

APRIL 2022 - MARCH 2023



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

# ANNUAL PERFORMANCE

This report focuses on our performance in 2022/23 (1st April 2022 - 31st March 2023) across key areas aligned with our Safety Plan priorities.



TOGETHER WE MAKE LIFE SAFER



## A note from the **FIRE AUTHORITY CHAIRMAN**

I am proud to see the progress and work that the Service has delivered in 2022/23; with a new fire station in Bishop's Waltham, continued investment on the Isle of Wight, a significant increase in our Safe and Well visits, and our ongoing work with health partners being a handful of many positive examples that this report rightfully highlights.

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**"It is pleasing to see how  
Hampshire and Isle of Wight Fire  
and Rescue Service compares well  
to other Services in many areas."**

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Nevertheless, this report also flags areas where the Service has faced more challenges, such as with its on-call availability and sickness; and outlines the wide variety of improvement activity that will be delivered within the fourth year of the Safety Plan.

The Fire Authority will continue to scrutinise the Service's performance and its progress against the Safety Plan and responding to HMICFRS's inspection report.

Finally, in what has been an incredibly busy and challenging year for the Service, I want to thank every member of the Service, including our volunteers, as well as our partners, for their commitment and support throughout 2022/23.



**Councillor Rhyddian Vaughan MBE**  
Fire Authority Chairman

# FOREWORD

**Thanks to the hard work, dedication and professional tenacity of our workforce, we have successfully navigated a challenging and eventful year.**

2022 saw unprecedented hot weather which led to three extreme heatwaves in June, July and August; alongside this our teams responding to external and internal risks from the rising cost of living (including through our successful '5Cs' campaign) all while completing our latest inspection by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). We have also navigated and managed the potential risk of industrial action.



Despite all this we have continued to deliver various activities as part of the third year of the Authority's 2020-2025 Safety Plan, including:

- the opening of a new fire station at Bishop's Waltham.
- further investment to improve our estate on the Isle of Wight.
- embedded our behaviours within our recruitment and promotion processes, and within our leadership and management development programmes.
- launched our new 'Our Inclusive Strategy' to continue to progress our equality, inclusion and diversity activity.



Photo of Bishop's Waltham fire station

Our ability to respond quickly to changing operational needs has stood us in good stead throughout the past year. We continue to provide critical support to our ambulance colleagues, with our medical co-responding calls considerably outstripping those of comparative fire and rescue services.

Alongside this important work, we have also been able to rapidly deploy colleagues as part of the Urban Search & Rescue Team to Jersey, Turkey and Malawi - helping to make life safer across the globe.

These fantastic achievements would not have been possible without the dedication and expertise of our diverse teams, who continue to work tirelessly across Hampshire and the Isle of Wight.

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**"2022 has seen our teams work tirelessly through a challenging and eventful year to keep our communities safe."**

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Looking ahead to 2023/24, we will continue to build on our successes and focus on improving the Service in response to the findings of our 2022 inspection.

Finally, I want to celebrate the amazing efforts of Stu Vince and Craig Sadler who completed a [trans-Atlantic row](#) to raise money for Solent Minds and the Firefighter's Charity.



**Matt Robertson**

Director of Corporate Services

# About this report

This report explores how the Service performed against key operational and corporate health measures in the period 1 April 2022 through to 31 March 2023. The report is structured around our key organisational priorities while also providing an assessment of progress against our Safety Plan deliverables.



## PART 1

### Safety Plan Improvements

This section summarises progress against our Safety Plan deliverables and activities for the completed year (2022/23); the third year of our five year plan.



## PART 2

### Our Performance

This section analyses our performance against key operational and corporate health measures.

The section is structured around our five Safety Plan priorities.



## PART 3

### Looking Ahead

This section identifies activities for the 2023/24 year which we will focus on delivering.

These activities are informed by our performance during the preceding year and seek to celebrate the positive work while summarising what we will do to improve areas of weakness.



## Key note about this report

This report includes benchmarking comparisons with 'similar services'; these are the other fire and rescue services within our Family Group: ('English and Northern Irish County Services with coastline'): Avon, Cumbria, Devon & Somerset, Dorset & Wiltshire, Essex, Humberside, Kent, Lancashire, North Yorkshire and West Sussex. These Services have been identified as similar to HIWFRS [following extensive analysis by the National Fire Chief's Council](#). Northern Ireland is excluded from our benchmarking owing to a lack of comparative data.

Data used in FRS benchmarking has been obtained from HMICFRS, the Home Office and national sickness reporting, with other benchmarking data obtained from the Office for National Statistics.



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# Safety Plan Improvements

This section summarises progress against our Safety Plan deliverables and activities for the completed year (2022/23); the third year of our five year plan.



# Delivering our Safety Plan -

## Year 3 (2022/23) Safety Plan improvements

The five-year Hampshire and Isle of Wight Fire and Rescue Service (HIWFRS) Safety Plan was launched in April 2020. This plan sets out our priorities, our values, how we will build on our strengths, and how we will address the areas that require focus and improvement.

Each year, the Fire Authority approves a range of in-year improvement activity. The 2022/23 improvements were approved by the Fire Authority on 15 February 2022.

**There were 17 Safety Plan improvements for 2022/23 (Year 3). To date, 12 of these have been completed:**

- ▶ Introduced electric vehicle charging points across our estate to support the service carbon reduction plans.
- ▶ Established collaboration with the Integrated Care Partnership and produced a shared, interim strategy to better understand the emerging challenges and opportunities where we can work together to support Prevention activity and the reduction of fire risk and other vulnerability.
- ▶ Began Phase 1 of our Community Risk Management Plan (CRMP) project to produce our next Safety Plan by identifying and assessing the risks in our different communities, using sector best practice. This work continues into 2023/24.
- ▶ Delivered the year 2 estate maintenance programme to provide improved facilities for our staff on the Isle of Wight.
- ▶ Invested in our buildings, improving facilities for a diverse workforce and to better provide for the management of fireground contamination. Work in this area continues in 2023/24.
- ▶ Commenced work to align on call terms and conditions through the development of a single contract, pay and conditions for on-call firefighters in Hampshire and the Isle of Wight. A draft proposal is complete, being trialled at three stations and will be evaluated in 2023.
- ▶ Embedded our Service Behaviours within our recruitment and promotion processes, and within our leadership and management development programmes.
- ▶ An efficiency and effectiveness plan for the Service has been developed and submitted as part of our budget reporting with a 3% efficiency to be achieved and reported against in 2023/24.
- ▶ Undertaken a value for money assessment that has fed into our organisational planning for 2023/24.
- ▶ Made progress in developing our Equality, Diversity and Inclusion strategy, 'Our Inclusive Service', to achieve the objectives set by the Fire and Rescue Authority. A new Strategic EDI and Wellbeing Board has been created, and we have recruited a new EDI manager.
- ▶ A gap analysis across various Fire Standards was undertaken with evidence captured and assurance activity enshrined into a new procedure; enabling the service to demonstrate across all our Directorates, the progress in our maturity and compliance to the Fire Standards and other national guidance.
- ▶ To improve communities' ability to access our prevention activity a significant amount of organisational and campaign activity, including our '5Cs' campaign, was undertaken around Safe and Well visits. Further work engaging under-represented groups more widely is planned as part of the development of the 2025-30 iteration of the Authority's Safety Plan.



# Delivering our Safety Plan -

## Year 3 (2022/23) Safety Plan improvements

**For the 5 improvements not completed further detail about progress is outlined below:**

- ▶ Whilst we have undertaken extensive assurance activity to determine what action needs to be taken in response to the 2022 HMICFRS inspection; much of this improvement activity is starting from April 2023.
- ▶ The completion of our new live fire training facilities is now set to be complete by the end of June 2023. This is owing to supply chain challenges on both the inner heat resistant materials
- ▶ While financial wellbeing information and signposting has been added to the Wellbeing SharePoint site, and enhanced psychological screening services are now being offered to staff, further wellbeing support is being delivered in 2023/24, including any actions required following a wide range of workload focus groups.
- ▶ Following the successful launch of supervisory and middle manager training courses, further work is required to define the responsibilities of, and support provided to, managers in respect of wellbeing and people support expectations.
- ▶ Crewing trials have not yet been completed but are subject to continual review. The now concluded national grey book (Control and other operational staff) pay dispute impacted on the ability to complete these trials and as such work will continue over the next year.



**In addition to the Safety Plan improvements, our directorates delivered a wide range of activity to improve the Service, including, but not limited to:**

- ▶ A new, more efficient electronic Safe and Well process was launched.
- ▶ A Community Safety Quality Assurance role was created to produce an assurance and evaluation framework.
- ▶ Focus groups were held to understand the workloads of staff across HIWFRS and the findings from these will be analysed by June 2023; with any required actions taken accordingly in 2023/24.



