

## NOTICE OF MEETING

<i>Meeting</i>	<b>Hampshire Fire and Rescue Authority</b>	<i>Clerk to the Hampshire Fire and Rescue Authority</i> <b>John Coughlan CBE</b>
<i>Date and Time</i>	<b>Wednesday 5th June, 2019 10.30 am</b>	<i>The Castle, Winchester Hampshire SO23 8UJ</i>
<i>Place</i>	<b>Room X - HFRS HQ, Eastleigh</b>	
<i>Enquiries to</i>	<b><u><a href="mailto:members.services@hants.gov.uk">members.services@hants.gov.uk</a></u></b>	

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

## Agenda

### 1 ELECTION OF CHAIRMAN

To appoint a Chairman until the Annual Meeting of the Authority in 2020.

### 2 ELECTION OF VICE CHAIRMAN

To appoint a Vice Chairman until the Annual Meeting of the Authority in 2020.

### 3 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

### 4 DECLARATIONS OF INTEREST

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

5     **MINUTES OF PREVIOUS MEETING** (Pages 5 - 8)

To confirm the minutes of the previous meeting held on 3 April 2019.

6     **DEPUTATIONS**

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

7     **CHAIRMAN'S ANNOUNCEMENTS**

To receive any announcements the Chairman may wish to make.

8     **MEMBER DEVELOPMENTS AND COMMENTS**

To receive any updates from Members of the Authority.

9     **REVIEW OF TRADING COMPANY GOVERNANCE** (Pages 9 - 18)

To consider a report from the Chief Fire Officer, which informs and provide recommendations to the Hampshire Fire and Rescue Authority (HFRA) in relation to the governance arrangements of the HFRA trading company.

10    **APPOINTMENTS REPORT** (Pages 19 - 26)

To consider a report from the Clerk, which seeks to appoint Members to the Standard's and Governance Committee and other appointments within the Fire Authority.

11    **MINOR AMENDMENTS TO THE CONSTITUTION** (Pages 27 - 44)

To consider a report from the Clerk, which sets out minor proposed changes to Hampshire Fire and Rescue Authority's (HFRA) Constitution for approval by the Authority.

12    **ANNUAL PERFORMANCE APRIL 2018 - MARCH 2019** (Pages 45 - 92)

To receive a report from the Chief Fire Officer, which asks the Hampshire Fire and Rescue Authority (HFRA) to note the performance for 2018 - 2019 detailed in this report.

**13 SERVICE PLAN ANNUAL REVIEW (Pages 93 - 120)**

To consider a report from the Chief Fire Officer, which provides the Hampshire Fire and Rescue Authority (HFRA) with a review for the final year (2019–2020) of the existing Service Plan.

**14 ANNUAL GOVERNANCE STATEMENT 2018/19 (Pages 121 - 136)**

To consider a report from the Chief Fire Officer, which seeks approval for the Annual Governance Statement to be included in the Statement of Accounts.

**15 ANNUAL STATEMENT OF EQUALITY (Pages 137 - 148)**

To receive a report from the Chief Fire Officer, which requests the Annual Statement of Equality (Workforce Demographics) be noted by Hampshire Fire and Rescue Authority (HFRA).

**16 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 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 reports.

**17 EXEMPT MINUTE FROM 3 APRIL HFRA MEETING (Pages 149 - 150)**

To approve the exempt minute from the 3 April 2019 Hampshire Fire and Rescue Full Authority meeting.

**ABOUT THIS AGENDA:**

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

**ABOUT THIS MEETING**

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

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# Agenda Item 5

AT A MEETING of the Hampshire Fire and Rescue Authority of HAMPSHIRE  
COUNTY COUNCIL held at the castle, Winchester on Wednesday 3rd April,  
2019

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 MBE

\*Present

Also present with the agreement of the Chairman:  
Keith Carruthers, Service Liaison Lead for HMICFRS

## 169. **APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Roger Price and Councillor David Simpson.

## 170. **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.

## 171. **MINUTES OF PREVIOUS MEETING**

It was noted that despite not appearing the merged online version of the minutes, Councillor Sharon Mintoff and Councillor Jason Fazackarley had been present at the meeting.

## 172. **DEPUTATIONS**

There were no deputations for the meeting.

## 173. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman welcomed Keith Carruthers (Service Liaison Lead for HMICFRS), who was observing the meeting.

The Chairman updated Members on Broadening the Role discussions and the Chief Fire Officer confirmed that the LGA have presented a pay proposal of

13%. A status quo remained and conversations would continue and the Full Authority would be updated in due course.

The Chairman also informed the Full Authority of an article featured in The Times regarding female firefighters being put at risk by wearing personal protective equipment (PPE) designed for men. At HFRS, firefighter PPE was procured through a nationally awarded contract and had been designed for male and female firefighters individually; with a range of sizes for all operational staff. This new kit was currently being rolled out, with 40% of staff already wearing the new PPE. The aim was to complete the process by the end of the calendar year.

Following an incorrect statement by Victoria Atkins MP in the House of Commons regarding lack of facilities for women staff and visitors, the Chief Fire Officer had invited Ms Atkins to visit HFRS to see the facilities available and learn about the estate strategy.

#### **174. MEMBER DEVELOPMENTS AND COMMENTS**

The Vaisakhi festival was due to take place on the 14 April and all Fire Members were welcome to attend. An invitation would be circulated to Members of the Fire Authority. (<http://www.discoversouthampton.co.uk/events/vaisakhi-celebrations-3996> )

Hampshire was due to host the Asian Fire Service Association (ASFA) Conference between the 13-14 June, which was taking place at the Botley Park hotel (<http://afsa.co.uk/wp-content/uploads/AFSA-SPRING-CONFERENCE-2019-FLYER-V4-MJ-6.pdf> )

#### **175. APPOINTMENT TO HAMPSHIRE FIREFIGHTERS' PENSION BOARD**

The Authority considered a report of the Clerk, which asked Members to approve Dan Tasker as the new employer representative on the HFRA Pension Board.

Members were happy with the proposals.

RESOLVED:

The Authority appointed Dan Tasker to the vacant “employer representative” position on the Hampshire Firefighters’ Pension Board.

#### **176. TERMS OF REFERENCE FOR THE COMBINED FIRE AUTHORITY MEMBERS WORKING GROUP**

The Authority considered a report from the Chief Fire Officer (Item 8 in the minute book) regarding the terms of reference (TOR) for the new Combined Fire Authority (CFA) Members working group.

In January 2019, it was approved at Hampshire Fire and Rescue Authority (HFRA) meeting, that the Isle of Wight Council and HFRA should jointly

approach the Secretary of State and seek their permission to create a CFA across the local authority areas of Hampshire, Isle of Wight, Portsmouth and Southampton. Following this, it was agreed that an informal combined members working group be established with the Isle of Wight.

Members were happy with the proposals.

RESOLVED:

The CFA Members Working Group Terms of Reference was approved by Hampshire Fire and Rescue Authority.

**177. PAY POLICY STATEMENT**

The Authority considered a report from the Chief Fire Officer (Item 9 in the minute book), which sought approval for the Pay Policy Statement for 2019/20. This was a requirement of Section 38(1) of the Localism Act 2011 (openness and accountability in local pay).

Members were happy with the Pay Policy Statement.

RESOLVED:

The Pay Policy Statement (Appendix A to the report) was approved by Hampshire Fire and Rescue Authority.

**178. MINUTES OF THE EXTRAORDINARY STANDARDS AND GOVERNANCE COMMITTEE - WEDNESDAY 27 FEBRUARY 2019**

The Chairman of the Standards and Governance Committee presented the minutes from the meeting on the 27 February 2019. Officers were thanked for their hard work in preparing the HMICFRS Action Plan report for consideration at the Standards and Governance meeting with the time restraints imposed.

RESOLVED:

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

**179. EXCLUSION OF PRESS AND PUBLIC**

It was resolved that the public be excluded from the meeting during the following item of business, as it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during 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 outweighed the public interest in disclosing the information, for the reasons set out in the report.

180. **REVIEW OF GRANT THORNTON GUIDANCE - CREATING AND OPERATING A SUCCESSFUL FIRE TRADING COMPANY**

The Authority considered an exempt report from the Chief Fire Officer (item 12 in the minute book) regarding guidance in respect of creating and operating a successful Fire trading company [SEE EXEMPT MINUTE].

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Chairman,





Purpose: Approval

Date: **5 JUNE 2019**

Title: **REVIEW OF TRADING COMPANY GOVERNANCE**

Report of Chief Fire Officer

## SUMMARY

1. The purpose of this report is to inform and provide recommendations to the Hampshire Fire and Rescue Authority (HFRA) in relation to the governance arrangements of the HFRA trading company.
2. This report follows the paper considered by the HFRA in April 2019 in relation to the Grant Thornton Report entitled "*creating and operating a successful fire trading company*" which was published in September 2018.
3. The Grant Thornton guidance highlighted an area of risk associated with the governance of Fire and Rescue Authority (FRA) trading companies. The recommendations within this report seek to mitigate this risk.

## BACKGROUND

4. FRAs have the power to trade and make a profit, but they must ensure that their commercial activities are performed in accordance with the requirements of the Local Government Act 2003, the Fire and Rescue Services Act 2004 (as amended by the Localism Act 2011) and the Local Authorities (Goods and Services) Act 1970, as well as all laws pertaining to a limited company, for instance the Companies Act 2006.
5. FRAs must ensure that such commercial activities are exercised through a company (a separate legal entity) within the meaning of Part 5 of the Local Government and Housing Act 1989.
6. At the time of establishing the HFRA trading company, a full options appraisal, including identifying specific legal structures was considered.
7. The main rationale for establishing the HFRA trading company, was for the company to be sustainable and generate a financial return for the HFRA and/or deliver wider community benefits. The continued requirement for trading activities are monitored through business as usual governance

arrangements of both the trading entity and HFRA. HFRA review this at the trading company Shareholder AGM.

8. The Grant Thornton guidance states that a fire trading company must do everything in its power to control conflict situations, such as adopting clear conflict of interest protocols and director's mandates, ensuring careful selection processes are followed for the appointment of the board and that appropriate regular and ongoing training is provided (both for the protection of the fire trading company and the directors themselves).
9. The composition of the board and clear terms of reference should enable representation of relevant stakeholders with sufficient independence to allow the board to make robust decisions on behalf of the trading company. The shareholder FRA should not be involved in the day-to-day running of the company in order to allow it the necessary freedoms to operate at arm's length.

#### CURRENT HFRA TRADING COMPANY GOVERNANCE

10. HFRA have sound protocols in place to manage any potential conflicts of interest between elected Members and officers, however following the Grant Thornton guidance, HFRA sought that the HFRS Chief Fire Officer led a review into the governance arrangements.
11. The HFRA trading company board of directors is correctly constituted, however, there remains a risk associated with conflict of interest in relation to HFRA Members and officers being Directors of the trading company.
12. This conflict of interest relates to the ability of the board to be able to vote in the best interests of the company on all matters without the conflict of their interests as HFRA members or HFRS officers.
13. To ensure the appropriate experience and scrutiny is provided to the activities of the trading company, it is proposed to make a number of changes to the trading arm Board.

#### PROPOSED GOVERNANCE STRUCTURE

14. The Grant Thornton guidance recommends that the shareholder FRA should not be involved in the day to day running of the trading company, in order to allow it the necessary freedoms to operate at arm's length. It is important to be clear of the role of the FRA, to provide sufficient strategic control to exert influence, but enable the company to run operationally.
15. The guidance states that one way to facilitate this separation is to establish a Shareholder Committee as part of the governance structure, in lieu of Members as Directors. This model helps to ensure adequate safeguards that the company is carrying out work in line the FRA's strategy while

removing the conflict of interest for Members. It is proposed that the HFRA trading arm adopts this model, thereby removing the conflict of interest for HFRA Members and also improving the governance arrangements in respect of the company.

16. The board of directors have strategic and legal responsibility for the company. The company should ensure their board of directors have between them a sufficiently broad mix of commercial skills and sector knowledge, to support the objectives and enable the business to compete effectively within this specialised commercial marketplace.
17. To ensure that the board provides the correct level of experience and scrutiny it is proposed, that once established the Shareholder Committee can oversee a selection process and further review of board members. In the interim it is proposed to change the Directors appointed to the board to ensure stability, legal compliance and oversight while the permanent governance is put in place.

#### SUPPORTING OUR SERVICE PLAN AND PRIORITIES

18. The information contained within this report supports the Service Plan and making life safer in Hampshire. Remaining informed of national research and good practice guidance, to maintain robust and transparent operations, in delivery and the reputation of public safety and services.

#### CONSULTATION

19. Engagement has taken place with relevant parties including the HFRA trading company and Legal advice.

#### RESOURCE IMPLICATIONS

20. The recommendations contained within this report do not impose resource or finance implications to HFRS. The impacts to the HFRA trading company are outlined within the Risk Analysis section of this report.

#### ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

21. The information contained within this report does not impose environmental and sustainability implications.

#### LEGAL IMPLICATIONS

22. The information within this report are considered compatible with legal provisions.

## EQUALITY IMPACT ASSESSMENT

23. There are no adverse equalities impacts in respect of the proposals in this report. The proposals are considered compatible with the provisions of the equality and human rights legislation and do not change any policies.

## OPTIONS

24. In relation to managing the governance of the HFRA trading arm there are two options:

### **Option 1:**

- (a) That HFRA put in place a Shareholder Committee and do not appoint Members as Directors of the trading company Board. The Shareholder Committee would discharge all functions of the Authority as shareholder of 3SFire Ltd and would review the Articles of Association and pass resolutions to update the Articles as necessary. The Shareholder Committee would be established with immediate effect, be politically proportional to the Authority and comprise five members of HFRA. Should this option be agreed, then appointments to the Shareholder Committee will be made as part of the normal appointments process which is dealt with under a separate item on the agenda.
- (b) That HFRA approve the appointment of new Directors to the trading company Board as outlined in **Appendix A** as an interim measure while a further review, overseen by the Shareholder Committee is conducted. Should this option be agreed, appointments to the Board will also be made as part of the normal appointments process which is dealt with under a separate item on the agenda.

### **Option 2:**

- (c) That HFRA do not establish a Shareholder Committee and instead retain Members as Directors of the trading company Board, accepting that this is not in line with best practice guidance.
- (d) That HFRA re-appoint the existing Directors to the trading company Board, accepting that this will not mitigate the current conflict of interest posed.

## RISK ANALYSIS

25. As outlined within this report, there remains an organisational risk in relation to the conflict of interest posed by the current HFRA trading arm governance structure. There is also a personal risk to Members who are appointed to

the company board, as a result of possible conflicts of interest, in the event that the governance structure is not changed.

26. Should HFRA approve the recommendations within this report, a minimal risk is posed to HFRA on the continued viability of the Authority trading arm to operate since a new governance structure would be established and a new board of Directors put in place. This risk is considered to be manageable.

## EVALUATION

27. It is important that on-going evaluation and review takes place to ensure that the recommendations within the report remain the most appropriate course of action for the Authority.
28. It is recommended that the decision made through this report to reviewed should internal or external factors and/or opportunities change.

## CONCLUSION

29. This report informs and provides awareness to the HFRA of the guidance and advice contained within the Grant Thornton Report, *“creating and operating a successful fire trading company”*.
30. This report provides the Authority with relevant information to scrutinise governance arrangements it has put in place in relation to its trading arm.

## RECOMMENDATIONS

31. That Option 1 of paragraph 24 be approved by the Hampshire Fire and Rescue Authority, namely that:
  - (a) The Authority establishes a Shareholder Committee and delegates to it the functions of shareholder of 3SFire Ltd;
  - (b) New Directors are appointed to the trading company Board as outlined in Appendix A as an interim measure while a further review, overseen by the Shareholder Committee is conducted. (Formal appointment of the Shareholder Committee and Directors of 3SFire Ltd will be dealt with as part of the normal appointments process which is dealt with under a separate item on the agenda).

## APPENDICES ATTACHED

32. **Appendix A** – Proposed Changes to Board of Directors

## BACKGROUND PAPERS

33. Grant Thornton Report, creating and operating a successful fire trading company  
<https://www.grantthornton.co.uk/globalassets/1.-member-firms/united-kingdom/pdf/creating-and-operating-a-successful-fire-trading-company.pdf>
34. Fire and Rescue National Framework  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/705060/National\\_Framework\\_-\\_final\\_for\\_web.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/705060/National_Framework_-_final_for_web.pdf)
35. Companies Act 2006  
<http://www.legislation.gov.uk/ukpga/2006/46/contents>

## **Contact**

Matt Robertson, Chief of Staff, [matt.robertson@hantsfire.gov.uk](mailto:matt.robertson@hantsfire.gov.uk), 07918 887532

## **Appendix A – Proposed Changes to Board of Directors**

It is proposed to make the interim changes to the existing Directors of the HFRA trading company Board as detailed below:

<b>Existing Director</b>	<b>Reason for Change</b>	<b>Interim Appointment</b>
<b>Cllr Chris Carter</b>	Shareholder Committee established	ACFO Stew Adamson
<b>Cllr Roger Price</b>	Shareholder Committee established	Chief of Staff Matt Robertson
<b>DCFO Andy Bowers</b>	Retirement from HFRS	DCFO Steve Apter
<b>Royston Smith MP</b>	Resignation	No Interim Appointment

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**Appendix A – Review of Trading  
Company Governance: Proposed  
Changes to Board of Directors**



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

It is proposed to make the interim changes to the existing Directors of the HFRA trading company Board as detailed below:

Existing Director	Reason for Change	Interim Appointment
<b>Cllr Chris Carter</b>	Shareholder Committee established	ACFO Stew Adamson
<b>Cllr Roger Price</b>	Shareholder Committee established	Chief of Staff Matt Robertson
<b>DCFO Andy Bowers</b>	Retirement from HFRS	DCFO Steve Apter
<b>Royston Smith MP</b>	Resignation	No Interim Appointment

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Purpose: Decision

Date **5 June 2019**

Title **Appointments Report**

Report of the Clerk



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

## EXECUTIVE SUMMARY

1. This report seeks approval to the proportional allocation of members to the Authority's Standards and Governance Committee and to the 3SFire Shareholder Committee (subject to prior agreement of its formation); to the appointment of members and the respective Chairman and Vice-Chairman to serve on those Committees. It furthermore seeks appointments to the Hampshire Firefighters' Pension Board; and to various other appointments.

## BACKGROUND

### **2. Size and Political Composition of Committees**

- 2.1 At its meeting of 7 September 2016, the Hampshire Fire and Rescue Authority agreed a new composition for the Authority of 10 Councillor Members, comprising 8 from Hampshire County Council and one from each of Portsmouth and Southampton City Councils, with effect from the annual meeting of the Authority in June 2017.
- 2.2 Following local elections and subsequent Hampshire, Portsmouth and Southampton annual Council meetings in May 2019 and with regard to paragraph 2.1, the membership and political composition of the Hampshire Fire and Rescue Authority (HFRA) may be found at appendix 1.
- 2.3 The political proportionality provisions of the Local Government and Housing Act 1989 apply to the Authority. These require, inter alia, that where one political group has an overall majority, that group must have a majority on any Committee. The proposed proportionality table for 2019/20 appears as appendix 2. The Authority is asked to review and confirm the appointment of Members to the Standards and Governance Committee and to the 3SFire Shareholder Committee (subject to agreement of its formation).

### **3. Pension Board Members**

- 3.1 At its meeting of 20 February 2015, the Authority agreed the formation of a Pension Board, to meet the requirements of the Public Service Pension Scheme Act 2013, consisting of three employer representatives and three scheme members to be appointed by the Fire Authority for a four year term. The Terms of Reference for the Pension Board make provision for the Board to elect its own Chairman and Vice-Chairman and therefore this responsibility does not fall to the Fire Authority. Scheme management of the Fire Fighters Pension Scheme is delegated to the Standards and Governance (S&G) Committee. At the AGM in 2018, it was acknowledged that it could be considered a conflict of interest for a Member of the S&G Committee to also be appointed to the Pension Board. This was something that could be overcome by a Member declaring an interest and not taking part in discussions should such a conflict arise.

3.2 At its meeting of the 11 June 2015, the Authority appointed Malcolm Eastwood as a Scheme Member to the Pension Board for a four year term in accordance with the Board's Terms of Reference. In accordance with the Terms of Reference, membership on the Board can be extended for a further period of four years after the initial four year term. Malcolm Eastwood has indicated that he is willing to extend his membership until 31 March 2020 (10 month period), and the Authority is asked to approve this.

3.3 Following the resignation of Alex Rhodes, a Scheme Member vacancy exists on the Pension Board. A recruitment process is currently underway and upon the conclusion of this a recommended appointment will be brought before the Authority.

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

<b>Employer Representatives:</b>		<b>Scheme Members:</b>	
	Date appointed		Date appointed
Stew Adamson	9 June 2016	Richard North	7 Sept 2016
Cllr Price	9 June 2016	Vacancy	
Dan Tasker	3 April 2019	Malcolm Eastwood	11 June 2015

#### 4. Other Authority Appointments

- (a) APAG – The Group meets as a preliminary sounding board with senior officers to develop policies, plans and recommendations for subsequent presentation to the Authority. It is informal and was originally established to make progress with the Authority's Integrated Risk Management Plan. It has also been used as a useful cross-party group to discuss and deal with matters of urgency. At the June 2018 AGM, the Authority agreed to appoint all Members to APAG and it is proposed that all Members are re-appointed for 2019/20.
- (b) Principal Officer Pay Review Group – The Authority is asked to appoint three Members, and identify one of these as Chairman, to an informal working group which may be called upon when required (normally on an annual basis) to conduct a review of any proposed changes to principal officer pay and to make recommendations accordingly to the Authority. Councillors Fairhurst (Chairman), Price and Vaughan were appointed to this Group for one year in June 2018/19.
- (c) Member Development Liaison Champion – The Authority is asked to consider the appointment of a Member to the role of Member Development Liaison Champion for the year 2019/20
- (d) Minority Group Spokespersons – A Minority Group Spokesperson's position is set out in the Members' Allowances Scheme. The Liberal Democrat Group is

asked to confirm their appointment to this position and to inform the Clerk accordingly.

- (e) 3SFire Ltd. Shareholder Representative – Pursuant to Article 39 of the Articles of Association of 3SFire Ltd, the Authority is asked to appoint a Shareholder Representative, which is proposed to be the Chairman of the 3SFire Stakeholder Committee (subject to its approval) as detailed in paragraph 2.3.
- (f) 3SFire Ltd. Directors - Articles 18 and 19 of the Articles of Association require that the company shall have between three and seven directors and that all Executive Directors be appointed by a resolution of the HFRA until the subsequent Annual meeting of the Authority. Pursuant to these Articles, the Authority is asked to appoint Executive Directors of 3SFire. It is proposed that Steve Apter, Stew Adamson and Matt Robertson be appointed as Directors for 2019-2020,

#### PEOPLE IMPACT ASSESSMENT

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

## 6. OPTIONS

The Authority is asked to make the appointments for the reasons outlined in the report above.

### RECOMMENDATIONS

7. That, for the purposes of Part 1 of the Local Government and Housing Act 1989, the allocation of seats on the Standards and Governance and the 3SFire Shareholder Committee of the Authority be as set out in Appendix 2 of the report.
8. That the Authority appoint members of the Standards and Governance and the 3SFire Shareholder Committee and their respective Chairmen and Vice-Chairmen following the agreed allocation of seats at paragraph 7 (above), until the Annual meeting of the Authority in 2020.
9. That, with regards to the Pension Board, the Authority consider the position as set out in section 3 of the report and make appointments in accordance with the Board's Terms of Reference.
10. That APAG include all appointed HFRA Members as set out in paragraph 4a of the report, until the Annual meeting of the Authority in 2020.
11. That the Authority appoint three Members, and identify one of these as Chairman, to an informal working group for the review of principal officer pay, as detailed in paragraph 4b of the report, until the Annual meeting of the Authority in 2020.
12. That a Member Development Liaison Champion be appointed as set out in paragraph 4c of the report, until the Annual meeting of the Authority in 2020.
13. That the Minority Group Spokespersons for the Liberal Democrat Party Group until the Annual meeting of the Authority in 2020 is confirmed, as set out in paragraph 4d of the report.
14. That the Chairman of the 3SFire Shareholder Committee be appointed as the Shareholder Representative for 3SFire Ltd pursuant to Article 39 of the Articles of Association of 3SFire Ltd as set out in paragraph 4e of the report, until the Annual meeting of the Authority in 2020.
15. That the Executive Directors of 3SFire be appointed by the Authority pursuant to Articles 18 and 19 of the Articles of Association of 3SFire Ltd as set out in paragraph 4f of the report, until the Annual meeting of the Authority in 2020.

