

NOTICE OF MEETING

<i>Meeting</i>	Hampshire Fire and Rescue Authority	<i>Clerk to the Hampshire Fire and Rescue Authority</i> John Coughlan CBE
<i>Date and Time</i>	Wednesday, 3rd April, 2019 10.30 am	<i>The Castle, Winchester Hampshire SO23 8UJ</i>
<i>Place</i>	RoomX/Y - Fire and Police HQ, Leigh Road, Eastleigh	
<i>Enquiries to</i>	<u>members.services@hants.gov.uk</u>	

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

Agenda

1 **APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

2 **DECLARATIONS OF INTEREST**

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

3 **MINUTES OF PREVIOUS MEETING** (Pages 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 **APPOINTMENT TO HAMPSHIRE FIREFIGHTERS' PENSION BOARD**
(Pages 11 - 12)

To receive a report of The Clerk seeking approval for the appointment to a vacancy on the Hampshire Firefighters' Pension Board.

8 **TERMS OF REFERENCE FOR THE COMBINED FIRE AUTHORITY MEMBERS WORKING GROUP**

To receive a report of the Chief Fire Officer regarding the Terms of Reference for the Combined Fire Authority Members Working Group –
(Report to Follow)

9 **PAY POLICY STATEMENT** (Pages 13 - 20)

To receive a report of the Chief Fire Officer, seeking approval for the Pay Policy Statement.

10 **MINUTES OF THE EXTRAORDINARY STANDARDS AND GOVERNANCE COMMITTEE - WEDNESDAY 27 FEBRUARY 2019**
(Pages 21 - 26)

To receive the minutes of the Extraordinary Standard and Governance Committee meeting, which took place on the 27 February.

11 **EXCLUSION OF PRESS AND PUBLIC**

To resolve that the public be excluded from the meeting during the following item 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 this item there would be disclosure to them of exempt information within Paragraph 5 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 report.

12 **REVIEW OF GRANT THORNTON GUIDANCE - CREATING AND OPERATING A SUCCESSFUL FIRE TRADING COMPANY** (Pages 27 - 52)

To receive an exempt report of the Chief Fire Officer regarding Grant Thornton Guidance.

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 held at
Fire and Police HQ, Eastleigh, on Wednesday, 20th February, 2019

Chairman:

* Councillor Christopher Carter

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

* Councillor Roger Price
* Councillor David Simpson
* Councillor Rhydian Vaughan MBE

* Present

157. **APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Geoff Hockley.

158. **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.

159. **MINUTES OF PREVIOUS MEETING**

The minutes of the last meeting were reviewed and agreed.

Under matters arising, it was confirmed that an informal joint working group was being established with the Isle of Wight to help steer officers with the Combined Fire Authority arrangements. All Hampshire Fire and Rescue Members had been invited to be part of the group, along with the Isle of Wight Cabinet Member.

The Chief Fire Officer confirmed that following the appointment of Steve Apter as Deputy Chief Fire Officer, it had been arranged that he would start working at Hampshire Fire and Rescue Service on the 4 April to commence the handover process with Deputy Chief Fire Officer Andy Bowers.

160. **DEPUTATIONS**

There were no deputations for the meeting.

161. **CHAIRMAN'S ANNOUNCEMENTS**

In Chairman's Announcements, the Chairman spoke about the great success of the 'Have A Go' recruitment campaign and thanked staff for their help in getting these days set up. Thanks were also given to all the staff that had helped get the new facilities up and running, which would future proof Hampshire Fire and Rescue Service and Hampshire Constabulary and provide increased opportunity to strengthen collaborative working.

Praise was also given to the fire fighters, staff and other services who had worked with such a focus, determination and professionalism on the Ocado distribution centre fire in Andover. The Chief Fire Officer echoed the Chairman's sentiments and acknowledged the unprecedented hazards that had been faced. The sudden growth of the fire and hazards presented were being investigated in a post incident review so the knowledge gained from the incident could be shared with other Services.