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# Our Performance

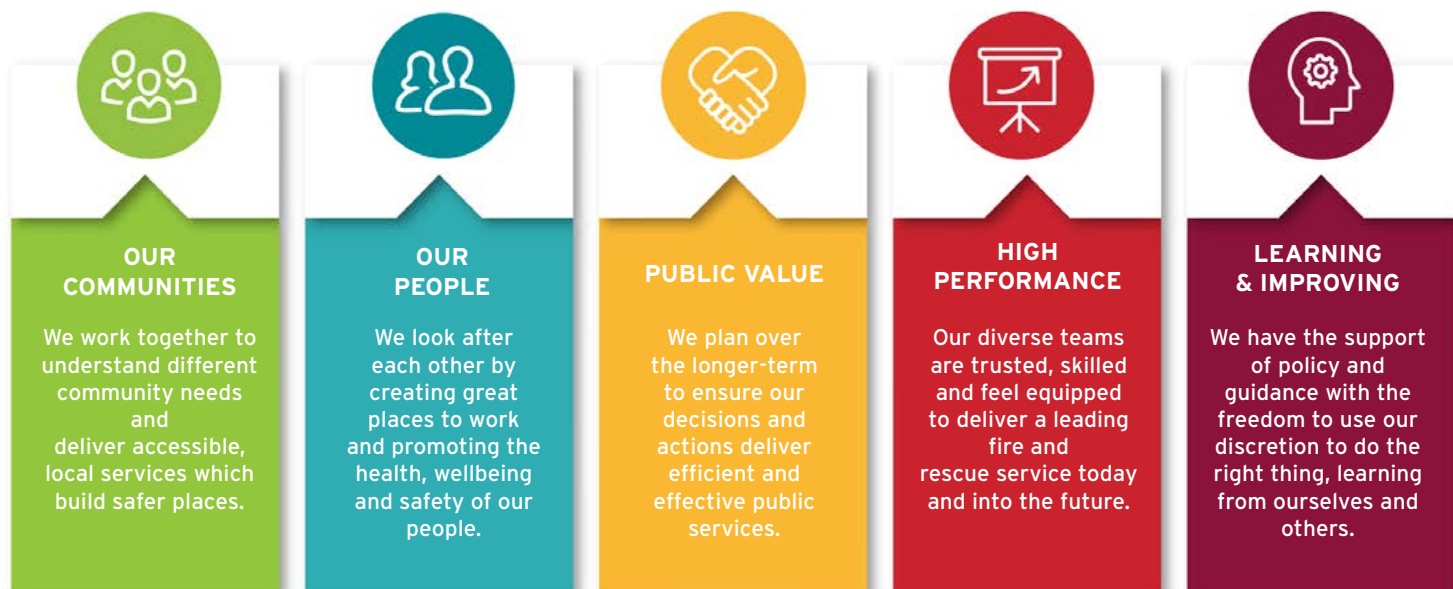
This section analyses our performance against key operational and corporate health measures.

The section is structured around our five Safety Plan priorities.

## **Our approach to performance**

The Service assesses its performance against each of the Hampshire and Isle of Wight Fire Authority's Safety Plan priorities through a range of performance metrics, with comparisons made against previous years and to other Fire and Rescue Services.

The Service uses performance reporting and data analysis to assess our effectiveness, efficiency, and financial position; and to inform decisions we make and where we target our resources. Our performance measures help us find areas for improvement, as well as identify successes and good practice to be shared, where applicable, across public services and the fire sector.



**"The Service uses performance reporting and data analysis to assess our effectiveness, efficiency, and financial position; and to inform decisions we make and where we target our resources"**

# OUR 2022/23 PERFORMANCE AT A GLANCE



## OUR COMMUNITY



ON CALL  
AVAILABILITY



11,927

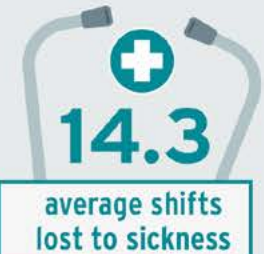
SAFE AND WELL HOME VISITS  
undertaken by the Service



For further details see pages 11 - 17 of the report

## OUR PEOPLE

121 near miss  
Health and Safety  
**INCIDENTS**  
and  
136 (53%)  
where an accident  
took place



For further details see  
page 18 of the report

## PUBLIC VALUE

Income generation

£5.7 Million

Estimated cost per resident

£40.81



For further details see  
pages 19 - 21 of the report

## HIGH PERFORMANCE



of our workforce are  
from ethnic groups  
other than White British



of our staff are  
not male



of our firefighters  
are not male



For further details see pages 22 - 24  
of the report

## LEARNING & IMPROVING

92% Site Specific Risk Information  
(SSRI's) in date as at the end  
of 2022/23

For further details see pages 25 and 26 of the report

295

requirements  
met across  
16 Fire  
Standards





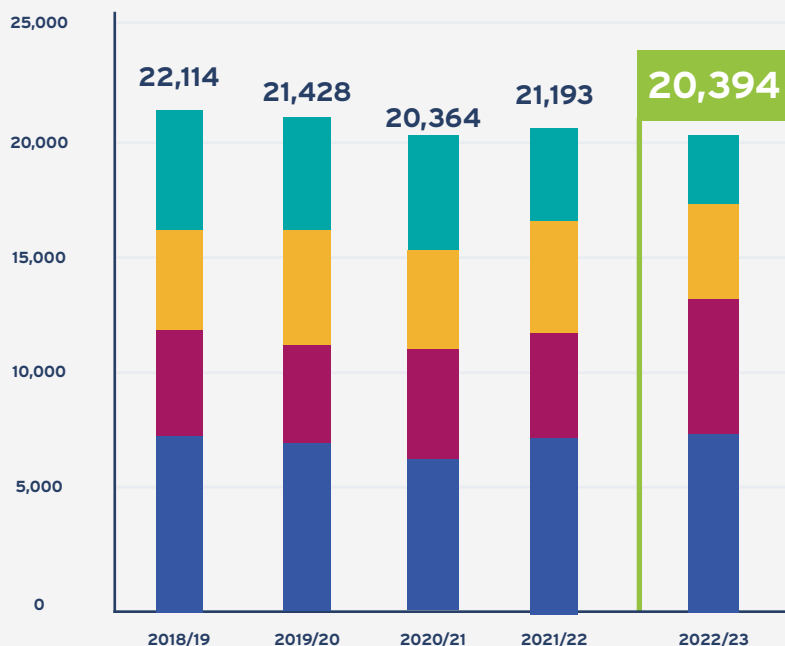
## Our Communities - Incidents

**There were 20,394 incidents in 2022/23, down 4% from 2021/22 and 8% less than in 2018/19.**

The main reason for this was a 40% reduction in medical co-responding, down to 2,904 calls. Our medical co-responding support to SCAS is well-established and despite the recent reduction, due to low levels of co-responder availability and challenges in how co-responder resources are mobilised, we continue to do more medical co-responding than similar Services. You can read more about our plans to increase co-responder availability in the last part of this report.

The reduction in medical co-responding was offset by a 21% increase in fires (from 3,919 in 2021/22 to 4,737 in 2022/23) owing to a rise in outdoor and grassland fires during the record hot weather in the summer of 2022. Despite the rise, the number of fires is comparable to in 2018/19.

**Notes: Incident data was cut on 11th April 2023; and 'special service calls' are non-fire incidents which require our attendance, such as assisting blue-light partners to gain entry to a property; and attending road traffic collisions**



