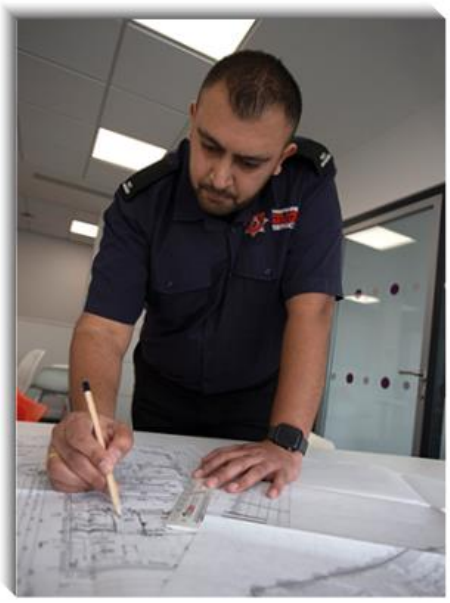
Mid-Year Performance Report

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.

Contents

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

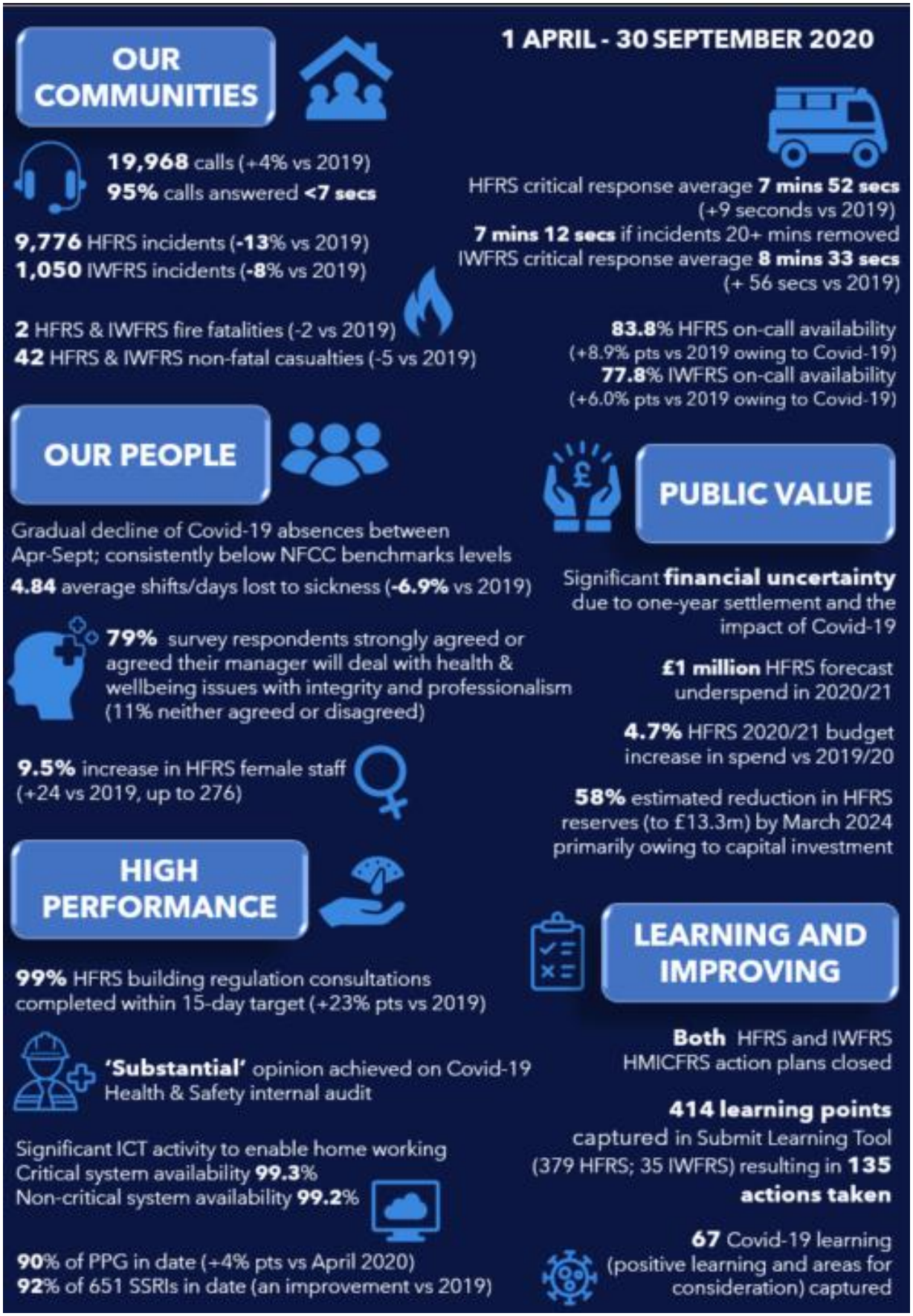
iv. During the first six months of this financial year, Hampshire Fire and Rescue Service (HFRS) and Isle of Wight Fire and Rescue Service (IWFRS) continue to experience the impacts of the COVID-19 pandemic. Various sections of this report identify the effects, such as incident volumes, sickness absence, 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