## APPENDICES ATTACHED

Appendix 1: Membership and political composition of Hampshire Fire and Rescue Authority, following local elections and subsequent Hampshire, Portsmouth and Southampton annual Council meetings in May 2019

Appendix 2: Proposed HFRA Proportionality from June 2019

### **Contact:**

Katy Sherwood, on behalf of the Clerk to the Authority,  
[katy.sherwood@hants.gov.uk](mailto:katy.sherwood@hants.gov.uk)

## Appendix 1:

Membership and political composition of Hampshire Fire and Rescue Authority, following local elections and subsequent Hampshire, Portsmouth and Southampton annual Council meetings in May 2019:

<b>Councillor:</b>	<b>Political Party/Group</b>	<b>Appointing Authority</b>
Chris Carter	Conservative	Hampshire County Council
Roz Chadd	Conservative	Hampshire County Council
Liz Fairhurst	Conservative	Hampshire County Council
Jason Fazackarley	Liberal Democrat	Portsmouth City Council
Jonathan Glen	Conservative	Hampshire County Council
Geoff Hockley	Conservative	Hampshire County Council
Sharon Mintoff	Labour	Southampton City Council
Roger Price	Liberal Democrat	Hampshire County Council
David Simpson	Liberal Democrat	Hampshire County Council
Rhydian Vaughan	Conservative	Hampshire County Council



## Appendix 2

Proposed HFRA Proportionality from June 2019:

	<b>Conservatives</b>	<b>Lib dem</b>	<b>Labour</b>	<b>Seats</b>
Members:	6	3	1	
Standards & Governance Committee	3	1	1	5
3SFire Shareholder Committee	3	1	1	
Total	6	2	2	10
Entitlement	6	3	1	
Rounded	6	3	1	
<b>Balance</b>	<b>0</b>	<b>-1</b>	<b>+1</b>	

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Purpose: Approval

Date: **5 JUNE 2019**

Title: **MINOR AMENDMENTS TO THE CONSTITUTION**

Report of the Clerk

## EXECUTIVE SUMMARY

1. This report sets out minor proposed changes to Hampshire Fire and Rescue Authority's (HFRA) Constitution for approval by the Authority.

## BACKGROUND

2. The Authority adopted a new Constitution at its meeting in June 2017. A number of minor amendments to the Constitution were agreed by the Authority in June 2018.
3. Some further minor amendments to the Constitution are now proposed. These are set out below, together with an explanation of the reason for the proposed change. Track changed versions of the relevant pages of the Constitution are attached at **Appendix A** to this paper.

## PROPOSED CHANGES TO CONSTITUTION

4. The proposed minor changes are as follows:

- (a) A new section has been added to cover the new governance arrangements in respect of 3SFire Ltd and in particular the creation of a Shareholder Committee. The Authority's Terms of Reference have also been amended accordingly. Noting these changes are contingent on the Authority having decided to adopt the new governance arrangements in respect of 3SFire Ltd. (Page 9 of the current version of the constitution and new page 13, as per Appendix A reference).
- (b) The Terms of Reference of Standards & Governance Committee have been amended to reflect the decision to appoint 5 members to the Committee. The proposed amendment gives the Authority freedom to determine the number of members each year at the AGM without having to amend the Constitution. (Page 11 of the current version of the constitution).
- (c) The Terms of reference of the Pension Board have been amended to reflect minor changes to senior management roles. References to the "Director of Professional Services" have been replaced with "Chief of Staff" (Page 13 onwards in the current Constitution. Noting the full terms of reference for the Pension Board, as amended by a previous decision of Standards and Governance Committee, are set out in Appendix A, as these will replace in entirety the version contained in the current constitution at page 13).
- (d) Some further references to the "Director of Professional Services" have been amended in Contract Standing Orders, for consistency (pages 64, 67, 70 and 71 of the current version of the constitution).
- (e) The Members' Allowance Scheme has been amended to reflect changes to relevant rates for 2019/20 (page 79 of the current version of the constitution).

## SUPPORTING OUR SERVICE PLAN AND PRIORITIES

5. An effective and up to date Constitution supports efficient and effective decision making which in turn supports the Authority's Service Plan and priorities.

## LEGAL IMPLICATIONS

6. The proposed amendments to the Constitution have been developed with input from the Monitoring Officer and Authority's legal adviser. There are not considered to be any significant legal implications.

## PEOPLE IMPACT ASSESSMENT

7. The proposed minor variations to the Constitution contained in this report are considered compatible with the provisions of the equality and human rights legislation. No people impacts are anticipated by the proposed changes.

## RISK ANALYSIS

8. There are no adverse risks associated with the proposed minor variations to the Constitution. Not amending the Constitution to ensure it properly reflects changes agreed by the Authority does create some risks of weak governance arrangements.

## CONCLUSION

9. It is important that the Authority's Constitution is regularly reviewed and amended where this is required. The proposed amendments set out in this report are intended to ensure that the Constitution properly reflects the practices of the Authority and enables effective and efficient decision making and governance.

## RECOMMENDATION

10. The Authority approves the amendments to the Constitution at Appendix A; and
11. The Authority delegates authority to the Clerk to finalise a new version of the Constitution containing the amendments at Appendix A and consequential changes to numbering and formatting and to arrange for this to be published on the Authority's website.

## APPENDICES ATTACHED

12. **Appendix A** – Extracted amendments to the Constitution

Contact:

Paul Hodgson, for the Clerk and Monitoring Officer, [paul.hodgson@hants.gov.uk](mailto:paul.hodgson@hants.gov.uk)

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## Appendix A: Minor Amendments to the Constitution: Extracted amendments to the Constitution



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

The following document contains extracted amendments to the Hampshire Fire and Rescue Authority Constitution. Extracts are provided in place of the full draft constitution to aid understanding for the reader around changes proposed.

### **Extract from: Part 3 – Arrangement to Perform Functions, Section 3.1**

- To consider and approve the Health and Safety Statement of Intent for signature by the Chief Fire Officer and to receive the annual report

#### **People and Leadership**

- To be responsible for the process of recruitment, appointment and dismissal of the Chief Fire Officer and the Deputy Chief Fire Officer.
- To appoint to the positions of the Clerk, Monitoring Officer and Chief Financial Officer to the Authority as 'Proper Officers' as set out in the Authority's Scheme of Delegation, Financial Regulations and relevant legislation.
- To consider and approve the annual Pay Policy Statement for publication, in accordance with the Localism Act 2011.
- To complete the process required under the national terms and conditions of service for Principal Officers (Gold Book) for the annual review of performance and determination of local pay awards. For these purposes, the Authority shall establish a member working group to act as a Principal Officer Pay Group to provide recommendations to the Authority.

#### **Governance**

- To agree and adopt a Constitution for the Authority including the following elements and approve any revisions or replacements:
  - Standing Orders
  - Committee Terms of Reference
  - Contract Standing Orders
  - Scheme of Delegation
  - Financial Regulations
  - Code of Conduct for Members, including Member role profiles
  - Arrangements to be applied for the investigation and determination of allegations of a failure to comply with the Code of Conduct for Members and co-opted Members

- To make appointments of members to committees, sub committees or working groups of the Authority.
- To make appointments to the position of Chairman and Vice-Chairman of the Authority and committees/sub committees or working groups.
- To make appointments to the Authority's Pension Board.
- To appoint an Independent Person to the Authority in accordance with the Localism Act 2011.
- To appoint members to the 3SFire Ltd Shareholder Committee.

**Extract from: Part 3 – Arrangement to Perform Functions, Section 3.3**

**3.3 Standards and Governance Committee - Terms of Reference**

Standards and Governance Committee shall comprise of 5~~6~~ Members of the Authority or such other number as the Authority determines each year at the Annual Meeting of the Authority. Appointments to Standards and Governance Committee shall be made each year at the Annual Meeting of the Authority.

Standards and Governance Committee's terms of reference are: **Standards**

- To oversee the discharge of the Authority's duty to promote and maintain high standards of conduct by Members and co-opted Members through:
  - Promotion of training and advice on the Code of Conduct and other relevant protocols
  - Making recommendations to the Authority on the revision or replacement of its Code of Conduct
  - Making recommendations to the Authority on the arrangements to be applied for the investigation and determination of allegations of a failure to comply with the Code of Conduct for Members and co-opted Members, including the appropriate involvement of the Independent Person
- To oversee the recruitment of an Independent Person or Persons to the Authority and make a recommendation to the Authority for their appointment.
- To consider and determine any allegation of a failure to comply with the Code of Conduct in accordance with such arrangements described above.
- To consider and determine any application by a Member or co-opted Member for the grant of a dispensation under Section 33 Localism Act 2011, relieving the restrictions on participation in, and voting on, a matter in which the Member or co-opted Member has a disclosable pecuniary interest
- To review the Members' Allowances Scheme in accordance with applicable law and make recommendations to the Full Authority about the scheme.



- To act as the Authority's appeal body for appropriate categories of employees in accordance with agreed policies where it is not possible for an appeal to be heard by officers.

*Extract To be included in Part 3, Section 3.5 [new page 13 item]*

### **3.5 3SFire Ltd Shareholder Committee – Terms of Reference**

The 3SFire Ltd Shareholder Committee shall comprise of 5 Members of the Authority or such other number as the Authority determines each year at the Annual Meeting of the Authority. Appointments to the 3SFire Shareholder Committee shall be made each year at the Annual Meeting of the Authority.

The 3SFire Ltd Shareholder Committee's terms of reference are: to exercise all of the shareholder functions of the Authority as the sole shareholder of 3SFire Ltd.

The 3SFire Ltd Shareholder Committee may establish a working group if required and may determine, subject to compliance with required democratic processes, the means through which it exercises the Authority's functions as shareholder of 3SFire Ltd.

*Extract from: Part 3 – Arrangement to Perform Functions, Section 3.5 of the current constitution*

### **3.6 Terms of Reference for the Pension Board of the Hampshire Firefighter's Pension Scheme *[at page 13 of the current constitution]***

#### **1. Introduction**

- 1.1. Hampshire Fire and Rescue Authority (HFRA) has established a Pension Board in accordance with the requirements of the Public Service Pension Act 2013.

#### **2. Role and Powers of the Hampshire Firefighter's Pension Board**

- 2.1. The role of the Board is to:

- Assist HFRA as the administering authority of the Hampshire Firefighter's Pension Scheme (HFFPS):
  - to secure compliance with the Firefighter's Pension Scheme (FFPS) Regulations and any other legislation relating to the governance and administration of the FFPS.
  - to secure compliance with requirements imposed in relation to the FFPS by the Pensions Regulator.
- To ensure the effective and efficient governance and administration of the HFFPS by the Authority.
- To consider how discretionary and other pension related issues are being addressed from an operational viewpoint.

- To present an annual report to the Authority on the exercise of its functions.
- 2.2. The Board shall have the power to do anything which is calculated to facilitate or is conducive or incidental to the discharge of any of its functions.

### **3. Members of the Hampshire Firefighter's Pension Board**

- 3.1. The Board shall initially consist of 6 members and be constituted as follows:
- 3 employer representatives;
  - 3 scheme member representatives;
- 3.2. The Chairman of the Board will be elected by the Board, from amongst its number at the first meeting of the Board following the Annual General Meeting of the HFRA in each year.
- 3.3. With regard to 3.4, the Vice Chairman of the Board will be elected by the Board from amongst its number at the first meeting of the Board following the Annual General Meeting of the HFRA in each year.
- 3.4. If the Chairman is a scheme representative then the Vice Chairman will be an employer representative and vice versa.
- 3.5. The employer representatives will be appointed by the HFRA at its Annual General Meeting.
- 3.6. Scheme member representatives will be appointed by the Authority in accordance with the recruitment policy agreed by the relevant Committee with responsibility for Scheme Management. They must be active, deferred or pensioner members of the FFPS.
- 3.7. The term of office of the Chairman and Vice Chairman will be one year, but either can be re-elected by the Board up to a maximum of four years.
- 3.8. Each employer representative and scheme member representative so appointed shall serve for a fixed four year period which can be extended for a further period of four years.
- 3.9. Employer representatives and scheme member representatives will remain as members of the Board during their appointed term of office unless they become incapable of acting, cease to represent their constituency, resign by giving written notice to the Chairman of the HFRA or are removed from the Board pursuant to Paragraph 4 of the Board's Code of Conduct.
- 3.10. Employer representatives and scheme member representatives may also be removed from office during their term of appointment by a majority decision of a quorate meeting of the HFFPS Board if they do not comply with the requirements of paragraph 3.9. The removal of any Board member also requires the agreement of the HFRA.
- 3.11. The Chairman and employer representatives will be appointed by the HFRA at the Annual General Meeting and may be replaced at any time during the year by the HFRA.
- 3.12. Any vacancies arising for the scheme member representatives will be recruited in line with the recruitment policy approved by the relevant Committee with

responsibility for Scheme Management and will be formally appointed by HFRA at any time during the year.

- 3.13. Each Board member should endeavour to attend all Board meetings during the year and is required to attend at least half of the meetings held in each year.

#### **4. Quorum**

- 4.1. Half of the members of the Board will represent a quorum for Board Meetings.
- 4.2. In the absence of both the Chairman and the Vice-Chairman the members of the Board shall appoint a Chairman for that meeting who shall while presiding have any power or duty of the Chairman in relation to the conduct of the meeting.

#### **5. Advisers to the Board**

- 5.1. The Board will be supported in its role and responsibilities by officers of the HFRA and it will consult with such officers to help better perform its duties. In the event that specialist professional advice is not available from the officers of the HFRA then the Board may ask the ~~Chief of Staff Director of Professional Services~~ to seek independent professional advice through the appointment of advisers on their behalf, subject to financial and legal considerations.

#### **6. Knowledge and Skills**

- 6.1. A member of the Board must be conversant with:
- The legislation and associated guidance of the FFPS.
  - Any document recording policy about the administration of the FFPS which is for the time being adopted by the HFRA.
- 6.2. A member of the Board must have knowledge and understanding of:
- The law relating to pensions, and
  - Any other matters which are prescribed in regulations.
- 6.3. A member of the Board representing employers or scheme members must have the relevant experience and capacity to represent employer and scheme members respectively on the Board.
- 6.4. Notwithstanding the requirements set out above, it is anticipated that training will be given to Board Members to help them fulfil their role and to keep them updated on changes in the FFPS.

#### **7. Board Meetings**

- 7.1. Meetings of the Board will be conducted in accordance with the Standing Orders of the HFRA and for all purpose including but not limited to notice of meetings, publication of agendas and reports, recording and publication of minutes of meetings and consideration of urgent items meetings of the Board shall be treated as if they were a meeting of a Committee of the HFRA.
- 7.2. There will be a minimum of two Board meetings a year and the Chairman of the Board, with the consent of the Board may call additional meetings. Urgent business of the Board between meetings may, in exceptional circumstances, be

conducted via communications between members of the Board including telephone or video conferencing and e-mails.

## **8. Voting**

- 8.1. Each member of the Board will have an individual vote and items will be decided by a simple majority of members attending the meeting but it is expected the Board will as far as possible reach a consensus. The Chairman shall determine when consensus has been reached.
- 8.2. Where consensus is not achieved, this should be recorded by the Chairman who shall then have a casting vote.
- 8.3. In support of its core functions, the Board may make a request for information from the Scheme Manager, with regard to any aspect of the scheme manager's function. Any such request should be reasonable complied with in both scope and timing.
- 8.4. In support of its core functions the Board may make recommendations to the Scheme Manager which should be considered and a response made to the Board on the outcome within a reasonable period of time.

## **9. Standards of Conduct**

- 9.1. The role of Board members requires the highest standards of conduct and therefore the 'seven principles of public life' apply to all Board members, these are:

Selflessness  
Integrity  
Objectivity  
Accountability  
Openness  
Honesty  
Leadership

- 9.2. The Code of Conduct for Board Members set out in Annex A shall apply to all members of the Board. Members of the Board who are also a member of other authorities also remain bound by the Member's Code of Conduct of their own authority.

## **10. Publication of Pension Board Information**

- 10.1. Up to date information will be posted on the Authority's website showing:
  - The names and information of the Board members.
  - How the scheme members are represented on the Board.
  - The responsibilities of the Board as a whole.
  - The full terms of reference and policies of the Board and how they operate.
  - The Board appointment process.
  - Who each individual Board member represents.
  - Any specific roles and responsibilities of individual Board members.

## 11. Accountability

- 11.1. The Board will be collectively and individually accountable to the relevant Committee with responsibility for Scheme Management and the Authority.

## 12. Reporting Breaches

- 12.1. Any potential or actual Breach that comes to the attention of the Board shall be dealt with in accordance with the Protocol for Reporting Breaches agreed from time to time between the Board and the Authority.

## 13. Expense Reimbursement

- 13.1. No basic allowance is payable to Board members although employer and scheme member representatives shall be entitled to claim Travelling Allowances on the terms set out in the then current Member's Allowance scheme, or HFRS employees scheme as appropriate.

## 14. Definitions

- 14.1. The undernoted terms shall have the following meaning when used in this document:

<i>Breach</i>	Means non-compliance with a duty relevant to the administration of the FFPS which is likely to be of material significance to the Pensions Regulator in the exercise of any of its functions
<i>'Hampshire Firefighter's Pension Board', 'Fire Pension Board', 'Pension Board' or 'Board'</i>	Means the Pension Board of Hampshire Fire and Rescue Authority for the Hampshire Firefighter's Pension Scheme as required under the Public Service Pensions Act 2013.
<i>'HFFPS', 'FFPS' or Regulations</i>	The Firefighter's Pension Scheme as constituted by the Firefighter's pension scheme 1992, as amended, the Firefighter's Pension Scheme 2006, as amended and the Firefighter's Pension Scheme Regulations 2014 as amended.
<i>'Scheme'</i>	Means the Firefighter's Pension Scheme as defined under 'HFFPS' above.
<i>'Scheme Member'</i>	Means active, deferred or pensioner members of the Firefighter's Pension Scheme

## 15. Interpretation

- 15.1. Any uncertainty or ambiguity or interpretation required relating to any matters contained in this document shall be resolved by reference to the Authority's Monitoring Officer.

*Extract from: Part 3 – Arrangement to Perform Functions, Annex A pages 19 – 21 of the current constitution*

**Annex A to the Terms of Reference of the Pension Board**

**Code of Conduct for Members of the Hampshire Firefighter's Pension Board Members**

**1. Introduction**

This Code of Conduct for the Hampshire Firefighter's Pension Board has been adopted by the HFRA pursuant to its statutory duty to appoint a Pension Board for the HFFPS.

This Code applies to members of the Hampshire Firefighter's Pension Board when acting in their capacity as members of the Board. For the avoidance of doubt, members of the Board who are also members of other authorities also remain bound by the Member's Code of Conduct of their own authority.

This Code is based on and is consistent with the principles of;

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty and
- Leadership

**2. Obligations of Members of the Board**

As a Member of Hampshire Firefighter's Pension Board, your conduct will address the principles of the Code of Conduct by:

- a. Not allowing other pressures, including the financial interests of yourself or others connected to you, to deter you from pursuing the interests of the HFFPS, or the good governance of the HFFPS in a proper manner.
- b. Exercising independent judgement and not compromising your position by placing yourself under obligations to outside individuals or organisations who might seek to influence the way you perform your duties.
- c. Listening to the interests of all parties, including relevant advice from statutory and other professional officers of the HFRA (or those acting on their behalf), taking all relevant information into consideration, remaining objective and making decisions on merit.

- d. Being accountable for your decisions and co-operating when scrutinised internally and externally.
- e. Contributing to making the Board's decision-making processes as open and transparent as possible.
- f. Restricting access to information when the wider public interest, the Board's Terms of Reference or the law requires it.
- g. Valuing your colleagues and Officers of the HFRA and engaging with them in an appropriate manner.
- h. Always treating all people with respect and propriety.

### **3. Conflicts of Interest**

- a. No member of the Board may participate in any business of the Board if they have a financial or other interest which is likely to prejudice a person's exercise of functions as a member of the Board (this does not include a financial or other interest arising merely by virtue of membership of the Scheme or any connected Scheme) ('Conflict of Interest').
- b. All Board members must before becoming a member of the Board declare any potential Conflict of Interest to the Monitoring Officer of the HFRA.
- c. After appointment all Board members must within 14 days of becoming aware of any new potential Conflict of Interest declare that potential Conflict of Interest to the Monitoring Officer of the HFRA.
- d. A member of the Board must at any time provide the Monitoring Officer of the HFRA with such information as he or she requires for the purpose of establishing whether or not the Board member has a Conflict of Interest.
- e. A Board member should disclose any Conflict of Interest in any business of the Board either at the commencement of the meeting, the commencement of the consideration of the item or when the Conflict of Interest becomes apparent.
- f. If a Board member has a Conflict of Interest in any business of the Board then that Member may not participate in any discussion of, vote on or discharge any function in relation to the matter. In addition, the Board member should withdraw from the room where the meeting is being held.

### **4. Non-Compliance with the Code of Conduct**

Any alleged non-compliance with this Code of Conduct shall be referred to the relevant Committee with responsibility for Scheme Management for

consideration. In the event that the Committee find that a member of the Board has failed to comply with the provisions of this Code then the Committee may determine that the Member is to immediately cease to be a member of the Board or take such other action as the Committee regard as appropriate. This can include but is not limited to requiring the member to apologise or requiring the member to undertake such training as they feel is appropriate.

*Extract from: Part 4 – Rules of Procedure, Section 4.3 [page 64 of the current constitution]*

- 2.7 It is the role of the ~~Chief of Staff~~ ~~Director of Professional~~ Services to achieve Best Value for the Authority by publishing a Corporate Procurement Strategy and maintaining a purchasing network for the Authority.
- 2.8 These CSOs are supplemented by the procurement Best Practice Guide published and maintained by Hampshire County Council. In the event that there is any conflict or inconsistency between the provisions of the Procurement Best Practice Guide and the CSOs, then CSOs shall apply.
- 2.8 These CSOs supplement the Employee Code of Conduct and a failure to comply will normally be regarded as a disciplinary offence. Where a person who is not a Hampshire Fire and Rescue Service employee is contracted to a position where they are authorised to carry out purchasing functions, it is a condition of their contract that they comply with CSOs.
- 2.9 These CSOs shall always be interpreted and applied in a way that supports the achievement of the Authority's identified business objectives, within relevant legal frameworks.
- 2.10 Any contracts procured and awarded by way of collaboration with other public bodies where a competitive process has been followed that complies with the equivalent of these CSOs of the leading organisation (but does not necessarily comply with these CSOs) will be deemed to comply with these CSOs and no waiver in accordance with CSO 13 will be required.

*Extract from: Part 4 – Rules of Procedure [page 67 of the current constitution]*

### **Contract Standing Order 5: Framework Agreements**

5.1 A Framework Agreement is an agreement between one or more contracting authorities (bodies governed by public law) and one or more Contractors, the purpose of which is to establish the terms governing contracts to be awarded during



a given period, in particular with regard to price and, where appropriate, the quantity envisaged. Framework Agreements may be established by the Authority, or by other public bodies, or public sector buying consortia, as arrangements through which the Authority, along with other public bodies, may make specific purchases.

- 5.2 Where appropriate a Framework Agreement that has been approved as suitable by the **Chief Fire Officer Director of Professional Services** in consultation with the Clerk and Monitoring Officer should be used for the making of the proposed purchase. A suitable Framework Agreement shall be appropriate for the specific requirement and procured in compliance with the UK Regulations, and the terms and conditions applicable shall meet the minimum requirements of the Authority.
- 5.3 Provisions contained in the UK Regulations which govern Framework Agreements must be complied with when concluding a Framework Agreement or awarding a contract based on a Framework Agreement.

