

# Appendix A



## **Service Plan 2015-2020** *2015 end state objectives compared to the current 2020 position*

April 2020

Performance & Assurance

## BUILDING RESILIENCE

1. This priority's aim in 2015 was to improve how our communities are able to prepare for, deal with and recover from community incidents. The scope was broadened in 2017 to include the resilience of the organisation in preparing for, dealing with and recovering from significant events.

<b>END STATE OBJECTIVES 2015</b>	<b>CURRENT STATE 2020</b>
Using effective risk intelligence we support communities that are most at risk to prepare, respond to and recover from community incidents.	Work has involved identifying and targeting communities at risk within the HIOWLRF Community Risk Register and delivering a quarterly training programme with LRF partners; identifying communities at risk from flooding and ensuring they have effective and tested community emergency action and household resilience plans.
We form an integral part of partnerships which include the communities themselves, that respond appropriately and innovatively to large scale or wide area incidents using the most appropriate resources and ways of working.	<p>HFRS have applied a holistic approach that uses the wider operational assurance mechanisms, listed below, to resolving incidents in a multi-agency approach, irrespective of whether it holds a response plan or not, as more resilient response to this issue:</p> <ul style="list-style-type: none"> <li>• Maintenance of Competence scheme having JESIP and multiagency working within;</li> <li>• Command assessments having JESIP and multiagency working within (additionally LRF aspects in Advance command assessments);</li> <li>• LRF and JESIP training provision/on the job activity/engagement and programmed multi-agency alerts for Fire Control, to instigate as an incident develops.</li> </ul> <p>HFRS remain the lead for coordination of LIVEX, and the governance structure and reporting processes are now established for the exercise delivery.</p> <p>Our recent response to Covid-19 has also impacted on the delivery of BC work but is providing real time validation of existing plans and business continuity command and control structures.</p>
Pre-planning and preparation is embedded across our communities and our education activities, which include community resilience, enabling communities and businesses to become less vulnerable and more resilient to incidents involving life, property and the environment.	The work around Community Resilience is now business as usual and we continue to work with partners in the Local Resilience Forum (LRF) in the delivery of the LRF objectives. The number of Community Emergency Action Plans (CEAP) continues to increase (84 CEAPs in place) and the testing of those plans is incorporated into multi-agency exercises where appropriate. HFRS was involved with CEAPs in a pandemic TTX at the end of 2019 and they were due to be tested in other exercises including

	LIVEX this year but due to the impacts of Brexit and now Covid-19 this has not occurred.
We have an established resilience team to coordinate all aspects of Service Resilience to ensure the organisation can continue to operate effectively during significant and challenging events.	<p>A contractor was engaged to complete HFRS business continuity planning arrangements. The unexpected workload produced by Brexit has impacted on the team's ability to complete other planned internal work. Funding for a Business Continuity post has been agreed and will assist the contractor to deliver a Business Continuity Management Plan, which has been produced and endorsed by an independent business continuity professional.</p> <p>Our Business Continuity policy and procedure were signed off in December 2019. The procedure contains a Training and Exercising Programme. Furthermore, a recent internal audit position statement concluded that once fully embedded across HFRS, the business continuity framework will provide a robust control framework and address the risks identified in the previous audit.</p>

## CREATING SAFER COMMUNITIES

2. This priority's aim in 2015 was to reduce risk by creating pioneering partnerships that target the most vulnerable people and places. This was changed in 2017 to: "Identifying and mitigating risks to people and property within Hampshire".

