

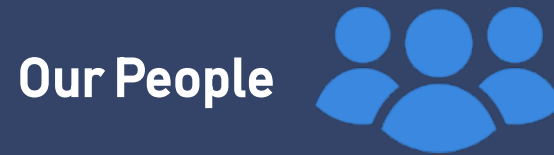
# Together We Make Life Safer

HAMPSHIRE & ISLE OF WIGHT FIRE & RESCUE SERVICE



**Hampshire  
& Isle of Wight**  
FIRE & RESCUE SERVICE

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# Background

The 5-year Hampshire and Isle of Wight Fire and Rescue Service (HIWFRS) Safety Plan was launched in April 2020, setting out our new priorities, our values, how we will build on our strengths, and how we will address the areas that require focus and improvement.

Year 2 Safety plan committed improvements:

Improvements	Completed	Carried forward	Delayed
34	28	4	2

The two delayed activities are expected to be completed by the end of July 2022 and are:

- Review and implementation of new FDS Arrangements: the review has been completed with a co-design approach with our staff being taken over the coming months to implement changes. A report with specific recommendations is being taken to our Operations Management Board by the end of July 2022.
- Deliver a new Availability & Competency Management System: all four Gartan modules have been rolled-out but some further system requirements will not be implemented until June 2022.

Four activities carried forward due to the impact of the pandemic, sickness, and our support to partners. Planning and preparation has been undertaken in these Protection-related activities, but the implementation phase of this work will now be in 2022/23.

This report contains information on what has been achieved throughout Year 2 (2021/22) of the delivery of the Safety Plan, and provides a look ahead to Year 3 (2022/23) improvements.

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





# Our Communities

We work together to understand different community needs and deliver accessible, local services which build 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 2021/22 we undertook the following activities:

### Safe and well

New systems in place that increase referrals for safe and well prevention activity and response across high risk communities

### Risk planning

Refreshed Strategic Assessment of Risk enabling improved insight to better inform and evidence effective community risk management planning

### Risk model

New risk model and map to support a new targeted approach to prevention activity

### Carbon reduction

Continuation of our ambitious carbon reduction strategy, ensuring HIWFRS' alignment with government targets

### Risk management tool

Implemented to dedicated Risk Management Tool to support the service in embedding the risk management framework

### Community insight

Strengthened our community insight of under represented groups; Providing assurance our activity is tailored to target those who will benefit most





# Our People

We look after each other by creating great places to work and 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 2021/22 we undertook the following activities:

### Wellbeing

Implemented wellbeing survey outcomes, including sessions on nutrition, rest, and recovery plus digital wellbeing guidance

### Health and safety

Achieved a substantial internal audit rating, and positive feedback from an external Health and Safety peer review undertaken by Kent FRS

### One service

New Service branding and a joint press office, plus continued alignment of BAU processes. We continually share and embed the new identity and 'one service' ethos into and across our service and our communities

### ICT

Introduction of Office 365, and two factor authentication for enhanced ICT Security, a desk booking App and embedding use of MS Teams, enabling the service to provide a flexible working practices

### Hybrid working

Introduction of hybrid working has positively impacted the environment, and experience of our staff through reduced commute and travel time, fuel use and associated costs

### Values

Continued focus on embedding the service values and behaviours, integrated into our recruitment and promotion processes in addition to management training





# Public Value

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

## Main areas of focus:

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

## In 2021/22 we undertook the following activities:

### Estates optimisation

Optimised use of our estates through provision of vaccination clinics at stations and vaccinators, ambulance driving, cardiac arrest and falls response

### Station investment

Continued to invest in our stations, including estate on the Isle of Wight to ensure longevity and fit for purpose facilities

### Review of flexi duty system

Align our resources across Hampshire and Isle of Wight and ensure we the right number of officers with the appropriate skills

### Special appliance review

Ensure an efficient and effective use of our specials fleet is in operation with best use of our people and financial resource and future procurement opportunity





# High Performance

Our diverse teams are trusted, skilled and feel equipped 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 2021/22 we undertook the following activities:

### Review directorate structures

Supporting alignment with our strategy that saw the Strategic Engagement and Relationships team move to the Policy, Planning and Assurance directorate