### KEY

-  Medical Co-Responding
-  Special Service
-  Fire
-  False Alarms



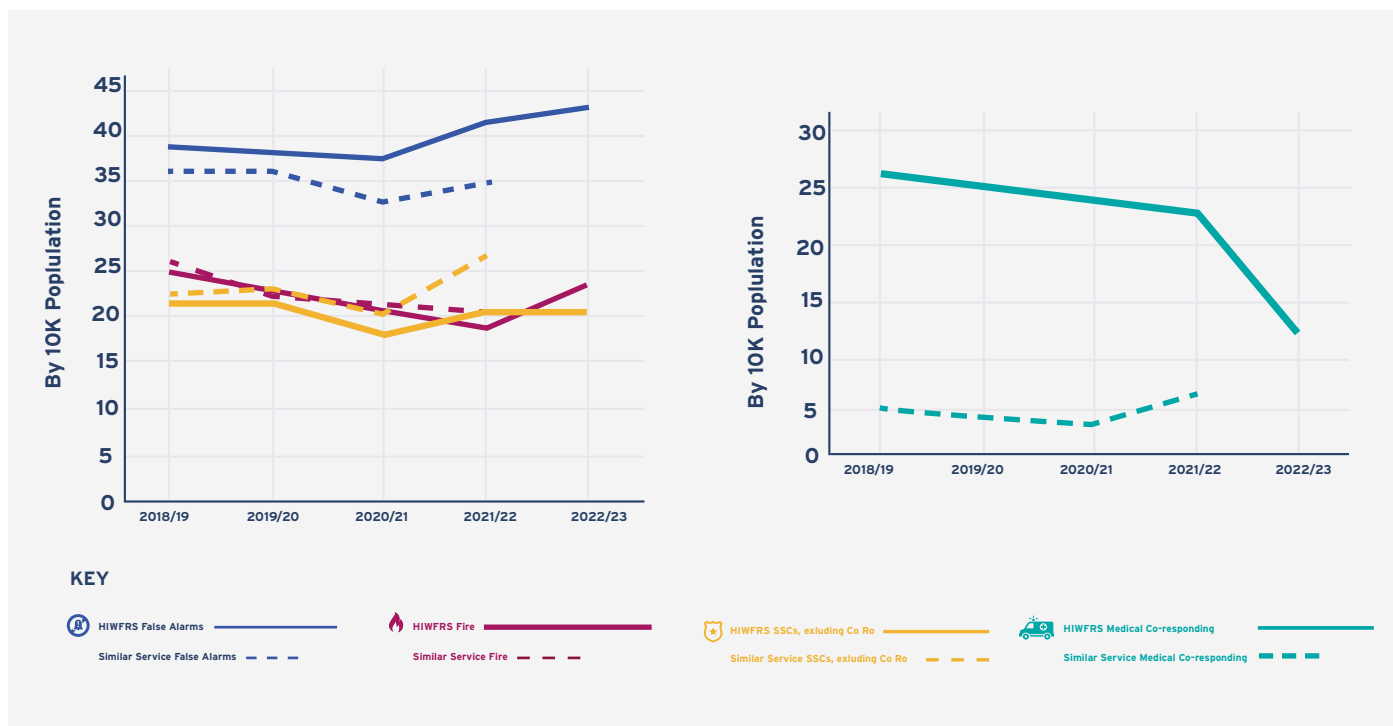
False alarms continue to increase, up 3% in the last year. False alarms, of which around 60% are domestic, are now our largest incident type.

The increase over the last 5 years is primarily due to an increase in cooking related false alarms and in faulty domestic false alarms. This is also a sign of more alarms being installed over time; partly owing to growing awareness of fire safety. The growth of domestic false alarms can also be seen as a positive with increased opportunities to provide community safety advice.



## Our Communities - Incidents

When you compare HIWFRS to similar services, taking account of population, in 2021/22 (the latest full year of available data) the Service had slightly fewer fires; notably more false alarms; and fewer 'Special Service Calls' (non-fire incidents which require our attendance, such as assisting blue-light partners to gain entry to a property; and attending road traffic collisions).



Notes: Incident data was cut on 11th April 2023; 'special service calls' are non-fire incidents which require our attendance, such as assisting blue-light partners to gain entry to a property; and attending road traffic collisions





## Our Communities - Partnership working

This year has seen us continue our strong working with a wide range of partners. We are proud of the work we do to support partners as together we make life safer for the communities of Hampshire and the Isle of Wight.

In addition to our well-established medical co-responding scheme, working with SCAS and IWAS, 32 HIWFRS stations, including on-call and wholetime, have been responding to incidents where a cardiac arrest is suspected. Our team uses Immediate Emergency Care (IEC) skills and medical equipment to significantly increase patients' chances of survival by providing a faster response.

In 2022/23, on average we attended a call a day with various examples of positive patient outcomes. For example, based on data shared by SCAS for April to December 2022, we were on scene prior to the ambulance resource for 183 incidents. Of those incidents, some where the patient's heart had stopped, 14 patients had a return of spontaneous circulation (ROSC). This shows the value that could be achieved if we are able to work closer with the Integrated Care Board and our staff to deliver this life-saving support more widely.

We also gain entry to premises to support ambulance services (via well-established partnership agreements). Our gaining entry work sees HIWFRS being deployed instead of Hampshire & Isle of Wight Constabulary to assist SCAS and SECAMB, as we have specialist equipment, expertise and legal powers which are readily available.

In 2022/23, we attended 1,150 gain entry calls supporting ambulance services making access to properties - with the figures being fairly consistent over the last five years. HIWFRS have proven a quicker response to these types of calls providing better care to patients.

Most notably, by using HIWFRS equipment and expertise, there has been a dramatic reduction in boarding up costs following 'gained entry' processes.

HIWFRS also assist ambulance services in their attendance at incidents that involve bariatric patients, helping to safely move the patients to allow clinical care.

Furthermore, we also assist Hampshire and Isle of Wight Constabulary in searching for vulnerable High Risk Missing Persons using the existing skills of our people and our equipment. We also assist other partners - such as the RNLI and HM Coastguard - at incidents.

Finally, we have also undertaken a wide range of collaboration via our Fire Investigation Team and the Arson Taskforce. In 2022/23, we undertook 70 joint Police Crime Scene investigations, which have resulted in 13 charges to date - two with convictions with 11 pending trials/court appearances. 15 are ongoing investigations.

We have also developed an offender rehabilitation programme (Fire-P) that three Services have used, and others are interested in.



## Our Communities

### Average Critical Response Time

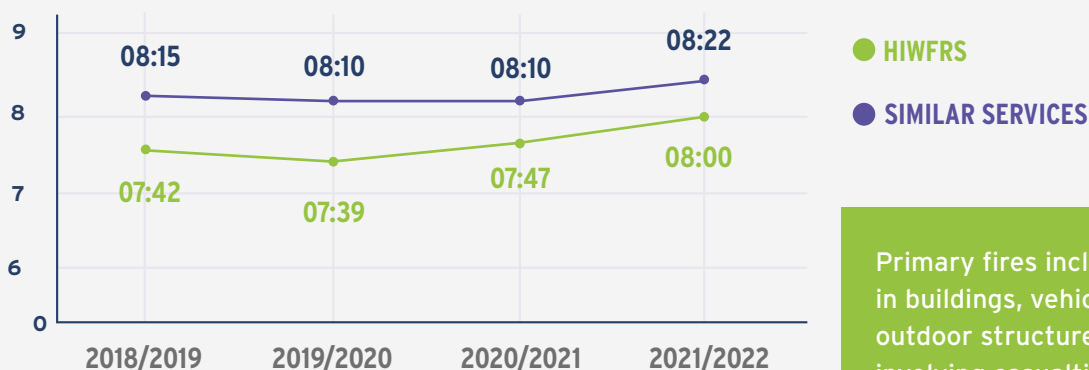
The average critical response time in 2022/23 was 7 minutes and 41 seconds. This has increased following the faster response times that were seen during the pandemic when availability was higher. There is a strong correlation between on-call availability and critical response time performance, as lower on-call availability means appliances have to travel further from other station grounds to respond to incidents. As a result the Service is undertaking work in 2023/24 to improve on-call availability.



An incident that endangers people or property, such as a building fire or road traffic collision.

### Average primary fire response time compared to similar Services

Benchmark data on critical response times is not available as this is measured differently across Services, but for 'primary fire' response times HIWFRS significantly outperforms similar services (by 22 seconds in 2021/22, the latest available data). Like HIWFRS, other services also saw an increase from 2020/21 to 2021/22, with similar trends of reduced on-call availability. We anticipate improvements once our efforts to improve on-call availability have taken place.



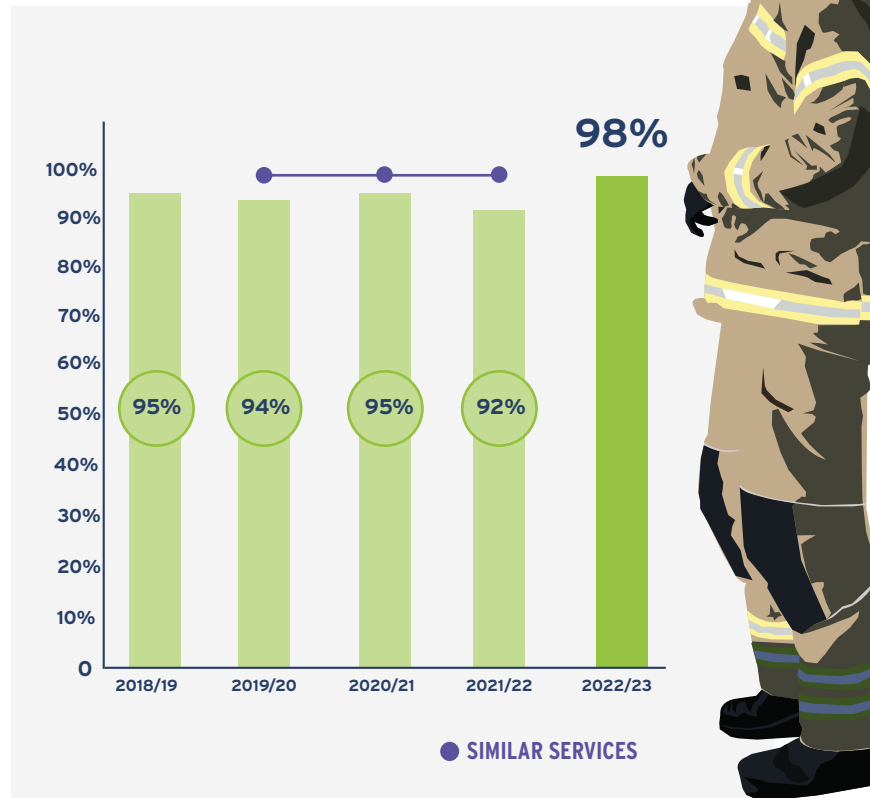
Primary fires include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.

