

HAMPSHIRE FIRE AND RESCUE SERVICE



BEST VALUE REVIEW

CONTROL AND COMMUNICATIONS

2001

HAMPSHIRE FIRE AND RESCUE SERVICE

BEST VALUE REVIEW

CONTROL AND COMMUNICATIONS

INTRODUCTION

WHAT ARE WE TRYING TO ACHIEVE

TERMS OF REFERENCE

REVIEW

Where are we now?

- A brief description of the current services
- The level and way the services are provided at present
- Current aims and objectives
- Existing performance indicators, targets and standards

What we found during the review

- Why do we provide these services?
- How do service users and others view our services?
- How do we compare with best practice?
- Are we competitive in the marketplace?
- What are the options?

Where we want to get to?

- Should these services be provided at all?
- At what level and in what way?
- What aims and objectives?
- What performance indicators, targets and standards?

How we will get there?

- What priorities and key tasks should we deliver?
- What risks and obstacles will we tackle?
- How will we secure the commitment of key people?
- How will we review progress?

APPENDICES

The full list of appendices that form part of the master file of this report are shown below. It should be noted that only those shown under the Summary heading will be included in this document.

<u>Reference</u>	<u>Subject</u>	<u>Summary</u>
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5a	Fire Services Act 1(1)(c)	
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6a	User Survey Results - Officer / Personnel	
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7a	General correspondence / minutes	
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1 INTRODUCTION

- 1.1 All Fire Brigades were instructed within Statutory Instrument (SI) 3251 to perform a Best Value Review of Communications and Control to be completed by March 2001 (subsequently extended to March 2002). The SI defines the topic of the review as meaning 'securing efficient arrangements for dealing with calls for assistance of the fire brigade and for summoning members of the fire brigade, as mentioned in section 1 (1)(c) of the Fire Services Act 1947.
- 1.2 The Home Office initiated a Control and Communications Study to provide advice to authorities on how best to meet their future communications and control requirements. (Mott MacDonald) and provides the basis for this Best Value Review.
- 1.3 One primary recommendation of the Control and Communications Study was that: Fire authorities must work together to eliminate controls that handle less than 20,000 incidents per year. Opportunities to collaborate with other fire brigade controls to increase efficiency and eliminate those dealing with less than 20,000 incidents are explored in this Best Value Review.

2 WHAT ARE WE TRYING TO ACHIEVE

- Continued exploration of collaboration opportunities with other fire controls to provide the most efficient and effective control and communication functions for Hampshire.
- Funding to enhance and maintain staffing levels to those set in the national control room formula.
- Appropriate staffing levels are maintained at all times taking into account maternity leave and long time sickness.
- Improved performance management systems and procedures to monitor call handling and mobilising of resources and to benchmark these results with others in the family group.
- Continual improvements in the efficiency of control and its functions.
- Produce quarterly performance reports to Service Management Team.
- Continued collaboration within the family group to refine performance definitions and to identify and explore improvement opportunities.
- Funding for advances in technology that will aid effectiveness and efficiencies in call handling and mobilising of resources, mobile phone technology and mobilising of officers.

Note: 'Family Group' used for benchmarking consists of the following Brigades: Hampshire, Cleveland, Kent, Staffordshire, Derbyshire, Nottinghamshire, Surrey, Essex, Lancashire, South Wales, Humberside, Avon, Leicestershire, Cheshire, Northern Ireland

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TERMS OF REFERENCE

1 Why? - Are we doing this review

- Statutory Instrument (SI) 3251 states Fire Brigades must perform a Best Value Review of 'Communications and Control' in 2000/01 (extended to March 2002).
- DETR Guidance 10/99 describes reviews 'of communications and control, training and procurement, in order to promote joint working and co-operation between authorities'.
- Fire Service Circular 9/99 states 'The three areas identified were agreed by the Best Value Forum, on which fire authorities and the service are represented, as key areas where across the country, there is likely to be the greatest potential for efficiency gains through more collaborative working'.
- PSA targets state 'To reduce the trend in incidence of fire and related deaths ... (iii) by an improvement in fire service efficiency of 2% a year through increased co-operation and collaboration between fire brigades, including sharing resources, and between them and other emergency services...'

2 What? - Are we reviewing (describe the service/function)

- SI 3251 defines the topic of the review 'communications and control' as meaning 'securing efficient arrangements for dealing with calls for the assistance of the fire brigade and for summoning members of the fire brigade, as mentioned in section 1(1)(c) of the Fire Services Act 1947'.
- This includes the emergency call taking, handling and mobilising function of control staff. It also includes the technical call taking and mobilising equipment and service provision and maintenance.
- This also includes the Fire Service Radio scheme. This is already due for replacement by the end of 2005 under the arrangements for public service radio communications system (PSRCS) and is the subject of a collaborative project for radio replacement across Chief and Assistant Chief Fire Officers Association (CACFOA) South East Region.
- The statutory review does not require the inclusion of control taking admin calls, post incident data capture etc. It also does not include Information Technology functions not related to call handling and dispatch.

