

Action Plan

This document outlines the specific actions that will be taken by Hampshire Fire and Rescue to address areas identified as benefiting from further improvement or those that have been identified as a critical enabler by the Peer Team. Each action will be owned by a member of the Service Management Team. Progress against the individual actions will be monitored by Knowledge Management.

<i>Commitment</i>		<i>Owned by</i>	<i>To be delivered by (date)</i>	<i>Progress – as at September 2016</i>	<i>Status</i>
Critical Enablers ('Quick Wins')					
1	Commit to a visible action plan to address issues raised by this peer review	Director of Professional Services	May 2016	Final Report was accepted by HFRA, the progress of this action plan is being overseen by Performance Review and Scrutiny Committee. All actions are owned by nominated officers and there is close member involvement in a number of key areas.	Completed
2	Clarify and unify the aims, and cultural vision of the organisation	Head of Communication, Administration and Inclusion	June 2016	The Culture Inclusion & Diversity Committee, established in Spring 2016 lead in this area. Further work to embed the Cultural Vision will be complete by November 2016.	Completed
3	Strategy on a page	Head of Communication, Administration and Inclusion	July 2016	This has been developed and shared amongst the Leadership Forum for feedback.	Completed
4	Streamline the governance framework and decision making processes	Director of Professional Services	June 2016	A revised governance framework for the Service has been developed since January 2016 with a number of specific commitments and actions to ensure that good corporate	Completed

				governance is supported by a range of decision making bodies with appropriately structured meetings, terms of reference and forward planning. Improvements however are continual in order to reflect changing organisational dynamics and requirements.	
5	Identify the vital few performance measures	Head of Knowledge Management	October 2016	A number of key activities are moving the organisation to a place of clarity regarding focus on performance: The Performance Board (a sub-group of SMT); PMA Project Board (governed through SSB); the appointment of the Performance Review Manager – a key internal stakeholder focussed on building a team that tracks organisational performance across all Business As Usual and change	In Progress
6	Reduce the communication/engagement gap between stations and SHQ and aid in closing the loop	Head of Communication, Administration and Inclusion	1 year Engagement Lead post from Autumn 2016 New Service Intranet with enhanced access from December 2016	Process around SMVs has significantly improved to the point that we are not just closing the loops but gathering intelligence on what popular topics are; there are several activities taking place across channels to reduce that gap such as the new Intranet Design, and Communications strategy.	In Progress
7	Address the huge number of people in temporary positions by reviewing the Service establishment including projects and resource according to those needs	Director of Human Resources	August 2016	The refresh of Pathway to Progression (P2P) has addressed the causes of temporary chains and significant work has taken place to introduce permanency across various management levels in the organisation. This included the recruitment and appointment of Area	In Progress

				Managers, Group Manager and RDS to WDS firefighters. However temporary chains can only be fully eliminated over time as a result of a shift away from Rank associated with project positions (requiring paradigm shift for organisation) and natural turnover. It is also likely that temporary appointments will be required by the organisation in order to retain flexibility in specified areas.	
8	Adopt an integrated approach to Equality and Diversity (Inclusion and Diversity – I&D)	Head of Communication, Administration and Inclusion	With immediate effect	The I&D team have developed an organisational plan with specific deliverables. As a result of recent changes within the I&D team, inclusion work is taking place within the wider arena of Communications and Engagement.	Ongoing
Delivering outcomes for our local communities					
9	Targeted communications to staff and communities to publicise and value RDS contributions to service excellence	Head of Communication, Administration and Inclusion	Built into internal communications from May 2016		
10	We are reviewing and improving all our Service governance arrangements to ensure the purpose and terms of reference for each decision making body is clear.	Director Professional Services	June 2016	See Critical Enabler 4	Completed
11	We updated the priorities for the 2015 – 2020 Service Plan and widened the performance indicators (PI) to enable us to closely monitor our progress towards our priority end states and hold ourselves accountable. We recognise it might be beneficial to consolidate the current list of 80 plus PIs into a core list which will enable us to communicate how we are	Head of Knowledge Management	October 2016	See Critical Enabler 5	Ongoing – will not be fully addressed until January 2017

	performing more effectively. We will also develop a core list of PIs which can be shared publicly.				
12	We have reviewed our approach to RDS recruitment and promotion, as part of an overall refresh of the Pathway to Progression (P2P) policy and process.	Director Human Resources	June 2016	RDS staff are included within the wider context of P2P, however we ran a successful RDS to WDS application process. We are also considering a number of different options for making the most of the diverse skills within this element of the workforce, for example within specific projects.	Completed
Financial Planning and Commercial Activity					
13	Integration of business planning and commercial planning with change activity via portfolio.	Head of Knowledge Management & Head of Community Safety	To be carried out within the PMO function – September 2016	Following the recent appointment of Performance Review Manager collaboration has started between the Start Up Unit and Strategic Planning and Performance (where the PMO sits), whilst this is not embedded in process yet, intent between the two business areas is fully aligned and we will be working through the mechanisms to ensure full integration by early 2017.	Ongoing
14	Identify requirement for dedicated resource for business planning, product development and launch, potentially in a joint responsibility role with relevant teams	Head of Community Safety	September 2016	A Business Case was approved for a six month resource commitment for the Start Up Unit. Funding is now being secured for an enduring capability.	Completed
15	Targeted communications focussing on reasons for and benefits of growing a commercial customer base.	Head of Communication, Administration and Inclusion	Joint communications messages between HFRS and 3SFire from Spring 2016.		Completed

