

## Appendix B



# Service Plan 2015-2020 Final report

April 2020

Performance & Assurance

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## Building Resilience

Director Performance & Assurance



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.

	Deliverable	Completion Date	Progress
1	Monitor and review progress against the HMICFRS Action Plan approved by HFRA	March 2020 (on transfer into the new Safety Plan 2020-2025)	<p><b>Complete</b></p> <p>The Organisational Assurance Team has worked closely with action owners to monitor the progress against the plan, and report on it to HFRA. 65 of 66 actions have been closed, with evidence sought and provided. Any remaining evidence will continue to be requested and verified post March 2020, and the remaining actions will continue to be monitored until all completed.</p> <p>The Executive Group scrutinised the Action Plan Dashboard at each EG meeting.</p>

Creating Safer Communities  
Director of Operations



Identifying and mitigating risks to people and property within Hampshire.

	<b>Deliverable</b>	<b>Completion Date</b>	<b>Progress</b>
1	Review the Blue Light collaboration strategy with Hampshire Constabulary and South Central Ambulance Service.	July 2019	<b>Complete</b> Continuing collaboration with SCAS on medical response and focussing on Community Safety for work with Hampshire Constabulary.
2	Evaluate prevention activity to ensure we fully understand the benefits achieved.	Sept 2019	<b>Complete</b> HFRS has carried out an evaluation of Safe and Well visits in 2019/20.
3	Produce a revised Risk Based Audit Policy for Protection activity and ensure sufficient resources are allocated to a prioritised and risk-based inspection programme.	Sept 2019	<b>Complete</b> The Risk-Based Inspection Procedure has been published and a dedicated risk-based inspection team has been set up.  A team of 9 Watch Managers is working through the Experian Data Set. We have data on Approximately 10,000 properties, in which we have sorted in risk priority. We are now achieving our monthly Target of 120 Audits per month programmed in a risk priority across the county and identified on CFRMIS as RBIP Jobs. We have begun a review of the delivery and relationship between the RBIT and CS Hubs.
4	Develop our firefighter skills in prevention activities	Dec 2019	<b>Complete</b> <ul style="list-style-type: none"> <li>• Safe and well Moodle package updated and implemented;</li> <li>• STEER course training completed, now being run as stand-alone course with no HQ Support;</li> <li>• A Better Me course training now being run as a stand-alone course with No HQ support;</li> </ul>

			<ul style="list-style-type: none"> <li>• Other Prevention interventions now being run after training provided with governance such as CYP activities.</li> </ul>
5	Develop our firefighter knowledge and understanding of the built environment.	Dec 2019	<p><b>Complete</b></p> <p>Material and tracking now available through Moodle and WPA and MOS to develop our understanding of the built environment.</p>
6	Train and qualify new fire engineers from our current workforce by providing specific opportunities to build our key skills in this vital area.	Dec 2019	<p><b>Complete</b></p> <p>2 x personnel completed IFE Level 5 Diploma in Fire Engineering Design.</p> <p>An emphasis on the benefits of all FE and other qualified personnel achieving registration with the Engineering Council as a form of 3<sup>rd</sup> party quality assurance of HFRS' staff competence. This has been addressed within the new CS structure.</p>
7	Review our procedures to ensure prevention activity is targeted at people most at risk.	March 2020	<p><b>Complete</b></p>

Responding to Incidents  
Director of Operations



Improving the way we respond to and support incidents.

