



# HMICFRS Improvement Plan

## 2023 Inspection





During May to July 2023, His Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) inspected Hereford & Worcester Fire and Rescue Service (HWFRS). HWFRS was selected as the 11<sup>th</sup> Service to be inspected in the third round of inspections.

The inspection team from HMICFRS carried out their in-depth review, focusing on how effective and efficient we are and how well we look after our people. The report, titled "Fire and Rescue Service 2023-25, Effectiveness, Efficiency and People – An inspection of Hereford & Worcester Fire and Rescue Service" was published on 29<sup>th</sup> November 2023, and this is [the link to the report](#).

The inspection measured the Service across 11 assessment areas which they hope will encourage Fire and Rescue Services to consider inspection findings as a whole. HMICFRS have also expanded their previous four-tier system of graded judgements to five.

In the report, the Inspectorate state that they are pleased with the performance of HWFRS and the improvements made since the last inspection, and they would encourage the Service to continue to make improvement in the areas they have highlighted.

The inspection report highlighted 11 Areas for Improvement (AFI) and recommend that action be taken to address them. In response, the Service has prepared an Improvement Plan. This Improvement Plan is owned by senior managers and is updated on a quarterly basis and published as progress is made.

The Improvement Plan summarises the proposed actions against the AFIs noted in the inspection report.

## Areas for Improvement: Summary

<b>Assessment Area</b>	<b>Area for Improvement</b>	<b>Page</b>
Understanding fires and other risks	AFI-1 - The service should make sure its firefighters have good access to relevant and up-to-date risk information.	<b>4</b>
Preventing fires and other risks	AFI-2 - The service should make sure staff carry out home fire safety visits competently.	<b>5</b>
	AFI-3 - The service should evaluate its prevention activity, so it understands what is most effective.	<b>6</b>
Protecting the public through fire regulation	AFI-4 - The service should make sure it effectively addresses the burden of unwanted fire signals.	<b>7</b>
Responding to fires and other emergencies	AFI-5 - The service should make sure it has an effective system to learn from operational incidents.	<b>8</b>
Responding to major and multi-agency incidents	AFI-6 - The service should make sure it has an effective method to share fire survival guidance information with multiple callers and that it has a dedicated communication link in place.	<b>9</b>
	AFI-7 - The service should make sure it has an overarching cross-border exercise strategy. The strategy should assure the service that exercise objectives are in line with community risk management plan risks and that learning is recorded, shared and actioned.	<b>10</b>
Making best use of resources	AFI-8 - The service should make sure it effectively monitors, reviews, and evaluates the benefits and outcomes of any collaboration activity.	<b>11</b>
Future affordability	AFI-9 - The service needs to make sure it has adequate plans in place to close its identified budget gaps.	<b>12</b>
Promoting the right values and culture	AFI-10 - The service should monitor secondary contracts to make sure staff don't work excessive hours.	<b>13</b>
Managing performance and developing leaders	AFI-11 - The service should make sure it has processes in place to manage and develop talent within the organisation.	<b>14</b>

## Understanding fires and other emergencies – (AFI-1)

### Area for Improvement

The service should make sure its firefighters have good access to relevant and up-to-date risk information

### HWFRS Action Proposed

### Target Date

Fire Control project team to address and reduce the existing backlog of temporary risk information as part of the data cleanse for the introduction of the new mobilisation system

Q1 2025/26

Implement the new reporting system, including ongoing monitoring of risk information processing time from submission to going live on the system

Complete

Develop a process for review and the updating / removal of old information

Complete

Establish KPI(s) for the ongoing reporting of actions 2 and 3 above for continued monitoring

Complete

### Strategic Lead

*Assistant Director, Protection*

### Tactical Lead

*Group Commander Ops Policy, Assurance and Fire Control*

**Preventing fires and other risks – (AFI-2)****Area for Improvement**

The service should make sure staff carry out home fire safety visits competently

**HWFRS Action Proposed****Target Date**

Undertake a review of the HFSV referral process to ensure HFSV's are being appropriately risk assessed, completed within time frames, suitably referred to the prevention team and ultimately that the referral process is being delivered effectively

Complete

Establish a clear process to communicate with crews to ensure a robust referral pathway is in place

Q2 2025/26

Produce a digital training video for crews undertaking Home Fire Safety Visits (HFSVs)

Complete

**Strategic Lead***Assistant Director, Prevention***Tactical Lead***Head of Prevention*

**Preventing fires and other risks – (AFI-3)****Area for Improvement**

The service should evaluate its prevention activity, so it understands what is most effective

**HWFRS Action Proposed****Target Date**

Further embed the HFSV behaviour change evaluation process, and monitor and review to demonstrate continual improvement

Complete

Establish a process to evaluate the effectiveness of Prevention campaigns e.g. implement a stakeholder feedback mechanism

Complete

Develop an approach to evaluate changes in behaviour following the delivery of road safety education and intervention

Complete

**Strategic Lead***Assistant Director, Prevention***Tactical Lead***Head of Prevention*

**Protecting the public through fire regulation – (AFI-4)**

**Area for Improvement**

The service should make sure it effectively addresses the burden of unwanted fire signals

**HWFRS Action Proposed**

**Target Date**

Establish terms of reference and commence a review on how we communicate with businesses etc.

