

Appendix A



Service Priorities Deliverables Update

March 2018

Knowledge Management

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March 2018

Building Resilience

Area Manager Resilience



To continuously improve how our organisation and communities are more resilient in an ever-changing world and that we prepare for, deal with and recover from significant events.

Key Deliverables	Target date for completion
Deliver and test our business continuity & emergency plans to ensure the organisation can still operate in the event of any loss of key facilities or teams.	December 2018
Review all response plans for known risks across Hampshire to ensure interoperability with other emergency Responders and the Local Resilience Forum.	March 2019
Produce, test and exercise community resilience plans with our partners in the Local Resilience Forum. Lead the 'Resilient Place' agenda by engaging with our communities and partners to help them become more resilient.	September 2019

Creating Safer Communities

Area Manager Community Safety



Identifying and mitigating risks to people and property within Hampshire.

Key Deliverables	Target date for completion
Work with children and young people to make them safer and healthier. Create a formal financial agreement detailing the scope and benefits of this work.	September 2018
Implement a 'Falls Response' service with South Central Ambulance Service. Crews will deal with the emergency and initiate a range of interventions to safeguard vulnerable people.	October 2018
Embed our suite of 'Fire as a Health Asset' products within Clinical Commissioning Groups and be a key partner within the Health and Wellbeing Boards across Hampshire to make the community more healthy and safe.	March 2019
Deliver Community Safety activities with our Blue Light partner organisations to deliver what the people of Hampshire need to stay safe and be reassured after all types of emergencies.	March 2019
Develop our firefighter's skills in Community Safety allowing us to deliver more safety in the built environment through a suite of toolkits and qualifications.	December 2019
Train and qualify new fire engineers from our current workforce by providing specific opportunities to build our key skills in this vital area.	December 2019

Responding to Incidents

Area Manager Response



Improving the way we respond to and support incidents.

Key Deliverables	Target date for completion
Develop, equip, trial and deliver: <ul style="list-style-type: none"> • a new specification of First Response and Intermediate Response vehicles which include medical and community safety capabilities; • the latest firefighting equipment and techniques to keep our firefighters safe. 	December 2018
Support the development and pilot of a range of new crewing systems on our fire stations to ensure we work in the most effective and efficient way.	January 2019
Work with blue light partners to create further efficiencies in delivering our emergency response capability.	January 2019
Implement the proposals of Service Delivery Redesign to make improvements to the safety of firefighters and our communities, and help meet our financial savings target.	March 2019

Assets & Money

Head of Physical Assets



To optimise the utilisation of our physical assets and use medium term financial planning to ensure we effectively prioritise our resources.

Key Deliverables	Target date for completion
Train and engage all relevant staff across the organisation to ensure they understand effective financial management.	March 2018
Present a funding plan that can deliver the vehicles and equipment our people need to be operationally effective.	September 2018
Develop and present a funding plan that can deliver our future Estates requirements.	December 2018
Work collaboratively with commercial partners to maximise the benefits to the Authority in the delivery of training courses on a commercial basis.	December 2018
Agree and deliver forward plans for all our assets, ensuring value for money and effectiveness.	March 2020

Communications & Engagement

Head of Communications, Inclusion & Administration



To develop targeted communications and engagement opportunities with our key stakeholders to improve our services.

Key Deliverables	Target date for completion
Provide intelligence-led, audience-relevant, digital and face to face communications to enable two-way interaction between staff, partners, key stakeholders and communities.	July 2018
Improve our profile at civic events and gain the support of key civic posts to help promote, support and advocate our aims and objectives in our delivery of services to our communities.	July 2018
Be recognised nationally as one of the leading fire and rescue services through award schemes, using national bodies such as the National Fire Chief's Council and ensure our work is reflected in professional and national media.	July 2018
Develop a measurable approach to Inclusion which sees difference as a strength, supported by a variety of innovations, to attract a higher proportion of minority groups to work for us.	December 2018
Develop a customer insight tool to ensure that the organisation understands the needs of our diverse community, so that we can adapt operationally to relevant needs.	December 2018

Knowledge

Head of Knowledge Management



To put trusted knowledge at the heart of decision making.

