

## NOTICE OF MEETING

<i>Meeting</i>	<b>Hampshire Fire and Rescue Authority</b>	<i>Clerk to the Hampshire Fire and Rescue Authority</i> <b>John Coughlan CBE</b>
<i>Date and Time</i>	<b>Thursday 22nd March, 2018 14:00</b>	<i>The Castle, Winchester Hampshire SO23 8UJ</i>
<i>Place</i>	<b>Wellington Room - HCC</b>	
<i>Enquiries to</i>	<b><u><a href="mailto:members.services@hants.gov.uk">members.services@hants.gov.uk</a></u></b>	

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

## Agenda

- 1 APOLOGIES FOR ABSENCE**  
To receive any apologies for absence.
- 2 DECLARATIONS OF INTEREST**  
To enable Members to disclose to the meeting any disclosable pecuniary interest they may have in any matter on the agenda for the meeting, where that interest is not already entered in the Authority's register of interests, and any other pecuniary or non-pecuniary interests in any such matter that Members may wish to disclose.
- 3 MINUTES OF PREVIOUS MEETING** (Pages 5 - 18)  
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 INITIAL BUSINESS CASE INTO THE PROPOSED CREATION OF A NEW COMBINED FIRE AUTHORITY TO INCLUDE HAMPSHIRE, SOUTHAMPTON, PORTSMOUTH AND THE ISLE OF WIGHT AUTHORITIES** (Pages 19 - 40)

To consider a report from the Chief Fire Officer regarding the proposed creation of a new combined Fire Authority.

**8 APPOINTMENT OF DIRECTOR OF 3SFIRE** (Pages 41 - 42)

To consider a report from the Clerk regarding the appointment of a new Director for 3SFire.

**9 SERVICE PLAN** (Pages 43 - 58)

To receive a report from the Chief Fire Officer, which provides an up to date list of the key medium-term deliverables of the Fire Authority's Service Plan priorities.

**10 POSITION STATEMENT FOR BUILDING REGULATIONS, PLANNING AND LEGISLATION** (Pages 59 - 70)

To consider a report from the Chief Fire Officer, which asks Committee to accept the Hampshire Fire and Rescue Authority's position on the Fire and Rescue Service being statutory consultees at the planning stage in respect to Fire safety.

**11 HFRS PAY POLICY STATEMENT** (Pages 71 - 78)

To consider a report from the Director of Human Resources, which asks the Full Authority to approve the Pay Policy Statement.

**12 ANNUAL WORKFORCE REPORT** (Pages 79 - 94)

To receive an annual report from the Director of Human Resources, which updates committee on the current workforce.

**ABOUT THIS AGENDA:**

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

## **ABOUT THIS MEETING**

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

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# Agenda Item 3

AT A MEETING of the Hampshire Fire and Rescue Authority of HAMPSHIRE COUNTY COUNCIL held at the Solent Sky Museum, Southampton on Tuesday 13th February, 2018

Chairman:

\* Councillor Christopher Carter

\* Councillor Liz Fairhurst  
\* Councillor Roz Chadd  
\* Councillor Jonathan Glen  
\* Councillor Geoffrey Hockley

\* Councillor Sharon Mintoff  
Councillor Roger Price  
\* Councillor David Simpson  
\* Councillor Luke Stubbs  
\* Councillor Rhydian Vaughan

\*Present

## 61. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Roger Price and Michael Lane, Police and Crime Commissioner.

## 62. DECLARATIONS OF INTEREST

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

## 63. MINUTES OF PREVIOUS MEETING

The minutes of the last meeting were reviewed and agreed.

## 64. DEPUTATIONS

There were no deputations.

## 65. CHAIRMAN'S ANNOUNCEMENTS

The Chairman had several announcements, which can be found appended to these minutes. The Authority also received a letter from Michael Lane, the Police and Crime Commissioner, which can be found along with the Chairman's announcements.

## 66. MEMBER DEVELOPMENTS AND COMMENTS

Members thanked those at Tadley and Redbridge Fire Stations for hosting their visits, and it was agreed that employers of retained Fire Fighters should be thanked for their support of the Fire Service. A marketing campaign was being

looked at in-house and Members would be updated on developments.

## 67. BUDGET AND PRECEPT REQUIREMENT 2018/19

The Authority considered a report from the Treasurer regarding the budget and precept requirement for 2018/19.

An addendum was circulated, which updated some of the figures in the report and recommendations, and this was agreed by the Authority. The Treasurer went through the report and highlighted the favourable position of the Authority. The addendum was confirmed as follows:

### Changes in the Budget

Paragraph 39 of the main report outlines the key changes to the forecast position as outlined in the latest Medium Term Financial Plan, which has been updated to reflect changes in Business Rate collection Fund figures as follows:

	<b>£000</b>
<b>2018/19 Deficit as per MTFP</b>	<b>2,456</b>
<b>Adjustments:</b>	
Removal of inflation / growth provisions no longer needed	-640
Increase in Inflation Provision	198
Remove estate maintenance – to be funded from reserves	-350
Budget pressures - NFSP	109
Efficiency plan changes	42
Other changes to base budget	-41
Increase in Council Tax Base	-342
Increase from 1.99% to 2.98% precept rise	-395
Collection Fund balances	-151
Increase in Business Rates	-215
Increase to s31 Grant	-465
Decrease in revenue contributions to capital	-206
<b>2018/19 Proposed Budget Balance</b>	<b>0</b>

### Council Tax

There are no changes to the proposed council tax increase of 2.98% which would increase HFRA's Band D council tax to £65.74 for 2018/19, an increase of £1.90 from the previous year.

### Precept

The table overleaf shows the precept funding due from each precepting authority for the year 2018/19, following confirmation of the final council tax bases of East Hampshire District Council and Havant Borough Council.

Basingstoke and Deane Borough Council	£4,212,948
East Hampshire District Council	£3,251,471
Eastleigh Borough Council	£2,945,544
Fareham Borough Council	£2,800,872
Gosport Borough Council	£1,743,747

Hart District Council	£2,655,396
Havant Borough Council	£2,675,881
New Forest District Council	£4,642,625
Portsmouth City Council	£3,672,065
Rushmoor Borough Council	£2,036,059
Southampton City Council	£4,230,040
Test Valley Borough Council	£3,160,713
Winchester City Council	£3,181,152
<b>Total</b>	<b>£41,208,515</b>

### Business Rates

Following confirmation from Havant Borough Council and East Hampshire District Council, the budget for locally retained business rates has been confirmed at £7,037,344 and Section 31 Grant has been confirmed at £721,631.

### Revenue Contribution to Capital

Following the adjustments to precept and business rates, the amount available to contribute to capital reserves in 2018/19 is £3.699m, which is £205,600 lower than the full requirement. This is in line with the strategy that any remaining budget gap would be closed by reducing the revenue contribution to capital.

The following addendum applied to the appendices supporting the report:

#### **Proposed Budget 2018/19 - Subjective**

<b>2017/18 Original Budget</b>	<b>2017/18 Revised Budget</b>		<b>2018/19 Forecast Budget</b>
29,985	31,447	Whole Time Firefighters	30,273
6,447	6,502	Retained Firefighters	6,036
8,715	9,821	Staff	9,098
1,079	1,079	Net cost of pensions	1,094
697	697	Employers LGPS contribution re pension deficit	754
656	846	Other Employee Costs	813
<b>47,579</b>	<b>50,392</b>		<b>48,069</b>
4,135	4,327	Premises	4,298
1,467	1,740	Transport	1,697
7,770	9,728	Supplies & Services	7,919
12	12	Support Services	0
<b>60,963</b>	<b>66,200</b>		<b>61,983</b>
-2,066	-2,345	Income	-2,443
-1,257	-1,257	Specific Grant	-1,149
0	-4,624	Transformation Reserve Funding	150

<b>57,640</b>	<b>57,974</b>		<b>58,541</b>
2,592	2,547	Revenue contributions to capital	3,699
1,078	824	Contingency	1,889
<b>61,310</b>	<b>61,345</b>	<b>Net Cost of Service</b>	<b>64,129</b>
183	183	Interest payable / (receivable)	184
516	516	Provision for debt repayment	414
2,066	2,066	Contribution to / (from) reserves	0
<b>64,075</b>	<b>64,110</b>	<b>Budget Requirement</b>	<b>64,727</b>
<b>Funded By :</b>			
-39,484	-39,484	Precept	-41,209
-9,634	-9,634	Revenue Support Grant	-8,118
-562	-597	Other Non-Specific grants	-722
-7,074	-7,074	Business Rates Top-Up Grant	-7,296
-6,758	-6,758	Locally Retained Business Rates	-7,037
-563	-563	CT Collection Fund Balance	-312
0	0	BR Collection Fund Balance	-33
<b>-64,075</b>	<b>-64,110</b>		<b>-64,727</b>
<b>0</b>	<b>0</b>	Funding Gap / (Surplus)	<b>0</b>

#### Proposed Budget 2018/19 - Objective

2017/18 Original Budget	2017/18 Revised Budget		2018/19 Forecast Budget
48,508	50,105	Community Response	37,894
73	100	Community Resilience	73
5,065	5,070	Community Safety	3,747
3,887	7,191	Professional Services	14,928
1,079	1,079	Net cost of pensions	1,094
697	697	Employers LGPS contribution re pension deficit	754
0	-4,624	Transformation Reserve Funding	150
-1,669	-1,644	Other	-100
<b>57,640</b>	<b>57,974</b>		<b>58,541</b>
2,592	2,547	Revenue contributions to capital	3,699
1,078	824	Contingency	1,889
<b>61,310</b>	<b>61,345</b>	<b>Net Cost of Service</b>	<b>64,129</b>
183	183	Interest payable / (receivable)	184
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-6,758	-6,758	Locally Retained Business Rates	-7,037
-563	-563	CT Collection Fund Balance	-312
0	0	BR Collection Fund Balance	-33
<b>-64,075</b>	<b>-64,110</b>		<b>-64,727</b>
<b>0</b>	<b>0</b>	Funding Gap / (Surplus)	<b>0</b>

Members were happy with the updates to the report and new recommendations.

**RESOLVED:**

- A) That the revenue budget as set out in Annex 1 to this addendum be approved by Hampshire Fire and Rescue Authority.
- B) That the Capital Programme as set out in Appendix D and the funding of this as set out in Appendix E be approved by Hampshire Fire and Rescue Authority.
- C) That if any minor technical changes are required to the budget, the Chief Financial Officer in consultation with the Chief Fire Officer and the Chairman of the Authority is given delegated authority to reflect the actual position in the budget, particularly in relation to the Precept and Business Rates for East Hampshire District Council and Havant Borough Council.
- D) That the Treasury Management Strategy and Annual Investment Strategy for 2018/19 and set out in section 51 and Appendix F of item 7 of the main agenda be approved by Hampshire Fire and Rescue Authority:-  
Treasury Management Strategy and Annual Investment Strategy for 2018/19, (and the remainder of 2017/18) including:
  - (i) Prudential Indicators for 2018/19, 2019/20 and 2020/21 – Annex C
  - (ii) Minimum Revenue Provision (MRP) Statement – Annex D
- E) That authority is delegated to the Treasurer to manage the Fire & Rescue Authority's investments according to the risk assessment process in the Investment Strategy as appropriate.
- F) That the budget requirement for the general expenses of the Authority for the year beginning 1<sup>st</sup> April 2018 of £64,727,000 be approved by Hampshire Fire and Rescue Authority.

G) That the council tax requirement for the Authority for the year beginning 1<sup>st</sup> April 2018 of £41,208,515 be approved by Hampshire Fire and Rescue Authority.

H) That the Authority's tax be increased by 2.98% for the year beginning 1<sup>st</sup> April 2018 and for the properties in each band, as set out in section 21 of item 7 of the main agenda, be approved by Hampshire Fire and Rescue Authority :

Band A: £43.83	Band E: £80.35
Band B: £51.13	Band F: £94.96
Band C: £58.44	Band G: £109.57
Band D: £65.74	Band H: £131.48

I) That the precepts set out above, totalling £41,208,515 are issued on the billing authorities in Hampshire, requiring the payment in such instalments and on such dates set by them and previously notified to the Authority, in proportion to the tax base of each billing authority's area as determined by them.

J) That in accordance with the set of principles set by the Secretary of State for Housing, Communities and Local Government for the year, it is determined that the relevant basic amount of council tax for 2018/19 is not excessive

#### 68. **HEALTH, SAFETY AND WELLBEING STATEMENT OF INTENT**

The Authority considered a report from the Chief Fire Officer, which presented the updated Health, Safety and Wellbeing Statement of Intent for 2018.

The Chief Fire Officer confirmed that there was a focus on providing and implementing a process of continual improvement to ensure a safe and healthy working environment.

RESOLVED:

The Full Authority approved the Health, Safety and Wellbeing Statement of Intent.

#### 69. **AN UPDATE ON THE AUTHORITY'S RISK PROTECTION AND INSURANCE ARRANGEMENTS**

The Authority received a report from the Chief Fire Officer regarding the Authority's Risk Protection and Insurance arrangements.

It was confirmed that the arrangements were sector led, with members risk pooling up to a certain amount. The premium had reduced slightly, with the overall operating surplus going back into the pool to provide a provision for any future liabilities.

Members queried whether the collisions with stationary objects as detailed in paragraph 11 was down to roads being too narrow. It was stated that these events were down to various causes and not necessarily down to the road.

It was confirmed that future members would be checked through due diligence processes and would have to prove a degree of financial stability.

RESOLVED:

The update on Risk protection and Insurance Arrangements was noted by Hampshire Fire and Rescue Authority.

**70. STRATEGIC RISK REGISTER**

The Authority received a report from the Chief Fire Officer regarding the Strategic Risk Register.

It was confirmed that a new methodology had been applied, focussing on seven strategic risks that covered the main core strategic areas. The matrix had been simplified, making identifying risks clearer.

RESOLVED:

- A) It was agreed that the proposed new scoring mechanism would be used by Hampshire Fire and Rescue Authority;
- B) The refreshed Strategic Risk Register was approved by Hampshire Fire and Rescue Authority.

**71. MINUTES FROM THE STANDARDS & GOVERNANCE COMMITTEE - 31 JANUARY 2018 (TO FOLLOW)**

The Minutes of the Standards and Governance Committee meeting on the 31 January were presented by Cllr Stubbs. There were no questions.

**72. EXCLUSION OF PRESS AND PUBLIC**

The press and public were excluded from the meeting as it was likely, in view of the nature of the business to be transacted, or the nature of the proceedings, that if members of the public were present, there would be disclosure to them of exempt information within Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, being information relating to the financial or business affairs of any particular person (including the Authority holding that information), which should not be disclosed for the reasons set out in the reports.

**73. PROPERTY MATTERS**

The Authority considered an exempt report from the Chief Fire Officer regarding property matters. The primary focus was highlighted in paragraphs 6.1.1 and 6.1.2 of the report, which exceed the £25,000 limit in the scheme of delegation and require Member approval. It was proposed and agreed that a review of the current delegated limit be reviewed by the Clerk to bring this into line with the

overarching scheme of delegation and further improve the operational efficiency of the delivery of services.

RESOLVED:

- A) The surrender and renewal of a lease to the Office of the Police and Crime Commissioner of part of the fire station premises at Redbridge Fire Station was approved by Hampshire Fire and Rescue Authority.
- B) The granting of a new lease to Her Majesty's Border Force of part of the fire station premises at Redbridge Fire Station was approved by Hampshire Fire and Rescue Authority.
- C) The actions outlined within 6.3 were noted.