Complete

Updated policy to be created and published

Complete

Produce guidance on mobilisation and provide Fire Control training

Complete

Establish a consistent recording and review process for unwanted fire signals

Complete

**Strategic Lead**

*Assistant Director, Protection*

**Tactical Lead**

*Group Commander, Protection*

**Responding to fires and other emergencies – (AFI-5)****Area for Improvement**

The service should make sure it has an effective system to learn from operational incidents

**HWFRS Action Proposed****Target Date**

Incorporate a review of RTC fatalities into quarterly Fire, Death and Serious Injury (FDSI) Board meetings

Complete

Automate the process of requesting debriefs that hit the submission criteria, to improve the return rate of debriefs

Complete

Implement a new Organisational Learning and action tracking system

Complete

**Strategic Lead***Assistant Director, Protection***Tactical Lead***Group Commander Ops Policy, Assurance and Fire Control*

**Responding to major and multi-agency incidents – (AFI-6)**

**Area for Improvement**

The service should make sure it has an effective method to share fire survival guidance information with multiple callers and that it has a dedicated communication link in place

**HWFRS Action Proposed**

**Target Date**

Update and review Fire Survival Guidance / Evacuation documentation including Evacuation Commander role

Complete

Review the existing procedures, carry out updates and test as required

Complete

Implement training for staff based on the above

Complete

Procure and implement an electronic information sharing system to share Fire Survival Guidance

Complete

**Strategic Lead**

*Assistant Director, Protection*

**Tactical Lead**

*Group Commander Ops Policy, Assurance and Fire Control*

**Responding to fires and other emergencies – (AFI-7)**

**Area for Improvement**

The service should make sure it has an overarching cross-border exercise strategy. The strategy should assure the service that exercise objectives are in line with community risk management plan risks and that learning is recorded, shared and actioned

**HWFRS Action Proposed**

**Target Date**

Carry out a review of the Station Exercises Policy and Exercise Planning Guidance

Complete

Develop an overarching cross-border exercise plan to sit alongside the existing Exercise Policy and Guidance

Complete

**Strategic Lead**

*Assistant Director, Response*

**Tactical Lead**

*Group Commander, North District*

**Making the best use of resources – (AFI-8)**

**Area for Improvement**

The service should make sure it effectively monitors, reviews, and evaluates the benefits and outcomes of any collaboration activity

**HWFRS Action Proposed**

**Target Date**

Review the existing mechanisms that HWFRS staff use when reviewing and evaluating collaboration.

Q1 2025/26

Review evaluation processes that have taken place and establish a consistent means of evidencing how we monitor, review and evaluate current and future collaborations.

Q2 2025/26

**Strategic Lead**

*Assistant Director, Prevention*

**Tactical Lead**

*Group Commander, Performance & Information*

**Making the fire and rescue service affordable now and in the future – (AFI-9)**

**Area for Improvement**

The service needs to make sure it has adequate plans in place to close its identified budget gaps

**HWFRS Action Proposed**

**Target Date**

Revise the Medium-Term Financial Plan (MTFP), providing an updated position on potential budget gaps

Complete

Continue to monitor the budget gap and revise plans accordingly

Complete

**Strategic Lead**

*Director of Finance*

**Tactical Lead**

*Assistant Director, Finance*

**Promoting the right values and culture – (AFI-10)**

**Area for Improvement**

The service should monitor secondary contracts to make sure staff don't work excessive hours

**HWFRS Action Proposed**

**Target Date**

Establish a service-level assurance process for employees with secondary employment or dual contracts and those who provide additional work

Q1 2025/26

Implement a formal reporting mechanism on secondary employment and hours worked

Q3 2025/26

**Strategic Lead**

*Assistant Director, Prevention*

**Tactical Lead**

*Head of HR & Development*

**Managing performance and developing leaders – (AFI-11)****Area for Improvement**

The service should make sure it has processes in place to manage and develop talent within the organisation

**HWFRS Action Proposed****Target Date**

Develop a Talent Management strategy for the service

Q2 2025/26

Establish a delivery plan that is fair and equitable to enable talented individuals to develop and progress

Q2 2025/26

Develop a framework for managers which they can use to identify and develop high-performing staff (appraisal) in line with the NFCC talent management toolkit

Q4 2025/26

**Strategic Lead***Assistant Director, Prevention***Tactical Lead***Head of HR & Development*