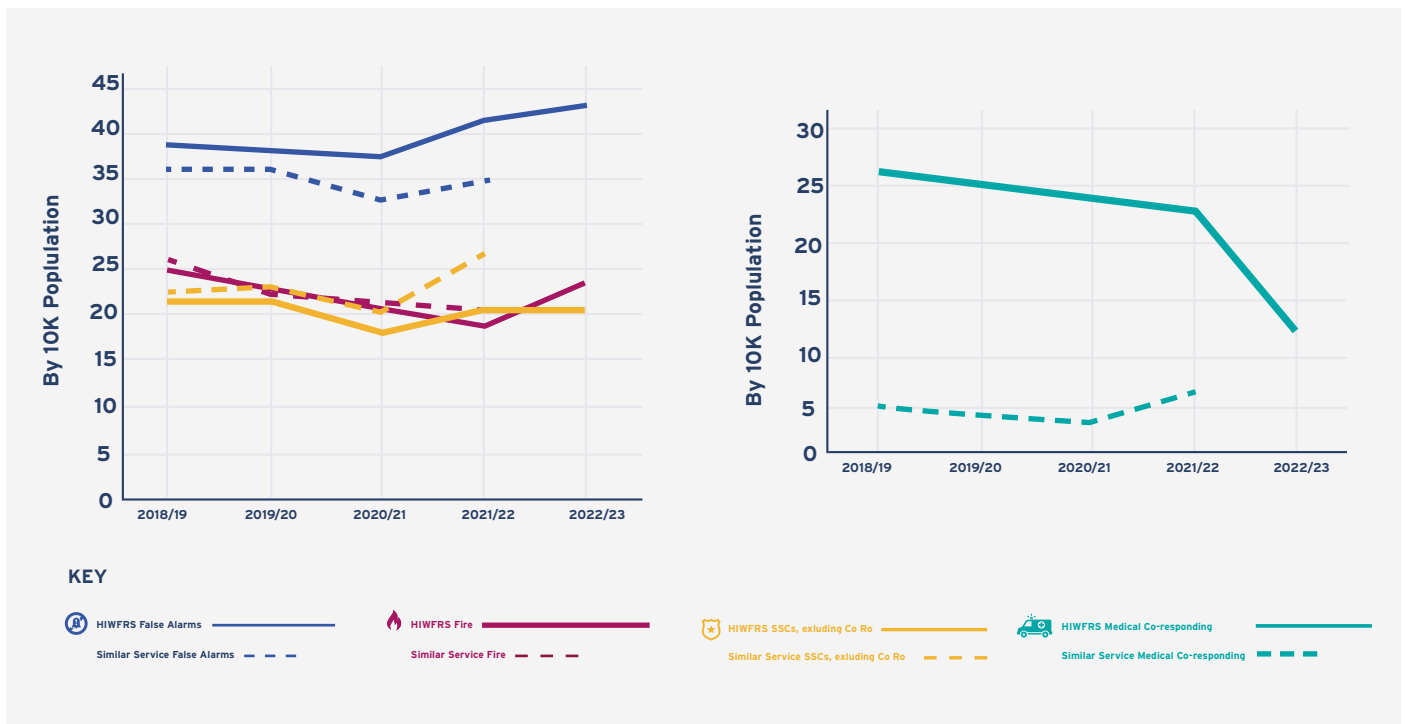
False alarms continue to increase, up 3% in the last year. False alarms, of which around 60% are domestic, are now our largest incident type.

The increase over the last 5 years is primarily due to an increase in cooking related false alarms and in faulty domestic false alarms. This is also a sign of more alarms being installed over time; partly owing to growing awareness of fire safety. The growth of domestic false alarms can also be seen as a positive with increased opportunities to provide community safety advice.



Our Communities - Incidents

When you compare HIWFRS to similar services, taking account of population, in 2021/22 (the latest full year of available data) the Service had slightly fewer fires; notably more false alarms; and fewer 'Special Service Calls' (non-fire incidents which require our attendance, such as assisting blue-light partners to gain entry to a property; and attending road traffic collisions).



Notes: Incident data was cut on 11th April 2023; 'special service calls' are non-fire incidents which require our attendance, such as assisting blue-light partners to gain entry to a property; and attending road traffic collisions





Our Communities - Partnership working

This year has seen us continue our strong working with a wide range of partners. We are proud of the work we do to support partners as together we make life safer for the communities of Hampshire and the Isle of Wight.

In addition to our well-established medical co-responding scheme, working with SCAS and IWAS, 32 HIWFRS stations, including on-call and whole-time, have been responding to incidents where a cardiac arrest is suspected. Our team uses Immediate Emergency Care (IEC) skills and medical equipment to significantly increase patients' chances of survival by providing a faster response. In 2022/23, on average we attended a call a day with various examples of positive patient outcomes. For example, based on data shared by SCAS for April to December 2022, we were on scene prior to the ambulance resource for 183 incidents. Of those incidents, some where the patient's heart had stopped, 14 patients had a return of spontaneous circulation (ROSC). This shows the value that could be achieved if we are able to work closer with the Integrated Care Board and our staff to deliver this life-saving support more widely.

Our team uses Immediate Emergency Care (IEC) skills and medical equipment to significantly increase patients' chances of survival by providing a faster response. In 2022/23, on average we attended a call a day with various examples of positive patient outcomes.

We also gain entry to premises to support ambulance services (via well-established partnership agreements). Our gaining entry work sees HIWFRS

being deployed instead of Hampshire & Isle of Wight Constabulary to assist SCAS and SECAMB, as we have specialist equipment, expertise and legal powers which are readily available.

In 2022/23, we attended 1,150 gain entry calls supporting ambulance services making access to properties - with the figures being fairly consistent over the last five years. HIWFRS have proven a quicker response to these types of calls providing better care to patients.

Most notably, by using HIWFRS equipment and expertise, there has been a dramatic reduction in boarding up costs following 'gained entry' processes.

HIWFRS also assist ambulance services in their attendance at incidents that involve bariatric patients, helping to safely move the patients to allow clinical care.

Furthermore, we also assist Hampshire and Isle of Wight Constabulary in searching for vulnerable High Risk Missing Persons using the existing skills of our people and our equipment. We also assist other partners - such as the RNLI and HM Coastguard - at incidents.

Finally, we have also undertaken a wide range of collaboration via our Fire Investigation Team and the Arson Taskforce. In 2022/23, we undertook 70 joint Police Crime Scene investigations, which have resulted in 13 charges to date - two with convictions with 11 pending trials/court appearances. 15 are ongoing investigations.

We have also developed an offender rehabilitation programme (Fire-P) that three Services have used, and others are interested in.





Our Communities

Average Critical Response Time

The average critical response time in 2022/23 was 7 minutes and 41 seconds. This has increased following the faster response times that were seen during the pandemic when availability was higher. There is a strong correlation between on-call availability and critical response time performance, as lower on-call availability means appliances have to travel further from other station grounds to respond to incidents. As a result the Service is undertaking work in 2023/24 to improve on-call availability.