3 Where? - Describe the boundaries of the review, eg, Brigade, Division, CACFOA Region No 5

- This review is to examine the communications and control systems and procedures in Hampshire.

- Hampshire has agreed to collaborate across the CACFOA South East Region.

4 How - Are we going to do the review described 'collaboration methodology'

- The Home Office/Mott McDonald report 'The Future of Fire Service Control Rooms and Communications in England and Wales' formed the basis of the review and identify the parameters for the scope, ie, fire and fire collaboration.
- Opportunities for collaboration between brigades making up CACFOA South East Region will continue to be explored.
- Review methodology will follow broadly the guidance contained in the Best Value Performance Plan (Appendix 6) 2000 - 2005.

5 Who? - Is going to be involved in the review

DCFO A R House - (Operations)
SDO M Long - (Operations)
SDO P S Webb - (Quality and Audit)
PFCO P Cowmeadow - (Control)
Control Officer R Bates - (Watch Control Officer)
Mrs W Lambert - (Financial and Office Services Manager)
Mr P Turner- (Communications)
StnO S Hamm - Station Commander C56 Hightown

The above will form the core review group with other individuals co-opted as required for specific issues.

6 How much? - Describe any timescale cost or other resource requirements

- The review report will be completed by 31 March 2001 (extended to March 2002) to ensure the proposed outcomes are incorporated into the Fire Authority Business Plan and Budget 2003/2004.
- It is anticipated that this is a large review, and the initial estimate of the resource required to complete this review is between 150 - 200 person days effort (with a large part of this effort being focused on communication with staff). Staff communication is vital to this project, and it is recommended that consideration be given to a member of control being made available, to help progress the review and ensure that communication always meets the need of control staff, and to minimise unnecessary stress and anxiety.

7 Intent - Describe the intended or likely outcome, eg, production or presentation of report, any performance or efficiency improvements targeted etc.

The Review report will be completed by 31 March 2002 for presentation to Principal Officers and the HFRA Best Value Committee. The review report will outline measures to achieve the five-year outcome based performance targets described in the statement of 'What are we trying to achieve?'

The outcome based performance targets will have been achieved, within five years.

1 March 2002

CONTROL STAFFING LEVELS

The Full Time Equivalent (FTE) establishment which is involved in delivering the Control/mobilising function is detailed in the following table:

<i>Rank</i>	<i>Watch Strength</i>	<i>Watch Staff</i>	<i>Control Manager</i>	<i>Control Training</i>	<i>Floater</i>
PFCO			1		
GFCO			1		
FCO	1	4		1 (Temporary Rank)	
SFCOp	2	8			
Con Ops	4	16			1
Watch Strength	7				
Total Staff	14	28	2	1	1

The table records FTE posts and HFRS actively supports job sharing currently employing 5 job shares which affords an extra half unit which assist in covering maternity leave.

One additional member of staff is seconded to the Database Team providing input of data to the Command and Control system on a 9 day fortnight work pattern.

The term 'Floater' is used to describe one post that is used to cover long term absences or to fill a position during training periods.

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CONTROL ROOM MISSION STATEMENT

To receive emergency calls from members of the public in Hampshire in an efficient, professional and caring manner. To ensure a quick and appropriate response of resources is made to the location of incidents and to provide a strategic overview and incident support and information facility.

cehM/ConComms.bv
4 October 2001

ACTIVITIES PERFORMED BY CONTROL STAFF - SERVICE DELIVERY**Core Activities**

The Control facility provides a 24 hour, 365 day a year emergency call handling service. Calls taken from the public are entered into the Command and Control system. The appropriate resources are identified and mobilised to the scene and all necessary support and back up is provided by the control staff. The staffing levels within the control are a maximum of seven with a minimum of five on duty with three of those being within the control room at all times. Control staff carry out training, take meal and rest breaks in facilities adjacent to the control room. This ensures they are able to maintain three in the control room at all times with the others able to be quickly recalled if required.

