

NOTICE OF MEETING

<i>Meeting</i>	Hampshire Fire and Rescue Authority	<i>Clerk to the Hampshire Fire and Rescue Authority</i> John Coughlan CBE
<i>Date and Time</i>	Wednesday, 5th December, 2018 10.30 am	<i>The Castle, Winchester Hampshire SO23 8UJ</i>
<i>Place</i>	Wellington Room - HCC	
<i>Enquiries to</i>	<u>members.services@hants.gov.uk</u>	

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

Agenda

1 **APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

2 **DECLARATIONS OF INTEREST**

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

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

To confirm the minutes of the previous meeting

4 **DEPUTATIONS**

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

5 **CHAIRMAN'S ANNOUNCEMENTS**

To receive any announcements the Chairman may wish to make.

6 **MEMBER DEVELOPMENTS AND COMMENTS**

To receive any updates from Members of the Authority

7 **ANNUAL STATEMENT OF ASSURANCE** (Pages 11 - 32)

To consider a report from the Chief Officer regarding the Statement of Assurance, which demonstrates to local communities and partner organisations how Hampshire Fire and Rescue Service fulfils its statutory obligations and activities to make Hampshire a safer place to live, work and travel.

8 **PERFORMANCE REPORT** (Pages 33 - 62)

To consider a report from the Chief Fire Officer regarding the Performance Report, which focuses on the Service mission 'to make life safer', the response standard to critical incidents, financial performance and staff wellbeing.

9 **MOBILE DATA TERMINAL (MDT) REPLACEMENT** (Pages 63 - 70)

To consider a report from the Chief Fire Officer, which seeks formal approval to fund the supply, fitment and training required to replace MDTs in Hampshire Fire and Rescue Service (HFRS) pumping appliances and supply Bridge Devices in special appliances.

10 **FIRE CADETS (FUNDING)** (Pages 71 - 76)

To consider a report from the Chief Fire Officer, which seeks approval to develop the Cadets offering in Hampshire.

11 **2019/20 BUDGET UPDATE** (Pages 77 - 96)

To consider a report from the Chief Finance Officer, which updates Members of the current financial position for the 2018/19 Revenue Budget and provides an update on the 2019/20 budget setting process.

12 **SERVICE DELIVERY REDESIGN (UPDATE)** (Pages 97 - 104)

To receive a report from the Chief Fire Officer, which provides an update on the savings achieved and progress on the programme closedown.

13 **RETAINED DUTY SYSTEM (ON CALL) UPDATE** (Pages 105 - 114)

To receive a report from the Chief Fire Officer, which provides an overview of the improvement objectives and an update on the activities to date regarding the Retained Duty System.

14 EXCLUSION OF PRESS AND PUBLIC

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

15 EXEMPT MINUTE FROM PREVIOUS MEETING (Pages 115 - 116)

To review the exempt minute from the September Full Authority meeting.

16 PRINCIPAL OFFICER LOCAL PAY AWARD (Pages 117 - 120)

To consider an exempt report from the Director of Human Resources regarding a local pay award.

ABOUT THIS AGENDA:

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

ABOUT THIS MEETING

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

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Agenda Item 3

AT A MEETING of the Hampshire Fire and Rescue Authority of HAMPSHIRE
COUNTY COUNCIL held at the castle, Winchester on Wednesday 26th
September, 2018

Chairman:

* Councillor Christopher Carter

* Councillor Liz Fairhurst
* Councillor Roz Chadd
* Councillor Jason Fazackarley
* Councillor Jonathan Glen
* Councillor Geoffrey Hockley

* Councillor Sharon Mintoff
* Councillor Roger Price
Councillor David Simpson
Councillor Rhydian Vaughan

*Present

118. APOLOGIES FOR ABSENCE

Apologies were received from Councillor David Simpson and Councillor Rhydian Vaughan. The Police and Crime Commissioner, Michael Lane, also sent apologies for this meeting.

119. 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.

120. MINUTES OF PREVIOUS MEETING

The minutes of the last meeting were reviewed and agreed.

121. DEPUTATIONS

There were no deputations.

122. CHAIRMAN'S ANNOUNCEMENTS

The Chairman updated the Authority on first Graduation Ceremony on Thursday 18 October for Retained and Fire Control staff that have completed their initial training.

It was confirmed that the National Joint Council (NJC) had agreed to an uplift in pay, but conversations continued regarding the pay relating to broadening the role due to achieving a suitable result across different constitute areas in Scotland, Wales and Northern Ireland.

The Chairman reminded Members that the Combined Fire Authority (CFA)

consultation is still in progress. A presentation had been carried out for the Hampshire and Isle of Wight Local Authorities (HLOWLA) meeting, in which most of the attendees presented to had explained that they had responded. Hampshire County Council had also shown unanimous support for proposals at the Full Council meeting on the 20 October.

The Chairman and Chief Fire Officer confirmed that the inspection at HFRS had been completed and a report would be brought back to Full Authority once it had been received. Geoff Howsego was thanked for his work on Tranche 1 Learning Event that had taken place.

Two Hampshire Firefighters had been filmed by the Ministry for Justice for a promotional video about 'protecting the protectors'. Further information can be found at: <https://www.gov.uk/government/news/jail-time-to-double-for-assaulting-an-emergency-worker>

The Chairman welcomed Matt Robertson in his new role as Chief of Staff and also congratulated staff who had taken part in the 75 mile sponsored cycle ride on the Isle of Wight.

Finally, Authority were reminded that donations were still being collected towards the 'Silent Soldier', with £145 remaining to cover the order.

123. MEMBER DEVELOPMENTS AND COMMENTS

Cllr Carter confirmed he would be attending St Mary's Fire Station on 27 September to celebrate the start of Black History Month. Cllr Vaughan's confirmed his visit to Tadley Fire Station earlier in the month. Cllr Carter had also attended a course on sign language, which had been very interesting.

Cllr Mintoff told Authority how she had attended a presentation by Nazir Afzal for the start of Inclusion Week, which had been extremely enlightening.

Cllr Glen had visited Hartley Wintney Fire Station.

124. DEPUTY CHIEF FIRE OFFICER APPOINTMENT COMMITTEE

The Authority considered a report from the Director of Human Resources (Item 7 in the Minute Book) regarding formation of a new Appointment Committee (AC) for the recruitment of a new Deputy Chief Fire Officer (DCFO), to ensure that the Authority is able to explore and consider all relevant issues, and devise a strategy and process, that meets both HFRA and Isle of Wight Council (IWC) requirements.

It was confirmed that the current DCFO was due to retire in June 2019 and it was recommended that an AC be established to recruit to the post. IWC had confirmed that they were happy to send a Member as a non voting stakeholder.

The membership of the AC was agreed, and it was confirmed that arrangements would be made in due course regarding to meetings of the AC going forward.

RESOLVED

A) The Authority noted the Deputy Chief Fire Officer's resignation which will take effect in June 2019;

B) The Authority agreed to establish an Appointment Committee on the basis set out in the proposed Terms of Reference at Appendix 1;

C) The Authority appointed 5 Members of the HFRA to the Appointment Committee; consisting of the following:

- 1) Councillor Carter (Chairman)
- 2) Councillor Roz Chadd
- 3) Councillor Liz Fairhurst
- 4) Councillor Roger Price
- 5) Councillor Sharon Mintoff

D) Authority was delegated to the Clerk to the Authority to invite the IWC to nominate a Member of the IWC to join the Appointment Committee as a non voting stakeholder.

125. **MEDIUM TERM FINANCIAL PLAN**

The Authority considered a report from the Chief Finance Officer (Item 8 in the Minute Book) regarding the Medium Term Financial Plan (MTFP), which provided Members with an update on the budget development process for 2019/20 and the medium term position for HFRA finances to 2021/22.

It was confirmed that reductions in Government grant had been assumed as continuing for the foreseeable future, although there had been no announcements beyond 2019/20. Precept increases at the 2018/19 referendum limit of 2.99% had been included in the figures for 2019/20, then reducing back to 1.99% for future years.

Subsequent to the publication of papers, there was a Treasury review planned regarding the pension fund for Firefighters, which had changed due to the elevations in those of retirement age. This would draw a greater deficit on the pension fund and was anticipated to be up to a 10% increase, equating to around £5 million for HFRS. A meeting was scheduled with the Home Office in early October to discuss the impacts but it would not be known as to whether there would be any financial assistance from Central Government with the deficit. The Full Authority would be kept up to date of any progress going forward.

RESOLVED

1. The update to the Medium Term Financial Plan and changes to the financial forecast to 2021/22 were noted by Hampshire Fire and Rescue Authority.

2. It was agreed that the assumption for financial planning purposes council tax be increased by 2.99% for the 2019/20 budget, with final decision on this will being made by the Authority at the February meeting.
3. It was agreed that savings targets of £211,000 from Training and £16,000 from Property Services be removed from the current savings plans and the shortfall be incorporated into this updated MTFP and included within future savings plans.
4. The growth proposals listed in Appendix B of this report were approved for inclusion in the based budget from 2019/20.
5. It was agreed that a new savings target of a further £4.0m by 31st March 2021 be adopted by the Authority as a planning assumption.

126. **SERVICE PLAN PROGRESS REPORT**

The Authority received a report from the Chief Fire Officer (Item 9 in the Minute Book), which detailed how the Service had been progressing against its strategic goals.

The Service Plan was a working document updated on an annual basis to ensure that the goals were relevant and progress was closely monitored. Areas of focus were clearly defined within the plan, with aims and progress of each area clearly defined. The amendments to priority deliverables were highlighted in paragraphs 8-10 of the covering report.

Whilst there were still some technical issues to rectify with IT, these were in-hand and only related to the FireWatch system and the mobilising software used. The FireWatch system is very big and complex due to the number of features within it, and therefore had required more investigation to network it seamlessly with another system. Manual intervention had been implemented to ensure that there were no problems as a result of the technical issues and it was enforced that this was not related to the control system used for emergencies and emergency calls.

RESOLVED

1. The removal of the Assets and Money deliverable as set out in paragraph 8 was noted by Hampshire Fire and Rescue Authority.
2. The amendment of the Working with Partners deliverable as set out in paragraph 10 was noted by Hampshire Fire and Rescue Authority.
3. The progress made against the Service Plan 2015–2020 was noted by Hampshire Fire and Rescue Authority.

127. **HEALTH AND SAFETY ANNUAL REPORT 2017 - 2018**

The Full Authority received a report from the Chief Fire Officer (Item 10 in the Minute Book) regarding the Health & Safety Annual Report for 2017-18.

It was confirmed that there was a new Health & Safety Manager in place, and there are likely to be changes and improvements going forward, with a particular focus on mental health provision. Proactive reporting now meant that the number of near misses reported outweighed the number of injuries which was a positive step forward.

RESOLVED

The Annual Health and Safety Report was noted by the Hampshire Fire and Rescue Authority.

128. MINUTES FROM THE STANDARDS AND GOVERNANCE MEETING ON THE 26 JULY 2018

The Minutes from the 26 July 2018 HFRA S&G meeting were presented to the Committee and there were no questions.

129. EXCLUSION OF PRESS AND PUBLIC

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

130. STATION INVESTMENT PROGRAMME

The Authority considered an exempt report from the Chief Fire Officer (Item 13 in the Minute Book) regarding the Station Investment Programme [SEE EXEMPT MINUTE]

131. EXEMPT MINUTE FROM 12 JULY HFRA MEETING

The exempt minute from the 12 July HFRA meeting was approved by the Committee.

Chairman,

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**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Approval

Date: 5 December 2018

Title: **ANNUAL STATEMENT OF ASSURANCE**

Report of Chief Fire Officer

SUMMARY

1. The Annual Statement of Assurance is a document that is required by the National Framework for Fire and Rescue (2018) to provide assurance to local communities and government on financial, governance and operational matters.
2. Hampshire Fire and Rescue Authority publish an Annual Statement of Assurance which is made accessible to all stakeholders to enable transparency of fire and rescue services in Hampshire for the period April 2017 to March 2018.
3. The format of the Annual Statement is not prescribed and therefore it is determined by the Fire and Rescue Service to demonstrate to local communities and partner organisations how it fulfils its statutory obligations and activities to make Hampshire a safer place to live, work and travel.

BACKGROUND

4. The Fire and Rescue National Framework published in May 2018 sets out the reason for each Fire and Rescue Service to produce an Annual Statement of Assurance:

“The statement should outline the way in which the authority and its fire and rescue service has had regard – in the period covered by the document – to this National Framework, the Integrated Risk Management Plan and to any strategic plan (eg the Fire and Rescue Plan – see 4.10 below) prepared by the authority for that period. The authority must also provide assurance to their community and to government on financial, governance and operational matters.”

5. **Appendix A** contains the detailed Annual Statement of Assurance which has been structured, for the reader’s benefit, to follow the Fire and Rescue National Framework structure.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

6. The Annual Statement of Assurance, through the Fire and Rescue Authority, provides assurance to the public on the Fire and Rescue Service's fulfilment of its duties and activities to make Hampshire safer. This is mirrored in the creation and content of our strategic goals (contained within the Service Plan).

RESOURCE IMPLICATIONS

7. The cost associated with the production of the Annual Statement of Assurance is within existing resource plans.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

8. There are no environmental or sustainability impacts associated with this report.

LEGAL IMPLICATIONS

9. Hampshire Fire and Rescue Authority must produce an Annual Statement of Assurance to ensure compliance with the Fire and Rescue National Framework published in May 2018.

EQUALITY IMPACT ASSESSMENT

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

OPTIONS

11. Members are asked to approve the Hampshire Fire and Rescue Authority Annual Statement of Assurance for 2017/18. It is a requirement of the 2018 National Fire and Rescue Framework that each Fire and Rescue Authority publishes an Annual Statement of Assurance to detail to its stakeholders how it is meeting its statutory obligations. The approval and publication of the statement ensures compliance with the National Fire and Rescue Framework 2018.

RISK ANALYSIS

12. The scrutiny of the Annual Statement of Assurance by Members is a key aspect of mitigating risks to public safety and communities in Hampshire. It is also necessary to identify and mitigate organisational risks.

CONCLUSION

13. The Annual Statement of Assurance for 2017/18 provides stakeholders with oversight of Hampshire Fire and Rescue Service's ability to deliver its

core purpose of making life safer in Hampshire, and therefore meets the requirements of the 2018 National Fire and Rescue Framework.

RECOMMENDATION

14. That the Annual Assurance Statement for 2017/18 be approved by Hampshire Fire and Rescue Authority

APPENDICES ATTACHED

15. Appendix A – Annual Statement of Assurance

Contact:

Shantha Dickinson, Assistant Chief Fire Officer
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Appendix A



Annual Assurance Statement 2017/18

April 2017 to March 2018

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Introduction

We are required by the Fire and Rescue National Framework to provide an Annual Statement of Assurance to enable communities, Government, local authorities and other partners to make a valid assessment of our Fire and Rescue Authority's performance for the financial year 2017/18.

Hampshire Overview

Covering 3,770 square kilometres (1,455 square miles), Hampshire is the largest county in the South East of England and home to a population of more than 1.85 million people. Hampshire is one of the oldest counties in England with history that can be traced back more than 1,000 years. The geography of the county is mixed with both large urban areas, such as Southampton, Portsmouth, and Winchester, and an abundance of countryside.

Rural Hampshire covers 83% of the county with urban areas accounting for the remaining 17%. Not only is Hampshire home to cities and towns, coastal areas and rural landscape it is also home to two airports, two major motorways, two major ports and two national parks.

We are here to make life safer for everyone in Hampshire. We work hard to educate people to take the right action to reduce the risk of fires and other emergencies happening. But if they do occur then we ensure we have the best equipment and skilled people available to respond accordingly.

Over the last decade we have successfully driven down the number of fires to half the level of 10 years ago. Despite this we continue to look for more ways to improve the safety of people in Hampshire. This is about more than just fire. We are also passionate about collaborating and working ever more closely with our partners in Policing, Ambulance Service, Health and Local Authorities to further enhance the safety of the county.

We believe in continual improvement and look to develop what we do for our communities as well as ensure that we provide value for money. To achieve this improvement, we encourage feedback from our communities, staff, partner organisations, and other professionals.

We gather information from members of the public after incidents and undertake a range of audits and assessments, both internally and by external bodies. All of these are used to assist us to understand our strengths and weaknesses and inform our strategic assessment and Service Plan.

This constant process of planning, delivering and reviewing, helps us learn about what went well and how we can improve to make Hampshire a safer place to live, work and travel.

Governance

The Hampshire Fire and Rescue Authority (the Authority) is a combined authority made up of 10 elected members who collaborate and take collective decisions across council boundaries in delivery of the Fire Service Act 2004. The Authority delegates responsibility for a wide range of decisions relating to operational delivery to the Chief Fire Officer (or other officers). Hampshire Fire and Rescue Service (the Service) is the name given to the operational fire and rescue service led by the Chief Fire Officer. The Service staff and officers are employed by the Authority to deliver the day to day operational functions.

To support this, we have a Scheme of Delegation, Contract Standing Orders and Financial Regulations combined into the Authority's Constitution. The Constitution sets out in a single place and in clear language, how the Authority works with the Service and how it makes decisions.

For more details on our Constitution, please see:

<https://www.hantsfire.gov.uk/about-us/who-we-are/hampshire-fire-and-rescue-authority/constitution/>

To support our Constitution, it is essential for us to have an appropriate and robust governance framework. The framework operates with clear reporting lines and streamlines decision making. It also enables us to monitor the achievement of our priorities and to consider whether they have led to the delivery of appropriate, cost effective and efficient services.

As part of the framework we have several boards where decisions are made and performance managed. At the highest level we have the Hampshire Fire and Rescue Authority meeting. This is a public meeting where all high-level decisions are discussed and made by the Authority. The Fire Authority also has the Standards and Governance Committee.

The details of our framework are presented in our Annual Governance Statement, which is an essential part of our financial Statement of Accounts. For more details of our Governance Statement, please see: <https://www.hantsfire.gov.uk/how-were-performing/our-performance/budget-accounts-and-regulations/statement-of-accounts/>

Risk & Strategy

Our purpose is 'to make life safer in Hampshire'. To deliver this we have a Service Plan that covers the period 2015 – 2020. The Service Plan outlines our strategic goals and is underpinned by several detailed plans that ensure we meet our obligations to reduce risk through the delivery of cost effective services. Our progress against our strategic goals is open to public scrutiny through the Authority.

1 Service Plan

Our Service Plan clearly lays out our vision to make life safer for everyone in Hampshire. We look to create safer communities through the strengthening of our Service. This is set out into 9 overarching priorities:

Safer

- Building Resilience
- Creating Safer Communities
- Responding to Incidents

Stronger

- Assets & Money
- Communications & Engagement
- Knowledge
- Our People & Leadership
- Technology
- Working with Partners

For more details please see: <http://www.hantsfire.gov.uk/about-us/plan/>

Under each priority there are several key deliverables that have been identified through an assessment of our strengths, weaknesses, opportunities and threats (SWOT). These are regularly reviewed and annually reported to the Executive Group and the Hampshire Fire and Rescue Authority.

For more details on our progress against the key deliverables of the Service Plan, please see:



2018 - 07 Service
Priorities Deliverables

2 Integrated Risk Management Plan

Our Integrated Risk Management Plan (IRMP) sets out our goals to deliver the Safer priorities of the Service Plan and how we can best match our resources to the risks that face our communities. This involves:

- Identifying existing and potential risks to the communities within Hampshire
- Identifying opportunities for improvements and determine policies and standards for prevention and intervention
- Providing the resource requirements needed to meet these policies and standards
- Evaluating the effectiveness of current preventative and response arrangements

To produce the IRMP for the future, we have reviewed every aspect of our Service including how we respond to incidents, how we can create safer communities and how we can help build community resilience. This extensive piece of work was called the Risk Review project.

This began in February 2014, the Service set out to review all the risks in Hampshire, including population demographics, businesses and crime levels. By September 2014 we had scenarios for change, which were then put to a cross-section of our staff for feedback. After gathering this data, we took this forward into the creation of our initial draft proposals. We looked to members of the Service, and their representative bodies, to give individual feedback and a view to the help shape the proposals going forward to the next phase. In 2015, we again put our proposals back to our staff so that they could understand how the process was developing. It allowed staff a further opportunity to have their say on the vision for the future of their local fire station.

The proposals were then reviewed by the Executive Group and by the Hampshire and Fire Rescue Authority. Following the review, we entered a 12-week consultation period, beginning in September 2015, which gathered input and opinions from all our key stakeholder groups from across the county. The consultation closed on 4 December 2015 and the proposals were then amended and approved by Hampshire Fire and Rescue Authority on the 24 February 2016.

In March 2016, the Safer Hampshire consultation was awarded a certificate of best practice from The Consultation Institute

(<https://www.hantsfire.gov.uk/EasySiteWeb/GatewayLink.aspx?allId=12485>)

To view our IRMP please see:

<https://www.hantsfire.gov.uk/EasySiteWeb/GatewayLink.aspx?allId=13820>

Following the outcomes of the Risk Review public consultation, we set up a programme to deliver the improvements called the Service Delivery Redesign. This set out a number work packages required to deliver the proposals. These are managed by an Integrated Delivery Board and regular updates are reported to the Executive Group and the Hampshire Fire and Rescue Authority.

For more details on our progress against the Service Delivery Redesign programme, please see:



2018 03 22 Service
Delivery Redesign.doc

3 People Strategy

Our people have always understood the value of our Service and as our journey towards a safer and more secure Hampshire continues, it is vital that our people understand the expectations of standards and behaviour and feel motivated and equipped to perform at their best.