74. **ENHANCED VOLUNTARY REDUNDANCY SCHEME**

The Authority considered a report from the Chief Fire Officer regarding a proposed voluntary redundancy scheme, in a bid to avoid compulsory redundancies.

RESOLVED:

- A) The principles and methodology of the proposed Enhanced Voluntary Redundancy (EVR) Scheme was approved by Hampshire Fire and Rescue Authority.
- B) Hampshire Fire and Rescue Authority agreed to delegate authority to decide when to activate the approved EVR Scheme to the Chief Fire Officer, in consultation with the Fire Authority Chairman, Chief Finance Officer and Director of HR.

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Chairman,

## **Hampshire Fire and Rescue Authority**

**13 February 2018**

### **Chairman's notes**

#### **Chairman's Announcements**

##### **Mick Paull, RDS WM Odiham - Condolences**

It was with great sadness to learn of the passing of Mick Paull, Watch Manager at Odiham on 20th January. Mick served Hampshire for 44 years. Mick is well known across the Service, and will be sorely missed by his friends and colleagues. Our thoughts are with his family and friends. The funeral is taking place on 22 February.

##### **FF Gary Buchanan - Condolences**

Firefighter Gary Buchanan has passed away following a battle with cancer. Gary joined the Service in September 1998 and served at Redbridge, Winchester, Havant and Emsworth fire stations. Gary will be greatly missed by his friends and colleagues. It was an honour to attend the funeral and offer my condolences. Our thoughts are with his family and friends.

##### **Cllr Adrian Evans - Condolences**

It was with great sadness to learn of the passing of our friend and colleague, former County Councillor and HFRA member Adrian Evans. Our thoughts are with his family and friends.

##### **Hampshire Firefighter Deployed to Combat Deadly Diphtheria Outbreak**

I'd like to say my thanks to Watch Manager, Simon Forster, of the Urban Search and Rescue team. He was deployed to Bangladesh on 28 December to form part of the UK's Emergency Medical Team to help medical efforts to combat a diphtheria outbreak.

##### **HMICFRS Update**

It has been announced that Hampshire and the Isle of Wight's HMICFRS inspection will take place within tranche 1 which is anticipated to start in June 2018. We wait for confirmation of the dates and will share these with you once they are known.

##### **Carbon Management Plan**

The Authority approved a 5 year Carbon Management Programme in 2012 aiming to create energy efficiencies and to invest in Solar Panels across the estate. Significant changes have taken place since 2012, some of which include the use of our estate with increased site occupancy with our partners.

I am pleased to report to Members of the Authority that there has been successful delivery of savings and our anticipated return on investment is progressing to plan. The future management of the Authority's carbon footprint will be through the Carbon Management Plan.

**HFRA Meeting 22 March**

I can confirm that the next HFRA meeting is being held at the Hampshire County Council Wellington Room at 1400 hrs. Venue's for the other meetings will be confirmed in due course.

**Exercise Dates - Prince Phillips Barracks**

Members to note exercise dates 20, 21 and 26 March 10.00-12.00, taking place at Prince Phillips Barracks. If members would like to attend and observe an exercise please contact Becky Leigh.

**Combination Order**

The amendments to the Combination Order were laid before Parliament on 1 December 2017 without challenge. The updated HFRA Combination Order is now a formal piece of legislation.

Councillor C Carter  
Chairman  
Hampshire Fire & Rescue Authority  
Hampshire County Council  
The Castle  
Winchester  
SO23 8UB

12 February 2018

Dear Chris,

As agreed at the Police-Fire Governance Board on Thursday 8 February, this letter sets out the key points covered in the meeting and my thinking on the way forward.

Over the last six months I have taken the opportunity to review options presented to me by the Policing and Crime Act 2017 for governance of fire services within my area. I am grateful for your support in reviewing these options in a collaborative and co-operative manner, with the shared focus on achieving the best outcome for the people of Hampshire, the Isle of Wight, Portsmouth and Southampton.

I am proud that we are often evidenced as best in class when it comes to the improved effectiveness and efficiency we have achieved through collaboration. However we now need to challenge ourselves to pursue those opportunities that have been identified for further collaboration, but require greater effort to achieve.

It is clear that we all:

- have a common purpose in keeping our communities safer
- are in agreement that partnership matters, and is key to our ongoing and future success.

I am grateful to colleagues who expressed their confidence in the Fire Authorities' work and their advocacy of Option 2 and their invitation for me to join both Authorities.

Whilst some benefits of a change in governance (option three) are also identified, I believe that if our teams continue to work together many of these could be brought forward and delivered within the existing partnership and cooperative arrangement.

I heard, powerfully stated in the meeting, the potential risks from disrupting some plans that are already in progress.

I acknowledge the value from landing work in progress.

As stated in the meeting, my proposals are that:

- we continue for the time being with the status quo (option one)
- I will maintain a watching brief whilst continuing to engage and support the fire authorities in the work they are doing.

Over the coming months there are a number of things I will continue to look for:

- successful coming together of the fire authorities which I understand we will hear good progress reports in March
- the new inspection regime with HMICFRS and the confirmation of ongoing excellent performance of our fire services
- the bringing together of further significant savings through the existing collaboration, which delivered so well in the past.

I would like to thank you again for your contributions to the gathering of the evidence that has led to this decision, and for your continued support for working together in a more collaborative way to keep our communities safer.

Best wishes,

Mitch



cc: Cllr Dave Stewart  
Olivia Pinkney  
Neil Odin  
John Metcalfe  
James Payne





HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY

Mr Michael Lane  
Police and Crime Commissioner  
St George's Chambers  
St George's Street  
Winchester  
Hampshire SO23 8AJ

Chairman of Hampshire Fire and Rescue  
Authority

Councillor Chris Carter  
Hampshire Fire and Rescue Service  
Leigh Road  
Eastleigh  
Hampshire  
SO50 9SJ

26 February 2018

Dear Michael

Many thanks for your letter dated 12 February 2018, the content of which helps to clarify your current position in relation to Fire and Rescue governance as the Police and Crime Commissioner.

In my role as Chairman I have shared your letter with the leaders of the constituent authorities that make up our combined fire and rescue authority for their information. I look forward to delivering on those matters described within the letter as well as many more to ensure we remain a highly successful fire and rescue service, protecting those in our community.

Yours sincerely

A handwritten signature in black ink, appearing to read 'CR Carter'.

Chris Carter  
Chairman of Hampshire Fire and Rescue Authority

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**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

Purpose: Decision

Date: **THURSDAY 22 MARCH 2018**

Title: INITIAL BUSINESS CASE INTO THE PROPOSED CREATION OF A NEW COMBINED FIRE AUTHORITY TO INCLUDE HAMPSHIRE, SOUTHAMPTON, PORTSMOUTH AND THE ISLE OF WIGHT AUTHORITIES

Report of Chief Fire Officer

## EXECUTIVE SUMMARY

1. This report provides Members with an initial business case to inform a decision on whether to proceed with public consultation in order to construct a full business case on the proposed creation of a new Combined Fire Authority (CFA) consisting of Hampshire, Southampton, Portsmouth and the Isle of Wight.
2. The report requires Members to consider the initial business case and recommends that the next step is to proceed with consultation. If both HFRA and Isle of Wight Council decide to proceed then each authority will run separate consultation exercises in Hampshire and the Isle of Wight and construct a full business case on the proposal. The final decision about whether to proceed to create a new CFA will be made by each Authority in the future, based on a full business case, which will include the outcomes of the Hampshire and Isle of Wight consultation exercises.
3. This report seeks approval from Members to delegate authority to the Chief Fire Officer to carry out a consultation exercise and develop a full business case.
4. For the purpose of creating an initial business case, the benefits and risks associated with the creation of a new CFA have been categorised into the following headings: Operational, Organisation (including our people), Public Safety, Financial and Legal. The risks and benefits associated with these categories are explained in more detail within the report at appendix A.
5. Initial investigations into the creation of a new CFA have identified three main benefits:
  - (a) Increased resilience and capacity operationally and organisationally.

- (b) Safer communities.
  - (c) Efficiency in scale and reduction in duplication.
6. The Home Office have been engaged throughout investigations. They have confirmed that a new CFA would result in a new Combination Scheme being created pursuant to section 2 of the Fire and Rescue Services Act 2004.

## BACKGROUND

7. On 21 February 2017, both the Isle of Wight Council (IWC) and the Hampshire Fire and Rescue Authority (HFRA) agreed to an investigation into the extension of the current CFA to include the Isle of Wight Fire and Rescue Service (IWFRS.) Members of the HFRA and IWC asked the Chief Fire Officer to investigate a business case for both HFRA and IWC for further consideration and decision.
8. The report presented to the HFRA on 21 February 2017 is provided as background papers and provides details of the current Strategic Partnership, Delivering Differently in Partnership (DDiP), between the IWC and the HFRA and explains the rationale for investigating options for future governance.
9. That report set out areas to be explored during the investigation. The following have been considered throughout this piece of work:
  - Blue light services aligned to geographical boundaries and the benefits gained from driving partnership working including the current Blue Light Collaboration programme which focuses on operational areas that can be delivered in partnership to create efficiencies and safer communities and the benefits of blue light services covering the same geographical area.
  - The benefits that shared expertise, innovation, knowledge and use of resource's can bring to gain greater effectiveness and create safer communities.
  - The effectiveness and impact of existing partnerships and relationships.
  - The identity of both fire and rescue authorities and the uniqueness of the challenges faced by the IWFRS as an island Authority.
  - The Financial implications for both Fire and Rescue Authorities including council tax, savings and financial benefits.
  - The duties within the Policing and Crime Act 2017 and the Fire Reform Agenda.
  - Blue light services aligned to geographical boundaries linking with the Sustainability and Transformation Plan (STP).
  - The Isle of Wight Fire Service Review and how the review links to the options considered within this report.

## METHODOLOGY

10. A team of officers from HFRS and IWC have worked together to carry out an analysis of the Operational, Organisation (people), Public Safety, Financial and Legal risks and benefits. Details of the risk and benefits can be found at appendix A.
11. An initial data gathering exercise has been carried out which looked at all aspects of HFRS and IWC work, including Fleet, Property and the Shared

Services partnership. A full business case would include a more detailed data gathering exercise and analysis.

12. The IWFRS is a department of the IWC which is fully embedded into the council's operations. A key component of the investigation has been to identify the true cost of the IWFRS. The IWFRS doesn't collect a separate precept for the fire and rescue service, and is funded through business rates, government grant and council tax. The HFRA is a combined fire authority, as it covers more than one local authority area and can set and collect council tax from local residents.

#### OPERATIONAL

13. In considering the operational benefits of the creation of a new CFA it has been identified that there could be an enhanced operational resilience and capacity for the Fire and Rescue Service.
14. A new CFA could provide employees with the opportunity to fully benefit from shared operational learning and knowledge and would allow for the simplification of organisational processes, some of which are misunderstood by the blurred lines of the current strategic partnership.

#### ORGANISATIONAL (PEOPLE)

15. The strategic partnership has resulted in the establishment of good relationships between the two Authorities, however a more stable platform, to ensure the continued success of these relationships, would be assisted by the creation of a new CFA.
16. Both Authorities have their own individual strengths which if combined into a new CFA could allow for the consistent and continued improvement of reputation and profile, locally and nationally.
17. The current Strategic Partnership between the HFRA and the IWC has been successfully operating for three years and has delivered benefits to both Authorities. A new CFA could provide the opportunity for increased and shared organisational resilience and capacity, organisational learning and knowledge. A larger organisation could provide greater learning and development opportunities for staff, assisting with retention rates and high performance.

#### PUBLIC SAFETY

18. The HFRS vision is to make life safer by ensuring safer communities and delivering the best possible services. The creation of a new CFA and the bringing together of two organisations into a larger Service would allow for the alignment of safety campaigns and greater consistency of safety messages to the public.

19. A new larger CFA and enhanced organisational and operational capacity could allow for enhanced cutting-edge delivery of services to communities and businesses across the whole of Hampshire and the Isle of Wight.

## FINANCIAL ANALYSIS

20. From the initial investigations, it is clear that the overall business case for the creation of a new CFA must go well beyond only the financial considerations. A detailed financial analysis would need to be included in a full business case. At this stage, however each authority's finance officers have undertaken a high level financial analysis, together with a range of technical calculations, that provides data against which to consider the overall initial business case.
21. The approved net budgets for HFRA and IWFRS for 2018/19 are shown in the table below.

	<b>£'000</b>
HFRS	64,727
IWFRS	7,160

22. The costs above represent a like for like comparison of the total cost of providing fire and rescue services for both authorities.
23. The key assumptions made in undertaking the financial analysis are detailed below:
- Baseline figures have been calculated for 2018/19.
  - Funding transfer will be based on the estimated IWFRS service costs for 2018/19 less agreed savings amounting to £278,000.
  - No transfer of debt, direct overheads or provision for repairs and maintenance. These costs have been assumed to remain with the council along with equivalent council tax income. In total these are estimated to amount to £1.025 million but are apportionments of the council's total costs which are not separately identifiable to the fire and rescue service.
  - Funding equivalent to the value of Fire Revenue Support Grant plus a share (5.65 per cent) of retained and top up business rates to transfer to the new combined authority (this is a technical adjustment and would need to be confirmed with government).
  - An equivalent share of reserves and balances and any earmarked funding for capital spend to be transferred, as at the date of transfer along with all existing IWFRS assets.
24. The process of creating a new CFA is both technical and complex on the financial side and has to ensure that no organisation would be in a worse financial position than it otherwise would have been.



25. One of the key benefits to the IWC would be the transfer of significant property (around £3 million in capital) and fleet liabilities that would otherwise need to be met, along with the opportunity to make some revenue savings in overheads without the equivalent loss of council tax income.
26. For a potential new CFA, the transfer of these liabilities may be offset to some extent by the additional council tax revenue arising through council tax harmonisation, together with the potential to make greater efficiencies as a larger CFA. It is anticipated that this will provide sufficient funding headroom to meet the liabilities and to gain greater control over how improvements to the estates and vehicles are achieved.

### COUNCIL TAX

27. In investigating the initial business case, one of the key issues to consider in the potential creation of a new CFA is achieving council tax harmonisation across the whole of the area covered by the CFA. For Isle of Wight residents there would be a need to take out the IWFRS element from the general IWC tax precept for all IWC services and replace it with a new, separately identifiable precept for the new CFA. Effectively, residents will see this as a separate line on their bills in the same way as they do for police services.
28. A notional IWFRS council tax amount has been calculated by taking the net expenditure amount (£6.125 million), excluding overheads and then deducting that proportion of revenue support grant and business rate income it is estimated relates to the provision of that service. The notional council tax figures are annual figures for a band D property.
29. This gives a notional council tax for the IWFRS of £63.51, which is £2.23 lower than the 2018/19 council tax for HFRS of £65.74. A potential new CFA would need to agree with government a process of council tax harmonisation across the area so that all residents covered by the service are making the same contributions to it. There are a number of different options that can be applied; if, for example, council tax was harmonised at the higher of the two levels, this would give the new CFA additional income of around £118,000 per annum, which will help to offset some of the liabilities identified with the IWFRS.
30. At this stage therefore, it is felt that the financial situation provides a positive opportunity to enter a public consultation exercise, the finer details of the financial analysis will need to continue as part of the development of a full business case.
31. The team carrying out the investigations, which consists of officers from both Hampshire and the Isle of Wight, has been funded from existing budgets. Should there be agreement to proceed to public consultation and the creation of a full business case, a joint team would continue this work and be resourced from existing budgets.