## Our Communities

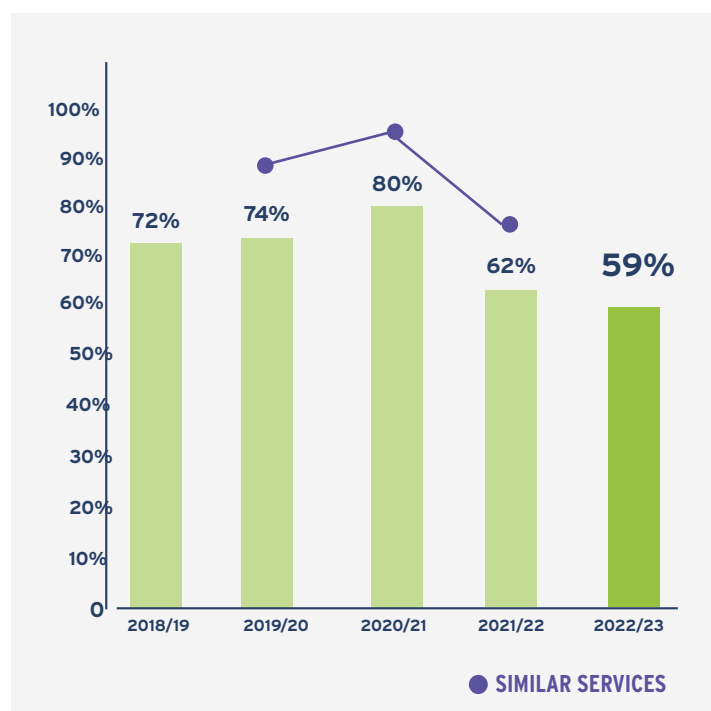
### Whole-time availability

Wholtime availability currently stands at 98%, an increase of 6% points compared to the previous financial year. This was due to the impact on wholtime availability of additional work to support partners during the pandemic, with various detachments to undertake additional activities, which have now ceased.

In 2021/22, our average availability was slightly below that of similar services (98%). It is important to recognise the Services undertook very different levels of activity to support partners during the pandemic, and others may have seen their availability less affected.



### On-call availability



Average on-call availability is 59% for the current financial year, slightly lower (3% points) than the previous year of 62% and lower than the high of 80% we saw during the pandemic owing to unprecedented furlough periods and more people being at home. As a result of the ongoing long-term challenges, the Service is undertaking work in 2023/24 to improve on-call availability.

HIWFRS has lower day time availability (43% in 2022/23) compared to night time availability (69%). We have seen the same drop since 20/21 as similar services. Whilst average on-call availability for all similar services was 72% in 2021/22; the figure for South-East services was 54%, highlighting the regional demographic challenges with On Call recruitment and retention.



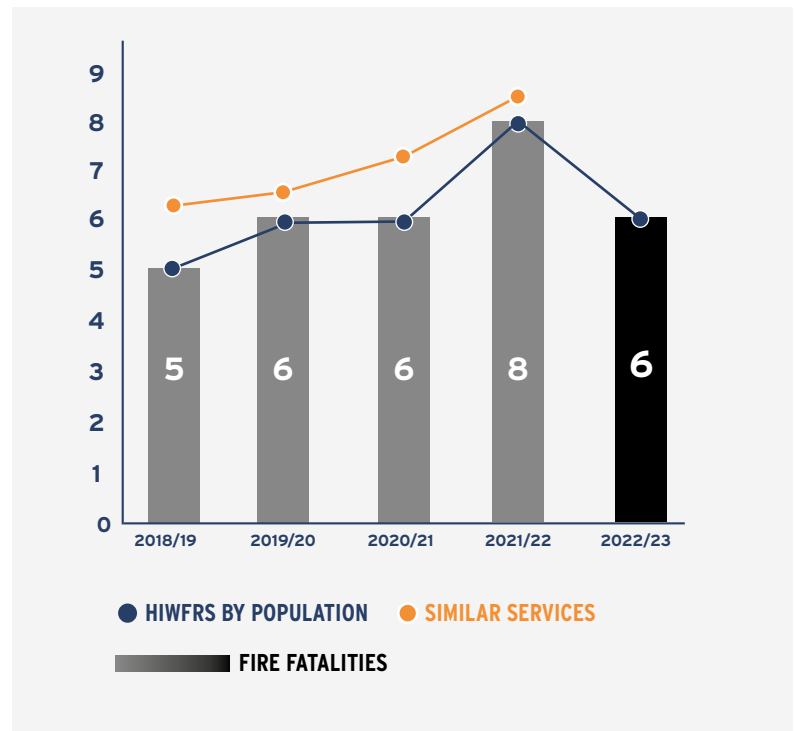
## Our Communities

### Fire fatalities

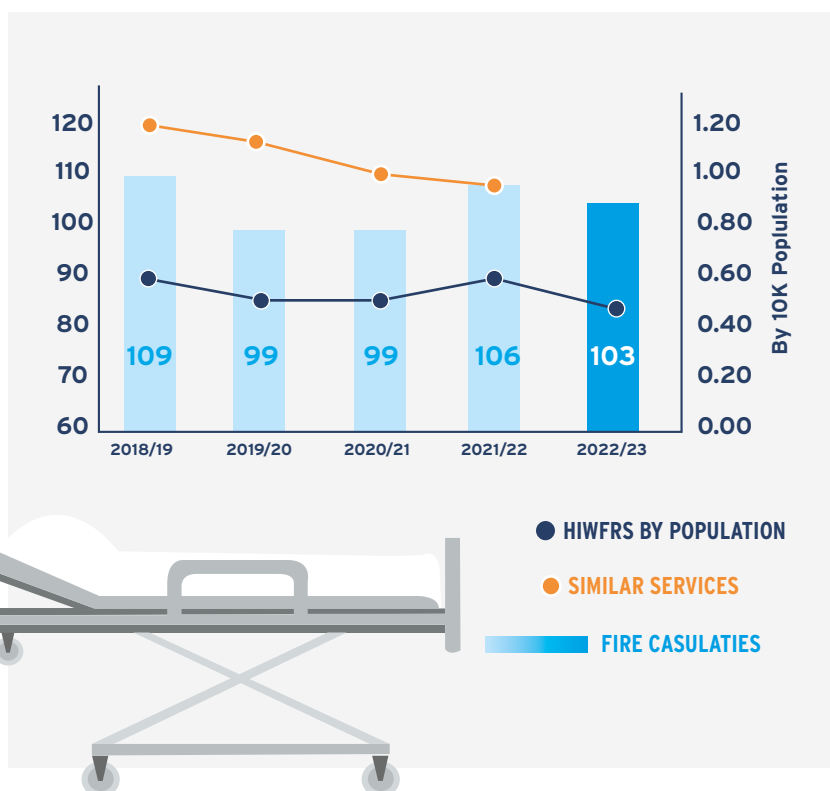
Regretfully, six fire fatalities have occurred this financial year, however, all of these are still currently awaiting Coroners investigation to confirm that the fire was the cause of death.

HIWFRS have had slightly lower fire fatalities by population compared to similar Services over the 4 year period for which benchmark data is available.

Four out of the six fatalities were male. Two of the six incidents were caused by smoking materials and two were caused by an electrical fault, one was caused by cooking and the other from suspected suicide.



### Fire casualties



Fire casualties remain relatively stable over the 5 year period, dropping to 103 this financial year vs 106 in 2021/22.

Of the fire casualties in this financial year, 50% were slight injuries where the victim went to hospital which is consistent with the previous year and 12% were severe casualties. 33% of fire casualties were given first aid on scene, with 6% having a precautionary check recommended.

HIWFRS performs consistently very well when compared to similar services by population for fire casualties, we also have lower rates for severe casualties.

## Our Communities

### Safe and Well Visits

In addition to our support to health partners, including developing our partnership with the Integrated Care Board, we undertake a wide range of Prevention activities, including Safe and Well visits, Safeguarding, and a broad range of preventative activities with Children and Young People that was recently praised by HMICFRS.

