

Appendix A



Annual Assurance Statement 2017/18

April 2017 to March 2018

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Introduction

We are required by the Fire and Rescue National Framework to provide an Annual Statement of Assurance to enable communities, Government, local authorities and other partners to make a valid assessment of our Fire and Rescue Authority's performance for the financial year 2017/18.

Hampshire Overview

Covering 3,770 square kilometres (1,455 square miles), Hampshire is the largest county in the South East of England and home to a population of more than 1.85 million people. Hampshire is one of the oldest counties in England with history that can be traced back more than 1,000 years. The geography of the county is mixed with both large urban areas, such as Southampton, Portsmouth, and Winchester, and an abundance of countryside.

Rural Hampshire covers 83% of the county with urban areas accounting for the remaining 17%. Not only is Hampshire home to cities and towns, coastal areas and rural landscape it is also home to two airports, two major motorways, two major ports and two national parks.

We are here to make life safer for everyone in Hampshire. We work hard to educate people to take the right action to reduce the risk of fires and other emergencies happening. But if they do occur then we ensure we have the best equipment and skilled people available to respond accordingly.

Over the last decade we have successfully driven down the number of fires to half the level of 10 years ago. Despite this we continue to look for more ways to improve the safety of people in Hampshire. This is about more than just fire. We are also passionate about collaborating and working ever more closely with our partners in Policing, Ambulance Service, Health and Local Authorities to further enhance the safety of the county.

We believe in continual improvement and look to develop what we do for our communities as well as ensure that we provide value for money. To achieve this improvement, we encourage feedback from our communities, staff, partner organisations, and other professionals.

We gather information from members of the public after incidents and undertake a range of audits and assessments, both internally and by external bodies. All of these are used to assist us to understand our strengths and weaknesses and inform our strategic assessment and Service Plan.

This constant process of planning, delivering and reviewing, helps us learn about what went well and how we can improve to make Hampshire a safer place to live, work and travel.

Governance

The Hampshire Fire and Rescue Authority (the Authority) is a combined authority made up of 10 elected members who collaborate and take collective decisions across council boundaries in delivery of the Fire Service Act 2004. The Authority delegates responsibility for a wide range of decisions relating to operational delivery to the Chief Fire Officer (or other officers). Hampshire Fire and Rescue Service (the Service) is the name given to the operational fire and rescue service led by the Chief Fire Officer. The Service staff and officers are employed by the Authority to deliver the day to day operational functions.

To support this, we have a Scheme of Delegation, Contract Standing Orders and Financial Regulations combined into the Authority's Constitution. The Constitution sets out in a single place and in clear language, how the Authority works with the Service and how it makes decisions.

For more details on our Constitution, please see:

<https://www.hantsfire.gov.uk/about-us/who-we-are/hampshire-fire-and-rescue-authority/constitution/>

To support our Constitution, it is essential for us to have an appropriate and robust governance framework. The framework operates with clear reporting lines and streamlines decision making. It also enables us to monitor the achievement of our priorities and to consider whether they have led to the delivery of appropriate, cost effective and efficient services.

As part of the framework we have several boards where decisions are made and performance managed. At the highest level we have the Hampshire Fire and Rescue Authority meeting. This is a public meeting where all high-level decisions are discussed and made by the Authority. The Fire Authority also has the Standards and Governance Committee.

The details of our framework are presented in our Annual Governance Statement, which is an essential part of our financial Statement of Accounts. For more details of our Governance Statement, please see: <https://www.hantsfire.gov.uk/how-were-performing/our-performance/budget-accounts-and-regulations/statement-of-accounts/>

Risk & Strategy

Our purpose is 'to make life safer in Hampshire'. To deliver this we have a Service Plan that covers the period 2015 – 2020. The Service Plan outlines our strategic goals and is underpinned by several detailed plans that ensure we meet our obligations to reduce risk through the delivery of cost effective services. Our progress against our strategic goals is open to public scrutiny through the Authority.

1 Service Plan

Our Service Plan clearly lays out our vision to make life safer for everyone in Hampshire. We look to create safer communities through the strengthening of our Service. This is set out into 9 overarching priorities:

Safer

- Building Resilience
- Creating Safer Communities
- Responding to Incidents

Stronger

- Assets & Money
- Communications & Engagement
- Knowledge
- Our People & Leadership
- Technology
- Working with Partners

For more details please see: <http://www.hantsfire.gov.uk/about-us/plan/>

Under each priority there are several key deliverables that have been identified through an assessment of our strengths, weaknesses, opportunities and threats (SWOT). These are regularly reviewed and annually reported to the Executive Group and the Hampshire Fire and Rescue Authority.

