

Appendix B



Service Plan 2015-2020 Mid Term Progress

June 2019

Performance & Assurance

Contents

Introduction.....	3
Building Resilience	5
Creating Safer Communities	7
Responding to Incidents.....	8
Assets & Money	9
Communications & Engagement.....	10
Knowledge.....	11
People & Leadership	13
Technology.....	16
Working with Partners	18

Introduction

The Service Plan 2015-2020 is reviewed annually against the evolving needs of communities in Hampshire and changing risks. It is used as our overarching document that enables us to achieve our core purpose of making Hampshire an even safer place to live, work and travel.

By presenting our progress against the Service Plan on a bi-annual basis to the Fire and Rescue Authority, the Service ensures scrutiny of its progress towards the strategic goals and assurance on our ability to serve our communities with the Fire and Rescue Service that they deserve.

This document provides the identified deliverables for each of the priorities within the Hampshire Fire and Rescue Service Plan (2015-2020) and progress against each deliverable. The Service Plan is made up of nine Priorities:

- Building resilience
- Creating safer communities
- Responding to incidents
- Assets & money
- Communications & engagement
- Knowledge
- People & leadership
- Technology
- Working with partners

These deliverables are focussed on implementing initiatives or changes that will improve our Service for the benefit of the public of Hampshire. Each deliverable is a significant change activity, and collectively with other deliverables may take between 6 months to over a year to fully implement.

The focus on performance of all medium-term activity across the Service is derived through the Performance and Assurance function in the new operating model. This will provide assurance to the public that we are managing our Service efficiently and effectively as well as making identifiable improvements to our organisation.

Latest amendments to the deliverables

1. The ownership of the following deliverable has been moved from Knowledge to Technology:

“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.”

The reason for the change of ownership is that the team responsible for the implementation now sits in IT, under the Enable function, aligned to the new Plan Do Review operating model.

2. HFRS recognises the needs for our Community Safety activities to be tasked as either Prevention or Protection measures. After recent national events, our thinking has been shaped to consider the following Creating Safer Communities deliverable as two deliverables:

“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.”

The above deliverable has therefore been removed and replaced by two deliverables:

“Develop our firefighter in Prevention activities”; and
“Develop our firefighter Protection activities, knowledge and understanding of the built environment.”

3. The following deliverable for the People & Leadership priority has been removed:

“Refresh our cultural vision and the People Strategy”.

The reason for its removal is for it to be aligned with the refresh of the IRMP and Service Plan.

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	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	Completed
2	Review all response plans for known risks across Hampshire to ensure interoperability with other emergency Responders and the Local Resilience Forum.	March 2019	Complete
3	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	On track

Creating Safer Communities

Director of Operations



Identifying and mitigating risks to people and property within Hampshire.

	Deliverable	Completion Date	Progress
1	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	Complete
2	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	Complete
3	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	Complete
4	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	On track - area of continuous work
5	Develop our firefighter in prevention activities	December 2019	On track
6	Develop our firefighter in protection activities, knowledge and understanding of the built environment.	December 2019	On track
7	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	On track

Responding to Incidents

Director of Operations



Improving the way, we respond to and support incidents.

	Deliverable	Completion Date	Progress
1	Develop, equip, trial and deliver: 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	Complete
2	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	Complete
3	Work with blue light partners to create further efficiencies in delivering our emergency response capability.	January 2019	Complete
4	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	Complete

Assets & Money

Chief of Staff



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

	Deliverable	Completion Date	Progress
1	Train and engage all relevant staff across the organisation to ensure they understand effective financial management.	March 2018	Complete
2	Work collaboratively with commercial partners to maximise the benefits to the Authority in the delivery of training courses on a commercial basis.	December 2018	Complete
3	Present a funding plan that can deliver the vehicles and equipment our people need to be operationally effective.	September 2018	Complete
4	Develop and present a funding plan that can deliver our future Estates requirements.	December 2018	Complete

Communications & Engagement

Director of Risk & Strategy



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

	Deliverable	Completion Date	Progress
1	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	Complete
2	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	Complete
3	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	Complete
4	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	Complete
5	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	Delayed/work in progress A prototype is being developed by Performance & Assurance for June and data is currently being uploaded. This will be shared with potential users to inform future developments.

