

MAKING LIFE SAFER

Priority: Creating Safer Communities

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

Owner: ACO Community Safety



End State

What is the vision of success in delivering this aim?

Hampshire Fire and Rescue Service is recognised nationally and internationally for its innovative use of capabilities and we are seen as a partner of choice in risk reduction. We take an intelligence led approach, sharing data, being adaptive and flexible to deliver services that make people safer and we evaluate all that we do to ensure we remain focussed on outcomes.

Capabilities are targeted and adapted to meet a wide range of societal changes and demographic risks that affect daily life. We ensure people are safer at home, work, travelling and socialising.

We constantly seek opportunities to expand the FRS offer through partnerships and a commissioned approach. We utilise our skills and capabilities to seek out commercial opportunities that add value to our core purpose of creating safer communities.

Key Performance Indicator(s)

What indicator(s) will we use to monitor our progress towards achieving this aim?

- % reduction in preventable fire deaths and injuries
- % of domestic fires attended where a smoke alarm was fitted
- % of commercial fires attended where sprinklers were fitted
- Number of health interventions
- Number of KSI in RTC (targeted on most at risk)
- Reduction in risk rating
- Income generation
- Number of PAS schemes

Data Collection

How will the data be collected for these indicators, before and after the activity?

- Activity evaluation toolkits and outcomes
- IRS data
- CFRMIS data
- Risk mapping data
- National indicators
- User surveys
- Partnership analysis and evaluation
- Qualitative analysis of impact

Success Criteria

Define what improvement in the indicator will determine a successful outcome for achieving the aim?

- Creation of the 'HFRS Safety Standard'
- Community Safety incorporated into the HFRS Academy
- HFRS delivering against health and societal indicators
- Cross-sector targeted intervention capability ensuring best use of resources
- Resources targeted against risk and outcome focussed.
- All community safety activities undertaken in partnership
- HFRS recognised as a safe place to live, work and play.

MAKING LIFE SAFER

Priority: Building Community Resilience

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

Owner: ACO Community Safety



End State

What is the vision of success in delivering this aim?

Using effective risk intelligence we support communities that are most at risk to prepare, respond and recover from community incidents. We form an integral part of partnerships which include the communities themselves, that respond appropriately and innovatively to large scale or wide area incidents using the most appropriate resources and ways of working. Pre-planning and preparation is embedded across our communities and our education activities, which include community resilience, enabling communities and businesses to become less vulnerable and more resilient to incidents involving life, property and the environment. We have an established resilience team to co-ordinate all aspects of Service Resilience to ensure the organisation can continue to operate effectively during significant and challenging events.

Key Performance Indicator(s)

What indicator(s) will we use to monitor our progress towards achieving this aim?

- The percentage of plans to reflect the risks contained within the Community Risk Register (CRR)
- The number of Community Emergency Action Plans
- Resilient organisation accreditation with British Standard
- The percentage of Business Continuity Plans to enable Organisational Resilience in date

Data Collection

How will the data be collected for these indicators, before and after the activity?

- Community Risk Register (CRR)
- Hampshire & Isle of Wight (HIOW) Local Resilience Forum (LRF) Community Emergency plan database/ county Map – held on Resilience Direct
- British Standard accreditation
- Business Continuity Plan tracker

Success Criteria

Define what improvement in the indicator will determine a successful outcome for achieving the aim?

- All CRR Risks have an associated response plan
- Year on year increase in the number of Community Emergency Action Plans
- HFRS is a resilient organisation with British Standard accreditation
- Increase of Business Continuity Plans to enable Organisational Resilience in date

MAKING LIFE SAFER

Priority: Responding to Incidents

Aim: Improving the way we respond to and support incidents

Owner: ACO Response



End State

What is the vision of success in delivering this aim?

All of our resources, people, equipment, fleet, procedures are multi-skilled and multi-purpose, flexible and adaptable and 'state of the art' to maximise impact and minimise the number of people killed and injured.

We are seen by our staff, our communities and other FRS' as the leading operational service in the UK

Key Performance Indicator(s)

What indicator(s) will we use to monitor our progress towards achieving this aim?

- Number of people killed and injured in fires
- Numbers of fires confined to room of origin
- Numbers of people killed or seriously injured in road traffic collisions
- Number of firefighter injuries at operational incidents
- Medical interventions undertaken
- Number of people rescued in other 'special service' incidents
- Speed of response and weight of attack

Data Collection

How will the data be collected for these indicators, before and after the activity?

