



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

Purpose: Approval

Date: 09 December 2020

Title: **SAFETY PLAN 2020-25 – YEAR 1 SIX MONTH PROGRESS**

Report of Chief Fire Officer

SUMMARY

1. The purpose of this report is to demonstrate progress made in the last six months, against the delivery of Year 1 of the Safety Plan 2020-25.
2. Thus far, 19 out of 73 deliverables (26%) have been completed. 68% are on track for completion, 2% are postponed until Year 2 due to COVID-19 or paused until activity can resume and 2% have not yet started but will be completed by the end of March 2021. Furthermore, as at October, six months into the Safety Plan, across all 73 deliverables, the average progress reported stands at 58%.

BACKGROUND

3. In April 2020, a five-year Safety Plan (see Appendix A) for Hampshire Fire and Rescue Service (HFRS) and Isle of Wight Fire and Rescue Service (IWFRS) was launched, which sets out our priorities, values, how we seek to build on our strengths, and how to address the areas that require further improvement, particularly regarding our people.
4. We developed five priorities – to support our overarching purpose that *‘Together, we make life safer’* – that we are committed to for the life of this plan. We have a comprehensive set of performance indicators to monitor our performance against this plan, and the performance reports into the Authority has been refined with headline performance figures and findings brigaded by the Safety Plan priorities. We will review the Safety Plan on an annual basis, adding in further improvements as we build on each year’s delivery. We have also been applying a change management approach – supported by policy, procedure, guidance and reporting - to monitor and evaluate the implementation of this plan and will continue to do so for its duration.

5. Progress against the Safety Plan is now reported in a fortnightly dashboard report to the Executive Group, to ensure close monitoring and scrutiny from Directors and their teams. Performance of the Safety Plan is also reported via the separate Mid-Year 2020/21 Performance Report.
6. The five priorities outlined in the Safety Plan are:
 - (a) **Our Communities** – we work together to understand different community needs and deliver accessible, local services which build safer places.
 - (b) **Our People** – we look after each other by creating great places to work and promoting the health, wellbeing and safety of our people.
 - (c) **Public Value** – we plan over the longer term to ensure our decisions and actions deliver efficient and effective public services.
 - (d) **High Performance** – our diverse teams are trusted, skilled and feel equipped to deliver a leading fire and rescue service today and into the future.
 - (e) **Learning and Improving** – we have the support of policy and guidance with the freedom to use our discretion to do the right thing, learning from ourselves and others.

OUR COMMUNITIES

7. Our teams have adjusted to the COVID-19 demands whilst ensuring our communities remain safe. In addition to delivering specific Safety Plan activities, we have also been involved in other work specifically related to the pandemic to protect our communities, such as developing a new Home Learning area on our external website to support parents and schoolchildren while schools were closed.
8. We have now published a campaign calendar that details our community safety activities and has been developed through close collaboration between prevention, communications and analyst teams. Our Prevention Team is involved in a broad range of community safety topics where we will be able to plan, deliver and evaluate success (using a range of data) across areas such as home, road and water safety as well as seasonal events such as Diwali, Bonfire Night, the summer period and Christmas.
9. We have also launched the Change Management Framework across both HFRS and IWFRS to improve project and programme management across the Services (the Change Portfolio currently includes 35 change activities, 40% of which comprise Major and Medium activities) – for the benefit of our

communities and our staff. Part of this work included improving the impact assessment process – people impacts (where there have been 17 completed impact assessments between April and October). We have observed a significant increase in engagement across a wide range of teams in adopting the principles underpinned by the Change Management Framework. The Inclusion & Diversity Team receive notification of initial impact assessment screenings, which leads to detailed conversations with change leads (programme or project managers) and policy, procedure and guidance (PPG) owners to identify and mitigate impacts, which covers all employees and external stakeholder such as volunteers, partners, business and our communities.

10. We have started the second phase of the Building Risk Review (BRR) Programme inspections of all high-rise residential buildings in both Hampshire and Isle of Wight.

OUR PEOPLE

11. In the last six months, we have been involved in multiple activities that relate to the wellbeing of our workforce. We launched a wellbeing survey, which was open for six weeks in August and September. There were 526 respondents (including both HFRS and IWFRS staff) and they were very positive about the support received from their line manager and the Services' COVID-19 response activity. Further detailed analysis is being undertaken to support communication and feedback to staff on the findings, and to identify any learning for the People and Organisation Development Directorate to action.
12. Furthermore, we have developed and launched a Wellbeing Portal on our intranet, which provides resources and information to support the wellbeing of our workforce. As at October, there had been 2,187 views of the Portal – with ongoing review of engagement, for example as part of our ongoing focus on wellbeing during and beyond the impacts of COVID-19. The most popular content that has been accessed by users has been the Employee Assistance Programme and Mental Health support pages.
13. Throughout the pandemic, the wellbeing of our staff has been paramount and has been a strong focus of our internal activities. We continue to engage with the workforce in various ways, including through weekly Chief Officer's breakfast briefings (with 120 attendees on average for each briefing and an average of 60 replays after the live briefing), and other channels, and ensure our staff have access to all available resources and information, to ensure their wellbeing through this particularly difficult period. Furthermore, early in the pandemic response we developed COVID-19 FAQs for staff, which we continue to update to provide our workforce with timely information on a wide range of topics.