An incident that endangers people or property, such as a building fire or road traffic collision.

Average primary fire response time compared to similar Services

Benchmark data on critical response times is not available as this is measured differently across Services, but for 'primary fire' response times HIWFRS significantly outperforms similar services (by 22 seconds in 2021/22, the latest available data). Like HIWFRS, other services also saw an increase from 2020/21 to 2021/22, with similar trends of reduced on-call availability. We anticipate improvements once our efforts to improve on-call availability have taken place.



Primary fires include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.

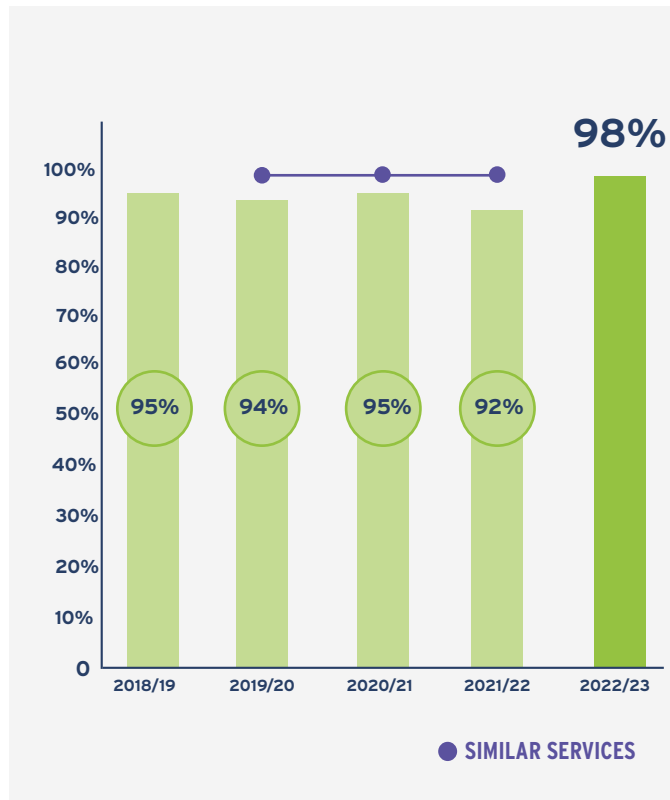


Our Communities

Whole-time availability

Wholtime availability currently stands at 98%, an increase of 6% points compared to the previous financial year. This was due to the impact on wholtime availability of additional work to support partners during the pandemic, with various detachments to undertake additional activities, which have now ceased.

In 2021/22, our average availability was slightly below that of similar services (98%). It is important to recognise the Services undertook very different levels of activity to support partners during the pandemic, and others may have seen their availability less affected.



On-call availability



Average on-call availability is 59% for the current financial year, slightly lower (3% points) than the previous year of 62% and lower than the high of 80% we saw during the pandemic owing to unprecedented furlough periods and more people being at home. As a result of the ongoing long-term challenges, the Service is undertaking work in 2023/24 to improve on-call availability.

HIWFERS has lower day time availability (43% in 2022/23) compared to night time availability (69%). We have seen the same drop since 20/21 as similar services. Whilst average on-call availability for all similar services was 72% in 2021/22; the figure for South-East services was 54%, highlighting the regional demographic challenges with On Call recruitment and retention.



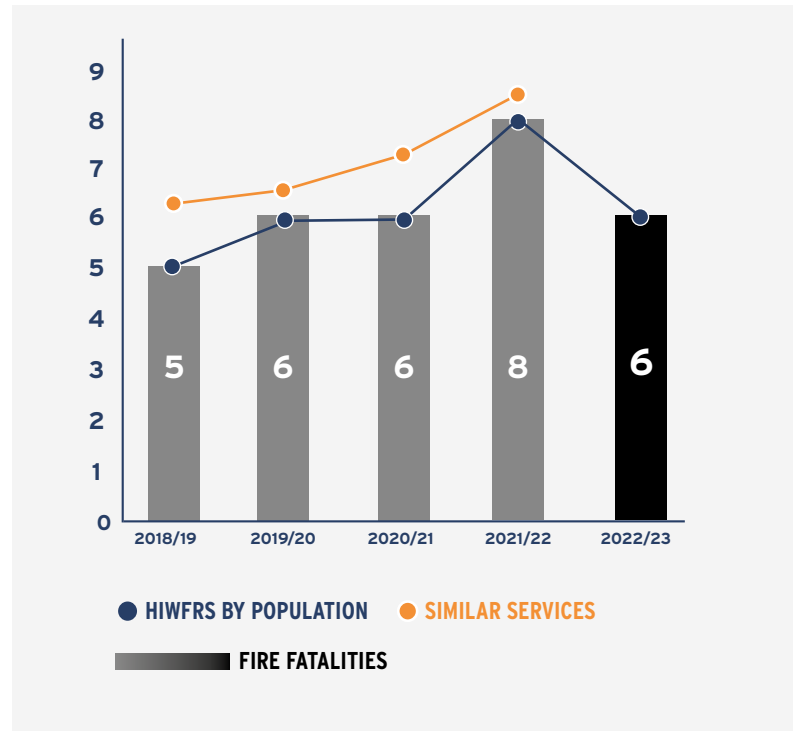
Our Communities

Fire fatalities

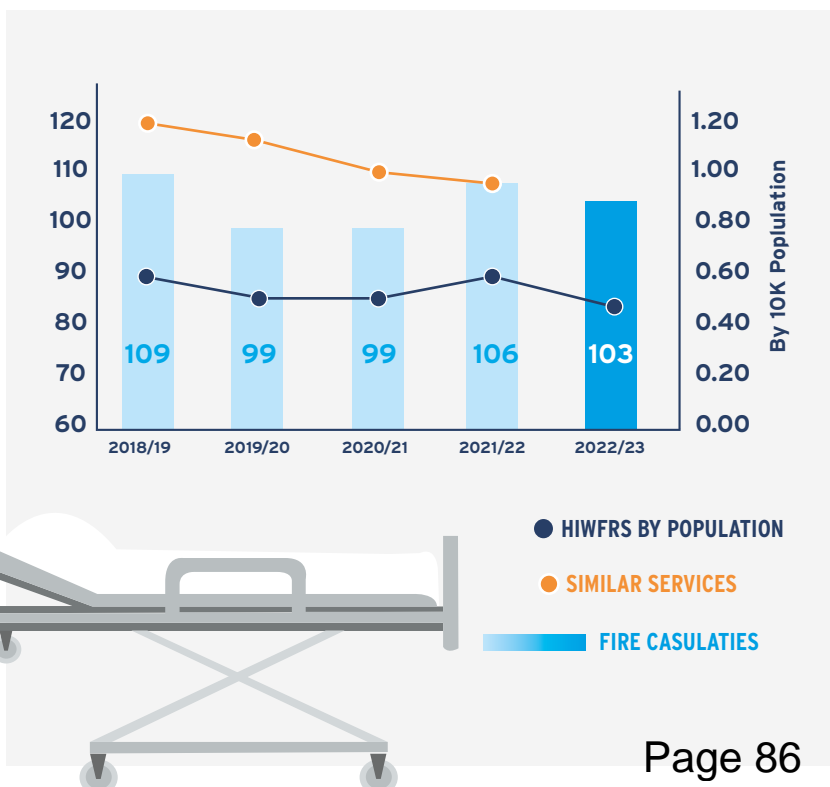
Regretfully, six fire fatalities have occurred this financial year, however, all of these are still currently awaiting Coroners investigation to confirm that the fire was the cause of death.

