

Performance & Information Plan

2022-2025

*Evidence based risk analysis shaping
priorities, policies and strategic decisions.
Predicting the unforeseen.*



HEREFORD & WORCESTER
HWFR
FIRE AND RESCUE SERVICE

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1 Foreword

For many years the Performance & Information (P&I) department has provided ongoing support to strategic decision-making, operational planning and project development and implementation to support delivery of the Community Risk Management Plan (CRMP). While key functions have changed over the years, the department continues to provide support to other departments and remains at the heart of driving change and improved performance.

With new core strategies for Response, Protection and Prevention in place, P&I believe that more can be offered and there is potential to become more proactive in delivering services. P&I can offer more assistance to departments to help to inform decision making, business planning and assured performance improvement.

P&I will continue to support business planning through the preparation of CRMP, the coordination of collaborative planning within departments and the overall action programme management in relation to the Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspections. P&I will also support performance improvement through the analysis of data and intelligence identifying trends, issues and opportunities.

To do this, P&I will be setting the work around five separate, but interrelated, themes forming a golden thread running between the work of the department and the wider Service.

These themes are:

- Business Planning,
- Community Risk Management Planning,
- Data and Intelligence,
- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services,
- Policy Management.

This P&I Plan provides an overview of department's aims over the next three years, and is a statement of intent to ensure that services are well-targeted towards identified risks and priorities, demonstrate high quality and value for money and provide ongoing reassurance to the communities of Herefordshire and Worcestershire.

The P&I Plan will be accompanied by the Annual Workstream Plan setting out the focus of our work each year. Progress against Annual Workstream Plan will be reported internally to the Strategic Leadership Board (SLB) on an annual basis.

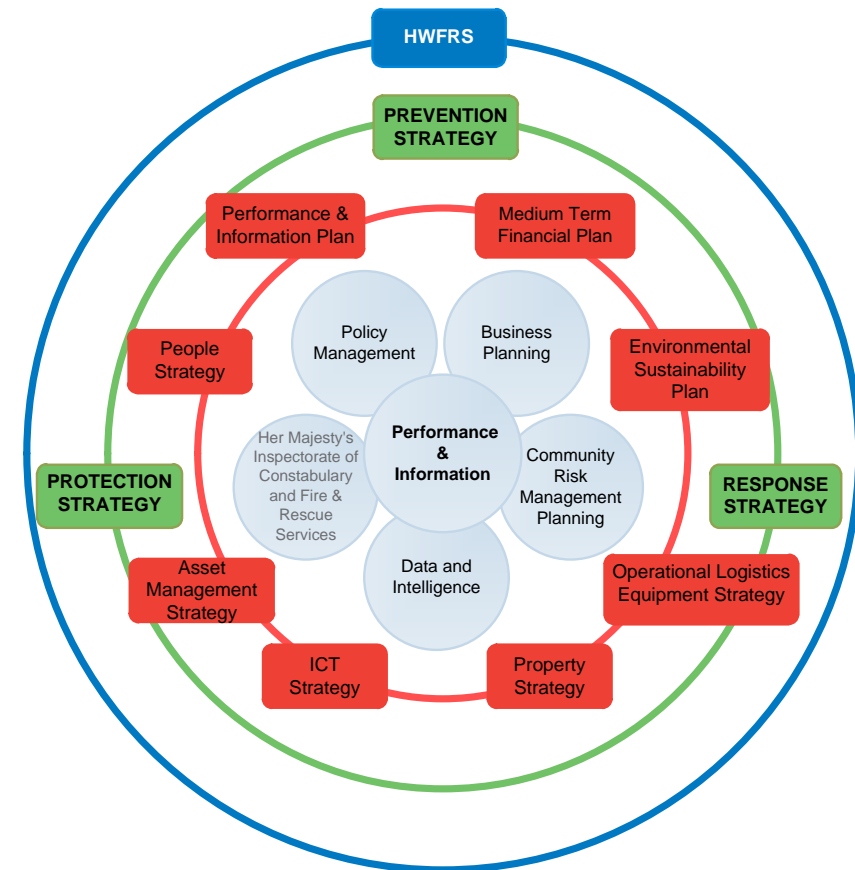
The P&I Plan will be reviewed in 2025 in conjunction with the Service's core strategies.

