

NOTICE OF MEETING

<i>Meeting</i>	Hampshire Fire and Rescue Authority	<i>Clerk to the Hampshire Fire and Rescue Authority</i> John Coughlan CBE
<i>Date and Time</i>	Tuesday, 25th July, 2017 11.00 am	<i>The Castle, Winchester Hampshire SO23 8UJ</i>
<i>Place</i>	Fire and Police HQ, Leigh Road, 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 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

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

3 MINUTES OF PREVIOUS MEETING (Pages 3 - 10)

To confirm the minutes of the previous meeting

4 DEPUTATIONS

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

5 CHAIRMAN'S ANNOUNCEMENTS

To receive any announcements the Chairman may wish to make.

6 MEMBER DEVELOPMENTS AND COMMENTS

To receive any updates from Members of the Authority

7 GRENFELL TOWER FIRE: HAMPSHIRE FIRE AND RESCUE RESPONSE (Pages 11 - 16)

To receive a report of the Chief Officer regarding the Hampshire Fire and Rescue response to the Grenfell Tower fire.

8 OUTTURN REPORT 2016/17 (Pages 17 - 42)

To receive a report of the Chief Financial Officer regarding the budget outturn.

9 PERFORMANCE REPORT (Pages 43 - 74)

To receive a performance report of the Chief Officer

10 HEALTH AND SAFETY ANNUAL REPORT (Pages 75 - 82)

To receive a Health and Safety update of the Chief Officer

11 COMMUNITY SAFETY PARTNERSHIPS (Pages 83 - 88)

To receive a report of the Chief Officer regarding Community Safety Partnerships

12 CHIEF OFFICER RECRUITMENT - REPORT AND RECOMMENDATIONS OF THE WORKING GROUP (Pages 89 - 112)

To receive a report of the Chairman of the Member Working Group regarding Chief Officer recruitment

ABOUT THIS AGENDA:

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

ABOUT THIS MEETING

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

Public Document Pack Agenda Item 3

AT A MEETING of Hampshire Fire and Rescue Authority held at the Fire and Police Headquarters, Eastleigh on Tuesday, 13th June, 2017

Chairman:

p Councillor Christopher Carter

p Councillor Liz Fairhurst
p Councillor Roz Chadd
p Councillor Jonathan Glen
p Councillor Sharon Mintoff
p Councillor Roger Price

p Councillor David Simpson
p Councillor Luke Stubbs
p Councillor Michael Thierry
p Councillor Rhydian Vaughan

Also present with the agreement of the Chairman: Michael Lane, Police and Crime Commissioner

Broadcast Statement

The Clerk opened the meeting and announced that it was being recorded for broadcast on the Authority's website and would be available for repeated viewing. The press and members of the public were also permitted to film and broadcast this meeting. Those remaining at the meeting were consenting to being filmed and recorded, and to the possible use of those images and recording for broadcasting purposes.

1. APOLOGIES FOR ABSENCE

All Members were present and no apologies were received.

The Police and Crime Commissioner was also in attendance at the meeting.

2. ELECTION OF CHAIRMAN

Councillor Chris Carter was proposed by Councillor Fairhurst, who was seconded by Councillor Glen for the position of Chairman of the Fire Authority for 2017-18. In the absence of further nominations, Councillor Carter was duly appointed.

< Councillor Carter in the Chair >

3. ELECTION OF VICE-CHAIRMAN

The Chairman called for nominations for the position of Vice-Chairman of the Authority for 2017/18

Councillor Fairhurst was proposed by Councillor Carter, who was seconded by Councillor Glen.

Councillor Price was nominated by Councillor Simpson, who was seconded by Councillor Mintoff.

A vote ensued with the result:
7 in favour of Councillor Fairhurst

3 in favour of Councillor Price

Accordingly, Councillor Fairhurst was appointed Vice-Chairman of the Authority for 2017/18

4. DECLARATIONS OF INTEREST

Members were mindful that where they believed they had a Disclosable Pecuniary Interest in any matter considered at the meeting they must declare that interest at the time of the relevant debate and, having regard to the circumstances described in Part 3, Paragraph 1.5 of the County Council's Members' Code of Conduct, leave the meeting while the matter was discussed, save for exercising any right to speak in accordance with Paragraph 1.6 of the Code. Furthermore Members were mindful that where they believed they had a Non-Pecuniary interest in a matter being considered at the meeting they considered whether such interest should be declared, and having regard to Part 5, Paragraph 2 of the Code, considered whether it was appropriate to leave the meeting whilst the matter was discussed, save for exercising any right to speak in accordance with the Code.

5. MINUTES OF PREVIOUS MEETING

The minutes of the previous meeting were reviewed and agreed

6. DEPUTATIONS

It was confirmed that no requests to make a deputation had been received.

7. CHAIRMAN'S ANNOUNCEMENTS

The Chairman welcomed all Members to the meeting, in particular those newly appointed to the Authority. With reference to the revised governance structure of HFRA, it was confirmed that the Police and Crime Commissioner continued to be invited to attend and speak at meetings and there would be an opportunity for him to become a formal Member on completion of updates to the Combination Order and receipt of a formal letter requesting this position.

The Chairman commented on the recent General Election and noted that a new Police and Fire Minister, Nick Hurd, had been appointed that day. With reference to terror attacks in Manchester and London, credit was given to all those in Hampshire Fire and Rescue Service who had contributed to the response.

The announcement of the retirement of the Chief Fire Officer, Dave Curry, in December 2017 was noted by the Chairman, who paid tribute to his many years of service. An item making proposals about determining a recruitment process was included at item 10 on the agenda.

A number of local events at which Hampshire Fire and Rescue had been involved or invited were acknowledged. In particular, Members were encouraged to visit the exhibition at the Solent Sky museum if they had not already done so.

Members were invited to provide feedback on activity in which they had been involved. Councillor Mintoff paid tribute to those who had responded to two recent incidents in Southampton. Councillor Chadd welcomed a new box junction to assist access to the fire station in Rushmoor. Councillor Price gave an update on national pay negotiations.

8. **CONSTITUTION OF HFRA**

The Authority received the report of the Clerk regarding a proposed new Constitution for HFRA. It was explained that, in accordance with the agreement of the Authority in September 2016 to make changes to its size and structure, governance documents had been reviewed and the opportunity had been taken to draw them together into a single Constitution document.

Key changes to specific documents were highlighted and Members considered the Constitution section by section making several minor amendments.

With regards to the Standing Orders of the Authority, and in particular to concern that the current quorum requirements may not always be achievable, additional recommendations were proposed by Councillor Carter and seconded by Councillor Fairhurst and agreed unanimously. These proposed that pending the revision of the Combination Order and an amendment of the quorum requirement, both Portsmouth and Southampton City Councils be invited to appoint a temporary deputy Member to the Authority. Furthermore, proposals were circulated that Standing Orders be amended to provide for the quorum to be as specified in the Combination Order from time to time at S.O 4.1 and to extend the time specified in S.O 4.3 to 30 minutes following which the meeting “may” be dissolved.

With regards to the Members’ Allowances Scheme, it was felt that the changes to the structure of the Authority meant that the Scheme was potentially now unsuitable and should be reviewed by the Standards and Governance Committee. It was proposed and unanimously agreed that all allowances be suspended until such point as this could be completed and its outcomes considered. Any changes to allowances would then be reflected in backdated payments to the date of the Authority meeting.

Protocols around declaring gifts and hospitality were questioned and it was proposed and agreed that authority be delegated to the Clerk to review and make necessary amendments to ensure that the HFRA requirements were in line with other local authorities.

Members paid tribute to officers for formulating the Authority’s new Constitution and:

Resolved:

- a. That the Authority agrees to invite Southampton City Council and Portsmouth City Council to nominate one member each to act as a temporary Deputy Member of HFRA and who may, after giving notice in

advance to the Clerk, deputise for their authority's substantive member in the event their substantive member is unable to attend a meeting of the Full Authority. The temporary Deputy Members will serve from the date of their appointments by Portsmouth City Council and Southampton City Council until the amendments to the HFRA Combination Order and in particular the amendments to the quorum provisions come into legal force, whereupon the temporary Deputy Members shall automatically cease to hold office as Deputy Members of HFRA. Authority is delegated to the Clerk to write to Portsmouth City Council and Southampton City Council to invite them to each nominate one deputy member and to make any consequential amendments to the Authority's constitution and in particular Standing Orders. For the avoidance of doubt, the temporary Deputy Members shall not be entitled to receive any allowances under HFRA's Members' Allowance Scheme

- b. That, the Authority adopts the proposed Constitution, as amended above, at appendix 1 of the report as the Authority's Constitution with effect from the date of this decision.
- c. That the Authority authorises the Clerk to finalise and publish the new Constitution on the Authority's web pages so that it is accessible to officers, Members and members of the public.
- d. That all HFRA Member Allowance payments be suspended pending review by the Standards and Governance Committee.
- e. That authority be delegated to the Clerk to review and update (if necessary) requirements for Members to declare gifts and hospitality, to be in line with other local authorities.

9. **APPOINTMENT OF STANDARDS AND GOVERNANCE COMMITTEE AND OTHER APPOINTMENTS**

The Authority received the report of the Clerk regarding proportionality and a number of appointments.

The proposals set out in the report were considered in turn and it was:

Resolved:

- a. That, for the purposes of Part 1 of the Local Government and Housing Act 1989, the allocation of seats on the Standards and Governance Committee of the Authority be as set out in paragraph 2.4 /Appendix 2 of the report.
- b. That Councillors: Chadd (Vice-Chairman), Glen, Mintoff, Price, Stubbs (Chairman) and Vaughan be appointed to the Standards and Governance Committee until the annual meeting of the Authority in 2018.

- c. That HFRS officer Tom Simms be appointed to the vacant employer representative position on the Hampshire Firefighters Pension Board, for a four year period.
- d. That all Fire Authority Members be appointed to the Corporate Management Team.
- e. That Councillors Fairhurst (Chairman), Price and Stubbs be appointed to an informal working group for the review of principal officer pay.
- f. That a decision on the appointment of representatives to Crime and Disorder Partnerships be deferred to allow for a review of requirements to be carried out.
- g. That Councillor Chadd be re-appointed as Member Development Liaison Champion until the annual meeting of the Authority in 2018.
- h. That Councillor Roger Price be re-confirmed as Minority Group Spokesperson for the Liberal Democrat Party Group until the annual meeting of the Authority in 2018.
- i. That Councillor Fairhurst be re-appointed Shareholder Representative by the Authority pursuant to Article 39 of the Articles of Association of 3SFire Ltd, until the Annual meeting of the Authority in 2018.
- j. That Councillors Carter and Price and Neil Odin be re-appointed Executive Directors of 3SFire pursuant to Articles 18 and 19 of the Articles of Association of 3SFire Ltd, until the Annual meeting of the Authority in 2018.
- k. That, pursuant to the recommendations of the Standards and Governance Committee from its meeting on 23 March 2017, Mr Peter "Bill" Bailey, Mr Michael Cronin and Ms Elizabeth Lee, be appointed as Independent Persons to the Authority for an initial term of two years each. That the allowance for each Independent Person be set at £100 per annum.

10. CHIEF OFFICER RECRUITMENT

The Authority received the report of the Clerk regarding the process for the recruitment of a new Chief Officer. The proposals were considered and it was clarified that, at this point, the Authority was being asked to appoint an informal working group to review recruitment process options and make further recommendations to the Authority. The timescales were acknowledged and it was noted that these were set with the intention of ensuring continuity for the Fire and Rescue Service.

Resolved:

- a. That the Authority notes the Chief Officer's resignation which will take effect on 31 December 2017; and

- b. That the Authority agrees to set up a Member Working Group on the basis set out in the proposed Terms of Reference at Appendix 1; and
- c. Accordingly, that Councillors Fairhurst (Chairman), Glen, Mintoff, Price and Stubbs be appointed to the working group; and
- d. That authority is delegated to the Clerk to the Authority to invite the Isle of Wight Council (IWC) to nominate an IWC Member to join the Working Group.

11. ANNUAL GOVERNANCE STATEMENT 2016-17

The Authority received a report of the Chief Officer seeking approval for the Annual Governance Statement 2016-17.

The report was considered and it was:

Resolved:

- a. That the Annual Governance Statement 2016/17 as set out in Appendix 1 be approved by Hampshire Fire and Rescue Authority for inclusion into the Statement of Accounts.

12. FIRE GOVERNANCE OPTIONS APPRAISAL PROJECT

The Authority received a report of the Chief Officer regarding an appraisal of Fire governance options. The background to the report was set out and it was confirmed that the development of the MoU had been agreed by the Chief Fire Officer on behalf of the Authority.

At the invitation of the Chairman, the Police and Crime Commissioner (PCC) commented on the report, confirming that he was fully behind the MoU. He explained that he was awaiting the development of the national position on governance arrangements and was conscious of not wanting to result in duplication between services, but would rather seek efficiencies whilst maintaining service delivery.

Resolved:

- a. That the approach and the Fire Governance Options Appraisal Project be endorsed by the Hampshire Fire and Rescue Authority as explained in option one in the report.

13. MINUTES OF STANDARDS AND GOVERNANCE COMMITTEE 23 MARCH 2017

The Authority received and noted the Minutes of the Standards and Governance Committee on 23 March 2017.

The recommendations to the Authority at Minute 11 were agreed.

14. **APPOINTMENT OF STANDARDS AND GOVERNANCE COMMITTEE AND OTHER APPOINTMENTS (EXEMPT APPENDIX)**

<The Exempt Appendix was noted under Item 9 on the Agenda>

Chairman,

This page is intentionally left blank



Purpose: Noted

Date 25 July 2017

GRENFELL TOWER FIRE: HAMPSHIRE FIRE AND RESCUE RESPONSE

Report of Chief Officer

EXECUTIVE SUMMARY

1. This report has been produced to raise the Fire Authority's awareness on the actions that Hampshire Fire and Rescue Service (HFRS) has taken since the tragic events at Grenfell Tower in London on the 14th June 2017.
2. HFRS has been heavily committed since the incident on 14th June to give practical reassurance to the occupants and owners of High Rise properties within Hampshire through prevention and emergency plan advice.
3. HFRS has been working closely with all Local Authorities and private landlords through the Local Resilience Forums (LRF) Response Working Group (RWG) and Strategic Coordination Group (SCG) to inspect all High Rise properties within Hampshire in a prioritised and targeted way, using guidance from Government.
4. This report will set out other additional work streams that have been handed over to HFRS from Government in respect to NHS buildings, student accommodation and educational establishments.
5. The main recommendation contained within this report is that the Fire Authority is asked to note the valuable work HFRS has completed to date and the ongoing work in practically reassuring Hampshire's communities and mitigating any identified risks in buildings, by working with the relevant Local Authority and landlords, to ensure Fire Safety compliance.

BACKGROUND

6. The Commissioner of London Fire Brigade has stated publicly several times that 'the nature of the fire (*at Grenfell*) was unprecedented and unparalleled'; so while there is comment and speculation from many quarters as to possible causes, the true findings can only emerge through the due process of fire investigation and Public Inquiry.
7. Professional experience and observation can lead us to conclude that the Grenfell Tower building did not behave in the way that was expected with regards to the fire's development.

8. It is important to remember that the design and construction of modern high rise buildings is such that people are protected and the risk of fire occurring is minimised. Our experience in Hampshire over recent years is that we have had several fires in these types of building and these fires have behaved as we would expect, with the fire remaining in the compartment it started in and not affecting other areas directly. The reason fires in these incidents have behaved as expected is attributable to several factors, but the overriding factors being that the building has been planned, designed, constructed and then maintained to keep the integrity of the fire engineering features.
9. There has been much public concern and comment voiced regarding potential flaws in the cladding that was used on the exterior of Grenfell Tower. DCLG concluded in their letter dated 18th June to Local Authorities and other providers of social housing, that additional tests should be undertaken with regard to cladding on buildings over 18 metres in height. This testing was designed to identify a particular type of cladding, Aluminium Composite Material (ACM).
10. A further letter from DCLG dated 22nd June set out actions to Local Authorities and private landlords that should be implemented following the identification of ACM on their buildings. The letter asked for the Fire and Rescue Service to carry out an urgent inspection alongside the building's "responsible person" to ensure that appropriate interim measures as set out within the letter are identified and implemented.

IMPLEMENTATION OF INSPECTION PROGRAMME

11. HFRS have implemented an inspection process that is tailored to the building in question. These have been developed as it was felt our standard audit process would not lend itself to what was being asked of us by DCLG. We also wanted to maximise the opportunity to give reassurance to the public and confidence to Local Authorities. The inspections developed encompass:
 - a. High Rise buildings where cladding is identified to DCLG as a concern;
 - b. High Rise Buildings with no cladding;
 - c. Health Care Inspection Plan where cladding is identified as a concern;
 - d. Educational Establishments where cladding is a concern
12. As inspections are completed, our normal systems for recording the inspections and findings are updated. All findings are shared with the "responsible person" so that action can be agreed with appropriate timescales. A formal return is then made to the National Fire Chiefs Council (NFCC) who are coordinating returns to feed into DCLG for government overview of the process.

INSPECTION FIGURES FOR HAMPSHIRE

13. High Rise Buildings as of 13th July 2017
 - a. No. of premises on HFRS High Rise inspection list - 237
 - b. No. of inspections completed within Hampshire - 111
 - c. No. of premises identified to DCLG with 'Aluminium Cladding' – 15

- d. No. of joint inspections with HFRS by Fire Engineer completed - 15
 - e. No. of inspections (cladding concerns non ACM) by a Fire Engineer – 25
14. NHS Buildings as of 13th July 2017
- a. Due to the sheer number of NHS Trusts it is a difficult picture to plan for. There are 42 NHS sites with the potential to have buildings that have cladding. These sites have been contacted by HFRS for further information relating to their building stock. There is no national guidance at this time.
 - b. No. of premises identified as having cladding – 6
 - c. No. of joint inspections with HFRS by Fire Engineer completed – 2
15. Education Buildings as of 13th July 2017
- a. Hampshire County Council have confirmed a stock of 706 schools. Work is underway to identify if buildings are clad with ACM and over 4 storeys. If any are identified, then a joint full inspection to confirm compliance will take place. There is no national guidance now.

PUBLIC REASSURANCE AND PREVENTION MESSAGES

- 16. Our teams have conducted several different engagement activities around the county to give advice on what people should do in the event of a fire, given the understandable fear and concern that many will have. Our core message for residents continues to be to follow the specific emergency procedures for their building as that is the safest way of allowing firefighters to assist them.
- 17. We utilised our social media channels and website to push out practical fire safety advice, our website received more than 7,000 hits on pages related to high rise (including Safe & Sound) in the three days immediately after the fire. Web hits nearly quadrupled overnight following the fire.
- 18. Our Facebook posts in the week following the fire reached more than 100,000 people in total and been shared more than 300 times so far, with our tweets reaching another 50,000 on Twitter. Engagement rates on some tweets (clicking on a link or video) have been 3-4 times higher than usual.
- 19. Chief Fire Officer Dave Curry gave interviews to every local media outlet (TV, radio, press) making the case for sprinklers in the week after the fire. The high-rise safety booklet produced by HFRS has been shared with several other FRS and NFCC. This is now being used around the country.
- 20. We are actively supporting council public meetings and have offered our stations as venues to encourage engagement. The response by residents of Millbrook Tower (who were the first to call a public meeting) has been very positive.
- 21. In direct response to providing a high level of community reassurance, stations in Portsmouth and Southampton have provided drop in sessions for concerned residents. Crews have been visible at all residential High Rise buildings,

offering reassurance around remaining safe in High Rise buildings and preventing fires from starting.

22. Safe and Well visits have been offered to any High Rise resident concerned and their request will come through as a priority for crews. Any visits will be adapted to meet the needs of the resident and property.

RESPONSE PLANS

23. The Pre-Determined Attendance (PDA) for High Rise buildings as determined by HFRS is usually 6 fire appliances and an aerial appliance (ALP). Since the Grenfell Fire we have increased this to 8 fire appliances and an aerial appliance. The increase of 2 fire appliances is based on the possibility of more people self-evacuating regardless of the building's emergency plan. These additional resources will assist with this evacuation as required. The response plan is under continuous review.
24. Fire appliance access has been checked in line with legislation and crews continuously familiarise themselves with the buildings, including the access and locations of dry risers etc.
25. Our Site Specific Risk Information (SSRI) are being reviewed during inspections. These will be updated as required to give the most up to date information on the building for our Firefighting crews.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

26. The work load for key teams in HFRS has been high and will remain this way for the foreseeable future. It is important to note that all aspects of our activity in the wake of the Grenfell Tower fire is core business for HFRS. All activities that we are undertaking support our Service Plan 2015 - 2020 and associated priorities.

