

Appendix A

Hampshire Fire and Rescue Service Operational Assessment Peer Review Improvement Plan – Completed actions

Recommendation	Management response	Proposed action	Priority	Owner	
1	Cross-cutting themes				
1.1	Consider different financial scenarios and their consequences on service delivery and whether existing service delivery models are sustainable.	We do carry out a financial 'sensitivity analysis' as part of our medium-term budget planning. Our corporate objectives take into account, and are influenced by, the economic context and the potential impact of major changes in funding. An example is the corporate objective to review staff numbers.	In our plans - and evaluations of service delivery models and initiatives - we will be far more explicit about the analysis and consideration we have carried out for different financial scenarios and planning for future corporate objectives.	1	Director of Corporate Services
1.2	Streamline, simplify and make it happen – aim to reduce the amount of strategies, policies and the equally prolific level of meeting structures and management groups.	We fully accept that that we could streamline some of our planning processes, and the documentation that they generate.	We will carry out a 'stock take' of our corporate planning documentation and will critically review the purpose and cost / benefit of our regular internal meetings.	1	Service Management Team

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2	Community Risk Management				
2.1	Once embedded the Service Delivery Process Model, including the Community Risk Information, should be robustly reviewed and evaluated to assess its impact.	We recognise the value of evaluating our service delivery process and we will make plans for our Service Delivery team to do this via our Evaluation Group towards the latter part of 2010/11 as we have recently made minor changes to the process.	An evaluation of the service delivery process model will be undertaken.	3	Area Manager Community Safety
2.2	Strengthen the explicit linkage between risk assessment and response standards.	We have advanced plans in place that will enable us to become more intelligence led in the future.	We will implement our community risk intelligence (CRI) strategy which will enable us to provide comprehensive risk intelligence to drive decision making in future.	2	Head of Service Delivery - Response
2.3	The introduction of an overarching strategy for risk intelligence, supported by streamlined plans and processes would improve the impact of information on risk reduction activities further.	We are preparing our CRI strategy which is underpinned by a data management strategy and the marketing and communications strategy which will improve the impact of our risk information and improve organisational learning about using risk intelligence.	Publish our CRI strategy which incorporates data, analytical service and marketing and communications.	2	Community Risk Intelligence Manager
2.6	Improve integration with the Local Resilience Forum's (LRF's) community risk register and further reference to regional and national	We have already recognised the importance of strengthening links between the LRF's community risk register and our own service delivery	We will ensure the links between our own service delivery risk register and the LRF's community risk register are strengthened through our contribution	2	Director of Service Delivery

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risk drivers e.g. the Regional Spatial Strategy.	risk register. We are taking steps to improve this.	to the LRF. The Area Manager Community safety chairs the LRF.		
3	Prevention			
3.1	Ensure that core business is fit for purpose before 'encroaching' too far into other domains.	Over the last couple of years we have tried to focus our activities into specific areas where the need is greatest in terms of risk reduction. We accept that the journey has been long and that we have further work to undertake if we are to truly place a risk driven approach at the centre of our prevention activities. This includes communicating better with our frontline staff to assist them in considering how to match resources to risk. In addition, we need to consider the position of our partners and how our work impacts on them.	A review is currently taking place of the Service's Community Safety Strategy 2010-2013; this review is being completed by staff within Prevention and Protection. In addition, we have recently had discussions with partners within the County Strategic Group on crime and disorder to change the structure within the group to make this more effective in the future. The new structure will maintain a strategic group with representation by HFRS and will also introduce a new 'Core Group' also with representation by HFRS.	1 Director of Service Delivery

