



**Hampshire  
& Isle of Wight**  
FIRE & RESCUE AUTHORITY

## HIWFRA Full Authority

Purpose: [Noted](#)

Date: **20 JUNE 2023**

Title: **2022/23 ANNUAL PERFORMANCE REPORT**

Report of [Chief Fire Officer](#)

## SUMMARY

1. The Annual Performance Report (**Appendix A**) explores how the Service performed against our priorities over the last year. Performance is described against each of the Hampshire and Isle of Wight Fire Authority's Safety Plan priorities and against key operational and corporate health measures in the period 1 April 2022 through to 31 March 2023. The report also provides an assessment of progress against our Safety Plan improvements for 2022/23.
2. The Service uses performance reporting and data analysis to assess our effectiveness, efficiency, and financial position; and to inform decisions we make and where we target our resources. Our performance measures help us find areas for improvement, as well as identify successes and good practice to be shared, where applicable, across public services and the fire sector.
3. The report includes benchmarking comparisons with 'similar services'; these are the other fire and rescue services within our 'Family Group' ('English and Northern Irish County Services with coastline'): Avon, Cumbria, Devon & Somerset, Dorset & Wiltshire, Essex, Humberside, Kent, Lancashire, North Yorkshire and West Sussex. These Services have been identified as similar to HIWFRS following extensive analysis by the National Fire Chief's Council (NFCC).

## SAFETY PLAN IMPROVEMENTS 2022/23

4. The five-year Hampshire and Isle of Wight Fire and Rescue Service (HIWFRS) Safety Plan was launched in April 2020, setting out our priorities,

our values, how we will build on our strengths, and how we will address the areas that require focus and improvement.

5. Each year the Fire Authority approves a range of in-year improvement activity. The 2022/23 improvements were approved by the Fire Authority on 15 February 2022. The Performance Report summarises progress against these activities.
6. In total, with some 2021/22 improvements that were deferred or part of multi-year programmes of activity, there were 17 Safety Plan improvements for 2022/23 (Year 3). To date, 12 of these have been completed and for the remaining 5 improvements, a significant amount of activity has still been undertaken and further detail is outlined on pages 5 and 6 of **Appendix A**.

### OUR PERFORMANCE 2022/23

7. This report analyses our performance across various critical areas, with a renewed focus on longer-term trends and how we compare to similar services. While we compare well to similar services in many aspects of our delivery, we recognise that there are opportunities for improvement in some areas.
8. Compared to 2021/22, we have seen slightly slower critical response times driven primarily by our on call availability declining to 59%. The Service has lower day time availability (43% in 2022/23) compared to night time availability (69%); and therefore as we develop our 2025-30 Safety Plan we will need to operate differently to manage day time availability more effectively. In 2023/24, we are undertaking a range of activity to further support our on call staff and to help improve their availability. It is also important to note that our response time performance is faster than other services in our Family Group (who have also seen a similar trend over time of slower response times and comparable trends in on call availability). Furthermore, despite reductions in on-call availability and slightly slower response time we have not seen any adverse impact on fire fatalities or casualties, and the Services performs very well against similar services in terms of having much lower casualty rates by population.
9. We continue to increase the number of Safe & Well visits delivered, up by over 20% – to 11,927 – compared to last year, driven by the recruitment of five new Community Safety Advisors. HIWFRS has also outperformed other similar services in the number of visits delivered (by population). 2022/23 also saw the launch of our risk-based prevention programme, refining how we target visits and the launch of a new electronic Safe and Well form, which has removed various inefficiencies.

10. In January 2023, HMICFRS rated our prevention activity as 'good' and highlighted our work with Children and Young People as impressive. 2022/23 also saw the Service create a risk-based inspection programme for the Schools Education Team, a new Princes Trust Team on the island, new Fire Cadet Units opened, and our volunteer network received external accreditation. However, in terms of Protection, we have had capacity challenges that have impacted the delivery of fire safety audits. As a result, we are building upon a trial of crews delivering audits via new 'fire safety checks', while continuing to invest in our Protection department, to increase our volume of Protection activity.
11. We also continue to have a strong focus on the risk information we hold and have seen improvement over time in the amount in date. However, we recognise, as HMICFRS did, that we have further to go to improve in this area so will be initiating a three-year improvement plan.
12. Beyond our operational activity we have seen a growth in sickness, up to 14.3 average shifts lost in 2022/23, owing to a growth in long-term sickness absence. HIWFRS's trend mirrors the national position with sickness increasing nationally for other Services across all staff groups. HIWFRS, though, had slightly higher sickness levels compared to the national average for the sector.
13. We also recognise the recording of personal development reviews remains a challenge, with only 53% of our staff recording a Personal Development Review (PDR) in 2022/23, though in their 2022 inspection HMICFRS found most staff (85%) have had meaningful develop discussions with their manager.
14. Finally, we recognise that we have further to go to improve our workforce diversity, especially around ethnicity, so our teams become a closer reflection of the communities of Hampshire and the Isle of Wight and builds upon our continued good progress around gender representation in recent years. Therefore, in light of our people-related performance, we are undertaking a range of people-focused activity to improve staff wellbeing, equality, diversity and inclusion; as well as further refining our PDR process and reporting.