1 APRIL - 30 SEPTEMBER 2020
OUR COMMUNITIES
19,968 calls (+4% vs 2019)
95% calls answered <7 secs
9,776 HFRS incidents (-13% vs 2019)
1,050 IWFRS incidents (-8% vs 2019)
2 HFRS & IWFRS fire fatalities (-2 vs 2019)
42 HFRS & IWFRS non-fatal casualties (-5 vs 2019)
HFRS critical response average 7 mins 52 secs (+9 seconds vs 2019)
7 mins 12 secs if incidents 20+ mins removed
IWFRS critical response average 8 mins 33 secs (+ 56 secs vs 2019)
83.8% HFRS on-call availability (+8.9% pts vs 2019 owing to Covid-19)
77.8% IWFRS on-call availability (+6.0% pts vs 2019 owing to Covid-19)
OUR PEOPLE
Gradual decline of Covid-19 absences between Apr-Sept; consistently below NFCC benchmarks levels
4.84 average shifts/days lost to sickness (-6.9% vs 2019)
79% survey respondents strongly agreed or agreed their manager will deal with health & wellbeing issues with integrity and professionalism (11% neither agreed or disagreed)
9.5% increase in HFRS female staff (+24 vs 2019, up to 276)
PUBLIC VALUE
Significant financial uncertainty due to one-year settlement and the impact of Covid-19
£1 million HFRS forecast underspend in 2020/21
4.7% HFRS 2020/21 budget increase in spend vs 2019/20
58% estimated reduction in HFRS reserves (to £13.3m) by March 2024 primarily owing to capital investment
HIGH PERFORMANCE
99% HFRS building regulation consultations completed within 15-day target (+23% pts vs 2019)
'Substantial' opinion achieved on Covid-19 Health & Safety internal audit
Significant ICT activity to enable home working
Critical system availability 99.3%
Non-critical system availability 99.2%
90% of PPG in date (+4% pts vs April 2020)
92% of 651 SSRIs in date (an improvement vs 2019)
LEARNING AND IMPROVING
Both HFRS and IWFRS HMICFRS action plans closed
414 learning points captured in Submit Learning Tool (379 HFRS; 35 IWFRS) resulting in 135 actions taken
67 Covid-19 learning (positive learning and areas for consideration) captured

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, HFRA 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

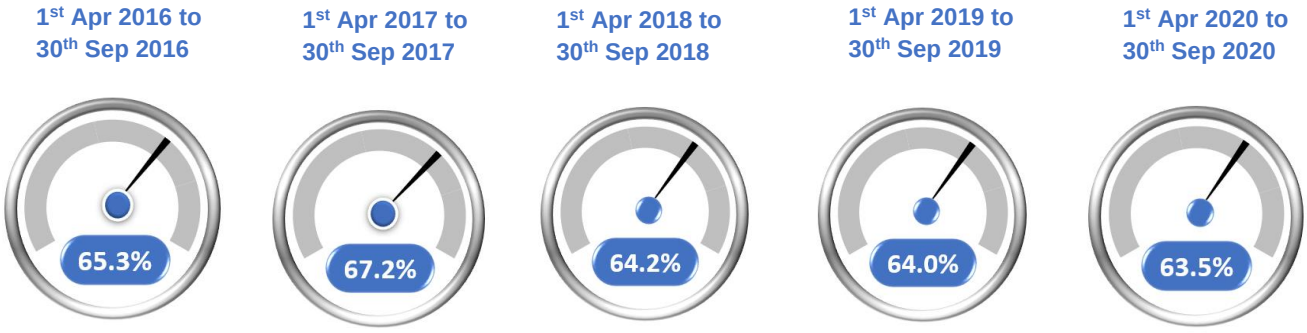
5. Both Hampshire and IWFRS currently include all critical incident types to measure critical response and omit call handling times from our response standards. In comparison, other Fire and Rescue Services use different approaches and methods to calculate critical response performance, for example omitting 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).

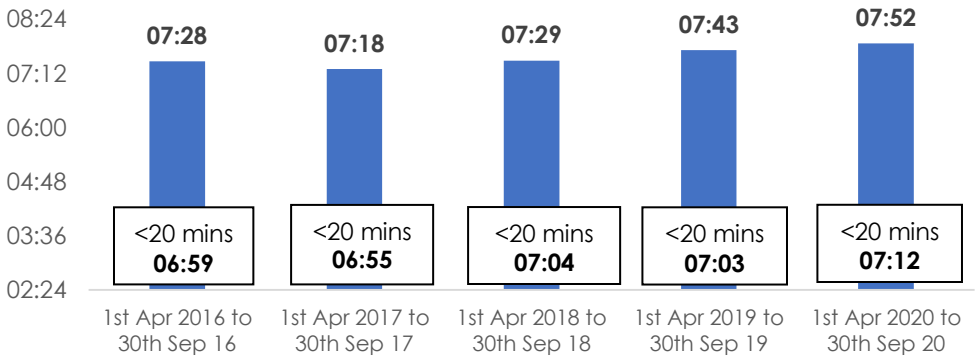
Figure 1: Average critical response standard (8/80), 1st April to 30th September 2016 to 2020
Average critical response performance (8/80) has declined by 0.5% points in 2020/21



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).

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).

10. 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.

11. 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

12. 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.

13. 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).

