

NOTICE OF MEETING

<i>Meeting</i>	Hampshire Fire and Rescue Authority	<i>Clerk to the Hampshire Fire and Rescue Authority</i> John Coughlan CBE
<i>Date and Time</i>	Wednesday, 9th December, 2020 10.30 am	<i>The Castle, Winchester Hampshire SO23 8UJ</i>
<i>Place</i>	Virtual Teams Meeting - Microsoft Teams	
<i>Enquiries to</i>	<u>members.services@hants.gov.uk</u>	

FILMING NOTIFICATION

This meeting will be broadcast live on the HFRS YouTube channel.

Agenda

1 **APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

2 **DECLARATIONS OF INTEREST**

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

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

To confirm the minutes of the previous meeting

4 **DEPUTATIONS**

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

5 **CHAIRMAN'S ANNOUNCEMENTS**

To receive any announcements the Chairman may wish to make.

6 **MEMBER DEVELOPMENTS**

To receive any updates from Members of the Authority

7 **ANTI-THEFT, FRAUD, BRIBERY AND CORRUPTION POLICY** (Pages 9 - 14)

To consider a report from the Chief Fire Officer, which asks the Authority to approve the Anti-theft, Fraud, Bribery and Corruption Policy.

8 **GRENFELL TOWER PROGRESS REPORT** (Pages 15 - 20)

To consider a report from the Chief Fire Officer, which details the activity undertaken in response to phase 1 of the Grenfell Tower Inquiry.

9 **MID-YEAR PERFORMANCE REPORT 2020/21** (Pages 21 - 78)

To receive a report from the Chief Fire Officer on the mid-year performance, noting the Safety Plan priorities.

10 **SAFETY PLAN 2020-25 - YEAR 1 SIX MONTH PROGRESS** (Pages 79 - 116)

To receive a report from the Chief Fire Officer, which asks the Authority to note the positive progress of Year 1 of the Safety Plan.

11 **MINUTES FROM THE STANDARDS & GOVERNANCE COMMITTEE - 30 SEPTEMBER 2020** (Pages 117 - 120)

To receive the minutes from the 30 September Standards & Governance meeting.

12 **MINUTES FROM THE STAKEHOLDER COMMITTEE - 11 NOVEMBER 2020** (Pages 121 - 122)

To receive the draft open minutes from the 11 November Stakeholder Committee meeting.

13 **EXCLUSION OF PRESS AND PUBLIC**

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

14 **EXEMPT MINUTES FROM HFRA MEETING - 22 SEPTEMBER 2020** (Pages 123 - 124)

To receive the exempt minutes from the 22 September Full Authority meeting.

15 **EXEMPT MINUTES FROM THE STAKEHOLDER COMMITTEE MEETING - 11 NOVEMBER 2020** (Pages 125 - 126)

To receive the draft exempt minutes from 11 November Stakeholder Committee meeting.

16 **PRINCIPAL OFFICER LOCAL PAY AWARD (MEMBERS ONLY)**

To consider report on the Principal Officer pay award.

ABOUT THIS AGENDA:

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

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Agenda Item 3

AT A MEETING of the Hampshire Fire and Rescue Authority held virtually on
Microsoft Teams on Tuesday 22nd September, 2020

Chairman:

* Councillor Christopher Carter

- | | |
|--------------------------------|----------------------------------|
| * Councillor Roz Chadd | * Councillor Sharon Mintoff |
| Councillor Liz Fairhurst | * Councillor Roger Price |
| * Councillor Jason Fazackarley | * Councillor David Simpson |
| * Councillor Jonathan Glen | * Councillor Rhydian Vaughan MBE |
| * Councillor Geoffrey Hockley | |

*Present

285. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Liz Fairhurst.
Councillor Dave Stewart, Leader of the Isle of Wight Council and Michael Lane,
Police and Crime Commissioner also sent apologies.

286. 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.

287. MINUTES OF PREVIOUS MEETING

The minutes of the last meeting were reviewed and agreed.

288. DEPUTATIONS

There were no deputations for the meeting.

289. CHAIRMAN'S ANNOUNCEMENTS

The Chairman confirmed that Wholetime Firefighter recruitment finished on the 23 September, with testing and interviews anticipated for December. The Chief Fire Officer thanked officers for a successful recruitment campaign, which had used a broad range of channels including Facebook Live.

Members learned that the HMI will undertake inspection of the response to the Covid-19 pandemic of the Fire and Rescue Sector in England, following a letter to the Chairman from Sir Thomas Windsor on 5 August 2020 following a commission from the Home Secretary. Hampshire Fire and Rescue Service and the Isle of Wight Fire and Rescue Service would be inspected on week

commencing 26 October 2020.

The Fire Authority were fortunate in being able to assist in shaping legislation and had provided input into the Assaults on Emergency Workers and PCC review consultation. The Fire Safety consultation had also been discussed at a recent APAG meeting.

It was confirmed that a grant was available to the Fire Authority on the condition of meeting requirements coming out of the Hackett review, and progress on working towards this was going well.

290. **MEMBER DEVELOPMENTS**

Councillor Chris Carter and Councillor Roger Price confirmed their attendance at the Fire Commission meeting scheduled for Friday 25 September.

Councillor Roz Chadd attended the LGA Fire Diversity and Inclusion Champions meeting in July and confirmed that details had been forwarded on to Members.

Councillor Sharon Mintoff had an appointment to meet the new Group Commander for Southampton and the New Forest on Friday 25 September.

Councillor Roz Chadd finished by thanking officers for adapting and continuing the education at schools across Hampshire over the past few months.

291. **HEALTH AND SAFETY ANNUAL REPORT: APRIL 2019 TO MARCH 2020**

The Authority considered a report from the Chief Fire Officer (item 7 in the minute book).

The Health and Safety annual report outlined the Service's purpose, values and priorities. One of the priorities was a focus on *Our People*, looking after each other by creating great places to work and promoting the health, wellbeing and safety of everyone. An important part of this was the focus, activity and work on health and safety.

The report was summarised and it was highlighted that despite a Statement of Intent being published each year, reporting methods going forward would be more dynamic with information being more timely and relevant.

Regarding the injuries listed on Page 33 of the pack, it was confirmed that this was an anomaly following some manual handling issues and that going forward less injuries were anticipated outside of realistic training settings.

Questions were raised around the kit and cross contamination of smoke after attending an incident and it was confirmed that this was already being considered with some remedial measures being implemented. A prevention was also being developed as part of station investment in the longer term.

RESOLVED

a) The report was noted by Hampshire Fire and Rescue Authority.

b) The Authority supported cessation of the production of an annual Health and Safety Report owing to the introduction of greater health and safety data into the revised mid-year and end-of-year performance reports into the Authority, which enable more timely and relevant reporting.

292. MINUTES OF STANDARDS & GOVERNANCE COMMITTEE - 23 JULY 2020

Councillor Sharon Mintoff presented the minutes from the Standards & Governance Committee meeting that took place on 23 July 2020, highlighting the approved closure of the plan in paragraph 113.

There were no questions.

293. EXCLUSION OF PRESS AND PUBLIC

It was resolved that the public be excluded from the meeting during the following items 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 these items there would be disclosure to them of exempt information within Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, and further that in all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information, for the reasons set out in the reports.

294. STATION INVESTMENT PROGRAMME - REDEVELOPMENT OF REDBRIDGE FIRE STATION

The Authority considered a report from the Chief Fire Officer (item 10 in the minute book) regarding the redevelopment of Redbridge Fire Station in Southampton [SUMMARY OF EXEMPT MINUTE]

295. EXEMPT MINUTE FROM THE PREVIOUS MEETING

The Authority approved the exempt minute from the previous Authority meeting, noting that Councillor Jonathan Glen also sat on the appointment panel for the Pension Board.

Chairman,

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**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Approval

Date: **9 December 2020**

Title: **ANTI-THEFT, FRAUD, BRIBERY AND CORRUPTION POLICY**

Report of Chief Fire Officer

SUMMARY

1. This report seeks approval for the Authority's Anti-Theft, Fraud, Bribery and Corruption policy.
2. The Authority is determined to discharge its responsibilities to safeguard public funds and is committed to fighting fraud and corruption whether attempted from inside or outside the Authority. The Anti-Theft, Fraud, Bribery and Corruption Policy sets out the Authority's position on such activities.

BACKGROUND

3. The Authority believes strongly in the honesty and integrity of its Members and employees, and expects that all individuals and organisations, including suppliers and contractors, and other stakeholders, will act with the same values.
4. The Authority has responsibilities to ensure that it has the appropriate policies and procedures in place to comply with a number of pieces of external legislation and guidance such as:
 - Theft Act 1968
 - Fraud Act 2006
 - Bribery Act 2010
 - Localism Act 2011
 - CIPFA Code of Practice on managing the risk of fraud and corruption.
5. The Authority and employees also have responsibilities as set out in a number of internal policies and procedures.
6. To support the implementation of integrity and honesty in everything we do and to ensure the Authority acts in accordance with legislation, guidance,

policy and procedure, it is important that the Anti-Theft, Fraud, Bribery and Corruption Policy sets the right direction, is clear and easy to understand for everyone.

POLICY

7. The Anti-Theft, Fraud, Bribery and Corruption Policy states that the Authority will not tolerate fraud, corruption or other irregularities, regardless of the perpetrator and that the Authority is determined to prevent, deter and detect all forms of fraud and corruption committed against it and to take appropriate action where fraud or corruption is detected. The Policy is supported by a number of internal Service policies and guidance which provide clarity around the responsibilities of employees.

SUPPORTING OUR SAFETY PLAN AND PRIORITIES

8. **Public Value.** *We plan over the longer-term to ensure our decisions and actions deliver efficient and effective public services.*
 - (a) The Authority is committed to delivering efficient and effective public services. Ensuring the appropriate policy is in place to combat theft, fraud, bribery and corruption contributes to ensuring Members and employees act with integrity and honesty.
9. **Learning & Improving.** *We have the support of policy and guidance with the freedom to use our discretion to do the right thing, learning from ourselves and others.*
 - (a) The anti-theft fraud, corruption and bribery policy provides the framework in which the Authority operates to ensure continued learning and improvement.
10. The Authority is responsible for providing assurance to the community and to Government on financial, governance and operational matters as set out in the Fire and Rescue National Framework for England. The Anti-theft, Fraud, Bribery and Corruption Policy supports this and sets the expectations for Members and employees to follow.

RESOURCE IMPLICATIONS

11. The implementation of this policy and subsequent procedures is carried out utilising current resources. The Governance and Business Support team work with the Performance and Assurance Directorate, the Southern Internal Audit Partnership and the Shared Services Finance team to ensure compliance.

IMPACT ASSESSMENTS

12. A stage one impact assessment has not highlighted any impacts as a result of the approval of the Anti-Theft, Fraud, Bribery and Corruption Policy.

LEGAL IMPLICATIONS

13. The Authority has responsibility to ensure compliance with legislation to ensure it is acting with honesty and integrity and takes appropriate action where theft, fraud, bribery or corruption is detected. Where such activity is detected, Internal Audit will carry out investigations and if necessary, engage with the legal team for support.

OPTIONS

14. **Option one:** the Authority approve the Anti-theft, Fraud, Bribery and Corruption Policy.
 - (a) The approval and subsequent publishing of the policy sets the direction that the Authority will take relating to theft, fraud, corruption and bribery. Having a published policy that clarifies expectations will assist with Members and employees understanding of the Authority's position.
15. **Option two:** the Authority could choose not to approve the single policy and capture the position in relation to theft, fraud, bribery and corruption within various separate individual policies and documents instead.
 - (a) If the Authority choose not to approve a policy and instead rely on information in a variety of policies and documents, rather than having one single policy, there is a risk that this could create inconsistencies and ambiguity.

RISK ANALYSIS

16. The approval of the Anti-theft, Fraud, Bribery and Corruption Policy sets the expectation for Members and employees and clarifies the Authority's position. Without a policy the Authority is operating with ambiguity and is not setting any expectations relating to how theft fraud, bribery and corruption will not be tolerated.
17. The Policy sets the expectation to Members, Staff, our partners, contractors and suppliers on our position for dealing with theft, fraud, bribery and corruption. The Policy links to our Values and illustrates the culture of the Authority. The absence of a Policy could result in entering partnerships that don't share the same Values and beliefs. Without a Policy setting a position

there is a risk that individuals won't know how the Authority will deal with any instances of theft, fraud, corruption and bribery.

EVALUATION

18. The Anti-theft, Fraud, Bribery and Corruption Policy will be reviewed periodically to ensure it is meeting legislative requirements and supporting the Authority in meeting its priorities. Any acts of theft, fraud, corruption or bribery committed against the Authority will be investigated and reviewed to ensure any learning is captured. Any learning captured which has an impact on the policy will result in amendments being made and an updated version being presented to the Authority for approval.

CONCLUSION

19. The Authority is responsible for ensuring it sets the right culture in relation to theft, fraud, bribery and corruption. The Anti-theft, Fraud, Bribery and Corruption Policy sets the position the Authority takes in ensuring honesty and integrity and how appropriate action will be taken where such activity is detected.
20. The approval and publishing of the Anti-theft, Fraud, Bribery and Corruption Policy creates clarity of the position the Authority takes with regards to this type of activity and removes any ambiguity.

RECOMMENDATION

21. That the Anti-theft, Fraud, Bribery and Corruption Policy be approved by Hampshire Fire and Rescue Authority.
22. That the Anti-theft, Fraud, Bribery and Corruption Policy be published appropriately to ensure clarity of the Authority's position.

APPENDICES ATTACHED

23. Appendix A: Anti-theft, Fraud, Corruption and Bribery Policy

Contact:

Matt Robertson, Director of Corporate Services,
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Policy

Anti-theft, Fraud, Bribery and Corruption

Pol/12/03 | Governance and Business Support

Next review due: 31/12/2022



HAMPSHIRE
& ISLE OF WIGHT
**FIRE AND
RESCUE**
AUTHORITY



Policy Statement

The Authority is determined to discharge its responsibilities to safeguard public funds and is committed to fighting fraud and corruption whether attempted from inside or outside of the Authority.

The Authority believes strongly in the honesty and integrity of its Members and employees and expects that all individuals and organisations engaged by the Authority, including suppliers and contractors and other stakeholders, will act with the same values. The Authority will not tolerate fraud, corruption or other irregularities, regardless of the perpetrator. The Authority is determined to prevent, deter and detect all forms of fraud and corruption committed against it and to take appropriate action where fraud or corruption is detected.

Scope

The policy applies to Authority Members and all employee groups (green, grey and gold book – including volunteers, contractors and temporary employees).

Updates

Section	What's been updated and why	Date updated	Who updated
Policy Statement	First version complete	July 2020	Head of Governance & Business Support

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**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Approval

Date: **9 December 2020**

Title: **GRENFELL TOWER PROGRESS REPORT**

Report of Chief Fire Officer

SUMMARY

1. The Grenfell Tower incident of June 2017, and the subsequent and ongoing inquiry, continue to have a significant impact on the fire and rescue sector, and are of high public interest. In response to this incident, and the Phase 1 Inquiry report findings and recommendations, both Hampshire Fire and Rescue Service and Isle of Wight Fire and Rescue Service have undertaken a wide range of activity. This includes, but is not limited to, the following, which is expanded upon later in this report:
 - (a) A High-Rise Risk Based Inspection Programme (HRRBIP) team has been set up and Phase 2 of the programme will involve inspections of all high-rise residential buildings.
 - (b) Development of a new high-rise procedure, which was communicated to, and discussed with, staff via an interactive webinar owing to the Covid-19 restrictions.
 - (c) New response plans have been introduced for both cladded and non-cladded high-rise buildings.
 - (d) All operational staff, FDS officers and Control staff have been trained to identify the dangers of external fire spread, evacuation strategies and when to cease 'stay put' policies.
 - (e) Our Premise Risk Information Procedure, which dictates the process for identification and gathering of relevant risk data, has been updated and refined.
 - (f) We undertake training and implementing utilisation of smoke curtains.
 - (g) Using the central Government Grenfell infrastructure grant, we have resourced a dedicated Station Manager role for six months to drive forward and assure our activity towards the Grenfell Tower Inquiry Phase 1 report. There will be reporting into central Government on how this grant funding has been used.

- (h) High rise buildings have been visited by station-based teams to conduct Safe and Well Visits to reassure residents. This provided an opportunity for residents to receive face to face home safety advice and enable them to ask questions on living in high rise residential buildings.
2. To provide assurance on our activity in this area we monitor progress closely, partly through a regular Operational Learning Meeting with senior leaders from multiple parts of the Services. More specifically, we have a dedicated team focusing on embedding operational learning and improvement, including from Grenfell and other significant incidents both nationally and locally.
 3. Learning is also shared and received via the Joint Operational Learning (JOL) and National Operational Learning (NOL) infrastructure that we and other Services utilise. The Service's Organisational Assurance Team also continues to provide a range of assurance activity and reporting on Grenfell and other areas to support organisational learning and improvement.

BACKGROUND

4. The Phase 1 report of the public inquiry into the fire at Grenfell Tower in June 2017 was published in October 2019. This report included a range of detailed findings and a series of recommendations across 12 thematic areas, with some aimed specifically at London Fire Brigade and others to the wider sector. Phase 2 of the Inquiry is ongoing and examines the causes of these events, including how Grenfell Tower came to be in a condition which allowed the fire to spread in the way identified by the Phase 1 report. The Phase 2 Inquiry is receiving significant media and public interest.
5. Furthermore, on 4 August 2020, the Home Secretary commissioned HMICFRS to undertake a light-touch review of the governance and progress of London Fire Brigade's action plan, to implement the recommendations from the Grenfell Tower Inquiry report. HMICFRS will report the findings from their review to the Home Secretary by January 2021, with this inspection report potentially identifying further learning for the sector.
6. This report, the first in a series of reports into the Authority, provides an overview of the activity that the Service has been carrying out in response to the Grenfell Tower incident, the subsequent Inquiry findings, and any wider sector learning associated with Grenfell.

GRENFELL – HFRS AND IWFRS OVERVIEW

7. In the summer, an update of some of the above activity was provided to HMI Tom Winsor as part of our consultation response to feed into his annual *State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England 2020*. In this submission we outlined the following:
 - New response plans have been introduced for both cladded and non-cladded high-rise buildings;

- All operational staff, FDS officers and Control staff have been trained to identify the dangers of external fire spread and evacuation strategies and when to cease 'stay put' policies;
- We are looking to effectively bridge the communications/command gap between Control and the fireground during operational incidents (eg, real-time streaming, remote command briefings and other tools);
- We have introduced evacuation sectors into the command structure with Evacuation Sector Commanders both on the fireground and in Fire Control;
- Officers sit on the national and regional High-Rise Working Groups and disseminate learning feedback and policy developments;
- A new high-rise procedure has been developed in-line with NOG and the national High-Rise and Built Environment Working Group, and this has been disseminated to all operational staff through a series of interactive webinars;
- We undertake training and implementing utilisation of smoke curtains.
- A new High-Rise Risk Based Inspection Programme team is in place, supporting the national Building Risk Review (BRR) Programme which was launched by the national Fire Protection Board as part of the Fire and Rescue Services' ongoing national work to understand and help reduce the fire risk in high-rise residential buildings.
- Following the first step in the national programme, which covered the inspection of ACM clad high-rise residential buildings in England, Phase 2 is now underway. Phase 2 of the programme will involve inspections of all high-rise residential buildings (18 metres and above in height) in England.

2020/21 GOVERNMENT GRANT FUNDING

8. To build capacity and to deliver the BRR, the Government provided a grant of £396k that is overseen by the Fire Protection Board. The grant conditions cover two separate programmes:
 - The Building Risk Review Programme – which will deliver a review of all high-rise residential buildings over 18 metres by the end of December 2021.
 - The Protection Uplift Programme – which will support initial improvements in local protection capability.
9. This has resulted in the establishment of a dedicated team of inspecting officers for HFRS and IWFRS. This is a one-year funding arrangement intended to make a significant impact in driving improvement in the protection function within fire and rescue services, tackling risk in the built environment and supporting the Building Risk.

10. To ensure Services have sufficient resources to respond to the findings of the Grenfell Tower Inquiry Phase 1 report, the Government has provided grant funding, totalling around £150,000, to support Hampshire Fire and Rescue Service and Isle of Wight Fire and Rescue Service in making sustained progress in implementing the recommendations from the Grenfell Tower Inquiry Phase 1 report and improve resilience to major incidents. This funding will be used for the purposes of:
 - Provision of smoke hoods.
 - Other locally determined activity in response to the Grenfell Tower recommendations and improve resilience to major incidents and infrastructure. For example, upgrades to Control Room systems to allow the ability to connect to Multi-Agency Incident Transfer (MAIT) system which allows emergency services to share electronic incident records.
 - Supporting local Grenfell recommendations co-ordination to track and evidence progress being made against the Inquiry recommendations.
11. Within Hampshire Fire and Rescue Service and Isle of Wight Fire and Rescue Service, we are utilising some of the funding by resourcing a dedicated Station Manager for six months, in direct response to the last bullet point in paragraph 8, to drive forward and assure our activity towards the Grenfell Tower Inquiry Phase 1 report.

NFCC – LEARNING FROM THE SECTOR

12. In August 2020, the NFCC wrote to Chief Fire Officers seeking feedback on how far fire and rescue services had gone in implementing the recommendations of the Phase 1 Grenfell Tower Inquiry report, to help the NFCC to understand how to best support Services.
13. Services were asked to prioritise 11 themes to inform how the NFCC should manage its work. The main message was that competence was the most important area. There is a wide range of activity taking place at a national level in this area, including the creation of new Fire Standards complementing work on enhancing National Operational Guidance (NOG), training specifications and learning materials. HFRS and IWFRS are represented on the NFCC Protection Standards Group
14. NFCC are now able to inform the NOG team about how they can provide further help to Services, particularly regarding Breathing Apparatus procedures, introduction of smoke hoods and to inform the development of the NOG project on Control Room guidance.
15. The NFCC also requested information relating to competence and capacity and these responses are currently being analysed by the NFCC.

SUPPORTING OUR SAFETY PLAN AND PRIORITIES

16. Responding effectively to the requirements and learning from the Grenfell Tower incident, ongoing inquiry and associated national, regional and local activity is an important part of our priorities to keep Our Communities and Our People safe, and to ensure we are learning and improving. Furthermore, we have associated Safety Plan deliverables, including reviewing our operational learning arrangements to ensure we are benefitting from our own and other Services' experiences, forming a part of the year 2 safety plan objectives.
17. Activity in response to the recommendations is an important part of our operational assurance activity and will be discussed further in both subsequent Grenfell Tower progress reports and the next Annual Assurance Statements (for 2020/21) that will go to the Authority for approval in 2021. The Annual Assurance Statement considers our activity and performance against the *Fire and Rescue National Framework for England*.

COLLABORATION

18. Sector learning is shared and received via the Joint Operational Learning (JOL) and National Operational Learning (NOL) infrastructure that we and other Services utilise. Learning is also shared through other local, regional and national forums and groups.
19. HFRS and IWFRS are members of the South East Protection and Business Fire Safety Group, which feeds into the NFCC Protection Co-ordination Committee, to help deliver on their business plan.
20. Furthermore, in Hampshire and the Isle of Wight we also receive and disseminate learning from within the Network Fire Service Partnership (NFSP) with Devon and Somerset, and Dorset and Wiltshire Fire and Rescue Services.

RESOURCE IMPLICATIONS

21. The cost associated with the content of this report is within existing resource plans and the grant funding from the Government. How it is being utilised in Hampshire and the Isle of Wight is covered in paragraphs 8 and 9 above.

IMPACT ASSESSMENTS

22. This report does not lead to any change activity, so no impact assessments are required.

LEGAL IMPLICATIONS

23. There are no legal implications resulting from this report.

OPTIONS

24. The two options for this report are to:

- (a) Note this Grenfell Tower progress report.
- (b) Agree on Grenfell progress reports coming to the Authority every 6 months.

RISK ANALYSIS

25. Failure to implement, monitor progress and report on, in response to the Grenfell Tower incident, could result in insufficient action being taken to address any issues, which may affect the outcomes for our communities and our people.

EVALUATION

26. It is crucial that the Service's activities in this important area are evaluated to identify how effective our response to the Grenfell Tower incident, the ongoing inquiry and associated local, regional national activity and learning has been in supporting our communities and our people. This will support our response to HMICFRS's cycle two inspection which will have a focus on Services response to the Phase 1 Grenfell Tower Inquiry report.

27. Internal assurance reporting is also carried out regularly, with additional national progress reporting – both as part of the national Building Risk Review (BRR) Programme, and the new Government grant funding outlined above.

CONCLUSION

28. Both Hampshire Fire and Rescue Service and Isle of Wight Fire and Rescue Service have undertaken a range of activity following the Grenfell Tower incident in 2017 – with operational and organisational learning being an important part of the Services' (and the sector's) response to major incidents. Further activity is also being undertaken with regular internal progress reporting. It is important to note the progress outlined in this report and acknowledge the further reporting that will be presented to the Fire Authority in subsequent months.

RECOMMENDATION

29. That this progress report be noted by Hampshire Fire and Rescue Authority.

30. That the proposal for subsequent iterations of this progress report being scrutinised by the Authority every six months be approved by Hampshire Fire and Rescue Authority.

Contact:

Steve Apter, Deputy Chief Fire Officer, steve.apter@hantsfire.gov.uk, 07918 888057.



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Noted

Date: **9 December 2020**

Title: **MID-YEAR PERFORMANCE REPORT 2020/21**

Report of Chief Fire Officer

SUMMARY

1. The Mid-Year Performance Report focuses on how *Together we make life safer* – with a specific focus on performance brigaded by the five Safety Plan priorities. The report, in a refreshed format, explores how the Service has performed against a range of operational and corporate health measures, with comparisons made against previous years and to other Fire and Rescues Services or national trends, where relevant and applicable. It also now includes additional performance information on the Isle of Wight Fire and Rescue Service.
2. The report (contained in Appendix A) shows how Hampshire Fire and Rescue Service (HFRS) and Isle of Wight Fire and Rescue Service (IWFRS) are performing in a wide range of areas, as well as, in some areas, explaining how we monitor our performance.

BACKGROUND

3. The Services' vision for performance is that, where appropriate, our staff and communities are well-informed about how we are performing, and how we are responding to any performance issues.
4. The Mid-Year Performance Report covers the period 1 April 2020 to 30 September 2020. It includes performance information in a wider range of areas than previous reports, including on call volumes, corporate services, and more detailed information relating to our people, prevention and protection, and policy and planning.
5. We revisit regularly what we measure to assess our effectiveness, efficiency and financial position. Our performance measures help us identify areas for improvement, as well as successes and good practice to be shared across the Services.

HIGHLIGHTS – 1st APRIL TO 30th SEPTEMBER:

OUR COMMUNITIES

6. Fire Control received 19,968 calls for both Services – a 4% increase (an additional 701 calls) compared to the same period in 2019.
7. Hampshire Fire and Rescue Service's average critical response time was 7 minutes 52 seconds (nine seconds slower than the same period last year). More specifically, when accounting for critical response data anomalies (i.e. the removal of 55 critical incidents with a response time of 20 minutes), the average response times moves to 7 minutes 12 seconds. For Isle of Wight Fire and Rescue Service, the average response time for critical incidents (by primary appliance) was 8 minutes and 33 seconds.
8. Hampshire Fire and Rescue Service attended 9,776 incidents, a 13% (1,445) decrease compared with the same period in 2019 (11,221). Isle of Wight Fire and Rescue Service attended 1,050 incidents, an 8% (89) decrease compared with the same period in 2019 (1,139).
9. For Hampshire Fire and Rescue Service there was one fire-related fatality, three fewer than last year's figures and a reduction of four compared to 2017. For Isle of Wight Fire and Rescue Service, there was also one fire-related fatality between, one more than the same period last year.
10. For Hampshire Fire and Rescue Service, there continues to be a downward trend in non-fatal casualties, with 38, an 11.6% decrease compared with the previous year (43), and a 24% decrease compared to 2018 (50). For Isle of Wight Fire and Rescue Service, there were four fire non-fatal casualties, an increase of three compared with the previous year.
11. For Hampshire Fire and Rescue Service, the on-call availability for primary pumps and appliances was 83.8%, an 8.9% point increase from the same period in 2019 (75.5%). For Isle of Wight Fire and Rescue Service, the on-call availability for primary pumps and appliances was 77.8%, a 6.0% point increase compared to the same period in 2019.

OUR PEOPLE

12. Even despite COVID-19, the average number of shifts/days lost to sickness for all personnel in Hampshire was 4.84, this is a decrease of -0.36 shifts/days (-6.9%) when compared to the same period in 2019 (5.20). COVID-19 related absence accounted for 43% of the total sickness across HFRS – with, unsurprisingly, the greatest impact on whole-time and on-call staff.

13. Mental health conditions (stress, anxiety and other psychological related absence) accounted for 10% of the total sickness absence, a significant decrease compared to 2019. This re-emphasises the importance of our ongoing investment this area.
14. In August and September 2020, a wellbeing survey was carried out with 526 staff responding (across Hampshire and the Isle of Wight) and there were various positive findings, including about the Services' COVID-19 response and support provided by line managers.
15. While there has been a continued focus on improved reporting, there has been a reduction in both leading and lagging health and safety indicators owing to the impact of COVID-19 on working practices. Furthermore, a recent 2020/21 internal audit focused on COVID-19 Health and Safety risk assessments concluded that there was 'substantial' assurance meaning that a sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied. The report highlighted various examples of good practice, including around, but not limited to, governance, reporting, risk management, risk assessments and health and safety capability.

PUBLIC VALUE

16. Hampshire Fire and Rescue Service are forecasting around a £1 million underspend against our budget in 2020/21 but expect to spend around £3.2 million (4.7%) more than we did in 2019/20. There has been an overspend on on-call firefighters (impact of increases availability and consequent response to incidents) and PPE, which are being offset by specific government grant for COVID-19 costs.
17. Hampshire Fire and Rescue Service reserves are estimated to reduce by 58% (to £13.3 million) by March 2024, primarily owing to planned capital investment – for example in vehicles and personal protection equipment. We will though, maintain our general reserve, which serves as a contingency fund, at £2.5 million – nearly 3.62% of our budget, comparable to previous CIPFA benchmarks.
18. The independently run Hampshire Fire and Rescue Service 'After the Incident' survey was received in April 2020 (based on last year's 2019/20 activity). Although retrospective for the previous year, 97% of domestic respondents and all non-domestic respondents were either satisfied or very satisfied with the overall service they received.
19. The number of closed Hampshire Fire and Rescue Service Safe and Well jobs increased by 9%, from 3,414 to 4073, between 1st April 2019 and 30th September 2019 and the same period in 2020; however, owing to the pandemic service delivery changes were required.

