

Together We Make Life Safer

HAMPSHIRE & ISLE OF WIGHT FIRE & RESCUE SERVICE



Hampshire
& Isle of Wight
FIRE & RESCUE SERVICE

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Communities**



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Background

Year 1 Hampshire and Isle of Wight Fire and Rescue (HIWFRS) Safety Plan was launched in April 2020, setting new priorities, our values, how we will build on our strengths, and how we will address the areas that require particular focus and improvement.

Year 1, we originally committed to completing 74 improvements. Over the year, primarily due to our response to COVID-19, the delivery of 4 of these activities have been deferred to Year 2 to ensure the efficient use of our resources, and 10 further activities (on reducing our environmental impact) merged together as they were linked. The remaining **69 improvements** have been completed, as detailed in this report.

This report contains information on what has been achieved throughout Year 1 (2020/21) of the delivery of the Safety Plan, and provides a look forward to Year 2 (2021/22) improvements.

These improvements are underpinned by a renewed focus on safety and benefits realisation, as well as impact assessments and change management more widely.

The five priorities are:





Postponed activities

The following activities were postponed to Y2 for various reasons as shown below.

- Procedure for using firefighters as part RBIP [1] and the delivery of RBIP by firefighters [2] (Our Communities):
- These have been deferred to Year 2 as the work around the competency framework and Fire Protection Standards needed to proceed to ensure we have the right systems, training and quality assurance in place before proceeding.

- We will work with Corporate Services to deliver a review of the Shared Service Partnership [3] (Learning and Improving):
- Meetings to begin the review were put on hold due to teams prioritising COVID-19 activities, and to support the HMICFRS COVID-19 inspection.

Commission an independent review of our current Health and Safety arrangements to improve our performance [4] (Our People):

- Due to the impacts of COVID-19 and the subsequent cancellation of the Peer Audits, an external review was not possible. We did ensure our Health & Safety arrangements were audited internally and received a 'substantial' audit opinion on our Health and Safety response to COVID-19. We were also subject to a targeted peer review by Kent FRS on our risk assessment approach and assurance in their application for additional COVID-19 related activities to support partners, which had a range of positive conclusions.




ur Communities

work together to understand different community
ls and deliver accessible, local services which
d safer places.

Main areas of focus:

- Focusing on the most vulnerable individuals in our communities
- Considering our impact on our workforce and communities
- Reducing fire safety risk in our communities.

In 2020/21 we undertook the following activities:



•Published a Community Safety campaign calendar, illustrating and shaping our proactive involvement in a broad range of Community Safety areas.

Improved our community risk profiling by developing insight tools to feed into the refreshed Strategic Assessment of Risk (SAOR) process (a Year 2 improvement), and providing analyst support and reports to Community Safety and Prevention teams to help support prevention activity.

Refreshed the People Impact Assessment (PIA) process to ensure impacts are identified, understood and mitigated to protect our workforce and our communities (42 PIAs completed, 47 in progress in the last 12 months). Our approach has been recognised as good practice and shared with some partners.

Developed the Risk Management Framework, including the Organisational Risk Register, used by the Executive Group (and Standards and Governance Committee) quarterly to monitor risks. Directorate plans are now accompanied by risk registers.

Started the second Phase of the Building Risk Review (BRR) Programme inspections of all high-rise residential buildings (18 metres + in height) in Hampshire and Isle of Wight.



Our People

Look after each other by creating great places to work promoting the health, wellbeing and safety of our people.

Main areas of focus:

- The health and wellbeing of our staff
- Recruiting staff based on our values
- Ensuring our people have the right skills

In 2020/21 we undertook the following activities:

Developed a Mental Health Action Plan, actions of which are continuously monitored and reviewed to inform our understanding of the mental health of our workforce and its impact on the organisation.

Created an accessible Wellbeing Portal to support our teams. The site includes mental health support, and information on various wellbeing offerings available to our people.

Launched and completed a wellbeing survey to all staff (with 526 [28%] HIWFRS staff responding), and we are in the process of collecting new data through pulse surveys to better understand the wellbeing of our staff and we can further support them.

Renewed our focus on Service values and behaviours by embedding these across the organisation, such as in our recruitment, induction and promotion processes, our Personal Development Reviews, and within our leadership training offerings. We also undertook an evaluation on how and where the values are integrated.



Engaged with key stakeholders, national guidance and obtained legal advice to support our approach for addressing the impact of aging and long-term medical conditions and disabilities on our operational employees.

Taken multiple actions to better understand fire ground contamination and impacts of heat related conditions, and protect our operational staff.

Reviewed our Safety Events investigation reporting system and have acquired a new Health & Safety system to support our people and help identify opportunities for organisational learning.



Public Value

plan over the longer term to ensure our decisions
actions deliver efficient and effective public
ces.