<b>END STATE OBJECTIVES 2015</b>	<b>CURRENT STATE 2020</b>
Hampshire Fire and Rescue Service is recognised nationally and internationally as innovative in Community Safety. We are seen as a partner of choice in the wider field of safety and risk reduction, including crime and health issues, as we have the skills to deliver.	<p>Following a successful Hoarding conference in partnership with Radian Housing we have been nominated for 'Campaign of the Year' in the UK Housing Awards.</p> <p>We ran a campaign targeted at residents of social housing in Southampton City Council (SCC) blocks 'Amber's warning'. Working in partnership with SCC we directly targeted 1,922 flats over 18 blocks which lead to 68 unique film views of Amber's warning film. Our later social media launch gave us a further reach of 76,544 views. Comparing incident data captured during this campaign, ending 31 March 2019, and previous incident data from the 18 SCC residential blocks we targeted, kitchen fires have been reduced during this time period by over two thirds. Amber's Warning was shortlisted for The UK Content Awards 2019 in two categories, 'Best Content' and 'Low Budget'.</p>
We take an intelligence led approach, sharing data and being adaptive and flexible to deliver services that make people safer. We evaluate all	We make use of various information and data sharing agreements with partners (eg. Hampshire Constabulary, HCC, Portsmouth City Council, Southampton City Council, and others)

<p>that we do to ensure we remain focussed on outcomes.</p>	<p>to support our intelligence-led approach to our community safety activity.</p> <p>Our intelligence-led approach is also supported by revised performance reporting and tools (such as live Organisational Performance dashboards, available to all staff, and a Community Insights Tool).</p> <p>We also carry out periodic evaluations to identify areas of good practice or improvement. A Safe and Well (S&amp;W) evaluation was undertaken in 2019/20, underpinned by an array of quantitative analysis, including some comparative analysis based on national datasets. The S&amp;W evaluation showed that 50% of all referrals were from partner agencies and that 80% of those had at least one risk characteristic. 20% of all referrals resulted in an inability to contact and this will be something we will look to improve with the introduction of a new electronic S&amp;W form. The evaluation showed that our activity is rightly targeted at the most vulnerable, at-risk individuals.</p> <p>A thematic review was undertaken in partnership between HFRS and the Hampshire Safeguarding Adults Board into all the fire fatalities and serious injuries in Hampshire between 2015 and 2018. The results of this review allowed common characteristics and vulnerabilities factors to be identified, which has been used to target and shape our prevention work to ensure we engage with individuals presenting the highest fire risks or vulnerability to fire. By reviewing IRS data on fire deaths and injuries 2017-2020 we were able to establish that all recorded fire deaths and injuries were the most vulnerable and at risk groups that we target.</p>
<p>Our services are targeted and adapted to meet a wide range of societal changes and demographic risks that affect daily life. We ensure people are safer at home, work, travelling and socialising.</p>	<p>We support safety awareness campaigns through the Road Safety Partnership delivering initiatives such as 'Safe Drive Stay Alive', 'Biker Down', and 'Older Driver Forum'. A recent collaboration with the Military has seen HFRS deliver 'Survive the Drive' training to the military to reduce road deaths involving military personnel.</p> <p>A review of the Community Safety Officers (CSO's) role was undertaken in 2019 in conjunction with a new development programme to provide support, clarity of roles and responsibilities. CSO's are now centrally managed which has allowed for a consistent approach and delivery of key messages to our partners whilst giving flexibility to respond to emerging issues and increased countywide demand providing a greater resilience.</p> <p>A new triage system has been developed as part of the safe and well visit process to reduce administration time. The new system</p>