HIGH PERFORMANCE

20. While the overall volume of protection jobs has decreased, there has been a significant amount of protection activity to support the response to the pandemic; and performance in responding to business regulation consultations has improved significantly.
21. Between September 2019 and September 2020, there has been a 9.5% increase (from 252 to 276) in the total number of female staff across Hampshire Fire and Rescue Service, and a 13% increase in the number female staff across Isle of Wight Fire and Rescue Service.
22. The ICT team have been a critical part of our business continuity, for example through enabling significantly increased home-working for staff in support of the pandemic, and have rolled out @hantsfire accounts to Isle of Wight staff – to enable greater collaboration and assist preparations for the new Combined Fire Authority.

LEARNING AND IMPROVING

23. Both Hampshire Fire and Rescue Service and Isle of Wight Fire and Rescue Service completed the 66 actions from their 2018 HMICFRS inspection action plans; and Hampshire Fire and Rescue Service received an 'adequate' internal audit opinion – an improvement on the previous two years.
24. Between April and September 2020, there were 414 recorded learning forms received in the HFRS and IWFRS Submit Learning Tool, resulting in 135 actions being identified – with some of this learning relating to the Services' COVID-19 response. Furthermore, COVID-19 learning has also been captured via the Local Resilience Forum's interim review and the Service's COVID-19 Lessons Learned Log, which had 67 entries (positive learning and areas for consideration) as at September 2020.
25. The Services also continue to have an increasing focus on performance and assurance activity, including various activity concentrated on data quality improvements. For example, a range of Power BI performance dashboards are supporting HFRS in various ways – including for COVID-19 response planning and Operations management – with IWFRS coverage forthcoming as part of the new Combined Fire Authority preparations.

SUPPORTING OUR SAFETY PLAN AND PRIORITIES

26. The revised and wider focus of the Mid-Year Performance Report provides a view of performance in all of the Safety Plan priority areas, with specific progress against the Safety Plan deliverables reported in a separate report to the Authority. We regularly monitor and report progress against the Safety Plan – both from a performance and assurance perspective – for example, across our Directorates and within our Executive Group.

CONSULTATION

27. There has been a wide range of internal consultation and collaboration to help develop the revised structure of the report, as well as to refine its content.

RESOURCE IMPLICATIONS

28. The cost associated with the production of the Mid-Year Performance Report is within existing resource plans.

IMPACT ASSESSMENTS

29. This report does not lead to any change activity, so no impact assessments are required. More widely, internally there has been significant organisational focus on impact assessments, an area monitored by various teams, including the Organisational Assurance team.

LEGAL IMPLICATIONS

30. There are no legal implications resulting from this report.

OPTIONS

31. The two options for this report are to note, or not note, this Mid-Year Performance Report.

RISK ANALYSIS

32. Failure to regularly report on, and scrutinise, our performance could result in no action being taken to address reducing our poor performance which may affect the outcomes for our communities. The information may, in some cases, indicate increasing (or reducing) risks for the Authority. Consideration of this progress report is therefore an important process within the Authority's risk management approach.

EVALUATION

33. Monitoring and assessing performance is a crucial part of various evaluation activity that the Services' carry out – it also allows both Services' to identify areas for continuous improvement and to flag and share good practice. Evaluating performance, and change activity more widely, are core activities of our Directorate Board and of teams across both Services'. This is aided by an increasing amount of 'live' data available to our teams, with the breadth and depth of 'live' data accessible to our staff increasing over time.

CONCLUSION

34. 2020 has been an unprecedented year for Hampshire Fire and Rescue Service, Isle of Wight Fire Service, and our communities. The COVID-19 pandemic has impacted the working practices of the Services' in various ways, but operational and corporate performance has remained strong. For example, incidents, fatalities and casualties have decreased; despite COVID-19, sickness has reduced, including mental health related absence; workforce diversity has increased; and new learning is being captured and enacted.
35. More widely, there continues to be substantial progress of significant programmes and projects, such as our preparations for the new Combined Fire Authority and our Station Investment Programme. We have also maintained our ongoing focus on policy, procedure and guidance. Both Services have also played a critical role within the Local Resilience Forum and its response to COVID-19 - for example, chairing the Strategic Coordination Group and hosting the Strategic Coordination Centre at our Eastleigh Headquarters; leading work around logistics, media activity and business continuity; and delivering additional activities, such as additional protection activity, ambulance driving, body removal, and face-fitting masks to support partners.
36. The pandemic is still ongoing and there is significant uncertainty of its impact, including on the Services' financial position, moving forward. However, we have operated effectively throughout this pandemic, with comparably low COVID-19 sickness levels and new working practices and remain well-prepared for its future impacts through our resilience, business continuity, and pandemic coordination activity.

RECOMMENDATION

37. That the Mid-Year Performance Report, and its focus on performance against the Safety Plan priorities, be noted by Hampshire Fire and Rescue Authority.

APPENDICES ATTACHED

38. APPENDIX A: Mid-Year Performance Report, 2020/21.

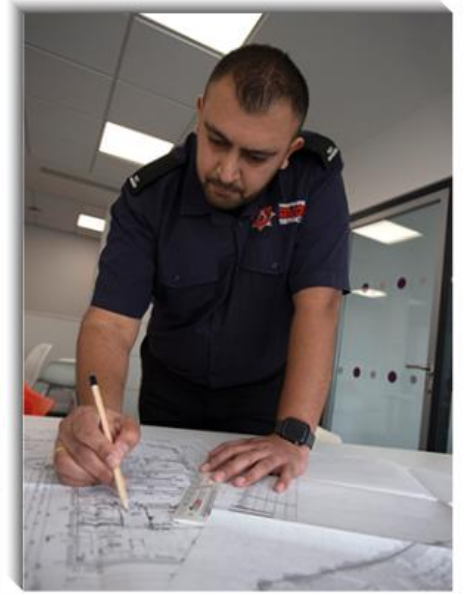
Contact:

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Mid-Year Performance Report

April to September 2020



HAMPSHIRE
**FIRE AND
RESCUE**
SERVICE



ISLE OF WIGHT
**FIRE AND
RESCUE**
SERVICE

Review and Approval – Mid-Year Performance Report 1st April 2020 to 30th September 2020

Version	Reviewed by	Date
1.0	Organisational Performance Manager	08/10/2020
2.0	Organisational Performance Manager	15/10/2020
2.0	Head of Performance	16/10/2020
2.0	Director, Performance, Assurance and Communications	19/10/2020

Approval Stage

Version	Review by	Approval / Refine / Decline	Date
2.0	Organisational Performance Manager	Refine with amendments	12/10/2020
2.0	Organisational Performance Manager	Approved	15/10/2020
2.0	Head of Performance	Approved	16/10/2020
2.0	Director, Performance, Assurance and Communications	Approved	19/10/2020

Related Documents

Document
Data is sourced from a wide range of sources, including the HFRS organisational performance dashboards which utilise the data warehouse (repository), incorporating SAP (HR system), Incident Recording System (IRS) and FireWatch and CFRMIS data.
Some of the data was provided by other departments and teams, rather than being directly sourced from systems. Owing to recent developments of the COVID-19 situation, stakeholder engagement and or some related data sets have been limited for this revision and noted accordingly. However, the report does explore the early impact of COVID-19 in different Service areas.



Control



Response Availability



Operations



People



Finance



Corporate Services



Policy & Planning



Performance & Assurance



Communications
Public Insights

Contents

Contents.....	3
Introduction	4
Report focus	4
Safety Plan 2020-2025	4
Coronavirus: COVID-19.....	4
Our impact to the environment	4
Key Facts.....	5
Performance Summary.....	6
Our Communities	6
Our People.....	7
Public Value.....	8
High Performance.....	9
Learning and improving	9
Overall conclusion.....	10
Service Performance.....	11
Operations	11
Our People.....	27
Finance.....	37
Policy and Planning.....	40
Corporate Services.....	44
Performance, Assurance and Communications.....	47

Introduction

Report focus

- i. This Mid-Year Performance Report covers the period 1st April 2020 to 30th September 2020. The information contained within this report identifies how we have performed and explores the initial impacts of the Coronavirus (COVID-19) in the first six months of this financial year.
- ii. The report explores how the Hampshire Fire and Rescue Service and Isle of Wight Fire and Rescue Service has performed against a range of operational and corporate health measures, with comparisons made against previous years and to other Fire and Rescue Services or national trends, where relevant and applicable. Our performance measures help us identify areas for improvement, as well as successes and good practice to be shared across the Services. Within this report we assess our effectiveness, efficiency and financial position.

Safety Plan 2020-2025

- iii. With the launch of the new joint Safety Plan in April 2020, the Services' approach to tracking and monitoring our performance has developed, with a focus on our collective purpose of how 'Together we make life safer' for the people of Hampshire and the Isle of Wight, and the report's key facts and summary are framed around the Safety Plan priorities. There is also an increasing focus on the performance of the Isle of Wight Fire and Rescue Service as we move towards a new Combined Fire Authority in April 2021.

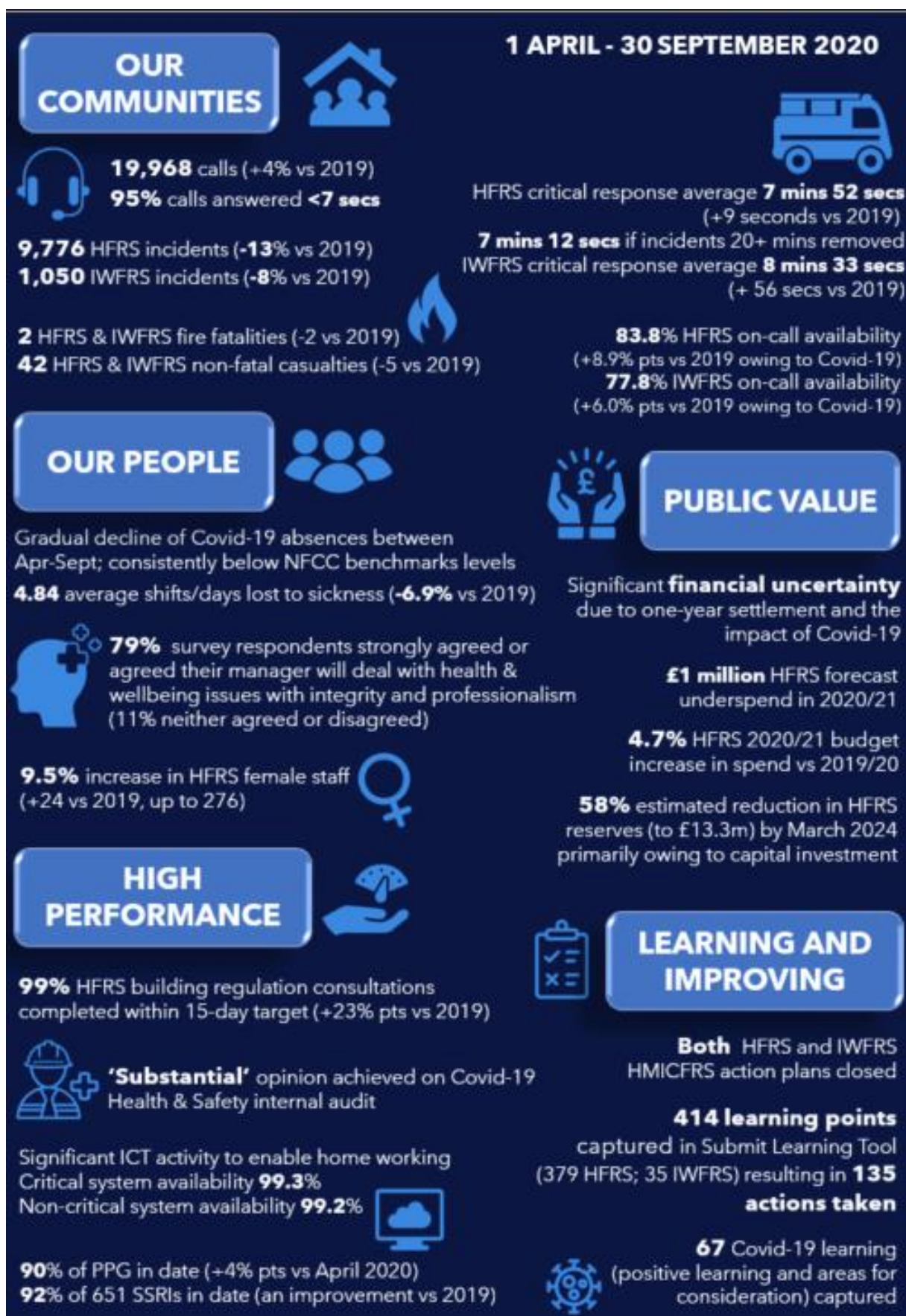
Coronavirus: COVID-19

- iv. During the first six months of this financial year, Hampshire Fire and Rescue Service (HFRS) and Isle of Wight Fire and Rescue Service (IWFRS) continue to experience the impacts of the COVID-19 pandemic. Various sections of this report identify the effects, such as incident volumes, sickness absence, resourcing, prevention and protection activity, and partnership working.
- v. Throughout the ongoing COVID-19 pandemic we have monitored our performance regularly, including reporting into the Home Office and the National Fire Chief's Council on sickness absence and service provision. This reporting was initially daily but is now weekly and is internally supported by 'live' data. Throughout the pandemic, HFRS and IWFRS sickness absence levels have been below NFCC benchmarks of sickness across the sector.

Our impact to the environment

- vi. As noted in the Safety Plan, there is a broadening plan to significantly reduce our impact on the environment. For example, the Service is generating income through sustainable energy solutions such as solar power. Sustainable energy reduction across the estate through a Carbon Reduction Strategy will be key to positively contributing to the important social, political and economic pressure on our planet's future. In addition, we will be increasing our understanding of the impact of our operational assets, particularly our vehicle fleet, on the environment through, for example, improving our monitoring and tracking of vehicle use.

Key Facts



Performance Summary

Our Communities

1. **Between 1st April 2020 and 30th September 2020, Fire Control received 19,968 calls for both Services – a 4% increase (an additional 701 calls) compared to the same period in 2019.** Owing to the initial impacts of COVID-19, April and early May saw an initial decline in normal call levels, attributed to the reduction of public activity during early lockdown periods. Subsequently, we experienced a rise in calls, mirroring restrictions being lifted. There was also prolonged dry hot weather, which led to increase of incidents such as fires in the open (for example use of disposable barbecues in parks and open spaces). For these incident types, of the 1,413 fires in the open attended, 382 of these we attended attracted repeat calls totalling 1,289 calls to Control - as these are more visible to the public. There is continued monitoring of our call volumes and performance, with 95% answered in less than 7 seconds (this is 2% points increase same period in 2019). [See the Control section](#), page 12.
2. **Between 1st April 2020 and 30th September 2020, Hampshire Fire and Rescue Service's average critical response time was 7 minutes 52 seconds (nine seconds slower than the same period last year).** We responded to 63.5% of critical incidents within eight minutes; a decrease of 0.5% points compared to the same time period in 2019. [See the Critical Response section](#), pages 13 and 16.
 - a. The Services continue to develop more detailed understanding of critical response, conducting an in-depth review (that included statistical analysis, data and standard benchmarking and qualitative evidence). This supports our Safety Plan objectives and builds upon our focus on data quality. Critical response data anomalies when extracted (i.e. 55 critical incidents with a response time of 20 minutes) improving the average response time to **7 minutes 12 seconds**. We attended 1,890 critical incidents during this reporting period and expect to arrive at scene between 8 to 15 minutes (or less) dependent on the incident location, station/appliance available and mobilised and other factors such as geography (urban versus rural), finding the incident location (if unclear) or road infrastructure (road type or network location).
 - b. As is the case nationally, as evidenced by Home Office statistics, owing to population and geographic factors, critical response times vary by rural and urban areas. Using Ordnance Survey and Office for National Statistics definitions 'urban' and 'rural', Hampshire Fire and Rescue Service's rural average response times from 1st April 2020 to 30th September 2020 were 11 minutes 37 seconds and our urban average is 6 minutes 55 seconds. Rural areas, due to their location and availability dynamics, have a lower percentage of critical incidents responded to within 8 minutes, whereas urban areas remain largely within target.
3. **Hampshire Fire and Rescue Service attended 9,776 incidents between 1st April 2020 and 30th September 2020, a 13% (1,445) decrease compared with the same period in 2019 (11,221).** Our recent reduction was influenced by the COVID-19 pandemic, driven by a 25% reduction in special service calls and a 6% decrease in false alarms. In contrast, fire incidents have seen a 3% increase owing to an increase in grass fires following high temperatures in 2020. Furthermore, there was an 16% reduction in all incidents compared to 1st April 2018 to 30th September 2018 (11,610). [See the Incident data section](#), page 18 to 21.

4. **For Hampshire Fire and Rescue Service there was one fire-related fatality between 1st April 2020 and 30th September 2020, three fewer than last year's figures and a reduction of four compared to 1st April 2017 to 30th September 2017.** The number of fire-related fatalities in England has been on a general downward trend for a prolonged period, though the numbers have fluctuated due to the relatively small numbers involved. There was also one fire-related fatality on the island - both fatalities were female and were due to smoking materials.
- a. **There continues to be a downward trend in non-fatal casualties, with 38 between 1st April 2020 and 30th September 2020, a 12% decrease compared with the previous year (43), and a 32% decrease compared to 2018 (50).** Comparatively, the latest national data shows a 4% decrease in non-fatal casualties in the last year. For HFRS, of the 38 non-fatal casualties this year, 66% (25) were male. Furthermore, of all the non-fatal casualties, 22 required hospital treatment, a slightly smaller proportion than in the previous year. Most of the fire casualties were due to cooking, this was followed by combustible articles too close to heat source, combustibles brought together deliberately and cause unknown. The decrease in the number of fire casualties can be partly attributed to recent campaigns like Amber's Warning. [See the Fire related fatalities and casualties' section, page 21.](#)
5. **Isle of Wight Fire and Rescue Service attended 1,050 incidents between 1st April 2020 and 30th September 2020, an 8% (89) decrease compared with the same period in 2019 (1,139).** There was, however, a small 3% increase compared to the same period in 2018. The recent reduction was driven by a 18% decrease in special service calls. Fire incidents have, though, seen a 5% increase, and false alarms increased 3%. As with Hampshire, the increase in fires has been due to an increase in grass fires following high temperatures in 2020; and the reduction in special service calls is mainly due to decreases in medical incidents (co-responder/ first responder calls). [See the Incident data section, page 22 to 24.](#)
6. **For both Hampshire Fire and Rescue Service and Isle of Wight Fire and Rescue Service, on-call availability was positively impacted by COVID-19 in March 2020 and the initial months of this financial year, with our on-call staff significantly more available owing to the impact of the pandemic.** *See the Availability sections on pages 17 and 18.*

Our People

7. **Even despite COVID-19, from 1st April 2020 to 30th September 2020, the average number of shifts/days lost to sickness for all personnel in Hampshire was 4.84, this is a decrease of -0.36 shifts/days (-6.9%) when compared to the same period in 2019 (5.20).** It is important to note that as these are average figures they can, in some cases, be impacted by a single member of staff or a small number of individuals with lengthy absences. Green book staff sickness absences have decreased considerably (by 37%) due to staff working from home, where they can, in line with government guidelines.
- a. COVID-19 related absence accounted for 43% of the total sickness across HFRS – with, unsurprisingly, the greatest impact on whole-time and on-call staff.

- b. Mental health conditions (stress, anxiety and other psychological related absence) accounted for 10% of the total sickness absence, a significant decrease compared to 2019. This re-emphasises the importance of our ongoing investment this area. Nevertheless, there is continued monitoring of sickness absence and other related areas closely to support the wellbeing of our staff. [See the Sickness section](#), page 33 to 35 and [see the Wellbeing section](#) on pages 37 to 38.
- 8. In August and September 2020, a wellbeing survey was carried out with 526 staff responding (across Hampshire and the Isle of Wight) and there were various positive findings, including about the Services' COVID-19 response and support provided by line managers.** Positive findings around line management reflect improvement since previous cultural surveys. Detailed analysis is being undertaken to support communication and feedback to staff on the findings, and to identify any learning to action. [See the Wellbeing section](#) on pages 37 to 38.
- 9. While there has been a continued focus on improved reporting, there has been a reduction in both leading and lagging health and safety indicators owing to the impact of COVID-19 on working practices.** Between 1st April and 30th September 2020, there were 32 injuries (a 52% decrease compared to the same period in 2019) and 43 near misses (a 10% decrease compared to the same period in 2019). The reduction in injuries can mainly be attributed to the Academy being temporarily closed, drill nights and other activities being postponed on stations during the COVID-19 lockdown restrictions. However, as lockdown restrictions have lifted and various activity has been resumed, there have been increases between the first and second quarter of this financial year (in recorded events and injuries).
- a. A recent 2020/21 internal audit focused on COVID-19 Health and Safety risk assessments concluded that there was 'substantial' assurance meaning that a sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied. The report highlighted various examples of good practice, including around, but not limited to, governance, reporting, risk management, risk assessments and health and safety capability.

Public Value

- 10. Hampshire Fire and Rescue Service (HFRS) are forecasting an underspend against of £1 million against our budget in 2020/21 but expect to spend around £3.2 million (4.7%) more than we did in 2019/20, reflective of the increased 2020/21 budget.** There has been an overspend on on-call firefighters (impact of increases availability and consequent response to incidents) and PPE, which are being offset by specific government grant for COVID-19 costs. [See the Finances section](#), pages 40 to 41.
- 11. HFRS reserves are estimated to reduce by 58% (to £13.3 million) by March 2024, primarily owing to planned capital investment – for example on station improvements, vehicles and personal protection equipment.** We will, though, maintain our general reserve, which serves as a contingency fund, at £2.5 million – nearly 4% of our budget, comparable to previous CIPFA benchmarks. Overall, HFRS remains in a strong financial position and is well-placed to tackle the future financial challenges and uncertainty resulting from COVID-19. [See the Finances section](#), pages 40 to 41.

- 12. The independently-run Hampshire Fire and Rescue Service 'After the Incident' survey was received in April 2020 (based on last year's 2019/20 activity) and although retrospective for the previous year, 97% of domestic respondents and all non-domestic respondents were either satisfied or very satisfied with the overall service they received.**
- 13. The number of closed HFRS Safe and Well jobs increased by 9%, from 3,744 to 4,073, between 1st April 2019 and 30th September 2019 and the same period in 2020; however, owing to the pandemic service delivery changes were required.** Safe and Well visits were replaced by telephone risk assessments and visits to only the most vulnerable individuals. Furthermore, improvements have been made to data quality and cleansing over the last 12 months. [See the prevention section](#), pages 26 to 27.

High Performance

- 14. While the overall volume of protection jobs has decreased, there has been a significant amount of protection activity to support the response to the pandemic; and performance in responding to business regulation consultations has improved significantly.** Overall, there has been a 55% decrease in protection jobs between 1st April and 30th September 2019 and the same period in 2020. However, in support of COVID-19 response, protection teams have significantly assisted the Local Resilience Forum with protection activities to support the temporary mortuary at the Grayson site, logistics facilities, planned Nightingale hospitals and other areas. More widely, between 1st April and 30th September 2020, 99% of business regulation consultations were completed within the 15-day target time, a 23%-point improvement compared to the same period in 2019. [See the Protection section](#), pages 28 to 29.
- 15. Between September 2019 and September 2020, there has been a 9.5% increase (from 252 to 276) in the total number of female staff across HFRS, and a 13% increase in the number female staff across IWFRS.** There has also been an increase (+1, up to 32) in employees recorded as an ethnic minority group in September 2020 (compared to September 2019). This represents 2% of our workforce, with Census 2011 data showing the ethnic minority population was 8% of the Hampshire population. Increasing the diversity (in various ways) is an area of focus outlined in the Safety Plan. [See the Diversity section](#), pages 31 to 32.
- 16. The ICT team have been a critical part of our business continuity, for example through enabling significantly increased home-working for staff in support of the pandemic and have rolled out @hantsfire accounts to Isle of Wight staff – to enable greater collaboration and assist preparations for the new Combined Fire Authority.** Strong IT system availability has seen a steady improvement (99.2% for non-critical systems and 99.3% for critical systems) throughout the period giving users confidence and the ability to maintain business as usual during this reporting period. [See the ICT Section](#), page 46.

Learning and improving

- 17. Both Hampshire Fire and Rescue Service and Isle of Wight Fire and Rescue Service completed the 66 actions from their 2018 HMICFRS inspection action plans; and HFRS received an 'adequate' internal audit opinion – an improvement on the previous two years. Good progress is also being made in delivering Safety Plan improvements, with separate reporting on this.** [See Performance, Assurance and Communications section](#), pages 49 to 51.

18. Between April and September 2020, there were 414 recorded learning forms received in the HFRS and IWFRS Submit Learning Tool, resulting in 135 actions being identified – with some of this learning relating to the Services' COVID-19 response. Furthermore, COVID-19 learning has also been captured via the Local Resilience Forum's interim review and the Services' COVID-19 Lessons Learned Log, which had 67 entries (positive learning and areas for consideration) as at September 2020. [See Operational learning section, pages 42 to 43.](#)

19. The Services' also continue to have an increasing focus on performance and assurance activity, including various activity concentrated on data quality improvements. For example, a range of Performance Dashboards are supporting HFRS in various ways – including for COVID-19 response planning and Operations management – with IWFRS coverage forthcoming as part of the new Combined Fire Authority preparations. [See Organisational Performance section, page 49.](#)

Overall conclusion

2020 has been an unprecedented year for Hampshire Fire and Rescue Service, Isle of Wight Fire Service, and our communities. The COVID-19 pandemic has impacted the working practices of the Services in various ways, but operational and corporate performance has remained strong. For example, incidents, fatalities and casualties have decreased; despite COVID-19, sickness has reduced, including mental health related absence; workforce diversity has increased; and new learning is being captured and enacted.

More widely, there continues to be substantial progress of significant programmes and projects, such as our preparations for the new Combined Fire Authority and our Station Investment Programme, as well as progress against the Safety Plan. We have also maintained our ongoing focus on policy, procedure and guidance. Both Services have also played a critical role within the Local Resilience Forum and its response to COVID-19 - for example, chairing the Strategic Coordination Group and hosting the Strategic Coordination Centre at our Eastleigh Headquarters; leading work around logistics, media activity and business continuity; and delivering additional activities, such as additional protection activity, ambulance driving, body removal, and face-fitting masks to support partners.

The pandemic is still ongoing and there is significant uncertainty of its impact, including on the Services' financial position, moving forward. However, we have operated effectively throughout this pandemic, with comparably low COVID-19 sickness levels and new working practices and remain well-prepared for its future impacts through our resilience, business continuity, and pandemic coordination activity.



Service Performance

This report continues to provide insights in various areas; including operations, people, finance, policy and planning, and corporate services. Our analysis of performance has been improved by the development of a central data repository (data warehouse) and a set of organisational performance dashboards, which we continue to iterate.

Operations

1. Unsurprisingly, most of the Service's costs are related to our operational activity. This section analyses operational performance with a focus on control room management of emergency calls, response to incidents, and availability. It also explores the vital prevention and protection work.



Control

2. HFRS and IWFRS work within a Networked Fire Service Partners (NFSP), a collaboration between Devon and Somerset FRS, Dorset and Wiltshire FRS. We have aligned our control rooms and are able to mobilise the most appropriate response regardless of county boundaries. We will continue to develop the way we share risk information and training with our partners. This section focuses on performance information from Fire Control (who manage 999, 111 emergency and other calls to mobilise resources for response for both Hampshire and the Isle of Wight).
3. Understanding the nature of the calls is essential for Control, as this dictates how they handle calls, deploy resources, support operational incidents and our staff, or support vulnerable persons in need who may be awaiting emergency service response. The performance of our Control operations is measured in various ways, including the percentage of calls answered in less than 7 seconds. Figures are provided below for both HFRS and IWFRS:



Notes: (1) includes HFRS and IWFRS calls; and (2) data extracted from Vision MIS data sets on 22/10/2020.

4. There have been changes to the calls and incident types taken by Control, which mirrored the changes in public behaviour as lockdown restrictions were lifted. When comparing the number of calls received between 1st April and 30th September 2020, there were 701 additional calls (a 4% increase) compared to the same period in 2019; however not all calls taken were attended. HFRS were mobilised and attended 9,776 incidents (49% of all calls) and IWFRS, 1,050 incidents (5% of all calls). Some calls are repeat calls reporting the same incident, which can increase greatly for incidents such

as fires in the open or forest fires that can be more visible to the public. For example, of the 1,413 fires in the open we attended, 382 of these attracted repeat calls (totalling 1,289 calls). A further 64 repeat calls were taken for controlled burning (5 incidents). This last example was attributed to members of the public burning waste as many recycling centres were closed during the initial months of the pandemic.

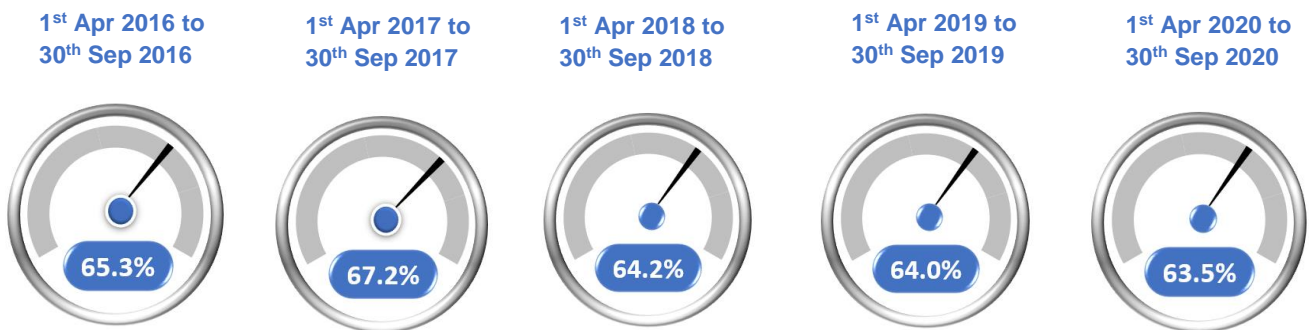


Critical response – HFRS

5. Both Hampshire and IWFRS currently include all critical incident types to measure critical response and omit call handling times from our response standards. In comparison, other Fire and Rescue Services use different approaches and methods to calculate critical response performance, for example omitting incident types and call handling times.
6. The Services continue to develop their understanding of critical response – carrying out an in-depth review (that included statistical analysis, data and standard benchmarking and qualitative evidence) in this area, which is being carefully considered by the Operations Directorate. This is supporting some Safety Plan objectives and building upon our renewed focus on data quality. The Services are now more able to identify anomalies in data, which may relate to: responses outside of normal station areas; how the data has been recorded, data quality issues from possible system faults, or the omission of 'arrival at scene' times owing to manual processes using the MDTs in the appliances.
7. Between 1st April and 30th September 2020, HFRS attended 1,890 critical incidents. Normally, the Services expect to arrive at scene between 8 to 15 minutes (or less) dependent on the incident location, the station/appliance available and mobilised to, and other factors such as geography (urban versus rural), finding the location (if unclear) or the road network (road type or network).
8. In this reporting period, including all data, HFRS responded to 63.5% of critical incidents within 8 minutes – a decrease of 0.5% points compared to the same time period in 2019 (**Figure 1**). However, as flagged in the figure note below, if data anomalies are excluded across all years there was only a 0.1% point decrease in the last year. The COVID-19 pandemic affected response times, particularly in the early months of the 2020 reporting period – with improved performance partly owing to increase on-call availability (covered in more detail in a subsequent section).

