



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

## **HIWFRA Full Authority**

Purpose: Noted

Date: **15 JUNE 2021**

Title: **2020/21 END OF YEAR PERFORMANCE AND SAFETY PLAN REPORT**

Report of Chief Fire Officer

### SUMMARY

1. The End of Year Performance Report (Appendix A) explains how the Service has achieved our core purpose over the last year of making life safer. Performance is described against each of the Hampshire and Isle of Wight Fire Authority's Safety Plan priorities. The report explores how the Service performed against a range of measures, with comparisons made against previous years and to other Fire and Rescues Services or national trends, where relevant and applicable.
2. This report also explores how Hampshire Fire and Rescue Service and Isle of Wight Fire and Rescue Service performed against key operational and corporate health measures. While this report is focused on last year, 2020/21, considering the creation of Hampshire and Isle of Wight Fire and Rescue Service (HIWFRS) on 1 April 2021, this report combines Hampshire and Isle of Wight performance, unless specified otherwise.
3. We use performance and assurance reporting to assess our effectiveness, efficiency, and financial position. Our performance measures help us find areas for improvement, as well as successes and good practice to be shared, across public services and the Fire Sector. We also check progress against our Safety Plan improvements.

## HIGHLIGHTS – SERVICE PERFORMANCE 2020- 2021

4. *Our communities:* compared to last year we had a 7% reduction in calls and 4% reduction in incidents, with an average critical response time of 7 minutes 45 seconds in 2020/21 – a slight increase compared to 2019/20. Across Hampshire and the Isle of Wight there was a 7% reduction in fire casualties (90 in 2020/21) compared to 2019/20, though fire fatalities increased from 5 in 2019/20 to 7 in 2020/21.
5. *Our people:* despite COVID-19 absences, overall sickness absence reduced in our staff on Hampshire and the Isle of Wight. We also conducted a Wellbeing Survey amongst our staff which showed a range of positive findings, though there was some increased usage of our wellbeing support services, such as via our Employee Assistance Programme and Trauma Risk Management (TRiM).
6. *Public value:* in Hampshire, our costs by population compare well against other combined Fire Authorities, while on the island higher costs are reflective of the specific costs associated with providing public services on an island, a point emphasised in our Safety Plan.<sup>1</sup>
7. *High performance:* we received the top-rated assurance opinion in an independent audit on our HIWFRS approach to COVID-19 risk assessments. We were subject to a peer review by Kent FRS in this area (with a specific focus on risk assessments of our additional activities), which made a range of positive conclusions. Owing to COVID-19, there has been a significant reduction in health and safety incidents, partly due less on-site training taking place (e.g. with virtual drill nights); and positively, there were more leading (near miss/cause for concern) than lagging (injuries) indicators. However, there was an increase in RIDDOR reporting owing to two COVID-19 infections and two spikes relating to fitness training (lost time but low injury).
8. *Learning and improving:* 676 entries were captured in the Submit Learning Tool between June 2020 and March 2021, with 78% of entries relating to emergency response incidents. A wider Organisational Learning tool has been developed and was launched in April 2021. This tool replaces the Lessons Learned tool, which only captured lessons from projects and programmes. Separately, the joint HIWFRS action plan (from 2018 inspection) formally closed – with 65 actions complete – in 2020/21 and

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<sup>1</sup> A study by the University of Portsmouth identified the Isle of Wight's unique characteristics which have financial impact on the delivery of public services.

there has been various positive ('substantial' and 'reasonable') internal audits.

9. Finally, as demonstrated in Appendix A (slide 3) we undertook a significant amount of activity to support Hampshire and Isle of Wight Local Resilience Forum (HIOWLRF) and, in turn our communities. It is important to note that HMICFRS COVID-19 inspection of HIWFRS's response to the pandemic, the inspectorate published a report in January 2021 that concluded they were impressed with how effectively we responded to support both our communities and our people: "In summary, we are impressed by how the service adapted and responded to the pandemic effectively to fulfil its statutory functions, protect the public and support staff wellbeing".