*Extract from: Part 4 – Rules of Procedure [page 70 of the current constitution]*

**Contract Standing Order 8: Purchasing Procedures for Contracts of a Value less than £100,000**

- 8.1 Where the estimated value of the Contract, calculated in accordance with CSO 4, is less than £100,000 and there is a suitable Framework Agreement approved by the **Chief Fire Officer Director of Professional Services** and Clerk under CSO 5.2, that Framework Agreement shall be used.
- 8.2 Where no suitable Framework Agreement is available, and the estimated value of the Contract, calculated in accordance with CSO 4, is less than £10,000, then one written quotation should be obtained. These CSOs do not limit the number of quotations and more should be obtained where appropriate.
- 8.3 Where no suitable Framework Agreement is available, and the estimated value of the Contract calculated in accordance with CSO4, is £10,000 or greater and less than £100,000 three written quotations should be obtained against the same written request for quotation in accordance with the procedure set out in the Procurement Best Practice Guide. These CSOs do not limit the number of quotations and more should be obtained, or a full tendering exercise should be undertaken if appropriate.
- 8.4 In the selection of the Contractor, the Contract Lead Officer shall bear in mind the need to seek best value for money and be able to demonstrate that they have achieved this.
- 8.5 The Contract shall be evidenced in writing, by submission of an order in accordance with the Framework Agreement or, where a Framework Agreement is not used, by the placing of an order on the basis that the price in the written quotation received shall apply.

*Extract from: Part 4 – Rules of Procedure [page 71 of the current constitution]*

**Contract Standing Order 9: Tendering Procedures for Contracts of a Value of £100,000 or greater but less than relevant EU Threshold**

- 9.1 Where the estimated value of the Contract, calculated in accordance with CSO 4, is £100,000 or greater but less than the relevant EU Threshold, and there is a suitable Framework Agreement approved by the ~~Chief Fire Officer~~ ~~Director of Professional Services~~ and Clerk under CSO 5.2, that Framework Agreement shall be used.
- 9.2 Where no suitable Framework Agreement is available, tenders shall be invited using a procedure comparable/similar to the open procedure under the Public Contract Regulations.
- 9.3 Where the estimated value of the contract is £100,000 or greater but less than £1 million approval of the Clerk and Monitoring Officer shall be sought to the use of the negotiated procedure without prior publication, competitive dialogue procedure or innovation partnership procedure.
- 9.4 The procedure requires the publication of a notice in accordance with CSO 7. The public notice shall specify (i) a time period within which interested parties may express an interest in tendering and (ii) the method by which such interest shall be expressed. At the end of this period, an invitation to tender shall be sent to all parties who have expressed an interest, specifying a reasonable period for tenders to be returned.
- 9.5 In all cases, every invitation to tender shall include the following:
  - A statement that the tendering process will be conducted within the Authority's corporate electronic tendering system;
  - Full instructions on how to submit their tender to this system;

Extract from: Part 5 – Appendices, Codes and Protocols, Appendix 1**Appendix 1****Hampshire Fire and Rescue Authority Members' Allowances Scheme 2019/20  
2018/19**

This scheme is made by Hampshire Fire and Rescue Authority (HFRA) in accordance with the provisions of the Local Authorities (Members' Allowances) (England) Regulations 2003 and is effective from 13 June 2017 as agreed by HFRA at its meeting of 5 December 2017. Updated with effect from 1 April 2019 2018 to reflect the increase in basic and special responsibility allowances indexed according to the national Local Government Pay Award.

1. A Basic Allowance of ~~£6243~~ £6420 per annum shall be paid to each properly appointed Member of HFRA (excluding Deputy Members, where appointed).
2. A special responsibility allowance shall be paid to those Members who hold the offices of special responsibility listed in the table below and the amount of each allowance shall be the amount specified.

2.1 Should a Member be appointed to more than one role for which an SRA is payable, only one (the higher) SRA may be claimed.

<b>Role</b>	<b>SRA 2019/20 2017/18</b>
Chairman of the Authority	<del>£12,486</del> £12,240
Vice-Chairman of the Authority	<del>£3,122</del> £3,060
Standards and Governance Committee Chairman	£1530
Standards and Governance Committee Vice-Chairman	<del>£781</del> £765
Liberal Democrat Opposition Spokesperson	<del>£3,122</del> £3,060
Labour Opposition Spokesperson	<del>(£781*)</del> £765

\*The Labour Opposition Spokesperson allowance is not claimed as the post holder is in receipt of an SRA as vice-chairman of Standards and Governance Committee

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

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**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

Purpose: Noted

Date: **05 JUNE 2019**

Title: **ANNUAL PERFORMANCE APRIL 2018 – MARCH 2019**

Report of Chief Fire Officer

## EXECUTIVE SUMMARY

1. The Annual Performance Report focuses on the Service mission 'to make life safer', our response standard to critical incidents, financial performance and our staff well-being focussing on core measures for operational and organisational performance (**Appendix A**).
2. In addition, annual performance against the Service Plan is recorded and commented on in **Appendix B**. A review of the Service Plan focusses on performance towards strategic goals, typically carried out by change and improvement activities.

## BACKGROUND

3. The Hampshire Fire and Rescue Service (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 and improve outcomes for communities that HFRS serves through their daily work.
4. Performance findings from across the HFRS that relate to each of the Safer and Stronger Priorities contained within the Service Plan are then reported to Executive Group before submission to the Fire Authority.

## PERFORMANCE APPROACH

5. The HFRS approach to performance 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 model<sup>1</sup> where benefits are measured. This translates into understanding the impact of Service activities on our communities and how successful HFRS is at achieving its purpose of making life safer.
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 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- CORE MEASURES

9. **HFRS continues to demonstrate a good performance in the efficiency and effectiveness of protection of the public against fire and other risks.** This was observed during the July 2018 HMICFRS inspection and performance over the remainder of the year is consistent with this finding. Core measures over the remainder of the year positively impacted on this or were within an agreed tolerance.
10. This is borne out in the situations where members of the public are most at risk, serious fires and road traffic collision. Whilst the reduction in fatalities and casualties in both is positive over the year, our effort will remain working extremely closely with all partner organisations using successful and new prevention and protection strategies to drive these figures down further. Fire and road fatalities are complex with a myriad of contributory factors; however, all our departments continue to work tirelessly to reduce these figures further.
11. The downward trend of incidents over recent years was marked with a small increase over this year in the number of incidents. This is primarily attributable to the sustained hot dry weather during summer 2018 which resulted in HFRS contending with a marked increase in grass and refuse fires and was experienced by many other several FRS across the UK.
12. Whilst availability of retained (on-call) personnel and appliances has decreased in comparison to last year, we are confident that the investment in the RDS Support Officers, the sustained intake in new recruits (over 130 during this period) and the reduced timescale of an individual being trained and on-station from recruitment will positively impact this figure over the longer term.
13. The achievement of the 8/80 critical response standard is linked to the availability of retained / on-call appliances and personnel and increased use of urban (often whole time) stations responding to incidents in rural areas. However, our analysis has demonstrated that whilst against our

own standard this figure has decreased since last year, our performance when benchmarked against other similar services mounting responses into rural areas, remains good and well above average.

14. Our average sickness figures per shift did increase marginally in comparison to last year. However, fluctuations over the year which had periods of being well under the national average and noticeable differences between teams (fire control and support staff improving significantly) allow us to pinpoint variations and with targeted interventions led by line management and organisationally reduce this figure further.

#### HIGHLIGHTS – SERVICE PLAN

15. Delivery against the Service Plan 2015 – 2020 has been consistent and steady. The Service Plan is reviewed regularly against the evolving needs of our communities in Hampshire and the changing risks. It is used as our overarching document that enables us to achieve our core purpose of making Hampshire an even safer place to live, work and travel. The Service Plan is made up of nine Priorities.
11. **Building Resilience** - To continuously improve how our organisation and communities are more resilient in an ever-changing world and that we prepare for, deal with and recover from significant events, we have reviewed all response plans for known risks across Hampshire to ensure interoperability with other emergency responders and the Local Resilience Forum.
12. **Creating safer communities** - To identify and mitigate risks to people and property within Hampshire, we have developed a series of programmes with children and young people to make them safer and healthier; we have also implemented a 'Falls Response' service with South Central Ambulance Service, where crews deal with the emergency and initiate a range of interventions to safeguard vulnerable people, and we have embedded a suite of 'Fire as a Health Asset' products within Clinical Commissioning Groups and are now a key partner within the Health and Wellbeing Boards across Hampshire.
13. **Responding to incidents** - To improve the way we respond to and support incidents, we have developed, equipped and trialled:
  - (a) a new specification of First Response and Intermediate Response vehicles which include medical and community safety capabilities;
  - (b) the latest firefighting equipment and techniques to keep our firefighters safe.

We have also developed and piloted a range of new crewing systems on our fire stations to ensure we work in the most effective and efficient way; we have worked with blue light partners to create further efficiencies in delivering our emergency response capability, and we have implemented

the proposals of Service Delivery Redesign to make improvements to the safety of firefighters and our communities and met our financial savings target.

14. **Assets and Money** - To optimise the utilisation of our physical assets and use medium term financial planning to ensure we effectively prioritise our resources, we have trained and engaged all relevant staff across the organisation to ensure they understand effective financial management; we have worked collaboratively with commercial partners to maximise the benefits to the Authority in the delivery of training courses on a commercial basis, and we have developed and presented a funding plan that can deliver our future Estates requirements.
15. **Communications and Engagement** - To develop targeted communications and engagement opportunities with our key stakeholders to improve our services, we have provided intelligence-led, audience-relevant, digital and face-to-face communications to enable two-way interaction between staff, partners, key stakeholders and communities; we have improved our profile at civic events and gained the support of key civic posts to help promote, support and advocate our aims and objectives in the delivery of services to our communities; we have been recognised nationally as one of the leading fire and rescue services through award schemes, using national bodies such as the National Fire Chief's Council, and ensure our work is reflected in professional and national media, and we have developed a measurable approach to Inclusion which sees difference as a strength, supported by a variety of innovations, to attract a higher proportion of minority groups to work for us.
16. **Knowledge** - To put trusted knowledge at the heart of decision making, we have prepared the Service for the new General Data Protection Regulation (GDPR) to ensure we comply with this legal requirement; we prepared for the new HMICFRS Inspection regime so that the best possible outcome and learning could be achieved; we delivered a Knowledge Management Strategy aligned to and supported by the IT strategy that promotes efficiency, helps manage risk, enhances resilience and provides a corporate memory framework, and we have delivered a Data Quality plan to ensure the data we use provides us with better insight into our community risks to inform the development of our risk reduction activities.
17. **People and Leadership** - For our teams to feel liberated, empowered and safe to be the very best that they can be and feel equipped and motivated to support and drive innovation and improvement towards making Hampshire safer, we have delivered and established a refreshed Appointments and Promotions policy and associated guidance; we have reviewed the current pay and reward schemes and developed a future vision to inform a new strategy, and we have worked with the Inclusion Team to increase our employment of women and Black, Asian and



Minority Ethnic (BAME) groups through developing and resourcing a strategy that promotes the use of positive action.

18. **Technology** - To drive innovation and improvement across the whole Service through the deployment and effective use of technologies, we have established a Digital Technology Board as the central hub through which the Service can focus its aim to use up to date technologies that drive and support change; we have identified and then either minimised or removed technological barriers that inhibit the organisation in delivering its objectives, and we have delivered the technologies through the ICT Transformation Programme that provide a better platform to enable staff to respond with agility and pace to changing business needs.
19. **Partnerships** - To put partnerships at the heart of all our work, we have delivered a business case for the review of governance options for Hampshire and Isle of Wight and are now awaiting Home Office approval.

#### RESOURCE IMPLICATIONS

20. Each Strategic Lead is accountable for their respective deliverables within the Service Plan. Any costs associated with these deliverables are borne within current resource plans for each area or requests for funding are made through the appropriate channels in line with the Service's Standing Orders and Financial Regulations.

#### ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

21. There are no adverse environmental impacts that have been identified.

#### LEGAL IMPLICATIONS

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

#### EQUALITY IMPACT ASSESSMENT

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

#### RISK ANALYSIS

24. Failure to regularly report on, and scrutinise, our performance could result in no action being taken to address areas of 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.

## EVALUATION

25. Evaluation is an integral part of establishing whether our improvement activities are having a positive impact for our communities. The Performance and Assurance Board maintains a schedule of evaluations that, once complete, are used to inform the contents of this report.

## CONCLUSION

26. Overall, our performance continues to show that we are delivering positive outcomes for the communities of Hampshire. However, we believe that further improvements can be made and seek to make Hampshire even safer. The new Integrated Risk Management Planning (IRMP) process has now begun as we draw to the end of the current Service Plan (2015-2020) in preparation for the new Service Plan (2020-2025). The new plan, which will be launched in April 2020, will set a new direction for which Service improvements will be identified.

## RECOMMENDATION

27. That the Hampshire Fire and Rescue Authority notes the performance for 2018 - 2019 detailed in this report.

## APPENDICES ATTACHED

28. Appendix A - Annual Performance Report
29. Appendix B – Service Plan Mid-Term Progress Report

## BACKGROUND PAPERS

30. Hampshire Fire and Rescue Service Plan 2015-2020

Contact: Shantha Dickinson, Assistant Chief Fire Officer,  
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## **Appendix A**



# **Annual Performance Report**

**April 2018 to March 2019**

**Hampshire Fire and Rescue Authority**

**June 2019**

**Version 5**

## Performance Report

Version	Reviewed by	Date
0.1	Data, table and graphs by Justine Gray	02/04/2019
0.1	Data Tables checked by Sharn Rai	02/04/2019
0.1	Checked through by Dawn, changes need	
0.4	Jemma Green updated figures	24/04/2019

## Approval Stage

Version	Approved by	Approval / Decline	Date
V1	Dawn Capp	Discussion and Review (declined)	08/04/2019
V2	Sam Fairman	Discussion and Review	10/04/2019
V3	Sam Fairman	Review	12/04/2019
V4	Sam Fairman	Updated	26/04/2019
V5	Shantha Dickinson	Changes made prior to submission	01/05/2019

## Related Documents

Document
Data sourced from Incident Reporting Services (IRS) (24 <sup>th</sup> April 2019), previous year data 2017/18 was sourced from the data library which was extracted from IRS (28.03.2019). The other data needed for the report was extracted from various systems by Daniel Walsh.

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## **Introduction**

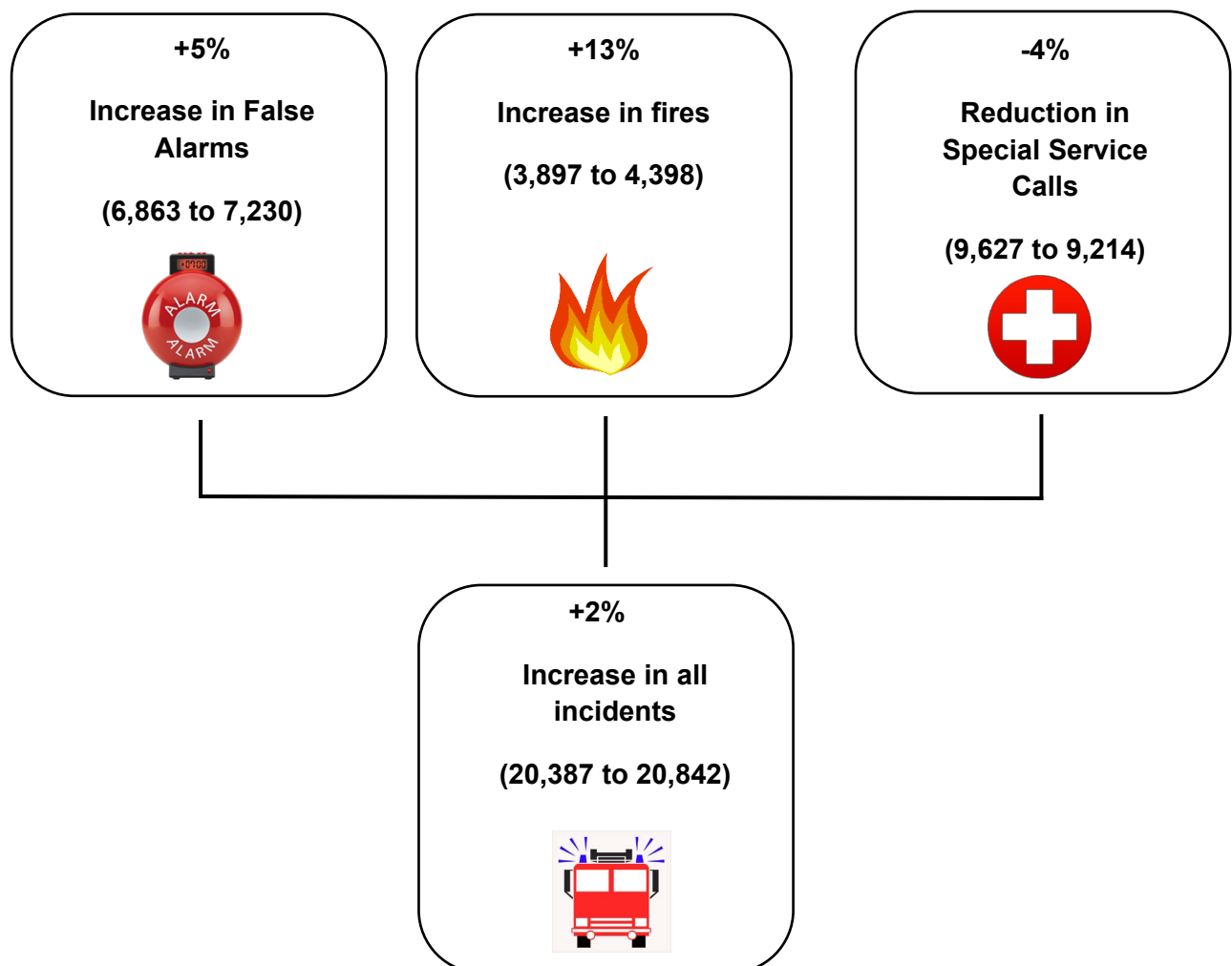
This is Hampshire Fire and Rescue Service's Annual Performance Report for the period April 2018 to March 2019. The report states how the Service has delivered its core purpose of 'making life safer' against the core measures using the previous year of April 2017 – March 2018 for comparison.

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 12 months compared to the previous year. These measures help HFRS focus our change activity across all our Service Plan Priority areas.

## Annual Incident Summary: April 2018 – March 2019

Every year the Service attends calls to a range of incidents which are all recorded in the IRS (Incident Recording System<sup>1</sup>), which is used by all English Fire and Rescue Services. IRS Data is used by the Service and provided to the Home Office for further analysis and Home Office publication of statistics. IRS categorises each incident as either: 'Fire', 'False Alarm' or 'Special Service Call'. The graphics below provides a breakdown of all incidents over the last 12 months.

*The data in this report is provisional data only, the actual data will not be available until end of May 2019.*



<sup>1</sup> With the exception of Co-Responding Calls which are mobilised and recorded separately.

## Annual Incident Summary Comparison

Incident type	Last Year	This Year	Variance
<b>Fires</b>	<b>3,897</b>	<b>4,398</b>	<b>501</b>
<b>Primary fires</b>	<b>2,017</b>	<b>2,064</b>	<b>47</b>
<b>Primary building fires</b>	<b>1,231</b>	<b>1,164</b>	<b>-67</b>
<b>Primary Dwelling fires</b>	<b>864</b>	<b>797</b>	<b>-67</b>
Accidental dwelling fires	797	725	-72
Deliberate dwelling fires	67	72	5
<b>Primary Other building fires</b>	<b>367</b>	<b>367</b>	<b>0</b>
<b>Primary vehicle fires</b>	<b>570</b>	<b>590</b>	<b>20</b>
Accidental vehicle fires	373	375	-2
Deliberate vehicle fires	197	215	18
<b>Other primary fires</b>	<b>216</b>	<b>310</b>	<b>94</b>
<b>Secondary fires</b>	<b>1,728</b>	<b>2,209</b>	<b>481</b>
Accidental secondary fires	812	1,160	348
Deliberate secondary fires	916	1,049	133
<b>Chimney fires</b>	<b>152</b>	<b>125</b>	<b>-27</b>
<b>False alarms</b>	<b>6,863</b>	<b>7,230</b>	<b>367</b>
Malicious false alarms	311	282	-29
False alarms with good intent	2,268	2,543	275
False alarms due to apparatus	4,284	4,405	121
Dwellings	2,001	2,052	51
Other buildings	2,272	2,340	68
<b>Special service calls</b>	<b>9,627</b>	<b>9,214</b>	<b>-413</b>
Co-responder calls	5,907	5,221	-686
Road traffic collisions	825	850	25
Other special service calls	2,895	3,143	248
<b>Total</b>	<b>20,387</b>	<b>20,842</b>	<b>455</b>

## Commentary

**The total number of incidents has increased by 2% compared to the previous year, with an increase in the number of fires and false alarms.**

The increase in fires was due to an increase in grass fires in open ground, which increased by 52% compared to the previous year. An assessment has identified that this was due to the prolonged high temperatures of summer 2018<sup>2</sup> is assessed to have driven this increase and this was reflected by other Fire and Rescue Services in England.

The 5% increase in false alarms is attributable to false alarms made with good intent where callers alert the emergency services in response to witnessing smoke or other signs of fire. These often turn out to be bonfires, BBQs and other controlled burning, again these types of

<sup>2</sup> July being the second warmest on record since 1910



calls are also known to increase during prolonged months of high temperatures, as was experienced in summer 2018.

The annual reduction in special service calls is specifically attributed to a 12% decrease in co-responder calls determined by policy changes in South Central Ambulance Service mobilisation and use of Community Responders (non-emergency services).

## Core Measures

HFRS core measures are made up of the Service-wide impacts, our response standard to critical incidents and our staff well-being. HFRS performance is good at keeping the public safe and secure from fire and other risks as shown in the graphics below. Further details on operational performance can be found in the HMICFRS inspection report.