Figure 1: Average critical response standard (8/80), 1st April to 30th September 2016 to 2020

Average critical response performance (8/80) has declined by 0.5% points in 2020/21

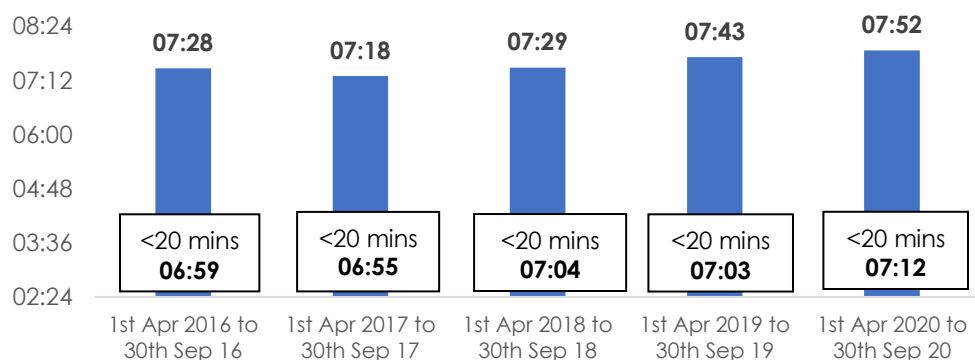


Note: Data sourced from BI Reporting Services and the Organisational Performance dashboards. The data includes data anomalies (incidents with a response time over 20 minutes). If these incidents were removed, it would affect the results as follows; 2016 – 66.9%, 2017 – 68.5%, 2018 – 65.5%, 2019 – 65.5%, 2020 – 65.4%.

9. In terms of average critical response times, the average was 7 minutes 52 seconds, nine seconds slower than in the same time period in 2019 (7 mins 43 seconds), see **Figure 2**. For context, the 2018/19 national average response time (including call handling) for primary fires was 8 minutes and 49 seconds; however, our critical response standard includes many more incident types than primary fires alone and omits calls handling.

Figure 2: Average critical response times (minutes and seconds), 1st April to 30th September (2016 to 2020)

The average critical response time has increased by nine seconds compared to the 2019 period, up from 7 minutes 3 seconds in 2019 to 7 minutes 12 seconds in 2020 (if data anomalies are removed)



Note: Data sourced from BI Reporting Services and the Organisational Performance dashboards on 27/10/2020. The data includes data anomalies (incidents with a response time over 20 minutes). If these incidents were removed, it would affect the results as follows; 2016 – 06:59, 2017 – 06:55, 2018 – 07:04, 2019 – 07:03, 2020 – 07:12.

Figure 3: Average critical response times (minutes and seconds) by whole-time and on-call, 1st April 2020 to 30th September 2020.

The average response time gap between whole-time and on-call stations now stands at three minutes forty seconds, lower than the gap the previous two years (three minutes fifty seconds and three minutes forty-eight seconds, respectively).

Whole-time



On-call



2016	2017	2018	2019	2020
6:42	6:13	6:14	6:36	6:31
9:44	9:50	10:02	10:26	10:11

Note: Data is sourced from BI Reporting Services based on our Incident Recording System (IRS) on 27/10/2020. This figure includes data anomalies (incidents with a response time over 20 minutes).

- As is the case nationally, as shown by Home Office statistics, owing to population and geographic factors, critical response times vary by rural and urban areas. Using Ordnance Survey and Office for National Statistics definitions 'urban' and 'rural', Hampshire Fire and Rescue Service's rural average response time from 1st April 2020 to 30th September 2020 was 11 minutes 37 seconds and the urban average was 6 minutes 55 seconds. Rural areas, due to their location, road infrastructure and availability dynamics, have a lower percentage of critical incidents responded to within 8 minutes, whereas urban areas remain largely within target. Wholetime urban stations have better response times (mirrored nationally), as generally a higher population density and, therefore, demand exists. Hampshire excelled in their 8-minute targets, recording response times of between 4 and 6 minutes on average.
- Nationally, average total response time to primary fires in predominantly rural areas was 10 minutes 34 seconds in financial year 2018/19, an increase of 18 seconds since 2017/18. The national average for primary fires in predominantly urban areas was 7 minutes 41 seconds, an increase of six seconds since 2017/18 – and markedly slower than our urban average response time.



Critical response – IWFRS

- For the Isle of Wight Fire and Rescue Service, between 1st April and 30th September 2020, the average response time for critical incidents (by pumping appliance) was 8 minutes and 33 seconds. This is up from 7 minutes and 37 seconds for the previous year over the same period increase of 56 seconds. This increase is primarily owing to the location of incidents, the potential impact of reduced capacity and availability in certain locations, and incident volumes are much lower on the island meaning response times are more prone to fluctuation across different years.
- The increase in average critical response time is also reflected in the critical response standard (10/80) performance. The critical response of incidents achieved within 10 minutes for first primary pump was 81.6% from 1st April to 30th September 2019, but performance was 8.8 percentage points lower (72.8%) for the same period in 2020.



Weight of Attack

14. Additional analysis is underway to provide greater understanding to our 'weight of attack', with additional insights expected to flow into the Year-End Performance Report in due course. 'Weight of attack' can be defined by:

- the number of pumping appliances attending incidents;
- appliance type (resources/kit);
- time duration of the incidents to the 'stop message' (no more resourced required); and
- the resource utilised from supporting FRSS.

Availability – HFRS

15. For the purposes of this report, availability is calculated based on primary appliances to create consistency. It is also based on the order in which the appliances are deployed from the station. For example, an on-call station might have two appliances where the main appliance is available for much of the time, with the second appliance available half of the time. Therefore, to calculate the availability for this station, we use the result from the main and '1st order' appliance as it would not be a true result if we were to average the two; as normally a station uses one appliance, which is available for the majority of the time. Some stations also operate as both whole-time and on-call, where some appliances are used by different crew types. Using the 'call sign' we are able differentiate to identify individual use wherever possible, as well as factor in other impacts on availability figures such as vehicle trials and appliance replacements or 'swap outs'.

16. Availability was affected by COVID-19 in March 2020 and the initial months of this financial year, with our on-call staff significantly more available owing to the impact of the pandemic, with a positive increase to performance in this area. The on-call availability for appliances who were '1st order' was 83.8% between 1st April and 30th September 2020, an 8.9%-point increase from the same period in 2019 (74.9%). Owing to the increased lockdown restrictions, on-call availability was even higher, around 90%, in April and May 2020 – before levelling off to more 'normal' levels of availability for August and September (76.2% and 78.0% respectively).

17. The considerable increase in availability is due to the overall effect of the pandemic where the population's movements were restricted and businesses were being temporarily closed, which effectively allowed more on-call staff to be available at their respective stations, despite higher levels of sickness. Some stations were impacted by COVID-19 more than others with, for example, Romsey station closing for a very short period owing to a small number of positive cases. HFRS took a swift response to this case – with potentially impacted staff being tested and a deep clean being undertaken – that allowed the station to reopen and the appliances to be back 'on the run' within a small number of days.

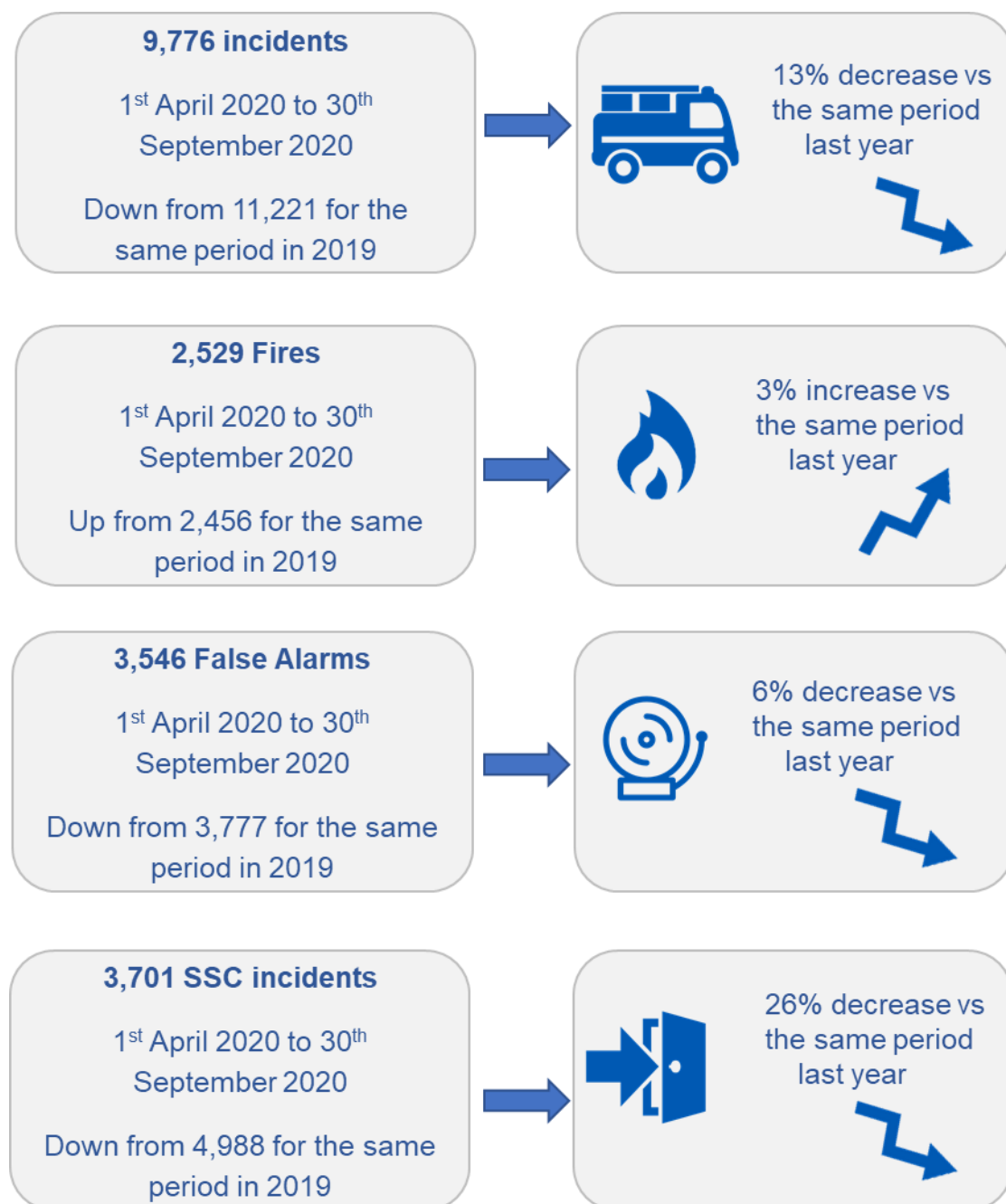


Availability – IWFRS

18. For Isle of Wight Fire and Rescue Service, 77.8% on-call availability was achieved from 1st April 2020 to 30th September 2020. This is 6.0 percentage points higher than it was in the same period in 2019 (71.8%). This is for retained appliances. This is naturally a result of the COVID-19 pandemic, for the same reasons explained above when discussing HFRS availability. Again, as with HFRS, there was significant variance by station.

HFRS Incident Summary

Each year HFRS attends a range of incidents. The visual summary below illustrates incident activity between 1st April 2020 to 30th September 2020.¹



For context, albeit over a different time period (owing to the reporting frequency of national statistics), for all incidents nationally there was a 3% decrease between the year-ending March 2019 to the year-ending March 2020 (from 576,391 to 557,299).²

¹ 156 over the border incidents are excluded.

² Home Office figures, which report on a different time period, are available at:

<https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#incidents-attended>

19. The incidents HFRS attend are categorised into three main types: fires, false alarms and special service calls (SSCs). Of all incidents attended, fires accounted for 26% (2,529), false alarms 36% (3,546) and SSCs 38% (3,701). All months between 1st April and 30th September 2020 apart from June have seen a decrease in the overall number of incidents, compared to the same reporting period in 2019. The greatest decrease in incidents were seen in August with 518 fewer incidents (from 2,284 to 1,766 incidents).



- 20.** There were 2,529 fires between 1st April and 30th September 2020. This was a 3% increase (73 additional fires) when compared to the same period in 2019 (2,456); but a decrease of 10% compared to 1st April to 30th September 2018 (2,813 fires).
- 21.** The decrease in the number of fires attended between the 2018 and 2020 reporting periods was partly owing to a reduction in grass fires by 7% (down from 966 to 897) following a spike during the long hot summer of 2018. The number of grass fires did, however, increase by 23% in the last year (897 in the 2020 period compared to 731 in 2019). The increase in grass fires was due to the hot weather we experienced, combined with public behaviour changes after some COVID-19 restrictions were lifted. In the last year, only 16 stations have seen a reduction in grass fires.
- 22.** A similar trend is apparent for secondary grass fires – an 10% increase between 1st April and 30th September 2020 and the same period in 2019, but a 16% reduction when comparing to 2018. Secondary fires display seasonality with more occurring in the hotter, drier months. HFRS continue to work with partners to reduce the number of outdoor fires. There are some factors to explain the increase in secondary fires such as a hot summer and COVID-19 pandemic where the population's movements were restricted and businesses being temporarily closed, and then as restrictions lifted behaviour changed.



- 23.** False alarms continue to be one of the largest incident types (36% of incidents between 1st April 2020 and 30th September 2020) despite a 6% decrease compared to last years' figures. HFRS attended 3,546 false alarms between 1st April and 30th September 2020. This was a 6% decrease compared with the previous year (3,777), and 8% decrease compared to the same period in 2018. For the 2020 reporting period, false alarms 'due to apparatus' accounted for over half (60%, 2,132 incidents) of false alarms. Nationally, the number of false alarms in England has been on an increasing trend since 2015/16.³
- 24.** The decrease in false alarms was mostly due to a decrease in false alarm due to apparatus, this could be due to offices, schools, pubs, restaurants and some shops being closed for part of the reporting period owing to COVID-19 restrictions.

³ <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#incidents-attended>

25. Hampshire has seen both steady population and business growth in 2019 with some areas such as Portsmouth experiencing increases of up to 5%⁴ compared to 2018, these are the latest figures available. Although this business growth is predicted to decline in 2020 due to many businesses closing due to COVID-19. The increase in businesses naturally increases the numbers of safety alarm mechanisms with a broader range of businesses requiring safety systems. This would explain both the steady annual increases nationally. To assist with this growing incident type, to reduce the number of false alarms, the following has been implemented to some station group areas:

- 2 - 4 repeat calls: a letter is sent
- 4 - 6 repeat calls: Business Safety Visit (BSV) advice given
- 6+ repeat calls: inspection conducted



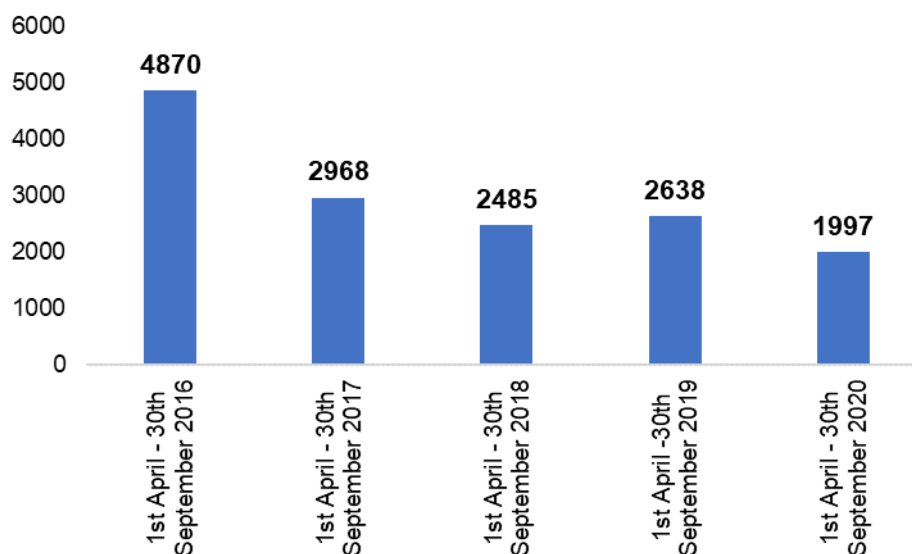
Special Service Calls

26. Incidents that are not fires or false alarms are known as 'special service calls' (SSCs). Examples include medical incidents and co-responder calls, road traffic collisions (RTCs), lift releases and effecting entries or exits.
27. HFRS attended 3,701 SSC incidents between 1st April and 30th September 2020. This was a 26% decrease compared with 2019 (4,988); and a 25% reduction compared to the same period in 2018. This demonstrates the changing nature of our demand, and the impacts of the pandemic. More specifically there were continued reductions (24% between the 2020 and 2019 reporting periods) to our co-responder calls; mainly due to SCAS experiencing high reductions in demand, which effected our co-responding demand (see **figure 4**).
28. Overall medical incidents (including co-responder calls attended) decreased 30% from 2,984 incidents between 1st April and 30th September 2019 to 2,099 incidents in the same period in 2020. This was followed by effecting entry/exit which saw a 22% decrease with 129 fewer incidents (581 to 452 incidents). More widely, national figures for medical incidents (including first responder and Co-responder) show a decrease since 2018/19, with an 8% decrease (from 19,906 to 18,304) compared to the same period 2019/20.
29. Between the 2019 and 2020 the reporting period, there was a 27% reduction in RTCs experienced, significantly impacted by substantial reductions in the early part of the reporting period (April to June) owing to the impact of COVID-19 restrictions, and reduced travel and quieter traffic conditions. RTCs have risen in-line with reduced lockdown restrictions.

⁴ Nomis Official Labour market statistics. UK Business Counts – Local units by industry and employment size band - <https://www.nomisweb.co.uk/query/construct/submit.asp?menuopt=201&subcomp=>

Figure 4: Co-responder calls attended, 1st April to 30th September (2016 to 2020)

Co-responder incidents decreased by 24% between the 2019 and 2020 reporting periods



Note: Data sourced from BI Reporting Services, 22/10/2020.

Fire related fatalities

30. There was one fire-related fatality between 1st April and 30th September 2020, three fewer than last year's figures, a reduction of four compared to the same period in 2017. The fatality was female. The number of fire related fatalities in England has experienced a downward trend for a prolonged period, although numbers do fluctuate due to the low levels involved. The last two years has seen a national reduction in fire fatalities with 253 in the year-ending March 2019 and a further 4% reduction to 243 year-ending March 2020.⁵

Fire related casualties

31. Between 1st April and 30th September 2020, there were 38 non-fatal fire casualties, a 12% decrease compared to the previous year. Of the 38 non-fatal casualties experienced during this year's reporting period, 22 required hospital treatment, a slightly smaller proportion than in the previous year.

32. Over 66% (25 fire casualties) were male, 34% were female (13 fire casualties). 50% (19) of all fire casualties were aged between 30 and 64 years-old; followed by 21% (8) who were over 65, 16% (6) with no age recorded, and 13% (5) between 0 and 29 years-old.

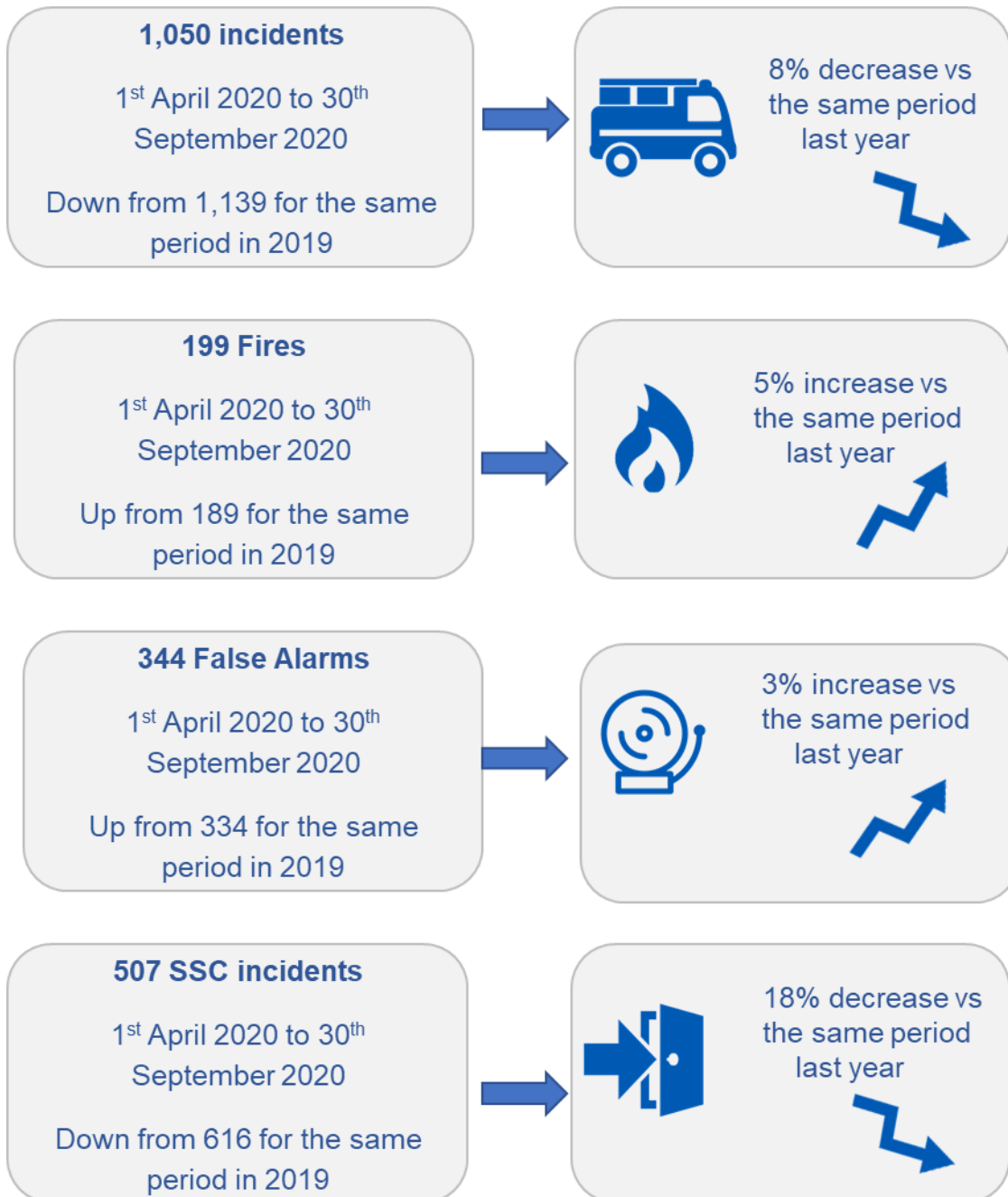
33. Most of the fire casualties were due to cooking, this was followed by combustible articles too close to heat source (fire) and heat source and combustibles brought together deliberately. The slight decrease in the number of fire casualties could be partly due to the recent campaigns like *Ambers Warning*. The number of non-fatal casualties across England declined in 2019/20 compared to the previous year by 253 casualties (7,163 to 6,910), and 4% decrease. These are the latest national figures available at the time of writing this report.⁶

⁵ <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#fatalities-and-casualties>

⁶ <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#fatalities-and-casualties>

IWFRS Incident Summary

Each year the Service attends a range of incidents. The visual summary below illustrates incident activity between 1st April and 30th September 2020.



For context, albeit over a different time period (owing to the reporting frequency of national statistics), for all incidents nationally there was a 3% decrease between the year-ending March 2019 to the year-ending March 2020 (from 576,391 to 557,299).⁷

⁷ Home Office figures, which report on a different time period, are available at: <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#incidents-attended>

34. IWFRS attended 1,050 incidents between 1st April and 30th September 2020. This is an 8% (52) decrease compared with the same period in 2019 (1,139) and a 3% increase compared to the same period in 2018 (1,083). Of all incidents attended, fires accounted for 19% (199), false alarms 33% (344) and SSCs 48% (507). The decrease in incidents is attributed to the restrictions and conditions that have occurred during the pandemic, as there were reductions in RTCs and other incident types during this period, mirroring the same pattern experienced within Hampshire.



35. IWFRS attended 199 fires between 1st April 2020 to 30th September 2020, a 5% increase (10 more fires) when compared to the same period in 2019 (189), but an 17% decrease compared to the same period in 2018 (240 fires).

36. Although fires increased by 10 incidents, secondary grass fires increased by 51% (53 incidents to 80 incidents). Primary other location in the open-air fires have also increased by 13 incidents from 8 in 1st April 2019 to 30th September 2019. The increase in these types of fires was due to the prolonged dry conditions and hot weather experienced in early Spring and Summer, and the post-lockdown restriction behaviour change, which was also mirrored in Hampshire.

37. The number of dwelling fires decreased 36% between 1st April and 30th September 2020 (23) compared to the same period in 2019 (35). Social media is used for safety campaigns. If a dwelling fire occurs Safe and Well visits are conducted in the surrounding area to make sure people are aware of the risks, however due to COVID-19 conditions, other methods have been initiated to support those most vulnerable (telephone referrals). The property fires have mainly been a result of secondary fires spreading to property rather than the actual fire starting indoors.



38. IWFRS attended 344 false alarms between 1st April and 30th September 2020. This was a 3% increase compared with the previous year (334), and a 3% increase compared to the same period in 2018. False alarms 'due to apparatus' accounted for over half (56%, 191 incidents) of false alarms in the 2020 reporting period. Nationally, the number of false alarms in England illustrate an increasing trend since 2015/16, mirroring the increasing numbers of automatic alarm systems (a higher requirement for businesses for insurance purposes) in place. Although this impacts our resources to investigate, we expect this incident type will continue to grow further over time.

39. All false alarm types have increased between 1st April to 30th September 2020 and the same period in 2019; contrary to the expectation of a natural decrease during this lockdown period especially in fire alarm due to apparatus due to many schools, offices, pubs, restaurants being closed until July/August due to COVID-19. Increase in good intent false alarms may be attributed to increasing changes of human behaviours, for example, where home or working site bonfires (due to closures of recycle/waste centres) were experienced. In addition, the increasing gardening activities from members of the public being at home may also have contributed to the

number of bonfires. Where smoke or burning can be seen or smelt, with many residents at home, these naturally attract calls to Control.



Special Service Calls

40. IWFRS attended 507 SSC incidents between 1st April and 30th September 2020, a 18% decrease compared with the same period in 2019 (616); but a 0.2% decrease compared to 2018 (508). Between the 2019 and 2020 reporting periods there has been a 27% reduction (386 to 282) in co-responder calls. Additionally, the number of rescues/releases of persons trapped (not RTC) saw a 76% decrease with 22 fewer incidents (29 to 7 incidents).

Fire related fatalities and casualties

41. There was one fire-related fatality between 1st April and 30th September 2020, one more than last year's figures. The fatality was female. As noted previously, the number of fire-related fatalities in England has been on a general downward trend for a prolonged period, though the numbers have fluctuated due to the relatively small numbers involved.⁸
42. Between 1st April and 30th September 2020, there were four fire non-fatal casualties, compared with one in the same reporting period in 2019, there were no non-fatal casualties in 2018. Of the 4 non-fatal casualties this year, all required hospital treatment. 50% (two) were female, one male and one had no gender recorded. 50% (2) of all fire casualties were over 64 years old. Two fire casualties were due to combustible materials too close to the hob. As noted previously, national data indicates a decrease in the number of non-fatal casualties across England based on latest national figures available at the time of writing this report.⁹

Prevention

Safe and Well activity

43. The Services are committed to delivering dedicated community safety activities, which supports the effectiveness of the services in reducing fires and wider community risks. Our prevention and protection activities are core parts of our organisational objective that *Together we make life safer* for everyone in Hampshire and the Isle of Wight, including residents, wider communities and businesses. We regularly monitor our prevention performance through our organisational performance dashboards, which we launched across the HFRS last year – with IWFRS data being incorporated in advance of combination in April 2020.
44. There is a focus on continuous improvement, partly in response to HMICFRS' 2018 inspection report findings and their wider interest in this area. We are below our targeted levels for the number of station Safe and Well visits; however, when comparing 2020 figures for the total number of closed Safe and Well jobs (4,073) to 2019 figures (3,744), there was an 9% increase. There was, though, a reduction for IWFRS Safe and Well jobs.

⁸ <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#fatalities-and-casualties>

⁹ <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#fatalities-and-casualties>

45. There has been a significant amount of work and engagement activity to increase Safe and Well visit numbers; however, this work has been (and continues to be) impacted by the ongoing COVID-19 pandemic.

Children and Young People (CYP) Team

46. No school visits were recorded during this period due to C19 closures. Schools visits recommenced on 30th September 2020 and have followed internal risk assessments, the school's risks assessments and maintaining the two-metre distance between School Officers, Teachers and Pupils. Any schools not allowing outside visitors are offered educational input via Microsoft Teams.
47. The Schools Team (now home-based) have been busy producing activities for young people for our new Home Learning Page; also producing short online learning videos shared on this page and via social media channels. Furthermore, they have been creating new resources for SEN (Special Educational Needs) schools and pupils in mainstream schools with SEN.
48. A Home Learning page within our KidZone on the website has also been produced; with activities for parent/teacher lead learning. These include around: Smoke Alarms, Escape Plans, Kitchen Safety, BBQ Safety, Hunt the Hazard, Burns and Scalds and what firefighters wear to keep safe. A "Susie the Childminder" pandemic book was also launched in July.

Protection

Risk Based Inspection Programme (RBIP)

49. The Risk Based Inspection Programme (RBIP) forms part of the Services' overall integrated approach to risk management for Protection activities, by prioritising buildings most likely to experience a fire and those buildings most likely to have fire safety issues. HFRS and IWFRS, like some other fire and rescue services, use a data set from supplier Experian (overlaid with sleeping factor data) to form part of a RBIP. Experian have established that certain types of buildings are more likely to experience fires. This data is used by HFRS and IWFRS to target new premises not recently audited. Where required, these premises will need to be re-inspected. A frequency of 1, 3, or 5 years is applied to premises by the inspector. This enables the Services to prioritise and target those premises with sleeping accommodation and not previously audited. Some premises will not require re-inspection due to the high level of compliance and the low risk within the building.