32. Should there be a further decision to create a new CFA, following consultation and creation of a full business case, then an implementation team will be required to deliver the project and the resourcing of this would be considered as part of the full business case. Discussions with the Home Office will continue to determine whether any financial support for implementation is available.

### LEGAL IMPLICATIONS

33. Advice from the Home Office has clarified that a change in the governance model of the HFRA and the fire and rescue service which sits within the IWC would result in a new Combination Scheme being created as stipulated in section 2 of the Fire and Rescue Services Act 2004. A new Combined Fire Authority (CFA) would be established consisting of Hampshire County Council (HCC), Portsmouth City Council (PCC), Southampton City Council (SCC) and the Isle of Wight Council (IWC). A new Combination Order would be created for the new CFA. This would be carried out by Home Office lawyers in conjunction with HFRA and IWC legal representatives.
34. In relation to staff transfers, identified IWFRS staff and all HFRA staff would transfer into the new CFA. Further advice from legal teams will be sought around this aspect of the creation of a new CFA.
35. The detailed legal implications of the creation of a new CFA, including things such as the transfer of assets and contract management would be explored in more detail by legal professionals and would form part of a full business case

### GOVERNANCE AND LEADERSHIP

36. A new CFA would be made up of Members from the Councils of Hampshire, Portsmouth, Southampton and the Isle of Wight who would make decisions on fire related matters. The make up of a new CFA is likely to be calculated as set out in the current Combination Order. This is based (so far as practicable) on the number of members from each Constituent Authority being proportionate to the number of electors in that Constituent Authority's area, relative the number of electors in the other Constituent Authorities' areas.
37. The improved efficiency and effectiveness of Fire Authorities across the Country came into the spotlight when the then Home Secretary Theresa May gave her Fire Reform speech in May 2016. If created, a new Combined Fire Authority consisting of Hampshire, Portsmouth, Southampton and Isle of Wight must recognise the importance of the principles of Fire Reform and

continue to operate in the most efficient and effective way. This sentiment was reflected in the outcomes of HFRA's Governance Review in 2016, which saw the size of the Authority reduced from 25 to 10 Members.

38. Recent electorate data supplied by Hampshire, Portsmouth, Southampton and Isle of Wight Authorities, suggests that a new CFA of 11 members would meet the requirements described in paragraph 36 above, whilst at the same time ensuring a new CFA that is efficient and effective in accordance with the principles identified in HFRA's Governance Review. It is proposed that consultation should take place with the Constituent Authorities and other relevant stakeholders seeking a view on a preferred proposed governance model for a new CFA of 11 Members consisting of eight Members from Hampshire County Council, one Member from Portsmouth City Council, one Member from Southampton County Council and one Member from the Isle of Wight Council.
39. The Police and Crime Commissioner currently participates in HFRA meetings as an invited guest. Under a new CFA, this invitation would continue. There are no plans for this arrangement to change although the PCC can now ask to become a voting member and HFRA can agree to this.

#### SUPPORTING OUR SERVICE PLAN AND PRIORITIES

40. Hampshire Fire and Rescue Service's (HFRS) aim is to be the best fire and rescue service in the Country. We are focused on ensuring we deliver the best possible services to our communities and make life safer for everyone. We are committed to developing our Service placing efficiency, effectiveness and public safety at the heart of all our decisions.
41. Continuing with the development of a full business case and public consultation supports our Safer and Stronger priorities and our vision to create a safer Hampshire.

## CONSULTATION

42. If Members agree to proceed with the creation of a full business case to inform a future decision about the proposed creation of a new CFA, there will be a requirement to carry out an appropriate consultation exercise. It is anticipated consultation would run for 12 weeks, aimed at the public and key stakeholders including the current constituent authorities and the Police and Crime Commissioner. Consultation responses would then be analysed and considered by HFRA and IWC along with the full business case and any other relevant information in October or November 2018. There would be two separate consultation exercises carried out, one by HFRA in Hampshire and one by the IWC on the Isle of Wight.
43. This report seeks delegation to the Chief Fire Officer in consultation with the Chairman to finalise the consultation for Hampshire, carry out the process and report back to Members in October 2018.
44. Engagement has taken place with the Home Office to ensure they are aware of the work currently being carried out. The Home Office welcomed the investigations into the proposed creation of a new CFA and were supportive of the direction of travel that both the HFRA and IWC are progressing.

## COLLABORATION

45. Hampshire Fire and Rescue Authority and the Isle of Wight Council have already established a successful strategic partnership through the Delivering Differently in Partnership (DDiP) which was created in April 2015. The partnership has been operating for nearly three years and has seen benefits to both Authorities and the communities we serve. Both HFRA and IWC are committed to ensuring the most efficient and effective governance models are in place that will benefit the residents of both the Isle of Wight and Hampshire.
46. The Policing and Crime Act 2017 places a duty on both Authorities to collaborate and engage with other blue light partners where it is in the interest of effectiveness, efficiency and public safety. Both Authorities are committed to ensuring the continued engagement with our blue light partners.
47. A Blue Light Collaboration Programme has been established between HFRS, Hampshire Constabulary (HC) and South Central Ambulance Service (SCAS). The programme is governed by a Blue Light Collaboration Board and continues to be an excellent demonstration emergency services collaboration. A change in governance model for HFRA and IWFRS would not affect the momentum of the Blue Light Collaboration Programme and would provide benefits of being co-terminus with Hampshire Constabulary boundaries.

48. The IWC has a vision about a 'one public service' on the Island. Through the strategic partnership with IWFRS, HFRS officers are fully engaged with these discussions and are establishing relationships across blue light and public sector partners. HFRS are committed to helping deliver the 'one public service' vision on the Island and enabling closer working with Hampshire Constabulary and Isle of Wight Ambulance Service. A change in governance arrangements may provide more strategic capacity within the fire and rescue service to help move this vision forward.

#### RESOURCE IMPLICATIONS

49. The team carrying out the investigations, which consists of Officers from both Hampshire and the Isle of Wight, has been funded from existing budgets. Should there be agreement to proceed to public consultation and the creation of a full business case, a joint team would continue this work and be resourced from existing budgets.
50. Should there be a further decision by both Authorities, following consultation and consideration of a full business case, to create a new CFA, an implementation team will be required to deliver the project and the resourcing of this would be considered as part of the full business case. Discussions with the Home Office will continue to determine whether any financial support for implementation is available.

#### EQUALITY IMPACT ASSESSMENT

51. A stage one equality impact assessment has been carried out which assesses the impact of the eight protected characteristics as outlined in the Equality Act 2010. The assessment has identified a potential impact on any employees and Fire Authority Members with a disability, should there be a need to travel to the Isle of Wight for any reason.
52. If Members approve the recommendations with this report, a stage two equality impact assessment would be carried out to identify if any employees and Authority Members are affected and if so, consult with them and provide a plan for support.

#### OPTIONS

53. Option 1: Subject to the IoW Council's decision, each Authority will carry out separate consultation exercises with relevant stakeholders (including the public) in Hampshire and the Isle of Wight about the proposal to create a new CFA consisting of the Authorities of Hampshire, Portsmouth, Southampton and the Isle of Wight and develop a full business case, which will include the outcome of the consultation.

If this option is chosen, a full business case including the outcome of the two public consultation exercises and further detailed data analysis would be

brought back to the IWC and the HFRA in October 2018 for decisions about whether to proceed with the proposal to create a new CFA.

54. Option 2: Maintain existing strategic partnership arrangements and do not explore further the proposal to create a new CFA.
55. If this option is chosen, it would indicate that a creation of a new CFA is not the preferred option. A review of the current strategic partnership, DDiP, would be required.

### RISK ANALYSIS

56. Risk Management practices have been applied throughout the investigation of the creation of a new CFA.
57. The two options explained in appendix A clearly set out the risks associated to them and would be developed further as part of a full business case.

### CONCLUSION

58. Based on the information within this report, it is recommended that option one is approved by Members. Initial investigations have demonstrated that through the proposed creation of a new CFA there could be many benefits realised and further investigation and consultation on this option and the creation of a full business case would be the next step.

### RECOMMENDATION

59. That the HFRA delegate authority to the Chief Fire Officer, in consultation with the Chairman, to carry out consultation on the proposed creation of a new CFA consisting of the Authorities of Hampshire, Portsmouth, Southampton and the Isle of Wight.
60. That the HFRA delegate authority to the Chief Fire Officer to create a full business case, to include the outcomes of consultation, to be brought back to the Authorities in October 2018 for decisions about whether to proceed with the proposal to create a new CFA.

### APPENDICES ATTACHED

61. Appendix A: risks and benefits analysis  
Appendix B: Police and Crime Commissioner letter

BACKGROUND PAPERS

62. [Hampshire Fire and Rescue Authority report, 21 February 2017; Potential to expand the existing Combined Fire Authority of Hampshire, Portsmouth and Southampton to include the Isle of Wight Fire Authority](#)

Contact: Iain Hardcastle

[Iain.Hardcastle@hantsfire.gov.uk](mailto:Iain.Hardcastle@hantsfire.gov.uk),

07918 887570

**Appendix A: risks and benefits analysis**

	<p align="center"><b>Option 1:</b> Carry out a consultation exercise considering the creation of a new CFA consisting of the Authorities of Hampshire, Portsmouth, Southampton and the Isle of Wight.</p>		<p align="center"><b>Option 2:</b> Maintain existing arrangements</p>	
	<b>Benefits:</b>	<b>Risks:</b>	<b>Benefits:</b>	<b>Risks:</b>
<b>Operational</b>	<ul style="list-style-type: none"> <li>• A new CFA could provide an enhanced resilience and capacity facility for operational employees.</li> <li>• Both Hampshire and Isle of Wight employees currently enjoy the benefits of shared operational learning and knowledge. It is felt that a new CFA could ensure that the sharing of operational learning and knowledge continues.</li> <li>• The Strategic Partnership between the HFRA and the IWC has been successfully operating for three years and has delivered benefits to both Authorities. The creation of a new CFA could build on the operational benefits realised under the existing partnership.</li> </ul>	<ul style="list-style-type: none"> <li>• The creation of a new CFA could pose challenges with regards to geography. The ability to travel from one location to another, especially in an emergency situation is more difficult. Ensuring the most efficient mode of transport is always available will be extremely important for the success of a new CFA.</li> <li>• Each Authority currently has different Integrated Risk Management Plans (IRMP). There are also different priorities, response standards and performance indicators. Ideally these could be aligned but this could take some time to work through and there could be a period where two Authorities could remain separate and still have separate plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Remaining as two separate organisations would maintain each organisation’s focus in the short term. There would be no distractions from a change in governance.</li> <li>• If organisations were to remain as two separate entities, each organisation would maintain their own independence</li> </ul>	<ul style="list-style-type: none"> <li>• Creating a new CFA could create capacity and resilience, if the status quo remained there would not be the opportunity to increase capacity and resilience.</li> <li>• Existing relationships do not continue to develop.</li> </ul>



<p><b>Organisational (people)</b></p>	<ul style="list-style-type: none"> <li>• Good relationships between the two Authorities already exist and continue to thrive. The creation of a new CFA could provide a more stable platform to ensure the continued success of relationships.</li> <li>• There are currently two separate teams whose role is to provide internal and external communications. The creation of a new CFA could ensure consistent internal and external messaging and could result in one single Communications Strategy.</li> <li>• Both Authorities have their own individual strengths which could be combined into a new CFA to improve reputation and profile locally and nationally.</li> <li>• A new CFA could provide the opportunity for an increased and shared organisational resilience and capacity.</li> <li>• The Strategic Partnership between the HFRA and the IWC has been successfully operating for three years and has delivered benefits to both Authorities. A new CFA could provide the opportunity for increased and shared organisational learning</li> </ul>	<ul style="list-style-type: none"> <li>• The new CFA could inherit a property portfolio that has a number of liabilities. Increased resource may be needed from a Health and Safety and Estates perspective in the short term.</li> <li>• Each Authority is currently very different in its culture and identity. How the two organisations could be brought together ensuring staff from both Hampshire and the Isle of Wight are valued equally will take some time to work through. Learning can be sought from Devon &amp; Somerset and Dorset and Wiltshire Fire and Rescue Services who have recently undergone a combination.</li> <li>• The creation of a new CFA may result in an initial short-term increase in workloads as part of the implementation and move to business as usual. Teams have recently undergone a review to ensure they are working in the most efficient way financially and any extra work placed on them may need to be financed and resourced separately (in the</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining as two separate organisations would mean that liabilities from the IWFRS property estate would not be inherited.</li> <li>• Maintaining as two separate organisations would there is no requirement to join existing teams.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining as two separate organisations could have a negative effect on the progress of the current partnership</li> <li>• If the existing arrangements were maintained both organisations would not be able to realise the benefits of becoming a new CFA. Separate strategies would still remain and duplication of work could continue to exist.</li> <li>• Maintaining as two separate organisations and the subsequent review of DDiP, may not continue on the same trajectory as previous progress has demonstrated.</li> </ul>
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	<p>and knowledge.</p> <ul style="list-style-type: none"> <li>• The creation of a new CFA could acknowledge the importance both Authorities place on collaboration and partnership working and assist with meeting the duties set out in the Policing and Crime Act 2017.</li> <li>• A larger organisation could provide greater learning and development opportunities for staff assisting with retention rates and high performance.</li> <li>• Opportunities for staff to work flexibility across the Isle of Wight and Hampshire.</li> </ul>	<p>short term) or may require a re-prioritisation of existing workloads.</p> <ul style="list-style-type: none"> <li>• Some areas of work carried out by the Authorities are complex and further investigation needs to be carried out to better understand how easy it will be to align them. The final alignment of teams may take some time if complex issues are uncovered such as aligning IT networks and re-negotiation of contracts.</li> <li>• Both Authorities currently have a number of contracts, partnerships, Service Level Agreements (SLAs) and Memorandum of Understandings (MOUs), some of which may have financial aspects, and it could take some time to unpick these for a new CFA. There could also be a potential cost and resource implications for the re-write, negotiation, exiting or entering of contracts.</li> <li>• The creation of a new CFA may require a considerable amount of implementation which could result in the</li> </ul>		
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		<p>disruption of business as usual work. Ensuring that an implementation team is resourced appropriately and can support current teams could help to eliminate any disruption.</p> <ul style="list-style-type: none"> <li>• Current IT networks are different across HFRA and IWC. The cost of aligning networks and ensuring a full IT functionality are unknown and further investigation may be required to identify the full cost.</li> </ul>		
<b>Public Safety</b>	<ul style="list-style-type: none"> <li>• The creation of a new CFA and the bringing together of teams and strategies would allow for the alignment of Communications Strategies. This could ensure a wider reach of safety campaigns and greater consistency of safety messages to the public.</li> <li>• A new larger CFA could allow for greater opportunity for enhanced cutting-edge delivery of services to communities and businesses across the whole of Hampshire and the Isle of Wight.</li> <li>• The Strategic Partnership currently in place has resulted in benefits to the communities in Hampshire and the Isle of Wight.</li> </ul>	<ul style="list-style-type: none"> <li>• Current safety messages are relayed to the public in an inconsistent manner due an unaligned Communications Strategy. The public should receive safety messages in the most clear and effective way rather than in the current ad hoc way.</li> </ul>	<p>We have not identified any benefits to public safety should the status quo remain.</p>	<ul style="list-style-type: none"> <li>• Maintaining as two separate organisations could mean that the public won't receive the all the potential benefits identified in the creation of a new CFA.</li> </ul>