CONSULTATION AND PEER SUPPORT

27. Due to the challenging nature of this work we have consulted with our solicitors to ensure compliance with legislation, which provides clarity to our local authority partners.
28. Through the Local Resilience Forum, we have held twice weekly telephone conferences RWG so areas of concern can be raised and addressed enabling a very good working relationship between local partners based on trust and confidence.
29. We have used Devon and Somerset Fire and Rescue Service to share our plans and procedures so we can gain understanding from each other in our approaches to this work. This has been of great benefit for both services allowing us to flex approaches and maintain a consistent approach. NFCC has also assisted in creating clarity from Government in respect to expectations.

RESOURCE IMPLICATIONS

30. Within HFRS a high priority was placed on this work. We have moved personnel with specific skills and qualifications temporarily to enable urgent inspections to take place. We are continuously reviewing our capacity to deliver this and our normal workloads.

31. Within Community Safety this has led to changes in responsibilities for Group Managers allowing for one person to have full oversight of the logistics or planning and recording such a high inspection demand on the service in a short period.

LEGAL IMPLICATIONS

32. All inspections are carried out using the Regulatory Reform (Fire Safety) Order 2005.
33. The Local Government Associations *Fire Safety in purpose built blocks of flats* remains the most comprehensive guidance to ensuring fire safety in buildings for Local Authorities and private landlords to check their responsibilities.

PEOPLE IMPACT ASSESSMENT

34. The proposals in this report have been considered compatible with the provisions of equality and human rights legislation.

CONCLUSION

35. The work on Hampshire Fire and Rescue Service is considerable post Grenfell fire. We predict this work load to remain high for the foreseeable future. New work streams and priorities are coming out of Government daily.
36. HFRS must maintain the measured and targeted approach used so far which is based on risk. We will continue to use our professional capability to support Local Authorities, Health, Education, building owners and other organisations through a period of high demand and government requirements.
37. We must not lose focus on the people who live and occupy these buildings. We must maintain clarity by giving factual information in a timely and appropriate manner so they are reassured. HFRS must maintain the confidence of the people in Hampshire in their public services.

RECOMMENDATION

38. That the Fire Authority note Post the Grenfell Tower Fire, the valuable work HFRS has completed to date and the work which will continue in reassuring the communities in Hampshire, mitigating any identified risks in buildings by working with Local Authority and landlords, to ensure Fire Safety compliance.

Contact:

Rob Cole, Area Manager, rob.cole@hantsfire.gov.uk, 07918887600

This page is intentionally left blank

Agenda Item 8

Purpose: Decision

Date **25TH JULY 2017**

Title **OUTTURN REPORT 2016/17**

Report of: Chief Financial Officer



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

EXECUTIVE SUMMARY

1. The Hampshire Fire and Rescue Authority (the Authority) continues to plan ahead for future savings requirements, which has again resulted in savings being made ahead of schedule during 2016/17.
2. The year end position is an underspend of £2.142m against budget, mainly on employee costs as employees are not replaced in preparation for savings requirements and on a lower than expected take-up level for Firefighter pensions.
3. As agreed within the 2017/18 Budget Report, this underspend has been transferred to the Transformation Reserve to enable the programmes of work currently being undertaken to improve performance and efficiency across the service.
4. The opportunity is also taken in this report to provide a brief update to the Authority on the monitoring position for the first 2 months of 2017/18.
5. This report will request members of the Authority review the figures as laid out in the Appendices and will recommend that the outturn report, including reserves and capital financing are approved, along with the annual treasury outturn for 2016/17.

BACKGROUND

6. This is an annual report which sets out the financial position as per the draft Statement of Accounts. Budget monitoring for the first two months of the current financial year is also included for information.

REVENUE EXPENDITURE 2016/17

7. The revenue outturn position is shown in functional and subjective summary at Appendix A.
8. Early savings have been made in Professional Services, reducing the spend on staff.
9. There are currently around 150 vacant retained firefighter posts, 100 of which will remain in the structure after SDR and are actively being recruited to.
10. Firefighter pension costs are significantly lower than expected due to lack of take-up of the schemes and lower employer contributions since the introduction of the 2015 scheme. This is in addition to the reduced numbers of Firefighters in preparation for the SDR changes.
11. Some savings have also been made on non-pay costs, such as business rates, staff car allowances partly offset by increased staff travel expenses (public transport), and

group community budgets Other non pay underspends relate to slippage in projects and budgets will be carried forward to be spent in 2017/18.

12. Income has been higher than budgeted in a number of areas, with the highest increases coming from interest on balances, sales of vehicles and the use of our estate.
13. This spend also includes the £1.981m contribution to the capital payments reserve included within the original budget.
14. This level of underspend is not permanent and will reduce as the annual grant from Government reduces. However, the opportunity is being taken to review all significant budget underspends to identify if permanent budget reductions can be made.

CAPITAL EXPENDITURE 2016/17

15. Capital payments during the year totalled £11.1m compared with the £15.5m forecast. A breakdown of the variances is given in Appendix B.
16. Capital payments can be financed from the following sources:

	£'000
Capital grants	1,772
Partner contributions	277
Capital receipts	2,914
Revenue contributions	4,324
Capital payments reserve	<u>1,808</u>
Total	<u>11,095</u>

17. The Authority received £3,855,958 in the form of a capital grant in 2015/16 from the Department for Communities and Local Government (DCLG) for Transformation projects. This was not all spent in 2015/16, so the balance was transferred to the Capital Grants Unapplied Reserve (CGUR) and has been used in 2016/17.
18. By using the capital grant, capital receipts, capital reserve and revenue contributions this year the Authority has not had to use any unsupported borrowing.

TREASURY MANAGEMENT

19. The treasury management strategy approved by the Authority in February 2016 was followed throughout the year. All the limits and boundaries set were fully complied with.
20. The year end report is set out as Appendix E for Members' approval.

PROVISIONS

21. The following provisions have been adjusted in the 2016/17 financial year. The increase is met from the revenue budget:

- (a) **Provision for Uninsurable and other claims (+£90,000)**

This covers costs which may arise as a result of the Authority being uninsured for a period (the Authority's insurers went into liquidation some years ago), possible employment tribunals (together with their associated costs) and other claims made against the Authority. These cases may take a number of years to settle.

(b) **Provision for tax liabilities (no change)**

The provision for potential tax liabilities remains unchanged at £141,000. This relates to possible payments due to HMRC in respect of pensions of staff who have retired from the Service and have subsequently been re-employed. The final charge has now been agreed with HMRC and has been settled at a lower figure.

(c) **Provision for pensionable allowances (-£51,173)**

The provision was set up following the ruling in Norman V Cheshire case, to cover pension contributions which will now need to be paid on certain allowances which were not treated as pensionable when they were originally paid. All payments due have now been settled and the provision removed.

RESERVES AND GENERAL BALANCE

22. In recent years it has been normal practice to add any underspends to the capital payments reserve. However, as the cost of restructuring, along with other improvements and efficiencies within the service continues, it was agreed within the 2017/18 budget report that any underspend for 2016/17 would be added to the Transformation Reserve.

(a) **Capital and Revenue grants unapplied reserve**

This year £13,726 of capital grants were received from the Home Office for New Risks (marauding terrorists). This, together with the balance of capital grants received in previous years, has been used to fund 2016/17 capital expenditure.

Revenue grants totalling £2,031,000 have been received in 2016/17 and £1,910,000 of grants have been spent requiring a net contribution to the revenue grants unapplied reserve of £121,000. This is mainly due to the Home Office paying the FireLink grant for 2017/18 early.

(b) **Transformation Reserve**

The balance of the Transformation Reserve is £4.018m as at 31st March 2017, which takes into account the £2.142m underspend during 2016/17.

(c) The movements in these reserves and the general balance, including the proposed adjustments to reserves, can be summarised as follows;

Balance as at 1 April 2016	Used during the year	Additions in year	End of year addition	Balance as at 31 March 2017
£'000s	£'000s	£'000s	£'000s	£'000s
-40,067	13,404	-2,263	-2,142	-31,068

A breakdown by reserve is shown at Appendix D of this report.

ADDITIONAL FUNDING REQUEST

23. At the Finance & General Purposes Committee meeting on 23rd March 2016, commitment was made to fund the cost of the Service Delivery Redesign (SDR) programme up to £3.5m. Work is on-going, however there has been the need to increase the level of consultation and pilot testing to ensure successful implementation of the programme. The pilot testing will involve trials at a number of stations with

reduced numbers of firefighters, which will produce a saving in year. It is hoped that this saving could be used to fund the additional costs of the programme.

24. A request is expected to be brought to the Authority later in this financial year to approve this transfer of funding.

BUDGET MONITORING 2017/18 – MONTH 2

25. Due to the early point in the year of this report, to date nothing has become apparent which will affect the original budget estimates and there are not any significant variations to be reported. However, the following items are mentioned for information and a summary of the budgetary position is included in the table below.
26. Pay costs are expected to be under budget at the end of the financial year. A large part of the underspend is due to the number of vacancies in across Whole Time and Retained Firefighters and Staff posts.
27. Supplies and Services shows a variance of £210,000. This is due to a delay (for good operational and risk management reasons) in the ICT transformation project , however the changes have now been implemented and the full savings will be made for the remainder of the year and into the future.

	2017/18 Current Budget	2017/18 Forecast as at end Period 2	Variance Underspend / (Overspend)
Employee Costs	49,123	48,374	749
Premises	4,292	4,292	0
Transport	1,720	1,720	0
Supplies & Services	8,303	8,513	-210
Support Services	12	12	0
Capital Charges	0	0	0
	63,450	62,911	539
Income	-2,301	-2,301	0
Specific Grant	-1,257	-1,257	0
	59,892	59,353	539
Revenue contributions to capital	2,547	2,547	0
Contingency	999	999	0
Net Cost of Service	63,438	62,899	539

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

28. Ensuring that funding is appropriately accounted for is vital for all public sector organisations. Good budget management during 2016/17 has allowed an underspend to be achieved at year end which will help to fund the Service priorities and enable the key changes required to make budget reductions at the same time as service improvements.

29. No consultation is required for this report as it is based on historic information and is a purely factual document. The information contained within this report will be verified by our external auditors.

RESOURCE IMPLICATIONS

30. This report reflects the financial position for the previous financial year and does not contain any requests which would effect the future financial position.

LEGAL IMPLICATIONS

31. It is a legal requirement that the Statement of Accounts be approved and signed by external audit. This is expected to take place in September once the full review of the accounts as taken place.

PEOPLE IMPACT ASSESSMENT

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

OPTIONS

33. There are no options for consideration in this report.

RISK ANALYSIS

34. This report sets of the draft outturn position, prior to the full audit of the accounts being completed. If any significant errors are uncovered by the auditors, these will be referred back to the Authority.

CONCLUSION

35. It is requested that the Authority review and approve the financial position for the year ended 31st March 2017 is detailed in this report.

RECOMMENDATION

36. That the accounts for 2016/17, including the use of reserves set out in paragraph 22, and Appendix D of this report be approved by Hampshire Fire and Rescue Authority
37. That the changes to the capital payments in 2016/17 and the impact on the capital spend profile going forward as set out in Appendices B & C be approved by Hampshire Fire and Rescue Authority
38. That the financing for capital payments as set out in paragraph 16 be approved by Hampshire Fire and Rescue Authority
39. That the annual treasury outturn report set out in Appendix E of this report be approved by Hampshire Fire and Rescue Authority

APPENDICES ATTACHED

40. Appendix A – Revenue Outturn 2016/17
- Appendix B – Capital Outturn 2016/17
- Appendix C – Capital Forecast to 2020/21
- Appendix D – Reserves
- Appendix E – Treasury Management Outturn 2016/17

Contact:

Rob Carr, Chief Finance Officer

Rob.Carr@hants.gov.uk

01962 847508

Objective	Budget	Net Expenditure chargeable to the General Fund Balance	Variance
	£ '000s	£ '000s	£ '000s
Service Delivery	46,524	43,929	2,595
Professional Services	18,174	17,163	1,011
Pensions	991	879	112
Fire and Rescue Services	65,689	61,971	3,718
Other items not allocated to services:			
NDC pension back payments	593	593	0
Increase in provision for uninsurable claims	0	90	-90
Reduced provision for pensionable allowances	0	-51	51
Net cost of Fire and Rescue Services	66,282	62,602	3,680
Other operating income and expenditure			
Provision for debt repayment	504	504	0
Repayment of finance lease	58	66	-8
Interest on finance leases	31	31	-0
Interest paid on loans	393	393	0
Interest received	-253	-365	112
Capital Expend From Revenue	4,423	6,133	-1,710
	5,156	6,761	-1,605
Taxation and non-specific grant income			
Precept	-38,032	-38,032	-0
Revenue Support Grant	-12,526	-12,526	0
Other Non-Specific grants	-430	-475	45
Business Rates Top-Up Grant	-6,646	-6,646	0
Locally Retained Business Rates	-6,841	-6,841	0
CT Collection Fund Balance	-599	-599	-0
BR Collection Fund Balance	81	82	-1
Taxation and non-specific grant income	-64,993	-65,037	44
Deficit on the provision of services	6,445	4,326	2,119
Planned use of reserves:			
Use of transformation reserve	-8,167	-6,891	-1,276
Use of underspend reserve	-67	129	-196
use of revenue grant reserve	-192	121	-313
Planned contribution to CPR	1,981	1,981	0
Use of CPR provision for repayment of government grant	0	-1,809	1,809
Gain/loss on disposal of assets	0	0	0
Investment property revaluation gain/loss	0	0	0
Pension adjustments	0	0	0
Use of reserves	-6,445	-6,469	24
Surplus transferred to transformation reserve	0	-2,142	2,142

Subjective	Budget	Net Expenditure chargeable to the General Fund Balance	Variance
	£ '000s	£ '000s	£ '000s
Support staff	10,476	9,886	590
Retained Fire Fighters	6,453	6,006	447
Wholetime Fire Fighter	33,745	31,797	1,948
Indirect Employee Expenses	1,800	1,706	94
Total employee expenses	52,474	49,395	3,079
Premises Related Expenditure	4,223	4,187	36
Transport Related Expenditure	1,912	1,965	-53
Supplies and Services	9,083	8,850	233
Payments to other authorities	1,798	1,851	-53
Total expenditure	69,490	66,248	3,242
Income incl specific grants	-4,231	-4,753	522
Deduct S31 grant - should be funding F916B /C	430	475	-45
	-3,801	-4,277	476
Fire and Rescue Service	65,689	61,971	3,718
NDC pension back payments	593	593	0
Increase in provision for uninsurable claims	0	90	-90
Reduced provision for pensionable allowances	0	-51	51
Net cost of Fire and Rescue Service	66,282	62,602	3,680

Variance Analysis - highlighted in yellow have been updated

Support Staff

£590k underspend (mainly in Service admin re early delivery of PSD savings).

Retained Fire Fighters

There are 150 vacant posts (24% of current establishment) of which 50 are in line with the planned future establishment. This leaves 100 (16%) which are actively being recruited for.

Wholetime Fire Fighters - updated

Approximateley £1m pension cost savings due to a higher number of firefighters not in a pension scheme than forecast, combined with reduced employers contribution (16% average for 3 schemes) compared to budget (based on 21.3% for the 1992 scheme).

Other underspends across the Service include £0.3m on Transformation projects, £0.7m from early delivery of SD Redesign posts at Portsmouth, Southampton and North Hants groups, offset by overspends for Staff Bank (£133k) and Response Management team (+£140k)

Supplies and Services

Underspends across a number of budgets including GM community budgets, IT and hired and contracted services mainly due to slippage in Transformation reserve funded projects.

Payments to other authorities

£33k for pension administration costs

Income Incl. Specific Grants

-£80k Increased sales of vehicles under £10k, -£50k private use of provided vehicles and fuel, -£115k income from wider estate, -£120k interest on balances, 3S Fire -£50k

Capital payments 2016/17

Scheme	Estimated 2016/17 Payments £000	Actual 2016/17 Payments £000	Variance 2016/17 £000
Basingstoke Fire Station	5675.0	4513.0	-1162.0
Fire control system - (FGP 4/12) NFCSP	157.0	58.0	-99.0
Total 2012/13 starts	5,832.0	4,571.0	-1,261.0
2013/14			
Rope training facility - deferred to 1617	34.0	22.0	-12.0
Total 2013/14 starts	34.0	22.0	-12.0
2014/15			
VEHICLES	982.0	1,047.0	65.0
Estates Transformation -HQ-Phase 1	2,052.0	1,710.0	-342.0
Estates Transformation -wider estates	922.0	693.0	-229.0
Solar photovoltaic panels	60.0	8.0	-52.0
Total 2014/15 starts	4,016.0	3,458.0	-558.0
2015/16			
VEHICLES	1,099.0	910.0	-189.0
Transforming on call arrangements	579.0	465.0	-114.0
1516 Frontline appliance - major repairs	166.0	167.0	1.0
Breathing apparatus telemetry	400.0	4.0	-396.0
Thermal image cameras	350.0	22.0	-328.0
Station end equipment	303.0	366.0	63.0
Total 2015/16 starts	2,897.0	1,934.0	-963.0
2016/17			
VEHICLES	862.0	674.0	-188.0
Fire ground radios	382.0	302.0	-80.0
Total 2016/17 starts	1,244.0	976.0	-268.0
Carried forward to 2017/18			
VEHICLES	1,430.0	2.0	-1428.0
Estates Transformation -HQ-Phase 2	0.0	113.0	113.0
Estates Transformation - Technical Services	49.0	0.0	-49.0
USAR relocation	21.0	19.0	-2.0
Total 2017/18 starts	1,500.0	134.0	-1,366.0
	15,523.0	11,095.0	-4,428.0

Vehicle replacement programme

2014/15 programme:

- The specification for the five intermediate capability vehicles was changed to include ultra high pressure lances on all vehicles resulted in an overspend of £41,000.
- Savings of £15,000 from purchasing one less provided vehicle were used to partly fund an operational equipment technician costing £30,000.

2015/16 programme:

- Four of the six enhanced capability vehicle conversions were completed during 2016/17. The remaining two are due to complete in the new year.
- The purchase of one provided vehicle and the completion of the schools education vehicle have slipped into 2017/18.

2016/17 programme:

- Two enhanced capability, six first response and four water carriers have been delayed due to waiting for the results of trials currently taking place and approval from the Strategic Vehicles and Equipment Board. These vehicles have been carried forward to start in 2017/18. In addition five intermediate capability vehicles due to start in 2017/18 have been added to the 2017/18 starts programme.
- Twelve cars / light vans, two fire investigation dog vehicles, one general purposes van and one personnel carrier conversion have been deferred and added to the 2017/18 starts programme.
- One heavy off road vehicle was inadvertently included in the programme (duplicate of 2015/16 vehicle) which will be removed saving £120,000.
- Savings of £60,000 due to cheaper specifications for provided vehicles, pool cars and personnel carriers.

Capital schemes

2012/13 programme:

- Slippage in the replacement of the Basingstoke fire station which is due to complete in November 2017
- Slippage in the New Fire Control system provided under a partnership agreement with Wiltshire and Dorset, and Devon and Somerset. Final phased payments due to be made in 2017/18.

2014/15 programme:

- Estate Transformation – HQ – Phase 1. The car park for the Service HQ site was not complete by the end of the year and has slipped into 2017/18.
- Estate Transformation – wider estate. Southsea and Hightown fire stations complete. Hardy fire station almost complete except for outstanding fees. There have been delays at Ringwood resulting in some costs slipping into 2017/18.
- Estate Transformation – Technical Services has not started and will be carried forward to the 2017/18 programme.
- The balance of the solar photovoltaic panels' scheme will be used for Basingstoke station in 2017/18.

2015/16 programme:

- Station end equipment - Approval for the replacement of the station end equipment was given in February 2016 at an estimated cost of £297,000. The final cost is expected to be £376,000. The overspend is due to higher installation costs than expected.
- The procurement of the breathing apparatus telemetry and thermal image cameras has been delayed resulting in the majority of planned expenditure slipping into 2017/18.
- Transforming on call arrangements (Fire as a health asset) - There has been some slippage on the purchase of selective alerting equipment and scanners now planned for 2017/18.