Existing data collection methods

Success Criteria

Define what improvement in the indicator will determine a successful outcome for achieving the aim?

A positive impact on all the indicators taking into account any demographical change that may have an influence. Comparison and benchmarking across the Family Group and nationally.

MAKING THE SERVICE STRONGER

Priority: Knowledge

Aim: Optimise our use of corporate and individual knowledge to plan and deliver better outcomes

Owner: Head of Knowledge Management



End State

What is the vision of success in delivering this aim?

We (employees, members, volunteers and partners) are able to call on the best possible knowledge available to make decisions, to plan operational activities and to manage and monitor performance. We are an organisation that has a deep understanding of how to make best use of our data and intelligence to better understand our communities' needs.

Everyone directly connected with HFRS contributes to the continual improvement of our corporate knowledge. We all use knowledge to support better outcomes in the community and we provide feedback on the knowledge products that we use to plan and deliver those community activities.

HFRS is recognised as leading and pioneering Knowledge Management practice nationally across the Fire Sector.

Key Performance Indicator(s)

What indicator(s) will we use to monitor our progress towards achieving this aim?

- Levels of customer¹ satisfaction and feedback (relating to knowledge supporting their outcomes and meeting their specific information/intelligence/knowledge requirements)
- Customer understanding and use of strategic risk, planning and performance frameworks and applicability
- Agreements to enable sharing of knowledge with:
 - Local partners and agencies
 - Other FRS
 - Across the Fire Sector
- Levels of data quality within knowledge management systems
- Adoption of HFRS approach to knowledge by FRS nationally

Data Collection

How will the data be collected for these indicators, before and after the activity?

- Customer surveys to demonstrate changing levels in KM performance
- Customer focus groups, specifically SMVs and Pulse Group, to engage with customers on their changing requirements
- Case studies to illustrate how knowledge has made a difference and demonstrate where it is seen to make life safer and make HFRS stronger

¹ Customer refers to anyone directly connected to HFRS that will consume and contribute to corporate knowledge either through accessing knowledge products or using knowledge management systems

- Data sharing/partnership agreements
- Data quality tool to monitor efficiency of knowledge systems and accuracy of data contained within

Success Criteria

Define what improvement in the indicator will determine a successful outcome for achieving the aim?

- % increase in customer satisfaction
- % increase in customer attendance of focus groups
- % increase in staff use of and understanding of strategic risk, planning and performance frameworks
- % increase in information sharing agreements
 - Local partners and agencies
 - Other FRS
 - Across the Fire Sector
- % increase in data quality / % decrease in data inaccuracy
- % increase in knowledge system users
- % increase in knowledge consumption

MAKING THE SERVICE STRONGER

Priority: Technology

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



Owner: Head of Information Services

End State

What is the vision of success in delivering this aim?

All who need it have access to the best possible technology. Staff feel that they are equipped with the appropriate technology that enables them to be excellent in the jobs they do.

Technology drives decision making, continuous improvement and innovation and improves our efficiency. Staff are actively engaged in the development, selection and introduction of digital services and we are all confident that our collective commitment and investment in research and development enables us to maintain a position at the leading edge of the use of technology that helps us to deliver excellent services to our communities.

Key Performance Indicator(s)

What indicator(s) will we use to monitor our progress towards achieving this aim?

- Realisation of Service benefits from the implementation of new technologies.
- % of users satisfied with their access to technology.
- % of users that are satisfied that their technology provision is valuable and supportive.
- % of users that are satisfied with the reliability of their technology.
- Recognition as leaders in the use of technology for Service advantage.
- Unit costs of technology and associated services.
- Contract/contractor performance levels.
- Whole system improvements delivered through technology.

Data Collection

How will the data be collected for these indicators, before and after the activity?

- Quarterly ICT survey results on customer satisfaction.
- Monitoring service provider performance against SLAs.
- Review/case studies of benefit realisation reports to support.
- Whole systems analysis and monitoring.

Success Criteria

Define what improvement in the indicator will determine a successful outcome for achieving the aim?

- Technology driven improvements in operational effectiveness; safer and quicker incident resolution.
- High satisfaction among staff for technology provision.
- Realisation of Service benefits.
- Technology led or enabled continuous improvement.
- Staff actively contributing to the development of digital and other systems and the introduction of technology at all levels and in all areas of the Service is embedded as a cultural norm.
- HFRS is nationally recognised as the leading Service in Fire Sector related technology.