	<p>The creation of a new CFA could further enhance these benefits and lead to safer communities.</p> <ul style="list-style-type: none"> <li>• HFRS and IWFRS have already establish arrangements for a shared fire control.</li> </ul>			
<b>Financial</b>	<ul style="list-style-type: none"> <li>• A new CFA with a larger budget could provide additional financial resilience and capacity.</li> <li>• The current Emergency Services Mobile Communications Programme (ESMCP) national project will require individual Authorities to invest financially in new technological equipment to support the national infrastructure put in place. A new CFA could mean one single investment as opposed to two separate ones.</li> <li>• It is anticipated that there could be efficiency savings available in the long term for the new CFA.</li> <li>• Potential savings to IWC could be made.</li> <li>• The financial sustainability of HFRS could be greater as part of a larger CFA.</li> </ul>	<ul style="list-style-type: none"> <li>• The total cost of implementation is not known. The full cost of implementation will be investigated and clarified should the full business case be progressed.</li> <li>• There is a property maintenance liability of approximately £3 million when the assets transfer into a new CFA. This may require some short and medium-term investment.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining as two separate organisations would mean there could not be any incurrence of costs as there could be to implement the changes in governance and create a new CFA.</li> <li>• Maintaining as two separate organisations means there could be no transfer of property liability.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining as two separate organisations would mean that savings identified through the creation of a new CFA could not be achieved.</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>• Theresa May launched the Fire Reform agenda in May 2016</li> </ul>		<ul style="list-style-type: none"> <li>• Maintaining as two separate organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining as two separate organisations</li> </ul>

	<p>which focused on improved efficiency, effectiveness and public safety for Fire Authorities. The creation of a new CFA to ensure greater efficiency, effectiveness and public safety supports Home Office policy and the direction they expect with regards to collaboration.</p> <ul style="list-style-type: none"> <li>• A new CFA would assist with partnership working in that it could make the boundary co-terminous with Hampshire Constabulary.</li> <li>• The Police and Crime Commissioner has set his expectation in his letter to the Chairman of the HFRA and the IWC. The creation of a new CFA would demonstrate that both Authorities are aligned with the PCCs views and current thinking.</li> </ul>		<p>could mean that the IWC could retain political control and accountability of the Fire and Rescue Service (FRS).</p>	<p>could not meet the 'successful coming together' that the Police and Crime Commissioner describes in the letter to HFRA Chairman dated 12 February 2018 and may result in a business case submitted by the Police and Crime Commissioner to look at future governance models.</p>
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## Appendix B: Police and Crime Commissioner letter



Councillor C Carter  
Chairman  
Hampshire Fire & Rescue Authority  
Hampshire County Council  
The Castle  
Winchester  
SO23 8UB

*Dear Chris,*

*12 February 2018*

As agreed at the Police-Fire Governance Board on Thursday 8 February, this letter sets out the key points covered in the meeting and my thinking on the way forward.

Over the last six months I have taken the opportunity to review options presented to me by the Policing and Crime Act 2017 for governance of fire services within my area. I am grateful for your support in reviewing these options in a collaborative and co-operative manner, with the shared focus on achieving the best outcome for the people of Hampshire, the Isle of Wight, Portsmouth and Southampton.

I am proud that we are often evidenced as best in class when it comes to the improved effectiveness and efficiency we have achieved through collaboration. However we now need to challenge ourselves to pursue those opportunities that have been identified for further collaboration, but require greater effort to achieve.

It is clear that we all:

- have a common purpose in keeping our communities safer
- are in agreement that partnership matters, and is key to our ongoing and future success.

I am grateful to colleagues who expressed their confidence in the Fire Authorities' work and their advocacy of Option 2 and their invitation for me to join both Authorities.

Whilst some benefits of a change in governance (option three) are also identified, I believe that if our teams continue to work together many of these could be brought forward and delivered within the existing partnership and cooperative arrangement.

I heard, powerfully stated in the meeting, the potential risks from disrupting some plans that are already in progress.

I acknowledge the value from landing work in progress.

 @HantsPCC  
 Police and Crime Commissioner for Hampshire

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E [opcc@hampshire.pnn.police.uk](mailto:opcc@hampshire.pnn.police.uk)  
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As stated in the meeting, my proposals are that:


- we continue for the time being with the status quo (option one)
- I will maintain a watching brief whilst continuing to engage and support the fire authorities in the work they are doing.

Over the coming months there are a number of things I will continue to look for:

- successful coming together of the fire authorities which I understand we will hear good progress reports in March
- the new inspection regime with HMICFRS and the confirmation of ongoing excellent performance of our fire services
- the bringing together of further significant savings through the existing collaboration, which delivered so well in the past.

I would like to thank you again for your contributions to the gathering of the evidence that has led to this decision, and for your continued support for working together in a more collaborative way to keep our communities safer.

Best wishes,  
Michael



cc: Cllr Dave Stewart  
Olivia Pinkney  
Neil Odin  
John Metcalfe  
James Payne

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# Agenda Item 8

Purpose: Decision

Date **22 MARCH 2018**

Title **APPOINTMENT OF DIRECTOR OF 3SFIRE**

Report of: **Clerk**



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

## EXECUTIVE SUMMARY

1. This report deals with the removal of Neil Odin as an Executive Director of 3SFire Ltd following his appointment as Chief Fire Officer of Hampshire Fire and Rescue Service. It also deals with the appointment of Andy Bowers as an Executive Director of 3SFire Ltd.

## BACKGROUND

2. Following Neil Odin's appointment as Chief Fire Officer of Hampshire Fire and Rescue Service, he has formally resigned as an Executive Director of 3SFire ("the Company") with effect from 22 March 2018.
3. In accordance with the Company's Articles of Association the Authority proposes Andy Bowers shall be appointed as an Executive Director of 3SFire Ltd from 22 March 2018 until 6 June 2018 by way of Ordinary Resolution as set out in the recommendation at paragraph 11.

## CONSULTATION

4. As this matter is internal to the Hampshire Fire and Rescue Authority and 3SFire Ltd, no public or other consultation is required.

## RESOURCE IMPLICATIONS

5. There are no financial implications associated with this appointment as Andy Bowers will simply replace Neil Odin as an Executive Director (unremunerated).

## LEGAL IMPLICATIONS

6. There are no legal implications. The technical process for appointing Andy Bowers has been approved by the Company Secretary of 3SFire Ltd and the Clerk and Monitoring Officer of the Hampshire Fire and Rescue Authority.

## PEOPLE IMPACT ASSESSMENT

7. The proposals in this report are considered to be compatible with the provisions of equality and human rights legislation and no people impact assessment is necessary.

## RISK ANALYSIS

8. There are no significant risks associated with this appointment.

## CONCLUSION

9. Following Neil Odin's appointment as Chief Fire Officer of Hampshire Fire and Rescue Service, and the subsequent resignation as an Executive Director of 3SFire Ltd, it is recommended that Andy Bowers be appointed as Executive Director in his place.

## RECOMMENDATION

10. That Neil Odin's resignation as an Executive Director of the Company from 22 March 2018 is noted; and
11. That ANDREW SHAUN BOWERS, having consented to act, be appointed as an Executive Director of 3SFire Ltd with effect from 22 March 2018, to hold office until the next annual general meeting in place of NEIL IAN ODIN, who has been appointed as Chief Fire Officer of Hampshire Fire and Rescue Service.

Contact: Paul Hodgson  
Clerk to the Authority  
01962 832428

Purpose: Decision

Date: 22 MARCH 2018

Title: SERVICE PLAN

Report of Chief Officer



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

## EXECUTIVE SUMMARY

- 1 This report provides an up to date list of the key medium-term deliverables of the Fire Authority's Service Plan priorities.

## BACKGROUND

- 2 Appendix A provides the key medium-term deliverables against the priorities within the Hampshire Fire and Rescue Service Plan (2015-2020).
- 3 The Service Plan sets out our goals and objectives – how we intend to make ourselves stronger through our own people, assets and innovation. Through strengthening ourselves, we can then make Hampshire an even safer place to live by providing the outstanding service our communities deserve.
- 4 The Service Plan is made up of nine Priorities:
  - Building resilience
  - Creating safer communities
  - Responding to incidents
  - Assets & money
  - Communications & engagement
  - Knowledge
  - People & leadership
  - Technology
  - Working with partners

## AIMS

- 5 The aims written in the original plan were accompanied by supporting end states. These set out our vision for what we were hoping to achieve through the delivery of service improvements by 2020.
- 6 As we are now over half way through the plan, many improvements have been delivered. This has therefore shifted the focus of our original end states and therefore, our aims for the majority of our Service Plan Priorities have evolved.

- 7 The Priorities for which the aims have changed are: Creating Safer Communities, Building Resilience, Knowledge, Technology, People & Leadership, and Assets & Money.
- 8 Appendix A contains revised Aims for our current Service Plan Priorities.

#### DELIVERABLES

- 9 Using these revised aims, we revisited our 'Strengths, Weaknesses, Opportunities and Threats' for each individual Priority. This enabled us to identify key areas requiring the focus and attention for risk mitigation and/or an opportunity for service improvement.
- 10 These deliverables are medium term actions. They are fairly significant change activity that should take between 6 months to 1 year to implement. In the past our service improvement activity has been a mix of short, medium and long term activities and this has made it difficult to apply the necessary Governance. By focusing on all medium term activity across the Service we can apply our Corporate Portfolio methodology to manage and monitor these key deliverables on behalf of the Fire Authority. This will provide greater assurance to the public that we are managing our Service efficiently and effectively, which will be an area of great interest to the up and coming inspectorate.

#### SERVICE PLAN DOCUMENT

- 11 Our Service Plan is available from our website in PDF form. This document was created at the start of the plan in 2015. Since then we have undergone significant change and delivered many improvements.
- 12 If the refreshed aims are approved by the Authority it would be appropriate to amend the current documentation on our website. Work is underway to identify which areas of the current document are in need to amending.

#### SUPPORTING OUR SERVICE PLAN AND PRIORITIES

- 13 This work supports the Knowledge priority to put trusted knowledge at the heart of decision making.

#### RESOURCE IMPLICATIONS

- 14 The management of the Service Plan is undertaken within the existing establishment in Knowledge Management by the Performance Review Manager and the Business Performance Analyst.
- 15 There are currently no costs associated to this work, however, should the Authority decide they wish to print the refreshed Service Plan document into booklets as before, there would be a cost associated to this.

## LEGAL IMPLICATIONS

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

## PEOPLE IMPACT ASSESSMENT

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

## RECOMMENDATION

18 The Authority approves the refreshed aims

Contact: Nicki Whitehouse, Head of Knowledge Management,  
[nicki.whitehouse@hantsfire.gov.uk](mailto:nicki.whitehouse@hantsfire.gov.uk), telephone number 07918 887541

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## Appendix A



# Service Priorities Deliverables Update

March 2018

Knowledge Management

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## Building Resilience

### Area Manager Resilience



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

Key Deliverables	Target date for completion
Deliver and test our business continuity & emergency plans to ensure the organisation can still operate in the event of any loss of key facilities or teams.	December 2018
Review all response plans for known risks across Hampshire to ensure interoperability with other emergency Responders and the Local Resilience Forum.	March 2019
Produce, test and exercise community resilience plans with our partners in the Local Resilience Forum. Lead the 'Resilient Place' agenda by engaging with our communities and partners to help them become more resilient.	September 2019

## Creating Safer Communities

Area Manager Community Safety



Identifying and mitigating risks to people and property within Hampshire.

Key Deliverables	Target date for completion
Work with children and young people to make them safer and healthier. Create a formal financial agreement detailing the scope and benefits of this work.	September 2018
Implement a 'Falls Response' service with South Central Ambulance Service. Crews will deal with the emergency and initiate a range of interventions to safeguard vulnerable people.	October 2018
Embed our suite of 'Fire as a Health Asset' products within Clinical Commissioning Groups and be a key partner within the Health and Wellbeing Boards across Hampshire to make the community more healthy and safe.	March 2019
Deliver Community Safety activities with our Blue Light partner organisations to deliver what the people of Hampshire need to stay safe and be reassured after all types of emergencies.	March 2019
Develop our firefighter's skills in Community Safety allowing us to deliver more safety in the built environment through a suite of toolkits and qualifications.	December 2019
Train and qualify new fire engineers from our current workforce by providing specific opportunities to build our key skills in this vital area.	December 2019

## Responding to Incidents

Area Manager Response



Improving the way we respond to and support incidents.

Key Deliverables	Target date for completion
Develop, equip, trial and deliver: <ul style="list-style-type: none"> <li>• a new specification of First Response and Intermediate Response vehicles which include medical and community safety capabilities;</li> <li>• the latest firefighting equipment and techniques to keep our firefighters safe.</li> </ul>	December 2018
Support the development and pilot of a range of new crewing systems on our fire stations to ensure we work in the most effective and efficient way.	January 2019
Work with blue light partners to create further efficiencies in delivering our emergency response capability.	January 2019
Implement the proposals of Service Delivery Redesign to make improvements to the safety of firefighters and our communities, and help meet our financial savings target.	March 2019

## Assets & Money

Head of Physical Assets



To optimise the utilisation of our physical assets and use medium term financial planning to ensure we effectively prioritise our resources.

Key Deliverables	Target date for completion
Train and engage all relevant staff across the organisation to ensure they understand effective financial management.	March 2018
Present a funding plan that can deliver the vehicles and equipment our people need to be operationally effective.	September 2018
Develop and present a funding plan that can deliver our future Estates requirements.	December 2018
Work collaboratively with commercial partners to maximise the benefits to the Authority in the delivery of training courses on a commercial basis.	December 2018
Agree and deliver forward plans for all our assets, ensuring value for money and effectiveness.	March 2020

## Communications & Engagement

Head of Communications, Inclusion & Administration



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

Key Deliverables	Target date for completion
Provide intelligence-led, audience-relevant, digital and face to face communications to enable two-way interaction between staff, partners, key stakeholders and communities.	July 2018
Improve our profile at civic events and gain the support of key civic posts to help promote, support and advocate our aims and objectives in our delivery of services to our communities.	July 2018
Be recognised nationally as one of the leading fire and rescue services through award schemes, using national bodies such as the National Fire Chief's Council and ensure our work is reflected in professional and national media.	July 2018
Develop a measurable approach to Inclusion which sees difference as a strength, supported by a variety of innovations, to attract a higher proportion of minority groups to work for us.	December 2018
Develop a customer insight tool to ensure that the organisation understands the needs of our diverse community, so that we can adapt operationally to relevant needs.	December 2018

## Knowledge

Head of Knowledge Management



To put trusted knowledge at the heart of decision making.