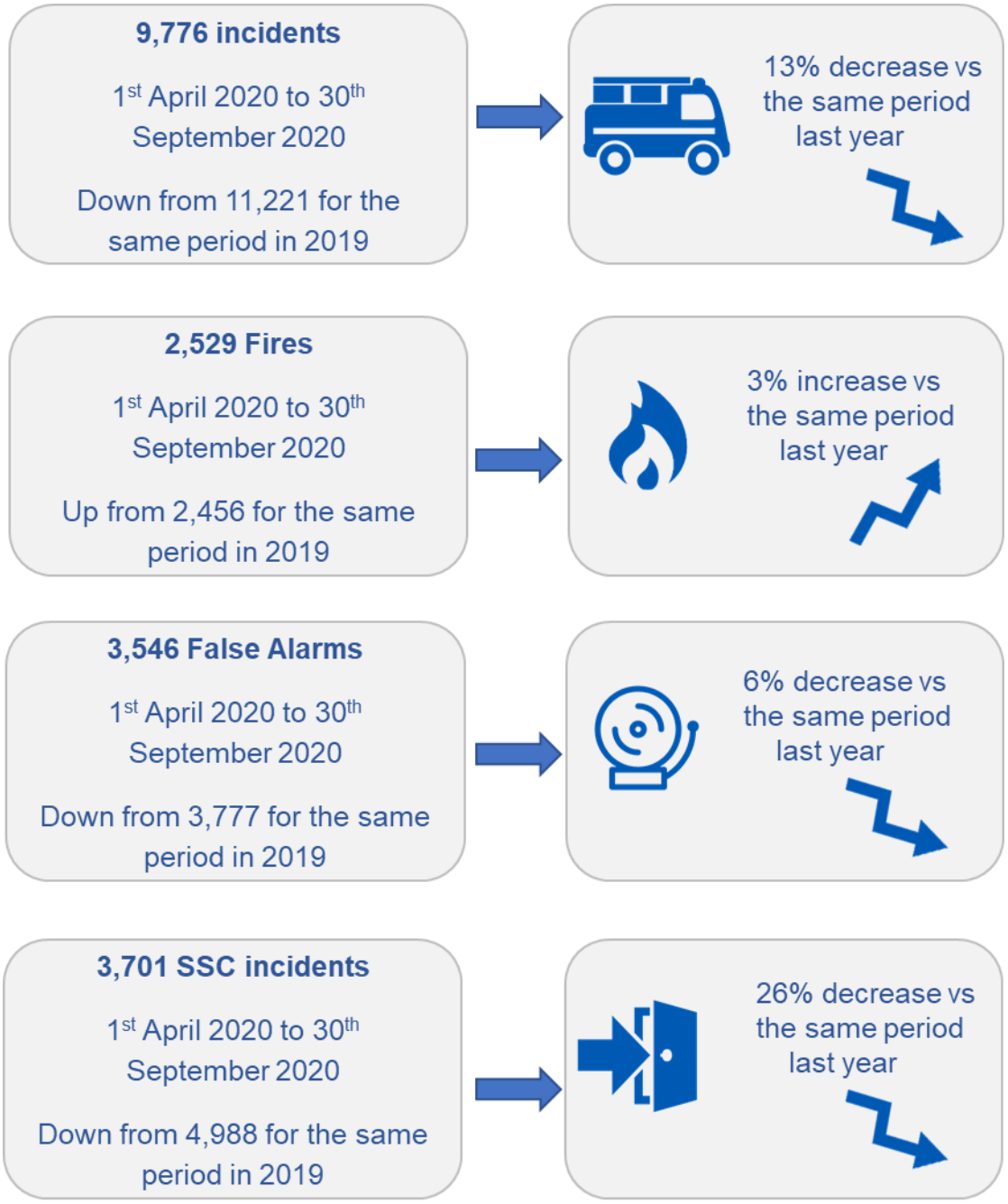
17. The considerable increase in availability is due to the overall effect of the pandemic where the population's movements were restricted and businesses were being temporarily closed, which effectively allowed more on-call staff to be available at their respective stations, despite higher levels of 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).

Fires

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.

False alarms

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**).

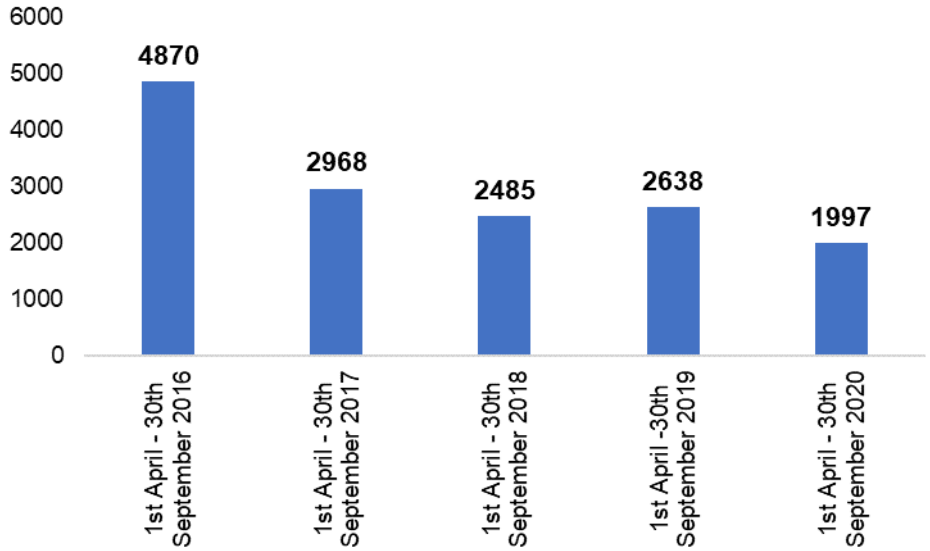
28. Overall medical incidents (including co-responder calls attended) decreased 30% from 2,984 incidents between 1st April and 30th September 2019 to 2,099 incidents in the same period in 2020. This was followed by effecting entry/exit which saw a 22% decrease with 129 fewer incidents (581 to 452 incidents). 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.

