



HAMPSHIRE
**FIRE AND
RESCUE**
AUTHORITY

Appendix A

Service Plan Performance

April 2015 to September 2017
Hampshire Fire and Rescue Authority
04 October 2017



Building community resilience

Point of contact: Area Manager Resilience

Our aim:

We will enhance our communities' ability to prepare for, deal with and recover from incidents.

Service improvements:

As leaders of the Community Resilience work stream for the Hampshire and Isle of Wight (HIOW) Local Resilience Forum (LRF) we have introduced more than 100 Community Emergency Action Plans for local councils. These plans are stored and shared on a secure online platform, called Resilience Direct, which allows all partners to share critical risk information and enable a joined-up approach to managing live incidents.

We have produced a self-test template to enable those communities with a Community Emergency Action Plan to test it. The pilot was tested with Grayshott Parish Council in March 2017 and will be rolled out to other communities.

Another key milestone is the delivery of a Duke of Cornwall Awards scheme, where the Service has worked with Scouts and volunteers to teach young people about community resilience.

We completed our first year of the Working on Tuesday (WoT) programme with our LRF colleagues. Through WoT we have trained alongside all our LRF colleagues in a variety of scenarios to ensure that our ability to plan for, respond to and recover from incidents is the best it can be.

During and after the tragic events that took place nationally in 2017 (terrorist related incidents and Grenfell Tower fire) the LRF has implemented its pre-planned arrangements. Each time multi-agency working have been activated, specific learning has been identified to help improve our Resilience function within the Service.

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.



Creating safer communities

Point of contact: Area Manager Community Safety

Our aim:

To reduce risk across Hampshire by creating pioneering partnerships that target the most vulnerable people and places.

Service improvements:

We launched a revised home fire safety visit package called Safe & Well. Using referrals from partner agencies, we are now more effective in targeting the most vulnerable people to not just prevent them from harm caused by fire but from a range of other potential hazards. This includes a Falls Risk Assessment at every visit which is then sent to our partners in health for interventions to be put in place where appropriate.

To support victims of fires, we implemented a new package to ensure that after every incident our crews are equipped to deliver immediate community safety advice and intervention to reassure and reduce any risk to those affected. We continue to develop this to ensure their effectiveness to mitigate further risk of fire and the sustained economic impact of the incident.

Through our Fire as a Health Asset work, we have delivered a significant number of life intervention and prevention courses to specific groups within our communities. These are supporting them to lead healthier lives and to improve their wellbeing in the longer term. Examples of this are:

- A Better Me courses aimed at teenagers
- Safety Through Education Exercise and Resilience (STEER) with the aim to and reduce the chances of falls and reduce social isolation affecting older people in the community
- Falls Champions Course delivering education to those who will come in contact with older people to highlight the risks associated with falls
- Quit & Get Fit a smoking cessation course
- The use of Making Every Contact Count (MECC) across Hampshire Fire and Rescue Service

We implemented a falls response service, 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.

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 will continue to be developed in conjunction with South Central Ambulance Service to exploit opportunities for further public benefit in this area. This includes the provision of an intervention to prevent further falls from occurring.

We work alongside health and local authority partners on the Hampshire Health and Wellbeing Board, leading the work on social isolation and loneliness in older people.

We launched an online self-service safety intervention called Safe & Sound. This guides members of the public through a series of safety questions to provide relevant advice and offer further fire and rescue service intervention where appropriate. More than 2,500 people have completed their own Safe & Sound check.

We continue to ensure safety event planning is proportionate and effective.

We have established a partnership with Portsmouth University, including associate lecturer status and offering work placements to give students hands on experience during real fire investigations.

In July 2017, training was delivered to all Flexible Duty Officers (FDS) for the effective gathering and presentation of evidence for legal investigations.



Responding to incidents

Point of contact: Area Manager Response Delivery
Area Manager Response Learning and Development

Our aim:

We will continue to improve the way we respond to and support incidents.

Service improvements:

New firefighting tactics have been embedded into both practical and theory training. Every operational firefighter (Ff) and Crew or Watch Manager (CM and WM) is required to attend a live fire refresher course every two years. This training is being continuously reviewed to ensure currency and best practice. The Scan, Attack, Ventilate, Enter and Extinguish (SAVE) approach is taught to ensure that Level 1 Commanders carry out a full reconnaissance of the premises, utilising the thermal imaging camera. Best practice for making an external attack on the fire is taught. The positive pressure ventilation (PPV) fan is then introduced and the breathing apparatus (BA) team will then enter to search, rescue and extinguish the fire. Work continues to be done to fully incorporate ultra high pressure lance (UHPL) as a practical element into this course and this will be achieved by April 2018.