2 Introduction

3.1 PURPOSE

This document outlines the role of the Service's Performance & Information department in supporting the delivery of Service priorities, which are defined in three core strategies for Response, Protection and Prevention.

The following diagram shows how P&I's work will support the delivery of core strategies (green labels), the work of strategic management and Service departments (red labels) within the overall context of the wider Service, partners and community environment (grey labels).



3.2 STRATEGIC AIM

HWFRS has a crucial role to play in keeping people and their property safe. The Service do this through a coordinated range of response, Protection and Prevention strategies and services delivered by a well-trained workforce, often working closely with other partners in the community. P&I's strategic aim is to ensure that these services are well-targeted towards identified risks and priorities, that they demonstrate high quality and value for money and that they provide ongoing reassurance to the communities of Herefordshire and Worcestershire.

3.3 APPROACH

P&I will work closely with colleagues in Service departments and across local partner organisations. This will assist in increasing P&I's understanding of the needs of colleagues, partners and their customers.

It will also help to target those areas and groups more vulnerable to the risk of fire and other emergencies. The Plan provides a framework for ongoing development in the five main work areas within P&I and is supported by headline aims and measurable objectives.

3 Principles

The work of the P&I department will be governed by a set of guiding principles common to all aspects of HWFRS activity. The principles serve to ensure focus and direction is maintained in achieving the strategic aim.

1	Alignment to Service's strategies	The P&I Plan will be aligned with Response, Protection and Prevention core strategies, and will support strategic decision making and the successful delivery of services.
2	Focused on our people	P&I will aim to ensure all data, information, processes, plans and policies are people focused, easy to access and easy to use, including automated and interactive reporting where possible.
3	Safety of our staff and communities	Safety will continue to be at the heart of all that P&I do, particularly focusing on both organisational performance and community reassurance.
4	Ways of working	P&I will aim to ensure its availability to support strategic decision making, planning, and delivery and the wider data and information needs of the Service, partners and communities.
5	Learning organisation	P&I will ensure that our work enables lessons to be learned, especially in relation to organisational performance and business planning so that the learning can be used appropriately to inform, challenge and improve service processes and activities.
6	Best practice	P&I will seek identified best practice wherever practical and share appropriately to help to improve P&I work in supporting the organisation and wider community.
7	Equality, Diversity and Inclusion (EDI)	P&I will actively promote EDI within the department and through its role in supporting the Service's work with partners and communities, particularly those most vulnerable within local communities.
8	Impact Assessment	P&I will conduct impact assessments when working on new policies, projects and activities to ensure the safety of the workforce, safety of the community and safety of service delivery.
9	Health, Wellbeing & Fitness	P&I will support the staff to manage workloads effectively in order to avoid stress and other adverse health and wellbeing impacts of their roles, which on occasion can require intense periods of working under pressure.
10	Collaboration	Where practical, P&I will work with partners and share information to promote activities that add value to HWFRS services, provide cost efficiencies and/or improve the effectiveness of services provided.
11	Management information	P&I will prepare and share clean, accurate and timely data and information to inform and support decision making, business planning, and other management functions.
12	Sustainability	P&I will manage the delivery of the plan and review the impact of P&I roles in providing a cost effective and sustainable service for HWFRS, Service's partners and the wider communities of Herefordshire and Worcestershire.

4 Key Functions

This Plan identifies the five main areas of activity delivered by the P&I department. It forms a framework for development over the next three years, which will support both the Service's strategic vision and its core purpose of keeping people safe from fire and other risks and responding efficiently and effectively to incidents and emergencies.