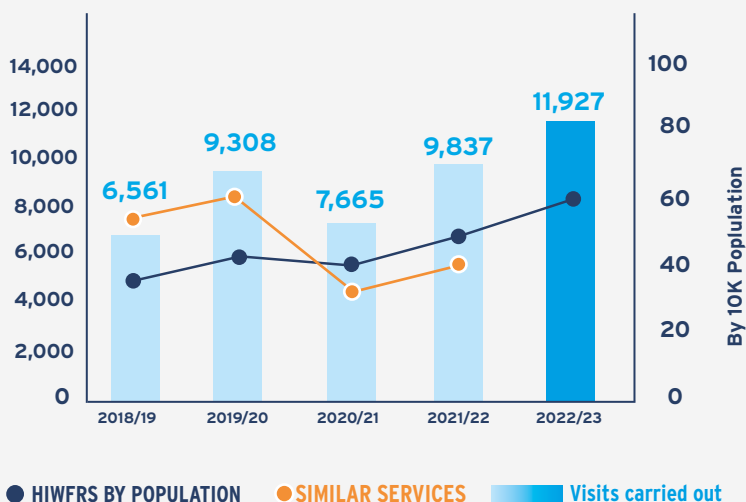
In 2022/23, we undertook 11,927 Safe and Well visits, a significant 21% increase from 2021/22. This is testament to the continued focus of the Service on our prevention activity, and the recruitment of 5 Community Safety Advisors (CSAs) has been a major contributory factor to the increase. Building on this progress, we aim to deliver around 15,700 visits in 2023/24.

HIWFRS outperformed other similar services in the number of visits delivered (by population) in 2020/21 and 2021/22



2022/23 also saw the launch of our risk-based prevention programme - refining how we target visits; and the launch of an electronic Safe and Well form, which has removed various inefficiencies. In January 2023, HMICFRS rated our prevention activity as 'good' and highlighted our work with Children and Young People as impressive. 2022/23 also saw: the Service create a risk-based inspection programme for the Schools Education Team; a new Princes Trust Team on the island; and new Fire Cadet Units opened. Our volunteer network has also received external accreditation.

Around two-thirds of our visits originated from a partner referral, such as from Local Authority adult social care teams, as we work with partners to mitigate risks - not just from fires - in vulnerable individual's homes. We also partner with the Blue Lamp Trust, a non-profit organisation promoting and enhancing community safety.





## Our Communities

### Fire Safety Audits

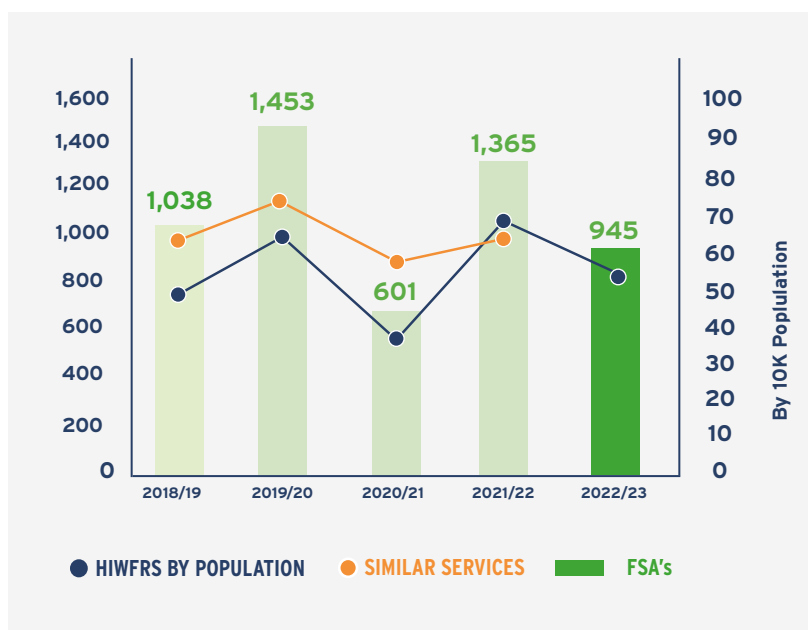
We undertake a wide range of Protection activity, including Fire Safety Audits (an examination of the premises and relevant documents to ascertain how the premises are being managed with regards to fire safety). In 2022/23, we delivered 945 audits, 31% fewer than in 2021/22.

This reduction is owing to staff turnover and the resulting impact on productivity as new staff are in development and cannot deliver the same volume of audits as fully competent staff as they require supervision, which also impacts on the supervisors ability to deliver audits.

Over time more staff will become competent, helping to improve the volume of audits delivered against our Risk Based Inspection Programme; and plans are also in place to enable some crews to carry out some audits following training. This will start as a pilot in 2023/24 and will then be extended, subject to evaluating its success.

In comparison to other Services, in 2021/22, HIWFRS slightly outperformed similar services (per population) for the first time in 4 years. As shown above, our audit numbers subsequently declined by 31% in 2022/23, which we anticipate will mean that HIWFRS again fall below the other similar services. However, despite the reduction in audits it is important to note that our enforcement activity has not reduced at the same rate, and we had a successful prosecution. This shows the quality of our protection work.

Finally, while HMICFRS rated our Protection activity as requiring improvement; they did identify our partnership with businesses (through the Primary Authority Scheme) as promising practice. This allows businesses or organisations with premises in more than one fire authority to receive fire safety advice from one service.





## Our People

### Staff Sickness

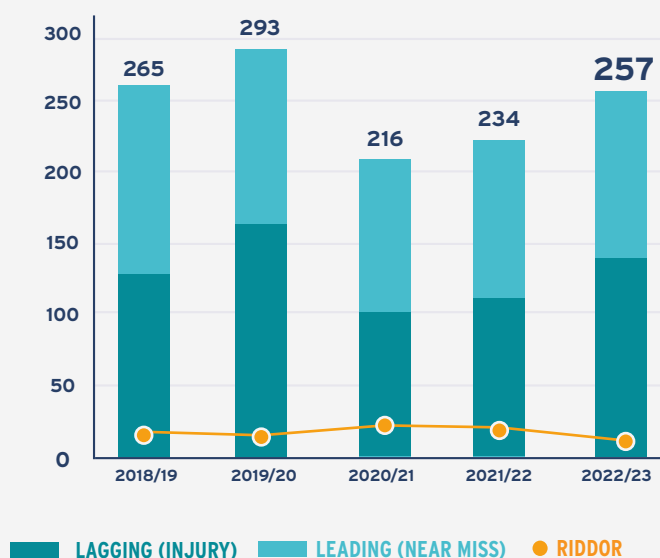
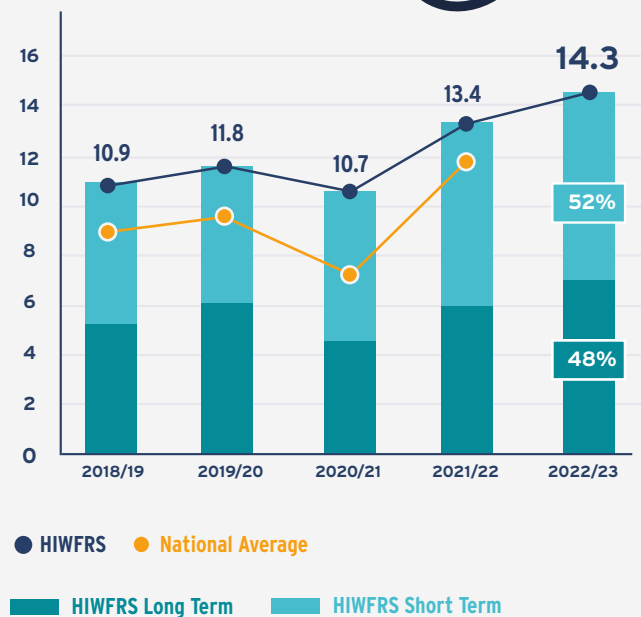
In 2022/23, on average we lost 14.3 shifts per member of staff, which is an increase from an average of 13.4 shifts lost in the previous year.

HIWFRS sickness increased in 2022/23 owing to a growth in long-term absence.

HIWFRS's trend mirrors the national position with sickness increasing nationally for other Services across all staff groups. HIWFRS, though, had slightly higher sickness levels compared to the national average for the sector.

**Note:**

Green and grey book staff work different shift patterns; with one shift representing a different amount of time for different staff groups.