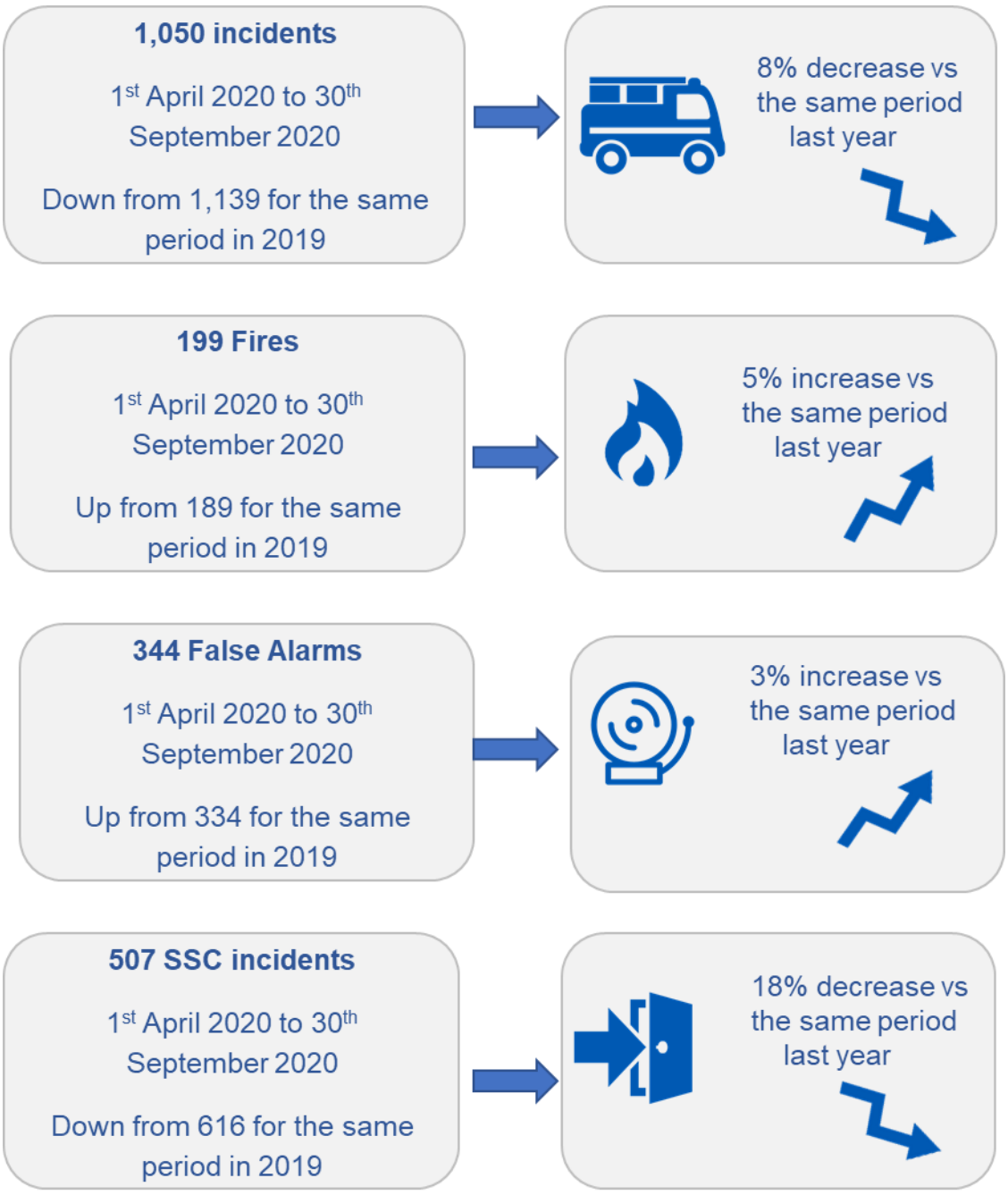
32. Over 66% (25 fire casualties) were male, 34% were female (13 fire casualties). 50% (19) of all fire casualties were aged between 30 and 64 years-old; followed by 21% (8) who were over 65, 16% (6) with no age recorded, and 13% (5) between 0 and 29 years-old.

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.

Fires

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.

False alarms

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

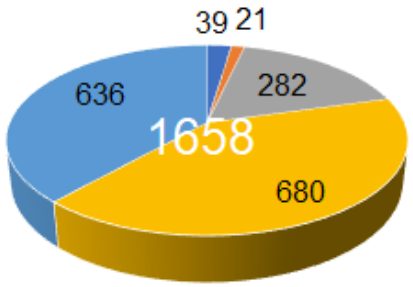
57. Unsurprisingly, one of our highest cost areas is our staff – with a budget of £53.8 million in 2020/21, around 75% of overall budgeted expenditure. Accordingly, the Safety Plan prioritises Our People. This illustrates the importance of understanding our people performance, which this section explores.

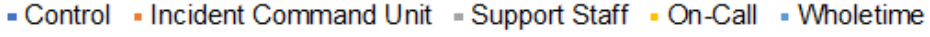
58. Our People and Organisational Development (POD) Directorate is responsible for leading the people and organisational developed strategy and enabling a diverse and highly performing workforce. Working with colleagues and stakeholders, the Directorate has defined its core purpose, guiding principles 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.*

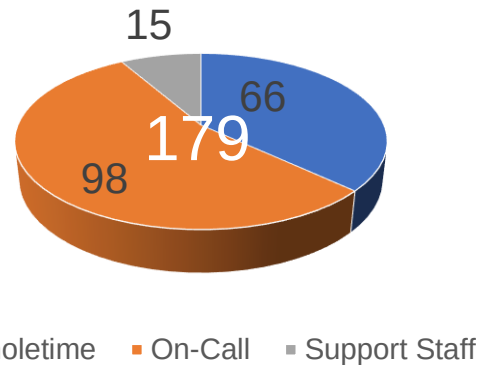




Note: *(1) Data sourced from SAP, September 2020; and (2) figures are headcount not full-time equivalents.*

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.