162. **MEMBER DEVELOPMENTS AND COMMENTS**

Councillor Vaughan had attended a performance management meeting and there was another scheduled for April.

Councillor Price informed the Authority of a LGA conference for Fire and Rescue Authorities, which was due to take place on the 26 and 27 February. Members were welcome to attend, but it was appreciated that it was short notice and it acknowledged that it would be helpful going forward if more warning could be given to attendees by the LGA on such events.

Councillor Glen thanked fire fighters who had attended and promptly dealt with a recent house fire near Hook.

Councillor Simpson announced that Hartley Wintney Parish Council were soon to be having a private celebratory evening to recognise and share appreciation for on-call fire fighters.

163. **BUDGET AND PRECEPT REQUIREMENT 2019/20**

The Authority considered a report from the Treasurer (item 7 in the minute book) regarding the budget and precept for 2019/20.

The report was summarised and several points were highlighted:

- The table in paragraph 13 showed the budget monitoring for 2018/19 as at 31 December 2018. Employee costs had been less than expected, partly due to ongoing vacancies.
- A small impact in Council tax was shown in the table in paragraph 16
- Changes to the medium term financial position (MTFP) were highlighted in paragraph 37 and it was confirmed that £1,224,100 had been moved to the Transformation Reserve.
- The reserves were referenced in paragraph 44 and also detailed in Appendix B of the report. It was confirmed that the appendix had been updated following publication and that this had been uploaded alongside the agenda pack.

With approval by the Chairman of the Authority, it was confirmed that an additional recommendation would be added to the item as a result of the Ocado fire incident. An additional Appendix (I) had also been provided to Members, which highlighted the need for an in-depth review of the incident and how it could

be prevented in future following a lot of high level interest. The dedication and focus required for the review meant that new posts were needed in order for the Service to continue running smoothly on a day-to-day basis and it was not a project that could be absorbed by staff in their current roles. The review was anticipated to take around six months to complete.

Members were in full support of the proposals and appreciated the importance of the review.

During questions from Members, it was confirmed that the £4,000,000 gap anticipated in paragraph 17 of the report was now closer to £3,400,000 but will likely decrease. The allocation of funds stated in Appendix C of the report will be detailed in a report to the Full Authority later in the year. It was agreed that there was inconsistency with phraseology with 'retained fire fighters' and 'on-call fire fighters' and whilst they were the same thing discussions would be had with staff to agree on one title going forward to minimise confusion.

RESOLVED:

1. The revenue budget as set out in Appendix A was approved by Hampshire Fire and Rescue Authority.
2. The Capital Programme as set out in Appendix C and the funding of this as set out in Appendix D was approved by Hampshire Fire and Rescue Authority.
3. It was agreed that a total of £1,474,100 would be transferred to the Transformation Reserve in 2019/20.
4. Funding of up to £800,000 for the new Combined Fire Authority implementation was approved from the Transformation Reserve.
5. The Treasury Management Strategy Statement including the Investment Strategy (Appendix F), and the Capital and Investment Strategy (Appendix G) for 2019/20, (and the remainder of 2018/19) were approved.
6. It was agreed that a target level for high yield investments of £7m is set for the Authority.
7. Authority was delegated to the Chief Finance Officer to manage the Fire & Rescue Authority's investments and borrowing according to the Treasury Management Strategy Statement as appropriate.
8. The Section 25 Report from the Chief Finance Officer as set out in Appendix H was taken into account by the Authority in setting the budget and precept for 2019/20.
9. The budget requirement for the general expenses of the Authority for the year beginning 1st April 2019 of £66,512,500 was approved by Hampshire Fire and Rescue Authority.

