

Mid-Year Performance Report

01 April - 30 September 2019



HAMPSHIRE
**FIRE AND
RESCUE**
AUTHORITY

Review and Approval – Mid-Year Performance Report 1st April 2019 – 30th September 2019

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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.



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Introduction

Report focus

This is Hampshire Fire and Rescue Service's mid-year performance report, covering the period 1st April 2019 to 30th September 2019. The information contained within this report identifies how we have performed over this period.

The report, in its new format, explores how the Service has performed against a range of operational and corporate health measures, with comparisons made against previous years and to other Fire and Rescue Services or national trends, where relevant and applicable. We revisit regularly what we measure to assess our effectiveness, efficiency and financial position. Our performance measures help us identify areas for improvement, as well as successes and good practice to be shared across the Service.

As we continue to evolve and understand more through ongoing analysis, the contents and insights within the report may change and new areas may be incorporated.

Our new, live performance dashboards

Our ability to monitor and use performance data has been strengthened by the recent introduction of our new information repository (a bespoke data warehouse) combined with a set of organisational performance dashboards. This capitalises on recent Service investments in ICT transformation, by utilising Microsoft's Office 365 platform (Power BI). Designed and developed by Organisational Performance teams, this saved considerable funding and provides the Service with a sustainable intelligence platform.

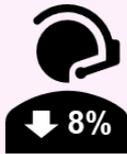
For the first time, the Service can view and visualise 'real time' information, enabling and assisting managers, stations and staff. This will contribute towards a positive performance culture of continuous improvement and evidence-based decision-making, as well as freeing up more focused time for our analysts to provide additional insights across the Service.

Key facts



Demand

18,815 calls handled



10,224 incidents

2,704 co-responding calls



Response

8/80 response performance
↑ 0.9%-point

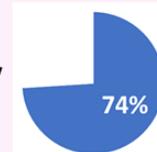


07:24

↑ 4 seconds

Average critical response time
(minutes and seconds)

On-call availability
↑ 3%-point



3 fire fatalities

43 non-fatal casualties ↓ 22%



People



4.98 average shifts / days lost to sickness
(up 0.66 compared to April-Sept 2018)

Largest sickness increase was for
Green Book staff



26% of Green Book sickness absence relates to mental health



Finances



0.6% (£0.447m) forecast underspend in 2019/20

11% forecast increase in spend vs 2018/19



£11.2m estimated reduction in reserves by March 2023

Primarily owing to capital investment

Summary

This summary outlines key findings in relation to our performance in several areas across the Service, with data coming from a wide range of sources.

- 1. Between April and September 2018 and the same period in 2019, there was a significant, 8%, reduction in the number of calls to our Fire Control operators.** In the 2018 period, there were 20,386 calls into Control, but this reduced by 8% to 18,815 in the same period in 2019. This decrease reflects the reduced number of incidents owing to the exceptionally hot summer in 2018 (see paragraph 3). In 2017, there were 19,803 calls (5% more than in 2019). We are reviewing performance across the Networked Fire Services Partnership and will continue to monitor it closely. This data will be used to ensure a more rounded and consistent view of the performance of Control operations, and we will provide more analysis in this area in subsequent performance reports. *See the Demand management section.*
- 2. Between April and September 2019, 65.5% of critical incidents were reached within eight minutes; a 0.9%-point improvement from the same period in 2018, but a 1.5%-point decline from 2017.** Hampshire has a combination of both urban and rural areas, and a wide range of varying geographic and demographic challenges across the county, which impacts our response figures. Furthermore, as a specific example, if animal rescues are removed, which are of a different nature to other critical incidents, our 8/80 performance in the 2019 period improves to 66.3%. This illustrates the value of a renewed focus on reviewing our response standards and critical call types as part of our IRMP development process.

 - **Our average critical response time has increased slightly in the last two years to 7 minutes and 24 seconds, with, unsurprisingly, significant variation between whole-time and on-call stations.** The way in which on-call stations are resourced affects their ability to mobilise or 'turn-out', and thus their response times. Our average whole-time critical response time has increased by 13 seconds in the last five years, with the on-call average increasing by 8 seconds over the same period. Both whole-time and on-call critical response times were at their fastest in 2017. We expect to make improvements in the long-term once the outcomes of Risk Review are fully implemented and will continue to analyse our response performance to support the development of our new IRMP and future service plans. *See the Critical response section.*
- 3. Following an increase in 2018/19 compared to the previous year, there was a 10% reduction in incidents (from 11,417 to 10,224) from April to September 2019 compared to the same period in 2018, and a 5% reduction compared to 2017 (10,794).** The reduction in the last year was driven by a 21% decrease in fires, a 10% reduction in false alarms and a 5% decrease in special service calls. However, compared to the same period in 2017, there was a 7% reduction in fires, a 0.1% increase in false alarms, and an 8% decrease in special service calls. In the last year, the reduction in fires has been due to various factors, including a significant decrease in grass fires following record temperatures in 2018. The reduction in special service calls is mainly due to decreases in red fleet calls and in the number of times we effected entry / exit. *See the Incident data section.*
- 4. There were three fatalities between April and September 2019, with none in 2018 and five in 2017 over the comparable period. Furthermore, the number of fire-related casualties decreased by 22% between 2018 (55) and 2019 (43), with**

a 9% reduction when compared to 2017 (47). This reduction broadly mirrors the reduction in incidents. The number of non-fatal casualties in fires in England had been on a downward trend since the mid-1990s, but this trend has plateaued in recent years. *See the Fire related fatalities and casualties section.*

- 5. Our on-call availability was 74% for the period 1st April to 30th September 2019; a 3%-point increase from the same period in 2018 (71%), but a 1%-point decrease compared to 2017 (75%).** It is also important to note the on-call station availability varies significantly across stations, with ongoing review and activity being carried out as part of our on-call project. We also anticipate improvements longer-term improvements once the outcomes of Risk Review are fully implemented. *See the Availability section.*
- 6. We are forecasting a £0.447 million underspend against our budget in 2019/20 but expect to spend £7 million (11%) more than we did in 2018/19.** This is partly driven by an increase in wholetime firefighter costs due to the increase in pensions contributions from April 2019, and a 29% increase in supplies and services costs following transfer from reserves to fund the Mobile Data Terminal (MDT) and Personal Protective Equipment (PPE) rollouts. More widely, our latest Medium-Term Financial Plan forecasts that there will be a funding gap of £4 million by 2021/22, however, this forecast is now over a year old and will be reviewed when the awaited three-year funding settlement figures are released. Furthermore, our reserves are estimated to reduce by 37% (to £19.1 million) by March 2023, primarily owing to planned capital investment – for example in vehicles and personal protection equipment. We will, though, maintain our general reserve, which serves as a contingency fund, at £2.5 million – nearly 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 that will inevitably arise as a result of diminishing resources and the uncertain picture past 2019/20. *See the Finance section.*
- 7. Significant progress has been made in developing the People & Organisational Development (POD) directorate and its framework, which outlines its six areas of focus.** The newly formed directorate is responsible for leading the people and organisational strategy and enabling a diverse and motivated workforce. In September 2019, a new POD framework was approved. The framework has six core areas of focus, which are underpinned by detailed plans, and progress against the six areas is discussed and monitored through various quantitative and qualitative measures. In terms of the current people performance picture:

 - **Across all staff, average sickness absence was 4.98 shifts/days lost between April and September 2019 – an increase of 0.66 shifts/days compared to the same period in 2018.** The most common causes of sickness absence in all employee groups mirrors the national picture. For example: musculo-skeletal conditions for wholetime and on-call staff, and mental health conditions for Green Book staff. These conditions (depression, stress and anxiety) accounted for 26% of Green Book sickness absence, which re-emphasises the importance of our ongoing investment in support of our Mental Health Action Plan, and our wider occupational health provision that was recently reviewed to improve the experience and effectiveness for both staff and managers. *See the Sickness section*
 - **Between 2018 and 2019, there has been a 3%-point increase (up to 14%) in the number of staff not meeting the required fitness standards and being referred.** As at 9th October 2019, between April and September 2019,

there were 946 fitness test assessments with 131 staff (14%) not meeting the required standards and being referred, and a further 15 referred for re-assessment (which they passed). The POD directorate will continue to monitor this trend closely, introducing improvement activity where necessary.