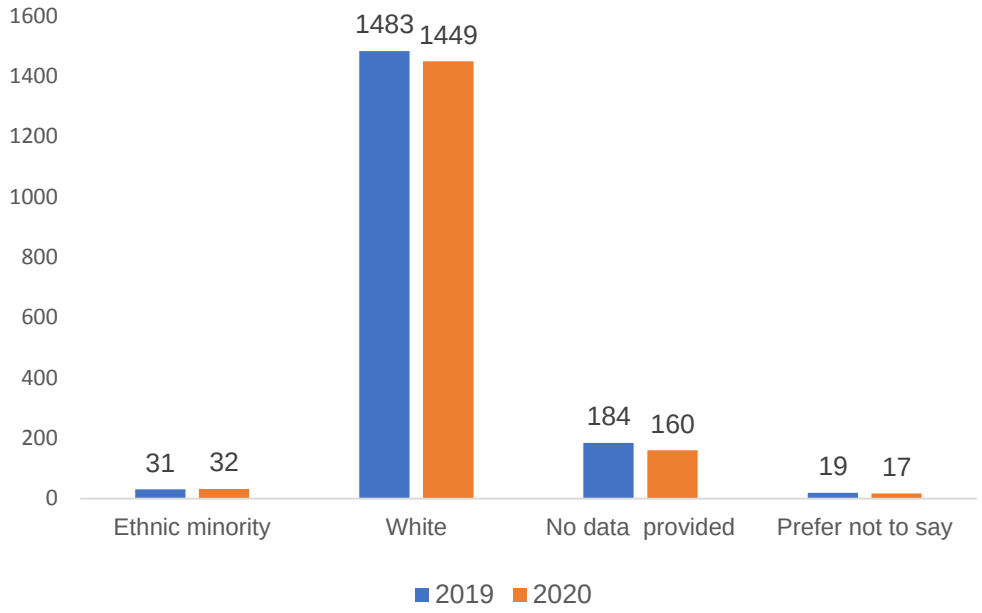
64. The Services continue to recognise the need to improve the ethnic diversity of our workforce at all levels. As shown in **Figure 7**:

- 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

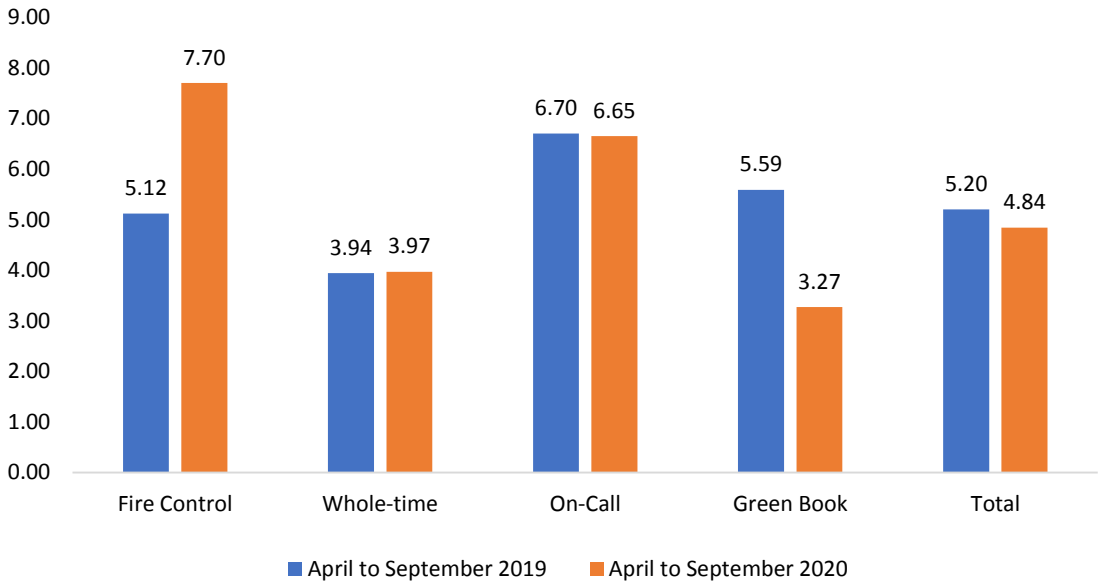
67. Staff sickness is an important measure that provides a barometer of wellbeing for the Service. We measure sickness by the number of shifts/days lost to sickness. The duration of a shift is variable and in accordance to business areas and crewing models.