Non Core Activities

In addition to the core activities involved in emergency call handling and mobilising, control staff carry out a number of what can be classed as non core activities although very essential and a sample of these are listed below:

- provide an out of hours service for the Headquarters telephone switchboard
- collect crewing details from all wholetime crewed stations twice daily
- collect retained crewing details and record failure to crew statistics
- receive and record vehicles defects and report to Workshops to arrange repairs
- receive and record vehicle accidents reports
- receive and record reports of injuries to Fire Service personnel
- receive and record severe weather reports circulating as necessary
- receive and record communications faults and mobilise staff to effect repairs
- input FDR1 data into the command and control system
- receive and record details of AFA tests, controlled burning, road closures and hydrant failures

HOME OFFICE**INDICATIVE PERFORMANCE TARGETS**

It is the Aim of Hampshire Fire and Rescue Service to work towards achieving the targets shown below.

<i>Attribute</i>	<i>Indicative Performance Target (Measured Over a Month)</i>	
Ring to accept.	At least 90% of calls answered within 10 seconds.	At least 99% of calls answered within 30 seconds.
Sending a first response or mobilising message.	90% of calls (for which a mobilisation is required) the mobilisation message is sent within 45 seconds of the call being taken.	For 99% of incidents (for which a mobilisation is required) the mobilisation message is sent within 60 seconds of the call being taken.
Passing emergency calls to other agencies.	At least 90% of calls that have been categorised as requiring other services are passed within 10 seconds of mobilisation.	At least 99% of calls that have been categorised as requiring other services are passed within 30 seconds of mobilising own resources.
Receiving emergency calls from other services.	At least 90% of calls from services are answered within 15 seconds.	At least 99% of calls from services are answered within 20 seconds.
Quality of call handling.	Call handling audits carried out. At least 99% of calls handled in a satisfactory or better than satisfactory manner.	

CONTENT FOR FIRE CONTROL AUDIT

Aim: To provide information required to determine performance against the targets set for Fire Control

The following is a proposed framework for the Audit process:

<i>Subject Area</i>		<i>HFRS reference number</i>
Call Handling	• Time Data for answer, mobilise, inform other agencies	1.1, 1.2, 1.3, 1.4
	• Consultation with users	1.5
	• Call handling costs	1.6
	• Information extracted from callers	2.1
	• Information received by callers	2.2
	• Address details extracted from callers	2.3
	• PDA's sent appropriate to incident type	2.4
Communication	• Updating of system as information received	3.1
	Time data for providing additional information and resources when requested	3.2 3.3
Maintenance of Fire Cover	• Maintenance of cover during incidents	4.1
	• Maintenance of cover if appliances not available for other reasons	4.2
Recording of information	• Availability of Control System	5.1
	• Availability of Speech recordings	5.2
	• Availability of Summary Information	5.3
Procedures	• Procedures for incident type, OPS plans etc	6.1
	• Responses to priority messages	6.2
	• Database maintenance	6.3
Contingency Arrangements	• Execution procedures	7.1
Fault Monitoring	• System fault reporting, action and monitoring	8.1
Training and Recruitment	• Training Programmes	9.1
	• Recruitment and selection	9.2
Absence Management	• Sickness levels and shifts lost due to sickness staffing.	10.1
	• Staffing levels	10.2
Policies and Strategies	• Documentation and review	11.1, 11.2

Note: An Audit which covers the above subject areas should provide the necessary information to qualify fire control performance against all the CACFOA/Home Office criteria.

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Annexes:

- Process compliance statement

<i>Key Issue</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendation</i>	<i>Management Response and financial implications</i>	<i>Who</i>	<i>Date</i>
<p>1.2 - The level and way the service is provided at present</p> <p>There are 4 watches of 7 operators staffing the control room. The rate of emergency incidents handled as a ratio of calls per operator per annum is currently 837 and the number of emergency calls per operator is 1442. This compares very favourably with national averages.</p> <p>Answering out of hours admin calls</p>	<p>App 1. DTLR Website.</p>	<p>Following application of the national Control Room Staffing Formula it has been identified that staffing levels in Hampshire are below that required to perform effectively and efficiently at peak times.</p>	<p>That Control Room staffing be increased from 7 to 8 per watch in line with the nationally recognised staffing formula.</p>	<p>A budget bid of £60,000 per annum has been made in support of the recommendation to take effect from April 2002.</p>	<p>DCFO (Ops/T)</p>	<p>SMT Nov 2001 HFRA 06/02/02 01/04/02</p>
<p>1.3 - Current aims and objectives</p> <p>Mission statement.</p>	<p>App 3</p>	<p>Mission statement should emphasise the vital role of the Control Room function and the need to continuously monitor its performance.</p>	<p>A mission statement for the Control Room to be produced.</p>	<p>Statement approved.</p>	<p>DCFO (Ops/T) PFCO</p>	<p>10/7/01</p>