See the Fitness and qualification section

- **Between the end of March 2018 and September 2019, there has been a 23% increase (from 205 to 254) in the number of female staff across the Service.** Despite this positive trend, driven partly by our successful whole-time recruitment campaign, we recognise there is further to go in terms of workforce diversity, including by gender and ethnicity, up to and including senior roles. *See the Diversity section.*

Overall conclusion

The numbers of calls we have received, incidents we have responded to, and non-fatal casualties have all decreased when comparing April to September this year with the corresponding periods in 2017 and 2018. It is also positive that our 8/80 performance and on-call availability has improved in the last year. Nevertheless, we have more to do to develop our understanding, and subsequent insights, from the increasing range of 'live' data that we now have available to us.

It is also vital to understand the performance of other areas across the Service, including in terms of people, finances and corporate services. For example, moving forward we have diminishing financial resources and potentially need to identify further savings with an estimated funding gap of £4 million by 2021/22; and monitoring progress against the newly-developed POD framework will be crucial – with both these areas being of significant interest to HMICFRS. We are also developing our approach to assessing the performance of our corporate services and will analyse more data to identify areas for improvement, where necessary, in subsequent performance reports.

Service Performance

This mid-year performance report provides information and insights in various areas – including operations, people, finance, and corporate services – that we monitor on a regular basis. Our analysis and use of performance information has been improved by the development of a new central data repository (data warehouse) and a set of organisational performance dashboards.

Operations

Most of our costs (£44.6 million in 2018/19, 71% of the net cost of the Service) were related to our operational activity. Accordingly, this section analyses our operational performance with a specific focus on control room management of emergency calls, our response to incidents, and our availability. It also explores our vital prevention and protection work, and the activity of the Arson Taskforce.

Demand and call management

This section covers our demand – through a focus on performance information from Fire Control (who manage emergency (999) and other calls to mobilise our resources for response for both Hampshire and Isle of Wight Fire and Rescue Services).

Understanding the nature of the calls is essential for Control operators, 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.

When interpreting the data on the overall number of calls, it is important, for example, to note that:

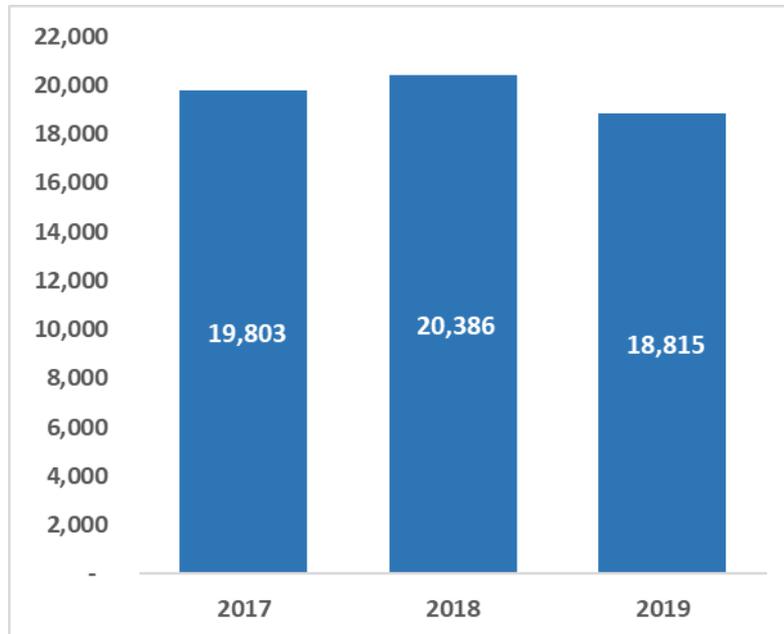
- some incidents may be reported multiple times through calls from different members of the public;
- some calls may be from members of the public who require advice, specialist services (e.g. lift release), or who are unsure who to contact; and
- some calls are hoax callers.

In the period April to September 2019, we received 18,815 calls (**Figure 1**, see next page) – a significant decrease (8%) from the 20,386 calls in the same reporting period during 2018, partly owing to the exceptionally hot summer in 2018 and rise of grass fires and subsequent related incidents. When comparing call volumes between April and September 2019 to the same reporting period for 2017, the decrease was slightly smaller (5%).

The performance of our Control operations is measured in various ways, including how long it takes operators to answer calls and by the speed response resources are mobilised when required. Figures are currently provided for both HFRS and IWFRS and will be reviewed further in subsequent reports.

Figure 1: Overall call volumes for HFRS and IWFRS, 1st April to 30th September (2017 through to 2019)

The total number of calls between 1st April and 30th September 2019 was 18,815 – 8% less than the same period in 2018, and a 5% reduction compared to the 2017 period



Notes: (1) includes HFRS and IWFRS calls; and (2) data extracted from Vision MIS data sets on 21/10/2019.

Networked Fire Services Partnership

Hampshire Fire and Rescue Service is part of the Networked Fire Services Partnership (NFSP), along with Dorset & Wiltshire, and Devon & Somerset Fire & Rescue Services. This is a Control operations partnership, which provides us with resilience and the opportunity to share good practice and challenges across the three Services.

Currently each FRS within the Partnership monitor and measure their KPIs individually; however, a partnership dashboard is being developed to introduce more consistent performance information and support more effective management. The partnership dashboard will include data on different areas, such as: call answering; mobilisation; call volumes and types; and Control staff sickness. This data will be used to ensure a more rounded and consistent view of the performance of Control operations, and we will provide more analysis in this area in subsequent performance reports.

Critical response

This part of the report focuses on our performance against our critical response standard (8/80), and on our average critical response times. We have a set of response standards where we aim to arrive at the scene of an incident within an acceptable, timely manner. We have three response standard targets:

- **Critical response (8/80):** this response standard has been created to ensure that an appliance will be in attendance within eight minutes, 80% of the time, where there is risk to life or property
- **Non-critical response (15/100):** non-critical incidents are those where there is no apparent threat to life or major risk to property. We aspire to reach 100% of these incidents within 15 minutes
- **Other response (60/100):** other calls are often advice related. These are usually attended by a single officer to give expertise on a situation that may require further fire service intervention. We aim to attend 100% of these incidents within 60 minutes.

Between April and September 2019, 65.5% of critical incidents were reached within 8 minutes¹ - a 0.9%-point improvement from the same period in 2018 but a 1.5%-point decline compared to 2017. A recent internal review of our 8/80 performance identified that predominantly rural areas have seen the most significant decline in the percentage of critical incidents responded to within 8 minutes whereas mostly urban areas have remained largely the same. This is where most stations crewed by on-call personnel are situated. Furthermore, if animal rescues were removed from these figures, which are of a slightly different nature to other critical incidents, our 8/80 performance in the 2019 period improves to 66.3% (a 0.8% increase). This example illustrates the value of a renewed focus on reviewing our response standards and critical call types as part of our IRMP development process.

HFRS has used the legacy 8/80 standard to measure its average response to critical incidents for almost a decade and not achieved it despite reducing the overall number of incidents in Hampshire and fire fatalities and injuries. The 8/80 standard was based on methodology dating from post-war period and predicated on the understanding that a fast response always equated to an effective response. Modern fire-fighting tactics, technologies and improved partnership working with other public services show that the path of improved public safety is through a better quality of response rather than just focusing on speed alone.

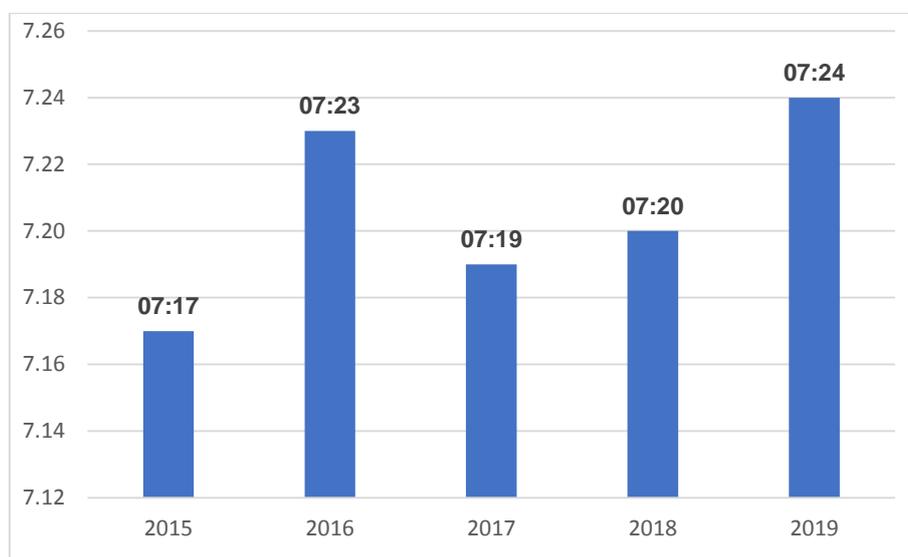
Using a different response measure, the average response time to a critical incident in Hampshire, between April and September 2019, was 7 minutes and 24 seconds, an increase of four seconds compared to the same period in 2018 (**Figure 2**, see the next page).