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4	Protection				
4.1	<p>Review the risk model and how inspection levels have been determined for the large volume of medium risk premises, and reflect on where operational personnel fit into the inspection approach.</p>	<p>We have updated our databases with a data set called "Address Layer 2". This has increased the number of buildings in the database from approximately 20,000 to 100,000. The additional 80,000 premises records have been allocated a notional "medium" fire safety risk rating, unless we have specific premises information. This has enabled a realistic timeframe for premises to be inspected within the risk based programme.</p> <p>Operational personnel currently update CFRMIS operational risk ratings following site specific risk information (SSRI) inspections. These do not update protection risks used for the risk based inspection programme.</p> <p>* Community Fire Risk Management Information System</p>	<ol style="list-style-type: none"> 1. Utilising response personnel for protection inspections is a work package within the current Prevention Protection and Response project in the north of the county. Two watches identified, training and inspections to begin Dec 2010. 2. Community Safety protection personnel to begin capturing SSRI information at fire safety audits by April 2011. 3. A paper has been submitted to HR/Training investigating the provision of specialist knowledge and training to staff at all levels from firefighter to area manager. We will progress this to allow greater use of crews at all levels. 	2	Area Manager Community Safety

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4.2	Special Premises – Control of Major Accident Hazards (COMAH) Sites. Review how these are going to be handled by HFRS as part of the protection strategy.	We have restructured the New Forest response group to include a protection officer. This officer is responsible for auditing fire safety in the upper tier COMAH sites within this group. There is a documented action plan for these activities.	We will reassess our strategy to conduct fire safety audits to all COMAH sites in the county with priority being those upper tier sites. We will investigate whether we can use an officer to complete protection and response elements to the remaining COMAH sites.	1	Area Manager Community Safety
4.3	<p>Ensure there is a consistent and planned approach to joint inspections across all three constituent authorities.</p> <p>* LaCORS = Local Authority Coordinators of Regulatory Services</p>	<p>The Better Regulation agenda has driven HFRS to assess risk and inspection with our partners where the risks are perceived highest. This creates less of a burden on the businesses within the county.</p> <p>Partnership arrangements are in place with all local authority housing departments to ensure all high risk housing premises have a joint inspection approach under the LaCORS* protocols.</p> <p>HFRS sit on the Hampshire Licensing, Building Control, and Housing forums, all of which are attended by the local authorities within the county.</p>	We will take a consistent approach across all areas including Hampshire County Council, Portsmouth City Council, and Southampton City Council. Highest risk housing will have local agreed protocols to service the fire safety needs in all Local Authority areas.	2	Area Manager Community Safety

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<p>4.4 Continue to ensure that all members are aware of the key elements of integrated risk and consider how they are informed of prosecutions and enforcement – the new Chief Fire Officer's Association (CFOA)/ Improvement & Development Agency (IDeA) document may be helpful.</p>	<p>All prosecution action is communicated to elected members.</p> <p>The quarterly Fire Authority report presented to the HFRA members contains detailed information regarding the activities under the Regulatory Reform (Fire Safety) Order 2005 (FSO) legislation, HFRS have been involved in. Numbers of prohibition notices, enforcement notices served and the types of premises are also detailed. This is completed for each delivery group.</p> <p>Should prosecution be considered in an area specifically associated with a HFRA member, the Area Manager Community Safety (Protection) will make personal contact with the member to discuss.</p>	<ol style="list-style-type: none"> 1. We will issue a copy of the IDeA/CFOA document “Extinguishing the Risk” to all HFRA members. 2. We will present a summary of key areas of awareness of protection to elected members, at one of the scheduled members awareness sessions. 3. We will review our enforcement communications policy with Marketing and Communications to ensure all members are informed of significant enforcement activity in a timely fashion. 	<p>3</p>	<p>Area Manager Community Safety</p>

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5	Response				
5.1	Ensure evaluation is conducted on the modified response standards.	We recognise the need to evaluate our new response standards and to refine them as necessary as we strive to further improve our response arrangements.	Service Delivery Team will put in place an evaluation programme which will be performance managed via the Service Delivery Medium Term Plan to ensure the outcomes of the new response standards are fully understood. We will evaluate the effect of our response standards one year following their introduction.	2	Head of Response, Service Delivery
5.2	Review the approach to testing contingency planning for large scale incidents and major risks.	We recognise the benefits of undertaking large scale exercises to ensure we are prepared to deal with any eventuality we may face.	The Exercise Co-ordination Group have been tasked by Community Response to organise a 30 pump exercise on an annual basis in future. For 2010 we will be utilising our involvement in the international Exercise ORION to test our LIVEX contingency plans for a large scale protracted exercise.	2	Head of Response, Service Delivery
5.4	Ensure that the community response strategy is well understood throughout the service.	We understand the benefits of our staff being familiar with our strategy and we will take steps to raise awareness.	We will place the strategy on agendas for our leadership forum, and the key issues briefing for our station managers.	2	Head of Response Service Delivery

