

Hampshire Fire and Rescue Authority

9 September 2015

Item: 7

Hampshire Fire and Rescue Authority – Service Plan 2015-2020

Report by the Chief Officer

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1 Summary

- 1.1 The current Service Plan was endorsed by Hampshire Fire and Rescue Authority (HFRA) for the period 2013 – 2018, which the Service has been working to over the past two and half years. The Chief Officer and the new Senior Team have reviewed its relevance to the current context and challenges and as a result we now present a refreshed Service Plan 2015 – 2020. The proposed changes will ensure that the Service continues to focus on being smarter, more efficient and relevant to the needs of the Community which further continues our journey to becoming stronger and keeping our communities safer.

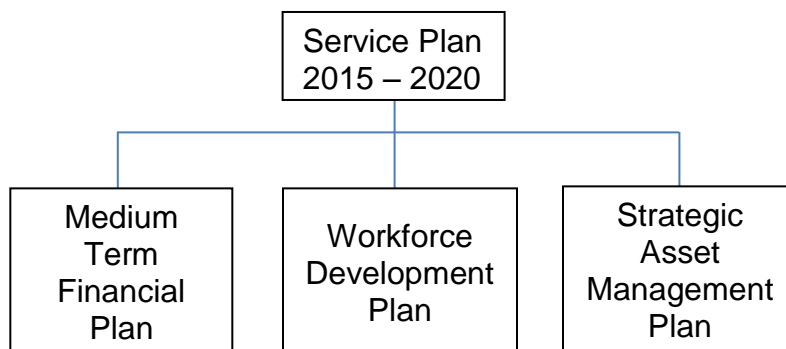
2 Recommendation

- 2.1 That the Authority approves the proposed revised Service Plan content and the suggested new style web pages.

3 Introduction and background

- 3.1 This report presents the proposed refreshed Service Plan from 2015 to 2020. Although the refreshed Service Plan does not significantly alter the direction of the previous plan, each Safer/Stronger Priority has been scrutinised thoroughly and revised where appropriate.

- 3.2 Work is also being undertaken to refresh and establish the Medium Term Financial Plan (MTFP), a 'Strategic Workforce Development Plan' and a 'Strategic Asset Management Plan'. These underpinning strategies are being designed to support and help deliver the refreshed priorities.



- 3.3 All Safer and Stronger Priorities within the current Service Plan have been individually and collectively reviewed in order to assess their continued relevance to the Service's strategic direction. The components of each priority have been examined and revised where appropriate.
- 3.4 The Service has a renewed focus on positively managing performance at an individual, team and Service level. Therefore it is important that we have a Service Plan which is up to date and provides clear outcomes to allow performance to be assessed at every level. It is also important that performance indicators underpinning each Safer and Stronger Priority are revised to make them relevant to the desired outcome we are planning to achieve.
- 3.5 Equally important is our cultural journey, referred to as "Pathway 2020" which will lead us to our cultural vision, and is also set out in the refreshed Service Plan. The refreshed priorities and end states have been developed to ensure not only progress to become stronger and safer but also that the culture of the Service develops as we have planned.
- 3.6 The refreshed Service Plan will allow the Fire Authority to continue to scrutinise the Service's progress through a critical period of change. The refreshed Service Plan will be presented to the Fire Authority on 9 September 2015.

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 below. This consolidated approach will provide additional focus and allow us to start to balance our resources appropriately across the three key areas of Service Delivery i.e. Community Safety, Community Resilience and Community Response.

- 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. This reorganisation is a reflection of how knowledge and intelligence has become the starting point for all of our activity in Service Delivery. Technology is increasingly seen as a key enabler and leadership is intrinsically linked with our people.

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

6 Changes to the duration of the Service Plan

6.1 Hampshire Fire Authority and Service are in a strong position. This has been achieved through good forward planning, being progressive and being focused. Therefore it feels appropriate to not only refresh the Service Plan but also to extend its duration to 2020 to ensure we maintain on the front foot and focused.

6.2 We have learnt through the previous two and half years that context and challenges change quickly. Therefore it is proposed that HFRS will present the plan back to the Authority on an annual basis, recommending any amendments required due to changes in context and/or challenges.

5 Changes to the format of the Service Plan

- 5.1 The format of the Service Plan will be refreshed. Out of date information will be removed and the graphics will be refined to maintain a clean and modern feel. Although the majority of the text remains valid, this will also be reviewed and changes will be made that align with the refreshed priorities as detailed in sections four and five of this report.
- 5.1 Another proposed change is that the design of the refreshed Service Plan will be created for the web environment and is accessible both internally and externally on the HFRS website. Users who wish to do so will be able to download and print the Service Plan.

6 Supporting our corporate aims and objectives

- 6.1 The Service Plan sets the corporate aims and objectives and therefore is the starting point for all directorate, team and individual objectives over the next five years. This connectivity of objectives setting with clear and approved outcomes will ensure the resources and energy of the Service is utilised as efficiently as possible.

7 Risks

- 7.1 Failure to keep our Service Plan relevant to the changing context and challenges will mean the Service will become less focused and more inefficient just at a time when efficiency is critical to success.

8 People Impact Assessment

- 8.2 The proposals in 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.

9 Resource implications

9.1 Human Resources

The refreshed Service Plan has been undertaken using existing resources from within existing teams.

9.2 Physical Resources

The refreshed Service Plan has been undertaken using existing physical resources.

9.3 Information and Communications Technology Resources

The new Service Plan is proposed as a web based product. Therefore our

Technology and Communications teams have been heavily involved in the creation and maintenance of the new format and style.

11 Background papers

- 11.1 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:

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