For more details on our progress against the key deliverables of the Service Plan, please see:



2018 - 07 Service
Priorities Deliverables

2 Integrated Risk Management Plan

Our Integrated Risk Management Plan (IRMP) sets out our goals to deliver the Safer priorities of the Service Plan and how we can best match our resources to the risks that face our communities. This involves:

- Identifying existing and potential risks to the communities within Hampshire
- Identifying opportunities for improvements and determine policies and standards for prevention and intervention
- Providing the resource requirements needed to meet these policies and standards
- Evaluating the effectiveness of current preventative and response arrangements

To produce the IRMP for the future, we have reviewed every aspect of our Service including how we respond to incidents, how we can create safer communities and how we can help build community resilience. This extensive piece of work was called the Risk Review project.

This began in February 2014, the Service set out to review all the risks in Hampshire, including population demographics, businesses and crime levels. By September 2014 we had scenarios for change, which were then put to a cross-section of our staff for feedback. After gathering this data, we took this forward into the creation of our initial draft proposals. We looked to members of the Service, and their representative bodies, to give individual feedback and a view to the help shape the proposals going forward to the next phase. In 2015, we again put our proposals back to our staff so that they could understand how the process was developing. It allowed staff a further opportunity to have their say on the vision for the future of their local fire station.

The proposals were then reviewed by the Executive Group and by the Hampshire and Fire Rescue Authority. Following the review, we entered a 12-week consultation period, beginning in September 2015, which gathered input and opinions from all our key stakeholder groups from across the county. The consultation closed on 4 December 2015 and the proposals were then amended and approved by Hampshire Fire and Rescue Authority on the 24 February 2016.

In March 2016, the Safer Hampshire consultation was awarded a certificate of best practice from The Consultation Institute

(<https://www.hantsfire.gov.uk/EasySiteWeb/GatewayLink.aspx?allId=12485>)

To view our IRMP please see:

<https://www.hantsfire.gov.uk/EasySiteWeb/GatewayLink.aspx?allId=13820>

Following the outcomes of the Risk Review public consultation, we set up a programme to deliver the improvements called the Service Delivery Redesign. This set out a number work packages required to deliver the proposals. These are managed by an Integrated Delivery Board and regular updates are reported to the Executive Group and the Hampshire Fire and Rescue Authority.

For more details on our progress against the Service Delivery Redesign programme, please see:



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Delivery Redesign.doc

3 People Strategy

Our people have always understood the value of our Service and as our journey towards a safer and more secure Hampshire continues, it is vital that our people understand the expectations of standards and behaviour and feel motivated and equipped to perform at their best.

The role of the firefighter and indeed of the Service has dramatically changed over the years, we are no longer a one dimensional 'one size fits all' Service. Our staff teams will unanimously agree that the rate of change has particularly sped up in the last couple of years.

Therefore, our People Strategy describes what is required of our employees and aims to meet the changing needs and expectations of society and future opportunities for Hampshire Fire and Rescue Service.

We are focused on delivering an effective and efficient Fire Service that adds value to all communities and public services. To do this we are adapting our skills to incorporate medical response, extending our prevention work into health and working more collaboratively with other Services.

The People Strategy supports delivery of the Service Plan and is made up of the following areas:

- Workforce Organisation, Roles, Numbers and Cost
- Culture and Leadership
- Inclusion
- Performance
- Knowledge, Skills and Behaviours
- Wellbeing

4 Finance

The Authority has an excellent track record in financial management in response to a sustained period of austerity that has had a major impact on the public sector.

Medium Term Planning on a scenario basis has enabled us to put savings plans in place that have not only successfully balanced the budgets over a period of 6 years, but have also provided surplus resources to fund the cost of transformation and improvements in support of the Service Plan deliverables. It also includes funding arrangements for the maintenance of our vehicles, equipment and estates.

Our Medium Term Financial Plan is regularly updated and reported to the Executive Group and the Hampshire Fire and Rescue Authority. Progress reports monitor the outcomes of any income generation or cost saving improvements and are used to make appropriate adjustments to future budgets.