**GREEN** Performing well  
**AMBER** Performing within a tolerance  
**RED** Requires attention  
**BLUE** Not rated

### Fire related fatalities

April 18 – March 2019: 6

April 17 – March 2018: 8

Variance: -25%



### Fire casualties

April 18 – March 19: 67

April 17 – March 18: 73

Variance: -8%



### People killed in road traffic collisions (HFRS)

April 18 – March 19: 14

April 17 – March 19: 22

Variance: -36%



### People seriously injured in road traffic collisions (HFRS)

April 18 – March 19: 349

April 17 – March 18: 388

Variance: -10%



### Primary Fires

April 18 – March 19: 2,064

April 17 – March 18: 2,017

Variance: 2%



### Critical response (8/80)

April 18 – March 19: 64.7%

April 17 – March 18: 64.9%

Variance: -0.2%



### Shifts loss to sickness per shift possible

April 18 – Match 19: 3.96%

April 17 – March 18: 3.60%

Variance: 0.36%



### Finance:

April 18 – March 19: £64,445,000

Budget: £67,063,000

Variance: 4%



## Fire Fatalities and Casualties (April 2018 to March 2019)

### Fire related fatalities

April 18 – March 2019: 6

April 17 – March 2018: 8

Variance: -25%



### Fire casualties

April 18 – March 19: 67

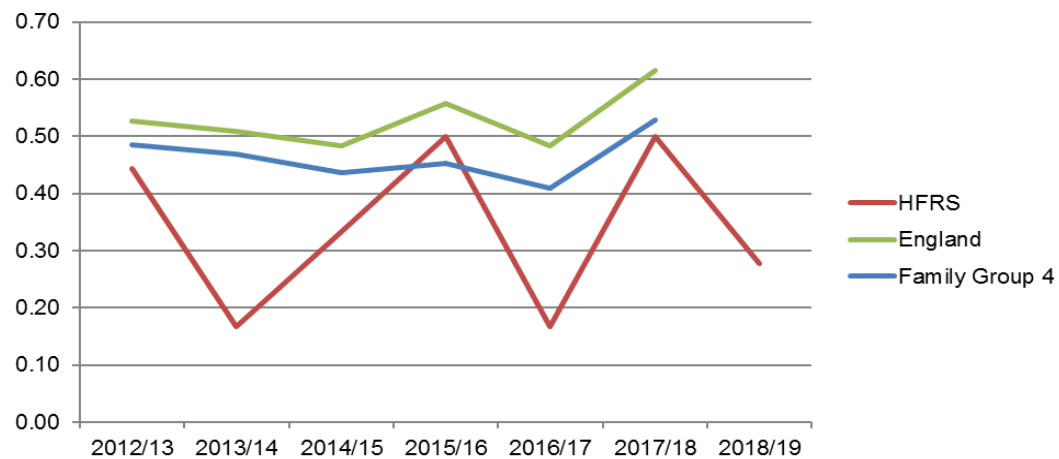
April 17 – March 18: 73

Variance: -8%

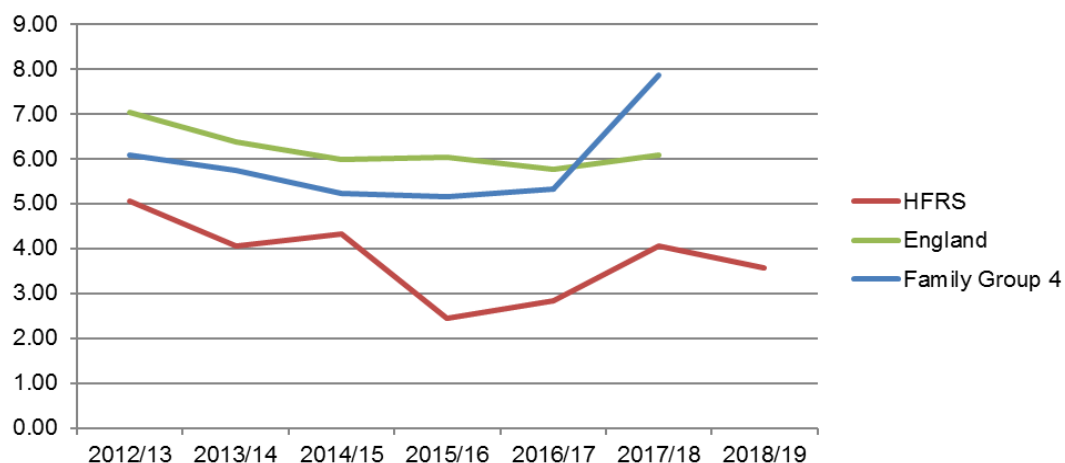


*Figures for England and Family Group 4 will not be available to later in 2019*

Fire related fatalities by year per 100,000 population



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



## Performance Commentary

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

This year there were 6 fire related fatalities, which is a decrease by 6 compared to last year. Our efforts to prevent fire related fatalities in its entirety focussed on a broader prevention offering that includes advice to all members of the public and specifically groups or individuals that because of their situation are considered at greater risk.

Over half of all fire casualties that occurred in dwellings were recorded as accidental. The source of ignition on most of these fires were due to cooking with many casualties admitted to hospital with minor injuries. There were 64 non-fatal casualties requiring hospital treatment this year; a 29% decrease over the last 9 years.

The national average for fire casualties for Fire and Rescue Services' for last year was 6, compared against our family group<sup>3</sup> totalling 8. HFRS is out performing both these trends with 4 fire casualties per 100,000 in the same 12-month reporting period.

### **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 most at 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 assessments.

**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 all 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.

HFRS 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.

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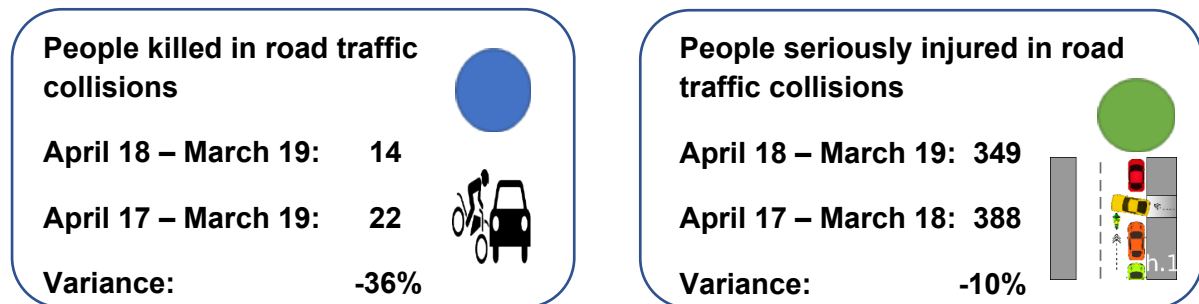
<sup>3</sup> Family Group 4 – other Services in England considered most 'like' HFRS and therefore used for benchmarking and comparison purposes.

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.

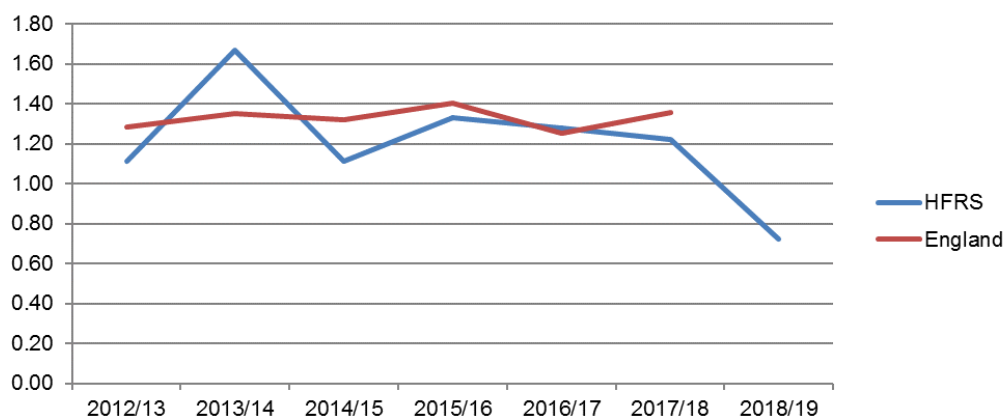
## People Killed and Seriously injured in road traffic collisions attended by HFRS



*Figures for England are not released until later in 2019.*

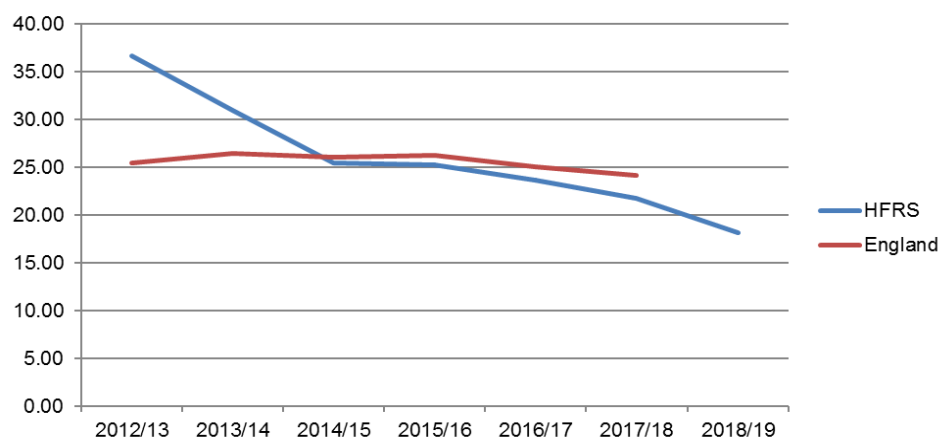
### People killed in Road Traffic Collisions attended by HFRS and Other Fire Services

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



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

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



## People Killed and Seriously injured in road traffic collisions attended by Police

### People killed in road traffic collisions

Jan 18 – Dec 19: 58

Jan 17 – Dec 19: 42

Variance: +38%



### People seriously injured in road traffic collisions

Jan 18 – Dec 18: 971

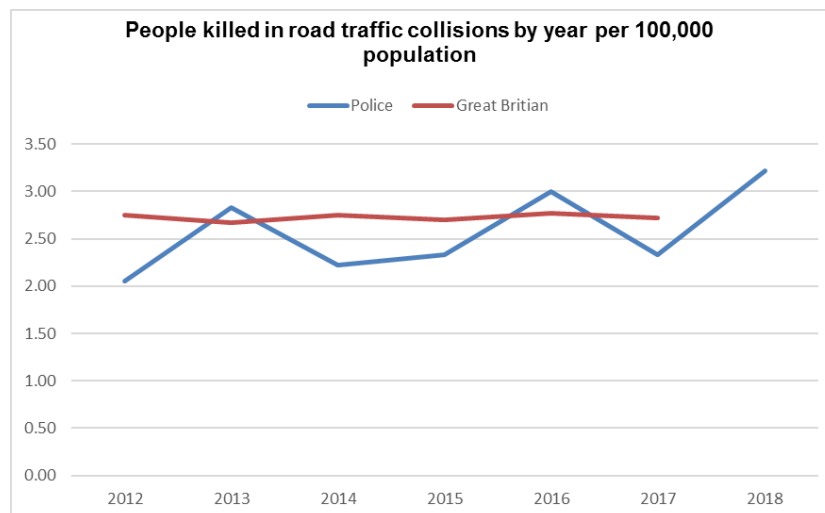
Jan 17 – Dec 18: 970

Variance: + 0.1%

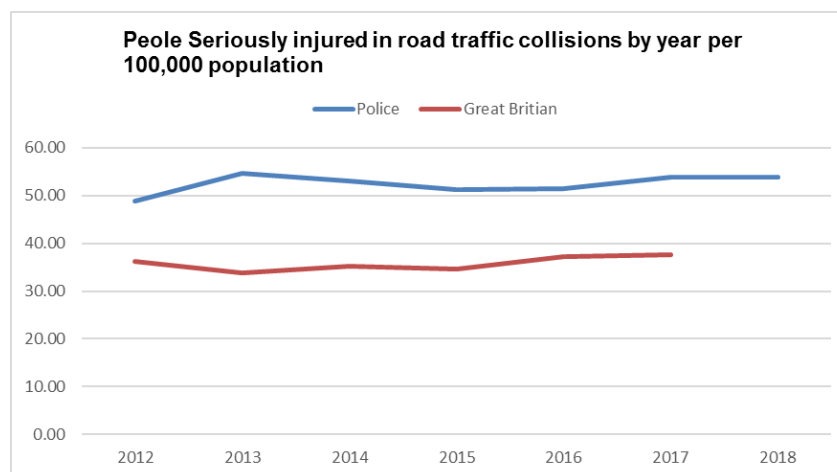


*The Reported Road Casualties Great Britain data for 2018 won't be published by Department of Transport until later in 2019.*

## People Killed in Road Traffic Collisions attended by Hampshire Police



## People Seriously Injured in Road Traffic Collisions attended by Hampshire Police



## **Commentary**

**Police will attend all RTCs, whereas, HFRS typically attend for the specific purpose of scene safety and extrication (rescue) of people or animals.**

### **RTC with police attendance**

People killed in RTCs attended by the police<sup>4</sup> increased by 16 this year (58 fatalities) compared to last year (42 fatalities).

### **RTC with HFRS attendance**

Most incidents that HFRS attends are on C class<sup>5</sup> roads. For incidents attended by HFRS, RTC fatalities this year reduced by 36% (8 fatalities). The number of casualties decreased by 37 in April 2018 to March 2019 compared to last year.

RTCs are evenly spread through the months. Three of HFRS seven geographical groups have seen a decrease in RTCs over the period. Eastleigh, Fareham & Gosport Group have seen the greatest increase with 11 additional incidents.

### **How are we influencing an overall reduction in RTCs?**

Whilst the national trend is an overall reduction in RTC fatalities (39% decrease for 2018 from 2007), the solution to increasing road safety is complex, determined by factors such as the distance people travel, choice of transport, to driver, rider and pedestrian behaviour. 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 school's 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.

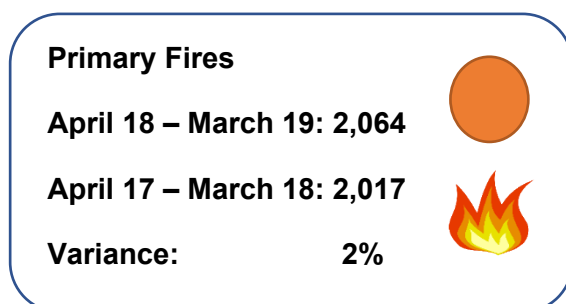
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<sup>4</sup> Police data includes RTCs, pedestrians, cyclist, motorbikes, vehicles etc. The formatting does not allow us to analyse the road, age, gender, etc.

<sup>5</sup> **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.



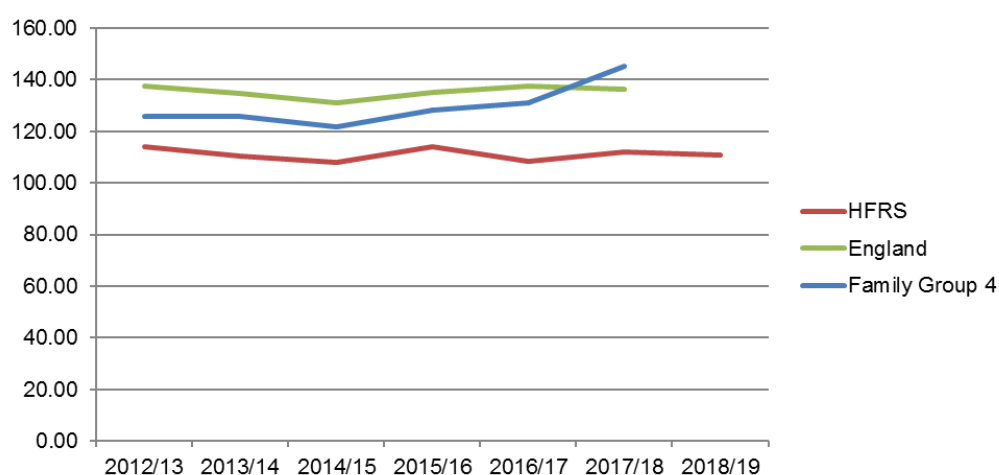
## Primary Fire Incidents



## Comparison of Primary Fires

*At the time of writing this report the figures for England and Family Group 4 were not available.*

Primary Fires by year per 100,000 population



## Commentary

Primary fires have increase in this period by 2% due to an increase in the categories of primary grass fires where there was an increase of 73 incidents in 2018/19. In addition, secondary refuse and grass fires have also seen an increase in incidents during April 2018 to March 2019 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 60 incidents compared to the same period in 2017/18. Deliberate primary fires have increased by 38 incidents in April 2018 to March 2019 compared to the previous year.

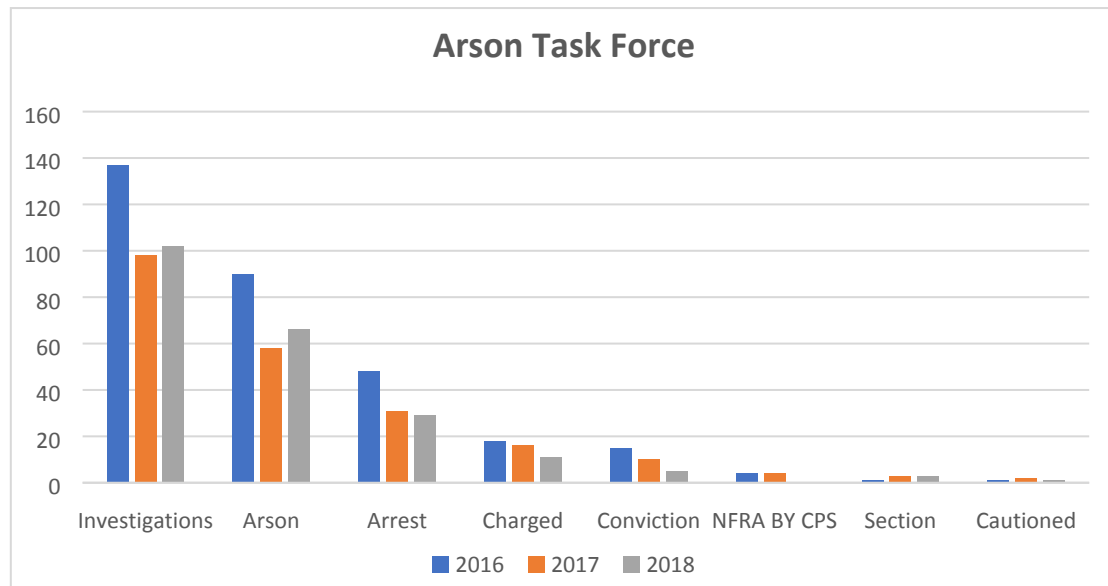
## What are we doing to reduce primary fires occurring?

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

## Arson Task Force (ATF)

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 good fires such as tumble dryers.

The relationship between the number of arsons, numbers arrested, charged and convicted is complex. As a Fire and Rescue Service we support Hampshire Police in the detection and reduction in crime, reflected in the number of investigations and arson 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' charges.

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 on holidays.

The figures above are not yet complete for 2017/2018 in relation to those charged and convicted as there are several cases still waiting court or under investigation.

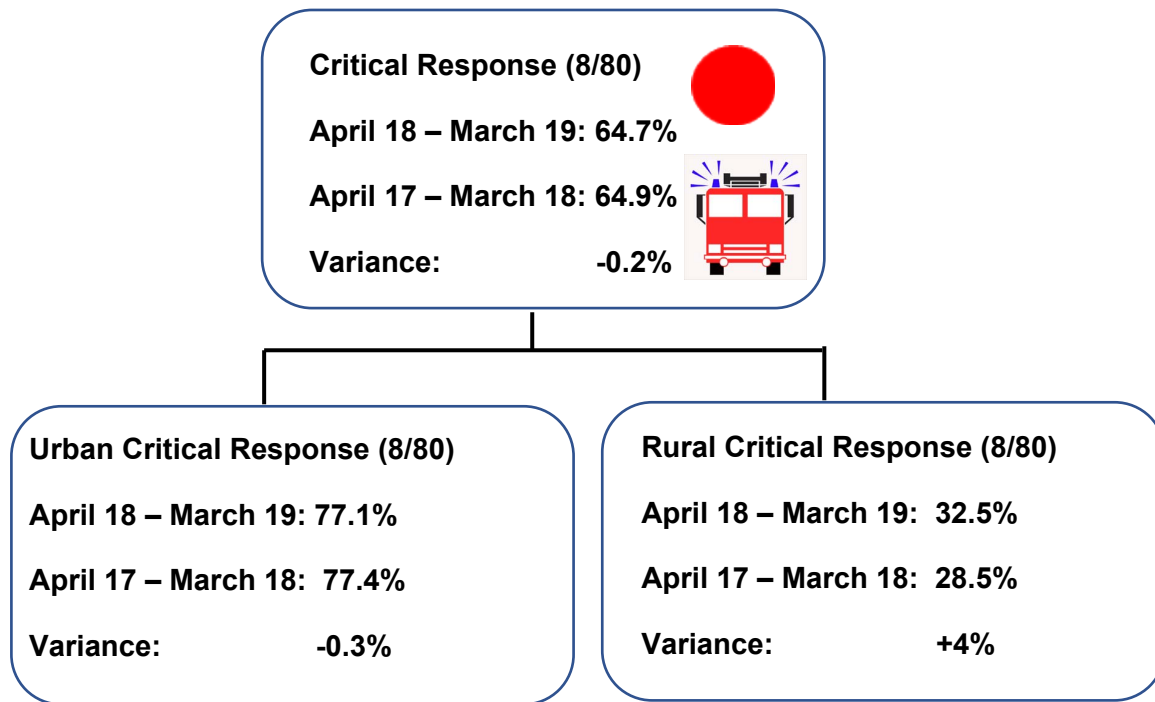
### How are we reducing deliberate fires in Hampshire?

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 Princess 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 Response Time

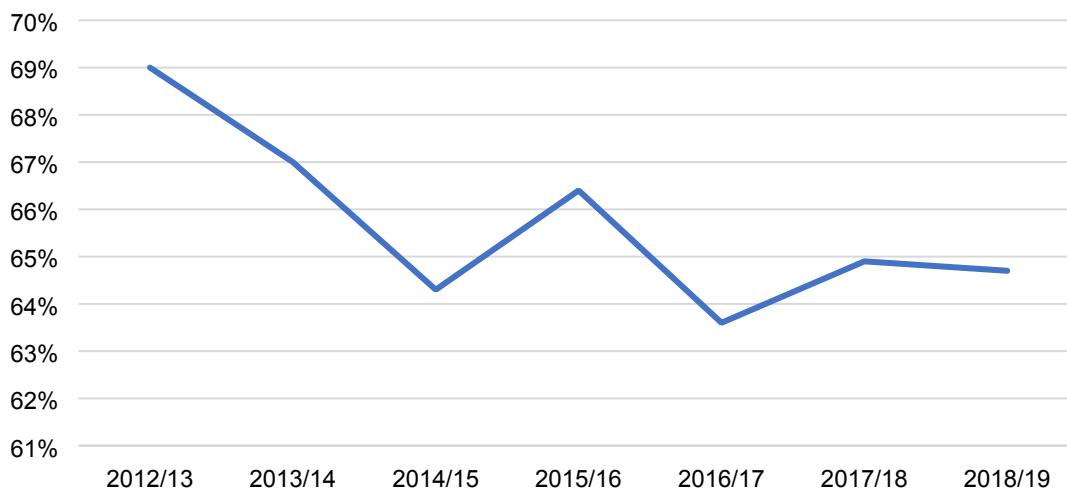


*Urban stations include all 13 wholetime and wholetime/retained fire stations*

*Rural stations include all 38 retained stations.*

## Critical Response Standard by Financial Year

### Critical response standard (8/80) by year



## **Commentary**

**64.7% of critical incidents were reached within 8 minutes this year. This is a decrease of 0.2% compared to last year. The critical response time for urban station grounds has decreased since last year, whilst, more rural station grounds have improved.**

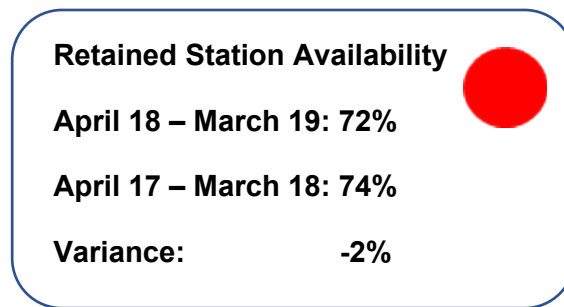
This change links with an increase in our urban fire stations attending incidents in more rural areas, providing a quicker response. However, we have seen this have a knock-on effect to our traditionally faster to reach urban areas of the county, increasing response times in our traditionally faster to reach areas. There are several reasons why urban stations are responding to more rural areas, but one of the main contributing factors is the availability of the rural stations where they are often crewed by part time (retained) personnel.

### **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 of personnel joining the Service. Due to this it is expected that response times in rural areas will improve.

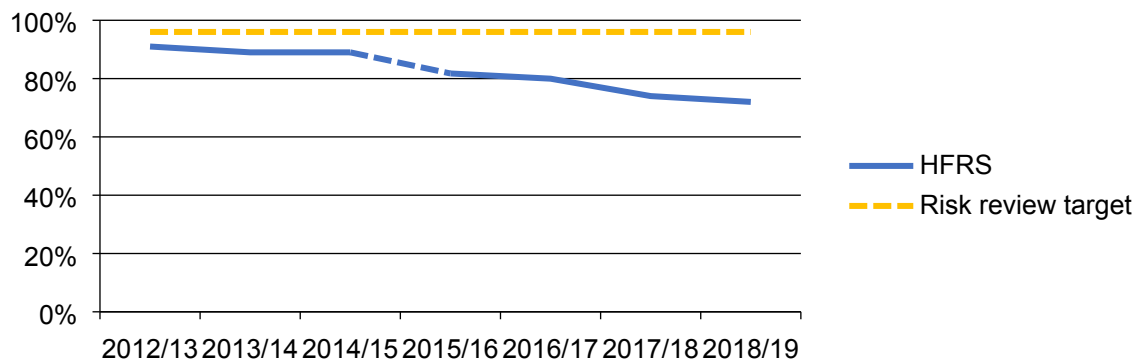
Further improvements are expected once the outcomes of Risk Review are implemented by changing the crewing models and types of vehicles. Through these change initiatives we are aiming to increase our critical response time to 77% by 2019/20.