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<p>1.4 - Existing performance indicators, targets and standards</p> <p>Listed are the current local and national performance figures attained and the targets that are presently set.</p>	<p>Control and Communication Best Value Performance Measures and targets.</p> <p>App 3a, 3b, 3c.</p> <p>App 4d, 4e, 4f.</p>	<p>In most areas we meet or exceed our target of being in the top quartile of performers.</p> <p>In some areas:</p> <ul style="list-style-type: none"> ▪ calls to other agencies, ▪ acceptance to mobilising time, ▪ quality of call handling <p>there are insufficient data gathering systems in place to adequately measure performance.</p>	<p>Systems, procedures recording and monitoring to be introduced in order to address the areas identified in the Control and Communications Best Value Performance Measures and Targets document.</p>	<p>Performance monitoring reports to be further developed and presented quarterly to SMT for discussion and to determine any necessary action.</p> <p>Some of the proposed measurements and procedures cannot be achieved due to present staffing levels. The strengthening of staffing levels should assist with some data gathering tasks. [See also 1.2, above]</p>	<p>DCFO (Ops/T) PFCO</p>	<p>Progressively from 01/04/01</p>

2 - WHAT ARE WE REVIEWING

<i>Key Issue</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendation</i>	<i>Management Response and financial implications</i>	<i>Who</i>	<i>Date</i>
<p>2.1 - Why do we provide this service?</p> <p>To comply with SI 3251.</p> <p>To ensure efficient arrangements for dealing with calls for assistance of the fire brigade and for summoning members of the fire brigade as mentioned in section 1 (1) (c) the Fire Services Act 1947.</p>	<p>App 5.</p> <p>Fire Services Act SI 3251</p> <p>DETR Guidance</p> <p>Mott – MacDonald report</p>	<p>Statutory requirement.</p> <p>Commercial providers not investigated.</p> <p>HFRS already handles more than 20,000 incidents per annum – recognised as the minimum to justify a free-standing Control Room.</p>	<p>Continue current service and continuously identify areas of operation/tasks that could be improved in terms of effectiveness and efficiency.</p>	<p>Improved systems for monitoring performance will help to identify areas for improvement. [See also 1.4, above]</p>	<p>DCFO (Ops/T)</p>	<p>Progressively from 01/09/01</p>
<p>2.2 - How do service users and others view the service?</p>	<p>Users Survey results</p> <p>App 6</p>	<p>Generally satisfied, but some areas of improvement opportunities identified.</p> <p>Survey revealed some very useful feedback on users' opinions about quality of service.</p>	<p>Conduct further surveys to help monitor performance from users' perspective. Repeat every three years.</p>	<p>Findings will be used to identify what improvements in communication with users can be achieved.</p>	<p>PFCO</p>	<p>Next two surveys to be conducted during 2004 and 2007</p>
<p>2.3 - How do we compare with best practice?</p>	<p>Benchmarked with similar Controls.</p> <p>App 4</p>	<p>Difficulties were found in benchmarking as different practices and policies are carried out in different Controls.</p>	<p>Despite problems of comparing like-with-like, the benchmark data to be used as pointers to possible good/better practice in other fire authorities.</p>	<p>As outcomes of BV reviews and performance figures become available from other authorities, top performers will be contacted with a view to sharing good practice.</p>	<p>DCFO (Ops/T)</p> <p>PFCO</p>	<p>Progressively from 01/4/02</p>

<i>Key Issue</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendation</i>	<i>Management Response and financial implications</i>	<i>Who</i>	<i>Date</i>
<p>2.4 - Are we competitive in the market place?</p> <p>Benchmarking against other Fire Controls.</p>	<p>Benchmark document</p> <p>App 4</p>	<p>HFRS has a low 'staff-to-call' ratio.</p> <p>Insufficient historical management performance data available to measure, with confidence, all aspects of work – both HFRS's own data and that of comparators.</p>	<p>New electronic and manual systems of performance measurement and monitoring to be developed [see Appendix 4 'Definitions'; and 1.4, above].</p>	<p>New, enhanced, methods of monitoring (ie incident data forms) were introduced from April 2001. Successful roll-out directly dependent on resource availability for data input and analysis.</p>	<p>PFCO</p>	<p>Progressively from 01/04/01</p>
<p>2.5 - What are the options?</p> <p>Collaboration with neighbouring Controls:</p> <p>Police/Ambulance IOW/Dorset/Sussex etc.</p>	<p>App 7.</p> <p>Letters/minutes/correspondence</p> <p>Evidence file 2.</p> <p>BV Reviews</p>	<p>HFRS applied Mott MacDonald report and confined its consideration to emergency service collaboration opportunities only.</p> <p>It was considered entirely feasible for the HFRS to undertake mobilising on behalf of the Isle of Wight Fire and Rescue Service, thus confirming the option identified in the Mott MacDonald report.</p>	<p>That an offer be made to undertake the full Control Room mobilisation function for the Isle of Wight Fire and Rescue Service under a Service Level Agreement.</p>	<p>The Isle of Wight Council rejected this offer. This has been reported to Her Majesty's Inspector of Fire Services during the inspection of the Service in October 2001.</p> <p>Collaboration on mobilising will be achieved <u>only</u> if the DTLR use powers of intervention (under the Best Value regulations) to enforce joint working.</p>	<p>DCFO (Ops/T)</p>	<p>Offer made in May 2001</p>