14. Following extensive workforce engagement activity (via focus groups, a survey, and thorough discussion in a staff working group), our values (*showing respect, supporting others, everyone playing their part, and reaching further*), were launched in January 2020. These have now been embedded in our recruitment processes, including the recruitment campaign, and the application questions. In addition to this, we have embedded the values and behaviours in our new leadership framework, our new Personal Development Review (PDR) process that was rolled out in June, and in promotion processes. The values and behaviours were also embedded into our Belonging, Integrity and Trust (BIT) programme, which is an e-learning training package containing information on protected characteristics, banter in the workplace, unconscious bias, inclusive communications and micro behaviours. Since its launch in July, 256 sessions (some by individuals and some by teams or watches) via the Moodle training package have been completed.
15. Furthermore, we have delivered our National Inclusion Week Campaign for staff, which was adapted to the change of working environment, by including live webcasts and events for our staff and teams (13 well-attended webinars were held over the course of the week).

PUBLIC VALUE

16. We continue our commitment to support the requirements of a modern fire and rescue service, our communities and our partners by investing in our stations whilst adopting the five estate design principles:
 - **Buildings which support core Service functionality:** to provide the facilities required to support our service delivery and continue to make life safer for the residents of Hampshire.
 - **Buildings which enable partnership working and income generation:** to make the most of our estate, providing spaces to enable collaborative working and deliver income to support our future financial position.
 - **A healthy and inclusive workplace:** to provide a safe and welcoming environment for all our staff and visitors.
 - **Physically secure buildings by design:** to provide buildings which are secure and resilient to potential threats, while meeting our responsibility as a critical national infrastructure organisation.

- **Simple, robust and sustainable buildings:** to use materials and technologies which offer longevity, are cost-effective, fit for purpose and energy efficient.
17. Both business cases for the rebuilding of Redbridge and Bishops Waltham fire stations, which were developed with support from our Organisational Assurance Teams and in-line with the principles of the Change Management Framework, have been approved. As a jointly occupied blue light hub, the scheme will maximise co-location opportunities, making Redbridge a unique investment as a cohesive public service offering to the local area. The scheme will provide a source of income for the Service while supporting our work, and that of partners within the local community. Now that the scheme has been approved, the project design will be further developed, and a planning application will be submitted in early 2021, ready to start work at the site in late 2021.
 18. Furthermore, the combination of Hampshire and Isle of Wight Fire Service' (CFA) continues to be on track for our April 2021 launch. We have taken part in a re-branding exercise to join HFRS and IWFRS visually, with the final badge having been signed off in the September Shadow Authority meeting. Progress of the Combined Fire Authority Programme is monitored via a Programme Board, with reporting into the Executive Group and monitoring via our Integrated Performance and Assurance Board's (IPAB) Change Portfolio.

HIGH PERFORMANCE

19. After a pause owing to the impact of COVID-19, we launched the Hampshire and Isle of Wight Fire and Rescue Service Leadership Development Programme in September. The programme is closely aligned to the National Fire Chiefs Council's (NFCC) Leadership Framework, with the aim to strengthen leadership and line management across the Services through a range of learning and development outcomes. The programme is aimed at all current and future Supervisory and Middle Managers across Hampshire and the Isle of Wight. Core leadership and management courses will be mandatory whilst others, such as Investigations or Project Management may only apply to certain roles. All managers across the Service will be invited to attend and join a cohort over the next 36 months, with the first taking place in October this year.
20. We are currently analysing and reviewing a range of data to support a new set of operational performance standards. Our Organisational Performance team is working closely with our Operations Directorate. For example, the Services continue to develop their understanding of critical response – with the Organisational Performance team carrying out an in-depth review (that included statistical analysis, data and standard benchmarking and qualitative evidence) in this area, which is being

carefully considered by the Operations Management Board. There is also a renewed focus on data quality around response and other areas of performance (supported by Power BI and other additional reporting).