We expect to make improvements in the long-term once the outcomes of Risk Review are fully implemented and will continue to analyse our response performance to support the development of our new IRMP and future service plans.

¹ Our response time is defined as the duration from time of call to time of arrival of the first vehicle at the scene of the incident.

Figure 2: Average critical response times (minutes and seconds), 1st April to 30th September (2015 to 2019)

Despite a slight improvement (0.9% point) in our 8/80 performance, the average response time increased by four seconds in the last year



Note: Data sourced from BI Reporting Services and the Organisational Performance dashboards on 08/10/2019.

Whole-time and on-call stations

Hampshire has a combination of both urban and rural areas and has a wide range of varying geographic and demographic challenges across the county, which impacts our response figures. Average response times between whole time and on-call stations vary greatly (by three minutes forty seconds in 2019), see **Figure 3**.

Figure 3: Average critical response times (minutes and seconds) by whole-time and on-call, 1st April to 30th September (2015 to 2019)

The average response time gap between whole-time and on-call stations now stands at three minutes forty seconds, the same size gap as last year, but greater than in 2017, which saw the fastest average critical response times

| | 2015 | 2016 | 2017 | 2018 | 2019 |
|------------|-------|-------|-------|-------|-------|
| Whole-time | 06:14 | 06:33 | 06:05 | 06:17 | 06:27 |
| On-call | 09:59 | 09:51 | 09:22 | 09:57 | 10:07 |

Note: Data is sourced from BI Reporting Services based on our Incident Recording System (IRS) on 08/10/2019.

Clearly, the way in which on-call stations are resourced affects their ability to mobilise or ‘turn-out’, their availability, and thus their response times – by around three to four minutes (Figure 3). Our average whole-time critical response time has increased by 13 seconds in the last five years, with the on-call average increasing by 8 seconds over the same period. Both whole-time and on-call critical response times were at their lowest in 2017. We expect to make further improvements to our response times in the long-term once the outcomes of Risk Review are fully implemented, and we will also consider carefully the public’s views on response standards as part of the IRMP consultation.

Incident data

Each year the Service attends a range of incidents. The visual summary below illustrates incident activity between 1st April 2019 to 30th September 2019.



Incident summary

**10% decrease
vs the same
period last year**



10,224 incidents

1st April 2019 to 30th September 2019
Down from 11,417 for the same period in
2018

2,168 fires

1st April 2019 to 30th September 2019
Down from 2,730 for the same period
in 2018



**21% decrease
vs the same
period last year**

Mainly due to a 31% reduction
in grass fires, following record
temperatures in 2018

3,385 false alarms

1st April 2019 to 30th September 2019
Down from 3,766 for the same
period in 2018



**10% decrease
vs the same
period last year**

FADA remained the highest
type (2,104) but down 6%

4,671 special service calls

1st April 2019 to 30th September 2019
Down from 4,921 for the same period in
2018



**5% decrease vs
the same period
last year**

Mainly due to decreases in
Red Fleet Calls and in
effecting entries/exits

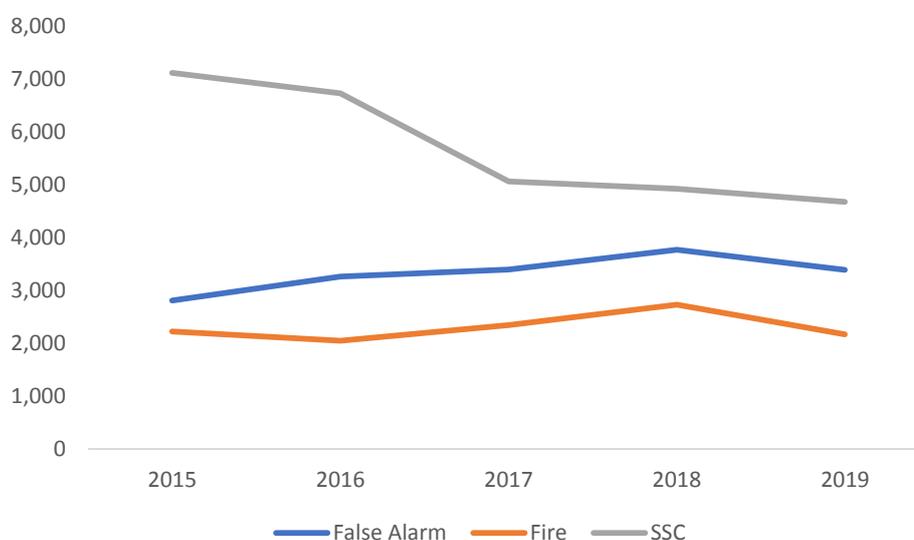


The incidents HFRS attend are categorised into three main types: fires, false alarms and Special Service Calls (SSCs). Of all incidents attended, fires accounted for 21%, false alarms 33% and SSCs 46% (**Figure 4**).

HFRS attended 10,224 incidents between April to September 2019. This is a 10% decrease compared with the same period in 2018 (11,417) and an 5% reduction compared to 2017 (10,794). The decrease in the number of fires attended between 2018 and 2019 was partly owing to more mild weather following record temperatures in 2018, with grass fires reducing by 31% (down from 934 to 641).

Figure 4: Incident types attended, 1st April – 30th September (2015 to 2019)

The number of incidents decreased by 10% - with reductions in all three incident types in the last year



Note: Data sourced from BI Reporting Services and the Organisational Performance Dashboard, 08/10/2019.

The 2019 decrease comes on the back of an increase last financial year. Nationally, between 2017/18 and 2018/19, there was a 2% increase of incidents and specifically a 19% rise in secondary fires.² However, it is unclear which specific incident type is the influence of this increase. Within our family group of similar Fire and Rescue Services there was a 3% increase in incidents over this period (up to March 2019), driven primarily by a 24% increase in secondary fires and an 11% increase in false alarms with good intent.³

Fires

HFRS attended 2,168 fires between April and September 2019. This was a 21% decrease (562 fewer incidents) compared to the same period in 2018 (2,730); 7% less than in 2017 (2,343); and a 46% decrease compared to with five years ago (3,986).

The decrease in the last year can be attributed to the number of grass fires, linked to the record temperatures in the summer of 2018. There were 31% more secondary grass fires in

² The data from other Fire and Rescue Services comes from the Home Office's [Fire and rescue incident statistics: England, year ending March 2019](#), 8 August 2019.

³ Our family group (family group 4) of similar Fire and Rescue Services, includes 18 Fire and Rescue Services but this analysis excludes Services outside of England (Northern Ireland and South Wales).

2018 (784) than in 2019 (543). This trend was mirrored nationally. Secondary fires display seasonality with more occurring in the hotter, drier months.