The role of the firefighter and indeed of the Service has dramatically changed over the years, we are no longer a one dimensional 'one size fits all' Service. Our staff teams will unanimously agree that the rate of change has particularly sped up in the last couple of years.

Therefore, our People Strategy describes what is required of our employees and aims to meet the changing needs and expectations of society and future opportunities for Hampshire Fire and Rescue Service.

We are focused on delivering an effective and efficient Fire Service that adds value to all communities and public services. To do this we are adapting our skills to incorporate medical response, extending our prevention work into health and working more collaboratively with other Services.

The People Strategy supports delivery of the Service Plan and is made up of the following areas:

- Workforce Organisation, Roles, Numbers and Cost
- Culture and Leadership
- Inclusion
- Performance
- Knowledge, Skills and Behaviours
- Wellbeing

4 Finance

The Authority has an excellent track record in financial management in response to a sustained period of austerity that has had a major impact on the public sector.

Medium Term Planning on a scenario basis has enabled us to put savings plans in place that have not only successfully balanced the budgets over a period of 6 years, but have also provided surplus resources to fund the cost of transformation and improvements in support of the Service Plan deliverables. It also includes funding arrangements for the maintenance of our vehicles, equipment and estates.

Our Medium Term Financial Plan is regularly updated and reported to the Executive Group and the Hampshire Fire and Rescue Authority. Progress reports monitor the outcomes of any income generation or cost saving improvements and are used to make appropriate adjustments to future budgets.

For more details on our budget for 2018/19, please see:

<https://www.hantsfire.gov.uk/how-were-performing/our-performance/budget-accounts-and-regulations/>

In addition to this, it is important that public money is used well and appropriately managed. We do this by using proper accounting practice within our own set of Financial Regulations. This means that when we plan our budget or require additional funds, there are protocols to give appropriate scrutiny on how public money is to be used and to ensure there is clear justification to do so. This includes policies and procedures in place for the prevention of fraud and corruption and a Register of Interest and a Register of Gifts and Hospitality. These robust systems are used for identifying and evaluating all significant financial and operational risks to the Authority on an integrated basis.

For more details please see: <http://www.hantsfire.gov.uk/how-we-are-performing/our-performance/budget-accounts-and-regulations/financial-regulations/>

Operations

Whilst our improvement activity is aimed at making life safer, it does so by adjusting the way we deliver our front-line services. Therefore, to ensure successful outcomes for our communities it is extremely important that we deliver the highest quality services.

Prevent & Protect

Our operational aim is to prevent incidents from occurring and protect people from harm should an incident occur.

In the workplace, this is the responsibility of the business owners, however, to support businesses we have a well-developed Risk based inspection programme. Our Risk based inspection programme is aimed at delivering key messages to potentially high-risk business premises. We do this by:

- Telling businesses what they need to do to comply with fire safety law
- Helping businesses carry out a fire risk assessment
- Helping businesses identify the general fire precautions they need to have in place
- Challenging all or parts of a fire risk assessment where concerns are identified
- Taking further action if all the risks aren't considered

In 2017/18, we visited 272 high rise premises in response to the Grenfell Tower fire, where many people lost their lives in June 2017. This was to support property owners in assessing the safety of these sites. We also carried out 457 fire safety audits of business premise owners fire risk assessments and control measures to ensure compliance with the Fire Safety Order 2005.

In addition to this, we provide business fire safety advice using the Primary Authority Scheme. This gives businesses the right to form a statutory partnership with a single local authority. This enables us to deliver robust and reliable advice for a business to standardise fire safety across their sites, through our assured advice and recommendations.

To view more information on keeping safe at work please see:

<https://www.hantsfire.gov.uk/keeping-safe/atwork/>

To help mitigate the risk of fire in homes and the subsequent harm these can cause, our Firefighters, designated Community Safety Officers, volunteers and partner agencies carry out 'Safe & Well' visits to our targeted risk groups. Recognising that our most vulnerable risk groups align with that of our partners in health, we have tailored our traditional Home Fire Safety Check to include an intervention on slips, trips and falls as well other potential hazards that may affect our community's wellbeing. Our Safe & Well visits are primarily delivered to individuals who have been referred to us by our partners in Health, however, we also use historic incident data, demographic profiling tools and externally provided data sets to identify those who may benefit from an intervention.

In 2017/18 we delivered 5,163 Safe & Well visits of which 3,358 were delivered to potentially high-risk individuals. Our Safe & Well Falls Risk Assessment, uses National Institute of Health and Care Excellence (NICE) guidelines, go direct to General Practitioners and establishes eligibility for our 'Safety through Education Exercise and Resilience (STEER)' course, by identifying vulnerable people and preventing harm.

Another tool in which we provide home safety advice is through our 'Safe & Sound' survey. This online tool takes individuals through a series of questions to assess potential risks and provide useful information. If an individual is assessed to be at high risk, then a Safe & Well visit may be required.

To view more information on keeping safe at home please see:

<https://www.hantsfire.gov.uk/keeping-safe/loveyourhome/>

We also deliver a range of interventions through our Children and Young People Teams:

- Fire Education within schools
- Princes Trust programme
- Range of children and young people initiatives (including fire cadets)

These initiatives seek to deliver fire safety information but also help build confidence and support wider social issues facing young people today. In 2017/18 we delivered 1,221 initiatives to children and young people.

We also provide interactive safety messages through our fun and educational website:

<https://www.hantsfire.gov.uk/kidzone-and-schools/>

Our Arson Task Force take a lead on investigations post incident, to determine the cause of fires. To help secure convictions we have a full time Police Officer working within our team. This enables us to share timely information and effectively support the investigation through to its conclusion. We also have highly trained dogs who are a vital part of the investigation team and play a pivotal role in securing convictions. To prevent fire setters from reoffending we deliver a Fire Setters programme to educate offenders of the potential dangers and damage that can be caused by reckless behaviour.

Respond

We work hard to keep our communities safe through education and safety measures. However, we accept incidents may still occur and in the event of a call to an emergency, we have effective strategies in place to respond to numerous different types of incidents. We operate from several locations including 51 strategically positioned fire stations.

Our fire stations are purpose built and located in cities, towns, and villages and are close to residential, commercial and industrial areas. Our frontline resources and fire appliance are spread across these stations according to the local risk factors. The county's fire stations consist of:

- 5 fire stations staffed 24 hours a day, seven days a week, by immediate response firefighters
- 38 fire stations with around the clock cover provided by on-call firefighters who live or work within four minutes of the station and respond at the time of an incident
- 8 fire stations with 24-hour coverage, including both immediate and on-call firefighters

As well as our frontline fire appliances, we also have several specialist capabilities which assist us in dealing with a variety of different incidents. Our specialist capability teams provide us with an enhanced range of equipment, skills and knowledge for dealing with a wide range of unusual and complex incidents. They can respond to emergency incidents within our county and, as part of a national mutual assistance arrangement, anywhere in the United Kingdom. Specialist capabilities in Hampshire include:

- Urban Search and Rescue Unit
- Water Rescue Units
- Animal Rescue Units
- Arson Task Force Unit
- Wildfire Units
- Environmental Units
- Marine Response Team
- Hazardous Materials and Detection, Identification and Monitoring Unit
- Water Carriers
- High Volume Pump
- Aerial Ladder Platforms

In 2017/18 we attended 3,891 fires, 9,606 non-fire emergency incidents (such as road traffic collisions) and 6,802 false alarms.

Resilience

Emergency services are facing an increased variety of demanding situations. Major incidents caused by natural disasters, industrial accidents and the threat of terror attacks are challenges that we need to prepare for at a national level. These incidents could potentially have an impact on our daily lives. For this reason, there is a need for high levels of preparedness by the emergency services and our communities, including improved ability to operate effectively together. We hold many assets and deliver a response capability to national incidents that may arise in support of this initiative.

For more information, please see: <http://www.hantsfire.gov.uk/about-us/what-we-do/civil-resilience/>

To support our local communities, we are members of the Local Resilience Forum for Hampshire and the Isle of Wight. The Hampshire and Isle of Wight Local Resilience Forum comprises of local Emergency Service Responders (Police, Fire, Ambulance), Local Authorities, as well as associated businesses, organisations and voluntary sector representatives. Through the Local Resilience Forum, these organisations work together to prepare for, respond to, and recover from emergencies. For the last 5 years we have been the Community Resilience leads. This role includes:

- Strategic co-ordination of all Community Resilience activity in the Local Resilience Forum
- Maintaining an overview of Community Resilience activity and expected outcomes
- Coordinating activities and identifying Community Resilience opportunities
- Ensuring key messages are produced by risk owners and integrated into Community Resilience interactions with individuals and communities
- Ensuring engagement with communities is risk focused so the Forum is prioritising geographical areas or vulnerable communities by potential impact on them

By the end of 2017/18 we had 81 Community Emergency Action Plans in place and we continue to work with other communities on new plan production. These plans help communities prepare for and recover from potential incidents that could occur in their areas.

For more information on our Local Resilience Forum, please see: www.hampshireprepared.co.uk

As well as supporting our communities prepare for wide spread incidents, we must also ensure we have the necessary arrangements in place to maintain our service delivery. Our Service Resilience Team provide the Contingency Planning and Business Continuity for the Service. This programme of work is achieved through engagement with all internal departments and with our partners in the Local Resilience Forum to:

- Identify and assess risk within Hampshire and the Isle of Wight
- Identify mitigation to the risks in Hampshire and the Isle of Wight (including Community Resilience)
- Produce individual department, service wide and Multi Agency response plans
- Undertake a programme of training and exercising at Operational, Tactical and Strategic levels

This work enables the Service to meet its mission critical activities and still respond to the communities of Hampshire during periods of disruption and high demand.

Collaboration

We work closely, on a day to day basis, with our blue light colleagues from other fire & rescue, police and ambulance services. A formal executive board for blue light collaboration between Hampshire Constabulary, South Central Ambulance Service and HFRS coordinates 20 initiatives to deliver greater partnership working (i.e. the coordinated response to high risk missing persons). We also have excellent relationships with our colleagues in Hampshire County Council, Southampton City Council, Portsmouth City Council and other local authorities and agencies across Hampshire. We believe that through collaboration we can maximise the benefits of our collective offering to the public and therefore, Working with Partners is a key Service Plan priority for us.

Hampshire borders with Wiltshire, Dorset, Berkshire, Surrey and West Sussex. As incidents arise, we assist other fire and rescue services working across the border and neighbouring fire and rescue services will also assist us. There are standard agreements in place to either support the neighbouring fire and rescue service resolve an incident, or to attend the incident on the other fire and rescue service's behalf.

Furthermore, we have come together with three other fire and rescue services to form an innovative partnership that revolutionises the way the best resource for an incident is identified and despatched. Devon and Somerset, Dorset, and Wiltshire Fire and Rescue Services joined Hampshire to form the Networked Fire Services Partnership, which means all the services use the same technology in their Control centres. This allows us to be able to take 999 calls and mobilise appliances for each other, offering greater resilience and saving millions of pounds across the partnership. The integrated system allows the services to work together even more effectively, providing greater protection to the public and enhancing firefighter safety.

In addition to this, we deliver a co-responding scheme which launched in 2004 in partnership with South Central Ambulance Service. Co-responders, are firefighters with training in basic life support including resuscitation and defibrillation, who attend life critical incidents such as cardiac arrest, anaphylactic shock, strokes and asthma attacks. Supporting our ambulance colleagues in this way helps to provide an immediate response to incidents across the county and relieves the pressure on ambulances. In 2017/18 we attended 5,917 medical co-responder calls. We are the first fire service to hold clinical governance framework for our health-related work, which includes immediate emergency care, emergency medical response and falls response.

Our senior officers also lead the Isle of Wight Fire and Rescue Service (IWFRS) as their Chief Officers, in a unique partnership arrangement, the first of its kind in the country. We continue to work closely with IWFRS to find new ways of delivering services together more efficiently and support them in dealing with large and complex incidents. One of these ways includes handling 999 calls and mobilising IWFRS appliances through our Control centre.

We also seek to capitalise on our proven ability to reduce deaths and injuries in fires, by applying the same educational and experiential strengths to the road safety agenda as part of a partnership approach. We are proud to be part of the Hampshire Road Safety Partnership, made up of:

- Hampshire County Council
- Portsmouth City Council
- Southampton City Council
- Hampshire Constabulary
- Hampshire Fire and Rescue Service
- Highways England

For more details please see:

<https://www.hantsfire.gov.uk/keeping-safe/ontheroad/>

We share many of our premises across these partners but most significantly we share our headquarters with Hampshire Constabulary. By co-locating in this way, we hope to seek further opportunities for closer working and look to make efficiencies where possible. We also share many of our remote stations with Police and Ambulance colleagues. Making use of our estates in this way helps all partners involved, reduce premise related costs.

Hampshire Fire and Rescue Service's Human Resources, Finance and Procurement functions are delivered by Hampshire Shared Services. Shared Services also delivers services for Hampshire County Council and Hampshire Constabulary through an agreed partnership. The partnership continues to seek new members and grow its capability to increase resilience and deliver high quality services by combining expertise across a broad number of public sectors.

Performance & Assurance

Successful performance management relies on effective monitoring that drives informed decision making. Therefore, we ensure performance is appropriately reported and improvement actions are driven through transparent scrutiny. This starts at a local level with individual performance management supported by a personal development review process. Personal objectives are set against team plans which in turn support the Service Plan priorities.

Performance

Our Strategic performance is reported to the Executive Group and to the Hampshire Fire and Rescue Authority twice a year. This report shows our progress against our key performance indicators which we call our core measures. Our core measures are made up of the Service-wide impacts, our response standard to critical incidents and our staff well-being. These measures help us focus our change activity across all our Service Plan priority areas. By 'Strengthening' the organisation we aim to deliver 'Safer' outcomes and the core measures are the impacts of those activities.

For more information on our performance reporting, please see:

<https://www.hantsfire.gov.uk/how-were-performing/our-performance/performance-standards/>



2018-06
Performance Report

Operational Assurance

Our operational activities are supported by clearly defined policies and procedures. An Operational Assurance team work hard to capture lessons of our effectiveness and look to make improvements where possible. They do this using several key assurance mechanisms that test the performance of our operational staff but also test the effectiveness of Service policies and procedures.

One of the assurance mechanisms is Operational Assurance assessments. This is where a Group Manager will visit a Station and run an operational exercise with the crew to assess their performance and address any areas of concern. We also have Station Commander Peer Reviews, where Station Commanders will visit other stations to assess their inventories, vehicles and their personal protective equipment. This is to ensure standards are being met and procedures being followed appropriately. These mechanisms also provide crews with an opportunity to feedback any improvements that could be made to policies and procedures. All this information is then assessed by the Operational Assurance Team and improvements made where required.

To provide assurance at incidents we use Tactical Advisors, who attend critical incidents to support our crews. The role of the Tactical Advisor is to monitor the decisions being made by the Incident Commander and aid if required. We have a post incident debrief process, which also includes any significant events that could impact on our service delivery. Feedback is gathered from all those involved, and the Operational Assurance Team will analyse any trends. This information is then presented back to the individuals involved to highlight any areas of performance and to discuss potential solutions. This leads to improvement actions at a policy level as well as the identification of possible risks that may occur again should similar incidents occur in the future.

Our Operational Assurance Team also support multi-agency exercises as part of our contingency planning and business continuity. By assessing the effectiveness of these exercises, we can identify ways of working more effectively with our partners and make the necessary plans to ensure that should a major incident occur, we are able to deal with them accordingly.

We also contribute our learning to the National Operational Learning Group. This Group provide National Operational Guidance to support a common approach across fire and rescue services. We provide our technical expertise to help shape this guidance, which is regularly reviewed and widely adopted. For more details on the National Operational Learning Group, please see: <https://www.ukfrs.com/>

People Performance

We strive for excellence through delivering outstanding training and support people to achieve their full potential. Developing a skilled workforce begins with recruitment, training and development programmes, leading into our Maintenance of Competence Scheme. We ensure our staff competencies are regularly assessed and core competencies such as safe working at heights, the use of breathing apparatus and applying incident command are assured at an appropriate competent level.

To ensure all our operational staff are fit to carry out their duties we undertake two fitness assessments every year. This includes an output test and either a multi stage fitness test / bleep test or a Chester treadmill test.

We also monitor staff sickness through regular reporting and national benchmarking at our Resource Management Group. This Group considers all aspects of resource management and staff wellbeing to ensure teams are appropriately supported and to maximise our availability. This includes developing new and innovative ways of recruiting and maintaining on-call staff. In 2017/18 we launched a new campaign called 'Need More?' which is focused around people wanting more from their life. Our local campaign has proved such a strong concept that we are now managing its national roll out by the Home Office.

We believe having an inclusive, engaged workforce means better outcomes for our communities. We run annual conferences, staff cultural surveys and focus groups to understand and discuss the issues facing our teams. The results of these help to shape our People Strategy and provide our leaders with crucial insight into how we can better support and equip our teams.

Financial Performance

Ensuring that funding is appropriately accounted for is vital for all public sector organisations. Our financial performance is reported to the Executive Group and the Hampshire Fire and Rescue Authority every year:



2018 07 12 Outturn
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Budget management during 2017/18 has allowed an underspend to be achieved at year end which will help to fund the Service priorities and enable the key changes required to make budget reductions at the same time as service improvements. Each year our financial

accounts are audited by an external body. Once approved by the external auditor our Statement of Accounts is published and contains more detail regarding our expenditure. For more details of our Statement of Accounts, please see: <https://www.hantsfire.gov.uk/how-were-performing/our-performance/budget-accounts-and-regulations/statement-of-accounts/>

Audit

Hampshire Fire and Rescue Authority is responsible for establishing and maintaining appropriate risk management processes, control systems, accounting records and governance arrangements. Internal audit plays a vital role in advising Hampshire Fire and Rescue Authority that these arrangements are in place and operating effectively. Our internal audits are carried out by the Southern Internal Audit Partnership who also assist us in the development of future audit plans.

Details of our internal audits are reported to the Authority through our Standards and Governance Committee. This includes the progress of management actions resulting from observations of improvements required.

For more details please see paper submitted to the Standards and Governance Committee: <https://democracy.hants.gov.uk/mgCommitteeDetails.aspx?ID=178>

Inspection

In July 2017, Her Majesty's Inspectorate of Constabulary's (HMIC) remit was extended to include inspections of fire and rescue services in England. It is now called Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and they have been tasked with providing an inspection programme to begin in the financial year 2018/19. To help us prepare for this inspection we employed a Group Manager to operate as our Service Liaison Officer and provided additional support from various teams across the Service.

Through regular conversations with HMICFRS, Hampshire Constabulary and attendance at events, we began putting together our own assessment of our performance against potential versions of the inspection framework and developed an internal gap analysis. The inspection programme has been divided into three tranches. Hampshire has been selected for Tranche 1 commencing in July 2018.

External Review

We undertake routine reviews and inspections to understand our effectiveness and efficiency in delivering our services across Hampshire and learn how we can improve further. After completing our Operational Assessment, our Local Government Association (LGA) Peer Review took place between 24th and 27th November 2015. This consisted of a range of on-site activities including interviews, focus groups and fire station visits. The peer team met with a broad cross-section of officers, staff, front-line firefighters, partners and elected members. The peer team undertook background reading provided to them in advance, including the HFRS Self-Assessment. The evidence and feedback gathered was assimilated into broad themes and was delivered to HFRS on the final day of the challenge.

For more information, please see: <https://www.hantsfire.gov.uk/how-were-performing/our-performance/peer-review/>

During the period we also prepared for the first inspection by Her Majesty's Inspectorate of Constabulary Fire and Rescue (HMICFRS) which followed a similar methodology to that

described above in the Peer Review process. The Service was assessed in its effectiveness and efficiency in several predetermined areas. The report will be published in December 2018.

Transparency

The Local Government Transparency Code 2014 is designed to ensure greater transparency of local authority data. In compliance with this code, we publish the following public data:

- Expenditure exceeding £500
- Procurement card transactions
- Procurement information:
 - Contracts register
 - Tenders
 - Local Authority Land
 - Grants to voluntary, community and social enterprise organisations
- Organisation chart
- Trade Union facility time
- Senior salaries
- Constitution
- Pay multiple

We ensure that the publication of any data complies with the Data Protection Act 1998 and future General Data Protection Regulations due to come into effect May 2018.

For more details please see: <http://www.hantsfire.gov.uk/how-we-are-performing/open-data/>

We also facilitate the request for any additional information through a well-managed Freedom of Information request process. For more details on how to make a request for information please see:

<https://www.hantsfire.gov.uk/about-us/contact-us/freedom-of-information-application/>

Feedback

We also encourage feedback from our communities to help us improve our performance. Any issues raised are assigned an investigating officer who carries out a comprehensive investigation to determine the cause and recommend any remedial actions. Learning from this feedback is exceptionally important to us and annual reports are discussed at our Executive Group meeting.

For more details regarding feedback, please see: <https://www.hantsfire.gov.uk/about-us/contact-us/get-in-touch/>

Summary

We have embarked on significant change over the recent years. The latest example is the Risk Review project which mapped our resources to both risk and demand, encouraged challenge by staff and public through consultation which informs our Service Delivery Redesign (SDR) programme. This will deliver considerable changes to how we respond to incidents, create flexible crewing models, introduce new equipment and procedures. These developments will enhance our SAVE (Scan, Attack, Ventilate and Enter/Extinguish) approach to firefighting, to deliver more effective and safer firefighting options.

On-call recruitment and retention remain a challenge for us and we have met this by our On-call recruitment campaign: "Need More?". This is focussed around people wanting more from their life. Our local campaign has proved such a strong concept that we are now managing its national use by the Home Office.