For more details on our budget for 2018/19, please see:

<https://www.hantsfire.gov.uk/how-were-performing/our-performance/budget-accounts-and-regulations/>

In addition to this, it is important that public money is used well and appropriately managed. We do this by using proper accounting practice within our own set of Financial Regulations. This means that when we plan our budget or require additional funds, there are protocols to give appropriate scrutiny on how public money is to be used and to ensure there is clear justification to do so. This includes policies and procedures in place for the prevention of fraud and corruption and a Register of Interest and a Register of Gifts and Hospitality. These robust systems are used for identifying and evaluating all significant financial and operational risks to the Authority on an integrated basis.

For more details please see: <http://www.hantsfire.gov.uk/how-we-are-performing/our-performance/budget-accounts-and-regulations/financial-regulations/>

Operations

Whilst our improvement activity is aimed at making life safer, it does so by adjusting the way we deliver our front-line services. Therefore, to ensure successful outcomes for our communities it is extremely important that we deliver the highest quality services.

Prevent & Protect

Our operational aim is to prevent incidents from occurring and protect people from harm should an incident occur.

In the workplace, this is the responsibility of the business owners, however, to support businesses we have a well-developed Risk based inspection programme. Our Risk based inspection programme is aimed at delivering key messages to potentially high-risk business premises. We do this by:

- Telling businesses what they need to do to comply with fire safety law
- Helping businesses carry out a fire risk assessment
- Helping businesses identify the general fire precautions they need to have in place
- Challenging all or parts of a fire risk assessment where concerns are identified
- Taking further action if all the risks aren't considered

In 2017/18, we visited 272 high rise premises in response to the Grenfell Tower fire, where many people lost their lives in June 2017. This was to support property owners in assessing the safety of these sites. We also carried out 457 fire safety audits of business premise owners fire risk assessments and control measures to ensure compliance with the Fire Safety Order 2005.

In addition to this, we provide business fire safety advice using the Primary Authority Scheme. This gives businesses the right to form a statutory partnership with a single local authority. This enables us to deliver robust and reliable advice for a business to standardise fire safety across their sites, through our assured advice and recommendations.

To view more information on keeping safe at work please see:

<https://www.hantsfire.gov.uk/keeping-safe/atwork/>

To help mitigate the risk of fire in homes and the subsequent harm these can cause, our Firefighters, designated Community Safety Officers, volunteers and partner agencies carry out 'Safe & Well' visits to our targeted risk groups. Recognising that our most vulnerable risk groups align with that of our partners in health, we have tailored our traditional Home Fire Safety Check to include an intervention on slips, trips and falls as well other potential hazards that may affect our community's wellbeing. Our Safe & Well visits are primarily delivered to individuals who have been referred to us by our partners in Health, however, we also use historic incident data, demographic profiling tools and externally provided data sets to identify those who may benefit from an intervention.

In 2017/18 we delivered 5,163 Safe & Well visits of which 3,358 were delivered to potentially high-risk individuals. Our Safe & Well Falls Risk Assessment, uses National Institute of Health and Care Excellence (NICE) guidelines, go direct to General Practitioners and establishes eligibility for our 'Safety through Education Exercise and Resilience (STEER)' course, by identifying vulnerable people and preventing harm.

Another tool in which we provide home safety advice is through our 'Safe & Sound' survey. This online tool takes individuals through a series of questions to assess potential risks and provide useful information. If an individual is assessed to be at high risk, then a Safe & Well visit may be required.

To view more information on keeping safe at home please see:

<https://www.hantsfire.gov.uk/keeping-safe/loveyourhome/>

We also deliver a range of interventions through our Children and Young People Teams:

- Fire Education within schools
- Princes Trust programme
- Range of children and young people initiatives (including fire cadets)

These initiatives seek to deliver fire safety information but also help build confidence and support wider social issues facing young people today. In 2017/18 we delivered 1,221 initiatives to children and young people.

We also provide interactive safety messages through our fun and educational website:

<https://www.hantsfire.gov.uk/kidzone-and-schools/>

Our Arson Task Force take a lead on investigations post incident, to determine the cause of fires. To help secure convictions we have a full time Police Officer working within our team. This enables us to share timely information and effectively support the investigation through to its conclusion. We also have highly trained dogs who are a vital part of the investigation team and play a pivotal role in securing convictions. To prevent fire setters from reoffending we deliver a Fire Setters programme to educate offenders of the potential dangers and damage that can be caused by reckless behaviour.