False alarms

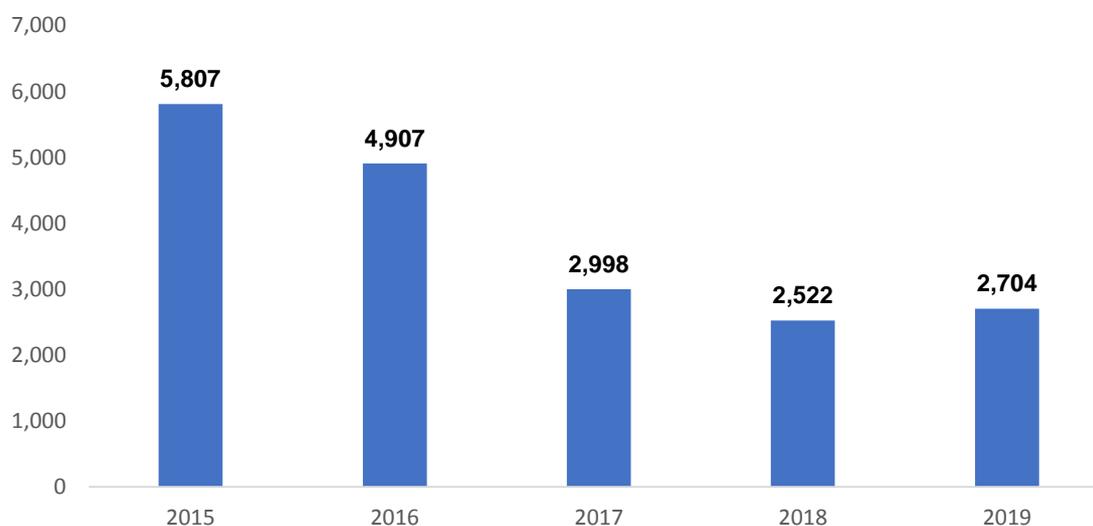
HFRS attended 3,385 false alarms between April to September 2019. This was a 10% decrease compared with the previous year (3,766), a very slight (0.1%) decrease compared to 2017 (3,390), but a 4% increase compared to five years ago (3,251). False alarms 'due to apparatus' accounted for over half (62%) of false alarms this year. Nationally, the number of false alarms in England have also been on an upward trend since 2015/16.

Special Service Calls

HFRS attended many types of incidents that were not fires or false alarms, these are known as 'special service calls' (SSCs). Examples include medical incidents, attending RTCs, lift releases and effecting entries or exits. HFRS attended 4,671 SSC incidents between April to September 2019. This was a 5% decrease compared with 2018 (4,921) and an 8% reduction compared to 2017 (5,061); but a 34% decrease compared with five years ago (7,111), demonstrating the changing nature of our demand and changes to the way SCAS has mobilised co-responders. Despite these factors, there was a 7% increase for co-responder calls (**Figure 5**) for this years' reporting period.

Figure 5: Co-responder calls attended, 1st April – 30th September (2015 to 2019)

Co-responder incidents increased by 7% between 2018 and 2019, up to 2,704



Note: Data sourced from BI Reporting Services, 08/10/2019.

The largest five SSC incident types between 1st April and 30th September 2019, and changes compared to the same period in 2018, were as follows:

- medical response (2,925 down 0.3% from 2,935 in the previous year, with a small reduction in Red Fleet calls);
- effecting entry/exit (516, down 14% from 600);
- road traffic collisions (399, down 2% from 409);
- lift releases (167, up 3% from 162); and
- assisting other agencies (146 down 18% from 177).

Fire related fatalities and casualties

There were three fire-related fatalities between April and September 2019, compared to none in the same period in 2018 and five in 2017. Fire-related fatalities decreased compared with five years ago when there were seven. 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.⁴

Between April and September 2019, there were 43 non-fatal casualties, a 22% decrease compared with the 55 in the previous year, an 9% decrease from 2017 (47) and a decrease (of 14%) compared to five years ago when there were 50 casualties. Of the 43 non-fatal casualties this year, 24 required hospital treatment, a slightly smaller proportion than in the previous year.

More widely, across England, the number of non-fatal casualties in fires had been on a downward trend for a prolonged period, but this trend has plateaued in recent years.⁵

Availability

An important measure of our performance is our on-call availability, which was 74% between April and September 2019. This is a 3%-point increase from the same period in 2018 (71%), but a 1%-point decrease compared to 2017 (75%). It is also important to note the on-call station availability varies significantly across stations, with ongoing review and activity being carried out as part of our on-call project. We also anticipate improvements longer-term improvements once the outcomes of Risk Review are fully implemented.

Later in the year, for the first time, the Service will be able to view a new live data set for operational staff availability, to help manage and monitor performance. This will enable the Service to review both whole-time and on-call stations' availability, down to watch and individual level against contracted commitments. This will also include day/night cover to ensure managers are able to predict and plan their resources. Once this data is available and analysed on an ongoing basis, we will consider carefully what additional or alternative information we provide in future performance reports.

Prevention and protection

Our prevention and protection activities are core parts of our organisational objective to make life safer for everyone in Hampshire, including local residents, wider communities and businesses; and remains one of our statutory obligations under the Fire and Rescue Services Act 2004.

We monitor regularly our prevention and protection performance, including through our organisational performance dashboards, which we launched to staff across the Service in October. There is continued focus for improvements in these areas, partly in response to HMICFRS' 2018 inspection report findings and their wider interest on these areas. For example, in recent months:

- A team of nine Watch Managers are now working through a comprehensive data set of approximately 10,000 properties based on Experian Data (demographic profiling data). These premises have been sorted by risk priority and we are now achieving our monthly target of 120 audits per month, targeted at the highest risks identified across the county. In addition to this, we have begun a review of the delivery and

⁴ Fire and Rescue Incident Statistics England, year ending March 2019.

⁵ Fire and Rescue Incident Statistics England, year ending March 2019.

- relationship between the Risk-Based Inspection Team and our Community Safety Hubs to ensure we are targeting the most at-risk premises; and
- Separately, national and HFRS evaluations of Safe & Well visits have been carried out, with our Operations directorate considering their findings and recommendations carefully to supplement ongoing activity in this area.

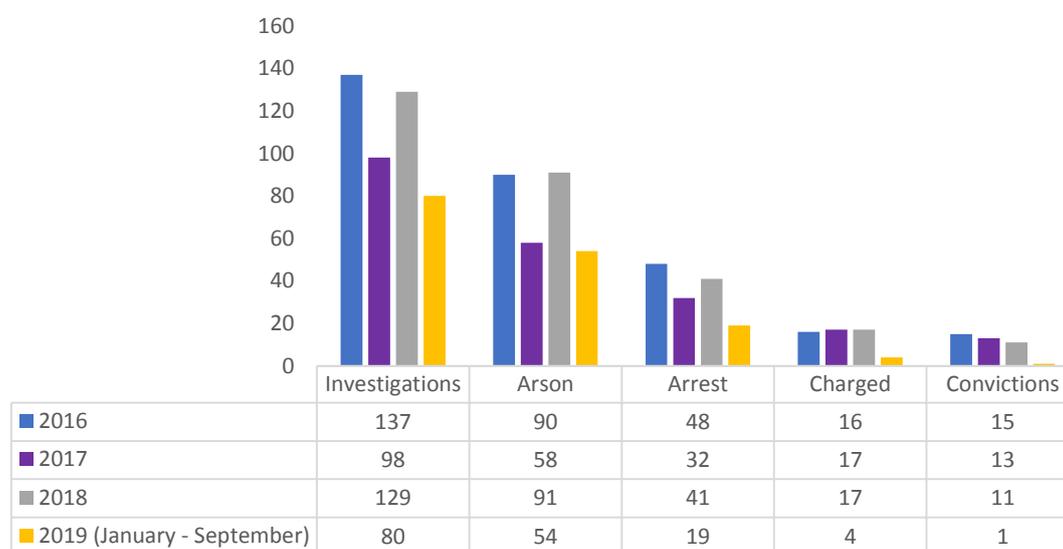
We are currently analysing protection and prevention data within our organisational performance dashboards – with a view to including subsequent insights within future performance reports.

Arson Taskforce

Our Fire Investigation Task Force is responsible for investigating deliberate fires and all fatalities thought to be due to fire. **Figure 6** shows a reduction in the number of investigations (and those charged and convicted) in the last year, though this is primarily due to the 2019 reporting period only including nine months, and we will be providing a fuller update in the next annual performance report in 2020.

Figure 6: Arson Task Force activity, January to December 2016 to 2018 and January to September 2019

There has been reduction in the number of investigations in the last year, primarily due to the 2019 reporting period covering nine months



Note: Data sourced from the Arson Task Force tracker on 08/10/2019.

The Fire investigation Arson Task Force team has above the national average conviction and clear up rates for Arson offences. They have delivered expert witness evidence in Coroner's Courts during this reporting period, they have also prepared and submitted reports for County Coroners for hearings that will be heard over the coming months.

The team have also been planning and delivering fire investigation courses to external organisations including the Ministry of Defence (MOD), insurance underwriters, and forensic students. The team continue to build upon relationships with Portsmouth and Winchester universities for the purposes of both internal research and external education of students. Finally, the team are also undergoing an arduous ISO accreditation process and will be able to apply to UKAS for an initial assessment in early 2020.

People

Most of our costs in 2018/19 (£49 million, around 74% of overall expenditure)⁶, were staff costs. Furthermore, in December 2018, HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published an inspection report that rated Hampshire Fire and Rescue Service as 'requiring improvement' in how well it looks after its people.⁷ Both these points illustrate the importance of understanding our people performance, which this section explores.