3 - WHERE DO WE WANT TO GET TO

<i>Key Issue</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendation</i>	<i>Management Response and financial implications</i>	<i>Who</i>	<i>Date</i>
<p>3.1 - Should this service be provided at all?</p> <p>Legislative requirement – no choice.</p>	<p>App 5 Fire Services Act Mott MacDonald Report</p>	<p>No other potential service providers identified to undertake the mobilising function for the foreseeable future.</p>	<p>Revisit possible options for third-party involvement and/or collaboration in 5 years time.</p>	<p>Experience in carrying out this review suggests that alternative providers and/or collaboration with other emergency services unlikely to be seriously considered unless a specific national directive is given. [See also 2.5, above]</p>	<p>DCFO (Ops/T)</p>	<p>SMT 11/01 HFRA 12/01</p> <p>Review again from 01/04/07</p>
<p>3.2 - At what level and in what way?</p> <p>In the present format but with enhanced establishment.</p>	<p>App 5. App 4. Mott MacDonald Bench marking docs.</p>	<p>To continue to service the operational requirements of the HFRS and extend role in providing enhanced levels of management information.</p>	<p>Secure funding to achieve and maintain staffing levels to those set in the national Control Room formula. [as 1.2, above]</p>	<p>Once enhanced staffing levels achieved, the opportunity will be taken to further involve Control Room Staff the provision of essential management information.</p>	<p>DCFO (Ops/T)</p>	<p>Funding agreed from 01/04/02</p>

<i>Key Issue</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendation</i>	<i>Management Response and financial implications</i>	<i>Who</i>	<i>Date</i>
<p>3.3 - What aims and objectives?</p> <p>To maintain or improve present performance, maintain and keep pace with changes in technology to achieve optimum efficiency.</p> <p>To explore the possibilities of performance data handling by Control staff.</p>	<p>SMT minutes.</p> <p>Quarterly performance management reports.</p>	<p>There was insufficient management information available to consistently measure performance. It would prove impractical to monitor certain areas of performance at present due to low staffing levels.</p>	<p>Pursue improvements to performance measurement systems and targets.</p> <p>Annual performance management reports to be provided to SMT from April 2002.</p>	<p>Regular item at SMT [as in 3.2, above]</p>	<p>DCFO (Ops/T) PFCO</p>	<p>01/04/02</p>
<p>3.4 - What performance indicators, targets and standards?</p> <p>Benchmark comparisons with Family Group 4 and CACFOA Benchmarking club.</p>	<p>App 4.</p> <p>CACFOA Benchmarking doc.</p> <p>Evidence file 4.</p> <p>HO Expectations</p> <p>Family group 4 comparison figures</p> <p>Mott MacDonald.</p>	<p>There was insufficient and reliable management information available to consistently and confidently measure performance.</p> <p>[See also 2.4, above]</p>	<p>Monitoring procedures to be put in place to enable comparisons to be made against other Control centres and identify possible areas for improvement in performance.</p> <p>Continue to work with Family Group 4 to refine comparative data definitions.</p>	<p>Quarterly reports to SMT on performance.</p> <p>HFRS has already entered into a contract with Group 4 Benchmark Club to share information and website.</p>	<p>DCFO (Ops/T) PFCO SDO (PR)</p>	<p>Progressively from 01/04/02</p>

4 - HOW WILL WE GET THERE

<i>Key Issue</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendation</i>	<i>Management Response and financial implications</i>	<i>Who</i>	<i>Date</i>
<p>4.1 - What priorities and key tasks should we deliver?</p> <p>Scope for improvements to be identified and investigated.</p>	<p>National control staffing formula.</p>	<p>Low staffing level.</p> <p>Need to improve call-monitoring systems.</p> <p>Technological improvements in areas that have an effect on HFRS's Control Room effectiveness or call handling efficiency are:</p> <ul style="list-style-type: none"> ▪ mobile phone problems; ▪ advances in mobile phone technology; ▪ availability and location of officers. <p>Scope for caller's line identity to be introduced.</p>	<p>[see 1.1, above]</p> <p>Assess cost of implementing the following enhanced facilities:</p> <ul style="list-style-type: none"> ▪ mobile global positioning; ▪ mobile phones integrated with communications control system; ▪ auto-vehicle location system; and, <p>make business case/budget bid for funding from April 2003.</p>	<p>Budget bid made.</p> <p>Bid(s) to be made when preparing 2003/04 Budget.</p>	<p>DCFO (Ops/T)</p>	<p>Funding from 1/4/02</p> <p>By 01/10/02</p>