	Deliverable	Completion Date	Progress
1	Evaluate the First and Intermediate response vehicle trials and deliver a definitive frontline capability plan.	Sept 2019	<b>Complete</b>
2	Implement a policy and feedback mechanism to enable efficient and effective crewing systems on all HFRS wholetime stations	Dec 2019	<b>Complete</b> The Working Time Regulations Policy has been published. A close report was approved by the Operations Management Board in March for the ABC1/2/3 stations as they presently stand. Once a final report has been submitted to the HFRA we will be looking to further refine and develop crewing systems across all wholetime fire stations in the coming years.
3	Embed National Resilience assets within the operational group delivery model	Dec 2019	<b>Complete</b>
4	Create an action plan for improving on call provision	April 2020	<b>Complete</b> A close report was approved by the Operations Management Board in March to advise that the project has reached its end date and how it has delivered the seven workstreams. We aim to establish a BAU team from April 2020 to continue to support On Call in HFRS.
5	Improve the situational awareness provided at operational Incidents by enhancing Command Support capabilities through the introduction of a new Incident Command Unit, improved connectivity and better use of available IT systems.	April 2021	<b>On track</b> Procurement activity for actual vehicles and connectivity started in October 2019. Procurement routes to market explored in November and December 2019. System preparation work continues to take place in parallel to procurement activity. (originally December 2020, known delays in vehicle chassis delivery resulting in an anticipated revised date to April 2021).

Planning, Communications & Engagement  
 Director of Policy and Planning



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

	<b>Deliverable</b>	<b>Completion Date</b>	<b>Progress</b>
1	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 2019	<b>Complete</b> The Community Data Map is now available to a targeted group of users across the Service and includes a wide range of data (including some covering the Isle of Wight).
2	Embed the revised Policy Framework and ensure that all policies are up to date and have been rewritten in line with the new approach.	March 2020	<b>Complete</b> The O365 PPG page is now live. Storage of service documents is now in one place. All departments are now updating and changing documents to align with the policy framework. The new policy framework was signed off on 7 November 2019, 5 months ahead of schedule.
3	Finalise the plans for the creation of a Combined Fire Authority for Portsmouth, Southampton, Hampshire and the Isle of Wight, including the submission of the formal request for government approval.	April 2021	<b>On track</b> The Home Office has revised the dates for CFA delivery (originally March 2020) due to internal pressures within central government. <ul style="list-style-type: none"> <li>The revision to these dates will include creation of a Shadow Authority from April 2020, leading to the creation of a Combined Fire Authority for Hampshire, Isle of Wight, Portsmouth and Southampton April 2021.</li> <li>Legal teams are currently working to understand what an extension to the current DDiP strategic partnership between HFRA and IWC for the period April 2020 – April 2021.</li> <li>The HFRS and IWFRS, Home Office submission to create a new Combined Fire Authority has now</li> </ul>

			<p>been approved by the Home Secretary.</p> <ul style="list-style-type: none"> <li>• The CFA team are working to revise the previously agreed plans for delivery of all workstream areas.</li> </ul>
4	Plan, prepare and produce an agreed new Integrated Risk Management Plan and Service Plan for 2020-2025 as a joint plan for Hampshire and the Isle of Wight.	March 2020	<b>Complete</b>



Knowledge

Director of Performance & Assurance



To put trusted knowledge at the heart of decision making.

	Deliverable	Completion Date	Progress
1	Review how we gather and record relevant and up-to-date risk information.	Nov 2019	<p><b>Complete</b></p> <p>Various activity has taken place to complete this deliverable, this includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>• An online training provision on Moodle has been completed;</li> <li>• Work is now complete on changing unnecessary information for low risk premises to alerts;</li> <li>• Benchmarking for confirming improvements is complete;</li> <li>• Policy is complete;</li> <li>• The number of SSRIs out of date is reducing</li> </ul>
2	Review our systems to ensure staff can effectively use learning and debriefs to improve operational response and incident command.	Nov 2019	<p><b>Complete</b></p> <ul style="list-style-type: none"> <li>• Amendments have been made to debriefing process following trial. Operational Assurance poster has been issued identifying roles in organisational learning. Four formal debriefs have taken place.</li> <li>• The policy has been finalised</li> <li>• Debriefing moved into Groups and toolkit approach – pilot finished, report completed, some amendments being made before being launched.</li> <li>• Development of App and performance management tools to support managers;</li> <li>• Development of App and performance management tools to support ‘hot debrief’.</li> </ul>