Operational staff (Ff to WM) are also required to attend a fire science course once every two years. This course provides an opportunity for more in depth discussion and has given us the opportunity to ensure that the use of SAVE, UHPL and compressed air foam system (CAFS) as firefighting tactics are fully explored.

It has also provided a more in-depth knowledge of rapid fire phenomena enabling our teams to pick the most appropriate tactics and equipment in any given situation. Institute of Fire Engineering examinations and practical assessments are also now required for progression from firefighter to supervisory manager and this links in with improving fire science understanding and knowledge

The Academy has now fully developed the use of live fire training at Prince Phillip Barracks with changes being made to the classrooms and facilities to further improve the experience for our staff. Great feedback is being received from the staff visiting the venue and the new trainees used the venue for three days of practical scenarios. Investment is being sought from the Fire Authority for the training facilities to be further improved, which will make the site more attractive to partners who may wish to use the facilities and increase its sustainability.

The use of Prince Phillip Barracks has significantly increased this year with nearly the majority of all groups visiting the venue. To increase the accessibility to all groups, the Academy is working hard to establish suitable venues for the delivery of live fire training across Hampshire in conjunction with the county council and contacts within the construction and development industry. The Academy is also working to help other services to utilise the facilities and in doing so provide the opportunity to help share the costs of providing the site for fire related training. A number of partners have made use of the site including London Fire Brigade, Royal Berkshire Fire and Rescue Service, and West Sussex Fire and Rescue Service.

A trial of First Response Capabilities (FRC) vehicle to include a medical and community safety capability has been completed. Two proof of concept FRC vehicles were purchased and piloted at six stations across the county. We also completed a trial of a new specification of Intermediate Capabilities (IC) vehicles to include a medical and community safety capability. Five proof of concept IC vehicles were purchased and piloted at five stations. The outcome of the trials will help shape the final specifications for these vehicles.

Body worn video cameras have been rolled out to our Flexible Duty System (FDS) officers. This is to capture key decision making and dynamic risk assessments at incidents which feeds 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. This continues to be reviewed to ensure its effectiveness.

We have reviewed our guidance policy in response to terrorist threats against the National Operational Guidance and the competency framework. A gap analysis has been carried out and is being actioned.

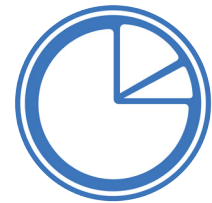
New digital fire ground Ultra High Frequency (UHF) handheld radios have been introduced.

Isle of Wight Fire & Rescue Service are now

mobilised by our Fire Control and supported by the Network Fire Service Partnership. This was one of the work streams identified under the Delivering Differently in Partnership project, which has delivered aligned operational policies and mobilising arrangements.

FDS officers are now mobilised in provided vehicles. Using a new telematics system the

location of vehicles used by our FDS officers, as well as other specialist teams and our appliances (Red Fleet), can be monitored to ensure a more effective response to incidents around the county by sending the nearest available resource. In addition to this, all FDS officers are now trained to use defibrillators and these life-saving devices are therefore now carried in all provided vehicles.



Assets and money

Point of contact: Head of Physical Assets

Our aim:

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

Service improvements:

The Strategic Property and Estates Plan 2016-20 was approved and set the direction for the management of our properties over the period. We have continued to develop our estate in accordance with that plan. Since the summer of 2016 we have shared an additional four stations with Hampshire Constabulary (Hightown, Southsea, Hardley and Ringwood), along with bringing Southern Health on to our station at Rushmoor.

Following the success of the joint fire and police headquarters, the development of the site continues with the Phase 2 project which will see further collaboration with partners and also enable a number of key income generation opportunities by making better use of this significant site. The Property and Facilities team continue to develop and seek new partnerships to drive best use of our estate.

Technical Services (Fleet Management, Maintenance, Stores and Logistics) continue to deliver fleet maintenance with Royal Berkshire Fire and Rescue Service with the scope of

that partnership expanded to cover fleet management in 2017. Technical Services also expanded the scope of partnership operations to include the delivery of support to Isle of Wight Fire Service in July 2017. Opportunities for further partnership development continue to be explored.

We concluded the implementation of our Provided Vehicles project. This involved the provision of vehicles for FDS officers. We continue to optimise the use of our vehicles to reduce our operational road risk and drive down travel costs. A Strategic Vehicle and Equipment Plan is on track for delivery by March 2018.

We continue to deliver against our Medium Term Financial Plan, matching our budget to the reduced revenue grant funding. This is supported by a well-funded capital programme that enables the delivery of our Strategic Property and Estates plan and our Strategic Vehicle and Equipment Plan.



