



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Noted

Date: **05 JUNE 2019**

Title: **ANNUAL PERFORMANCE APRIL 2018 – MARCH 2019**

Report of Chief Fire Officer

EXECUTIVE SUMMARY

1. The Annual Performance Report focuses on the Service mission 'to make life safer', our response standard to critical incidents, financial performance and our staff well-being focussing on core measures for operational and organisational performance (**Appendix A**).
2. In addition, annual performance against the Service Plan is recorded and commented on in **Appendix B**. A review of the Service Plan focusses on performance towards strategic goals, typically carried out by change and improvement activities.

BACKGROUND

3. The Hampshire Fire and Rescue Service (HFRS) vision for performance underpins our purpose of making life safer. The vision is that all people connected to the Service are personally committed to making the organisation better and improve outcomes for communities that HFRS serves through their daily work.
4. Performance findings from across the HFRS that relate to each of the Safer and Stronger Priorities contained within the Service Plan are then reported to Executive Group before submission to the Fire Authority.

PERFORMANCE APPROACH

5. The HFRS approach to performance is focussed on identifying what difference HFRS makes to creating safer communities in Hampshire, identified as benefits. The performance framework is therefore underpinned by a model¹ where benefits are measured. This translates into understanding the impact of Service activities on our communities and how successful HFRS is at achieving its purpose of making life safer.
6. The Performance Report in Appendix A provides members with a summary of the number and type of incidents that we attend. These are called our 'Core Measures'.

7. Additional measures may be included where there is a performance issue worthy of further scrutiny by EG and the Fire Authority. These measures will focus on important Service Improvements being delivered or in response to an emerging issue that has been identified. These are called our 'Optional Measures'. The report captures our commentary and actions where exceptions are identified.
8. HFRS benchmarks against Service standards, past performance and the Family Group 4 (Membership was decided by grouping 'similar' fire services based upon factors such as population, deprivation, risk profiles and incident volumes).

HIGHLIGHTS- CORE MEASURES

9. **HFRS continues to demonstrate a good performance in the efficiency and effectiveness of protection of the public against fire and other risks.** This was observed during the July 2018 HMICFRS inspection and performance over the remainder of the year is consistent with this finding. Core measures over the remainder of the year positively impacted on this or were within an agreed tolerance.
10. This is borne out in the situations where members of the public are most at risk, serious fires and road traffic collision. Whilst the reduction in fatalities and casualties in both is positive over the year, our effort will remain working extremely closely with all partner organisations using successful and new prevention and protection strategies to drive these figures down further. Fire and road fatalities are complex with a myriad of contributory factors; however, all our departments continue to work tirelessly to reduce these figures further.
11. The downward trend of incidents over recent years was marked with a small increase over this year in the number of incidents. This is primarily attributable to the sustained hot dry weather during summer 2018 which resulted in HFRS contending with a marked increase in grass and refuse fires and was experienced by many other several FRS across the UK.
12. Whilst availability of retained (on-call) personnel and appliances has decreased in comparison to last year, we are confident that the investment in the RDS Support Officers, the sustained intake in new recruits (over 130 during this period) and the reduced timescale of an individual being trained and on-station from recruitment will positively impact this figure over the longer term.
13. The achievement of the 8/80 critical response standard is linked to the availability of retained / on-call appliances and personnel and increased use of urban (often whole time) stations responding to incidents in rural areas. However, our analysis has demonstrated that whilst against our

own standard this figure has decreased since last year, our performance when benchmarked against other similar services mounting responses into rural areas, remains good and well above average.

14. Our average sickness figures per shift did increase marginally in comparison to last year. However, fluctuations over the year which had periods of being well under the national average and noticeable differences between teams (fire control and support staff improving significantly) allow us to pinpoint variations and with targeted interventions led by line management and organisationally reduce this figure further.

HIGHLIGHTS – SERVICE PLAN

15. Delivery against the Service Plan 2015 – 2020 has been consistent and steady. The Service Plan is reviewed regularly against the evolving needs of our communities in Hampshire and the changing risks. It is used as our overarching document that enables us to achieve our core purpose of making Hampshire an even safer place to live, work and travel. The Service Plan is made up of nine Priorities.
11. **Building Resilience** - To continuously improve how our organisation and communities are more resilient in an ever-changing world and that we prepare for, deal with and recover from significant events, we have reviewed all response plans for known risks across Hampshire to ensure interoperability with other emergency responders and the Local Resilience Forum.
12. **Creating safer communities** - To identify and mitigate risks to people and property within Hampshire, we have developed a series of programmes with children and young people to make them safer and healthier; we have also implemented a 'Falls Response' service with South Central Ambulance Service, where crews deal with the emergency and initiate a range of interventions to safeguard vulnerable people, and we have embedded a suite of 'Fire as a Health Asset' products within Clinical Commissioning Groups and are now a key partner within the Health and Wellbeing Boards across Hampshire.
13. **Responding to incidents** - To improve the way we respond to and support incidents, we have developed, equipped and trialled:
 - (a) a new specification of First Response and Intermediate Response vehicles which include medical and community safety capabilities;
 - (b) the latest firefighting equipment and techniques to keep our firefighters safe.