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



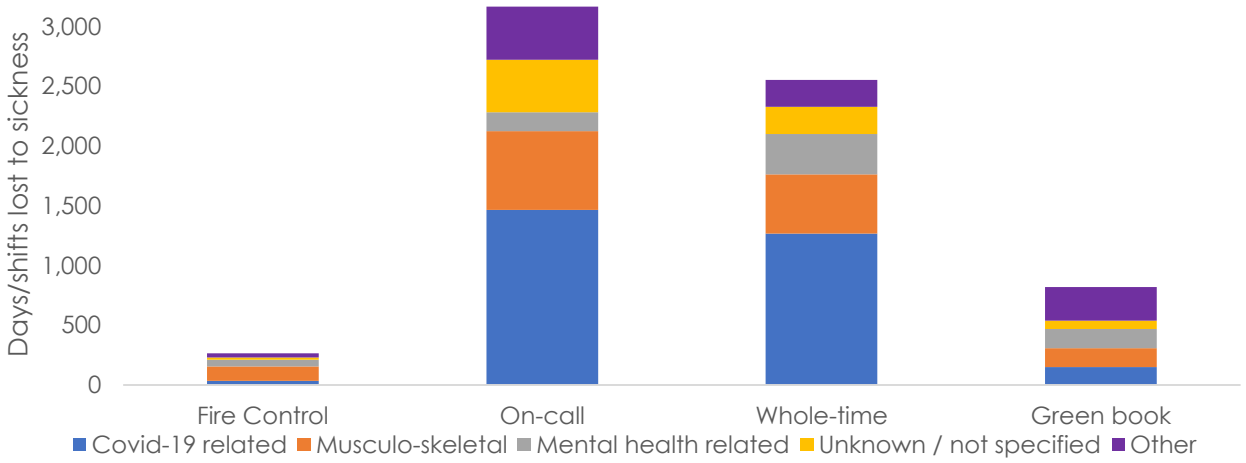
Note: Data sourced from SAP and Fire Watch, 29/10/2020.

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.

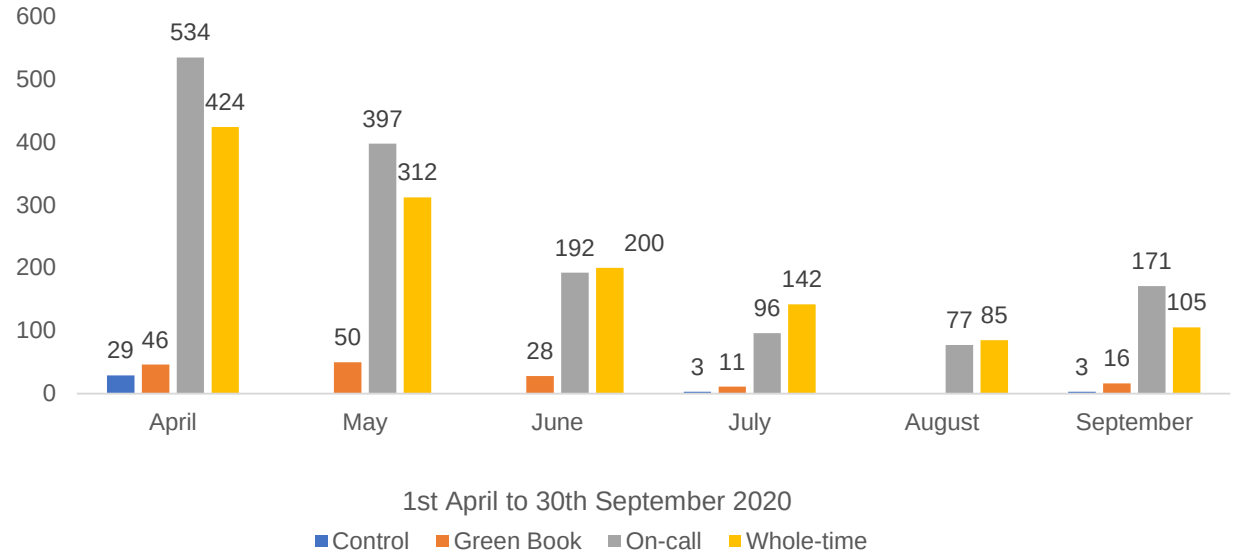
74. The numbers of shifts/days lost per month between April and September 2020 for all COVID-19 related absences have continued to reduce for all staff groups from April to August, though these started to increase again in September.

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

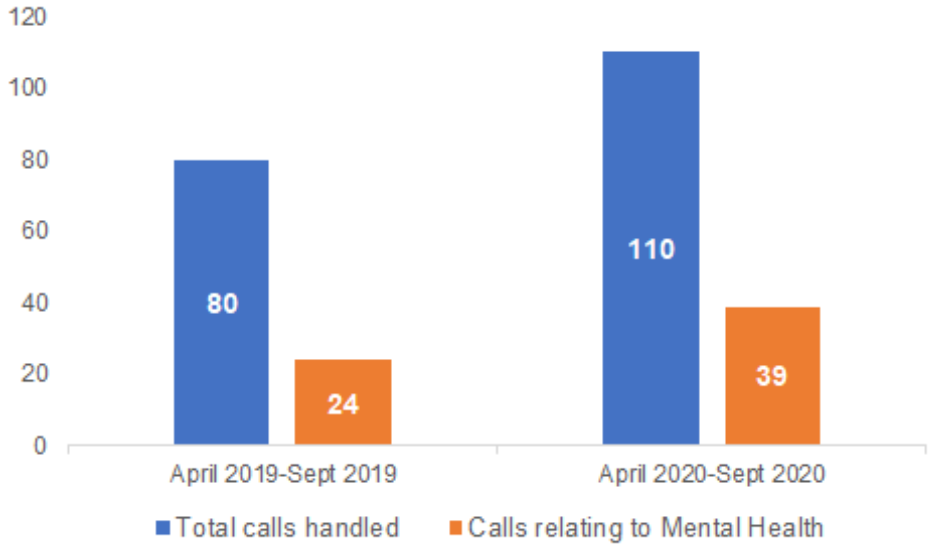
77. When any of our staff have physical or mental health conditions or challenges, there are a range of support services available to them such as the Employee Assistance Programme (EAP). This is provided by Health Assured, with 24-hour counselling, telephone advice and other support services covering 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 2020[11], 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.