People & Organisational Development (POD) directorate activity

Our newly formed People and Organisational Development (POD) directorate, led by the Head of People & Organisational Development, is responsible for leading the people and organisational strategy, and enabling a diverse and motivated workforce. Working with colleagues and stakeholders, our Head of People & Organisational Development has defined the directorate's core purpose, guiding principles and strategic intentions over the next five years.

In September 2019, a new POD framework was approved, which replaced the 2015 People Strategy. The framework has six core areas of focus:

- Inclusion and diversity.
- Culture, values and behaviours.
- Health, wellbeing and fitness.
- Workforce transformation and engagement.
- Learning and development.
- Leadership and management.

Each of these is underpinned by detailed plans, and progress against the six areas is discussed and monitored in the POD Board through various quantitative and qualitative output and outcome measures. Examples of data within these areas include:

- sickness absence;
- use of our Employee Assistance Programme and other support services; and
- training and qualifications data, including qualitative feedback on training courses.

⁶ Includes wholtime and retained firefighters, support staff, net cost of pensions and other employee costs.

⁷ We were, however, rated as 'good' in relation to our efficiency and effectiveness.

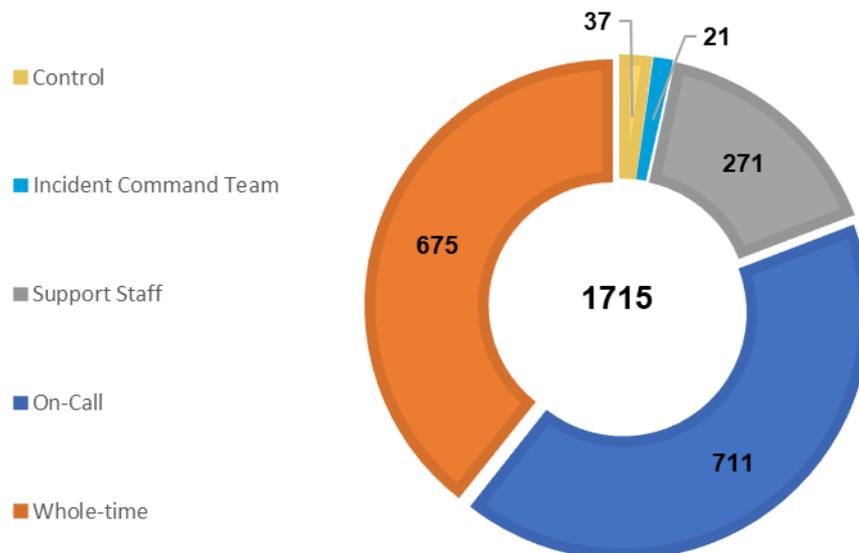
Staffing establishment

As at 30th September, Hampshire Fire and Rescue Service employed 1,715 people, equating to 1,433 full-time equivalent staff (**Figure 7**) – a 1.8% increase from the end of March 2019. There has been an increase of eight support staff, seven on-call staff and 17 whole-time staff.

Unsurprisingly, as shown in *Figure 7*, most of our workforce are either on-call (711) or whole time (675) firefighters, with 271 support staff covering a wide range of areas, such as: ICT; procurement; property and facilities management; governance and compliance, and performance and assurance activity.

Figure 7: As at 30th September 2019, HFRS employed 1715 people, equating to 1433 full-time equivalent staff

The number of people employed by HFRS has increased by 1.8% compared to March 2019, owing to a net increase of eight support staff, seven on-call staff and 17 whole-time staff



Note: (1) Figures within chart above illustrate headcount data and not full-time equivalents; and (2) Data was sourced from SAP on 01/10/2019.

Diversity

We continue to aim to increase the diversity of our workforce. Following a recent successful recruitment campaign, the Service has increased our number of female firefighters. In March 2018 there were 83 female firefighters, increasing by 14% to 95 female firefighters in September 2019.

Overall, in March 2018, we had 205 female staff. This has increased 23% to 254 staff (+49) by September 2019. Overall, 15% of our workforce is female. Despite this positive trend, partly driven by our successful whole-time recruitment campaign, we recognise there is further to go, including the diversity within our more senior roles.

We have not included diversity data by ethnicity in this report as, reflecting a national trend, a significant percentage of staff have not disclosed this information. However, again, we recognise the need to improve the ethnic diversity of our workforce, including in senior roles. As noted above, inclusion and diversity is one of the six areas of focus of our People and Organisational Development (POD) directorate. As part of this focus, we recently carried out an evaluation of our recruitment from under-represented groups in our last whole-time campaign – with our POD directorate considering carefully the findings and recommendations of this report. Separately, in-line with our responsibilities under the Equality Act 2010, we publicly report an annual statement of equality, which provides additional data on the diversity of our workforce.

Sickness

Staff sickness is an important measure, which provides us with a barometer of the wellbeing of the Service. We measure sickness by the number of shifts lost to sickness. The duration of a shift is variable and in accordance to business areas and to crewing models.

In the first half of this financial year, the average number of shifts/days lost to sickness for all personnel in Hampshire was 4.98, this is an increase of 0.66 shifts when compared to the same period last year (4.32). The most common causes of sickness absence in all employee groups mirrors that of the national picture:

- Wholetime and on-call employees: musculo-skeletal conditions.
- Fire Control: unspecified/unknown followed by mental health conditions; and musculo-skeletal conditions.
- Green Book employees: unspecified/unknown followed by mental health conditions.

Sickness increased across all our staff groups, from the first half of 2018/19 compared to the first half of 2019/20 (**Figure 8**, see next page). The most significant increase was for Green Book (+1.58 days) staff, with mental health conditions (depression, stress and anxiety) accounting for 26% of their sickness absence. However, 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. Our People and Organisational Development directorate, as mentioned earlier in this section, is monitoring sickness absence and other areas closely with a range of activities in place to support the physical and mental well-being of our staff.

Figure 8: Shifts/days lost to sickness, 1st April – 30th September (2018 and 2019)

Across the Service the number of working shifts lost to sickness has increased by 0.66 shifts in 2019 compared to the previous year, with increases in all staff groups – most notably for Green Book staff



Note: Data sourced from SAP and FireWatch, 21/10/2019.

Work-related stress, depression or anxiety continues to represent a significant proportion of ill health across the workforce of Great Britain, accounting for 44% of work-related ill health and 57% of working days lost, in 2017/18.⁸ The occupations and industries reporting the highest rates of work-related stress, depression or anxiety remain consistently in the health and public sectors of the economy. The reasons cited as causes of work-related stress involve workload, insufficient managerial support and organisational change as the primary causative factors.⁹

Hampshire Fire and Rescue Service has seen a high number of change programmes over recent years affecting all staff groups, to varying degrees, with significant ongoing projects. These present challenges for the whole organisation, with some groups being more affected than others. Furthermore, operational personnel often face difficult situations during incidents, which can potentially contribute to work-related mental health conditions.

Mental health

When our staff have any physical or mental health conditions or challenges there are a range of support services available to them. For example, Hampshire Fire and Rescue Service has an Employee Assistance Programme (EAP), provided by Health Assured, with 24-hour counselling, telephone advice and other support services covering a wide range of issues available to staff.¹⁰ There is also support available via The Fire Fighters' Charity.¹¹

Between April and September 2018, there were 167 calls into the EAP, with 58 (35%) relating to mental health issues, and 25 (15%) relating to trauma or work issues. In the same

⁸ <http://www.hse.gov.uk/statistics/causdis/stress.pdf>

⁹ See footnote 8.