For us an inclusive service goes beyond protective characteristics and means we value all our people's differences. A culture of valuing difference means that a person's difference is their value. By exploring individual journeys, we have greater understanding of our organisational diversity, so we can develop a workplace of choice. Culturally we have seen excellent staff engagement and involvement within the co-designing of shift systems, new appliances and with the improvements we are now making to our shared services.

Acknowledging the need for organisational simplification, reducing complexities and accepting one of the themes within the 2016 cultural survey, around trust and dialogue with senior leadership, a new operating model; Plan, Do, Review and Enable, is being established. Reducing organisational silos will see clear decision making at the correct levels, higher individual accountability and greater clarity for our frontline teams.

With our new strategy we will now undertake a strategic assessment of risk and revise our IRMP, to ensure it is current, effective and supportive of our continuous development to making Hampshire safer.

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Purpose: Noted

Date: 5 December 2018

Title: **Performance Report**

Report of Chief Fire Officer

EXECUTIVE SUMMARY

1. The Performance Report focuses on the Service mission 'to make life safer', our response standard to critical incidents, financial performance and our staff well-being.
2. The Performance Report (contained in Appendix A) concerns outcomes and how Hampshire Fire and Rescue Service (HFRS) is doing in terms of general organisational performance progressing towards strategic goals.

BACKGROUND

3. The HFRS vision for performance underpins our purpose of making life safer. The vision is that all people connected to the Service are personally committed to making the organisation better through their daily work.
4. Performance findings from across HFRS that relate to each of the Safer and Stronger Priorities contained within the Service Plan are then reported to the Executive Group (EG) before submission to the Fire Authority.

PERFORMANCE FRAMEWORK

5. The performance framework is focussed on identifying what difference HFRS makes to creating safer communities in Hampshire, identified as benefits. The performance framework is therefore underpinned by a logic model¹ where each component can be qualified, and tangible and intangible benefits measured. This translates into understanding at all levels of the impact of our activities on our communities and how successful HFRS is at achieving its purpose of making life safer. This logic model helps to identify what measures are required to ensure a balanced approach can be used to manage performance or monitor the impact of a service improvement.
6. The Performance Report in Appendix A provides members with a summary of the number and type of incidents that we attend. These are called our 'Core Measures'.
7. Additional measures may be included where there is a performance issue worthy of further scrutiny by EG and the Fire Authority. These measures will focus on important Service Improvements being delivered or in response to an emerging issue that has been identified. These are called our 'Optional Measures'. The report captures our performance commentary and actions where exceptions are identified.
8. HFRS benchmarks against Service standards, past performance and the Family Group 4 (Membership was decided by grouping 'similar' fire services based upon factors such as population, deprivation, risk profiles and incident volumes).

HIGHLIGHTS

9. **No Fire Fatalities occurred during this period.** Whilst there were no fire fatalities during this reporting period, our efforts to identify those most at risk at having fires in the home (the elderly, young single people and those in housing association accommodation) and then target relevant and effective prevention activity continues.
10. The sustained hot dry weather over this period which resulted in several FRS across the UK having to contend with fires in the open did impact on HFRS

¹ The headings of the logic model are: **Activity** – activities being under taken; **Input** – resources available to deliver the activity; **Output** – quantifiable metrics to show productivity and quality of activity; **Outcome** – immediate measurable change the activity hopes to deliver; **Impact** – wider benefits the Service or public may realise

with an increase in grass fires and refuse fires in comparison to the same period in 2017. However, this specific increase was offset by the reduction in deliberate and accidental primary fires, indicating the effectiveness of our community safety awareness and engagement activities to prevent these incidents taking place in the community.

11. **Retained Availability** has decreased by 4% since the same period in 2017. However, the impact of the RDS Support Officers' various initiatives are resulting in increased numbers of RDS firefighters operational on station and medium-term plans building on national best practice will result in an increasingly flexible RDS workforce.
12. **Shifts lost to sickness** - We are on par with national figures regarding shifts/days lost to sickness, across all categories of staff we lost 8.28 days/shifts per FTE over 2017/18 compared with 8.18 national average. The crewing trials are impacting positively on sickness levels; Hightown station in its report evaluating the crewing trial identified a 73% reduction in sickness levels, with this trend mirrored WDS stations where self-rostering is take place.

COLLABORATION

13. The Knowledge Management team have been collaborating with Hampshire Constabulary on the analysis of road traffic collisions and those who are seriously injured or killed (KSI). We participate across all Community Safety Partnerships (CSPs) in the county via our Group Managers work with counterparts across multiple agencies. The CSPs focus on anti-social behaviour and share data and analysis on a wide range of incident types to support collaborative initiatives.

RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

PEOPLE IMPACT ASSESSMENT

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

RISK ANALYSIS

17. Failure to regularly report on, and scrutinise, our performance could result in no action being taken to address reducing our poor performance which may affect the outcomes for our communities. The information may, in some cases, indicate increasing (or reducing) risks for the Authority. Consideration of this progress report is therefore an important process within the Authority's risk management strategy. It ensures that Members are aware of any problems associated with achieving the improvements set by the Authority, and the priority given to eliminating or mitigating any implied or specific risks.

RECOMMENDATION

18. That the Hampshire Fire and Rescue Authority notes the performance detailed in Appendix A.

APPENDIX ATTACHED

19. Appendix A - Performance Report

BACKGROUND PAPERS

20. Hampshire Fire and Rescue Service Plan 2015-2020

Contact: Shantha Dickinson, Assistant Chief Fire Officer,
shantha.dickinson@hantsfire.gov.uk 07918887986

Appendix A



Performance Report

April to September 2018

Hampshire Fire and Rescue Authority

October 2018

Version 4

Performance Report

Version	Reviewed by	Date
0.1	Data, table and graphs by Justine Gray	15/10/2018
0.1	Data table reviewed by Sharnjit Rai	15/10/2018
0.1	Reviewed by Dawn Capp – Additional information to add	17/10/2018
0.2	Reviewed by Dave Turner – Changes to format and additional wording	18/10/2018
0.3	Reviewed by Dave Turner – Changes to format and additional wording	25/10/2018

Approval Stage

Version	Approved by	Approval / Decline	Date
V0.1	Dawn Capp	Discussion and Review (declined)	17/10/2018
V0.2	Dave Turner	Discussion and Review (declined)	18/10/2018
V0.3	Dave Turner	Discussion and Review (declined)	25/10/2018
V0.4	Dave Turner	Discussion and Review (Approved)	25/10/2018
V0.4	Shantha Dickinson	Approved	29/10/2018

Related Documents

Document
Data sourced from Incident Reporting Services (IRS) (16/10/2018), previous year data 2016/17 was sourced from the data library which was extracted from IRS (11/01/2018). The other data needed for the report was extracted from various systems by Daniel Walsh.

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Arson Task Force	16
Critical Responses Times	18
Retained Station Availability	20
Shifts lost to sickness – Head of Human Resources	21
Finance – Head of Finance	23
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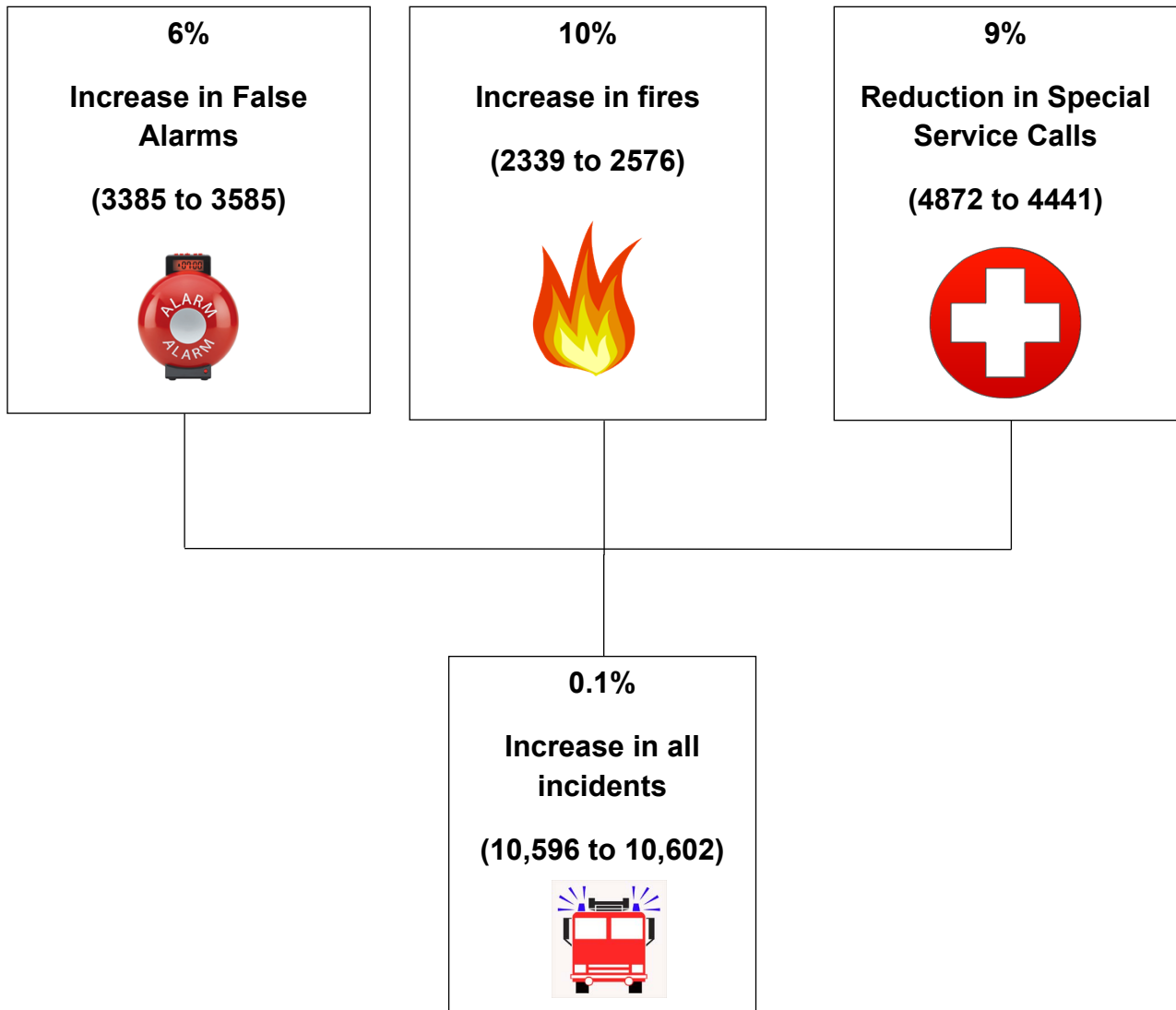
Introduction

The purpose of this report is to proactively report to HFRA on the Core Measures for Hampshire Fire and Rescue Services (HFRS) through the period April – September 2018 using previous years for comparison. By delving behind the headline figures with commentary and providing examples of activity to positively impact upon these measures, the report aims to provide assurance as to HFRS current performance.

Performance is tracked and monitored using agreed measures. The graphics contained within the report show how Hampshire Fire and Rescue Service has performed against its key targets **over the past 6 months** compared to the **previous year**. These measures help us focus our change activity across all our Service Plan Priority areas.

Incident Summary – April - September 2018

Each year the Service attends calls to a range of incidents. All incidents except for co-responder calls are recorded in the IRS (Incident Recording System), which is used by all English fire and rescue services. Data is used by the Service and provided to the Home Office. The system classifies each of these incidents into one of three categories: 'Fire', 'False alarm' or 'Special service call'. The data below provides a breakdown of all incidents over the last 6 months:



Incident Summary – Seasonal Comparison April to September 2017 & 2018

Incident type	April - September 2017	April - September 2018	Variance
Fires	2339	2576	237
Primary fires	1115	1063	-52
Primary building fires	632	573	-59
Primary Dwelling fires	437	377	-60
Accidental dwelling fires	401	346	-55
Deliberate dwelling fires	36	31	-5
Primary Other building fires	195	196	1
Primary vehicle fires	331	283	-48
Accidental vehicle fires	204	184	-20
Deliberate vehicle fires	127	99	-28
Other primary fires	152	207	55
Secondary fires	1199	1491	292
Accidental secondary fires	594	829	235
Deliberate secondary fires	605	662	57
Chimney fires	25	22	-3
False alarms	3385	3585	200
Malicious false alarms	141	151	10
False alarms with good intent	1172	1278	106
False alarms due to apparatus	2072	2156	84
Dwellings	954	1022	68
Other buildings	1111	1129	18
Special service calls	4872	4441	-431
Co-responder calls	2998	2491	-507
Road traffic collisions	406	396	-10
Other special service calls	1468	1554	86
All Incidents Total	10596	10602	6

Performance Commentary

The total number of all incidents (false alarms, fires, RTCs and SSCs) has **increased** by 0.1% from **April 2018 to September 2018** compared to the previous year. The number of fires and false alarms have increased whereas Special Service Calls have decreased.

Incident **reductions** are attributable to various factors including a 17% reduction in co-responder calls due to changes in how SCAS mobilise and increased use of community responders. Incident **increases** are attributable to factors such as accidental secondary fires and false alarms which increased by 40%. False alarms also saw an increase of an additional 200 incidents compared to the previous year.

Both primary¹ and secondary grass fires have seen an increase in the period April to September 2018 compared to 2017. The **greatest increase** was seen in secondary grass fires increased by 79% (203 additional fires) in April-September 2018 compared to 2017. It is assessed that this is due to the prolonged high temperatures; July being the second warmest on record since 1910. This trend was reflected in several parts of England by other Fire and Rescue Services. In July there were 194 more grass fires than in July 2017.

In contrast, primary fires have decreased by 9% (52 incidents), because of less dwelling and vehicle fires. Less accidental fires are occurring in the home.

The **6% increase** in false alarms is attributable to callers alerting the emergency services known as '**false alarm good intent**' in response to witnessing bonfires, carbon monoxide alarms, BBQ's and controlled burning. Where false alarms are **faulty** the reasons for the device alerting emergency services can be due to a systemic fault, dust or burnt cooking.

What are we doing to reduce false alarms?

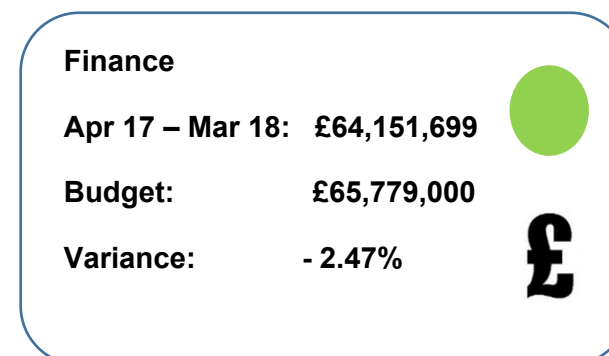
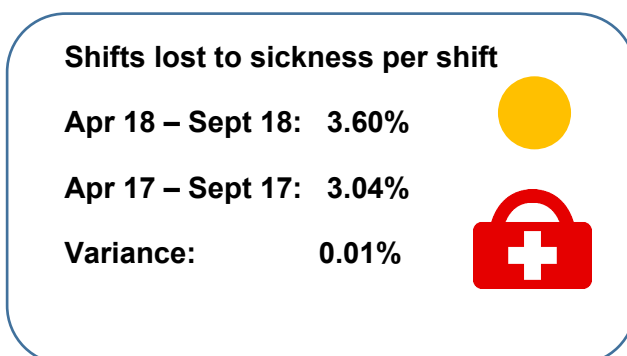
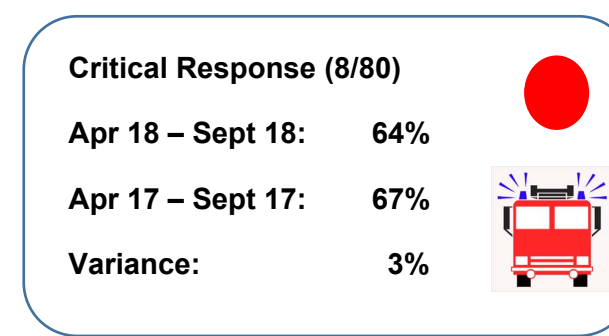
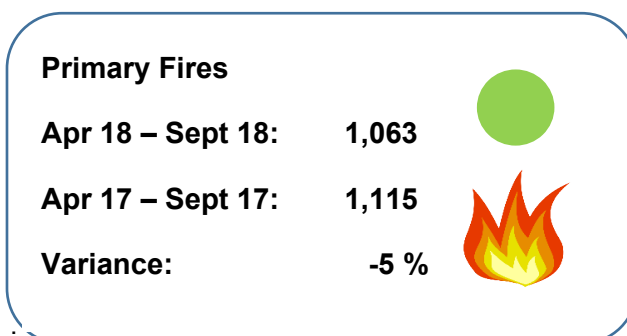
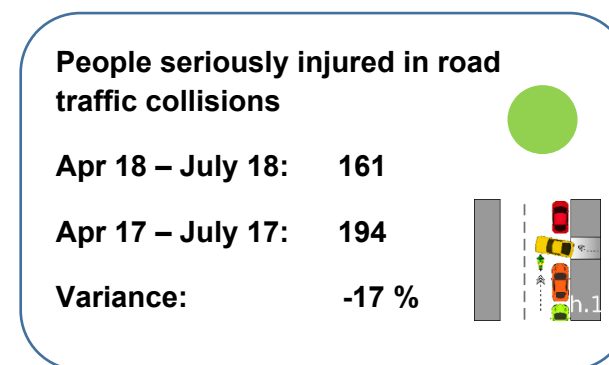
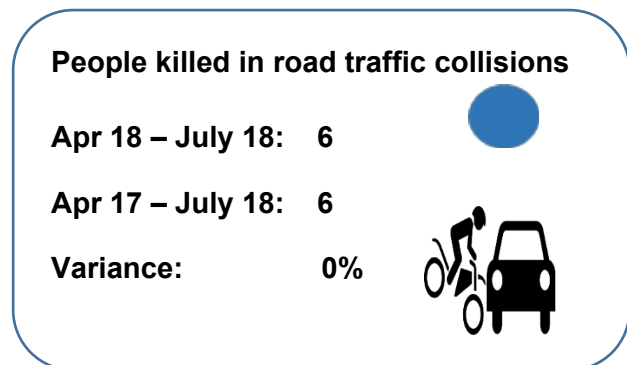
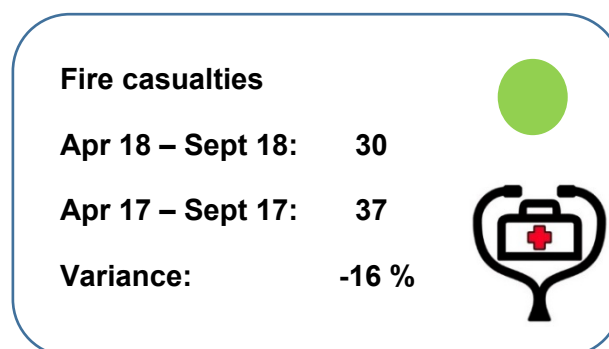
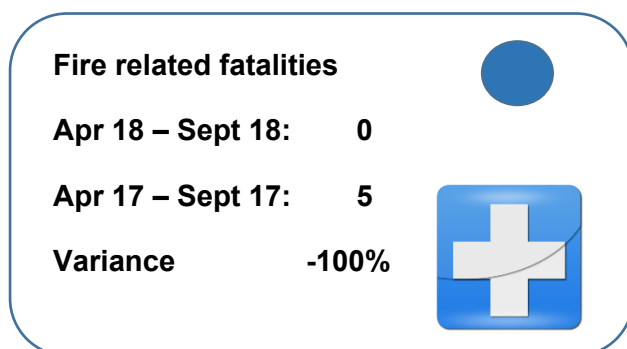
HFRS undertook to reduce demand on the Service by monitoring unwanted fire signals and lift rescues. Our Community Safety Delivery Managers have up to date information to enable prompt intervention with those properties that are repeat offenders. These staff contact the responsible person for fire safety for the premises and work to find pragmatic solutions to reduce the number of unwanted calls. Geographical Group Managers will be responsible for ensuring that Incident Commanders (IC) follow correct procedures, and actively pursue reductions of Unwanted Fire Signals (UwFS). Community Safety Staff contact the responsible person for fire safety for the premises and work to find pragmatic solutions to reduce the number of unwanted calls.

¹ Primary fires are non-primary outdoor locations that have casualties or five or more pumping appliances attending.

Core Measures





Our core measures are made up of the Service-wide impacts, our response standard to critical incidents and our staff well-being. These measures help us focus our change activity across all our Service Plan Priority areas. The tiles below provide an overview of our core measures and our performance against previous year. The data period is April 2018 to September 2018 apart from sickness and finance:

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



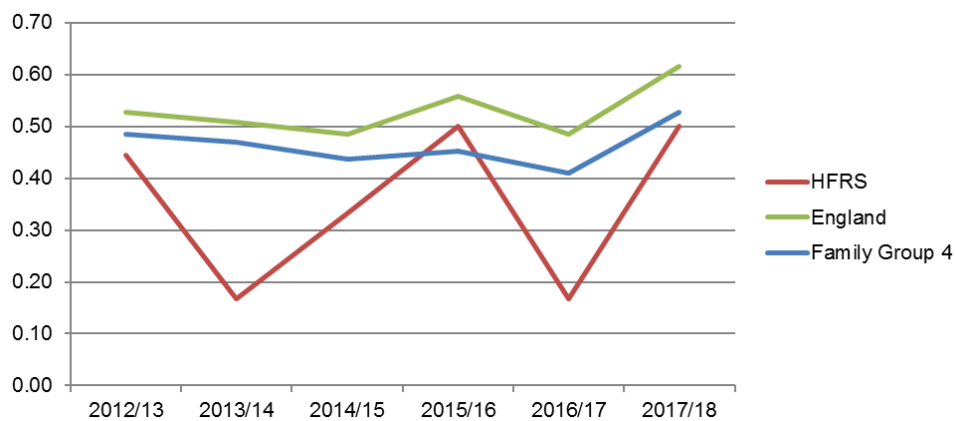
The following pages provide more detail for each measure accompanied by performance commentary which includes a section on 'Actions' highlighting the current and future activities being undertaken to improve performance.