## Retained Station Availability



## Comparison of Retained Station Availability and Risk Review Target

by year



## Performance Commentary

Hampshire's availability (first appliance) reduced from 74% in April 2017-March 2018 to 72% April 2018-March 2019. The month of March 2019 had the best availability with 73% for the 12-month period.

## 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 improvement 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 21<sup>st</sup> Century employment and life styles.

## Shifts lost to sickness

Shifts loss to sickness per shift possible

April 18 – March 19: 3.96%

April 17 – March 18: 3.60%

Variance: 0.36%



## April 2018 to March 2019

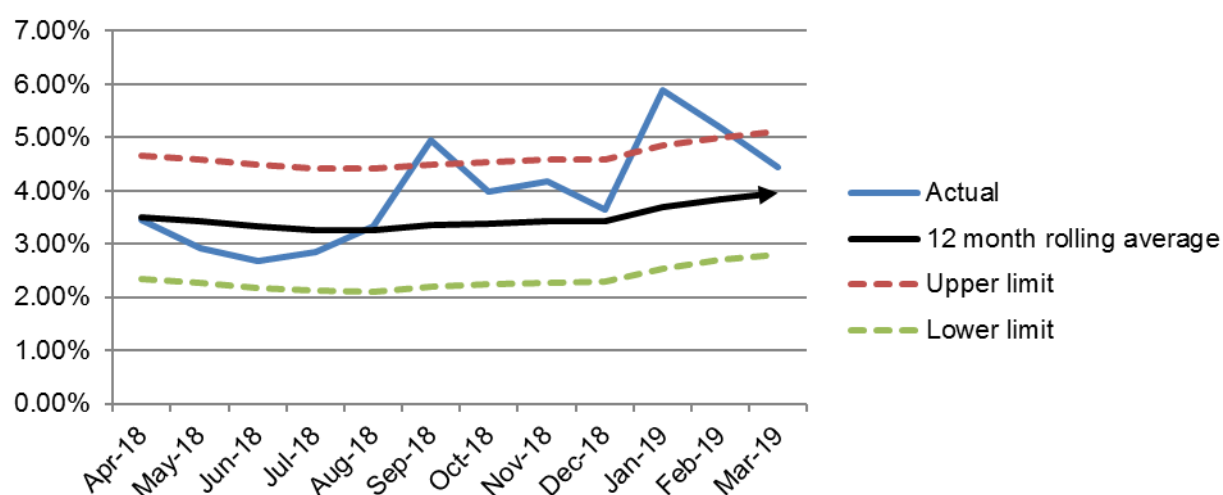
Comparison of shifts possible for our monthly break down.

	HFRS 2017/18	HFRS 2018/19	National Average
Whole-time (36 FRSs)	6.04	8.64	8.06
Retained (18 FRSs)	10.8	11.65	9.89
Fire Control (31 FRSs)	11.72	9.47	10.15
Green Book (36 FRSs)	9.13	7.93	9.12
<b>All staff (37 FRSs)</b>	<b>8.28</b>	<b>9.58</b>	<b>8.18</b>

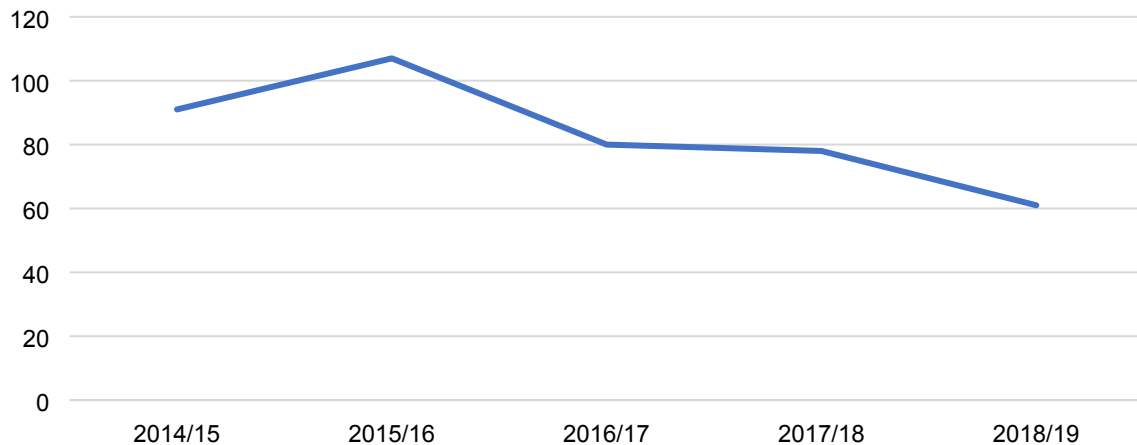
Data taken from the National Fire Service Occupational Health Report 2017/18. Note this is a voluntary report and therefore not all Fire & Rescue Services (FRS) contribute to this report. The number of FRSs in this comparison is indicated next to each category.

## Percentage of Shifts Loss to Sickness for all Staff

by month



## Firefighter injuries caused by a safety event at work



### Commentary

Shifts lost to sickness per shifts possible have fluctuated throughout the year. 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.

HFRS continue to look to reduce the number of injuries caused by a safety event at work. Firefighter injuries continue to decrease with an increase in positive reporting. Our Health and Safety Board monitors safety events and oversees the Health and Safety plan which contains activities designed to prevent these incidents and mitigate the effects should they occur.



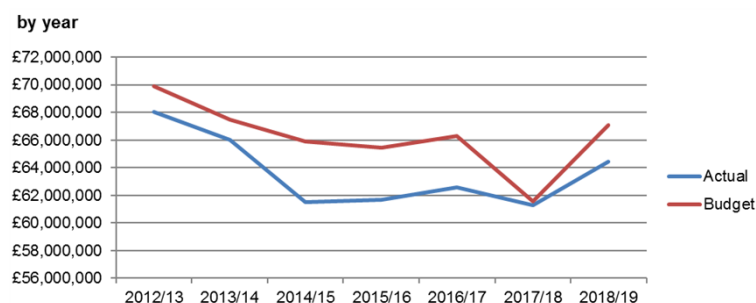
## Finance

This section looks at our financial performance over 2018/19 but also looks forward at our financial reserves and savings plan targets.

***The 2018/19 Actual figure is estimated as the Actual figure is not available until the end of May.***

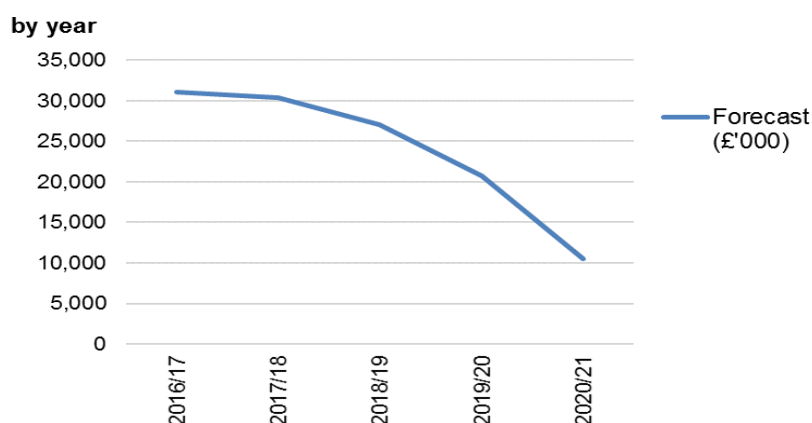
### Net cost of service

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



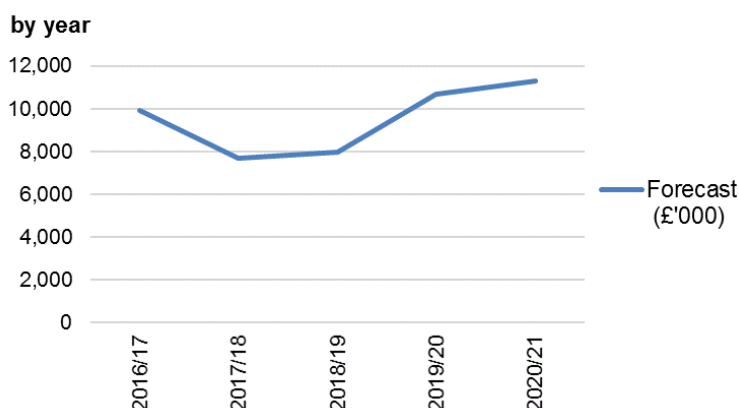
### Reserves

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 our budget. An underspend on whole-time 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, discovers 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 fire-fighting 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. Each measure is given an arrow next to the performance summary. The direction of the arrow shows whether the measure is going up or down and the colour of the arrow shows the performance. These are rated as follows:

**GREEN** Performing well

**AMBER** Performing within a tolerable level

**RED** Requires attention

**BLUE** Not rated for its performance

## **Appendix B**



# **Service Plan 2015-2020 Mid Term Progress**

**June 2019**

**Performance & Assurance**

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## Introduction

The Service Plan 2015-2020 is reviewed annually against the evolving needs of communities in Hampshire and changing risks. It is used as our overarching document that enables us to achieve our core purpose of making Hampshire an even safer place to live, work and travel.

By presenting our progress against the Service Plan on a bi-annual basis to the Fire and Rescue Authority, the Service ensures scrutiny of its progress towards the strategic goals and assurance on our ability to serve our communities with the Fire and Rescue Service that they deserve.

This document provides the identified deliverables for each of the priorities within the Hampshire Fire and Rescue Service Plan (2015-2020) and progress against each deliverable. The Service Plan is made up of nine Priorities:

- Building resilience
- Creating safer communities
- Responding to incidents
- Assets & money
- Communications & engagement
- Knowledge
- People & leadership
- Technology
- Working with partners

These deliverables are focussed on implementing initiatives or changes that will improve our Service for the benefit of the public of Hampshire. Each deliverable is a significant change activity, and collectively with other deliverables may take between 6 months to over a year to fully implement.

The focus on performance of all medium-term activity across the Service is derived through the Performance and Assurance function in the new operating model. This will provide assurance to the public that we are managing our Service efficiently and effectively as well as making identifiable improvements to our organisation.

### Latest amendments to the deliverables

1. The ownership of the following deliverable has been moved from Knowledge to Technology:

“Implement an interface between the Operational Availability System and the Command and Control Mobilisation System to provide visibility to our partners and facilitate the implementation of Attribute Based Response.”

The reason for the change of ownership is that the team responsible for the implementation now sits in IT, under the Enable function, aligned to the new Plan Do Review operating model.

2. HFRS recognises the needs for our Community Safety activities to be tasked as either Prevention or Protection measures. After recent national events, our thinking has been shaped to consider the following Creating Safer Communities deliverable as two deliverables:

“Develop our firefighter’s skills in Community Safety allowing us to deliver more safety in the built environment through a suite of toolkits and qualifications.”

The above deliverable has therefore been removed and replaced by two deliverables:

“Develop our firefighter in Prevention activities”; and  
“Develop our firefighter Protection activities, knowledge and understanding of the built environment.”

3. The following deliverable for the People & Leadership priority has been removed:

“Refresh our cultural vision and the People Strategy”.

The reason for its removal is for it to be aligned with the refresh of the IRMP and Service Plan.



## Building Resilience

Director Performance & Assurance



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

	Deliverable	Completion Date	Progress
1	Deliver and test our business continuity & emergency plans to ensure the organisation can still operate in the event of any loss of key facilities or teams.	December 2018	<b>Completed</b>
2	Review all response plans for known risks across Hampshire to ensure interoperability with other emergency Responders and the Local Resilience Forum.	March 2019	<b>Complete</b>
3	Produce, test and exercise community resilience plans with our partners in the Local Resilience Forum. Lead the 'Resilient Place' agenda by engaging with our communities and partners to help them become more resilient.	September 2019	<b>On track</b>

## Creating Safer Communities

Director of Operations



Identifying and mitigating risks to people and property within Hampshire.

	<b>Deliverable</b>	<b>Completion Date</b>	<b>Progress</b>
1	Work with children and young people to make them safer and healthier. Create a formal financial agreement detailing the scope and benefits of this work.	September 2018	<b>Complete</b>
2	Implement a 'Falls Response' service with South Central Ambulance Service. Crews will deal with the emergency and initiate a range of interventions to safeguard vulnerable people.	October 2018	<b>Complete</b>
3	Embed our suite of 'Fire as a Health Asset' products within Clinical Commissioning Groups and be a key partner within the Health and Wellbeing Boards across Hampshire to make the community more healthy and safe.	March 2019	<b>Complete</b>
4	Deliver Community Safety activities with our Blue Light partner organisations to deliver what the people of Hampshire need to stay safe and be reassured after all types of emergencies.	March 2019	<b>On track</b> - area of continuous work
5	Develop our firefighter in prevention activities	December 2019	<b>On track</b>
6	Develop our firefighter in protection activities, knowledge and understanding of the built environment.	December 2019	<b>On track</b>
7	Train and qualify new fire engineers from our current workforce by providing specific opportunities to build our key skills in this vital area.	December 2019	<b>On track</b>

## Responding to Incidents

Director of Operations



Improving the way, we respond to and support incidents.

	Deliverable	Completion Date	Progress
1	Develop, equip, trial and deliver: A new specification of First Response and Intermediate Response vehicles which include medical and community safety capabilities; The latest firefighting equipment and techniques to keep our firefighters safe.	December 2018	Complete
2	Support the development and pilot of a range of new crewing systems on our fire stations to ensure we work in the most effective and efficient way.	January 2019	Complete
3	Work with blue light partners to create further efficiencies in delivering our emergency response capability.	January 2019	Complete
4	Implement the proposals of Service Delivery Redesign to make improvements to the safety of firefighters and our communities and help meet our financial savings target.	March 2019	Complete

## Assets & Money

Chief of Staff



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

	Deliverable	Completion Date	Progress
1	Train and engage all relevant staff across the organisation to ensure they understand effective financial management.	March 2018	<b>Complete</b>
2	Work collaboratively with commercial partners to maximise the benefits to the Authority in the delivery of training courses on a commercial basis.	December 2018	<b>Complete</b>
3	Present a funding plan that can deliver the vehicles and equipment our people need to be operationally effective.	September 2018	<b>Complete</b>
4	Develop and present a funding plan that can deliver our future Estates requirements.	December 2018	<b>Complete</b>

## Communications & Engagement

Director of Risk & Strategy



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

	Deliverable	Completion Date	Progress
1	Provide intelligence-led, audience-relevant, digital and face to face communications to enable two-way interaction between staff, partners, key stakeholders and communities.	July 2018	<b>Complete</b>
2	Improve our profile at civic events and gain the support of key civic posts to help promote, support and advocate our aims and objectives in our delivery of services to our communities.	July 2018	<b>Complete</b>
3	Be recognised nationally as one of the leading fire and rescue services through award schemes, using national bodies such as the National Fire Chief's Council and ensure our work is reflected in professional and national media.	July 2018	<b>Complete</b>
4	Develop a measurable approach to Inclusion which sees difference as a strength, supported by a variety of innovations, to attract a higher proportion of minority groups to work for us.	December 2018	<b>Complete</b>
5	Develop a customer insight tool to ensure that the organisation understands the needs of our diverse community, so that we can adapt operationally to relevant needs.	December 2018	<b>Delayed/work in progress</b> A prototype is being developed by Performance & Assurance for June and data is currently being uploaded. This will be shared with potential users to inform future developments.

## Knowledge

Director of Performance & Assurance



To put trusted knowledge at the heart of decision making.

	Deliverable	Completion Date	Progress
1	Prepare the Service for the new General Data Protection Regulation (GDPR) to ensure we comply with this legal requirement.	May 2018	Complete
2	Deliver up to date information to our teams to help them manage performance.	July-19	On track
3	Ensure we are prepared for the new HMICFRS Inspection regime so that the best possible outcome and learning is achieved.	June 2018	Complete
4	Deliver a Knowledge Management strategy aligned to and supported by the ICT strategy that promotes efficiency, helps manage risk, enhances resilience and provides a corporate memory framework.	August 2018	Complete.

6	<p>Deliver a refreshed Data Quality Policy and delivery plan. Ensure the data we use provides us with better insight into our community risks to inform the development of our risk reduction activities.</p>	March 2019	<p><b>Complete</b></p> <p>.</p>
7	<p>Ensure that all policies are up to date and in line with the Service's Policy Framework.</p>	March 2019	<p><b>Delayed</b></p> <p>Policy Development now located within the area of Risk and Strategy, the new operating model enables policy gaps to be identified and recommendations made from evaluating our operations and activities. All departments are currently reviewing their policies and procedures.</p> <p>The delay is due to the implementation of the new operating model, restructure of teams, and the redefinition of the Policy Framework.</p>

## People & Leadership

Director of HR



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

	Deliverable	Completion Date	Progress
1	Deliver and establish a refreshed Appointments and Promotions policy and associated guidance.	June 2018	<b>Complete</b>
2	Develop a well-being strategy with a high-level action plan to secure the delivery of the wellbeing aspects of the People Strategy.	December 2018	<b>Delayed until March 2019</b> Wellbeing Working Group established reporting to H&S Committee. Gap Analysis in progress to inform action plan. Funding for further wellbeing support secured and will be prioritised against Gap analysis.
3	Continue to support our journey towards a high-performance culture through:  a refresh of the Personal Development Review process  increasing the uptake of the leadership offer and coaching available through Workforce Development supporting the development, delivery and embedding of a National Leadership Framework within HFRS.	December 2018	<b>Delayed/work in progress</b> PDP Policy has been approved at Executive Group. PDPs developed and in pilot – rollout in September 2019 until March 2020.  NFCC Leadership Framework published January 2019 and is embedded within PDP.
4	Review the current pay and reward schemes and develop a future vision to inform a new strategy.	March 2019	<b>Complete</b>



5	Work with the Inclusion Team to increase our employment of women and BAME groups through developing and resourcing a strategy that promotes the use of positive action.	March 2019	<b>Complete</b>
6	Develop and implement effective workforce planning to ensure our workforce is aligned to the Service Plan and that recruitment/resourcing plans are based on robust data.	March 2019	<b>Complete</b>
7	Deliver a programme of commercial skills development to underpin delivery of the commercial vision for the Service.	<b>Completion date was March 19</b> , this has now been moved to June-19 at the earliest.	<b>Delayed</b> A pilot has taken place of a newly created Commerciality Toolkit. Following feedback from the pilot there is some ongoing testing on the final version of the file. Further comms is being planned with emails going out to sponsors about next steps/the launch.  The completion date is now June 2019 as this project is spanning HCC, Hants Police and HFRS.
8	Develop an Apprenticeship Programme that attracts new apprentices to HFRS and provides development opportunities for existing staff, whilst maximising the use of the Apprenticeship Levy.	March 2019	<b>Partially complete Develop an Apprenticeship Programme that attracts new apprentices to HFRS' - Delayed</b> Further work required in developing apprenticeship vacancies and attract new talent to HFRS.
9	Support the changes required under Service Delivery Redesign to achieve savings through a reduced establishment.	March 2019	<b>Complete</b>

## Technology

Chief of Staff



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

	Deliverable	Completion Date	Progress
1	Establish the Digital Technology Board as the central hub through which the Service can focus its aim to use up to date technologies that drive and support change.	June 2018	<b>Complete</b>
2	Identify and then either minimise or remove technological barriers that inhibit the organisation in delivering its objectives.	June 2018	<b>Complete.</b>
3	Deliver the technologies through the ICT Transformation Programme that provide a better platform to enable staff to respond with agility and pace to changing business needs.	June 2018	<b>Complete</b>
4	Ensure that staff can access their information, systems and office services wherever and whenever they are working.	September 2018	<b>Complete</b>
5	Provide reliable access to quality information to support evidence-based decision making.	September 2018	<b>Complete</b>
6	Deliver cloud-based ICT services that enable managers to review and improve working processes which can improve efficiency and effectiveness.	September 2018	<b>Complete</b>
7	Implement an interface between the Operational Availability System and the Command and Control Mobilisation System to provide visibility to our partners and facilitate the implementation of Attribute Based Response.	October 2018	<b>Delayed</b>  The interface between FireWatch and Vision remains a key deliverable for the Networked Fire Services Project (NFSP). An established work around is already in place.

## Working with Partners

Chief of Staff



To put partnerships at the heart of all our work.

	Deliverable	Completion Date	Progress
1	Deliver a partnership policy to improve governance over partnerships.	September 2018	<b>Complete</b>
2	Deliver a business case for the review of governance options for Hampshire and Isle of Wight.	November 2018	<b>Complete</b>
3	Look for opportunities to use our capabilities and resources to support other agencies where it contributes to making Hampshire safer.	March 2020	<b>On track</b>  BL collaboration programme pursues 13 opportunities. Following successful development of the Networked Fire Services Partnership (NFSP) for providing a new control facility with Dorset & Wiltshire FRS and Devon & Somerset FRS, The Chairman and CFO endorsed a proposal to further develop relationships and seek further opportunities.
4	Deliver realistic live fire and other training and maximise its use through arrangements with other blue light partners.	March 2022	<b>On track</b>

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Purpose: Approval

Date: **5 JUNE 2019**

Title: **SERVICE PLAN ANNUAL REVIEW**

Report of the Chief Fire Officer



## SUMMARY

1. Hampshire Fire and Rescue Service (HFRS) produces a five-year Service Plan which is reviewed annually and presented to the Hampshire Fire and Rescue Authority (HFRA) for approval. The current Service Plan is for the period 2015-2020.
2. This report provides HFRA with a review for the final year (2019–2020) of the existing Service Plan. This Service Plan refresh is intended to be a light touch refresh, consolidating our position in preparation for the 2020-2025 Service Plan.
3. Work has already begun on developing the 2020-2025 Service plan which is intended to be a single plan covering both HFRS and Isle of Wight Fire and Rescue Service (IWFRS) due to the creation of the Combined Fire Authority. Significant items are anticipated as a result of this work and the new Integrated Risk Management Plan (IRMP).
4. Approval is sought by HFRA to enable work on the current objectives to continue, whilst the service continues preparations for an all new plan in 2020.

## BACKGROUND

5. HFRS manages risks in Hampshire on behalf of the Fire Authority, operating within the remit of the Fire Services Act 2004 and Fire and Rescue National Framework document 2018. This is managed by an Integrated Risk Management Plan (IRMP) in which the Fire Authority sets out its intentions, and a Service Plan in which HFRS sets out how it will achieve those objectives
6. The Service Plan is reviewed annually against the evolving needs of communities in Hampshire and changing risks. It is used as our overarching document that enables us to achieve our core purpose of making Hampshire an even safer place to live, work and travel.
7. Because it is anticipated that significant changes in the 2020-2025 Service Plan will be likely, the annual review has been deliberately kept as a 'light touch' update without any major changes in direction, policy or approach.

8. This version is the final iteration of the current plan, and represents a refresh for the period 2019–2020. A new IRMP and Service Plan will be in operation from April 2020.

#### SUPPORTING OUR SERVICE PLAN AND PRIORITIES

9. This paper introduces the annual Service Plan review for the period 2019-2020.
10. This refreshed plan meets our annual requirements and prepares the Service for the likely significant issues that the new 2020-2025 Service Plan will include; including the creation of the new Combined Fire Authority.

#### RESOURCE IMPLICATIONS

11. There are no additional resource implications. The refreshed plan is simply an extension of the existing plan with all resources already in place.

#### ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

12. There are no environmental and sustainability implications from this refreshed plan.

#### LEGAL IMPLICATIONS

13. There are no legal implications from this refreshed plan.

#### EQUALITY IMPACT ASSESSMENT

14. The proposals in this report are considered compatible with the provisions of equality and human rights legislation. There are no equality impacts anticipated as a result of this refreshed plan.

#### OPTIONS

15. The refreshed service plan is presented for the Fire Authority to approve. The existing plan requires an annual refresh to keep it current and relevant.
16. HFRA have the option of approving the proposed refresh or rejecting it. If it is rejected, then the existing version of the plan will remain in place.

#### RISK ANALYSIS

17. We update the Service Plan on an annual basis to ensure it remains relevant and current. Without doing so there is a risk that plans become outdated and less effective. This refresh is designed to pave the way for a significant new piece of work to produce the 2020-2025 IRMP and Service Plan.

#### EVALUATION

18. The Service Plan forms the basis of all our activities to Make Hampshire Safer. As such our objectives and the actions we take to implement them will be evaluated and assured as part of normal processes. The inception of the revised operating model will mean that the impacts of the plan will be thoroughly assessed as part of normal business.