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5.5	Ensure that all response changes are fully communicated and the implications understood by all.	We have already started communications about the changes to our response standards and we will utilise a number of our communications tools to ensure our staff understand the changes.	We will utilise our internal communications more effectively and publish a Service Delivery Bulletin explaining the changes and include information within the top line briefing for discussion during senior manager visits to our staff.	2	Area Manager Response Support
6	Health and Safety				
6.1	Ensure rigorous project management of the Health and Safety Action Plan.	We have instigated effective arrangements to ensure project management takes place and the action plan is discharged.	The action plan is owned and project managed by the Health & Safety Strategy and Performance Group.	1	Head of Response/ Area Manager Response Delivery
6.4	Simplify the management arrangements and committee structures for health and safety.	This same issue was identified by the Health & Safety Executive during their visit. It is already one of our actions.	A simplified reporting structure to support health and safety will be agreed.	1	Head of Response/ Area Manager Response Delivery

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7	Training and Development				
7.2	Transferring across duty systems in line with CFOA best practice policy	<p>Our current RDS to WDS process for firefighters was newly introduced this financial year. There is currently a recruitment freeze on for two years for wholetime firefighter posts, so this will not be an immediate issue.</p>	<p>Research the CFOA best practice policy and compare that with our own, making adjustments where this is thought appropriate.</p> <p>In 2010 we implemented a process that enabled Retained Duty System (RDS) firefighters to apply for Wholetime (WT) firefighter posts. Eight posts were filled by successful candidates. The selection criterion was competency as an RDS firefighter and then completion of the WT firefighter interview. We agreed as an organisation that we would periodically open 'gateways' to this process to enable the 'transfer' across arrangements, but did not want this to be our sole method of filling wholetime firefighter posts. Future arrangements are determined by the Establishment group that develops the workforce planning strategy for the Service.</p>	3	Head of Training and Development

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8	<p>Call Management and Incident Support</p> <p>Recommendations now superceded since the cessation of the project. Any issues that are relevant have been incorporated into the networked fire control system project</p>				
	Consider the issues in the Regional Control Centre (RCC) transition period, such as:				
8.1	<p>Maintaining enthusiasm and motivation of the team.</p> <p>* TUPE = Transfer of Undertakings (Protection of Employment) Regulations.</p>	<p>Regular meetings and briefings are held with Control staff in conjunction with Service Delivery and the Services FireControl project team.</p> <p>Mentoring and support for staff regarding future career options and development is provided by the Service.</p>	<p>Continued meetings and two way communications with Control staff.</p> <p>We will deliver a series of TUPE* briefings to Control staff and arrange for visits by the RCC chief executive and senior operations manager to ensure our staff are fully briefed on developments.</p>	<p>1</p> <p>1</p>	<p>N/A</p>
8.2	Ensuring that communication is up to date, current and regular regarding staff changes.	We work hard to ensure that communications within the project team and with affected staff are current, regular, open and 2-way.	We will review our internal communications with regard to the RCC project and those affected by it to ensure that they are and remain at the highest quality.	1	N/A

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8.3	Ensuring that, where appropriate, regional processes such as unwanted fire signals are aligned prior to the switch across to the RCC.	Hampshire plays a full and active part in developing future business systems to support the future RCC.	Contribution to the regional FireControl Ways of Working and Strategic Gap groups.	2	N/A
8.4	Ensuring that staff have opportunities of role choice in anticipation of the Regional Control Centre (RCC).	The process for transfer to the RCC is clear. There is a detailed plan in place to support the south-east in easing in staff to the RCC with the minimum of difficulty and risk to both staff and employers. This is based on contractual entitlement under the law. It is unclear what 'role choice' means in this regard.	To investigate further the meaning of 'role choice' with the FireControl regional project team.	2	N/A