HIWFRS have had slightly lower fire fatalities by population compared to similar Services over the 4 year period for which benchmark data is available.

Four out of the six fatalities were male. Two of the six fatalities were caused by smoking materials and two were caused by an electrical fault, one was caused by cooking and the other from suicide



Fire casualties



Fire casualties remain relatively stable over the 5 year period, dropping to 103 this financial year vs 106 in 2021/22.

Of the fire casualties in this financial year, 50% were slight injuries where the victim went to hospital which is consistent with the previous year and 12% were severe casualties. 33% of fire casualties were given first aid on scene, with 6% having a precautionary check recommended.

HIWFRS performs consistently very well when compared to similar services by population for fire casualties, we also have lower rates for severe casualties.



Our Communities

Safe and Well Visits

In addition to our support to health partners, including developing our partnership with the Integrated Care Board, we undertake a wide range of Prevention activities, including Safe and Well visits, Safeguarding, and a broad range of preventative activities with Children and Young People that was recently praised by HMICFRS.

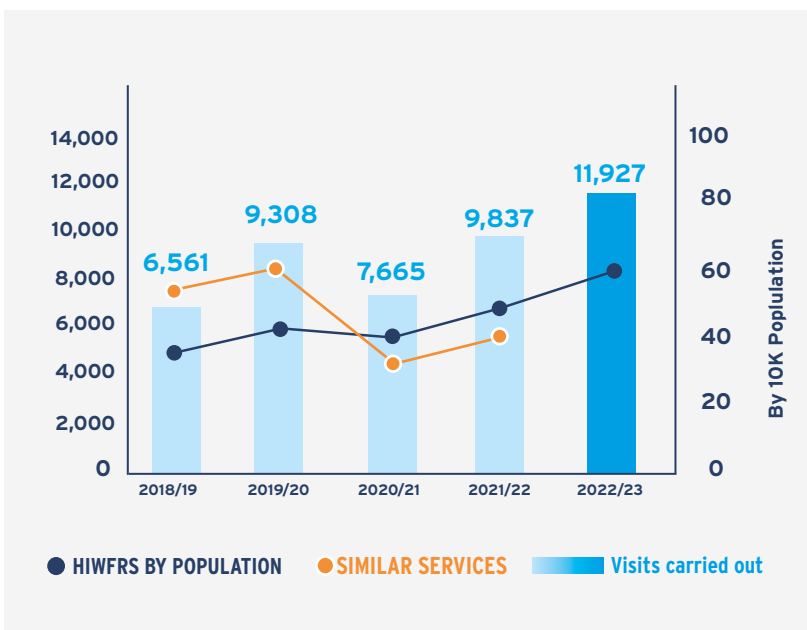
In 2022/23, we undertook 11,927 Safe and Well visits, a significant 21% increase from 2021/22. This is testament to the continued focus of the Service on our prevention activity, and the recruitment of 5 Community Safety Advisors (CSAs) has been a major contributory factor to the increase. Building on this progress, we aim to deliver around 15,700 visits in 2023/24.

HIWFRS outperformed other similar services in the number of visits delivered (by population) in 2020/21 and 2021/22



2022/23 also saw the launch of our risk-based prevention programme - refining how we target visits; and the launch of an electronic Safe and Well form, which has removed various inefficiencies. In January 2023, HMICFRS rated our prevention activity as 'good' and highlighted our work with Children and Young People as impressive. 2022/23 also saw: the Service create a risk-based inspection programme for the Schools Education Team; a new Princes Trust Team on the island; and new Fire Cadet Units opened. Our volunteer network has also received external accreditation.

Around two-thirds of our visits originated from a partner referral, such as from Local Authority adult social care teams, as we work with partners to mitigate risks - not just from fires - in vulnerable individual's homes. We also partner with the Blue Lamp Trust, a non-profit organisation promoting and enhancing community safety.





Our Communities

Fire Safety Audits

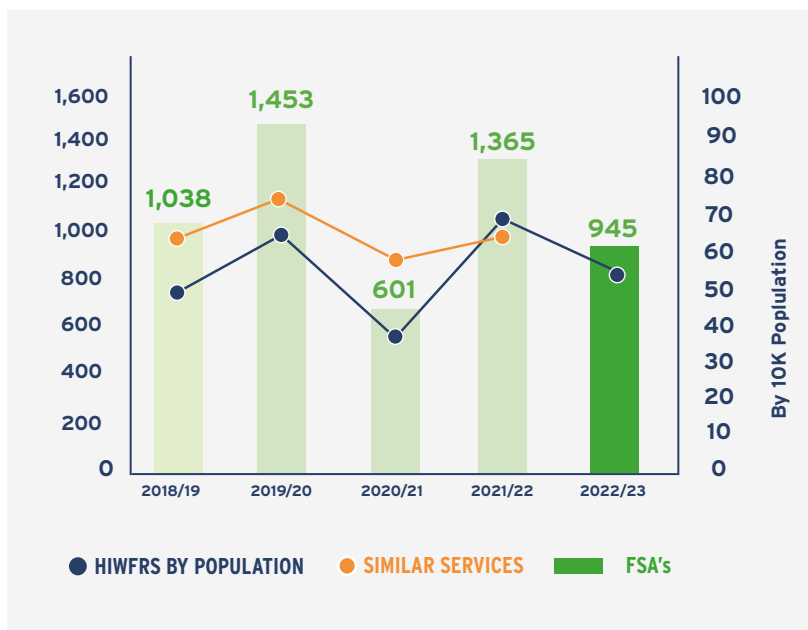
We undertake a wide range of Protection activity, including Fire Safety Audits (an examination of the premises and relevant documents to ascertain how the premises are being managed with regards to fire safety). In 2022/23, we delivered 945 audits, 31% fewer than in 2021/22.

This reduction is owing to staff turnover and the resulting impact on productivity as new staff are in development and cannot deliver the same volume of audits as fully competent staff as they require supervision, which also impacts on the supervisors ability to deliver audits.

Over time more staff will become competent, helping to improve the volume of audits delivered against our Risk Based Inspection Programme; and plans are also in place to enable some crews to carry out some audits following training. This will start as a pilot in 2023/24 and will then be extended, subject to evaluating its success.