Key Deliverables	Target date for completion
Prepare the Service for the new General Data Protection Regulation (GDPR) to ensure we comply with this legal requirement.	May 2018
Deliver up to date information to our teams to help them manage performance.	May 2018
Ensure we are prepared for the new HMICFRS Inspection regime so that the best possible outcome and learning is achieved.	June 2018
Deliver a Knowledge Management strategy aligned to and supported by the ICT strategy that promotes efficiency, helps manage risk, enhances resilience and provides a corporate memory framework.	August 2018
Implement an interface between the Operational Availability System and the Command and Control Mobilisation System to provide visibility to our partners and facilitate the implementation of Attribute Based Response.	October 2018
Deliver a refreshed Data Quality Policy and delivery plan. Ensure the data we use provides us with better insight into our community risks to inform the development of our risk reduction activities.	March 2019
Ensure that all policies are up to date and in line with the Service's Policy Framework.	March 2019

March 2018

## People & Leadership

Head of Human Resources



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

Key Deliverables	Target date for completion
Deliver and establish a refreshed Appointments and Promotions policy and associated guidance.	June 2018
Develop a well-being strategy with a high-level action plan to secure the delivery of the wellbeing aspects of the People Strategy.	December 2018
Refresh our cultural vision and the People Strategy.	December 2018
Continue to support our journey towards a high-performance culture through: <ul style="list-style-type: none"> <li>a refresh of the Personal Development Review process</li> <li>increasing the uptake of the leadership offer and coaching available through Workforce Development supporting the development, delivery and embedding of a National Leadership Framework within HFRS.</li> </ul>	December 2018
Review the current pay and reward schemes and develop a future vision to inform a new strategy.	March 2019
Work with the Inclusion Team to increase our employment of women and BAME groups through developing and resourcing a strategy that promotes the use of positive action.	March 2019
Develop and implement effective workforce planning to ensure our workforce is aligned to the Service Plan and that recruitment/resourcing plans are based on robust data.	March 2019
Deliver a programme of commercial skills development to underpin delivery of the commercial vision for the Service.	March 2019
Develop an Apprenticeship Programme that attracts new apprentices to HFRS and provides development opportunities for existing staff, whilst maximising the use of the Apprenticeship Levy.	March 2019
Support the changes required under Service Delivery Redesign to achieve savings through a reduced establishment.	March 2019

## Technology

Head of Information Communication Technology



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

Key Deliverables	Target date for completion
Establish the Digital Technology Board as the central hub through which the Service can focus its aim to use up to date technologies that drive and support change.	June 2018
Identify and then either minimise or remove technological barriers that inhibit the organisation in delivering its objectives.	June 2018
Deliver the technologies through the ICT Transformation Programme that provide a better platform to enable staff to respond with agility and pace to changing business needs.	June 2018
Ensure that staff can access their information, systems and office services wherever and whenever they are working.	September 2018
Provide reliable access to quality information to support evidence based decision making.	September 2018
Deliver cloud based ICT services that enable managers to review and improve working processes which can improve efficiency and effectiveness.	September 2018



## Working with Partners

Head of Knowledge Management



To put partnerships at the heart of all our work.

Key Deliverables	Target date for completion
Deliver a partnership policy to improve governance over partnerships.	September 2018
Deliver a business case for the review of governance options for Hampshire and Isle of Wight.	November 2018
Look for opportunities to use our capabilities and resources to support other agencies where it contributes to making Hampshire safer.	March 2020
Deliver realistic live fire and other training through Prince Philip Barracks and maximise its use through arrangements with other blue light partners.	March 2022

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**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

Purpose: Approved

Date **22 MARCH 2018**

Title **POSITION STATEMENT FOR BUILDING REGULATIONS, PLANNING AND LEGISLATION**

Report of Chief Officer

## EXECUTIVE SUMMARY

1. Hampshire Fire and Rescue Service is committed to making life safer for the people who live, work in or visit Hampshire as well as reducing damage to property, the economy and the environment from the effects of fire. Our fire engineering consultation and fire safety strategy is to ensure buildings are safe and sustainable throughout the life cycle of the building for those who live and work in them and to enable the buildings to be used for many decades.

The current fire safety legislation and planning regulations have seen recent political scrutiny because of the tragic Grenfell Tower fire. An independent review into building regulations and fire safety has been commissioned and is being led by Dame Judith Hackitt. Hampshire Fire and Rescue Service has already submitted evidence to this review.

2. Accordingly, the Fire and Rescue Authority works to encourage local authorities, Building Control Bodies (BCBs), building owners and developers to consult with Hampshire Fire and Rescue Service at an early stage. Engagement at an early stage improves the efficiency of the consultation process, which is to the benefit of all parties concerned: it reduces the likelihood of costly delays in a project, improves public and firefighter safety, minimises environmental impact and can reduce the economic cost of fire.
3. Hampshire Fire and Rescue Authority has established a working group led by Members and supported by officers with a focus on the Fire and Rescue Service being statutory consultees at the planning stage of new, refurbished and change of use of buildings. The purpose of the Members' Working Group was to enable the Fire Authority to develop an informed view as to the benefits of early consultation within different premises and risk types and to assist the Service in further developing its fire engineering and consultation strategy.

4. As a result, the Members' Working Group has developed a Position Statement to lobby for the Fire and Rescue Service to be statutory consultees at the planning stage for building construction and change of use. The Position Statement is at Appendix A.

## BACKGROUND

### 5. National Picture

#### Planning Refurbishment and Maintenance Legislation

Buildings are subject to a complex **system** of requirements throughout their life cycle, covering the phases of planning, design, construction, occupation, refurbishment (and demolition). The complexity of the regulatory system comes partly from the sheer scale of requirements. There are several thousand pages of primary and secondary legislation, statutory and approved guidance, industry advice and competence frameworks within which specific fire safety requirements sit.

The Regulatory system can be focused onto four elements:

#### a) **Secure planning permission**

The fire safety aspects of the regulatory framework surrounding the requirement to secure planning permission for the development of a new building – as primarily set out in the Town and Country Planning Act 1990.

#### b) **Creation of a new building**

The fire safety aspects of the regulatory framework surrounding the creation of a new building – as primarily set out in the Building Act 1984, the Building Regulations 2010 and the Approved Documents (including construction materials and workmanship).

#### c) **Handling of refurbishments.**

The fire safety aspects of the regulatory framework surrounding the handling of refurbishments.

#### d) **Occupation (and ongoing maintenance) of the common parts/whole of a building**

The fire safety aspects of the regulatory framework surrounding the occupation (and ongoing maintenance) of the common parts/whole of a building – as primarily set out in the Regulatory Reform (Fire Safety) Order 2005, associated fire risk assessment documents and the Housing Act 2004 and Housing Health and Safety Rating System Regulations 2005.

There are also several other relevant regulatory requirements such as those governing fire safety on the building site e.g. where a high rise is being

constructed or refurbished (as primarily set out in the Construction (Design and Management) Regulations 2015).

### The planning system focus

The focus of the planning system is on the development and use of land. It is a general principle that planning should not seek to duplicate other regulatory regimes. In this context, fire safety considerations are not normally the subject of discussion at the planning application stage. An exception to this position is in relation to opportunities for emergency service vehicles to access buildings. Given the limited role of planning there is no requirement that the individuals making the application, or those considering it, have any specific fire safety-related knowledge.

Local Planning Authorities (LPAs) are required to consult certain bodies (known as statutory consultees) before granting planning permission for certain types of development. The two main regulatory authorities for the later stages in the building life cycle (BCBs and fire and rescue services) are not statutory consultees, as there is an understanding that fire safety issues will be picked up as part of the building control process.

### Local Picture

Hampshire Fire and Rescue Service are currently consulted in the “building consultation phase” on buildings where the Fire Safety order will apply. The BCBs, can as it stands, consult with us at any stage from planning through the building phase and up to when the building is completed prior to the building being occupied. BCBs will not always consult with us until they are satisfied that all regulations have been met; this can be very late on in the construction. HFRS are generally not consulted during the planning process for commercial developments.

In practice this means that HFRS does not receive consultations until late in the build process, ordinarily at a stage where significant changes are costly and disruptive to the building process.

Two recent examples that illustrate the type of issues that HFRS can be presented with are detailed below:

- a) HFRS prohibited parts of a brand-new student accommodation block on the day of occupation, due to an inadequate fire alarm system and inappropriate positioning of cooking facilities adjacent to the exit door. The developers were unable to occupy parts of the building for 2 months while the issues were rectified.
- b) HFRS are currently trying to resolve an issue within a care home where the proposed suppression system may not be appropriate for the risk and the proposals regarding the fire alarm system and evacuation protocols are not compatible.

## Central Government

Since the release of Dame Judith Hackitt's independent review interim report of Building Regulations and fire safety in December 2017 the Ministry of Housing, Communities and Local Government issued a letter on 15 February to Local Authorities and Chief Fire Officers highlighting recommendations of the interim report.

The letter is attached in Appendix B. One of the recommendations highlighted in this letter relevant to the building control system and expressed by Dame Judith in her interim report is:

*"Consultation by building control bodies and by those commissioning or designing buildings should take place early in the process and fire and rescue service advice should be fully taken into account. The aim should be to secure their input and support at the earliest stage possible so that fire safety can be fully designed in".*

## HFRA Position

Hampshire Fire and Rescue Authority proactively endorses the installation of sprinkler systems as detailed within the HFRA Position Statement on sprinklers in 2012.

With respect to building regulations, planning and legislation, The Authority aspire to influence, at all Government levels, the proposal for the Fire and Rescue Service to be statutory consultees at the planning stage for:

- High Rise Housing, Schools, Hotels, High Rise Office Blocks, large development sites and National Health buildings including other buildings providing care with immediate effect
- Change in use/conversions of any building to residential accommodation, where the fire safety order will apply
- Major refurbishments of residential accommodation where the fire safety order will apply

Accordingly, the Authority works to encourage local authorities, Building Control Bodies, building owners and developers to consult with Hampshire Fire and Rescue Service at an early stage, as this has been proven to improve the efficiency of the consultation process, which is to the benefit of all parties concerned: it reduces the likelihood of costly delays in the project; improves public and firefighter safety; minimises environmental impact and can reduce the economic cost of fire.

## SUPPORTING OUR SERVICE PLAN AND PRIORITIES

6. The overarching aim of the Service Plan 2015 – 2020 is for communities to feel safe and secure living and working in Hampshire. By working together with other emergency services, local authorities and other agencies as "Team

Hampshire” HFRS can keep communities safe and secure. The Position Statement strongly contributes to the overarching aim of the Service Plan.

### CONSULTATION

7. Hampshire Fire and Rescue Authority has recently hosted four officer-facilitated debates which has enabled councillors from the constituent authorities and officers from the Community Fire Safety Department of HFRS to discuss the developing Position Statement and reflect the view of those constituent authorities to be considered.

### RESOURCE IMPLICATIONS

8. Whilst no specific additional resource requirements have been identified because of early consultation; it is clear that a more efficient way of working will develop. Any significant change in workloads of the Fire Engineering and Consultation team (FECT) will be monitored; these changes are dependent on the building stock and requirements within Hampshire.

### LEGAL IMPLICATIONS

9. To influence a change in Fire and Rescue Services’ involvement (and the inclusion of Fire Safety) as a statutory consultee will require an amendment of the National Planning Policy Framework.

### PEOPLE IMPACT ASSESSMENT

10. The proposals in this report are considered compatible with the provisions of the European Convention on Human Rights, the Human Rights Act 1998, and the Race Relations (Amendment) Act 2000.
11. The HFRS Position Statement on building regulations, Planning and Fire Safety legislation is designed to reduce risk to those people most vulnerable within our communities. As such it is considered that this proposal does not adversely affect any groups of people.

### CONCLUSION

12. Hampshire Fire and Rescue Authority play a key leadership role in promoting a better understanding amongst those involved in the construction process, of the benefits of early consultation with the Fire and Rescue Service, with respect to Fire Safety and Fire Engineered Solutions.

If the Authority’s position is adopted locally or by a change in the National Planning Policy Framework, it would reduce unnecessary delays and expense for developers, reduce the burden on HFRS resources and ensure that operational crews have the appropriate level of site specific risk information at the earliest possible time. Adoption of this approach will benefit the public and

minimise community risk by ensuring buildings are constructed, maintained and refurbished to ensure they are fire safety compliant for the people who occupy them.

HFRA strongly recommends that all Local Authorities consult with Hampshire Fire and Rescue Service on a voluntary basis whilst the Authority continue to influence at Government level the Fire and Rescue Service's proposal to be involved as statutory planning consultees.

#### RECOMMENDATION

13. That the Position Statement in Appendix A is accepted as the Hampshire Fire and Rescue Authority's position on the FRS being statutory consultees at the planning stage in respect to Fire safety.
14. That Fire Authority Members promote the new Position Statement.

#### APPENDICES ATTACHED

15. Appendix A – Hampshire Fire and Rescue Authority POSITION STATEMENT FOR BUILDING REGULATIONS, PLANNING AND LEGISLATION
16. Appendix B – letter from Ministry of Housing, Communities & Local Government

#### BACKGROUND PAPERS

Building a Safer Future – Independent Review of Building Regulations and Fire Safety: Interim Report –

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/668831/Independent\\_Review\\_of\\_Building\\_Regulations\\_and\\_Fire\\_Safety\\_web\\_accessible.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/668831/Independent_Review_of_Building_Regulations_and_Fire_Safety_web_accessible.pdf)

Sprinkler Strategy document – HFRA 2012 –

[https://hantsfire.sharepoint.com/sites/SMT/SMT/SMT\\_Sec\\_Docs/Hampshire%20Fire%20and%20Rescue%20Authority/HFRA%20Meetings/2012/Documents/2012%2002%2009%20HFRA%20Sprinklers%20Strategy.doc?web=1](https://hantsfire.sharepoint.com/sites/SMT/SMT/SMT_Sec_Docs/Hampshire%20Fire%20and%20Rescue%20Authority/HFRA%20Meetings/2012/Documents/2012%2002%2009%20HFRA%20Sprinklers%20Strategy.doc?web=1)

Contact:

Area Manager Rob Cole, Head of Community Safety [rob.cole@hantsfire.gov.uk](mailto:rob.cole@hantsfire.gov.uk)  
07918887600

**The checklist at the beginning of this template MUST be completed before submission to the PA Team.**





**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

## **Appendix A**

Date **22 MARCH 2018**

### **POSITION STATEMENT FOR BUILDING REGULATIONS, PLANNING AND LEGISLATION**

Hampshire Fire and Rescue Authority play a key leadership role in promoting a better understanding amongst those involved in the construction process, of the benefits of early consultation with the Fire and Rescue Service, with respect to Fire Safety and Fire Engineered Solutions.

Accordingly, the Authority works to encourage local authorities, Building Control Bodies, building owners and developers to consult with Hampshire Fire and Rescue Service at an early stage, as this has been proven to improve the efficiency of the consultation process, which is to the benefit of all parties concerned: it reduces the likelihood of costly delays in the project; improves the public and firefighter safety; minimises environmental impact and can reduce the economic cost of fire.

Hampshire Fire and Rescue Authority proactively endorses the installation of sprinkler systems as detailed within the HFRA Position statement on sprinklers in 2012.

With respect to building regulations, planning and legislation, The Authority aspire to influence, at all Government levels, the proposal for the Fire and Rescue Service to be statutory consultees at the planning stage for:

- High Rise Housing, Schools, Hotels, High Rise Office Blocks, large development sites and National Health buildings including other buildings providing care with immediate effect
- Change in use/conversions of any building to residential accommodation, where the fire safety order will apply
- Major refurbishments of residential accommodation where the fire safety order will apply.

To influence a change in Fire and Rescue Service's involvement (and the inclusion of Fire Safety) as a statutory consultee will require an amendment of the National Planning Policy Framework.

