

HIWFRA Safety Plan

Appendix A: List of Year 4 improvements

Improvement Activity	Risk mitigation rationale – why do we need to undertake this activity?
<p>1. Enhance technology, processes, ways of working, and other areas to further improve support to our On Call staff.</p>	<p>On Call staff are a critical and vital part of our workforce. However, as illustrated in recent performance reporting into the Authority, there have been challenges around On Call availability. This activity includes various improvements to the technology, processes, ways of working, and support of our On Call firefighters to improve their availability, retention and engagement.</p> <p>Furthermore, following the combination of HIWFRS, there are two legacy contracts for On Call. We must develop a single set of terms and conditions. There are a number of contractual and ways of working differences, in addition to the ongoing challenge of maintaining an efficient and effective operational response.</p>
<p>2. Complete Phase 1 of the Community Risk Management Plan (identifying risks in our communities) and start Phase 2 (how we might mitigate those risks) to complete in Spring 2024.</p>	<p>The Fire and Rescue National Framework for England requires all Services to have a CRMP, therefore it is a statutory requirement.</p> <p>HIWFRS are adopting a two-phased approach (phase 1 – risk analysis; and phase 2 – risk mitigation), which has been agreed by Executive Group. Members are being updated separately on the CRMP, which will also include public engagement.</p>
<p>3. Continue to align to the sector’s current approved codes of practice: strategic and tactical National Operational Guidance.</p>	<p>To ensure our compliance and sustainable approach in how we resource to National Operational Guidance (NOG).</p> <p>Members reviewed and approved a paper related to this in the December HIWFRA.</p>
<p>4. Delivery of three percent efficiencies across the Service during 2023/24.</p>	<p>The delivery of 3% efficiencies will allow the Service to challenge activities that are not delivering optimum public value. The efficiencies delivered will allow directorates to refocus this funding on improving service delivery and ensuring that our five strategic priorities are addressed.</p>

<p>5. Review of all services provided under the Shared Services Provision, which may require software solutions, notably around HR, Procurement and Facilities Management.</p>	<p>To ensure value for money and effective service delivery of our non-transactional services delivered through our Shared Services Partnership.</p>
<p>6. To identify any gaps or risks by undertaking assurance activity against, and respond as necessary to, external reviews and reports including:</p> <ul style="list-style-type: none"> a) Grenfell Phase 2; b) Manchester Arena Inquiry; c) London Fire Brigade - Independent Culture Review; and d) HMICFRS report. 	<p>Various significant reports have been published. The Manchester Arena Enquiry Grenfell Phase 2 report, and the Independent Culture Review of LFB impact the whole fire and rescue sector, as does the national HMICFRS report.</p> <p>Our local 2022 HIWFRS inspection report has also been published.</p> <p>All these reports require subsequent assurance activity to identify any gaps or risks for HIWFRS, and any required mitigation actions.</p>
<p>7. Delivering the Station Improvement Plan (SIP) to create healthy workplaces for our staff.</p>	<p>Improve current facilities at the three stations and SHQ live fire – in line with previous papers that were presented to members in December 2022.</p>
<p>8. Continuing the Retrospective Design Principles works to improve healthy and inclusive facilities at existing fire station locations.</p>	<p>Improve current facilities all our stations in line with a previous paper that was presented to members in December 2022. Please refer to the exempt Estate Capital Programme paper from the 6 December 2022 HIWFRA meeting.</p>
<p>9. Improving the Service's health and safety function, including a specific focus on contaminants.</p>	<p>To meet the requirements of the Fire Authority's Health, Safety and Wellbeing Strategic Intent and enhance the safety and wellbeing of our staff; and a risk mitigation to compliment ongoing international research into the impacts of contaminants on the occupation of firefighting. The Service's response to the risk of contaminants will involve a wide range of activities from teams across the Service.</p>
<p>10. Deliver the second year of Carbon Improvement Works to help mitigate our impact on the environment.</p>	<p>To achieve deliverables set out in the paper to HIWFRA from December 2022.</p>