In comparison to other Services, in 2021/22, HIWFRS slightly outperformed similar services (per population) for the first time in 4 years. As shown above, our audit numbers subsequently declined by 31% in 2022/23, which we anticipate will mean that HIWFRS again fall below the other similar services. However, despite the reduction in audits it is important to note that our enforcement activity has not reduced at the same rate, and we had a successful prosecution. This shows the quality of our protection work.

Finally, while HMICFRS rated our Protection activity as requiring improvement; they did identify our partnership with businesses (through the Primary Authority Scheme) as promising practice. This allows businesses or organisations with premises in more than one fire authority to receive fire safety advice from one service.





Our People

Staff Sickness

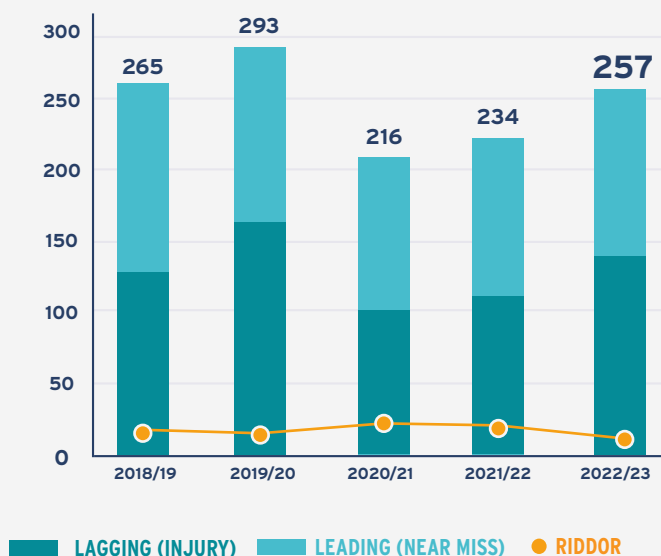
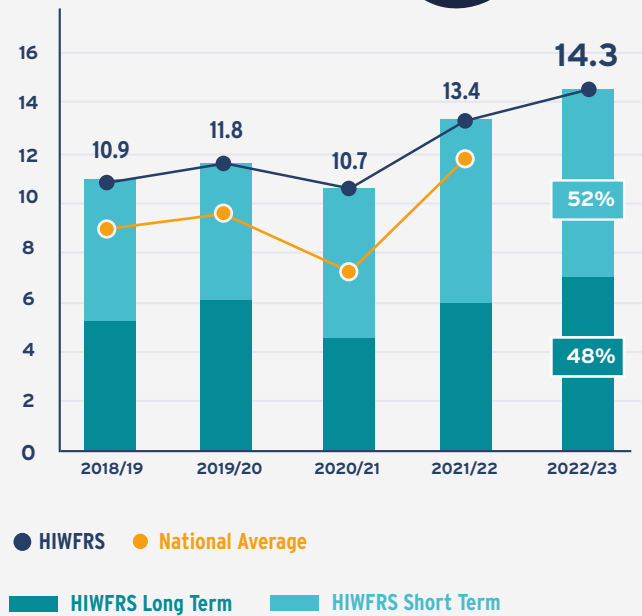
In 2022/23, on average we lost 14.3 shifts per member of staff, which is an increase from an average of 13.4 shifts lost in the previous year.

HIWFRS sickness increased in 2022/23 owing to a growth in long-term absence.

HIWFRS's trend mirrors the national position with sickness increasing nationally for other Services across all staff groups. HIWFRS, though, had slightly higher sickness levels compared to the national average for the sector.

Note:

Green and grey book staff work different shift patterns; with one shift representing a different amount of time for different staff groups.



Health and Safety

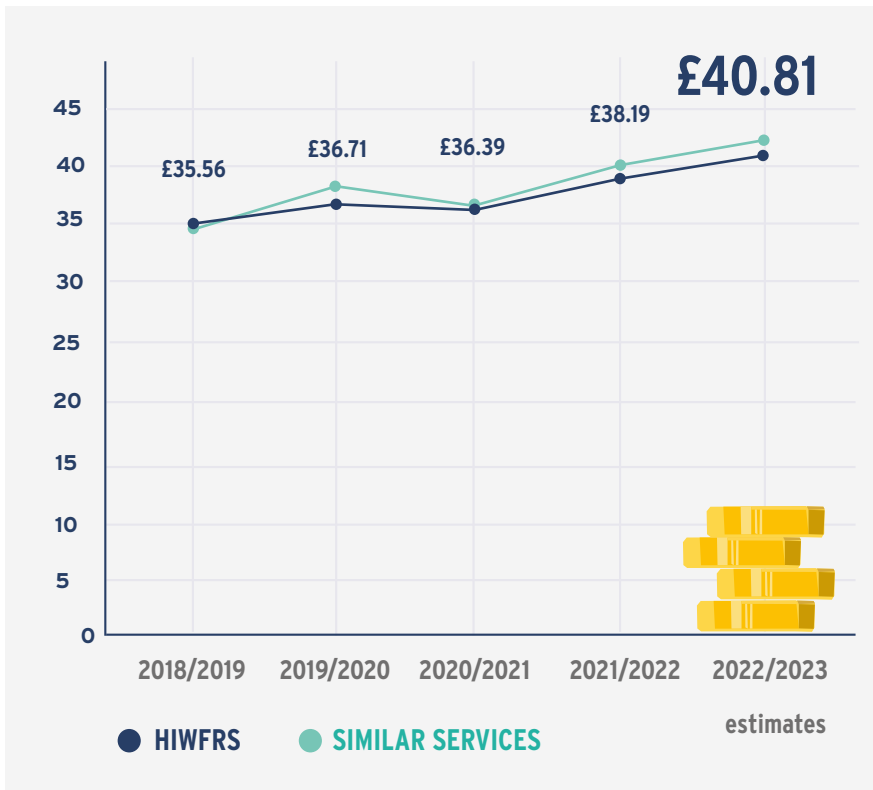
There was an 10% increase in health and safety events between 2021/22 and 2022/23, however, 2022/23 year saw less days lost (756 vs 843 in 2021/22). Our rate of firefighter injuries per FTE in 2021/22 (the latest full year of available data) compared favourably to similar services.

HIWFRS had 18 RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) events in 2022/23, with 26 in 2021/22. In 2021/22, our rate of RIDDOR injuries per firefighter was slightly higher than similar services.

Top reasons for events were not operational incidents but, for example, causes for concern from safe working procedures not being followed or inadequate training instruction.