High-Rise Risk Based Inspection Programme (HRRBIP)

50. The Building Risk Review (BRR) Programme was launched by the Fire Protection Board as part of the Fire and Rescue Services' on-going national work to understand and help reduce the fire risk in high-rise residential buildings. Following the first step in the national programme, which covered the inspection of ACM clad high-rise residential buildings in England, phase two is now underway. Phase two of the programme will involve inspections of all high-rise residential buildings (18 metres and above in height)

in England which were not already covered as part of phase one. Using a combination of triage, inspections and desktop audits, the Services' High-Risk Residential Inspection team will carry out phase two for all buildings within Hampshire and the Isle of Wight that meet these criteria. Phase two will be completed before December 2021.

Locally Based Inspection Programme (LBIP)

51. HFRS and IWFRS understands that premises present a risk to the organisation and to those in and around non-domestic premises due to a multitude of factors, such as 'sleeping risk', the previous history of business and contact with HFRS and IWFRS on enforcement issues. This understanding of risk forms a Locally Based Inspection Programme (LBIP). These operationally significant premises can be considered as those presenting issues for Protection, Prevention or Response. They are inspected by Locally Based Inspection Teams in priority order.

Fire Engineering and Consultation Team (FECT)

52. The FECT objective is to reduce risk to occupants, firefighters and the environment by working alongside a wide group of stakeholders to contribute to building regulation consultations that are received from building control bodies locally and nationally.

Protection summary and the impact of COVID-19

53. While the overall volume of protection jobs has decreased, there has been a significant amount of protection activity to support the response to the pandemic; and performance in responding to consultations has improved significantly. Overall, there has been a 55% decrease in protection jobs between 1st April and 30th September 2019 and the same period in 2020 (from 1,746 to 784), including an 84% reduction in Fire Safety Audits. However, in support of COVID-19 response, Protection teams have significantly assisted the Local Resilience Forum with a wide range of protection activities, for example to support the temporary mortuary at the Grayson site, logistics facilities, planned Nightingale hospitals, and other areas.

54. Between 1st April and 30th September 2019 and the same period in 2020, there was a 36% decrease in the number of Building Regulation Consultations. FECT aim to complete applications within 15 days of receiving them and did so on 99% occasions in the 2020 reporting period, a significant improvement of 23% points compared to the previous year.

55. The number of completed Alleged Fire Risks have continued to decrease over the last three years. AFRs decreased 11% in the 2020 report compared to last year.

56. For IWFRS, between 1st April and 30th September 2019 and the same period in 2020, there was a 12% decrease in the total number of protection jobs (from 98 to 86), again this reduction has been significantly influenced by COVID-19.

HFRS - 784
Completed Protection Jobs

1st April 2020 - 30th Sept 2020
Down 55% from 1,746 in 2019

502 Business Regulation
Consultation (BR)

1st Apr 2020

30th Sept 2020

Down from 779 for the
same period in 2019

144 Fire Safety Audit
(FSA)

1st Apr 2020

30th Sept 2020

Down from 812 for the
same period in 2019

138 Alleged Fire Risk
(AFR)

1st Apr 2020

30th Sept 2020

Down from 155 for the
same period in 2019



Our People

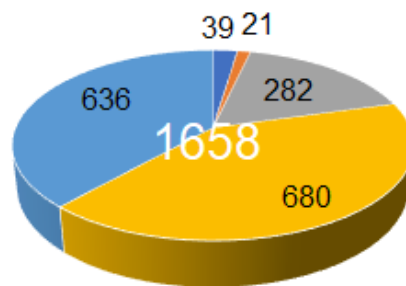
57. Unsurprisingly, one of our highest cost areas is our staff – with a budget of £53.8 million in 2020/21, around 75% of overall budgeted expenditure. Accordingly, the Safety Plan prioritises Our People. This illustrates the importance of understanding our people performance, which this section explores.
58. Our People and Organisational Development (POD) Directorate is responsible for leading the people and organisational developed strategy and enabling a diverse and highly performing workforce. Working with colleagues and stakeholders, the Directorate has defined its core purpose, guiding principles and strategic intentions over the next five years, with a focus on: inclusion and diversity; culture, values and behaviours; health, wellbeing and fitness; workforce transformation and engagement; learning and development; and leadership and management.

Staffing establishment

59. As of September 2020, Hampshire Fire and Rescue Service employed 1,658 people (by contract), equating to 1,394 full-time equivalent staff (**Figure 5**), a 3.4% decrease from September 2019 – driven by a decrease of 40 whole-time staff (-6%) and 30 (-4%) on-call staff. There has been an increase of 9 support staff (+3%) and two in Control (+5%). The end of fixed term contracts and retirement account for main reasons of whole-time staff leaving. Voluntary retirements for whole-time staff doubled in April 2020 – September 2020 compared to the same period in 2019.

Figure 5: HFRS staffing establishment, September 2020

As at September 2020, HFRS employed 1,658 people, equating to 1,394 full-time equivalent staff - a decrease of 3.4% compared to September 2019, owing to a net decrease whole-time and on-call staff.



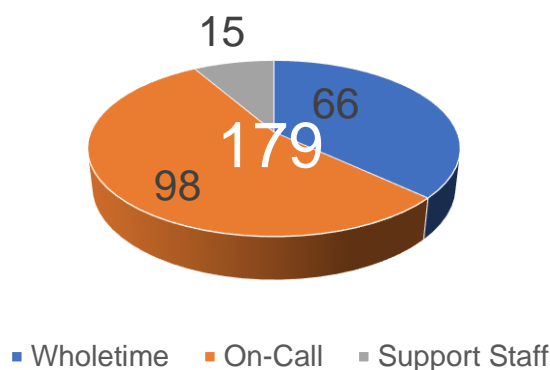
■ Control ■ Incident Command Unit ■ Support Staff ■ On-Call ■ Wholetime

Note: (1) Data sourced from SAP, September 2020; and (2) figures are headcount not full-time equivalents.

60. Isle of Wight Rescue Service employed 179 staff in September 2020 equating to 169 full-time equivalent staff (Figure 6), a 6.7% decrease from September 2019. There has been a decrease of 10 on-call staff (-9.2%) and 4 whole-time staff (-5.7%) with an increase of 1 support staff (+7%).

Figure 6: IWFRS staffing establishment, September 2020

As at September 2020, IWFRS employed 179 people, equating to 169 full-time equivalent staff – a 6.7% decrease compared to September 2019



Note: (1) Data sourced from Isle of Wight Fire Rescue Service; and (2) figures are headcount not full-time equivalents.

Diversity

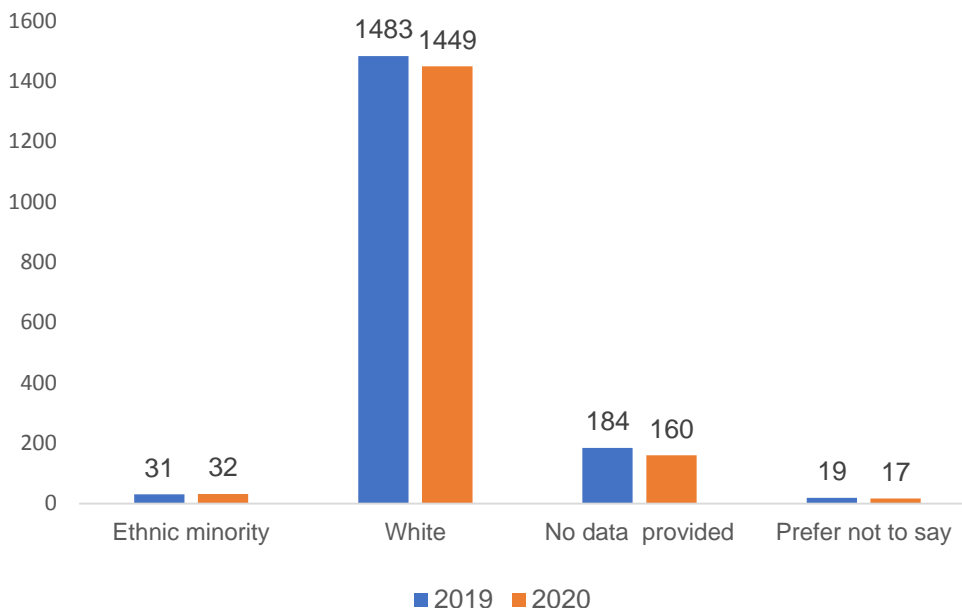
- 61.** Inclusion and Diversity is one of the six areas of focus of our POD directorate, and Hampshire Fire and Rescue is committed to increasing the diversity of our workforce. The number of female firefighters has increased within the Service. In September 2019, there were 84 female firefighters, but this increased by 6% (+5) to 89 in September 2020. On call female staff have increased 15% (+7). In September 2019, Hampshire Fire had a total of 252 female staff in a variety of roles across contract types, working hours and specialisms. This has now increased by 9.5% to 276 staff (+24) by September 2020. Despite this continuing positive trend, we recognise there is still further to go, with a total of 17% of the workforce being female.
- 62.** In September 2019, Isle of Wight Rescue Service had a total of 15 female employees. In September 2020, the number of total female employees has increased from 15 to 17 (13%) of which 5 (29%) are operational firefighters.
- 63.** The FireINSPIRE network group continue to offer peer support to female staff members within in the Service; during COVID-19, virtual meetings have been facilitated by Microsoft Teams and communications have continued via Workplace. FireINSPIRE are continuing to instigate change within the workplace following discussions on challenges and barriers for women. The Menopause policy has been signed-off, gender neutral facilities are being included in planning by the Properties and Facilities team, and a breastfeeding/expressing room is now available at Eastleigh Headquarters. Mentoring and coaching opportunities have also been offered to provide support with confidence and progression.
- 64.** The Services continue to recognise the need to improve the ethnic diversity of our workforce at all levels. As shown in **Figure 7**:
- Hampshire Fire and Rescue Service's workforce is predominately white (87%),
 - There has been a small increase (up 1 to 32) in employees recorded as an ethnic minority in September 2020 (compared to September 2019). This represents 2% of our workforce, with Census 2011 data showing Hampshire's

resident population the ethnic minority population is 8% of the overall population in Hampshire.

- A significant number of staff have not disclosed ethnicity details; despite the number of staff providing ethnicity information has increased by 24 people in 2020/21, the high volume of staff not providing ethnicity details (a national trend across fire and rescue services) makes benchmarking more challenging.

Figure 7: HFRS staff ethnicity figures, September (2019 compared to 2020)

The majority (87%) of our workforce is white, with around 10% not disclosing their ethnicity, and 2% from ethnic minorities



Note: (1) Data sourced from SAP September 2020 (2) Ethnic Minority stats include: Black African & Caribbean, Asian Mixed & Other Asian, Indian, Mixed Other, Mixed Caribbean, Gypsy or Irish Traveller, White Eastern European & Other Ethnicity; and (2) Other equality reports may have slight variances due to different reporting periods.

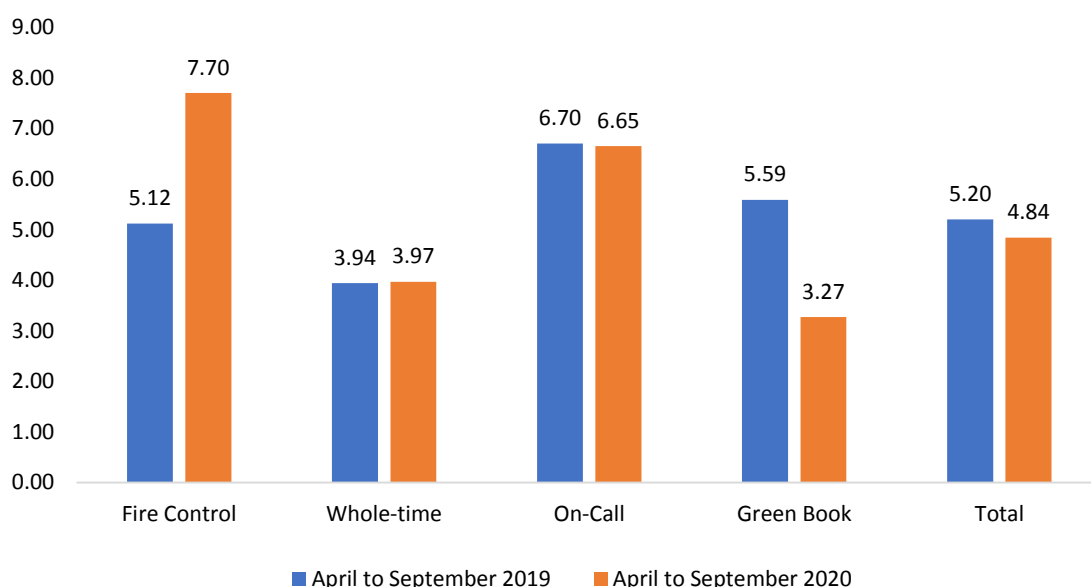
65. The Services' network group FireREACH (Religion, Ethnicity & Cultural Heritage) continue to work proactively towards engaging and increasing ethnic minority within the service. FireREACH have been working on implementing the various initiatives between April and September 2020, including, but not limited to, a Yammer page for questions and experiences relating to the Black Lives Matter movement; a virtual launch of Black History Month; online webinars on positive action and much more. Three focus groups have also been established to cover the following areas: providing and promoting support for ethnic minority staff, ensuring network visibility and promoting work developments; educating and embedding awareness throughout the organisation; and understanding and improving experiences of our staff from ethnic minority groups.
66. The other network groups FireABLE and FireOUT have also been active despite COVID-19 – for example FireABLE coordinated various webinars for staff focused on mental health, wellbeing and resilience.

Sickness absence

67. Staff sickness is an important measure that provides a barometer of wellbeing for the Service. We measure sickness by the number of shifts/days lost to sickness. The duration of a shift is variable and in accordance to business areas and crewing models.
68. From 1st April 2020 to 30th September 2020, the average number of shifts/days lost to sickness for all personnel in Hampshire was 4.84 a decrease of -0.36 days/shifts (-6.9%) when compared to the previous financial year (5.20). Sickness has seen a slight decrease overall from 2019/20 to 2020/21, with increases in two of the four staff groups (**Figure 8**).
69. Control staff have the highest increase (+2.58 shifts/days). The increase impacted by COVID sickness absences; a total of 35.95 shifts lost. However, COVID-19 absence in Control has been manageable and, to provide additional resilience were it required, various staff have been trained to support Control.
70. Support staff sickness levels have reduced the most, by 37%, between April to September 2019 and the same period in 2020. Most support staff have been able to work from home due to COVID-19 reducing their exposure to seasonal illness, impacting the reduction in sickness. Absences related to mental health conditions (depression, stress and anxiety) saw a substantial drop of 50% less absences in 2020/21; these figures show a variable trend over the last six months with April 2020 having the highest number of staff off sick at the beginning of the pandemic. Nationally, mental health was the main cause (33%) of sickness absence for support staff between April and June 2020, this is also the main cause for green book with a total of 22% shifts lost.

Figure 8: Average shifts/days lost to sickness, 1st April to 30th September (2019 vs 2020)

Across the Service the average number of working shifts lost to sickness has decreased by -0.36 (6.9%) shifts from 2019/20 to 2020/21, with increases in two out of the four staff groups



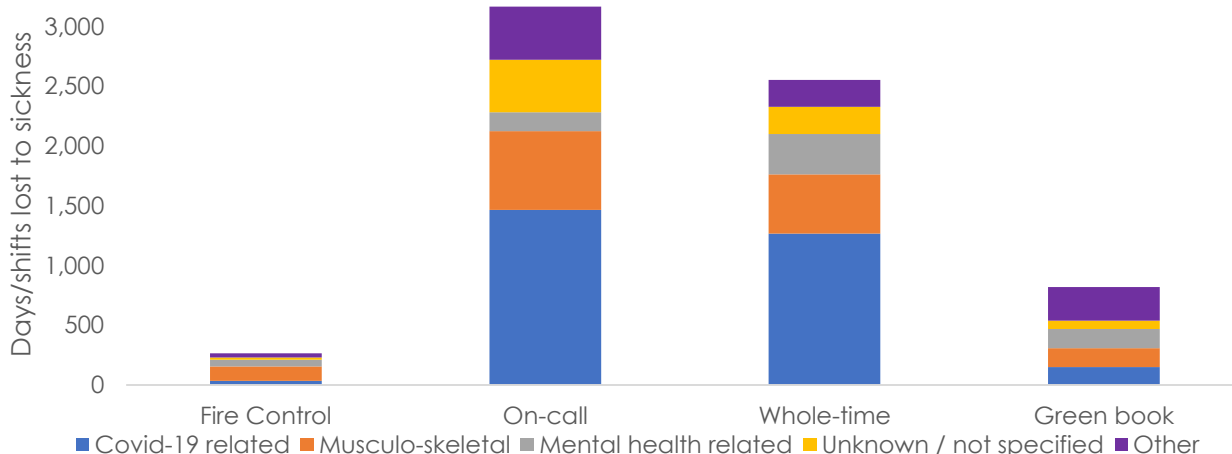
Note: Data sourced from SAP and Fire Watch, 29/10/2020.

71. The highest cause of shifts lost to sickness for whole-time staff and on-call staff during April and September 2020 was unsurprisingly COVID-19 related absence, which is explored further below. The main cause of sickness absence for HFRS whole-time staff and on call staff (after COVID-19) is musculoskeletal following the same trend on a

national level. HFRS whole-time staff also follow the national trend of mental health being the second main cause for the most shifts lost to sickness. There have been significant decreases in shifts lost respiratory/cold/cough for both whole-time staff (-65) and on-call staff (-72) compared to 2019 (see Figure 9).

Figure 9: Total number of days/shifts lost by sickness type and staff group 1st April to 30th September 2020

Covid-19 was the highest cause of sickness absence followed by muscular-skeletal



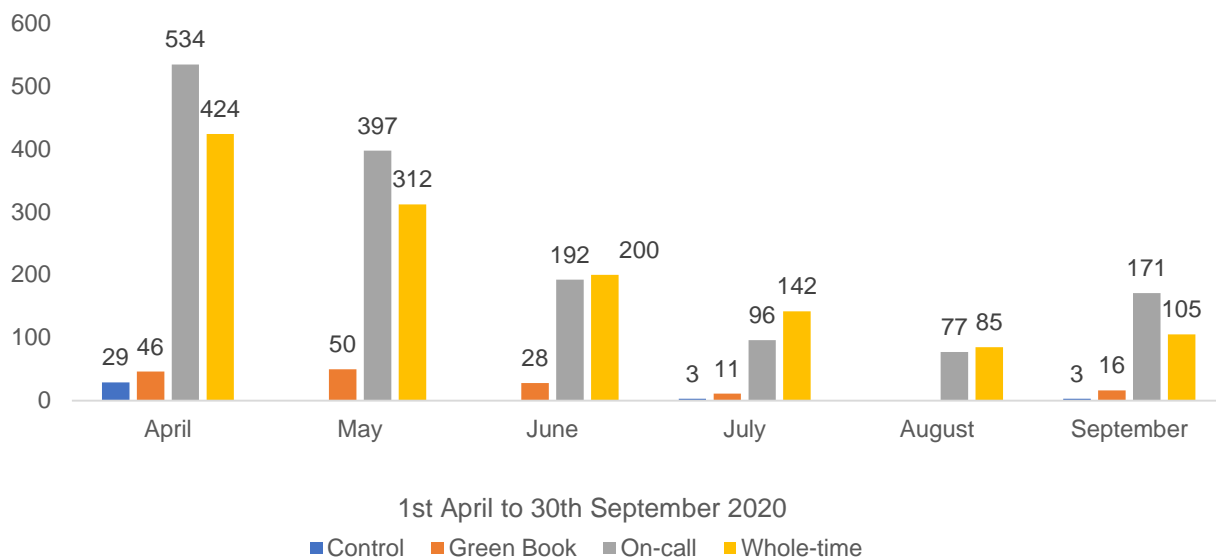
Note: (1) Data sourced from SAP and Fire Watch, 29/10/2020; and (2) 'Other' sickness categories are quite varied and therefore not shown in full for this chart.

72. IWFRS sickness absences have decreased across all staff groups in April to September 2020, compared to the same period in 2019. IWFRS had no support staff report sick in the 2020 period, a drop from 91 absences compared to the same period in 2019. IWFRS whole-time staff sickness absence decreased by 64% when comparing April to September 2020 compared to the same period in 2019.
73. For COVID-19 sickness, as at 30th September 2020 HFRS there were a reported total of 97 cases of suspected infection (this is based on self-reported sickness) and 439 cases of all other COVID-19 isolation related absences – with operational staff being impacted the most recording the highest figures of absences and shifts/days lost. These figures are the cumulative total of the number of people impacted as at 30th September 2020 and they were not all absent at the same time. As at the end of September, there had been a total of 115 HFRS staff that have been tested for COVID-19 and 11 have been tested positive for COVID-19. As at the end of September, there had been a total of 5 IWFRS tested for COVID-19 of which none has tested positive. Nationally whole-time staff have lost the most shifts due to COVID-19 symptoms followed by on-call, HFRS and IWFRS do not mirror this trend with on-call staff have the more shifts lost than whole-time staff.
74. The numbers of shifts/days lost per month between April and September 2020 for all COVID-19 related absences have continued to reduce for all staff groups from April to August, though these started to increase again in September.
75. Support staff and Control staff have been impacted the least. Green book staff having no COVID related absences in August, this could be due to be a lower risk and being

able to isolate whilst working from home compared to operational staff who must travel to different locations and incidents for work. (see Figure 10).

Figure 10: Total number of shifts lost per staff group per month for all COVID-19 related sickness, 1st April 2020 to 30th September 2020

Operation staff have been impacted the most with shifts lost, and all staff groups have seen reducing sickness levels over the period up until August. September highlights an increase for all staff groups



Note: Data sourced from SAP and Fire Watch,29/10/2020 /.

76. The Isle of Wight operational staff have been impacted the most by COVID-19 sickness absences, especially the on-call staff group, but overall sickness levels have been low. IWFRS sickness levels for on-call staff have continued to increase over the last five months. In August 2020 26% of sickness absences were due to COVID-19 self-isolation and 74% accounted for other sickness absences. In September 2020, the total number of sickness absence declined compared to August with COVID-19 self-isolation absences increasing more than other sickness types. COVID-19 related absence for both HFRS and IWFRS continues to be monitored closely, which is particularly important as we head into the winter months.



Mental health

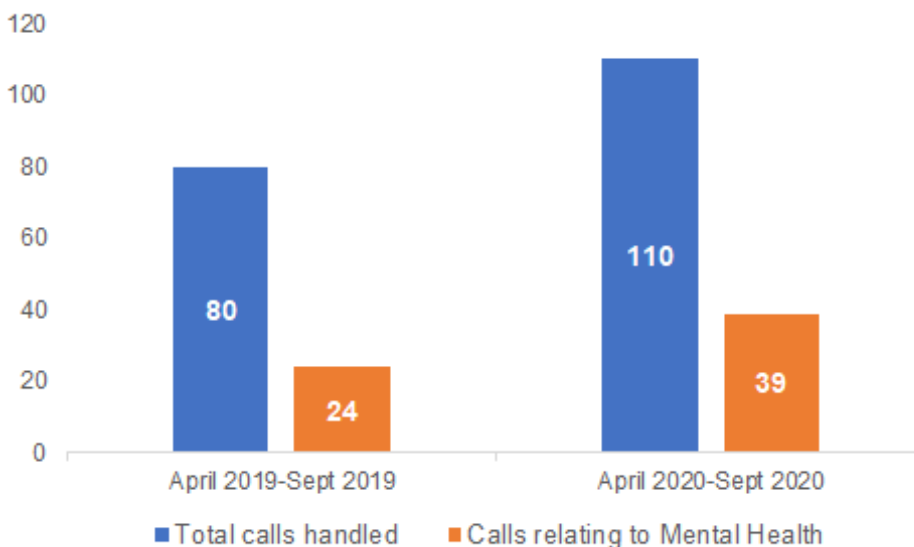
77. When any of our staff have physical or mental health conditions or challenges, there are a range of support services available to them such as the Employee Assistance Programme (EAP). This is provided by Health Assured, with 24-hour counselling, telephone advice and other support services covering a wide range of issues available to staff. There is also support available via The Fire Fighters' Charity.¹⁰

¹⁰ <https://www.firefighterscharity.org.uk/how-we-help-2>

78. As a result of COVID-19, HFRS has seen increased calls into our EAP. Between April 2020 and September 2020¹¹, there were 110 calls into the EAP, a 37.5% increase compared to April 2019 to September 2019 which had a total of 80 calls. In the 2020 period, 39 calls (35% of the total) related to mental health issues, compared to 24 (30% of the total) in the same period in 2019 (**Figure 11**).

Figure 11: Calls handled by our Employee Assistance Programme (EAP), Apr to Sep 2019 vs Apr to Sep 2020

There has been a 37.5% increase in calls (up to 110) and 62.5% increase in mental health calls between 2019/20 and 2020/21



Note: Data sourced from Employee Assistance Programme reports for Hampshire Fire and Rescue Service.

79. Hampshire Fire and Rescue Service continues to invest in mental health support, including mental health first aiders, Trim support (Trauma Risk Management offered to personnel after exposure to traumatic events), and various awareness and support campaigns. The Service is also offering a mental fitness and resilience programme for staff during COVID-19. The programme involves access to webinars, live virtual mental health awareness sessions and workshops which will enable further support for those struggling with isolation.

80. The delivery of TRiM support, for HFRS and IWFRS, has been maintained by the group volunteers with administrative support. TRiM practitioners have continued dedicated service to deliver assessments and provide support to colleagues via Phone, Microsoft Teams or a 1-1 basis when requested (with appropriate social distancing and COVID-19 control measures).

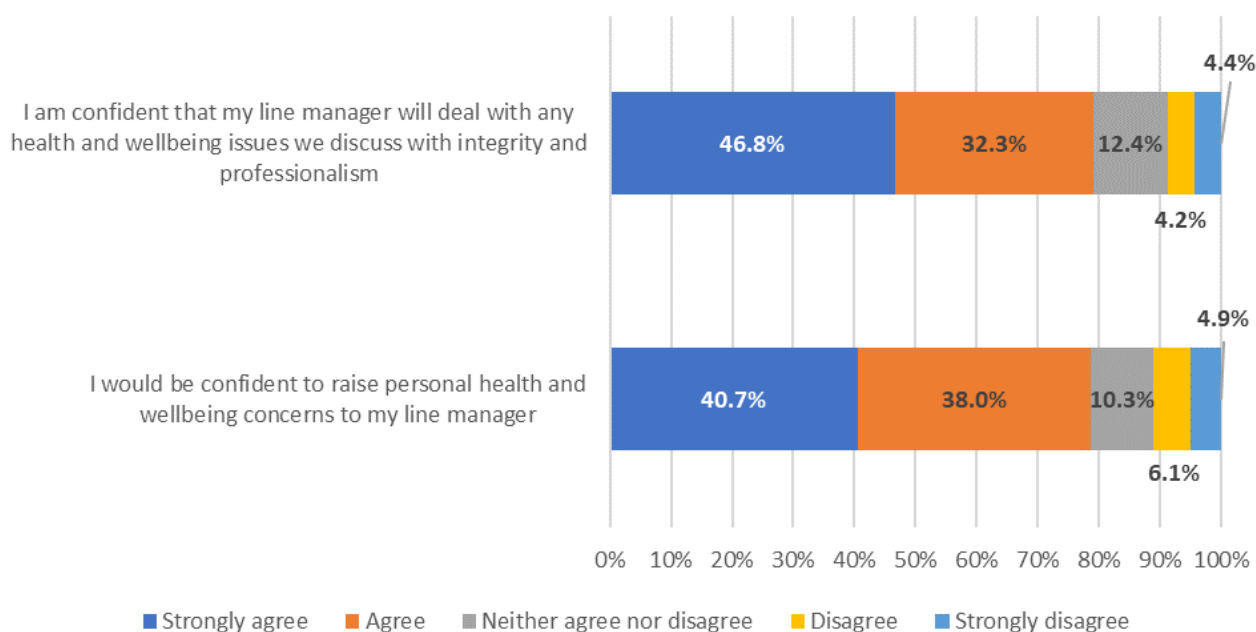
81. Furthermore, the number of Mental Health First Aiders have increased from 56 to 74 between April and September 2020. There are now 59 volunteers located across fire stations (+16) and 15 (+2) at service headquarters. CPD sessions facilitated by Alcohol Change were offered due to the potential increase in alcohol consumption during lockdown; providing volunteers with the appropriate knowledge and information required in supporting others. Online Mental Health sessions were also arranged via Microsoft Teams due to concerns for staff, particularly those who could not see each other and were not having the same opportunities to talk.

Wellbeing

- 82.** During the pandemic response, the People and Organisational Development (POD) Directorate launched a Wellbeing Portal for the Service. The site brings together various information on Wellbeing, Mental Health, Occupational Health and Employee Support, and links to Health Assured (our Employee Assistance Programme), TRiM, Mental First Aiders and Firefighter Charities, in one area.
- 83.** In September 2020, the Wellbeing Portal site has had 199 (+44% from August) unique viewers with a total of 911 (+74% from August) site visits. Occupational Health, Mental Health and Wellbeing advice have been the most visited site areas, these areas provide workshops and volunteer contact information which provides insight into the type of support staff are accessing during these uncertain times.