Appendix B

Hampshire Fire and Rescue Service Operational Assessment Peer Review

Improvement Plan – ‘Ongoing’ actions – business as usual or incorporated in other action plans

	Recommendation	Management response	Proposed action	Priority	Owner
1	Cross-cutting themes				
1.3	Review internal communications to ensure they are as effective as possible. The next stage of development would be to roll out the strong communications to engage externally with the community.	This is a fundamental aspect of the new Marketing & Communications strategy and the fire and rescue service Equality Improvement Framework (EIF). Our current action plans have identified this as a priority area and underpins our drive for operational diversity. The revised Engagement Strategy is now also being rolled out.	Our Marketing & Communications strategy and sense check for the fire and rescue service EIF will provide us with a suitable measure of our progress and construct a suitable action plan as a result.	2	Head of Marketing and Communications
Progress to date: A review of internal communications is underway. This will inform future plans. Our Community Engagement Working Group is developing our mechanisms of engaging with our community and using what we learn to shape our future plans.					

Recommendation		Management response	Proposed action	Priority	Owner
1.4	Enhance evaluation so that success is monitored and learning is captured.	Evaluation needs to become more mainstreamed in our daily activity. A move to Programme and Project Management (PPM) as the core way of managing our change activity should put evaluation at the heart of what we do.	From April 2010, we plan to start introducing PPM. This will be supported by a structured development programme for those people involved in delivering change. Evaluation will be an intrinsic part of that package. (ongoing work)	2	Programme and Project Manager/ Evaluation Group
1.5	Continue to build on HFRS positive approach to equality and diversity.	Our approach to embed equality and diversity through a programme of mainstreaming and the adoption of operational diversity.	Continue to implement our action plan to achieve 'Excellence' by 2013.	1	Director of Human Resources
2	Community Risk Management				
2.4	Define ambitions further, build on existing data sharing practice, take a planned approach to implementation and ensure benefits are fully realised.	We recognise the importance of data quality and its significance in contributing to an intelligence led service.	Publish and implement our data management strategy. (complete) Expand the multi agency data sharing group to include additional partners so we can all make better use of existing data. (ongoing work)	2 2	Community Risk Intelligence Manager

Recommendation		Management response	Proposed action	Priority	Owner
2.5	Strengthen the positive profile with the business sector, to improve IRMP engagement, increase its understanding of economic risk and establish its position beyond its enforcement activities.	Business Education Unit (BEU) have started to lead work towards improving IRMP engagement through the reduction of preventable incidents at work. In addition new partnerships with local authorities, Health & Safety Executive (HSE) and other agencies will increase engagement with businesses, whilst keeping separate inspections to a minimum, a goal of the better regulation agenda.	<p>We will increase our understanding and promotion of business continuity to businesses reflecting their need to plan effectively. (ongoing work)</p> <p>We will work to incorporate education activities to businesses in a proactive manner prior to risk based inspections, to reduce enforcement actions.</p>	2	Area Manager Community Safety
3	Prevention				
3.2	More proactive engagement in shaping strategic partnership policy could create further opportunities for innovation and efficiency e.g. exploration of 'total place' concept.	At the strategic level we are having to accommodate and work with different unitary authorities. This has lead to an inconsistent approach regarding our representation on the various boards. We also recognise that we need to engage other partners at a strategic level to ensure we are in a position to be an active participant.	In terms of strategic partnerships, there has been a re-alignment to reflect the new financial challenge posed by public spending cuts. To accelerate work around giving financial efficiencies through shared services and assets, a strategic alliance has been established with HCC, Hampshire Constabulary. (ongoing work)	1	Chief Officer