We have also developed and piloted a range of new crewing systems on our fire stations to ensure we work in the most effective and efficient way; we have worked with blue light partners to create further efficiencies in delivering our emergency response capability, and we have implemented

the proposals of Service Delivery Redesign to make improvements to the safety of firefighters and our communities and met our financial savings target.

14. **Assets and Money** - To optimise the utilisation of our physical assets and use medium term financial planning to ensure we effectively prioritise our resources, we have trained and engaged all relevant staff across the organisation to ensure they understand effective financial management; we have worked collaboratively with commercial partners to maximise the benefits to the Authority in the delivery of training courses on a commercial basis, and we have developed and presented a funding plan that can deliver our future Estates requirements.
15. **Communications and Engagement** - To develop targeted communications and engagement opportunities with our key stakeholders to improve our services, we have provided intelligence-led, audience-relevant, digital and face-to-face communications to enable two-way interaction between staff, partners, key stakeholders and communities; we have improved our profile at civic events and gained the support of key civic posts to help promote, support and advocate our aims and objectives in the delivery of services to our communities; we have been recognised nationally as one of the leading fire and rescue services through award schemes, using national bodies such as the National Fire Chief's Council, and ensure our work is reflected in professional and national media, and we have developed a measurable approach to Inclusion which sees difference as a strength, supported by a variety of innovations, to attract a higher proportion of minority groups to work for us.
16. **Knowledge** - To put trusted knowledge at the heart of decision making, we have prepared the Service for the new General Data Protection Regulation (GDPR) to ensure we comply with this legal requirement; we prepared for the new HMICFRS Inspection regime so that the best possible outcome and learning could be achieved; we delivered a Knowledge Management Strategy aligned to and supported by the IT strategy that promotes efficiency, helps manage risk, enhances resilience and provides a corporate memory framework, and we have delivered a Data Quality plan to ensure the data we use provides us with better insight into our community risks to inform the development of our risk reduction activities.
17. **People and Leadership** - For our teams to feel liberated, empowered and safe to be the very best that they can be and feel equipped and motivated to support and drive innovation and improvement towards making Hampshire safer, we have delivered and established a refreshed Appointments and Promotions policy and associated guidance; we have reviewed the current pay and reward schemes and developed a future vision to inform a new strategy, and we have worked with the Inclusion Team to increase our employment of women and Black, Asian and

Minority Ethnic (BAME) groups through developing and resourcing a strategy that promotes the use of positive action.

18. **Technology** - To drive innovation and improvement across the whole Service through the deployment and effective use of technologies, we have established a Digital Technology Board as the central hub through which the Service can focus its aim to use up to date technologies that drive and support change; we have identified and then either minimised or removed technological barriers that inhibit the organisation in delivering its objectives, and we have delivered the technologies through the ICT Transformation Programme that provide a better platform to enable staff to respond with agility and pace to changing business needs.
19. **Partnerships** - To put partnerships at the heart of all our work, we have delivered a business case for the review of governance options for Hampshire and Isle of Wight and are now awaiting Home Office approval.

RESOURCE IMPLICATIONS

20. Each Strategic Lead is accountable for their respective deliverables within the Service Plan. Any costs associated with these deliverables are borne within current resource plans for each area or requests for funding are made through the appropriate channels in line with the Service's Standing Orders and Financial Regulations.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

21. There are no adverse environmental impacts that have been identified.

LEGAL IMPLICATIONS

22. There are no legal implications of the contents of this report.

EQUALITY IMPACT ASSESSMENT

23. The proposals in this report are considered compatible with the provisions of equality and human rights legislation.

RISK ANALYSIS

24. Failure to regularly report on, and scrutinise, our performance could result in no action being taken to address areas of poor performance which may affect the outcomes for our communities. The information may, in some cases, indicate increasing (or reducing) risks for the Authority. Consideration of this progress report is therefore an important process within the Authority's risk management strategy. It ensures that Members are aware of any problems associated with achieving the improvements set by the Authority, and the priority given to eliminating or mitigating any implied or specific risks.

EVALUATION

25. Evaluation is an integral part of establishing whether our improvement activities are having a positive impact for our communities. The Performance and Assurance Board maintains a schedule of evaluations that, once complete, are used to inform the contents of this report.

CONCLUSION

26. Overall, our performance continues to show that we are delivering positive outcomes for the communities of Hampshire. However, we believe that further improvements can be made and seek to make Hampshire even safer. The new Integrated Risk Management Planning (IRMP) process has now begun as we draw to the end of the current Service Plan (2015-2020) in preparation for the new Service Plan (2020-2025). The new plan, which will be launched in April 2020, will set a new direction for which Service improvements will be identified.

RECOMMENDATION

27. That the Hampshire Fire and Rescue Authority notes the performance for 2018 - 2019 detailed in this report.

APPENDICES ATTACHED

28. Appendix A - Annual Performance Report
29. Appendix B – Service Plan Mid-Term Progress Report

BACKGROUND PAPERS

30. Hampshire Fire and Rescue Service Plan 2015-2020

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