The work also embraces the five principles set out in the Fire Alliance Strategic Plan 2018–22, developed between Hereford & Worcester Fire and Rescue Service and Shropshire Fire and Rescue Service.

The five principles are as follows:

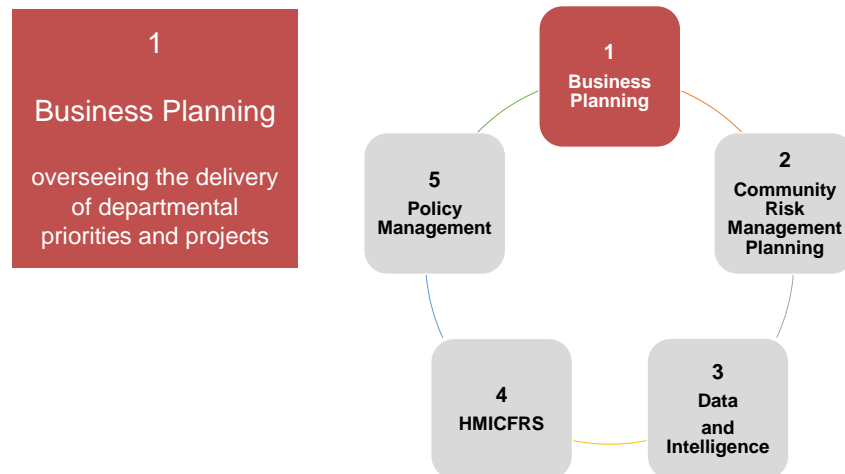
- reassuring our communities
- making our communities more resilient
- building safe and secure communities
- reforming our services
- managing our performance.

Each of the five functions has a summary statement of how P&I intend to develop and improve its own services over the next three years. This is followed by headline lists of aims and objectives that P&I intend to achieve. These aims and objectives will form the basis of key priorities, which will be set out in the Annual Workstream Plan.

The five key functions are shown in the following diagram.



5.1 Business Planning



Business Planning is about identifying the most effective ways of balancing the Service's resources and requirements against community needs and demands. It involves identifying strategic objectives, prioritising activities and preparing plans to deliver appropriate activities. The delivery of these plans is monitored over time to ensure they achieve their aims and they are published to ensure openness and transparency. The main strategic plan is the Community Risk Management Plan and this is supported by core strategies, departmental business plans and project plans.

The P&I's role is to ensure this cyclical process runs smoothly. This will be achieved by overseeing the implementation of a collaborative planning platform with quarterly meetings allowing departmental heads to discuss their plans for delivering the strategic objectives and priorities identified by the Strategic Leadership Board (SLB). Facilitating meetings between managers will enable interrelationships between plans to be identified, and potential synergies to ensure cross functional business planning.

Following a cyclical business planning process provides the opportunity for managers to set priorities for coming years well in advance. It also enables plans to be monitored, reviewed and reported through public-facing mechanisms including the Annual Service Plan, the Annual Service Review and the Service's website.

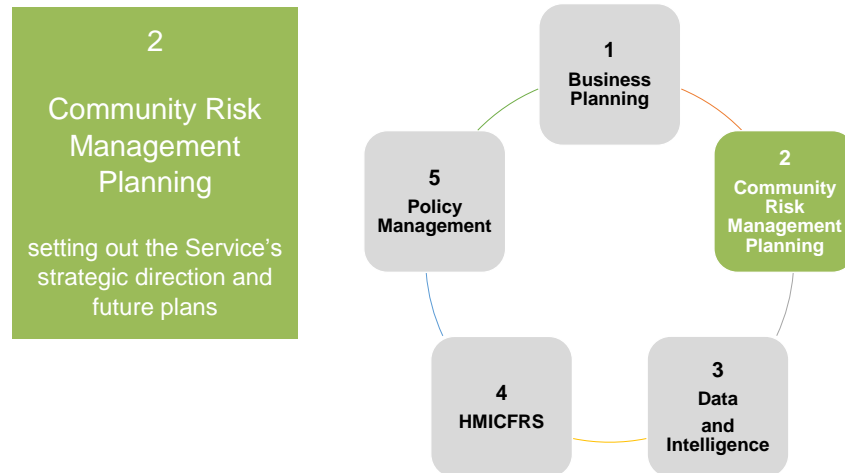
Aims:

- Coordinate a collaborative planning platform to facilitate discussion and communication between departments to ensure issues and interdependences are recognised and addressed.
- Ensure the planning process enables individuals and departments to achieve their responsibilities and assists others to achieve theirs.
- Promote challenge on issues and impacts, and seek feedback from departments to inform future planning and processes.
- Record and monitor progress of departmental business plans, priorities and work streams.
- Report to senior management on overall progress and any outstanding issues requiring direction.

Objectives:

- Quarterly collaborative planning meetings encouraging early and ongoing dialogue between managers to improve the delivery of work programmes.
- Collation of updates and actions arising from collaborative planning meetings.
- Submission of updates to senior management to maintain progress against priorities.
- Removal of silo working through ongoing challenge and monitoring of plan progress.
- Preparation of an annual review of the collaborative planning process.
- Publication of plans and reviews, including lessons learned and areas of good practice.

5.2 Community Risk Management Planning



Aims:

- Co-ordinate and manage the preparation of the CRMP.
- Ensure the preparation and delivery of CRMP plans and projects.
- Undertake annual reviews of performance against quantitative and qualitative evaluation criteria.
- Explore potential ways of addressing areas of improvement to ensure they are comprehensive, smarter, transparent, and relevant.
- Ensure the National Fire Chiefs Council's Community Risk Management Planning Fire Standard principles are embedded in future planning.

The Service's overall strategic plan for managing risk is the Community Risk Management Plan (CRMP). It sets out the Service's strategic direction and its plans for tackling and managing risk over the medium term and provides the key impetus for delivering the Service's vision.

The Service's strategic priorities and departmental business plans are all guided by the CRMP, which ensures a coherent and targeted approach to managing risk in our communities, for our firefighters and for the wider organisation.

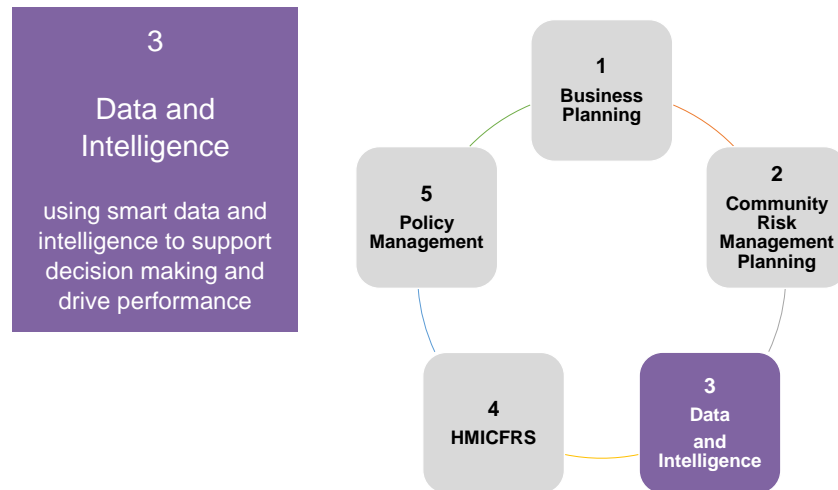
The CRMP is intrinsically linked to the Medium Term Financial Plan (MTFP), the government's Fire Reform programme and the Fire and Rescue Services National Framework in helping to promote greater efficiency and effectiveness in delivering our services and in supporting our workforce and the wider community.

A key challenge in the coming years will be to develop high level performance indicators to demonstrate progress and improvement in implementing the CRMP. This will also involve aligning our integrated risk management methodology with Shropshire Fire and Rescue Service, with whom Service has a strategic fire alliance.

