

Hampshire Fire and Rescue Service Operational Assessment Peer Review

Action Plan

Notes:

Priority rating:

1 = High

2 = Medium

3 = Low

Target date format::

Q1 = first quarter of financial year [April to June] [e.g Q1 10/11 = January to March 2011]

Q2 = second quarter of financial year [July to September]

Q3 = third quarter of financial year [October to December]

Q4 = fourth quarter of financial year [January to March]

Owner:

JB = John Bonney, Chief Officer

DC = Dave Curry, Director of Service Delivery

DH = David Howells, Director of Corporate Services

GH = Geoff Howsego, Director of Human Resources

LC = Laura Cadd

BR = Bob Ratcliffe

KBE = Kathy Bowden-Ellis

MR = Mark Rayner

SL = Shaun Lawrence

AB = Andy Bowers

AK = Andy Kettle

KB = Kevin Butcher

JH = John Hinton

MC= Mick Crennell

BW = Bob Wythe

	Recommendation	Management response	Proposed action	Priority	Target date	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. In particular we have created a 'savings team' whose sole purpose is to identify a menu of potential areas where savings can be realised in order to meet a range of future financial scenarios that align with Government and fire authority budgets.	1	Q3 10/11	DH DC
Progress to date: July 2010 – Savings Team established. Items being researched.						
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	Q4 10/11	DH

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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 in Autumn 2010 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	Q4 10/11	LC/ KBE
<p>Progress to date: Aug 2010 – Established Community Engagement working group.</p>						
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 need be an intrinsic part of that package.	2	Q4 10/11	WL
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 2012.	1	Q4 2012	GH

Recommendation	Management response	Proposed action	Priority	Target date	Owner	
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.	Evaluation Group to undertake PIN evaluation of the service delivery process model with a focus on community risk intelligence.	3	Q4 2011	MC
Progress to date: July 2010 – on target						
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	Q4 2011	AB
Progress to date: September 2010 – on target						
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	Publish our CRI strategy which incorporates data, analytical service and marketing and communications.	2	Q1 2010	SL

Recommendation		Management response	Proposed action	Priority	Target date	Owner
		improve organisational learning about using risk intelligence				
Progress to date: Strategy published on time						
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.	2	Q1 2010 onwards	JH
			Expand the multi agency data sharing group to include additional partners so we can all make better use of existing data	2	Q4 2010	JH
Progress to date: Draft plan prepared and being refined – JH, 12.10.10						
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	We will increase our understanding and promotion of business continuity to businesses reflecting their need to plan effectively. We will work to incorporate education activities to businesses in a proactive manner prior to risk based inspections, to reduce enforcement actions.	2	Q4 10/11	MC

Recommendation		Management response	Proposed action	Priority	Target date	Owner
		the better regulation agenda.				
Progress to date: September 2010 – on target						
2.6	Improve integration with the Local Resilience Forum's (LRF's) community risk register and further reference to regional and national risk drivers e.g. the Regional Spatial Strategy	We have already recognised the importance of strengthening links between the LRF's community risk register and our own service delivery risk register. We are taking steps to improve this.	We will ensure the links between our own service delivery risk register and the LRF's community risk register are strengthened through our contribution to the LRF.	2	Q4 2010	DC
Progress to date: September 2010 – on target						
3	P r e v e n t i o n					
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	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	1	Q3 10/11	BR

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		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 strategic group with representation by HFRS and will also introduce a new 'Core Group' also with representation by HFRS.			
Progress to date: October 2010 – on target						
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 led 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 and Primary Care Trust. Chief Executive meetings are now held bi-monthly.	1	Q3 10/11	JB
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	1	Q2 10/11	BW

Recommendation		Management response	Proposed action	Priority	Target date	Owner
			undertaken by the Prevention policy group.			
Progress to date: September 2010 – completed						
4	Protection					
4.1	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>The import of “Address layer 2” information set and the number of premises now within the scope of fire safety legislation, increased our records of premises by 80,000. As the Service could not determine the risk of all these premises, the decision was made to label all as “medium risk,” 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 utilised for the risk based inspection programme.</p>	<ol style="list-style-type: none"> 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. Community Safety protection personnel to begin capturing SSRI information at fire safety audits by April 2011. 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 	2	Q4 10/11	MC

	Recommendation	Management response	Proposed action	Priority	Target date	Owner
		* Community Fire Risk Management Information System	greater use of crews at all levels.			
	Progress to date: 1. October 2010 – on target. 2. SSRI to start Jan 2011. 3. Complete – now part of ops knowledge tests – Oct 2010.					
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 the use of dual reference for an officer to complete protection and response elements to the remaining COMAH sites.	1	Q2 10/11	MC
	Progress to date: Completed – July 2010. Appointed Protection Officer for each site.					
4.3	Ensure there is a consistent and planned approach to joint inspections across all three constituent authorities.	<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</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	Q2 10/11	MC

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		<p>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>				
	<p>Progress to date: Complete – all areas serviced by LA inspection protocols.</p>					
4.4	<p>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 and enforcements 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</p>	<p>We will issue a copy of the IDeA/CFOA document “Extinguishing the Risk” to all HFRA members.</p> <p>We will present a summary of key areas of awareness of protection to elected members, at one of the scheduled members awareness sessions.</p> <p>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	Q3 10/11	MC

