Year-End Performance Report
01 April 2019 to 31 March 2020

HAMPSHIRE FIRE AND RESCUE AUTHORITY

Review and Approval – Year-End Performance Report
1st April 2019 – 31st March 2020

Version	Reviewed by	Date
1.0	Incident Data review - Angela Ali	24/03/2020
1.0	Prevent & Protection review – Angela Ali	24/03/2020
1.0	Arson review – Angela Ali	26/03/2020
1.0	Finance review – Angela Ali	26/03/2020
1.0	Information Governance & Complaints review – Angela Ali	26/03/2020
2.0	Health and Safety review – Angela Ali	31/03/2020
2.0	Definitions review – Angela Ali	31/03/2020

Approval Stage

Version	Review by	Approval / Refine / Decline	Date
V1	Dawn Capp	Initial draft review (refine)	28/03/2020
V2	Dawn Capp/Justine Gray	Refine	30/03/2020
V3	Dawn Capp/Justine Gray	Refine	31/03/2020
V4	Dawn Capp	Refine	03/04/2020
V5	Dawn Capp	Refine	05/04/2020
V6	Dawn Capp	Refine but share with Head of Performance for concurrent review	14/04/2020
V6	Alex Quick	Refine (incorporating changes)	15/04/2020
V6	Dawn Capp	Refine (incorporating changes)	20/04/2020
V7	Dawn Capp	Approved for review by Head of Performance	21/04/2020
V7	Alex Quick	Approved	22/04/2020
V7	Shantha Dickinson	Approved	22/04/2020

Related Documents

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

Control   Response Availability   Operations   People   Finance   Corporate Services

Policy & Planning   Performance & Assurance   Communications Public Insights

Contents

Introduction

Report focus

i. This is Hampshire Fire and Rescue Service's Year-End Performance report, covering the period 1st April 2019 to 31st March 2020. The information contained within this report identifies how we have performed, also explores the initial impacts of the Coronavirus (COVID-19) in the last part of this financial year.

ii. The report continues to evolve in the new format and 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. Our performance measures help us identify areas for improvement, as well as successes and good practice to be shared across the Service.

iii. We revisit regularly with what we measure to assess our effectiveness, efficiency and financial position. 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.

Safety Plan 2020-2025

iv. With the launch of the new joint Safety Plan in April 2020, we will be developing our approach to tracking and monitoring our performance throughout the duration of the Safety Plan, with a focus on our collective purpose of how 'Together we make life safer' for the people of Hampshire and the Isle of Wight. There will be 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 (C-19)

v. During the last quarter of this financial year HFRS and IWFRS have been experiencing the initial impacts of the COVID-19 pandemic. Various sections of this report identify areas where we will see organisational impacts (such as sickness absences, resourcing, prevention activity, and partnership working) to performance. A more detailed review of the impact of COVID-19 on our performance will be included in the 2020/21 Mid-Year Performance Report.

Our impact to the environment

vi. As noted in the Safety Plan, we will broaden our existing plan to significantly reduce our impact on the environment. We are aware of the growing necessity to understand more about our impacts to the environment. As an example of activity in this area, the Service is generating income through sustainable energy solutions such as solar power. Sustainable energy reduction across the estate through a carbon reduction plan 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.

vii. Where possible, we will include updates on our environmental performance within future Mid-Year and Year-End Reports.

1st April 2019 to 31st March: Key facts

Control

38,284 calls

3,190 call average pcm

21,387 incidents

6,334 co-responding calls

Response

8/80 critical performance average: **62.4%** (-1.9% vs 2018/19)

Average time: **7 mins 33 secs** (if the largest 39 data anomalies are removed, with a refreshed approach to data quality moving forward) – no change vs 2018/19

72.6% on-call availability for primary appliances (up 0.9% points vs 2018/19)

5 fire fatalities   **-1**   **94** non-fatal casualties   **- 8%**

People

10.87 average shifts lost to sickness
+0.87 increase vs 2018/19 (partly impacted by Covid-19)

Green book staff had the greatest increase, and **on call** staff have the highest sickness levels

Fitness Tests:
82% passed 1st time (-2% point decrease vs 2018/19)

Diversity: number of female staff increased by 12% to 268 staff (+29) in the last year

Finance

Around **£0.2m** forecast underspend in 2019/20

10% forecast increase in spend vs 2018/19

53% estimated reduction in reserves (to £14.3m) by March 2023, primarily owing to capital investment

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Coronavirus staff absence cases: 31 March 2020

*Cumulative total on number of people impacted; staff **were not** all absent at the same time; and testing to confirm infection was not available for suspected cases at the time of this reporting period. We continue to monitor absence, which at mid-April has been reducing gradually to understand the impact to the Service. We also monitor IWFRS COVID-19 absences and impact daily.*

C19 infection
Operational staff: 36
Non-uniform staff: 8

C19 related absence
Operational staff: 142
Non-uniform staff: 31

Summary

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

1. **Between April and March 2020, including Hampshire and the Isle of Wight, there were 38,284 calls into our Fire Control at an average of 3,190 calls per month and 105 calls on average per day.** 94% of calls were answered under 7 seconds. Of the 38,284 calls, HFRS were mobilised and attended 21,387 incidents. The Service is reviewing performance across the Networked Fire Services Partnership and will continue to monitor it closely. Owing to the initial impacts of COVID-19, we have found a decline in the last months activity of calls we mobilise to and predict this will continue into the new financial year whilst we experience these unusual circumstances. *See the Control section, page 10.*

2. **Between April 2019 and March 2020, 62.4% of critical incidents were reached within 8 minutes; 1.9% points lower than the previous year (64.3%) and 2.5% points lower when compared to 2017/18 (64.9% April 2017 to March 2018).** This mirrors the overall national decline reported by the Home Office[1] in response times experienced over the last five years.

    a. If critical incidents which have been recorded at 30 minutes or above (39 records) – a result of data entry or quality issues – are removed then our average critical response time stands at 7 minutes 33 seconds, exactly the same as last year. If we then remove those recorded at 20 minutes and above (a further 53 records), we see an improvement to 7 minutes 13 seconds – an improvement compared to 2018/19. In response to the above data anomalies, and the Service's increasing focus on data quality across all Directorates, we are in process in introducing additional data quality assurance reporting and review checks for critical response times - within both the Performance and Assurance, and Operations directorate. Ongoing, detailed analysis in this area will form part of the Service's forthcoming review of our response standards. There is, unsurprisingly, significant variation between wholetime and on call stations. Nationally, we remain faster than the average of 8 minutes 49 seconds (by 53 seconds, even before you account for data anomalies) with a national decline being seen of 44 seconds over the last 5 years.[2]

    b. Rural areas, due to their dynamics, have a lower percentage of critical incidents responded to within 8 minutes, whereas urban areas remain largely within target with few exceptions. Rural stations and their locations have hidden challenges (geographical, more sparse population areas to locations of incident), infrastructure challenges (more limited road networks) and resourcing challenges (with most rural stations crewed by on-call personnel) which may impact the response times of other stations if called upon to attend outside of their station grounds, creating hidden dependencies with availability.

    c. Wholetime urban stations have significantly better response times (mirrored nationally) with Hampshire excelling against their 8-minute target, recording response times of between 4 and 6 minutes on average.

    d. Detailed analysis of response times over the last five years shows a significant difference between the average response times for critical incidents where a pumping appliance is first in attendance (with the annual averages around seven and a half minutes over the last five years) compared to critical incidents where a special appliance is first in attendance (with the annual averages fluctuating between 11 and 13 minutes over the last five years). While critical incidents where a special appliance is first in attendance, such as for an animal rescue, are less frequent they do negatively

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[1] Home Office Response times by fire and rescue services England April 2018 to March 2019 (published January 2020).
[2] As footnote above.

impact the overall average critical response times. The stark variation between pumping and special appliance critical response times, further supports a review of what is included within our critical call types - as part of the wider forthcoming review of our response standards, which is part of our 2020-2025 Safety Plan. *See the Critical Response section, pages 11 and 12.*

3. **HFRS attended 21,387 incidents between April to March 2020, a 7% (1,154) decrease compared with the same period in 2018/19 (22,941).** This is a greater reduction than the latest national data which shows a 5% decrease between the year ending September 2018 to the year ending September 2019. There was also a 7% reduction compared to 2017/18 (22,912). Our recent reduction was driven by a 15% decrease in fires, a 6% decrease in special service calls, and a 3% reduction in false alarms. 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 2018/2019. The reduction in special service calls is mainly due to decreases in red fleet calls and reduction of effected entry / exit. *See the Incident data section, page 14 to 17.*

4. **There were five fire-related fatalities between April and March 2020, one fewer than last year's figures, although a reduction of five compared to 2017/2018.** 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. Most of the fatalities were male (four), and two of the fatalities were in their seventies. There is no one main reason for these five fires, however three were due to smoking materials.

    a. **Between April and March 2020, there were 94 fire non-fatal casualties, an 8% decrease compared with the previous year (102), and a 10% decrease compared to 2017/18.** Comparatively, the latest national data shows a 2% decrease in non-fatal casualties in the last year. For HFRS, of the 94 non-fatal casualties this year, over 61% (57) were male. Furthermore, of all the non-fatal casualties, 57 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. The decrease in the number of fire casualties could be due to the recent campaigns like Amber's Warning. *See the Fire related fatalities and casualties' section, pages 16 and 17.*

5. **Our on-call availability was 72.6% between April 2019 and March 2020, a 0.9%-point increase from the same period in 2018/19 (71.7%).** It is also important to note that on-call station availability varies significantly across stations and by appliance type (primary and special appliance). We also anticipate improvements longer-term improvements once the outcomes of Risk Review are fully implemented. In the latter part of this year we have seen an overall rise in availability to most stations due to COVID-19 social isolation conditions and expect to see this continue into the early part of the new financial year. *See the Availability section, see page 13.*

6. **We carried out 8,689 Safe & Well visits in 2019/20, a significant, 38%, increase compared to the 6,293 in 2018/19.** This increase would have been greater were it not for the COVID-19 outbreak, which resulted in Safe and Well visits having to be significantly downscaled to just cover safety critical visits to the most vulnerable. There has been a significant amount of work and engagement activity to drive up Safe and Well visit numbers; however, this work has been (and continues to be) clearly impacted by the COVID-19 situation, which commenced in the last month of the financial year. *See the prevention section, pages 18 and 19.*

7. **Over the last year, Protection teams have completed 3,232 protection jobs completed, a 5% increase from the previous year.** This included 1,328 Fire Safety Audit were completed in 2019/20, an increase of 37% (up from 972) – with 84% completed on time. In addition, 1,594 Business Regulation consultations were completed in 2019/20, a 7%

decrease (down from 1721) – though these are posted by external sources and are demand driven. Therefore, HFRS have little input on the amount received. 87% were completed on time, which is an improvement on previous years. External factors, such as administrative or system errors, sometimes prevent the Fire Engineering and Consultation Team (FECT) from completing these within the 15-day target time. *See the Protection section*, pages 20 and 21.