MAKING THE SERVICE STRONGER

Priority: Our People and Leadership

Aim: 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.



The Hampshire Learning and Development Academy is a centre of excellence for skills based training and learning activities which supports our people and partners to achieve their full potential

Owner: Head of HR and Workforce Development/ACO Response

End State

What is the vision of success in delivering this aim?

- The leadership framework is embedded and owned at all levels including Members, senior management and within local teams.
- Change is used as an improvement opportunity with the full engagement of staff and through leaders who have the skills and confidence to deliver change.
- Managers and staff are resilient and high performing in the achievement of goals, attainment of professional competency and display behaviours which reflect the cultural ethos and aspirations of the service.
- The Hampshire Learning and Development Academy is a specialist training facility focused upon outstanding service delivery through people and which excels in the provision of commissioned services that contribute to the future strength and sustainability of the Service.
- HFRS is a national leader in workforce planning with an agile and flexible workforce that has the right number of people, with the right skills, in the right place and at the right time to deliver services through a range of partnerships.

Key Performance Indicator(s)

What indicator(s) will we use to monitor our progress towards achieving this aim?

- % increase in the workforce who agree that leaders at all levels build trust and respect
- % increase in the workforce who agree that leaders at all levels unlock the potential of staff
- % increase in the workforce who agree that leaders at all levels create clarity
- % increase in the workforce who agree that leaders and staff meet high professional standards
- % increase in the workforce who agree that change is well managed within the service
- % decrease in working time lost through sickness absence
- % increase in staff with up to 5 years' service with HFRS
- % increase in the number of staff and leaders who achieve high performance and display driving and inspiring behaviours

- % increase in the delivery of internal and external development activity through the Academy
- % increase in the workforce who agree that they can access high quality learning and development that enhances their performance at work
- % increase in the level of commissioned activity within the Hampshire Learning and Development Academy
- % decrease in vacancies and temporary promotions

Data Collection

How will the data be collected for these indicators, before and after the activity?

- Staff survey
- Senior Manager Visits
- Workforce data from Firewatch/SAP
- Performance management ratings
- Learning and development delivery records
- Delegate satisfaction questionnaires
- Budget and finance data

Success Criteria

Define what improvement in the indicator will determine a successful outcome for achieving the aim?

- Launch of the Hampshire Learning and Development Academy in April 2016.
- Improved learning and development offer which demonstrably improves operational effectiveness.
- Increased delivery of learning and development to partners and external organisations under commissioning arrangements.
- Leaders have the skills and knowledge to develop optimal partnership arrangements and staff have the skill to exceed expectations in new and developing partnerships.
- HFRS has a strategic workforce plan in place in 2015 which exceeds CFOA standards and which is updated annually in subsequent years.
- There is a strong relationship between HR and CFOA.
- Staff have clear access to development opportunities with transparent and effective promotion arrangements.
- Risk Review and Professional Services Redesign are successfully delivered
- The service has a recruitment plan in place in 2015 and is actively engaged in recruitment to WDS roles.
- A new performance management framework is in place which provides a framework to encourage and measure high performance across the whole organisation.
- Occupational Health and Wellbeing are high performing and staff are appropriately supported in managing their health and wellbeing.

MAKING THE SERVICE STRONGER

Priority: Assets and Money

Aim: To improve the return on our physical assets and use the medium term financial planning to ensure we effectively prioritise our resources

Owner: Head of Physical Assets



End State

What is the vision of success in delivering this aim?

- We have a medium term financial plan, which we continue to deliver.
- We have delivered on our first Strategic Asset Management Plan, and our estate meets the needs of the organisation, our partners who we support and the communities we serve.
- We continue to deliver a successful vehicle replacement programme, and all our vehicles and equipment are state of the art and meet our customer requirements.
- Our staff feel equipped to do their roles.
- HFRS is a commercially successful organisation, and holds some assets on a commercial basis.

Key Performance Indicator(s)

What indicator(s) will we use to monitor our progress towards achieving this aim?

- Balanced budgets based on predictions
- % success in additional funding
- Number of premises shared and percentage of saleable floor space generating income
- Staff feel equipped
- Staff feel satisfied with the services provided and able to be involved with ongoing developments
- Income through sharing estates and partnerships
- Income through commercial activities
- Effective services delivered to, and by, partners.

Data Collection

How will the data be collected for these indicators, before and after the activity?

Existing data collection methods

Success Criteria

Define what improvement in the indicator will determine a successful outcome for achieving the aim?