Respond

We work hard to keep our communities safe through education and safety measures. However, we accept incidents may still occur and in the event of a call to an emergency, we have effective strategies in place to respond to numerous different types of incidents. We operate from several locations including 51 strategically positioned fire stations.

Our fire stations are purpose built and located in cities, towns, and villages and are close to residential, commercial and industrial areas. Our frontline resources and fire appliance are spread across these stations according to the local risk factors. The county's fire stations consist of:

- 5 fire stations staffed 24 hours a day, seven days a week, by immediate response firefighters
- 38 fire stations with around the clock cover provided by on-call firefighters who live or work within four minutes of the station and respond at the time of an incident
- 8 fire stations with 24-hour coverage, including both immediate and on-call firefighters

As well as our frontline fire appliances, we also have several specialist capabilities which assist us in dealing with a variety of different incidents. Our specialist capability teams provide us with an enhanced range of equipment, skills and knowledge for dealing with a wide range of unusual and complex incidents. They can respond to emergency incidents within our county and, as part of a national mutual assistance arrangement, anywhere in the United Kingdom. Specialist capabilities in Hampshire include:

- Urban Search and Rescue Unit
- Water Rescue Units
- Animal Rescue Units
- Arson Task Force Unit
- Wildfire Units
- Environmental Units
- Marine Response Team
- Hazardous Materials and Detection, Identification and Monitoring Unit
- Water Carriers
- High Volume Pump
- Aerial Ladder Platforms

In 2017/18 we attended 3,891 fires, 9,606 non-fire emergency incidents (such as road traffic collisions) and 6,802 false alarms.

Resilience

Emergency services are facing an increased variety of demanding situations. Major incidents caused by natural disasters, industrial accidents and the threat of terror attacks are challenges that we need to prepare for at a national level. These incidents could potentially have an impact on our daily lives. For this reason, there is a need for high levels of preparedness by the emergency services and our communities, including improved ability to operate effectively together. We hold many assets and deliver a response capability to national incidents that may arise in support of this initiative.

For more information, please see: <http://www.hantsfire.gov.uk/about-us/what-we-do/civil-resilience/>

To support our local communities, we are members of the Local Resilience Forum for Hampshire and the Isle of Wight. The Hampshire and Isle of Wight Local Resilience Forum comprises of local Emergency Service Responders (Police, Fire, Ambulance), Local Authorities, as well as associated businesses, organisations and voluntary sector representatives. Through the Local Resilience Forum, these organisations work together to prepare for, respond to, and recover from emergencies. For the last 5 years we have been the Community Resilience leads. This role includes:

- Strategic co-ordination of all Community Resilience activity in the Local Resilience Forum
- Maintaining an overview of Community Resilience activity and expected outcomes
- Coordinating activities and identifying Community Resilience opportunities
- Ensuring key messages are produced by risk owners and integrated into Community Resilience interactions with individuals and communities
- Ensuring engagement with communities is risk focused so the Forum is prioritising geographical areas or vulnerable communities by potential impact on them

By the end of 2017/18 we had 81 Community Emergency Action Plans in place and we continue to work with other communities on new plan production. These plans help communities prepare for and recover from potential incidents that could occur in their areas.

For more information on our Local Resilience Forum, please see: www.hampshireprepared.co.uk

As well as supporting our communities prepare for wide spread incidents, we must also ensure we have the necessary arrangements in place to maintain our service delivery. Our Service Resilience Team provide the Contingency Planning and Business Continuity for the Service. This programme of work is achieved through engagement with all internal departments and with our partners in the Local Resilience Forum to:

- Identify and assess risk within Hampshire and the Isle of Wight
- Identify mitigation to the risks in Hampshire and the Isle of Wight (including Community Resilience)
- Produce individual department, service wide and Multi Agency response plans
- Undertake a programme of training and exercising at Operational, Tactical and Strategic levels

This work enables the Service to meet its mission critical activities and still respond to the communities of Hampshire during periods of disruption and high demand.