19. The Performance and Assurance team will review the outcomes of the Service Plan, together with the effectiveness of our activities to inform our Strategic Assessment and the delivery of the 2020-2025 Service Plan.

#### CONCLUSION

20. The Service Plan is refreshed annually, and this is the final review of the current 2015-2020 plan. This annual review is a light touch refresh designed to pave the way for the new IRMP and Service Plan for 2020-2025 which will come into effect from April 2020.
21. The recommendation is for the HFRA to approve the Service Plan refresh, enabling HFRS to operate in an effective strategy supportive of the identified risks and needs of the communities.

#### RECOMMENDATION

22. That the Service Plan annual review for 2019-2020 be approved by the Hampshire Fire and Rescue Authority.

#### APPENDICES ATTACHED

23. Appendix A Refreshed Service Plan 2019-20
24. Appendix B Refreshed Service Priorities 2019-20

Contact:

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 [twitter.com/hants\\_fire](https://twitter.com/hants_fire)  
 [facebook.com/hampshirefireservice](https://facebook.com/hampshirefireservice)

More information on this plan:  
[www.hantsfire.gov.uk/plan](http://www.hantsfire.gov.uk/plan)  
  
Information on your local station:  
[www.hantsfire.gov.uk/yourlocalstation](http://www.hantsfire.gov.uk/yourlocalstation)

# A safer Hampshire

Hampshire Fire and Rescue  
Service Plan 2019-2020



**HAMPSHIRE  
FIRE AND  
RESCUE  
SERVICE**

# Working towards a better fire and rescue service

## Smarter

- We understand risk better
- We focus on what's most important
- We always use the best technology to save life



## More efficient

- We respond quicker
- We are better equipped and trained to deliver a broader service
- We collaborate more to make better use of public assets



## Relevant

- Our community is safer from fire
- We are building on our established medical response
- We are extending our prevention work into health



We are here to make life safer for everyone in Hampshire.

With the support of our Fire and Rescue Authority, we will always ensure we are there when emergencies happen. We will also work hard with our communities to educate people to take the right action to reduce the risk of fires and other incidents happening.

Over the last decade we have successfully driven down the number of fires to half the level of 10 years ago. As a modern fire and

rescue service we aim to make ourselves even more relevant to the lives of people in Hampshire as we move towards 2020 and beyond.

This is about more than just fire. We continue to support our ambulance colleagues through our medical co-responding work. We are also passionate about collaborating and working ever more closely with our partners to further enhance the safety of the county.

Our aim is to be the best fire and rescue service in the country. This document clearly sets out our vision to work smarter, be more efficient, and to make life safer for everyone in Hampshire.

Welcome to the next chapter in our continuing story - a forward-thinking, nationally recognised organisation working tirelessly to provide an exceptional service to our communities.

Chief Fire Officer Neil Odin and Chairman Chris Carter



# Our timeline

Page 99



# Leaders in fire... and beyond

We are extremely proud of our history and the service we deliver to our communities today. We are absolutely focused on creating a lasting legacy of safety for the Hampshire residents of the future.

We will continue to focus on assuring our delivery within our three key areas of operation to ensure Hampshire stays safer. So we will

work to be the best at community safety, community resilience and community response. We are redefining our service to provide the best possible value to our taxpayers and make Hampshire feel a truly safe place to live and work in, as well as visit.

We spend time considering what 'feeling safe' really means for people

in Hampshire. To assess whether we are achieving this, we want to engage and get to know our communities and know how they are feeling.

We want people – including the partners we work with across the county – to feel they trust us to keep them safe.

# #teamhampshire

Team Hampshire is about more than our 1,800 staff working across the county.

We work closely with our blue light colleagues in Hampshire Constabulary and the ambulance service, as well as with our colleagues in Hampshire County Council and other local authorities.

It's about doing everything in partnership – everyone is involved and everyone contributes to making you safer.

In 2015, Hampshire Constabulary officers began sharing a headquarters with us – making us the first fire and rescue service in the country to work shoulder to shoulder with police colleagues in this way.

Our senior officers also provide support to the Isle of Wight Fire and Rescue Service in a unique partnership arrangement, the first of its kind in the country.

A proposal is going forward in 2019 to the Government for a Combined Fire Authority.

Our staff are also valuable partners – they are the people who make life safer.

We aspire to unlock the potential of every member of our team and want our people to be outstanding at what they do as we continually challenge ourselves to be better tomorrow.

Rescuing someone from a fire as our firefighters do is heroic – but offering a fantastic service each and every day in terms of effective and friendly advice is just as important to us.

Our work is about education and prevention as well as dealing with incidents of all types. Our resources are flexible enough for our communities to trust that we will always provide a professional response, when and where it is needed.

We want to take the expectation of what a modern fire and rescue service provides to another level – and in doing so, offer the best possible service to Hampshire.



## Hampshire: Who we are

Population	1.8 million people
Demographic	Ageing population – number of over-65s increased from 15.9% to 17.1% of the population between 2001-2011
Area	3,770 square kilometres (1,455 square miles)
Urban coverage	17%
Annual economic output	£47.7 billion
Business premises	67,000
Major motorways	M27 and M3
Major ports	Southampton and Portsmouth
Commercial airports	Southampton and Farnborough



## What we do



We protect people in Hampshire in a huge variety of ways and that means more than just putting out fires.

impact of the event on the public and get life back to normal as soon as possible.

We analyse data we collect from incidents and our communities, so we can continue to improve the safety of our residents.

### Did you know?

- Fires in the home are most likely caused whilst cooking
- Deaths in fires are most commonly seen in the elderly and those supported in independent living

- We attend most road traffic collisions during the early evening
- Adverse weather events such as snow or rain (causing flooding) can require a lot of our support

Knowing this enables us to focus on where risk is greatest and ensure we concentrate our resources where they are most needed.

Hampshire is a beautiful, diverse county, but it presents some less obvious risks, such as those posed by the animals in the New Forest. Our ageing population also means a greater demand for medical response.

Being responsive to our communities' needs and providing the fantastic service we strive for means you may encounter us dealing with any one or more of these situations – and others too.



## Integrated Risk Management Plan



The Fire and Rescue National Framework for England requires Hampshire Fire and Rescue Authority (FRA) to have an Integrated Risk Management Plan (IRMP) to ensure we are using our resources in the most effective way.

From 2020 it is our intention to produce a single plan covering both Hampshire and the Isle of Wight. Our IRMP will describe what the FRA wants HFRS and IWFRS to focus on to achieve its mission of making Hampshire and the Island safer.

This will take into account our statutory requirements without limiting us to the traditional fire and rescue service operational areas. An example of this is our

well-established medical co-responding partnership with South Central Ambulance Service, which we will continue to support.

The IRMP will be a public document, written with our communities very much in mind. It will describe our service, how we operate and how we will manage risk to make our communities safer.

We will develop the IRMP with our staff and key stakeholders over the next few months and seek the views of the communities we serve. We will review all of the feedback before seeking Hampshire Fire and Rescue Authority approval for our plan in prior to the new IRMP going live in April 2020.

# Combined Fire Authority

The Isle of Wight Council (IWC) and Hampshire Fire and Rescue Authority (HFRA) have both agreed to proceed with the proposal to create a submission to the Home Office for a new Combined Fire Authority (CFA) covering the local authority areas of Hampshire, Isle of Wight (IoW), Portsmouth and Southampton.

A CFA Members Working Group is being established to provide guidance, scrutiny, support and direction for the transition towards a CFA.

## HMICFRS Inspection

Hampshire and the Isle of Wight FRSs were the first fire and rescue services to be formally inspected by the new Her Majesty's Inspectorate of Constabulary Fire and Rescue Services in 2018.

Both services were rated good for effectiveness and for efficiency. Both services were rated as requires improvement for People – specifically around ensuring fairness

and promoting diversity, promoting the right values and culture, and around managing performance and developing leaders.

Both services welcome the reports and the issues that they raise. With a joint management team and strong partnership working already in place for the two services through our Delivering Differently in Partnership arrangement, we have considered both reports together rather than in isolation.

In responding to the HMICFRS Inspection report we have considered every element of the inspection and subsequent reports. Our action plan focuses on the causes for concern as well as the areas for improvement given our analysis and what we intend to do about the issues raised.

We believe that focusing on all round improvement rather than just a few weaker areas will produce far more effective and sustainable improvements for our services.



HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY



# Service Plan 2020-2025

Once the Fire Authority have published the IRMP, detailing what they want the service to achieve, we will produce a new Service Plan – an updated version of this document – describing how they will achieve that.

The Service Plan is our way of implementing the Fire Authority's IRMP, and it is this that we will be held accountable for and that the Fire Authority will oversee and monitor.

The Service Plan will be written for a five-year period and will be refreshed annually. It will feature five component areas designed to address the risks identified in our risk profile:

- **Community Safety Delivery Plan** to address the community risk by delivering our service.
- **People Plan** to ensure we have the right people, with the right skills, in the right place.
- **Financial Plan** to ensure we are financially well managed and able to deliver our services.
- **Infrastructure plans** to ensure we are aware of and manage the risk that would prevent the organisation from functioning including meeting our legislative requirements.
- **Business continuity and organisational resilience plan** to ensure we remain able to deliver effectively and can ensure we deliver the best possible service.

The Service Plan will be supported by Group and Station plans to ensure effective delivery at local level. Other departmental plans should be subsets of the five areas described above.

Each element of this process should be connected by a 'golden thread' so that our communities can clearly see what we are going to do, why we are going to do it, how we are going to achieve it, and how we will know if it was effective.

# Making ourselves stronger

## Knowledge

### Our aim:

We will optimise our use of knowledge to plan and deliver better services for the public.

- We will be nationally recognised as a leading authority on the use of knowledge and data across the fire sector.
- Our staff and partners will have access to the best knowledge available to make decisions and understand our communities' needs.
- Everyone directly connected with the Service will contribute to the continual improvement of our corporate knowledge to support better outcomes in the community.

## Technology

### Our aim:

To improve the technology we deploy to increase quality, agility and reduce cost across our business, establishing it as a driver for innovation and improvement.

- The best possible technology will be available to enable staff to feel equipped to deliver excellence in their role.
- Technology will drive decision-making, continuous improvement and innovation and improve efficiency.
- Staff will be actively engaged in the development and introduction of digital services, and are confident we will remain at the forefront of using technology to deliver excellent services to our communities.

## People and leadership

### Our aim:

Our people will understand expectations on goals, standards and behaviour, and feel motivated and equipped to perform highly.

- Our leadership framework unlocks potential, provides clarity, builds trust and respect and focuses on professional standards. We plan to embed it at all levels in the organisation. This will result in higher performance and resilience and a culture where people share the same behaviours and aspirations.
- The Hampshire Learning and Development Academy will become a centre of excellence delivering outstanding training, and supporting people to achieve their full potential.
- As we change, staff will be fully engaged throughout and leaders given the skills and confidence to deliver change.

## Assets and money

### Our aim:

We will improve the return on our physical assets and use medium-term financial planning to ensure we effectively prioritise our resources.

- Our estate will meet the needs of the organisation, our partners and our communities, while staff feel fully equipped to do their roles.
- We will continue to deliver a successful vehicle replacement programme, and ensure that all vehicles and equipment are state-of-the-art and meet our requirements.
- We will continue to deliver our medium-term financial plan and own some assets on a commercial basis.

## Communications and engagement

### Our aim:

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

- Staff, partners, communities and businesses are well informed about the Service and absolutely engaged and included in making life safer.
- We will have strong relationships with key and diverse stakeholders, as they are at the heart of our partnerships.
- Our Service enjoys a fantastic reputation within the county and nationally as the best fire and rescue service for communicating and engaging with its stakeholders inclusively.

## Working with partners

### Our aim:

We will place partnerships at the heart of all our work.

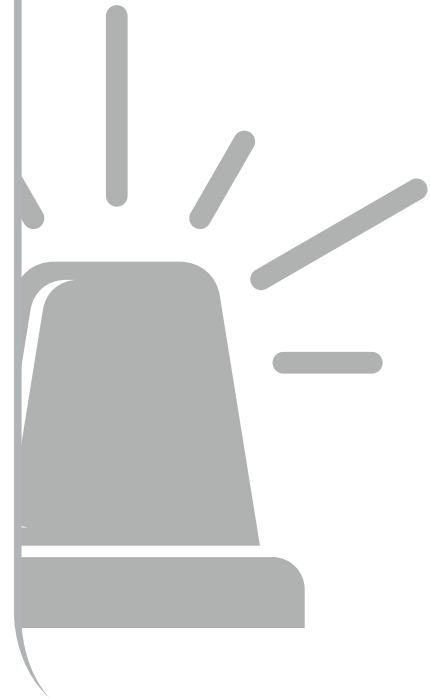
- Our partners will have common values and share the desired outcomes for our communities.
- We will make bold and innovative use of partnership working to deliver services across the county and over its borders.
- Working with partners characterises how we operate best and is a core value shared by all people directly connected to the Service - staff, elected members, volunteers and partners.



St Mary's firefighters attend the Vasakhi celebrations in Southampton

## Making life safer

Responding to incidents



Creating safer communities



Building community resilience





## Responding to incidents

### Our aim:

We will continue to improve the way we respond to and support incidents.

We will continue to work hard to keep our communities safe through education and safety measures.

However, we accept incidents will still occur and in the event of a call to an emergency, we will have effective strategies in place to respond to numerous different types of incidents.

Risks around Hampshire are changing constantly which means we must be smart in adapting to these.

Our goal is for all of our resources to be flexible, adaptable and state-of-the-art in order to minimise the impact of incidents and the number of deaths and injuries across the county. Our people will be multi-skilled and our equipment, vehicles and procedures multi-purpose.

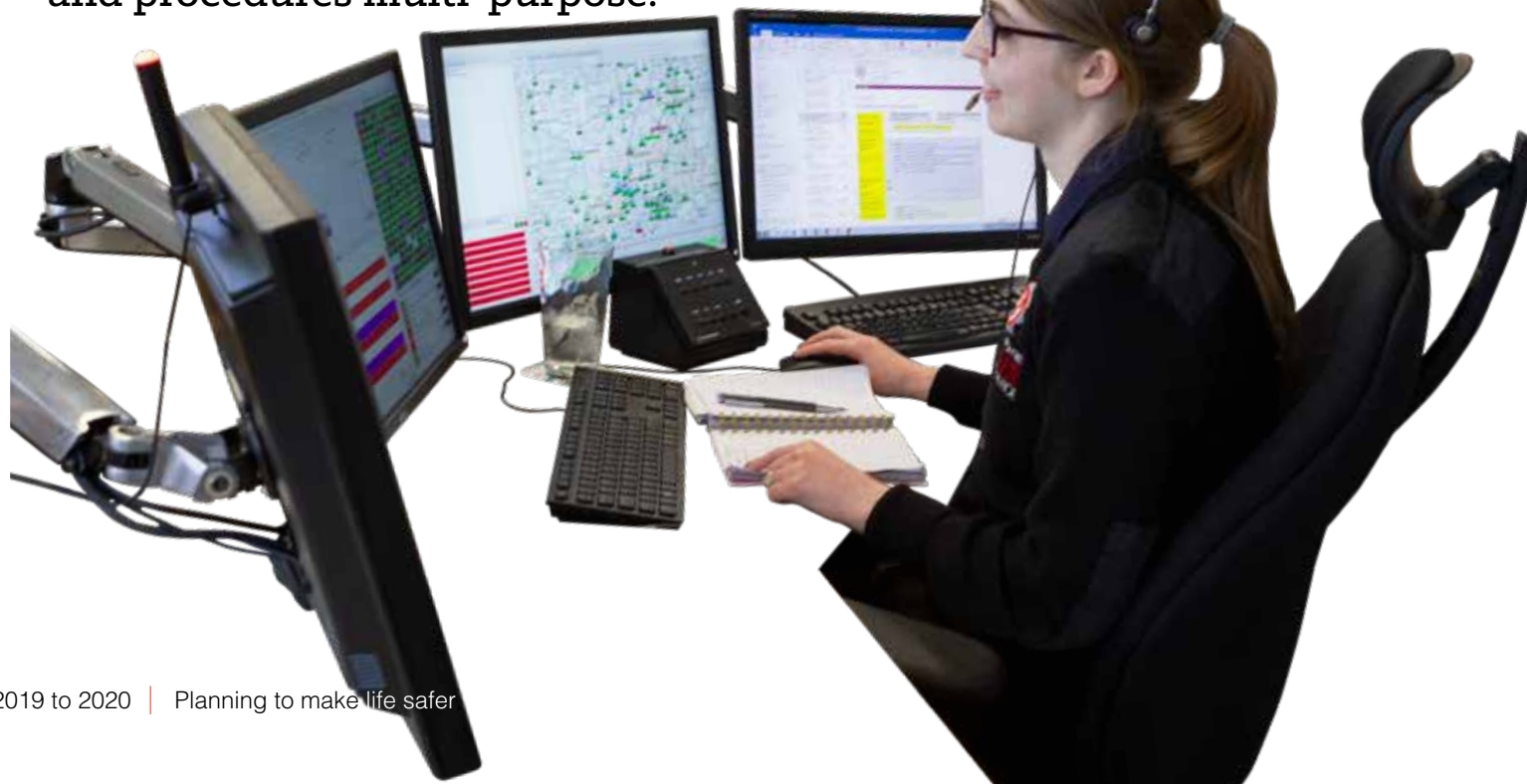
To achieve this, we will continue with a capability-based response

to incidents, targeting our resources in the most responsive and cost-effective way.

Additionally, we are currently reviewing our response time standards, to ensure we continue to provide the best possible service.

We will also make the best possible use of new technologies, such as cold-cut, which uses ultra-high pressure water jets to punch holes in walls and can lower temperatures in fires from 600 to 60 degrees in less than 40 seconds.

**“Our people will be multi-skilled and our equipment, vehicles and procedures multi-purpose.”**



Want to know how we've been dealing with incidents in your area?

Our website - [www.hantsfire.gov.uk](http://www.hantsfire.gov.uk) - is regularly updated with details of incidents we have attended and allows you to search specifically for incidents in your postcode area or community.

You can also follow us on Twitter or on Facebook for more details on our incidents, along with images.



/HampshireFireService



@hants\_fire

### Control across borders

Hampshire has come together with two 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 & Somerset and Dorset & Wiltshire Fire and Rescue Services joined Hampshire to form the Networked Fire Services Partnership (NFSP), which means all of 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.

The partnership continues to look after the ever-expanding areas of joint working:

- \* Incident command
- \* Procurement
- \* Response planning

## Creating safer communities

### Our aim:

To reduce risk across Hampshire by creating pioneering partnerships that target the most vulnerable people and places.

We recognise the benefits of working in partnership with other organisations to deliver best value

daily life, ensuring people are safer at home, work, travelling and socialising.

By coming together with other emergency services, local authorities and other agencies as 'Team Hampshire' we can keep our communities safe and secure.

“By coming together with partners as ‘Team Hampshire’ we can keep our communities safe and secure.”

services for the communities we jointly serve.

Sharing knowledge and skills is at the heart of our Service's future. Pioneering arrangements with our local partners and other fire and rescue services are already in place, but we aim to further these relationships and also identify other opportunities to work collaboratively.

This approach helps us to meet the wide range of societal and demographic changes that affect

By focusing on the needs of our communities, from the youngest to the eldest, through initiatives including our schools team delivery, Fire Cadets, Firesetters, the Prince's Trust Team Programme and our STEER course.

**Biker Down** is an initiative designed for motorcyclists and delivered by HFRS staff who are themselves bikers.



Take five minutes to protect your home from fire with our Safe and Sound home safety checker at [www.hantsfire.gov.uk/safeandsound](http://www.hantsfire.gov.uk/safeandsound)

Our traffic light system will give you top tips and if needed refer you for a **Safe and Well** visit.

We are reaching out to the vulnerable people in our community. You can refer someone you know for a Safe and Well visit at: [www.hantsfire.gov.uk/safeandwell](http://www.hantsfire.gov.uk/safeandwell)

### Safe and Well visits

Our Safe and Well visits are tailored to an individual's needs relating to their health and lifestyle.

We offer a custom-made information pack, install smoke alarms or check existing ones, offer fire retardant products, where needed, and work with partners to reach residents who need extra support.

We have a focus on the most vulnerable members of our community, such as those with cognitive and mobility impairments. With trusted access to the home we can pick up on several lifestyle factors such as smoking, use of candles and escape access within the property.





## Building community resilience

### Our aim:

We will enhance our communities' ability to prepare for, deal with and recover from incidents.

There are many types of incident that can affect whole communities – from fires to severe weather – all of which can have far-reaching impacts.

with pre-planning and education, enabling them to become more resilient to emergencies.

We will assist with identifying and establishing appropriate resources within the community and provide information to

raise awareness and improve knowledge where needed.

Empowering our communities with this support and reassurance will help minimise disruption and reduce the dangers of large emergencies.



“Working with local communities is extremely important to improve safety and aid recovery from incidents.”

Working with local communities is extremely important to improve safety and aid recovery from incidents.

We will work closely with partner agencies in targeted areas to assist communities and local businesses

Would you know what to do if your village or town was affected by an emergency?

Download a free Household Emergency Action Plan from our website so you have vital information like contact numbers, information sources and check-lists to hand if an emergency does affect your area:

[www.hantsfire.gov.uk/keeping-safe/major-emergencies](http://www.hantsfire.gov.uk/keeping-safe/major-emergencies)

### ‘The Beast from the East’

During the Beast from the East in early 2018 a deluge of snow brought Hampshire to a standstill with roads blocked and schools closed.

Firefighters were involved in providing life-saving supplies and medical treatment to drivers stranded on a motorway overnight and passengers on a train that was halted by the weather.

They also transported critically ill passengers and medical staff across the county for treatment.

Land Rovers were used to help crews battle the Arctic weather conditions as they attended

stranded members of the public giving out water and blankets while pinpointing vehicles running low on petrol.

Crews responded to 831 incidents in seven days during this period, including car crashes and house fires.

The Service was praised for their extra mile efforts, keeping the public updated throughout the night and delivering vital safety messages.

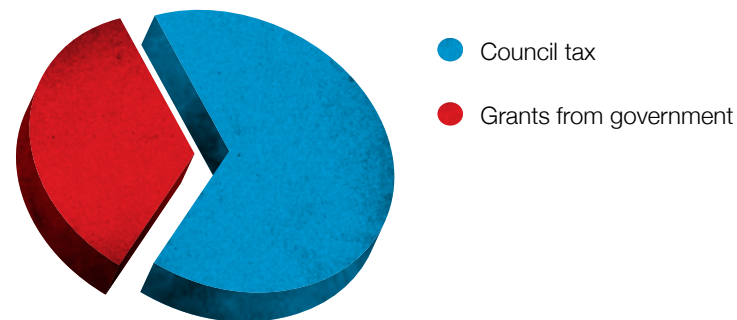
Firefighters worked closely with partners during this spell of extreme weather which sparked two major incidents.

## The bit about money

### Where do we get our money from?

We are funded in two ways. Part of our income comes from people in Hampshire who pay their council tax. The other part comes from grants from the government.

As our grants from government reduce, we will need to find ways to balance our funding.



### Page 108 How do we spend it?

As you would expect, most of our money (around 80%) is spent on firefighters – either full-time staff or on-call firefighters who turn out to incidents when we call on them.

We spend money running the fire stations (and our headquarters) and also on fire engines and specialist vehicles to cope with fires and other emergencies.

We also need to replace our fire engines and our fire stations as they wear out, so our plans include spending on these items.

For more information on how we spend our money please visit [www.hantsfire.gov.uk/budget](http://www.hantsfire.gov.uk/budget)

### Our culture

Our people and the culture of our Service is incredibly important. We have undertaken two cultural surveys over the last two years and have recently created an action plan to implement the recommendations from our HMICFRS report. It is from these two workstreams that we will produce a set of core behaviours that will underpin our pride and direction for our culture.

# HFRS

cultural vision

## Looking ahead

Operating more efficiently is a theme across emergency services and the wider public sector...

We are living through a period where our income is dropping and we expect this to be the case for some years to come.

We expect our government grants to be reduced and we are aware of the difficulties facing council tax payers, so will try to limit increases in council tax.