10. The council tax requirement for the Authority for the year beginning 1st April 2019 of £43,070,127 was approved by Hampshire Fire and Rescue Authority.
11. It was agreed that the Authority's council tax be increased by 2.99% for the year beginning 1st April 2019 and for the properties in each band, as set out below, were approved by Hampshire Fire and Rescue Authority:

Band A: £45.14	Band E: £82.76
Band B: £52.66	Band F: £97.80
Band C: £60.19	Band G: £112.85
Band D: £67.71	Band H: £135.42
12. It was agreed that the precepts set out in paragraph 20 of this report, totalling £43,070,127 be issued on the billing authorities in Hampshire, requiring the payment in such instalments and on such dates set by them and previously notified to the Authority.
13. That in accordance with the set of principles set by the Minister for Housing, Communities and Local Government for the year, it was determined that the relevant basic amount of council tax for 2019/20 is not excessive.
14. It was agreed that funding of up to £160,000 be taken from the Transformation Reserve to provide resource to investigate and report on the Ocado distribution centre fire.

164. **MARINE INCIDENTS**

The Authority considered a report from the Chief Fire Officer (item 8 in the minute book) which asks Hampshire Fire and Rescue Authority to consider marine incident and declare its' position.

The Service had a statutory duty to respond to fires in vessels moored alongside under the Fire and Rescue Services Act 2004, however there was no statutory obligation to respond to fires on vessels at sea as this duty did not apply below the mean low water mark.

In paragraph 22 of the report it stated that there were nominated stations close to the coast that had enhanced training to respond to fires alongside to improve the capability of the Service. ***It was agreed that a list of these stations would be circulated to Members for information.***

There were currently 38 officers trained as part of a Maritime Response Team (MRT) and this was felt to be an adequate number. Any costs incurred as a result of responding to an incident at sea could be pursued from central government but there was no guarantee that these would always be honoured if it was a non statutory duty.

RESOLVED:

1. Options b, c and d were approved by Hampshire Fire and Rescue Authority, specifically that:
 - b) HFRS will continue to provide a capability for incidents within the Solent area. This will use the enhanced skills of stations and respond to the main life risk elements.
 - c) HFRS provides the capability of responding to vessels on route to a Hampshire Port. It was likely that any vessel leaving a Hampshire Port will also return. This would provide HFRS an enhanced capability once alongside.
 - d) HFRS will maintain a nationally declared capability that can be deployed outside of the area. This option would only be possible on the authorisation of the Brigade Manager and following an in-depth risk assessment.
2. Maintenance of the appropriate resources to facilitate the approved capability was approved by Hampshire Fire and Rescue Authority.
3. It was approved by Hampshire Fire and Rescue Authority, that procedures formed to deploy outside of HFRA's statutory duty, be delegated to the Chief Fire Officer.

165. **FIRE SAFETY ADVICE POLICY POSITION**

Councillor Chris Carter and Councillor Roger Price declared personal interests as Directors on 3SFire.

The Authority considered a report of the Chief Fire Officer (item 9 in the minute book), regarding a policy position for HFRA to fulfil its duty for fire safety information and advice.

The Authority were asked to consider to what extent the Fire Service provides a free of charge service, and which elements were those that should be charged a fee for. The two options to consider were in paragraph 32 of the report.

It was confirmed that student accommodation was classed as commercial premises, but there were liaisons that Fire communicated with closely.

RESOLVED:

1. That specific and targeted advice to those most vulnerable in their home is approved by Hampshire Fire and Rescue Authority, as what is reasonable to provide within the scope of its' duty, for domestic dwellings, under The Fire and Rescue Act 2004, Section 6.

2. That Option (a), below (and in paragraph 32 of the report), is approved by Hampshire Fire and Rescue Authority, as what is reasonable to provide within the scope of its' duty, for non-domestic premises, under the Fire and Rescue Act 2004, Section 6:

a)HFRA provide information and give advice on request with regards fire safety and means of escape in the form of:

- Web-based information and link to HM Government documentation;
- Focussed workshops;
- Telephone advice;
- Through campaigns.