Main areas of focus:

- Delivering efficient and effective long-term public services
- Preparing for new and emerging risks

In 2020/21 we undertook the following activities:

• Combined HFRS and IWFRS into HIWFRS and a single Combined Fire Authority to improve resilience and enhance capability, providing enhanced efficiency and effectiveness. This was an extensive programme of work involving all staff.

Continued to invest in our stations through redevelopment business case submissions for some of our oldest Fire Stations; Bishops Waltham, Cosham and Redbridge. These projects are now under implementation.

Reviewed our staffing arrangements by planning for flexible and efficient crewing models, as well as merging our Group structure from 7 Groups to 5 (merging Southampton with New Forest, and Portsmouth with Havant and East Hants).

Created an Emergency Staff Cell to be able to appropriately resource the Service as part of our COVID-19 response. This has created savings from reducing FTC's and Staff Bank usage.

Launched the Change Management Framework, (which received a 'substantial' rating in an internal audit conducted in this area) to improve project and programme management across the Service. This is supported by procedure and guidance to support our teams in undertaking change management, and this will be supported by training that has been developed but – owing to COVID-19 – is yet to roll-out to our managers





High Performance

Diverse teams are trusted, skilled and feel empowered to deliver a leading fire and rescue service today and into the future.



Main areas of focus:

- Diversity and inclusivity in our teams
- Using our data to better understand our work
- Ensuring our people are competent to undertake their work
- Responding to incidents

In 2020/21 we undertook the following activities:

Completed a whole-time firefighter recruitment (supported by an evaluation from the previous campaign), which has attracted a diverse range of applicants, through various channels and engagement, with more work taking place to understand and identify barriers within the community. 16.5% of applicants were female and 11% were from an ethnic minority. In the talent pool, 35% were female, and 10% from an ethnic minority - an improvement from the last recruitment.

Established a Digital Applications capability, with a manager and two developers appointed to support the development of applications across the Service to improve the way information is recorded and accessed in real time. Key applications that have been developed include the COVID-19 Testing & Vaccination app, Equipment Servicing Hub, Desk Booking app, the Safety Plan Dashboard for Directors, and the PDR app launched in March.

Reviewed our availability and competency management systems and are now in the next phase to implement the approved solution.

Reviewed our critical response standards, the results of which are now being factored into our Power BI performance work and has led to providing further analytical support to the Operations Directorate.

Launched the new leadership framework, with a new Operational Development team who are now providing coaching, training, and who are developing supervisory and middle managers training.

Evaluated various areas of the Service such as Feedback Mechanisms, Safe & Well, Recruitment, Promotions Process, and the integration of our values in various processes.

Redesigned and launched the public website, hosting it in-house to give us internal control and assurance, as well as providing an improved suite of information to our communities and stakeholders about our performance.

Migrated our intranet to the new SharePoint platform and developed our Office365 environment to support this.



Learning & 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.

Main areas of focus:

- Learning and improving
- Evaluating our work to improve services
- Prioritising the learning and development of our people
- Research and innovation to drive forward improvements

In 2020/21 we undertook the following activities:

•Evaluated our body worn cameras, the results of which have led to a pilot replacement of the body worn video capability with a more efficient and versatile camera across several stations in Hampshire and Isle of Wight. A process for accessing a central repository of footage and learning across stations is being created to allow a central and simple method of capturing data.

Aligned our operational policies, procedures and guidance and systems across Hampshire and the Isle of Wight in readiness for the Combined Fire Authority. As at March 2021, this included 73% of the PPGs.

Increased our internal collaboration to deliver a programme of assurance that fully embeds learning in policy and practice. A new assurance procedure has been created, and an Organisational Learning Analyst has been recruited. Work is underway to align various learning tools and processes across the organisation.

Refined our operational assurance system to improve better monitoring and compliance. The Submit Learning tool continues to be used, with a new version underway (since September 2020, the tool has received over 430 submissions). The Operational Learning Group has also been reinstated to embed Service wide learning, and operational assurance audits have been re-established to ensure that our teams are monitored against set performance criteria.

Confirmed a SPOC to capture and share learning from National Operational Learning (NOG) and Joint Operational Learning and updates are shared with respective decision-making functions.





Year 2: a look forward

For our second year of the delivery of the Safety Plan 2020-25, we are committing to deliver 35 activities across our five priorities. An overview of the key activities is presented below

Conduct various reviews on:

- Our PPG Framework
- Risk Management Framework
- Health & Safety
- Safe and Well
- Our response to automatic fire alarms
- FDS arrangements and skills
- Our specialist fleet
- Embedding our values
- Our Shared Services Partnership

Focus on learning:

- Maximising lessons and opportunities identified from the pandemic
- Maturing our internal processes for learning and establishing national links
- Understand all the diverse elements within our communities and refine our strategies and systems

Fully embed our new combined HIWFRS identity, and align the business processes and operating models

Continue to focus on our people:

- Develop the Organisational Development function to deliver an extensive programme of leadership and management
- Focus on our employee wellbeing and mental health
- Engage our staff, conduct effective and efficient PDRs, and build on our reward and recognition framework to drive high performance