Figure 12: Line Manager findings from the Wellbeing Survey

For both questions, 79% of respondents strongly agreed or agreed they would be confident in the support their line manager would provide them

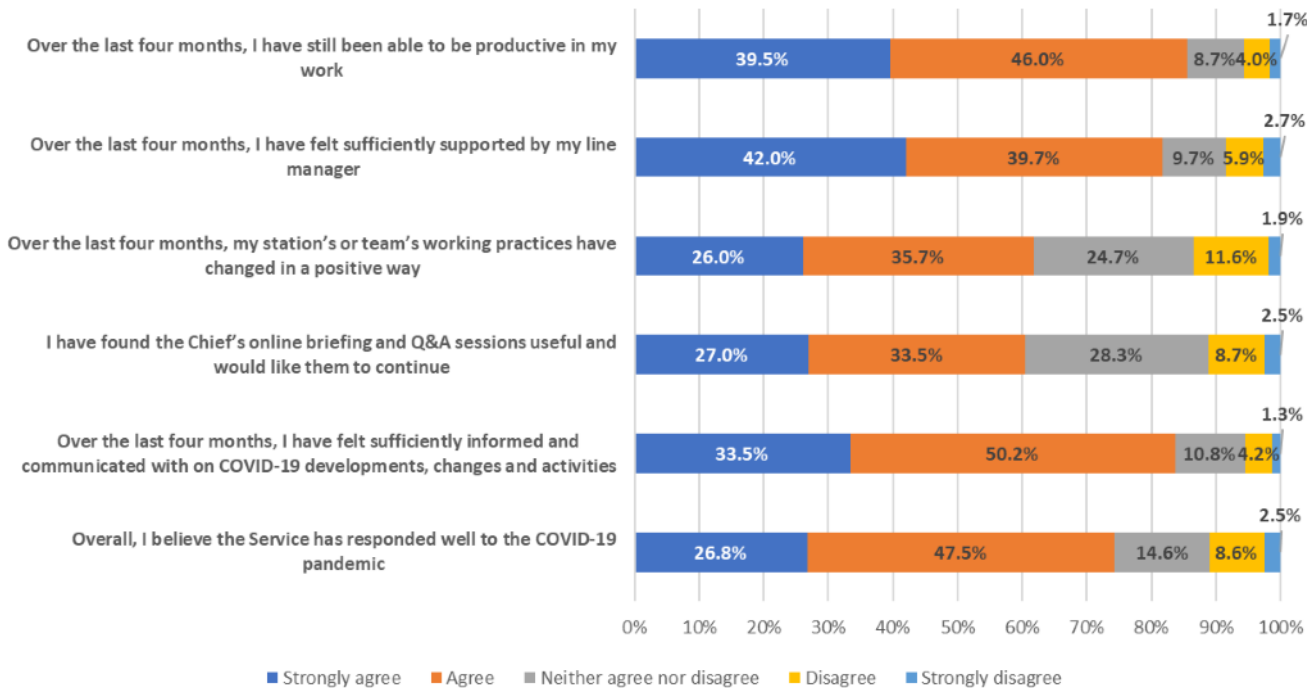


Note: Data sourced from the summer 2020 Wellbeing Survey.

- 84.** In August and September 2020 and HFRS and IWFRS Wellbeing Survey was open and 526 staff took part, of which 31 are from the IWFRS. The survey respondents were very positive about the support from their line manager (**Figure 12**) and the Services' COVID-19 response activity (**Figure 13**) – positive findings around line management reflected improvement since previous cultural surveys. Detailed analysis is being undertaken to support communication and feedback to staff on the findings, and to identify any learning for the People and Organisation Development Directorate to action.

Figure 13: COVID-19 related findings from the Wellbeing Survey

Respondents were overwhelming positive in six questions relating to the Services' COVID-19 response activity



Note: Data sourced from Wellbeing Survey.



Physical fitness and qualifications

- 85. The fitness and qualifications of our operational staff are an important part of their ability to carry out their jobs effectively, with operational staff having fitness tests every six months. We monitor this data regularly, including through our organisational performance dashboards.
- 86. In HFRS, 608 fitness tests (fewer than 1053 in the previous year owing to COVID-19 and a risk-assessed decision to freeze all qualifications) were undertaken with 534 staff (88%) successfully completing them. This reflects a positive increase compared to 82% in the previous year. 45 staff (7%) were referred (for example to occupational health) and 29 staff (5%) retook their assessment and passed. Usually, the Service requires staff to carry out fitness tests every six months, more frequently than the 12-month period suggested by national guidance.

87. The Academy's response to the pandemic situation involved risk assessment and careful consideration to staff welfare and National Operational Guidance. The part initiation of their business continuity plan combined with phased reductions was then actioned.
88. Following the initiation of the Academy's recovery plan (risk assessed), all non-critical courses were postponed until 28 September 2020. This was then followed by the postponement of all Academy training courses of which 569 were planned, with adjustments made to ensure postponed courses were reintroduced (where possible) with COVID-19 considerations implemented. This has culminated in our training programme for IWFRS and HFRS being delivered by the Academy and the on-call teams returning to their revised training schedules on station through their planner.
89. To support our staff, online support through the period of postponement was in place via the online Moodle learning platform to enable our on-call personnel to keep their knowledge and understanding up to date, for example through virtual drill nights.
90. Furthermore, operational assurance processes were implemented in three key areas:
- **Safety critical practice:** Operational Assurance guidance was adapted to ensure safety critical practice was a standard reporting subject as part of our submit learning feedback. This involved operational commanders observing safety critical practice on incidents and reporting them back for remedial action and recording good practice.
 - **Regular reporting:** The Academy produced reports from Moodle which were shared with Group Managers responsible for operational teams, providing information on the completion of online training. The reports received and reviewed showed no evidence of a reduction of operational standards in safety critical practice.
 - **Critical qualifications:** All critical training qualifications were extended to ensure appliances and personnel were available to respond. Command assessments to assure ourselves of our commanders' skill and competence have continued.



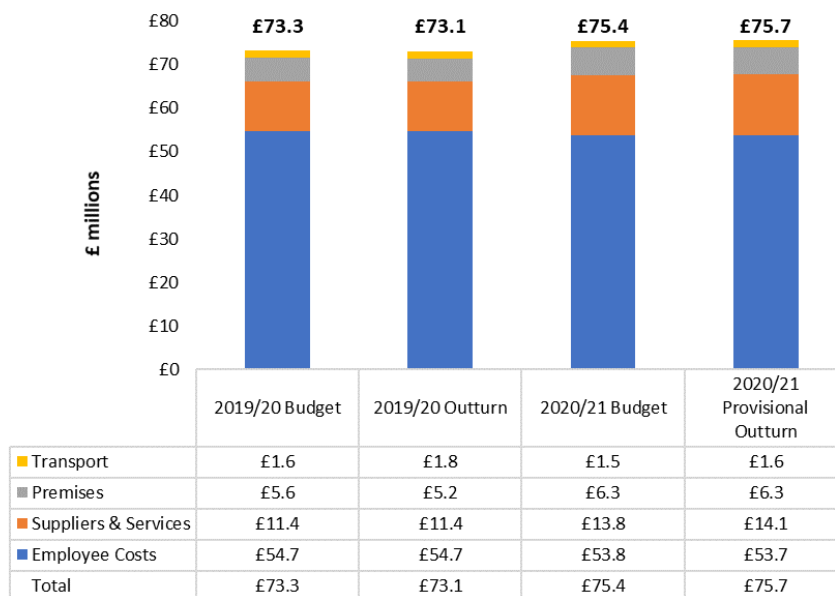
Finance

Revenue expenditure

91. Our finances have a critical impact on activity and performance across the Service. This section of the report provides a picture of the HFRS financial position, with focus on our revenue expenditure and reserves. As shown in **Figure 14**, the forecast is for an underspend of £1 million in 2020/21. There has, however, been an overspend on on-call firefighters due in part to COVID-19, plus additional spend on PPE, also related to COVID-19; both of which are being offset by underspends on other staffing and the government grant provided to cover the COVID-19 costs. Compared to 2019/20 actuals, there is expected to be a 4.7% (around £3.2 million) increase in net revenue expenditure (factoring in income), reflective of the increased 2020/21 budget.

Figure 14: Gross revenue expenditure (budget, outturn and forecast) in 2019/20 and 2020/21

While we are expecting an underspend of around £1 million in 2020/21 (accounting for the COVID-19 government grant), we forecast to spend £3.2 million more in net revenue costs than we did in 2019/20 – a 4.7% increase



Note: Data sourced from Finance team, October 2020, reflecting the Quarter 2 position.

92. Every year, we provide financial information to the Chartered Institute of Public Finance and Accountancy (CIPFA) who consolidate this information, alongside data from other Fire and Rescue Services, and provide benchmark information back to the sector. Based on 2019/20 CIPFA data on net expenditure per 1,000 of the population, Hampshire compares reasonably well to other combined authorities.¹² Per 1,000 of the population Hampshire's net expenditure¹³ was £36.67, which was the eighth out of the 18 combined authorities who provided data to CIPFA – around £2 less than the average of £38.62.

¹² 2019/20 data, rather than mid-year data for 2020/21, is used owing to CIPFA's publication dates.

¹³ Figures exclude capital charges.

93. The Isle of Wight was sixth out of the eight county authorities who provided data to CIPFA – with the 2019/20 net expenditure per 1,000 population being £42.83. However, the Isle of Wight has some distinct characteristics, which impact this figure. The cost of all public sector services on the Isle of Wight is high. This is because of its size and location. There is, however, robust financial scrutiny of IWFRS finances (and Isle of Wight Council finances more widely) through monthly Financial Management Team meeting – and significant savings have been achieved over the last 12 months.

Reserves

94. Overall, Hampshire Fire and Rescue Authority remains in a strong financial position with reserves of £31.3 million as at March 2020 (**Figure 15**). There is significant uncertainty over the coming years due to the COVID-19 crisis and the effect this will have on the Council Tax base and government funding, however the current levels of reserves will play an important role in maintaining service levels through this difficult period.

95. The largest reserve is Capital Payments, this is available to, for example, fund buildings and vehicles. The main spend over the coming years is on vehicle purchases, and the Station Investment Programme. The Transformation Reserve is also available for change programmes where an initial one-off spend will result in either long term savings and/or service improvements. The largest areas of spend from this reserve are for CFA programme activity and PPE replacement. Furthermore, the General Reserve, currently stands at £2.5 million, 3.62% of the net revenue budget, comparable to previous CIPFA benchmarks.

Figure 15: Actual and estimated levels of reserves, year-end 2019/20 to 2023/24

HFRS reserves are estimated to reduce by 58% to £13.3 million) by the end of March 2024, primarily owing to planned capital investment – for example on station improvements, vehicles and personal protection equipment



Note: Data is sourced from Finance team, October 2020.

Overall financial position

- 96.** In overall terms HFRA remains in a strong financial position with good levels of reserves and is better placed than many to tackle the future financial challenges that will arise as a result of diminishing resources and the uncertain picture past 2020/21. Although there will be significant financial challenges ahead due to the economic effects of COVID-19, we are well-placed to manage the uncertain future picture past 2020/21.



Policy and Planning

97. This section focuses on the performance of our Policy and Planning Directorate, whose purpose is to support our teams with a planning approach that is priority and policy led, creating clarity in our delivery of a risk-based approach to keeping our communities, our staff and our organisation safer. The Policy and Planning Directorate played a significant role in work and activity that led to the Safety Plan being launched on 1st April 2020, and they are also overseeing the Combined Fire Authority Programme (and Board) – with substantial progress being made across a wide range of teams to advance preparations for, and deliver work in support of, the forthcoming combination on 1st April 2021.

Policy, Procedure and Guidance (PPG)

98. There has been a continued focus on policy, procedures, and guidance (PPG) – supported by a PPG framework and SharePoint technology – including, and beyond, PPG alignment work in preparation of the new Combined Fire Authority. Despite the COVID-19 pandemic affecting all directorates (with many focused on supporting the Local Resilience Forum or the internal pandemic response and restoration activities), Policy and Planning have overseen an 4% improvement between April and September 2020 (from 86% to 90%) in the number of PPG in date, with additional PPG that has been updated but is awaiting formal sign-off by particular Boards. There has also been an 10% increase in the number of PPG we have – from 489 in April to 539 in September. This demonstrates the continued focus within Policy and Planning, and other directorates, on reviewing and developing our PPG – some of which have been revisited in preparation of the new Combined Fire Authority in April 2021.

Premises Risk

99. Hampshire Fire and Rescue Service has a comprehensive policy on premises risk inspection and Site-Specific Risk Information (SSRIs) and follows the national Premises Operational Risk Information System model. Since May 2019, the risk information team have been working with Station Managers to improve risk information available to our operational crews. They have improved the quality of the information recorded, removed unnecessary SSRI's and where appropriate replaced them with MDT alerts. More specifically, for all SSRIs (651), 92% were in date as at September, an improvement compared to last year.

Operational learning

100. Learning and improving is a core priority for the Services, as outlined in the Safety Plan, and an important part our approach to operational learning is our 'Submit Learning Tool' which has been designed to improve how we learn from operational incidents. Between April and September 2020, the recorded learning forms received totalled 379 for HFRS and 35 from IWFRS (see **Figure 16**). Of these forms, the Operational Assurance team have identified 121 HFRS and 14 IWFRS actions with over 40 HFRS and 8 IWFRS actions now completed. The actions raised only include those sent to other departments for decisions and evaluation and do not include additional actions taken by the Operational Assurance Team.

101. Owing to COVID-19 there have not been any Operational Assurance drills, however, the Submit Learning Tool has been used to capture some COVID-19 related learning across the three themes of: qualification extension and impacts; degradation planning and impacts; and COVID-19 control measures.

Figure 16: Number of Submit Learning Tool forms received, and actions raised

414 learning forms were submitted between April and September 2020 – with 135 actions raised. Within the period April 2020, saw the largest number of learning forms received and actions raised

Submit Learning Tool Summary	Learning forms received	Actions raised
1 st April to 30 th September	HFRS 379 IWFRS 35	HFRS 121 IWFRS 14

Note: Data sourced from the Policy & Planning Directorate, September 2020.

102. We also identify and embed operational and organisational learning through joint exercises and collaboration with partners and other agencies. For example, there continues to be operational learning identified and shared within the Networked Fire Services Partnership (NFSP) – through both operational collaboration and various joint exercises.

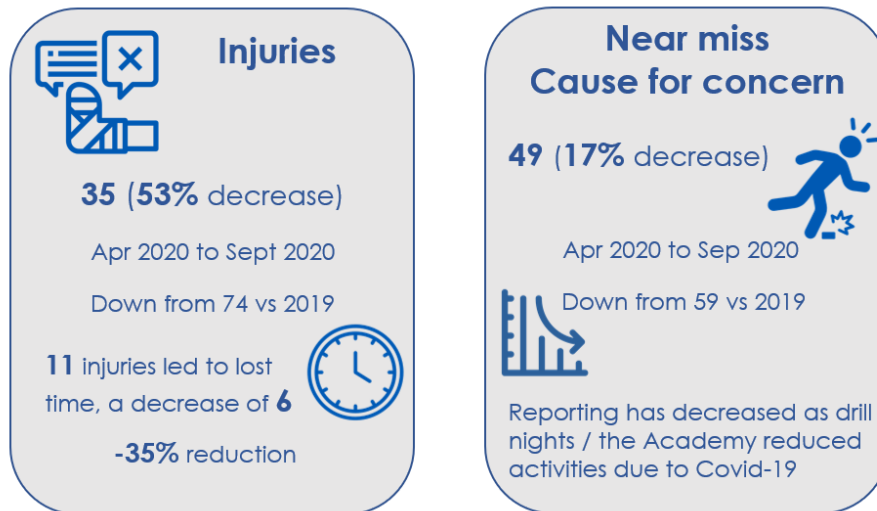
Resilience and Business Continuity Plans

103. Policy and Planning are currently working on both IWFRS and HFRS Resilience Plans, of which there are nine Service Resilience Plans (one currently under review, with an ongoing system of review). Current organisational restructures are being captured and incorporated into the plans as they are reviewed. Policy and Planning also have focused on Business Continuity plans, with the implementation of a new business continuity policy and procedure documents. These and the Pandemic Plan were activated in response to the COVID-19 pandemic and lessons learned from multi-agency COVID-19 response have been captured – both within the Local Resilience Forum and the HFRS and IWFRS COVID-19 Lessons Learned Log to capture good practice and enable continuous improvement. As at September 2020, 67 entries (positive learning and areas for consideration) had been captured in the Lessons Learned Log.

104. The Policy and Planning Directorate have also coordinated the Service's COVID-19 response and restoration activity through (and beyond) the Pandemic Coordination Group. More widely both HFRS and IWFRS have been playing a critical role within the Local Resilience Forum (for example around logistics, business continuity, and media activity), and its Strategic Coordination Group (chaired by the Chief Fire Officer) and Tactical Coordination Groups. The Local Resilience Forum's Strategic Coordination Centre has also been hosted at HFRS Headquarters in Eastleigh.



Health and Safety



105. Health and safety is a crucial part of staff wellbeing, and of good management more widely. This report section covers our work and performance in this area, recognising that Hampshire Fire and Rescue Authority received the 2019-20 *Health and Safety Annual Report at the end of September 2020*. HFRS and IWFRS performance in health and safety is constantly monitored and measured against agreed standards to identify where and when improvement is needed.

106. Further to the information presented in the recent annual report, within the period covered by this report (1st April 2020 to 30th September 2020) there were significant decreases in both injuries and near misses (see below, and **Figure 17**):

Figure 17: Additional health and safety performance highlights, 1st April to 30th September

While there has been a continued focus on improved reporting, there has been a reduction in both leading and lagging indicators owing to the impact of COVID-19 on working practices

Leading indicators (near misses cause for concern)	49 events 17% decrease (down 10) compared to 59 events in the same period in 2019
Lagging indicators (injuries)	35 injuries 53% decrease (down 39) compared to 74 injuries in the same period in 2019
Lost time Injuries	11 35% decrease (down 6) compared to 17 in the same period in 2019
RIDDOR reportable events	5 25% increase (up 1) compared to the same period in 2019
Number of serious injuries from RIDDOR system	0
H&S audits	16
Workplace inspections (SHQ, Academy, Ops Assets & Stations)	46
Investigations % completed in 10 days	84 investigations with 79% completed within 10 days

Note: Data sourced from Health & Safety, October 2020.

107. The number of injuries (lagging indicators) decreased by over 50%, mainly attributed to the Academy being temporarily closed, and drill nights and other activities being postponed on stations during the COVID-19 lockdown restrictions. However, as lockdown restrictions have lifted and various activity has been resumed, there have been rises in the second quarter of this financial year – with increases to recorded events and injuries as stations as the Academy begin to resume normal working practices where possible.

108. More widely, our Health & Safety team has been carrying out a range of activity to support HFRS and IWFRS, including, but not limited to:

- Green Book Health and Safety induction is now available on Moodle.
- Manual Handling complete for Green book.
- DSE/Agile training/assessments roll out of a new platform to cover all of personnel that may not just work from an office, i.e. working from home, other areas of the service or on the move.
- Health and Safety policy and procedures have been reviewed and aligned with IWFRS, where possible.

COVID-19 impacts

109. The Health & Safety team continue to carry out various activity to support HFRS and IWFRS staff during the ongoing COVID-19 pandemic – providing expert advice and support beyond business as usual and project activities. This has been reflective in recent Academy response plans involving many risk assessments and to other areas of the Service.

110. A recent 2020/21 internal audit focused on COVID-19 Health and Safety risk assessments presents a particular example of our risk-based approach to audit planning (and assurance more widely). While this review was focused on Health and Safety, a wide range of information was collected from various teams across the Service, in order to provide a robust assessment, which included a focus on HFRS and IWFRS. This audit concluded that we have 'substantial' assurance meaning that a sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives. The report highlighted various examples of good practice, including around, but not limited to, governance, reporting, risk management, risk assessments and health and safety capability; and owing to the positive findings there were no management actions (recommendations) to implement.



Corporate Services

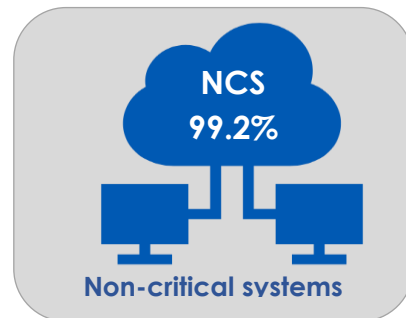
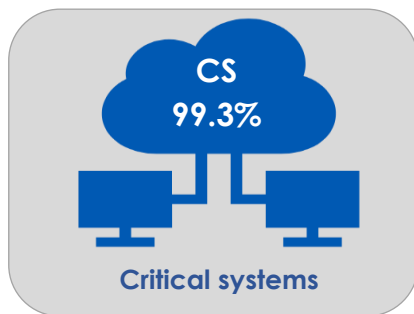
111. It is also important for us to understand the performance of our corporate services, such as ICT, Property & Facilities, and Governance and Business Support, as well as the performance of the various contractors and contracts that we use. Our internal Corporate Services Management Board, which is chaired by the Director of Corporate Services, covers performance in these areas. This section of the report focuses specifically on ICT, Property and Facilities, and information compliance.

ICT

112. ICT performance is vitally important as it potentially impacts on how other parts of the Services perform. ICT have been a critical part of our business continuity, for example through enabling significantly increased homeworking for staff in support of the pandemic and have also rolled out @hantsfire accounts to Isle of Wight staff – to enable greater collaboration and assist preparations for the new Combined Fire Authority.

113. Hampshire Fire and Rescue Service's ICT department is reporting on revised performance measures in 2020/21, with a focus on:

- Critical and non-critical system availability (see below); and
- Cyber security awareness. For example, there were no Phishers (test emails to entice responses from users) caught in July, August or September illustrating a successful change in staff behaviours for test phishing emails sent over those months.



114. Owing to the COVID-19 pandemic, we are now seeing a decrease of emails as users adopt other communication and collaboration services such as Teams, Planner and Whiteboard. Business continuity has been supported through the extensive use of the HFRS Microsoft Platform, notably the success of using MS Teams to support COVID-19 flexible home-working, enabling staff to work safely and securely from home where possible.

115. Our estate is central to what we do. Performance in this area is also scrutinised by the Corporate Services Management Board. Furthermore, Hampshire Fire and Rescue Service's Property & Facilities team monitors both its:

- internal performance, for example including feedback directly from users of the support service on the efficiency and standard of support provided; and
- external performance of third-party suppliers who, for example, provide critical services relating to reactive and planned building maintenance.

116. Property and Facilities have also been heavily involved in the Service's response to the pandemic, to support our staff at stations and our workplaces ensuring COVID-19 prevention measures have been established. Alongside a range of COVID-19 activity, significant project activity, for example around the Station Investment Programme (SIP) and planning and alignment activity in support of the new Combined Fire Authority have continued. The design principles of the Station Investment Programme are an integral part of the Services' wider focus on value for money, inclusion and diversity, and sustainability. The first two SIP schemes Bishops Waltham and Redbridge have submitted business cases to Authority and received full approval. The final scheme in this exciting programme of works is Cosham, this will be presented to Authority in February 2021.



117. More specifically, the Corporate Services Strategic Plan includes an objective to deliver a bold Carbon Reduction Strategy. Since setting this objective, the Service has engaged with the Carbon Trust who will be working the Service during the initial scoping year 2020/21. This will support the Services in firstly re-establishing the organisation's current carbon footprint (incorporating scope 1 and 2 emissions), and in setting a science-based target supported by a deliverable action plan to enable us to achieve our target over the next 5-10 years.

118. Our Carbon Reduction Strategy and associated action plan will seek to identify key projects for energy and carbon saving across our estate. Sustainability principles are being incorporated in both the Station Investment Programme as well as our business as usual (revenue) projects since these offer significant opportunity for further carbon reduction whilst continuing to build upon the success of our previous Carbon Management Programme. As an example, we have recently completed a lighting upgrade project as part of our annual revenue project investment in the estate to improve energy efficiency and will seek to roll this out as a programme across the estate following analysis of the energy data to demonstrate the improvement. The partnership between the Service and the Carbon Trust will also seek to utilise government grants that may be available to part fund schemes where carbon can be reduced.

119. Whilst continuing to address our utilities consumption including energy and water saving projects, another key area of focus for reducing our environmental impact is

waste. Towards the end of the 2019/20 financial year, we implemented trials of new general and recycling waste bins at Fareham and Eastleigh Fire Stations. To build on this and ensure a consistent approach across our estate, these bins will be rolled out as a corporate model to all stations. Improving both the visual presence and accessibility for effective waste management at all of our sites, and through the provision of clear communications and behavioural change initiatives, will significantly support our objectives around waste reduction and increasing recycling rates whilst also ensuring environmental compliance in the handling of all our waste streams.



Governance & Business Support

120. Information compliance is important both in terms of our statutory compliance and our public transparency. Performance is monitored in the following areas:

- Responding to members of the public in a timely and courteous way.
- Ensuring that data is handled with care and confidentiality, is adequate, appropriate, fair and transparent ensuring a high level of data security across the whole organisation.
- Ensuring individuals across the Service are safeguarded against the risk of non-compliance with legislation.

121. One performance area of focus for the Information Compliance team is freedom of information requests. 50 FOI requests were received between April 2020 to 30th September 2020; 10 (17%) fewer than the same period in 2019.

Performance, Assurance and Communications



Organisational Performance

- 122.** The Organisational Performance teams perform the crucial role of monitoring organisational performance to ensure the Service is being effective, efficient and economical as possible.
- 123.** The Service's data warehouse and organisational performance dashboards. continue to provide the Service with abilities to more easily validate data quality (with subsequent actions within the data warehouse), highlight service performance and enable both individuals and teams to identify/review improvements in support of making Hampshire safer. The data warehouse and performance dashboards are also expanded in readiness for IWFRS data in to support the new Combined Fire Authority.
- 124.** The Analyst and Researcher team continue to support the service with insights and intelligence reporting. This also include a series of quarterly Executive Performance briefings which have continued during this reporting period; in addition, numerous ad-hoc briefings in response to the pandemic and for operational command are provided. Proactive intelligence included an assessment of fires in school grounds (IWFRS and HFRS), wildfires, fires in the open to support prevention activity during this Spring/Summer).
- 125.** Furthermore, the Intelligence Insights Networking Group (iiNG) established by Organisational Performance also continues. This group actively engages and includes local, city and county representatives, working and linking with partnerships and key services. This includes, but is not limited to Public Health, Hampshire County Council, Portsmouth and Southampton City Councils, Local authorities, Hampshire Constabulary, South Central Ambulance Service, Office Police Crime Commissioner, IWFRS and IoW council. The group is also supported by other organisations such as Ordnance Survey.

COVID-19 Performance Dashboards

- 126.** To support the Service's response to COVID-19, the Organisational Performance team utilised the data warehouse and built a new COVID-19 dashboard to support the Service in identifying related sickness and absence impacts, has been highly-valued, including by the Services' Emergency Staff Cell (centralised resource management), reflected in the aforementioned health and safety COVID-19 risk assessments internal audit. In addition to the internal reporting, HFRS and IWFRS data continues to be provided to NFCC's resilience team (to flow into the Home Office) to support their understanding of the national impact of COVID-19 on Fire and Rescue Services.



Organisational Assurance

127. Organisational Assurance continues with ongoing engagement with HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), including monitoring HFRS and IWFRS progress against our HMICFRS action plan. In addition, they have continued to manage and oversee our engagement with internal audit and Service progress against the HFRS and IWFRS Safety Plan.

HMICFRS activity

128. The Inspection in 2018/19 identified several areas for improvement and one significant cause for concern for both Hampshire and the Isle of Wight. In response, we developed an action plan for both Services and actions for necessary improvements, tracked and monitored by the Organisational Assurance Team. Within this reporting period both the HFRS and IWFRS action plans (comprising a total of 66 actions) were completed with closure reports taken to HFRA Standards & Governance Committee and Isle of Wight Council's Corporate Scrutiny Committee. Separate updates will follow the outcomes of the Services' COVID-19 response inspection by HMICFRS.

Internal audit management actions

129. Following outcomes of an internal audit, respective managers are required to address any observations or weaknesses identified in our risk management controls. These actions are tracked and monitored by the Organisational Assurance to ensure actions are completed and concerns addressed. Separate reporting on internal audit activity is provided to the Standards and Governance Committee. It is worth noting this reporting period saw HFRS receive an 'adequate' internal audit opinion for 2019/20 (an improvement on the previous two years); there have been positive audit reports as part of the 2020/21 audit plan, for example on budget management and Health and Safety COVID-19 risk assessments. Risk-based planning for next year's (2021/22) audit plan is underway, encompassing IWFRS for the first time.

Safety Plan monitoring

130. The Organisational Assurance Team monitors progress against the activity outlined in the Safety Plan, with regular reporting into the Executive Group. To date, good progress is being made with a separate update report into Hampshire Fire and Rescue Authority.

Change portfolio monitoring

131. A new framework¹⁴ has been developed (with a soft launch in April 2020, with further engagement activities planned) for coordinating and assuring change to support staff in their approach to programme, project and change management. Major change activities are monitored via a 'Change Portfolio' to provide assurance and report on progress made, with progress monitored via the Integrated Performance and Assurance Board (IPAB), which takes place every other month.



Our Communications

132. Our Communications team support both external and internal activity across the Service. There are increasing volumes of communications activity in support of Isle of Wight Fire and Rescue Service. We are very active with our external communications such as on Twitter (39,000 corporate and 99,500 station followers) and LinkedIn (4,200 followers). We also use a variety of internal communications channels (the intranet, Routine Notice, Yammer, Facebook Workplace, and Fire Flash) frequently, to ensure staff are well-informed, well-engaged and know what is required of them.

133. The Communications teams demand has naturally increased during the pandemic, providing robust support mechanisms and communications for all our staff group, including heavy involvement in the Local Resilience Forum and multi-agency media activity around COVID-19.

134. The recent Wellbeing Survey identified that HFRS and IWFRS were extremely satisfied with the volume and content of communications throughout the pandemic. Furthermore, below are some examples of successful communications work and campaigns:

- Supporting wellbeing activity and the HMICFRS COVID-19 inspection through the wide communications of surveys and feedback methods. For example, the Wellbeing Survey had 526 responses.
- Communicated the Safety Plan across our Office 365 platforms and our internal channels. These communications landed well with high engagement figures.
- Supported all COVID-19 response/recovery activity, developing internal channels to maximise engagement with staff and established new channels.
- The Chief's live update has proved instrumental in reaching staff to provide key COVID-19 updates; allowing direct engagement, visibility and clear leadership from the Executive Group during this challenging time. Engagement figures remain high, with the live update receiving notable positive feedback in the Wellbeing Survey.

¹⁴ Hampshire Fire and Rescue Service and Isle of Wight Fire and Rescue Change Management Framework. This framework has its own procedure for staff supported by various guidance.

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**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Approval

Date: 09 December 2020

Title: **SAFETY PLAN 2020-25 – YEAR 1 SIX MONTH PROGRESS**

Report of Chief Fire Officer

SUMMARY

1. The purpose of this report is to demonstrate progress made in the last six months, against the delivery of Year 1 of the Safety Plan 2020-25.
2. Thus far, 19 out of 73 deliverables (26%) have been completed. 68% are on track for completion, 2% are postponed until Year 2 due to COVID-19 or paused until activity can resume and 2% have not yet started but will be completed by the end of March 2021. Furthermore, as at October, six months into the Safety Plan, across all 73 deliverables, the average progress reported stands at 58%.

BACKGROUND

3. In April 2020, a five-year Safety Plan (see Appendix A) for Hampshire Fire and Rescue Service (HFRS) and Isle of Wight Fire and Rescue Service (IWFRS) was launched, which sets out our priorities, values, how we seek to build on our strengths, and how to address the areas that require further improvement, particularly regarding our people.
4. We developed five priorities – to support our overarching purpose that *'Together, we make life safer'* – that we are committed to for the life of this plan. We have a comprehensive set of performance indicators to monitor our performance against this plan, and the performance reports into the Authority has been refined with headline performance figures and findings brigaded by the Safety Plan priorities. We will review the Safety Plan on an annual basis, adding in further improvements as we build on each year's delivery. We have also been applying a change management approach – supported by policy, procedure, guidance and reporting - to monitor and evaluate the implementation of this plan and will continue to do so for its duration.