<i>Key Issue</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendation</i>	<i>Management Response and financial implications</i>	<i>Who</i>	<i>Date</i>
4.2 - What risks and obstacles will we tackle?	HFRA Minutes.	Funding of specific major developments referred to in budget bids – especially radio replacement project.	Continue pressure for clarity on future funding of radio replacement project.	CFO has lobbied at national level for adequate funding arrangements to be put in place.	DCFO (Ops/T) PFCO	Ongoing
		Staff wastage/absences. Long ‘learning-curve’ in training new staff. Staff might feel personal pressure when being monitored that can cause increased stress/health problems.	Ensure adequate systems are in place to recruit staff within short timescales. Best Value needs to be further understood by staff: improve awareness training.	Message Pagers issued to a number of off duty Control Room Operators who are also members of the Incident Support Team to cover staff shortages at certain times (emergencies). More cascading of information to help promote ownership of Best Value aims and targets.		SDO (PR)

<i>Key Issue</i>	<i>Evidence Reference</i>	<i>Findings</i>	<i>Recommendation</i>	<i>Management Response</i>	<i>Who</i>	<i>Date</i>
4.3 - How will we review progress?			Review success of budget bids.	Involvement of SMT/Best Value Committee will improve performance monitoring in this area.	DCFO (Ops/T)	1/5/02
			Review results of monitoring call-handling data.			1/5/02
			Further surveys of staff and users	[As detailed in 2.2, above]		2004

PERFORMANCE MEASURES AND TARGETS - FIRE CONTROL

HAMPSHIRE FIRE AND RESCUE SERVICE (HFRS)

Performance Measures and associated targets have been set within the following broad subject areas. These are based on the Home Office/CACFOA references.

- A** Call Handling (Including costings)
- B** Communications
- C** Maintenance of Fire Cover
- D** Recording Information
- E** Procedures
- F** Contingency Arrangements
- G** Fault Monitoring
- H** Training and Recruitment
- I** Absence Management
- J** Policies and Strategies

Call Handling - Initial Performance Measures and Targets for Hampshire Fire and Rescue Service (Mott MacDonald Page 27)

<i>HFRS Reference</i>	<i>Attribute</i>	<i>Performance</i>	<i>Target %</i>	<i>Definition</i>	<i>CACFOA Reference</i>
1.1	First ring to acceptance (including calls from other emergency services)	<ul style="list-style-type: none"> • <3 secs • >3 <5 secs • >5 <10 secs • >10 <30 secs 	85 95 98 100	Time from first notification on an emergency call to acceptance of that call.	1.1
1.2	Acceptance to first mobilising message	<ul style="list-style-type: none"> • <45 secs • >45 <60 secs • >60 <90 secs • >90 <120 secs 	50 75 90 99	Time from acceptance of call to sending first response PDA mobilising message	1.4
1.3	Passing details of emergency calls to other agencies	<ul style="list-style-type: none"> • Priority one <60 secs • Priority two >60 < 180 secs • Priority three >180 <130 secs 	99	Time from sending first response PDA mobilising message to initiating passing details to other authorities/agencies/personnel.	2.1 2.2 2.3
1.4	Receiving Emergency Calls from other services	<ul style="list-style-type: none"> • Priority one <60 secs • Priority two >60 < 180 secs • Priority three >180 <130 secs 	99	As one above	1.1
1.5	Quality of call handling	<ul style="list-style-type: none"> • Call handling audit to record handled “<i>satisfactorily</i>” or better. 		Audit of records of consultation with users of the control function. To include public, HFRS and other agencies.	1.7

Reference: “The Future of Fire Service Control Rooms and Communications” Home Office Page 127 Table 44 - “Proposed Initial Performance Measures and Targets”(As amended by HFRS). This is the basis for HFRS “Initial Performance Measures”, “Control Room Output Specification”, CACFOA. This is the basis for HFRS “Detailed Performance Measures”.

