# Hampshire and Isle of Wight Fire and Rescue Service Safety Plan - Year 2 Improvements - April 2021 to March 2022

## Policy, Planning and Assurance

| Ref | Delivery activity We will… | What does this look like? | Link to Year 1? | Primary Director | Cross Directorate link | Rationale | Primary priority | Additional resources |
|---|---|---|---|---|---|---|---|---|
| 1 | Develop mechanisms to measure the effectiveness of PPG framework across HIWFRS. | Fully embedding our PPG Framework and driving a policy led culture. | Builds on new PPG Framework. | Steve Apter | All | Having designed and implemented a new policy, procedures and guidance framework which is ensuring we provide the support of policy to our organisation, we will now focus on ensuring this is fully embedded and driving a policy led culture. | L&I | From within existing resources. |
| 2 | Embed and evidence the impact of our Risk Management Framework. | Establish an assurance process to measure its effectiveness and to ensure our systems and processes are focussed. | Assurance for the risk-based approach set out in our Safety Plan. | Steve Apter | All | Having developed a new risk-based approach which is set out within our Safety Plan, we will establish an assurance process to measure its effectiveness and to ensure our systems and processes are focussed on making life safer. | OC | From within existing resources. |
| 3 | Conduct external H&S review, implement findings of review and evaluate impact. | An impartial assessment of H&S within our organisation. | Carry forward as due to C-19 an internal audit took place instead. | Steve Apter | All | Due to the impacts of COVID 19, we were unable to undertake an external review. We did ensure our H&S arrangements were audited internally, this audit will support our journey to a proactive Safety culture. | OP | From within existing resources. |
| 4 | Redesign directorate structures to align with strategy. | Our directorate structures will align with Service Priorities. | Public Value and High Performance, ensuring form following function with efficiency and effectiveness at its heart | Steve Apter | All | Having established our Safety Plan and integrated our operating model of Plan, Do and Review, we now have the opportunity to align our structures accordingly. | HP | From within existing resources. |
| 5 | Operational responsiveness policy setting for:<br>• People (Prevention)<br>• Buildings (Protection)<br>• Emergencies (Response)<br>Delivered with community. | Optimum resource policies for PPR:<br>• July 2021 | Performance | Steve Apter | Policy/Risk and Ops | These policies will determine how we deal with the risk we find in our community. They will determine how much risk we will tolerate and how we will respond to that which is not tolerable. For example, how many high risk buildings will we inspect and within what timeframe. | HP | From within existing resources. |
| 6 | Risk Analysis for:<br>• People (Prevention)<br>• Buildings (Protection)<br>• Emergencies (Response) | Report from external supplier to EG:<br>• September 2021 | Communities | Steve Apter | Policy/Risk and Ops | Engaging a risk modelling professional, we will run scenarios for our service delivery using data and information inclusive of prevention, protection and response. This | L&I | From within |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | will provide base risk data to allow better future service delivery resourcing decisions. | | existing resources. |
| 7 | Embed the identity of the new Combined organisation in our service and our communities. | New CFA brand to make the step from badge/logo to recognised identity that is fully aligned with Values and SP Priorities.\n\nEmbedding brand within organisational identity, weaving together with Values and SP Priorities. | CFA programme | Shantha Dickinson | P&A | Natural step 'extension' from creation of CFA brand. Will enhance the gelling together of HFRS and IWFRS in the eyes of employees and the community. Embed values further. Creates an overarching approach to policy/ measuring performance, etc. Recognition amongst our communities of the changed identity of CFA but unchanged in our commitments to and for the communities we serve. | OP | From within existing resources. |
| 8 | Maximise the lessons and opportunities identified from the Pandemic across our organisation, specifically estates, technology, workforce and working with partners. | Transform employees lived experiences during Covid19 regarding working practices into enduring policy and practice. Capitalise on opportunities identified through the pandemic for better outcomes for our communities including, how we deliver services and work with partners. | Public Value/ People Wellbeing/ Communities | Shantha Dickinson | Corp Services, POD | Explicitly mentioned as a recommendation in the HMICFRS Covid 19 inspection letter. Links with employee wellbeing, may positively contribute to ? organisation's sustainability plan and reduce costs. | OP | From within existing resources. |
| 9 | Improve transparency and effectiveness of published information. | Improved Data Quality, greater availability of relevant and value added information that is published on the website, portal, etc. Access to performance metrics for public and Service. Our information is translated into a readily understandable narrative that is meaningful for the reader. | High Performance | Shantha Dickinson | P&A | Increased reputation and trust of organisation amongst partner agencies and public. Greater ability to be scrutinised, deeper understanding of how we are performing. Information that public and stakeholder groups can access and understand will assist us in gaining meaningful feedback from our communities and support us in further understanding communities' risks and needs. | HP | POD – approx £30k |
| 10 | Understand all the diverse elements within our communities and the various segmentation of risk.\n\nImprove the systems that enable us to gain insight. | Refine our approach to insight with a clearly articulated strategy on who are we most worried about and what are the barriers for those individuals accessing our services. | Communities | Shantha Dickinson | P&P | Being assured that all our activity is targeting those who will benefit most. We will refine our understanding of risk, vulnerability and ultimately tailor our services to serve our communities. | OC | From within existing resources. |