HFRA strongly recommends that all Local Authorities consult with Hampshire Fire and Rescue Service on a voluntary basis whilst the Authority continue to influence, at Government level, the Fire and Rescue Service's proposal to be involved as statutory planning consultees.



Ministry of Housing,  
Communities &  
Local Government

To:

The Chief Executive  
Unitary, Metropolitan, District and  
London Borough Councils in England  
County and County Borough  
Councils in Wales  
The Town Clerk, City of London  
The Clerk, Council of the Isles of Scilly  
The Sub-Treasurer, Inner Temple  
The Under Treasurer, Middle Temple

The Head of Building Control  
Unitary Metropolitan, District and  
London Borough Councils in  
England  
County and County Borough  
Councils in Wales  
City of London  
Council of the Isles of Scilly

Approved Inspectors

cc: The Chief Executive:  
County Councils in England  
Combined Authorities  
National Park Authorities in England  
& Wales

The Chief Fire Officer: Fire and Rescue  
Authorities in England & Wales

15 February 2018

Dear Sir or Madam

**Dame Judith Hackitt's Interim Report of Building Regulations and Fire Safety,  
*Building A Safer Future***

Dame Judith Hackitt's Interim Report, *Building A Safer Future*, was published on 18 December 2017.

The Interim Report included several recommendations for Government and industry to act upon now to contribute to the provision of safer buildings. I am writing to draw your attention to the key recommendations that concern building control bodies and fire and rescue authorities.

**Scope of this Circular Letter**

The guidance in this Circular Letter applies to buildings and building work in England, and also to excepted energy buildings in Wales.<sup>1</sup>

<sup>1</sup> Excepted energy buildings are defined in the schedule to the Welsh Ministers (Transfer of Functions) (No.2) Order 2009 (S.I. 2009/3019)

## Documents

The full text of the Interim Report is available at:

<https://www.gov.uk/government/publications/independent-review-of-building-regulations-and-fire-safety-interim-report>

Procedural guidance for consultation procedures between Building Control Bodies and Fire and Rescue Authorities, *Building Regulations and Fire Safety Procedural Guidance*, can be found at: <https://www.labc.co.uk/guidance/resource-library/technical-guide-building-regulations-fire-safety-procedural-guidance>

## Interim Recommendations for Building Control System

The recommendations relevant to the building control system, as expressed by Dame Judith in her Interim Report, are as follows:

- Consultation by **building control bodies** and by **those commissioning or designing buildings** should take place early in the process and fire and rescue service advice should be fully taken into account. The aim should be to secure their input and support at the earliest stage possible so that fire safety can be fully designed in.
- There is a need for **building control bodies** to do more to assure that fire safety information for a building is provided by the person carrying out the building work to the responsible person for the building in occupation. Given the importance of such information for on-going maintenance and fire risk assessment, proof should be sought that it has been transferred.
- **Building developers** need to ensure there is a formal review and handover process ahead of occupation of any part of a new high-rise residential building. While there are legitimate reasons to allow occupation in a phased way, the practice of allowing occupancy of buildings without proper review and handover presents barriers to the implementation of any remedial measures identified as part of the completion process.

Whilst responsibility for compliance with the requirements of the Building Regulations rests with the person carrying out the work, in light of Dame Judith's recommendations the Department is keen to support building control bodies in carrying out their statutory functions to consult with fire and rescue authorities and ensure a handover of fire safety information. These are essential requirements for delivering safe buildings within the current regulatory framework.

## Legal Requirements

Those carrying out building work, building control bodies and fire and rescue authorities variously have statutory duties under:

- The Building Act 1984;
- The Building Regulations 2010;
- The Building (Approved Inspectors etc.) Regulations 2010; and
- The Regulatory Reform (Fire Safety) Order 2005 (the "Fire Safety Order").

For building control bodies these include duties to consult fire and rescue authorities. Whilst the requirements for consultation differ for local authorities and approved inspectors, the intent is the same and should have the same effect in practice.

#### *Consultation with the Fire and Rescue Authority*

Consultation with fire and rescue authorities is required<sup>2</sup> on plans for the erection or extension of, structural alteration to, or relevant change of use of, buildings that are covered by the Fire Safety Order. The primary purpose of this consultation is to reduce the risk that additional fire safety measures might be required and/or enforcement action taken by the fire and rescue authority after completion of the building work on occupation or following a change of use.

Consultation with the fire and rescue authorities should take place as early as possible. In particular, local authorities would need the views of the fire and rescue authority before approving a full plans application under section 16 of the Building Act and approved inspectors before giving a plans certificate under section 50 of that Act.

Where fire and rescue authorities are consulted by building control bodies about plans the *Procedural Guidance* is clear that fire and rescue authorities should reply to local authority building control in writing and within agreed timescales (usually 15 working days)<sup>3</sup>. Local authority building control departments have a statutory requirement to approve or reject plans within two months. Approved inspectors may not give a plans certificate or final certificate until 15 days have elapsed from the date on which they consulted the fire and rescue authority<sup>4</sup>.

Observations made by the fire and rescue authority that are relevant to compliance with Building Regulations should be given full consideration by the building control body. In line with the recommendation in the Interim Report, observations that are not directly relevant to compliance with the Building Regulations but may help the responsible person comply with the provisions of the Fire Safety Order should nevertheless be considered and passed on to the designer / client for them to consider so that fire safety can be fully designed in.

Please note that the requirement to consult with fire and rescue authorities applies also where building owners carry out recladding work on tall buildings, as described in the Circular Letter of 13 July 2017 on the Recladding of Tall Buildings, which can be found at: <https://www.gov.uk/government/publications/circular-letter-on-recladding-of-tall-buildings>.

#### *Fire Safety Information*

Regulation 38 of the Building Regulations 2010 requires persons carrying out building work where the Fire Safety Order applies to give fire safety information to the 'responsible person'<sup>5</sup> no later than the date of completion of the work or occupation of the building, whichever occurs first. Article 4 of the Fire Safety Order sets out the types of information

<sup>2</sup> For local authorities, article 45 of the Fire Safety Order 2005; for approved inspectors, regulation 12 of the Building (Approved Inspectors etc.) Regulations 2010

<sup>3</sup> *Building Regulations and Fire Safety Procedural Guidance*, paragraph 2.16

<sup>4</sup> Building (Approved Inspectors etc.) Regulations 2010, regulation 12(4)(b).

<sup>5</sup> Article 3 of the Regulatory Reform (Fire Safety) Order 2005.

to be included and further guidance on this is given in Appendix G of *Approved Document B, volume 2 – Buildings other than Dwellinghouses*

The fire safety information provided under Regulation 38 is intended to assist the responsible person to operate and maintain fire safety within occupied premises. The aim is to ensure that the information relating to the safety of the building is kept with the building, and can be shared with all who have duties (then or subsequently) for the ongoing safety and maintenance of the building. Those carrying out building work should bear in mind that the information should be given to all those who are known to have duties under the Fire Safety Order.

Building control bodies should not issue final or completion certificates for building work until they are sure that fire safety information (in respect of the design, construction, services, fitting and fittings etc) has been provided to the responsible person.

#### *Certification of compliance*

The Interim Report identifies the need for building developers to ensure that there is a formal review and handover process ahead of occupation of any part of a new high-rise residential building. Where a building is not occupied before completion of the building work, the normal process of giving a completion or final certificate will apply. These certificates indicate that the building control body is satisfied that the work complies with Part B of the Building Regulations and that the relevant fire safety information has been given to the responsible person.

When a building or part of a building is to be occupied before completion, building control bodies also have a role. Where the local authority is the building control body, the person carrying out the work must notify them of occupation five days before it occurs<sup>6</sup> and the local authority must give a completion certificate<sup>7</sup> indicating that it considers that Part B has been complied with and the relevant fire safety information has been given.

Where an approved inspector is the building control body and the building or part of it has been occupied before completion, the initial notice will lapse within four/eight weeks<sup>8</sup> if a final certificate or part final certificate in respect of the fire safety provisions has not been given.<sup>9</sup> Approved inspectors should therefore remind their clients to give early notice where it is intended that a building or part of a building is to be occupied before completion to ensure that relevant fire safety information has been given to the responsible person.

#### **Interim recommendations for Government**

The Government is also implementing the recommendations in Dame Judith's Interim Report that fall to it directly to deliver. Over coming months we intend to consult on making two sets of changes to Approved Document B. The first will be to revise the wording on assessments in lieu of testing, also known as desktop studies. We have

<sup>6</sup> Building Regulations 2010, Regulation 16(5).

<sup>7</sup> Regulation 17A of the Building Regulations 2010

<sup>8</sup> Regulation 17 of the Building (Approved Inspectors etc.) Regulations 2010

<sup>9</sup> Section 50 of the Building Act 1984 and Regulation 17(6) of the Building (Approved Inspectors etc.) Regulations 2010

started work with industry experts to draft the guidance and intend to publish a consultation in the spring

The second change will be to clarify the whole document so that it is easier to use. We have carried out a user study on how some of our Approved Documents – including Approved Document B - are used. We are working closely with industry experts and the Building Regulations Advisory Committee (BRAC) to use the insights from the research to produce a document that is more user-friendly. We intend to publish a clarified draft of Approved Document B for consultation.

We are also exploring, in line with Dame Judith's recommendation, our wider approach to guidance contained in Approved Documents and will be seeking views on how the guidance is used and how it can be improved in the future.

#### **Enquiries**

Enquiries about this letter should be addressed to [enquiries.br@communities.gsi.gov.uk](mailto:enquiries.br@communities.gsi.gov.uk).

Yours faithfully



**Offer Stern-Weiner**

Deputy Director  
Building Regulations and Energy Performance Division  
Ministry of Housing, Communities and Local Government



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

Purpose: Approved

Date **22<sup>ND</sup> MARCH 2018**

Title **HFRS PAY POLICY STATEMENT**

Report of Director of Human Resources

## EXECUTIVE SUMMARY

1. Relevant authorities are required by section 31(1) of the Localism Act 2011 (openness and accountability in local pay) to prepare a Pay Policy Statement. Hampshire Fire and Rescue Service (HFRS) falls within the definition of a relevant authority and as such is required to prepare and publish a Pay Policy Statement.
2. Under the terms of the Localism Act, the Pay Policy Statement must be considered at a full meeting of Hampshire Fire and Rescue Authority (HFRA) and cannot be delegated to any sub-committee.
3. The Pay Policy Statement attached at Appendix A is correct at the time of writing for the 2018/19 financial year. It will need to be updated throughout the financial year if there is a pay review/award as this will change the details of the financial content and the corresponding assessment of multiples.

## BACKGROUND

4. Increased transparency about how taxpayers money is used, including in the pay and reward of public sector staff, is now a legislated requirement.
5. A Pay Policy Statement for a financial year must set out the authority's policies for the financial year relating to:
  - the remuneration of its chief officers
  - remuneration of chief officers on recruitment
  - the remuneration of its lowest-paid employees, and the relationship between the remuneration of its chief officers, and the remuneration of its employees who are not chief officers
  - increases and additions to remuneration for each chief officer
  - the use of performance-related pay for chief officers
  - the use of bonuses for chief officers
  - the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and the publication of and access to information relating to remuneration of chief officers

- the definition of “lowest paid employees” adopted by the authority for the purposes of the statement, and the authority’s reasons for adopting that definition.
6. For information the definition of ‘Chief Officers’ as set out in the Localism Act, is not limited to Heads of Paid Service or statutory Chief Officers. It also includes those who report directly to them, such as the Deputy Chief Fire Officer and Director of Professional Services.
  7. The Act sets out the minimum information authorities are required to include in the Pay Policy Statements. Authorities can consider extending this pending their own structure. Therefore Hampshire Fire and Rescue Services (HFRS) has extended its Pay Policy Statement to include all those roles at Director level.
  8. Approved Pay Policy Statements must be published on Hampshire Fire and Rescue Service’s website as soon as is reasonably practicable after they are approved or amended.

#### SUPPORTING OUR SERVICE PLAN AND PRIORITIES

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

#### CONSULTATION

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



## RESOURCE IMPLICATIONS

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

## LEGAL IMPLICATIONS

12. Under section 31(1) of the Localism Act 2011 (openness and accountability in local pay), Hampshire Fire and Rescue Service is required to prepare and publish a Pay Policy Statement.

## PEOPLE IMPACT ASSESSMENT

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

## CONCLUSION

14. In accordance with section 31(1) of the Localism Act 2011 (openness and accountability in local pay), HFRS submits the Pay Policy Statement at Appendix A for consideration and approval by HFRA.

## RECOMMENDATION

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

APPENDICES ATTACHED

16. Pay Policy Statement 18/19

Contact:

Molly Rowland, HR Business Partner, 07701 020288  
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## **APPENDIX A**

### **Hampshire Fire and Rescue Service**

#### **Pay Policy Statement 2017/18**

##### **1. Introduction**

- 1.1 The purpose of this Pay Policy Statement is to set out Hampshire Fire and Rescue Service's pay policies relating to its workforce for the financial year 2017/18, including the remuneration of its Chief Officers and lowest paid employees.
- 1.2 Under the terms of the Localism Act 2011, the Pay Policy Statement must be considered at a full meeting of the Hampshire Fire and Rescue Authority (HFRA) and cannot be delegated to any sub-committee.

##### **2. Pay Framework**

- 2.1 Pay for all employees of HFRS is determined by the Local Government Employers with the Employers' Sides of the National Joint Council for Local Authority Fire and Rescue Services, the Middle Managers' Negotiating Body, and the NJC for Brigade Managers of Local Authority Fire and Rescue Services, the Hampshire Fire & Rescue Authority locally and representative bodies nationally. Terms and conditions of employment for HFRS employees are set nationally with any variations negotiated and agreed locally.
- 2.2 The HFRS pay framework for non-operational support staff was implemented in March 2002 in line with National guidance, with the grade for each role being determined by a consistent job evaluation process. Pay awards for non-uniformed support employees are determined by the outcome of Local Government Employers' negotiations with the Trade Unions and are applied from April each year.
- 2.3 The HFRS pay framework for operational uniformed staff was implemented in December 2003 following a rank-to-role exercise in line with National guidance, with the grade for each role being determined by a consistent job evaluation process. Pay awards for uniformed operational employees are determined by the outcome of Local Government Employers' negotiations with the Trade Unions and are applied from July each year.

##### **3. Chief Officer Remuneration**

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

3.2 The definition of Chief Officers (as set out in section 43(2)) is not limited to Heads of Paid Service or statutory Chief Officers. It also includes those who report directly to them, such as the Deputy Chief Fire Officer and Director of Professional Services. Senior employees at Director level and above receive remuneration based on direct percentage proportions of the Chief Officer's pay and hence any agreed Chief Officer pay award (as described above) will be reflected in the remuneration of these employees. Therefore, all roles at Director level in HFRS are covered by the Pay Policy Statement and details of their pay is also outlined in Appendix 1.

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

#### **4. Remuneration of the lowest paid employee**

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

4.2 The lowest paid employees receive payment at Grade A of the HFRS pay framework. The salary at this grade is £15,115pa equivalent to £7.83 per hour. This is above the the National Living Wage (NLW) of £7.50 per hour which was introduced from 1 April 2016 for workers aged 25 and over.

4.3 The median average salary of an HFRS non-operational fte post is £27,340.79. This includes all non-operational support posts (37 hours per week) but excludes incident command unit employees whose earnings vary considerably based on levels of operational activity and the volume of incidents to which they respond.