5. Progress against the Safety Plan is now reported in a fortnightly dashboard report to the Executive Group, to ensure close monitoring and scrutiny from Directors and their teams. Performance of the Safety Plan is also reported via the separate Mid-Year 2020/21 Performance Report.
6. The five priorities outlined in the Safety Plan are:
 - (a) **Our Communities** – we work together to understand different community needs and deliver accessible, local services which build safer places.
 - (b) **Our People** – we look after each other by creating great places to work and promoting the health, wellbeing and safety of our people.
 - (c) **Public Value** – we plan over the longer term to ensure our decisions and actions deliver efficient and effective public services.
 - (d) **High Performance** – our diverse teams are trusted, skilled and feel equipped to deliver a leading fire and rescue service today and into the future.
 - (e) **Learning and Improving** – we have the support of policy and guidance with the freedom to use our discretion to do the right thing, learning from ourselves and others.

OUR COMMUNITIES

7. Our teams have adjusted to the COVID-19 demands whilst ensuring our communities remain safe. In addition to delivering specific Safety Plan activities, we have also been involved in other work specifically related to the pandemic to protect our communities, such as developing a new Home Learning area on our external website to support parents and schoolchildren while schools were closed.
8. We have now published a campaign calendar that details our community safety activities and has been developed through close collaboration between prevention, communications and analyst teams. Our Prevention Team is involved in a broad range of community safety topics where we will be able to plan, deliver and evaluate success (using a range of data) across areas such as home, road and water safety as well as seasonal events such as Diwali, Bonfire Night, the summer period and Christmas.
9. We have also launched the Change Management Framework across both HFRS and IWFRS to improve project and programme management across the Services (the Change Portfolio currently includes 35 change activities, 40% of which comprise Major and Medium activities) – for the benefit of our

communities and our staff. Part of this work included improving the impact assessment process – people impacts (where there have been 17 completed impact assessments between April and October). We have observed a significant increase in engagement across a wide range of teams in adopting the principles underpinned by the Change Management Framework. The Inclusion & Diversity Team receive notification of initial impact assessment screenings, which leads to detailed conversations with change leads (programme or project managers) and policy, procedure and guidance (PPG) owners to identify and mitigate impacts, which covers all employees and external stakeholder such as volunteers, partners, business and our communities.

10. We have started the second phase of the Building Risk Review (BRR) Programme inspections of all high-rise residential buildings in both Hampshire and Isle of Wight.

OUR PEOPLE

11. In the last six months, we have been involved in multiple activities that relate to the wellbeing of our workforce. We launched a wellbeing survey, which was open for six weeks in August and September. There were 526 respondents (including both HFRS and IWFRS staff) and they were very positive about the support received from their line manager and the Services' COVID-19 response activity. Further detailed analysis is being undertaken to support communication and feedback to staff on the findings, and to identify any learning for the People and Organisation Development Directorate to action.
12. Furthermore, we have developed and launched a Wellbeing Portal on our intranet, which provides resources and information to support the wellbeing of our workforce. As at October, there had been 2,187 views of the Portal – with ongoing review of engagement, for example as part of our ongoing focus on wellbeing during and beyond the impacts of COVID-19. The most popular content that has been accessed by users has been the Employee Assistance Programme and Mental Health support pages.
13. Throughout the pandemic, the wellbeing of our staff has been paramount and has been a strong focus of our internal activities. We continue to engage with the workforce in various ways, including through weekly Chief Officer's breakfast briefings (with 120 attendees on average for each briefing and an average of 60 replays after the live briefing), and other channels, and ensure our staff have access to all available resources and information, to ensure their wellbeing through this particularly difficult period. Furthermore, early in the pandemic response we developed COVID-19 FAQs for staff, which we continue to update to provide our workforce with timely information on a wide range of topics.

14. Following extensive workforce engagement activity (via focus groups, a survey, and thorough discussion in a staff working group), our values (*showing respect, supporting others, everyone playing their part, and reaching further*), were launched in January 2020. These have now been embedded in our recruitment processes, including the recruitment campaign, and the application questions. In addition to this, we have embedded the values and behaviours in our new leadership framework, our new Personal Development Review (PDR) process that was rolled out in June, and in promotion processes. The values and behaviours were also embedded into our Belonging, Integrity and Trust (BIT) programme, which is an e-learning training package containing information on protected characteristics, banter in the workplace, unconscious bias, inclusive communications and micro behaviours. Since its launch in July, 256 sessions (some by individuals and some by teams or watches) via the Moodle training package have been completed.
15. Furthermore, we have delivered our National Inclusion Week Campaign for staff, which was adapted to the change of working environment, by including live webcasts and events for our staff and teams (13 well-attended webinars were held over the course of the week).

PUBLIC VALUE

16. We continue our commitment to support the requirements of a modern fire and rescue service, our communities and our partners by investing in our stations whilst adopting the five estate design principles:
 - **Buildings which support core Service functionality:** to provide the facilities required to support our service delivery and continue to make life safer for the residents of Hampshire.
 - **Buildings which enable partnership working and income generation:** to make the most of our estate, providing spaces to enable collaborative working and deliver income to support our future financial position.
 - **A healthy and inclusive workplace:** to provide a safe and welcoming environment for all our staff and visitors.
 - **Physically secure buildings by design:** to provide buildings which are secure and resilient to potential threats, while meeting our responsibility as a critical national infrastructure organisation.

- **Simple, robust and sustainable buildings:** to use materials and technologies which offer longevity, are cost-effective, fit for purpose and energy efficient.
17. Both business cases for the rebuilding of Redbridge and Bishops Waltham fire stations, which were developed with support from our Organisational Assurance Teams and in-line with the principles of the Change Management Framework, have been approved. As a jointly occupied blue light hub, the scheme will maximise co-location opportunities, making Redbridge a unique investment as a cohesive public service offering to the local area. The scheme will provide a source of income for the Service while supporting our work, and that of partners within the local community. Now that the scheme has been approved, the project design will be further developed, and a planning application will be submitted in early 2021, ready to start work at the site in late 2021.
 18. Furthermore, the combination of Hampshire and Isle of Wight Fire Service' (CFA) continues to be on track for our April 2021 launch. We have taken part in a re-branding exercise to join HFRS and IWFRS visually, with the final badge having been signed off in the September Shadow Authority meeting. Progress of the Combined Fire Authority Programme is monitored via a Programme Board, with reporting into the Executive Group and monitoring via our Integrated Performance and Assurance Board's (IPAB) Change Portfolio.

HIGH PERFORMANCE

19. After a pause owing to the impact of COVID-19, we launched the Hampshire and Isle of Wight Fire and Rescue Service Leadership Development Programme in September. The programme is closely aligned to the National Fire Chiefs Council's (NFCC) Leadership Framework, with the aim to strengthen leadership and line management across the Services through a range of learning and development outcomes. The programme is aimed at all current and future Supervisory and Middle Managers across Hampshire and the Isle of Wight. Core leadership and management courses will be mandatory whilst others, such as Investigations or Project Management may only apply to certain roles. All managers across the Service will be invited to attend and join a cohort over the next 36 months, with the first taking place in October this year.
20. We are currently analysing and reviewing a range of data to support a new set of operational performance standards. Our Organisational Performance team is working closely with our Operations Directorate. For example, the Services continue to develop their understanding of critical response – with the Organisational Performance team carrying out an in-depth review (that included statistical analysis, data and standard benchmarking and qualitative evidence) in this area, which is being

carefully considered by the Operations Management Board. There is also a renewed focus on data quality around response and other areas of performance (supported by Power BI and other additional reporting).

21. Our teams are maximising the use of our Office365 environment to be more efficient in our collaboration across the organisation and with our external partners. Furthermore, our ICT team have been a critical part of our business continuity, for example through enabling significantly increased home-working for staff in support of the pandemic and have rolled out @hantsfire accounts to Isle of Wight staff – to enable greater collaboration and assist preparations for the new Combined Fire Authority.
22. Furthermore, we are also in the process of redesigning our new external website on an open source platform, hosting it in house to give us internal control and assurance, and enhancing the ‘our performance’ section to provide our communities and stakeholders with an improved suite of information about how we are performing.
23. One objective of our recruitment campaign was to advertise to a diverse range of applicants and encourage them to apply for these roles, to create a more diverse, high performing workforce. This year, 11% of applicants are from an ethnic minority background¹ (compared to 8% in 2019) and 16.5% are female (12% in 2019).

LEARNING AND IMPROVING

24. Most activities around the Learning and Improving priority are due for completion in March 2021. However, significant progress has been made in this area, some of which is detailed below.
25. Various departments across the organisation are collaborating to develop a Lessons Learned tool to capture all organisational learning, building on from the current Submit Learning tool, which, at the moment, focuses on capturing operational learning. Following a renewed focus on lessons learned, and increased engagement with Change Leads, we are already witnessing a 31% improvement in the number of change activity lessons recorded compared to last financial year. It is also worth noting that the Submit Learning Tool, which is frequently used with regular reporting on this, has also been used to capture COVID-19 related operational learning, and a wider IWFRS and HFRS COVID-19 Lessons Learned Log has been created and is overseen by the Pandemic Coordination Group. As at September, there were 67 lessons (both good practice and areas for consideration) captured.

¹ We use UK government guidance to report on ethnic minorities. “We use ‘ethnic minorities’ to refer to all ethnic groups except the White British group. Ethnic minorities include White minorities, such as Irish Travellers.” <https://www.ethnicity-facts-figures.service.gov.uk/style-guide/writing-about-ethnicity>

26. Various evaluations of our work have been completed, such as Feedback Mechanisms, with other reviews underway, such as body worn cameras. Performance, Assurance and Communications are also working closely with Corporate Services to deliver a review of the Shared Services Partnership; and the scope has been agreed and initial document review and analysis is underway. Furthermore, an evaluation of our values (and how embedded they are in various processes) is also planned for this financial year.
27. We are also in the process of refining our operational assurance system, with this activity overseen by our Policy and Planning Directorate.
28. Finally, a SPOC has been confirmed to capture and share learning from National Operational Learning and Joint Operational Learning and updates are shared with respective decision-making functions in the organization, with progress being monitored and recorded.

SUPPORTING OUR SAFETY PLAN AND PRIORITIES

29. The principles of the Safety Plan and Priorities have been detailed within the narrative/body of this report.

RESOURCE IMPLICATIONS

30. There are no additional resources as a result of this report.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

31. Impact assessments are undertaken, where relevant, for each activity under the Safety Plan. However, this report itself does not require any impact assessments to be produced as it does not result in any service changes.

LEGAL IMPLICATIONS

32. There are no legal implications arising from this report.

PEOPLE IMPACT ASSESSMENT

33. As illustrated above, Impact assessments are undertaken, where relevant, for each activity under the Safety Plan. However, this report itself does not require any impact assessments to be produced as it does not result in any service changes.

OPTIONS

34. To note or not the positive progress made towards the delivery of Year 1 of the 2020-25 Safety Plan.
35. Noting the progress will ensure that Hampshire Fire and Rescue Authority (HFRA) receives assurance on the Service's performance and is able to scrutinise the Service on behalf of Hampshire's communities.

RISK ANALYSIS

36. Failure to deliver objectives committed to within the Safety Plan leaves the Authority exposed to the risk of a fire and rescue service with declining organisational performance.

EVALUATION

37. Activities within the Safety Plan are all monitored and managed using the Change Management Framework principles (and its underlying policy, procedure and guidance), which includes a strong focus on the robustness of business cases, stakeholder engagement, and benefit realisation and evaluations.
38. Evaluation of the 2020-25 Safety Plan occurs at every Executive Group, with reporting into the Authority planned for every six months. Year 1 will be reviewed at the end of March 2021 and reported into the new Hampshire Isle of Wight Fire and Rescue Authority (HIWFRA) in June 2021. The Safety Plan reporting periods align with the Mid-Year and Year-End Performance Reports – so the Authority can simultaneously scrutinise our performance and Safety Plan progress, through separate but related reports.

CONCLUSION

39. Despite this year's pressures resulting from the COVID-19 pandemic, the Service is progressing well towards achieving the objectives of Year 1 of the Safety Plan.

RECOMMENDATION

40. That despite the impacts of COVID-19, positive progress towards the delivery of Year 1 of the 2020-25 Safety Plan be noted by the Hampshire Fire and Rescue Authority.

APPENDICES ATTACHED

41. APPENDIX A: Hampshire Fire and Rescue Service (HFRS) and Isle of Wight Fire and Rescue Service (IWFRS) Safety Plan, 2020 – 2025.

Contact:

Shantha Dickinson, Assistant Chief Fire Officer, Shantha.Dickinson@hantsfire.gov.uk, 07918 887986

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Hampshire Fire and Rescue Service (HFRS)
and Isle of Wight Fire and Rescue Service (IWFRS)

SAFETY PLAN

2020 - 2025

CONTENTS

Foreword	03
Your Fire and Rescue Service	04
Our Safety Plan	05
Our Purpose	08
Our Values	09
Our Priorities	10
Our Communities	11
Our People	17
Public Value	20
High Performance	23
Learning and Improving	25
Measuring our Performance	27
Summary	28



FOREWORD

Hampshire Fire and Rescue Service (HFRS) and Isle of Wight Fire and Rescue Service (IWFRS) are rightly proud of the role we play in making people safe across our communities and are recognised by the public we serve for the high-quality service they provide every day.

We have consulted widely using the support of a specialist organisation to help us to more effectively communicate our proposals and approach. The comments and feedback received from the public, our staff and key partners have informed and helped to shape our Safety Plan.

Both services have been recognised as good for their effectiveness and efficiency by the new Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). HFRS and IWFRS were the first and second services to be inspected respectively. As with many other fire and rescue services across England, we have identified some areas of improvement. This five-year strategy sets out our priorities, how we seek to build on our strengths and how to address the areas that require improvement, particularly regarding our people.

In 2015, the Isle of Wight Council (as the Fire Authority) and Hampshire Fire and Rescue Authority, entered into a strategic partnership, which was

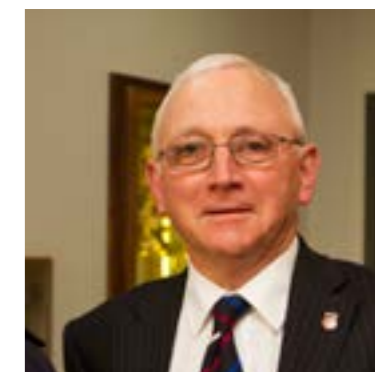
the first of its kind in the fire and rescue service. This brought about a shared senior leadership team and opportunities to improve resilience. We are now working towards a Combined Fire Authority (CFA) for Hampshire, Portsmouth, Southampton and the Isle of Wight. This sharing of knowledge, pooling of resources and single, dedicated point of governance will have significant benefits across the services.

Recent years have seen central government funding reductions, and like other public services, we have worked hard to address this shortfall whilst remaining high performing. Through innovation, collaboration and harnessing new technology, we have met these challenges and continue to make lives safer, giving our communities the best possible service.

This Safety Plan sets out our five-year strategy to ensure we consistently provide a service to our communities that makes life safer and that our staff are proud to deliver.



Chief Fire Officer Neil Odin
Hampshire Fire and Rescue Service and
Isle of Wight Fire and Rescue Service



Chairman Chris Carter
Hampshire Fire and Rescue Authority



Council Leader David Stewart
Isle of Wight Council



Firefighters training at the Academy, Eastleigh

YOUR FIRE AND RESCUE SERVICES

The core functions of UK fire and rescue services are to make provision for the purpose of promoting fire safety in their area, protect buildings and the people in them, responding to fires, rescuing people in road traffic collisions (RTC) and attending other emergencies.

Both Hampshire and Isle of Wight Fire and Rescue Services have been on a long and progressive journey of continuous improvement. Successive approaches to integrated risk management planning have brought about significant changes and improvements in order to meet a changing risk landscape. A period of austerity has also created challenges that both services have delivered against.

For example, following a review of HFRS's service delivery model during 2014 - 15, HFRS adopted a significant and radical approach to how response resources were matched to risk profiles, including introducing different types of response vehicles and crewing models.

IWFRS, through its risk-based approach, introduced new crewing systems to meet changing risk profiles across the Island. It was one of the first services to

introduce new firefighter technologies in recognition of the rural nature of its risk area.

Building upon a growing closer working relationship, alongside sustainability and resilience challenges for the IWFRS, the Isle of Wight Council and Hampshire Fire and Rescue Authority entered a strategic partnership in 2015 (the first of its kind within the UK Fire and Rescue Service). This put in place a shared senior leadership team, built resilience and supported us through the financial challenges.

We are now on the road to combining the two services, which should be in place by April 2021. Many of our activities within year one of this plan are about aligning as a single service and continuing to be a learning organisation with the most diverse talent delivering the best services for our communities.

Our continuous improvement journey and the introduction of a new inspection by Her Majesty's Inspector of Constabulary and Fire and Rescue Services (HMICFRS) has been welcomed. The recent publication of the HMICFRS State of the Fire and Rescue Service 2019 report raises several challenges whilst highlighting the great work we do.

Our communities have told us how proud they are of our fire and rescue services. Our teams across Hampshire and the Isle of Wight continue to be rightly held in the highest regard by the public and our partners. This Safety Plan sets out how we intend to build upon that and ensure we continue to deliver an exceptional service to our communities.



OUR SAFETY PLAN

We recognise we must continue to evolve as an organisation to meet the new risks and challenges we face. These risks should not be considered in isolation but rather as more widely connected issues to be addressed together with our partners.

The fire and rescue service has a statutory duty to produce an Integrated Risk Management Plan (IRMP). Our Safety Plan fulfils this function by setting out to our communities how we look at risk and how we respond to these risks.

The Fire and Rescue Services National Framework for England says that Fire and Rescue Services should work with their local partners to carry out a range of public service work to protect their communities. However, this must not distract from the core functions.

Hampshire Fire and Rescue Authority and the Isle of Wight Council have agreed, in preparation for the forthcoming combination, to produce a fully aligned Safety Plan that establishes a long-term approach to achieving our purpose of 'Together We Make Life Safer.'

Through our approach, we were keen to consider how

we make life safer and have therefore taken a wider view of risk and safety. We have considered how we are;

- » keeping communities safer
- » keeping our staff safer
- » keeping the organisation safer

We are rightly proud of our success in driving down the numbers of fires and those people killed or seriously injured. However, we know that risks are changing; the tragedy at Grenfell was a stark reminder of that. Therefore, we must build on our work in understanding risks now and in the future and develop plans to manage them.

Our staff are proud to work for the fire and rescue service. However, we also know from recent inspections that we have more to do to support our staff. We are already well on the way, but we want all staff to feel supported,

valued and safe. Within this plan we have set out our new values, which have been developed with and by our teams across Hampshire and the Isle of Wight. These values will define the way we deliver our services.

Finally, as a vital service to our communities, we must ensure the organisation is always able to deliver our services and therefore we are improving the systems and processes to provide that assurance.

Our Safety Plan is underpinned by our strategic assessment of risk which is a detailed and constantly updated analysis.

The Safety Plan has been developed by:

Identifying Risk

We identify risk through the detailed analysis of a range of information from across Hampshire and the Isle of Wight. Response data on all our incident types from

fires to road traffic collisions traffic collisions gives us a clear understanding of the hazards faced. Using this quantitative data alongside information we have gathered from national and community risk registers, partner organisations, local intelligence, computer modelling, national and local statistics and our knowledge of the community we serve such as age, living alone, deprivation and health information we are able to truly identify risk.

Assessing the Risk

The next stage in assessing our risk is to understand the likelihood of an event occurring and if it were to occur, the severity of it and impact on the community. We do this through both the use of quantitative data collected by our teams, alongside a process of co-production with partners utilising their risk information and our own specialists to allow us to understand each other's risks. We use this qualitative information gained from co-production to provide meaning to our quantitative risk data. Our partners and specialists are engaged through workshops and focus groups to gather their professional judgements and experience to inform how the risks we have identified may impact our county and communities, enabling us to assess these risks.

Prioritising the Risk

We carried out a consultation to assist in prioritising these risks. We use the findings from consultation alongside professional judgement to

decide upon the optimum provisions and services required to reduce these risks, which are then delivered through the Service's prevention, protection, response and resilience teams. This enabled us to rate those risks and understand the likely impact on our communities. We used this phase to develop "Our Priorities".

Mitigating the Risk

Mitigating the risk is both reducing the likelihood of an incident occurring and reducing the severity should one occur; for example, by the education of occupiers in domestic properties, through Safe and Well visits, where we can fit domestic smoke alarms and prepare escape plans. We work closely with building owners to protect their buildings, encouraging the fitting of sprinkler systems and preparing response plans should an incident occur. This approach ensures we integrate our prevention, protection and response activities to best manage foreseeable risks.

Effective management of some of the risks requires a partnership approach between other emergency services, local authorities, health providers and partner agencies. For example, the Adult Safeguarding Boards in all of our Unitary Authorities uses a multi-agency approach to identify and help those individuals most at risk. We also work together with a range of partners to prepare and plan for mitigating emergencies. We regularly test these plans through joint training exercises.

Reviewing the Risk

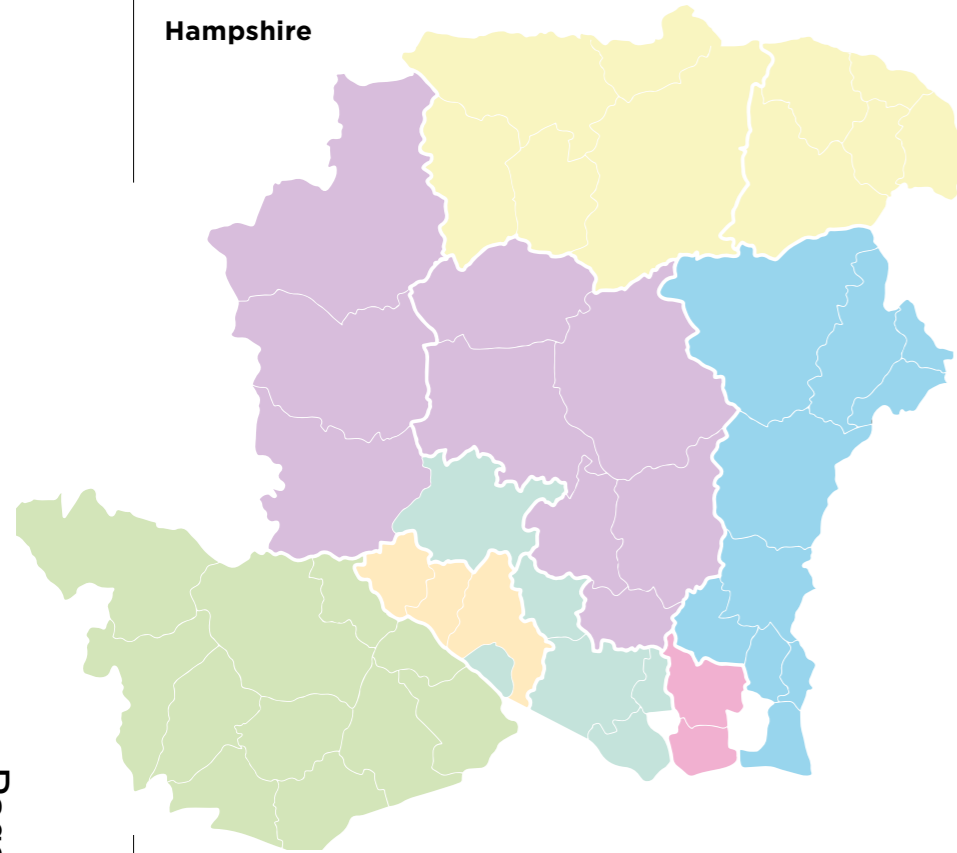
We will monitor the progress we make in delivering our Safety Plan activity and evaluate the associated outcomes to see whether it is impacting the risks we have identified. It is important that we continue to learn and improve. We will return to this plan after each year of delivery to report against it and continually reassess the risks and the organisations' priorities to ensure it is still accurate and relevant.

The activity in the Safety Plan will be overseen by the Chief Fire Officer and the senior team. We will report into the new Combined Fire Authority on progress at the end of each year in line with our annual performance reporting timelines, with a more comprehensive evaluation of progress at the end of the five-year period.

It is important we continue to develop as an organisation. We are committed to continually learning and developing throughout this process, and continuously improving how we deliver our services to our communities.

Hampshire and the Isle of Wight

Hampshire



Geography:

South of England and covers more than 3,700 square kilometres (1,400 square miles).

Population:

1.85M (2019) with residents dispersed in rural, urban and coastal living areas.

Hampshire is a large county based in the South of England which covers an area of more than 1400 square miles. The county is home to a population of 1.85 million people dispersed across rural, urban and coastal areas.

Hampshire is bordered to the West by Dorset and Wiltshire, to the East by West Sussex and Royal Berkshire and Surrey to the North. The county is bordered by the Solent to the south which is one of the busiest shipping lanes in the world served by the commercial ports of Southampton and Portsmouth.

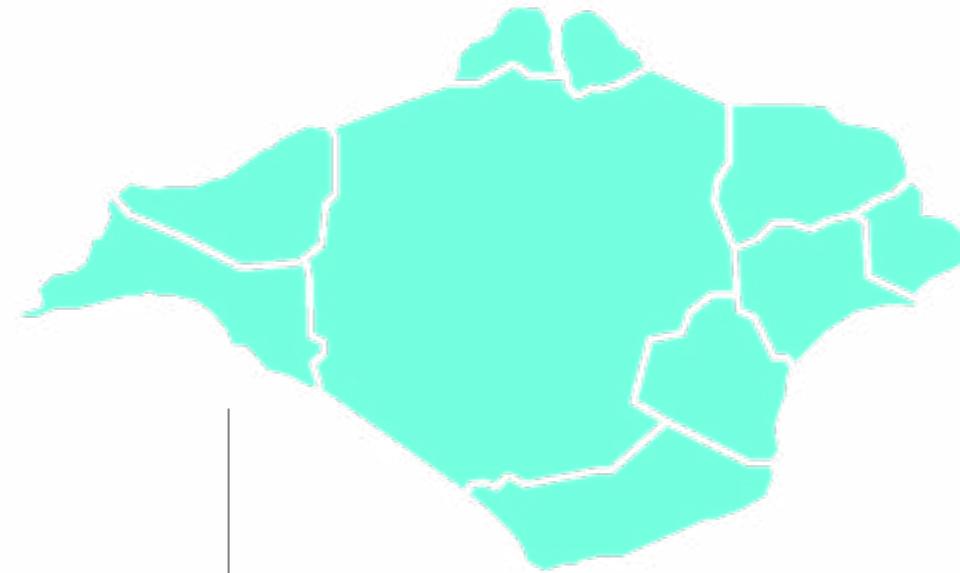
Hampshire is rich in history with national parks, significant places of interest and heritage sites of international importance. The cities of Southampton and Portsmouth are urban areas of growing populations with universities that are seeing significant growth in student numbers and accommodation requirements. The growth in industry around Winchester and Basingstoke highlights the changing landscape. Balanced with this are large numbers of remote villages with many thatched and listed buildings.

Hampshire is home to several significant military bases and ports. There are also several businesses that are classified as Control of Major Accidents and Hazard (COMAH) sites. These locations have specific plans in place to manage the risks they have on site. There is a large and diverse range of commercial and industrial elements across Hampshire with heavy industries, including Fawley oil refinery and BAE systems.

The county also has several major transport hubs including airports, ferry terminals, commercial ports, major motorways and several major hospitals, prisons and key infrastructure.

Figure 1: Map illustrates the county of Hampshire

Isle of Wight



Geography:

The Isle of Wight extends 22.5 miles (36 km) from east to west and 13.5 miles (22 km) from north to south.

Population:

141,000. With visitors to the Island, this can almost double during the height of the summer season.

The Isle of Wight is an island off the south coast of England. Home to around 141,000 and with an estimated 2.5 million visitors annually, the Isle of Wight is the largest and second most populated island in England.

Its economy is primarily based around light industry, tourism and service sectors and with its natural landscape, coastline and buildings of historical importance. It is a popular tourist attraction.

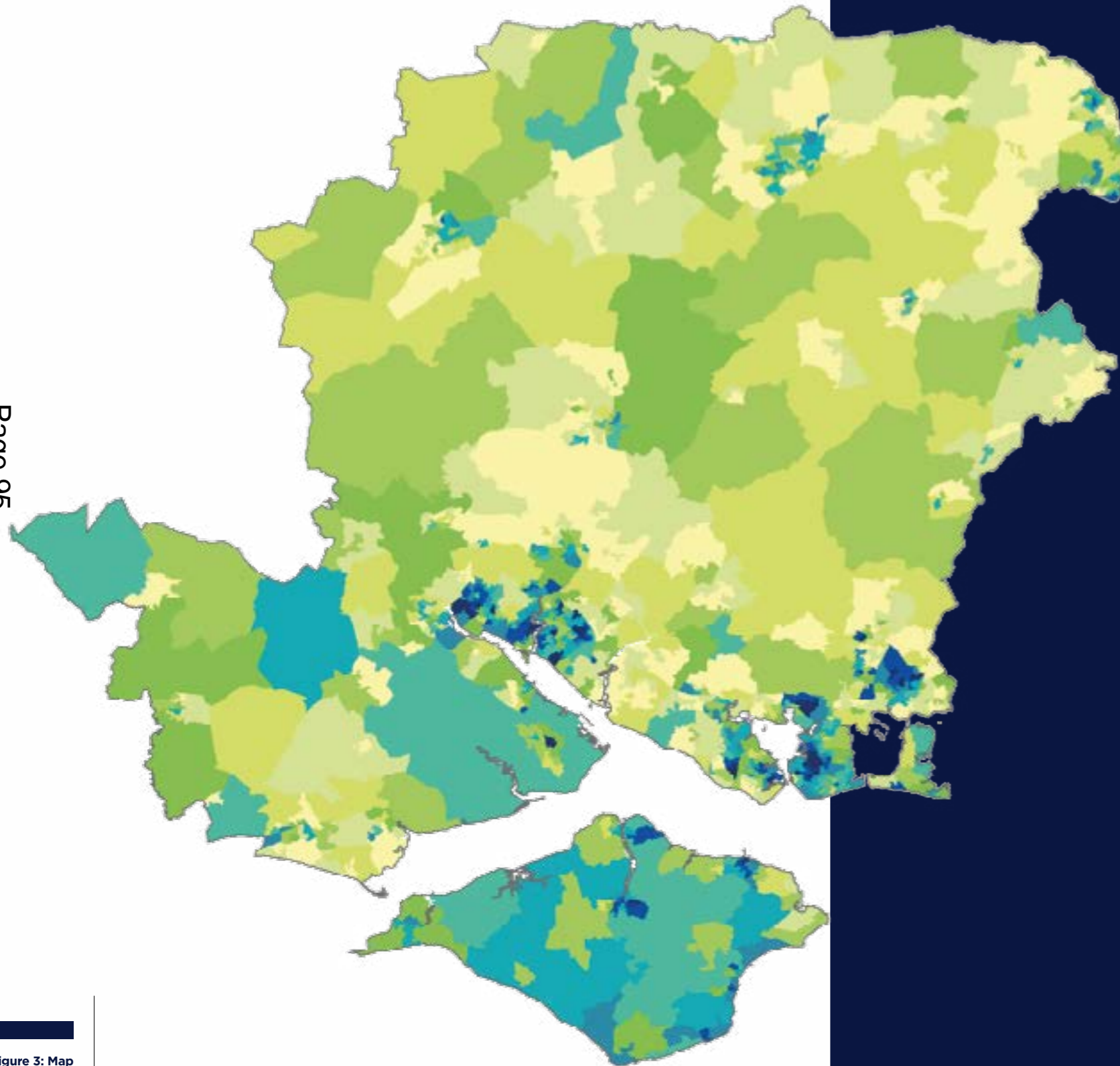
The Isle of Wight is also home to HMP Isle of Wight, holding 1100 prisoners across two prison locations and St. Mary's Hospital.