¹⁰ <https://www.healthassured.org/about-us/>

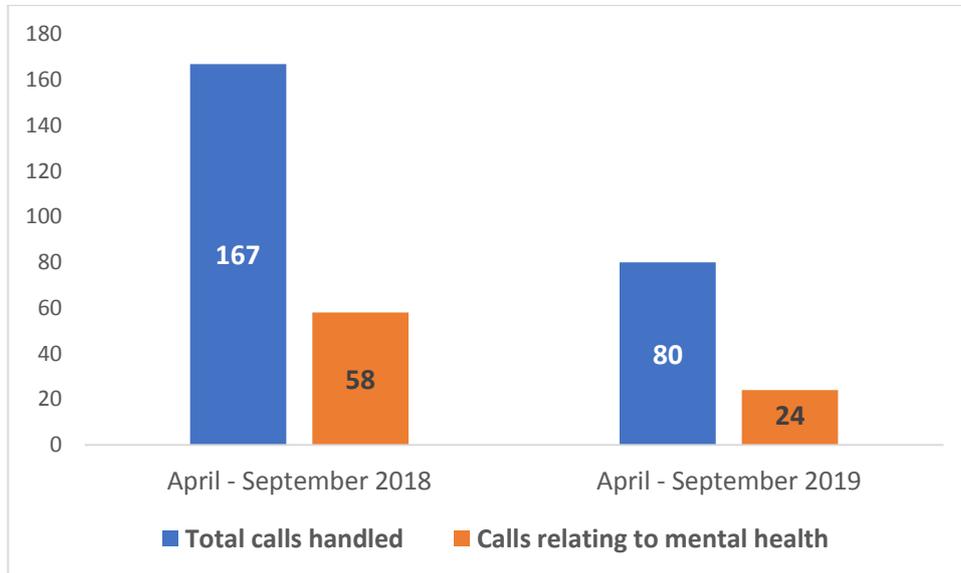
¹¹ <https://www.firefighterscharity.org.uk/how-we-help-2>

period in 2019 there were significantly fewer calls (80, a 52% reduction), with 24 (30%) relating to mental health issues (see **Figure 9**, see next page), and eight (10%) relating to trauma or work issues. It is likely that there were significantly less calls in 2019 owing to the increased profile of mental health and various improvements in how we support staff internally, though we will continue to actively signpost the Employee Assistance Programme, as part of our wider mental health action plan.

Hampshire Fire and Rescue Service continues to invest in mental health support, including mental health first aiders, TRiM support (Trauma Risk Management is offered to personnel after exposure to traumatic events), and various awareness and support campaigns. We monitor regularly a range of data and information that helps develop our understanding of mental health across the Service and shape our support and campaigns to staff accordingly. More widely, beyond mental health, our staff have access to a range of occupational health support – with service provision in this area recently reviewed to improve the experience and effectiveness for both staff and managers.

Figure 9: Calls handled by our Employee Assistance Programme, 1st April to 30th September (2018 and 2019)

There has been a 52% decrease in calls (down to 80) between 2018 and 2019, with around a third of calls in each year relating to mental health topics



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

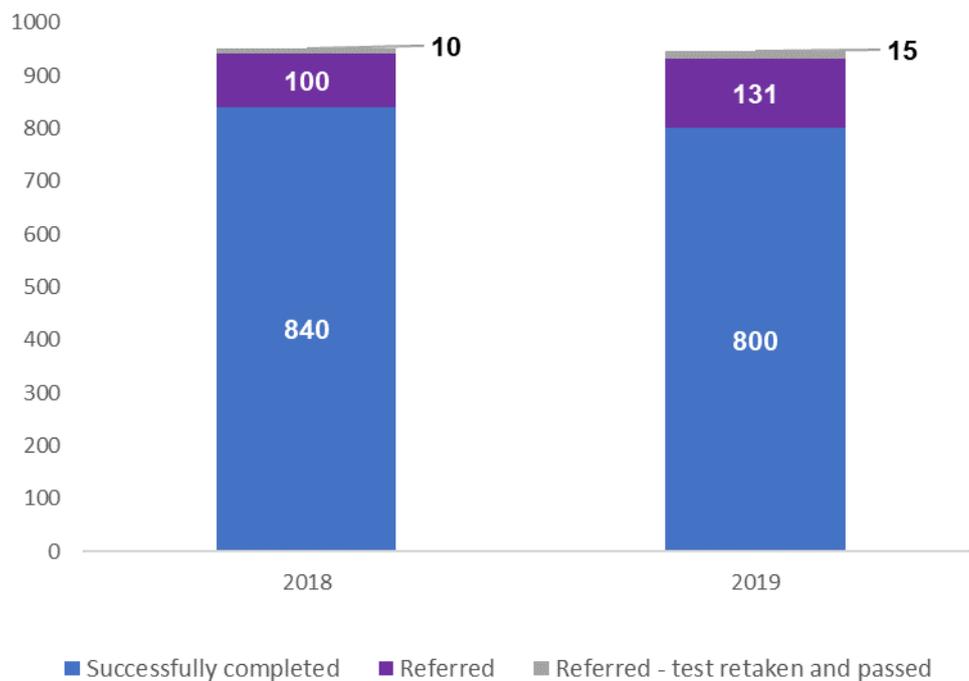
Fitness and qualifications

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 6 months. We monitor this data regularly, including through our organisational performance dashboards.

Between April and September 2018, there was a total of 950 fitness tests with 840 staff (88%) successfully completing them, 100 staff (11%) being referred (for example to occupational health) and 10 staff (1%) retaking their assessment and passing. Over the same period in 2019, there were 946 fitness test assessments with 800 staff (85%) passing them, 131 (14%) being referred and 15 staff (2%) retaking their assessment and passing (**Figure 10**).

Figure 10: Fitness test assessments, 1st April to 30th September (2018 and 2019)

There were 946 fitness tests in 2019, with the percentage successfully completing them dropping 3% points (from 88% to 85%) compared to the same period in 2018



Note: Data sourced from Organisational Performance Dashboards, 09/10/2019.

As noted above, performance in this area is regularly monitored and analysed within the People & Organisational Development directorate's POD framework. The directorate will continue to monitor this trend closely, introducing improvement activity, when necessary.

Finances

Our finances have a critical impact on activity and performance across the Service. This section of the report provides a snapshot of our financial position at the end of September 2019, with focus on our revenue expenditure and reserves.

Revenue expenditure

As shown in **Figure 11**, we are currently forecasting an underspend of £0.447 million in 2019/20. The underspend is made up £0.87 million on employee costs due to several posts being vacant during the first part of the year. This is partially offset by small overspends on premises and transport. Furthermore, it is important to recognise that we have achieved budget reductions of £10.2 million (2016/17 to 2020/21) as a result of Service Delivery Redesign and other savings.

However, compared to 2018/19 actuals, there is forecast to be an 11% (£7 million) increase in revenue costs. This is partly driven by an increase in wholetime firefighter costs due to the increase in pensions contributions from April 2019, and a 29% increase in supplies and services costs following transfer from reserves to fund the MDT and PPE rollouts.

Figure 11: Gross revenue expenditure (budget, outturn and forecast) in 2018/19 and 2019/20

While we are forecasting a £0.447 million underspend in 2019/20, we expect to spend £7 million more than we did in 2018/19 – an 11% increase, partly driven by the increased cost of pensions, and of supplies and services



Note: Data sourced from Finance team, October 2019.

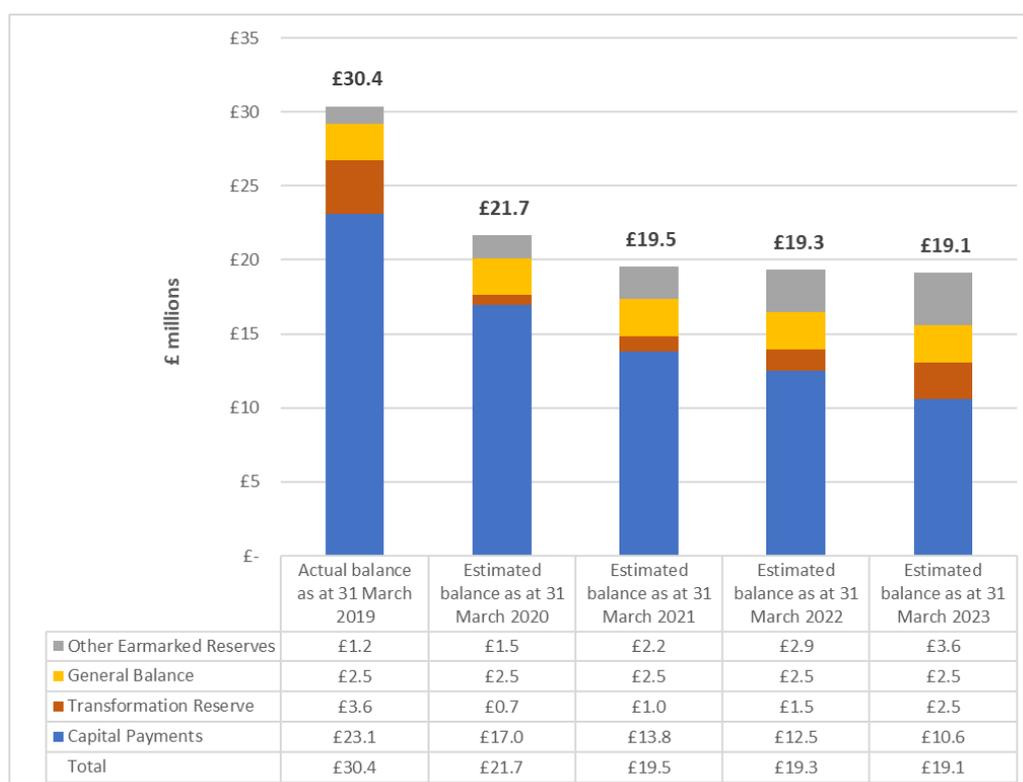
Reserves and overall financial position

Overall, Hampshire Fire and Rescue Authority remains in a strong financial position with reserves of £30.4 million as at March 2019 (**Figure 12**). The Authority is well placed to tackle future financial challenges that will inevitably arise as a result of diminishing resources and the uncertain picture past 2019/20.