### Health and Safety

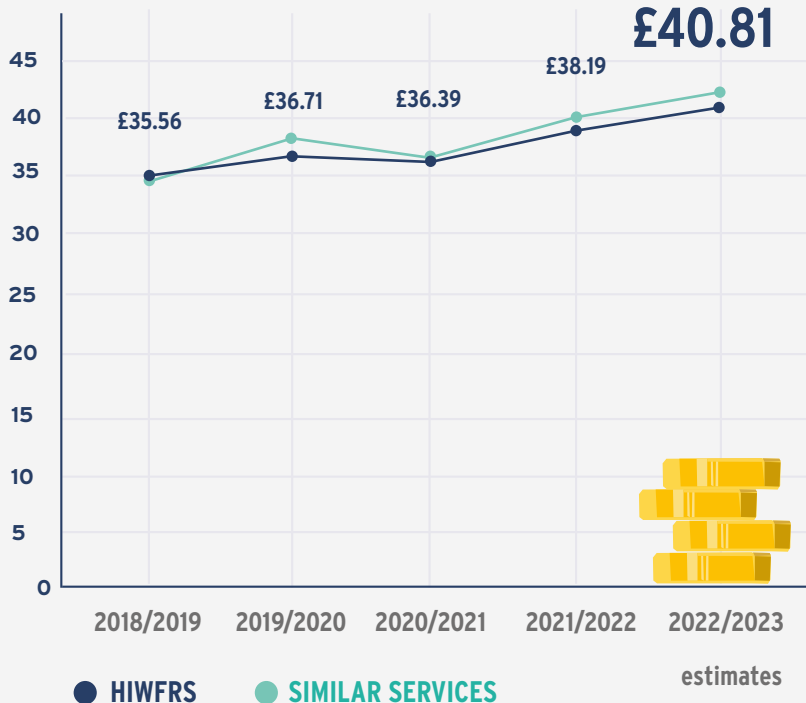
There was an 10% increase in health and safety events between 2021/22 and 2022/23, however, 2022/23 year saw less days lost (756 vs 843 in 2021/22). Our rate of firefighter injuries per FTE in 2021/22 (the latest full year of available data) compared favourably to similar services.

HIWFRS had 18 RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) events in 2022/23, with 26 in 2021/22. In 2021/22, our rate of RIDDOR injuries per firefighter was slightly higher than similar services.

**Top reasons for events were not operational incidents but, for example, causes for concern from safe working procedures not being followed or inadequate training instruction.**



## Public Value



### Note:

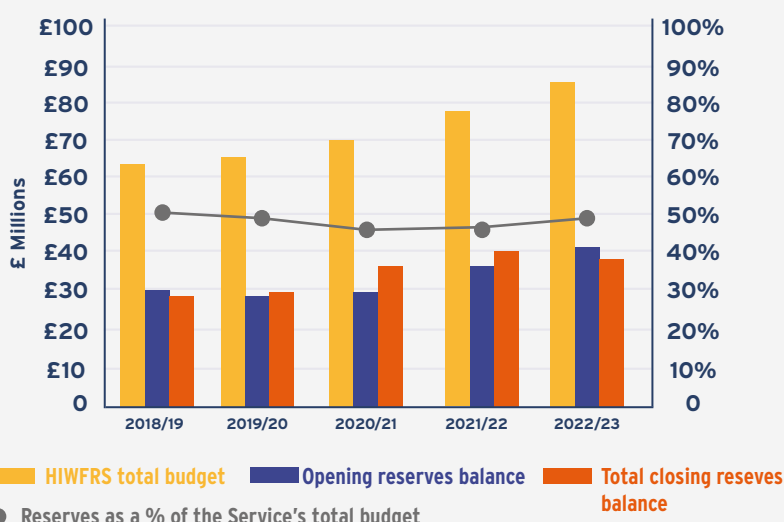
cost per resident is based on the amount we spend (in terms of our net revenue expenditure) divided by the population of Hampshire and the Isle of Wight. This is an established benchmark for the fire and rescue sector.

## Reserves

A robust reserves strategy is an important part of financial management; and our ongoing contribution into reserves to support future expenditure has enabled our effective lifecycle management of our estates, fleet and ICT; and has supported investment in other areas. At the start of 2022/23 the reserves balance was £41.4

million, which was, for context, 48% of the Service's total budget, although only around £3m of this was not already earmarked for future spend.

The reserve balance at 31 March 2023 was £38.3 million. The majority of our reserves (£32.7 million at the end of March 2023) relate to approved programmes - including for fleet, estates and ICT investment and we therefore expect reserves to fall significantly by March 2026, retaining an appropriate balance in our general reserve fund and for risk mitigation.





## Public Value

### Networked Fire Services Partnership (NFSP) : a blue-light collaboration



We work with the NFSP, which originated as a Control collaboration between Devon & Somerset, Dorset & Wiltshire and Hampshire Fire and Rescue services in 2013. The Control rooms have a joint command and control system to enable call handling, resource mobilising and incident management for and on behalf of each service. In 2022/23, across the NFSP around 116,000 calls were received by the three Services.

The NFSP, which now also includes Kent Fire and Rescue Service also coordinates operational activity, where we work towards alignment of policies and procedures to enable cross border incident response. The NFSP also seeks out opportunities for joint projects and procurements, where relevant, to take advantage of economies of scale and efficiencies.

### Shared Service Partnership: public sector collaboration

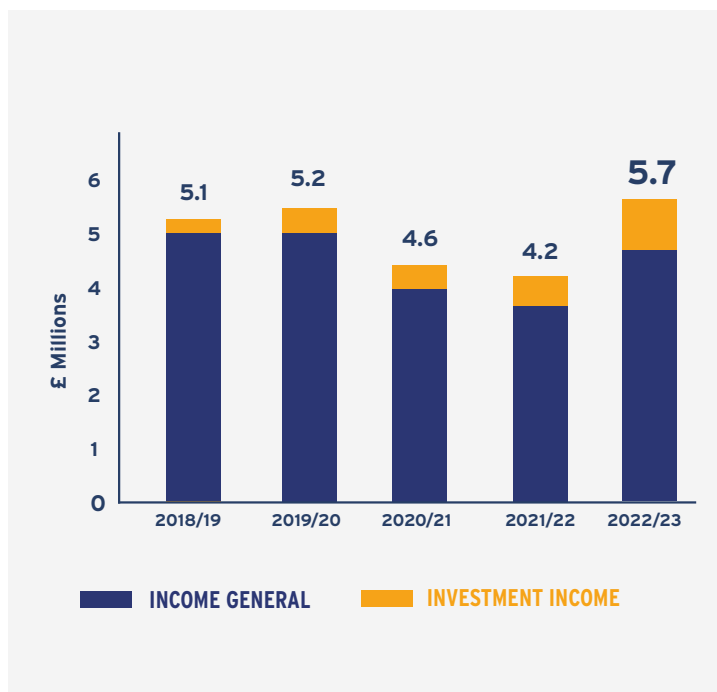
We are also part of a Shared Service Partnership with Hampshire County Council and other public sector organisations. This delivers a wide range of services, including our finance function and the supporting ICT system.



## Public Value

### Income generation

In 2022/23, we generated £5.7 million. This is up by £1.5 million compared to 2021/22. We generate income from a wide range of sources, for example, £1.1 million from investment income in 2022/23. Furthermore, one of the Service's estate design principles is to support partnerships and income generation, and we share 25 of our sites. This generated around £1.3 million income in 2022/23 and helped to support ongoing collaboration, for example with the Hampshire & Isle of Wight Integrated Care Board, which use our HQ at Eastleigh. Other partners using our estate include, but is not limited to: South Central Ambulance Service, the OPCC and Hampshire & Isle of Wight Constabulary, Border Force and the RNLI.



HIWFRS also have two agreements with other fire and rescue services: with Royal Berkshire, for the management and maintenance of their fleet (generating £211,000 of cost recovery in 2022/23); and with Oxfordshire for the sharing an asset management system provision (generating £20,000 cost recovery). HMICFRS's 2022 inspection concluded the service is good at generating income from collaborative work.

### Efficiency savings

**£0.8 million  
in 2022/23**



£800,000 cashable efficiencies were made in 2022/23.

These have been delivered through careful financial management across the Operations directorate, and by removing an Assistant Chief Fire Officer role.



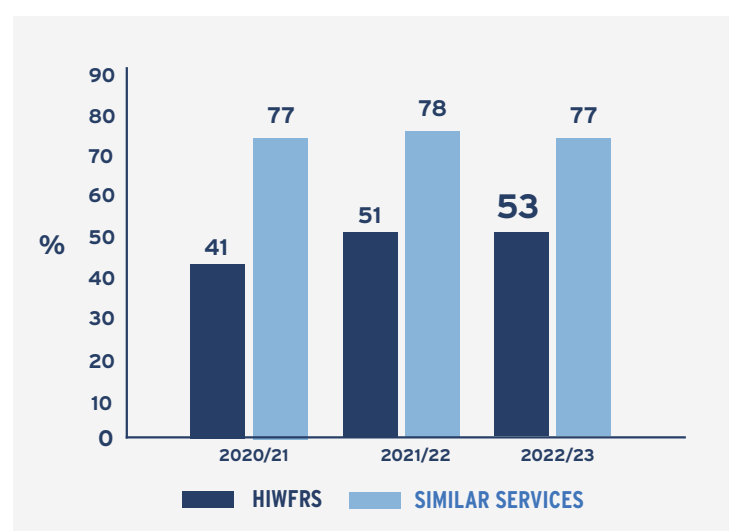
## High Performance



## Personal Development Review (PDR) completion

In 2022, HMICFRS found that a culture of continuous improvement is promoted and staff are encouraged to learn and develop. Of those who responded to their survey, 85% said they had a development conversation with their manager at least once in the last 12 months.