| 11 | Maturing our internal processes for learning and establishing national links. | Driving forward output from Organisational Learning and linking with NFCC work establishing the important connections. | Learning and Improving | Shantha Dickinson | | Prove the benefit of linking assurance of delivery to a change for policy and/ or practice – learning moving from being logged to embedded in practice. | L&I | From within existing resources. |
|----|----|----|----|----|----|----|----|----|

## Operations

| Ref | Delivery activity We will… | What does this look like? | Link to Year 1? | Primary Director | Cross Directorate link | Rationale | Primary priority | Additional resources |
|---|---|---|---|---|---|---|---|---|
| 12 | Implementing ISO 17020, the Quality System for Fire Investigation. | Collaborative (Police) certificate to produce evidence in court; March 2022 for business case 2023 NFCC deadline. | Communities | Stew Adamson | | With a quality assurance system we will be able to continue to provide high quality legal support to investigations. | HP | From within existing resources. |
| 13 | Review of Safe and Well to better target vulnerability. | Review of referral pathways. Review of process map (procedure). Review of stakeholders. Analysis of vulnerability factors. March 2022 | Communities | Stew Adamson | Policy/Risk and Ops | A safe and well procedure that is efficient and effective at reducing risk. | OC | From within existing resources. |
| 14 | Connected technology within housing project. | Collaborative (FireAngel) project to utilise tech within smoke detectors. Output = pilot of P&R responses. March 2022 led by partner timelines. | Communities | Stew Adamson | | Will give prevention and response data for better FRS resource decision making. | OC | From within existing resources. |
| 15 | Reviewing how we respond to Automatic Fire Alarms. | Analysis of AFA calls. Reviewing our PPR policies for AFA. Output = recommendations to OMB. December 2021. | Communities | Stew Adamson | Policy/Risk and Ops | Driving down the impact of excessive automatic fire alarms. | PV | From within existing resources. |
| 16 | Review and implementation of new FDS arrangements. | Risk analysis of FDS needs. Analysis of shift options. Analysis of provided vehicles. Staff consultation and report to POD and Ops boards. New policy to EG. March 2022. | People/ performance Yr 1 review of shifts | Stew Adamson | POD, Corp Serv, Policy/Risk and Ops | Ensuring we have the right number of skilled officers. Moving towards a modern and efficient system of working with officers having the assets they required. | PV | From within existing resources. |
| 17 | Specials Review Programme. | Define a programme. Savings plan – reduction or dual crewing. Narrative for each. | Public value | Stew Adamson | POD, Corp Serv, Policy/Risk and Ops | Ensuring an efficient and effective use of our 'specials' fleet. | PV | From within existing resources. |