Public Value



Cost per resident

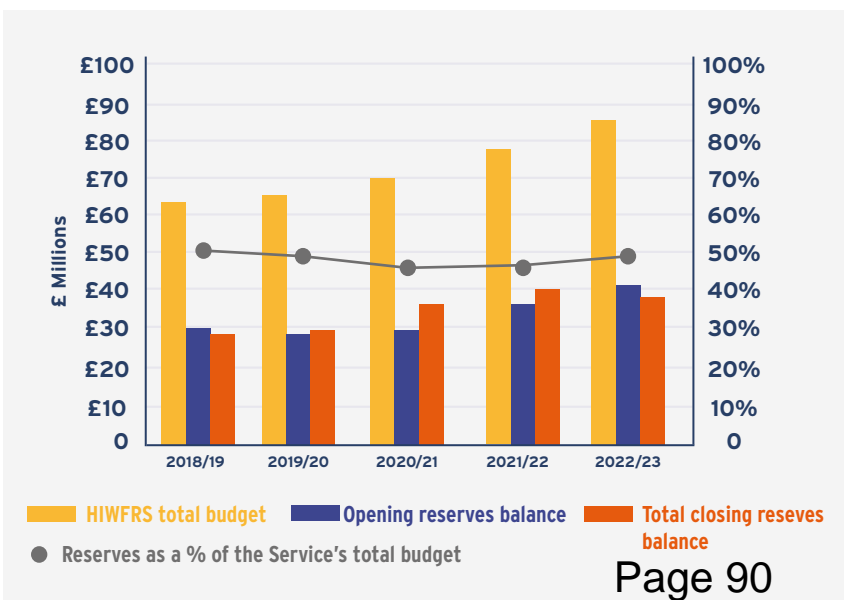
Compared to similar services, Hampshire and the Isle of Wight was the third cheapest (£40.81) for cost per population. This is despite the increased cost of living in the South of England, which has impacted the costs of supplies and services. In 2022/23, the average cost per population for our Similar Services was £42.50. Prior to 2021/22 Isle of Wight figures are not included as the Council did not submit data to CIPFA on the cost of the fire service. This is partly why our figures have increased in the last two years with, as research by University of Portsmouth has proven, an increased cost of providing public services on the island.

Note:

cost per resident is based on the amount we spend (in terms of our net revenue expenditure) divided by the population of Hampshire and the Isle of Wight. This is an established benchmark for the fire and rescue sector.

Reserves

A robust reserves strategy is an important part of financial management; and our ongoing contribution into reserves to support future expenditure has enabled our effective lifecycle management of our estates, fleet and ICT; and has supported investment in other areas. At the start of 2022/23 the reserves balance was £41.4 million, which was, for context, 48%



of the Service's total budget, although only around £3m of this was not already earmarked for future spend.

The reserve balance at 31 March 2023 was £38.3 million. The majority of our reserves (£32.7 million at the end of March 2023) relate to approved programmes - including for fleet, estates and ICT investment and we therefore expect reserves to fall significantly by March 2026, retaining an appropriate balance in our general reserve fund and for risk mitigation.



Public Value

Networked Fire Services Partnership (NFSP) : a blue-light collaboration



We work with the NFSP, which originated as a Control collaboration between Devon & Somerset, Dorset & Wiltshire and Hampshire Fire and Rescue services in 2013. The Control rooms have a joint command and control system to enable call handling, resource mobilising and incident management for and on behalf of each service. In 2022/23, across the NFSP around 116,000 calls were received by the three Services.

The NFSP, which now also includes Kent Fire and Rescue Service also coordinates operational activity, where we work towards alignment of policies and procedures to enable cross border incident response. The NFSP also seeks out opportunities for joint projects and procurements, where relevant, to take advantage of economies of scale and efficiencies.

Shared Service Partnership: public sector collaboration

We are also part of a Shared Service Partnership with Hampshire County Council and other public sector organisations. This delivers a wide range of services, including our finance function and the supporting ICT system.



Public Value



Income generation

In 2022/23, we generated £5.7 million. This is up by £1.5 million compared to 2021/22. We generate income from a wide range of sources, for example, £1.1 million from investment income in 2022/23. Furthermore, one of the Service's estate design principles is to support partnerships and income generation, and we share 25 of our sites. This generated around £1.3 million income in 2022/23 and helped to support ongoing collaboration, for example with the Hampshire & Isle of Wight Integrated Care Board, which use our HQ at Eastleigh. Other partners using our estate include, but is not limited to: South Central Ambulance Service, the OPCC and Hampshire & Isle of Wight Constabulary, Border Force and the RNLI.

HIWFRS also have two agreements with other fire and rescue services: with Royal Berkshire, for the management and maintenance of their fleet (generating £211,000 of cost recovery in 2022/23); and with Oxfordshire for the sharing an asset management system provision (generating £20,000 cost recovery). HMICFRS's 2022 inspection concluded the service is good at generating income from collaborative work.

Efficiency savings

**£0.8 million
in 2022/23**



£800,000 cashable efficiencies were made in 2022/23.

These have been delivered through careful financial management across the Operations directorate, and by removing an Assistant Chief Fire Officer role.



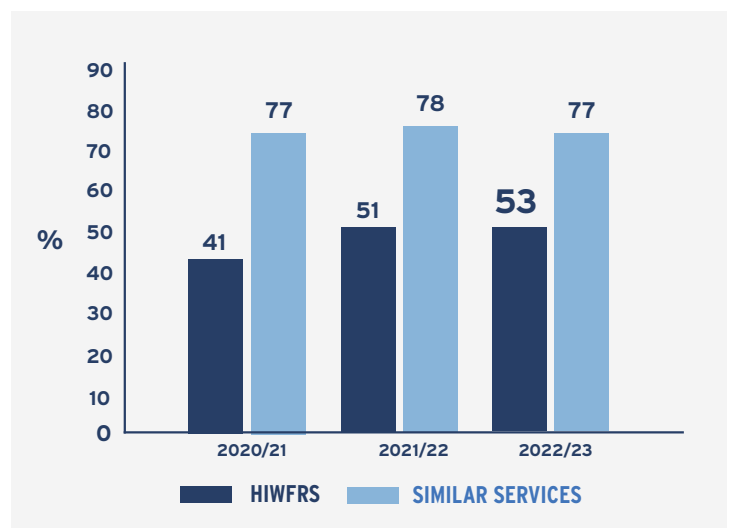
High Performance



Personal Development Review (PDR) completion

In 2022, HMICFRS found that a culture of continuous improvement is promoted and staff are encouraged to learn and develop. Of those who responded to their survey, 85% said they had a development conversation with their manager at least once in the last 12 months.

However, we recognise we have more to do to increase the recording of PDRs. 53% of staff recorded a PDR in 2022/23. This is significantly lower than other similar services (77% in 2022/23). In 2022/23, we launched a new PDR application; and this will be reviewed in 2023/24 based on staff feedback.





High Performance

Diversity

The HIWFRS position for firefighters aged 46 and over is broadly consistent with the population of Hampshire and the Isle of Wight, and owing to multiple whole-time recruitments and retirements, we have seen this percentage reduce slightly.

We are continually making progress in the gender representation of our staff, with 19% of staff not male compared with 17% for similar services (in 2022).