8. **From 1st April 2019 to 31st March 2020, the average number of shifts/days lost to sickness for all personnel in Hampshire was 10.87, this is an increase of 0.87 shifts/days when compared to April 2018 to March 2019 (10.00) and has been partly impacted by COVID-19 related absence at the back-end of the financial year.** On-call staff have the highest sickness absence levels, but the most significant increase was for Green Book staff (+2.37 shifts/days). 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. Mental health conditions (depression, stress, anxiety and other psychological symptoms) accounted for 19% 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. Our People and Organisational Development directorate is continuing to monitor sickness absence and other areas closely with a range of activities in place to support the physical and mental well-being of our staff. *See the Sickness section,* *page 28 to 30.*

   a. For COVID-19 absence, as at the end of March 2020 in HFRS there had been a reported 44 cases of infection (though during this reporting period testing was not available to confirm this self-reported sickness) and 173 cases of all other COVID-19 isolation related absences – with operational staff recording the highest figures of absences. These figures are the cumulative total of the number of people impacted as at the end of March 2020 and they were not all absent at the same time. The impact of the ongoing COVID-19 pandemic will be reported on in more detail in subsequent performance reports. See *COVID-19 sickness section*, *page 30.*

9. **Over the last two financial years (2018/19 and 2019/20) there has been a 2%-point increase in the number of staff not meeting the required fitness standards and being referred.** Between April 2019 and March 2020, there were a total of 1932 fitness tests with 1582 staff, 82%, successfully completing them (compared to 84% in the previous year). 242 staff (13%) were referred (for example to occupational health) and 108 staff (6%) retaking their assessment and passing. The POD directorate will continue to monitor this trend closely, introducing improvement activity where necessary. *See the Fitness and qualifications section,* *page 36.*

10. **Between the end of March 2019 and February 2020, there has been a 12% increase (from 239 to 268) in the number of female staff across the Service and a 28% increase in (from 67 to 86) operational female staff.** There has been a small increase (+4, up to 26) in employees with ethnicity recorded as BAME in March 2020 (compared to March 2019). This represents 1.5% of our workforce, with Census 2011 data showing the BAME population is 5% of the overall population in Hampshire. However, a significant number of staff have not disclosed ethnicity details (a national trend across fire and rescue services) makes benchmarking analysis versus the diversity of our community or other fire and rescue services more challenging. *See the Diversity section*, *page 29.*

11. **We are forecasting around a £0.2 million underspend against our budget in 2019/20 but expect to spend around £6 million (10%) more than we did in 2018/19.** This is predominantly due to an overspend on firefighters being offset by underspends on other staff. This also includes carry forwards of £763,000 for property maintenance and ICT projects which were planned to be carried out during 2019/20 but had to be delayed. Further details will be presented to the Fire Authority once the accounts have been finalised.

a. However, compared to 2018/19 actuals, there is forecast to be an 10% (around £6 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 17% increase in supplies and services costs following transfer from reserves to fund the MDT and PPE rollouts.

b. Our reserves are estimated to reduce by 53% (to £14.3 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 2020/21. *See the Finances section,* pages 32 and 33.

Overall conclusion

The number of incidents we have responded to and the number of non-fatal casualties have decreased when compared to last year, and our on-call availability has improved. We have also made positive improvements in our prevention and protection activity, and in our learning from operational incidents. However, we have further to improve in these areas, which, like many parts of the Service have been impacted by the ongoing COVID-19 pandemic. We continue to monitor, and develop our understanding of, the impact of COVID-19 on our Services – and will provide additional detail on this in subsequent reports; as well as additional information on how we are performing against the new Safety Plan.

It is also vital to understand the performance of other areas across the Service, including in terms of people, finances and corporate services. Unsurprisingly, given the COVID-19 situation at the back end of this financial year, our average sickness went up slightly – with the greatest increase in Green Book staff. Separately, we have seen the diversity of our workforce improve in the last year – with ongoing focus in this area as part of the People & Organisational Development (POD) framework. In terms of our finances, we are currently forecasting an underspend of around £0.2 million in 2019/20; however, the latest Medium-Term Financial Plan (MTFP) forecasts that the budget will be broadly balanced for 2021/22; and our reserves are estimated to reduce by 53% to £14.3 million by March 2023, primarily owing to capital investment.

Service Performance

1. The year-end performance report provides information and insights in various areas; including operations, policy and planning, 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

2. 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.

![Headset icon] **Control**

3. As noted in the Mid-Year Performance Report and in the *Hampshire Fire and Rescue Service (HFRS) and Isle of Wight Fire and Rescue Service (IWFRS) 2020-2025 Safety Plan*, we work with our Networked Fire Service Partners (NFSP), a collaboration between Devon and Somerset FRS, Dorset and Wiltshire FRS, IWFRS and HFRS. We have aligned our control rooms and are able to mobilise the most appropriate response regardless of county boundaries. We will continue to develop the way we share risk information and training with our partnering services. This section covers our Control activities through a focus on performance information from Fire Control (who manage 999,111 emergency and other calls to mobilise our resources for response for both Hampshire and Isle of Wight Fire and Rescue Services).

4. 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. It is also important to note that:

- Incidents can be reported multiple times through calls from different members of the public (5,876 in 2019/20);
- 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.
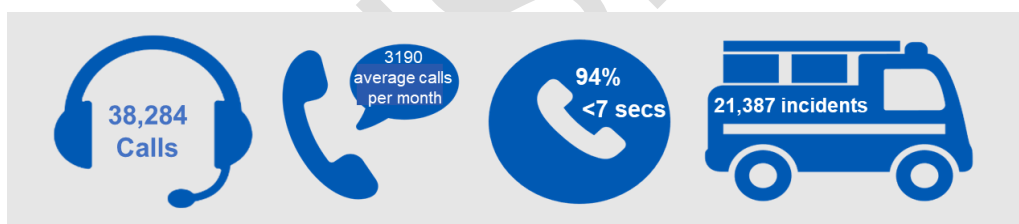
Notes: (1) includes HFRS and IWFRS calls; and (2) data extracted from Vision MIS data sets on 01/04/2020.

5. In the period April to March 2020, we received 38,284 calls, an average of 3,190 calls a month. 94% of calls were answered under 7 seconds. Of the 38,284 calls, HFRS were mobilised and attended 21,387 incidents, 55% of all calls. When comparing the number of calls Control take over a six-month period, there have been 183 fewer incidents in the last six months (October to March 2019/20) compared to the first six months (April to September 2019/20).

6. A detailed review of Control Room data is ongoing as part of a 'live' project, to ensure data quality and consistency for performance reporting. The performance of our Control operations is measured in various ways, including how long it takes to answer calls and by the speed response resources are mobilised when required. Call figures are currently provided for both HFRS and IWFRS and will be reviewed further in subsequent reports.
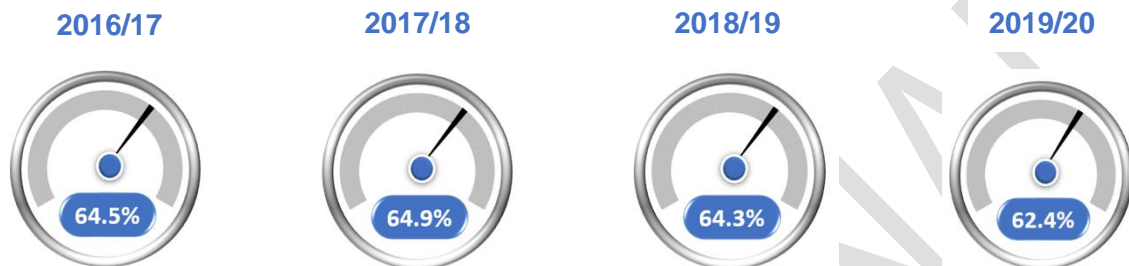
Critical response

7. Hampshire include all critical incident types within this measure, whereas some other Fire and Rescue Services use different approaches to calculate their critical response performance. As noted in the Safety Plan, a review of our response standards will be undertaken during the lifespan of the Plan, which will include a review of the number of resources required to meet our risks.

8. We continue to develop our understanding of our critical response data. We are now more able to identify anomalies in the data, which may relate to: responses outside of normal station areas; how the data has been recorded by crews or data quality issues; system faults, or crew not pressing arrival at scene using on the MDT in the appliances. Between 1st April 2019 and 31st March 2020, we attended 4,087 critical incidents. Normally, we 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 road network (road type or network).

9. In 2019/20, we responded to 62.4% of critical incidents within 8 minutes – down by 1.9% point compared to 2018/19. We also had an average critical response time of 7 minutes 56 seconds, but this includes anomalies owing to data entry or quality issues, which we explain further and account for in paragraph 10 below. This decline mirrors the recorded national average in critical response decline noted by the Home Office.[3] This recent report has highlighted a steady decline for all fire and rescue services over the last 10 years. The national average time for critical incidents is positioned at 8 minutes 49 seconds, which places Hampshire faster than this average by 53 seconds even before accounting for the data anomalies and outliers.

10. However, we have carried out a detailed review into our critical response performance to explore data anomalies. For example, if you remove critical incidents which have been recorded at 30 minutes or above (39 records) – a result of data entry or quality issues - then our average critical response time stands at 7 minutes 33 seconds. Furthermore, if we then remove those recorded at 20 minutes and above (a further 53 records), we see an improvement to 7 minutes 13 seconds; and for those recorded at 15 minutes and above (a further 114 records) we arrive at 6 minutes 43 seconds. This ongoing and detailed analysis will form part of the Service's forthcoming review of our response standards, which will be undertaken during the lifespan of the Safety Plan. In response to the above data anomalies, and the Service's increasing focus on data quality across all Directorates, we are in the process in introducing additional data quality assurance reporting and review checks for critical response times - within both the Performance and Assurance, and Operations directorate.

11. As noted in **Figure 1**, see next page, between April 2019 and March 2020, 62.4% of critical incidents were reached within 8 minutes; 1.9% points lower than the period of April 2018 to March 2019 (64.3%) and 2.5% points lower when compared to 2017/18 (64.9% April 2017 to March 2018). This mirrors the overall national decline in response times experienced over the last five years.[4] Our 8/80 performance requires further research as anomalies within the data, as noted above, also present challenges to the average percentages and times calculated, and there is also a link between critical response performance and availability. These anomalies are being investigated further as part of the forthcoming review of our response standards, which is noted in the joint Safety Plan.

