



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Appendix B – Service Plan Performance

April 2016 to March 2017

**Hampshire Fire and Rescue Authority
25 July 2017**

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Building community resilience

Area Manager Resilience



Improving how our communities are able to prepare for, deal with and recover from incidents.

Service Improvements

We have completed our first year of the Working on Tuesday (WoT) programme with our Hampshire & Isle of Wight (HIOW) Local Resilience Forum (LRF) colleagues. These programmes are designed to reach out to communities to engage them on resilience issues.

In March 2017, community resilience was added to our Module A courses as part of our new firefighter training. In addition to this, community resilience has been embedded in to the Maintenance of Competency framework with the creation of relevant Maintenance of Skills and workplace assessments.

We have also incorporated community resilience and household emergency plans as part of community safety education in the Safe and Well visits. These visits are targeted to the most vulnerable people in society and designed to ensure their wellbeing across a wide range of potential health issues.

We also produced a self-test template to enable those communities with a community emergency action plan to test their plan. The pilot was tested with Grayshott Parish Council in March 2017 and will be rolled out to other communities.

Creating safer communities

Area Manager Community Safety



Reducing risk by creating pioneering partnerships that target the most vulnerable people and places.

Service Improvements

In April 2016, we launched a revised Home Fire Safety visit package called Safe & Well visits. Using referrals from partner agencies, we are now targeting our most vulnerable people to not just prevent them from harm caused by fire but from a range of potential hazards.

To support victims of fires post incident we developed new protocols in December 2016. We continue to develop these to ensure their effectiveness to mitigate further risk of fire and the sustained economic impact of the incident.

We continue to ensure safety event planning is proportionate and effective and information for operational response is tested and shared appropriately. Furthermore, we support the delivery of commercial opportunities using the investigative skills of staff.

We completed a trial for a falls response service in February 2017, attending triaged calls to non-injury mechanical falls to assist individuals who have difficulties with mobility and have fallen over. This is usually done by the Ambulance Service and where an injury is believed to have occurred, an ambulance will still be sent rather than our fire crews. However, where there is believed to be no injury to the individual we will attend to assist and ensure they are well. This needs further development and we will continue engaging with South Central Ambulance Service and crews to exploit opportunities in this area. This includes the provision of an intervention to prevent further falls from occurring.

Responding to incidents

Area Manager Response



Improving the way we respond to and support incidents.

Service Improvements

In September 2016, we rolled-out body worn video cameras to our Flexible Duty System officers. This is to capture key decision making at incidents to feed back into our debrief process. Lessons can then be incorporated to improve procedures, and best practice shared to help develop our teams across the Service.

Furthermore, we introduced a Response Steering Group in December 2016. This Group was set up to oversee our response capability to ensure we are responding effectively.

Flexible Duty System (FDS) officers are now mobilised in provided vehicles as of December 2016. Using a new telematics system our FDS officers as well as other specialist teams can be tracked to ensure a more effective response to incidents around the county by sending the nearest available resource.

In February 2017, we completed a review of our current response capability to terrorist threats. This involved a revised strategy to ensure we maintain operational cover whilst meeting our statutory obligations.

Assets & money

Head of Physical Assets



Improving the return on our physical assets and using the medium term financial plan to ensure we effectively prioritise our resources.

Service Improvements

We continue to develop our estates. Since September 2016 we have shared Alton and Ringwood Fire Stations with Hampshire Constabulary. Further work continues to progress on phase 2 of our Headquarters transformation to build on the already very successful implementation of phase 1.

In December 2016, we implemented phase 1 of our Provided Vehicles project. This involved the provision of vehicles for Flexible Duty System officers. Phase 2 continues to look at the provision of pool vehicles and departmental vehicles to improve our road safety but also drive down travel costs.

In March 2017, we produced a Strategic Property & Estates Plan and a Strategic Vehicle & Equipment Plan. These are core components of the overarching Strategic Asset Management Plan which will also include a plan to make best use of our people and skills that make a positive return on investment.

Communications & engagement

Head of Communications, Inclusion & Administration



Developing targeted communications and engagement opportunities with key stakeholders to improve our services.

Service Improvements

We worked with operational staff to produce detailed guidance documents to assist with day to day admin queries/tasks. These have now been made available on our internal portal as an A-Z help page, ensuring our crews are kept up to date with any changes made.