166. BLUE LIGHT COLLABORATION

The Authority received a report from the Chief Fire Officer (item 10 in the minute book), which provided Members with an update on the progress of collaboration of which Hampshire Fire and Rescue are a key part of in Hampshire.

The collaboration enabled services to work together for better outcomes and be more resilient. In paragraph 11(b) Members noted that the Co-Responder partnership accounted for 40% of all Co-Responder calls across the UK, which was a big achievement.

RESOLVED

The Hampshire Blue Light Collaboration Programme was noted by Hampshire Fire and Rescue Authority, as delivering better services to the people of Hampshire.

167. MINUTES OF THE APPOINTMENT COMMITTEE - WEDNESDAY 23 JANUARY

The Minutes of the Appointment Committee were noted by the Authority.

168. MINUTES OF THE STANDARDS AND GOVERNANCE MEETING - THURSDAY 31 JANUARY 2019

The minutes of the Standards and Governance Committee were noted by the Authority.

Councillor Liz Fairhurst also informed Members of an extraordinary meeting regarding the HMI report due to take place on the 27 February. All Full Authority Members were welcome to attend.

Chairman,



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Meeting: Hampshire Fire & Rescue Authority

Purpose: Decision

Date: 3 April 2019

Title: APPOINTMENT TO HAMPSHIRE FIREFIGHTERS' PENSION BOARD

Report of: Committee Clerk

EXECUTIVE SUMMARY

1. This report seeks approval for the appointment to a vacancy on the Hampshire Firefighters' Pension Board.

BACKGROUND

2. Following the retirement of Tom Simms earlier in the year, an employer representative vacancy exists on the Board. The Standards and Governance Committee has delegated authority to implement an appropriate recruitment mechanism for employer representatives and scheme members of the Pension Board.
3. The current membership is set out below and the Authority is asked to appoint a new employer representative to the vacancy that exists for a four year term, in line with the Board's Terms of Reference. Dan Tasker has been nominated to this position to represent the employer.
4. The Authority is also asked to note that recruitment to the vacant scheme member position is currently underway following Alex Rhodes resignation, and this appointment will be brought to a future meeting of the Authority.

Employer Representatives:		Scheme Members:	
	Date appointed:		Date appointed:
Stew Adamson	9 June 2016	Richard North	7 September 2016
Cllr Price	9 June 2016	Malcolm Eastwood	11 June 2015
Vacancy		Vacancy	

PEOPLE IMPACT ASSESSMENT

5. The proposals in this report are compatible with equalities and human rights obligations.

OPTIONS

6. The Authority is asked to appoint Dan Tasker as employer representative on HFRA Firefighters' Pension Board for a four year period, for the reason outlined in the report above.
7. Not to appoint would leave insufficient representation on the Board.

RECOMMENDATION

8. It is recommended that the Authority appoint to the vacant "employer representative" position on the Hampshire Firefighters' Pension Board.

Contact:

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

Purpose: Approval

Date 3 APRIL 2019

Title **HFRS PAY POLICY STATEMENT**



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Report of Chief Fire Officer

1. Relevant authorities are required by section 38(1) of the Localism Act 2011 (openness and accountability in local pay) to prepare a Pay Policy Statement. Hampshire Fire and Rescue Service (HFRS) falls within the definition of a relevant authority and as such is required to prepare and publish a Pay Policy Statement.
2. Under the terms of the Localism Act, the Pay Policy Statement must be considered at a full meeting of Hampshire Fire and Rescue Authority (HFRA) and cannot be delegated to any sub-committee.
3. The Pay Policy Statement attached at **Appendix A** is correct at the time of writing for the 2019/20 financial year. It will need to be updated throughout the financial year if there is a pay review/award, as this will change the details of the financial content and the corresponding assessment of multiples.