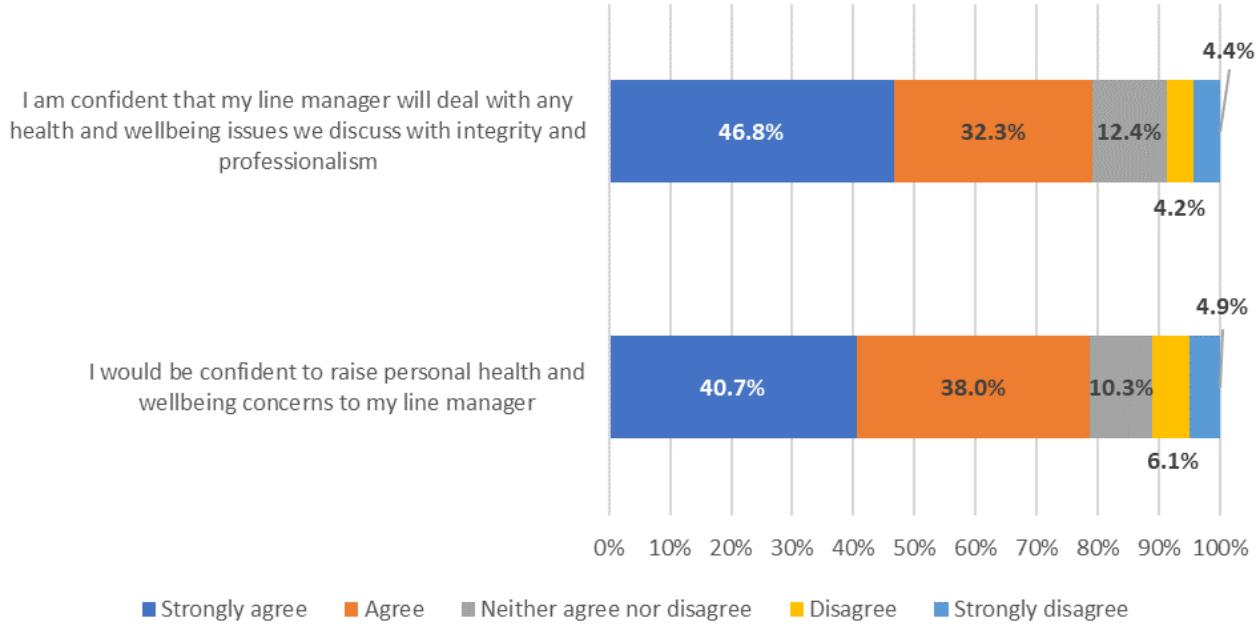
.

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.

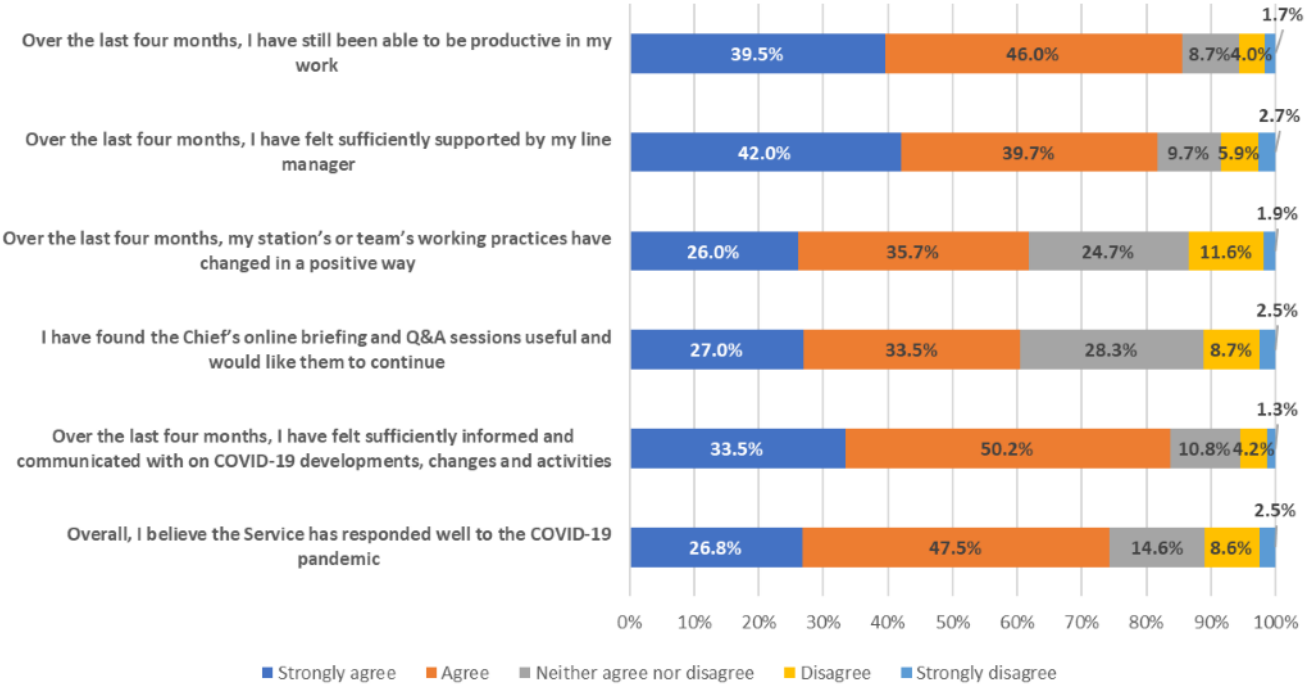
Figure 12: Line Manager findings from the Wellbeing Survey
For both questions, 79% of respondents strongly agreed or agreed they would be confident in the support their line manager would provide them



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.