Knowledge

Director of Performance & Assurance



To put trusted knowledge at the heart of decision making.

	Deliverable	Completion Date	Progress
1	Prepare the Service for the new General Data Protection Regulation (GDPR) to ensure we comply with this legal requirement.	May 2018	Complete
2	Deliver up to date information to our teams to help them manage performance.	July-19	On track
3	Ensure we are prepared for the new HMICFRS Inspection regime so that the best possible outcome and learning is achieved.	June 2018	Complete
4	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	Complete.

6	<p>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.</p>	<p>March 2019</p>	<p>Complete</p> <p>.</p>
7	<p>Ensure that all policies are up to date and in line with the Service's Policy Framework.</p>	<p>March 2019</p>	<p>Delayed</p> <p>Policy Development now located within the area of Risk and Strategy, the new operating model enables policy gaps to be identified and recommendations made from evaluating our operations and activities. All departments are currently reviewing their policies and procedures.</p> <p>The delay is due to the implementation of the new operating model, restructure of teams, and the redefinition of the Policy Framework.</p>

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	Deliver and establish a refreshed Appointments and Promotions policy and associated guidance.	June 2018	Complete
2	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	Delayed until March 2019 Wellbeing Working Group established reporting to H&S Committee. Gap Analysis in progress to inform action plan. Funding for further wellbeing support secured and will be prioritised against Gap analysis.
3	Continue to support our journey towards a high-performance culture through: 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	Delayed/work in progress PDP Policy has been approved at Executive Group. PDPs developed and in pilot – rollout in September 2019 until March 2020. NFCC Leadership Framework published January 2019 and is embedded within PDP.
4	Review the current pay and reward schemes and develop a future vision to inform a new strategy.	March 2019	Complete

5	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	Complete
6	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	Complete
7	Deliver a programme of commercial skills development to underpin delivery of the commercial vision for the Service.	Completion date was March 19 , this has now been moved to June-19 at the earliest.	<p>Delayed</p> <p>A pilot has taken place of a newly created Commerciality Toolkit. Following feedback from the pilot there is some ongoing testing on the final version of the file. Further comms is being planned with emails going out to sponsors about next steps/the launch.</p> <p>The completion date is now June 2019 as this project is spanning HCC, Hants Police and HFRS.</p>
8	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	<p>Partially complete Develop an Apprenticeship Programme that attracts new apprentices to HFRS' - Delayed</p> <p>Further work required in developing apprenticeship vacancies and attract new talent to HFRS.</p>
9	Support the changes required under Service Delivery Redesign to achieve savings through a reduced establishment.	March 2019	Complete

Technology

Chief of Staff



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

	Deliverable	Completion Date	Progress
1	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	Complete
2	Identify and then either minimise or remove technological barriers that inhibit the organisation in delivering its objectives.	June 2018	Complete.
3	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	Complete
4	Ensure that staff can access their information, systems and office services wherever and whenever they are working.	September 2018	Complete
5	Provide reliable access to quality information to support evidence-based decision making.	September 2018	Complete
6	Deliver cloud-based ICT services that enable managers to review and improve working processes which can improve efficiency and effectiveness.	September 2018	Complete
7	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	Delayed The interface between FireWatch and Vision remains a key deliverable for the Networked Fire Services Project (NFSP). An established work around is already in place.

Working with Partners

Chief of Staff



To put partnerships at the heart of all our work.

	Deliverable	Completion Date	Progress
1	Deliver a partnership policy to improve governance over partnerships.	September 2018	Complete
2	Deliver a business case for the review of governance options for Hampshire and Isle of Wight.	November 2018	Complete
3	Look for opportunities to use our capabilities and resources to support other agencies where it contributes to making Hampshire safer.	March 2020	On track BL collaboration programme pursues 13 opportunities. Following successful development of the Networked Fire Services Partnership (NFSP) for providing a new control facility with Dorset & Wiltshire FRS and Devon & Somerset FRS, The Chairman and CFO endorsed a proposal to further develop relationships and seek further opportunities.
4	Deliver realistic live fire and other training and maximise its use through arrangements with other blue light partners.	March 2022	On track