

SAFETY PLAN YEAR 3 IMPROVEMENT ACTIVITIES – APPENDIX A

Priority	Activity	Risk mitigation rationale – why do we need to undertake this activity
Our Communities	Identify and describe the risks in our different communities, using sector best practice.	<p>Understanding our internal and external risks to our communities is a critical activity for the Service and is enshrined in the Fire and Rescue national framework for England 2018, and in our Risk Management Policy and Procedure.</p> <p>This activity will also further support our already strong position using best practice of the Community Risk Management Process (CRMP) Standard, to continue to provide the most effective holistic response to our communities, by fully understanding their needs.</p>
	Engage with emerging Integrated Care System to understand the challenges we all face and work together to protect our communities.	<p>There is a duty placed upon Emergency Services for “collaboration” as defined within the Policing and Crime Act 2017.</p> <p>Working together as emergency services is key to our understanding and mitigation of community risk. We can be more efficient and effective through identifying areas where collaboration opportunities are suitable for an agreement.</p> <p>The challenges we face as individual services often involve the same communities, and by working together we can achieve more than we can in isolation.</p>
	Deliver electric vehicle charge points at HQ and key fire stations.	Climate change is a significant risk to both the Service and our communities, both in terms of the risk to our own assets, and the operational pressures from increasingly frequent incidents such as wildfires, flooding, and Road Traffic Collisions (RTCs) caused by adverse conditions. Therefore, it is vital that we provide public value, support our communities, and play our part to reduce our carbon output, as well as strategically adapting as new legislation is brought in by the UK Government to reduce emissions.
Our People	Development of a single contract, pay and conditions for on-call firefighters in Hampshire and the Isle of Wight.	Our On-call and Retained Duty System (RDS) Firefighters make up most of our operational staff. Following the Combination of our service in 2021 we are undertaking a review of how our On-call and RDS teams’ work. We will consider contracts, pay and conditions and work-life balance to ensure HIWFRS delivers a valuable service to our communities.
	Develop a broadened set of health and wellbeing services and support for example,	HIWFRS recognise that positive employee wellbeing is linked to increased resilience, better employee engagement, reduced sickness absence and higher

	<p>financial wellbeing, enhanced health surveillance and psychological screening.</p>	<p>performance. We use several information sources to measure employee wellbeing, such as sickness absence data. However, we need to continue to engage with our staff to get an insight into the underlying factors that impact on their wellbeing. This also demonstrates the Service's commitment to understanding the wellbeing of our employees and what could be done differently or better.</p> <p>Wellbeing is also a key part of the HMICFRS's people focus and of the National Fire Chiefs' Council (NFCC) maturity model.</p>
	<p>Invest in facilities to better manage fireground contamination and improve inclusive facilities for our people.</p>	<p>The provision of estate improvements mitigates the risk that we do not comply with our estate design principles. It also mitigates potential risks to staff health and wellbeing, helps to promote and support equality, diversity and inclusion across the Service and supports our environmental goals.</p> <p>Ensuring HIWFRS is a great place to work, supporting our ongoing recruitment and retention of staff.</p>
	<p>Embed our Service Behaviours within our recruitment and promotion processes, and within our leadership and management development.</p>	<p>Our Values have previously been embedded into these processes and across the workforce to support our people and high-performance priorities. Our newly developed Behaviours now also need to be embedded.</p> <p>Our Service Behaviours, underpin our Values and are aligned to the NFCC Core Code of Ethics.</p> <p>Reiterate our desire to be a great place to work demonstrating what type of organisation we are. The way we act (both towards each other and our communities) ultimately impacts the quality of our service and the wellbeing of people.</p>
	<p>We will deliver the year 2 maintenance programme for our Isle of Wight estate, adopting the five estate design principles.</p>	<p>The provision of estate improvements mitigates the risk that we do not comply with our estate design principles. It also mitigates potential risks to staff health and wellbeing, and helps to promote and support equality, diversity and inclusion across the Service and supports our environmental goals.</p> <p>Ensuring HIWFRS is a great place to work, supporting our ongoing recruitment and retention of staff.</p>
High Performance	<p>We will deliver and progress activity to support our EDI strategy to achieve the objectives set by the FRA.</p>	<p>In the creation and delivery of our Equality Diversity and Inclusion strategy, we will ensure that the Organisation complies with its statutory obligations under the Equalities Act. There will be appropriate Service governance and reporting of our progress, which will be reported back to the HIWFRA on an annual basis.</p>

		HIWFRS will ensure it is an ethical employer and understands its communities to assist in ensuring equality of access to our services for all and to be as diverse a workforce as our communities.
	Improve communities' ability to access our services and our ability to protect them.	Our communities must be able to access our services despite their diverse needs. We must provide clear and accessible pathways to our services for all our communities.
	Review the systems we use, including removing any barriers, to continue to enable the best applicants in our communities to join our organisation.	As identified in our Safety Plan, diversity (in its broadest sense) plays an important role in ensuring high performance across the Service. The Service use a range of recruitment practices as well as positive action to ensure we attract a talented and diverse range of applicants.
Public Value	Develop an efficiency and effectiveness plan for the Service.	A financial plan to support the continue effective and efficient operation of a public sector organisation, that mitigates any long-term financial risk forecasts.
	Conclude the crewing trials to create consistency for our teams.	Facilitates the development to sustainably provide efficient and effective use of our resources.
	Continue value for money (VFM) exercises with FRS partners and supporting a community of best practice.	Benchmarking to support the assurance of an effective and efficient public sector organisation, that supports learning to mitigate any long-term financial risk forecasts.
Learning and improving	Across all our Directorates, progress our maturity and compliance within Fire Standards and other national guidance.	Recognising that fire standards and guidance are sector best practice written by the sector, implementing will mitigate against the risk of Judicial reviews, inquires and litigation.
	Define the leadership and management responsibilities and expectations for supervisory and middle managers in respect of people activities, based on the employee lifecycle.	Leadership of people and human resource management activity is a key part of manager's roles and play a critical role in embedding people activities across the organisation. Ensuring they understand their responsibilities is key to them being successful in their roles, as is developing aligned leadership and management training to ensure they have the right skills and knowledge.
	Begin to implement the findings of the reviews we did in Y2 and our 2022 inspection by HMICFRS.	Awaiting HMICFRS outcomes