	<p>will improve the Services ability to respond to an increase in referrals due to a reduction in administration time.</p> <p>A review following a 3-month trial to introduce a new role Community Safety Advisor (CSA) is currently in progress. CSA's focused solely on the delivery of Safe &amp; Well visits where WDS cover is limited. Early analysis shows that this was effective in the New Forest and allowed CSO's to focus more on high risk visits and partnership working.</p> <p>We will temporarily be taking a risk-based approach to our Safe &amp; Well home visits to avoid the spread of COVID-19 to vulnerable groups. We are having to continually adapt the delivery of our community safety prevention in line with the latest government advice. We have developed a Telephone Risk Assessment (TRA). If an individual is deemed to be in a high-risk situation following the TRA we will respond on a case by case basis accordingly, taking all necessary precautions to ensure the vulnerable individual is protected as well as colleagues and partners.</p> <p>We work with young people and run courses; such as Fire Cadets, the Prince's Trust team and 'Get Started' programmes, to instil positive values, develop skills, build confidence and promote healthy living. In schools, our specialist staff provide fire safety education.</p> <p>There has been a significant amount of work and engagement activity to drive up Safe &amp; Well visit numbers; however, this work has, and continues to be, clearly impacted by the COVID-19 situation, which commenced in the last month of the financial year. We are below the targeted levels for the number of station Safe &amp; Well visits. However, if you compare 2019/20 figures for the total number of Safe &amp; Well visits (8,689) to 2018/19 figures (6,293), there was a 38% increase, which is significant.</p>
<p>We constantly seek opportunities to expand the FRS offer through partnerships and a commissioned approach. We utilise our skills and capabilities to seek out commercial opportunities that add value to our core purpose of creating safer communities.</p>	<p>The Fire Safety Development Group is established and works as a sub-group to the 4 Local Safeguarding Adults Boards (4LSAB) across the Hampshire, Portsmouth, Southampton and IW areas. A draft Fire Safety Framework document has been developed which will provide practitioners with guidance and support on managing fire risk within the home. This includes ensuring where an individual is identified as being 'at risk' a referral is submitted to either HFRS or IWFRS for support and intervention through Safe &amp; Well/Home Safety activities. Once finalised, it is envisaged that the document will be formally endorsed by each LSAB, and promoted as a 'Practice Guidance' resource, and become fully embedded within the policies and procedures of all relevant 4LSAB partner agencies.</p> <p>A key workstream from the Fire Safety Development group includes the implementation of an 'Event learning' strategy as a means of reducing avoidable fire deaths and near miss fire</p>

	<p>incidents. The strategy allows Hampshire and Isle of Wight Fire and Rescue Services to share information with partners from incidents where significant learning opportunities have been identified. This 'systems learning approach' enables practical support to be provided to our external partners with the development, review and continuous improvement to their individual organisations fire safety arrangements and in accordance to best practice.</p> <p>Hampshire and Isle of Wight Fire and Rescue Services continue to facilitate discussions between agencies identified within the issue and publication of Regulation 28 Reports (Coroners Report to prevent future deaths) to ensure fire safety recommendations and areas for improvement are considered and actioned where appropriate.</p> <p>A direct outcome of the Fire Fatality Thematic Review is a new fire safety training package for professionals from partner agencies. The package upskills professionals to identify factors that may increase an individual's vulnerability to fire and refer them to HFRS. To date we have delivered 'face to face' training to approximately 850 practitioners from a variety of agencies who provide support services to individuals with needs of care and support within their homes.</p> <p>We have established a new partnership with Hampshire Constabulary to allow them to share details of individuals they engage with who may be presenting fire risks. Following its success, we are currently working on a training package to deliver training to frontline officers to provide a shared understanding of vulnerabilities and risk.</p> <p>In partnership with Radian Housing, the Hoarding conference in 2019 positively promoted the work of HFRS and our drive to make life safer, through the delivery of prevention activities such as Safe and Well visits. The conference hosted 134 guests from 40 organisations from across the 4 Safeguarding Adults Board areas.</p>
<p>We utilise our skills and capabilities to seek out commercial opportunities that add value to our core purpose of creating safer communities.</p>	<p>We work with National Health Service with proven results to identify and reduce the risk of frailty which can lead to falls. We have delivered over 50 falls prevention courses (STEER courses) across Hampshire and the Isle of Wight since the beginning of 2016 funded by Clinical Commissioning Groups and Primary Care Trusts. Participants have experienced a 14% decrease in the chance of falling and a 40% improvement in balance after attending a (STEER) Course.</p> <p>The Falls Champion/Friends training continues across Hampshire educating over 65's about how to reduce falls. This is</p>

	<p>a collaboration between HCC, Southern Health and HFRS which directly links into our target of reducing fires in this group.</p> <p>Funding from the University of Southampton enabled us to deliver a Fire Safety Awareness Course to students who have demonstrated poor fire safety practices, aimed at educating them of risks of poor safety practices.</p>
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**RESPONDING TO INCIDENTS**

3. This Priority’s aim in 2015 was to improve the way we respond to and support incidents. This aim has remained unchanged throughout the duration of the Service Plan.