Collaboration

We work closely, on a day to day basis, with our blue light colleagues from other fire & rescue, police and ambulance services. A formal executive board for blue light collaboration between Hampshire Constabulary, South Central Ambulance Service and HFRS coordinates 20 initiatives to deliver greater partnership working (i.e. the coordinated response to high risk missing persons). We also have excellent relationships with our colleagues in Hampshire County Council, Southampton City Council, Portsmouth City Council and other local authorities and agencies across Hampshire. We believe that through collaboration we can maximise the benefits of our collective offering to the public and therefore, Working with Partners is a key Service Plan priority for us.

Hampshire borders with Wiltshire, Dorset, Berkshire, Surrey and West Sussex. As incidents arise, we assist other fire and rescue services working across the border and neighbouring fire and rescue services will also assist us. There are standard agreements in place to either support the neighbouring fire and rescue service resolve an incident, or to attend the incident on the other fire and rescue service's behalf.

Furthermore, we have come together with three other fire and rescue services to form an innovative partnership that revolutionises the way the best resource for an incident is identified and despatched. Devon and Somerset, Dorset, and Wiltshire Fire and Rescue Services joined Hampshire to form the Networked Fire Services Partnership, which means all the services use the same technology in their Control centres. This allows us to be able to take 999 calls and mobilise appliances for each other, offering greater resilience and saving millions of pounds across the partnership. The integrated system allows the services to work together even more effectively, providing greater protection to the public and enhancing firefighter safety.

In addition to this, we deliver a co-responding scheme which launched in 2004 in partnership with South Central Ambulance Service. Co-responders, are firefighters with training in basic life support including resuscitation and defibrillation, who attend life critical incidents such as cardiac arrest, anaphylactic shock, strokes and asthma attacks. Supporting our ambulance colleagues in this way helps to provide an immediate response to incidents across the county and relieves the pressure on ambulances. In 2017/18 we attended 5,917 medical co-responder calls. We are the first fire service to hold clinical governance framework for our health-related work, which includes immediate emergency care, emergency medical response and falls response.

Our senior officers also lead the Isle of Wight Fire and Rescue Service (IWFRS) as their Chief Officers, in a unique partnership arrangement, the first of its kind in the country. We continue to work closely with IWFRS to find new ways of delivering services together more efficiently and support them in dealing with large and complex incidents. One of these ways includes handling 999 calls and mobilising IWFRS appliances through our Control centre.

We also seek to capitalise on our proven ability to reduce deaths and injuries in fires, by applying the same educational and experiential strengths to the road safety agenda as part of a partnership approach. We are proud to be part of the Hampshire Road Safety Partnership, made up of:

- Hampshire County Council
- Portsmouth City Council
- Southampton City Council
- Hampshire Constabulary
- Hampshire Fire and Rescue Service
- Highways England

For more details please see:

<https://www.hantsfire.gov.uk/keeping-safe/ontheroad/>

We share many of our premises across these partners but most significantly we share our headquarters with Hampshire Constabulary. By co-locating in this way, we hope to seek further opportunities for closer working and look to make efficiencies where possible. We also share many of our remote stations with Police and Ambulance colleagues. Making use of our estates in this way helps all partners involved, reduce premise related costs.

Hampshire Fire and Rescue Service's Human Resources, Finance and Procurement functions are delivered by Hampshire Shared Services. Shared Services also delivers services for Hampshire County Council and Hampshire Constabulary through an agreed partnership. The partnership continues to seek new members and grow its capability to increase resilience and deliver high quality services by combining expertise across a broad number of public sectors.

Performance & Assurance

Successful performance management relies on effective monitoring that drives informed decision making. Therefore, we ensure performance is appropriately reported and improvement actions are driven through transparent scrutiny. This starts at a local level with individual performance management supported by a personal development review process. Personal objectives are set against team plans which in turn support the Service Plan priorities.

Performance

Our Strategic performance is reported to the Executive Group and to the Hampshire Fire and Rescue Authority twice a year. This report shows our progress against our key performance indicators which we call our core measures. Our core measures are made up of the Service-wide impacts, our response standard to critical incidents and our staff well-being. These measures help us focus our change activity across all our Service Plan priority areas. By 'Strengthening' the organisation we aim to deliver 'Safer' outcomes and the core measures are the impacts of those activities.

For more information on our performance reporting, please see:

<https://www.hantsfire.gov.uk/how-were-performing/our-performance/performance-standards/>



2018-06
Performance Report

Operational Assurance

Our operational activities are supported by clearly defined policies and procedures. An Operational Assurance team work hard to capture lessons of our effectiveness and look to make improvements where possible. They do this using several key assurance mechanisms that test the performance of our operational staff but also test the effectiveness of Service policies and procedures.