In September 2017, we introduced a planned public affairs engagement programme. We are now regularly updating all regional MPs and other key partners and stakeholders through the External Communications team. The Chief Fire Officer continues to engage regularly face to face with MPs and other key stakeholders.

We have also re-directed all telephone calls made to wholetime stations to our central Service Administration Hub, not only to reduce the burden on our station personnel, but also to act as a single point of call for the public. This was introduced in October 2016.

Knowledge

Head of Knowledge Management



Optimising our use of corporate and individual knowledge & our information assets.

Service Improvements

In February 2017, a new Service Policy Framework was agreed by Service Management Team. Work is now underway to review our current Service Orders to enable staff much greater flexibility within a more clearly defined set of boundaries. Using the new tools available to us from the ICT Transformation project we will build a more user friendly interface to enable our staff to access the information they need to make the best decisions across all our operations.

In March 2017, we delivered a suite of predictive and proactive analysis tools. Ongoing work using predictive tools such as Simul8 continues to support initiatives. This tool enables us to take hypothetical scenarios and crewing models run against our historical data to test our effectiveness. Furthermore, our analysts and information technicians continue to develop trend analyses (linked to Performance Reporting), supporting group managers to assist in the prioritisation of their localised Group and Station Plans.

We have upgraded our availability system and now have a user group to help us make further improvements for our staff who use it.

People & leadership

Head of Human Resources



We have the right people in our organisation (employees, members and volunteers) who understand what is expected of them (goals, standards and behaviours) and who feel motivated and equipped to achieve high performance.

Service Improvements

In August 2016, we launched a Firefly development programme in conjunction with Hampshire Constabulary, Hampshire County Council through our Shared Services partnership. This programme was set up to take cohorts through a service improvement challenge, providing them with new skills, tools and support from peers and mentors. The programme has now been completed by three cohorts with further cohorts to be arranged. In addition to this we launched a Supporting Through Change and New Managers programme in July 2016.

In November 2016, we held a People Workshop in Basingstoke where many of our staff attended from various locations across the county. This workshop captured discussions which were used to develop action plans. Attendees were also encouraged to take back their own actions to implement improvements at their local workplace.

In March 2017, we completed a Middle Management Review to change the establishment in support of the Service Delivery Redesign programme. The new positions were set up to fit the new seven Group structure and address the number of temporary contracts.

Technology

Head of Information Communication Technology



Improving the technologies we deploy to support the business, (increasing quality and agility and reducing cost), and establishing technology as a driver for innovation and improvement.

Service Improvements

In September 2016, we carried out a station-end equipment review, refresh and replacement project called the Operational Technologies project. This led to the replacement of fire ground radios used by our crews.

We also reconfigured and simplified our Wi-Fi across the county in October 2016. This improved connectivity and enabled greater control through our infrastructure. Then in November 2016 we upgraded our wide area network and launched a new Internet Protocol (IP) scheme in December 2016. This infrastructure work was required to support the Estate Transformation Project.

Furthermore, in December 2016, we undertook a review of our hosted applications. The review looked to change the way systems are hosted in preparation for ICT Transformation. Many of our applications are now hosted in the cloud and managed by third party suppliers where possible.

Working with partners

Head of Knowledge Management



Putting Partnerships at the heart of all our work.

Service Improvements

We continue to develop our partnership work. Our Networked Fire Strategic partnership with Devon and Somerset, and Dorset and Wiltshire fire services provides us with greater resilience, 'borderless' mobilising and ensures that the closest asset can be used to attend an incident.

We are delivering against the plan set out in our strategic partnership with the Isle of Wight Council. We now provide the Isle of Wight Fire Service 999 call handling and mobilisation services.

As mentioned in page 6 we are working to share a number of our sites with Hampshire Constabulary and are now progressing with phase 2 of the Headquarters transformation.

We are working with the Police and Ambulance Service on Blue Light Collaboration which builds on the partnership work we have been doing for some years. This strategy looks to build greater relationships with partner agencies to enable joint working in support of shared operational objectives.

Further work is underway to develop a Partnership policy and supporting guidance to help our teams in key decision making when considering joint working arrangements. This will support staff in ensuring appropriate governance is put in place before an agreement is made.