<b>END STATE OBJECTIVES 2015</b>	<b>CURRENT STATE 2020</b>
<p>All of our resources, people, equipment, fleet, procedures are multi-skilled and multi-purpose, flexible and adaptable and ‘state of the art’ to maximise impact and minimise the number of people killed and injured.</p>	<p>We have designed, tested and evaluated enhanced, intermediate and first response capability vehicles. The designs were completed with our staff and tested in multiple locations. The evaluations showed that the Enhanced and Intermediate capability vehicles fitted our planned needs and their new technology makes our response more effective, with also being safer for firefighters. The first response capability did not meet our needs and we have withdrawn this vehicle type from our frontline fleet.</p> <p>Our enhanced and intermediate capability vehicles have contributed to an improvement in the way we respond to incidents. Our evaluation of these vehicles has demonstrated how smaller crews were able to respond and this has made a positive impact on response times with greater appliance availability, enabling a more local and therefore faster response to some incidents. We continue to evaluate the use of our equipment, review our procedures and the use of our resources to ensure we are multi-skilled, flexible and adaptable to maximise impact and minimise the number of people killed and injured.</p>
<p>We have made the maximum use of technology to improve our operational effectiveness and have built on the Risk Review outcomes and have implemented a new approach to firefighting and rescue.</p>	<p>We continue to make the maximum use of technology to improve our operational effectiveness. Recently, this has been through the delivery of next generation enhanced capability pumping appliances with new technology including Compressed Air Foam equipment. We are expecting to receive the next generation of intermediate capability with new technology including Ultra high Pressure Lance systems, battery powered rescue equipment and new vehicle operating technology for more effective, safe and efficient operations. We are also currently replacing Mobile Data Terminals (MDTs) by utilising the latest technology and software to provide all</p>

	<p>the functions and 'critical' communications between Fire Control and appliances currently available, as well as providing risk information for operational crews. The new MDT's have improved capabilities, benefit from modern processors, clearer displays and improved internal batteries which reduce power drain on appliances.</p> <p>A business case to uplift the technical power of the Command Vehicles has also been approved by the Executive Group and this will provide the new vehicles with better safety systems to track and monitor operations at an incident and remotely.</p>
<p>We are seen by our staff, our communities, our partners and other FRS' as the leading operational service in the UK protecting people, property and the environment using all of our resources as efficiently and effectively as possible</p>	<p>We were rated as "Good" by HMICFRS for efficiency in the last inspection (in 2018) and have fulfilled an action plan ahead of the next inspection. This has provided us with a focus on areas of improvement to ensure we continue to provide efficient and effective services to our staff, our communities, and our partners.</p> <p>We have improved our provision for our On Call teams, enhancing recruitment, training and valuing their contribution better which is recognised by these teams through a focussed forum.</p> <p>We continue to see a decline in the number of incidents we attend which affect those most seriously with fire injuries being very low when compared to national averages.</p>

## ASSETS AND MONEY

4. This priority's aim was to improve the return on our physical assets and use the medium term financial planning to ensure we effectively prioritise our resources. This was slightly changed in 2017 to: "To optimise the utilisation of our physical assets" to reflect a more proactive, rather than reactive, asset management strategy.

<b>END STATE OBJECTIVES 2015</b>	<b>CURRENT STATE 2020</b>
<p>We have a medium term financial plan, which we continue to deliver</p>	<p>Medium Term Planning on a mid to worst case scenario basis has enabled the Authority to put savings plans in place that have not only successfully balanced the budgets over many years, but have also provided surplus resources to fund the cost of transformation and improvement across the Service.</p> <p>Prudent forecasting has also enabled savings to be planned and implemented in a sensible way, which has softened the impact of grant reductions and meant that the</p>