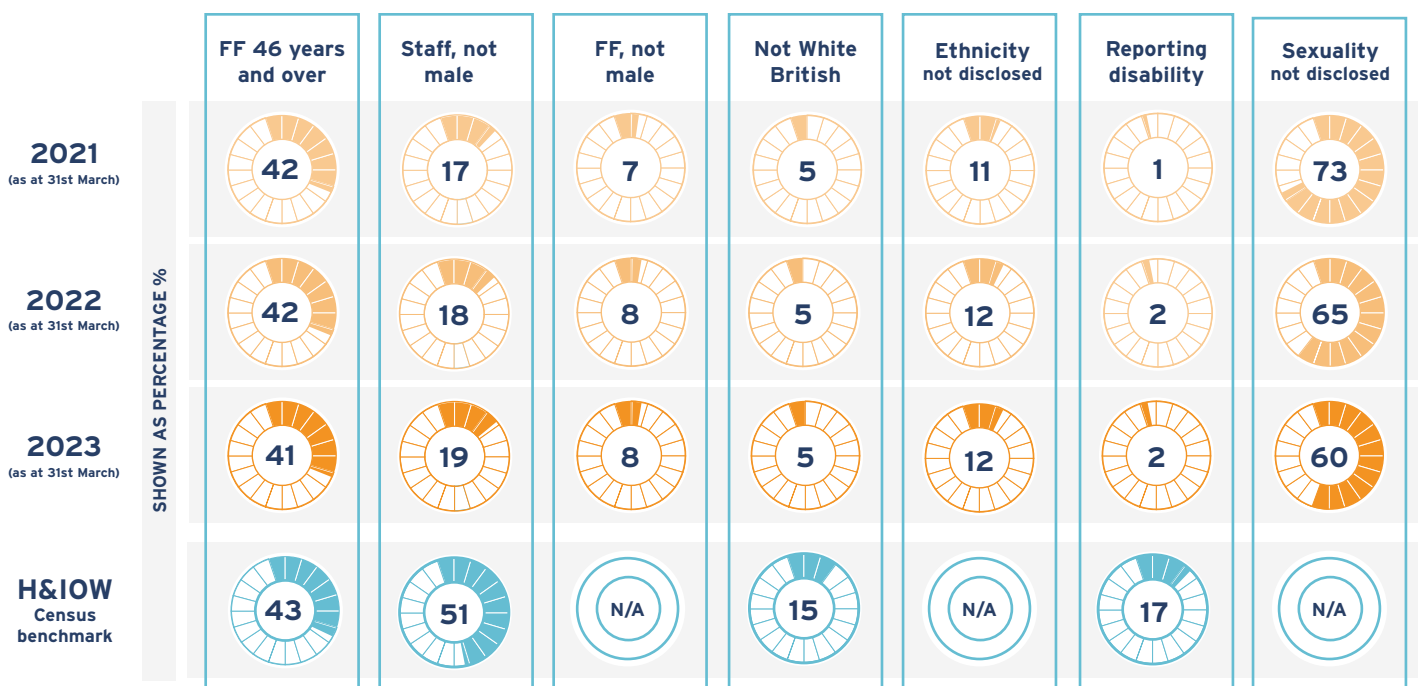
We have improved via our successful positive action and other work to attract more diverse candidates. In 2019 the equivalent figure for % firefighters not male was 5% (and we now have more than double the number of female whole-time firefighters) though the number of female on-call firefighters has reduced.

No Fire and Rescue Services have ethnic representation equivalent to their local communities; however some are closer than others.

HIWFRS ranks 24th of 44 English Services in terms of how close it is to the ethnicity of its communities. Despite previous work and communications to encourage the recording of this data, 12% of staff have not disclosed their ethnicity. This compares with 9% for England as a whole and 11% for similar services.

2% of staff disclosed a disability, 15% points below the proportion of the Hampshire and Isle of Wight with a disability and 3% points lower than the national average for Services, though the latter figure has a high degree of uncertainty owing to non-disclosure levels. 66% of HIWFRS staff did not disclose this information.

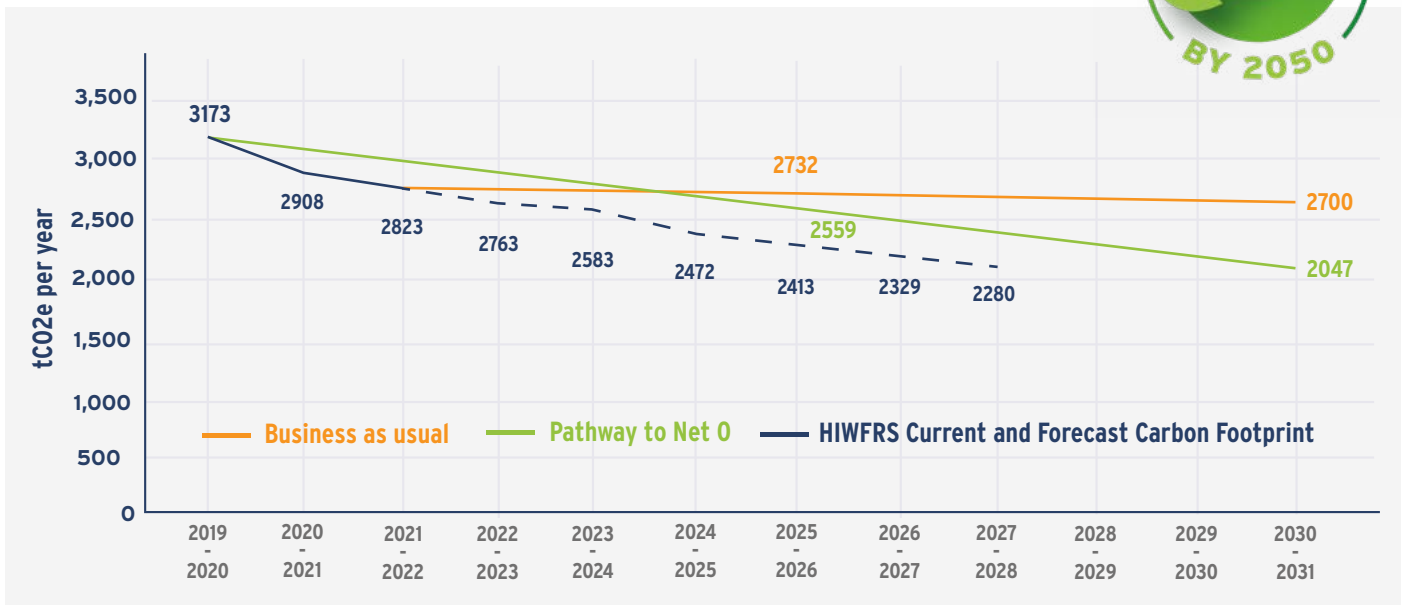
60% of staff have not disclosed their sexuality, an improvement on previous years. Due to the high level of non-disclosure it is not possible to accurately measure this aspect of diversity, but at least 2% of staff are non-heterosexual compared to 3% in our wider communities.