4.4 The median average salary of an HFRS operational fte post is £34,214.56. This includes all operational posts and Control (42 hours per week) but excludes retained firefighters whose earning vary considerably based on levels of operational activity and the volume of incidents to which they respond. The employer pension contribution for grey book salary is based on membership of the 2015 Firefighters Pension Scheme with employer contributions of 14.3%.

#### **5. Relationship between remuneration of Chief Officers and lowest paid employees**

5.1 The combined salaries for Director level roles represents 1.8% of the total pay bill. The combined salaries of the lowest paid employees represents 2.75% of the HFRS total pay bill.

5.2 The remuneration of the Chief Officer represents a multiple of 7.65 of the salary at Grade A which is the lowest paid employees' salary. The relationship to the average non operational staff salary is a multiple of 5.9 and to the average operational staff salary it is a multiple of 4.7. HFRS relies on the transparency and equality of

application in the operational and non-operational job evaluation processes to achieve equitable pay rates for all roles. As such, there is no specific policy to set or achieve a particular pay multiple in relation to Chief Officer remuneration completed to the pay levels of other staff.

**6. Policies relating to remuneration (including pensions)**

- 6.1 Pension scheme employer contributions are detailed on Appendix 1 as part of Director level salary costs. There are no special arrangements for Chief Officers in relation to pensions. All staff have the option to join the pension scheme relevant to their role and benefits under each scheme are based on contributions, final salary and length of time in the scheme.
- 6.2 Operational employees joining HFRS are eligible to join the New Firefighters Pension Scheme (NFPS). Existing operational employees, including Chief Officers may be members of the previously available Firefighters Pensions Scheme (FPS) or the NFPS. Non-operational employees are eligible to join the Local Government Pension Scheme (LGPS) as are some more senior operational employees who have taken re-employment after retiring from the FPS.
- 6.3 HFRS does not award any employees or Chief Officers with additional payments based on their performance or pay any bonuses. Similarly, no special arrangements are routinely made to employees or Chief Officers on leaving HFRS. The management of redundancy in HFRS is detailed in Service Order 1/33 - Redundancy Procedure.
- 6.4 HFRS does not permit the automatic re-engagement of staff after retirement.

## **APPENDIX B**

### **Hampshire Fire and Rescue Service - Pay Policy Statement 2017/18**

#### **Salary details of Director level roles in Hampshire Fire and Rescue Service**

<b>Role</b>	<b>Salary at 1.3.18</b>	<b>Pension contribution*</b>	<b>Total Remuneration including pension contributions</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Chief Officer</b>	<b>£142,000.08</b>	<b>£20,306.01</b>	<b>£162,306.09</b>
<b>Director of Service Delivery (Deputy Chief Officer)</b>	<b>£124,186.92</b>	<b>£26,948.56</b>	<b>£151,135.48</b>
<b>Head of Response (Assistant Chief Officer)</b>	<b>£116,425.20</b>	<b>£8,187.04**</b>	<b>£124,612.24</b>
<b>Head of Community Safety &amp; Resilience (Assistant Chief Officer)</b>	<b>£116,425.20</b>	<b>£16,648.00</b>	<b>£133,073.20</b>
<b>Director of Professional Services</b>	<b>£108,663.60</b>	<b>£14,234.93</b>	<b>£122,898.53</b>
<b>Assistant Director of Strategic Projects</b>	<b>£97,021.08</b>	<b>£12,709.76</b>	<b>£109,730.84</b>

\*Figures based on actual employers pension cost for each based on the officers actual membership of a particular scheme – including 1992 Fire Scheme employers cost of 21.7%/Fire CARE scheme employers cost of 14.3%/LGPS employer cost of 13.1%.

\*\*FPS rules for employees in acting up positions only allow for pension contributions on their substantive salary.



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

Purpose: Noted

Date **22 MARCH 2018**

Title **ANNUAL WORKFORCE REPORT**

Report of Director of Human Resources

## EXECUTIVE SUMMARY

1. This report provides a high level overview of key workforce data and trends as at January 2018 in relation to establishment management and absence data. It replaces two separate reports that were previously produced for HR Committee. The findings contained within the report will inform the development of Hampshire Fire and Rescue Service's People Strategy and any further areas of policy that may need to be progressed.
2. The headline information presented in this report in respect of establishment is that:
  - Wholetime Duty System (WDS) actual establishment is 13.5 FTE over authorised establishment and is being closely managed by the Resource Management Group (RMG) in order to achieve the savings identified by Service Delivery Redesign.
  - Almost 19% of all wholetime operational employees are in temporary promotions which continue to create demand for fixed term contracts. RMG is seeking to create stability by scrutinising and reducing the number of temporary posts and undertaking a series of appointments and promotions throughout the year.
  - Retained Duty System (RDS) actual establishment is 30 FTE below the authorised establishment level and therefore continued recruitment is critical to maintain operational availability, but must be prioritised based on retained stations RAG statuses.
3. The headline information presented in this report in respect of sickness absence data is that:
  - Overall absence levels have reduced by approximately 20% as a result of a reduction in sickness absence amongst WDS and RDS employees.
  - There appears to be a trend for employees to not provide a reason for their absence to their line manager (or a failure to record it). This limits

the Service's ability to manage the absence appropriately and support the employees return to work as soon as is possible. Therefore, understanding this trend is a priority for the Service.

- Muscular-skeletal and mental health problems account for almost 50% of all working days/shifts lost due to sickness. Therefore, focusing on interventions that prevent and/or reduce the length of these absences, may have a significant impact on overall absence levels.

## BACKGROUND

4. Hampshire Fire and Rescue Service (HFRS) recognises that effective workforce planning and establishment management is critical to delivering an efficient service to the public and to meeting its savings under Service Delivery Redesign (SDR). The intention of this report is to provide Hampshire Fire & Rescue Authority (HFRA) with a summary of our current context, an overview of our systems for management and oversight, and an indication of our plans moving forward.
5. This report builds on separate establishment and sickness reports that were previously produced for HR Committee, but is the first time that this data has been shared with HFRA. Where possible reference will be made to data in previous reports to show trends and/or comparison at a national level (particularly in relation to absence information).

## ESTABLISHMENT MANAGEMENT

6. This section of the report updates HFRA on the authorised establishment and actual establishment at January 2018 for all employee groups within the Service. The authorised establishment is defined as the level of establishment approved by HFRA, and in respect of WDS employees is the numbers approved as part of SDR. The actual establishment is the number of full time equivalent employees of HFRS.
7. The establishment of the WDS refers to all wholetime operational employees from Chief Fire Officer to Firefighter. The RDS establishment refers to all retained operational employees from Watch Manager to Firefighter. Green Book establishment includes all support staff who are non-operational. Establishment is calculated by full-time equivalent (FTE) rather than headcount of employees.
8. Scrutiny and management of the establishment is undertaken by the Resource Management Group (RMG). The core purpose of RMG is to ensure organisational resilience across HFRS by anticipating, preparing for and effectively managing its people resources at a strategic level. The terms of reference for RMG can be found at Appendix A.



## WHOLETIME ESTABLISHMENT

9. The table below shows the authorised and actual establishment of WDS employees at all levels.

Role	Authorised Establishment	Actual Establishment	Variation	Temp promotions and FTC
CFO	1	1	0	
DCFO	1	1	0	
ACO	2	0	-2	
AM	4	3	-1	3
GM	14	14.5	0.5	8
SM	35	34	-1	27
WM	93	87	-6	39
CM	93	91	-2	41
FF	380	405	25	41
<b>Total</b>	<b>623</b>	<b>636.5</b>	<b>13.5</b>	<b>159</b>

10. The actual number of WDS employees is 13.5 FTE above authorised establishment and most of this is at firefighter level. This is due to the Service's decision to base the Service's last intake of wholetime firefighters on our expected vacancies up until March 2019 as we wanted to be able to maintain the establishment until that time without the need for a further costly and workload intensive wholetime recruitment campaign.
11. The Service's turnover for the last three years has been on average 2.5%. This covers the period during Professional Services Redesign where the leaver rate amongst Green Book staff is likely to have been higher than usual, but even if turnover reduces to 2% for 2018 this would be a reduction of 12.5 WDS employees. This would enable us to achieve the headcount reduction and financial savings required by SDR by March 2019.
12. The next priority for RMG is to undertake forecasting beyond March 2019 and then to understand both our financial and workforce challenges in order to determine the focus of our next WDS firefighter recruitment strategy. At this time it looks likely that the next WDS firefighter intake would be in the first half of 2019.

## TEMPORARY PROMOTIONS

13. Currently, approximately 19% of the WDS workforce are in temporary promotions. Although the Service is committed to reducing the number of temporary promotions (where appropriate) in order to provide certainty and stability for our employees, large transformational projects such as SDR continue to rely on temporary project roles. The use and creation of further temporary roles is scrutinised through RMG and it is anticipated that as projects draw to a close/become business as usual the numbers of employees in temporary promotions will be reduced over the next 12 months.

14. In addition, at the time of writing the report the Service is advertising for two Assistant Chief Officers with the intention of making permanent appointments by the end of March 2018. This will then lead to a series of substantive promotional appointments at Area, Group and Station Manager which will continue through the year. These appointments are vital to creating workforce stability and reducing the numbers in temporary posts.
15. However, the Service has always made use of temporary promotions to deliver key pieces of work and provide development opportunities for employees. Therefore, whilst RMG considers that the percentage of employees in temporary promotions should reduce, it is not expected that the Service's use of these will cease entirely.
16. Employees who remain in temporary promotions will continue to be supported and offered opportunities for development so that they are likely to be successful in securing substantive promotional opportunities in the future.

#### FIXED TERM CONTRACTS

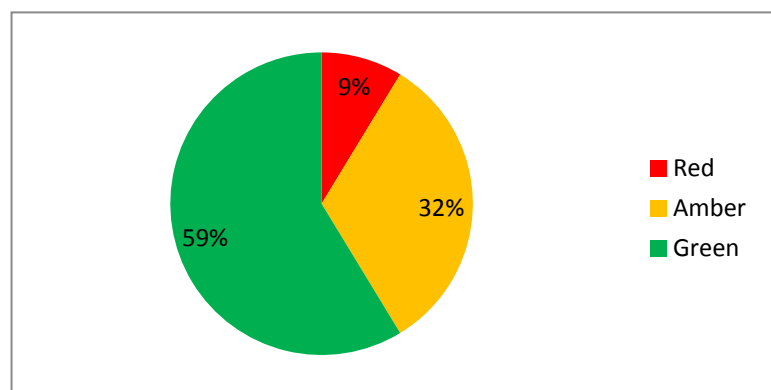
17. There are currently 41 retained firefighters undertaking wholtime firefighter roles on a fixed term contract basis. This number has significantly reduced over the last 12 months as SDR has commenced numerous crewing trials which are based on fire station's new establishment figures. However, fixed term contracts do provide the Service with a flexible workforce which is essential for covering gaps on fire stations created as a result of temporary promotions, secondments and maternity leave etc.
18. The use of fixed term contracts is closely managed by the Workforce Planning Manager who advises managers when they can use a fixed term contact to cover a gap at a fire station. The Workforce Planning Station Manager also ensures that individual contracts do not exceed 18 months

#### RETAINED ESTABLISHMENT

19. The actual establishment of retained firefighters is 477 FTE which is 30 FTE below the authorised establishment of 507 FTE which was agreed as part of SDR.
20. This suggests that recruitment activity is required to raise the actual establishment to the authorised establishment. However, in order to fully understand the retained establishment, it is necessary to look into the detail of each retained fire station and identify their RAG (Red, Amber, Green) status before recommending whether any recruitment activity is needed.
21. The authorised and actual establishment of each retained fire station can be found in Appendix 2, but the pie chart below shows the breakdown of stations by their RAG status.

- Red status – the actual establishment is over by more than 3 FTE and natural turnover may not be sufficient to reduce to the authorised establishment. A recruitment freeze is in place.
- Amber status – the actual establishment is over by no more than 3 FTE and authorised establishment is achievable through effective workforce planning. A recruitment freeze is in place.
- Green status – the actual establishment is at or under the authorised establishment which could impact on operational availability and therefore recruitment activity should continue.

Figure 1 - RAG Status



22. Overall, there is a clear need to continue recruitment activity at the majority of our retained fire stations, but understanding the RAG status assists local RDS Watch Managers and RDS Support Officers to manage their establishment appropriately, with support from the workforce planning and recruitment teams.

#### CONTROL ESTABLISHMENT

23. The authorised establishment in Control is 31 FTE, but the actual establishment is 36 FTE. This is as a result of Control being at full establishment and also requiring additional roles for project work within HFRS and secondments to other organisations.

#### GREEN BOOK ESTABLISHMENT

24. The actual establishment of Green Book employees is 13.50 FTE under the authorised establishment of 258 FTE. A number of these vacancies fall within the Academy where employees and managers are currently in consultation regarding a restructure. In addition, some vacancies are being filled by agency staff after managers have failed to recruit to posts.

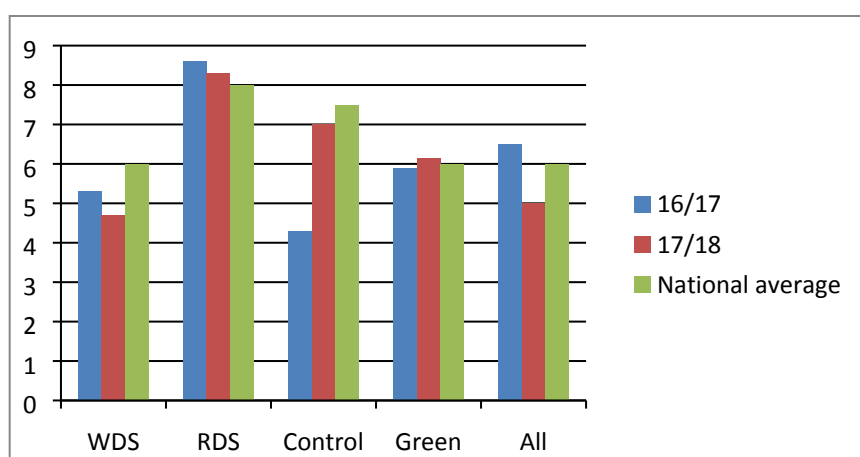
#### SICKNESS ABSENCE ANALYSIS

25. This reports provides an overview of HFRS' sickness absence profile between April – December 2017 (inclusive). Where possible, comparisons are drawn with the same period in 2016 and/or national data found in the National Fire & Rescue Service Occupational Health Performance Report (April – December 2017). Any emerging trends or patterns, or key concerns or issues identified within the report will be used to inform future activity to improve absence management and inform the Service's approach to wellbeing.

### OVERALL ABSENCE LEVELS

26. Analysis of the data shows that overall absence levels have fallen by approximately 20% and remain in line with or beneath the national average across all fire and rescue services. This positive trend is attributable to reductions in absence amongst wholetime and retained employees who make up the majority of the workforce.