- £## income through sharing estates and partnership by 2020
- High levels of occupancy of saleable space
- High levels of customer engagement and satisfaction
- Staff in PA are actively engaged with their customers to improve the services they provide

MAKING THE SERVICE STRONGER

Priority: Communications and Engagement

Aim: Develop targeted communications and engagement opportunities with key stakeholders to improve our services



Owner: Head of Marketing and Communications

End State

What is the vision of success in delivering this aim?

Staff, partners, communities, and businesses are well informed about HFRS and absolutely engaged and included in making life safer.

We have strong relationships with key and diverse stakeholders, and they are at the heart of our pioneering partnerships.

HFRS has a great reputation in the county and nationally as the best FRS for communications, engagement, and inclusion.

Key Performance Indicator(s)

What indicator(s) will we use to monitor our progress towards achieving this aim?

Internal:

- % satisfaction with internal communications.
- Our RDS teams tell us we are communicating in ways that work for them.
- The Service Management Team says our communications and engagement is enabling them to be the very best they can be and to achieve our missions and aims
- % of people who regard HFRS as an Employer of Choice.
- Our Communications and Media staff are embedded in Service teams.
- When we ask we are told that we have trusted relationships with key communications partners through H3, Hampshire Constabulary, Hampshire Local Resilience Forum Warning and Informing group.

External:

- When we ask we are told that we are trusted by media organisations across the county.
- The Communications and Media Team always provide support to major incident command and critical media enquiries.
- We can provide examples and stories where our stakeholders have helped to design our services.
- Our targeted campaigns achieve our outcomes, and are recognised as being the best.
- We are actively engaged in Social Media dialogues with our communities at every opportunity.
- The Service web site is up to date and always available.

Data Collection

How will the data be collected for these indicators, before and after the activity?

- Surveys and research
- Conversations
- Feedback
- Evidence
- Peer Reviews
- Awards

Success Criteria

Define what improvement in the indicator will determine a successful outcome for achieving the aim?

Success will be defined as a continuing improvement in all our indicators.

MAKING THE SERVICE STRONGER

Priority: Working with Partners

Aim: Partnerships are at the heart of all our work

Owner: Head of Knowledge Management



End State

What is the vision of success in delivering this aim?

Our partners have common values and mutually shared community outcomes. HFRS uses the best of partnership working to deliver services across the county and over its borders. Working with partners characterises how we operate best and is a core value shared by all people directly connected to HFRS (employees, members, volunteers and partners).

Key Performance Indicator(s)

What indicator(s) will we use to monitor our progress towards achieving this aim?

- Appropriate governance arrangements to ensure that influence and representation from partners is captured at the right level and in the most appropriate group or place.
- Levels of customer² satisfaction and feedback (relating to Services delivered by HFRS on behalf of partners or vice versa)
- Partnership working being understood by our workforce at all levels and embedded across our planning frameworks and operational activities in order to enable effective efficiency and effectiveness from the tactical to the strategic levels.
- Inclusion of partnership working in HFRS people plan
- Controls and assurance mechanisms in place to ensure that partnership working is for the benefit of our communities' outcomes and does not expose HFRS to financial, reputational or community risk.
- An active stakeholder map that reflects that current direction and strategic priorities of the Service.
- Implementation of shared services across the Service Delivery and Professional Services Directorate to drive down costs and realise efficiencies.
- Adoption of HFRS approach to partnership working by FRS nationally
- Effective services delivered to, and by, partners.

Data Collection

How will the data be collected for these indicators, before and after the activity?

- Internal governance arrangements and/or HR reports recording altered membership of governance groups to reflect the need for representation from partners
- Customer focus groups to engage with customers on their changing requirements
- Workforce focus groups
- Official records of governance activities (minutes, approved papers)
- Assurance mapping
- An active stakeholder map that reflects that current direction and strategic priorities of the

² Customer refers to anyone directly connected to HFRS that will be affected by partnership working

Service.

- Customer surveys to demonstrate changing levels of HFRS performance
- Case studies to illustrate how knowledge has made a difference and demonstrate where it is seen to make life safer and make HFRS stronger
- Monitoring of performance against SLA's within partnership agreements

Success Criteria

Define what improvement in the indicator will determine a successful outcome for achieving the aim?

- % increase in SMT composition from non-HFRS members
- Diversity of SMT and workforce
- % increase in customer attendance of focus groups
- % increase in staff use of and understanding of strategic risk, planning and performance frameworks
- % increase in entries on Partnership Register