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		Community Safety (Protection) will make personal contact with the member to discuss.				
Progress to date: Document issued – July 2010. Marcoms strategy review – October 2010.						
5	R e s p o n s e					
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	Q120 11	KB
Progress to date: July 2010 – completed						
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	2	Q2 2010	KB

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Progress to date: 1. Completed June 2010. 2. Paper to PRSC Nov 2010. 3. Completed.						
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	Q2 2010	KB
Progress to date: July 2010 – Placed on agenda for new Key Issues Briefing Sept 2010						
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	Q1 2010	AK
Progress to date: Various communications issued and staff are more informed. September 2010 – completed.						
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	Q3 2010	AB

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<p>Progress to date: September 2010 – on target</p>						
6.2	Ensure plans to increase capacity and to improve information support for the health and safety function are delivered	This issue has been incorporated as a requirement by the Workforce Management Information Systems (WMIS) project board and options for a suitable system are being explored	The WMIS project board to provide a suitable management information system to enable health and safety information support to be delivered. Ensure the appropriate levels of capacity are in place to deliver our health and safety obligations.	1	Q3 2010	AB
<p>Progress to date: July 2010 – Key information supplied to Project Board. Staff review ongoing. September 2010 – WMIS now evolved into FireWatch Project</p>						
6.3	Improve risk assessments at the incident ground	Steps are being put in place by the Response Policy Group who are performance managing the introduction of new equipment that will enable staff to better record analytical risk assessments	<p>New command wallets and supporting documentation have recently been issued and we will confirm their effective use by staff via incident audit and debrief processes.</p> <p>We will also undertake a full evaluation of the changes one year on from implementation</p>	1	Q3 2010.	AB
				2	Q4 2011/12	AB
<p>Progress to date: September 2010 – Completed. Awaiting annual evaluation.</p>						

Recommendation		Management response	Proposed action	Priority	Target date	Owner
6.4	<p>Simplify the management arrangements and committee structures for health and safety.</p> <p>Consider the following actions to improve training and development:</p>	<p>This same issue was identified by the Health & Safety Executive during their visit. It is already one of our actions.</p>	<p>GH and AB to meet to discuss and agree a simplified reporting structure to support health and safety.</p>	1	Q1 10/11	GH/AB
<p>Progress to date: Completed – AB Q1 2010</p>						
<p>7 Training and Development</p>						
7.1	<p>Retained Duty System (RDS) staff undertaking Assessment Development Centre (ADC)</p>	<p>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</p>	<p>We will be reviewing our current practice against the CFOA Guidance and considering what developments we need to introduce.</p> <p>The Supervisory Managers Development Centre 2010 will be open to retained applicants as part of a pilot. We will review the outcomes, and also the feedback from the RDS (retained duty system) to WDS (wholetime duty system) transfer process at firefighter level and consider if the service can align the RDS process with the WDS process in the future.</p>	2	Q1 10/11	MR

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	opportunities for transferees.					
<p>Progress to date: Lessons from the first RDS/ WDS firefighter transfers are being captured. We are reviewing the transfer Service Order to provide better clarity.</p>						
7.2	Transferring across duty systems in line with CFOA best practice policy	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 wholtime firefighter posts, so this will not be an immediate issue.	Research the CFOA best practice policy and compare that with our own, making adjustments where this is thought appropriate.	3	Q4 11/12	MR
7.3	Implementing a support and awareness programme for staff prior to undergoing ADC	We currently do a significant amount to support all and any prospective 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. 	2	Q3 10/11	MR
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 	2	Q1 10/11	MR

Recommendation	Management response	Proposed action	Priority	Target date	Owner
		<p>training and assessments</p> <ul style="list-style-type: none"> • compliance with Workplace Assessment (WA) policy and procedures • completion of assessments at the required frequency • performance standards evidenced in the workplace, <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>Progress to date: 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.</p>					

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8	Call Management and Incident Support					
	Consider the issues in the Regional Control Centre (RCC) transition period, such as:					
8.1	Maintaining enthusiasm and motivation of the team	Regular meetings and briefings are held with Control staff in conjunction with Service Delivery and the Services FireControl project team.	Continued meetings and two way communications with Control staff.	1	On-going	BR AK
	* TUPE = Transfer of Undertakings (Protection of Employment) Regulations	Mentoring and support for staff regarding future career options and development is provided by the Service.	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	1	Q2 2010	AK
<p>Progress to date: Regular meetings continuing and TUPE* briefings delivered to all staff. September 2010 – completed.</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	Q1 10/11	BR
<p>Progress to date: Changed implemented – AK, Q1 2010</p>						

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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 play 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	Q1 10/11	BR AK
Progress to date: Ongoing engagement in place. Target date is Q1 2010/11 – then ongoing until the cutover to the RCC.						
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	Q2 10/11	BR
Progress to date: July 2010 – role matching process commenced. September 2010 – reasonableness interviews scheduled for Q4 2010/11.						