However, the latest Medium-Term Financial Plan (MTFP) forecasts that there will be a funding gap of £4 million by 2021/22¹²; and our reserves are estimated to reduce by 37% (£11.2 million), to £19.1 million, by March 2023, primarily owing to capital investment – for example in vehicles and personal protection equipment. We will, though, continue to look to increase reserves where appropriate, as well as maintaining our general reserve balance, which serves as a contingency fund, at £2.5 million – nearly 4% of our budget, and comparable to previous benchmarks in this area.¹³

Figure 12: Actual and estimated levels of reserves, year-end 2018/19 to 2022/23

Our reserves are estimated to reduce by 37% (to £19.1 million) by March 2023, primarily owing to capital investment, for example in vehicles and personal protection equipment



Note: Data is sourced from Finance team, October 2019.

In overall terms HFRA remains in a strong financial position with reserves standing at £30.4 million at the end of 2018/19 and is well placed to tackle the future financial challenges that will arise as a result of diminishing resources and the uncertain picture past 2019/20.

¹² However, this forecast is now over a year old and will be reviewed when the awaited three-year funding settlement figures are released.

¹³ For example, CIPFA's 2015 briefing on *English local authority reserves* found that, at 31 March 2014, local authorities held £3.7 billion in general reserves and balances, representing about 4% of local government revenue expenditure.

Corporate Services

In addition to the wide range of data above, it is also important for us to understand the performance of our corporate functions, such as ICT, Property & Facilities, and governance and compliance, as well as the performance of the various contractors and contracts that we use. Our internal Infrastructure and Security Board, which is chaired by the Chief of Staff, covers performance in these areas. This section of the report focuses specifically on ICT, property and facilities, and information governance.

ICT

ICT performance is vitally important as it potentially impacts on how other parts of the Service perform. This part of the report focuses in more detail on how we measure and understand our ICT performance.

As noted above, ICT performance is one of the areas that is scrutinised by the Infrastructure and Security Board, chaired by the Chief of Staff. Hampshire Fire and Rescue Service's ICT department monitors both its:

- Internal performance, for example including the number of calls or emails relating to ICT issues that are logged and resolved; and
- External performance of third-party suppliers who, for example, provide critical services relating to telephony, internet and system connectivity.

This section does not include any performance data as the ICT department is currently revising its Service Level Agreement (SLA) which outlines various internal and third-party measures (and expected performance against these). It also outlines the key responsibilities in this area for the ICT department, internal stakeholders and users, and third-party suppliers.

Future iterations of this performance report will include ICT performance data, where significant issues or performance improvement has been identified. This will, however, be done in a way that does not impact our ongoing contractual relationship with suppliers.

Property & Facilities

Our estate is central to what we do. Ensuring we maintain a well performing estate and property support function is therefore crucial. This part of the report focuses in more detail on how we measure and understand our estate performance.

Performance in this area is also scrutinised by the Infrastructure and Security Board. Furthermore, Hampshire Fire and Rescue Service's Property & Facilities department 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.

Future iterations of this performance report will include Property & Facilities performance data, where significant issues or performance improvement has been identified. This will, however, like with our ICT performance, be done in a way that does not impact our ongoing contractual relationships.

Information Governance

Information governance is important both in terms of our statutory compliance and our public transparency. This section explores information governance performance through the lens of freedom of information requests and complaints.

Freedom of Information (Fol) requests

The Freedom of Information Act 2000 provides public access to information held by public authorities, and the Environmental Information Regulations 2004 provides the public with access to environmental information held. This access is achieved in two ways: public authorities are obliged to publish certain information about their activities and proactively publish environmental information; and members of the public are entitled to request such information.

Figure 13 shows the volume of requests received, and our performance in responding within statutory deadlines (20 working days for Fol requests). We received 75 requests between April and September 2019 – 12 fewer than the same period in 2018. Compared to 2018, our performance in responding to requests on time has decreased very slightly to 89%.

Figure 13: Freedom of Information and Environmental Information Regulation requests, between April and September (2018 and 2019)

We received 12 fewer requests in April to September 2019 compared to the same period in 2018, with our performance on responding on time decreasing by 1% points

| Year | Number received | Number out on time | Closed due to lack of clarification | Number late | Number ongoing |
|-------------------------|-----------------|--------------------|-------------------------------------|-------------|----------------|
| April to September 2018 | 87 | 78 (90%) | 6 (7%) | 3 (3%) | N/A |
| April to September 2019 | 75 | 67 (89%) | 1 (1%) | 1 (1%) | 6 (8%) |

Note: Data sourced from HFRS G&C Information Governance team, October 2019.

Complaints

Hampshire Fire and Rescue Service's Governance and Compliance team also receive, and process complaints made about the Service. These complaints can be both internal and external. The deadline for responses to complaints is also 20 working days. Our performance in responding is outlined in **Figure 14** on the next page, which shows a very small increase in the number of complaints (one more), but also a 6%-point increase in our performance in responding within 20 days.

The Governance and Compliance Team also report on compliments received, but this information is collated by our Communications team, and is explored in the final section of this report, *Our Communications*.

Figure 14: Complaints received and how promptly we responded, between April and September (2018 and 2019)

We received one more complaint in 2019 but improved the percentage of responses that went out on time

| Year | Number received | Number out on time | Number late | Number ongoing |
|--------------------------------|-----------------|--------------------|-------------|----------------|
| April to September 2018 | 33 | 24 (73%) | 9 (27%) | N/A |
| April to September 2019 | 34 | 27 (79%) | 3 (9%) | 4 (12%) |

Note: Data sourced from HFRS G&C Information Governance team, October 2019.

Health and Safety

As part of the recent structural changes, the responsibility for Health and safety sits with the Deputy CFO and is managed from within our Policy & Planning directorate. Health and Safety is an important part of staff well-being, and of good management more widely. This section of the report covers our work and performance in this area, recognising that Hampshire Fire and Rescue Authority recently received the 2018-19 Health and Safety Annual Report.

HFRS seeks continuous improvement in all aspects of health, safety and wellbeing (HSW), from promotion of a positive HSW culture, to identifying and mitigating risks, and ensuring personal competence in health and safety. HFRS strives to make its employees and Hampshire safer whilst delivering a wide range of essential services to the community.

HFRS's performance in this area is constantly monitored and measured against agreed standards and the HSW Strategy to reveal where and when improvement is needed. Further to the information presented in the recent annual report, within the period covered by this report (April to September 2019) there were:

- 77 injuries, 27 (35%) of which lead to lost staff time. This is a 33% increase compared to the same period in 2018, when there were 58 injuries – 18 (31%) of which lead to lost staff time. This increase is partly the result of the health and safety team focusing on addressing under-reporting of health and safety events, especially in terms of lost time injuries. The team will be launching a new reporting tool that will allow staff to raise health and safety concerns from their desktop. As a result, going forward we expect another rise in reported injury events.
- 57 near misses or causes for concern, which serve as leading indicators for health and safety issues. This is a 20% decrease compared to the same period in 2018 when there were 71 near misses and causes for concern. Analysing the figures in more depth has identified that a significant number of the health and safety events reported in 2018 relate to bookings and events. This together with the endeavours undertaken to improve injury reporting is expected to bring leading factors up over the next year. The aim is for leading factor reporting to significantly exceed injury reporting.