21. Our teams are maximising the use of our Office365 environment to be more efficient in our collaboration across the organisation and with our external partners. Furthermore, our ICT team have been a critical part of our business continuity, for example through enabling significantly increased home-working for staff in support of the pandemic and have rolled out @hantsfire accounts to Isle of Wight staff – to enable greater collaboration and assist preparations for the new Combined Fire Authority.
22. Furthermore, we are also in the process of redesigning our new external website on an open source platform, hosting it in house to give us internal control and assurance, and enhancing the ‘our performance’ section to provide our communities and stakeholders with an improved suite of information about how we are performing.
23. One objective of our recruitment campaign was to advertise to a diverse range of applicants and encourage them to apply for these roles, to create a more diverse, high performing workforce. This year, 11% of applicants are from an ethnic minority background¹ (compared to 8% in 2019) and 16.5% are female (12% in 2019).

LEARNING AND IMPROVING

24. Most activities around the Learning and Improving priority are due for completion in March 2021. However, significant progress has been made in this area, some of which is detailed below.
25. Various departments across the organisation are collaborating to develop a Lessons Learned tool to capture all organisational learning, building on from the current Submit Learning tool, which, at the moment, focuses on capturing operational learning. Following a renewed focus on lessons learned, and increased engagement with Change Leads, we are already witnessing a 31% improvement in the number of change activity lessons recorded compared to last financial year. It is also worth noting that the Submit Learning Tool, which is frequently used with regular reporting on this, has also been used to capture COVID-19 related operational learning, and a wider IWFRS and HFRS COVID-19 Lessons Learned Log has been created and is overseen by the Pandemic Coordination Group. As at September, there were 67 lessons (both good practice and areas for consideration) captured.

¹ We use UK government guidance to report on ethnic minorities. “We use ‘ethnic minorities’ to refer to all ethnic groups except the White British group. Ethnic minorities include White minorities, such as Irish Travellers.” <https://www.ethnicity-facts-figures.service.gov.uk/style-guide/writing-about-ethnicity>

26. Various evaluations of our work have been completed, such as Feedback Mechanisms, with other reviews underway, such as body worn cameras. Performance, Assurance and Communications are also working closely with Corporate Services to deliver a review of the Shared Services Partnership; and the scope has been agreed and initial document review and analysis is underway. Furthermore, an evaluation of our values (and how embedded they are in various processes) is also planned for this financial year.
27. We are also in the process of refining our operational assurance system, with this activity overseen by our Policy and Planning Directorate.
28. Finally, a SPOC has been confirmed to capture and share learning from National Operational Learning and Joint Operational Learning and updates are shared with respective decision-making functions in the organization, with progress being monitored and recorded.

SUPPORTING OUR SAFETY PLAN AND PRIORITIES

29. The principles of the Safety Plan and Priorities have been detailed within the narrative/body of this report.

RESOURCE IMPLICATIONS

30. There are no additional resources as a result of this report.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

31. Impact assessments are undertaken, where relevant, for each activity under the Safety Plan. However, this report itself does not require any impact assessments to be produced as it does not result in any service changes.

LEGAL IMPLICATIONS

32. There are no legal implications arising from this report.

PEOPLE IMPACT ASSESSMENT

33. As illustrated above, Impact assessments are undertaken, where relevant, for each activity under the Safety Plan. However, this report itself does not require any impact assessments to be produced as it does not result in any service changes.

OPTIONS

34. To note or not the positive progress made towards the delivery of Year 1 of the 2020-25 Safety Plan.
35. Noting the progress will ensure that Hampshire Fire and Rescue Authority (HFRA) receives assurance on the Service's performance and is able to scrutinise the Service on behalf of Hampshire's communities.

RISK ANALYSIS

36. Failure to deliver objectives committed to within the Safety Plan leaves the Authority exposed to the risk of a fire and rescue service with declining organisational performance.

EVALUATION

37. Activities within the Safety Plan are all monitored and managed using the Change Management Framework principles (and its underlying policy, procedure and guidance), which includes a strong focus on the robustness of business cases, stakeholder engagement, and benefit realisation and evaluations.
38. Evaluation of the 2020-25 Safety Plan occurs at every Executive Group, with reporting into the Authority planned for every six months. Year 1 will be reviewed at the end of March 2021 and reported into the new Hampshire Isle of Wight Fire and Rescue Authority (HIWFRA) in June 2021. The Safety Plan reporting periods align with the Mid-Year and Year-End Performance Reports – so the Authority can simultaneously scrutinise our performance and Safety Plan progress, through separate but related reports.

CONCLUSION

39. Despite this year's pressures resulting from the COVID-19 pandemic, the Service is progressing well towards achieving the objectives of Year 1 of the Safety Plan.

RECOMMENDATION

40. That despite the impacts of COVID-19, positive progress towards the delivery of Year 1 of the 2020-25 Safety Plan be noted by the Hampshire Fire and Rescue Authority.

APPENDICES ATTACHED

41. APPENDIX A: Hampshire Fire and Rescue Service (HFRS) and Isle of Wight Fire and Rescue Service (IWFRS) Safety Plan, 2020 – 2025.

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