

**Hampshire Fire and Rescue Service
Fire Peer Challenge
24-27 November 2015**

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.

Commitment	Owned by	To be delivered by (date)	
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
2	Clarify and unify the aims, and cultural vision of the organisation	Head of Communication, Administration and Inclusion	June 2016
3	Strategy on a page	Deputy Chief Officer	July 2016
4	Streamline the governance framework and decision making processes	Director of Professional Services	June 2016
5	Identify the vital few performance measures	Head of Knowledge Management	October 2016
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
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
8	Adopt an integrated approach to E&D	Head of Communication, Administration and Inclusion	With immediate effect
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 of Professional Services	June 2016
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

	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 Promotion (P2P) policy and process.	Director of Human Resources	June 2016
Financial planning and commercial activity			
13	Integration of business planning and commercial planning with change activity via portfolio.	Head of Knowledge Management & Head of Physical Assets	To be carried out by the PMO – September 2016
14	Identify requirement for dedicated resource for business planning, product development and launch, potentially in a joint responsibility role with relevant teams.	Head of Physical Assets	Integrated into Assets and Money Plan – September 2016
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. 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	September 2016
Political leadership			
17	Development of a revised leadership offering to HFRA members.	Member Development Group Lead	July 2016
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.	Director of Human Resources	To align with People Conference - September 2016
19	Build skill, confidence and capacity within Service management through a refresh of the Leadership Forum.	Director of Human Resources	To align with People Conference - September 2016
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	Deputy Chief Officer	
21	Ensure all innovative contributions from staff and partners are captured for application or future use.	Director of Service Delivery	Close link to 13 and 14 September 2016
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.	Director of Human Resources	September 2016

23	Review of Knowledge Management department to ensure capacity is appropriate for current and future needs	Head of Knowledge Management	May 2016
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
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
Organisational culture			
26	Develop green book staff opportunities through revised PSD activity plan.	Director of Professional Services (Directorate Support Manager)	Ongoing and measured against the PSD activity plan
Organisational communication			
27	Launch Communication & Engagement Strategy	Head of Communication, Administration and Inclusion	September 2016 to align with People Conference
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
29	Launch revised Inclusion Strategy	Head of Communication, Administration and Inclusion (Inclusion Manager)	September 2016 to align with People Conference