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[3] Home Office, response times by fire and rescue services England April 2018 to March 2019 (published January 2020).
[4] As above

12. We focus (for historical reasons discussed in previous reports) on the average percentage rather than the time, which can mask the good performance seen at stations. As noted in **Figures 2 and 3**. Using time as the performance measure for critical incidents in Hampshire, between 1st April 2019 and 31st March 2020, we attended critical incidents on average 7 minutes and 56 seconds with the national average being 8 minutes 49 seconds.[5] However, if you remove the largest data anomalies – owing to data entry or quality issues – in 2019/20 our performance has been stable, at 7 minutes 33 seconds, versus 2018/19 (*Figure 2*).

Figure 1: Average critical response standard (8/80), 1st April to 31st March 2016/17 to 2019/20
Average critical response performance (8/80) has declined by 1.9% points in 2019/20.

Note: Data sourced from BI Reporting Services and the Organisational Performance dashboards on 1/04/2020. The data in this figure includes data anomalies, which are explained in paragraph 10.

Figure 2: Average critical response times (minutes and seconds), 1st April to 31st March 2016/17 to 2019/20
If all data is includedThe average response time has increased by 23 seconds from 2018/19 to 2019/20 and is 27 seconds higher than it as in 2016/17. However, if you remove the largest data anomalies in 2019/20 our performance has been stable versus 2018/19.
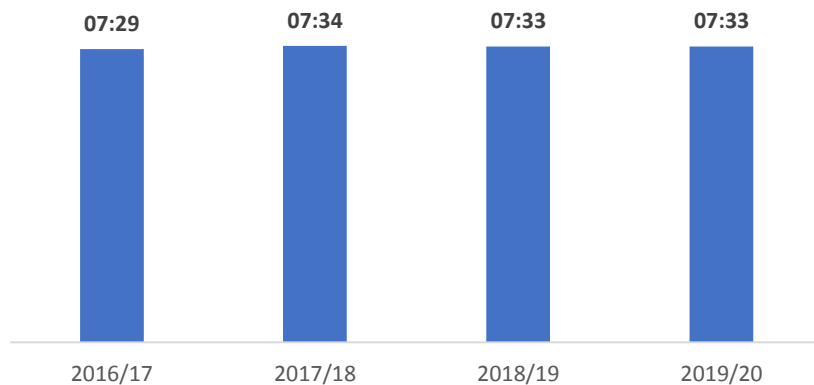
Note: Data sourced from BI Reporting Services and the Organisational Performance dashboards on 01/04/2020. The 2019/20 data in this figure excludes data anomalies (which are explained in paragraph 10), following additional review of data entry and quality.

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[5] See footnote 1.

Figure 3*: **Average critical response times (minutes and seconds) by whole-time and on-call, 1st April to 31st March 2016/17 to 2019/20**

The average response time gap between whole-time and on-call stations now stands at three minutes forty-six seconds, similar to the gap the previous year and higher than the three minutes eighteen seconds recorded in 2017/18.

Whole-time

	2016/17	2017/18	2018/19	2019/20
Whole-time	6:35	6:22	6:22	6:43
On-call	9:45	9:40	10:05	10:29

Note: Data is sourced from BI Reporting Services based on our Incident Recording System (IRS) on 1/04/2020. The data in this figure includes data anomalies, which are explained in paragraph 10.

13. Rural areas, due to their 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), with generally higher population density and therefore demand, with Hampshire excelling in their 8-minute targets, recording response times of between 4 and 6 minutes on average. Rural stations and their locations have geographical (location of incidents), infrastructure challenges (more limited road networks) and resourcing challenges (with most rural stations crewed by on-call personnel). Nationally, average total response time to primary fires in predominantly rural areas was 10 minutes 34 seconds in 2018/19, an increase of 18 seconds since 2017/18.[6]

14. Furthermore, detailed analysis of response times over the last five years shows a significant difference between the average response times for critical incidents where a pumping appliance is first in attendance (with the annual averages around seven and a half minutes over the last five years) compared to critical incidents where a special appliance is first in attendance (with the annual averages fluctuating between 11 and 13 minutes over the last five years). While critical incidents where a special appliance is first in attendance, such as for an animal rescue, are less frequent they do negatively impact the overall critical response times. The stark variation between pumping and special appliance critical response times, further supports a review of what is included within our critical call types - as part of the wider forthcoming review of our response standards, which we have committed to do within the 2020-2025 Safety Plan.

Availability

15. For the purposes of this report we are calculating availability figures based on primary pumps and special appliances to create consistency. Some stations operate on both whole-time and an on-call basis, 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'.

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[6] Home Office response times by fire and rescue services England April 2018 to March 2019 (published January 2020).

16. On this basis, the on-call availability for primary pumps and appliances was 72.6% from 1st April 2019 to 31st March 2020. This is a 0.9%-point increase from the same period in 2018/19 (71.7%), using the same method.

17. It is also important to note the on-call station availability varies significantly across stations. An example of the variation can be seen with the lowest performing on-call station having an average availability of 13.5% for primary pumps, from 1st April 2019 to 31st March 2020; compared to the highest performing station with an average availability of 99.7% across the same period. Availability can also be deceptive as many of the more rural station locations have higher availability for the second (special) appliance as less crew with different qualifications are required to mobilise. Dependent on the incident type, the correct appliance will be mobilised by Control, which can in some cases bypass an on-call station, which is available but not for the right appliance type required. This in turn can affect our response times as seen in some station groups as they are responding to incidents outside of their station grounds. Where stations have difficulty with their availability, generally this relates to capacity, qualifications or experience of staff able to crew.

18. Availability can also vary based on location and the whole-time and on-call crewing models. For example, urban areas, such as the whole-time stations in the Southampton and Portsmouth groups, are likely to have higher availability results which remain consistent over time. Whereas rural areas, such as the New Forest and other predominately rural locations, are likely to see more fluctuation in their results. Some of the main challenges of crewing rural stations can be general issues in having enough on-call staff (capacity) which have the balance of both qualifications and experience.

19. From reviewing availability data there are some very positive examples from on-call stations where availability remains high. This may be supported with higher results for crewing special appliances, which typically require less crew. With ongoing review and activity being carried out as part of our on-call project, we also anticipate improvements longer-term once the outcomes of Risk Review are fully implemented.

20. Later this year, the Service will be able to view a new real-time 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 station' appliance availability, down to watch and individual level against contracted commitments which is currently not possible at an overall level, causing challenges for crew and station managers. This will also include day/night cover to ensure managers are able to predict and plan their resources. Once this data is released and in use, we will consider carefully what additional or alternative information we provide in future reports.

21. Finally, availability has been affected by COVID-19 in the latter part of the financial year, positively increasing figures where on-call crews are based from home and more available or redirected to, for example, support our partnership working as part of the Local Resilience Forum. This is also important to consider when reviewing movement in availability results in the future.

Incident summary

22. Each year the Service attends a range of incidents. The visual summary below illustrates incident activity between 1st April 2019 to 31st March 2020.[7]

21,387 incidents 1st April to 31st March 2020 Down from 22,941 for the same period in 2018/19	7% decrease vs the same period last year
3,714 Fires 1st April to 31st March 2020 Down from 4,352 for the same period in 2018/19	15% decrease vs the same period last year
6,977 False Alarms 1st April to 31st March 2020 Down from 7,195 for the same period in 2018/19	3% decrease vs the same period last year
10,696 SSC incidents 1st April to 31st March 2020 Down from 11,394 for the same period in 2018/19	6% decrease vs the same period last year

23. HFRS attended 21,387 incidents between April to March 2020. This is a 7% (1,154) decrease compared with the same period in 2018/19 (22,941) and a 7% reduction compared to 2017/18 (22,912). This compares to a national 5% decrease between the year-ending September 2018 to the year ending September 2019 (from 584,408 to 554,269).[8]

24. 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 17% (3,714), false alarms 33% (6,977) and SSCs 50% (10,696).

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[7] 1,441 over the border incidents are excluded.
[8] 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

Fires

25. HFRS attended 3,714 fires between April and March 2020. This was a 15% decrease (638 fewer fires) when compared to the same period in 2018/19 (4,352), and a 5% decrease compared to 2017/18 (3,898 fires); but a very slight (0.5%) increase when compared to 2015/16 (3,697 fires).

26. The decrease in the number of fires attended between 2018/19 and 2019/20 was partly owing to a large reduction in grass fires by 29% (down from 1,123 to 787) following a spike during the long hot summer of 2018. Although, a record second hot summer was experienced in 2019/20, the reduction in grass fires may have been due to greater public awareness from the publicity of grass fires in the previous year. Nearly all stations have seen a reduction in grass fires, especially Hightown, Basingstoke, Hardley and Havant station grounds.

27. There were 31% more secondary grass fires in 2018/19 (953) than in 2019/20 (660). This trend was mirrored nationally however the national report is unclear on what has driven this fire type trend. 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 no obvious factors to explain the decrease other than improved public awareness and behaviours during another long dry seasonal period during 2020.

28. More widely, national figures show a decrease in outdoor fires, with a 17% (from 6,717 to 5,553) in the year ending September 2019 compared to the same period the previous year.

False alarms

29. False alarms continue to be one of the largest incident types (33% of incidents in 2019/20) despite a small decrease compared to last years' figures. HFRS attended 6,977 false alarms between April to March 2020. This was a 3% decrease compared with the previous year (7,195), but 1% increase compared to 2017/18 (6,880). Notably, 2019/20 presents a 9% increase compared to five years ago (6,428). False alarms 'due to apparatus' accounted for over half (64%) of false alarms this year. Nationally, the number of false alarms in England illustrate an increasing trend since 2015/16. However, when comparing year end September 2019 against the same period in 2018 the number of false alarms has decreased nationally[9].

30. Hampshire has seen both steady population and business growth with some areas such as Southampton experiencing increases of up to 6.8%[10] over the last year, with many new developments and industrial parks built over the last decade in addition to the rest of the UK. This 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 and to the county of this incident type. 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*

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[9] https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#incidents-attended
[10] Economic Assessment Refresh 2019 https://data.southampton.go.uk

Special Service Calls

31. 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.

32. HFRS attended 10,696 SSC incidents between April to March 2020. This was a 6% decrease compared with 2018/19 (11,394); a 12% reduction compared to 2017/18 (12,134); and a 30% decrease compared with five years ago (15,191), demonstrating the changing nature of our demand, including seeing continued reductions (6%) to our co-responder calls owing to changes to the way SCAS has mobilised co-responders. (see **Figure 5**). Overall medical incidents (including co-responder calls attended) saw the greatest decrease from 7,575 incidents in 2018/19 to 6,933 incidents in 2019/20. This was followed by effecting entry/exit and flooding. RTCs saw the greatest increase with an additional 52 incidents (821 to 873 incidents).