High Performance

Carbon Pathway (to Net Zero by 2050)



As noted to the December 2022 Fire Authority, last year we delivered a range of activities supporting our pathway to Carbon Net Zero by 2050. HIWFRS has always taken a proactive approach to reducing our environmental impact and in 2021 we engaged with the Carbon Trust to establish our baseline 2019/20 carbon footprint, which is shown above. The wide-ranging carbon reduction activities we have undertaken last year include the installation of electric vehicle charging points, appliance bay door replacements, roof replacement works, and estate-wide surveys that have formed the basis for a long-term programme of improvement works.

Sustainability is a core part of our design principles and is considered for each new project. These design principles provide the strategic direction for our Station Investment Programme and our Retrospective Design Principles programme. The newly-built Bishop's Waltham fire station has incorporated sustainability throughout, with a low

carbon heating system, solar photovoltaic array with battery storage, electric vehicle charging points, bird nesting bricks and a green roof. HIWFRS have also worked with contractors at the Cosham construction site to monitor the environmental impact of the works and ensured 1,800 tonnes of aggregate were recycled on site rather than sent to landfill. Our carbon footprint was calculated in 2021/22 as 2,823 tCO₂e; 11% lower than our 2019/20 baseline. The 2022/23 carbon footprint is forecast at 2,763 tCO₂e.

The Department for Business, Energy & Industrial Strategy awarded HIWFRS a £101,000 grant funding towards a low carbon heating project at Bordon fire station. The funding will contribute to a wider sustainable upgrade at the station; and this will test the benefits of new technologies to ensure their efficiency in our older estate.

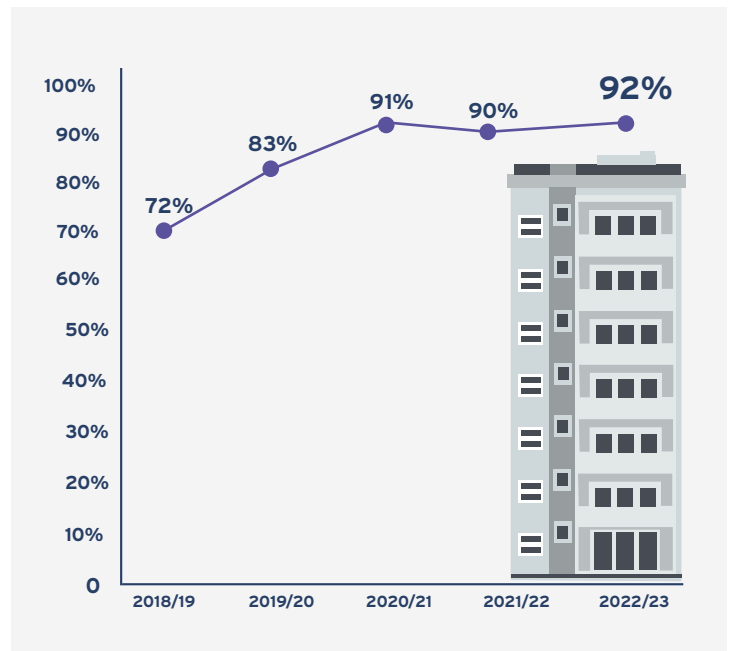


Learning & Improving

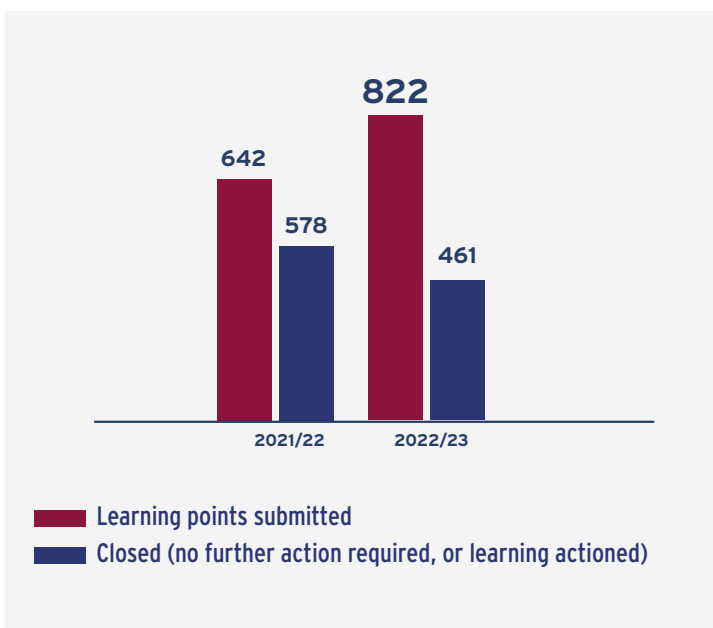
Site Specific Risk Information (SSRI) in date

While we continue to have a strong focus on the risk information we hold and maintain - and we have seen notable improvement over time in the proportionate of risk information in date - we recognise, as HMICFRS did in their 2022 inspection, that we have further to go to improve in this area. No SSRI benchmark data is available.

We strive to have all our Site Specific Risk Information (SSRIs) and Pre- and Ops Support Plans in date, and have a wide-ranging three-year premises risk information improvement plan underway to improve our systems, processes, training and assurance in this area.



Service Learning



In 2022/23, there were 822 learning points, 28% more than in 2021/22. This was due to wider aspects of organisational learning being captured from April 2022. The number of learning points closed (either by no further action being required or learning being actioned) in 2022/23 decreased 20% compared to the previous year due to an increase in feedback and capacity challenges creating a backlog of learning.

As HMICFRS noted in their recent report, we recognise the need to improve and have increased capacity and revised processes accordingly, working closely with the departments who receive the majority of learning to risk assess if or what action needs to be taken.



Learning & Improving

Fire Standards assurance

In March 2023, there were 16 approved fire standards across a wide range of areas, including Emergency Response Driving, Community Risk Management Planning and the Code of Ethics. The Standards have almost 300 requirements in total; and the Service undertakes activity to assure ourselves that we are compliant with them.

There is assurance reporting with six-monthly updates into the Fire Authority, with the last report provided to the [Standards & Governance Committee in March 2023](#). This report noted a slight improvement from September 2022, with fewer requirements with 'limited' assurance. As at 31 March 2023, given their breadth and size, as noted in the Committee report, two standards were still subject to an internal gap analysis; and since that meeting two further standards (Communication and Engagement and Fire Control) have been published.



A significant part of one fire standard, Operational Competence, is National Operational Guidance (NOG). We have undertaken an array of work and collaboration around NOG and Operational Policy. This includes collaboration on our approach to tall buildings (high-rise) with six other fire and rescue services, the NFSP, the NFCC high-rise working group, HIOWLRF and others. Further work to embed NOG is taking place in 2023/24.