2016/17 programme:

- Fire ground radios – the remaining radios will be purchased in 2017/18

This page is intentionally left blank

Revised Capital Spend Profile 2017/18 - 2020/21

	Approved spend	2016/17 and previous years	2017/18	2018/19	2019/20	2020/21	Latest estimated spend	Balance
Project Details	£000	£000	£000	£000	£000	£000	£000	£000
2012/13 starts								
Basingstoke Fire Station	6,875	5,482	1,393	0	0	0	6,875	0
Fire control system - (FGP 4/12) NFCSP	729	631	122	0	0	0	753	24
Total 2012/13 starts	7,604	6,113	1,515	0	0	0	7,628	24
2014/15								
Estates Transformation -HQ Phase 1	4,707	4,596	111	0	0	0	4,707	0
Estates Transformation - Stations	801	732	69	0	0	0	801	0
Solar photovoltaic panels	1,076	1,024	45	0	0	0	1,069	-7
Total 2014/15 starts	6,584	6,352	225	0	0	0	6,577	-7
2015/16								
VEHICLES	1,309	1,099	210	0	0	0	1,309	0
Transforming on call arrangements	1,038	924	114	0	0	0	1,038	0
Breathing apparatus telemetry	560	4	556	0	0	0	560	0
Thermal imaging cameras	350	22	328	0	0	0	350	0
Station end equipment	303	366	10	0	0	0	376	73
Total 2015/16 starts	3,560	2,415	1,218	0	0	0	3,633	73
2016/17								
VEHICLES	696	674	22	0	0	0	696	0
Fire ground radios	503	302	201	0	0	0	503	0
Total 2016/17 starts	1,199	976	223	0	0	0	1,199	0
2017/18								
VEHICLES	10,324	0	2,900	7,424	0	0	10,324	0
Retained Station replacement programme	1,715	0	0	0	0	1,715	1,715	0
Estates Transformation -HQ Phase 2 c/fd from 2014/15	4,405	113	2,000	2,292	0	0	4,405	0
Estates transformation - Technical Services Collabora	393	0	60	333	0	0	393	0
Estates Transformation - contingency	86	0	86	0	0	0	86	0
USAR Relocation c/fd from 16/17	271	19	252	0	0	0	271	0
Total 2017/18 starts	17,194	132	5,298	10,049	0	1,715	17,194	0
2018/19 Provisional								
VEHICLES	4,022	0	0	3,200	822	0	4,022	0
Retained Station replacement programme	450	0	0	0	0	450	450	0
Total 2018/19 starts	4,472	0	0	3,200	822	450	4,472	0
2019/20 Provisional								
VEHICLES	2,471	0	0	0	2,000	471	2,471	0
Retained Station replacement programme	450	0	0	0	0	450	450	0
Total 2019/20 starts	2,921	0	0	0	2,000	921	2,921	0
Total 2012/13 to 2019/20	43,534	15,988	8,479	13,249	2,822	3,086	43,624	90

This page is intentionally left blank

Specific reserves and general balance 2016/17

	Transformation Reserve £000	Capital Payments £000	Earmarked Underspends £000	Revenue Grants £000	Capital Grants £000	Capital Receipts £000	General Balance £000	Total £000
Actual balance 1.4.16	-8,767	-23,590	-107	-430	-1,759	-2,914	-2,500	-40,067
Used in year	6,891	1,808	32		1,759	2,914		13,404
Addition in year		-1,981	-161	-121				-2,263
End of year addition (4.5.17)	-2,142							-2,142
Estimated balance 31.3.17	-4,018	-23,763	-236	-551	0	0	-2,500	-31,068

This page is intentionally left blank

Annual Treasury Outturn Report 2016/17

1. Purpose

- 1.1. Hampshire Fire & Rescue Authority adopts the key recommendations of the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management in the Public Services: Code of Practice, which includes an annual report on the treasury management strategy after the end of each financial year.

2. Summary

- 2.1. 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.”
- 2.2. This annual report sets out the performance of the treasury management function during 2016/17, to include the effects of the decisions taken and the transactions executed in the past year.
- 2.3. Overall responsibility for treasury management remains with the Fire & Rescue Authority. No treasury management activity is without risk; the effective identification and management of risk are integral to the Fire & Rescue Authority’s treasury management objectives.
- 2.4. All treasury activity has complied with the Fire & Rescue Authority’s Treasury Management Strategy and Investment Strategy for 2016/17, and all relevant statute, guidance and accounting standards. In addition the Fire & Rescue Authority’s treasury advisers, Arlingclose, provide support in undertaking treasury management activities.
- 2.5. The Fire & Rescue Authority has complied with all prudential indicators set in its Treasury Management Strategy; these are detailed fully in Appendix 1.

3. External Context

- 3.1. The following sections outline the key economic themes currently in the UK against which investment and borrowing decisions were made in 2016/17.

Economic Background

- 3.2. Politically, 2016/17 was an extraordinary 12 month period which defied expectations when the UK voted to leave the European Union and Donald Trump was elected the 45th President of the USA.
- 3.3. UK inflation has been subdued in the first half of 2016 as a consequence of weak global price pressures, past movements in sterling and restrained domestic price growth. However the sharp fall in the Sterling exchange rate following the referendum had an impact on import prices which, together with

rising energy prices, resulted in CPI rising from 0.3% year on year in April 2016 to 2.3% year on year in March 2017.

- 3.4. In addition to the political fallout, the referendum's outcome also prompted a decline in household, business and investor sentiment. The repercussions on economic growth were judged by the Bank of England to be sufficiently severe to prompt its Monetary Policy Committee to cut the Bank Rate to 0.25% in August and embark on further gilt and corporate bond purchases.
- 3.5. Despite growth forecasts being downgraded, economic activity was fairly buoyant and GDP grew 0.6%, 0.5% and 0.7% in the second, third and fourth calendar quarters of 2016, and in February the unemployment rate dropped to 4.7%, its lowest level in 11 years.

Financial Markets

- 3.6. After recovering from an initial sharp drop in Quarter 2, equity markets rallied, although displaying some volatility at the beginning of November following the US presidential election result. Commercial property values fell around 5% after the referendum, but had mostly recovered by the end of March. Overnight money market rates have remained low since Bank Rate was cut in August.

Credit Background

- 3.7. Various indicators of credit risk reacted negatively to the result of the referendum on the UK's membership of the European Union. Fitch and Standard & Poor's downgraded the UK's sovereign rating to AA. Fitch, S&P and Moody's have a negative outlook on the UK. Moody's has a negative outlook on those banks and building societies that it perceives to be exposed to a more challenging operating environment arising from the 'leave' outcome.

4. Local Context

- 4.1. At 31/03/2017 the Fire & Rescue Authority's underlying need to borrow for capital purposes as measured by the Capital Financing Requirement (CFR) was £12.2m, while usable reserves and working capital which are the underlying resources available for investment were £27.1m (principal invested plus gains on investments with a variable net asset value).
- 4.2. At 31/03/2017, the Fire & Rescue Authority had £8.35m of borrowing and £26.65m of principal invested. The Fire & Rescue Authority's current strategy is to maintain borrowing and investments below their underlying levels, referred to as internal borrowing.
- 4.3. The Fire & Rescue Authority has a reducing CFR and its capital expenditure plans do not currently imply any need to borrow over the forecast period. Investments are forecast to continue to fall as capital receipts are used to finance capital expenditure and reserves are used to finance the revenue budget.

5. Borrowing Strategy

- 5.1. At 31/03/2017 the Fire & Rescue Authority held £8.35m of loans as part of its strategy for funding previous years' capital programmes.

- 5.2. The Fire & 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, with flexibility to renegotiate loans should the Fire & Rescue Authority's long-term plans change being a secondary objective.
- 5.3. Affordability and the "cost of carry" remained important influences on the Fire & Rescue Authority's borrowing strategy alongside the consideration that, for any borrowing undertaken ahead of need, the proceeds would have to be invested in the money markets at rates of interest significantly lower than the cost of borrowing. As short-term interest rates have remained and are likely to remain at least over the forthcoming two years, lower than long-term rates, the Fire & Rescue Authority determined it was more cost effective in the short-term to use internal resources instead of taking out new borrowing.
- 5.4. The benefits of internal borrowing were monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise. Arlingclose assists the Fire & Rescue Authority with the monitoring of internal and external borrowing.

Table 1: Borrowing Activity in 2016/17

	Balance on 31/03/2016 £m	Net New Borrowing £m	Balance on 31/03/2017 £m
CFR	12.80		12.19
Long Term Borrowing	8.35	0.00	8.35
TOTAL EXTERNAL DEBT	8.35	0.00	8.35
Increase/ (Decrease) in Borrowing £m			0.00

Debt Rescheduling

- 5.5. The premium charged for early repayment of PWLB debt remained relatively expensive for the loans in the Fire & Rescue Authority's portfolio and therefore unattractive for debt rescheduling activity. No rescheduling activity was undertaken as a consequence. However, consideration continues to be given to any advantageous opportunity for the Fire & Rescue Authority to reduce or restructure its debt portfolio.

6. Investment Activity

- 6.1. The combined effect of the EU Bank Recovery and Resolution Directive and the UK's Deposit Guarantee Scheme Directive is to promote deposits of individuals and SMEs above those of public authorities, large corporates and financial institutions. Other EU countries, and eventually all other developed countries, are expected to adopt similar approaches in due course.

- 6.2. The outlawing of bail-outs, the introduction of bail-ins, and the preference being given to large numbers of depositors other than local authorities (including Fire Authorities), means that the risks of making unsecured deposits rose relative to other investment options. Since 2014/15 the Fire & Rescue Authority has therefore increasingly favoured secured investment options or diversified alternatives such as covered bonds, non-bank investments and pooled funds over unsecured bank and building society deposits.
- 6.3. The Fire & Rescue Authority has held invested funds, representing income received in advance of expenditure plus balances and reserves held. During 2016/17 the Fire & Rescue Authority's investment balances have ranged between £34.9 and £42.8 million.

Table 2: Investment Activity in 2016/17

Investments	Balance on 31/03/2016 £m	Balance on 31/03/2017 £m	Average Rate/Yield on 31/03/2017 %	Average Life on 31/03/2017 years
Short term investments				
- Banks and Building Societies				
- Unsecured	9.54	4.48	0.60	0.15
- Secured	3.50	0.42	0.59	0.46
- Money Market Funds	7.00	4.25	0.26	0.00
- Local Authorities	8.00	6.00	0.54	0.14
- Corporate Bonds	0.50	0.00	0.00	0.00
- Government Bonds	1.34	0.00	0.00	0.00
	29.88	15.15	0.48	0.11
Long term investments				
- Banks and Building Societies				
- Secured	5.42	8.00	0.80	1.74
	5.42	8.00	0.80	1.74
High yield investments				
- Pooled Property Funds	2.00	2.00	4.58	n/a
- Pooled Equity Funds	0.00	1.50	3.05	n/a
	2.00	3.50	3.92	n/a
TOTAL INVESTMENTS	37.30	26.65	1.03	0.67
Increase/ (Decrease) in Investments £m		-10.65		

- 6.4. Both the CIPFA Code and the government guidance require the Fire & Rescue Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Fire & Rescue Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising

the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

- 6.5. Over the year the Fire & Rescue Authority reduced its exposure to unsecured bank and building society investments by increasing its exposure to secured bank and building society investments. The Fire & Rescue Authority has also invested in further high yield investments in investing in pooled equity funds.
- 6.6. The pooled equity and property fund investments allow the Fire & Rescue Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. The funds are operated on a variable net asset value (VNAV) basis offers diversification of investment risk, coupled with the services of a professional fund manager; they also offer enhanced returns over the longer term but are more volatile in the short term. The Fire & Rescue Authority's pooled fund investments are in the funds' distributing share classes which pay out the income generated.
- 6.7. Although money can be redeemed from pooled funds at short notice, the Fire & Rescue Authority's intention is to hold them for at least the medium-term. Their performance and suitability in meeting the Fire & Rescue Authority's investment objectives are monitored regularly and discussed with Arlingclose.
- 6.8. Security of capital has remained the Fire & Rescue Authority's main investment objective. This has been maintained by following the Fire & Rescue Authority's counterparty policy as set out in its Treasury Management Strategy Statement for 2016/17.
- 6.9. Counterparty credit quality was assessed and monitored with reference to credit ratings, for financial institutions analysis of funding structure and susceptibility to bail-in, credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.
- 6.10. The Fire & Rescue Authority will also consider the use of secured investments products that provide collateral in the event that the counterparty cannot meet its obligations for repayment.
- 6.11. The Fire & Rescue Authority maintained a sufficient level of liquidity through the use of call accounts and money market funds. The Fire & Rescue Authority sought to optimise returns commensurate with its objectivity of security and liquidity. The UK Bank Rate has been maintained at 0.25% since August 2016 and short-term money market rates have remained at relatively low levels which continued to have a significant impact on cash investment income.
- 6.12. The Fire & Rescue Authority's average cash balances were £34.9m during the year and interest earned for the year was £0.367m, giving a yield of 1.05%.

7. Compliance with Prudential Indicators

- 7.1. The Fire & Rescue Authority confirms compliance with its Prudential Indicators for 2016/17, which were set in February 2016 as part of the Fire & Rescue Authority's Treasury Management Strategy Statement.

8. Treasury Management Indicators

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

Interest Rate Exposures

8.2. This indicator is set to control the Fire & Rescue Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the amount of net principal borrowed will be:

Table 3 – Interest Rate Exposures

	Approved limits for 2016/17	Maximum during 2016/17	Compliance with limits:
Upper limit on fixed interest rate investment exposure	£18.0m	£2.0m	Yes
Upper limit on variance interest rate investment exposure	£50.0m	£41.8m	Yes
Upper limit on fixed interest rate borrowing exposure	£15.2m	£8.9m	Yes
Upper limit on variable interest rate borrowing exposure	£15.2m	£2.0m	Yes

8.3. 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

8.4. This indicator is set to control the Fire & Rescue Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

Table 4 – Maturity Structure of Borrowing

	Upper	Lower	Actual
Under 12 months	50%	0%	0%
12 months and within 24 months	50%	0%	0%
24 months and within 5 years	50%	0%	20%
5 years and within 10 years	75%	0%	19%
10 years and within 20 years	75%	0%	55%
20 years and above	100%	0%	6%

Principal Sums Invested for Periods Longer than 364 days

- 8.5. The purpose of this indicator is to control the Fire & Rescue Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the total principal sum invested to final maturities beyond the period end will be:

Table 5 – Principal Sums Invested for Periods Longer than 364 days

	2016/17	2017/18	2018/19
Limit on principal invested beyond year end	£18m	£18m	£17m
Maximum	£12m		

Prudential Indicators 2016/17

The Local Government Act 2003 requires the Fire & Rescue Authority to have regard to CIPFA's *Prudential Code for Capital Finance in Local Authorities* (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Fire & Rescue Authority has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

Estimates of Capital Expenditure

The Fire & Rescue Authority's planned capital expenditure and financing may be summarised as follows. Further detail is provided in the capital programme report.

Capital Expenditure and Financing	2016/17 Approved £m	2016/17 Revised £m	2016/17 Actual £m	2017/18 Estimate £m	2018/19 Estimate £m
Total Expenditure	17.1	15.5	11.1	15.9	4.6
Capital Receipts	4.3	3.0	2.9	1.3	0.0
Government Grants	0.0	1.8	1.8	0.0	0.0
Capital Payments Reserve	9.1	5.2	1.8	11.9	1.8
Revenue Contributions	3.7	4.4	4.3	2.7	2.8
Capital Contributions	0.0	1.1	0.3	0.0	0.0
Total Financing	17.1	15.5	11.1	15.9	4.6

Estimates of Capital Financing Requirement

The Capital Financing Requirement (CFR) measures the Fire & Rescue Authority's underlying need to borrow for a capital purpose.

Capital Financing Requirement	31.03.17 Approved £m	31.03.17 Revised £m	31.03.17 Actual £m	31.03.18 Estimate £m	31.03.19 Estimate £m
General Fund	12.2	12.2	12.2	11.7	11.2

The CFR is forecast to fall by £1.0m over the next two years as capital expenditure financed by debt is outweighed by resources put aside for debt repayment.

Gross Debt and the Capital Financing Requirement

In order to ensure that over the medium term debt will only be for a capital purpose, the Fire & Rescue Authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

Debt	31.03.17 Approved £m	31.03.17 Revised £m	31.03.17 Actual £m	31.03.18 Estimate £m	31.03.19 Estimate £m
Borrowing	8.4	8.4	8.4	8.4	8.4

Total debt is expected to remain below the CFR during the forecast period.

The actual debt levels are monitored against the Operational Boundary and Authorised Limit for External Debt, below.

Operational Boundary for External Debt

The operational boundary is based on the Fire & Rescue Authority's estimate of most likely, i.e. prudent, but not worst case scenario for external debt.

Operational Boundary	2016/17 Approved £m	2016/17 Revised £m	2016/17 Actual £m	2017/18 Estimate £m	2018/19 Estimate £m
Borrowing	15.2	14.9	8.4	14.4	14.0

Authorised Limit for External Debt

The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Fire & Rescue Authority can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

Authorised Limit	2016/17 Approved £m	2016/17 Revised £m	2016/17 Actual £m	2017/18 Estimate £m	2018/19 Estimate £m
Borrowing	18.3	17.6	8.4	17.1	16.7

Ratio of Financing Costs to Net Revenue Stream

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Ratio of Financing Costs to Net Revenue Stream	2016/17 Approved %	2016/17 Revised %	2016/17 Actual %	2017/18 Estimate %	2018/19 Estimate %
General Fund	0.95	1.09	0.97	1.02	0.96

Adoption of the CIPFA Treasury Management Code

The Fire & Rescue Authority adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2011 Edition in February 2012.

Purpose: Noted

Date 25 July 2017

Title PERFORMANCE REPORT

Report of Chief Officer



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

EXECUTIVE SUMMARY

1. This report provides an update on how the Authority performed against its key performance indicators and the delivery of the Service Plan priorities in the financial year 2016/17 (April to March).

BACKGROUND

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

PERFORMANCE MEASURES

3. The Performance Report in appendix A provides members with a summary of the number and type of incidents that we attend. It then reports against our 'Core Measures' which we use to help measure our performance and the impacts of the improvements we are making to reduce and mitigate risk. These measures include sickness and financial performance. Each graph is accompanied by a commentary on the performance.
4. 'Optional' Measures are those that provide us with a focus on the impacts of key programmes. These are subject to change over time. The current measures are designed to relate to our Service Delivery Redesign programme. It should be noted that the programme is currently being implemented. We want to monitor the performance, but do not expect to see the benefits until the work progresses further. The graphs detail the target set for the measures.
5. Benchmarking our performance demonstrates that the Authority performs well compared to other Fire and Rescue Services.

SERVICE PLAN PERFORMANCE

6. Appendix B provides Members with a summary update on progress against some of the actions we are taking to deliver the priorities within the Hampshire Fire and Rescue Service Plan (2015-2020). We are currently reviewing and refreshing the Plan to ensure that it remains up to date. A report will be presented to the Authority proposing amendments in October 2017.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

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

RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

PEOPLE IMPACT ASSESSMENT

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

RISK ANALYSIS

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

RECOMMENDATION

12. That the Authority reviews the performance detailed in appendices A and B and notes the strategies for improvement.

APPENDICES ATTACHED

Appendix A - Performance Report
Appendix B – Service Plan Performance Update

BACKGROUND PAPERS

13. Hampshire Fire and Rescue Service Plan 2015-2020

Contact: Samuel Fairman, Performance Review Manager, Knowledge Management,
Telephone: 023 8064 4000 (extension 3944)



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Appendix A - Performance Report

April 2016 to March 2017

**Hampshire Fire and Rescue Authority
25 July 2017**

Contents

Introduction	3
Incidents summary	4
Core measures	5
Fire fatalities	6
Fire casualties	7
Primary fires	8
People killed in road traffic collisions.....	9
People seriously injured in road traffic collisions.....	10
Critical response (8/80)	11
Shifts lost to sickness	12
Finance.....	13
Optional measures	14
Service delivery redesign	14
Fire as a health asset	16

Introduction

We collect and report our annual performance by financial year (April to March) from the National Fire Statistics monitor by the Home Office where possible. This allows us to benchmark with other Fire & Rescue Services and ensure a consistent quality standard. For monthly breakdowns, we use local collection methods from our incident recording system (IRS). These show the number of incidents over the last 12 months from April 2016 to March 2017 compared with previous year (April 2015 to March 2016). The 12 month rolling averages show each month's average number of incidents over the previous 12 months. Using this measurement, we can identify trends in incident levels without seasonal variance. These also give us an indication of the short-term direction of travel in which the Service's operational performance is heading.