- Notes:**
1. Measurements to be taken per calendar month
 2. Call Handling Audit - to be defined, to include:
 - consultation with users (1.5)
 - information received from callers (2.1)
 - advice received by callers (2.2)
 - complaints received (2.5)
 - all time details required (1.1, 1.2, 1.3, 1.4) (Per Calendar month)
 - all address details required (2.3)
 - all PDA details required (2.4)
 - information is used to update system when received (3.1)
 - times to provide additional information when requested (3.2)
 - maintenance of fire cover during incidents (4.1)
 - maintenance of minimum crewing levels and action if crews fall below minimum (4.2)
 - availability of system statistics (excluding maintenance which is planned) (5.1)
 - availability of speech recordings(5.2)
 - availability of summary information (5.3)
 - procedures for P1 cards, ORS plans etc are followed (6.1)
 - responses to priority messages (6.2)
 - database maintenance (6.3)
 - evacuation procedures (7.1)
 - fault reporting and action (8.1)
 - training Programmes (9.1)
 - recruitment and selection (9.2)
 - sickness monitoring (10.1)
 - staffing levels (10.2)

Call Handling - Detailed Performance Measures and Targets for HFRS - CACFOA Control Room Output Specification

<i>HFRS Reference</i>	<i>Attribute</i>	<i>Performance</i>	<i>Target %</i>	<i>Definition</i>	<i>CACFOA Reference</i>
2.1	To ensure a prompt and efficient response is actioned to enable the appropriate emergency response to be initiated.	Call handling Audits to record that the minimum information should include detail of incident location, nature of incident etc. The amount of information sought will vary upon the nature of the incident.	100 of calls	Audit of records to measure accuracy in determining key information to ensure effective emergency response is initiated.	1.2
2.2	To give professional advice, reassurance and fire survival information to caller.	Call handling. Audits to record that advice must be appropriate to the emergency situation being notified by the caller.	100 of calls	Audit of records ensure professional conduct which does not impinge upon the prompt mobilisation of resource.	1.3
2.3	The number of occasions when operational resources are mobilised to an address significantly different to that given or approved by the caller.	Occasions when resources are mobilised to the correct address.	99.5 of calls	Incorrect mobilisations as a result of either operator or system/database error.	1.5
2.4	The number of occasions when the wrong operational resources are mobilised to an operational incident.	Occasions when the correct operational resources are mobilised to an incident.	99.5 of calls	Incorrect mobilisations as a result of either operator or system/database error.	1.6
2.5	Number of complaints received in respect of mobilising function.	Call handling audits to record no complaints.	100 of calls	Audit of records of consultation with users of the control function. to include public, HFRS and other agencies.	N/A

Communications - Detailed Performance Measures and Targets for HFRS

<i>HFRS Reference</i>	<i>Attribute</i>	<i>Performance</i>	<i>Target %</i>	<i>Definition</i>	<i>CACFOA Reference</i>
3.1	All information appertaining to the availability of operational resources will be monitored and maintained.	Call handling audits to record accuracy of information entered and maintained throughout the duration of the incident. Information being entered on to the computerised systems at the time of notification to the control.	100	Audit of records to ensure changes to the status, location and availability of appliances, equipment and operational/support personnel are maintained in a timely and accurate manner and recorded within the control.	3.1
3.2	Initiate an effective response to requests for additional support, information and resources when received from the operational environment.	Call handling audits to record that responses are effective to operational needs of the service. There will be no substantial delays in initiating responses to requests for operational resources in line with an established policy for the Control Room.	100	Audit of record systems are in place to ensure an effective response to all requests is incorporated within normal operating procedure.	3.2
					Expectations Reference
3.3	Operational communications equipment will have been provided to accord with national guidance, <i>where available</i> , and to meet the requirements of operational risk-assessment. Evidence will be available to justify and decision not to provide specified items of communications equipment, or to provide them on a scale <i>other</i> than that recommended in national guidance.				2.2

Fire Cover - Detailed Performance Measures and Targets for HFRS

<i>HFRS Reference</i>	<i>Attribute</i>	<i>Performance</i>	<i>Target %</i>	<i>Definition</i>	<i>CACFOA Reference</i>
4.1	Initiate appropriate action to ensure fire cover and resources are optimised within a brigade's area.	Call handling audits to record compliance with Service Policy.	100	Written policy determining fire cover and support arrangements must exist and be fulfilled in order that an effective response is initiated when defined changes to the operational environment occur.	4.1
4.2	Initiate action on all occasions when staffing deficiencies may compromise operational availability of resources appliances.	Call handling audits to record compliance with Service Policy.	100	Service must have contingency arrangements, including operational cover moves to meet each eventuality. Further a structured protocol for informing senior uniformed officers must exist to ensure they are notified of changes as they impact upon a brigade's operational preparedness.	4.2