	<p>Authority has benefitted from favourable changes in the budget.</p> <p>The MTFP extends to the period of 2021/22. The latest Budget and Precept Requirement 2020/21 report presented to HFRA in February 2020 sets out an interim financial plan for the next two years (to 2021/22), whilst we await the outcome of the Government's next Comprehensive Spending Review during this year, which will hopefully provide a multi-year settlement for the local government sector, at which point a major update of the MTFP can be undertaken.</p>
<p>We have delivered on our first Strategic Asset Management Plan, and our estate meets the needs of the organisation, our partners who we support and the communities we serve</p>	<p>We have successfully delivered the strategic asset management plan for 2015-20 by embedding new principles around our environment performance, increasing income from the estate, and improving our asset management approach through enhanced checks, procedures and statutory compliance.</p> <p>Our estate is now in a good place going forwards to supply front line delivery.</p>
<p>We continue to deliver a successful vehicle replacement programme, and all our vehicles and equipment are state of the art and meet our customer requirements</p>	<p>Future vehicle and equipment requirements continue to be considered and delivered, on a needs based approach. Mapping the needs of the organisation ensures available capacity is focused on agreed outcomes. User requirements, clear &amp; defined product specification and whole-life costs form the foundation for providing the right operational asset at the right time, to allow operational staff to be safe and effective in their roles.</p> <p>Work for future pumping appliance types and associated equipment inventory is complete. Work continues for special appliances and alignment of all operational assets across the CFA.</p> <p>Procurement work and contract management is continuous to provide the vehicles and equipment needed to match the fire appliance type and disposition agreed by the Fire Authority.</p>
<p>Our staff feel equipped to do their roles</p>	<p>We have delivered financial training to improve the financial awareness and capability across the organisation, improving compliance with important regulation, ensuring appropriate and diligent use of public funds, and encouraging initiative and innovative ways to improve value for money and making the best use of resources.</p> <p>We are continuously reviewing the resources available to our staff and obtaining their feedback to ensure they feel</p>

	equipped to do their roles, both at operational and non-operational levels.
HFRS is a commercially successful organisation, and holds some assets on a commercial basis	<p>Between 2016-2020, the annual income generated through more efficient utilisation of the HFRS estate and the introduction of additional partners at multiple sites has risen from circa £100k per annum to circa £420k per annum. This is projected to increase further to circa £600k per annum during 2020/21 as further partners move into more underutilised areas of the estate and we expand our relationships and partnerships further.</p> <p>During this time we have built new relationships with various agencies and charities, as well as expanding our established partnerships with agencies such as Hampshire Constabulary and the OPCC. This has included co-locating an operational UK Border Force team into space at Redbridge Fire Station; the introduction of four additional Neighbourhood Policing Teams across sites in the south of the county; and the introduction of a Community Nursing Team working from Rushmoor Fire Station.</p>

## PLANNING, COMMUNICATION & ENGAGEMENT

- The 'planning' element of this Priority was added in June 2019 (originally, the priority was 'Communication & Engagement') to reflect the re-structure of the organisation. The aim was to develop targeted communications and engagement opportunities with key stakeholders to improve our services. This aim has remained unchanged throughout the duration of the Service Plan.

<b>END STATE OBJECTIVES 2015</b>	<b>CURRENT STATE 2020</b>
Staff, partners, communities, and businesses are well informed about HFRS and absolutely engaged and included in making life safer	<p>HFRS Communications and Insight team continuously ensures that staff, partners and communities are well informed about events and services we provide. We use a variety of media to communicate to ensure information is accessible to all. Most recently, the Head of Communications and Insight is leading the Covid-19 Media Cell in the Strategic Coordinating Centre set up for the pandemic. The cell is ensuring that Hampshire and Isle of Wight communities, staff and partners are well informed on the latest events.</p> <p>Our Performance and Assurance Team has also been providing valuable information (internally, and to the NFCC and Home Office) through their daily data returns since the beginning of the Covid-19 pandemic. The team has also</p>