## Corporate Services

| Ref | Delivery activity We will… | What does this look like? | Link to Year 1? | Primary Director | Cross Directorate link | Rationale | Primary priority | Additional resources |
|-----|---------------------------|---------------------------|-----------------|------------------|------------------------|-----------|------------------|----------------------|
| 18 | Deliver options for investment for Fareham FS and Gosport FS as part of the SIP. | Fit for purpose operational buildings which support a diverse workforce for the next 40 years. | Yes, builds from SIP activities from Year 1 (Redbridge, Bishops Waltham and Cosham). | Matt Robertson | Ops | Increased organisational reputation, increased income generating opportunities, increased staff morale. | OP | Capital investment required, through Business Case. |
| 19 | Deliver a Business Case for the provision of future Live Fire Training facilities. | Fit for purpose operational training facilities which support realistic live fire training delivery. | Yes, builds from the Year 1 action to progress the Warsash live fire proposal which is no longer viable. | Matt Robertson | Ops | Increased organisational reputation, increased income generating opportunities, increased staff morale. | HP | Capital investment required, through Business Case. |
| 20 | Deliver year 1 maintenance programme for IoW estate, which adopts the five estate design principles. | Buildings which support our service delivery and provide safe places for people to work. Starts the process to bring Island in line with mainland estate. | Yes, builds from feasibility work on the Island and early CFA preparations. | Matt Robertson | Ops | Increased organisational reputation, increased income generating opportunities, increased staff morale. | OP | No, already funded. |
| 21 | Deliver year one carbon strategy objectives. | Systemic change to our approach to sustainability and climate change. | Yes, builds on the Year 1 action to establish an ambitious carbon reduction strategy. This will be the actions from this strategy. | Matt Robertson | Whole Service | Increased reputation of the organisation while reducing our impact on the environment and aligning with Gov targets. | OC | Yes, won't know details until report back from Carbon Trust at end of Jan. |
| 22 | Continued alignment of business processes and operating models under new CFA arrangements. | | | Matt Robertson | | Natural step 'extension' from creation of CFA to continue to align as part of BAU activities. | OP | No |
| 23 | Deliver Availability and Competency Management System. | Integrated system for the management of staff competencies and availability, linking to C+C systems. | | Matt Robertson | POD Ops | Staff deployments supported by integrated, robust and resilient systems and data. | HP | Wont know until end of Feb, but anticipated cost will be within |

| | | | | | | | | existing budgets – depends on tender returns |
|---|---|---|---|---|---|---|---|---|
| 24 | Conduct a costed feasibility to retrospectively apply the Estate Design Principles across all sites. | Fit for purpose operational buildings which support a diverse workforce. | | Matt Robertson | Ops | Increased organisational reputation, increased income generating opportunities, increased staff morale. | OP | Not initially. Capital investment required should we want to act on this initial review. |
| 25 | Roll out of ICT App Development Programme. | Driving efficiency through improved ICT use. | Yes. | Matt Robertson | Whole Service | Increased efficiency of processes. | HP | No. |

## People and Organisational Development

| Ref | Delivery activity We will… | What does this look like? | Link to Year 1? | Primary Director | Cross Directorate link | Rationale | Primary priority | Additional resources |
|-----|---------------------------|---------------------------|-----------------|------------------|------------------------|-----------|------------------|---------------------|
| 26 | Management and leadership training from new Organisational Development function. | Development of new Organisational Development function and design and delivery of leadership and management development. | People, Performance, Learning and Improving – WFD Review | Molly Rowland | All | High performance priority - Driving high performance through effective leadership and management of teams. | HP | From within existing resources. |
| 27 | Alignment of on call T&C's (2022). | Negotiation of new terms and conditions, new ways of working, and issuing new contracts. | People | Molly Rowland | Ops | People priority – appropriate reward and recognitions (terms and conditions) to recruit and retain motivated workforce. Industrial and employee relations. Removal of 2 tier workforce. | OP | POD/Ops - £175k |
| 28 | Continue to embed our organisational values. | Board and steering group to replace working group and ensure strategic oversight. Further virtual workshops and engagement with staff | People – launch of values in year 1. | Molly Rowland | All | People priority – creating a great place to work for all. | OP | Yes, but covered from OD budget. |
| 29 | Employee wellbeing – focus on mental health. | Development of strategic approach to mental health plan through appropriate governance and development of plan based on insight from wellbeing survey and mental health absence data thereby better supporting the needs of our employees. . | Wellbeing survey. Review absences due to Mental health in year 1. | Molly Rowland | All | People priority – promoting the health and wellbeing of our employees. | OP | Yes, but covered by mental health budget |
| 30 | Review against the NFCC Maturity Model. | Self-assessment against maturity model Informal peer-review. | | Molly Rowland | P&A | Learning and Improving priority. Enable us to understand our performance and maturity and consider improvements. | L&I | From within existing resources. |