But we are planning ahead.

We successfully addressed a budget shortfall of £10 million by 2019/20, and we are now working to deliver a further £4 million of savings by 2021/22.

We know we need to continue to do more to balance our budget in the years to come, while continuing to try and take our services to a new level.

A comprehensive review of all our services to the public has been implemented.

We are carrying out a Strategic Assessment and consultation programme with our staff, key stakeholder and communities to identify how we continue to keep everyone in Hampshire safe moving forward to 2025.

We continue to be paid to co-respond to minor medical emergencies to assist our ambulance service colleagues.

We will always try to protect our frontline services, and while we acknowledge this will become harder over time, striving for a safer Hampshire will always remain our top priority.

HFRS has worked over a number of years now to listen to and involve our communities in our planning so we can best resource the risk in Hampshire and continue to provide an effective service to the county.

We have been pleased to note the HMICFRS rated us good for both effectiveness and planning when they inspected us in 2018. With others across the fire sector we continue to be in dialogue with the Government working towards a fair funding settlement.



## Appendix B



# **Service Plan 2019-2020 Priorities refresh**

**April 2019**

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## Building Resilience

Director Performance & Assurance



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

	Deliverable	Completion Date	Comments
1	Monitor and review progress against the HMICFRS Action Plan approved by HFRA	March 2020 (on transfer into the new IRMP and Service Plan 2020-2025)	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>
2	Develop a comprehensive organisational assurance model and toolkit to provide confidence that critical systems are sufficiently resilient.	March 2020	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>



## Creating Safer Communities

Director of Operations



Identifying and mitigating risks to people and property within Hampshire.

	Deliverable	Completion Date	Comments
1	Review the Blue Light collaboration strategy with Hampshire Constabulary and South Central Ambulance Service.	July 2019	<b>Carry forward from 2018-19 priorities</b> <b>On track/continuous area of work</b>
2	Develop our firefighter skills in prevention activities	December 2019	<b>Carry forward from 2018-19 priorities</b> <b>On track</b>
3	Develop our firefighter knowledge and understanding of the build environment.	December 2019	<b>Carry forward from 2018-19 priorities</b> <b>On track</b>
4	Train and qualify new fire engineers from our current workforce by providing specific opportunities to build our key skills in this vital area.	December 2019	<b>Carry forward from 2018-19 priorities</b> <b>On track</b>
5	Evaluate the number and content of home fire safety checks (Safe and Well visits)	March 2020	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>
6	Review our procedures to ensure prevention activity is targeted at people most at risk.	March 2020	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>
7	Evaluate prevention activity to ensure we fully understand the benefits achieved.	March 2020	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>
8	Produce a revised Risk Based Audit policy for Protection activity and ensure sufficient resources are allocated to a prioritised and risk-based inspection programme.	Sept 2019	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>



## Responding to Incidents

Director of Operations



Improving the way we respond to and support incidents.

	Deliverable	Completion Date	Comments
1	Evaluate the First and Intermediate response vehicle trials and deliver a definitive frontline capability plan.	September 2019	<b>Carried forward from the 2018-19 priorities and adapted to reflect our experience from the various vehicle trials</b>
2	Implement a policy and feedback mechanism to enable efficient and effective crewing systems on all HFRS wholetime stations	September 2019	<b>Carried forward from the 2018-19 priorities and adapted to reflect our developing knowledge from the various crewing trials</b>
3	Create an action plan for improving On-call provision	April 2020	<b>New priority based on resourcing requirements and On-call availability</b>
4	Embed National Resilience assets within the operational group delivery model	December 2019	<b>New priority based on the changing operating model and resourcing arrangements</b>
5	Improve the situational awareness provided at operational Incidents by enhancing Command Support capabilities through the introduction of a new Incident Command Unit, improved connectivity and better use of available IT systems.	December 2020	<b>New priority to take advantage of improvements in technology and capability</b>

## Planning, Communications & Engagement

Director of Policy & Planning



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

	Deliverable	Completion Date	Comments
1	Develop a customer insight tool to ensure that the organisation understands the needs of our diverse community, so that we can adapt operationally to relevant needs.	December 2019	<b>Carry forward from 2018-19 priorities</b> <b>Delayed/work in progress</b>
2	Embed the revised Policy Framework and ensure that all policies are up to date and have been re-written in line with the new approach.	March 2020	<b>Carry forward from 2018-19 priorities</b> On track
3	Finalise the plans for the creation of a Combined Fire Authority for Portsmouth, Southampton, Hampshire and the Isle of Wight, including the submission of the formal request for government approval.	March 2020	<b>Additional priority reflecting the decision by HFRA and IOWCC to agree a combined fire authority</b>
4	Plan, prepare and produce an agreed new Integrated Risk Management Plan and Service Plan for 2020-2025 as a joint plan for Hampshire and the Isle of Wight.	March 2020	<b>Regular requirement as part of the 5 yearly planning cycle</b>
5	Provide assurance that our commitment to the trading arm does not conflict with our main protection responsibilities or public service duties	June 2019	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>

## Knowledge

Director of Performance & Assurance



To put trusted knowledge at the heart of decision making.

	Deliverable	Completion Date	Comments
1	Develop the Power Business Intelligence tools to meet customer needs and further develop our risk intelligence and analytical capability.	December 2019	<b>Carried forward from the 2018-19 priorities and adapted to reflect our developing knowledge of the software available</b>
2	Review how we gather and record relevant and up-to-date risk information	November 2019	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>
3	Review our systems to ensure staff can effectively use learning and debriefs to improve operational response and incident command.	Nov 2019	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>

## People & Leadership

Director of HR



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

	Deliverable	Completion Date	Comments
1	Publish a new People and Organisational Development Strategy.	June 2019	<b>Revised priority for 2019/20 based on previous activities, cultural surveys and HMICFRS action plan</b>
2	Develop and publish revised cultural vision and supporting behaviours, and work with teams to embed these throughout the service.	December 2019	<b>Revised priority for 2019/20 based on previous activities, cultural surveys and HMICFRS action plan.</b>
3	Improve the Service's leadership and management capability through: <ul style="list-style-type: none"> <li>Developing Leadership Development Programmes aligned to NFCC Leadership Framework</li> <li>Delivery of investigation training</li> </ul>	December 2019	<b>Revised priority for 2019/20 based on previous activities, cultural surveys and HMICFRS action plan.</b>
4	Establish the Resource Management Team to ensure effective long term workforce planning aligned to the IRMP and short term resource management to maintain delivery of service, supporting effective decision making by RMG	September 2019	<b>Revised priority for 2019/20 based on previous activities, cultural surveys and HMICFRS action plan.</b>

5	Review the HFRS employee life-cycle to identify gaps in current People and Organisational Development provision, and develop high level action plan.	December 2019	<b>Revised priority for 2019/20 based on previous activities, cultural surveys and HMICFRS action plan.</b>
6	Develop a diverse workforce through continued positive action and create a positive working environment that is based on fairness, transparency and respect.	March 2020	<b>Revised priority for 2019/20 based on previous activities, cultural surveys and HMICFRS action plan.</b>
7	Promote the importance of the physical and mental health and wellbeing of the workforce through implementation of the wellbeing action plan and improved mental health provision	March 2020	<b>Revised priority for 2019/20 based on previous activities, cultural surveys and HMICFRS action plan</b>
8	<p>Drive high standards and performance through both high-quality learning and opportunities for professional development.</p> <ul style="list-style-type: none"> <li>• Development of an apprenticeship programme</li> <li>• Agreed plan for talent identification and development</li> <li>• Revised annual appraisal and development programmes</li> <li>• Commission a review of our promotional processes</li> </ul>	March 2020	<b>Revised priority for 2019/20 based on previous activities, cultural surveys and HMICFRS action plan</b>

## Technology

Chief of Staff



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

	Deliverable	Completion Date	Comments
1	Implement an interface between the Operational Availability System and the Command and Control Mobilisation System to provide visibility to our partners and facilitate the implementation of Attribute Based Response.	December 2019	<b>Carry forward from 2018-19 priorities</b>

## Working with Partners

Chief of Staff



To put partnerships at the heart of all our work.

	Deliverable	Completion Date	Comments
1	Deliver realistic live fire and other training through Prince Philip Barracks (PPB) and Solent University at Warsash and maximise its use through arrangements with other blue light partners.	March 2022	<b>Carry forward from 2018-19 priorities</b> <b>On track</b>

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Purpose: Approval

Date: **5 JUNE 2019**

Title: **ANNUAL GOVERNANCE STATEMENT 2018/19**

Report of Chief Fire Officer

## SUMMARY

1. Hampshire Fire and Rescue Authority is required to publish an Annual Governance Statement each year. It is presented to Members of the Fire Authority for consideration and approval. Once approved the statement must be signed by the Chairman of the Authority and the Chief Fire Officer. It forms part of the Annual Accounts 2018/19, a statutory requirement of the Accounts and Audit Regulations 2015.
2. The Annual Governance Statement for 2018/19 is attached in **Appendix A** for the Hampshire Fire and Rescue Authority approval.

## BACKGROUND

3. The Annual Governance Statement is produced by every Local Authority following the principles contained within the Chartered Institute of Public Finance and Accountancy (CIPFA) publication titled *Delivering Good Governance in Local Government*. The principles contain a review of the existing governance arrangements. There is a requirement for the Annual Governance Statement to include an agreed action plan showing actions taken or proposed to deal with significant governance issues. The annual statement should include reference to how issues raised in the previous year's Annual Governance Statement have been resolved.
4. Guidance on the production of the Annual Governance Statement is produced by the CIPFA and the Society of Local Authority Executives and Senior Managers (SOLACE). This guidance was updated in 2016 in a publication called *Delivering Good Governance in Local Government*. Our governance arrangements have been reviewed in accordance with the guidance which has enabled the Statement to be produced.
5. The guidance sets out the following core principles that form the basis on which effective governance should be built:

- Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law;
- Ensuring openness and comprehensive stakeholder engagement;
- Defining outcomes in terms of sustainable economic, social and environmental benefits;
- Determining the interventions necessary to optimise the achievement of the intended outcomes;
- Developing the entity's capacity including the capability of its leadership and the individuals within it;
- Managing risks and performance through robust internal control and strong public financial management;
- Implementing good practices in transparency, reporting and audit to deliver effective accountability.

### ACTION PLAN

6. Appendix A incorporates the Action Plan at Section 6. An update on progress against actions from the year 2017/18 is detailed at Section 7.

### SUPPORTING OUR SERVICE PLAN AND PRIORITIES

7. In reviewing our existing governance arrangements and identifying areas to be improved, HFRS are ensuring accountability for making Hampshire a safer place.
8. Governance reviews support good governance practice, which supports our Service Plan and priorities by ensuring an efficient and effective process for decision making, providing clarity and visibility to ensure the Service meets the needs of our Hampshire communities.

### CONSULTATION

9. Finance and Legal advice and input has been sought during the preparation of the Statement. During preparation of the Annual Governance Statement, Officers across the Executive Group have been consulted. Our Internal Auditors have been provided with a draft copy.

### RESOURCE IMPLICATIONS

10. The Annual Governance Statement has no resource implications and no additional cost to the Service. The work is currently carried out within existing resource and budget.

### ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

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

## LEGAL IMPLICATIONS

12. The Annual Governance Statement is a statutory requirement of the Fire Authority.

## PEOPLE IMPACT ASSESSMENT

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

## OPTIONS

14. To approve the Annual Governance Statement 2018/19 and to include this in the Annual Accounts 2018/19.

## RISK ANALYSIS

15. The process of producing the Annual Governance Statement involves reviewing the effectiveness of a wide range of controls and measures that are indicators of the effectiveness of good governance.

## EVALUATION

16. It is important that Service activities are evaluated to identify what/how the Service can learn, understand, plan and do better for the organisation and our communities.
17. Delivery against the proposed Action Plan in Appendix A will be undertaken across the next year and evaluated in the Annual Governance Statement 2019-20.

## CONCLUSION

18. The Annual Governance statement is submitted to the Authority in accordance with Accounts and Audit Regulations 2015, for approval and inclusion in the Annual Accounts 2018/19. Included in the document is the action plan to deal with significant governance issues.

## RECOMMENDATION

19. That the Annual Governance Statement 2018/19 as set out in **Appendix A** is approved by Hampshire Fire and Rescue Authority for inclusion into the Statement of Accounts.

## APPENDICES ATTACHED

20. **Appendix A** – Annual Governance Statement for Hampshire Fire and Rescue Service.

## BACKGROUND PAPERS

*Delivering Good Governance in Local Government Framework – 2016 Edition*  
*CIPFA and SOLACE*

**Contact:** Matt Robertson, Chief of Staff, [matt.robertson@hantsfire.gov.uk](mailto:matt.robertson@hantsfire.gov.uk)



# **ANNUAL GOVERNANCE STATEMENT**

**2018/2019**

**FOR**

**HAMPSHIRE FIRE AND RESCUE AUTHORITY**

## **Annual Governance Statement for Hampshire Fire and Rescue Authority**

### **1. Scope of Responsibility**

- 1.1. Hampshire Fire and Rescue Authority (the Authority) is responsible for ensuring that:
- its business is conducted in accordance with the law and to proper standards;
  - public money is safeguarded and properly accounted for, and used economically, efficiently and effectively;
  - pursuant to the Local Government Act 1999 it secures continuous improvements in the way in which its functions are exercised, having regard to a combination of efficiency, effectiveness and economy; and
  - there is a sound system of internal control which facilitates the effective exercise of the Fire Authority's functions and which include arrangements for the management of risk.
- 1.2. This Annual Governance Statement explains how the Authority meets with the requirements of the Accounts and Audit (England) Regulations 2015, and complies with the principles contained in the Delivering Good Governance in Local Government Framework in 2016 edition.

### **2. The purpose of Corporate Governance**

- 2.1. Hampshire Fire and Rescue Service's corporate governance framework comprises the systems and processes, and cultures and values, by which Hampshire Fire and Rescue Service is directed and controlled. It enables the Authority to monitor the achievement of its priorities and to consider whether they have led to the delivery of appropriate, cost effective and efficient services.
- 2.2. The system of internal control is a significant part of the framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve its aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risk to the achievement of the Authority's priorities. It evaluates the likelihood of those risks being realised and the impact should they be realised, to manage them efficiently, effectively and economically.
- 2.3. Hampshire Fire and Rescue Service's corporate governance framework is designed to provide a robust governance process, streamlines decision making and supports efficient and effective operations for the Service. The effectiveness of the framework is evaluated throughout the year.
- 2.4. The Framework demonstrates and enables the ability to deliver HFRS core purpose of making life safer in Hampshire, through cohesive working and clear routes of governance. Hampshire Fire and Rescue Authority set strategic direction and monitor, scrutinise and ensure delivery, whilst accountability for

the achievement of the Authority's priorities sit with the new Executive Group. The Executive Group is chaired by the Chief Fire Officer and makes Officer decisions to ensure the successful delivery of strategic objectives.

- 2.5. This framework has been in place at Hampshire Fire and Rescue Service for the year ending 31 March 2019 and up to the date of approval of the Statement of Accounts.

### **3. Core Principles of good governance**

#### **3.1 Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

- 3.1.1 The Fire Authority continues to operate with 10 members, since the review of governance arrangements during 2015/2016. The Police and Crime Commissioner (PCC) can attend Authority meetings and has the ability to speak on items on the agenda. The new structure and arrangements have resulted in a strategic and business focus from the Authority with improved Member engagement and scrutiny. The Authority is in the best position to continue to lead Hampshire Fire and Rescue Service in delivering excellent quality services to the residents of Hampshire whilst remaining resilient and responsive to challenges in the future.
- 3.1.2 The key policies that set out the scope of authority for Members and explains the delegation to Officers is detailed in the Scheme of Delegation, Contract Standing Orders and Financial Regulations which are contained within the Authority's Constitution. Both Members and Officers are aware of their responsibilities within these policies. The Authority reviewed and approved minor amendments to The Constitution at their Authority meeting in July 2018.
- 3.1.3 The organisation's values are embedded in our ways of working. These values are underpinned by a range of policies and procedures including Codes of Conduct for Members which is included within The Constitution, and for Officers, the registers of interests, gifts and hospitality and Code of Conduct.
- 3.1.4 The Authority is committed to the highest ethical standards. A Code of Corporate Governance is included within The Constitution. The Code of Corporate Governance demonstrates a comprehensive commitment on the part of the Authority to accountability, integrity, ethical values and the rule of law.
- 3.1.5 Senior Management have the relevant professional external networks and expertise to identify the impacts of new legislation. Legal advice is also provided to ensure the Authority continues to comply with legislation and regulation.
- 3.1.6 The Service has reviewed its internal governance structures and set up several internal boards aligning to the new structure and arrangements to oversee key areas; such as the Risk and Strategy Board, Operations Management Board, Performance and Assurance Board, People and Organisational Development Board, and the Infrastructure and Security Board. These boards provide extra scrutiny on behalf of the Executive Group.

- 3.1.7 A Policy Framework has been developed and approved and is currently being implemented.

### **3.2 Ensuring openness and comprehensive stakeholder engagement.**

- 3.2.1 The Authority's Service Plan 2015-2020 sets out our aims and objectives for the period based on a vision to work smarter, be more efficient, and to make life safer for everyone in Hampshire. It contains clear strategic priorities. The Plan is on the Authority's website and available to stakeholders electronically and in paper format (upon request).
- 3.2.2 Hampshire Fire and Rescue Service are actively consulting with the Authority to ensure comprehensive development of the future Service Plan 2020 – 2025 alongside an updated Integrated Risk Management Plan (IRMP).
- 3.2.3 The Authority operates in an open and transparent way. It complies with the Openness of Local Government Bodies Regulations 2014. The Authority's meetings are open to the public, and its papers and decisions are available through the website (save for individual items of a sensitive nature properly considered in confidential session). In addition, Authority meetings are filmed to enable staff and the public better access to view decision making.
- 3.2.4 Clear guidance and protocols on decision making, effective arrangements for the approval of exempt reports and a revised template for reports and decisions ensures that the Authority takes decisions in public when appropriate and after full consideration of relevant information.
- 3.2.5 The Authority, through the Service, enjoys a constructive relationship with the Trade Unions and Associations representing staff groups within the Service, through which meaningful consultation and negotiation on service issues takes place.
- 3.2.6 Public consultation to listen to stakeholders and inform decision making is undertaken where required and expected. Extensive consultation was undertaken during the Authority's Risk Review which was the most comprehensive integrated risk review the Service has carried out in recent years. The consultation process for the proposals enabled our staff, the public and other stakeholders to have their say on how their fire and rescue service should operate in the future. Extensive consultation was also undertaken for the proposed creation of a Combined Fire Authority with the Isle of Wight Fire and Rescue Service, enabling our staff, the public and other stakeholders to have their say on how their Fire Authority should operate in the future. Both of these processes were quality assessed by the Consultation Institute and found to have conformed to best practice.
- 3.2.7 Hampshire Fire and Rescue Authority has a long history of collaborative working with partner agencies. In particular, Blue Light Collaboration is governed by an Executive Board consisting of the Chief Officers and other senior leaders of Hampshire Constabulary, South Central Ambulance Service and Hampshire Fire and Rescue Service. The Board sets the strategic direction and oversees collaboration projects. The Chief Fire Officer reports progress to the Authority on a periodic basis.



### **3.3 Defining outcomes in terms of sustainable economic, social and environmental benefits.**

- 3.3.1 Delivery of fire and rescue services and the associated community safety activity remains the Authority's core activity.
- 3.3.2 Our aim, vision and priorities are set out in the Hampshire Fire and Rescue Service Plan 2015-2020. The Plan sets out, for the benefit of our stakeholders, how the Authority:
- Assesses risks;
  - Responds to changes and challenges; and
  - Sets priorities and targets for improvement.
- 3.3.3 Our priorities and aims are clear and arranged under the themes of 'Making life safer' and 'Making our Service stronger'. They are called our 'Safer, Stronger' aims. These focus our resources to the relevant community risks, and our organisational improvements to support our service delivery to ensure that we are efficient and effective. This Plan is underpinned by detailed plans and our corporate portfolio of projects. Progress against these plans is monitored through regular performance updates to the Executive Group and the Authority. A Service Plan mid-term progress evaluation was undertaken during the year. The evaluation, which was approved by the Authority in November 2018, enabled the opportunity to assess the deliverables of the Safer Stronger aims to ensure they reflect the current operating environment.
- 3.3.4 People Impact Assessments (PIAs) are used to identify any significant impact on people, and in particular, those who share a characteristic which is protected under equality law. PIAs are carried out prior to implementing a policy, procedure, change or decision with a view to ascertaining its potential impact.
- 3.3.5 Further impact assessments may be required prior to implementing a policy, procedure, change or decision, these include assessments of health and safety, environmental, data protection and financial impacts.

### **3.4 Determining the interventions necessary to optimise the achievement of the intended outcomes.**

- 3.4.1 There are clear guidance and protocols for decision making. The involvement of legal and finance officers in all significant decisions of the Authority ensures that decisions are only made after relevant options have been weighed and associated risks assessed.
- 3.4.2 The budget setting process is well established and prioritises budgets and spending to achieve intended outcomes. In recent years, the budget setting process has focussed on the achievement of savings to meet reductions in Government grant funding. However, it is clear that financial resources are focussed to deliver the Authority's aims and priorities which underpinned continuous improvement.
- 3.4.3 Risks associated with the delivery of plans are detailed in Risk Registers held at strategic and project level. These evaluate the effectiveness of existing control measures as well as identifying proposed mitigation. The Strategic Risk Register was reviewed during the year. The review was

carried out to ensure the risks on the register accurately reflect the current operational and organisation environment. The Authority approve the Strategic Risk Register and monitor it regularly through formal reporting.

### **3.5 Developing the entity's capacity including the capability of its leadership and the individuals within it.**

- 3.5.1 The relationship between Members and Officers is established on a professional culture of mutual respect, trust and co-operation. A Member Officer Protocol has been developed to provide clarification around the two roles. The Member Officer Protocol is included within The Constitution. A Members Champions scheme is operated which is in support of an effective and professional relationship between Members and Officers in which both understand each other's role.
- 3.5.2 Members receive thorough induction training and attend the Authority Policy Advisor Group (APAG) meetings which are delivered during the year. APAG facilitates the two way exchange and update of information between Members and Officers. It also provides a forum for Officers to update Members on matters of interest and to provide awareness on specific topics. Members receive copies of key internal staff communications. The Authority has a Member Development champion who supports and oversees the development of Members in a number of ways, such as internal and external briefings and courses.
- 3.5.3 To ensure capability of leadership, the Executive Group have been enrolled onto the Institute of Directors (IOD) Certificate in Company Direction, with professional membership to the IOD included. The leadership training will ensure professionalism of the Executive Group, governance and leadership, imparting wider benefits of resilience and skills to the Service.
- 3.5.4 The Authority, its committees and the Chief Fire Officer have access to a full range of professional advisers to enable them to carry out their functions effectively and in compliance with statutory requirements. Some legal and democratic services are provided through service level agreements with Hampshire County Council. The Shared Service partnership with Hampshire County Council and Hampshire Constabulary provides a wide pool of professional advice for areas such as HR, finance and procurement.
- 3.5.5 The Service has a People Strategy which describes what is required of our people. It provides clarity about what we will achieve to meet the changing needs and expectations of society and future opportunities for the delivery of services to our communities.
- 3.5.6 The Service has conducted numerous promotion boards at all levels across the 'Grey Book' organisation in order to deliver against the approved Appointments and Promotions Policy. Staff have been made aware of the process with suitably talented individuals identified development opportunities.
- 3.5.7 Hampshire Fire and Rescue Service regularly reviews the shape of its workforce against the context of its capacity and capability requirements to meet the needs of communities. This then informs a range of strategies such as recruitment, retention and people development in order to provide effective leadership and deploy appropriate resources to meet the needs of the Service.

- 3.5.8 Hampshire Fire and Rescue Service is developing a culture of on-going coaching style conversations which focus' upon high performance in all aspects of our work. Staff take personal responsibility for their own performance and how this contributes to the overall performance of their team. They are encouraged to use the range of learning opportunities that are available across the Service.
- 3.5.9 A Corporate Shared Services Workforce Development Learning Brochure has been created to deliver a variety of development programmes to support and develop staff at all levels across the organisation. There has been an increase in attendance at managerial leadership training courses, aimed at line managers to enable them to be suitably equipped to deliver effectively in their roles.