### HIGHLIGHTS – SAFETY PLAN IMPROVEMENTS

10. The five-year HIWFRS Safety Plan was launched in April 2020, setting out our priorities, values, how we will build on our strengths, and how we will address the areas that require more focus and improvement.
11. For Year 1, we originally committed to completing 74 improvements. We have completed 69 of these activities, as detailed in Appendix B. Over this year, due to our response to COVID-19 and need to ensure the efficient use of our resources, the delivery of 5 of these activities has been rescheduled to Year 2.

### SUPPORTING OUR SAFETY PLAN AND PRIORITIES

12. The End of Year Performance report provides a view of performance in all the Safety Plan priority areas, with specific progress against the Safety Plan improvements reported in Appendix B. We regularly check and report progress against the Safety Plan – across our Directorates and within our Executive Group.

### CONSULTATION

13. There has been a wide range of internal consultation and collaboration to help develop the revised structure of this report, as well as to refine its content. External consultation has not been required.

### RESOURCE IMPLICATIONS

14. The cost associated with the production of the End of Year Performance report and the Safety Plan Year 1 improvements report are within existing resource plans.

## IMPACT ASSESSMENTS

15. This report does not lead to any change activity, so no impact assessments are required. However, it is worth noting that, more widely, internally there has been a significant organisational focus on impact assessments (as noted in Appendix B as one of our Safety Plan improvements), an area checked by various teams, including the Organisational Assurance team.
16. We have ensured we utilise dyslexia friendly fonts and colours in our appendices to ensure the reports are as accessible as possible.

## LEGAL IMPLICATIONS

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

## OPTIONS

18. The two options for this report are to note, or not note, the End of Year Performance report and the Safety Plan Year 1 improvements report.

## RISK ANALYSIS

19. Failure to regularly report on and scrutinise our performance and progress against our Safety Plan could result in no action being taken to address reducing deficient performance which may affect the outcomes for our communities and our people. The information may, in some cases, show increasing (or reducing) risks for the Authority.

## EVALUATION

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

## CONCLUSION

22. Over the last year and despite the societal impact of the COVID-19 global pandemic we have delivered a service to the public that has consistently made life safer, saving lives and contributing alongside partners to better outcomes for the communities of Hampshire and the Isle of Wight.
23. We have launched our Five-Year Plan showing our roadmap for the medium term and we have delivered many improvements over Year 1 of the plan. Significantly we have successfully combined into a single service, Hampshire and Isle of Wight Fire and Rescue Service (HIWFRS). We have also been commended by HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) for the way we responded during the first wave of the COVID-19 pandemic, in ensuring an effective and efficient service as well as how we looked after our people.
24. The number and types of incidents have reduced and varied throughout the year, reflecting the pandemic lockdowns and their impact on both commercial and domestic activity, and behaviour. The number of fire casualties reduced by 7 per cent compared to last year, critical response times have remained broadly similar, and HIWFRS availability improved. Furthermore, an extraordinary number of additional activities have been delivered to support the HIOWLRF COVID-19 response, our people, and our communities – while we continued to fulfil our statutory functions, protect the public and support staff wellbeing.
25. This year has been extremely challenging for the communities we serve and in turn for our Service. However, despite the challenges presented and the impact on daily working practices, operational and corporate performance have remained strong, illustrating how we have adapted to the unparalleled circumstances the pandemic has created. We have seen our workforce respond with digital innovation and creativity to ensure that teams' productivity and effectiveness was unaffected and with resilience, holding true to our values and commitment to the communities whom we serve.

RECOMMENDATION

26. That the 2020/21 End of Year Performance Report be noted by the HIWFRA Full Authority
27. That the 2020/21 Safety Plan Year 1 Improvements Report be noted by the HIWFRA Full Authority

APPENDICES ATTACHED

28. 2020/21 End of Year Performance Report – Appendix A.
29. 2020/21 Safety Plan Year 1 Improvements Report – Appendix B.

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