The Island is sparsely populated with 80% of the population based in 20% of the land mass.

Figure 2: Map illustrates the Isle of Wight.

Hampshire and the Isle of Wight
Areas of deprivation

Page 95



- 10% Most deprived
- 11% to 20%
- 21% to 30%
- 31% to 40%
- 41% to 50%
- 51% to 60%
- 61% to 70%
- 71% to 80%
- 81% to 90%
- 91% to 100%

The people in our communities

The risks for Hampshire and the Isle of Wight change as the people in those communities change and it is important for us to understand the way people live and how this impacts upon our service and importantly, how we seek to prevent, protect and, if needed, respond to those changing risks.

The Isle of Wight has a higher elderly population than the national average. Research shows that there is a greater impact from fire to people over 65 and those with long-term health conditions.

A key indicator of risk is social deprivation. Communities that are more deprived pose greater fire risk due to a number of common factors that we have identified following post fire investigations, such as mental health, alcohol and drugs, smoking and frailty. Identifying where in the communities these people live can help us to make them safer through prevention and protection activities.

No area will stay the same and we need to be aware of how this will impact our work and prepare for this. In Hampshire and the Isle of Wight, there are anticipated changes to the demographics of our communities:

Growing population: By 2024 the population of Hampshire is set to increase from 1.83 million (2017) to 1.95 million with the Isle of Wight increasing from 141,000 to 146,000 by 2026.

Ageing population: Of this, the number of residents over the age of 65 is expected to increase by more than 20% between 2017 and 2024. People in this age range are statistically more at risk.

Social changes: The risk profile of Hampshire and the Isle of Wight is likely to change with more people now living alone. This exacerbates other risk factors, specifically mental health and frailty.

A combination of all these factors, will mean that we must constantly reassess our communities to make sure our assessment of risk is still accurate.

Figure 3: Map showing Indices of Multiple Deprivation (Source Data: MHCLG 2019)



OUR PURPOSE

'Together we make life safer'

Our purpose drives us in everything we do. To be successful, all the work we do must contribute to making life safer in our communities. We can only fully succeed in making life safer by working together with partners and our communities.



A large part of our role is to work alongside local communities to help make them safer.

OUR VALUES

Values are a vital part of our organisation's effectiveness. Our teams understand what we stand for and feel inspired to demonstrate these principles in their everyday work. These values are central to everything we do and the way we do it. We must demonstrate these values through our actions. Our values feed into all the ways we work, including recruiting new people, managing teams and our approach to leadership.

These values were created by our workforce through a series of workshops and a staff survey to find out what matters to them. We worked with an expert partner who facilitated the sessions across both Services and a high proportion of our staff engaged in the process.

Through everyone living the agreed values across Hampshire and the Isle of Wight Fire and Rescue Services, we believe there will be improved trust and leadership, and everyone will feel proud of our Services.

In Hampshire and the Isle of Wight, we believe in:

Showing respect

Fairness, honesty and integrity in everything we say and do

Supporting others

Listening and acting with compassion and empathy

Everyone playing their part

Recognising the contribution we all make

Reaching further

Inspiring and challenging ourselves and others



OUR PRIORITIES

Our strategic assessment of risk provides the understanding for us to set out what our services should prioritise in order to manage, control and mitigate that risk. We also consider the learning from significant events locally, nationally and internationally to inform our planning, while gaining information about best practice from inspections by HMICFRS.

To achieve our purpose, we must fully understand the risks that our communities face. By engaging with those most affected by the risks identified we are able to create the most effective services to protect them. On this basis we have developed five priorities that we are committed to for the life of this plan.

These commitments will inform all that we do to make Hampshire and the Isle of Wight safer:

Our Communities

We work together to understand different community needs and deliver accessible, local services which build safer places.

Our People

We look after each other by creating great places to work and promoting the health, wellbeing and safety of our people.

Public Value

We plan over the longer-term to ensure our decisions and actions deliver efficient and effective public services.

High Performance

Our diverse teams are trusted, skilled and feel equipped to deliver a leading fire and rescue service today and into the future.

Learning & Improving

We have the support of policy and guidance with the freedom to use our discretion to do the right thing, learning from ourselves and others.

In the following sections we describe the services that we already provide, the views that our communities shared with us about these services during our consultation and then we provide a description of the improvements we would like to make in the coming year to make us even better.



OUR COMMUNITIES

We work together to understand different community needs and deliver accessible, local services which build safer places.

Every community is different. For us to make life safer, we must understand the needs of our communities and how this impacts risk.

The wide scope of our activities, informed through a better understanding of risk has helped us engage directly with our communities, how and where they need us most, as well as helping with any immediate need.

We help people to stay safe in their own homes

Keeping people safe in their homes is a high priority for us and we will dedicate significant resources to further reduce the number and seriousness of fires in the home.

There are approximately 800,000 homes in the area we cover which is where the most serious fires usually take place. The number of homes is set to increase in the coming years and with it comes a likely increase

in domestic dwelling fires. Hampshire and the Isle of Wight have a good track record of preventing fires, with a lower rate of domestic fires per household than the national average.

Identifying vulnerable people and reaching them in their homes to reduce their fire risk is critical to our purpose. Our Safe and Well visits reduce the risks for vulnerable people to keep them safe in their own homes. While identifying fire risks we must also be on the lookout for other hazards. Our highly trained staff also identify wider risks such as fuel poverty or those more likely to fall. We offer support or refer them to a relevant agency.

We work with the National Health Service with proven results to identify and reduce the risks of frailty, which can lead to falls. This more joined up approach helps us and our partners to make our communities safer. Participants have

experienced a 14% decrease in the chance of falling and a 40% improvement in balance following completion of our Safety Through Education and Exercise for Resilience (STEER) course. This is a key group of people who are at risk in the event of fire due to their mobility, who we now have contact with to help with fire prevention activity.

We employ Community Safety Officers who provide specialist support for their communities, working with local partners, to help people live longer in their own homes. We also have Safe and Sound, an internet-based service to help people undertake a self-assessment and get advice and receive a follow up visit where needed.

Our communities and stakeholders said: The public felt life risk should always be prioritised and supported working with vulnerable people as long as it does not detract from core functions.



We work with our communities to prevent fires

One of our core functions, as required by law, is to prevent fires. To keep the public safe, we aim to identify and help those in our communities who are most vulnerable and work with our partner agencies for the benefit of these people.

We engage with our communities in a number of ways, including Safe and Well visits and giving fire safety advice. We work with young people and run courses, such as Fire Cadets, the Prince's Trust Programme, A Better Me and Teen Fire Fit to instil positive values, develop skills, build confidence and promote healthy living. This reduces our four risk factors of mental health, alcohol and drugs, smoking and frailty.

In schools, our crews and specialist staff provide fire safety education. We also

regularly engage with the community at events, after incidents and via our social media channels.

Our Arson Task Force is seen as the leading team nationally for detection and conviction. Prior to the team being formed the arson detection rate was 6% and the conviction rate was 3%. At the end of 2018 the conviction rate stood at 81%. This demonstrates the benefits of the close working relationship between police and fire, as well as the upskilling on both sides. This team leads on several national and regional projects, including Adult Fire Setters, Restorative Justice and Victims of Crime Service.

Our communities and stakeholders said: 96% of respondents think it's important that we identify and target vulnerable groups.

We undertake inspections of buildings based on risk

As part of our prevention work, we undertake inspections of buildings where others have a statutory duty to consider fire risks. Where necessary, we will enforce fire safety legislation and use it to make people safer.

We prioritise inspections of non-domestic premises assessed as those most likely to have a fire or most likely to have fire safety issues. Our Risk Based Inspection Programme (RBIP) allows us to target our resources effectively and gives us better information to continue to develop our programme.

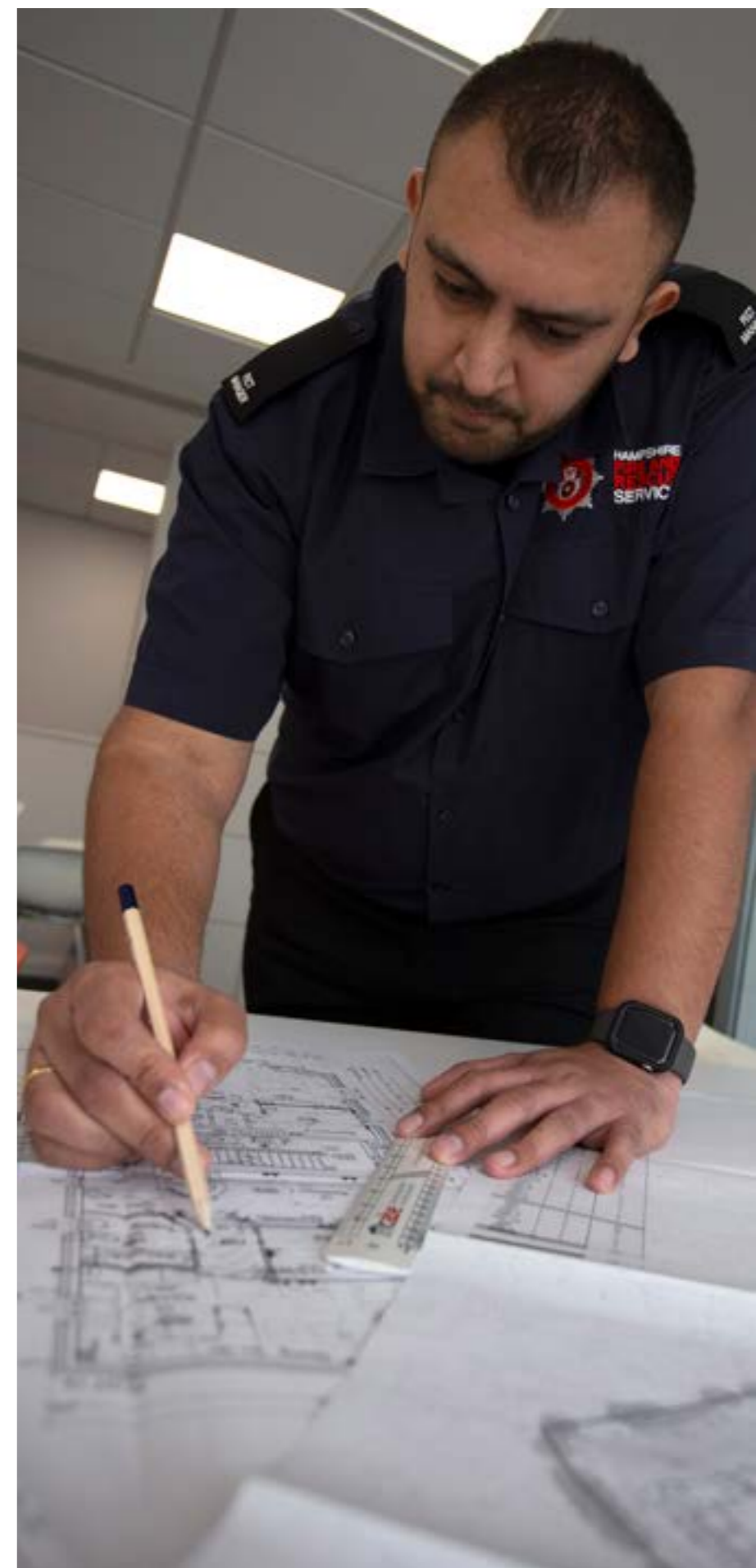
Commercial properties, including hospitals, schools, leisure facilities, care homes, hotels, offices, shops, factories, waste sites and chemical plants pose different fire risks.

Some non-domestic building fires have the potential to be larger than domestic fires in terms of resources and impact on the community.

There are more than 60,000 non-domestic buildings in Hampshire and the Isle of Wight. We are required by law to ensure those responsible for these buildings maintain appropriate fire safety measures.

We pro-actively offer advice to businesses, at events and online, on issues such as standardising fire safety, licensing requirements and complying with the law. We also consult on building regulations on new buildings or where fire safety measures need to be improved and undertake regular inspections based on risk. Our teams work with partners and site operators to promote best practice, offer fire safety advice and ensure we have the most up-to-date risk information.

Our communities and stakeholders said: Risk inspections of non-domestic properties were considered essential.



We regularly consult on building regulations, where fire safety measures need to be improved and undertake building inspections



Crews attend a thatch fire in the New Forest



An aerial ladder platform operating outside a high-rise building in Portsmouth

High-rise buildings are a priority

High-rise premises present specific challenges to fire and rescue services due to the number of residents and the potential difficulties for firefighters. This has been highlighted on a national level in the wake of the Grenfell Tower tragedy.

Within Hampshire and the Isle of Wight there are currently 273 high-rise buildings, six of these being on the Isle of Wight. We have legal obligations to respond to, train and prepare for the challenges presented by fires, including those in high-rise buildings. As an enforcement agency of fire safety legislation, we will work with landlords and building owners to reduce the likelihood and severity of an incident.

We lobby for sprinkler systems in all high-rise premises and our partnership work with Southampton City Council has seen a retrofit into all of their residential blocks. Crews visit blocks to familiarise themselves with every high risk residential building, each of which is

subject to a fire safety audit. We also benefit from the use of new technology meaning we can tackle high-rise fires more quickly and safely.

Our communities and stakeholders said: It is important to inspect high rise buildings based on risk.

We focus on higher risk places

There are some buildings within our communities that pose a specific risk due to the way they were built or how they are used. Considering the likelihood of fire and the potential for harm with each type of building, enables us to respond more effectively in the event of an incident.

There are locations across Hampshire and the Isle of Wight that manage substances that could have significant fire and environmental impacts. These are called Control of Major Accident Hazards (COMAH) sites. These sites have stringent regulations in place to reduce the possibility of an incident.

Hampshire and the Isle of Wight has 15 COMAH sites and a Major Accident Control Regulations (MACR) site, the military equivalent of COMAH. We are legally obliged to prepare for an incident at a COMAH site and we work to reduce these risks as far as possible. We do this by liaising with those responsible for COMAH and MACR sites, putting plans in place and taking part in exercises to test the multi-agency response to incidents.

Our communities and stakeholders said: It is very important to support our key risk sites, according to 98% of respondents.

Heritage sites are of significant cultural and economic importance and they also present particular risks from fire due to their methods of construction. Hampshire and the Isle of Wight has 12,797 listed properties. The character of some of the historic properties means that fire is a major threat to the site and its artefacts.

Our firefighters are equipped to respond to incidents involving hazardous materials



We provide fire safety advice, work with those responsible for these premises and encourage the installation of sensitive fire suppression systems. We visit them to familiarise ourselves with these sites and collect risk information to ensure that we provide the best response should an incident occur.

Our communities and stakeholders said: Of those who responded 90% believed this area to be important as the heritage sites were “irreplaceable” but of a lower priority than life and environmental risk.

Fires in thatched properties bring their own specific fire risks due to the use of flammable materials in large concentration and therefore require a large amount of resources if a fire occurs. Hampshire and the Isle of Wight contains more than 1,840 thatched dwellings and 125 other thatched buildings. It is likely that thatch as a building material will continue to be popular locally.

To promote fire safety to this group, we offer online fire safety advice for thatch property owners and work with the National Society of Master Thatchers.

We work with our partners to deliver shared outcomes

Working together with our partners we achieve more than as individual organisations. Together we help each other understand our community’s needs. This provides not only a better service to keep the public safe but also greater value for money.

We fully support and contribute to our partners’ plans such as Hampshire County Council’s ‘Vision 2050 Partnership’ and Isle of Wight Council’s Corporate Plan and the ‘One Public Service’ initiative, ensuring we are all working together to support those we serve.

Our skills and equipment make a difference to our communities in many ways. Alongside our operational partnerships, we have many other partnerships which bring benefits to our organisation and communities, such as sharing buildings, equipment and information.

We take a leading role in the Local Resilience Forums (LRF) working with a wide range of partners to plan for and respond to emergencies which threaten our communities.

Our communities and stakeholders said: according to 76% of the respondents, we should respond to a wider range of risks using our skills to better support our partners.

We support medical emergencies

Many lives have been saved through our medical interventions. Although this is not a statutory responsibility, our teams are trained, equipped and located across Hampshire and the Isle of Wight to respond rapidly to this type of incident.

Our Co-Responders are firefighters mobilised by the ambulance service and then supported by its nearest ambulance. Frontline crews have immediate emergency care medical training and equipment

with defibrillators on all frontline appliances. This enhanced level of training has directly saved the lives of our own personnel as well as members of the public. In HFRS, officers have been trained in the use of defibrillators and carry them in their cars.

Attendance at these incidents also helps us identify those with vulnerabilities who we may then assist with a Safe and Well visit.

Our communities and stakeholders said: We should continue to develop and widen the medical response activities we provide to the public according to 72% of respondents.

We help to keep Hampshire and the Isle of Wight moving

We are required by law to respond to transportation incidents, this includes not just road traffic collisions (RTCs) but also incidents involving rail, air and ships in port.

Hampshire and the Isle of Wight feature an array of transport infrastructure from major motorways and trunk roads (M3, M27, A3M, A34) through to Southampton and Farnborough International Airports, Southampton Docks and Portsmouth International Port. This transport infrastructure is critical to Hampshire and the Isle of Wight, with closures having far-reaching consequences to our communities.





Vehicle crashes are our most frequent transport related call-outs although the number of these incidents attended during 2014-2018 has remained stable, reflecting the national trend. For the year ending March 2019, 19 people were killed, and 391 people were seriously injured on the roads in Hampshire. On the Isle of Wight two people were killed and 77 seriously injured.

We plan, train and equip our teams to deal with the range of transportation incidents. We provide medical care to casualties, make the scene as safe as possible and extricate trapped casualties. We also support safety awareness campaigns through the Road Safety Partnership. On the Isle of Wight, we are the lead agency for RTC prevention and both services deliver initiatives such as 'Safe Drive Stay Alive', 'Biker Down', and 'Head On'.

We focus on water safety

We have a responsibility to respond to inland water rescues. We have large areas of inland water including many rivers, lakes and canals. National figures show about 400 people drown every year in the UK and a further 200 take their own lives in water.

We have water rescue trained crews across Hampshire and the Isle of Wight, including a specialist Water Rescue Team at Fareham. Our current training and equipment make us well placed to respond and our work in community safety and education helps us make a significant impact.

Through our prevention activities we work closely with partners such as the Royal National Lifeboat Institution, Royal Life Saving Society and the Maritime Coastguard Agency (MCA) in the Water Safety Forum who are committed to reducing deaths from drowning.

We respond to incidents at sea

The Solent is a busy shipping area and a popular location for recreational water-based activities. This creates a risk of various emergencies occurring on the Solent for which we prepare and respond to in accordance with a locally agreed plan.

We have a statutory responsibility for the Solent forts and for vessels that are moored alongside in ports and marinas. We have no statutory powers to attend vessels that are at sea, however, significant risks exist within the Solent area and we believe there is an expectation by the public and marine professionals that we are able to respond to such incidents.

In 2019, Hampshire Fire and Rescue Authority decided to continue to provide a maritime response to incidents occurring in the Solent.

We have a number of specially trained officers to assist in dealing with marine incidents when requested by the MCA and we work closely with our partners in the Solent area.

We work with our partners to reduce the impact of flooding

Recent events indicate that there is an increasing risk of flooding and as these events become more frequent, Services will be required to respond accordingly. Homes, businesses and infrastructure can all be vulnerable to flooding.

When dealing with extreme weather, we work closely with our partners and the LRF and support the work of the Department for the Environment, Food and Rural Affairs (DEFRA) and the Environment Agency. Although we receive no direct government funding to deal with flooding, we remain committed to continued close collaboration with our partners to prepare for and respond to these incidents.

Our communities and stakeholders said: It is important that HFRS and IWFRS prioritise preparations to be ready for and respond to the risks posed by severe weather, according to 95% of respondents.



We respond to wildfires

A wildfire is defined by HFRS and IWFRS using National Operational Guidance as uncontrolled vegetation fires of one or more hectares in size, requiring four or more appliances, lasting more than six hours and presenting serious risk to life, environment or property.

During the past four years HFRS and IWFRS have attended 71 wildfires and the majority of these were caused by people, either accidentally or deliberately.

We have specialist vehicles such as 4x4 and wildfire vehicles which enhance our ability to respond to wildfires. We have developed an exchange programme with the US Fire Service in Oregon to benefit from their extensive experience in dealing with wildfires. We have National Tactical Advisors who participate in the Wildfire National Working Group

to improve best practice measures for supporting the prevention and recovery from such incidents. These advisors have also deployed in support of largescale incidents nationwide.

We continue to reduce the risk of wildfires through liaison with stakeholders such as Forestry England, councils, National Park authorities and landowners.

Our communities and stakeholders said: Our partners in Forestry England responded to discuss further ways of working with them in the future.

We continue to reduce the risk of wildfire through liaison with our partners



Our improvements for year one:

We will improve our community risk profiling and insight tools, enhancing our analysis and understanding of the most vulnerable individuals in our communities.

We will publish a campaign calendar detailing our community safety activities.

We will review and improve our People Impact Assessments process to ensure we give full consideration how our activities could impact on our workforce and communities.

We will use our locally based teams to improve our ability to reduce fire safety risk in our communities.

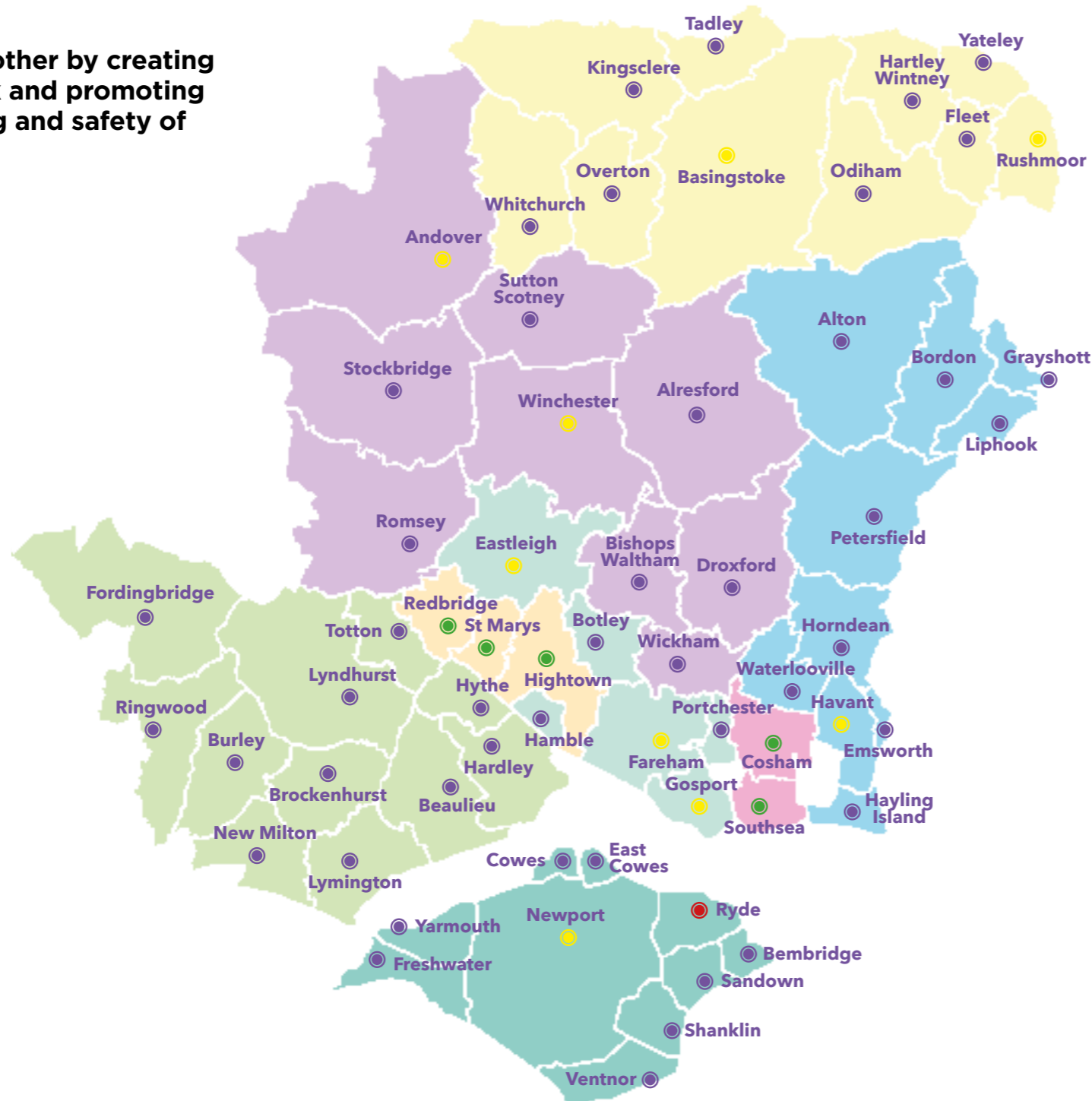
OUR PEOPLE

We look after each other by creating great places to work and promoting the health, wellbeing and safety of our people.

LEGEND

- WDS / On-Call Station
- On-Call Station
- WDS Day Crewed / On-Call Station
- WDS Station

- Winchester & Test Valley Group
- Southampton Group
- Portsmouth Group
- North Hampshire Group
- New Forest Group
- Havant & East Hampshire Group
- Eastleigh, Fareham & Gosport Group
- Isle of Wight



Our workforce

Our people are our greatest asset and the wellbeing and safety of our staff is important to us. We want to make sure they are looked after and have the right support in place when and how they need it.

We employ nearly 1900 people across both organisations, including approximately 300 non-uniformed specialists.

For our people to be as effective as possible, we ensure they have the skills, training and equipment they need. We ensure excellent learning and development opportunities are made available to everyone, so they can continue to grow.

We operate from 62 locations across Hampshire and the Isle of Wight. Our stations at these locations are crewed in different ways according to local risk profiles.

Figure 4: Map indicating locations and crewing systems across both Services

The health and wellbeing of our staff is vital

Research suggests many of our staff will suffer from mental health issues during their careers and much work has been done to ensure support is in place and people are encouraged to talk openly.

We value our staff and want them to reach their full potential when working to keep the people of Hampshire and the Isle of Wight safe.

We have a mental health programme and use a pioneering psychological screening programme to ensure our people are properly equipped to deal with potentially difficult situations. Our teams can access support processes such as Trauma Risk Incident Management (TRIM), Employee Assistance Programme, Mental Health First Aiders, The Firefighter's Charity, and Occupational Health and Wellbeing.

Steps are being made towards being more open at all levels of the organisation in terms of discussing health and wellbeing but there is always more that can be done. Our operational employees also undertake physical health screenings and fitness assessments, so they are able to meet the physical demands of their roles.



Alongside the physical and mental wellbeing of our staff, we support our people through the innovative use of technology and by investing in our estate and facilities. We have committed to ensuring that our buildings and facilities promote a healthy and inclusive place to work and visit.

We are committed to providing the highest levels of health, safety and wellbeing for all our staff and anyone who may be affected by our work activities. We will ensure that health and safety is at the heart of everything that we do.

We have four staff groups – FireINSPIRE, FireABLE, FireREACH and FireOUT – which provide support and networking opportunities for the proportion of our staff who are part of under-represented groups. These groups provide peer support, bringing together individuals and can play a significant role in driving change within our organisations and raising awareness of different issues. They can influence policy and introduce new ways of doing things and help us engage more effectively with our diverse communities.



We recruit staff based on our values

It is vital that we have the right people in the right roles to be effective. We must focus on our recruitment to find and retain talented people who embody the values we feel are central to representing our organisation. Embedding our values throughout our recruitment processes will help us to build a great working environment of which our workforce will be proud.

More than half our firefighters are on-call. This means they live or work near a fire station and respond from their home or normal place of work to incidents when needed.

Recruiting and retaining firefighters to work from on-call stations is a challenge faced by all fire and rescue services, especially in rural areas. This is constantly changing due to the dynamics of working life and house prices in the countryside, making it hard to find people who live close enough to be ready at very short notice.

Our people have the right skills

It is important that our staff at all levels are skilled and feel equipped to undertake their responsibilities. We align the skills and capabilities of our teams to ensure they can perform at the highest levels, based on our priorities.

Our leadership development framework supports the growth of our staff in their capacities as both leaders and managers.

Based on the insights we gained from our cultural survey and HMICFRS inspections, we have developed a People and Development Strategy. This will help make our services a great place to work for everyone whilst delivering excellent services to our communities through a professional, well equipped and agile workforce.

Our improvements for year one:

We will introduce our new values that define the way we work and embed them in inclusive recruitment, induction and promotion processes.

We will seek to understand and drive down the impact of poor mental health on our organisation.

We will provide an accessible wellbeing portal for our teams to ensure our employees are well supported.

We will commission an independent review of our current Health and Safety arrangements to improve our performance.

We will work to better understand the impact to our diverse workforce of ageing, fire ground contamination, menopause and heat stress.



Firefighters service their breathing apparatus sets

PUBLIC VALUE

We plan over the longer-term to ensure our decisions and actions deliver efficient and effective public services.

To be effective, we must prepare. We consider risks and opportunities from the outset, so we can make decisions that consider all the information available. This means we can maximise our value to the community within our budget.

We must be prepared for new and emerging risks

Risks faced by the UK are continually changing and evolving with potential major incidents such as natural disasters, industrial accidents and terror attacks. In partnership with the Hampshire and Isle of Wight Local Resilience Forum, we maintain preparedness to respond to a wide range of potential incidents and emergencies. Doing this planning means we are able to be more effective when the worst happens.