3	Develop the Power Business Intelligence tools to meet customer needs and further develop our risk intelligence and analytical capability.	Dec 2019	<p><b>Complete</b></p> <p>Following the launch to pilot sites on 1<sup>st</sup> August, Power BI reporting (using the data warehouse) went live across the Service on 4<sup>th</sup> October with ongoing analysis and reporting of use (to date around 5,000 views by around 150 users). Recently, the Organisational Performance team also developed and launched (to a defined set of users) a COVID-19 Power BI dashboard set.</p> <p>Successfully maintaining existing BI tools (with ongoing review) and working to produce some new BI tools.</p>
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People & Leadership

Director of HR



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.

	Deliverable	Completion Date	Progress
1	Publish a new People and Organisational Development Strategy.	June 2019	<p><b>Complete</b>                      POD Framework was approved in September 2019.</p> <p>Work to provide underpinning activities has been completed and was presented to Exec Group in September, with a wide range of ongoing activity in this area. For example, as illustrated by our recent update to HFRA S&amp;G Committee (and our update to IWC Corporate Scrutiny Committee) in relation to progress against our HMICFRS action plan.</p>
2	Establish the Resource Management Team (RMT) to ensure effective long term workforce planning aligned to the IRMP and short term resource management to maintain delivery of service, supporting effective decision making by RMG.	Sept 2019	<p><b>Complete</b>                      RMT has been implemented and the team is in place with a current recruitment process in place for a WM.</p>
3	Develop and publish revised cultural vision and supporting behaviours, and work with teams to embed these throughout the service.	Dec 2019	<p><b>Complete</b>                      Proposed values have been agreed and launched. These were developed through the responses collated during survey and workshops. These were shared with the organisation during the breakfast briefing on 28 January 2020. Their implementation and embedding across the organisation will become a specific piece of work monitored through the POD Board; and to provide a specific example, our values are a core part of our revised PDR process.</p>

4	<p>Improve the Service's leadership and management capability through:</p> <ul style="list-style-type: none"> <li>• Developing Leadership</li> <li>• Development Programmes aligned to NFCC Leadership Framework</li> <li>• Delivery of investigation training</li> </ul>	Dec 2019	<p><b>Complete</b> Regular CPD events for middle managers have been arranged.</p> <p>The leadership framework was approved by Exec Group. It includes mandatory aspects around these issues, and was set to rolled out to all green and grey book leaders from 1 April 2020; however this has been postponed for six months owing to the COVID-19 pandemic.</p>
5	<p>Review the HFRS employee life-cycle to identify gaps in current People and Organisational Development provision, and develop high level action plan.</p>	March 2020	<p><b>Complete</b> Review of lifecycle completed alongside PPG work and all existing policies, procedures and guidance notes update to ensure compliance with employment law and HR best practice. This development will be monitored through the POD Board.</p>
6	<p>Develop a diverse workforce through continued positive action and create a positive working environment that is based on fairness, transparency and respect.</p>	March 2020	<p><b>Complete</b> The Inclusion &amp; Diversity team have been attending events to engage with our under-represented groups and promote the role of firefighter. Further have-a-go days are being planned and embedded into HFRS Academy as Business as usual so that people from our diverse communities can learn more about the role of firefighting. However, these planned days have clearly been impacted by the ongoing COVID-19 pandemic.</p>
7	<p>Promote the importance of the physical and mental health and wellbeing of the workforce through implementation of the wellbeing action plan and improved mental health provision.</p>	March 2020	<p><b>Complete</b> Various activities are taking place to support mental health, such as but not limited to:</p> <ul style="list-style-type: none"> <li>• Implementation of Trauma Risk Management (TRIM) and Mental Health First Aider training</li> <li>• Improved awareness of mental health issues and our provision for it through the implementation of a comprehensive communication strategy</li> <li>• Mental Health Week</li> <li>• Stress and Resilience workshops</li> <li>• Joint CPD events with HFRS and IWFRS around mental health.</li> </ul>