BACKGROUND

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

6. For information the definition of 'Chief Officers' as set out in the Localism Act, is not limited to Heads of Paid Service or statutory Chief Officers. It also includes those who report directly to them, such as the Deputy Chief Fire Officer.
7. The Act sets out the minimum information authorities are required to include in the Pay Policy Statements. Authorities can consider extending this pending their own structure. Therefore Hampshire Fire and Rescue Services (HFRS) has extended its Pay Policy Statement to include all those roles within the Executive Group.
8. Approved Pay Policy Statements must be published on Hampshire Fire and Rescue Service's website as soon as is reasonably practicable after they are approved or amended.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

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

CONSULTATION

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

RESOURCE IMPLICATIONS

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

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

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

LEGAL IMPLICATIONS

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

EQUALITY IMPACT ASSESSMENT

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

OPTIONS

15. To approve the Pay Policy Statement at Appendix A.
16. To not approve the Pay Policy Statement. This option is not recommended due to the requirement for HFRS to prepare and publish a Pay Policy Statement annually under Section 38(1) of the Localism Act 2011.

RISK ANALYSIS

17. This report recommendation meets our obligations under Section 38(1) of the Localism Act 2011. There are no other organisational risks associated with this decision.

CONCLUSION

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

RECOMMENDATION

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

APPENDICES ATTACHED

20. Hampshire Fire and Rescue Service Pay Policy Statement 2019/20

Contact:

Molly Rowland, HR Business Partner, molly.rowland@hants.gov.uk

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APPENDIX A

Hampshire Fire and Rescue Service Pay Policy Statement 2019/20



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

1. Introduction

- 1.1 The purpose of this Pay Policy Statement is to set out Hampshire Fire and Rescue Service's pay policies relating to its workforce for the financial year 2019/20, including the remuneration of its Chief Officers and lowest paid employees.
- 1.2 Under the terms of the Localism Act 2011, the Pay Policy Statement must be considered at a full meeting of the Hampshire Fire and Rescue Authority (HFRA) and cannot be delegated to any sub-committee.

2. Pay Framework

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

3. Chief Officer Remuneration

- 3.1 With respect to Chief Officers' pay, this is agreed by the Hampshire Fire & Rescue Authority (HFRA). Taking into account relevant available information, including the salaries of Chief Officers in other comparable Fire & Rescue Services nationally, Chief Officer pay awards are based on NJC recommendations, together with an evaluation of their performance in role as determined locally with the HFRA. To support the annual review, information may be provided on inflation, earnings growth and any significant considerations from elsewhere in the public sector. The details of HFRS' Chief Officers pay is outlined **Annex A** below.
- 3.2 The definition of Chief Officers (as set out in section 43(2)) is not limited to Heads of Paid Service or statutory Chief Officers. It also includes those who report directly to them, such as the Deputy Chief Fire Officer. Roles that form HFRS' Executive Group

(other than Chief of Staff) receive remuneration based on direct percentage proportions of the Chief Officer's pay and hence any agreed Chief Officer pay award (as described above) will be reflected in the remuneration of these employees. Therefore, these roles within the Executive Group are covered by the Pay Policy Statement and details of their pay is also outlined in Annex A.

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

4. Remuneration of the lowest paid employee

- 4.1 HFRS define the "lowest paid employee" as that post holder receiving the lowest (FTE) annual salary. This definition has been chosen as the most representative and equitable method for comparison with Chief Officer remuneration.
- 4.2 The lowest salary paid by HFRS is to employees at Grade A of the HFRS pay framework. The salary at this grade is £17,364pa equivalent to £9.00 per hour. This is above the National Living Wage (NLW) of £8.21 per hour which was introduced from 1 April 2016 for workers aged 25 and over. However, there are currently no employees on Grade A. Therefore, the starting salary of the lowest paid employee within HFRS is those at Grade B who receive £18,065pa equivalent to £9.36 per hour.

