

**Hampshire Fire and Rescue Authority**

**14 June 2013**

**Item 10**

**Five year performance report**

**Report by the Chief Officer**

Contact: Chris Williams, Deputy Performance Review Manager tel: 02380 626850

**1 Summary**

- 1.1 This report describes our performance across a number of activity and performance indicators over the past five years, and an overview of how and why we collect and monitor the information.
- 1.2 The indicators reported in Appendix A are some of those identified by the Service Management Team as key to monitoring the achievement of our priorities and aims.

**2 Recommendation**

The Authority is recommended to:

- 2.1 Endorse the report and the measures in place to meet our targets and improve performance.

**3 Performance management**

- 3.1 Due to the size of Hampshire and the vast range of risks our communities may face, we take an intelligence driven approach to providing our Services. Our risk intelligence team use data stored in various sources, information from partners and other tools to help identify and plan strategies to mitigate these risks.
- 3.2 Performance management involves collecting information and continually monitoring the performance of the Service, allowing us to verify the quality of our intelligence led approach. Using this combined approach allow us to manage our resources and shape our plans so that we can make life safer and the Service stronger. It means being clear about our priorities and aims, and how progress against these will be measured.
- 3.3 Historically there was a set of mandatory 'Best Value Performance Indicators' which were set by the government. We were required to measure these indicators and report back to government regularly. These were then replaced by a suite of 'National Indicators'. In April 2010, as a result of the 'Smarter Government' White Paper, the Department for Communities and Local Government (CLG) removed the 'fire

indicators' from the National Indicator set. There is now no mandatory requirement for their collection. The emphasis for Fire and Rescue Services now is on self improvement, being responsible for their own performance, having regard to their local risks and being accountable to local people.

3.4 We collect, measure and monitor a set of activity and performance indicators that help us to manage our performance. These indicators are set at strategic and departmental levels and managed accordingly.

3.5 The indicators are recorded in various ways. Some of the indicators detail a total for the amount of calls we have received of a certain incident type; others will compare incident totals to a metric such as – total population or number of dwellings in Hampshire. The reason we do this is to enable us to benchmark our performance with other Fire Services around the country.

3.6 We use a system called IRS (Incident Recording System), a nationally used database, which records a vast amount of data for the incidents we attend. It is the data from this system which is used to calculate the majority of our indicators which are operationally focused. An online report is completed on the fire station within 14 days after an incident. There is a system in place to assure the quality of the data and that the report is submitted within the timeframe.

Data from other systems is used to measure and manage indicators such as training, retained availability, sickness, health and safety etc.

3.7 Timeliness of performance information is important. Incident data is available the day after an IRS form has been submitted.

3.8 We have a corporate performance management system called Scorecard. Staff and managers have access to this system so they can view, scrutinise, and manage their performance locally. Group Managers have their own information set out to meet their requirement and to help them monitor their plans.

#### **4 How do we set targets?**

4.1 Targets are set that will help achieve continuous improvement. This means they:

- at least maintain previous performance and, in most cases, are set at a level which represents an improvement in performance,
- support the priorities and aims in our Service Plan,
- address risks and focus on improving poor performance

4.2 The principle we generally use to set a target is to apply a percentage reduction from a baseline. The baseline is calculated using a standard methodology. We take the past five years data, remove the years with the best and worst performance, and then taken the mean of the remaining three years. We calculate the percentage reductions

by looking at past trends and our plans to make improvements. The current targets we have at a strategic level run until March 2015.

## **5 Reviewing performance against targets**

- 5.1 The Performance Review team monitor performance on an on-going basis. Team members meet with individual managers and Service Management Team on a regular basis to discuss performance.
- 5.2 The performance and activity indicators which of strategic importance, our 'flight deck', are reviewed by Service Management Team four times per year. They are also an input into our Strategic Assessment which is the starting point of our planning process.
- 5.3 The Performance Review and Scrutiny Committee of the Authority review the 'flight deck' indicators four times a year. They are provided with the data in charts and up to date commentary on performance.

## **6 Benchmarking our performance**

- 6.1 We routinely benchmark our performance against other fire and rescue services. We are part of a network of 18 similar services through the Family Group 4 performance group (a group originally set up by the Audit Commission to help Best Value reviews). This networking allows for more than just comparison of performance data. It includes sharing of best practice and innovation.
- 6.2 Internally, benchmarking is used to compare performance in one group or fire station with another. This is not perfect because the risks and other factors will vary from one geographical area to another but it does help to look for best practice.

## **7 Performance highlights**

- 7.1 Over the past 10 years Fire Service's have seen a 48% reduction in the number of fires attended. In Hampshire for the same period this has reduced by 52%.
- 7.2 The total number of fires we attended for the financial year 201213 was 34% less than the previous year. We believe the wet weather we experienced during the spring was a large factor in the most recent reduction; this is because we saw the largest decrease in secondary fires (typically involving grass or rubbish) which are more common in the warmer months. The longer term downward trend is attributed to the community safety initiatives undertaken by the services and its partners.
- 7.3 This reduction in fires has been reflected by other Services in the country and we continue to monitor this through our Family Group network.

## **8 Consultation**

- 8.1 The Performance Review team meet with individual managers and Service management Team on a regular basis to discuss performance.

## **9 Resource Implications**

- 9.1 There are no additional resource implications for the Authority arising from this report.

## **10 People Impact Assessment**

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

## **11 Risk analysis**

- 11.1 The failure to set SMART (specific, measurable, attainable, realistic, timely) targets inhibits good performance management and could contribute to a lack of improvement. There is a risk that the targets set out in our priorities may not be achieved if we fail to take action to improve any under-performing areas identified through monitoring of these key indicators. It may also leave the Authority vulnerable to criticism from our stakeholders. The information may, in some cases, indicate increasing (or reducing) corporate risks for the Authority. Consideration of the progress reports is therefore an important process within the Authority's corporate risk management strategy. It ensures that Members are aware of any problems (including any resource implications) associated with achieving the targets set by the Authority, and the priority given to eliminating or mitigating any implied or specific risks.
- 11.2 Members have an important role on setting priorities for the Service and the associated targets. In addition to this the Authority is involved in reviewing the performance against the targets at a strategic level, which it does through the Performance Review and Scrutiny Committee, and for scrutinising the work of the Service.

## **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.

## **Appendix A – Five year performance report**