Objectives:

- An agreed common approach with partners to provide assurance of delivering value for money.
- Incorporation of CRMP plans and projects into Service, and departmental priorities and workstreams.
- Development of a performance and evaluation framework, including quarterly and annual performance reporting.
- Annual updates of the CRMP Risk Review and Station Risk Profiles.
- Preparation of a CRMP Management Strategy.
- Provision of in-depth analysis of risks and opportunities, enhanced risk modelling using improved data sources, provision of progress reports against meaningful and challenging targets, linking to the Service's three core strategies, and engagement with the workforce in preparing/delivering the CRMP.

5.3 Data and Intelligence



The P&I department recognises that providing high quality data means adapting to a data driven intelligence model. This will put smart data at the heart of strategic, organisational and operational decision making. Providing high quality data necessitates using state of the art systems and tools, that facilitate data collection, enable effective data cleansing and allow investigation and reporting in a timely manner.

A transition from archived incident data analysis to short- and long-term incident data forecasting using a range of analytical techniques has been initiated. This approach will help the department to become more responsive, flexible and adaptable, particularly in relation to evaluating Service performance, assessing the efficient use of resources and processes, and in keeping up with the increasing demands on our service from partners and members of the public.

Future work will include developing a more dynamic approach to not only Service's data, but also Service partners' datasets to give a more rounded picture to aid the identification of strategic objectives. Data and knowledge sharing will help to build resilience in the Service's work with communities, and will also help to prevent potentially tragic emergencies.

To help the Service meet the expectations of Service partners and communities in terms of data transparency, P&I are planning to introduce best practice processes, including streamlined reporting using cost-effective, automated ways of accessing and visualising data in user-friendly formats.

Aims:

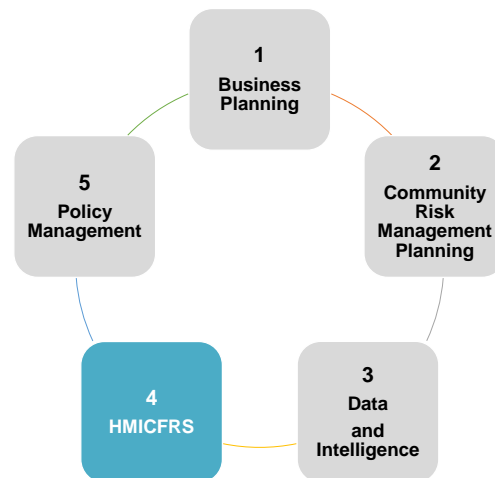
- Identify key areas where data and intelligence will be used to drive organisational performance and decision making to support the Service's core strategies and departmental business planning.
- Review data and information sources to improve accuracy and ensure quality.
- Review software and systems to enable more efficient work.
- Build good relationships across all Service departments and with partners in sharing and utilising data and intelligence.
- Encourage feedback, challenge, innovation and problem solving across all levels of the organisation through the use of data and analysis.
- Ensure that data provided is transparent, accessible, legally compliant and relevant for the end user in line with the National Fire Chiefs Council's Data Fire Standard.

Objectives:

- Improved access to, and availability of, information and data for a wide range of users.
- Identification of data sources and implementation of a quality control process for all aspects of data management.
- Implementation of a comprehensive review of data systems, including identification of areas for optimising data flow.
- Improved communication between departments and other data users through the formation of a data group.
- Improved data referencing and publication to help ensure openness and transparency.

5.4 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

4
HMICFRS
coordinating HMICFRS inspections and bi-annual data returns, setting up and executing improvement plans



Aims:

- Co-ordinate and manage spring and autumn data collections for HMICFRS.
- Build more resilience within the Performance & Information department in relation to the HMICFRS bi-annual data collection process.
- Share the data collection outcomes with a wider group of stakeholders to assist in improving the Service's efficiency and effectiveness.
- Co-ordinate and facilitate HMICFRS inspections across the organisation.
- Adhere to the proposed recommendations made by HMICFRS when audit reports are published and seek improvement in areas where concerns were found and recommendations made.
- Ensure good progress is being made by the Service on any recommendations by the HMICFRS.