Key Deliverables	Target date for completion
Prepare the Service for the new General Data Protection Regulation (GDPR) to ensure we comply with this legal requirement.	May 2018
Deliver up to date information to our teams to help them manage performance.	May 2018
Ensure we are prepared for the new HMICFRS Inspection regime so that the best possible outcome and learning is achieved.	June 2018
Deliver a Knowledge Management strategy aligned to and supported by the ICT strategy that promotes efficiency, helps manage risk, enhances resilience and provides a corporate memory framework.	August 2018
Implement an interface between the Operational Availability System and the Command and Control Mobilisation System to provide visibility to our partners and facilitate the implementation of Attribute Based Response.	October 2018
Deliver a refreshed Data Quality Policy and delivery plan. Ensure the data we use provides us with better insight into our community risks to inform the development of our risk reduction activities.	March 2019
Ensure that all policies are up to date and in line with the Service's Policy Framework.	March 2019

March 2018

People & Leadership

Head of Human Resources



Our teams feel liberated, empowered and safe to be the very best that they can be and feel equipped and motivated to support and drive innovation and improvement towards making Hampshire safer.

Key Deliverables	Target date for completion
Deliver and establish a refreshed Appointments and Promotions policy and associated guidance.	June 2018
Develop a well-being strategy with a high-level action plan to secure the delivery of the wellbeing aspects of the People Strategy.	December 2018
Refresh our cultural vision and the People Strategy.	December 2018
Continue to support our journey towards a high-performance culture through: <ul style="list-style-type: none"> a refresh of the Personal Development Review process increasing the uptake of the leadership offer and coaching available through Workforce Development supporting the development, delivery and embedding of a National Leadership Framework within HFRS. 	December 2018
Review the current pay and reward schemes and develop a future vision to inform a new strategy.	March 2019
Work with the Inclusion Team to increase our employment of women and BAME groups through developing and resourcing a strategy that promotes the use of positive action.	March 2019
Develop and implement effective workforce planning to ensure our workforce is aligned to the Service Plan and that recruitment/resourcing plans are based on robust data.	March 2019
Deliver a programme of commercial skills development to underpin delivery of the commercial vision for the Service.	March 2019
Develop an Apprenticeship Programme that attracts new apprentices to HFRS and provides development opportunities for existing staff, whilst maximising the use of the Apprenticeship Levy.	March 2019
Support the changes required under Service Delivery Redesign to achieve savings through a reduced establishment.	March 2019

Technology

Head of Information Communication Technology



Drive innovation and improvement across the whole Service through the deployment and effective use of technologies.

Key Deliverables	Target date for completion
Establish the Digital Technology Board as the central hub through which the Service can focus its aim to use up to date technologies that drive and support change.	June 2018
Identify and then either minimise or remove technological barriers that inhibit the organisation in delivering its objectives.	June 2018
Deliver the technologies through the ICT Transformation Programme that provide a better platform to enable staff to respond with agility and pace to changing business needs.	June 2018
Ensure that staff can access their information, systems and office services wherever and whenever they are working.	September 2018
Provide reliable access to quality information to support evidence based decision making.	September 2018
Deliver cloud based ICT services that enable managers to review and improve working processes which can improve efficiency and effectiveness.	September 2018

March 2018

Working with Partners

Head of Knowledge Management



To put partnerships at the heart of all our work.

Key Deliverables	Target date for completion
Deliver a partnership policy to improve governance over partnerships.	September 2018
Deliver a business case for the review of governance options for Hampshire and Isle of Wight.	November 2018
Look for opportunities to use our capabilities and resources to support other agencies where it contributes to making Hampshire safer.	March 2020
Deliver realistic live fire and other training through Prince Philip Barracks and maximise its use through arrangements with other blue light partners.	March 2022