5. Average remuneration of employees

- 5.1 The median average salary of an HFRS Green Book FTE post is £28,298. This includes all Green Book posts but excludes incident command unit employees whose earnings vary considerably based on levels of operational activity and the volume of incidents to which they respond.
- 5.2 The median average salary of an HFRS Grey Book FTE post is £34,611. This includes all operational posts and Control but excludes retained firefighters whose earning vary considerably based on levels of operational activity and the volume of incidents to which they respond.

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

- 6.1 The remuneration of the Chief Officer represents a multiple of 8.7 of the salary at Grade B which is the lowest paid employees' salary. The relationship to the average Green Book staff salary is a multiple of 5.6 and to the average Grey Book staff salary it is a multiple of 4.6. HFRS relies on the transparency and equality of application of job evaluation processes to achieve equitable pay rates for all roles. As such, there is no specific policy to set or achieve a particular pay multiple in relation to Chief Officer remuneration completed to the pay levels of other staff.

7. Policies relating to remuneration (including pensions)

- 7.1 Pension scheme employer contributions are detailed on Annex A as part of Executive Group level salary costs. There are no special arrangements for Chief Officers in relation to pensions. All staff have the option to join the pension scheme relevant to their role and benefits under each scheme are based on contributions, final salary and length of time in the scheme.
- 7.2 Operational employees joining HFRS are eligible to join the New Firefighters Pension Scheme (NFPS). Existing operational employees, including Chief Officers may be members of the previously available Firefighters Pensions Scheme (FPS) or the NFPS. Non-operational employees are eligible to join the Local Government Pension Scheme (LGPS) as are some more senior operational employees who have taken re-employment after retiring from the FPS.
- 7.3 HFRS does not routinely award any employees or Chief Officers with additional payments based on their performance or pay any bonuses. However, in 2018 when considering the Chief Officer's remuneration, HFRA decided to award a one-off payment of £5k to the Chief Officer only rather than a local pay award which would subsequently be applied to salary of all Executive Group roles.
- 7.4 No special payments are made to employees or Chief Officers on leaving HFRS.
- 7.5 The management of redundancy in HFRS is detailed in Service Order 1/33 - Redundancy Procedure.
- 7.6 HFRS does not permit the automatic re-engagement of staff after retirement.

ANNEX A

Hampshire Fire and Rescue Service - Pay Policy Statement 2019/20

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

Role	Salary at 1.4.19	Pension contribution*	Total Remuneration including pension contributions
	£	£	£
Chief Officer	£158,350	£17,419	£175,769
Director of Risk & Strategy (Deputy Chief Officer)	£126,670	£27,487	£154,157
Director of Performance & Assurance (Assistant Chief Officer)	£118,754	£15,557	£134,311
Director of Operations (Assistant Chief Officer)	£118,754	£13,063	£131,817
Director of Strategic Change (Director)	£110,838	£14,520	£125,358

*Figures based on actual employers pension cost for each based on the officers actual membership of a particular scheme – including 1992 Fire Scheme employers cost of 21.7%/New Fire scheme employers cost of 11/LGPS employer cost of 13.1%.

AT AN EXTRAORDINARY MEETING of the HFRA Standards and Governance Committee held at Fire and Police HQ, Eastleigh on Wednesday 27 February, 2019

Chairman:

* Councillor Liz Fairhurst

* Councillor Jonathan Glen

* Councillor Roger Price

* Councillor Geoffrey Hockley

* Councillor Sharon Mintoff

*Present

Also present with the agreement of the Chairman:

Councillor Chris Carter, Chairman of the Fire Authority

Councillor David Simpson, Member of the Fire Authority

59. **APOLOGIES FOR ABSENCE**

All Members were present and no apologies were noted.

60. **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.

61. **MINUTES OF PREVIOUS MEETING**

The minutes of the last meeting were reviewed and agreed, and signed by the Chairman.

62. **DEPUTATIONS**

There were no deputations for this meeting.

63. **CHAIRMAN'S ANNOUNCEMENTS**

There were no Chairman's announcements.