Fire Fatalities and Casualties (April to September)

<p>Fire related fatalities</p> <p>Apr 18 – Sept 18: 0</p> <p>Apr 17 – Sept 17: 5</p> <p>Variance: -100%</p>  	<p>Fire casualties</p> <p>Apr 18 – Sept 18: 30</p> <p>Apr 17 – Sept 17: 37</p> <p>Variance: -16%</p>  
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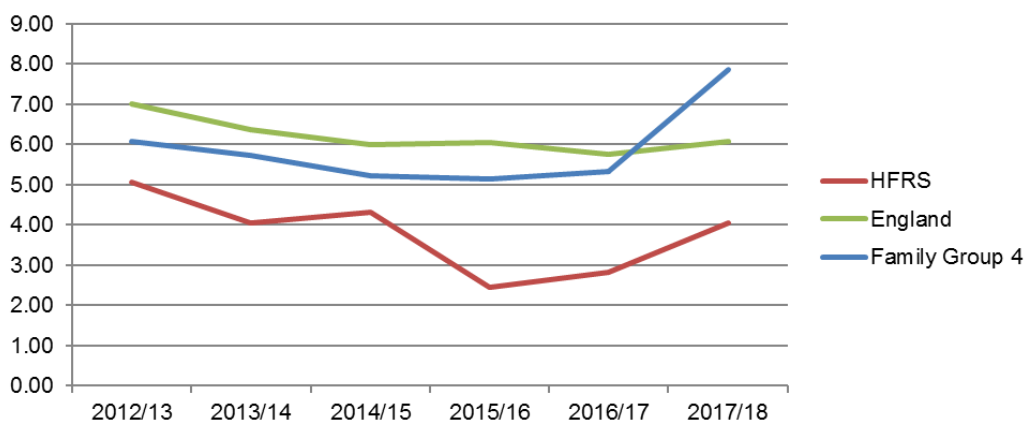
Comparison of Fire Fatalities

Fire related fatalities by year per 100,000 population



Comparison of Fire Casualties

Fire casualties (excluding precautionary checks and first aid) by year per 100,000 population



Performance Commentary

There have been **no fatalities** due to fire in the period April to September 2018. Fire casualties have **decreased** by 7 in the period April to September 2018 (30) compared to the same period in 2017.

The HFRS trend for fire related fatalities and casualties over the previous nine years is on an overall reduction.

Half of all fire casualties occur in dwellings and were recorded as accidental. The source of ignition on most of these fires were due to smoking material and lighted paper or card, or other naked flame. The majority were taken to hospital with slight injuries such as breathing difficulties and slight burns.

The trend of outperforming the national figures in fire casualties within Hampshire, with 4.69² casualties per 100,000 compared to an average of 8 in the family group and national figures for **year-end 2017**, was raised as a positive line of enquiry from HMICFRS. There were 625 non-fatal casualties requiring hospital treatment; a 23% decrease since 2010.

What are we doing to reduce Fire Fatalities and Casualties?

Broader prevention offering targeting the most vulnerable people in our community, particularly groups most likely to be at risk of dying in a fire incident using both local and national data sets. Our data shows us that those most at risk are the elderly, young single people and those living in social housing.

Safe and Well visits delivered to those at most risk in their home to identify risks and offer up practical solutions such as fitting of new smoke alarms, fire retardant bedding and/or referring the individual to other services for further support and professional assessment.

Safe and Sound is our online home fire safety checker, accessible to all county wise with access to the internet. We understand it's not realistic for HFRS crews to be able to visit every Hampshire household so Safe and Sound acts as our filter and allows those who qualify and score red to refer themselves for a Safe and Well home fire safety visit.

Post Incident we implement an incident protocol for Fire Fatalities to ensure that any learning points are identified and shared with partner agencies these inform new activities that are being developed.

Response crews are used to support post incident, local, and national campaigns. The central Community Safety support team identify trends and produce campaigns, resources, and literature, this is then passed to local teams to deliver.

We use **social media and our website** to engage with our communities and those that are hard to reach. These help to raise awareness and promote community safety aimed at reducing fires and enable the public to sign-up for an email subscription service that gives alerts about incidents, news, community safety and other relevant topics.

Our Community Safety team has created a campaign with partners to reduce the number of cooking fires, identified from MOSAIC data as the top three groups at risk as being, elderly people, young single people living alone and those in social housing. A partnership working group we will create a resource for each audience which our partners will deliver to create maximum impact.

Fire Engineering and Building Consultation (FECT) and inspection underpin our integrated approach to risk management by prioritising the inspections carried out by Community Safety staff. The Fire Authority has developed and publicised position statements on the sprinkler fitting and recently the requirements to consult with the fire service when building new premises or carrying out alterations to old.

Working with **Children and Young People (CYP)** we deliver fire, roads and water safety messages to Key Stages 1 and 2 using our dedicated schools' vehicles and our **Safe & Well** home safety truck which children identify the hazards around the home as well as our arson awareness truck showing children the before and after effect of a fire.

People Killed and Seriously injured in road traffic collision (RTCs) (April to September) – HFRS incident data

People killed in road traffic collisions

Apr 18 – July 18: 6

Apr 17 – July 17: 6

Variance: 0



People seriously injured in road traffic collisions

Apr 18 – July 18: 161

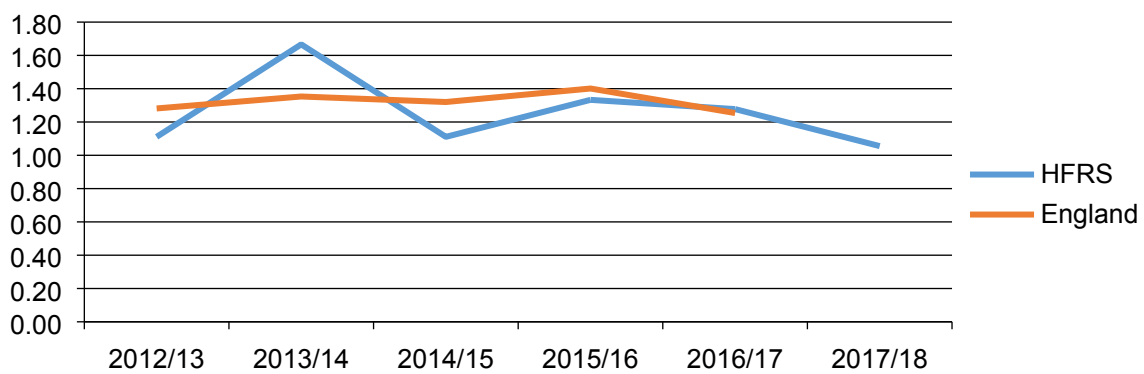
Apr 17 – July 17: 194

Variance: -17%



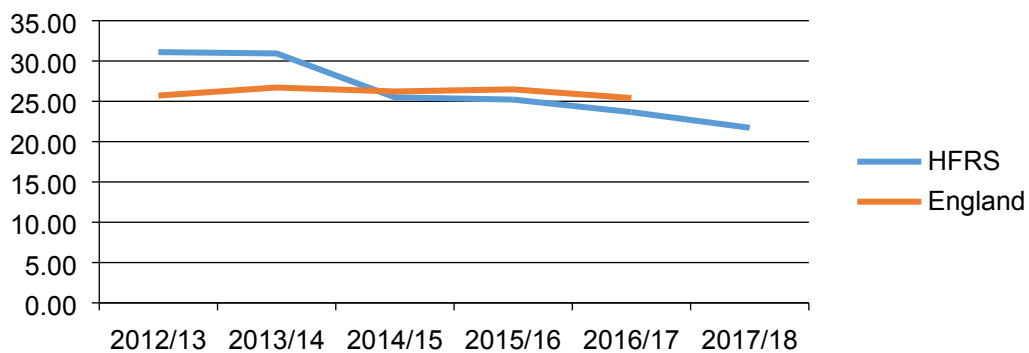
People killed in Road Traffic Collisions attended by HFRS and Other Fire Services in England

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



People seriously injured in Road Traffic Collisions attended by HFRS and Other Fire Services in England

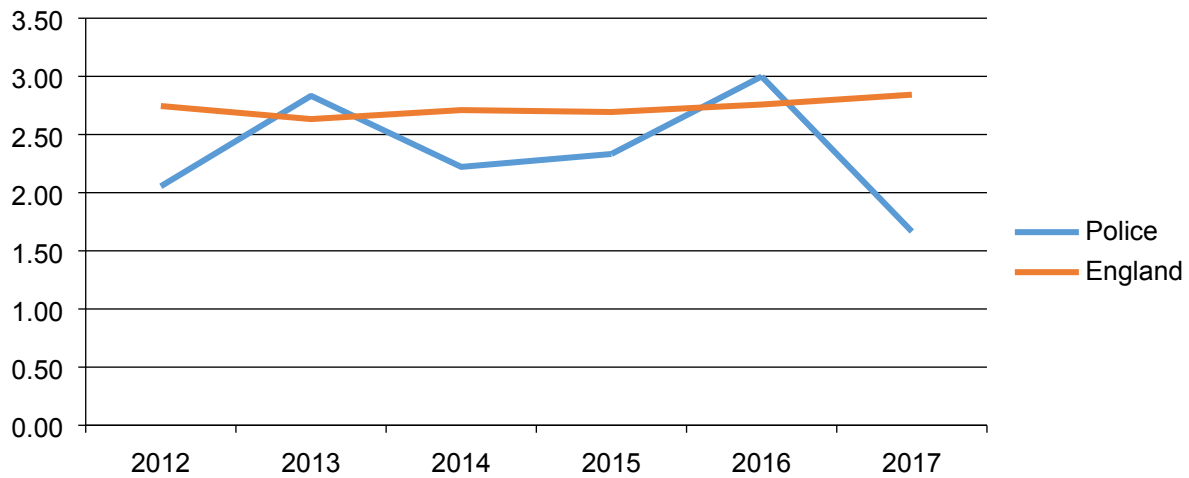
People seriously injured in road traffic collisions by year per 100,000 population



Note: 2017/18 figures for England FRS have not been released yet.

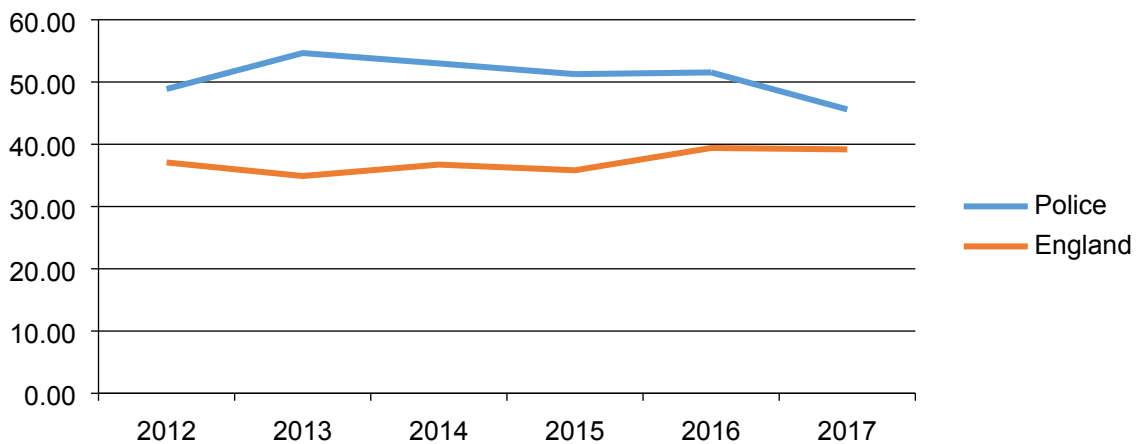
People killed in Road Traffic Collisions attended by Hampshire Police

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



People Seriously Injured in Road Traffic Collisions attended by Hampshire Police

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



Performance Commentary

Police will normally attend all RTCs whereas HFRS will normally only attend **more serious** incidents where the organisation's role is to make the scene safer and to extricate people from vehicles.

RTC with Police attendance

People killed in RTCs attended by the police³ **increased** by 6 during this period (15 fatalities) compared to the previous year (9 fatalities). June and July 2018 had the greatest number of fatalities.

³ Police data includes all RTCs, pedestrians, cyclist, motorbikes, vehicles etc. The formatting does not allow us to analyse the road, age, gender, etc.

People seriously injured in RTCs attended by the police in Hampshire remains **above the national average**. The number increased by 10 in April to July 2018 (310 people) compared to the previous year (320 people). The number of seriously injured casualties have remained stable between the months of April through to July 2018.

RTC with HFRS attendance

Most incidents that HFRS attends are on C class⁴ roads. For incidents attended by HFRS RTC fatalities for this period were the **same** as 2017 and serious injuries continues to be **close to national average**. The number decreased by 33 in April to July 2018 compared to the same period in 2017.

RTCs are **evenly spread** through the months of April to September 2018. 5 of HFRS 7 geographical groups have seen a **decrease** in RTCs over this period. Winchester and Test Valley have seen the greatest increase with 16 additional incidents.

How are we influencing a reduction in RTCs?

Whilst the **national trend is an overall reduction in RTC fatalities** (39% decrease in 2017 from 2007), the solution to reducing RTCs and increasing road safety is a complex area determined by many factors, from the distance people travel, choice of transport to driver, rider and pedestrian behaviour amongst many others. This mix of factors creates challenges in isolating these between months and years. HFRS are working with partners across Hampshire, looking at differences between our local authority areas and public perception of road safety to address safety, as well as being a lead member of the Hampshire Road Safety Partnership.



Through our community safety function, we focus on promoting central safety themes of the '**Fatal Four**' (Speed – Seatbelts – Distractions – Drink / Drug Impairment) and integrating our messaging practically into Group Delivery Plans. This is also woven into seasonal campaigns focussing on at risk groups at given times, such as college students, or festival goers.

The HFRS Schools education team deliver road safety at key stage 1 and 2. They target messaging based on fire and road safety statistics from the road safety partnership and categorise schools by risk.

Project Pictogram is a nationally recognised campaign to advertise the "fatal four" through nudge messaging by applying branding to fleet vehicles. This is available through the HFRS website and users may download artwork free of charge.

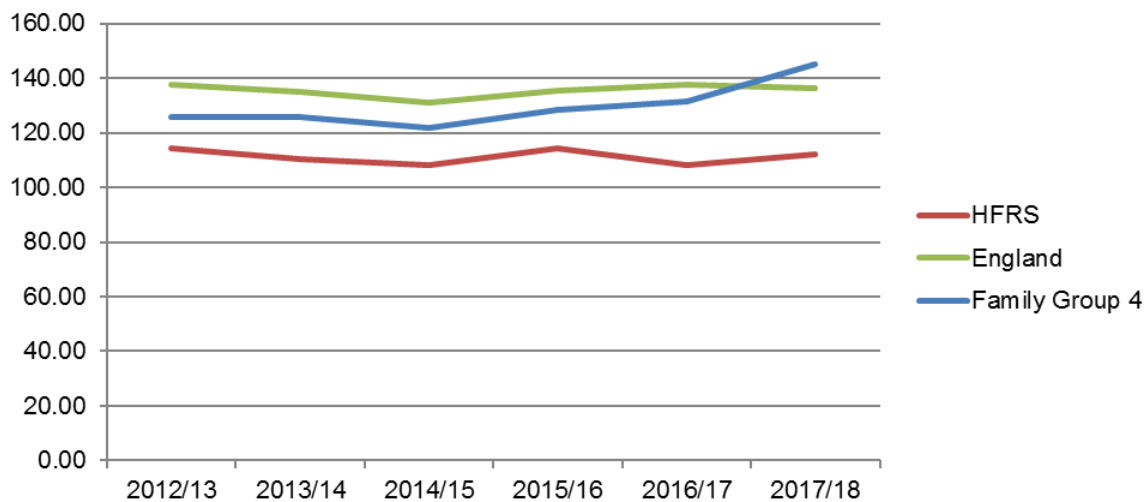
⁴ **C roads** (classified unnumbered) These are generally smaller **roads** intended to connect unclassified **roads** with A and B **roads**, and often linking a housing estate or a village to the rest of the network. A C **road** performs a more important function than an unclassified **road**

Primary Fire Incidents

Primary Fires	
Apr 18 – Sept 18:	1,063 
Apr 17 – Sept 17:	1,115 
Variance:	-5 %

Comparison of Primary Fires

Primary Fires by year per 100,000 population



Performance Commentary

Primary fires have **decreased** in this period by 5% due to a decrease in primary dwelling and primary vehicle fires. However, in the categories of primary grass fires there was an **increase** by 49 incidents in 2018. In addition, secondary refuse and grass fires have also seen an **increase** in incidents during April to September 2018 compared to the previous year. Grass fires can generally be **correlated** to the weather, for example, July had high levels of sunshine and the greatest number of grass fires.

Accidental primary fires have seen a **decrease** of 40 incidents compared to the same period in 2017. Deliberate primary fires have **decreased** by 12 incidents in April to September 2018 compared to the previous year.

What are we doing to reduce primary fires occurring?

Much of our prevention work is the same as the activity that takes place to prevent fire fatalities and casualties as detailed earlier in this report.

Arson Task Force

A deliberate fire is deemed to be Arson when the Police prove, beyond a reasonable doubt, that it was a deliberate act by the human involved and not an accidental act.

Arson Task Force Results



Fire Investigations

The ATF investigates a broad range of incidents, beyond crime related such as investigations of white goods fires such as tumble dryers.

The relationship between the number of arsons, numbers arrested, charged and convicted is complex. As an FRS we support Hampshire Police in the detection and reduction in crime, reflected in the number of investigations and arsons we conduct. However, the burden of proof that leads to charging is high for the police and CPS which is reflected in the lower figures charged.

In general, there is no investigation at a forensic level by either the police or HFRS for grass fires. Any increases over a period of extreme hot weather is due to numerous factors. These include drying out of vegetation, sun light being refracted and reflected by glass and metal, careless disposal of an ignition source and of course this coincides with a time when schools are on holiday.

How are we reducing deliberate fires in Hampshire?



HFRS is leading the NFCC in accreditation for ISO17020. We are part of the pilot and once complete, will be the first FRS to be accredited to this standard. This has been put in place by the Forensic Science Regulator and mirrors the standards imposed on the police for work in the criminal justice system.

Our Arson Reduction Team work with colleagues from Hampshire Police to help secure convictions. We also look to support offenders through our Adult and Young Person's Fire Setters programme to prevent re-offending. The team and fire dogs are engaged in community safety activities targeting groups such as Princes Trust, National Citizen Service, WI as well as local businesses and schools.

The adult fire setter programme has been subject to several evaluations by University of Portsmouth academics to provide an evidence base that the programme is effective.

Critical Responses Times

Critical Response (8/80)	
Apr 18 – Sept 18:	64%
Apr 17 – Sept 17:	67%
Variance:	-3%

Urban Critical Response (8/80)	
Apr 18 – Sept 18:	78%
Apr 17 – Sept 17:	83%
Variance:	-5%

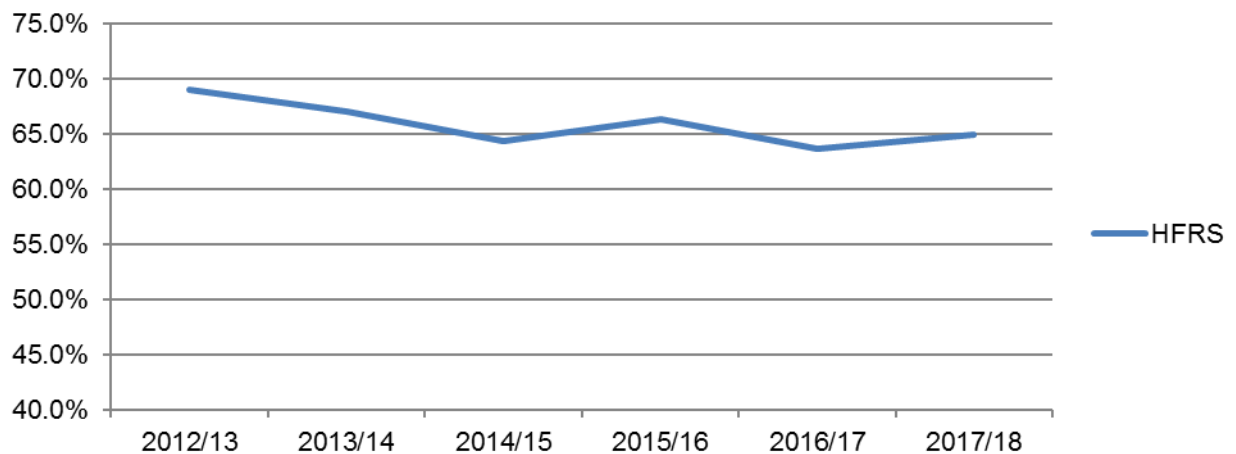
Rural Critical Response (8/80)	
Apr 18 – Sept 18:	34%
Apr 17 – Sept 17:	38%
Variance:	-4%

Urban stations include all 13 wholetime and wholetime/retained fire stations.