Figure 5: Co-responder calls attended, 1st April – 31st March (2015/16 to 2019/20)
Co-responder incidents decreased by 6% between 2018/19 and 2019/20, down to 6,334.
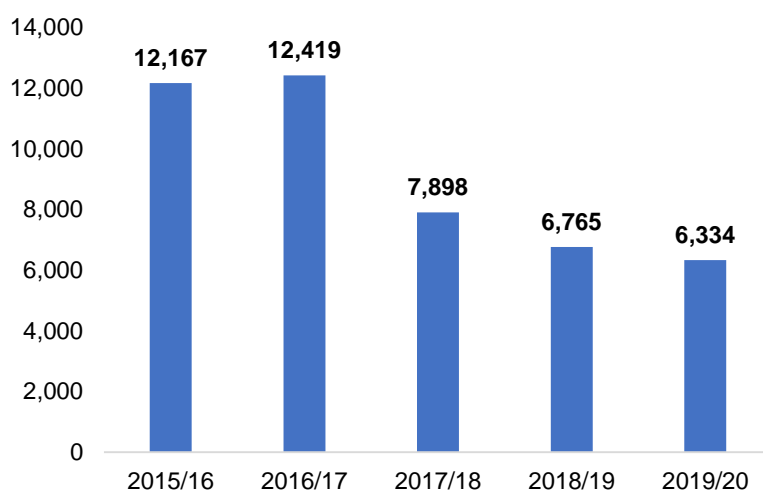
Note: Data sourced from BI Reporting Services, 03/03/2020.

Fire related fatalities

33. There have been seven fires where a fatality occurred, but in two cases the fatality was not a result of the fire. Therefore, there were five fire-related fatalities between April and March 2020, one fewer than last year's figures, although a reduction of five compared to 2017/2018. Four of the five fatalities were male, and two of the fatalities were aged 70 or above. Three were found to be due to fires from smoking materials, one due to a Road Traffic Collision (RTC) and the other was due to a small electric fan heater. 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.[11]

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[11] Fire and Rescue Incident Statistics England, year ending September 2019.
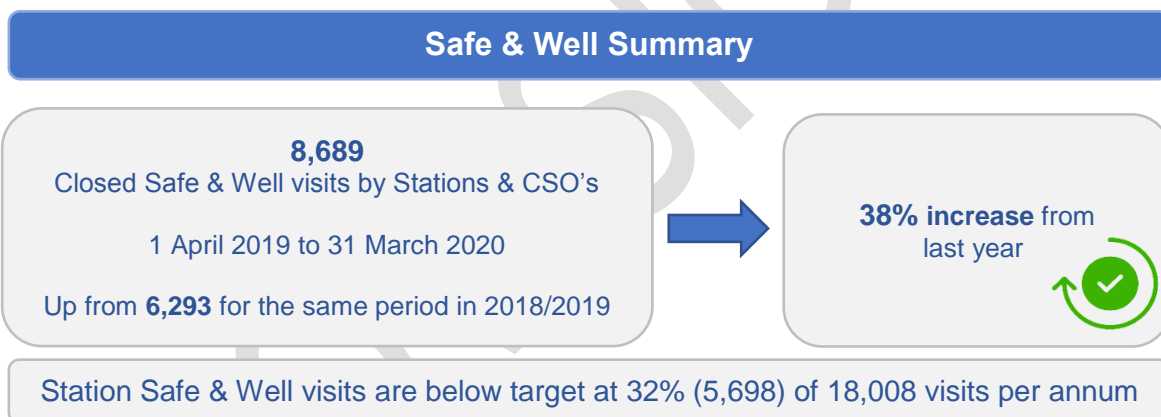
Fire related casualties

34. Between April and March 2020, there were 94 fire non-fatal casualties, an 8% decrease mirroring the 8% decrease seen in dwelling fires, compared with 102 in the previous year, a 10% decrease from 2017/18 (104) and a decrease of 16% compared to five years ago when there were 112 casualties. Of the 94 non-fatal casualties this year, 57 required hospital treatment, a slightly smaller proportion than in the previous year.

35. Over 61% (57 fire casualties) were male, 38% were female (36 fire casualties) and in one case the sex was not recorded. 41% (39) of all fire casualties were aged between 30 – 64 years old; followed by 21% (20) who were over 65, 19% (18) with no age recorded, and 18% (17) between 0-29 years old.

36. Most of the fire casualties were due to cooking, this was followed by combustible articles too close to heat source (fire). The slight decrease in the number of fire casualties could be due to the recent campaigns like *Ambers Warning*. The number of non-fatal casualties across England declined in 2018/19 compared to the previous year by 138 casualties (7,301 to 7,163), and 2% decrease. These are the latest national figures available at the time of writing this report.[12]

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[12] https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#fatalities-and-casualties

Prevention

37.   HFRS are committed to delivering dedicated community safety activities, which supports the effectiveness of the fire service in reducing fire and wider community risks. Our prevention and protection activities are core parts of our organisational objective to make life safer for everyone in Hampshire (and the Isle of Wight), including residents, wider communities and businesses. We regularly monitor our prevention and protection performance through our organisational performance dashboards, which we launched across the Service in October.

38.   There is continued focus for improvements in these areas, partly in response to HMICFRS' 2018 inspection report findings and their wider interest in these areas. We are below the targeted levels for the number of station Safe and Well visits. However, if you compare 2019/20 figures for the total number of Safe and Well visits (8,689) to 2018/19 figures (6,293), there was a 38% increase, which is significant. This increase would have been greater were it not for the COVID-19 outbreak, which resulted in Safe and Well visits having to be significantly downscaled to cover safety critical visits to the most vulnerable, with telephone risk assessments introduced at the back-end of the financial year to provide fire safety advice to members of our community.

Safe & Well Summary

8,689
Closed Safe & Well visits by Stations & CSO's

1 April 2019 to 31 March 2020

Up from **6,293** for the same period in 2018/2019

38% increase from last year

Station Safe & Well visits are below target at 32% (5,698) of 18,008 visits per annum

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

COVID-19 interim actions: Telephone Risk Assessments

40.   In response to COVID-19, Hampshire and Isle of Wight Fire and Rescue Services have changed their approach to all prevention activities. Keeping people safe in their homes is a high priority for both Services and we dedicate significant resources to further reduce the number and seriousness of fires in the home. All Safe & Well referrals now receive a Telephone Risk Assessment (TRA).

41.   We are continuing to provide fire safety advice to members of our community with a Telephone Risk Assessment (TRA). This remains an essential activity and it is crucial that crews continue to carry out TRAs to establish whether the person is presenting a high fire risk. Referrals will continue to be passed to teams to be completed. If an individual is deemed to be in a high-risk situation, we are responding on a case-by-case basis, taking all necessary precautions to ensure the vulnerable individual is protected, as well as colleagues

and partners. The new telephone risk assessments were introduced at the end of 2019/20 and their performance will be analysed in the 2020/21 Mid-Year Performance Report.

42. Where possible, post incident visits to the property and individuals involved in the incident are being completed immediately, unless there is anyone in the property self-isolating and/or has anyone in the property got symptoms – a persistent cough and/or fever- relating to COVID-19.

Protection

43. Over the last year, Protection teams have responded well to recommendations made by HMICFRS, with the focus in three main areas:

Risk Based Inspection Programme (RBIP)

44. The Risk Based Inspection Programme (RBIP) forms part of the Service's 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, like some other fire and rescue services, use a data set from supplier Experian to form part of a RBIP. Experian have established that certain types of buildings are more likely to experience fires. Experian Data sets are used by HFRS 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 HFRS 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.

Locally Based Inspection Programme (LBIP)

45. HFRS 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 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)

46. The FECT objective is to reduce risk in Hampshire to occupants and firefighters 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

1,594 Business Regulation consultation (BR) 1 April 2019 to 31 March 2020 Down from 1,721 for the same period in 2018/2019	**1,328** Fire Safety Audit (FSA) 1 April 2019 to 31 March 2020 Up from 972 for the same period in 2018/2019	**311** Alleged Fire Risk (AFR) 1 April 2019 to 31 March 2020 Down from 391 for the same period in 2018/2019

3,232 Completed Protection Jobs

1 April 2019 to 31 March 2020
Up from 3,084 from 2018/2019

4.8% increase in Protection jobs

37% increase Fire Safety Audits completed (to 1,328)

87% Business Regulations consultations completed within 15 day target

47. The number of completed Fire Safety Audits have continued to increase over the last three years. There has been a 37% increase in the completion of Fire Safety Audits (FSA) in 2019/2020 when compared to the same period in 2018/2019 (1st April to 31st March). The work activities of teams are performance managed to ensure levels of activity are where expected. This has meant an increase in productivity.

48. In 2019/2020, there was a 7% decrease Building Regulation Consultations compared to the same period in the previous year. These are posted by external sources and are demand driven. Therefore, HFRS have little input on the amount received. FECT aim to complete applications within 15 days of receiving them, and did so on 87% occasions in 2019/20, and improvement on previous years. Sometimes, external factors, such as administrative / system errors and lost post, sometimes prevent the Fire Engineering and Consultation Team (FECT) from completing these within the 15-day target time.