### **3.6 Managing risks and performance through robust internal control and strong public financial management.**

- 3.6.1 The Authority operates a Risk Management methodology, with oversight of the arrangements provided by the Risk and Strategy Board, which reports to the Executive Group.
- 3.6.2 Performance management is in place to measure progress against aims and priorities to prompt remedial action where appropriate. The Performance and Assurance Board adds improved scrutiny of the performance management process. The Authority has a framework for regularly monitoring its performance with timely and relevant information. The Executive Group review key performance indicators on a regular basis and the Chief Fire Officer holds Directors to account for performance of their areas of the Service. The Authority holds the Chief Fire Officer to account and receives regular performance reports at its public meetings. The internal management structure for the Service has been reviewed and has been operating under a new structure and arrangements for improved efficiency, effectiveness and improvement of its ability to make communities safer.
- 3.6.3 We compare our performance to that of other fire and rescue services; for example, we make use of national benchmark information. This continues to show that we are performing well when compared with other similar fire and rescue services.
- 3.6.4 The Internal Audit Plan was developed to operate at a strategic level providing a value-adding, and proportionate level of assurance aligned to the Authority's key risks and objectives. This includes a regular review of the Service's risk management processes.
- 3.6.5 The internal audit plan incorporates provision for both proactive and reactive counter fraud and corruption work, which is underpinned by an Anti-Fraud and Corruption Strategy and Policy. The Service's approach is to identify areas that could present greatest risk or where managers have identified indicators that improvement is needed.
- 3.6.6 The delivery of the resulting internal audit plan enables the Chief Internal Auditor to provide an annual report providing an opinion on the overall adequacy and effectiveness of the framework of governance, risk management and control which is reported to the Executive Group.

- 3.6.7 The Standards and Governance Committee has a clear 'Terms of Reference' providing an effective source of scrutiny, challenge and assurance regarding the arrangements for managing risk and maintaining an effective control environment. This Committee consider the delivery and outcomes of the internal audit plan, along with scrutinising the Services performance in delivering against agreed actions.
- 3.6.8 The Authority has strong financial management arrangements at both the strategic and operational level and consistently obtains unqualified opinions for its annual accounts and value for money assessments. The Section 151 Officer is the Chief Finance Officer and all formal significant financial decision making has the benefit of advice and review from this officer or the wider finance team.
- 3.6.9 Financial management in key risk areas across the Service focusses on activity and performance management alongside the budget management processes and the financial management framework throughout the Service is appropriately advised and supported by the finance team.
- 3.6.10 The Authority has a medium term financial plan to inform its corporate planning. This identifies the likely levels of funding available to the Authority, the cost of its current spending plans and the shortfall we are anticipating in future years resulting from reducing funding received as part of the Fire Funding Formula. It also provides information on the level and use of reserves in transforming and improving the Service. The Authority has established a clear Financial Plan up to 2021 with the specific purpose of closing our predicted funding gap of circa. £4m by 2021/22, based on the best information available to it. The medium term financial plan is overseen and monitored by our Executive Group and is regularly formally reported to the Authority at its public meetings.
- 3.6.11 Financial planning and management is fully integrated with, and driven by, the corporate planning and monitoring processes set out above. This includes processes for the forward planning of expenditure, consultation on budget proposals, setting and monitoring income and budgets, and the completion of final accounts.
- 3.6.12 The Treasury Management Strategy is reviewed regularly and approved by the Authority annually with the budget.

### **3.7 Implementing good practices in transparency reporting and audit to deliver effective accountability.**

- 3.7.1 The 'Internal Audit Charter' is presented annually for approval by the Standards and Governance Committee. The purpose of the Internal Audit Charter is to formally define its purpose, authority, and responsibility. The Chief Internal Auditor has direct access to elected Members of the Authority and those who serve on the Standards and Governance Committee.
- 3.7.2 The on-going work of internal audit is presented through twice yearly progress reports to the Standards and Governance Committee providing an overview of Service performance. It considers delivery against the plan and the progress made by the Service in the implementation of management actions that have been agreed to mitigate risks identified through internal audit work.

- 3.7.3 Where appropriate, internal audit will gain assurances from third parties to contribute to their overall assurance opinion.
- 3.7.4 Representatives of External Audit routinely attend Standards and Governance Committee meetings and present External Audit reports. Any recommendations for corrective action detailed within Internal or External Audit reports are highlighted to Members.
- 3.7.5 Financial reporting complies with relevant statute, codes and good practice guidance. Financial and performance information are reported consistently throughout the year. Where relevant and appropriate, performance comparisons are made to other organisations.

#### **4 Obtain assurances on the effectiveness of key controls.**

- 4.1 Key controls relating to risks, internal control (including financial management) and governance processes are identified by senior managers as part of the governance framework and recorded on an annual return (assurance statement). Risks are included in strategic and project risk registers. Internal Audit, as part of its planned review of internal controls, regularly evaluates the key controls to determine their adequacy and carries out tests to confirm the level of compliance. An audit opinion on effectiveness is provided to management and any actions for improvement to be agreed.
- 4.2 The Service in compliance with the General Data Protection Regulations (GDPR) which came into effect in May 2018 has developed and continues to deliver training to staff and raise awareness to Authority Members.
- 4.3 Hampshire Fire and Rescue Authority prides itself on being a professional learning organisation that actively seeks challenge and review.
- 4.4 Her Majesty's Inspectorate of Constabulary's and Fire and Rescue Services (HMICFRS) concluded HFRS are 'Good' at effectively understanding risks within its community and 'Good' at efficiently managing its resources. HFRS was graded as 'Requires Improvement' at looking after its people. The Standards and Governance Committee approved the Action Plan for HFRS, which ensures measurable actions are identified to deliver improvement.
- 4.5 Other external reviews include the following:
  - ISO27001 Information Security Audit accreditation meaning that HFRS are compliant to the internationally recognised information security standard;
  - A Home Office review of arrangements for our Public Sector Network.
  - Hampshire Safeguarding Board's review of our safeguarding arrangements;
  - An external independent review, facilitated through the NFCC, was conducted for its ICT Transformation Project; and
  - Annual penetration tests by authorised third-party companies to conform to ISO27001, Public Sector Network and Emergency Services Network accreditation requirements.

## **5 Evaluate assurances and identify gaps in control/assurance.**

5.1 One of the key elements of the Corporate Governance regime and the production of the Annual Governance Statement is the methodology applied to obtain the necessary assurance. This has included:

- a self-assessment assurance statement being sent every year to members of Senior Management;
- consultation with other relevant Officers throughout the Service.

5.2 The assurance statements cover a range of corporate governance and performance issues and they refer to the existence, knowledge and application within departments of governance policies generally.

## **6 Action Plan ensuring continuous improvement of the system of governance.**

6.1 There is a requirement for the Annual Governance Statement to include an agreed action plan showing actions taken or proposed to deal with significant governance issues. The annual statement should include reference to how issues raised in the previous year's Annual Governance Statement have been resolved.

6.2 HFRS' Corporate Governance Framework provides a robust mechanism to ensure significant governance issues are identified, and an appropriate action plan is agreed to continue improvement of the system of governance.

6.3 The following identifies the actions to ensure continuous improvement of key governance issues and will be carried out over the next year:

6.3.1 The Service will implement a new, approved Service Plan for the period 2020-2025 along with an updated Integrated Risk Management Plan as a mechanism to deliver the Authority's aims and objectives in a manner supportive of the communities in which we serve.

6.3.2 The Service will continue to implement the approved Service Policy Framework, ensuring that all policies are up to date, published on an appropriate platform and the process is embedded throughout the organisation.

6.3.3 We will review the framework and arrangements that govern our Impact Assessments.

6.3.4 Delivering on the areas of improvement outlined within the HMICFRS Inspection Action Plan.

## **7 In response to the Action Plan outlined in the 2017/18 Annual Governance Statement:**

7.1 There is a requirement for the Annual Governance Statement to include reference to how issues raised in the previous year's Annual Governance Statement have been resolved.

7.2 The following identifies the actions resolved in 2017/2018:

7.2.1 We carried out a new Strategic Assessment to inform a new Service Plan.

7.2.2 The Performance and Assurance Board has reviewed the Service's consultation strategy as part of the planning stage of any new or existing piece of work and created processes that ensure responsible individuals undertake consultation actions alongside our impact assessment requirements. This has been further enhanced by concurrent and post project evaluation reporting requirements.

7.2.3 Following the Authority Governance Review, the Authority have approved a new constitution and continue to review this to ensure effectiveness and efficiency. The associated Governance Improvement Plan has been completed.

7.2.4 The Service has implemented enhanced controls around budget management and reporting processes. The Executive Group produce regular dashboards and reports relating to financial expenditure, including reporting on forecast positions and risk. Directors are held accountable for budget monitoring within individual functions; and are supported by the Finance Team.

7.2.5 The Service has been inspected by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and implemented an HMICFRS Inspection Action Plan to deliver on outcomes of the inspectorate report. The Performance and Assurance Board will monitor action plan progress and report into the Executive Group.

## **Declaration**

We have been advised on the implications of the result of the review of the effectiveness of the governance framework and that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework. The areas already addressed and those to be specifically addressed with new actions planned are set out in this Statement.

We propose over the coming year to take steps to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed:

Chief Fire Officer

Date:

Signed:

Chairman

Date:

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Purpose: Noted

Date: **5 JUNE 2019**

Title: **ANNUAL STATEMENT OF EQUALITY**

Report of the Chief Fire Officer

## EXECUTIVE SUMMARY

1. The Equality Act 2010 established general and specific duties for public sector bodies in order to improve their equality performance. In order to meet the duties, Hampshire Fire and Rescue Service (HFRS) must publish equality information on an annual basis and set equality objectives every four years. The published information must be accessible to employees and members of the public.
2. This report and its appendices provide a snapshot of the HFRS equality information and highlights some of the actions we have undertaken to improve the diversity of our workforce. It also provides an update on progress towards achievement of the Service's equality objectives which were approved by Hampshire Fire and Rescue Authority (HFRA) in July 2018.
3. Our workforce demographic is a continued reminder of our need for action on Inclusion and Diversity. Although in some areas of the Service we are performing above the national average in terms of numbers of female employees; such as control and retained firefighters, we know there is still work required in respect of wholetime firefighter recruitment and our green book roles.
4. Our employment of Black, Asian Minority and Ethnic (BAME) remains very low and is not representative of the community we serve. Therefore, it is important we work with these communities to gain a greater insight into the barriers which prevent people from BAME backgrounds applying to join HFRS.
5. Wholetime recruitment, where large numbers of staff are recruited at one time, provides a real opportunity to attract applicants from diverse backgrounds. Our current recruitment campaign, which was supported by a number of positive action events aimed particularly at female applicants, is showing early signs of success compared to previous years.

## BACKGROUND

6. The Equality Act 2010 established a general duty for the public sector which aims to ensure that people with protected characteristics are not excluded, discriminated, or otherwise treated less favourably than anyone else, due to their protected characteristics. The protected characteristics covered by the general equality duty are age (including children and young people), disability, gender reassignment, pregnancy and maternity, race religion or belief, sex and sexual orientation.
- 6.1 In summary, organisations are required to comply with the general equality duty and must, in the exercise of their functions, have due regard to the need to:
  - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited under the Act;
  - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
7. The general duty is further supported by specific duties that are intended to help public bodies improve their equality performance by improving their focus and transparency. In summary each public body is required to:
  - Publish information to demonstrate its compliance with the general equality duty on an annual basis. This information must include information relating to people who share a protected characteristic that are either employees or people affected by the organisation's policies and practices;
  - Publish one or more objectives that it thinks it needs to achieve to further any of the aims of the general equality duty. This must be done every 4 years; and
  - Publish both the equality information and the equality objectives in a manner that is accessible to the public.

## HAMPSHIRE FIRE AND RESCUE SERVICES EQUALITY INFORMATION

8. Our equality information at **Appendix A** provides a snapshot of the Service's workforce demographics as at March 2019, based on information we currently collate in relation to gender, ethnicity, age and disability.
9. To demonstrate our commitment to improving the diversity of our workforce, we have published a positive action statement of intent that outlines our aspiration for our workforce to be reflective of our community as we believe this will improve the Service we provide and support our mission to make Hampshire safer. It also outlines our intention to use positive action to encourage and support applications from groups who are under-represented in our workforce.
10. The Service is pleased with progress within the retained duty system where the percentage of females has increased from 3.9% to 5.4% and is now

above the national average. We believe this is partly attributable to the national on call recruitment campaign we have led on, and to the additional support we have established for the retained personnel through the creation of RDS Support Officers. We will continue to review the retained duty system and look for opportunities to make the role more attractive to female and BAME applicants.

11. Our employment of females in wholetime operational roles remains below the national average, and is clearly not representative of the gender split of our community. In respect of wholetime recruitment, the Service has delivered numerous positive action days aimed at encouraging females to apply, which is showing early signs of success.
12. We have not taken the same approach to our recruitment of green book staff and this may be something we consider in the future. In the short term, a review of our employment material on our website will take place to ensure we are promoting HFRS as an employer of choice.
13. Our employment of BAME staff remains very low at 1.2% of the workforce and is not representative of the community of Hampshire which is approximately 7%. Our Inclusion and Diversity Team has developed links with many local community groups and attends a number of events throughout the year where they represent HFRS. We need to strengthen these links to gain a greater understanding of the barriers that prevent members of these communities from joining HFRS.
14. Our current equality information is limited to gender, age, ethnicity and disability. However, Shared Services have recently updated the functionality within Employee Self Service (ESS) to allow employees to enter more details about themselves. This will mean that information can now be collected on sexual orientation, religion/belief, gender identity and type of disability. As this data entry is the individual's responsibility and choice, the Inclusion and Diversity team, along with the Communications and Media Team, are now developing communications to engage and encourage employees to do this. The intention is that this will provide richer equality information in the future and help to inform our priorities in respect of inclusion and diversity.

#### EQUALITY OBJECTIVES

15. In July 2018 HFRA approved the Service's equality objectives for 2018 – 2022, which are part of our duties under the Equality Act. Achievement of these objectives has been monitored by the People Committee, which was chaired by the Head of Inclusion and Diversity. A summary of our progress is outlined below.
16. **Objective 1: We will take actions to increase the diversity of job applicants to help us reflect the community focusing particularly upon women and Black, Asian, Minority Ethnic (BAME).** Indications from recent positive action and targeted social media campaigns have already shown that a higher proportion of females have applied to be firefighters

within HFRS. With the release of the National On-Call Campaign, led by HFRS, we have also seen an increase in the number of females enquiring about the role. There has not been any change to numbers of enquiries from our BAME communities. Further work needs to be done to focus in on our BAME communities and understand the barriers for applying.

17. **Objective 2: We will create an inclusive environment that will enable us to maximise the potential of a diverse workforce.** The Inclusion and Diversity Team have a revised Action Plan for 2019 which sets out the initiatives that will be carried out to embed inclusion into the organisation and equip our employees to be inclusive role models. A Third-party organisation, Inclusive Employers, will be reviewing this Action Plan and all work carried out to assess our progress as part of the National Inclusion Standard. Results should be ready in July.
18. **Objective 3: We will proactively engage with our diverse communities to understand their needs and promote HFRS as an employer of choice.** To engage with our communities effectively we first need to understand more about where these communities are and what are their needs. The Inclusion and Diversity Team, along with the Knowledge Management Team, are currently developing a Community Insights Tool. A prototype is due in June and the tool will allow us to map our communities using data from a number of sources. This tool will allow users to add information about how we have engaged with our communities and what we understand about their needs/risks. It will also highlight any areas where engagement is limited.

#### WHOLETIME RECRUITMENT UPDATE

19. Current figures from Wholetime recruitment show that the positive action and targeted social media campaigns seem to be had a positive effect thus far, increasing the number of applications from our target groups. A breakdown of the current figures can be found in **Appendix B**.
20. 697 men and 97 women applied for the recent WDS recruitment. There were 26 applications from those who classed themselves as BAME. These applicants have been through an intensive round of mental and physical tests and interviews. 71 candidates have passed this process. We have offered employment to 42 of these candidates, 22 are current retained firefighters who will start imminently and 20 are external applications who will be on the June trainees course at the Academy.
21. The gender breakdown of the 42 individuals who have been offered employment is 29 males (69%) and 13 females (31%). The employment of 13 female wholetime firefighters will raise our employment statistics to above the national average.
22. The percentage of BAME applicants who have passed the process and offered employment is 2.3%. This is higher than our current workforce demographic of 1.2% and therefore this recruitment campaign has also

helped the Service to better represent the diversity of the community we serve.

#### SUPPORTING OUR SERVICE PLAN AND PRIORITIES

23. This paper supports the Inclusion priority within the current Service Plan as well as the delivery of our safer and stronger principles that underpin the vision of HFRS.

#### ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

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

#### RESOURCE IMPLICATIONS

25. No additional resources have been identified other than those already working in the assisting Inclusion and Diversity Team

#### LEGAL IMPLICATIONS

26. Hampshire Fire and Rescue Service have a legal duty under:

- Section 149 of the Equality Act 2010 (public sector duty)
- The Equality Act 2010 (Specific Duties) Regulations 2011

to collate and publish equality information on an annual basis, as well as equality objectives at least every four years.

#### EQUALITY IMPACT ASSESSMENT

27. The proposals in this report are compatible with the provisions of the European Convention on Human Rights and the Human Rights Act 1998.
28. The equality information in Appendix A is anonymous and has been scrutinised to ensure that individuals cannot be identified.

#### RISK ANALYSIS

29. The Equality and Human Right Commission has a statutory duty to enforce the general and specific duty. Failure to do so can result in a compliance notice being issued.

#### CONCLUSION

30. HFRS has a general and specific duty under The Equality Act 2010 to publish equality information on an annual basis and set equality objectives every four years. The equality objectives will next be published in 2022. Within the objectives the organisation must set out clearly what they are recommending and the rationale.

#### RECOMMENDATION

31. That the Annual Statement of Equality (Workforce Demographics) be noted by Hampshire Fire and Rescue Authority

#### APPENDICES ATTACHED

32. Appendix A Workforce Demographics
33. Appendix B Current Wholetime Recruitment statistics for 2019

Contact:

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## Appendix A: Workforce Demographics

(statistics as of 31<sup>st</sup> March 2019)



Staff Group	Headcount	% of workforce
Grey book - WDS	659	39.3%
Grey book - RDS	700	41.7%
Control	38	2.3%
Green book including ICU	281	16.7%
<b>Total</b>	<b>1678</b>	

### Gender – Male Workforce

Staff group	Headcount	Hampshire	National Average
Grey book – WDS	628	95.3%	94.5%
Grey book – RDS	662	94.6%	95.5%
Control	6	15.8%	24.0%
Green book including ICU	143	50.9%	47.5%
<b>Total</b>	<b>1439</b>		

### Gender – Female Workforce

Staff group	Headcount	Hampshire	National Average
Grey book – WDS	31	4.7%	5.5%
Grey book – RDS	38	5.4%	4.5%
Control	32	84.2%	76.0%
Green book including ICU	138	49.1%	52.5%
<b>Total</b>	<b>239</b>		

**Ethnicity**

Ethnicity		%
Ethnicity	Head Count	
01 - White British	1409	84%
02 - White Irish	4	0.2%
03 - White Other	44	2.6%
04 - Mixed Caribbean	4	0.2%
06 - Mixed Asian	2	0.1%
07 - Mixed Other	3	0.2%
08 - Indian	7	0.4%
11 - Other Asian	1	0.05%
12 - Black Caribbean	2	0.1%
16 - Other Ethnicity	1	0.05%
17 - No data provided	178	10.6%
18 - Prefer not to say	18	1.1%
19 - White Eastern European	3	0.2%
21 - Gypsy or Irish Traveller	2	0.1%
<b>Grand Total</b>	<b>1678</b>	

BAME			
		BAME % of workforce	National Average %
<b>BAME Total Headcount</b>	<b>20</b>	<b>1.2%</b>	<b>4.7%</b>
Contract Type	Head Count	% Contract Type	
Green Book	10	3.6%	
Grey Book - Retained	4	0.6%	
Grey Book - WDS	6	0.9%	

**Age**

Age		%
Age Range	Head Count	
16 - 24	69	4.1%
25 - 35	406	24.2%
36 - 45	538	32.1%
46 - 55	524	31.2%
56 - 65	132	7.9%
66 +	9	0.5%
<b>Grand Total</b>	<b>1678</b>	



**Disability**

<b>Disability</b>	<b>%</b>	
<b>Disability Status</b>	<b>Head Count</b>	
Empl'ee refused info	2	0.1%
Has a disability	18	1.1%
No disability	238	14.2%
Not recorded	1420	84.6%
<b>Grand Total</b>	<b>1678</b>	

**Starters**

<b>Starters 2018 / 2019</b>			
<b>Contract Type</b>	<b>Gender Female</b>	<b>Male</b>	<b>Total</b>
Control	3		3
Green Book including ICU	18	13	31
Grey Book - On-Call	16	90	106
Grey Book - WDS	0	0	0
<b>Grand Total</b>	<b>37</b>	<b>103</b>	<b>140</b>

**Leavers**

<b>Leavers 2018 / 2019</b>			
<b>Contract Type</b>	<b>Gender Female</b>	<b>Male</b>	<b>Total</b>
Control	3		3
Green Book including ICU	17	35	52
Grey Book - On-Call	5	90	95
Grey Book - WDS	3	51	54
ICU	1	3	4
<b>Grand Total</b>	<b>28</b>	<b>176</b>	<b>204</b>

Source: <https://data.gov.uk/dataset/669aa70f-cceb-4d1f-8ed6-382cf6d4a2b6/fire-statistics-workforce-and-workforce-diversity>

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## Appendix B:



**HAMPSHIRE  
FIRE AND  
RESCUE  
AUTHORITY**

## Current Wholetime Recruitment statistics for 2019

Stage of process	Number of candidates	Gender breakdown	Additional info
Applications received	794	<ul style="list-style-type: none"> <li>• 697 males</li> <li>• 97 females</li> </ul>	
Applications shortlisted	193	<ul style="list-style-type: none"> <li>• 148 males</li> <li>• 45 females</li> </ul>	
Candidates passed online assessments	165	<ul style="list-style-type: none"> <li>• 126 males</li> <li>• 39 females</li> </ul>	
Candidates passed practical assessments/invited to interview	148	<ul style="list-style-type: none"> <li>• 121 males</li> <li>• 27 females</li> </ul>	
Candidates passed interview	71	<ul style="list-style-type: none"> <li>• 57 males</li> <li>• 14 females</li> </ul>	<p>Please note:</p> <p>22 RDS to fill immediate vacancies</p> <ul style="list-style-type: none"> <li>• 16 males</li> <li>• 6 females</li> </ul> <p>20 external candidates on trainees course</p> <ul style="list-style-type: none"> <li>• 13 males</li> <li>• 7 females</li> </ul> <p>19 RDS in talent pool for future vacancies</p> <p>10 external candidates for next trainees course (Jan 2020)</p>

**Data for ethnicity**

<b>Ethnicity</b>	<b>Applications received</b>	<b>Applications shortlisted</b>	<b>Candidates passed online assessments</b>	<b>Candidates passed practical/invited to interview</b>
Black African	<i>tbc</i>	1	1	1
Chinese	<i>tbc</i>	1	1	0
Gypsy or Irish Traveller	<i>tbc</i>	1	1	1
Mixed Asian	<i>tbc</i>	1	0	0
Mixed Carribean	<i>tbc</i>	2	1	1
Mixed Other	<i>tbc</i>	1	1	1
Not provided	<i>tbc</i>	2	2	2
Other Black	<i>tbc</i>	1	1	1
Other Ethnicity	<i>tbc</i>	1	1	1
Prefer not to say	<i>tbc</i>	8	8	8
White British	<i>tbc</i>	162	140	124
White Eastern European	<i>tbc</i>	2	2	2
White Irish	<i>tbc</i>	2	2	2
White Other	<i>tbc</i>	8	4	4
<b>Total</b>	<b>794</b>	<b>193</b>	<b>165</b>	<b>148</b>

By virtue of paragraph(s) 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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