One of the assurance mechanisms is Operational Assurance assessments. This is where a Group Manager will visit a Station and run an operational exercise with the crew to assess their performance and address any areas of concern. We also have Station Commander Peer Reviews, where Station Commanders will visit other stations to assess their inventories, vehicles and their personal protective equipment. This is to ensure standards are being met and procedures being followed appropriately. These mechanisms also provide crews with an opportunity to feedback any improvements that could be made to policies and procedures. All this information is then assessed by the Operational Assurance Team and improvements made where required.

To provide assurance at incidents we use Tactical Advisors, who attend critical incidents to support our crews. The role of the Tactical Advisor is to monitor the decisions being made by the Incident Commander and aid if required. We have a post incident debrief process, which also includes any significant events that could impact on our service delivery. Feedback is gathered from all those involved, and the Operational Assurance Team will analyse any trends. This information is then presented back to the individuals involved to highlight any areas of performance and to discuss potential solutions. This leads to improvement actions at a policy level as well as the identification of possible risks that may occur again should similar incidents occur in the future.

Our Operational Assurance Team also support multi-agency exercises as part of our contingency planning and business continuity. By assessing the effectiveness of these exercises, we can identify ways of working more effectively with our partners and make the necessary plans to ensure that should a major incident occur, we are able to deal with them accordingly.

We also contribute our learning to the National Operational Learning Group. This Group provide National Operational Guidance to support a common approach across fire and rescue services. We provide our technical expertise to help shape this guidance, which is regularly reviewed and widely adopted. For more details on the National Operational Learning Group, please see: <https://www.ukfrs.com/>

People Performance

We strive for excellence through delivering outstanding training and support people to achieve their full potential. Developing a skilled workforce begins with recruitment, training and development programmes, leading into our Maintenance of Competence Scheme. We ensure our staff competencies are regularly assessed and core competencies such as safe working at heights, the use of breathing apparatus and applying incident command are assured at an appropriate competent level.

To ensure all our operational staff are fit to carry out their duties we undertake two fitness assessments every year. This includes an output test and either a multi stage fitness test / bleep test or a Chester treadmill test.

We also monitor staff sickness through regular reporting and national benchmarking at our Resource Management Group. This Group considers all aspects of resource management and staff wellbeing to ensure teams are appropriately supported and to maximise our availability. This includes developing new and innovative ways of recruiting and maintaining on-call staff. In 2017/18 we launched a new campaign called 'Need More?' which is focused around people wanting more from their life. Our local campaign has proved such a strong concept that we are now managing its national roll out by the Home Office.

We believe having an inclusive, engaged workforce means better outcomes for our communities. We run annual conferences, staff cultural surveys and focus groups to understand and discuss the issues facing our teams. The results of these help to shape our People Strategy and provide our leaders with crucial insight into how we can better support and equip our teams.

Financial Performance

Ensuring that funding is appropriately accounted for is vital for all public sector organisations. Our financial performance is reported to the Executive Group and the Hampshire Fire and Rescue Authority every year:



2018 07 12 Outturn
Report.docx

Budget management during 2017/18 has allowed an underspend to be achieved at year end which will help to fund the Service priorities and enable the key changes required to make budget reductions at the same time as service improvements. Each year our financial

accounts are audited by an external body. Once approved by the external auditor our Statement of Accounts is published and contains more detail regarding our expenditure. For more details of our Statement of Accounts, please see: <https://www.hantsfire.gov.uk/how-were-performing/our-performance/budget-accounts-and-regulations/statement-of-accounts/>

Audit

Hampshire Fire and Rescue Authority is responsible for establishing and maintaining appropriate risk management processes, control systems, accounting records and governance arrangements. Internal audit plays a vital role in advising Hampshire Fire and Rescue Authority that these arrangements are in place and operating effectively. Our internal audits are carried out by the Southern Internal Audit Partnership who also assist us in the development of future audit plans.

Details of our internal audits are reported to the Authority through our Standards and Governance Committee. This includes the progress of management actions resulting from observations of improvements required.