Communications and engagement

Point of contact: Head of Communications, Inclusion & Administration

Our aim:

We will develop targeted communications and engagement opportunities with key stakeholders to improve our services.

Service improvements:

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.

Residents can now sign up for email alerts through a simple sign-up process on our external website. The service allows subscribers to choose the subjects they would like to receive alerts about (incidents, news, campaigns, jobs etc.) and allows us to capture data about subscribers, which greatly enhances our ability to communicate with our communities in a targeted way.

Our Inclusion and Diversity (I&D) Team have vastly broadened our engagement with our communities and provided interactive spaces for our staff teams to come together, share and network in I&D areas that they identify with. This has been achieved through our I&D plan which has improved our interaction at a broader range of community events such as Southampton and Eastleigh Mela, and Southampton and Brighton Pride.

We have also created several internal networks:

- Fire Inspire – Women's network
- Fire Out – LGBT network
- Fire Able – Disability network
- Fire Reach – Religion, Ethnicity and Cultural Heritage network

These groups promote and raise awareness of inclusion and diversity issues and give a collective voice on issues to enable better engagement. They also enable staff to share experiences and provide mutual support and provide a sense of community.

We have 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.

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.



Knowledge

Point of contact: Head of Knowledge Management

Our aim:

We will optimise our use of knowledge to plan and deliver better services for the public.

Service improvements:

As part of the Risk Review, significant work was undertaken to assess the risks facing our communities. Using information from various sources, we were able to build a comprehensive risk map. This was also combined with demand-led information from our Incident Recording System to add weight to the scale and impact of certain incident types on our resources. Proposals were carried forward in to the Service Delivery Redesign project based on known risk based scenarios and potential crewing models run against our historical data. The project continues to work with station crews to develop crewing models in line with new capabilities and equipment. We continue to use predictive tools to support the development of this work as well as other local initiatives.

To identify the appropriate demographics for our Safe & Well visits, we use several data sources. Information is gathered from referrals, Experian demographic profiling (Mosaic), NHS

patient data (Exeter) and our own Community Fire Risk Management Information System (CFRMIS).

A new service policy framework was agreed by the 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.

We continue to develop interfaces between existing systems to enable more efficient and effective use of information. This is supported by a performance and assurance project that looks to provide a tool for capturing data from a range of systems to enable improved performance management.



People and leadership

Point of contact: Head of Human Resources

Our aim:

Our people will understand expectations on goals, standards and behaviours, and feel motivated and equipped to perform highly.

Service improvements:

We launched the Firefly development programme in conjunction with Hampshire Constabulary and 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.

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.

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.

A new team Performance and Development Review approach was introduced to support a high performance culture across the Service. By changing the focus from individual objectives to team objectives we aim to engage our staff with strategic objectives of the organisation, whilst also enabling them to develop within their own careers.



Technology

Point of contact: Head of Information Communication Technology

Our aim:

To improve the technology we deploy to increase quality, agility and reduce cost across our business, establishing it as a driver for innovation and improvement.

Service improvements:

We reconfigured and simplified our wifi across the county to address immediate limitations with the service. This was a step towards a complete refresh of our wifi service scheduled for 2017/18. We then upgraded our wide area network and implemented a new internet protocol (IP) scheme in December 2016. This infrastructure work was required to support the Estate Transformation Project and meet the growing needs of the Service.

We completed a wide-reaching review of requirements for ICT in support developing business needs. The review assessed our needs against our existing ICT provision and led to our ICT Transformation programme to provide more of our services from the cloud. A number of work streams were initiated to create a more flexible, agile ICT infrastructure that would drive innovation within the Service and save money.

The core part of our ICT transformation took place in May 2017, when we transferred the majority of our services to the cloud and moved to a new infrastructure to support mobile and desktop based services. This included:

- Cloud based email and office suite
- Document management system
- New computer desktop solution
- Managed print service

Further work is underway to complete the remaining work streams including a new desktop telephony and unified communications system. We will also continue to assess ICT equipment at fire stations and replace the mobile presentation units.



Working with partners

Point of contact: Head of Knowledge Management

Our aim:

We will place partnerships at the heart of all our work.

Service improvements:

Our Network Fire Strategic Partnership (NFSP) 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 & Rescue Service with 999 call handling and mobilisation services.

We share a number of our sites with Hampshire Constabulary and are now progressing with Phase 2 of the Headquarters transformation. We also share our accommodation with other partners including Health and the Maritime and Coastguard Agency (MCA).

We are working with the police and ambulance service on further 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 and a Director of Blue Light Collaboration has been appointed to lead this work.

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 taking the right steps and ensuring appropriate governance is put in place before an agreement is made.