

## **Appendix B**



# **Service Plan 2019-2020 Priorities refresh**

**April 2019**

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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	Comments
1	Monitor and review progress against the HMICFRS Action Plan approved by HFRA	March 2020 (on transfer into the new IRMP and Service Plan 2020-2025)	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>
2	Develop a comprehensive organisational assurance model and toolkit to provide confidence that critical systems are sufficiently resilient.	March 2020	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>

## Creating Safer Communities

Director of Operations



Identifying and mitigating risks to people and property within Hampshire.

	<b>Deliverable</b>	<b>Completion Date</b>	<b>Comments</b>
1	Review the Blue Light collaboration strategy with Hampshire Constabulary and South Central Ambulance Service.	July 2019	<b>Carry forward from 2018-19 priorities</b> <b>On track/continuous area of work</b>
2	Develop our firefighter skills in prevention activities	December 2019	<b>Carry forward from 2018-19 priorities</b> <b>On track</b>
3	Develop our firefighter knowledge and understanding of the build environment.	December 2019	<b>Carry forward from 2018-19 priorities</b> <b>On track</b>
4	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	<b>Carry forward from 2018-19 priorities</b> <b>On track</b>
5	Evaluate the number and content of home fire safety checks (Safe and Well visits)	March 2020	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>
6	Review our procedures to ensure prevention activity is targeted at people most at risk.	March 2020	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>
7	Evaluate prevention activity to ensure we fully understand the benefits achieved.	March 2020	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>
8	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>New priority based on the new operating model and the publication of the HMICFRS report</b>

## Responding to Incidents

Director of Operations



Improving the way we respond to and support incidents.

	Deliverable	Completion Date	Comments
1	Evaluate the First and Intermediate response vehicle trials and deliver a definitive frontline capability plan.	September 2019	<b>Carried forward from the 2018-19 priorities and adapted to reflect our experience from the various vehicle trials</b>
2	Implement a policy and feedback mechanism to enable efficient and effective crewing systems on all HFRS wholetime stations	September 2019	<b>Carried forward from the 2018-19 priorities and adapted to reflect our developing knowledge from the various crewing trials</b>
3	Create an action plan for improving On-call provision	April 2020	<b>New priority based on resourcing requirements and On-call availability</b>
4	Embed National Resilience assets within the operational group delivery model	December 2019	<b>New priority based on the changing operating model and resourcing arrangements</b>
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.	December 2020	<b>New priority to take advantage of improvements in technology and capability</b>

## Planning, Communications & Engagement

Director of Policy & Planning



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

	Deliverable	Completion Date	Comments
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>Carry forward from 2018-19 priorities</b> <b>Delayed/work in progress</b>
2	Embed the revised Policy Framework and ensure that all policies are up to date and have been re-written in line with the new approach.	March 2020	<b>Carry forward from 2018-19 priorities</b> On track
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.	March 2020	<b>Additional priority reflecting the decision by HFRA and IOWCC to agree a combined fire authority</b>
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>Regular requirement as part of the 5 yearly planning cycle</b>
5	Provide assurance that our commitment to the trading arm does not conflict with our main protection responsibilities or public service duties	June 2019	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>

## Knowledge

Director of Performance & Assurance



To put trusted knowledge at the heart of decision making.

	Deliverable	Completion Date	Comments
1	Develop the Power Business Intelligence tools to meet customer needs and further develop our risk intelligence and analytical capability.	December 2019	<b>Carried forward from the 2018-19 priorities and adapted to reflect our developing knowledge of the software available</b>
2	Review how we gather and record relevant and up-to-date risk information	November 2019	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>
3	Review our systems to ensure staff can effectively use learning and debriefs to improve operational response and incident command.	Nov 2019	<b>New priority based on the new operating model and the publication of the HMICFRS report</b>

## 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	Comments
1	Publish a new People and Organisational Development Strategy.	June 2019	<b>Revised priority for 2019/20 based on previous activities, cultural surveys and HMICFRS action plan</b>
2	Develop and publish revised cultural vision and supporting behaviours, and work with teams to embed these throughout the service.	December 2019	<b>Revised priority for 2019/20 based on previous activities, cultural surveys and HMICFRS action plan.</b>
3	Improve the Service's leadership and management capability through: <ul style="list-style-type: none"> <li>Developing Leadership Development Programmes aligned to NFCC Leadership Framework</li> <li>Delivery of investigation training</li> </ul>	December 2019	<b>Revised priority for 2019/20 based on previous activities, cultural surveys and HMICFRS action plan.</b>
4	Establish the Resource Management Team 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	September 2019	<b>Revised priority for 2019/20 based on previous activities, cultural surveys and HMICFRS action plan.</b>



5	Review the HFRS employee life-cycle to identify gaps in current People and Organisational Development provision, and develop high level action plan.	December 2019	<b>Revised priority for 2019/20 based on previous activities, cultural surveys and HMICFRS action plan.</b>
6	Develop a diverse workforce through continued positive action and create a positive working environment that is based on fairness, transparency and respect.	March 2020	<b>Revised priority for 2019/20 based on previous activities, cultural surveys and HMICFRS action plan.</b>
7	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	March 2020	<b>Revised priority for 2019/20 based on previous activities, cultural surveys and HMICFRS action plan</b>
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	<b>Revised priority for 2019/20 based on previous activities, cultural surveys and HMICFRS action plan</b>

## Technology

Chief of Staff



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

	Deliverable	Completion Date	Comments
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.	December 2019	<b>Carry forward from 2018-19 priorities</b>

## Working with Partners

Chief of Staff



To put partnerships at the heart of all our work.

	Deliverable	Completion Date	Comments
1	Deliver realistic live fire and other training through Prince Philip Barracks (PPB) and Solent University at Warsash and maximise its use through arrangements with other blue light partners.	March 2022	<b>Carry forward from 2018-19 priorities</b> <b>On track</b>