Rural stations include all 38 retained stations.

Critical Response Standards by Financial Year

Critical response standard (8/80) by year



Performance Commentary

64% of critical incidents were reached within 8 minutes during April to September 2018. This is a **decrease** of 3% compared to the same period in 2017. The critical response time for urban and rural times have also decreased in April to September 2018 compared to 2017.

The **reducing** number of incidents we attend, and their location has an **impact** on our response times. We have targeted resources to reduce the calls in our highest risk and demand areas, which have been centred in our major towns and cities and are where our wholetime stations are located. These stations can achieve a quick response time due to operational personnel permanently on station.

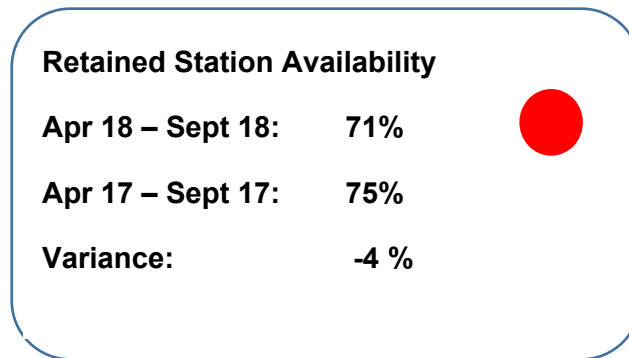
Reducing calls in densely populated areas has meant that, of the incidents we now attend, higher proportions are in the areas of our retained stations. This is where staff are 'on-call' and only respond to the station if there is an incident.

How are we improving critical response times?

The introduction of Retained Support Officers and a more efficient RDS recruitment process, has been successful in increasing the numbers joining the Service. Due to this it is expected that response times in rural areas will improve.

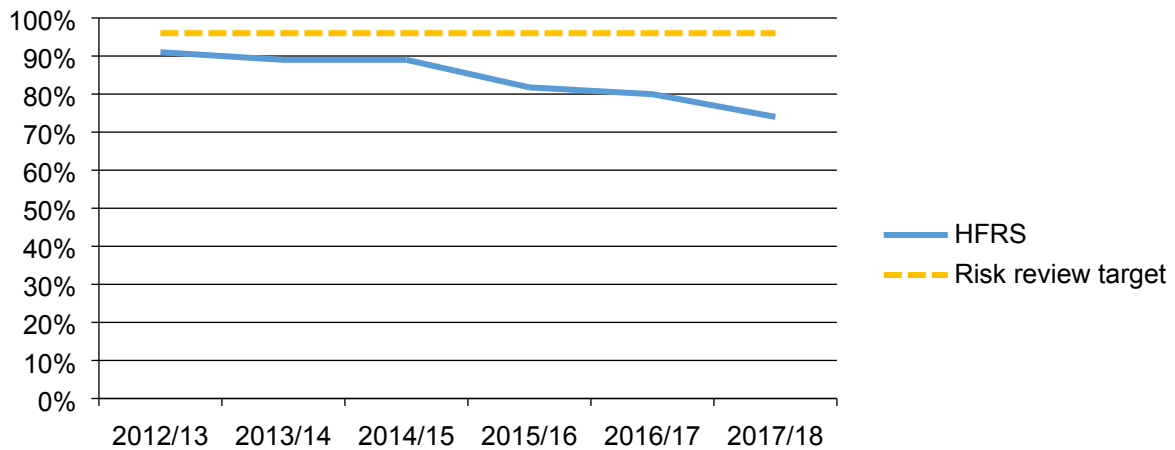
Further improvements are expected once the outcomes of Risk Review are implemented by changing the crewing models and types of vehicles. Through these change initiatives we are aiming to increase our critical response time to 77% by 2019/20.

Retained Station Availability



Comparison of Retained Station Availability and Risk Review Target

by year



Performance Commentary

Hampshire's availability (first appliance) **reduced** from 75% in April to September 2017 to 71% April to September 2018.

How are we improving on-call availability?

Our 8 RDS Support Officers have a specific task to work alongside partners, employers and our workforce to improve the availability of on-call / RDS personnel and improve overall HFRS availability. This focusses on the recruitment and retention of retained personnel throughout their employment with HFRS.

Working closely with the Academy has resulted in an improved timescale of 100 days from initial recruitment meeting to firefighters attending a MOD A course and 130 new RDS personnel on station.

There are significant plans to further build on this work including reviewing RDS contracts, improving induction and the ability to facilitate the initial acquisition of skills within Groups. Best practice from existing national models will be used to review how to develop our RDS model to reflect the changing needs of our Service and 21st century employment and lifestyles.



Shifts lost to sickness

Shifts lost to sickness per shift

Apr 18 – Sept 18: 3.60%

Apr 17 – Sept 17: 3.04%

Variance: 0.01%

April 2018 to September 2018

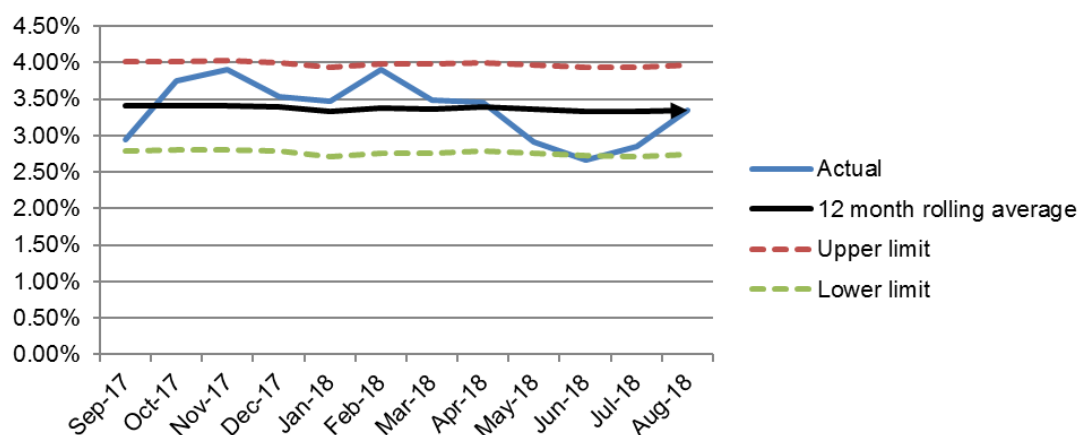
Comparison of shifts possible for our monthly break down.

Days/shifts lost per FTE for 2017/18	HFRS 2015/16	HFRS 2016/17	HFRS 2017/18	National Average
Whole-time (36 FRSs)	7.45	7.26	6.04	8.06
Retained (18 FRSs)	10.85	10.98	10.8	9.89
Fire Control (31 FRSs)	10.45	6.85	11.72	10.15
Green Book (36 FRSs)	8.94	8.75	9.13	9.12
All staff (37 FRSs)	No data	No data	8.28	8.18

Data taken from the National Fire Service Occupational Health Report 2017/18. Note this is a voluntary report and therefore not all Fire & Rescue Services (FRS) contribute to this report. The number of FRSs in this comparison is indicated next to each category.

Percentage of Shifts Loss to Sickness for all Staff

by month



Data taken from SAP

Performance commentary

Shifts lost to sickness per shifts **remained constant** between October 2017 to April 2018, and slightly above the national average. However, from April 2018 to August 2018 the rate has dropped to below average. June 2018 has seen shifts loss to sickness drop below the lower limit, however this has started to increase in July and August.

How are we reducing sickness absence?

By **benchmarking** against other fire and rescue services quarterly we can reflect our sickness levels against broader trends and ensure that the measures we take to reduce reflect factors influencing those trends.

The Health and Safety Board is ensuring that all the processes involved in recording and monitoring sickness absence are effective. To support the **mental and physical wellbeing** of our staff we offer several interventions with partner agencies and a shared Occupational Health service with the Police.

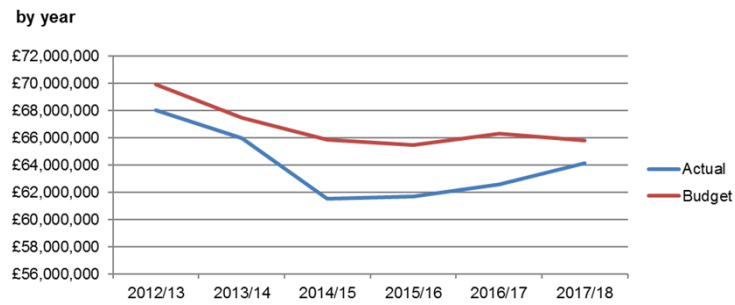
We continue to look to **reduce the number of injuries caused by a safety event** at work. Our Health & Safety Board monitors safety events and oversees the Health & Safety plan which contains activities designed to prevent these incidents and mitigate the effects should they occur.

Finance

This section looks at our financial performance over 2017/18 but also looks forward at our financial reserves and savings plan targets.

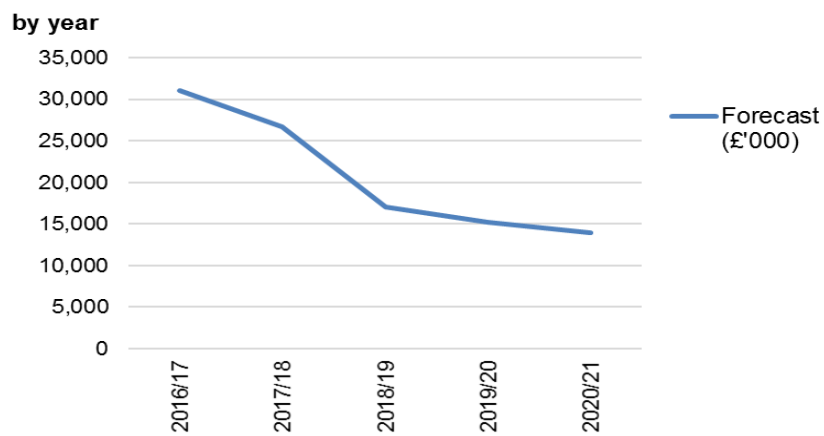
Net cost of service

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



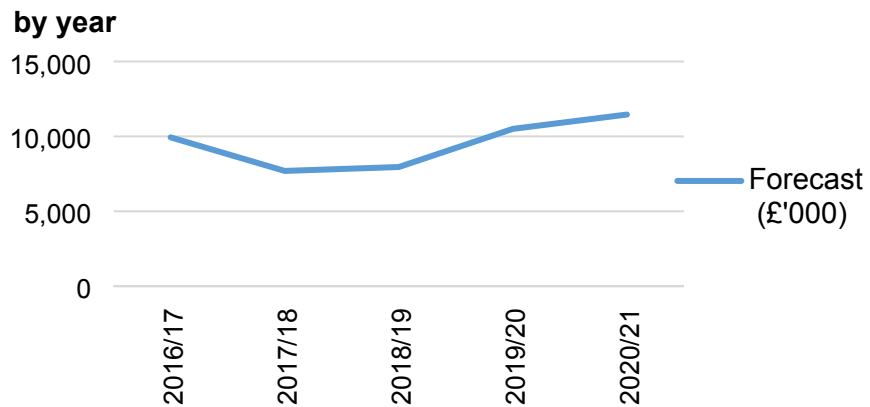
Reserves

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



Savings Plan

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



Performance Commentary

Our net cost of service remains below budget. An underspend on wholetime firefighters due to the move towards the new Operating Model is expected to be partially offset by overspends on some non-pay areas.

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

Revenue Contributions to Capital have increased to £3.699m per annum for 2018/19 to help continue our support for capital programmes. The Service Delivery Redesign programme continues to progress the changes to the provision of frontline services. Phase 2 of the savings will be incorporated into the budget 2019/20 budget.

Definitions

Primary fires are generally more serious fires that harm people or cause damage to property.

Primary fires are defined as fires that cause damage by fire/heat/smoke and meet at least one of the following conditions:

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

Primary fires are split into four sub-categories:

Dwelling fires are fires in properties that are a place of residence i.e. places occupied by households such as houses and flats, excluding hotels/hostels and residential institutions. Dwellings also include non-permanent structures used solely as a dwelling, such as houseboats and caravans.

Other buildings fires are fires in other residential or non-residential buildings. Other (institutional) residential buildings include properties such as hostels/hotels/B&Bs, nursing/care homes, student halls of residences. Non-residential buildings include properties such as offices, shops, factories, warehouses, restaurants, public buildings, religious buildings etc.

Road vehicle fires are fires in vehicles used for transportation on public roads, such as cars, vans, buses/coaches, motorcycles, lorries/HGVs etc. 'road vehicles' does not include aircraft, boats or trains, which are categorised in 'other outdoors'.

Other outdoors fires are fires in either primary outdoor locations, or fires in non-primary outdoor locations that have casualties or five or more pumping appliances attending. Outdoor primary locations include aircraft, boats, trains and outdoor structures such as post or telephone boxes, bridges, tunnels etc.

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

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

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

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

False alarms

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

False alarms are split into three sub-categories:

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

Non-fire incidents

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

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

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

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

Core Measures – There are different variables to consider when rating performance depending on the many comparators. We take a holistic approach, reviewing our current position against our short term and long-term direction of travel combined with a view of our position within Family Group 4 (FG4) and the National spectrum. FG4 is benchmark group of 18 similar sized Fire & Rescue Services. These are rated as follows:

GREEN Performing well

AMBER Performing within a tolerable level

RED Requires attention

BLUE Not rated for its performance



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Approval

Date: 5 December 2018

Title: **Mobile Data Terminal (MDT) Replacement**

Report of Chief Fire Officer

SUMMARY

1. Mobile Data Terminals (MDT) provide 'critical' communications between Fire Control and appliances. Our existing provision across the fleet is aged and requires replacement, to continue to make full use of new technology and enable an efficient and effective response to emergency incidents.
2. The purpose of this report is to seek formal approval to fund the supply, fitment and training required to replace MDT in HFRS' pumping appliances and supply Bridge Devices in our special appliances. A total of £800,000 is required to achieve this.

BACKGROUND

3. MDT provide 'critical' communications between Fire Control and appliances which includes mobilising vehicles to incidents, status updates, risk information, messaging and crew accountability.
4. HFRS currently have 155 MDT within frontline fire engine vehicle cabs. Our special appliances currently do not have any MDT provision.
5. HFRS' MDT are now ten years old and require consistent maintenance, which has a financial cost of components and an operational impact as units are withdrawn temporarily to fix.
6. The current hardware can no longer accept up to date software developments and are only being maintained with the current software.

MDT SOFTWARE

7. The mobilising software used on our MDT will not support the new Emergency Services Network (ESN), due to be implemented in 2020. The ESN will be the Emergency Services primary method of operational communication, when implemented. It is crucial our systems can operate with the ESN.
8. After January 2020 Microsoft will no longer support the Windows 7 operating system. This provides the appropriate security for these devices to work safely and securely within our own security protocols.
9. Attribute Based Response (ABR) is a future development that will enable HFRS to have more control of the vehicles and people which are deployed to an operational incident. ABR will make HFRS more operationally efficient and effective. The ABR project is under development with our Networked Fire Services Partnership (NFSP) colleagues. To use this new method of deploying resources, more up to date software is required.

BRIDGE DEVICES

10. Bridge Devices are less expensive devices providing only mobilising, incident updates and crew accountability functionality.
11. The safety and accountability of crews on specialist vehicles would be enhanced with the functionality of Bridge Devices.

NEW MDT HARDWARE

12. New MDT provide increased reliability and capacity for new software.
13. HFRS have carried out extensive MDT research with our NFSP partners to ensure that the most effective provision has been identified and fully compatible with the Fire Control system used across the NFSP. The devices identified have the ability to capitalise on both ESN and ABR developments in future years.
14. Dorset and Wiltshire (D&W) FRS and Devon and Somerset (D&S) FRS have purchased MDT and Bridge Devices following this research. Both services are undertaking the implementation phase of the replacement, which is planned to take 6 months.
15. The proposed MDT are demountable units, which means they can be removed from the vehicle cab for use and can be changed between appliances. The benefit realisation is 40 less new MDT units are required to cover the fleet, as our spare appliances will not need to be fitted.

IMPLEMENTATION

16. The implementation plan will be closely aligned to our ICT team. The development of our digital effectiveness approach within HFRS is helping to join and support the operational systems and equipment with our IT strategy. This proposal contains some IT staff provision to support this integration and implementation.
17. The physical implementation will be managed by our Fleet Maintenance team using a specialist installer.
18. Training will be required to our operational staff. Provision for training and the management of the implementation is contained within this proposal.
19. Future replacement provision will be included within the strategic equipment replacement plan which is currently being finalised. This is being led and will be managed by HFRS' Head of Operational Assets.
20. If approved, we expect to start the implementation plan to start in January 2019. We expect this to be completed by October 2019. Our collaborative approach to procurement may delay this date for implementation.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

21. Providing new rugged tablet devices as MDT in our pumping appliances and a Bridge Device in our special appliances supports the 'Responding to Incidents' Service Priority, the aim of which is to continue to improve the way we respond to and support incidents.
22. It supports our ambition for "all of our resources to be flexible, adaptable and state-of-the-art to minimise the impact of incidents and the number of deaths and injuries across the county".
23. These devices will enhance our ability to manage the safety of our operational teams.
24. The proposal supports the 'Technology' Service Priority in terms of improving the technology we deploy to increase quality, agility and reduce cost across our business, establishing it as a driver for innovation and improvement.

CONSULTATION

25. We have engaged with HFRS operational crews. This engagement has informed the user requirements set for this hardware. Our crews also continue to inform the software options we are developing with NFSP partners.

COLLABORATION

26. We have jointly researched the MDT market with our NFSP partners. We will attempt to procure devices using a collaborative procurement framework.
27. The procurement of the same devices as D&SFRS and D&WFRS will allow further operational alignment and better working arrangements across the NFSP area.
28. We are connected to a development of a national FRS procurement exercise for MDT and we will continue to engage with this development to ensure the most effective and efficient options are delivered.

RESOURCE IMPLICATIONS

29. Funding is requested for £800,000 for the procurement of the devices, additional staff capacity within IT and operations to manage the implementation and training requirement for all users. It is proposed to cover this from the HFRS Capital Payments Reserve.
30. The funding is split between physical costs of £700,000 for hardware and fitment. And staffing costs of £100,000 to project manage, integrate with our ICT systems and train HFRS teams.
31. It is estimated that new devices will have a 7-year life span. Future replacement and funding will be captured within our strategic equipment asset plan.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

32. An impact assessment has been made.
33. The environmental impact of waste from old units has been identified. To minimise the negative impacts, the disposal of items associated with the fitment of MDT will be carried out by a company which is fully compliant with the Waste Electrical and Electronic Equipment Directive (WEEE Directive.).

LEGAL IMPLICATIONS

34. Procurement rules will be adhered to and we are currently working with the IT procurement team at HCC to advise on the most cost effective and operationally viable solution.
35. Security requirements regarding our Airwave connection will be managed. This requires the operating system to be supported by the software company.

EQUALITY IMPACT ASSESSMENT

36. An impact assessment has been made.
37. The proposals in this report are considered compatible with the provisions of the equality and human rights legislation. There are no impacts identified.

OPTIONS

38. Option 1 – Do not replace MDT. This option has no financial impact. However, this option will result in the total loss of this functionality in the near future and will reduce Firefighter safety and operational performance.
39. Option 2 – Provide new MDT to our pumping appliances only. This option does not allow for crew accountability, ABR or turn by turn navigation on our special appliances. This option has a total cost of £620,000.
40. Option 3 (Recommended Option) – Provide new MDT to our pumping appliances and a Bridge Device on special appliances. This option provides operational capability across the HFRS fleet. This option has a total cost of £800,000. This is the recommended option as it will enhance the safety of and tracking of all firefighters, to all HFRS vehicles. It will also enable the development of Attribute Based Response (ABR), which is a key development within Service Delivery Redesign (SDR) to make our response to incidents the most efficient and effective.

RISK ANALYSIS

41. A reduction or loss in MDT capability will reduce Firefighter safety and reduce operational performance.
42. Careful management of the timing of changes will allow for access to ESN and further software developments.
43. If we do not align our capability with our NFSP partners, our current operational flexibility may be reduced. This may also prevent future opportunities for further improvements in operational effectiveness and savings through efficiencies.
44. This proposal will provide a better platform for providing risk information to our operational teams, however will not update the of the risk information provided. The improvements in risk information is being progressed through the development of software for MDT in NFSP, and through a separate Operations workflow.

CONCLUSION

45. Option 3 will bring our Service up to date in terms of mobile technology available to operational staff and support the future approach for a more connected incident ground.
46. This option will also look forward to developments such as ESN and ABR, for further benefit realisation that should make HFRS more operationally effective. This proposal is also a key enabler to enhance our digital effectiveness.

RECOMMENDATION

47. That Option 3 be approved by Hampshire Fire and Rescue Authority to start procurement to supply and implement a change in Mobile Data Terminals across the HFRS operational fleet.

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**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Approval

Date: 5 December 2018

Title: **Fire Cadets (Funding)**

Report of Chief Fire Officer

SUMMARY

1. The Fire Cadets programme is a nationally recognised scheme, fully supported by the National Fire Chief's Council (NFCC). It provides a long-term Children and Young People (CYP) programme, with the objective of improving and inspiring young people aged 13-17, whilst also making life safer. Hampshire Fire and Rescue aim to have 7 self-sufficient and quality assured Cadet units across Hampshire by 2021.
2. The purpose of this report is to seek support and financial commitment from the Authority to develop the Cadets offering in Hampshire.