	<p>created live dashboards to provide deeper insight and support decision making at all levels of the organisation.</p> <p>We have also recently launched the new Safety Plan, which was done in consultation with staff and communities to ensure they are engaged and included in making life safer.</p>
<p>We have strong relationships with key and diverse stakeholders, and they are at the heart of our pioneering partnerships.</p>	<p>We collaborate and cooperate with partners at both a local and national level to improve strategic outcomes, meet our legal obligations, better support the requirements of our diverse communities and to ensure we operate within our financial resources.</p> <p>Our relationships with communities and partners are also supported by our new Community Data Tool, which includes a range of quantitative and qualitative information to support our work.</p>
<p>HFRS has a great reputation in the county and nationally as the best FRS for communications, engagement, and inclusion.</p>	<p>HFRS Communications and Insight team has won national awards for being the best communications team in the public sector and having the best social media, campaigns, videos and user experience.</p> <p>Our agenda-setting campaigns tackling the stigma of mental health and myths surrounding women in the fire service attracted hundreds of thousands of views on social media and were shared nationally by other FRSs.</p> <p>Other campaigns such as I Need My Space and Amber's Warning have made lives safer (see table in paragraph 6 for statistics) and were recognised and emulated across the country.</p>

## KNOWLEDGE

6. This Priority's aim was originally to optimise our use of corporate and individual knowledge and our information assets. This was changed in 2017 to "to put trusted knowledge at the heart of decision making" to reflect the organisation's restructure and direction to enable effective evidence-based decision making.

<b>END STATE OBJECTIVES 2015</b>	<b>CURRENT STATE 2020</b>
<p>We (employees, members, volunteers and partners) are able to call on the best possible knowledge available to make decisions, to plan operational</p>	<p>Our ability to monitor and use performance data has been strengthened by the recent introduction of our new information repository (a bespoke data warehouse) combined with a set of organisational performance dashboards utilising Microsoft's Office 365 platform (Power BI). For the first time, the Service is able to view</p>

<p>activities and to manage and monitor performance.</p>	<p>and visualise ‘real time’ information, enabling and assisting managers, stations and staff. This will contribute towards a positive performance culture of continuous improvement and evidence-based decision-making, as well as freeing up more focused time for our analysts to provide additional insights across the Service. Currently, over 90 day periods (the recording period in Power BI) we are maintain dashboard usage of around 5,000 views and 150 users.</p> <p>The Service also developed Power BI dashboards to support our understanding of the COVID-19 situation and help with associated decision-making.</p> <p>We have expanded the depth and breadth of our assurance and performance reporting – both internally (for example through quarterly financial reporting in our Executive Group, and their review of our HMICFRS dashboard in every meeting) and external reporting (for example the revised performance report to HFRA).</p> <p>Our new Change Management Framework also supports how we plan and deliver change activities with, for example, a renewed focus on business case development, benefits realisation and evaluation.</p>
<p>We are an organisation that has a deep understanding of how to make best use of our data and intelligence to better understand our communities’ needs.</p>	<p>We have developed a Community Data Map to support the Service’s understanding of our communities’ needs. It is available to station managers and includes a wide range of internal and open source data covering both Hampshire and the Isle of Wight, to varying degrees.</p> <p>We also led the development of a knowledge sharing partnership (now called the Intelligence Insights Network Group). This is a forum for the public sector analytical community across Hampshire and the Isle of Wight to come together and share knowledge and research findings; provides opportunities for partners to share, analyse and learn from information collaboratively; and ensures data, knowledge and insights are shared widely to improve decision-making.</p>
<p>Everyone directly connected with HFRS contributes to the continual improvement of our corporate knowledge.</p>	<p>We have expanded the depth and breadth of our assurance and performance reporting – both internally and externally. Performance measures are co-created with teams across the Service to help validate figures and review data quality recognising the importance of the end user entering data correctly.</p> <p>Additional examples of our internal assurance reporting include dashboards providing an overview of Service Plan progress and of our (operational and organisational)</p>