Recording of Information - Detailed Performance Measures and Targets for HFRS

<i>HFRS Reference</i>	<i>Attribute</i>	<i>Performance</i>	<i>Target %</i>	<i>Definition</i>	<i>CACFOA Reference</i>
5.1	Where a failure of the computerised system impacts upon the inputting of incident information a structured manual system for capturing the information must exist.	Availability of a Brigades mobilising Computers. That figure to exclude any pre-determined maintenance window.	99.85	Availability to be measured. Procedures to capture and record information manually must exist and necessary forms be available.	5.2
5.2	A system for recording and maintaining all speech messages to and from the control will be available.	Availability of system. That figure to exclude programmed maintenance. All electronic speech recordings to be maintained for a period not less than three years.	99.0	An electronic means of capturing all speech transmissions will be available within the control Room and will be accessible to staff.	5.3
5.3	Summary reports of all incidents will be collated and made available to interested parties in line with existing policies.	Availability of summary information. records to be structured to meet the needs of those parties requiring the information and to be in a format determined by the intended audience.	100	Reports will be available to meet information needs of the organisation.	5.4

Procedures - Detailed Performance Measures and Targets for HFRS

<i>HFRS Reference</i>	<i>Attribute</i>	<i>Performance</i>	<i>Target %</i>	<i>Definition</i>	<i>CACFOA Reference</i>
6.1	Where mobilising protocols exist for the management of site specific risks or specific incident types control room staff will initiate procedures to assist the incident commander. For example: enhanced PDA's for identified premises, PI Cards, Operational Plans)	Call handling audits to record that protocols are followed and accuracy of information. Systems and detailed information recorded to be audited on an annual basis and tested as part of on-going training and development programmes.	100	Information appertaining to defined risks within Brigades boundary and those relating to adjoining brigades will be maintained. Similarly information specific to incident types at major incidents, chemicals radiation etc will be available within the Control Room. Personnel will be responsible for ensuring appropriate action is taken to inform incident commanders and other parties of the nature of incident and interventions required to ensure effective resolution.	6.1
6.2	Control will initiate an immediate response to <i>priority</i> information/messages in relation to injuries to operational staff or reported <i>near miss</i> situations.	Call handling audits to record that responses are effective to meet the prioritised level of response including necessary notification.	100	On receipt of information concerning an accident, or related event, they will be responsible for initiating the correct response and notifying persons in accordance with a pre-defined response. A record of all activity in relation to the event will be maintained and be made available to appointed investigating staff as determined.	6.2
6.3	Control room staff will ensure all databases bolding information on site specific hazards and known risks both within the brigade's area and of adjoining brigades are maintained.	Call handling audits to record that details are correct. <ul style="list-style-type: none"> • At time of audit more than 72 hours old records will be correct • records less than 72 hours old will be correct. 	100 98		6.3

Contingency Arrangements - Detailed Performance Measures and Targets for HFRS CACFOA Control Room Output Specification

<i>HFRS Reference</i>	<i>Attribute</i>	<i>Performance</i>	<i>Target %</i>	<i>Definition</i>	<i>CACFOA Reference</i>
7.1	Effective arrangements are in place should the control room fail or require evacuation.	Audits to record that fall back procedure will allow effective continuation of fire control functions.	100	See Service Procedure	7.1 7.2 7.3 7.4

Fault Monitoring - Detailed Performance Measures and Targets for HFRS

<i>HFRS Reference</i>	<i>Attribute</i>	<i>Performance</i>	<i>Target %</i>	<i>Definition</i>	<i>CACFOA Reference</i>
8.1	System faults are monitored, recorded and reported for action in accordance with procedures.	Audit to record that faults are dealt with effectively.	100	Fault reporting and action process to be in place.	8.1 8.2 8.3 8.4

Training - Detailed Performance Measures and Targets for HFRS

<i>HFRS Reference</i>	<i>Attribute</i>	<i>Performance</i>	<i>Target %</i>	<i>Definition</i>	<i>CACFOA Reference</i>
9.1	Focused training programme to be followed by all staff.	Audit of training records to show staff are receiving appropriate learning.	100	Training records to be provided and audited for control personnel.	9.1
9.2	Structural recruitment and selection process in accordance with national scheme.	Audit of personnel department show suitable process.	100	Personnel Policy to cover this attribute.	9.2

Fire Control Personnel - Detailed Performance Measures and Targets for HFRS

<i>HFRS Reference</i>	<i>Attribute</i>	<i>Performance</i>	<i>Target %</i>	<i>Definition</i>	<i>CACFOA Reference</i>
10.1	Absence management schemes are established to monitor and control both long and short-term sickness absences.	Audits to record effective sickness monitoring	100	Personnel Sickness Policy. Information required for short term and long sickness expressed as shifts lost due to sickness.	10.1
10.2	Management arrangements are established to minimise the number of shifts that the control room is required to function below defined staffing levels.	Audits to record occasions when staffing levels are at or above an acceptable level.	99	Brigade will have established defined arrangement for overcoming staff absences.	10.2

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