49. The number of completed Alleged Fire Risks have continued to decrease over the last three years. AFRs have decreased 20% in 2019/2020 compared to last year. The same as for Building Regulations – these are driven by complaints from our teams or members of the public/partners. If HFRS don't receive complaints then there is no action to take.
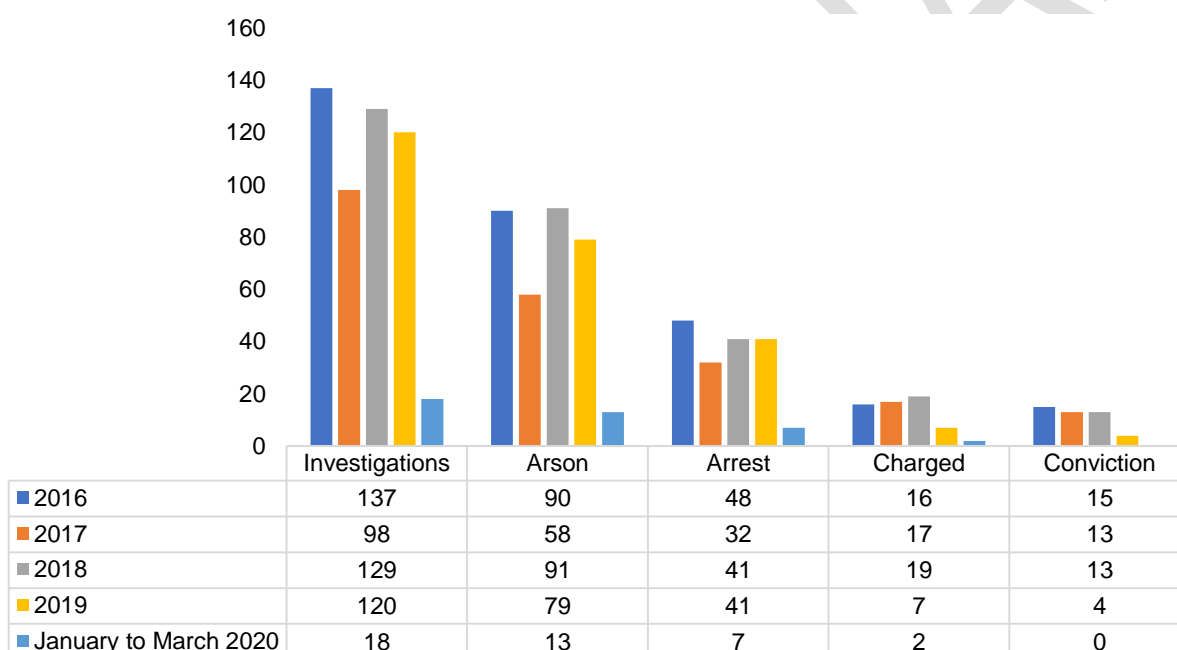
![Arson Taskforce]
Arson Taskforce

50. Our Fire Investigation Task Force is responsible for investigating deliberate fires and all fatalities thought to be due to fire. **Figure 8** shows a reduction in the number of investigations (and those charged and convicted) in the last year, though this is primarily due to 2019 cases still being investigated in 2020 due to staff shortages and COVID-19.

Figure 8: Arson Task Force activity, January to December 2016 to 2019 and January to March 2020

There has been reduction in the number of investigations in the last year (2019); there have been 18 investigations so far in 2020.

	Investigations	Arson	Arrest	Charged	Conviction
2016	137	90	48	16	15
2017	98	58	32	17	13
2018	129	91	41	19	13
2019	120	79	41	7	4
January to March 2020	18	13	7	2	0

Note: Data sourced from the Arson Task Force tracker on 02/04/2020.

51. 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.

52. The team have also been planning and delivering fire investigation courses to external organisations including the 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 2020.

![Policy & Planning icon] **Policy & Planning**

53. The new Joint Safety Plan was launched on 1st April 2020 following a wide range of supporting activity and analysis, including public consultation and two strategic assessments of risk. Some of this information is publicly available or referred to directly in the Safety Plan.[13] For example, 96% of respondents think it's important that we identify and target vulnerable groups.

54. More widely, HFRS has a comprehensive policy on premises risk inspection and Site-Specific Risk Information (SSRIs) and follows the national Premises Operational Risk Information System model.

Premises Risk

55. Since May 2019, the Risk Information Team have been working with Station Managers to improve the 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. The team have been successful in driving down the number of SSRIs. Since May last year the number of SSRIs has decreased monthly, with the overall drop in SSRIs since May 2019 being 30%.

- March 2020: 827 SSRIs, 137 (17%) of which were expired. However, there have been further concerted efforts since March to ensure all SSRIs are in date.

  o High Risk: 68 SSRIs (of the 827).
  o Very High Risk: 1 SSRI (of the 827).

Operational learning

56. In January 2020 the Operational Assurance Team introduced a new "Submit Learning "Tool designed to improve how we learn from operational incidents. This was supported by training
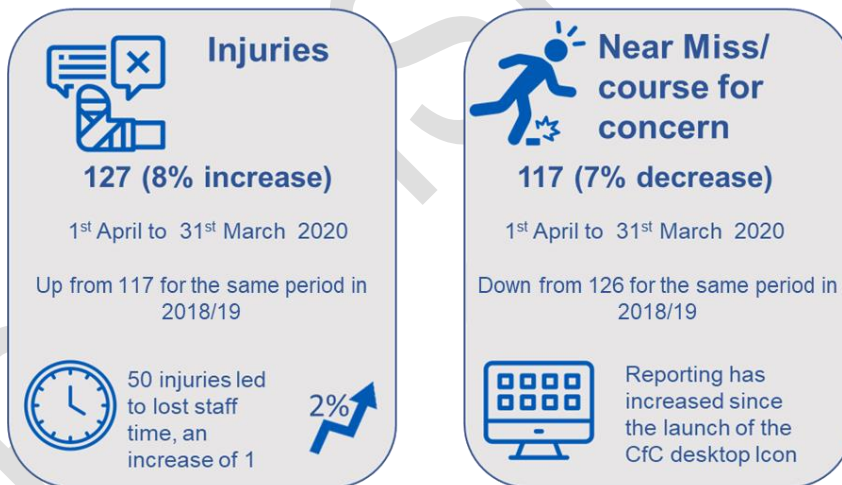
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[13] Hampshire Fire and Rescue Service and Isle of Wight Fire and Rescue Service, Safety Plan 2020-2025, available at: https://www.hantsfire.gov.uk/about-us/safety-plan/

and communications from the team, which has resulted in a significant increase in recorded submissions to 256 entries for the last quarter compared with 40 in the previous two months. Of these submissions, the Operational Assurance team have identified 103 learning points and 66 of these as actions completed and continue to deliver positive useful tools to support Operational Learning. These range from tactical improvements based on experiences from incidents - examples range from Thatch Fires to Road Traffic collisions and include learning posters for stations. Going forward, as noted in the joint Safety Plan we will be further developing our approach to operational (and more widely, organisational) learning with *Learning and Improving* being one of our five key priorities.

Health and Safety

57. Health and Safety plays an important part of staff wellbeing, 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 received the 2018-19 *Health and Safety Annual Report at the end of September 2019*.[14] HFRS's performance is constantly monitored and measured against agreed standards and the to reveal where and when improvement is needed.

58. Further to the information presented in the recent annual report, within the period covered by this report (1st April 2019 to 31st March 2020) there were:

Injuries

127 (8% increase)

1st April to 31st March 2020

Up from 117 for the same period in 2018/19

50 injuries led to lost staff time, an increase of 1   2%

Near Miss/ course for concern

117 (7% decrease)

1st April to 31st March 2020

Down from 126 for the same period in 2018/19

Reporting has increased since the launch of the CfC desktop Icon

- The H&S team now have a proactive approach in relation to all Safety Events throughout the service and are working with all managers to improve our performance on these.

- Looking at the trends in relation to injuries, there has been a significant increase in manual handling injuries (partly owing to better recording of information) whilst working in service gyms and working with ladders, H&S are working with the Academy regarding manual handling training going forward for both grey and green book.

59. More widely, the Health & Safety team are carrying out various activity to support HFRS and IWFRS and their staff during the ongoing COVID-19 pandemic – providing expert advice and support beyond business as usual activities.

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[14] Available at: https://democracy.hants.gov.uk/documents/s38625/HS%20Annual%20Report%202018-2019.pdf

People

60. Unsurprisingly, one of our highest cost areas is our staff – with a budget of £54.1 million in 2019/20, around 73% of overall budgeted expenditure in 2019/20. Furthermore, in December 2018, HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published two inspection reports that rated Hampshire Fire and Rescue Service and Isle of Wight Fire and Rescue Service as 'requiring improvement' in how well it looks after its people[15], which we have responded to in our joint HMICFRS action plan – with regular scrutiny of progress by the Executive Group. HFRA Standards & Governance Committee, and the Isle of Wight Council's Corporate Scrutiny Committee. The Joint Safety Plan also has a clear focus and prioritises *Our People*. These points illustrate the importance of understanding our people performance, which this section explores.

People & Organisational Development (POD) Directorate activity

61. Our People and Organisational Development (POD) Directorate is responsible for leading the people and organisational strategy and enabling a diverse and motivated workforce. Working with colleagues and stakeholders, the Directorate has defined its core purpose, guiding principles and strategic intentions over the next five years.

62. The POD framework was approved in September 2019 has six core areas of focus:

    1. **Inclusion and diversity.** *We will provide an excellent service to everyone in our community through a talented and diverse workforce who respect and value each other and are committed to equality and inclusion.*
    2. **Culture, values and behaviours.** *Our workforce will be proud to work in an organisation that values and promotes behaviours which create a great place to work for all.*
    3. **Health, wellbeing and fitness.** *We will value and protect our workforce by supporting their physical and mental health and wellbeing.*
    4. **Workforce transformation and engagement.** *We will work collaboratively with and positively alongside our workforce to deliver service improvements that meet the evolving requirements of a modern fire and rescue service.*
    5. **Learning and development.** *We will provide excellent learning and a variety of development opportunities to drive high performance and support everyone to achieve their full potential*
    6. **Leadership and management.** *We will equip our line managers and leaders to deliver improved performance and change through trusted relationships with their teams.*

63. Each of these areas 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, but are not limited to:

    - Sickness absence.
    - Use of our Employee Assistance Programme and other support services.
    - Training and qualifications data, including qualitative feedback on training courses.

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[15] We were, however, rated as 'good' in relation to our efficiency and effectiveness.
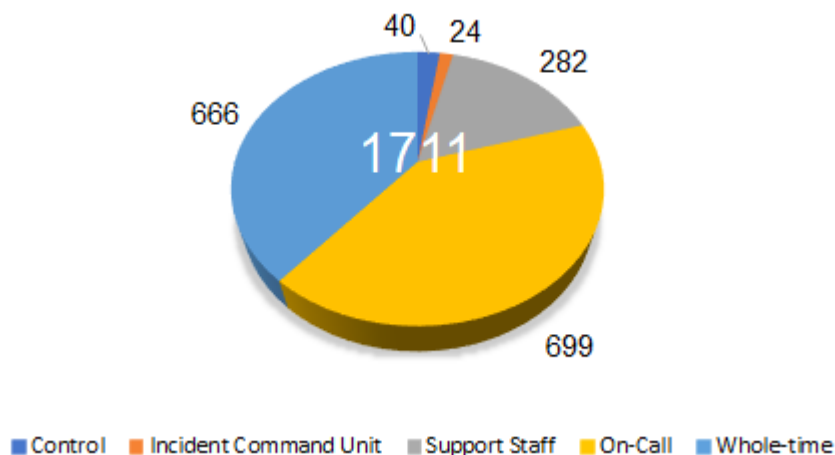
![Staffing establishment icon] **Staffing establishment**

64. As at March 2020, Hampshire Fire and Rescue Service employed 1,711 people, equating to 1,436 full-time equivalent staff (**Figure 9**), a 1.6% increase from March 2019. There has been an increase of 19 support staff (+7%), eight whole-time staff (+1%), four staff within the Incident Command Unit (+20%) and one person in Control (3%). There has been a decrease of five (-0.7%) on-call staff.