Figure 2 - Overall absence levels (days)

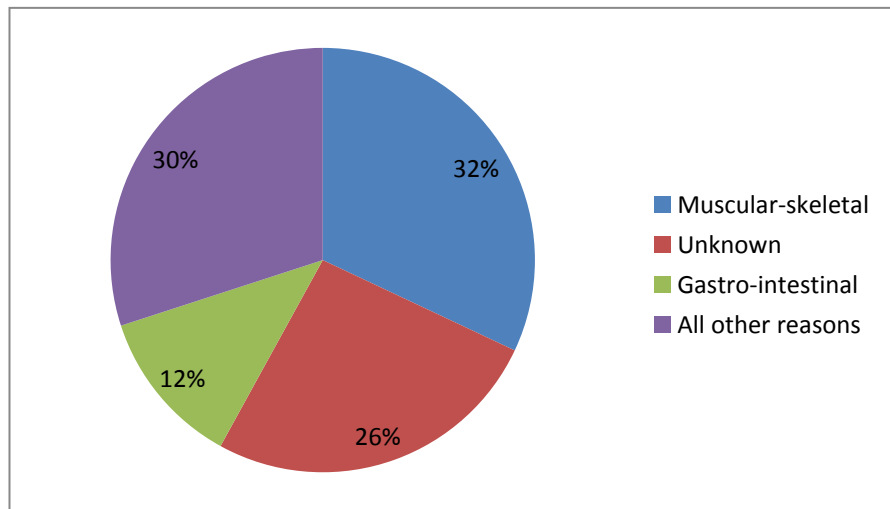


27. The reduction in absence levels amongst WDS employees may be linked to the introduction of crewing arrangements which provide firefighters greater flexibility to swap shifts and work at times that best suit them. Many of these crewing arrangement (which were proposed by the firefighters) are in trial status. This means they are subject to a variety of performance measures and targets which will be fully evaluated before the crewing arrangement can become business as usual. One of the measures relates to improved availability through reduced sickness levels and therefore the greater scrutiny may also have contributed to the reduction in absence levels.
28. Although absence appears to have increased significantly within Control, it is important to note that this is a very small team where the long term absence of one employee can have a significant impact on their overall absence data.

### REASONS FOR ABSENCE BY OCCURENCE

29. The three most frequently recorded reasons for absence are muscular-skeletal problems, followed by unknown/unspecified and then gastro-intestinal problems. These three causes of absence were given by employees on 70% of occasions of absence, and this finding does not differ by employment group. The same three reasons were also the most frequently cited in 2016.

Figure 3 - Reasons for absence by occurrence

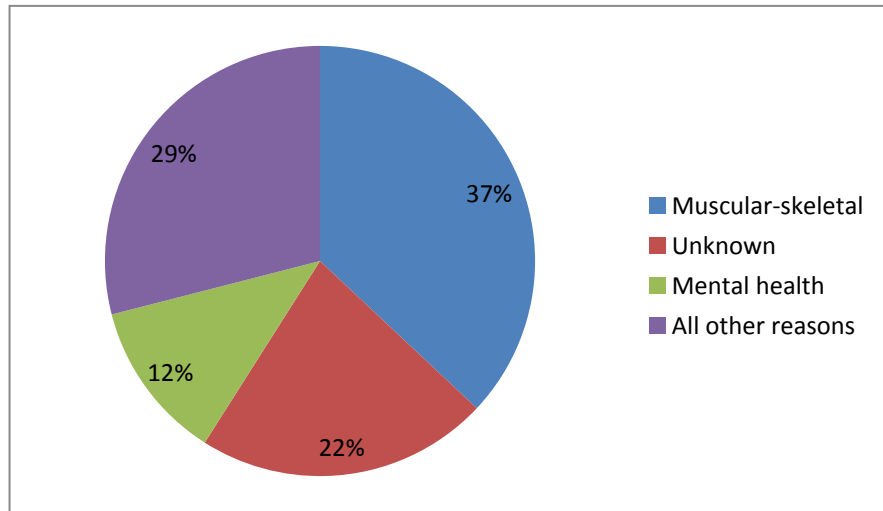


30. For 26% of all absences reported by employees, it would appear that neither the manager or Occupational Health are informed of the reason for their absence. This is a concern for the Service because it means line managers, Occupational Health and HR may not have sufficient information to properly support employees during their period of absence and to facilitate their return to work as promptly as possible. This is not a national trend, as only 5% of absences across all fire and rescue services are recorded as reason unknown. Therefore, it would be to the benefit of the both the Service and our employees to explore this trend, understand why this information is not being provided and/or recorded, and if necessary seek to encourage a change in behaviour.

#### REASONS FOR ABSENCE BY LOSS OF SHIFTS/DAYS

31. The reasons for absence which result in the greatest loss of shifts/days are muscular-skeletal problems and unknown/unspecified, which combined account for 59% of lost shifts/days in HFRS. However, the third highest cause of lost shifts/days across the Service is mental health concerns such as stress, anxiety and depression. For green book employees, mental health problems cause the biggest loss of working days accounting for over 22% of all absences. These findings, which tally with the national data (particularly in relation to mental health problems), will inform and help prioritise the Service's future plans in respect of employee wellbeing.

Figure 4 - Reasons for absence by loss of shifts

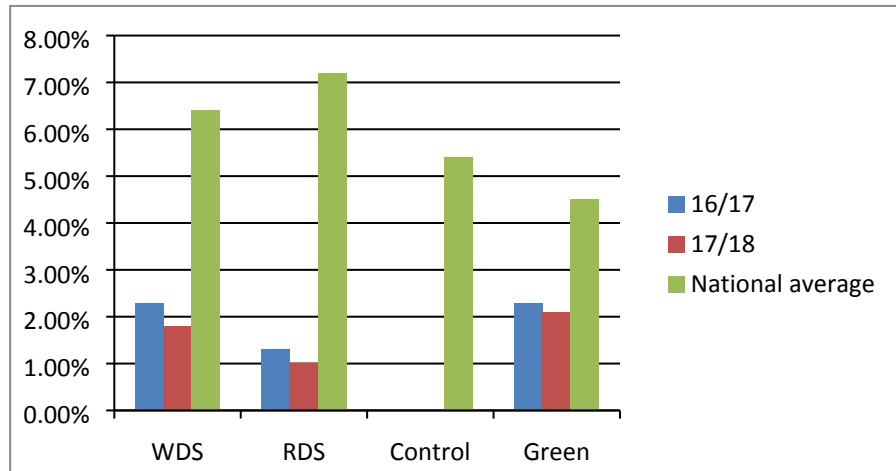


32. In order to make a significant reduction in absence rates and lost days/shifts, the Service needs to prioritise interventions which focus on preventing muscular-skeletal and mental health problems from occurring and when they do, enabling the employee to return to work as quickly as possible. There are already a number of initiatives in place to support employees, including access to fast track physio, the employee assistance line, rehabilitation and recuperation through the Firefighter’s Charity, and the introduction of Mental Health First Aiders.

ABSENCES RELATED TO WORK

33. The data gathered on absences which relate to work covers all injuries and accidents that occur during work time or are recorded as directly attributable to an incident at work. It also encompasses absence which is reported as work related stress. Within HFRS, absences related to work account for a very small percentage of total sickness and has decreased over the last 12 months. The table below shows the percentage of absence which is related to work broken down by employee group.

Figure 5 – Absences related to work



## SUPPORTING OUR SERVICE PLAN AND PRIORITIES

34. Establishment management is an important aspect of the People Strategy and workforce planning. It informs our longer term planning for recruitment, promotional activity and career development opportunities. Management of the establishment is overseen by RMG which acts in accordance with corporate aims and objectives and is focussed on ensuring the Service achieves the necessary reduction in establishment as outlined in SDR.

## CONSULTATION

35. This report has been compiled in conjunction with RMG and based on data provided by Knowledge Management.

## RESOURCE IMPLICATIONS

36. All posts above the authorised establishment have identified funding streams from either existing pay budgets or external funding sources. Many of the posts are associated with SDR and are being funded through the agreed implementation budget. There are no temporary posts that have not been through the approved variation to establishment process which requires authorisation from the budget holder, finance and HR.
37. There are no specific additional resource implications identified.

## LEGAL IMPLICATIONS

38. There are no specific legal implications contained within the report.

## PEOPLE IMPACT ASSESSMENT

39. The data presented for review is considered compatible with the provisions of equality and human rights legislation.
40. Every care has been taken to ensure no individual employees can be identified from the data presented in the report or any of its appendices, particularly in relation to the absence data.

## RISK ANALYSIS

41. A number of individuals have been temporarily promoted for several years and deemed to be performing competently in their promotional role. Appointments based on turnover forecasts may not provide sufficient opportunities for all of them to be permanently promoted. This will require careful management to ensure they continue to feel valued and supported and are able to develop for the future. To assist in this, the Service will make use of Workforce Development interventions, provide coaching and ensure quality feedback is given to employees.
42. The reduction in absence is positive, however, the data has flagged possible issues in relation to employees not providing managers with reason for their absence. In addition, muscular-skeletal and mental health problems continue to be the cause of most of the absence so the Service needs to focus on prevention/better management of this type of absence to achieve the biggest reduction in absence.

## CONCLUSION

43. This analysis enables HFRA to have an informed overview of all aspects of establishment management and absence data. The HR team along with OH colleagues and managers are all committed to reducing both the establishment and sickness levels in a measured way to achieve the SDR savings.

## RECOMMENDATION

44. That the contents of this report be noted by Hampshire Fire and Rescue Authority.



APPENDICES ATTACHED

45. Appendix A - Resource Management Group Terms of Reference  
Appendix B – RAG status of retained fire stations

Contact:

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## Appendix A



# Resources Management Group (RMG) Terms of Reference

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## 1 Purpose

- 1.1 The core purpose of RMG is to ensure organisational resilience across HFRS by anticipating, preparing for and effectively managing its people resources at a strategic level. It reports to HFRS People Committee.
- 1.2 RMG is a decision making body responsible for:
- Development and delivery of workforce planning and strategic resourcing plans that meet the recruitment and retention needs of the Service;
  - The management of the establishment of all employees;
  - Monitoring and oversight of the implementation of any approved plans to alter the establishment, e.g. Service Delivery/Professional Services Redesign;
  - Approving plans to undertake appointments, transfers and promotions for Grey Book operational staff (Firefighter to Group Manager);
  - Monitor use of all approved allowances and approve new allowance payments;
  - Ensuring the Service is fair and transparent in its management of the establishment and application of processes.
- 1.3 RMG will provide an annual workforce report to the Fire Authority and provides updates on decisions and resourcing plans to HFRS People Committee.

## 2 Aims and Decision Making Powers of RMG

### 2.1 Establishment management

- Undertake effective establishment monitoring based on agreed data reports and develop resourcing strategies to maintain the establishment.
- Manage and oversee implementation of planned establishment changes, ensuring appropriate procedures are adhered to.
- Monitor and advise on the use and impact of temporary promotions, fixed term contracts, secondments, career breaks and agency staff to ensure an appropriate balance between stability and agility
- To help the efficient and effective delivery of services by the appropriate provision of staff resources;
- Identify risks to organisational resilience and recommend actions to mitigate these risks

### 2.2 Appointments and Promotions

- Identify requirement and approve plans resulting in the appointment, transfer and/or promotion of Grey Book employees (Strategic Manager Appointments remain the responsibility of Directors).
- Monitor and provide guidance as necessary for Green Book and Control staff appointments and succession planning arrangements.
- Ensure that progression and promotion opportunities for Green Book staff are maximised.
- Provide high level quality assurance of appointment and promotional processes to ensure consistency, fairness and transparency.

### 2.3 Recruitment and retention

- Develop and implement resourcing plans to addresses the strategic recruitment and retention needs of the service.
- Identify numbers for WDS Firefighter recruitment based upon workforce establishment and turnover forecasts, initiate recruitment activity and maintain high level planning and oversight of recruitment campaigns.
- Monitor and review the process for selecting firefighters; adapting and adjusting this where necessary to meet changing organisational needs.
- Monitor and review the RDS recruitment process to ensure efficiency
- Identifying actions to support Risk Critical RDS Stations, primarily from a response perspective
- Identify good practice, particularly in relation to positive action, and promote use of this to support recruitment and retention within the service.
- Quality assure all aspects of recruitment and retention to ensure processes and decisions are fair, open and transparent and critically that they are meeting the needs of the Service in an effective and timely manner.

### 2.4 Other resource management activities

- Governance of and approval for development of new allowance types
- Oversight of use of approved payment types in addition to wages, and provision of guidance where necessary.
- Including consideration of national and regional developments/initiative and create plans for optimising their application within HFRS
- Develop and implement an apprenticeship programme.

## 3 Procedures

- 3.1 RMG will meet on a monthly basis, but will operate flexibly using both meetings and virtual discussion to conduct business.

## 4 Members

4.1 The membership of RMG will comprise the following post holders:

- HFRS HR Business Partners (Chair)
- Station Manager Workforce Planning
- Area Managers (Planning and Do)
- Senior Recruitment Adviser
- Group Manager Academy
- Representatives from Group Commanders, Station Commanders and Knowledge Management
- HFRS Finance Business Partner
- HFRS Inclusion Team Manager

4.2 There will be flexibility for others to attend as necessary according to the agenda for each meeting.

## **5 Observers**

5.1 Representative body and union representatives – open invitation

## **6 Publication of minutes**

6.1 Key notes of decisions, and their rationale and impact will be maintained.

Stn Name	RAG	Future Authorised Establishment (FTE)	Actual Establishment (FTE)	Variance
Alresford 36	Green	11	9.00	-2.00
Alton 05	Yellow	14	14.75	0.75
Andover 31	Green	14	10.50	-3.50
Basingstoke 01	Yellow	10	11.00	+1.00
Beaulieu 49	Red	8	11.75	+3.75
Bishops Waltham 40	Yellow	10	12.00	+2.00
Bordon 03	Green	14	10.75	-3.25
Botley 38	Yellow	9	10.00	+1.00
Brockenhurst 50	Green	9	9.00	-
Burley 52	Green	10	6.75	-3.25
Droxford 41	Green	8	6.50	-1.50
Eastleigh 32	Red	13	19.25	+6.25
Emsworth 26	Yellow	9	10.00	+1.00
Fareham 17	Green	13	11.75	-1.25
Fleet 04	Green	13	8.00	+5.00
Fordingbridge 47	Red	10	14.25	+4.25
Gosport 18	Yellow	10	12.25	+2.25
Grayshott 07	Green	8	8.00	-
Hamble 55	Yellow	9	10.25	+1.25
Hardley 58	Green	10	9.25	-0.75
Hartley Wintney 08	Yellow	11	11.50	+0.55
Havant 16	Yellow	10	10.25	+0.25
Hayling Island 21	Green	14	12.00	-2.00
Horndean 25	Green	11	9.00	-2.00
Hythe 44	Green	11	8.25	-1.75
Kingsclere 09	Green	8	3.50	-4.50
Liphook 13	Green	9	7.75	-1.25
Lymington 43	Yellow	15	16.25	+1.25
Lyndhurst 48	Green	13	4.75	-8.25
New Milton 51	Green	15	14.75	-0.25
Odiham 10	Green	10	9.00	-1.00
Overton 11	Green	10	9.00	-1.00
Petersfield 29	Green	15	12.75	-2.25
Portchester 28	Yellow	9	11.25	+2.25
Ringwood 45	Yellow	13	16.25	+3.25
Romsey 33	Green	15	15.00	-
Rushmoor 02	Green	13	13.00	-
Stockbridge 34	Green	9	5.50	-3.50
Sutton Scotney 35	Green	8	7.25	-0.75
Tadley 12	Yellow	10	11.25	+1.25

Totton 46		11	8.75	-2.25
Waterlooville 19		14	14.00	-
Whitchurch 06		10	3.00	-7.00
Wickham 22		11	7.50	-2.50
Winchester 30		10	11.00	+1.00
Yateley 14		10	9.50	-0.50
Total		507	477	-30.00