The 'upper and lower limits' are control lines to show acceptable variance over the 12-month period. Depending on the polarity of the measure, the upper limit may be red and the lower limit green to indicate where high levels need attention and low levels are good. These limits are calculated using a percentage tolerance from the standard deviation over the previous 2 years. To get the upper limit, this figure is added to the 12-month rolling average for that month and subtracted for the lower limit. For example, the limit may be set based on 150% of the standard monthly increase and decrease. Therefore, if the standard monthly deviation is 5 incidents up or down per month, our control limits would be set at 7.25 either side of the 12-month rolling average.

Under each title there is also an icon. These icons represent the Service Plan Priorities to which the work carried out contributes to the success of the measure:

	Building Resilience		Knowledge		Communications & Engagement
	Creating Safer Communities		Technology		People & leadership
	Responding to Incidents		Assets and Money		Working with Partners

Performance Rating

There are different variables to consider when rating performance depending on the many comparators. We take a holistic approach, reviewing our current position against our short term and long term direction of travel combined with a view of our position within Family Group 4 (FG4), and nationally. FG4 is benchmarking group of 18 similar sized Fire & Rescue Services. Each measure is given an arrow next to the performance summary. The direction of the arrow shows whether the measure is going up or down and the colour of the arrow shows the performance. These are rated as follows:

GREEN	Performing well
AMBER	Performing within a tolerable level
RED	Requires attention
BLUE	Not rated for its performance



Measure has risen/increased



Measure has remained the same



Measure has reduced/decreased

Incidents summary

Each year the Service attends calls to a range of incidents, each posing a different threat to the community and our staff. All incidents except for Co-responder calls (which are record in our mobilising system), are recorded in the IRS (Incident Recording System), which is used by all English fire and rescue services. Data is used by the Service, and provided to the Home Office. The system classifies each of these incidents into one of three categories: 'Fire', 'False alarm' or 'Special service call'. The below table provides a breakdown of all incidents over the last 2 years:

Incident type	2015/16	2016/17	Variance
Fires	3,778	3,875	97
<ul style="list-style-type: none"> • Primary fires <ul style="list-style-type: none"> ○ Primary building fires <ul style="list-style-type: none"> ▪ Dwelling fires <ul style="list-style-type: none"> • Accidental • Deliberate ▪ Other building fires ○ Primary vehicle fires <ul style="list-style-type: none"> ▪ Accidental vehicle fires ▪ Deliberate vehicle fires ○ Other primary fires 	1,988 1,304 842 783 59 403 555 375 180 129	1,973 1,281 837 778 59 385 570 346 224 122	-15 -23 -5 -5 0 -18 15 -29 44 -7
<ul style="list-style-type: none"> • Secondary fires <ul style="list-style-type: none"> ○ Accidental secondary fires ○ Deliberate secondary fires 	1,648 924 724	1,742 939 803	94 15 79
<ul style="list-style-type: none"> • Chimney fires 	142	160	18
False alarms	5,737	6,615	878
<ul style="list-style-type: none"> • Malicious false alarms • False alarms with good intent • False alarms due to apparatus <ul style="list-style-type: none"> ○ Dwellings ○ Other buildings 	198 1,941 3,598 1,598 2,000	255 2,131 4,229 1,887 2,342	57 190 631 289 342
Special service calls	14,963	13,010	-1,953
<ul style="list-style-type: none"> • Co-responder calls • Road traffic collisions • Other special service calls 	12,044 789 2,130	9,307 881 2,822	-2,737 92 692
Total	24,478	23,500	-978

Performance commentary

The total number of incidents has decreased by 4% from April 2016 to March 2017 compared to the previous year, despite a rise in fires and significant increase in false alarms. This was due to a large reduction in co-responder calls which reduced by 23% (see page 18 for more information).

The number of fires increased by 3%, which was largely down to a rise in secondary deliberate fires (which are generally small outdoor fires, such as grass and refuge) and primary deliberate vehicle fires (see page 8 for more information).

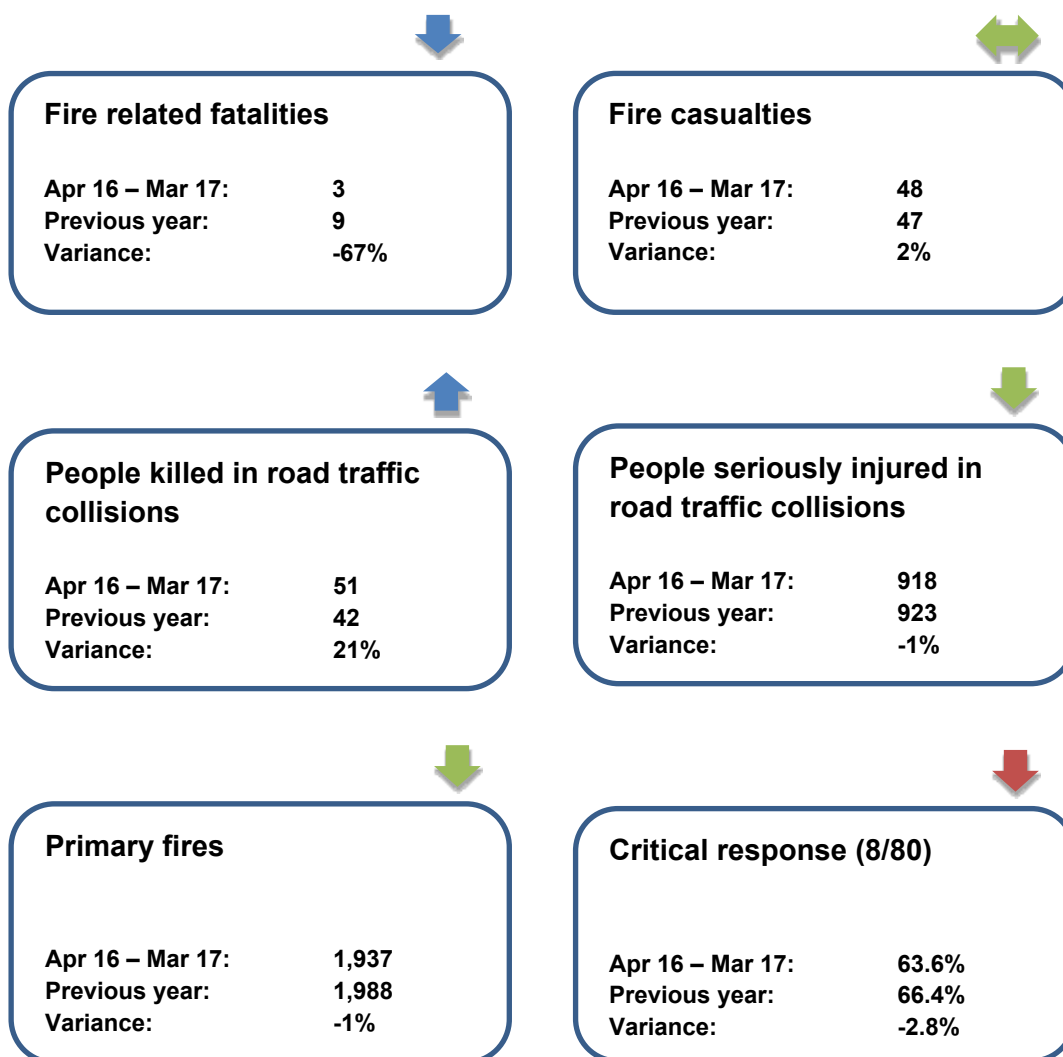
False alarms increased by 15% by an additional 878 incidents. The increase can be seen across all false alarm categories, the largest of which being 'due to apparatus'. Malicious false alarms have seen a 29% increase compared to the previous year.

Actions

Further analysis of the false alarms due to apparatus is going to be undertaken on the different property types. Where we identify specific properties that have had several repeat incidents we will contact them through formal letters and fire safety visits to reduce the number of call outs to these properties. In addition to this, we are changing the way we provide information on repeat property false alarms. At present this analysis takes place at the end of the year, once we have a complete data set. This is changing to a self-service report that our Fire Safety teams can run monthly to enable a timelier intervention with those properties.

Core measures

Our core measures are made up of the Service-wide impacts, our response standard to critical incidents and our staff well-being. These measures help us focus our change activity across all our Service Plan Priority areas. By 'Strengthening' the organisation we aim to deliver 'Safer' outcomes and these measures the impacts of those activities. The tiles below provide an overview of our core measures and our performance against previous year:



Shifts lost to sickness per shifts possible

Apr 16 – Mar 17:	3.24%
Previous year:	3.41%
Variance:	-0.17%

Finance

Apr 16 – Mar 17:	£62,602,000
Budget:	£66,282,000
Variance:	-6%

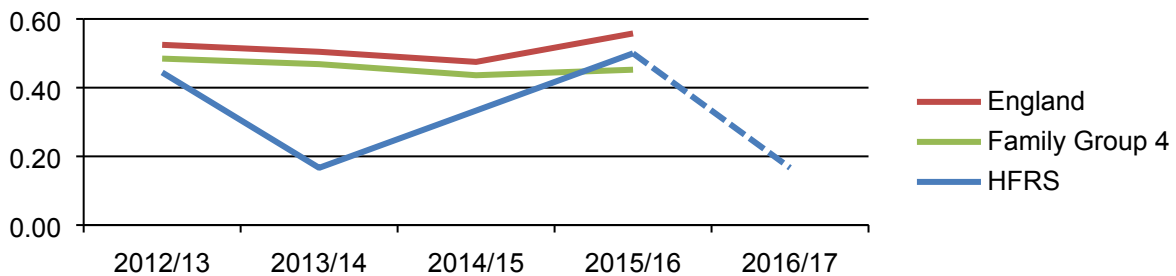
The following pages provide more detail for each measure with an annual and monthly breakdown accompanied by performance commentary. In addition to the commentary, there is a section on 'Actions' which highlights the current and future activities being undertaken to improve performance.

Fire fatalities - Area Manager Community Safety



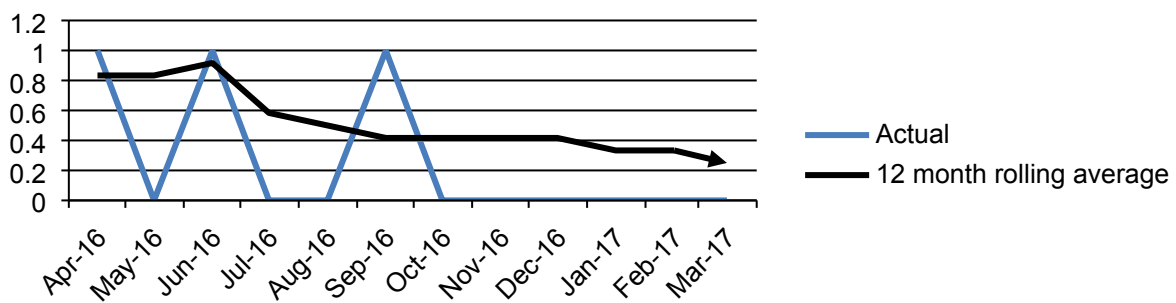
Fire fatalities are the number of individuals who have sustained a fatal injury as a result of a fire. Fatalities that occur at fires are initially recorded as fire related. This is subject to change pending the coroner's verdict declaring the cause of death.

by year per 100,000 population



Data taken from Home Office Fire Service Statistics

by month



Data taken from Fire Investigators Fatality Tracker

Performance commentary

From April 2016 to March 2017, there were 3 fire related fatalities.

This measure is not rated for its performance. Recognising that some factors that lead to fire fatalities are outside of our control, we know we can positively influence other factors to mitigate or manage the risk for many people who are at increased risk of dying, or becoming seriously injured in a fire. Our aim is to have no fatalities at all rather than looking for improvement against a comparator.

Our understanding of those most at risk from fire and our ability to access those people is continually improving. We are now identifying a distinction between groups who are most at risk of having a fire in the home and the characteristics of an individual who is more likely to die in such a fire. The new 'Safe and Well' initiative, is preventative work with Health and Social care partnerships, based on our understanding of the common factors in the victims of fire fatalities. We will be continuing with this important activity, ensuring our work is targeted at the most vulnerable.

Actions

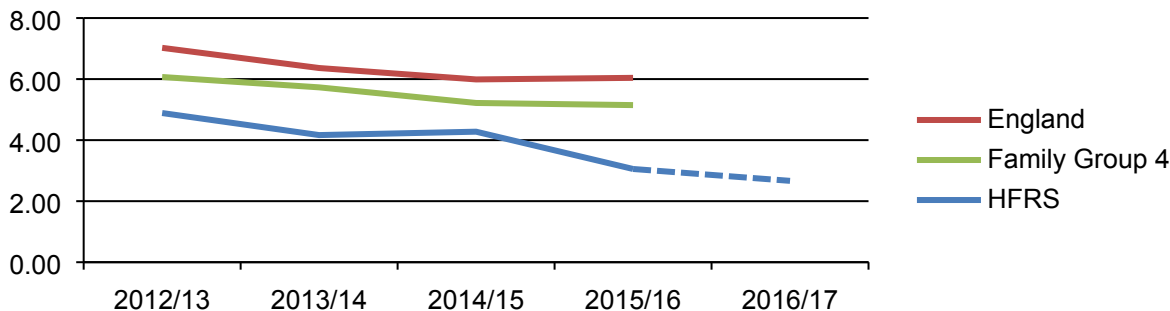
There are no control limits for fire related fatalities as we seek to have no fatalities at all. Our Fire Investigation Team works with the Police to assist the Coroners inquests for all fatalities.

Fire casualties (excluding precautionary checks and first aid at scene) – Area Manager Community Safety



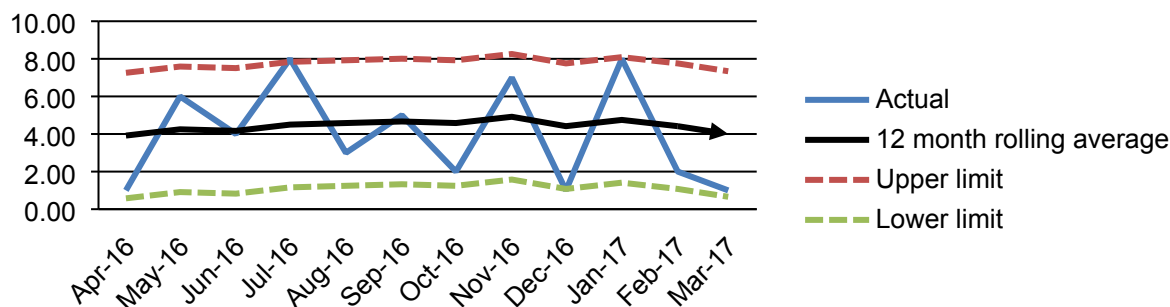
Fire casualties are the number of individuals who have sustained an injury from a fire. These are the severe or slight injuries where the person went to hospital.

by year per 100,000 population



Data taken from Home Office Fire Service Statistics

by month



Data taken from the Incident recording system

Performance commentary

Fire casualties remain low compared to the national average with a significant reduction in 2015/16. From April 2016 to March 2017 (48 casualties), fire casualties have increased by 2% compared to the same period in the previous year (47 casualties).

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

Actions

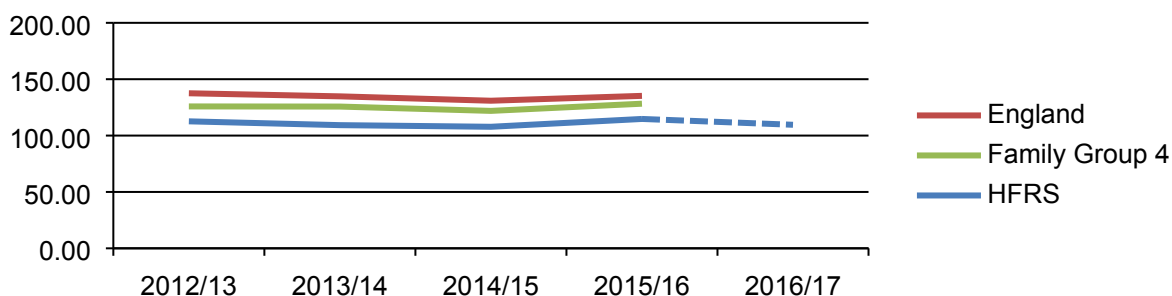
In July 2016, the number of casualties increased to 8, just slightly above the upper limit. This was mainly due to a slight increase in dwelling fire casualties. The main cause of fire was cooking related; however, we also had a slight increase in fires caused by wiring insulations and smoking materials. The majority were taken to hospital with either breathing difficulties or overcome by gas, smoke or toxic fumes; asphyxiation. As the overall trend has not increased significantly, we will continue to monitor these categories and the demographics identified in our analysis, before deploying any specific intervention.

Primary fires – Area Manager Community Safety



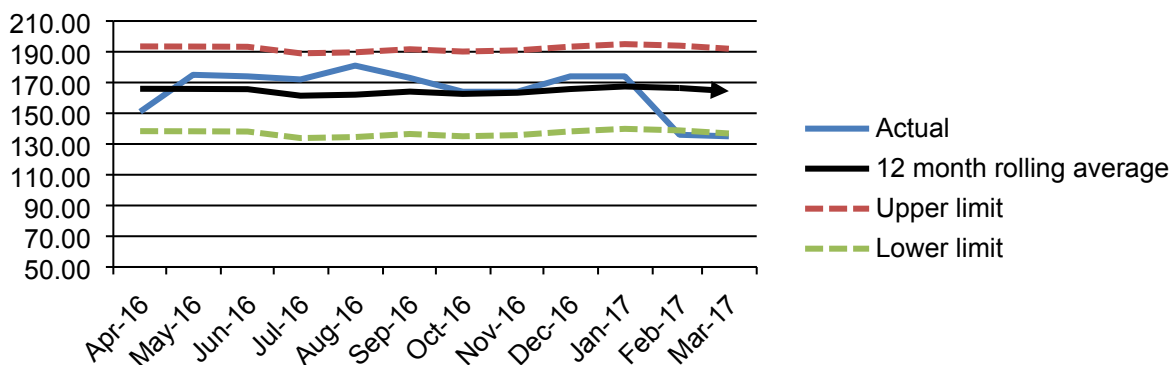
Primary fires are fires that involve something of value (usually a building or vehicle), any fire where someone is injured or dies, or where more than five fire engines attend.

by year per 100,000 population



Data taken from Home Office Fire Service Statistics

by month



Data taken from the Incident recording system

Performance commentary

Primary fires have slightly decreased in 2016/17 by 15 incidents compared to 2015/16. There were two exceptional declines in February and March. The drop below the lower limit in February 2017 was mainly due to a decrease in commercial property fires, with 38 in February 2016 compared to 20 in February 2017.

The decrease in March was predominantly due to a reduction in primary grass fires and vehicle fires. At the start of March, the UK's weather was dominated by wet and cold weather with some short-lived snowfalls. The weather in this case is likely to have influenced the decrease in grass fires.

Actions

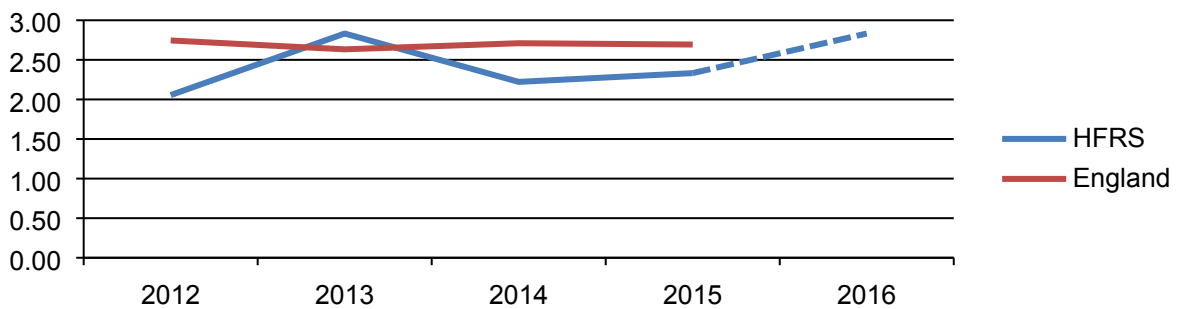
Despite the positive exceptions in February 2017 and March 2017, deliberate vehicle fires increased by 44 incidents in 2016/17 (224) compared to the previous year (180). Our Arson Reduction Team work with colleagues from Hampshire Constabulary to help secure convictions. We also look to support offenders through our Adult and Young persons Fire Setters programme to prevent re-offending. In addition to this, our Schools Education team and other youth initiatives delivered both centrally and locally by Stations, will help us to target key messages at an early stage to prevent young people setting deliberate fires in their later years.