#### LOOKING AHEAD TO 2023/24

15. The Year 4 Safety Plan improvements were approved by the Fire Authority in February 2023. 2023/24 will be a significant year for the Service where we advance the development of the next iteration of our Safety Plan, setting the foundation for the longer term, 2025-2030, and begin responding, where required, to the HMICFRS inspection report, as well as advancing various

other improvements to our efficiency, effectiveness and how we support our people.

16. At the forefront of the Year 4 improvements is a focus on enhancing technology, processes, ways of working, and other areas to improve support to our on call staff. This, along with work with SCAS to increase usage of the co-responder scheme, should also help to increase our co-responder availability and in turn increase our co-responder call profile to assist the ambulance service and make the lives of our communities safer.
17. There are 10 improvements within the fourth year of the Safety Plan, with one encompassing assurance activity in four key areas (response to HMICFRS's inspection report, the Manchester Arena Inquiry, Phase 2 of the Grenfell Inquiry, and the London Fire Brigade Independent Culture Review). These activities are outlined in full within the final section of Appendix A, but common themes include a focus on ensuring the Service is a healthy and inclusive place to work, that it is fit for the future and responsive to external developments, and that we are continuing to focus on and improve our efficiency and effectiveness.

#### SUPPORTING OUR SAFETY PLAN AND PRIORITIES

18. The Annual Performance Report provides a view of performance in all the Safety Plan priority areas, with specific progress against the Safety Plan improvements reported in Part One of Appendix A. We regularly check and report progress against the Safety Plan – across our Directorates and within our Executive Group.

#### CONSULTATION

19. There has been a range of internal consultation and collaboration to help develop this report. External consultation has not been required.

#### RESOURCE IMPLICATIONS

20. The cost associated with the production of the Annual Performance Report is within existing resources.

#### IMPACT ASSESSMENTS

21. This report does not lead to any change activity, so no impact assessments are required. However, we have ensured we utilise dyslexia and colour-blind friendly fonts and colours in the Appendix to ensure the reports are as accessible as possible.

## LEGAL IMPLICATIONS

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

## RISK ANALYSIS

23. Failure to regularly report on and scrutinise our performance and progress against our Safety Plan could result in no action being taken to address areas that require improvement, which may affect the outcomes for our communities and our people.

## EVALUATION

24. Monitoring and assessing performance and progress against the Safety Plan are a key part of various evaluation activity that the Service carries out, it also used by the Service to identify areas for continuous improvement and to flag and share good practice across public services and the fire sector.
25. Evaluating performance, and change activity more widely, are core activities of the Integrated Performance and Assurance Group, of Directorate Boards and management teams across the Service. This is aided by an increasing amount of data and reporting available, with the breadth and depth of real-time performance and assurance information accessible to our staff increasing.

## CONCLUSION

26. While our renewed focus on benchmarking has shown we compare well to other similar services in many areas, we are not complacent and recognise, as HMICFRS found, that we need to improve in various areas of performance. Accordingly, this report outlines that we have a wide range of improvement activity underway, with more being delivered in 2023/24, the fourth year of the Safety Plan.
27. This report also assesses what improvements we have delivered in 2022/23, some of which, like the new electronic Safe and Well process, respond directly to areas for improvement identified by HMICFRS. We continue to scrutinise the progress of our Safety Plan, whilst looking ahead to our preparations to its next 2025-30 iteration, with ongoing assessments of our performance remaining at the heart of our decision-making.

RECOMMENDATION

28. That the 2022/23 Annual Performance Report be **noted** by the **HIWFRA Full Authority**

APPENDICES ATTACHED

29. Appendix A – 2022/23 Annual Performance Report.

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