

Report of Head of Corporate Services

HMICFRS Improvement Plan – Update January 2021

Purpose of report

1. To update Members on the progress in implementing the HMICFRS Improvement Plan. The report confirms that despite the significant impact currently being experienced due to the Covid – 19 pandemic and three national lockdowns, good progress is being made to discharge the requirements of the Plan.
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Recommendation

It is recommended that the Authority note progress on actions to deliver the HMICFRS Improvement Plan.

Introduction and Background

2. At the Fire Authority meeting on 16 December 2020, Members received a copy of the Quarter 2 update of the Service's Improvement Plan drawn up to address the findings of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection report.
3. The Improvement Plan has now been updated to outline progress made up to January 21. The report covers the 7 outstanding 'areas for improvement' from Q2 of the 14 highlighted in the HMICFRS inspection report.

HMICFRS Improvement Plan – Progress Update

4. The delivery of the Improvement Plan is overseen by members of the Performance and Information team (P&I team), who meet regularly with senior managers responsible for each area for improvement to prepare updates on actions proposed and completed. The P&I team also ensure that actions carried out are fully evidenced and available for evaluation and audit. The seventh update, covering up to January 21, is attached to this report (see Appendix 1).
5. The update shows that progress is being made in addressing areas identified within the three themes covered in the HMICFRS report; effectiveness, efficiency and people. However it should be noted that due to the current Covid-19 restrictions imposed upon the Service, certain actions have been delayed or postponed. Members should note that actions completed or embedded in the Service's ongoing processes have been greyed out in the Improvement Plan.

6. Key points to note are highlighted below, with further details available in Appendix 1:
7. Following work completed this quarter, eleven out of the fourteen areas for improvement have now been completed, with strong progress being made in the other three.

Effectiveness	
Area for improvement	January 21 - Update
1. Access to relevant and up-to-date risk information	<ul style="list-style-type: none"> • The rollout of the new MDT was completed in Q3 2020-21. • The new MDT's successfully communicate with the updated command and control software. • Immediate updates or risk critical information can now be sent to all fire appliances. • This item is now closed
2. Understanding and identifying vulnerability and safeguarding vulnerable people	<ul style="list-style-type: none"> • Domestic abuse awareness training: additional sessions were delivered in September and October but further sessions have been delayed due to Covid-19. • Statutory safeguarding training for Group Commanders and the Service lead was delivered in December 2020 and January 2021.
3. Evaluating prevention work to understand the benefits	<ul style="list-style-type: none"> • The safe and well evaluation form has rolled out. A system of recording the responses has been set up on Survey Monkey. Relevant CR staff have been informed of the process. Pre-paid envelopes were printed by West Mercia Police. Go live 1st February 2021. • An interim evaluation report on the MORSE project has been conducted and delivered at the end of January 2021. • A Survey Monkey questionnaire is now set up and included on all TFS letters to the Responsible Person. • This item is now closed.
4. Resourcing the risk-based inspection programme	<ul style="list-style-type: none"> • Closed in Q2 2020-21.

Efficiency	
Area for improvement	November 2020 - Update
5. Workforce productivity - clarify the role of Watch Manager	<ul style="list-style-type: none"> • Closed in Q1 2020-21
6. Workforce productivity - prevention	<ul style="list-style-type: none"> • SMB have approved the need for an overarching Prevention and Protection Strategies. These documents will incorporate the previously drafted plans and align with aims identified within the Service's CRMP 2021-2025. These documents are currently being drafted.
7. Managing the replacement of faulty smoke alarms	<ul style="list-style-type: none"> • Closed in Q2 2020-21.
8. Workforce productivity – protection	<ul style="list-style-type: none"> • SMB have approved the delivery of Fire Safety (FS) training to all levels with a long term plan to deliver the training internally • 11 Staff started the L4 FS Diploma in December 2020 and are due to complete by the end of 2021. • Staff required have been identified and courses booked. • This action is now closed.
9. Benefits and outcomes of collaboration	<ul style="list-style-type: none"> • Closed in Q2 2020-21.

People	
Area for improvement	November 2020 - Update
10. Staff engagement – communication	<ul style="list-style-type: none"> • Closed in Q2 2020-21.
11. Staff engagement – culture and values	<ul style="list-style-type: none"> • Closed in Q1 2020-21
12. Feedback mechanisms and change processes – ensuring fairness and promoting diversity	<ul style="list-style-type: none"> • Closed in Q2 2020-21.
13. Supporting high-potential staff and aspiring leaders – appraisal process	<ul style="list-style-type: none"> • Virtual training sessions, Coaching Skills for Managers, were held for staff who will coach and mentor the newly appointed Watch Commander 'A's. • So far 90 members of staff from throughout the organisation have attended over 8 sessions with 2 further sessions to come in the next month
14. Supporting high-potential staff and aspiring leaders – promotion process	<ul style="list-style-type: none"> • The Promotion and Recruitment Policies have been approved and published. • This action is now closed.

Conclusion/Summary

8. The seventh update of the HMICFRS Improvement Plan shows that some good progress has been made up to January 2021, although delays have occurred due to the Covid-19 restrictions in place and three national lockdowns.
9. Members are recommended to note the progress made in delivering the HMICFRS Improvement Plan. Further progress updates will be reported each quarter.
10. Subject to any matters arising following your consideration, the update will be published on the Service website.

Corporate Considerations

Resource Implications (identify any financial, legal, property or human resources issues)	The Improvement Plan highlights areas for improvement relating to effectiveness, efficiency and people. Actions to address these areas are likely to have resource implications, which will be identified in the Improvement Plan.
Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	Actions proposed in the Improvement Plan are likely to have an impact on both the CRMP and the MTFP. All proposals will be assessed to ensure they meet the Service's overall Core Purpose and Vision.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	Any risks associated with proposals will be assessed through the Improvement Plan.
Consultation (identify any public or other consultation that has been carried out on this matter)	Proposals to deliver the Improvement Plan have the full participation of Senior Managers in relevant Service departments. The Improvement Plan is publicly available on the Service website.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	An EIA is not required for this report. EIAs will be completed as appropriate when preparing proposals through the Improvement Plan.

Supporting Information

Appendix 1: HMICFRS Improvement Plan 2018-19; Update: January 2021