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3.3	The Service should ensure it delivers the further improvements it has recognised as necessary in developing its prevention activities with minority groups.	In order to understand our communities and their concept of risk, we must improve our engagement with them. We need to ensure we are maximising the use of our community risk intelligence – including ORIGINS, and the Equality Improvement Framework.	The appointment of diversity ‘champions’ is ensuring that senior members of the organisation are starting to understand the needs and expectation of minority groups. In terms of prevention activities we must ensure that ‘champions’ have a mechanism of feeding into our prevention activities. This will be undertaken by the Prevention policy group. (ongoing work)	1	Area Manager Community Safety
5.3	A closer and more structured working relationship with South Central Ambulance Service (SCAS) could further help positive working.	We recognise the potential benefits that could be realised from a more structured working relationship and we intend to firm up these arrangements with SCAS.	<ol style="list-style-type: none"> 1. We will review the Co-Responder partnership agreement with SCAS and include a requirement for both parties to meet regularly in order to establish the effectiveness of the partnership and areas for further collaboration. (complete) 2. We will prepare an annual evaluation of the co responder scheme and present it to the Performance Review & Scrutiny Committee. (complete) 3. We will make contact with the Chief Executive of the NHS Strategic Health Authority to foster better working relationships with 	<p>2</p> <p>2</p> <p>2</p>	<p>Area manager Service Delivery – Response</p> <p>Area manager Service Delivery - Response</p> <p>Director of Service Delivery</p>

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			safety practitioners is being developed. This model will then go to the Regional Incident Command Group for their approval. We expect this new format and process to be in place by April 2012.		
7. Training and Development					
7.1	Retained Duty System (RDS) staff undertaking Assessment Development Centre (ADC).	Our operational retained (RDS) firefighters may participate in the Supervisory level ADC process. This is not a mandatory requirement for promotion with the RDS arrangements, but rather a voluntary option. In the event that a candidate successfully transfers from retained to wholetime with an ADC pass then they would be eligible for inclusion on to the Crew Manager promotion list. There is no guarantee of a substantive promotion for any candidate that successfully completes the ADC process, but there are likely to be additional opportunities for transferees.	We will be reviewing our current practice against the CFOA Guidance and considering what developments we need to introduce. Promotion within the RDS arrangements is more difficult due to the limitations of responding to a station within 4 minutes. Coupled with the higher turnover rates of employees. Consequently the normal promotion arrangements could not realistically be applied using a supervisory Assessment and Development Centre. We have an alternative interview process that is applied for the promotion of RDS staff. The process is managed locally by the Station or Group manager, but supported and monitored by Human	2	Head of Training and Development

	Recommendation	Management response	Proposed action	Priority	Owner
			Resources (Workforce Planning).		
7.3	Implementing a support and awareness programme for staff prior to undergoing Assessment Development Centre (ADC).	We currently do a significant amount to support all candidates for ADC's. This recommendation would therefore need to be investigated further. There are changes being proposed to the ADC process.	<ol style="list-style-type: none"> 1. Investigate this recommendation further. 2. Continue to implement the revised process for ADC's. (ongoing work) 	2	Head of Training and Development
7.4	Concluding work on quality assurance of the workplace assessment programme (WAP).	The development of our Quality Review Assurance strategy is well advanced in accordance with departmental strategy.	<ol style="list-style-type: none"> 1. We will develop an audit process that provides both quantitative and qualitative measures of the management team's effectiveness managing the WAP. This measure will reflect their: <ul style="list-style-type: none"> • planning and delivery of training and assessments • compliance with Workplace Assessment (WA) policy and procedures • completion of assessments at the required frequency • performance standards evidenced in the workplace. 	2	Head of Training and Development

Recommendation	Management response	Proposed action	Priority	Owner
		<p>2. Our new Intelligence Centre will collate relevant outcome measures for the work based learning activities. This will provide information to target work based quality assurance visits. We will concentrate on those watches and sections currently underperforming. Quality assurance visits will be more frequent for those identified Workplaces. All workplaces will receive a quality assurance visit every two years.</p> <p>Additional performance data now released direct to managers, and service delivery performance management group 6-monthly. We are combining these actions within Training and Development timeline project introducing a Quality Review System so consider completed. The revised programme is being developed for 2011 – 2013.</p>		