People killed in road traffic collisions – Area Manager Community Safety



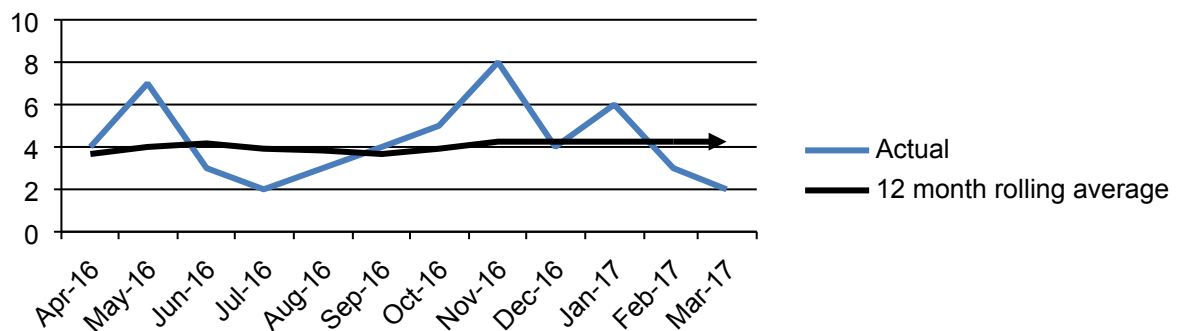
As we do not attend all road traffic collisions (RTCs) we have based our analysis on our data and additional data supplied by Hampshire Constabulary as they attend all RTCs. We receive Police data on a monthly basis two months behind our reporting time frames as they have a period of investigation before the figures can be released. The annual figures are displayed as calendar years (Jan – Dec) in line with Police reporting.

by year per 100,000 population



Data taken from Police Stats 19

by month



Data taken from Police Stats 19

Performance commentary

People killed in RTCs increased by 9 from April 2016 to March 2017 (51 people) compared to the previous year (42 people).

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

Actions

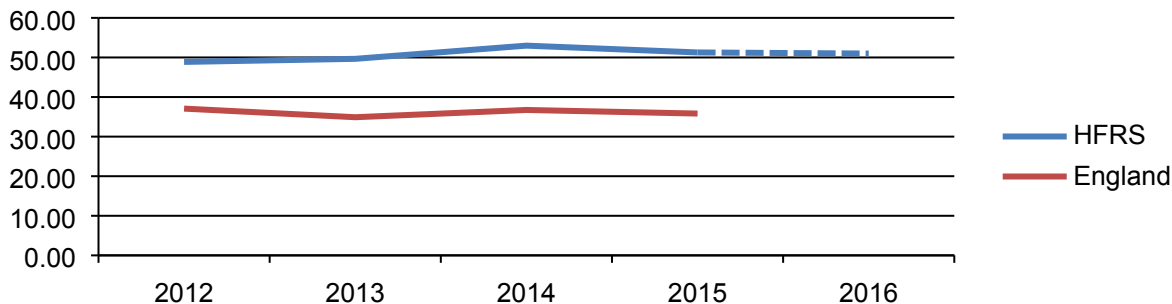
There are no control limits for people killed in RTCs as we seek to have no fatalities at all. To mitigate the number of people killed in RTCs we work in partnership with the Police, Local Authorities, the Blue Lamp Trust and other public agencies to deliver road safety campaigns. One of our most popular education initiatives with our partners this year was our “Safe Drive - Stay Alive” campaign.

People seriously injured in road traffic collisions – Area Manager Community Safety



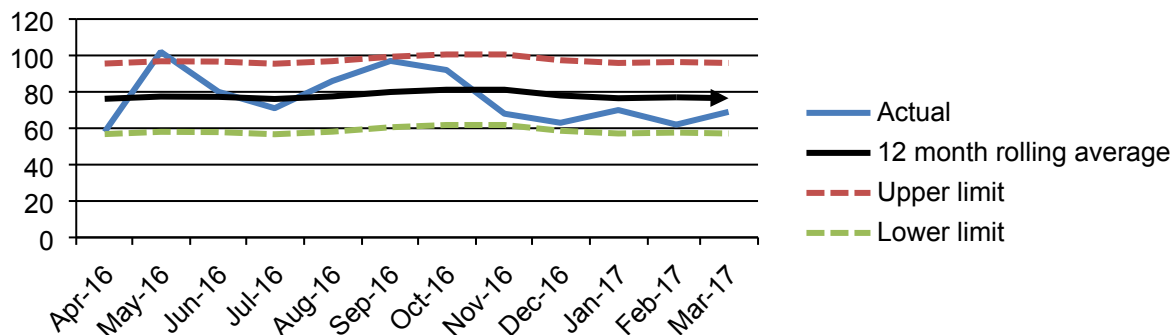
The number of people seriously injured in road traffic collisions (RTC) is also provided on a monthly basis by Hampshire Constabulary. The annual figures are displayed as calendar years (Jan – Dec) in line with Police reporting.

by year per 100,000 population



Data taken from Police Stats 19

by month



Data taken from Police Stats 19

Performance commentary

People seriously injured in RTCs remains above the national average. They decreased by 5 from April 2016 to March 2017 (918 people) compared to the previous year (923 people) with an exceptional increase May 2016.

We are also now a part of a Knowledge Sharing Forum with the Police, Hampshire County Council and the public Health Board. This forum helps facilitate joined up analysis on a wide range of issues facing our communities.

Actions

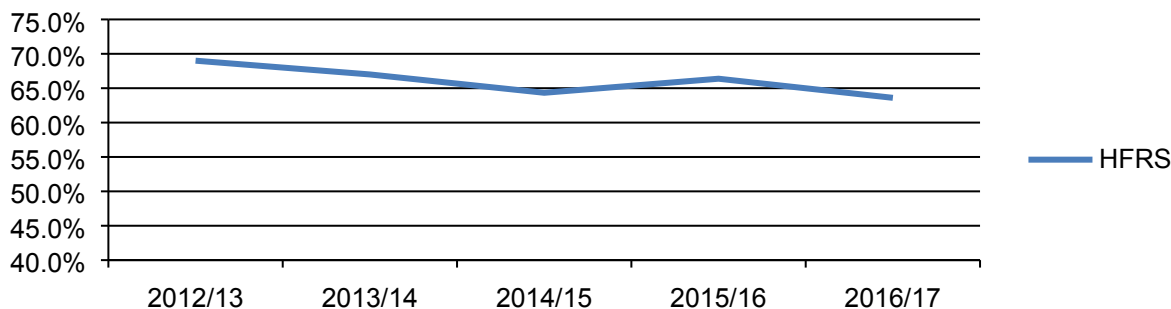
Our analysts are reviewing the data for May 2016 to find out what caused the increase for this month. Using this information, we will review are targeted campaigns to make sure we are reaching the right people. Further analysis will also compare our serious injuries data with the types of roads we have in comparison to similar counties. This will help us to understand the factors involved in our continual high number compared to the national average.

Critical response (8/80) – Area Manager Response



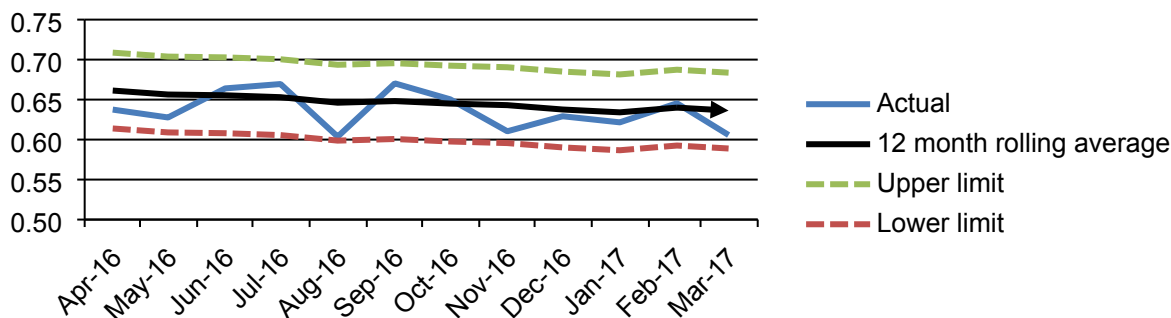
Critical emergency calls are measured from ‘time of mobilisation’ to ‘time at scene’ where the first appliance is in attendance within 8 minutes, 80% of the time, where there is risk to life or property.

by year



Data taken from the Incident recording system

by month



Data taken from the Incident recording system

Performance commentary

We responded to 63.6% of critical incidents within 8 minutes from April 2016 to March 2017. The reducing number of incidents we attend and their location has an impact on our response standards. We have targeted resources to reduce the calls in our highest risk areas, which have been centred in our major towns and cities and are where we have our ‘wholtime’ fire stations. These stations can achieve a quick response time due to there being operational personnel permanently on station. Reducing calls in these more densely populated areas has meant that, of the incidents we now attend, higher proportions are in the areas of our ‘retained’ stations. This is where staff are ‘on-call’ (or retained) and only respond to the station if there is an incident. Because these personnel are on-call, the time it takes for us to respond is usually higher and can be effected by staff availability.

Actions

Although the percentage of response times within 8 minutes remained within the control limits, the annual decrease is of concern. The work carried out in the Risk Review identified ways of making quicker response times by changing the crewing models and size of vehicles. Through these change initiatives we are aiming to increase our critical response time to 77% by 2019/20.

Shifts lost to sickness – Head of Human Resources

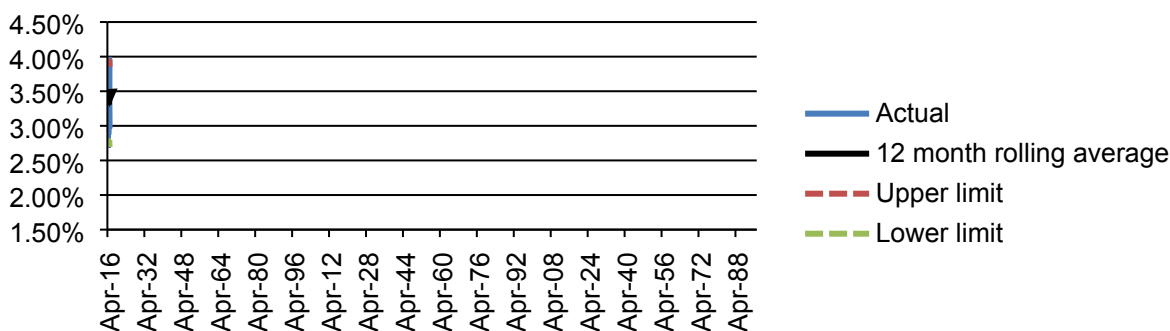


This indicator shows the percentage of shifts lost by either full time establishment (FTE) for national comparison or shifts possible for our monthly break down.

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

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

Shift lost per shifts possible by month



Data taken from SAP

Performance commentary

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

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

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

Actions

We will review the data for October 2016 through to March 2017 to see if there are any common causes that may have affected this prolonged increase. The findings will be shared with the Attendance Management Group and then an action plan formulated to address any concerns.

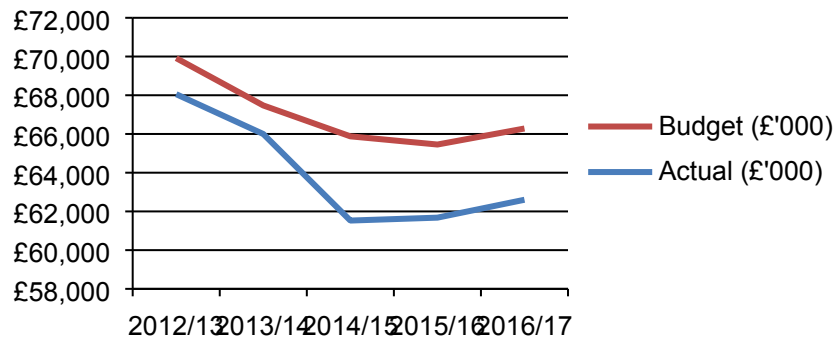
Finance – Head of Finance



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

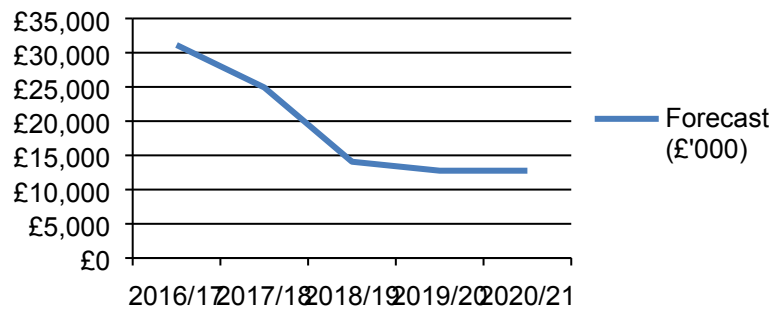
Net cost of service by year

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



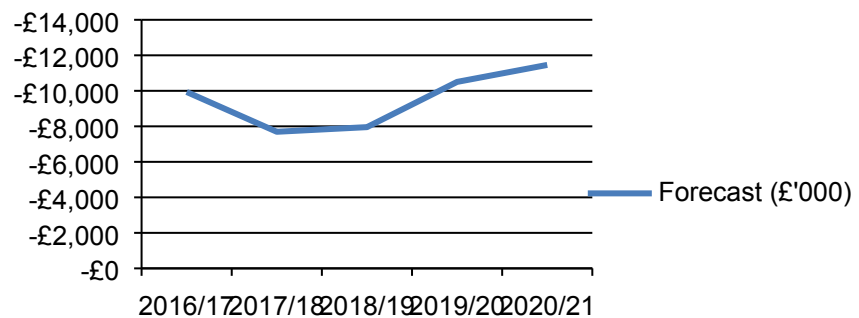
Reserves by year

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



Savings Plan by year

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



Performance commentary

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

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

Actions

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

Optional measures

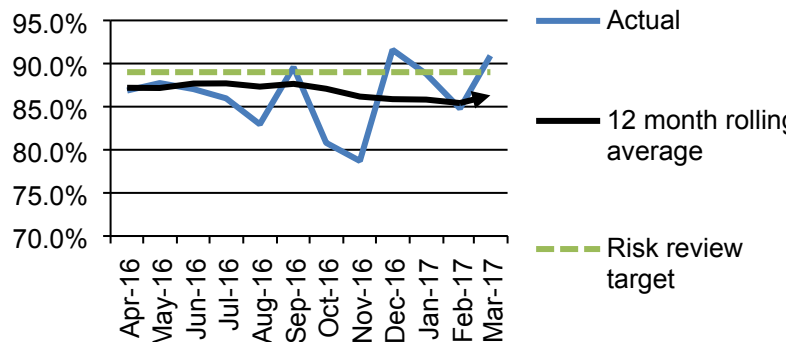
This section looks at key areas of focus for performance. These will change over time with the introduction of new services or in response to an emerging issue or trend.

Service delivery redesign – Area Manager Response

The Risk Review was carried to match our resources to risk of our county. As a result of this review several proposals were put together to improve our service delivery model and deliver financial savings to match our reduction in grant funding. These proposals together make up the Service Delivery Redesign programme, under which improvements to the following measures are expected to be made:

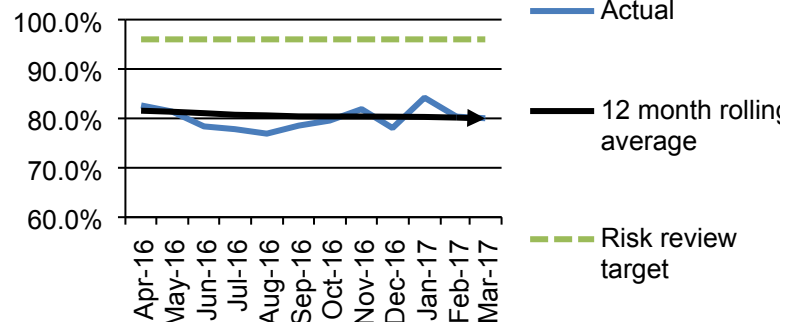
Building fires confined to room of origin by month

Building fires confined to room of origin is a percentage of fires that were contained to either item first ignited, room of origin, internal roof space, external roof only or heat/smoke damage only. Properties in this measure include all dwellings, other residential and non-residential buildings.



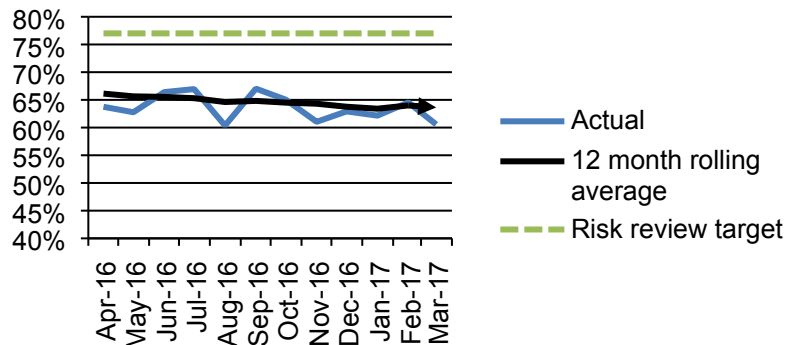
Retained appliance availability by month

The availability data illustrates the percentage availability of 1st and 2nd pumping appliances by minutes of the day for Retained Duty System crews.



Critical response by month

Critical emergency calls are measured from 'time of mobilisation' to 'time at scene' where the first appliance is in attendance within 8 minutes, 80% of the time, where there is risk to life or property.



Performance commentary

These indicators will be critical to monitor during implementation. As the work streams are delivered we are aiming to improve in these measures as per the targets in the above charts.

The seven-group structure was launched in April 2017. The New Forest, Winchester and Test Valley, and Portsmouth Groups went live as early adopters of the new fully-integrated Group structure from 9 to 7 groups. This includes integration of all community safety activities and resources (traditionally Protection, Prevention, Response and Resilience). This will allow our group commanders to more effectively address identified risks within their group and to respond appropriately.

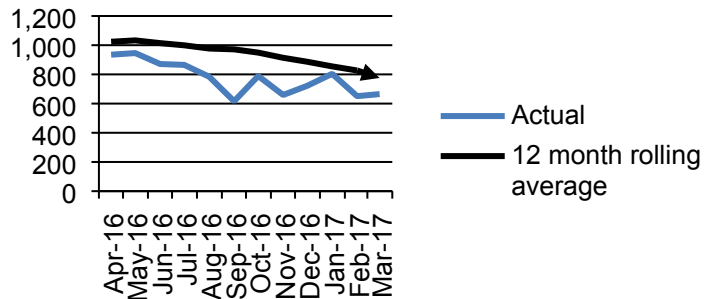
The other proposals are all underway are on target for their scheduled delivery date. Once these have been implemented we will monitor the above performance indicators very closely to ensure the benefits are realised.

Fire as a health asset – Area Manager Response

This section looks at our activity as we move into greater partnership working with South Central Ambulance Service. As we increase our offering in this sector additional measure will be included.

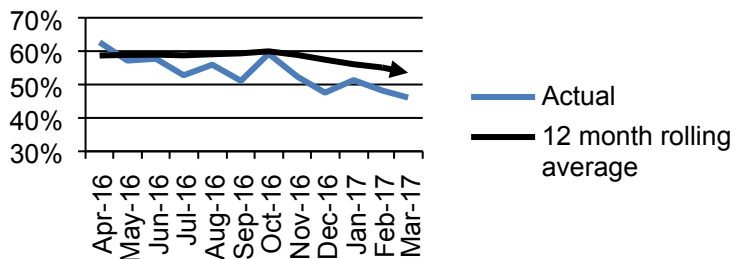
Co-responder calls by month

Co-responder calls are incidents we attend in a successful partnership with the Ambulance Service to provide immediate medical care to members of our communities suffering a life threatening injury or illness such as cardiac arrest, asthma, anaphylactic shock (spell) and breathing difficulties. This has become a large part of our activity over the years and is funded by the Ambulance Service.



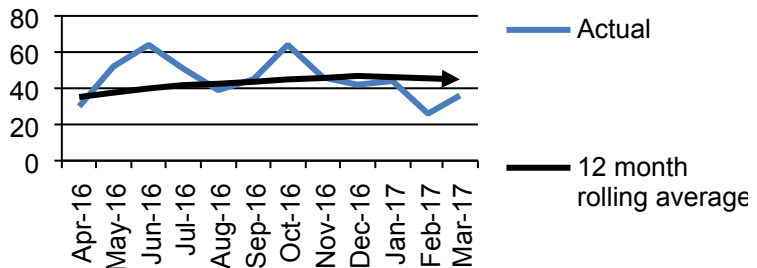
Co-responder availability by month

This measure shows the average percentage availability of our co-responder fleet.