64. **HMICFRS ACTION PLAN REPORT**

The Committee received a report from the Chief Fire Officer regarding Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services

(HMICFRS) Action Plan Report (Item 6 in the Minute Book). It was heard that an Extraordinary meeting had been convened at the request of Members to review the proposed action plan following the previous Standards and Governance Committee meeting where Members received Her Majesty's Inspectorate (HMI) report. It was noted that Members had requested the opportunity to input and review the action plan before the formal response was submitted to HMI by the deadline of 12 March 2019.

Officers detailed the background to the action plan which addressed areas for improvement which were highlighted in the HMI report. It was explained that the Chief Fire Officer and senior management team had developed the action plan in liaison with other officers and were committed to addressing the individual areas raised by HMI with solutions that would be integrated into "business as usual". This would be closely monitored by the Service's Performance and Assurance Board, and the Standards and Governance Committee would be updated on progress at future meetings.

Officers highlighted the area for improvement as set out at page 14 of the agenda pack – 'The Service should ensure it gathers and records relevant and up-to-date risk information'. It was explained that HMI felt that there was a lack of clarity around who was responsible for this information in the Service and this would be addressed by reviewing current policies and clarifying responsibility, in addition to effectively targeting resources to risks and focussing on high risk premises. Officers clarified the issue of information held in whole-time station areas as opposed to on-call station areas. Officers also highlighted that all main appliances currently had access to up to date information through a mobile data terminal, and where relevant this was shared with neighbouring Fire and Rescue Services. It was noted this wasn't acknowledged in the HMI report. In response to Members questions, it was heard that whilst the HMI report had deemed that risk information held on some heritage sites across the county was out of date and these were seen as high-risk sites, the risk to life was very low, and it was important to factor this into analysis and response. The recent fire at the Ocado warehouse in Andover was also discussed, and the uniqueness of the building design was highlighted with its use of robotics deeming this a 'no life risk'. It was explained that this followed a national model which may need updating as a result. Members heard that an annual review of the strategic risk register was due to be considered at a future Full Authority meeting.

Another area for improvement – 'The Service should understand why it completes proportionately fewer home fire safety checks than other services' was highlighted at page 15 of the agenda pack. It was noted that whilst the number of home safety visits was comparatively low, it was important to recognise that the Service carried out more comprehensive Safe and Well visits, which were better targeted and effective, whilst enabling greater time spent with more vulnerable people. Members heard that the number of fire related injuries and deaths in Hampshire was very low which was a positive indicator that the Service was performing well in this area, but the number of Safe and Well visits would be increased to address this area of improvement. In response to Member questions, it was explained that a target number for Safe and Well visits hadn't been formulated before, so it was seen as a positive way of addressing HMI concerns, as well as targeting more vulnerable members of the population. Officers addressed Members concerns that an increase in the quantity of visits

could reduce the quality, and Officers were confident that the quality of this wouldn't suffer. At the request of Members, Officers would ensure that acronyms would not be used in the submitted plan, and the reference to 'new' in relation to the Chief Fire Officer would also be omitted.

Officers addressed the area of improvement - 'The Service should ensure it targets its prevention work at people most at risk' (page 16 of the agenda pack). It was explained that there was positive partnership working with the Hampshire Health and Wellbeing Board, and that the Service was effective at targeting the most vulnerable through aforementioned Safe and Well visits, and low numbers of fire injuries and fatalities in Hampshire. In addressing this area of improvement, Officers highlighted that the Service would review their policy and evaluate how people were targeted, with a view to demonstrate a correlation between activity and outcomes. In response to Member questions, referrals to the Service's website 'Safe and Sound' was highlighted, and information relating to fire issues on the 'Connect or Support' website would be looked into.

In relation to the area of improvement - 'The Service should evaluate its prevention work, so it understands the benefits better' (page 17 of the agenda pack), it was heard that this would be addressed through target figures for Safe and Well visits, as well as thorough evaluation of these visits in 2019/20 to ensure their effectiveness.