For more details please see paper submitted to the Standards and Governance Committee: <https://democracy.hants.gov.uk/mgCommitteeDetails.aspx?ID=178>

Inspection

In July 2017, Her Majesty's Inspectorate of Constabulary's (HMIC) remit was extended to include inspections of fire and rescue services in England. It is now called Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and they have been tasked with providing an inspection programme to begin in the financial year 2018/19. To help us prepare for this inspection we employed a Group Manager to operate as our Service Liaison Officer and provided additional support from various teams across the Service.

Through regular conversations with HMICFRS, Hampshire Constabulary and attendance at events, we began putting together our own assessment of our performance against potential versions of the inspection framework and developed an internal gap analysis. The inspection programme has been divided into three tranches. Hampshire has been selected for Tranche 1 commencing in July 2018.

External Review

We undertake routine reviews and inspections to understand our effectiveness and efficiency in delivering our services across Hampshire and learn how we can improve further. After completing our Operational Assessment, our Local Government Association (LGA) Peer Review took place between 24th and 27th November 2015. This consisted of a range of on-site activities including interviews, focus groups and fire station visits. The peer team met with a broad cross-section of officers, staff, front-line firefighters, partners and elected members. The peer team undertook background reading provided to them in advance, including the HFRS Self-Assessment. The evidence and feedback gathered was assimilated into broad themes and was delivered to HFRS on the final day of the challenge.

For more information, please see: <https://www.hantsfire.gov.uk/how-were-performing/our-performance/peer-review/>

During the period we also prepared for the first inspection by Her Majesty's Inspectorate of Constabulary Fire and Rescue (HMICFRS) which followed a similar methodology to that

described above in the Peer Review process. The Service was assessed in its effectiveness and efficiency in several predetermined areas. The report will be published in December 2018.

Transparency

The Local Government Transparency Code 2014 is designed to ensure greater transparency of local authority data. In compliance with this code, we publish the following public data:

- Expenditure exceeding £500
- Procurement card transactions
- Procurement information:
 - Contracts register
 - Tenders
 - Local Authority Land
 - Grants to voluntary, community and social enterprise organisations
- Organisation chart
- Trade Union facility time
- Senior salaries
- Constitution
- Pay multiple

We ensure that the publication of any data complies with the Data Protection Act 1998 and future General Data Protection Regulations due to come into effect May 2018.

For more details please see: <http://www.hantsfire.gov.uk/how-we-are-performing/open-data/>

We also facilitate the request for any additional information through a well-managed Freedom of Information request process. For more details on how to make a request for information please see:

<https://www.hantsfire.gov.uk/about-us/contact-us/freedom-of-information-application/>

Feedback

We also encourage feedback from our communities to help us improve our performance. Any issues raised are assigned an investigating officer who carries out a comprehensive investigation to determine the cause and recommend any remedial actions. Learning from this feedback is exceptionally important to us and annual reports are discussed at our Executive Group meeting.

For more details regarding feedback, please see: <https://www.hantsfire.gov.uk/about-us/contact-us/get-in-touch/>

Summary

We have embarked on significant change over the recent years. The latest example is the Risk Review project which mapped our resources to both risk and demand, encouraged challenge by staff and public through consultation which informs our Service Delivery Redesign (SDR) programme. This will deliver considerable changes to how we respond to incidents, create flexible crewing models, introduce new equipment and procedures. These developments will enhance our SAVE (Scan, Attack, Ventilate and Enter/Extinguish) approach to firefighting, to deliver more effective and safer firefighting options.

On-call recruitment and retention remain a challenge for us and we have met this by our On-call recruitment campaign: "Need More?". This is focussed around people wanting more from their life. Our local campaign has proved such a strong concept that we are now managing its national use by the Home Office.

For us an inclusive service goes beyond protective characteristics and means we value all our people's differences. A culture of valuing difference means that a person's difference is their value. By exploring individual journeys, we have greater understanding of our organisational diversity, so we can develop a workplace of choice. Culturally we have seen excellent staff engagement and involvement within the co-designing of shift systems, new appliances and with the improvements we are now making to our shared services.

Acknowledging the need for organisational simplification, reducing complexities and accepting one of the themes within the 2016 cultural survey, around trust and dialogue with senior leadership, a new operating model; Plan, Do, Review and Enable, is being established. Reducing organisational silos will see clear decision making at the correct levels, higher individual accountability and greater clarity for our frontline teams.

With our new strategy we will now undertake a strategic assessment of risk and revise our IRMP, to ensure it is current, effective and supportive of our continuous development to making Hampshire safer.