65. As shown in **Figure 9**, most of our workforce are either on-call (699) or whole time (666) firefighters, with 282 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 9: HFRS Staffing Figures, April 2019 to March 2020
As at March 2020, HFRS employed 1711 people, equating to 1436 full-time equivalent staff.
The number of people employed by HFRS has increased by 1.6% compared to March 2019, *owing to a net increase of 19 support staff, eight whole-time staff, four ICU staff and one more person control staff.*

■ Control ■ Incident Command Unit ■ Support Staff ■ On-Call ■ Whole-time

Note: *(1) Data sourced from 'Staffing Establishment' – Data Warehouse via SAP March 2020; and (2) Figures within chart above illustrate headcount data and not full-time equivalents.*

Diversity

66. 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. Following our last recruitment campaign in February 2019, the number of female firefighters has increased within the Service. In March 2019, there were 67 female firefighters, but this increased by 28% (+19) to 86 in February 2020.

67. In March 2019, we had a total of 239 female staff. This has now increased by 12% to 268 staff (+29) by February 2020. Despite this positive trend, partly driven by our successful whole-time recruitment campaign, we recognise there is further to go, with a total of 16% of the workforce being female.

68. HFRS's network group FireINSPIRE offers peer support to females in the Service; providing a forum to share ideas and experiences, helps in dealing with issues that arise such as fitness and personal development. FireINSPIRE is a great platform to instigate any change

within the organisation for females such as sanitary provisions and welfare of female firefighters on the incident ground and nurturing female talent.

69. HFRS also recognises the need to improve the ethnic diversity of our workforce at all levels. As shown in Figure 11:

- Hampshire Fire and Rescue Service's workforce is predominately white (87%),
- There has been a small increase (+4, up to 26) in employees with ethnicity recorded as BAME in March 2020 (compared to March 2019). This represents 1.5% of our workforce, with Census 2011 data showing the BAME population is 5% of the overall population in Hampshire.
- A significant number of staff have not disclosed ethnicity details, however, the number of staff not providing ethnicity information is decreasing slightly (by 8 people in 2019/20. The high volume of staff not providing ethnicity details (a national trend across fire and rescue services) makes benchmarking analysis versus the diversity of our community or other fire and rescue services more challenging.

Figure 11: HFRS staffing ethnicity figures, 2018/19 compared to 2019/20
The majority (87%) of our workforce is white, with around 10% not disclosing their ethnicity, and around 1.5% from BAME groups
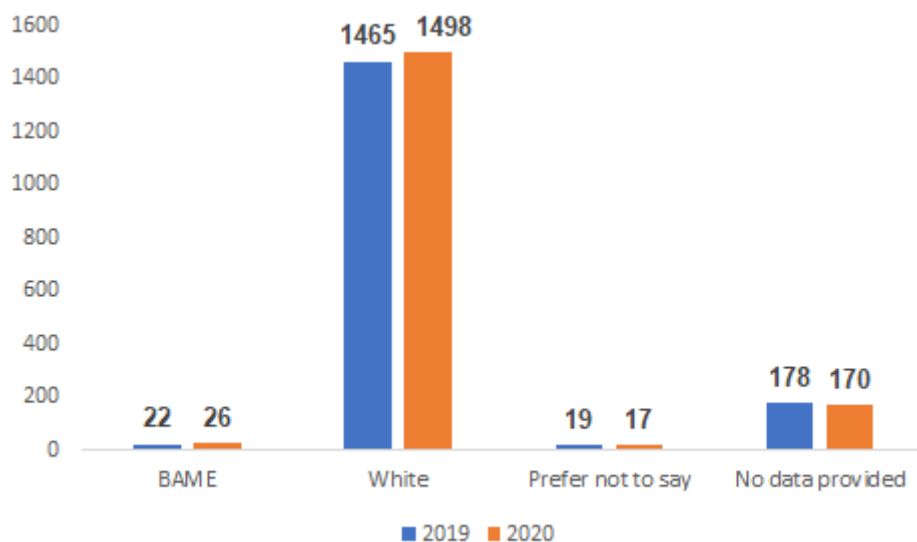
Note: (1) Data sourced from Staffing Establishment – Data Warehouse via SAP March 2020 (2) BAME stats *include: Black African & Caribbean, Asian Mixed & Other Asian, Indian, Mixed Other, Mixed Caribbean, Gypsy or Irish Traveller & Other Ethnicity*

FireREACH Initiatives

70. The Inclusion and Diversity team's network group FireREACH (Religion, Ethnicity & Cultural Heritage) continue to work proactively towards engaging and increasing BAME within the service.

71. FireREACH have been working on the following initiatives in April 2019 to March 2020:

- Attending the yearly Sikh Vaisakhi festival in Southampton with St Marys Station personnel.
- Hosted Black History Month at St Marys Fire station.
- Regular Unity 101 Community Radio interviews with Community Leader Ram Kelly and HFRS personnel.

- Visiting Places of Worship in Southampton with Community Inclusion Officers engaging the launch of "Have a Go day".
- Hosting "Have a Go Day" at Mount Pleasant School, Southampton due to the high BAME Community.
- Community Leader Forum is being collated to aid in improving engagement, visits and understanding with communities by:
  - Adding Community Leader Profiles to the Community Data Map - easily accessible contact information that can potentially help personnel with vulnerable persons e.g. languages/interpretation.
  - Creating etiquette guides for the Places of Worship on the Community Data Map - The Do's and the Don'ts when entering a Mosque/Temple/Gurudwara
- Schools educational video to highlight the different roles within the service to attract more BAME.

Sickness absence

72. 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/days lost to sickness. The duration of a shift is variable and in accordance to business areas and to crewing models.

73. From 1st April 2019 to 31st March 2020, the average number of shifts/days lost to sickness for all personnel in Hampshire was 10.87, this is an increase of 0.87 when compared to the previous financial year (10.00) – and has been partly impacted by COVID-19 related sickness and absence, which is explored further below.

74. Sickness has seen a slight increase overall from 2018/19 to 2019/20 – with increases in three of the four staff groups (**Figure 12**). On-call staff have the highest sickness absence levels, but the largest increase was for Green Book staff (+2.37 shifts/days), with reported mental health conditions, followed by knee symptoms and general complaints/other. 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 POD directorate is continuing to monitor sickness absence and other areas closely with a range of activities in place to support the physical and mental well-being of our staff.

75. Mental health conditions (depression, stress, anxiety and other psychological symptoms) accounted for 19% 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.

Figure 12: Average shifts/days lost to sickness, 1st April 2019 – 31st March 2020
Across the Service the average number of working shifts lost to sickness has increased by 0.87 shifts from 2018/19 to 2019/20, with increases in three out of the four staff groups
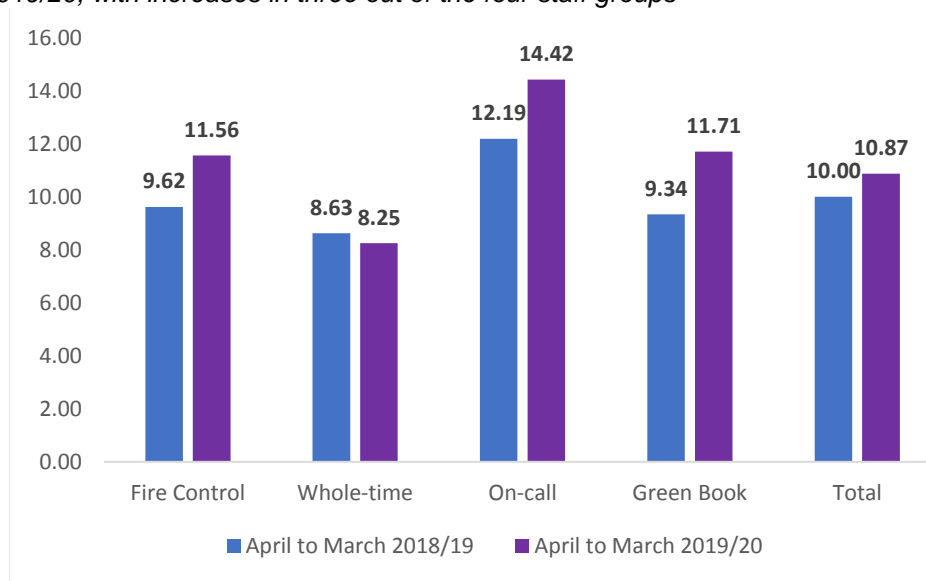
Note: Data sourced from SAP and Fire Watch, 01/04/2020.

COVID-19 Sickness: end of March update

76. For COVID-19 sickness, as at the end of March 2020 in HFRS there had been a reported 44 cases of suspected infection (though during this report period testing was not available to confirm this self-reported sickness) and 173 cases of all other COVID-19 isolation related absences – with operational staff recording the highest figures of absences. These figures are the cumulative total of the number of people impacted as at the end of March 2020 and they were not all absent at the same time.

77. We continue to monitor absence, which as at mid-April has been reducing on a daily basis. We also monitor IWFRS COVID-19 absence on a daily basis. The impact of the ongoing COVID-19 pandemic, which is explored throughout this report, will be reported on in more detail in subsequent performance reports.
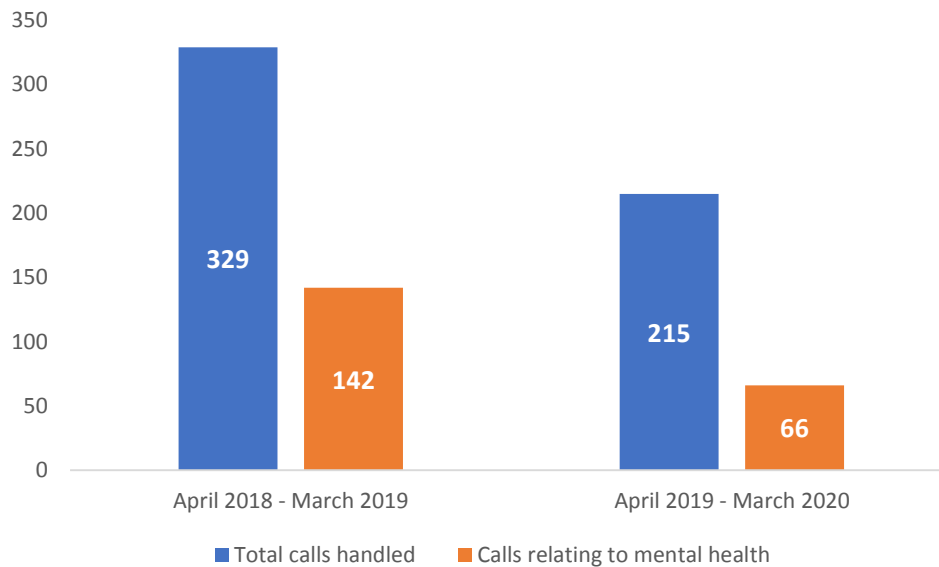
Mental health

78. 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.[16]

79. Between April 2018 and March 2019, there were 329 calls into the EAP, with 142 (43%) relating to mental health issues, and 49 (15%) relating to trauma or work issues. In the same period in 2019/20 there were significantly fewer calls (215, a 35% reduction), with 66 (31%) relating to mental health issues (see **Figure 13**), and 26 (12%) relating to trauma or work issues.