The impact of the Grenfell fire was highlighted in relation to the area of improvement 'The Service should ensure it allocates enough resources to a prioritised and risk-based inspection programme' (page 18 of the agenda pack). It was heard that the impact of the Grenfell fire had led to an unexpected demand in resources as every high-rise building in Hampshire was visited and inspected. In response to the HMI report, Members heard that there were fewer resources across the Service as a whole due to a reduction in funding, which had resulted in fewer inspections being carried out overall. Officers drew Members attention to the existing Integrated Risk Management Plan which was recognised in the HMI report as prioritising how the Service matched resources to risk. In addressing points raised by HMI, it was explained that whilst there was no evidence that the Service doesn't have a prioritised and risk-based inspection programme, it was noted that existing policy does not necessarily match current resources, and these would need to be aligned, and a revised Protection Risk based Audit policy would be implemented.

Members heard that in relation to the area of improvement 'The Service should assure itself that its commitment to the trading arm does not conflict with its main protection responsibilities or its public service duties' (page 18 of the report), that whilst this hasn't created conflict within the Service, a review of this would be conducted and further clarity would be provided.

The area of improvement – 'The service should ensure it has an effective system for staff to use learning and debriefs to improve operational response and incident command' (page 19 of the agenda pack) was explained, and Members noted that this addressed smaller incidents, and the Service would ensure that policy was reviewed to make sure this was in line with national agreements. The plan also highlighted that HFRS was one of seven volunteer fire services in the

National Operational Learning pilot and was involved in developing debriefing 'best practice'.

Members congratulated Officers for their efficiency work as HMI identified no areas for improvement in efficiency.

Officers addressed the areas of improvement in relation to 'People' which were set out at pages 20 – 28 of the agenda pack. It was explained that HFRS had conducted detailed analysis in this area and was looking to change its culture, and this was already a priority within the Service. Changes that had occurred within the Service could be seen to be unsettling and may have had a negative impact on staff. Members noted that the Chief Fire Officer and Head of HR and Workforce Development would continue to work towards an agreed set of values that would be meaningful for the Service, and work would be undertaken with teams to embed these. Members attention was drawn to how areas of improvement would be addressed and it was heard that these would include new performance and promotional processes and a greater understanding of grievance and absence management policies. A new Performance Development Plan (PDP) would also be designed to encourage continual learning and development for staff, and the Head of HR and Learning and Development would lead in formulating this. In relation to Occupational Health, it was noted that a new Occupational Health Manager had recently taken up post and would work closely with the Service to address issues raised in this area in the HMI report. Members requested that further information be provided in the action plan in relation to the development of an Occupational Health Improvement Plan to address concerns raised in the HMI report, and Officers would ensure this is included in the final version of the action plan before submission.

Whilst the areas of improvement would be addressed, Officers believed that some causes for concern highlighted in the HMI report were over stated, and there was a misunderstanding by HMICFRS of the combined cultural journey and aspirations of the Chief Fire Officer and team, which were not taken into consideration in the HMI report. It was noted that cultural changes, by their nature, take time to embed and this was an ongoing piece of work within the Service. Other concerns that the Service had relating to the reporting of these areas for improvement in the HMI report were also highlighted in the action plan and drawn to Members attention. Officers concluded that the HMI inspection should be seen as a positive experience and has raised challenging questions which would be addressed and monitored.

Members wished to formally record their thanks to Officers for all their hard work in producing the HFRS action plan, and also requested progress update reports be brought to future Standards and Governance Committee meetings.

RESOLVED:

- (i) That the Standards and Governance Committee praised Officers for their work in producing a comprehensive and excellent action plan for HFRS.
- (ii) That the report and action plan for HFRS is approved by the Standards and Governance Committee, and the Committee note that progress update reports will be brought to future meetings of the Committee.

Chairman,

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