BACKGROUND

3. Fire Cadets is a nationally recognised CYP programme that is being supported and developed by the NFCC. There are currently 34 Fire Services across the UK delivering Fire Cadets and 169 units in operation. Expansion is anticipated in most regions.
4. Fire Cadets is open to all, with the mission to:
“empower individuals to reach their full potential through a fun and progressive programme that delivers social action and skills development, contributing to safer, stronger and healthier communities”
5. HFRS has one established Cadet group that has been operational from Ringwood Fire Station for the past 15 years. It is staffed using a model utilising unpaid volunteers.
6. Other units have been operational in other locations with limited success. The reasons for the lack of success include:
 - Insufficient start-up funding
 - A lack of centralised support
 - A lack of governance guidelines and resources

AIMS AND BENEFITS OF FIRE CADETS

7. Fire Cadets is a long term educational programme for all young people aged 13 to 17 with a mix of backgrounds, aimed at being representative of the local community. Each unit operates at a local Fire Station or other community site, with young people attending one evening per week, for two hours. The programme syllabus is designed to be modular and accredited to BTEC Level 2 in Fire and Rescue Services in the Community.
8. Fire Cadets benefit the young people with various skills, including teamwork, problem solving and communication, as well as activities which prepare young people for adult life such as healthy living, finance, job application techniques and community projects.
9. The community benefits include a reduction in antisocial behaviour by enhancing key citizenship skills in young people, Cadet interaction with their community, by getting involved with social action and by teaching people the importance of fire and road safety. This also provides the platform for HFRS to develop Young People in leadership roles within the community.
10. The benefits to HFRS include a positive impact on workplace diversity through recruitment opportunities, increased interaction with children and young people, enhancing citizenship skills, and raising HFRS' profile, through support and representation at ceremonial and local events. These benefits have been reported from our partner agencies such as the Police.

PROGRAMME DELIVERY WITHIN HFRS

11. The expansion of Cadet units will be progressive to allow for adequate support from our CYP team, and aid our ambition of organic and sustainable growth.
12. Our proposed aim, is to achieve a total of 7 Fire Cadet units within a 3-year period.
13. The model adopted within HFRS will not rely on payment of operational fire service staff, but will be based on an unpaid volunteer model, akin to many successful units across the country. The recruitment of volunteers will be managed through the Community Safety Volunteers Co-ordinator and our successful HFRS volunteers scheme.
14. We will seek volunteers from within our current teams (both operational and non-operational), from our past members (such as retired firefighters) and from the community.
15. Beyond the set up and early year costs, it is anticipated ongoing costs for the units will be provided through funding from sponsorship and local funding streams.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

16. Creating safer communities – providing opportunities to young people and promoting safety messages. Cadets complement our other CYP interventions and offer a long-term programme. Cadets will also complete social action projects and be utilised to offer community safety advice at events or during needs of public reassurance events.
17. People and leadership – the national demographic data of Cadet groups demonstrates greater diversity, which it is hoped will have a positive influence on future Service recruitment. NFCC statistics identify that currently 39% of Cadets are female, with a 9% representation from black and minority ethnic (BME).
18. Blue light collaboration – greater efficiencies may be available if Police and Fire Cadet group numbers are expanded.

CONSULTATION

19. No formal consultation is planned. However, we have carried out stakeholder engagement with staff and partners close to the concept and this is planned to continue.

COLLABORATION

20. The Volunteer Police Cadets is designed to provide a safe environment in which young people can learn as individuals and develop positive relationships with the Police, whilst actively supporting their community. Hampshire Constabulary currently operate 14 units and have a waiting list for Cadet places. We plan to establish units where the current provision for youth diversion activities is not as strong.
21. Fire Cadet places will be offered to those on the Police Cadets waiting list and identified referrals from other partner agencies such as within Local Authority and Health.
22. It is planned that Cadet groups will maintain their own identity. However, we will work together by promoting each other's messages, sharing skills, volunteers and equipment resources. By working in collaboration, organisations can operate efficient Cadet units that offer effective youth diversion activities to the young people across a wider area of need.
23. We will seek patronage for the Hampshire Fire Cadets, by approaching a high profile civic patron to act in this role.

RESOURCE IMPLICATIONS

24. The development of Cadets will be managed through the Community Safety CYP team, with a designated post created through a team restructure. The Volunteers Co-ordinator will manage the recruitment and management of volunteers through the existing HFRS Volunteer Scheme.
25. Access to fire service premises and onsite storage will be required. Specific child adapted equipment and kit is required, which is included in this funding proposal. Additional physical resources will be provided by fire stations including access to ICT provision.
26. Set up costs for each new unit is £8,600, which will be required for each of the 6 new units. This cost is based on NFCC research following national averages.
27. Therefore, set up cost funding of £51,600 is required for the 6 new units. This will be provided from the Transformation reserve.
28. It is proposed that each unit (total of 7 units) is supported for its' first 4 years at a cost of £2,900 per unit per annum. Research supports that we anticipate being able to raise ongoing funding beyond this period through sponsorship and local funding from the community.
29. Therefore, funding of £20,300 per annum for 4 years is proposed. This will be built into the budgets for these 4 years.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

30. An impacts assessment has been completed in consultation with HFRS' Environmental and Sustainability Officer. There is no anticipated environmental or sustainability impacts due to the Cadet units running from existing Fire Stations within current policies.

LEGAL IMPLICATIONS

31. There are no significant legal implications identified.
32. HFRS have existing policies for working with children and young people to protect them and the Authority.
33. We will also manage personal data in accordance with our data protection and GDPR policies. HFRS lead for data management has guided this proposal.

EQUALITY IMPACT ASSESSMENT

34. An impact assessment has been completed in consultation with HFRS' equalities team. There are only positive impacts anticipated.

35. The Fire Cadet mission statement identifies the programme is open to all. Fire Cadets will apply and be interviewed to enter the programme through referral agencies and self-nominations.
36. NFCC statistics identify 39% of Cadets are female, with a 9% representation from BME. This is helpful in widening our reach within the community.

OPTIONS

37. In all options the staff costs for a Fire Cadets team leader to manage and quality assure the groups will be absorbed within the Community Safety CYP existing structure. The recruitment and management of volunteers will be provided by the existing Volunteer Co-ordinator's role.

38. Option 1 – Recommendation

Units are fully funded by HFRS for 4 years. This will require a set up cost of £51,600 year 1 (for 6 new units). Followed by 4 years of funding allocation of £20,300 per annum (£2,900 x 7 units). External funding required thereafter.

39. Option 2

Units are fully and continuously funded by HFRS. This will require a set up cost of £51,600 year 1 (for 6 new units), with an ongoing commitment of £20,300 per annum (£2,900 x 7 units).

40. Option 3

Cadet units fully funded through donations and sponsorship. The speed of growth will be determined by the funds available. Experiences of other Services identify that this is very difficult to achieve.

RISK ANALYSIS

41. The Fire Cadets programme is covered by HFRS' insurance policy as we have a Cadet unit in Ringwood.
42. All those involved in delivery of the Cadet programme will be subject to DBS checks in line with HFRS policy.
43. HFRS' safeguarding policy and procedures will be utilised to protect, support and report any safeguarding matters.

44. If funding ceases or programmes do not meet the intended benefits and objectives, units would be closed, with no ongoing liability or costs.
45. Fire Cadets is a nationally recognised programme governed by the NFCC Fire Cadet Board. This board provides governance and minimum standards in relation to the programme's delivery, which will assist HFRS.

CONCLUSION

46. The expansion of Fire Cadets is sustainable and achievable within Hampshire Fire and Rescue Service. The introduction of further Cadet units will further strengthen our position within the community and assist us to achieve our stated corporate objectives including blue light collaboration, to build in effective youth diversion activities, providing opportunities to young people and support to our communities.

RECOMMENDATION

That Option 1 be approved by Hampshire Fire and Rescue Authority to establish 6 additional cadet units and maintain 7 units for 4 years.

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**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Approval

Date 5 December 2018

Title **2019/20 BUDGET UPDATE**

Report of Treasurer

EXECUTIVE SUMMARY

1. This report is to provide an update to members on the current financial position for the 2018/19 Revenue Budget and an update on the 2019/20 budget setting process.
2. An underspend of £1.6m is currently forecast for 2018/19 as detailed in paragraphs 12-15 below, although this will be impacted by further pressures within ICT as outlined in this report.
3. An assumed 2.99% increase in precept for 2019/20 would leave a shortfall of £0.7m based on the MTFP presented to the Authority in September, this report discusses the proposal to meet that gap in the short term, including reducing the RCCO for the year if necessary in line with current policy.
4. The position in respect of the change in the valuation basis for unfunded public-sector pension schemes has progressed since it was reported verbally to the Authority in September. It is now anticipated that there will be an increase in the employer's contribution rate in excess of 12%, which for Hampshire would be an increase in costs of around £3m. However, the Government has agreed that it will fund around 90% of this sum for 2019/20 only and will deal with this issue on an ongoing basis as part of the Spending Review planned for 2019. The Home Office is currently consulting on the proposed methodology for distributing this funding, but at this stage it removes the majority of this risk from the 2019/20 budget setting process.

BACKGROUND

5. The Medium Term Financial Plan was updated and reported to the Authority in September this year. The plan showed a £0.7m funding shortfall for 2019/20, which is down from the £2.2m shortfall expected within the October 2017 MTFP due to the reductions made as part of the 2018/19 budget.

6. Each October, the local precepting authorities provide an updated council tax base estimate, which is usually close to the final figure. This year the amounts provided give a 1.47% rise in the Council Tax Base, which equates to an increase in income of around £200,000 on the figure included within the September MTFP report.
7. The detailed budget setting process is currently underway, which will review all budget lines with the aim of ensuring that they are valid and accurate and will remove any excess funding that is held within departments.
8. A separate Zero Based Budgeting (ZBB) exercise has also been carried out and the results of this are included within this report. The changes identified reflect a greater attention to budget setting and monitoring across the Service in this financial year and the fact that budgets have been reviewed and challenged as part of the organisational changes being implemented this year.
9. The overall net changes from the ZBB exercise have themselves been balanced to zero, but this is an important exercise to ensure that the budgets reflect current structures and activity and will aid in budget monitoring and control during the financial year.
10. Separate to this, extensive work has been undertaken on the position of our ICT set up, following further reviews of our infrastructure and security arrangements and work undertaken by the new interim head of ICT. There are additional one off and recurring costs associated with bringing the ICT infrastructure and applications up to a standard that is fit for purpose for an emergency service and these are detailed in this report.
11. The £0.7m shortfall in the MTFP included the full level of RCCO required for funding the current capital programme. This was reduced in 2018/19 to balance the budget, which could also be done for 2019/20 in line with the existing strategy, now that the risk around the pension changes has been clarified. The actual figure will be dependent on the local government finance settlement and final figures from Districts on council tax base and the surpluses or deficits in their collection funds.

2018/19 QUARTER 2 BUDGET MONITORING

12. The table below shows the budget monitoring for 2018/19 as at 30th September 2018 and shows a net underspend of £1.6m.

	2018/19 Current Budget	2018/19 Forecast as at end Period 6	Variance Underspend / (Overspend)
Employee Costs	50,681	48,793	1,888
Premises	5,710	5,912	(202)
Transport	1,788	1,774	14
Supplies & Services	9,876	10,316	(440)
	68,055	66,795	1,260
Income	(3,965)	(4,272)	307
Specific Grant	(1,915)	(1,915)	0

Contribution from Transformation Reserve	(3,230)	(3,230)	0
	58,945	57,378	1,567
Revenue Contributions to Capital	2,339	2,339	0
Contingency	1,459	1,454	5
Interest payable / (receivable)	605	604	1
Net Cost of Service	63,348	61,775	1,573

13. The main points to note are:

- (a) Employee costs are forecast to be under budget by £1.95m at the end of the financial year. A large part of this underspend is due to the transition to the new operating model and the overall reduction in the number of firefighters. There are also some savings due to the staff pay award being slightly lower than budgeted.
- (b) The premises overspend is due to a combination of professional fees and business rates being higher than budgeted. These issues have already been picked up as part of the budget setting process for next year.
- (c) Supplies & Services are forecast to overspend by £157,000. This mainly relates to pressures within the Enabling area, particularly on property services and ICT. Again this report and the Zero Based Budgeting exercise addresses these issues going forward.
- (d) Third Party Payments are forecast to overspend by £284,000. This overspend primarily relates to the misallocation of grant income. The ESMCP control rooms grant was incorrectly applied to NFSP activity during 2017/18 and therefore the gross costs of this expenditure are shown in this financial year. The overall impact on our reserves position is however unaffected.

14. The current forecast is a significant underspend, which in the main, is due to the early achievement of savings as part of Service Delivery Redesign. This is very positive as it will allow a contribution to reserves at the end of 2018/19 and provides confidence for the 2019/20 financial year. However, this does not include other potential pressures on the ICT budget in 2018/19 which are discussed below.

15. Given the certainty of the underspend, it is proposed that £1.2m of the underspend be approved for transfer to the Transformation Reserve in year, rather than waiting until year end. This will be earmarked for the one off costs associated with the NFSP and Windows 10 systems upgrade detailed below, the additional one off pressures within ICT and the potential implementation costs of the CFA.

RESERVE FUNDING

16. Included in the MTFP for 2019/20 is a contribution of £500,000 towards equipment replacement. This was agreed as a way of planning for the replacement of significant equipment and aligns to the contributions already being made for PPE and ICT.

17. The contributions will be transferred to separate reserves, so that the funding is available as required for those purposes. To avoid delays to purchases, delegated authority is requested for use of up to £200,000 per project or procurement and internal officer sign off for expenditure will still be required. Any projects or procurements over this value would require a business case to be presented to HFRA for formal approval. This is in line with the current delegated authority for the Transformation Reserve.

NETWORKED FIRE SERVICES PARTNERSHIP (NFSP)

18. NFSP started as a collaborative project to provide a new Fire Control solution between Hampshire Fire and Rescue Service, Devon and Somerset Fire and Rescue Service, Dorset Fire and Rescue Service, Wiltshire Fire and Rescue Service. Subsequently Dorset Fire and Rescue Service and Wiltshire Fire and Rescue Service successfully merged to form a single service. The three services have procured and implemented a control system. This joint approach has formed the foundation for wider collaborative working with our NFSP partners and will see future opportunities to work together more effectively and more efficiently.
19. The NFSP system is provided under contract by Capita, utilising its' "Vision" software. Each FRS operate a control room for normal day to day business. However, these Fire Control rooms are networked, which provides necessary resilience across the NFSP area. Essentially this means that any one FRS Fire Control room can mobilise a response across all three regions.
20. The current system was implemented in 2012, with the contract period due to expire on June 2021. Part of the original business case contained an option to extend the initial contract by 4 years which was agreed meaning the contract now terminates in June 2025. This provides the maximum benefit operationally and financially to FRS of the NFSP. However, an extension will require a planned system hardware refresh, to ensure the ICT equipment is able to continue to support the software fully and enable the most effective operational system. It is anticipated that an upgrade of hardware will improve the performance of the Vision system significantly and will establish a foundation for the next phase of the Networked Fire Control system. This next phase is the operational alignment of Fire Control where further operational benefits and financial benefits will be delivered.
21. The cost of the system hardware refresh is estimated to be £303,000. Subject to agreement, these funds are planned to be provided from the Transformation Reserve from the current years underspend.
22. As explained in paragraph 16 above, from 2019/20 an operational equipment reserve will be in place. It is anticipated that any future costs for NFSP would be funded from that reserve.

FORWARD BUDGET 2019/20

23. An updated Medium Term Financial Plan (MTFP) was presented to the Authority in September 2018. This showed the Authority being in a good financial position, but with some challenges still ahead.

PRECEPT

24. In the MTFP, it was agreed that a planning assumption for a precept increase of 2.99%, the maximum allowed under the current referendum limit, would be used. This would need to be reconsidered should the referendum limit be changed, however that is not expected at this stage.
25. The total precept received is also affected by the council tax base, which is the total number of dwellings paying the precept within Hampshire. Due to on-going demands for more housing, this figure has increased year on year for many years, but the increase has varied significantly. An increase of 1.0% has been built into the MTFP, but estimates have now been received from the precepting authorities which indicate a higher increase at around 1.47%. This is still subject to confirmation, but an increase at this level would contribute around £200,000 of additional recurring income.

SERVICE DELIVERY REDESIGN (SDR)

26. The Service Delivery Redesign (SDR) programme is in its final stages of restructuring the Service to improve both efficiency and effectiveness. This programme will deliver £4.1m of savings over 4 years, with £1m having been made for 2017/18. A further £2.3m of savings were included in the September 2018 MTFP for 2019/20, which has now been confirmed at £2.6m. The final £0.5m will be delivered in 2020/21.

ZERO BASED BUDGET

27. As part of the budget setting process, a version of zero based budgeting is being carried out across the organisation. This is a continuation of the work started during the 2018/19 budget process and will be on-going, to ensure that all budgets are as accurate and relevant as possible.
28. This process involves all budget lines being reviewed to ensure that they are valid and of an appropriate amount. This year the process has benefitted from an enhanced level of budget monitoring in the current year and from the review of budgets resulting from organisational changes being implemented this year.
29. In previous years the ZBB exercise has realised savings that have been taken into account as part of the wider balancing of the budget. For 2019/20 there is a net impact of zero mainly as a result of the correction of historic under budgeting in some areas, as outlined in the Quarter 2 monitoring above.

ICT BUDGETS

30. Members will be aware that the Service embarked on a process of ICT Transformation with a view to improving the range and deployment of technology enablers, to make it more agile to respond to the changing needs of the service and to take advantage of cloud based services which were not available through HCC as a provider. These changes also had the benefit of reducing costs, although this was only one of the drivers within the ICT Transformation Programme.
31. It has already been reported to the Authority and Standards and Governance Committee that the ICT Transformation Programme had a number of weaknesses in project management and cost control which led to a significant

overspend which was subsequently reported on and an action plan was put in place to address the identified shortcomings.

32. Since that time a new Chief of Staff and Interim Head of ICT have been appointed and were tasked with ensuring that the technical infrastructure and the arrangements for delivering ICT support to the Service were fit for purpose and secure. This necessitated some remedial action that was undertaken during the year in some areas of security and work has continued to be undertaken to consider what other changes are required to bring the service to a stable position going forward.
33. The table below sets out the estimated one off and recurring pressures that have been identified in order to stabilise the service and provide the necessary resources to support it properly in the future:

	2018/19	Ongoing
	£	£
Budget shortfall	174,000	174,000
Security software	115,000	55,000
Sharepoint reconfiguration	80,000	40,000
Resource investment	98,000	294,000
Interim ICT management	75,000	0
Total	542,000	563,000

34. The budget shortfall represents those areas where the current budget does not reflect the actual level of spend being incurred, either as a result of an historic position or following the changes that were made as part of the ICT Transformation Programme.
35. The security software and Sharepoint reconfiguration are items which have been identified by the Chief of Staff and Interim Head of ICT as needing to be improved or upgraded following the review that was carried out. The ongoing costs relating to licensing costs were not included within the original scope of the changes.
36. Resource investment includes additional staffing that it is felt are required to adequately support the ICT infrastructure and provide the necessary resilience for emergency service operations. Whilst a new Head of ICT has been appointed it is also felt necessary to retain the services of the Interim manager to provide a proper handover, to see through the necessary changes and to provide additional capacity in the short term to ensure that momentum is not lost on the stabilisation programme that has been put in place.
37. In terms of the one off costs, the budget shortfall and the Interim ICT management costs have already been taken into account in the net £1.6m underspend highlighted above. There is also an annual provision of £150,000 which is contributed to reserves each year following the up front payment of perpetual licenses as part of the ICT Transformation Programme and it is proposed to make this available to fund these one off and recurring costs going forward. This leaves a balance of £143,000 that needs funding in the year and it is proposed to use part of the £1.2m being set aside from the underspend to fund this expenditure.
38. The recurring costs are significant, but the aim is to find a way of meeting these without increasing the level of savings identified in the MTFP agreed in

September. The MTFP included a provision of £200,000 for ICT stabilisation, which together with the existing £150,000 provision mentioned above leaves a balance of £213,000 to fund. The increase in the income from the council tax base is expected to be in the region of £200,000 and it is therefore proposed to use this to meet the remaining recurring costs of the ICT pressures highlighted above. Final confirmation of the position will be provided when the budget is set in February next year.

WINDOWS 10 UPGRADE

39. Members may recall that additional funding of £10,000 was provided to assess the impact of upgrading to Windows 10 following the cessation of support to the current version of Windows that the Service is using.
40. Whilst this is obviously linked to ICT it is a completely separate issue that the Service needed to address irrespective of the pressures outlined in the section above. A review of the impact of the need to move to Windows 10 has been concluded and one off changes to systems of £130,000 have been identified together with other ongoing licensing and support costs of £25,000 per annum from 2019/20 onwards.
41. Approval is sought in this report to meet the one off costs from the Transformation Reserve and to build the ongoing cost into the final budget position when it is considered in February next year.

PAY INFLATION

42. An inflation rate of 2.5% has been used for both professional services colleagues and firefighters for 2019/20. The 2018 increase for green book staff was agreed at 2% and the award for Firefighters was recently agreed also at 2%, however discussions are on-going about future increases, with the Fire Brigades Union pushing hard for significantly higher increases in future years.