			<ul style="list-style-type: none"> <li>• Completion of psychological screening pilot and Improved access to psychological screening</li> <li>• Mengage sessions delivered to watches to promote men’s health issues</li> <li>• Understanding menopause training</li> </ul> <p>Further activities will be monitored through the POD Board.</p>
8	<p>Drive high standards and performance through both high-quality learning and opportunities for professional development.</p> <ul style="list-style-type: none"> <li>• Development of an apprenticeship programme</li> <li>• Agreed plan for talent identification and development</li> <li>• Revised annual appraisal and development programmes</li> <li>• Commission a review of our promotional processes.</li> </ul>	March 2020	<p><b>Complete</b></p> <p>POD has developed a new PDR approach with collaborative work with Performance &amp; Assurance developing a new PDR tool. A SharePoint site has been built to enable line managers and staff to have effective conversations.</p> <p>Promotional process review, and a wholtime recruitment evaluation has been completed by Organisational Assurance team. Recommendations adopted into current recruitment processes.</p> <p><b><u>Development of an Apprenticeship program:</u></b></p> <p>Targeted pilot project to develop/upskill identified staff in place:</p> <p>11 Established apprentices:</p> <ul style="list-style-type: none"> <li>• 3x L6 Digital and Technology Solutions Professional standard</li> <li>• 2 x L3 Team Leader standard</li> <li>• 6 x L4 Associate Project Manager</li> </ul> <p>In March 2020 12 new starts were due to commence the following apprenticeships:</p> <ul style="list-style-type: none"> <li>• Level 3 Team Leaders/Supervisor</li> <li>• Level 3 Business Administrator</li> <li>• Level 3 Customer Service Specialist</li> </ul> <p>COVID-19 has impacted the start date.</p> <p>Business as usual post COVID-19 will see an increase from 35% to 75% achievement of the government target to enrol 2.3% of the Service’s workforce on apprenticeships. Gateway selection</p>

			<p>process for L7 Senior Leaders apprenticeship now in place.</p> <p>A Governance Board established with agreed terms of reference in place to monitor progress of apprenticeships.</p>
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Technology  
 Director of Corporate Services



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

	Deliverable	Completion Date	Progress
1	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.	February 2020	<p><b>Delayed</b></p> <p>An interface is established between the Operational Availability System and the Command and Control Mobilisation System; however, the enhancements to this interface envisaged as part of the Service Plan have been delayed, as previously reported to HFRA, due to hardware upgrades and the requirement to align processes between systems (some of which are outside of HFRS control). The interface was scheduled to undergo final testing in March 2020, however COVID-19 has impacted this and all upgrades to the Command &amp; Control system were placed on hold to ensure the stability of the system during this critical time.</p> <p>We are now working with partners and Capita to propose new dates for the interface later in the year.</p>

Working with Partners  
 Director of Corporate Services



To put partnerships at the heart of all our work.

	Deliverable	Completion Date	Progress
1	<p>Deliver realistic live fire and other training through Prince Philip Barracks (PPB) and Solent University (SU) at Warsash and maximise its use through arrangements with other blue light partners.</p>	<p>March 2022</p>	<p><b>On track</b>            HFRS crews no longer use PPB for realistic scenario training.</p> <p>We have a draft agreement and lease for the Warsash live fire training facility with SU to share their new live fire and pool based training facilities on the lower site at Warsash. The main fire and pool training building has received planning, however we are still awaiting a planning decision on the fire pad development before we sign this all off.</p> <p>The plan is still to get access to the fire pad facilities by Spring 2021, which is a new hot villa and 2 integrated attack units for 3.5 days/week for 45 weeks a year, and the new fire training support building will be completed by winter 2021 (we will have access to temporary facilities on the upper site for classrooms and use of the existing changing and washing facilities etc for the interim period).</p> <p>We are working well with the onsite staff from SU and a collaboration agreement and methods of working are being drawn up.</p>