Medical interventions by month

Medical interventions are where we have had to provide oxygen or deliver basic first aid. We now include the use of defibrillators as we move to enhance our medical capability through our 'Red Fleet'. This excludes those made at Co-responder calls but includes interventions at road traffic incidents, other special service calls and fires.



Performance commentary

The number of co-responder calls we have attended have decreased by 23% from April 2016 to March 2017 (9,307) compared to the previous year (12,044). Co-responder calls remain a significant part of our response activity, however, recent reduction is due to a shift in the incident types we are mobilised to. There has also been a slight reduction in our co-responder availability. This may have also contributed to the reduction in the number of calls.

We continue to work on additional offerings to the wider Health sector. This includes attending non injury mechanical falls to assist individuals who have fallen over and have difficulties with mobility. This is usually done by the Ambulance Service and where an injury is believed to be incurred an ambulance will still be sent rather than our fire crews. However, where there is believed to be no injury to the individual we will attend to assist and ensure they are well.

In addition to this, under the proposals of the Service Delivery Redesign programme, all our appliances have now been fitted with medical equipment and we will soon be looking to send fire appliances to cardiac arrest incidents to help increase our availability and response time to these incidents.

This page is intentionally left blank



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Appendix B – Service Plan Performance

April 2016 to March 2017

**Hampshire Fire and Rescue Authority
25 July 2017**

Contents

Building resilience	3
Creating safer communities.....	4
Responding to incidents	5
Assets & money	6
Communications & engagement	7
Knowledge.....	8
People & leadership	9
Technology	9
Working with partners.....	11

Building community resilience

Area Manager Resilience



Improving how our communities are able to prepare for, deal with and recover from incidents.

Service Improvements

We have completed our first year of the Working on Tuesday (WoT) programme with our Hampshire & Isle of Wight (HIOW) Local Resilience Forum (LRF) colleagues. These programmes are designed to reach out to communities to engage them on resilience issues.

In March 2017, community resilience was added to our Module A courses as part of our new firefighter training. In addition to this, community resilience has been embedded in to the Maintenance of Competency framework with the creation of relevant Maintenance of Skills and workplace assessments.

We have also incorporated community resilience and household emergency plans as part of community safety education in the Safe and Well visits. These visits are targeted to the most vulnerable people in society and designed to ensure their wellbeing across a wide range of potential health issues.

We also produced a self-test template to enable those communities with a community emergency action plan to test their plan. The pilot was tested with Grayshott Parish Council in March 2017 and will be rolled out to other communities.

Creating safer communities

Area Manager Community Safety



Reducing risk by creating pioneering partnerships that target the most vulnerable people and places.

Service Improvements

In April 2016, we launched a revised Home Fire Safety visit package called Safe & Well visits. Using referrals from partner agencies, we are now targeting our most vulnerable people to not just prevent them from harm caused by fire but from a range of potential hazards.

To support victims of fires post incident we developed new protocols in December 2016. We continue to develop these to ensure their effectiveness to mitigate further risk of fire and the sustained economic impact of the incident.

We continue to ensure safety event planning is proportionate and effective and information for operational response is tested and shared appropriately. Furthermore, we support the delivery of commercial opportunities using the investigative skills of staff.

We completed a trial for a falls response service in February 2017, attending triaged calls to non-injury mechanical falls to assist individuals who have difficulties with mobility and have fallen over. This is usually done by the Ambulance Service and where an injury is believed to have occurred, an ambulance will still be sent rather than our fire crews. However, where there is believed to be no injury to the individual we will attend to assist and ensure they are well. This needs further development and we will continue engaging with South Central Ambulance Service and crews to exploit opportunities in this area. This includes the provision of an intervention to prevent further falls from occurring.

Responding to incidents

Area Manager Response



Improving the way we respond to and support incidents.

Service Improvements

In September 2016, we rolled-out body worn video cameras to our Flexible Duty System officers. This is to capture key decision making at incidents to feed back into our debrief process. Lessons can then be incorporated to improve procedures, and best practice shared to help develop our teams across the Service.

Furthermore, we introduced a Response Steering Group in December 2016. This Group was set up to oversee our response capability to ensure we are responding effectively.

Flexible Duty System (FDS) officers are now mobilised in provided vehicles as of December 2016. Using a new telematics system our FDS officers as well as other specialist teams can be tracked to ensure a more effective response to incidents around the county by sending the nearest available resource.

In February 2017, we completed a review of our current response capability to terrorist threats. This involved a revised strategy to ensure we maintain operational cover whilst meeting our statutory obligations.

Assets & money

Head of Physical Assets



Improving the return on our physical assets and using the medium term financial plan to ensure we effectively prioritise our resources.

Service Improvements

We continue to develop our estates. Since September 2016 we have shared Alton and Ringwood Fire Stations with Hampshire Constabulary. Further work continues to progress on phase 2 of our Headquarters transformation to build on the already very successful implementation of phase 1.

In December 2016, we implemented phase 1 of our Provided Vehicles project. This involved the provision of vehicles for Flexible Duty System officers. Phase 2 continues to look at the provision of pool vehicles and departmental vehicles to improve our road safety but also drive down travel costs.

In March 2017, we produced a Strategic Property & Estates Plan and a Strategic Vehicle & Equipment Plan. These are core components of the overarching Strategic Asset Management Plan which will also include a plan to make best use of our people and skills that make a positive return on investment.

Communications & engagement

Head of Communications, Inclusion & Administration



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

Service Improvements

We worked with operational staff to produce detailed guidance documents to assist with day to day admin queries/tasks. These have now been made available on our internal portal as an A-Z help page, ensuring our crews are kept up to date with any changes made.

In September 2017, we introduced a planned public affairs engagement programme. We are now regularly updating all regional MPs and other key partners and stakeholders through the External Communications team. The Chief Fire Officer continues to engage regularly face to face with MPs and other key stakeholders.

We have also re-directed all telephone calls made to wholetime stations to our central Service Administration Hub, not only to reduce the burden on our station personnel, but also to act as a single point of call for the public. This was introduced in October 2016.

Knowledge

Head of Knowledge Management



Optimising our use of corporate and individual knowledge & our information assets.

Service Improvements

In February 2017, a new Service Policy Framework was agreed by Service Management Team. Work is now underway to review our current Service Orders to enable staff much greater flexibility within a more clearly defined set of boundaries. Using the new tools available to us from the ICT Transformation project we will build a more user friendly interface to enable our staff to access the information they need to make the best decisions across all our operations.

In March 2017, we delivered a suite of predictive and proactive analysis tools. Ongoing work using predictive tools such as Simul8 continues to support initiatives. This tool enables us to take hypothetical scenarios and crewing models run against our historical data to test our effectiveness. Furthermore, our analysts and information technicians continue to develop trend analyses (linked to Performance Reporting), supporting group managers to assist in the prioritisation of their localised Group and Station Plans.

We have upgraded our availability system and now have a user group to help us make further improvements for our staff who use it.

People & leadership

Head of Human Resources



We have the right people in our organisation (employees, members and volunteers) who understand what is expected of them (goals, standards and behaviours) and who feel motivated and equipped to achieve high performance.

Service Improvements

In August 2016, we launched a Firefly development programme in conjunction with Hampshire Constabulary, Hampshire County Council through our Shared Services partnership. This programme was set up to take cohorts through a service improvement challenge, providing them with new skills, tools and support from peers and mentors. The programme has now been completed by three cohorts with further cohorts to be arranged. In addition to this we launched a Supporting Through Change and New Managers programme in July 2016.

In November 2016, we held a People Workshop in Basingstoke where many of our staff attended from various locations across the county. This workshop captured discussions which were used to develop action plans. Attendees were also encouraged to take back their own actions to implement improvements at their local workplace.

In March 2017, we completed a Middle Management Review to change the establishment in support of the Service Delivery Redesign programme. The new positions were set up to fit the new seven Group structure and address the number of temporary contracts.

Technology

Head of Information Communication Technology



Improving the technologies we deploy to support the business, (increasing quality and agility and reducing cost), and establishing technology as a driver for innovation and improvement.

Service Improvements

In September 2016, we carried out a station-end equipment review, refresh and replacement project called the Operational Technologies project. This led to the replacement of fire ground radios used by our crews.

We also reconfigured and simplified our Wi-Fi across the county in October 2016. This improved connectivity and enabled greater control through our infrastructure. Then in November 2016 we upgraded our wide area network and launched a new Internet Protocol (IP) scheme in December 2016. This infrastructure work was required to support the Estate Transformation Project.

Furthermore, in December 2016, we undertook a review of our hosted applications. The review looked to change the way systems are hosted in preparation for ICT Transformation. Many of our applications are now hosted in the cloud and managed by third party suppliers where possible.

Working with partners

Head of Knowledge Management



Putting Partnerships at the heart of all our work.

Service Improvements

We continue to develop our partnership work. Our Networked Fire Strategic partnership with Devon and Somerset, and Dorset and Wiltshire fire services provides us with greater resilience, 'borderless' mobilising and ensures that the closest asset can be used to attend an incident.

We are delivering against the plan set out in our strategic partnership with the Isle of Wight Council. We now provide the Isle of Wight Fire Service 999 call handling and mobilisation services.

As mentioned in page 6 we are working to share a number of our sites with Hampshire Constabulary and are now progressing with phase 2 of the Headquarters transformation.

We are working with the Police and Ambulance Service on Blue Light Collaboration which builds on the partnership work we have been doing for some years. This strategy looks to build greater relationships with partner agencies to enable joint working in support of shared operational objectives.

Further work is underway to develop a Partnership policy and supporting guidance to help our teams in key decision making when considering joint working arrangements. This will support staff in ensuring appropriate governance is put in place before an agreement is made.

This page is intentionally left blank

Purpose: Noted

Date: **25 July 2017**

Title: **Health and Safety Annual Report 2016-2017**

Report of Chief Officer



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

EXECUTIVE SUMMARY

1. The Annual Health and Safety Report for 2016-2017 which covers the period 01/04/2016 to 31/03/2017, shows that the Hampshire Fire and Rescue Service (HFRS) is successful in implementing the agreed Objectives and Improvement Plan.
2. The Report establishes continuous improvement concerning proactive and reactive health and safety event trends, these are understood to be direct indicators of improvements concerning organisational safety culture.
3. Assurance is given that HFRS's Health and Safety Management System (HSMS) is suitable and sufficient for the needs of the organisation and establishes minimum legal compliance regarding health and safety legislation.
4. Further work is needed to ensure compliance is maintained in terms of future commitments and changing industry standards, as well as working towards notable good practice where reasonably practicable.
5. A Health, Safety and Wellbeing Strategy was agreed by the Health and safety committee in June 2017 which details our key deliverables for the next three years. This builds on previous achievements and addresses identified improvement needs.
6. The HFRS seek support and endorsement from the members of the Hampshire Fire and Rescue Authority for the recommendations stated within the report.

BACKGROUND

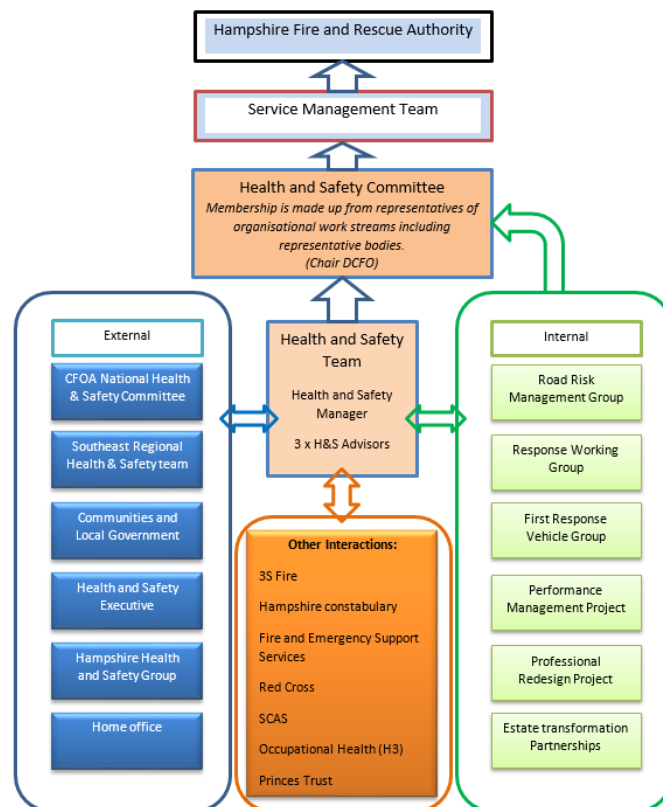
7. The annual report follows the Health and Safety Executives management system process 'Plan, Do, Check, Act (PDCA) detailed within the Health and Safety Guidance Document (HSG65) which treats health and safety management as an integral part of good management generally, rather than as a stand-alone system.
8. This approach seeks to achieve a balance between systematic and behavioural aspects of safety management, in other words; successful health and safety management is not focused on ensuring that all processes are in place but about the integration of these processes into the organisational work streams.

PLAN

9. The Health and Safety Statement of Intent, as signed by the Chair of the Hampshire Fire and Rescue Authority and the Chief Fire Officer outlines the principles and intentions of the organisation regarding Health, Safety and Welfare.
10. The organisations Health, Safety and Welfare Policy builds on this, identifying measurable objectives to be implemented to maintain a safe and healthy working environment.
11. These in turn are reviewed by the Health and Safety Committee, driving the Objectives and Improvement Plan.
12. The Objectives and Improvement Plan relevant to this report is based on a review of the organisations Health and Safety Management System undertaken in 2015, a report of which was presented for approval to the Service Management Team in November 2015.

DO

13. Health, Safety and Wellbeing forms an integral part of all organisational works streams. The Health and Safety Team takes a central role in ensuring this process is informed and aligned with the aims of the Statement of Intent and through objectives of the Health, Safety and Wellbeing Strategy.



14. Within this process the practical organisation, prioritisation and implementation is located within the respective work streams. Stakeholder groups emerging individual works streams provide decision making forums and means of networking.

CHECK

15. Progress is monitored through a range of proactive and reactive indicators and processes, on which the Health and Safety Team reports monthly.

These include:

- Safety Events (accident, incident, near miss, cause for concern);
- Vehicle accident data and trends;
- Workplace Inspections;
- Health and Safety Audits;
- Health and wellbeing (sickness) trends;
- Medical Referrals trends;
- Employee Assistance trends;
- Trauma Risk Management (TRiM) overview of provision and take up;
- Fitness assessments.

ACT

16. The information gathered in the processes detailed above is utilised to review performance and identify learning points. This process forms the basis for the Health, Safety and Wellbeing Strategy.

OBJECTIVES AND IMPROVEMENT PLAN 2016-2017

17. The Objectives and Improvement Plan (OIP) 2016-2017 identified 49 actions, within 19 subject areas. Out of the 49 actions 39 have been completed. Of the remaining 10 actions 6 are outstanding and 4 are in progress.

18. Outstanding actions:

Throughout the year prioritisation of actions within the OIP focused on the impact and risk profile within the organisation, ensuring that items of high priority are achieved within target timeframes. None of the outstanding actions are deemed to be critical.

AREAS OF FOCUS:

19. The Health and Safety Team has been strengthening direct working relationships with other service teams and work streams throughout the year, for example:
- Supporting the risk management of the HFRS hosted United Kingdom Recue Challenge;
 - Supporting the introduction of the Ultra High Pressure Lance and First Response Capability through active support in the risk assessment process;

- Advising the establishment of Prince Philips Barracks as a satellite training venue regarding risk management;
 - Attendance at Group Managers forums, Incident debriefs and other meetings.
20. Tracking of issues raised during Workplace Inspections and Health and Safety Audits has been improved throughout the year, resulting in the provision of a central database that ensures that all raised actions have an accountable person assigned to them and are tracked until completed. This will ensure:
- Transparency – stations can monitor the progress of their actions;
 - Accountability – all actions have an assigned responsible party;
 - Progression – all actions have target dates assigned and are monitored.






This will offer assurance that issues are resolved effectively by placing accountability at the heart of the process.

21. HFRS station audit format has been reviewed to improve the relevance of the audit question set and proactive indicators are those where safety events are reported before an adverse event occurred (preventative reporting), such as Near Miss and Cause for Concern reports. reactive indicators are where safety events are reported after an adverse event took place, such as injuries or policy/procedure violations.
22. A Legal Register has been developed that will allow the Health and Safety Team to consistently monitor HFRS compliance against key Health and Safety legislation identified as relevant. The first round of monitoring forms part of the OIP for the next year.
23. The Health and Safety Team has reviewed previous OIP's against arising issues and progress made and formulated a Health, Safety and Wellbeing Strategy for the next three years.

SAFETY EVENTS:

24. The Health and Safety Team reports regularly on proactive and reactive indicators through monthly and bi-annual reports to the Health and Safety Committee, Service management team and Group Managers. The reports contain detailed dashboards, which analyse these indicators and place them within the organisational context. All reports are accessible via the internal network or on request.
25. Proactive indicators are those where safety events are reported before an adverse event occurred (preventative reporting), such as Near Miss and Cause for Concern reports. Reactive indicators are where safety events are reported after an adverse event took place such as injuries or policy/procedure violations.

26. Proactive indicators allow organisational and personal learning to take place before an adverse safety event occurs and provide learning points that are of direct relevance to safety events. This makes it desirable to aim for a position where reported proactive indicators outweigh reported reactive indicators. It is impracticable to work towards defined margins, as this risks impacting on the unbiased and accurate reporting of safety events. The aim is for proactive indicators to outweigh reactive indicators by a significant amount.
27. Statistics indicate that we have an improving picture with injury reports making up 77% of all HS Events in 2015 with only 52% in 2017. There is also an improvement in Near Miss reporting, with only 20% of all events reported in 2015 and 47% in 2017.

HSMS positive indicator:		2015	2016	2017
Total recorded events:		144	163	187
- Total Injuries:		110	114	98
- Lost time injury		n/a	37	29
No lost time injury		n/a	77	68
- Near Miss & Cause for concern		29	45	87

28. The data shows that HFRS is making good progress towards a position where proactive indicators (near miss event reporting) exceed the number of reactive events (Injuries).
29. The data also indicates that significant progress has been made over the last two years. This progress is attributed in part to emphasising a culture that focuses on learning from incidents and safety events as opposed to focusing on the attribution of fault.
30. A further positive indicator is a reduction in lost time injuries compared to injuries with no lost time compared to the previous year. This implies that the number of serious or significant injuries is reducing. This may also be that as for near miss reporting, staff are more aware of the reporting process and the importance of reporting and investigation.
31. Safety event trends are monitored and in-depth examination is undertaken via focus reports where significant trends are identified. Where relevant these raise action points, concluding the process of deriving tangible improvements from the examination of proactive and reactive indicators.
32. Proactive indicators are followed up as part of our business as usual plan and work to address and improve the areas identified informs the Health, Safety and Wellbeing (HSW) Strategy.
33. The HSW Strategy focuses strongly on finding means to improve trends towards a culture where proactive indicator reporting is inherent to all work streams of the organisation and outweighs reactive indicators by a significant factor.
34. In addition, the introduction of the integrated Accident Management System (AMS) will enable HFRS to analyse underlying behavioural factors and root causes consistently and to a significantly improved standard.

35. The current analyses of root causes and behavioural factors indicates human factors to account for most events due temporary lapses in the application of policies and procedures.

FORWARD PLANNING

36. HFRS will be presenting a 2017 - 2020 Health, Safety and Wellbeing Strategy to the Health and Safety Committee for approval. This strategy focuses on championing a common-sense approach to the management of risk.
37. The Health, Safety and Wellbeing Strategy sets clear objectives to achieve this. Each objective identified in the strategy is associated with clearly defined outcomes and Key Performance Indicators (KPI) to measure progress and success.
38. Key deliverables of the strategy are:
 - There is a competent workforce.
 - There is a positive health and safety culture.
 - There are firm links between the Health and Safety Team, Academy, Occupational Health and Human Resources Departments that produces effective management of injuries, ill health and wellbeing.
 - Set and attain key performance indicators.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

39. Robust health and safety arrangements support our aim of being one of the best fire and rescue services in the country and supports our aim to make our communities safer and stronger.
40. The proposed Health, Safety and Wellbeing Strategy endorses and supports the Workforce Development Plan.

CONSULTATION

41. The content of this report has been discussed with representative bodies and approved by the Health and Safety Committee. In addition; consultation took place with other stakeholders.

RESOURCE IMPLICATIONS

42. The nature of an annual report, in presenting an account of events and processes, does not create specific resource implications that are not already considered within budgets elsewhere.