HM TREASURY REVIEW OF PENSIONS

43. It was reported verbally at the last Authority meeting that following an actuarial review of the Fire Fighter's Pension Scheme, indications were that there would need to be a significant increase in employer's contributions to cover increased liabilities as a result of people living longer.
44. The latest intelligence is that increases in the employer's rate will be in excess of 12%, which for HFRA would be an increase of around £3.0m against which we have just under £1m allowed for over the next 3 years.
45. The Autumn Budget that was released on 29 October gave clear indications that the increased costs to the NHS and Schools would be covered on an ongoing basis but were less clear about the impact on emergency services.
46. Since that time, the Home Office have confirmed that they will provide funding next year to meet £97m of the predicted £107m cost to Fire Services nationally, which equates to just over 90%. However, based on current predictions of employer pension costs next year it would appear that the £97m of funding would be enough to cover 100% of the additional cost.

47. The Home Office is currently consulting on options for distributing the funding which will not be confirmed until the local government finance settlement is released later in December. It is not clear whether or not the Home Office will reduce the total funding to take account of the lower cost predictions, but in any event the announcement removes the bulk of this risk for the 2019/20 budget setting process.
48. The ongoing impact however is still a major issue for all Fire and Rescue Services and will be taken into account as part of the Spending Review 2019. It will therefore be some time before we can assess the potential impact of this on our MTFP going forward.

REVENUE CONTRIBUTIONS TO CAPITAL OUTLAY (RCCO)

49. As HFRA no longer receive an annual capital grant, the majority of capital expenditure has to be funding from revenue contributions, known as RCCOs. In the October 2017 MTFP it was agreed that these contributions should be based on the calculated future requirement, rather than being ad hoc savings and underspends.
50. Due to significant budget pressures, the amount included in the 2018/19 budget for RCCO could not be increased to the full £3.9m requirement. In the September 2018 MTFP £3.9m has been included for 2019/20 and it is expected that will be possible within the budget envelope. This would help to build up a good capital reserve but could be used for other purposes if required in the short term.
51. However, should a balanced budget not be possible with the current plans, it is proposed that the RCCO be reduced to remove any deficit for 2019/20. This would be a temporary measure until further savings from SDR and other areas can be implemented in future years, at which point the RCCO would be increased back to the planned level.
52. In the event that HFRA were required to meet the full increased costs of employers pension contributions beyond 2019/20, it would be necessary to remove the majority of this provision in order to balance the budget in the short term, whilst long term savings plans can be put in place to cover the additional cost. Although HFRA is in a fortunate position to be able to deal with the problem in this way this will have implications on meeting future liabilities.
53. Decisions on funding associated with the pension changes and the Fair Funding Review and 100% Business Rate Retention will not be known until we have the outcome of the 2019 Spending Review. In reality we will not know what our future grant position will be until around December 2019 and it is therefore proposed that we would delay the next update of the MTFP until after this date.

TREASURY MANAGEMENT

54. The mid-year Treasury Management Report is attached at Appendix A. It provides an update of the Authorities treasury activities, its return on investment and prudential indicators as at 30th September 2018.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

55. Ensuring that funding is appropriately accounted for is vital for all public-sector organisations. Good budget management in the past has allowed underspends to be achieved, which will help to fund the Service priorities and enable key changes required to make the budget reductions at the same time as service improvements.

CONSULTATION

56. The Authority undertook a major consultation process during 2015 that sought residents and stakeholders' views about the proposed changes arising from the Risk Review as well as other issues around budgets and council tax levels. The most relevant point to note for this report is that the majority of respondents were happy to see a rise in council tax in order to protect services provided by the Authority.
57. Further consultation is expected to take place with business and Unions as part of the budget setting process for 2019/20.

RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

PEOPLE IMPACT ASSESSMENT

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

OPTIONS

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

RISK ANALYSIS

62. The Authority has an established process for planning ahead to meet financial targets. This has helped considerably in managing the reductions in Government grant as set out in this report.
63. The current savings programme has progressed according to plan, but development and implementation of a new savings programme will need to be kept under review over the coming year and will be aligned with the review of the Integrated Risk Management Plan due to take place next year.
64. There continues to be a real risk of a budget deficit in future years which will require reductions across the Service and increases in council tax. The Service has begun early planning to identify how a shortfall could be overcome, including examining other potential income sources. However, as a backstop position, the

Authority has significant contributions to reserves to meet the gap thereby mitigating this risk.

65. The potential impact of increasing employers pension contributions is a significant risk to the sound financial management of the Authority going forward, but the immediate risk for 2019/20 has largely been mitigated by additional Government funding.

CONCLUSION

66. It is recommended that the Authority approve the assumptions made within this report, which will be used as the basis for 2019/20 budget setting.

RECOMMENDATIONS

67. That the RCCO be reduced in order to balance the budget, after all other savings and adjustments have been taken into account, if necessary.
68. That the Authority notes the significant risk in respect of employers pension contributions beyond 2019/20.
69. That £1.2m of the 2018/19 underspend be transferred to the Transformation Reserve and used to fund the items highlighted in paragraph 15
70. That delegated authority be given to the Chief Fire Officer to approve the use of all specific reserves up to £200,000.
71. That approval be given for £303,000 from the Transformation Reserve for the NFSP system refresh and upgrades.
72. That approval be given for £130,000 from the Transformation Reserve for the changes associated with moving to Windows 10 and that the ongoing costs of £25,000 are taken into account when the budget for 2019/20 is set in February 2019.
73. That the Authority approves the approach for dealing with ICT pressures as outlined in this report.
74. That the mid-year review of treasury management activities be approved.

APPENDICES ATTACHED

75. Appendix A – Treasury Management Mid-Year Report

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Appendix A

Treasury Management Mid Year Monitoring Report 2018/19

1. Executive Summary

- 1.1. The Hampshire Fire and Rescue Authority (HFRA) adopts the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the HFRA to approve treasury management semi-annual and annual reports.
- 1.2. This report fulfils the HFRA's legal obligation to have regard to the CIPFA Code.
- 1.3. The HFRA's Treasury Management Strategy (TMS) for 2018/19 was approved at an Authority meeting in February 2018. The HFRA has borrowed and invested sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the HFRA's TMS.
- 1.4. Following consultation in 2017, CIPFA published new versions of the Prudential Code for Capital Finance in Local Authorities (Prudential Code) and the Treasury Management Code of Practice but has yet to publish the local authority specific Guidance Notes to the latter. In England the Ministry of Housing, Communities & Local Government (MHCLG) published its revised Investment Guidance which came into effect from April 2018.
- 1.5. The updated Prudential Code includes a new requirement for local authorities to provide a Capital Strategy, which is to be a summary document approved by the Authority covering capital expenditure and financing, treasury management and non-treasury investments. The Capital Strategy will be produced later 2018/19 for approval by the Authority.
- 1.6. Treasury management in the context of this report is defined as:

“The management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 1.7. Overall responsibility for treasury management remains with the Authority. No treasury management activity is without risk; the effective identification and management of risk are integral to the Authority's treasury management objectives.
- 1.8. All treasury activity has complied with the HFRA's TMS and Investment Strategy for 2018/19, and all relevant statute, guidance and accounting standards. In addition, Authority's treasury advisers, Arlingclose, provide support in undertaking treasury management activities. The HFRA has also complied with all of the prudential indicators set in its TMS.

2. Recommendation

- 2.1. That the mid-year review of treasury management activities be noted by the Hampshire Fire and Rescue Authority.

3. External Context

- 3.1. The following sections outline the key economic themes currently in the UK against which investment and borrowing decisions have been made to date in 2018/19.

Economic Commentary

- 3.2. UK Consumer Price Inflation (CPI) index fell to 2.4% in June, a 12-month low, as the effects of sterling's large depreciation in 2016 began to fade. However CPI ticked back up marginally to 2.5% in July, mostly due to higher energy prices, and up again to 2.7% in August from cultural services, where theatre admission prices rose by more than a year ago, and games, toys and hobbies, where prices for computer games rose this year but fell a year ago. The most recent labour market data for July 2018 showed the unemployment rate at 4%; the lowest since 1975. The three month average annual growth rate for regular pay, i.e. excluding bonuses, was 2.9%. However, real wages (i.e. adjusted for inflation) grew only by 0.4%, a marginal increase unlikely to have had much effect for households.
- 3.3. The rebound in Gross Domestic Product (GDP) growth in Quarter 2 of 2018 to 0.4% confirmed that the weakness in economic growth in Quarter 1 was temporary and largely due to weather-related factors. The Bank of England made no change to monetary policy at its meetings in May and June, however hawkish minutes and a 6-3 vote to maintain rates was followed by a unanimous decision for a rate rise of 0.25% in August, taking the Bank Rate to 0.75%. No further change was made to monetary policy at the Bank of England's meeting in September.

Credit Background

- 3.4. The big four UK banks are progressing well with ringfencing. Barclays Bank PLC and HSBC Bank PLC have created new banks (Barclays Bank UK and HSBC UK Bank) and transferred ringfenced (retail) business lines into the new companies. Lloyds Bank PLC has created Lloyds Bank Corporate Markets as a new non-ringfenced (investment) bank. RBS has renamed existing group entities and transferred accounts to leave NatWest Markets as the non-ringfenced bank and NatWest Bank, Royal Bank of Scotland and Ulster Bank as the ring-fenced banks. The Fire and Rescue Authority's day-to-day banking contract remains with NatWest Bank.

4. Local Context

- 4.1. On 31 March 2018, the HFRA had net investments of £14.4m, a greater cash balance in comparison to the financing of its historical capital programme. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in Table 1:

Table 1: Balance Sheet Summary

	31/03/2018 Balance £m
CFR	(11.7)
Less: Resources for investment	26.1
Net investments	14.4

- 4.2. The HFRA's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low. The treasury management position as at 30 September 2018, and the movement since 31 March 2018 is shown in Table 2:

Table 2: Treasury Management Summary

	31/03/2018 Balance £m	Movement £m	30/09/2018 Balance £m	30/09/2018 Rate %
Long-term borrowing	(8.4)	-	(8.4)	(4.71)
Short-term borrowing	-	-	-	-
Total borrowing	(8.4)	-	(8.4)	(4.71)
Long-term investments	6.5	1.0	7.5	3.04
Short-term investments	15.5	4.0	19.5	0.84
Cash and cash equivalents	3.7	0.4	4.1	0.70
Total investments	25.7	5.4	31.1	1.35
Net external investments	17.3	5.4	22.7	

Note: the figures as at 31 March 2018 in the table above are from the balance sheet in the HFRA's statement of accounts, but adjusted to exclude operational cash, accrued interest and other accounting adjustments.

- 4.3. The increase in net investments of £5.4m shown in Table 2 above reflects the combination of repayment of no increase in borrowing, and an increase in investment balances of £5.4m. The increase in total investments since 31 March 2018 reflects the annual position of 31 March being a lower point for investment balances, due to many government grants being front-loaded; the largest of which is the annual pensions grant, which is received every July and paid out to pay pensions throughout the year.

5. Borrowing Activity

5.1. As shown in Table 2, at 30 September 2018 the HFRA held £8.4m of loans, as part of its strategy for funding previous years' capital programmes. Further details are shown in Table 3:

Table 3: Borrowing Position

	31/03/2018 Balance £m	Movement £m	30/09/2018 Balance £m	30/09/2018 Rate %	30/09/2018 WAM* years
Public Works Loan Board	(8.4)	-	(8.4)	(4.71)	11.15
Total borrowing	(8.4)	-	(8.4)	(4.71)	11.15

* Weighted average maturity

- 5.2. The Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.
- 5.3. In keeping with these objectives, no new borrowing was undertaken in the period. This strategy enabled the Authority to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.
- 5.4. The benefits of internal borrowing are monitored regularly against the potential for incurring additional costs by deferring borrowing into future years, when long-term borrowing rates are forecast to rise. Arlingclose assists the Authority with the monitoring of internal and external borrowing.

6. Investment Activity

6.1. The HFRA holds invested funds representing income received in advance of expenditure plus balances and reserves. The HFRA's investment holding was £31m at 30 September 2018, which was £2m (6%) lower than the same time last year. During the six month period from 1 April to 30 September 2018, the Authority's investment balance ranged between £21m and £35m due to timing differences between income and expenditure. Table 4 shows investment activity for the HFRA as at 30 September 2018 in comparison to the reported activity as at 31 March 2018:

Table 4: Investment Position (Treasury Investments)

Investments	31/03/2018 Balance £m	Movement £m	30/09/2018 Balance £m	30/09/2018 Rate %	30/09/2018 WAM* years
Short term investments					
- Banks and Building Societies					
- Unsecured	2.11	2.61	4.72	0.77	0.18
- Secured	7.00	-	7.00	1.02	0.45
- UK Treasury Bills	-	1.00	1.00	0.61	0.08
- Money Market Funds	3.06	(0.14)	2.92	0.69	0.00
- Local Authorities	7.00	(1.00)	6.00	0.71	0.44
- Corporate Bonds	-	2.00	2.00	0.80	0.48
	19.17	4.47	23.64	0.81	0.33
Long term investments					
- Banks and Building Societies					
- Secured	3.00	-	3.00	0.97	2.55
- Local Authorities	-	1.00	1.00	1.30	2.74
	3.00	1.00	4.00	1.05	2.59
High yield investments					
- Pooled Property Funds**	2.00	-	2.00	4.27	n/a
- Pooled Equity Funds**	1.50	-	1.50	6.73	n/a
	3.50	-	3.50	5.32	n/a
TOTAL INVESTMENTS	25.67	5.47	31.14	1.35	0.58

* Weighted average maturity

** The rates provided for pooled fund investments are reflective of the average of the most recent dividend return as at 30 September 2018.

Note: the figures in the table above are from the balance sheet in the HFRA's statement of accounts, but adjusted to exclude operational cash, accrued interest and other accounting adjustments.

- 6.2. Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The HFRA's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 6.3. During the first half of 2018/19, investment balances increased by £5m, which is in line with what is expected at this point in the year; this is due to the receipt of front-loaded grant, the largest of which is the annual pensions grant, which is received every July and paid out to pay pensions throughout the year. The majority of this has been invested in short-term investment instruments as these funds will be required within the year, whilst £1m has been invested for longer term with local authorities.
- 6.4. Security of capital has remained the Authority's main investment objective. This has been maintained by following the Authority's counterparty policy as set out in its Treasury Management Strategy Statement for 2018/19.

- 6.5. Counterparty credit quality was assessed and monitored with reference to credit ratings, for financial institutions analysis of funding structure and susceptibility to bail-in, credit default swap prices, financial statements, information on potential government support and reports in the quality financial press.
- 6.6. The HFRA will also consider the use of secured investments products that provide collateral in the event that the counterparty cannot meet its obligations for repayment.
- 6.7. The Authority maintained a sufficient level of liquidity through the use of call accounts and money market funds. The HFRA sought to optimise returns commensurate with its objectives of security and liquidity. The UK Bank Rate increased by 0.25% to 0.75% in August 2018 and short-term money market rates have remained at relatively low levels which has continued to have a significant impact on cash investment income.
- 6.8. The progression of credit risk and return metrics for the Authority's investments managed in-house (excluding external pooled funds) are shown in the extracts from Arlingclose's investment benchmarking in Table 5:

Table 5: Investment Benchmarking (investments managed in-house)

	Credit Rating	Bail-in Exposure	WAM* (days)	Rate of Return
HFRA performance:				
- 31/03/2018	AA	23%	187	0.63%
- 30/09/2018	AA+	24%	241	0.85%
Police & Fire Authorities	AA-	66%	69	0.65%
All LAs	AA-	60%	61	0.76%

* Weighted average maturity

- 6.9. The Authority has targeted a proportion of funds towards high yielding investments as shown in Table 4. Investments yielding higher returns will contribute additional income to the HFRA, although some come with the risk that they may suffer falls in the value of the principal invested.
- 6.10. The Authority's £3.5m portfolio of externally managed pooled equity and property funds generated an average annual total return of 9.41%, comprising a 4.83% income return which is used to support services in year, and 4.58% of capital growth. As these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives are regularly reviewed.
- 6.11. The investments in pooled funds allow the HFRA to diversify into asset classes other than cash without the need to own and manage the underlying investments. The funds, which are operated on a variable net asset value

(NAV) basis, offer diversification of investment risk, coupled with the services of a professional fund manager; they also offer enhanced returns over the longer term but are more volatile in the short term. All of the Fire and Rescue Authority's pooled fund investments are in the respective fund's distributing share class which pay out the income generated. The Authority's intention is to hold them for at least the medium term.

- 6.12. MHCLG released a consultation on statutory overrides relating to the introduction of IFRS 9 Financial Instruments accounting standard from 2018/19. The consultation recognises that the requirement in IFRS 9 for certain investments to be accounted for a fair value through profit and loss may introduce "more income statement volatility" which may impact on budget calculations. The consultation proposes a time-limited statutory override and has sought views whether it should be applied only to pooled property funds. The HFRA has responded to the consultation which closed on 30 September. The Authority's response stated that the HFRA agrees that there should be a statutory override, but that it should not be time limited, as the circumstances meaning an override is appropriate now will still apply in April 2021 and beyond. The statutory override should apply to all pooled investment funds, as the Authority sees no reason for the Government to incentivise property funds over other pooled funds. Good treasury risk management requires long-term investments to be diversified over a range of asset classes, and the government should support this by extending the proposed override to all types of collective investment scheme.

7. Non Treasury Investments

- 7.1. Although not classed as treasury management activities the HFRA may also make loans and investments for Service purposes, for example the direct purchase of land or property. Such loans and investments will be subject to the Authority's normal approval processes for revenue and capital expenditure and need not comply with this treasury management strategy. The HFRA does not have any existing non-treasury investments.

8. Compliance Report

- 8.1. The Authority confirms compliance of all treasury management activities undertaken during the period with the CIPFA Code of Practice and the Authority's approved TMS. Compliance with specific investment limits, as well as the authorised limit and operational boundary for external debt, is demonstrated in Tables 6 and 7 overleaf.

Table 6: Debt Limits

	2018/19 Maximum £m	30/09/2018 Actual £m	2018/19 Operational Boundary £m	2018/19 Authorised Limit £m	Complied
Borrowing	8.4	8.4	13.9	16.5	✓
Total debt	8.4	8.4	13.9	16.5	✓

Table 7: Investment Limits

	2018/19 Maximum	30/09/2018 Actual	2018/19 Limit	Complied
Any single organisation, except the UK Central Government	£2m	£2m	£4m	✓
Any group of organisations under the same ownership	£2m	£2m	£4m	✓
Any group of pooled funds under the same management	£2m	£2m	£4m	✓
Registered providers	£0m	£0m	£6m	✓
Money market funds	24%	9%	50%	✓

9. Treasury Management Indicators

9.1. The HFRA measures and manages its exposures to treasury management risks using the following indicators.

Interest Rate Exposures

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

Table 8 – Interest Rate Exposures

	30/09/2018 Actual	2018/19 Limit	Complied
Upper limit on fixed interest rate investment exposure	£1.0m	£10m	✓
Upper limit on variable interest rate investment exposure	£30.1m	£45m	✓
Upper limit on fixed interest rate borrowing exposure	£8.4m	£16m	✓
Upper limit on variable interest rate borrowing exposure	£0.0m	£16m	✓

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

Maturity Structure of Borrowing

- 9.4. This indicator is set to control the Authority’s exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

Table 9 – Maturity Structure of Borrowing

	30/09/2018 Actual	Upper Limit	Lower Limit	Complied
Under 12 months	0%	50%	0%	✓
12 months and within 24 months	1%	50%	0%	✓
24 months and within 5 years	32%	50%	0%	✓
5 years and within 10 years	5%	75%	0%	✓
10 years and within 20 years	61%	75%	0%	✓
20 years and above	0%	100%	0%	✓

Principal Sums Invested for Periods Longer than 365 days

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

Table 10 – Principal Sums Invested for Periods Longer than 365 days

	2018/19	2019/20	2020/21
Actual principal invested beyond year end	£7.5m	£5.5m	£4.5m
Limit on principal invested beyond year end	£10m	£10m	£10m
Complied	✓	✓	✓

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**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Noted

Date: 5 December 2018

Title: Service Delivery Redesign Update

Report of Chief Fire Officer

SUMMARY

1. The Medium Term Financial Plan (MTFP) in September 2014 identified £4.1 million savings to be made by Service Delivery. This was planned for delivery through the Risk Review project, accepted by HFRA.
2. The Service Delivery Redesign (SDR) Programme, to implement the Risk Review recommendations is on track and will achieve the £4.1 million target savings by the end of the financial year.
3. This paper provides an update on the savings achieved and progress on the programme closedown.

BACKGROUND

4. In 2014, HFRS carried out the Risk Review Project. The purpose of the project was to create a plan which would see the Service providing a smarter, more effective and more efficient public safety service to the residents of Hampshire. This plan explored new approaches and technology to improve service delivery. By adopting a co-design approach, we were able shape a set an approach that was informed by our staff, the public and our stakeholders.
5. Additional to the savings the proposals aimed to deliver a number of organisational improvements in our performance.
6. The SDR Programme was established to deliver the changes identified by the Risk Review Project in order to make these savings and changes. The programme has identified all of the £4.1 million savings, delivering £2.4 million, with the remaining to be delivered by the end of the current financial year.
7. A change to delivery method of delivering SDR means HFRS is closing down SDR as a specific programme, with the remaining changes transferring to normal business under the accountability of the Operations Director.

TARGET SAVINGS

8. The target savings for Frontline and Service Delivery Structure is £4.084m. The high-level breakdown for the target savings is shown in the table below.

Savings	Target
Whole-time Duty Systems	£2.254m
Retained Duty Systems	£0.651m
Service Delivery Structure	£1.179m
Total	£4.084m

PERMANENT SAVINGS

9. The following table summarises the savings that have been achieved by the programme to date. These savings have been achieved by a reduction in posts numbers which gives a permanent drop in HFRS operating costs (saving continues year on year).