However, we recognise we have more to do to increase the recording of PDRs. 53% of staff recorded a PDR in 2022/23. This is significantly lower than other similar services (77% in 2022/23). In 2022/23, we launched a new PDR application; and this will be reviewed in 2023/24 based on staff feedback.





# High Performance

## Diversity

The HIWFRS position for firefighters aged 46 and over is broadly consistent with the population of Hampshire and the Isle of Wight, and owing to multiple wholetime recruitments and retirements, we have seen this percentage reduce slightly.

We are continually making progress in the gender representation of our staff, with 19% of staff not male compared with 17% for similar services (in 2022).

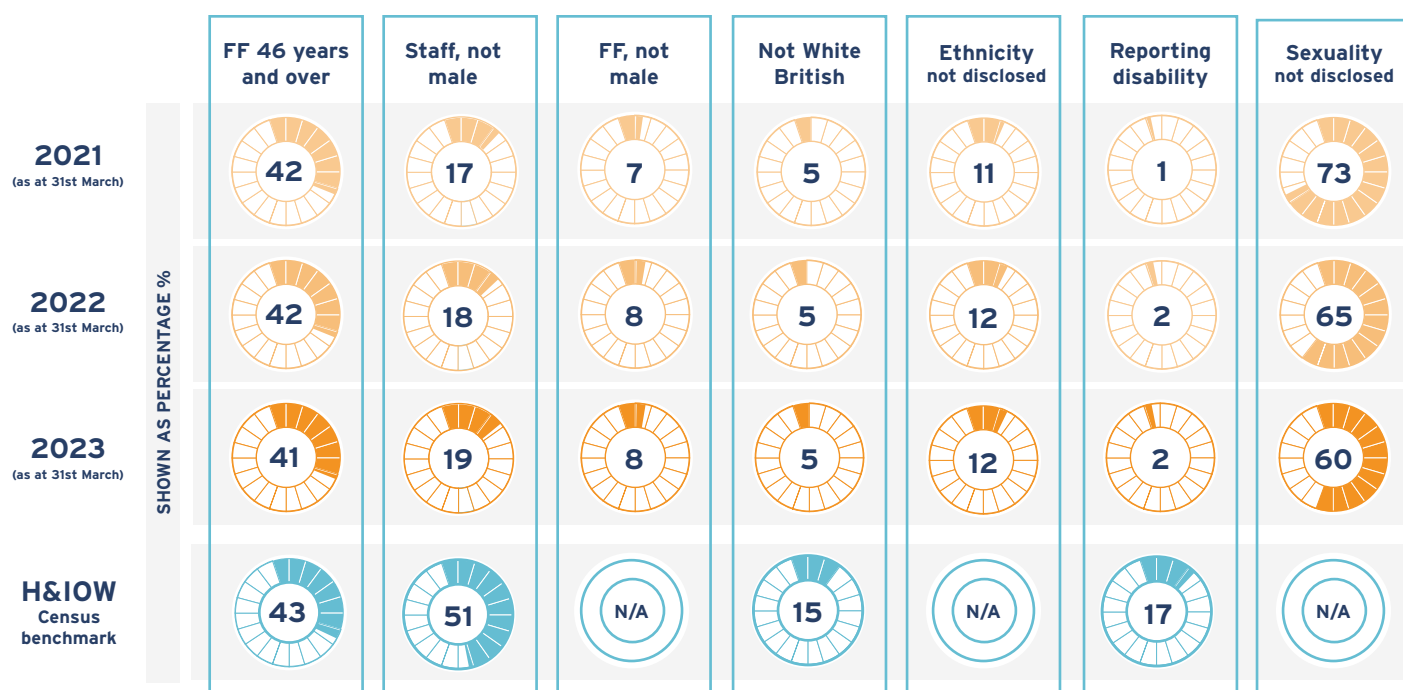
We have improved via our successful positive action and other work to attract more diverse candidates. In 2019 the equivalent figure for % firefighters not male was 5% (and we now have more than double the number of female wholetime firefighters) though the number of female on-call firefighters has reduced.

No Fire and Rescue Services have ethnic representation equivalent to their local communities; however some are closer than others.

HIWFRS ranks 24th of 44 English Services in terms of how close it is to the ethnicity of its communities. Despite previous work and communications to encourage the recording of this data, 12% of staff have not disclosed their ethnicity. This compares with 9% for England as a whole and 11% for similar services.

2% of staff disclosed a disability, 15% points below the proportion of the Hampshire and Isle of Wight with a disability and 3% points lower than the national average for Services, though the latter figure has a high degree of uncertainty owing to non-disclosure levels. 66% of HIWFRS staff did not disclose this information.

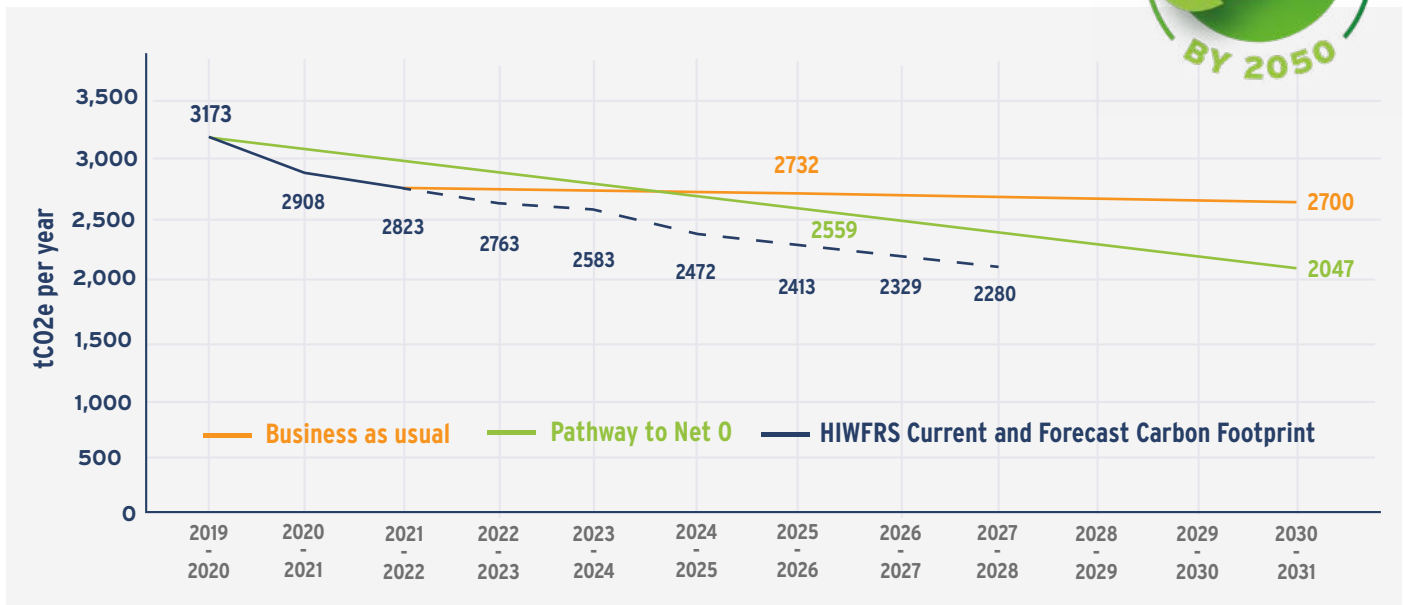
60% of staff have not disclosed their sexuality, an improvement on previous years. Due to the high level of non-disclosure it is not possible to accurately measure this aspect of diversity, but at least 2% of staff are non-heterosexual compared to 3% in our wider communities.





## High Performance

# Carbon Pathway (to Net Zero by 2050)



As noted to the December 2022 Fire Authority, last year we delivered a range of activities supporting our pathway to Carbon Net Zero by 2050. HIWFRS has always taken a proactive approach to reducing our environmental impact and in 2021 we engaged with the Carbon Trust to establish our baseline 2019/20 carbon footprint, which is shown above. The wide-ranging carbon reduction activities we have undertaken last year include the installation of electric vehicle charging points, appliance bay door replacements, roof replacement works, and estate-wide surveys that have formed the basis for a long-term programme of improvement works.

Sustainability is a core part of our design principles and is considered for each new project. These design principles provide the strategic direction for our Station Investment Programme and our Retrospective Design Principles programme. The newly-built Bishop's Waltham fire station has incorporated sustainability throughout, with a low

carbon heating system, solar photovoltaic array with battery storage, electric vehicle charging points, bird nesting bricks and a green roof. HIWFRS have also worked with contractors at the Cosham construction site to monitor the environmental impact of the works and ensured 1,800 tonnes of aggregate were recycled on site rather than sent to landfill. Our carbon footprint was calculated in 2021/22 as 2,823 tCO2e; 11% lower than our 2019/20 baseline. The 2022/23 carbon footprint is forecast at 2,763 tCO2e.