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[16] https://www.firefighterscharity.org.uk/how-we-help-2

Figure 13: Calls handled by our Employee Assistance Programme (EAP), 1st April to 31st March (2018/19 and 2019/20)

There has been a 35% decrease in calls (down to 215) between 2018/19 and 2019/20, 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.

80.   There were significantly less calls to EAP in 2019/20 owing to the increased profile of mental health and various improvements in how we support staff internally. We will continue to actively signpost to this service and others as part of our wider mental health action plan. This includes other support services such as occupational health; a service provision that was recently reviewed to improve the experience and effectiveness for both staff and managers.

81.   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 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.

82.   The TRiM service currently has 18 practitioners from HFRS and 8 from IWFRS. In 2019/20, 12 staff members have used this service, which is down from 26 the previous year in 2018/19. 12 staff were assisted in 2017/18 and 12 in 2016/17. Due to the current COVID-19, alternative ways of completing assessments are being done by and online, using various methods example such as Microsoft Teams, WhatsApp, Facebook messenger and video calling.

83.   There are 56 Mental Health First Aiders, 43 are located across fire stations and 13 are at service headquarters. All Mental Health First Aiders have been offered continuous professional opportunities in April 2019-March 2020 in Bereavement training with Cruse. IWFRS have four Mental Health First Aiders who have received Boundary Training in December 2019 and work is underway to increase the mental health support available.

![Wellbeing icon] **Wellbeing**

84. The People and Organisational Development (POD) directorate are launching a Wellbeing Portal for the Service. The site brings together all the information we have on Wellbeing Advice, Mental Health, Occupational Health and Employee Support, links to Health Assured (our Employee Assistance Programme), TRiM, Mental First Aiders and Firefighter Charities, in one area. The site has been designed to be more contemporary and information is easily accessible for employees.

![Physical fitness icon] **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. Between April 2019 and March 2020, there were a total of 1932 fitness tests with 1582 staff (82%) successfully completing them, 242 staff (13%) being referred (for example to occupational health) and 108 staff (6%) retaking their assessment and passing. Between April 2018 and March 2019, a total of 1885 fitness test assessments were taken with 1589 staff (84%) passing them first time, 199 (11%) being referred and 97 staff (5%) retaking their assessment and passing (**Figure 14**).

Figure 14: Fitness test assessments, 1ˢᵗ April to 31st March (2018/19 and 2019/20)
There were 1932 fitness tests in 2019/20, with the percentage successfully completing them first time dropping 2% points (from 84% to 82%) compared to the same period in 2019/20
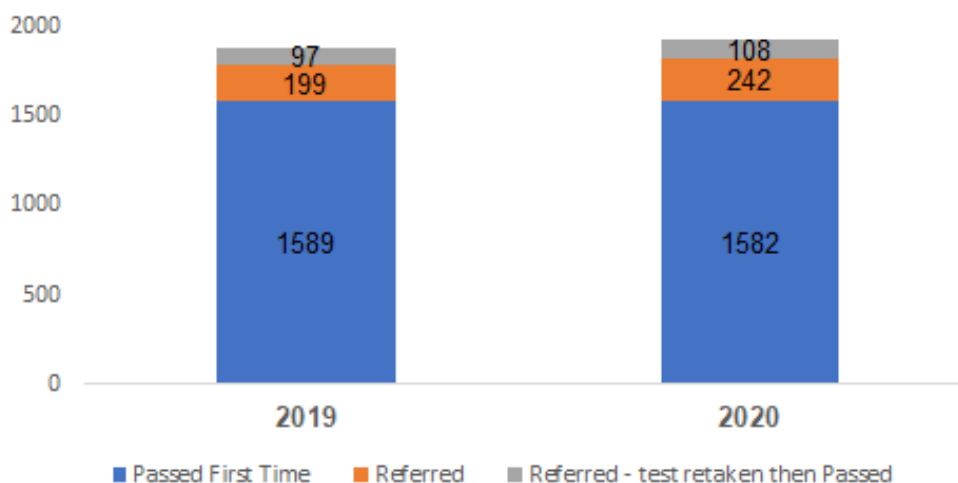
Note: Data sourced from Organisational Performance Dashboards, 01/04/2020.

87. 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.

Qualifications

88.   Our ability to report on this area as a Service has been limited until very recently, including our ability to clearly understand when a qualification is due to expire, why it will expire (as some are linked to others) and to enable line managers to plan ahead with the Academy for training purposes.

89.   Organisational Performance teams have worked closely with the Academy and FireWatch teams to understand these areas in greater depth in order to be enable reporting, which will strengthen our ability in this area for the Mid-Year report. While this data is now used and reported across the Service, we are not reporting it here as medium- and long-term trend data on the number of staff remain in certification is not yet available. Furthermore, in response to the ongoing COVID-19 pandemic, the Service has frozen all qualifications on FireWatch (HFRS) for an initial period of six months for all operational personnel. This has been assessed in relation to risk and the various mitigation has been determined to manage the situation.
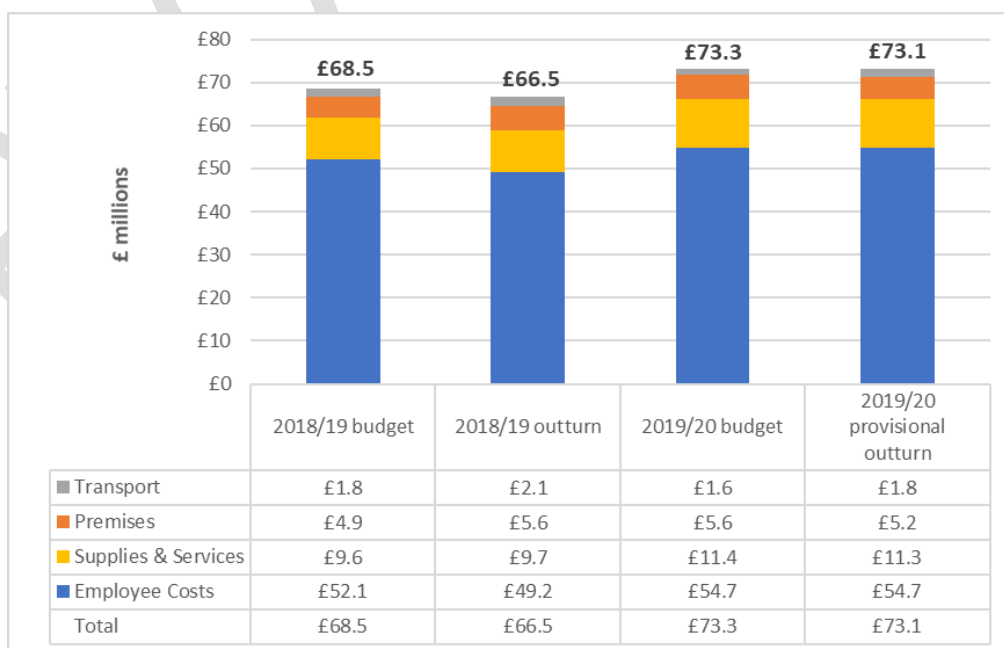
90. Our finances have a critical impact on activity and performance across the Service. This section of the report provides a picture of our financial position at the end of March 2020, with focus on our revenue expenditure and reserves.

Revenue expenditure

91. As shown in **Figure 15**, the provisional outturn is an underspend of around £0.2 million in 2019/20. This is predominantly due to an overspend on firefighters being offset by underspends on other staff. This also includes carry forwards of £763,000 for property maintenance and ICT projects which were planned to be carried out during 2019/20 but had to be delayed. Further details will be included within the Outturn Report which will be presented to the Fire Authority once the accounts have been finalised.

92. The COVID-19 pandemic did not have a significant impact on finances during 2019/20 but does introduce further uncertainty into 2020/21 and future years with potential cost implications to the Service, with the Spending Review being postponed.

93. However, compared to 2018/19 actuals, there is expected to be a 10% (around £6 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 17% increase in supplies and services costs following transfer from reserves to fund the MDT and PPE rollouts.

Figure 15: Gross revenue expenditure (budget, outturn and forecast) in 2018/19 and 2019/20

While we are expecting around £0.2 million underspend in 2019/20, we forecast to spend £6 million more than we did in 2018/19 – a 10% increase, partly driven by the increased cost of pensions, and of supplies and services.

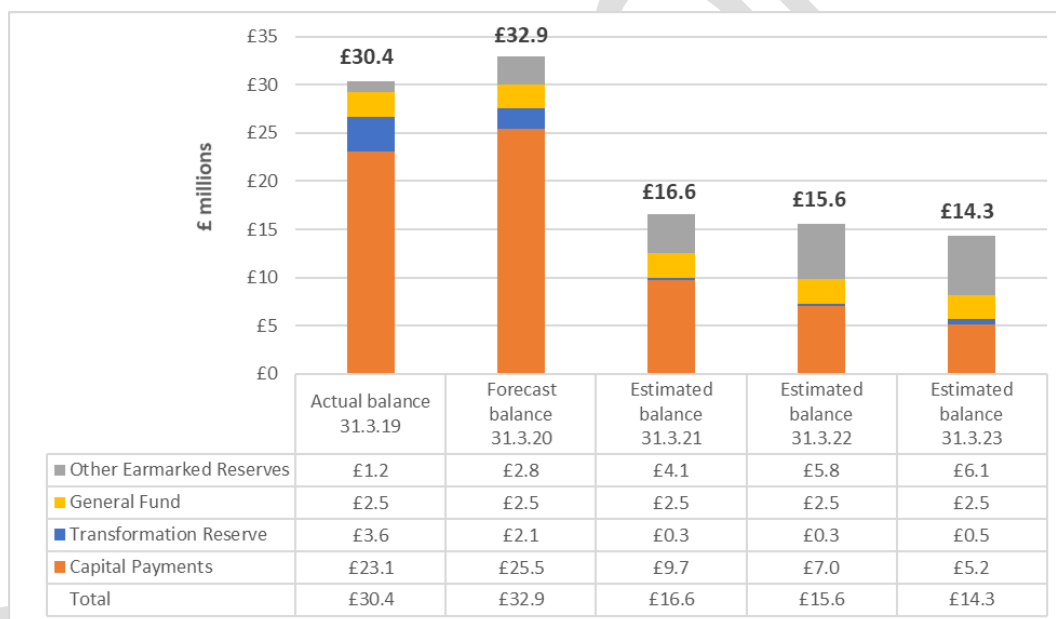|	2018/19 budget	2018/19 outturn	2019/20 budget	2019/20 provisional outturn
■ Transport	£1.8	£2.1	£1.6	£1.8
■ Premises	£4.9	£5.6	£5.6	£5.2
■ Supplies & Services	£9.6	£9.7	£11.4	£11.3
■ Employee Costs	£52.1	£49.2	£54.7	£54.7
Total	£68.5	£66.5	£73.3	£73.1

Note: Data sourced from Finance team, 06/05/20; and subject to change compared to the final certified accounts.