Savings	Actual to Date	2020/21 Expected
Whole-time Duty Systems	£2.254m	£2.254m
Retained Duty Systems	£0.240m	£0.651m
Service Delivery Structure	£1.077m	£1.077m
Specialist Technical Response		£0.183m
Total	£3.571m	£4.165m

10. The table indicates that to date the majority of savings have been achieved and that in line with expected and the required timelines, savings will surpass the SDR target of £4.084 million.
11. Retained Duty System. The full savings have been identified. However due to the current pressures with the performance of the RDS, a decision to not save these yet to allow for improvements has been taken. These improvements will be delivered through the On Call project.
12. Service Delivery Structure. These savings have been identified for delivery in the final part of 2019/20.
13. Specialist and Technical Response (STR). The movement of our Urban Search and Rescue (USAR) team to be integrated within Eastleigh Fire Station, will deliver a net saving. This project was not part of the Risk Review report to HFRA as this was a specialist capability change only. This change

work has been delivered by the SDR programme, hence its' inclusion within this paper.

14. At many stages of the programme, savings have been made early, as measured against the original timeline for the realisation of savings. These savings have been incorporated within the financial reporting as one off savings, made within the budget year.

PROGRAMME COSTS

15. HFRA have significantly invested in this change programme. The initial budget for the programme was set at £3.484m and approved at the Finance and General Purpose (F&GP) Committee Extraordinary Meeting on 23 March 2016. This funding was provided from the Transformation Fund.
16. The need for additional funding for projects was identified and, on 4 October 2017, HFRA approved an increase of £780k, giving a new budget of £4.264m. The increase was to be funded by the early savings created by the programme (effectively self-funding).
17. The programme actual costs to the end of September 2018 was £3.247m. However there are some change activities still to be delivered from the original scope which will be carried out within the normal business areas of HFRS. The remaining already agreed budget for SDR, will fund these further changes.

POST-SDR COSTS

18. Whilst the SDR programme has achieved the required financial savings (Critical Success Criteria and Anticipated Benefits), there is still work remaining for some projects.
19. These projects will run post-programme (October 18 onwards) and report to the Operational Management Board for governance.

Post-SDR Programme Projects	Budget
New Vehicles and Ways of Working	£464,000
Attribute Based Response	£112,000
Whole-time Duty Systems	£150,000
On-Call (was Retained Duty Systems)	£90,000
Total	£816,000

20. The SDR cost to date plus Post-SDR project costs is £4.036m which is within the approved £4.264m SDR budget.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

21. The Service Delivery Redesign Programme, approved by the Authority and Directors was fundamental to achieve the financial savings and performance improvements set out in our Risk Review Proposals.
22. The programme is an enabler for the creation of Integrated Risk Management Plan utilising a new approach to service delivery which will maximise efficiencies, enable innovation, and deliver a cost-effective model aligned with making Hampshire safer, mitigating service risks, addressing financial challenges, and focusing on the service vision for 2020.

ORGANISATIONAL IMPROVEMENTS

23. The SDR programme has provided an enabling function for the delivery of several non-financial benefits, these can be identified as the provision of equipment and vehicles for new ways of working and a safer operating model.
 - S.A.V.E (Scan, Attack, Ventilate, Enter/Extinguish)
24. The introduction of Ultra High-Pressured lance (UHPL) funded by SDR has enabled the S.A.V.E concept and will provide frontline staff with the latest equipment and safe system of work for fighting high risk compartment fires.
 - Digital Radios
25. The funding for new radios will enhance incident ground communications and improve firefighter safety.
 - Specialist Technical Response
26. The introduction of a combined Specialist Technical Response at Eastleigh Fire Station which will provide an enhanced specialist service to our communities whilst maintaining a national response.
 - New Vehicles
27. The introduction of new vehicles has a combination of financial and non-financial benefits. The initial provision of the new vehicles has built a sound foundation for the services future vehicle strategy.
 - Duty Systems
28. The introduction of flexible, person centred duty systems across the service has enabled greater personal choice and improved 'work life balance'.

PERFORMANCE BENEFITS

29. Consistent with national trends, HFRS have experienced a downward trend in number of emergency incidents attended since the Risk Review. Performance metrics for responding to incidents have been impacted by this downward trend and the challenges with maintaining our current Retained Duty System. We have stabilised the following metrics from this downward trend and expect to now see improvements.
30. The Risk Review proposal planned to enable the following benefits in our performance:
 31. Countywide response times could reduce to under 7 minutes. The current performance of this metric is 7min 31 sec. This metric has a dependency with achieving a faster response with smaller vehicles and smaller crews. The vehicle replacement programme will not start to deliver the new vehicles until Autumn 2019, following the successful trial of the Intermediate Capability vehicle (IC).
 32. HFRS' response target of 80% of critical calls in 8 minutes could increase from 65% to 77%. The current performance is 65%. This metric has a similar dependency with smaller vehicle delivery as described in paragraph 31.
 33. The number of fires confined to room or origin will improve from 84% to 89%. The current performance is 86%. This is a measure of efficiency of our firefighting operations. The introduction of new technology and firefighting tactic of SAVE (see paragraph 24) assists with our operational effectiveness.
 34. HFRS' availability of Retained Duty system firefighters increase from 90% to 96%. The current RDS availability is 71%. Following Risk Review we saw a drop in availability due to a reduction in the retention of our RDS staff. We have recruited 114 new RDS Firefighters last year with a net gain in staff of 34, to reverse this trend. These new starters have not yet affected the statistics for this metric due to the training requirements.
 35. Whitchurch fire station is the sole station operating with a new vehicle and crewing arrangements. The speed of response has not changed significantly for Whitchurch. The availability at Whitchurch fire station has changed from 60% to 85%. This is as a result of both an increase in crew numbers, through recruitment and the ability to respond with a variable number of crew. Whitchurch can deploy safely to certain incidents when as little as 2 crew members are available. The number of incidents Whitchurch were deployed to has increased by 80% due to their increased level of availability. We expect to see a similar affect at other RDS stations as we begin the roll out of new smaller fleet throughout 2019 and beyond.
 36. As the changes implemented by the SDR programme are imbedded across the Service and the new ways of working become fully effective the

Performance and Assurance Directorate will measure and monitor these outputs to ensure the outcomes are achieved. This will be reported to HFRA through the performance update reports.

RESOURCE IMPLICATIONS

37. As the programme closes and the project teams are reduced, personnel are returning to their base posts. This work is being coordinated by the Resource Management Team and contributing to the stabilising of the workforce by reducing temporary chains and the need for project teams sitting outside of our normal business operating model.

LEGAL IMPLICATIONS

38. SDR continues to seek advice and guidance from the Hampshire Legal Services as required. This advice and guidance has primarily been people and contract related, to support and inform decision making within projects. This will continue for the work streams yet to be completed.

IMPACT ASSESSMENTS

39. Each of the SDR projects has had full impact assessments (equality, financial, environment, safety), completed within the scope of the project work. The impacts have been managed as part of the SDR programme through the Integrated Delivery Board (IDB). This management of impacts will continue to be managed by the Operations Management Board (OMB) in the future.

RISK ANALYSIS

40. This Full Risk Assessment was undertaken on these changes for the Fire Authority Decision of February 2016.
41. The primary risk is with Whole-time crewing systems trials. All stations are currently trialling their duty systems with the exception of Eastleigh where the trial will start January 2019 (Fareham station is not in scope for SDR).
42. The WDS project has been monitoring, evaluating and reporting on the WDS trials since June 2017 and managing risks and issues.
43. Following the closure of SDR, the WDS team have transitioned to BAU and continue to monitor, evaluate and report on WDS trials and manage risks and issues, reporting to OMB under the accountability of the Operations Director.

CONCLUSION

44. The SDR programme has made significant progress in delivering the recommendations identified in the Risk Review project.

45. The full target of £4.084 Million is on track for complete delivery by the start of 2020/21.
46. The delivery of new ways of working involving new vehicles and smaller crews have been co designed by our staff and are working well. In addition many further improvements in the delivery of the service have also been achieved.
47. The early achievement of these savings and good progress has allowed the programme to close ahead of the planned 30 March 2019 end date. The cost to deliver the SDR programme has been less than planned and approved by HFRA. The remaining matters to complete SDR will now move to within the normal operating structure in HFRS, with the Operations Director accountable for the final delivery of changes.

RECOMMENDATION

48. That the progress of Service Delivery Redesign (SDR) be noted by Hampshire Fire and Rescue Authority.

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**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Noted

Date: 5 December 2018

Title: **Retained Duty System (On Call) Update**

Report of Chief Fire Officer

SUMMARY

1. Information sought from our Retained Duty System (RDS) staff, through a number of channels, highlighted the need to improve a number of elements and how HFRS is established to support our RDS teams.
2. HFRS has recognised that our RDS has changed over the last decade in terms of a decrease in interest in joining the role. This has had an impact on availability of appliances particularly in rural areas during the day.
3. The Chairman has appointed Councillor David Simpson to act as RDS Champion for the Authority. This role has helped to further identify opportunities to support our RDS teams.
4. A project has been initiated to help focus HFRS to improve. This project incorporates seven areas of focus:
 - Availability
 - Recruitment
 - Retention
 - Training
 - Recognition
 - Contracts
 - Innovation
5. The purpose of this report is to provide the Authority with an overview of the improvement objectives and an update on the activities to date.

BACKGROUND

6. HFRS has 1200 frontline operational staff of which 684 are contracted within our RDS teams, making up 57% of the HFRS operational headcount providing response within our communities. Our RDS people are based

from 47 of our 51 stations across the county. Our RDS teams play an important role in responding to incidents quickly especially in rural areas and are crucial for HFRS resilience. Additionally, they undertake roles including Community Safety, Community Resilience and local emergency plans and medical response.

7. Following HFRS' Risk Review in 2015 a project focussed on changes to the Retained Duty System was established. This featured within the Service Delivery Redesign programme. The identified work streams were:
 - A reduction in overall headcount of RDS staff
 - Balancing the capacity needs in specific locations
 - Medical response opportunities
 - Improve the recruitment process
8. A passionate presentation to the People Committee in early 2018, by one of our RDS Watch Managers, raised his perception of a lack of a strategic direction for our retained duty system (RDS), a lack of value and recognition for our RDS staff and a feeling that HFRS does not function always for the benefit and support of our RDS teams.
9. Councillor David Simpson was appointed by the Chairman to act as RDS Champion. Councillor Simpson has visited numerous teams and managers since his appointment. The intelligence he has gained has allowed HFRS to shape a new project to improve our arrangements and support to our RDS teams.
10. The information HFRS now has because of the above, have changed the needs of the original RDS project. The existing project has been closed and a new project commissioned by the Director of Operations. The scope of this new project will incorporate the Risk Review objectives yet to be realised, together with the additional elements raised throughout 2018.

ON CALL PROJECT

11. The new project is named the On Call project. This reflects the national development to rebrand RDS staff, to better describe what they do to the wider public.
12. The On Call project has seven areas of focus:
 - Availability
 - Recruitment
 - Retention
 - Training
 - Recognition
 - Contracts
 - Innovation

13. The following sections set out the objectives for each, along with an update on progress.
14. Eight RDS Support Officers have been placed and support our RDS teams. They provide management support by linking to the support functions of RDS outside of normal drill night times. They support the recruitment processes of HFRS. And they provide training to improve RDS teams and develop new Firefighters quicker. These eight staff are currently funded until 2020, when further analysis of our RDS needs will be completed.

AVAILABILITY

15. This is our greatest challenge. Our availability has decreased in recent years, following a trend experienced over time locally and reflected nationally.
16. The planned improvement presented through the risk review was based on better recruitment practises, and the successful delivery of the new vehicle strategy.
17. Our recruitment during 2018 has seen 114 new recruits join HFRS. Our RDS Support Officers have facilitated initial training courses to bring on our new team members. This figure is more than the 80 people we have lost, showing a growth in our establishment. However, we are still awaiting the full impact of these new starters, as they are yet to complete their full development training, which takes some time.
18. The replacement of new vehicles continues, and a tender process is underway to procure 10 new Intermediate Capability (IC) vehicles, following a successful trial. The new technology makes variable crewing arrangements viable. Whitchurch Fire Station has seen an improvement of 18% in its availability at night and 39% in the day since the IC was stationed locally. We expect similar improvements to be shown with the roll out of further IC vehicles.
19. Some of HFRS' support functions have moved location to be based at our RDS stations. Notably, the HFRS Resilience Team have relocated to Botley Fire Station. This has seen a 13% improvement in daytime availability. Our RDS Support Officers regularly supplement shortfalls in skills and numbers at stations and are tasked with promoting this new approach to other HFRS teams.
20. Better analysis of information is also benefiting managers. We have developed our reports to show when our vehicles are not available and the detail as to why this has occurred. This will help managers makes decisions and support our teams to be more available.

RECRUITMENT

21. Our goal is to attract the right mix of people into our RDS areas to support local availability. This is to be underpinned by a lean recruitment process, which gets people from the point at which they are interested, to contributing towards the availability of a station, as soon as possible.
22. Our improved workforce planning has given managers the information to know when and where to recruit. All of our stations have a red, amber, green status setting out the recruitment needs.
23. A new national campaign for “On Call” Firefighters has been led by HFRS www.oncallfire.uk. This is a targeted approach to recruitment, targeting in specific areas and using social media to target characteristics to help improve HFRS’ diversity. Our own Communications and Media team was commissioned and funded by the Home Office to design the campaign. HFRS are utilising this as our primary source of attracting new starters and has seen a stream of enquiries.
24. We have streamlined our recruitment process with help from shared services. The process now takes 7 days for initial contact and 5 to 8 weeks (dependant on candidate availability) to complete the process of obtaining a conditional offer.

RETENTION

25. We must slow the rate of people who leave HFRS RDS teams. We firstly need to understand the reasons for people leaving before we can address the reasons.
26. Exit interviews have now been introduced as a mandatory requirement. This will allow HFRS to capture data to establish the reasons why people leave. We are also attempting to contact those already left, to compile a useable database for analysis of the issue.

TRAINING

27. The provision of flexible but thorough training is our ambition. This area is a challenge as our traditional approaches to training staff can be time consuming and require RDS staff to be away from their primary employment often or for extended periods.
28. Training courses have been conducted on local Fire Stations. This more local approach has been well received. Our Academy have been able to

provide more flexible dates with the inclusion and support of RDS Support Officers.

29. Our management teams provide a more consistent approach to pre-course learning. This prepares new starters better and reduces the centrally led commitment. The alignment of development programmes at the time of learning also supports our new people better.
30. Development schools are now common place. These learning schools bring together development Firefighters to develop their skills and share their learning. This has seen a positive effect on Firefighters skills and enjoyment of operations.
31. We are developing e-learning packages that will give greater flexibility to our On Call staff in terms of accessing lecture packages from outside the station and outside traditional training times.
32. We are now consistently achieving a 100-day target from initial recruitment to completing a MOD A course (initial training). This timescale keeps the newly recruited individual engaged, motivated and provides critical availability to their home station within 100 days of joining.

RECOGNITION

33. We want to better recognise the commitment our RDS staff, their families and their primary employers give to HFRS and their community. We want our RDS staff to feel supported and proud to work for HFRS.
34. The Chief Fire Officer has written to a number of RDS primary employers to thank them for their support in releasing their staff to respond for HFRS.
35. The first ever RDS graduation ceremony for RDS Firefighters took place on 18 October 2018. This event allowed RDS graduates to demonstrate their skills to family and friends and is planned to continue in 2019.
36. On Call support functions such as IT and training admin has been set up, to allow RDS colleagues access to these support functions on their drill night hours. Additionally, this helps our support staff understand the role of an RDS team better.

CONTRACTS

37. Our contractual arrangements should reflect the commitment of RDS staff and allow HFRS to manage our RDS workforce well.

38. Research in consultation with the National Fire Chiefs Council (NFCC) is being conducted to ascertain the best arrangements for HFRS. This includes pay and rewards.
39. HFRS have aligned the PayScale of RDS Watch Manager to that of wholetime colleagues. Previously RDS has been paid at a lower scale.
40. Performance management is a key focus and we are developing information to be available to managers, to allow them to manage within the scope of contractual arrangements better.

INNOVATION

41. We are seeking to develop new ways of working to maximise the service provided to the public by RDS staff.
42. We are exploring the thoughts and ideas of RDS staff to co-design new ways to work. Our colleagues at NFCC help to share ideas. We will also be receiving a peer review of our RDS by Hereford and Worcester FRS in 2018. We hope this will present new thoughts and ideas to develop our RDS arrangements.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

43. The development of our retained duty system supports our priority of improving the way we respond to incidents.
44. Our aim for people is for them to feel motivated and equipped to perform. This work will help us to improve this area.
45. The key metrics which will measure our progress with our Retained Duty System will be included within the performance report to HFRA.

CONSULTATION

46. HFRS RDS teams have been included in discussion on the formation and development of our improvement work through discussion with the project lead and the RDS Support Officers. This consultation is planned to be ongoing.
47. Councillor David Simpson has visited RDS teams and management meetings. These two-way discussions have assisted our engagement with RDS teams.

48. The plans for the On Call project have been consulted upon with a group of HFRS experienced Retained Watch Managers.
49. HFRS presented both our improvement plans and progress to the Chairman of the Fire and Rescue Services Association (FRSA). The FRSA describes itself as an “independent trade union representing the interests of employees working the retained duty system (On Call).” Our discussions were positive, and we remain close to the FRSA local secretary.

COLLABORATION

50. HFRS are part of the NFCC National On Call groups at strategic and operational levels. This has allowed for a collaborative approach with many improvements, which includes the national recruitment campaign.

RESOURCE IMPLICATIONS

51. A small dedicated team has been established to drive the On Call project forwards. This team has been funded from the SDR budget previously agreed with the Authority.
52. The RDS Support Officers are funded on an interim basis until 2020 when a full review and future resource plan will be established.

RISK ANALYSIS

53. The RDS System of working is outdated due to modern ways of living. Innovation to seek opportunities with technology and new ways of working help to mitigate this risk.
54. The absence of performing RDS teams, jeopardises the performance of HFRS in our ability to attend incidents quickly and with resilience.
55. Costs as a result of high turnover of staff are substantial.

CONCLUSION

56. There are significant challenges with providing an effective Retained Duty System. However, without this staffing model, HFRS’ performance would be significantly reduced.
57. We have identified seven work streams which are planned to alleviate some of the pressures and to support the provision of a more effective and efficient Retained Duty System.

RECOMMENDATION

58. That plans and progress with supporting the Retained Duty System be noted by Hampshire Fire and Rescue Authority

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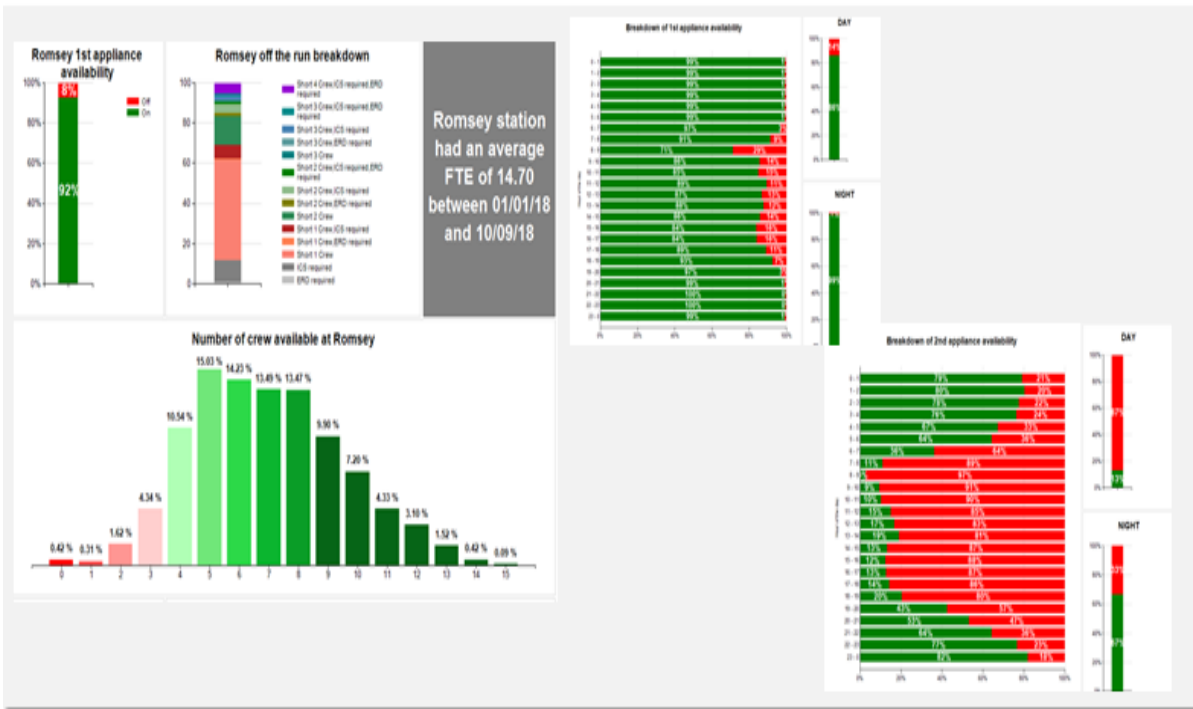
Appendix A

Day and night availability: This report provides statistical analysis of the reasons for appliance unavailability.

ON-CALL FIREFIGHTERS

Availability – 2 Pump station with Risk Review crewing

September 2018



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