The Department for Business, Energy & Industrial Strategy awarded HIWFRS a £101,000 grant funding towards a low carbon heating project at Bordon fire station. The funding will contribute to a wider sustainable upgrade at the station; and this will test the benefits of new technologies to ensure their efficiency in our older estate.

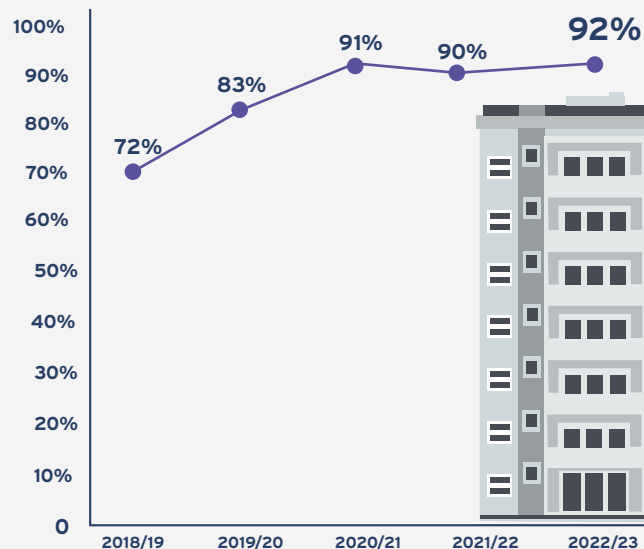


## Learning & Improving

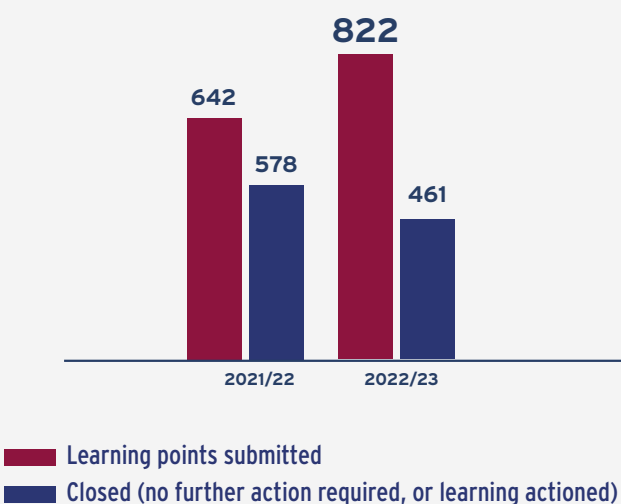
### Site Specific Risk Information (SSRI) in date

While we continue to have a strong focus on the risk information we hold and maintain - and we have seen notable improvement over time in the proportionate of risk information in date - we recognise, as HMICFRS did in their 2022 inspection, that we have further to go to improve in this area. No SSRI benchmark data is available.

We strive to have all our Site Specific Risk Information (SSRIs) and Pre- and Ops Support Plans in date, and have a wide-ranging three-year premises risk information improvement plan underway to improve our systems, processes, training and assurance in this area.



### Service Learning



In 2022/23, there were 822 learning points, 28% more than in 2021/22. This was due to wider aspects of organisational learning being captured from April 2022. The number of learning points closed (either by no further action being required or learning being actioned) in 2022/23 decreased 20% compared to the previous year due to an increase in feedback and capacity challenges creating a backlog of learning.

As HMICFRS noted in their recent report, we recognise the need to improve and have increased capacity and revised processes accordingly, working closely with the departments who receive the majority of learning to risk assess if or what action needs to be taken.



## Learning & Improving

### Fire Standards assurance

In March 2023, there were 16 approved fire standards across a wide range of areas, including Emergency Response Driving, Community Risk Management Planning and the Code of Ethics. The Standards have almost 300 requirements in total; and the Service undertakes activity to assure ourselves that we are compliant with them.

There is assurance reporting with six-monthly updates into the Fire Authority, with the last report provided to the [Standards & Governance Committee in March 2023](#). This report noted a slight improvement from September 2022, with fewer requirements with 'limited' assurance. As at 31 March 2023, given their breadth and size, as noted in the Committee report, two standards were still subject to an internal gap analysis; and since that meeting two further standards (Communication and Engagement and Fire Control) have been published.



A significant part of one fire standard, Operational Competence, is National Operational Guidance (NOG). We have undertaken an array of work and collaboration around NOG and Operational Policy. This includes collaboration on our approach to tall buildings (high-rise) with six other fire and rescue services, the NFSP, the NFCC high-rise working group, HIOWLRF and others. Further work to embed NOG is taking place in 2023/24.



### HMICFRS inspection

HMICFRS published its [inspection report of Hampshire and Isle of Wight Fire and Rescue Service in January 2023](#). This included 23 areas for improvement, the majority of which the Service has begun responding to or will do in 2023/24. More details on our [response and the next steps were outlined to the Standards & Governance Committee in March 2023](#).

In March 2023, the HMICFRS also published a Spotlight Review into Values and Culture in the Fire and Rescue Sector. As noted in [our Year 4 Safety Plan improvements](#) the Service is undertaking a range of assurance and engagement activity related to our culture.

03

## Looking Ahead

This section identifies activities for the 2023/24 year which we will focus on delivering.

These activities are informed by our performance during the preceding year and seek to celebrate the positive work while summarising what we will do to improve areas of weakness.



## Delivering our Safety Plan - Our Year 4 (2023/24) Safety Plan improvements

The Year 4 Safety Plan improvements were approved by the Fire Authority in February 2023. 2023/24 will be a significant year for the Service where we advance the next iteration of our Community Risk Management Plan (CRMP), setting the foundation for the longer term, 2025-2030, and begin responding, where required, to the HMICFRS inspection report. We will also be advancing various other improvements to our efficiency, effectiveness and how we support our people.

There are 10 improvements within the fourth year of the Safety Plan. These activities are outlined in full on the following page, but common themes include a focus on ensuring the Service is a healthy and inclusive place to work, that it is fit for the future and responsive to external developments, and that we are continuing to focus on and improve our efficiency and effectiveness.

In terms of the rationale for why these activities are required and how this links to our performance: the on-call availability for 2022/23 (59%) and its impact on our overall critical response times owing to other stations travelling to another station ground to respond, make the need to improve support to our on-call staff clear - focusing on, for example, recruitment, retention and how to better access day-time cover.

This activity, alongside work with SCAS, will also help to increase co-responder availability and the number of co-responder calls we attend.

We will continue to invest in and support our people through, for example, further wellbeing resources and time; reviewing our PDR application to see how we can support increased

completion rates; actioning learning from our workload focus groups; and the Service's health and safety function, including a specific focus on contaminants. This range of activity should help to reduce our sickness levels, which has continued to grow.

Furthermore, given the current financial climate of high inflation and uncertainty around funding settlements, we will continue to focus on our finances, with a commitment to generate 3% efficiencies across the Service in 2023/24.

We will further invest in our estate to ensure it is as functional, inclusive, secure, and sustainable as possible - and that it continues to support partnership-working and income generation. We will also maintain our commitment to reducing our carbon footprint, building upon the good progress to date.

There is also various work that commenced in 2022/23, and is explored in the first part of this report, which will be completed in 2023/24.

Finally, there is also a wider range of activity that we are undertaking within our Directorates to respond to the areas for improvement identified by HMICFRS.



## Delivering our Safety Plan -

### Full list of Year 4 (2023/24) Safety Plan improvements

01

Enhance technology, processes, ways of working, and other areas to further improve support to our on-call staff.

02

Complete Phase 1 of the Community Risk Management Plan (identifying risks in our communities) and start Phase 2 (how we might mitigate those risks) to complete in Spring 2024.

03

Continue to align to the sector's current approved codes of practice: strategic and tactical National Operational Guidance.

04

Delivery of 3% efficiencies across the Service during 2023/24.

05

Review of all services provided under the Shared Services Provision, which may require software solutions, notably around HR, Procurement and Facilities Management.

06

To identify any gaps or risks by undertaking assurance activity against, and respond as necessary to, external reviews and reports including:

(A) Grenfell Phase 2;

(B) Manchester Arena Inquiry;

(C) London Fire Brigade - Independent Culture Review; and

(D) HMICFRS report.

07

Delivering the Station Investment Programme (SIP) to create healthy workplaces for our staff.

08

Continuing the Retrospective Design Principles works to improve healthy and inclusive facilities at existing fire station locations.

09

Improving the Service's health and safety function, including a specific focus on contaminants.

10

Deliver the second year of Carbon Improvement Works to help mitigate our impact on the environment.