			Communications on wider commercial activities from May 2016		
16	Accurate financial reporting and forecasting to be integrated into portfolio and business plans	Chief Financial Officer and Financial Business Partners	September 2016	We are improving in this area and with the CFO's team of Financial Business Partners are moving to a point where our financial maturity continues to grow and financial considerations are a driving force behind project decisions and strategic planning.	Ongoing
Political leadership					
17	Development of a revised leadership offering to HFRA members	Member Development Group Lead	July 2016	Through the delivery of this action plan, nominated Members are closely involved with Service Improvement. Members have attended refresher and induction training and continue to attend bespoke sessions to increase awareness in certain topic areas.	Ongoing
Managerial leadership					
18	Formal launch and communication of People Plan (Workforce Development), P2P plan and leadership offer through Service conference and ongoing support to all managers from Shared Service Workforce Development	Direction Human Resources	To align with People Conference - September 2016	People Conference is now taking place on 29 November and will be based on the topic areas within the People Plan.	Ongoing
19	Build skill, confidence and capacity within Service management through a refresh of the Leadership Forum	Direction Human Resources	To align with People Conference - September 2016	Latest Leadership Conference (28/9/16) harnessed these issues. It is important to note that there has been a consolidation of the middle management tier as a result of GM appointment.	Ongoing

Organisational Capacity					
20	Service improvement of Shared Services (IBC) through Reassessment Workshops and associated work streams which provide assurance of impact of future growth and meeting of financial (savings) targets for HFRS	Director Professional Services		Performance of Shared Services is discussed routinely at 3 Chiefs discussion and performance dashboards of partnership shared more widely within SMT.	Ongoing
21	Ensure all innovative contributions from staff and partners are captured for application or future use	Head of Community Safety	Close link to 13 and 14 September 2016	The Service Business Conference in July 2016 showcased the Start Up Unit through an interactive workshop with Members and staff. The work to embed this into organisational culture will be realised through the leadership of Head of CS, the resource required for business planning and the integration of commercial planning with organisation's change portfolio.	Ongoing
22	Continue to apply absence management policies and succession planning consistently across organisation to ensure that gaps in capacity or skills do not result in the Service being unable to deliver products or services.	Direction Human Resources	September 2016	Integrated into P2P work but also as aspect of organisational resilience which will be wrapped up in the wider resilience review	Ongoing
23	Review of Knowledge Management department to ensure capacity is appropriate for current and future needs	Head of Knowledge Management	May 2016	12 month review (May 2016) took place. R&I team is formed and baselined. PMO integrated into Performance Review; structural review of PR taking place.	Completed
24	Pilot a self service approach to data access	Head of Knowledge Management	Aligns with PSD activity plan and wider Knowledge Objective within that – December 2016		Ongoing

25	Delivery of ICT Transformation project to provide assurance that legacy issues and impact of IT systems on staff capacity is addressed	Head of IS	December 2016	ICT Transformation Programme Board is providing assurance to organisation on management of delivery and risk.	Ongoing
Organisational Culture					
26	Develop green book staff opportunities through revised PSD activity plan	Director Professional Services (Directorate Support Manager)	Ongoing and measured against the PSD activity plan	A PSD plan has been created through the Directorate Support Team which is drawing together objectives for each PS Head of Service and also exploring how PS staff can contribute more widely to operational activity. This plan forms the basis of team discussions and is reviewed regularly.	Completed
Organisational Communication					
27	Launch Communication & Engagement Strategy	Head of Communication, Administration and Inclusion	September 2016 to align with People Conference	Communication and Engagement Strategy circulated amongst SMT. This will be launched on 29 November.	Ongoing
28	Extend breadth and depth of LGBT group across business functions	Head of Communication, Administration and Inclusion (Inclusion Manager)	September 2016 to align with People Conference	This forms part of the I&D plan and associated delivery/	Ongoing
29	Launch revised Inclusion Strategy	Head of Communication, Administration and Inclusion (Inclusion Manager)	September 2016 to align with People Conference	Inclusion Strategy circulated amongst SMT. This will be launched on 29 November.	Ongoing