LEGAL IMPLICATIONS

43. The nature of an annual report, in presenting an account of events and processes, does not create legal implications regarding human rights or inclusion/diversity legislation.
44. Besides the report being a policy requirement no legal implications are associated with the report.

PEOPLE IMPACT ASSESSMENT

45. A People Impact Assessment has not been deemed relevant as the report is an account of events and processes.

RISK ANALYSIS

46. The nature of the annual report, in presenting an account of events and processes, does not entail risk per se that would require the inclusion of a risk analysis.

CONCLUSION

47. The HFRS concludes that good progress has been made in regard to addressing the agreed targets of the Objectives and Improvement Plan 2016/2017.
48. The analyses of proactive and reactive indicators evidences that HFRS is making progress in regard to behavioural safety and safety culture, which are essential to the effective management of health and safety.
49. HFRS is confident that the Health, Safety and Wellbeing Strategy, if implemented, will place HFRS in a strong, industry leading position, in regard to its HSMS.

RECOMMENDATION

50. That the Annual Health and Safety Report here presented be endorsed by Hampshire Fire and Rescue Authority.

This page is intentionally left blank

Purpose: Decision

Date 25 JULY 2017

Title **COMMUNITY SAFETY PARTNERSHIPS**

Report of Chief Officer



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

EXECUTIVE SUMMARY

1. Hampshire Fire and Rescue is committed to working alongside partners to reduce crime and anti-social behaviour and make our communities safer places for citizens to live and work. This takes place through the well-established mechanism of the Hampshire and Isle of Wight Police and Crime Reduction Alliance and Community Safety Partnerships. Whilst Fire Authority Members have been involved historically with these mechanisms, the reduction in size of the Fire Authority has created an opportunity to revisit how best to deploy Members into this environment to achieve the best outcomes.
2. Three options are contained within the report that set out the possible deployment of Members (A, B and C). They range from a deployment that will take up significant member time from all members to an option that focussed member time in the strategic area and delegates decision making to Officers of the Fire and Rescue Service.

BACKGROUND

3. Community Safety Partnerships (CSP) are made up of representatives of various authorities, including Hampshire Fire and Rescue Authority (HFRA). At its meeting on 10 September 2014, the HFRA appointed specific Members to 7 CSPs, with the agreement exploration would take place to consider co-opting non HFRA Members onto the remaining 3 CSPs with a vacancy. The Background Papers Section will provide a reminder on the previous decisions that the Authority made in 2014 to set the direction for Fire and Rescue involvement within CSPs.

UPDATE ON THE CSP STRUCTURE

4. In the Hampshire and Isle of Wight region, CSPs are coordinated by a strategic steering group led by the Police and Crime Commissioner, this being the Hampshire and Isle of Wight Police and Crime Reduction Alliance. This group meets on a bi-annual basis and provides strategic leadership on the desired outcomes for CSPs, whilst the CSPs themselves focussing on local delivery.
5. Fire and Rescue involvement takes place at the strategic and local levels, with the Fire Authority Chairman attending the HIOW Police and Crime Reduction Alliance, Member representation across several CSPs and close involvement from the Fire and Rescue Service with Group Manager involvement at every CSP.
6. Since the changes to the Fire Authority in spring 2017 because of local government elections and the planned review of the Authority, there may be merit

in reviewing how Members are currently deployed across the Hampshire and Isle of Wight Community Safety Partnership environment and whether a change to this could result in greater efficiency and ability to positively affect the planned outcomes of CSPs. With less Members in the Authority and changes in geographical representation, some CSPs are without direct HFRA member involvement. The development of the member's role into a more strategic space suggests that it may be beneficial to adopt a targeted approach to CSPs, focussing on areas of greater risk.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

7. Our Community Safety priority with the Service Plan is focussed on reducing risk across Hampshire by creating pioneering partnerships that target the most vulnerable people and places. The continued commitment to CSPs and other partnerships is fundamental to HFRS delivering best value services to communities.

CONSULTATION

8. Consultation has not taken place. It is deemed unnecessary as the content of this report is focussed on realigning HFRA member deployment across the Hampshire and Isle of Wight Police and Crime Reduction Alliance and Community Safety Partnerships to reflect the changed size and composition of the Fire Authority, rather than a significant change in commitment to the Fire and Rescue involvement in Community Safety Partnerships.

COLLABORATION

9. Collaboration is at the heart of each Community Safety Partnership where agencies work together proactively to enable their communities to become safer places for citizens to live, work and travel. Participation at the strategic forum of Community Safety Partnerships, the Hampshire and Isle of Wight Police and Crime Reduction Alliance, builds further on collaboration within the Blue Light environment.

RESOURCE IMPLICATIONS

10. There are no financial or additional resource implications contained within this report. Each of the Group Managers leading a geographic group already plays an active role within their local community safety environment. Their Group Plans encompass contributing to the success of the Community Safety Partnership as well as planning and delivering community safety interventions with their existing station based resources.
11. Since 2014 Fire Authority Members have been involved with Community Safety Partnerships; the proposed option reviews existing member deployment without increasing the footprint.

LEGAL IMPLICATIONS

12. There are no additional legal implications as Hampshire Fire and Rescue has a recognised position on the Hampshire and Isle of Wight Police and Crime Reduction Alliance and existing positions within each Community Safety Partnership.

PEOPLE IMPACT ASSESSMENT

13. Hampshire Fire and Rescue Authority and the HFRS Community Safety priority within the Service Plan assist in reducing risk to those people who are most vulnerable within our communities. As such it is considered that the proposal contained within this report is considered compatible with the provisions of equality and human rights legislation and does not adversely affect any groups or individuals.

OPTIONS

14. Members have a very important role to play in the leadership and functioning of the CSP environment. Whilst Group Managers focus on local delivery aligned to their group, the involvement of members strategically will assist in better outcomes for the communities the CSPs, and HFRA serves. The following three options are put forward for members to consider:

Either:

15. **Option A:** Continued formal involvement and representation of the HFRA at the Hampshire and Isle of Wight Police and Crime Reduction Alliance will enable strategic input from HFRA. In addition to this strategic political leadership, targeted member involvement in CSPs with higher risk, such as the cities (Safer Portsmouth Partnership and Safe City Partnership Plan – Southampton) and North Hants CSP.

Or:

16. **Option B:** Continued formal involvement and representation of the HFRA at the Hampshire and Isle of Wight Police and Crime Reduction Alliance will enable strategic input from HFRA with local involvement delegated fully to the local Group Managers.

Or:

17. **Option C:** Continued formal involvement and representation of the HFRA at the Hampshire and Isle of Wight Police and Crime Reduction Alliance will enable strategic input from HFRA. In addition to this strategic political leadership, full member involvement in at all CSPs.

RISK ANALYSIS

18. Both Option A and B have merit and will achieve the Community Safety outcome within the HFRS Service Plan 2015 – 2020 within existing resources as well as enabling the smaller HFRA to operate more strategically.
19. Option A carries a risk that even with targeted CSP involvement agility is compromised as community safety risk may change between CSPs and is not necessarily constant with a single location.
20. Option C carries a risk of consuming valuable member capacity on activities that are already heavily committed to by HFRS officers.

CONCLUSION

21. Of the available options, Option B is recommended as the means to realign member resource and continue to ensure strategic leadership of the CSP environment. By delegating local delivery within CSPs to HFRS officers the efficiency and effectiveness of HFRA will be achieved.

RECOMMENDATION

22. That Option B for the deployment of HFRA members and HFRS officers into the Hampshire and Isle of Wight Police and Crime Reduction Alliance and Community Safety Partnerships be approved by Hampshire Fire and Rescue Authority.

BACKGROUND PAPERS

23. This must include all documents that disclose any facts or matters on which the report or an important part of the report is based and have been relied on to a material extent in preparing the report. These may have been referred to under the BACKGROUND section earlier in the report.

[HFRA meeting 10 September 2014](#)

Item 9 – Community Safety Partnerships

[HFRA meeting December 2014](#)

Minutes where recommendation from report dated 10 September 2014 is noted

[Terms of Reference - Hampshire and Isle of Wight Police and Crime Reduction Alliance](#)

APPENDICES

24. Appendix A – List of CSPs and Group Manager involvement

Contact:

Neil Odin, Deputy Chief Fire Officer, neil.odin@hantsfire.gov.uk, 07918 888077

LIST OF COMMUNITY SAFETY PARTNERSHIPS AND GROUP MANAGER INVOLVEMENT

Serial	Community Safety Partnership	Group Manager
1	Eastleigh	Justin Harden
2	East Hampshire	Brian Neat
3	Fareham	Justin Harden
4	Gosport	Justin Harden
5	Havant	Brian Neat
6	New Forest	Steve Ash
7	North Hampshire	Ryan Thurman
8	Portsmouth	Mick Thompson
9	Southampton	Tony Deacon
10	Test	Dave Turner
11	Winchester	Dave Turner

This page is intentionally left blank

Purpose: Decision

Date **25 July 2017**

Title **Chief Officer Recruitment – Report and Recommendations of the Working Group**



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Report of Chairman of the Member Working Group

EXECUTIVE SUMMARY

1. This is a report to both Hampshire Fire and Rescue Authority (HFRA) and the Isle of Wight Council (IWC). It sets out the recommendations of a Member Working Group, which was established at the June HFRA meeting to review and make recommendations to the Authority on an appropriate strategy and processes for recruiting a new Chief Officer.
2. The Member Working Group's recommendations include that a Joint Committee is established between HFRA and IWC, and authority is delegated to that Joint Committee to finalise and implement the recruitment strategy as set out in Appendix 2, and to make an appointment of a new Chief Officer (in respect of Fire and Rescue Services) for both HFRA and IoW Council.

BACKGROUND

3. HFRA's Chief Officer, Dave Curry, has formally given contractual notice of his retirement which will take effect on 31 December 2017.
4. Dave Curry is currently the Chief Officer of HFRS and also IWFRS, pursuant to the Delivering Differently in Partnership ("DDIP") agreement.
5. HFRS and IWFRS will need a Chief Officer to lead each service from January 2018 onwards. In light of the complex national and local context within which both fire services are operating, it is important for both the IWC and HFRA to make properly considered and informed decisions about the strategy to recruit a new Chief Officer and the basis on which any appointment will be made.
6. At the June 2017 meeting of HFRA, the Authority set up and appointed to a Member Working Group to consider the complex national and local context and develop recommendations to both HFRA and IWC about the recruitment strategy, process and basis on which the appointment of a new Chief Officer should be made. Given the relationship detailed in paragraph 4, the Member Working Group included Cllr Peace from IWC, as a key stakeholder.
7. The Member Working Group met on 30 June 2017 and considered the report of the Head of HR attached at Appendix 1. The Member Working Group, at the meeting, finalised its views in respect of the key questions that are identified and a report setting out the Member Working Group's views and recommendations to both IWC and HFRA can be found at Appendix 2.

8. The key points of the Member Working Group's recommendations are:
- (a) That in light of recent events and the need to conduct comprehensive risk reviews, strategic command experience and experience of fire and rescue services is essential for the role.
 - (b) That in order to attract the best possible pool of candidates, provide the best possible stability for the Service, provide assurance to residents and staff and facilitate the timely delivery of strategic objectives, a permanent position is advertised;
 - (c) The selection process will include a number of different stages, including stakeholder panels covering elected members, key partner stakeholders, and staff;
 - (d) That in order to ensure efficiency and effectiveness a joint committee is established to oversee the process and make the appointment;
 - (e) That advertising commences in July 2017 and a selection event is run in September 2017 to give the maximum chance of the successful candidate taking up post with effect from 1 January 2018.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

9. Recruiting a Chief Officer with the right skills to lead the Service through a period of change over the next two to five years is vital in order to support the Service Plan and Safer, Stronger priorities.

CONSULTATION

10. The Member Working Group included a member of the IWC as a key stakeholder.
11. The Member Working Group has also identified that other key stakeholders should be involved in the process and made a recommendation of how to achieve this, as set out in the report at Appendix 2.
12. Public consultation is not required, as this is an internal employment matter.

RESOURCE IMPLICATIONS

13. The recruitment process will need to be appropriately resourced. HR will lead the process as part of the business as usual HR Processes. Members will also need to make themselves available to participate in the process.

LEGAL IMPLICATIONS

14. HFRA and IWC are able to form joint committees pursuant to ss101 and 102 of the Local Government Act 1972 and are able to delegate functions to such a joint committee.
15. Implementation of the recruitment strategy will need to meet both Authorities' statutory equality obligations. Decision making must be in accordance with constitutional and other legal requirements. Legal advice will be given throughout the process as required in order to ensure appropriate compliance.

PEOPLE IMPACT ASSESSMENT

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

OPTIONS

17. The Authorities have the options of:
 - (a) delegating the responsibility for appointing a new Chief Officer to a joint committee comprising 5 members of HFRA and one member of IWC, pursuant to the terms of reference set out at Appendix 3; or
 - (b) Reserving the decision to appoint to Hampshire Fire and Rescue Authority, as a decision of the full Authority.

RISK ANALYSIS

18. Option (a) was the recommended approach of the Member Working Group as this was considered to be the most efficient and effective solution, which also ensures appropriate involvement of IWC in the decision, as a key stakeholder.
19. Option (b) would make HFRA as a whole responsible for appointing a new Chief Officer. This could lead to cumbersome and bureaucratic processes that could be very difficult to manage. It could also lead to difficulties in respect of the DDiP partnership, as IWC would not have any involvement in the decision. Therefore, option (b) is not recommended.

CONCLUSION

20. For the reasons set out in this report it is recommended that option (a) set out at paragraph 17 above is adopted, as per the recommendations below.

RECOMMENDATIONS

21. That the Authority notes the outcomes of the Member Working Group's consideration of the report of the Head of HR and agrees the recommendations of the Member Working Group set out at Appendix 2; and
22. That, subject to IWC's decision at its meeting on 19 July 2017:
 - 22.1 the Authority agrees to option (a) as set out in paragraph 17 above – namely to establish and appoint to a joint Committee to be known as the Joint Appointments Committee, in accordance with the Terms of Reference at Appendix 3;
 - 22.2 the Authority delegates responsibility for devising and implementing a recruitment process in accordance with the recommendations agreed at Appendix 2, and appointing a new Chief Officer, to the Joint Appointments Committee;
 - 22.3 the Authority agrees to adopt the Terms of Reference of the Joint Appointments Committee as set out at Appendix 3 and appoints 5 members of HFRA to the joint Committee.

APPENDICES ATTACHED

23. Appendix 1 – Paper considered by Member Working Group
24. Appendix 2 – Report of Member Working Group
25. Appendix 3 – Terms of Reference of Joint Appointments Committee.

BACKGROUND PAPERS

26. None

Contact:

Jenny Lewis, Head of HR for Hampshire Fire and Rescue Authority
Paul Hodgson, Clerk to Hampshire Fire and Rescue Authority

RECRUITMENT OPTIONS PAPER CONSIDERED BY MEMBER WORKING GROUP ON 30 JUNE 2017

CONTEXT

It has been recommended that following the resignation of the Chief Officer (effective 31 December 2017) a Member Working Group is established to review and make recommendations to the Authority on an appropriate strategy and processes for recruiting a new Chief Officer, taking full account of the national and local context within which the Authority is operating.

Factors that will need to be considered before devising and implementing a recruitment strategy and process include:

(a) The National Context and Policy Direction: National responsibility for fire and rescue services was moved under the Home Office's remit in 2015. Since that time, the Government has set out an evolving policy position which encourages greater collaboration and integration between blue light services, particularly policing and fire and rescue services. The Policing and Crime Act 2017 became law in early 2017 and contains (amongst other things) new statutory provisions relating to governance options for fire and rescue functions.

(b) The Authority's revised Governance Arrangements and the Local Policy Context: Hampshire Fire and Rescue Authority concluded a governance review in 2016 and resolved to reduce the number of members of the Authority to 10 and also to invite the Police and Crime Commissioner to become a voting member. The reduced Authority was constituted with effect from 13 June 2017. The addition of the PCC is being progressed with the Home Office via an amendment to the Combination Order, but due to the snap General Election this has been delayed. Appointment of a new Chief Officer in the new governance structure is an Authority function, but may be delegated to a committee.

(c) The IoW FRS – the Authority entered into the Delivering Differently in Partnership ("DDIP") agreement with the IoW Council in 2015. As part of the Agreement, the Authority provides senior management capacity to IOW FRS and Dave Curry acts as a Chief Officer to both HFRS and IoW FRS. Any replacement Chief Officer is also likely to become the new Chief Fire Officer of the IoW Council. Therefore, it is important to liaise with members and officers of the IoW Council to ensure that any recruitment decisions and processes take into account their views as a key stakeholder and any relevant constitutional requirements of IoW Council.

(d) Possible expansion of the Hampshire Fire and Rescue area - At its February 2017 meeting, Hampshire Fire and Rescue Authority resolved to investigate a business case, with the IoW Council, for expanding the Hampshire Combined Fire and Rescue Authority area to include the IoW. Officers will report back on this at the end of the 2017.

KEY DECISIONS

The Member Working Group will be asked to consider the following:

1. What are the immediate requirements of the role? Specifically, will strategic command experience be essential?

2. Will the requirements of the role change over time? How will this affect the appointment process and contractual terms?

NB. When the answers to questions 1 and 2 are known, the attraction and selection process, including timescales, will be decided.

3. How will key stakeholders be engaged within the selection and appointment process?

4. What governance arrangements will be put in place to deliver the process?

5. It is recommended that recruitment advertising commences in July leading to a selection event in September. Does the Member Working Group support this recommendation?

RECRUITMENT OPTIONS

The Member Working Group will consider options including:

	Option for Internal Process	Option for Internal & External Process
Appointment through a temporary Acting Up arrangement	X	
Appointment through a Fixed Term (i.e. temporary) Contract	X	X
Permanent appointment		X

This list may not be exhaustive.

Options should be considered in the context of potential merits and demerits including:

Contractual Arrangement	Merits	Demerits
Acting Up or Fixed Term	<ul style="list-style-type: none"> • greater opportunity to respond quickly to changes in structures and governance • possibly allows for faster recruitment enables an appointment to a skills set required in the shorter term which could change longer term. 	<ul style="list-style-type: none"> • may reduce applications • may impact on the delivery of longer term/more complex organisational objectives
Permanent Appointment	<ul style="list-style-type: none"> • provides greater assurance to the organisation • potential to increase the candidate pool • may provide greater traction for delivery of organisational objectives 	<ul style="list-style-type: none"> • may delay structural change if this becomes necessary over time • notice periods for candidate may extend beyond 31/12/17 (current CFO leaving date)

RECRUITMENT DOCUMENTATION

For the purposes of information this paper provides updated documents used within previous recruitment to reflect the extend responsibility to the loW and the blue light collaboration agenda.. The Member Working Group will consider necessary changes to these documents.

RECOMMENDATION SUMMARY

A template is provided within Appendix Four to assist in the documentation of the options analysis, methodology and recommendations. This is for guidance purposes only.

Appendix	Description
One	Job Description
Two	Person Specification
Three	Terms and Conditions
Four	Example Recommendation Template

Job Title	Chief Officer
Location	Hampshire Fire & Rescue Service HQ, Eastleigh
Reports To	Hampshire Fire and Rescue Authority and IoW Council
Responsible For	Deputy Chief Officer; Director Of Professional Services

Job Purpose

The main role of the Chief Officer is to provide strategic leadership, overall co-ordination and the highest standards of service delivery and management practice throughout Hampshire Fire and Rescue Service. Through partnership arrangements, you will also act as the Chief Officer of the Isle of Wight Fire and Rescue Service, which is part of the Isle of Wight Council. You will take ultimate responsibility for advising Fire Authority members and Isle of Wight Council members on key business decisions and Service strategy.

- To provide strategic leadership of Hampshire Fire and Rescue Service (HFRS) and Isle of Wight Fire and Rescue Service (IOWFRS) ensuring the efficient and effective delivery of customer focused services.
- The Chief Officer is the principal advisor to Hampshire Fire and Rescue Authority and Isle of Wight Council on all operational fire and rescue matters and has a direct reporting line to both Authorities.
- The post holder has a number of delegated powers from the Fire Authority and Isle of Wight Council and is ultimately accountable for ensuring that the Services operate within the agreed financial and governance arrangements.
- To provide operational oversight for all aspects of HFRS and IOWFRS and ensure the Services are continually improving their performance.
- The Chief Officer is responsible to the Fire Authorities for the effective management of the Fire Services in accordance with the Services' agreed Vision, Values and Objectives as outlined in Corporate Plans.
- The Chief Officer also provides line management support to the heads of two directorates.
- The Chief Officer will be required to represent the Services by attending meetings, events, functions, etc. both within and outside of normal working hours.
- There are numerous ceremonial functions both within the county and at national level that the Chief Officer will be required to attend

Accountability Statements

Strategy, Leadership and Management

Through the analysis of information from a variety of sources you will set a clear direction to deliver our existing aims and objectives and will actively shape the Services' future strategy and plans as leader of the Service Management Team. You will lead organisational strategy through effective decision making.