Focus on Policy and Risk Management:

- Set our operational responsiveness policies for prevention, protection, and response to determine how we deal with risk in our community
- Report on risk modelling and assumptions to allow better future service delivery resourcing decisions
- Deliver a regulatory inspection regime and procedure for firefighters

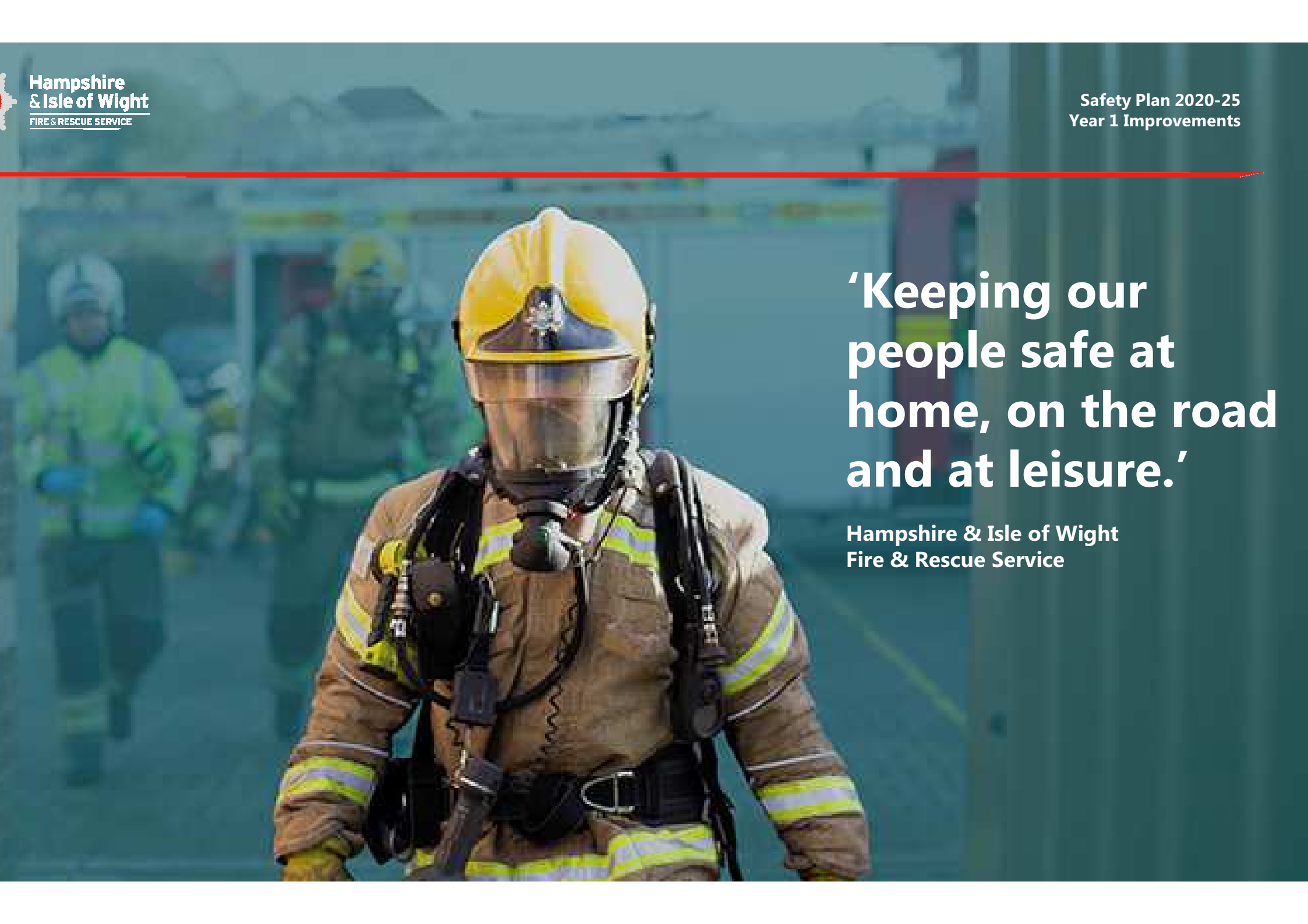
Invest in our estate and environment:

- Conduct a costed feasibility to apply the Estate Design Principles across all sites
- Deliver options for investment for Fareham and Gosport fire stations
- Deliver a business case for the provision of future Live Fire Training facilities
- Deliver year one of our carbon strategy objectives

Make better use of our technology:

- Improving the transparency on performance information on our website
- Deliver an integrated system for the management of staff competencies and availability
- Roll out the ICT App Development Programme
- Exploring the utility of data from connected smoke alarm devices to support decision-making in Prevention and Response

Implementing ISO 17020, the Quality System for Fire Investigation.



**‘Keeping our
people safe at
home, on the road
and at leisure.’**

Hampshire & Isle of Wight
Fire & Rescue Service