

Hampshire Fire and Rescue Authority

Performance Review and Scrutiny Committee

Item 7

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Methodology to develop corporate objectives

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1 Summary

1.1 During 2008 two draft corporate objectives were developed for consultation as part of the Service's Plan for 2009-2012. These objectives were:

- Develop a community resilience strategy (self help)
- Review the delivery of Services in the area covered by Bishops Waltham, Botley, Droxford and Wickham Fire Stations

1.2 In order to inform the development of these objectives, rather than a 'top down' approach, it was agreed to work with staff at the stations and the local communities, to seek their views and ideas regarding these two areas and their future development. The outcomes from this approach resulted in the development of 4 new corporate objectives and 12 other suggestions for improvements and efficiencies.

1.3 This report highlights the effectiveness of this methodology and makes a recommendation regarding the future use of this approach (where appropriate), in developing future improvements and corporate objectives.

2 Recommendation

2.1 That the Committee note and endorse, the effectiveness of this methodology to support service improvement and the development of future corporate objectives.

3 Introduction and Background

3.1 In considering how best to improve the delivery of services in the area of the four stations, (detailed in paragraph 1.1), it was anticipated that staff, and members of the local communities, would have views and ideas regarding this. Rather than the Service Management Team develop draft objectives for consultation, it was agreed to facilitate and support staff and local communities to submit their ideas and thoughts to inform this process, to develop draft objectives.

- 3.2 It was evident at an early stage in this process, that Retained staff based at the four stations were suspicious of the proposal to review the delivery of service, and viewed it as a precursor to the Authority reducing the level of service provision or closing their stations. This was quickly addressed by inviting representatives from each station to a meeting to explain the Service's rationale and how it would support and facilitate a considered and informed response from each station.
- 3.3 Beyond the initial meeting, it was agreed that the Service would support additional hours for each station to meet and discuss this work, outside of their planned drill night. In addition, on completion of this work, the stations agreed to meet again with project managers, to present their findings.
- 3.4 The Service implemented a project/programme approach to this work with project managers and project teams allocated to each objective. The progress and work of each project team was overseen by a programme board chaired by DCO Curry. This approach was effective in ensuring a coordinated and considered response with outcomes, (supported by a communications strategy), by the agreed project timelines.

4 Contribution to Corporate Aims and Objectives

- 4.1 The outcomes from this consultation culminated in the submission of sixteen suggestions for the improvement of service across Prevention, Protection, and Response for consideration by the Service Management Team. The origin of some of the objectives within the current Service plan for 2010 to 2013, can be attributed to this approach:-

- *We will have community facilities at our stations*
- *We will respond to small fires more effectively in rural areas*
- *We will respond to road-traffic accidents in rural areas more effectively*
- *We will respond differently to automatic fire alarms in non-domestic properties.*

Despite a delay in the publication of national guidance, this approach also informed the development of the Service's Community Resilience (self help) strategy. This strategy is being gradually introduced and developed further within the Service and will be reported on in due course.

- 4.2 The remaining 12 suggestions for improvements are being considered and developed by the respective departments within the Service.

- Use of Flexible Duty officers as first responders.
- Create a skills register of Retained Duty System (RDS) staff.
- Flexible work locations to incorporate retained stations and provide additional cover.
- Provision of a local killed/injured board outside fire stations.
- Provide an index folder at RDS stations to answer general questions.
- All Grey Book staff to maintain operational competencies so they can

respond to incidents if required.

- Use RDS stations (in partnership with other agencies) as hubs within local communities .
- Relocate RDS fire appliances during the day where the majority of RDS staff work.
- Identify response gaps and provide enhanced Prevention and Protection activities in these areas.
- RDS stations to have a regular article in parish publications and news letters.
- Improved use of intelligence to predict higher risk areas for Road Traffic Collisions.
- Develop a more efficient recruitment process for RDS applicants.

5 Consultation

5.1 Consultation took place during this process with:

- Staff at the 4 stations
- Fire Brigades Union
- Retained Fire Fighters Union
- Local Community leaders, Parish Councillors
- Local Communities
- Community Resilience Project Team
- Hampshire and Isle of Wight Local Resilience Forum

6 People Impact Assessment

6.1 The proposals within this report are considered compatible with the provisions of the European Convention on Human Rights, the Human Rights Act 1998, and the Race Relations (Amendment) Act 2000.

7 Conclusion

7.1 The involvement of staff and local communities in developing and influencing the Authority's objectives, was ultimately a positive process both in terms of the proposals submitted, and regarding staff engagement between the stations and the Service Management Team. Ultimately this resulted in greater 'buy in', understanding and support, for the Authority's corporate objectives and their implementation.

Background Information (Section 100D of Local Government Act 1972)

The following documents disclose the facts or matters on which this report, or an important part of it, is based and has been relied upon to a material extent in the preparation of the report:

None

Note: The list excludes: (1) published works; and (2) documents that disclose exempt or confidential information defined in the Act.