	<p>assurance activity, where teams are required to engage and provide information to inform these reports.</p> <p>We also provide oversight of our Change Portfolio (of critical projects) through the Integrated Performance and Assurance Board (IPAB), with a particular focus on time, cost and benefits realised from individual projects. We also have a project closure report process whereby we capture and share lessons learned (good practice and issues) to support future projects. Individual change leads for major projects contribute to our understanding of the project performance through regular highlight reports.</p> <p>We carry out periodic evaluations to identify areas of good practice or improvement. In 2019/20, evaluations were carried out on: Safe &amp; Well visits; promotions processes; wholetime recruitment; and Service feedback mechanisms. Each evaluation is underpinned by an array of quantitative and qualitative analysis, stakeholder engagement and includes recommendations for the relevant departments and teams. Reports (and their recommendations) are scrutinised and signed-off at IPAB).</p> <p>Our new Change Management Framework (covering both HFRS and IWFRS) also supports how we plan and deliver change activities with, for example, a renewed focus on business case development, benefits realisation and evaluation. These are underpinned by a principle of stakeholder engagement and consultation.</p>
<p>We all use knowledge to support better outcomes in the community and we provide feedback on the knowledge products that we use to plan and deliver those community activities.</p>	<p>Please see above references to the Power BI dashboards and Community Insights Tool (both of which were developed with significant input from, and consultation with, different teams across the Service).</p> <p>The Performance &amp; Assurance Directorate also regularly reviews usage and feedback of these tools. In the last 90 days, the Power BI tool has been viewed 5140 times by 139 users. We recently completed an evaluation on feedback mechanisms which has demonstrated that HFRS regularly solicits feedback from staff on a variety of products and the Service will be reviewing and implementing the recommendations arising from that report to ensure the use of knowledge to support better outcomes of our products for our community.</p>
<p>HFRS is recognised as leading and pioneering Knowledge Management practice nationally across the Fire Sector.</p>	<p>During the life of the Service plan, we have been actively contributing to (between 2014 and 2019) the NFCC integrated data programme (IDRP). We also share information, and collaborate more widely, with a range of other organisations, including Fire and Rescue Services.</p>

	We also actively input into other national groups, for example HMICFRS's Technical Advisory Group (TAG), which supports the Inspectorate in how it develops and refines its inspection framework and methodologies.
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## PEOPLE AND LEADERSHIP

7. This priority's aim was to have the right people in our organisation (Members, employees and volunteers) who understand what is expected of them (goals, standards and behaviours) and who feel motivated and equipped to achieve high performance. This was changed in 2017 to reflect the culture of the organisation at the time: "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."

<b>END STATE OBJECTIVES 2015</b>	<b>CURRENT STATE 2020</b>
The leadership framework is embedded and owned at all levels including Members, senior management and within local teams.	A leadership framework was designed to enhance development programmes at all levels. The Service's values and behaviours are fully embedded in the framework and all associated materials. The Framework was to be implemented in line with the roll-out of the new Personal Development Review (PDR) process from April 2020, but has been paused for six months owing to the Covid-19 pandemic.
Change is used as an improvement opportunity with the full engagement of staff and through leaders who have the skills and confidence to deliver change.	Our new Change Management Framework introduces a holistic approach to delivering change across the Service, by fully engaging with staff and leaders throughout the whole delivery process. Change Management training is also embedded within the leadership framework to ensure leaders have the skills and confidence to deliver change.
Managers and staff are resilient and high performing in the achievement of goals, attainment of professional competency and display behaviours which reflect the cultural ethos and aspirations of the service.	The implementation and embedding of the new values and behaviours across the organisation is a long-term commitment that is being progressed through the People and Organisational Development (POD) Board – with various supporting activity being carried out (for example the new values are a core part of the revised PDR process. This provides a consistent approach to personal and professional development across green and grey book staff, supporting development and wellbeing conversations throughout their career to help all staff perform highly in the achievement of their goals
The Hampshire Learning and Development Academy is a specialist training facility focused upon outstanding	The Hampshire Learning and Development Academy has been restructured to ensure improved focus on learning outcomes and quality assurance of training through both centralised and embedded instructor networks. Business