Ensure that the operational resources of the Services are maintained and available to respond, within prescribed standards and legal requirements, to any emergency that might occur within the county borders. Optimise the people and resources within the Services to gain maximum benefit for the organisation. Where appropriate you will identify beneficial changes to the organisational structure. You will identify and manage any other implications of a change in resources or demand.

Ensure that elected members of the Fire Authority and IoW Council are kept reliably informed, in good time, of strategic issues affecting the service that require Authority consideration with particular regard to changes in legislation, government policy and directives. Provide advice and support to members to allow them to properly undertake their roles and assist the Authorities in order to make effective decisions.

Ensure that HFRS and IOWFRS participate in both regional and national arenas, taking the lead on specific areas of work as required. Represent the Service in meetings with Ministers and other government representatives as required to play a leading role in developing national fire policy.

Responsible for developing and fostering high quality industrial relations with the respective Representative Bodies that represent the Services' employees.

Be a champion of core values and in particular the promotion of equality and diversity across all aspect of the Services. You will be required to act as a champion within a specific equality area.

Delivering effective customer focused services

Provide leadership, direction and support to the Services, to ensure that what is provided is consistent, effective, efficient and customer focused.

Provide an assessment of risk for the corporate bodies on existing, predicted and anticipated issues and the corporate Risk Register. Ensure appropriate performance measures are in place and regularly monitored. Additionally, analyse and report on those elements of interest to the Fire Authority and IoW Council members.

On request or where required, provide direct mentoring or coaching support on the more contentious, complex or high profile cases being managed by the Services.

Develop and sustain positive partnerships with partner agencies, customers and other organisations to help realise the organisations objectives.

Provide regular and accurate information to the Fire Authority and IoW Council on performance measures that inform practice and that identify how Services are meeting customer requirements.

To foster a culture of empowerment, service focus and innovation

Delivering effective project and change management

Lead engagement with relevant stakeholders to secure ownership and commitment to plans and actions, to ensure responsiveness to change and a focus on continuous improvement.

Ensure effective systems and processes are in place to support the delivery of projects and change management activities.

Act as leader, manager, member or consultant on internal and external projects or working groups as may be required.

Represent the Services or support/advise managers in negotiations and consultation (where required) with trade union representatives to ensure the desired outcomes of service objectives and projects are effectively delivered.

Ensure effective communications are delivered in respect of people management issues to appropriate audiences via mediums that are appropriate, effective and impactful.

Provide direction and support on organisation development (OD) issues including cultural change across the services.

Developing Workforce Skills and Capacity (Own and others)

Continuously develop their own and their direct reports' professional practice to ensure the delivery of optimum services.

Provide effective workforce management information with supporting analysis and construct effective plans to ensure our future staffing needs are met. Utilise effective succession planning and talent management processes to inform those plans.

Advise on professional areas of people management practice and in doing so provide coaching for managers to improve individual and collective performance.

Be a member of SMT, all appropriate Boards, groups and meetings and act as the chairperson where appropriate.

Build relationships and communicate well with peers and employees, adapting leadership style as appropriate, to gain employee support, commitment and buy-in to the way forward.

Be open to constructive criticism and challenge.

Create a learning environment by looking for new solutions and innovative ways of working to solve problems and be receptive to fostering an environment where individuals and groups are encouraged to share their views and opinions knowing that they will be listened to.

Finance, Pay and Rewards

Manage and monitor the overall budget for HFRS in accordance with the Constitution, including standing orders and financial regulations.

Gain approval for revenue budgets that provide the resources necessary to provide an efficient and effective fire and rescue service for the county.

With the Chief Financial Officer develop and prepare an annual capital investment program for approval by the Fire Authority.

Fairness and Dignity at Work

Promote and monitor the Service's Fairness and Dignity at Work Policy to assist in eliminating discrimination and in maintaining a fair, positive and productive working environment, to meet statutory obligations and good employment practice.

Provide leadership to realise the key benefits of the equality and diversity agenda.

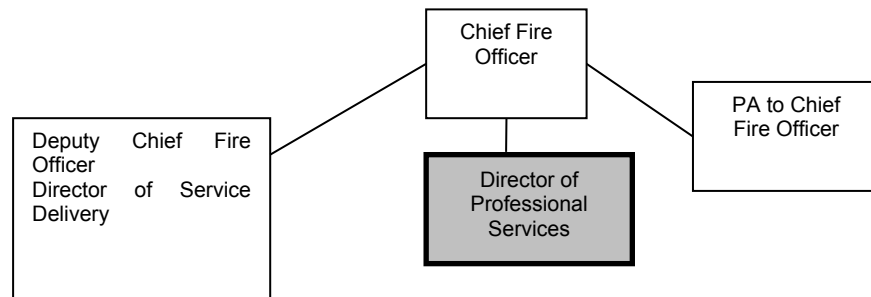
Be a Diversity Champion (as may be allocated), providing leadership, direction and action to advocate for your allocated stream.

Health and Safety

Maintain suitable knowledge of Health and Safety Service Orders and associated legislation.

Ensure that staff within the Service are aware of their responsibilities, that they comply with Service Orders, that equipment is used correctly, systems of work are safe and that accidents (and near misses) are recorded and reported to remove or minimise future risks and to meet statutory obligations.

Organisational Chart



Please refer to additional structure charts for further information on the Directorates.

Communications

External

- The Home Office and other government departments as may be required.
- National Joint Council (NJC).
- Chief constable, CEX SCAS
- Chief Officers, Members and employees of other Fire and Rescue Services.
- Hampshire Isle of Wight Fire and Rescue Authority
- CEX and Chief officers, Hampshire County Council, Portsmouth City Council & Southampton City Council. District Councils.
- External and Internal Audit.
- Legal Advisors.
- Chief Officers Association (CFOA), National Fire Chiefs Council (NFCC) and National Police Chiefs Council (NPCC) and related working groups.
- LGA
- National and Regional bodies such as Skills for Justice, Investors People, South East Employers, etc.

Internal

- Elected Members.
 - Managers, employees and workers throughout the service.
 - Trade Unions and Representative Bodies.
-

Dimensions

Hampshire Fire and Rescue service provides an emergency service to a population of over 1.7million people in an environment with a wide variety of risks. The service employs approximately 1500 operational and 300 support employees based at 51 fire stations and a Headquarters complex within the county.

[Dimensions for Isle of Wight requested – to be added when available]

Appendix Two – Person Specification



Key Accountabilities	Experience and Competency Required	Importance (E = Essential) (D = Desirable)
Qualifications/Vocational Training		
	Master's Degree level qualification or equivalent in a business related subject	E
	Executive Leadership Programme or Equivalent completed successfully.	E
Previous Experience		
	Experience and understanding of working at a Chief Executive management level in a complex multisite environment.	E
	Current competent Brigade Manager role or above	D
	Experience of substantial involvement in policy and budget review	E
Strategy, Leadership and Management		
	Successful track record of managing multi-disciplinary teams/functions to achieve common goals	E
	Experience of promoting the organisation at senior management level with outside bodies, the press and media	E
	High level of influencing, negotiating and persuasion skills.	E
	Political awareness and sensitivity.	E
	Experience of working with elected members, representative bodies/trade unions and politicians at a Senior Management level	E
	Exceptionally good oral and written communications skills and abilities	E
	Ability to think and act strategically.	E
	Well developed interpersonal skills, consistent with a modern working environment.	E
	Self aware of strengths and weaknesses and can demonstrate a willingness to adapt their leadership style to changing circumstances.	E
	Willingness to involve all relevant groups in policy and service development.	E
	The ability to present orally to large Committee groups and to prepare such presentations to tight deadlines.	E
	Confidence and resilience - constantly projecting and promoting a confident, controlled and focused attitude.	E
	Possession of high levels of stamina, personal resilience and motivation	E
	Understanding of the political, economic and environmental context of a key emergency service in terms of government, stakeholders and the community.	E
	Proven effective planning and implementation ability - creating and implementing effective plans to deliver long-term organisational strategic objectives.	E
	Political and organisational awareness - anticipating and shaping the political environment from a strategic perspective.	E

Appendix Two – Person Specification



	Senior Management experience within a large or complex team.	E
Delivering effective customer focused services		
	Understanding and experience of systems thinking that supports organisational design and development.	D
	Customer orientated approach.	E
	Able to deal effectively with sensitive management issues.	E
	An objective and rationale approach to decision making/problem solving.	E
	Professional and managerial competence to plan, direct and evaluate performance in all areas of business activity.	E
	Extensive experience in providing advice, coaching and support to direct reports.	E
	Experience of partnership working.	E
	An openness to change - driving and managing the change process, seeking opportunities to create and implement improved organisational effectiveness.	E
	Ability to establish and develop positive relationship with trade unions/representative bodies, national and local government departments and national/regional/local/professional organisations.	E
Page 103	Situational awareness - maintaining an active awareness of the environment to promote safe and effective working throughout the organisation	E
	A commitment to excellence - leading the organisation and contributing to joint working to achieve excellence.	E
	The ability to work effectively with others - leading, involving and motivating others, creating and implementing strategies for influencing people both within the organisation and wider community.	E

Appendix Two – Person Specification



Key Accountabilities	Experience and Competency Required	Importance (E = Essential) (D = Desirable)
Delivering effective project and change management		
	Experience in organisational design and development activities.	D
	Able to anticipate and drive change.	E
	Experience of working at a senior level to bring about sustainable change.	E
	Excellent problem solving skills.	E
	Ability to work across functional and organisational boundaries.	E
	Excellent analytical skills to quickly interpret information, make decisions based upon evidence and to turn these into pragmatic solutions.	E
	Able to work on own initiative.	E
Developing Workforce Skills and Capacity (Own and others)		
Page 104	Able to work under pressure and deal with conflicting priorities.	E
	A commitment to development - committed and able to develop self, individuals and teams and improve organisational effectiveness.	E
	Able to manage and support colleagues in work priorities and demands.	E
	Experience in the effective application of performance measures.	E
	Knowledge of systems thinking.	D
	Experience of Change Management within a large complex organisation including restructuring and cultural change.	E
	Experience of working within a Unionised environment.	E

Appendix Two – Person Specification



HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY

Key Accountabilities	Experience and Competency Required	Importance (E = Essential) (D = Desirable)
Recruiting and Retaining Employees		
	Experience of recruitment and selection at senior level.	E
	Knowledge and experience of succession planning and talent management.	E
Finance		
	Experience of setting and managing budgets.	E
	Well developed numeracy skills, including collection and collation of statistical data and information.	E
Fairness and Dignity at Work		
	A commitment to diversity and integrity - Championing diversity and embedding a fair and ethical approach throughout the organisation in all situations.	E
	High level of personal integrity and ethics.	E
Health and Safety		
	Understanding of the risk concept and how it can be applied within a proactive safety culture	E
	Up to date knowledge of Health and Safety legislation.	E

Job title: Chief Fire Officer

Location: Service Headquarters, Eastleigh

Payscale (January 2016): £ 153,697 plus contributory pension scheme

The salary takes account of the twenty four hour nature of the job of Chief Fire Officer and the fact that it cannot be satisfactorily undertaken within a fixed working week and that some element of unsociable hours will be required for the proper performance of those responsibilities.

Notice period: Six months' notice

Reports to: Hampshire Fire and Rescue Authority

Terms and Conditions of Employment:

Security Clearance

The successful candidate will be subject to security vetting (clearance)

Gold Command

The successful appointee will be required to undertake Gold Command training as part of their role. Gold Command is the strategic management of major incidence.

Heath check

Candidates will be required to undergo a medical check and fitness assessment prior to formal appointment.

Pension

Existing Fire Service applicants will be able to continue in their current pension schemes e.g. Firemens Pension Scheme or New Fire Pension Scheme.

Non operational applicants would be eligible to join the Local Government Pension Scheme.

Every employee who is under 65 years of age is entitled to be a member of the Local Government Pension Scheme. A copy of the Scheme booklet 'A Guide to the Local Government Pension Scheme' is available which gives details of the benefits of the Scheme.

You would be automatically admitted to the Pension Scheme and deductions made from your pay with immediate effect to cover contributions.

As a member of the Scheme you will automatically be entitled to life cover, which means that should you die whilst a member, a death grant equal 2 x annual pensionable pay is payable. This is payable regardless of your length of service in the Scheme.

You are able to nominate a beneficiary/beneficiaries to receive your death grant. This will mean that the grant will not form part of your estate and may not, therefore, be liable for Inheritance Tax. In addition, payment can generally be made almost immediately.

The Scheme is contracted out of the State Earnings Related Pension Scheme (SERPS) and National Insurance contributions are accordingly payable at the reduced ("contracted out") rate. A contracted-out certificate to this effect is in force.

The following link will provide further detailed information about the Local Government Pension Scheme <http://www.lgps.org.uk/>

Leave Entitlement

Your leave entitlement will be 35 working days plus bank holidays.

Hours of work

Your normal hours of work will be 42 hours each week. This is with the proviso that your post carries with it demands which require availability outside of normal office hours including attendance at "Gold Command" if required.

Provision of Motor Car

HFRS will allocate a vehicle for both business and personal use.

Mobile Telephone

You will be provided with a mobile telephone to ensure 24 hour contact. Reasonable personal use is authorised to take into account the out of normal office hours working requirement associated with the post.

Relocation Assistance Policy

Hampshire Fire and Rescue Service (HFRS) has a generous relocation package which may be offered with prior written agreement on appointment. The Scheme operates on a reimbursement basis and applies to employee's who have had to/will need to move home as a result of their appointment.

Employee's claiming must currently live beyond a 50 mile radius and, if new to the Service, outside of Hampshire but within the United Kingdom mainland, of their new workplace.

The employee's new home must be within the Service's boundary (The County of Hampshire) or within a 20 mile radius, if located outside of Hampshire, of their workplace, as per their contract of employment/initial designated main place of work.

New employees to HFRS. A maximum of £15,000 (total of all claimed expenses) is payable.

Health and Fitness

You will have access to individual health and fitness advice from our in-house specialist and free use of an on-site gym

Other benefits

Free car parking is available on the Service Headquarters site. There is a restaurant on site and staff may choose to join the social club.

**REPORT OF MEMBER WORKING GROUP FOLLOWING MEETING ON 30 JUNE
2017**

Members of the Working Group:

Councillor L Fairhurst (chair)
Councillor J K Glen
Councillor S Mintoff
Councillor G Peace (IoW Council)
Councillor R H Price
Councillor L Stubbs

Councillor C Carter (Chairman of HFRA)
attended as an observer

Meeting of the Member Working Group

The Member Working Group met on 30 June 2017.

The Member Working Group considered the Recruitment Options Paper prepared by the Head of HR (appendix 1). The Group fully considered and debated the issues set out in the paper including the contextual matters and the specific questions raised.

In respect of the specific questions raised in the report, Members of the Working Group made the recommendations to HFRA and the Isle of Wight Council as set out below.

Recommendations

1. What are the immediate requirements of the role? Specifically, will operational command experience be essential?

The Member Working Group agreed and recommends that both strategic command and experience of fire and rescue services are essential for the role of Chief Fire Officer in Hampshire and the Isle of Wight. The emerging focus on fire safety following recent events in London and the need to conduct comprehensive risk reviews were cited as key reasons for this recommendation.

2. Will the requirements of the role change over time? How will this affect the appointment process and contractual terms?

Members of the Working Group anticipated that the role would be subject to change over time, albeit it was not yet clear precisely what the change would be. It was agreed that the selected candidate must possess the skills and flexibility to work well within a changing environment.

The Member Working Group recommends that the appointment be made on a permanent basis to attract the best possible pool of candidates, provide the best possible stability for the Service, provide assurance to residents and staff and facilitate the timely delivery of strategic objectives.

3. How will key stakeholders be engaged within the selection and appointment process?

The Member Working Group considered different approaches to the recruitment process itself to ensure appropriate stakeholder engagement and involvement.

The Member Working Group recommends that the selection process should include a number of different stages, including (1) Strategic Command Assessment; (2) psychometric profiling; (3) Stakeholder panels; and (4) competency based interview by an appointments panel.

The Stakeholder Panels should encompass three distinct stakeholder groups:

- Elected politicians, including Fire and Rescue Authority representatives
- Key partner stakeholders
- Fire and Rescue Service Staff

N.B The final membership of each Panel to be agreed by the Joint Appointment Committee.

Under this arrangement candidates would be asked to meet with the stakeholder panels. The stakeholder panels would be asked to identify issues requiring further probing at interview. It is recommended by the Panel that this information, together with the outputs from the strategic command assessment and psychometric profiling, would be used within the competency based interview.

4. What governance arrangements will be put in place to deliver the process?

The Member Working Group considered different options and whether the decision to run the appointment process should be delegated to a committee or remain with the Authorities.

In order to ensure efficiency and effectiveness, the Member Working Group recommends that the selection and appointment process be delegated to a joint committee established under s101 of the Local Government Act 1972 with members appointed from both HFRA and Isle of Wight Council.

5. Does the Member Working Group support recruitment advertising commencing in July leading to a selection event in September?

The Member Working Group recommends that the Authorities commence advertising in July for a minimum period of five weeks leading to a selection event in September.

The Member Working Group requested that every effort be made to ensure that advertising reached the widest possible pool of applicants.

TERMS OF REFERENCE OF JOINT APPOINTMENTS COMMITTEE

Membership

1. IoW Council and HFRA agree to establish a Joint Committee which will be known as the Joint Appointments Committee (“JAC”) pursuant to ss101 and 102 of the Local Government Act 1972 in order to jointly discharge the function of appointing a new Chief Officer to act as both the Chief Officer of Hampshire Fire and Rescue Service and the Chief Officer of the Isle of Wight Fire and Rescue Service, under the terms of the Delivering Differently in Partnership Agreement.
2. The JAC shall consist of five members of HFRA and one elected member of IoW Council, as appointed by each Authority.
3. The Clerk/Monitoring Officer to HFRA shall act as the Secretary to the JAC.
4. Each appointed member shall be entitled to remain on the JAC until it is dissolved in accordance with paragraph 5, but shall cease to be a member if he or she ceases to be a member of the Authority appointing them or if that Authority removes the appointed member.
5. The JAC will remain in existence until the successful appointment of a new Chief Officer. Once a new Chief Officer is successfully appointed then the JAC shall be dissolved.
6. The Chairman of HFRA shall be the Chairman of the JAC.
7. The Vice-Chairman of the JAC will be appointed from time to time by the members of the JAC.
8. Each member of the JAC shall comply with any relevant code of conduct of their appointing Authority when acting as a member of the Joint Committee.
9. The Chairman may direct the Secretary of the JAC to call a meeting and may require any item of business to be included in the summons.

Functions of the JAC

10. The JAC shall exercise the functions of devising a recruitment process to appoint a Chief Officer to HFRA and IoW Fire and Rescue Service and implementing that process. For the avoidance of doubt, the decision to appoint a new Chief Officer is delegated to the JAC.

11. The JAC shall commission and instruct HFRA's Head of HR, the Clerk/Monitoring Officer and the Democratic Services Manager as appropriate in order to carry out its functions.

Proceedings

12. The JAC shall meet as required in order to discharge its functions. All meetings of the JAC will take place at a suitable venue and at a time to be agreed by HFRA and IoW Council.
13. HFRA's Standing Orders shall apply to meetings of the JAC and in particular, those Standing Orders in respect of quorum, voting and access to information.
14. The Secretary to the JAC will give notice to the public of the time and place of any meeting in accordance with Part VA of the Local Government Act 1972.
15. Meetings of the JAC shall be open for members of the public to attend unless the Joint Committee determines that it is necessary to exclude members of the public in accordance with Part VA of the Local Government Act 1972 or the JAC determines that it is necessary to close the meeting to the public because of a disturbance.
16. Copies of the agenda for meetings of the JAC and any reports for its meetings shall be open to inspection by members of the public at the offices of the Authorities with the exception of any report which the Secretary to the JAC determines relates to items which in his or her opinion are likely to be determined to include exempt information and result in a resolution at the meeting to exclude the public. Categories of exempt information are set out at Schedule 12A of the 1972 Act.

This page is intentionally left blank