### New Organisational Development function

Focused on the design and delivery of focused leadership and management development to drive high performance and effective leadership

### Live fire training

Business case approved which will ensure HIWFRS has a facility that better aligns to modern firefighting needs

### ICT App development programme

New apps including on FOI requests, Health and Safety reporting and room booking

### Data sharing

Improvements to the way we share data, both internally and externally to improve availability, transparency and effectiveness of published information

### New community risk policy

To determine how HIWFRS will deal with the risk we find in our community, defining the level of risk we will accept and an appropriate response if the risk is outside these parameters

### Management of staff competencies and availability

Integrated system launched linking to command and control systems enabling effective and efficient mobilisation of resources



# 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 2021/22 we undertook the following activities:



### New policy, procedure and guidance metrics

Reporting on the the effectiveness of the framework. Monitoring and sampling of published PPGs will support embedding a policy led culture

### Maturing our internal processes

To drive continued improvement, good practice and enable visible links with internal policy as well as national fire standards and operational guidance

### Refining the operational learning process

Tactical and strategic ownership, including performance metrics, underpinned by an Operational Assurance Framework. HIWFRS is now feeding into and acting timely upon NOL and JOL notices

### Evaluation of shared services partnership

To provide assurance and identify any learning, there was review of Shared Services Partnership to assess performance and compliance against the Joint Accession Agreement

### Review against NFCC maturity models

To identify the benchmark focusing on talent management and equality. Based on the outcomes a new EDI strategy and talent management change activity have been initiated

### New performance dashboards

As well as prevention risk maps, to enable effective and targeted delivery of our Prevention, Protection and Response





# Year 3: a look forward

**For our third year of the delivery of the Safety Plan 2020-25, we are committing to deliver 23 activities across our five priorities. An overview of the key activities is presented below**

## **Focus on learning and improving:**

- Fully embed our learning app and processes to ensure optimised opportunity to drive improvement.
- Deliver and progress activity to support our EDI strategy to achieve the objectives set by the FRA.
- Review our response to automatic fire alarms.
- Review our systems and remove any barriers to continue to attract and recruit the best applicants.
- Begin to implement findings of Y2 reviews and our 2022 HMICFRS inspection.

## **Continue to drive High Performance:**

- Implementing ISO 17020, the Quality Assurance System for Fire Investigation.
- Deliver regulatory inspection regime for firefighters.
- Embed our Service Behaviours within recruitment and promotion processes, and leadership and management development.
- Define management responsibilities and expectations for supervisory and middle managers in respect of people activities
- Across all Directorates, progress our maturity and compliance with Fire Standards.

## **Continue to focus on our people:**

- Conclude the crewing trials to create consistency for our teams.
- Improve communities' ability to access our services and our ability to protect them.
- Continue alignment of on call Terms and Conditions through development of a single contract, pay and conditions for on-call firefighters in Hampshire and the Isle of Wight.
- Develop a broadened set of health and wellbeing services and support for example financial wellbeing, enhanced health surveillance and psychological screening.

## **Focus on Risk Management:**

- Engage with emerging Integrated Care System to understand the challenges we all face and work together to protect our communities.
- Publish and promote the procedure for using FF for Regulatory activities.
- Develop and publish our Community Risk Management Plan and approach through identification of risks in our different communities, using sector best practice.

## **Invest in our estate and environment:**

- Continue with our carbon reduction plans, including investing in electric vehicle charging points across our estate.
- Deliver the year 2 estate maintenance programme for our Isle of Wight estate, adopting the five estate design principles.
- Invest in our buildings, improving facilities for a diverse workforce and to better provide for the management of fireground contamination.
- Deliver the provision of improved Live Fire Training facilities for HIWFRS.

## **Make better use of our technology:**

- Optimise our technology offering to continue to support outcomes and contribute to the On Call (retained) review project. Considering Gartan changes, Alerting and Radio requirements.

## **Ensure HIWFRS offers Public Value:**

- Continue value for money (VFM) exercises with FRS partners and supporting a community of best practice.
- Develop an efficiency and effectiveness financial plan for the Service.