Objectives:

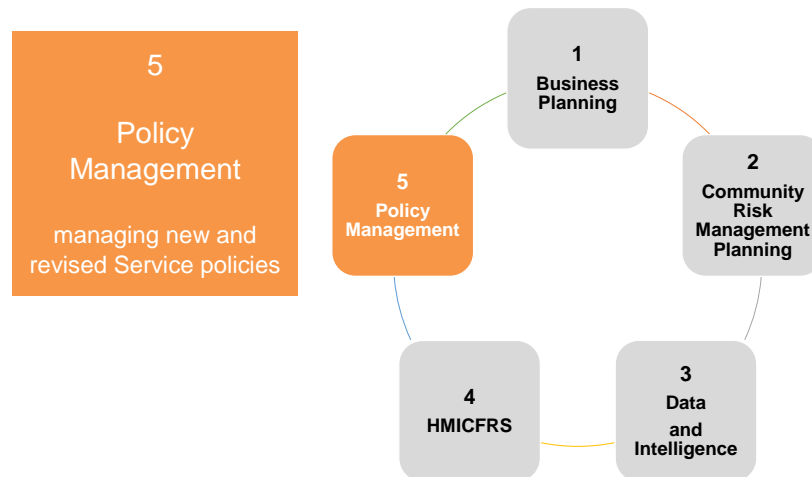
- Provide bi-annual data collections within the statutory deadlines.
- Produce a guidance document describing all steps taken during the data collection process.
- Provide an internal interdepartmental training to all involved in the data collection process.
- Co-ordinate Prevention Strategy Meetings to collate evidence and regularly report to the Strategic Leadership Board and Fire and Rescue Authority (FRA) on progress being made in relation to any HMICFRS' Cause of Concern and Areas for Improvement.
- Provide quarterly updates to SLB and the FRA on progress of the improvement plan to discharge any areas for improvement, identified by HMICFRS.

Since 2018, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) reintroduced an inspection programme for all Fire and Rescue Services in England, Wales and Northern Ireland.

The aim of these inspections is to monitor the efficiency and effectiveness of each Service and how they look after their own people. The scope of inspections varies from all inspection to a themed one, (such as our response to Covid-19), and the same also applies to data collection forms which are now limited to bi-annual returns of evidence.

Results of both inspections and collected evidence are made publicly available, and recommendations are proposed when areas of improvement have been identified by the HMICFRS.

5.5 Policy Management



Policies are the documents published by the organisation which aim to promote the best practice and to provide guidance for managers across the organisation. The policy must comply with the legislation.

Policies are written by the departments' heads and when first drafted, they undergo a 3-week consultation process seeking feedback from the Strategic Leadership Board (SLB), departments' heads and representative bodies.

Once finalised, they are recorded in the Service's Policy Library governed by the P&I department. Subsequently, these policies are periodically reviewed and revised according to the latest legislation changes, newly identified improvements within the Service's operation or suggested recommendations made by the National Fire Chiefs Council (NFCC).

Aims:

- Review and revise procedures related to the Policy Management.
- Co-ordinate the Policy process for consultation within the agreed deadlines.
- Review and update the Policy Library.
- Review the communication channels between parties involved in the Policy process.
- Build more resilience within Performance & Information department in relation to the Service Policy process.

Objectives:

- Simplify the procedures related to the policy process.
- Propose a new template that reflects legislative and organisational changes.
- Manage correspondence related to the policies received in a timely manner.
- Prompt regular reminders to department heads as to which policy must be reviewed or archived in any specific quarter.
- Propose improvements to be made in relation to the Policy Library.
- Provide internal training to all Performance & Information staff with regard to the policy process.
- Produce a regular annual report summarising the policies amended and published throughout a year.



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