The Academy

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:

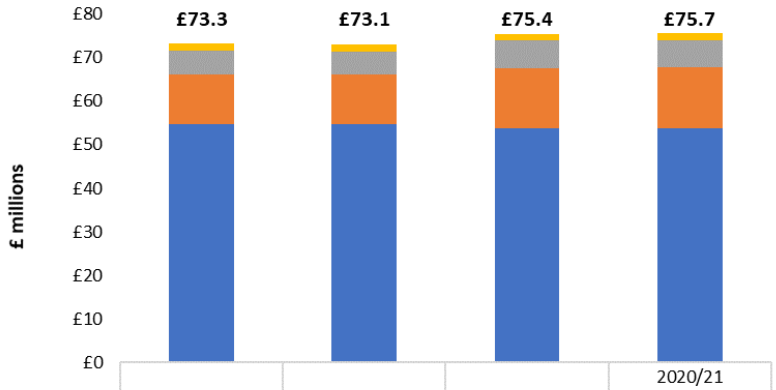
- **Safety critical practice:** Operational Assurance guidance was adapted to ensure safety critical practice was a standard reporting subject as part of our submit learning feedback. This involved operational commanders observing safety critical practice on incidents and reporting them back for remedial 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



	2019/20 Budget	2019/20 Outturn	2020/21 Budget	2020/21 Provisional Outturn
Transport	£1.6	£1.8	£1.5	£1.6
Premises	£5.6	£5.2	£6.3	£6.3
Suppliers & Services	£11.4	£11.4	£13.8	£14.1
Employee Costs	£54.7	£54.7	£53.8	£53.7
Total	£73.3	£73.1	£75.4	£75.7

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 expenditure[13] 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

	Actual balance 31.3.20	Estimated balance 31.3.21	Estimated balance 31.3.22	Estimated balance 31.3.23	Estimated balance 31.3.24
Transformation Reserve	£2.2	£0.2	£0.4	£0.6	£0.9
General Fund	£2.5	£2.5	£2.5	£2.5	£2.5
Capital Payments	£23.0	£16.9	£8.0	£5.6	£6.0
Other Earmarked Reserves	£3.6	£2.1	£3.4	£3.2	£3.9
Total	£31.3	£21.7	£14.3	£11.9	£13.3

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
1st April to 30th September	HFRS 379 IWFRS 35	HFRS 121 IWFRS 14

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

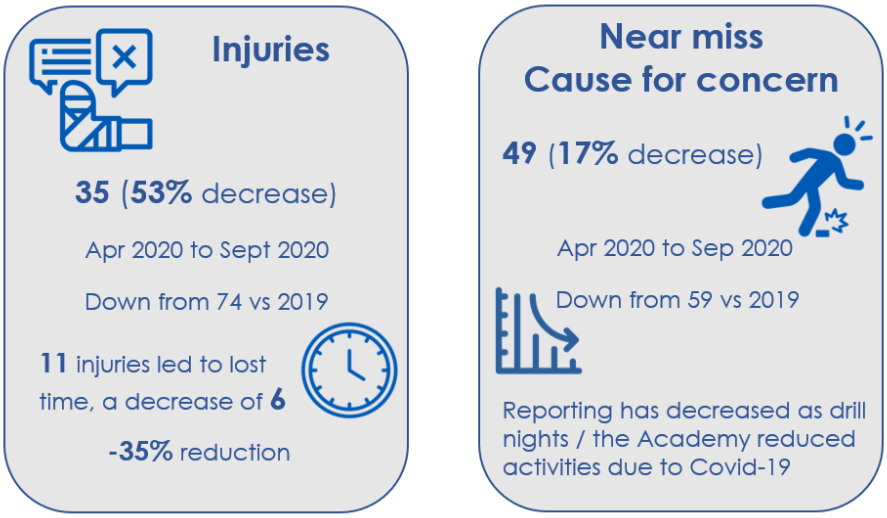
102. We also identify and embed operational and organisational learning through joint exercises and collaboration with partners and other agencies. For example, there continues to be operational learning identified and shared within the Networked Fire Services Partnership (NFSP) – through both operational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

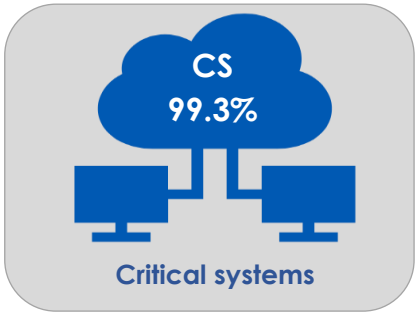
111. It is also important for us to understand the performance of our corporate services, such as ICT, Property & Facilities, and Governance and Business Support, as well as the performance of the various contractors and contracts that we use. Our internal Corporate Services Management Board, which is 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.

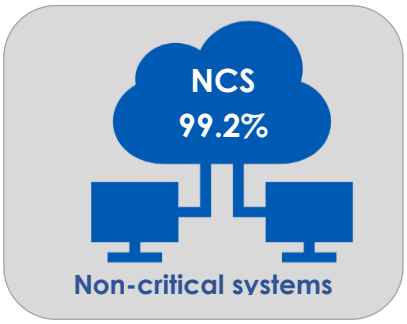
ICT

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.

Property & Facilities

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.

Carbon Reduction Strategy

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 framework[14] 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.