Reserves and overall financial position

94. Overall, Hampshire Fire and Rescue Authority remains in a strong financial position with reserves of £32.9 million as at March 2020 (**Figure 16**). 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 2020/21.

95. The latest Medium-Term Financial Plan (MTFP) forecasts that the budget will be broadly balanced for 2021/22[17], but future years are still very uncertain; and our reserves are estimated to reduce by 53% (£16.1 million), to £14.3 million, by March 2023, primarily owing to capital investment – for example in vehicles and 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.[18]

Figure 16: Actual and estimated levels of reserves, year-end 2018/19 to 2022/23

Our reserves are estimated to reduce by 53% (to £14.3 million) by March 2023, primarily owing to capital investment, for example in vehicles and personal protection equipment

	Actual balance 31.3.19	Forecast balance 31.3.20	Estimated balance 31.3.21	Estimated balance 31.3.22	Estimated balance 31.3.23
■ Other Earmarked Reserves	£1.2	£2.8	£4.1	£5.8	£6.1
■ General Fund	£2.5	£2.5	£2.5	£2.5	£2.5
■ Transformation Reserve	£3.6	£2.1	£0.3	£0.3	£0.5
■ Capital Payments	£23.1	£25.5	£9.7	£7.0	£5.2
Total	£30.4	£32.9	£16.6	£15.6	£14.3

Note: Data is sourced from Finance team, 06/05/20; and subject to change compared to the final certified accounts.

96. In overall terms HFRA remains in a strong financial position with reserves forecast to stand at £32.9 million at the end of 2019/20 and is well placed to tackle the future financial challenges that will arise as a result of diminishing resources and the uncertain picture past 2020/21.

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[17] The MTFP would usually forecast 4 years ahead, however due to the current lack of information available, this will not be completed until the awaited three-year funding settlement figures are released.

[18] 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

97. 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 Corporate Services 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 Governance.

ICT

98. ICT performance is vitally important as it potentially impacts on how other parts of the Service perform. This has been acutely illustrated by the ongoing COVID-19 pandemic and, for example, the increased need for staff to work from home to ensure business continuity, which has been well supported by our ICT teams. This part of the report focuses in more detail on how we measure and understand our ICT performance.

99. As noted above, ICT performance is one of the areas that is scrutinised by the Corporate Services Board, chaired by the Director of Corporate Services. Hampshire Fire and Rescue Service's ICT department is reporting on revised performance measures in 2020/21, focused on:

- End-user satisfaction;
- Critical and non-critical system availability; and
- Cyber security awareness.

100. Future iterations of this performance report will include ICT performance data, where significant issues or performance improvement has been identified.

Property & Facilities

101. 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.

102. Performance in this area is also scrutinised by the Corporate Services 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.

103. As noted in the Safety Plan, we will broaden our existing plan to significantly reduce our impact on the environment. We are aware of the growing necessity to understand more about our impacts to the environment. As an example of activity in this area, the Service is generating income through sustainable energy solutions such as solar power. Sustainable energy reduction across the estate through a carbon reduction plan will be key to positively contributing to the important social, political and economic pressure on our planet's future.

104. Future iterations of this performance report will include Property & Facilities performance data, where significant issues or performance improvement has been identified.

Information Governance

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

- Building and maintaining effective relationships with other FRSs and public sector bodies to facilitate cross sector learning.
- 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.

Freedom of Information (FOI) requests

106. One performance area of focus for the Information Governance team is freedom of information requests. 139 FOI requests were received between April 2019 and March 2020; 19 (12%) fewer than the same period in 2018/19. Compared to 2018/19, our performance in responding to requests on time has increased from 83% to 90%, with only 1 late response in 2019/20.

Performance, Assurance and Communications

107. The Organisational Performance department performs the crucial role of monitoring organisational performance and providing a range activity to ensure the Service is being as effective, efficient and economical as possible.

Organisational Performance

108. The Organisational Performance teams are split into two key areas with focus on business intelligence and Analysis/Insight 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 (including data warehouse and Power BI Dashboards)

109. The 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.

110. 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 around 5,000 views and 150 users of the dashboards[19], which is expected to expand further in addition to the generation of interest and discussion at various management meetings and boards. We predict these usage figures will rise heavily with use of the new C19 dashboards released in early April 2020 to support resilience teams, in addition to the use of Qualifications and Availability Dashboards.

Performance Dashboard Progress: COVID-19

111. In the Mid-Year Report, we highlighted our ability to monitor and use performance data in a more proactive manner using 'real-time' data following the successful delivery of the data warehouse and Organisational Performance dashboards. We have continued to develop this through the first six months of its implementation, with the dashboards playing an important part in how our Service now uses intelligence and information, highlighting areas for Service improvement and assisting with monitoring the progress of key initiatives such as Safe & Well visit activity.

112. With very recent unforeseen developments with COVID-19, our ability to utilise the data warehouse and build new COVID-19 dashboard to support the Service in identifying related sickness and absence impacts, has been highly valued – with ongoing iterations of the dashboard being developed to further support the Service moving forward. In addition to the internal reporting, we have been providing HFRS and IWFRS data into NFCC's resilience team to support their understanding of the national impact of COVID-19 on Fire and Rescue Services – in terms of various areas such as sickness and absence, additional work we are carrying out to support partners, the availability of pumping appliances, and any supply chain challenges.

113. The teams have also developed a Community Data Map Tool, which is in use with focused staff groups, enhanced in support of COVID-19. 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 in community activity.

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[19] Based on a point in time covering the last 90 days, rather than a cumulative figure, which is larger.

Insights

114. The Service is directing focus on the development of its Insights capability, with focus for both internal (what we can learn from ourselves) and external (what we can learn from the public) activity. We require greater insights to what the general public (including certain groups or areas) perceive about our services, activities and campaigns we conduct. Therefore, we plan to increase our future engagement with internal and external insights, engaging more with the public, collaboratively working with our Communication teams; including targeted surveys and focus groups. Examples may focus on the overall perception of HFRS and, separately, on the views of specific demographic groups. More information on this is outlined in the Safety Plan.[20]

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[20] See page 28: https://www.hantsfire.gov.uk/EasySiteWeb/GatewayLink.aspx?alId=101957

Organisational Assurance

115. 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 HFRS and IWFRS progress against our HMICFRS action plan;
- Managing and overseeing our engagement with internal audit;
- Monitoring Service progress against the HFRS and IWFRS Safety 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.

HMICFRS Action Plan

116. 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 to this, we developed an action plan for both Services and the actions to make the necessary improvements are tracked and monitored by the Organisational Assurance Team.

117. Regular reports on progress updates against our HMICFRS action plan are provided to the Executive Group and to both Fire Authorities. As at the end of March 2020, 64 of the 66 (97%) HMICFRS actions (covering HFRS and IWFRS) were closed, pending some additional evidence verification.

Internal audit management actions

118. Following the outcome of an internal audit, respective managers are required to address any observations or weaknesses identified in our risk management controls. These actions are then tracked and monitored by the Organisational Assurance team to ensure actions are completed and these concerns have been addressed. There were 22 outstanding actions by the end of April 2020 – a significant improvement compared to March last year (when there were over 80 open actions). Several of the outstanding actions have also been closed since March.

Change management and corporate portfolio monitoring

119. A new framework[21] 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, 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.

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[21] *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.

120. This framework draws upon aspects of the National Audit Office's 2019 *Framework to review programmes*[22] and aspects of HM Treasury's *Green Book*[23]. We have developed a bespoke training module to support the framework and generate a refreshed focus on change management.

121. Major change activities are monitored via a 'Change Portfolio' to provide assurance and report on progress made. At the end of March, this portfolio comprised two live projects (and four projects at a pre-business case stage), with progress monitored via the Integrated Performance and Assurance Board (IPAB), which takes place every other month.

Lessons learned

122. Once a project has closed lessons are captured in the close reports to help support continuous improvements. These are then transferred onto an electronic tool so that we can analyse any trends. In 2018/19 we had a total of 16 recorded lessons learned logged within the tool and a total of 51 in 2019/20. This is a significant (over 200%) improvement compared to the previous year. However, we are in the process of reviewing and refreshing the guidance around lesson learned and adapting the tool in accordance with the 'Submit Learning' tool in support of developing our approach to organisational learning more widely.

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[22] 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.
[23] 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

123. Another vital part of Hampshire Fire and Rescue Service is our Communications team who produce and support various activity across the Service (both external and internal). 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 Fire Flash) frequently to ensure staff are well-informed, well-engaged and know what is required of them.

124. In terms of the performance of our Communications team, below are some, but not all of the examples of successful communications work and campaigns:

- Working on five-year HFRS and IWFRS Safety Plans with IRMP team. This has involved copywriting, proof reading, design co-ordination and extensive photographic and video support.
- Supporting cooking campaign targeting student accommodation after the success of Amber's Warning. We are working closely with Community Safety in the design, implementation and promotion stages of each of their campaigns.
- We have also been key in messaging in relation to COVID-19 and chair the virtual media cell.
- Preparation on IWFRS ahead of CFA and related comms. A huge amount of comms work has already been carried out on this and a lot of work has been carried out to ensure an effective changeover in 2021.
- More than 200 people attended Celebrating Success. This was live streamed, covered across social media and coordinated through press channels. Set new standard in coverage.
- Working on a wide range of other activity including working with IT to negotiate new Microsoft 365 licence to improve functionality and efficiency; working with the Academy to support training packages; and supporting various projects including Station Investment Programme and the launch of the PDR campaign.

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 Central 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)

Response standards are 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.