<p>service delivery through people and which excels in the provision of commissioned services that contribute to the future strength and sustainability of the Service.</p>	<p>planning processes have identified specific specialisms that will be developed to contribute to the future sustainability of the service and which build upon collaborative working with our partners.</p>
<p>HFRS is a national leader in workforce planning with an agile and flexible workforce that has the right number of people, with the right skills, in the right place and at the right time to deliver services through a range of partnerships.</p>	<p>HFRS has introduced effective management of its workforce through the Resource Management Group which regularly monitors workforce planning to ensure we have the right number of people with the right skills, in the right place to deliver services to our communities. We undertake mid to long term workforce planning to provide a sustainable workforce whilst utilising a range of flexible workforce arrangements such as local crewing patterns, staff bank and fixed term contracts to enable agile responses to issues that arise. However the team also has the capacity and capability to move to centrally managed crewing as required, such as during the current Covid-19 crisis.</p>

## TECHNOLOGY

8. This Priority's aim was originally to improve the technologies we deploy to support the business, (increasing quality and agility and reducing cost) and to establish technology as a driver for innovation and improvement. This was changed to "to drive innovation and improvement across the whole Service through the deployment and effective use of technologies" to better reflect the organisation's direction.

<b>END STATE OBJECTIVES 2015</b>	<b>CURRENT STATE 2020</b>
<p>All who need it have access to the best possible technology</p>	<p>Over the last five years, we have successfully implemented a variety of projects to ensure our staff have access to the best possible technology at all times (through the implementation of Office 365, the creation of One ICT, upgrading to Windows 10, and our WiFi and a variety of other upgrades to ensure our systems run smoothly).</p> <p>These new ways of working have proven to be particularly successful in more recent times as the Service has adjusted to working under the new government guidelines throughout the Covid-19 pandemic, which commenced at the end of the Service Plan period and is ongoing. Our staff have successfully been using the new systems and technology available to them to work from home and maintain business as usual. This has ensured our core business activities have been maintained during these unprecedented times.</p>

Staff feel that they are equipped with the appropriate technology that enables them to be excellent in the jobs they do	With the recent upgrades in our technology, as described above, we have seen a positive response from our staff who feel they are supported by our ICT department and are satisfied with the technology provided (average rating of 4.4/5.0, and 4.0/5.0 respectively, in the latest IT survey).
Technology drives decision making, continuous improvement, innovation and improves our efficiency	Technology has been driving decision making, continuous improvement and innovation. Our ICT department, through regular engagement with and from all directorates and managers, has been supporting the Service with the required technology solutions in all areas of the Service (non-operational and operational), to improve our efficiency across the organisation.
Staff are actively engaged in the development, selection and introduction of digital services and we are all confident that our collective commitment and investment in research and development enables us to maintain a position at the leading edge of the use of technology that helps us to deliver excellent services to our communities.	Staff are actively engaged and ICT lead technology projects in response to service needs and through proactive industry engagement to identify new supportive technology solutions.  There is a conscious approach to ensure technology is deployed to deliver improvements and efficiencies using an evidence-based approach

## WORKING WITH PARTNERS

9. This Priority's aim to put partnerships at the heart of all our work, has remained unchanged throughout the duration of the Service Plan.

<b>END STATE OBJECTIVES 2015</b>	<b>CURRENT STATE 2020</b>
Our partners have common values and mutually shared community outcomes.	We have oversight of our partnerships via coordinated and monitored registers. We provide best practice guidance and support across the Service via a dedicated Partnership and External Relationships team.
HFRS uses the best of partnership working to deliver services across the county and over its borders.	Network Fire Services Partnership (NFSP) – a collaboration between Devon & Somerset, Hampshire, Isle of Wight and Dorset & Wiltshire Fire and Rescue Services provide a shared Command and Control System providing enhanced efficiency in call out. We have a portfolio of secure operational agreements in place with all neighbouring counties and the Channel Islands. CFA is on track to be successfully delivered in April 2021.
Working with partners characterises how we operate	We collaborate and cooperate with organisations at a national and local level to improve outcomes for public safety.



best and is a core value shared by all people directly connected to HFRS (employees, members, volunteers and partners).

Our Shared Services Partnership demonstrates our commitment to collaborative working and achieving public value.