

Hampshire Fire and Rescue Authority

Performance Review and Scrutiny Committee

Item: 8

30 July 2015

Service Improvement Plan 2015 – 2020

Report by the Chief Officer

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1 Summary

- 1.1 The current Service Improvement Plan was endorsed by Hampshire Fire and Rescue Authority (HFRA) for the period 2013 – 2018. Work has progressed and circumstances have changed. As a result, it is now an appropriate time for the current Plan to be revised to reflect these changes and ensure that Hampshire Fire and Rescue (HFRS) continues to provide the best possible services to our customers.
- 1.2 This report presents an overview of the proposed revisions to the Service Improvement Plan from 2015 – 2020. It has been updated to help us to further develop and strengthen our Integrated Risk Management Plan (Hampshire Fire and Rescue Service Plan).
- 1.3 Running alongside the refreshed Service Improvement Plan is the Risk Review Project which is due to present a range of proposals that identify improvements as to how our services are delivered whilst providing budget savings of up to £5m by 2019. Once Risk Review reaches implementation, it will be fully integrated with the Service Improvement Plan.

2 Recommendation

- 2.1 That the Committee considers the revised Service Improvement Plan 'Safer and Stronger' priorities as detailed in Appendix A, including extending its duration to the financial year 2020/21 and recommends approval of the Service Improvement Plan to the Fire Authority at its meeting on the 9 September 2015.

3 Introduction

- 3.1 The current Service Improvement Plan 2013 – 2018 was approved by Hampshire Fire and Rescue Authority in 2013 following consultation.

Since it was implemented the Service has made progress on delivering change and has been subject to a number of internal and external factors. These have included the appointment of a new Chief Officer in January 2015, societal and changes in the wider environment that have had consequences for the risk in communities, advances in Fire Engineering technology and developments within the Service, such as the creation of the Knowledge Management department.

- 3.2 All Safer and Stronger Priorities within the current Service Improvement Plan have therefore now been individually and collectively reviewed in order to assess their continued relevance to the Service's strategic direction. Each component of each priority has been examined and revised where appropriate.
- 3.3 The Service has a renewed emphasis on positively managing performance at an individual, team and departmental level. It was seen as critical for the performance indicators underpinning each Safer and Stronger Priority to be revised to make them relevant to the desired outcome we are planning to achieve. This renewed focus will also help ensure that HFRA continues to be able to measure its progress towards achieving its Cultural Vision for HFRS.

4 Changes to Safer Priorities

4.1 The current 'Safer' Priorities are:

- Responding to incidents
- Fires in the home
- Business fire safety
- Community incidents
- Safer road users

4.2 Following the review the new consolidated Safer Priorities for the updated Service Plan are proposed as follows:

- Creating safer communities
- Creating resilient communities
- Responding to incidents

5 Changes to Stronger Priorities

5.1 The current Stronger Priorities are:

- Information and technology
- People
- Leadership
- Assets and money

- Communications and engagement
- Working with partners

5.2 Following the review the proposed Stronger Priorities for the updated Service Plan have been reorganised as follows:

- Knowledge
- Technology
- People and leadership
- Assets and money
- Communications and engagement
- Working with partners

6 Changes to the duration of the Service Improvement Plan

6.1 As well as the changes to the Safer and Stronger Priorities the context of the current Plan has been examined, including the Medium Term Financial Plan (MTFP). This has been extended to cover up to the Financial Year 2020/21. To enable the Service to deliver the revised priorities successfully and to tie in with the MTFP, the duration of the updated Service Improvement Plan should also be extended from 2018 to Financial Year 2020/21.

7 Contribution to corporate priorities and objectives

7.1 The updated Service Improvement Plan forms part of our Integrated Risk Management Plan (IRMP) and helps us deliver our future priorities and objectives, measure our performance against them and monitor our progress towards the Vision 2020; the Cultural Vision.

6 Resource implications

6.1 The updated Service Improvement Plan has been undertaken using existing resources from within existing teams.

7 People Impact Assessment

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

8 Consultation

8.1 We have engaged internally with stakeholders on the changes to the Safer and Stronger Priorities, and will continue to do so.

9 Risk analysis

- 9.1 Failure to keep our Service Improvement Plan current may mean that we are unable to provide strategic direction on our goals and risk failure to deliver our cultural vision.

10 Background papers

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.