The resilience of the Services makes sure we have the ability to respond to new risks as they emerge. We are ready to work with other fire and rescue services by either receiving or providing support and specialist capabilities. We must be able to continue to deliver critical services in all circumstances.

National Resilience is a programme in place to provide a range of equipment, people and procedures to deliver a co-ordinated response. We have specialist teams that are capable of dealing with all types of emergencies and we are committed to supporting large scale incidents. These teams have deployed nationally to areas such as Yorkshire for the recent flooding as well as to international disasters, like earthquakes and providing humanitarian assistance in Bangladesh for the Rohingya refugees.

Cyber security is at the forefront of our thinking as we harness the power of new technologies. Our Information and Communication Technology (ICT) infrastructure is crucial to what we do as a modern fire and rescue service, so we ensure we have resilience, disaster recovery plans, cyber security tools and security training for staff in this area.

The need to protect our data and systems has never been more critical with General Data Protection Regulations (GDPR) and the threat of online attacks and other cyber-crime.



Firefighters on shore await arrival of Royal National Lifeboat Institution boat

We are aligned with the National Fire Chiefs Council (NFCC)

The aim of the NFCC, as the professional voice of the UK Fire and Rescue Service (UKFRS), is to drive improvement and development throughout the UKFRS. We are committed to supporting the NFCC and have been encouraged by HMICFRS to identify additional funding to strengthen the role of this organisation.

Our buildings need to be fit for purpose

Our premises play a vital role in our ability to engage with the communities we serve and respond to incidents in many different ways.

A number of these buildings are now over 50 years old and as such require some attention in order to ensure they are fit for purpose. Older buildings also cost

more to maintain and run. This makes investing in our existing facilities to improve standards and introduce lower cost technologies a sensible approach to take.

We have established a Station Investment Programme, giving us the opportunity to improve our operational buildings. This will provide better working environments for our staff, increase our environmental sustainability and, in doing so, reduce the costs of our premises, allowing us to be more efficient.

We must maximise the use of our estate while ensuring that our buildings allow us to do our job effectively and enable us to work better with our partners. We already utilise many of our buildings in a wide variety of ways by sharing a number of stations with our partners. These include blue light services such as the Police, Ambulance, HM Coastguard, charities like the Royal National Lifeboat

Institute (RNLI) and Red Cross and with statutory partners like Public Health. In this way our estate allows us to provide facilities for response, community safety and resilience in HFRS and IWFRS.

Our partnerships are not only operational

We regard corporate service partnerships in our back-office functions as highly as we do in our operational roles. We see the need to share services and form partnerships in order to provide high quality support functions to our staff and communities in an efficient manner.

We are part of the Emergency Services Network (ESN) which brings together communications for the police, fire and rescue and ambulance services as well as a range of other users.

We also have a Corporate Shared Services which shares specialist support functions such as finance, payroll, pension services, human resources and workforce development across other public-sector organisations. This is now the largest public sector partnership of its type in the UK. These partnerships enable us to offer high-quality services required to future proof a modern fire and rescue service.

Our technical services facility which includes fleet and equipment maintenance, stores, supplies and logistics functions is of critical importance to our Services. Our commitment to partnership working is embraced as we partner with Royal Berkshire Fire and Rescue Service for the delivery of fleet management and maintenance services.

We work closely with other agencies in a variety of partnerships which are focussed on improving public safety, including Multi-Agency Safeguarding Boards, health and wellbeing and local authority partnerships.



We work closely with other agencies in a variety of partnerships which are focussed on improving public safety



The new Basingstoke Fire Station was opened on 15 February 2018 by the Lord-Lieutenant of Hampshire, Nigel Atkinson, on his first official engagement



We use technology to help us be more efficient

We must ensure we are using technology to drive efficiency and effectiveness throughout the organisation. We ensure that our workforce is well supported so that technology is always benefiting what we do and not hindering us. There are also opportunities for more closely aligning our technological needs with our partners for procurement efficiencies.

We are also committed to using technology to assist us in making our communities and firefighters safer and allow us to respond more effectively. Improvements in technologies, such as vibrating alarms for the hard of hearing, help us to keep people safer in their homes. Advances in operational equipment increase firefighter safety, such as ultra-high-pressure lances and body-worn cameras.

How we are financed

Like many public services we have experienced reductions in government funding and the forecast for the UK economy is uncertain. Our aim is to maximise the use of all available funding while lobbying government to provide sustainable funding for a diversifying emergency service that makes life safer for the people of Hampshire and the Isle of Wight. Potential reforms, along with issues around firefighter pension arrangements and the national debate on the role of the modern firefighter may impact on the level of public funding we receive going forward.

Our financial strategy ensures our core functions are sustainable and incorporates our income, estate and investments, partnerships, efficiencies and ultimately any changes in resources.

Hampshire Fire and Rescue Authority currently collects £67.71 per year (£1.30 per week) in council tax for a Band D property to provide a fire and rescue service to the communities of Hampshire. This is 56% of HFRS income.

The Isle of Wight Council currently collects £66.91 per year (£1.28 per week) in council tax for a Band D property to provide a fire and rescue service to the communities of the Isle of Wight.

Government grants for Hampshire provide 14% of HFRS funding. This funding for the Isle of Wight is contained within general funding for the council. HFRS finances are managed by Hampshire Fire and Rescue Authority, while those of IWFRS are managed by the Isle of Wight Council. Business rates for Hampshire generate 20% of HFRS income. The IWC also

receives business rates for the services it provides.

A small amount of income is generated from fees, charges, interest and from government grants for specific purposes. HFRS also generates a small income through their trading arm. HFRS ensures we maximise the use of our assets by sharing space with partner organisations which generates annual income to protect frontline services.

We must ensure our approach to integrated risk management includes robust financial planning and management that considers future government grant levels, contract and supplier costs, inflation, business rates retention and maintenance of sufficient reserves.

In anticipation of the Government's Comprehensive Spending Review (CSR) during 2020 we have produced an interim financial plan that seeks to balance the budget up to 2021/22 without the

need for further budget reductions, although we will continue to pursue service efficiencies where it makes sense to do so.

We will update the Medium-Term Financial Plan in light of the CSR, which will provide greater clarity around the medium-term financial prospects for the new Combined Fire Authority. We will prioritise our spending based upon the strategic direction set by this Safety Plan.

Our improvements for year one:

We will bring together Hampshire and Isle of Wight fire and rescue services to become a single CFA to improve resilience and enhance capability.

We will update our medium-term financial plan following the completion of the government's Comprehensive Spending Review (CSR) and in

preparation for the introduction of the CFA.

We will put forward business cases to invest in Bishops Waltham, Cosham and Redbridge Fire Stations and develop an investment plan for the Isle of Wight estate as part of our wider Station Investment Programme.

We will publish an improved suite of information for our communities and stakeholders, so they can hold us to account.

We will broaden our existing plan to significantly reduce our impact on the environment.

We will review our staffing arrangements to ensure that our resources are focussed on supporting our priorities.



Firefighters appearing at a public event at Winchester Cathedral

HIGH PERFORMANCE

Our diverse teams are trusted, skilled and feel equipped to deliver a leading fire and rescue service today and into the future.

How well we do our job is crucial to making life safer and maintaining the trust and confidence of our communities. We need to understand how well we are doing so we know where we need to focus resources. We also need to ensure our data is useful and available as we are accountable to the public for our performance.

Diverse and inclusive teams make us better

It is important the workforces of HFRS and IWFRS reflect the communities they serve. This diversity brings a breadth of skills and experience to our organisation that can only improve our performance.

Our Inclusion and Diversity team are integral to our recruitment and promotion processes. We are attracting more diverse candidates than ever before but there is more to be done. While we actively encourage applications from all

sections of the community, candidates are always selected on merit alone.

Concerted efforts are being made to remove historic barriers that may have deterred people from under-represented groups from applying for operational roles in the past. We have seen an increase in on-call female firefighters since the launch of our digital campaign targeted at under-represented groups.

We use our data to better understand our work

Our ability to monitor and use performance data has been strengthened. We recently introduced a new and more efficient way of storing data combined with a set of organisational performance dashboards.

For the first time, we can view 'real time' information to assist managers, stations and staff. This will help contribute towards a

positive performance culture of continuous improvement, a renewed focus on data quality, and evidence-based decision-making.

Our people are competent to undertake their work

All our staff are competent to undertake the role they perform, achieved by induction training, development programmes and the Maintenance of Competence scheme.

Our Academy identifies and delivers training so that teams who are deployed to incidents are competent to undertake the role they have been sent to perform.

We support our team's continuous professional development through individual development plans.

Our leadership framework supports the growth of our staff as leaders and managers.



We use National Operational Guidance (NOG) as the foundation for developing our operational policies, procedures and training to deal with incidents effectively and safely.

Our response to incidents

Despite little change in the percentage of critical incidents attended within the target time, public perception of our speed of response has remained exceptionally positive. We also want to create a standard for prevention and protection activity, so our communities can understand how we are performing.

We recognise the importance of responding to incidents quickly and effectively. We have a legal duty to provide a set of standards that set out the expectation of how quickly we will respond when an incident occurs. Our response standards must be effective in helping us deal with emergencies and keeping our staff safe.

Our current standard for a critical response in Hampshire is to ensure that an appliance will be in attendance within 8 minutes, 80% of the time (8/80), where there is risk to life or property. For the Isle of Wight, the standard is to ensure an appliance is at the incident within 10 minutes, 80% of the time (10/80), however this does include call-handling time.

For a non-critical response, where there is no apparent threat to life or major risk to property, an appliance will be in attendance within

15 minutes, 100% of the time (15/100) for HFRS and within 20 minutes, 100% of the time (20/100) for IWFRS. Examples include bin fires or small fires in open areas.

All other incidents requiring a response will see an attendance within 60 minutes, 100% of the time (60/100) and these calls are often advice related. These are usually attended by a single officer to give guidance on a situation that may require further fire service intervention. Both services aim to attend all of these incidents within an hour.

A review of our response standards will be undertaken during the lifespan of this plan which will include a review of the number of resources required to meet our risks.

We support the ongoing national work to understand the relationship between response standards and the outcomes of incidents and we are committed to setting researched, challenging, achievable and appropriate response standards that will make life safer.

We work with our Networked Fire Service Partners (NFSP), a collaboration between Devon and Somerset FRS, Dorset and Wiltshire FRS, IWFRS and HFRS. We have aligned our control rooms and are able to mobilise the most appropriate response regardless of county boundaries. We will continue to develop the way we share risk information and training with our partnering services.

Our communities and stakeholders said: Adapting our response standards based upon risk was supported by 84% of respondents and 88% of respondents agree that response standards are an important measure of performance.

Speed of attendance over other measures is important, according to 93% of respondents.

Respondents would also like to see measures relating to the outcomes of our response to incidents, fire prevention and outreach work.



Our improvements for year one:

We will identify and challenge, using our existing network groups, those barriers preventing us attracting, recruiting and retaining a more diverse and inclusive workforce.

We will propose a new set of operational performance standards.

We will update our external website and our internal intranet so the public and our teams can see how we are performing.

We will equip our teams by providing a simple way to record and view information in real-time.

We will roll out a leadership framework to ensure managers at all levels receive leadership and management development, inclusion and diversity training, and upskilling in core human resources processes.

We will develop our learning and development provision to identify and develop leaders for the future.

We will review our availability and competency management systems, to ensure we have the most appropriate system for our future needs.

We will check how embedded our new values are across our teams and develop a process for testing their impacts on performance.

LEARNING AND IMPROVING

We have the support of policy and guidance with the freedom to use our discretion to do the right thing, learning from ourselves and others.

Learning helps us improve

We always challenge ourselves to improve so that we strive to deliver the very best service to our communities.

It is important that everyone has a personal responsibility to share their learning to help our organisation. In order to do this, we must have the right tools, such as body worn video in place so that we capture this learning effectively.

All our operational incidents and training events have an active debrief which supports the aim of continual improvements. The debriefing process allows us to systematically analyse and evaluate the operational tactics employed during specific incidents. It is how we identify and discuss the hazards and risks present at the incident and evaluate the control measures used to manage them. This learning is then shared across the

Services to ensure continual learning and improvement.

Learning can also be gained from positive experiences, so we need to celebrate these as well as reflecting on those which do not go well. We create a secure environment which is appreciative and facilitates learning.

It is vital that if we are going to continue to grow and improve, we must share the learning across the whole organisation and embed this into policy and practice.



We create a secure environment which is appreciative and facilitates learning and continuous improvement

We evaluate our work to improve services

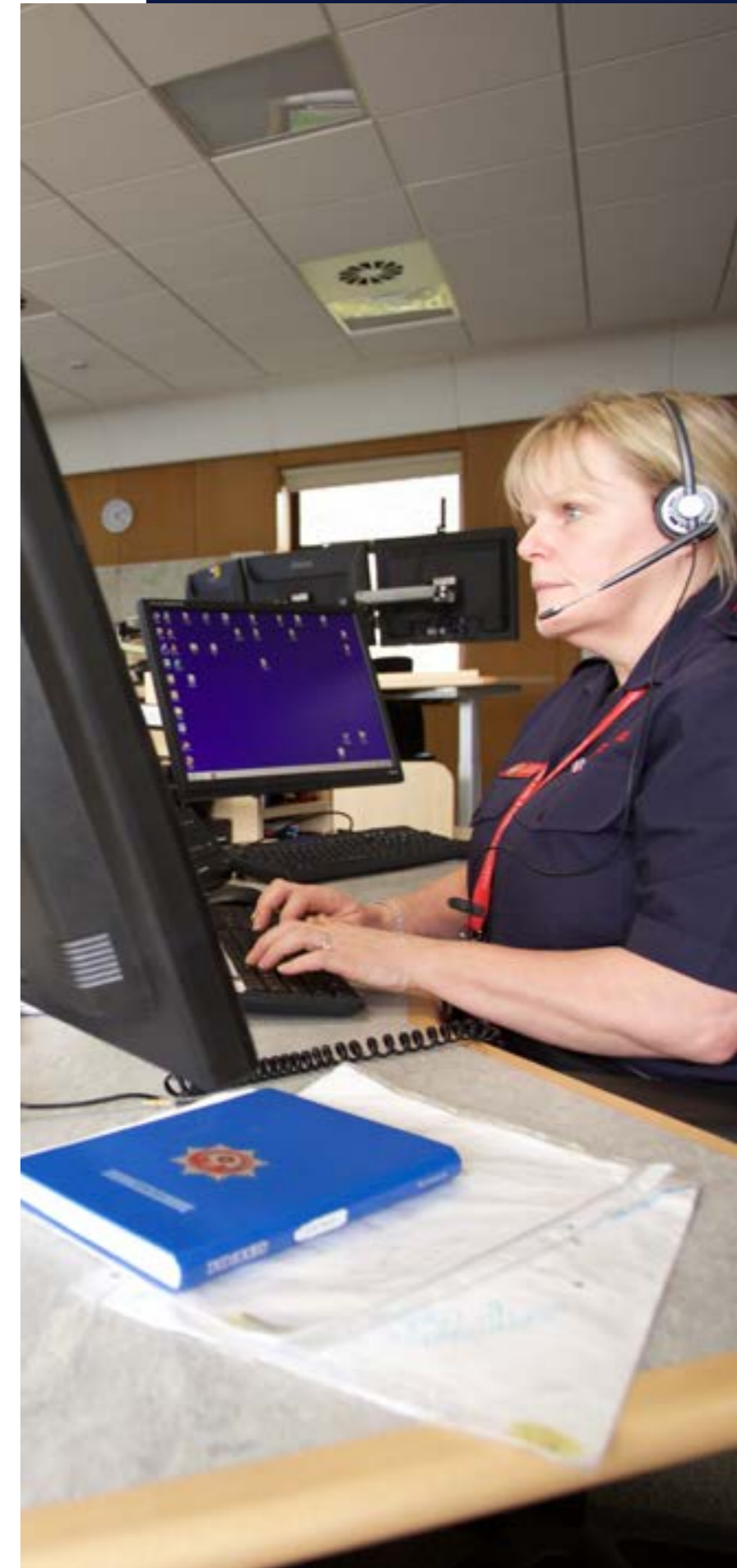
Evaluation is critical to us. Our ability to improve our performance ensures we are making life safer and building on the services we deliver.

As we continue to undergo organisational changes, we have implemented a Change Management Framework across the Services. This is designed to capture the learning from the change activity as well as the impact on our teams and our communities.

We prioritise the learning and development of our people

We provide workforce development for our staff with excellent learning opportunities including an apprenticeship scheme, personal development reviews, a leadership framework and opportunities for both internal and external secondments. We currently have our staff embedded into HMICFRS, Network Fire Services Partnership, Emergency Services Network, National Resilience, NFCC, Crown Premises Inspection Group (CPIG) and the Home Office. This brings benefits to our Services by bringing learning back on their return.

Our control rooms are able to mobilise the most appropriate response, regardless of boundaries





We share facilities at Winchester Fire Station with Public Health England's Emergency Response Department

We use research and innovation to drive forward improvements

We have identified that the risk profile of our counties is changing as our societies, technology and environment change. As such we must continually develop our ways of working to improve and meet these new challenges.

We are committed to commissioning, undertaking or participating in research to better understand the risks we face, making use of new and improved ways to deal with these risks and continually aiming to improve and adapting to be as efficient and effective as possible.

We share facilities at Winchester Fire Station with Public Health England's Emergency Response Department (Science and Technology). This partnership will provide HFRS and IWFRS with access to expert research support allowing us to be intelligence led in all we do.

We also manage a UK research map on behalf of the NFCC to assist in the co-ordination and dissemination of fire and rescue research.

Our commitment to research and development allows us to continually improve and also supports our partners' developments by sharing of our research.

Our improvements for year one:

We will review our operational learning arrangements to ensure we are benefitting from our own and other services' experiences.

We will refine our operational assurance system.

We will collate all the existing opportunities for organisational learning and set out recommendations for improvement.

We will review and evaluate the use of body worn video cameras to ensure we learn and make decisions safely at all levels.



Compartment Fire Behaviour Training at Eastleigh's Fire and Rescue Academy

MEASURING OUR PERFORMANCE



Rushmoor firefighters in an incident briefing

It is important that we can describe our performance so that our teams understand the progression we are making over the life of this plan and the communities we serve are able to hold us to account on the commitments that we have made.

Understanding our performance within the context of the plan will help us deliver better services to the public as we will be continually reviewing the effectiveness and efficiency of our activities.

We have several mechanisms to ensure that our performance is scrutinised. From an external viewpoint HMICFRS will be monitoring our effectiveness, efficiency and how we look after our people, making independent judgements. In year one of this plan both services will be inspected. We use

a range of other external assurance mechanisms to understand our performance. We seek to gain a wide view of learning from formal audits, peer reviews, benchmarking with other organisations similarly structured or facing like challenges.

Internally, the improvements undertaken to achieve our commitments will be overseen by the senior team and assured by a board focussed entirely on service performance and assurance. This will ensure that we monitor the progress we make in delivering the specific Safety Plan activity and evaluate the associated benefits for the communities of Hampshire and the Isle of Wight.

We have a comprehensive set of performance indicators that enable us to monitor our performance against this plan. In year one,

we will further refine these performance indicators, enabling us to accurately describe our performance and understand the impact of our commitments on the communities of Hampshire and the Isle of Wight. We will review this plan on an annual basis, adding in further improvements as we build on year one delivery.

By reviewing our performance on a regular basis, we can ensure that our services remain tailored to the specific risks and opportunities facing Hampshire and the Isle of Wight.

SUMMARY

Our Communities

We work together to understand different community needs and deliver accessible, local services which build safer places.

Our improvements for year one:

We will improve our community risk profiling and insight tools enhancing our analysis and understanding of the most vulnerable communities.

We will publish a campaign calendar detailing our community safety activities.

We will review and improve our People Impact Assessments process to ensure we give full consideration of how our activities could impact on our workforce and communities.

We will use our locally based teams to improve our ability to reduce fire safety risk in our communities.

Our People

We look after each other by creating great places to work and promoting the health, wellbeing and safety of our people.

Our improvements for year one:

We will introduce our new values that define the way we work and embed them in recruitment, induction and promotion processes.

We will seek to understand and drive down the impact of poor mental health on our organisation.

We will provide an accessible wellbeing portal for our teams to ensure our employees are well supported.

We will commission an independent review of our current Health and Safety arrangements to improve our performance.

We will work to better understand the impact to our diverse workforce of ageing, fireground contamination, menopause and heat stress.

Public Value

We plan over the longer-term to ensure our decisions and actions deliver efficient and effective public services.

Our improvements for year one:

We will bring together Hampshire and Isle of Wight fire and rescue services to become a single Combined Fire Authority to improve resilience and enhance capability.

We will update our medium-term financial plan following the completion of the government's Comprehensive Spending Review (CSR) and in preparation for the introduction of the CFA.

We will put forward business cases to invest in Bishops Waltham, Cosham and Redbridge Fire Stations and develop an investment plan for the Isle of Wight estate as part of our wider Station Investment Programme.

We will publish an improved suite of information for our communities and stakeholders, so they can hold us to account.

We will broaden our existing plan to significantly reduce our impact on the environment.

We will review our staffing arrangements to ensure that our resources are focussed on supporting our priorities.



High performance

Our diverse teams are trusted, skilled and feel equipped to deliver a leading fire and rescue service today and into the future.

Our improvements for year one:

We will identify and challenge, using our existing network groups, those barriers preventing us attracting, recruiting and retaining a more diverse workforce.

We will propose a new set of operational performance standards.

We will update our external website and our internal intranet so the public and our teams can see how we are performing.

We will equip our teams by providing a simple way to record and view information in real-time.

We will roll out a leadership framework to ensure managers at all levels receive leadership and management development, inclusion and diversity training, and upskilling in core human resources processes.

We will develop our learning and development provision to identify and develop leaders for the future.

We will review our availability and competency management systems, to ensure we have the most appropriate system for our future needs.

We will check how embedded our new values are across our teams and develop a process for testing their impacts on performance.

Learning and Improving

We have the support of policy and guidance with the freedom to use our discretion to do the right thing, learning from ourselves and others.

Our improvements for year one:

We will ensure our revised policy, procedures and guidance system is fully embedded.

We will review our operational learning arrangements to ensure we are benefitting from our own and other services' experiences.

We will refine our operational assurance system.

We will collate all the existing opportunities for organisational learning and set out recommendations for improvement

We will review and evaluate the use of body worn video cameras to ensure we learn and make decisions safely at all levels.

AT A MEETING of the HFRA Standards and Governance Committee held virtually via Microsoft Teams on Wednesday, 30th September, 2020

Chairman:

* Councillor Liz Fairhurst

* Councillor Sharon Mintoff

* Councillor Geoffrey Hockley

* Councillor Jonathan Glen

* Councillor Roger Price

*Present

Also present with the agreement of the Chairman:
Councillor Chris Carter, Chairman of HFRA

115. **APOLOGIES FOR ABSENCE**

All Members were present and no apologies were noted.

116. **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 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.

No interests were declared.

117. **MINUTES OF PREVIOUS MEETING**

The minutes of the last meeting held on the 23 July 2020 were reviewed. It was confirmed that in relation to Minute 111 and reference 'Risk Assessment Champion', this was covered within Councillor Glen's Champion role, and the action was therefore resolved. Councillor Glen was content with this.

The minutes of the last meeting were therefore agreed.

118. **DEPUTATIONS**

There were no deputations for the meeting.

119. **CHAIRMAN'S ANNOUNCEMENTS**

There were no Chairman's announcements.

120. **EXTERNAL AUDIT RESULTS REPORT 2019/20**

The Committee received a report from the Chief Finance Officer (Item 6 in the Minute Book) which summarised the External Auditor's Audit Results report for 2019/20 which was appended to the report. Representatives from Ernst & Young (EY) introduced their report and outlined key issues. It was confirmed that the audit of the Authority was almost complete and given the challenges related to the impact of the Covid-19 pandemic, the audit was in a good position. Members attention was drawn to page 17 of the agenda pack which set out the impact that Covid has had on the audit, and a key outstanding item was 'Disclosures on Going Concern'. It was explained that EY have been working with Officers to obtain information on the impact of Covid, and a mandatory consultation process within EY would subsequently follow to ensure consistency and efficiency of the disclosure.

EY drew Members attention to page 19 of the agenda pack and confirmed that they were still considering the final form of the audit report and this was explained to Members. It was heard that a final judgement would be made when work was complete and it was emphasised that this was not a qualification to the External Audit opinion. It was noted that upon completion of work, EY would be able to sign the opinion on the accounts, however they may not be in a position to certify the full completion of the audit at that time as this depended on receiving instruction from the National Audit Office.

Members were taken through Section 2 of the report (page 23 of the agenda pack) which set out the key risks. It was heard that in relation to misstatements due to fraud or error, this was a risk identified in every audit engagement and was mandatory. EY concluded that they had not identified anything that would need to be drawn to Members attention in connection with fraud or error. The risk in relation to valuation of land and buildings was also explained, and it was noted that there was a material uncertainty clause in the Valuers report for this year as a result of Covid. It was heard that a difference of £600,00 had also been noted on assets revalued throughout the year, and this detail was explained to Members who noted that this would not impact the audit opinion.

Page 25 of the agenda pack detailed pension liability valuation which included looking at adjustments in respect to McCloud and Goodwin, and it was heard that there were no issues to report. Members noted that EY were yet to finalise testing in relation to IAS19, but expecting to conclude on that within days. A misprint was highlighted on page 25 of the agenda pack and it was noted that the first bullet point listed under 'What did we do' should read 'Hampshire Fire Authority' instead of 'Hampshire Constabulary'. In response to a Member query, it was confirmed that the government set the rules in relation to pensions but the valuation was undertaken by Actuaries, Aon Hewitt.

EY drew Members attention to page 34 in the pack which concluded no risks in relation to value for money, and page 37 highlighted a prior year adjustment with a difference of £11 million, but there would be adequate disclosure in the accounts for this. In conclusion EY emphasised their independence of the Fire Authority, and wished to record their thanks to Officers with their assistance in completing the audit during a challenging year.

In response to Member questions, it was confirmed that as the procedures were still to be completed, the final fee would be brought back in the final audit letter which would be considered at a subsequent meeting of the Committee. Officers also confirmed that the deadline for the Authority to publish final accounts had been extended to the 30 November due to Covid, and this was also the deadline for the completion of the audit.

The Chairman of the Authority was invited to speak and agreed with other Committee Members that this was a thorough audit report in difficult circumstances, and the Chairman of the Authority and Members of the Committee were content with the report.

The Chairman drew Members attention to an additional recommendation to consider whether there were any matters to refer to the Authority, and no matters were referred.

RESOLVED:

- a) That the HFRA Standards and Governance Committee considered whether there were any matters to refer to the Hampshire Fire and Rescue Authority.
- b) That the Committee received and noted the External Auditor's HFRA Audit Results Report for the year ended 31 March 2020.

121. ANNUAL ACCOUNTS 2019/20

The Committee received a report from the Chief Finance Officer (Item 7 in the Minute Book) regarding the Annual Accounts 2019/20. Members heard that the Covid pandemic had impacted on the timescales that Officers had been working to in producing the accounts, the valuations within the accounts and the growing concern statement. Members attention was drawn to the recommendation at paragraph 35 of the report which allowed for delegated authority to make changes to the statement of accounts if required. It was heard that this recommendation may be used because of the extension to the 30 November to publish final accounts, and also as the external audit was still in the process of completion, and Members of the Committee would be updated of any changes.

The Letter of Representations was highlighted, appended to the agenda pack, which detailed assurances to the External Auditor, and also the accounts which were appended at Appendix 1. It was noted that since publication of these, there would be some changes which would be picked up when the External Auditors sign off the final version of the accounts. It was noted that presently any changes identified were minor, and did no impact on the overall position for the accounts.

The Chairman invited the Chairman of the Authority to comment, and he expressed his content with the accounts and congratulated Officers on their work through very difficult circumstances. The Chairman of the Committee queried whether there would be a Government one year settlement and it was explained that the Government were keen for a three year settlement to give certainty

through difficult times. It was noted that the settlement wouldn't impact on the Authority's accounts, and it was expected sometime in November which would feed into the provisional local government finance settlement.

Members were content with the accounts and thanked Officers for their hard work.

RESOLVED:

- a) That the Statement of Accounts for 2019/20 attached at Appendix 1 be approved subject to any final amendments reported at the meeting.
- b) That the Chief Finance Officer be given delegated authority to approve any minor amendments to the Statement of Accounts if required.
- c) That the Letter of Representations be considered and signed by the Chairman on behalf of the Committee.

Chairman,

AT A MEETING of the HFRA Stakeholder Committee held virtually on Microsoft Teams on Wednesday, 11th November, 2020

Chairman:

* Councillor Roger Price

* Councillor Jonathan Glen

* Councillor Sharon Mintoff

* Councillor Roz Chadd

* Councillor Rhydian Vaughan MBE

19. **APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Roz Chadd, who had a clash with another meeting.

20. **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.

21. **MINUTES OF THE PREVIOUS MEETING**

The minutes from the meeting on 25 September 2019 were approved.

22. **DEPUTATIONS**

There were no deputations for the meeting.

23. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman welcomed Rob Goldsmith to the meeting, who was the new Managing Director of 3SFire Ltd and had been appointed following the 25 September Stakeholder Committee meeting last year. The Chairman also thanked staff for their hard work this year and for managing the company successfully through such unprecedented and difficult times.

24. **BUSINESS UPDATE AND MITIGATION OF COVID-19 IMPACTS**

The Deputy Chief Fire Officer updated Members on progress within the 3SFire Ltd from this year. The Managing Director had only been in post for a short period of time before the pandemic started, but had lead with flexibility and helped keep the company running efficiently and effectively over the past several months.

Committee was pleased to learn that the company had been well managed and

thanked the Managing Director and his team for their continued hard work.

25. EXCLUSION OF PRESS AND PUBLIC

It was resolved that the public be excluded from the meeting during the following items 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 the items there would be disclosure to them of exempt information within Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, and further that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons set out in the reports.

26. FINANCIAL AND BUSINESS UPDATE

The Committee considered a report from the Managing Director (MD) (item 8 in the minute book) of 3SFire Ltd on the financial status and progress of the company [SEE EXEMPT MINUTE].

27. PROPOSALS IN RESPECT OF FUTURE COMPANY STRUCTURE

The Committee considered a report from the Managing Director (MD) (item 9 in the minute book) of 3SFire Ltd. on proposals around the future company structure. [SEE EXEMPT MINUTE]

28. EXEMPT MINUTE FROM PREVIOUS MEETING

The exempt minute from the 25 September 2019 meeting was approved.

Chairman,

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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of the Local Government Act 1972.

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