Organisational Performance & Assurance

The HFRS Performance and Assurance Directorate performs the important role of monitoring organisational performance and providing a range of assurance activity to ensure the Service is being as effective, efficient and economical as possible.

Organisational Performance

The Organisational Performance teams are split into two key areas with focus on business intelligence activities:

- Analysis, research, insights and CAD (Computer Aided Design – building plans and schematics); and
- Data management, architecture, design and development of business intelligence tools and performance reporting.

The unprecedented, newly-built data warehouse and organisational performance dashboards provide the Service with the ability to more easily validate data quality (with subsequent actions within the data warehouse), highlight service performance and enable both individuals and teams to identify and review improvements in support of making Hampshire safer.

Since the launch of the Organisational Performance dashboards to pilot sites on 1st August 2019 and across the Service on 4th October 2019, there have been over 3,900 views of the dashboards, in addition to the generation of interest and discussion at various management meetings and boards.

The teams have also developed a Community Insights Tool, which is being piloted. Through a carefully selected range of data (engaging with senior management, local stations, authorities and partners) the tool will provide HFRS staff with richer intelligence about their local communities – driving more effective working and engagement activity.

Insights

The Service is directing focus on the development of its Insights capability, to better understand what the general public (including certain groups or areas) think about HFRS and the activities and campaigns we conduct. Therefore, we plan to increase our future engagement with the public, including targeted surveys and focus groups. Examples may focus on the overall perception of HFRS and separately, on the views of particular demographic groups.

Organisational Assurance

The work of the Organisational Assurance team can be split into four main areas:

- Engagement with HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), including monitoring Service progress against our HMICFRS action plan;
- Managing and overseeing our engagement with internal audit;
- Monitoring Service progress against the HFRS Service Plan; and
- Ownership of the change management framework, which is a joint HFRS and IWFRS framework, and is set to be launched in early 2020.

HFRS regularly provides progress updates against our HMICFRS action plan, Service Plan and internal audit report management actions to Hampshire Fire and Rescue Authority's Standards and Governance Committee.

Separately, HFRS also carry out an extensive range of operational assurance activity, which may be covered in future iterations of this report.

Change management and corporate portfolio monitoring

A new framework is being introduced (in early 2020) for co-ordinating and assuring change to support staff in their approach to programme, project and change management, in order to:

- Increase the likelihood of delivering outcomes within time, cost and scope constraints;
- Ensure efficient and effective use of resources;
- Ensure effective risk management;
- Satisfy the diverse needs of internal and external stakeholders;
- Provide learning to support continuous improvement across the Services; and
- Enhance communication, collaboration and strategic alignment, where applicable.

This framework draws upon aspects of the National Audit Office's 2019 *Framework to review programmes*¹⁴ and aspects of HM Treasury's *Green Book*¹⁵. We are also planning to develop a bespoke training module to support the framework and generate a refreshed focus on change management.

Major change activities are monitored via a 'Corporate Portfolio' to provide assurance and report on progress made. As of October 2019, this portfolio comprised 10 projects, with progress monitored via the Integrated Performance and Assurance Board (IPAB), which takes place every other month.

¹⁴ National Audit Office, *Framework to review programmes*, 2019. The framework is based on the NAO's experience of around 140 studies reviewing public sector programmes since 2010.

¹⁵ HM Treasury, *The Green Book: central government guidance on appraisal and evaluation*, 2018. HM Treasury's Five Case Model (strategic, economic, commercial, financial and management) for business cases is also particularly relevant.

Our communications

Another vital part of Hampshire Fire and Rescue Service is our Communications team who produce and support an array of activity across the Service (both external and internal) including our Digital and Creative Hub. We are very active with our external communications such as on Twitter (36,000 followers) and LinkedIn (3,400 followers). We also use a variety of internal communications channels (the intranet, Routine Notice, Yammer, Facebook Workplace and FireFlash) frequently to ensure staff are well-informed, well-engaged and know what is required of them.

In terms of the performance of our Communications team, below are some examples of successful communications work and campaigns:

- The team played a vital role in the firefighter attraction and recruitment campaign which saw the number of female recruits go up significantly. This was, in part, achieved by targeted communications, including bespoke fitness programmes being sent to interested parties with the creation of a subscribers list, and posters in female-only gyms
- *Need More!* Our on-call recruitment campaign has been nominated for many awards and the work created in-house is used nationally
- *Beat the Heat* – working with our partners in NHS, Public Health England, SCAS and others we communicated vital safety messages to hundreds of thousands of people.
- Internal breakfast briefing events (led by members of our Executive Group) have started for all staff in IWFRS and HFRS. These occur every three months to discuss topics decided by our staff; and
- A wide range of other activity including: reintroducing our regular video news channel, FireFlash, for frontline staff; supporting the Local Government Association at a national communications seminar; and promoting and engaging staff in the Service's National Inclusion Week activities.

Success stories

This section acknowledges and celebrates operational service recognition from members of the public in addition to celebrating the success of our staff. It provides indicative examples rather than a complete list, with a vast range of other success stories – such from the work of our Children and Young People teams, and, for example, their work with the Prince's Trust, as well as in schools.

Between April and September 2019, HFRS received 35 messages of thanks from members of the public via various channels, including our website, email, Facebook, letters and cards. They reflected a wide range of incidents and events that the service attended, including recognition from Dorset and Wiltshire Fire and Rescue for our response and support during a multi-agency incident. Some illustrative and anonymised examples are provided on the next page:



Our staff

This section illustrates the recognition of service for staff during the reporting period for 2019. Notably these figures illustrate the length of service for our staff, 24 of which celebrated over 30 years' service.

| 20 Grey | 20 Green | 25 Years | 30 Years | 35 Years | 40 Years | 45 Years | 50 Years |
|---------|----------|----------|----------|----------|----------|----------|----------|
| 26 | 2 | 22 | 17 | 3 | 1 | 2 | 1 |

Furthermore, there were several recognitions, commendations and certificates awarded to staff during the period covered by this report – recognising the fantastic work carried out by staff across the Service. The Service also recognises the efforts of staff through our annual Celebrating Success awards, which this year took place in November.

| | |
|---|----|
| Recognition Chief Fire Officer Appreciation | 4 |
| Recognition Chief Fire Officer Commendation | 8 |
| Recognition Chief Fire Officer Congratulations | 2 |
| Medals Certificates | 74 |
| Leavers Certificates | 67 |

Definitions and abbreviations

Secondary fires are generally small outdoor fires, not involving people or property. These include refuse fires, grassland fires and fires in derelict buildings or vehicles, unless these fires involved casualties or rescues, or five or more pumping appliances attended, in which case they become primary other outdoor fires.

False Alarms are incidents where the FRS attends a location believing there to be an incident, but on arrival, discovers that no such incident exists or existed.

False alarms are split into three sub-categories:

- **Malicious False Alarms** are calls made with the intention of getting the FRS to attend a non-existent event, including deliberate and suspected malicious intentions and are usually via a hoax phone call or activation of fire alarms.
- **Good Intent False Alarms** are calls made in good faith in the belief that there really was an incident the FRS should attend, such as when people smell burning or see smoke.
- **False Alarms Due to Apparatus (FADA)** are calls initiated by fire alarm and fire-fighting equipment operating, including accidental initiation of alarms by persons or where an alarm operates erroneously, and a person then routinely calls the FRS.

Special Service Calls (SSCs) are incidents requiring the attendance of an appliance or officer. They include, but are not limited to:

- local emergencies e.g. road traffic incidents, responding to medical emergencies, rescue of persons and/or animals or making areas safe
- major environmental disasters e.g. flooding, hazardous material incidents or spills and leaks
- domestic incidents e.g. persons locked in/out, lift releases, suicide/attempts prior arrangements to attend or assist other agencies, which may include some provision of advice or standing by to tackle emergency situations.
- Medical incidents attended by FRSs include but are not limited to cases of: lifting people, people experiencing breathing difficulties, cardiac arrests, those who are unresponsive, collapses, choking, shock etc.

Employee Assistance Programme (EAP) provided by Health Assured, with 24-hour counselling, telephone advice and other support services covering a range of issues available to staff.

South Coast Ambulance Service (SCAS)

People and Organisational Development (POD)

Integrated Risk Management Plan (IRMP)

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

Ministry of Defence (MOD)

International Standards Organisation (ISO)

Computer Aided Design (CAD)

United Kingdom Accreditation Service (UKAS)