HMICFRS inspection

HMICFRS published its [inspection report of Hampshire and Isle of Wight Fire and Rescue Service in January 2023](#). This included 23 areas for improvement, the majority of which the Service has begun responding to or will do in 2023/24. More details on our [response and the next steps were outlined to the Standards & Governance Committee in March 2023](#).

In March 2023, the HMICFRS also published a Spotlight Review into Values and Culture in the Fire and Rescue Sector. As noted in [our Year 4 Safety Plan improvements](#) the Service is undertaking a range of assurance and engagement activity related to our culture.

03

Looking Ahead

This section identifies activities for the 2023/24 year which we will focus on delivering.

These activities are informed by our performance during the preceding year and seek to celebrate the positive work while summarising what we will do to improve areas of weakness.



Delivering our Safety Plan - Our Year 4 (2023/24) Safety Plan improvements

The Year 4 Safety Plan improvements were approved by the Fire Authority in February 2023. 2023/24 will be a significant year for the Service where we advance the next iteration of our Community Risk Management Plan (CRMP), setting the foundation for the longer term, 2025-2030, and begin responding, where required, to the HMICFRS inspection report. We will also be advancing various other improvements to our efficiency, effectiveness and how we support our people.

There are 10 improvements within the fourth year of the Safety Plan. These activities are outlined in full on the following page, but common themes include a focus on ensuring the Service is a healthy and inclusive place to work, that it is fit for the future and responsive to external developments, and that we are continuing to focus on and improve our efficiency and effectiveness.

In terms of the rationale for why these activities are required and how this links to our performance: the on-call availability for 2022/23 (59%) and its impact on our overall critical response times owing to other stations travelling to another station ground to respond, make the need to improve support to our on-call staff clear - focusing on, for example, recruitment, retention and how to better access day-time cover.

This activity, alongside work with SCAS, will also help to increase co-responder availability and the number of co-responder calls we attend.

We will continue to invest in and support our people through, for example, further wellbeing resources and time; reviewing our PDR application to see how we can support increased

completion rates; actioning learning from our workload focus groups; and the Service's health and safety function, including a specific focus on contaminants. This range of activity should help to reduce our sickness levels, which has continued to grow.

Furthermore, given the current financial climate of high inflation and uncertainty around funding settlements, we will continue to focus on our finances, with a commitment to generate 3% efficiencies across the Service in 2023/24.

We will further invest in our estate to ensure it is as functional, inclusive, secure, and sustainable as possible - and that it continues to support partnership-working and income generation. We will also maintain our commitment to reducing our carbon footprint, building upon the good progress to date.

There is also various work that commenced in 2022/23, and is explored in the first part of this report, which will be completed in 2023/24.

Finally, there is also a wider range of activity that we are undertaking within our Directorates to respond to the areas for improvement identified by HMICFRS.



Delivering our Safety Plan -

Full list of Year 4 (2023/24) Safety Plan improvements

01

Enhance technology, processes, ways of working, and other areas to further improve support to our on-call staff.

02

Complete Phase 1 of the Community Risk Management Plan (identifying risks in our communities) and start Phase 2 (how we might mitigate those risks) to complete in Spring 2024.

03

Continue to align to the sector's current approved codes of practice: strategic and tactical National Operational Guidance.

04

Delivery of 3% efficiencies across the Service during 2023/24.

05

Review of all services provided under the Shared Services Provision, which may require software solutions, notably around HR, Procurement and Facilities Management.

06

To identify any gaps or risks by undertaking assurance activity against, and respond as necessary to, external reviews and reports including:

(A) Grenfell Phase 2;

(B) Manchester Arena Inquiry;

(C) London Fire Brigade - Independent Culture Review; and

(D) HMICFRS report.

07

Delivering the Station Investment Programme (SIP) to create healthy workplaces for our staff.

08

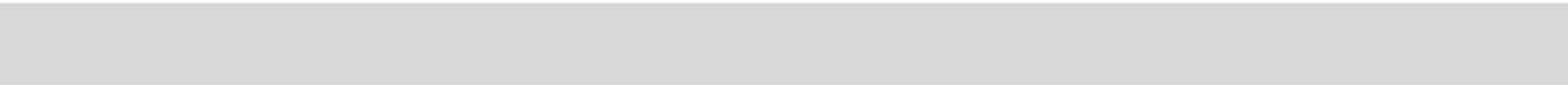
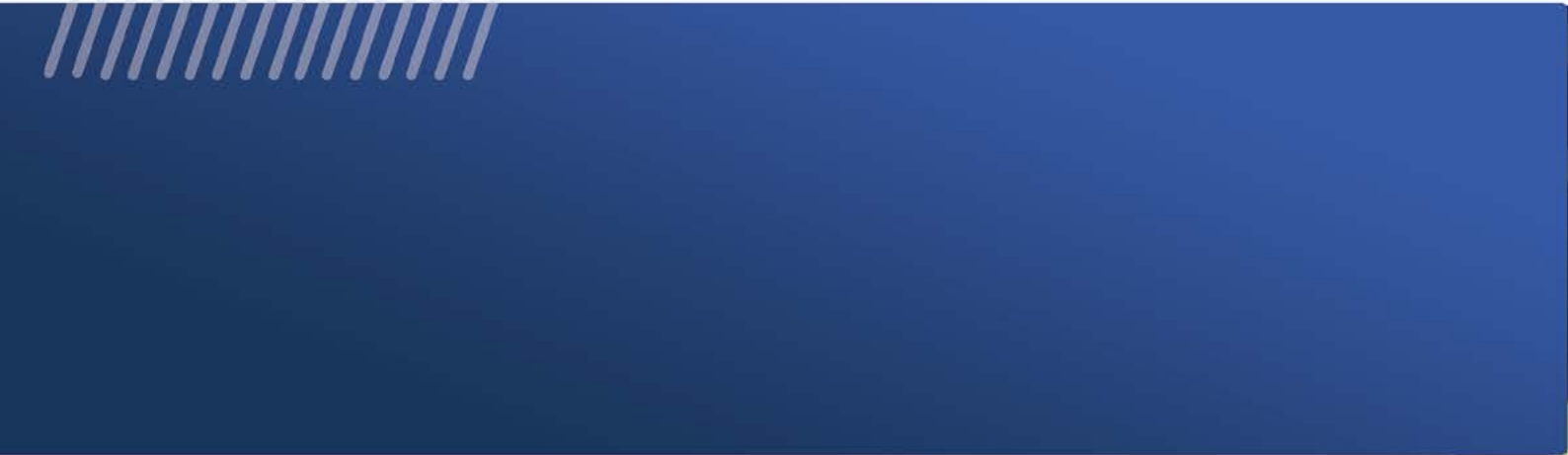
Continuing the Retrospective Design Principles works to improve healthy and inclusive facilities at existing fire station locations.

09

Improving the Service's health and safety function, including a specific focus on contaminants.

10

Deliver the second year of Carbon Improvement Works to help mitigate our impact on the environment.



This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank