



Hereford & Worcester Fire and Rescue Service

HMICFRS Improvement Plan 2018/19

Updated: Q1 2019-20



In March 2018, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) announced their intention to inspect all 45 fire and rescue services in England over the next 18 months. The Service was selected as one of the first 14 services to be inspected.

Over summer 2018, inspectors from HMICFRS carried out their in-depth review of our Service, focusing on how effective and efficient we are and how well we look after our people. Their report was published in December 2018, and this is [the link to the report](#).

Report findings

The inspection considered three main questions:

- How **effective** is the fire and rescue service at keeping people safe and secure from fire and other risks?
- How **efficient** is the fire and rescue service at keeping people safe and secure from fire and other risks?
- How well does the fire and rescue service look after its **people**?

The Service was found to be 'good' within the effectiveness area but 'requiring improvement' when considering efficiency and people. The inspection report highlighted a number of areas for improvement and recommended that action be taken to address them. Therefore, the Service has prepared an Improvement Plan which not only focuses on the areas for improvement highlighted in the inspection report, but also adds a number of other areas, where further improvements can be made. The Improvement Plan is owned by senior managers and is regularly updated and published as progress is made.

The last update was presented to the Fire Authority on 12 June 2019 and the [Improvement Plan](#) was published on the Service website.

This report provides an update of progress in implementing the Improvement Plan during Quarter 1 (April-June), 2019-20. Areas for Improvement noted in the HMICFRS report are highlighted in bold and blue shading.

HMICFRS Inspection – Improvement Plan 2018-19 Update: Quarter 1, 2019-20

Effectiveness				
Source: HMICFRS Inspection 2018	Summary finding	Areas for improvement	Desired Outcome (What is aimed to be delivered?)	Update Q1 2019/20
ES1.1 Page 8, 9, 11,12	The Service is good at understanding the risk of fire and other emergencies. Its plan to manage risk is based on a range of information. However, mobile computer systems are not updated fast enough with this risk information. The Service recognises this and has plans in place to address this.	The Service should ensure its firefighters have good access to relevant and up-to-date risk information.	Delivery of an agreed Risk Management System providing relevant, up-to-date risk data and intelligence available to firefighters on mobile data terminals (MDTs) <ul style="list-style-type: none"> tendering and procurement of Risk Management System user training review and audit 	Draft report awaiting sign off from Senior Management Board (SMB). Scheduled submission for this paper in August 2019. Dates have been revised due to delays in the roll out of the MDT hardware; work is progressing Q3/Q4 2019/20. A meeting between Service Delivery and Service Support took place on 15th July 2019 to discuss issues with current quality of Intel gathering and the support being provided to Operational crews. New Intel system has also been discussed. A Service Bulletin item has been submitted providing crews with further guidance around the INTEL 8 process.
ES1.2 Page 8, 9	Community engagement could also be better, to help understand local risk.	Observation	Continue with current activity and enhance engagement by having a formalised process for recording interactions with the public to ascertain their understanding of the fire service, local risk and wider public concerns. Develop a data capture form to be used at various Service events, including; Station open Days, Charity Car Washes, local events etc. which will assist in determining the public's perception of various fire service themes. These could change on an	We are continuing with current activity and enhancing engagement by having a formalised process for recording interactions with the public to ascertain their understanding of the fire service, local risk and wider public concerns. Public consultation will take place in early 2020 as part of the CRMP process, prior to the Service publishing its CRMP 2021-25 document. This consultation, run as focus groups, will enable HWFRS to determine the community's perception of risk, and any specific areas of concern. A review of the existing community risk engagement form (CE1) will be carried out in Q2 2019 to

			<p>annual basis depending on strategic guidance.</p> <p>Use Survey Monkey to gather an understanding of public perception of the Fire Service and the role of a female firefighter. This will be used to inform any positive action initiatives.</p>	<p>determine whether additional questions would provide richer information. This should include the type of event attended and the rationale behind its purpose, so that a more detailed evaluation can be carried out.</p>
<p>ES1.3 Page 8, 11, 12</p>	<p>The Service needs to improve how it prevents fires and other risk. Its prevention plan does not explain how or when things will be done.</p>	<p>Observation</p>	<p>We are working with partners including working towards co-location of harm hubs and community safety teams in Worcester and Wyre Forest to complement the existing co-location in Hereford. We want to continue our work with the Rural and Business Crime Officers within West Mercia Police, the Harm Hub and Vulnerability Team as part of the GETSAFE agenda and MATES, HWFRS and WMP and we strive to intelligently focus activity on the highest harm premises, based not on only on the statutory requirements, but also licensing vulnerabilities, crime patterns and trends and vulnerability.</p> <p>We will measure and evaluate the work we do and target our work appropriately. We will evaluate our Community Risk activities, inspections and enforcements and report to SMB on a quarterly basis.</p> <p>We want to be smarter with our data so that we can identify areas of risk more clearly and analyse trends so that we can continue to set our priorities based on risk and forecast future risks. We can then target our</p>	<p>An Audit Strategy document has been drafted and is being used to inform activity within the protection elements of Community Risk. The Home Fire Safety, Water, Young Persons and Health & Wellbeing Strategies are drafted and awaiting SMB sign off.</p> <p>The PCC bid for road safety scheme involving the YSS charity was successful, and we have appointed a Technician and await the results from the Watch Commander meeting on 29 July 2019 for a Watch Commander posting in the CR department.</p> <p>The Dying to Drive evaluation tender was awarded to the University of Worcester and we are awaiting their report.</p> <p>West District staff are now embedded in Hereford Police Station within the Harm Hub. The co-location of Harm Hub Teams within Worcester and Wyre Forest Hub has not yet happened.</p> <p>A review of all Community Risk Department strategies will commence on a quarterly basis once they have gone live.</p>

			<p>resources more effectively.</p> <p>We want to continue our work with other departments within HWFRS such as HR and Performance & Information, partner organisations and other Fire and Rescue Services by joining up data to get a better picture of risk. We can then measure through targeted Key Performance Indicators (KPIs) how successful our protection and prevention work is.</p>	
<p>ES1.4 Page 8, 12, 13</p>	<p>The Service has extended its home fire safety checks to include questions about vulnerable people. Further training is needed to give staff more confidence in this process.</p>	<p>The Service should ensure staff understand how to identify vulnerability and safeguard vulnerable people.</p>	<p>We want all staff to have completed the existing Safeguarding e-learning by Q2 2019 and then to look at specific training around safeguarding children. This will ensure a comprehensive understanding amongst all staff in relation to safeguarding, including what to look for, what information is required and what to do with that information. Discussions around safeguarding should form part of every station management meeting and for all middle managers to understand their responsibility. Human Resources staff should be trained in safer recruiting. This will be underpinned by a robust system in place for the monitoring and recording of safeguarding referrals.</p>	<p>All Wholetime Watch Commanders have received Safe and Well Check training and this will be cascaded to crews. All staff have access to the online E-learning package, which must be completed by end September 2019. As of the end of Q1 2019/20, 319 members of staff have completed the online training package.</p>
<p>ES1.5 Page 8, 13</p>	<p>The Service should also ensure it evaluates all its prevention work.</p>	<p>The Service should evaluate its prevention work, so it understands the benefits better.</p>	<p>We would like to be in a position where all of our preventative work is measured not just in quantity but qualitatively, so we know that the interventions we undertake have been effective. To do this, we need to establish exactly what the objectives we wish to achieve from our</p>	<p>An evaluation of the Safe and Well pilot has taken place and funding has been secured for the evaluation of Dying to Drive.</p>

			<p>interventions are, and we need to factor evaluation in at the start of any work we do. We want to use effective tools such as Outcomes Star to enable the successful and effective evaluation of our work.</p> <p>We want to be able to demonstrate that all of our Community Risk work (Safe & Well Checks, BFSCs, Fire Safety Audits, Road Safety & any other intervention work) has an evaluation that sits alongside it with clear objectives, and which measures not only numbers. The evaluation should show how effective they have been. This should be in the form of both internal and external evaluation.</p>	
ES1.6 Page 8, 14, 15	The Service is good in how it protects the public through fire regulation. It needs to get the right balance between inspections based on risk and those based on intelligence.	The Service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.	<p>We want to use the RBAP and ILAP along with BFSC referrals to inform what local risks we have in our communities. Using this way of working, we can identify targeted areas of risk and take relevant action. We can then apply a proportionate level of activity to reduce risk.</p> <p>RBAP = Risk Based Audit Programme ILAP = Intelligence-Led Audit Programme BFSC = Business Fire Safety Check</p>	<p>The Audit Strategy (fire safety inspections, as defined by the Regulatory Reform (Fire Safety) Order 2005) has been implemented. A programme of activity for RBAP and ILAP has been created as reflected in the Audit Strategy document. This programme is currently in operation within the Business Fire Safety Team. An interim report will be created to reflect work carried out to measure success. This will be delivered in the Q2 update.</p> <p>Full data sets required for the year-end Home Office report is generated by the CFRMIS Systems Manager which will inform the Q4 review 2019/20.</p>
ES1.7 Page 8, 16	However, the work of the Multi Agency Targeted Enforcement team has the potential to be notable practice.	Observation	Members of the SOCJAG operate over varying footprints from district to national level. A series of outcomes are being developed and will be reported upon at each Strategic SOCJAG under a MATE standing agenda item. An overarching MATE partnership document is being	The MATE presentations have been delivered and the overarching MATE partnership document was presented at the MATE AGM on 11 June 2019. Following the MATE AGM and Serious & Organised Crime Joint Action Group (SOCJAG), a Multi-Agency Targeted Enforcement (MATE) Terms Of Reference has been agreed in draft by the main contributing parties. This will form part of the Tactical options for

			<p>formalised between HWFRS, West Mercia Police and the Local Authority and will be presented at the MATE AGM on 11th June 2019.</p> <p>SOCJAG = Serious & Organised Crime Joint Action Group</p>	<p>Herefordshire's SOCJAG strategy. This includes each agency being able to demonstrate the successes of the MATE strategy. This will signed off at the next Herefordshire SOCJAG meeting. The annual report following the strategic SOCJAG will be reported in Q4 2020.</p>
ES1.8 Page 8, 16	<p>The Service supports local businesses in understanding fire regulations. It should also work more closely with them to reduce the number of false alarms.</p>	Observation	<p>Our aim is to reduce the number of False Alarm activations and unwanted fire signals. We want to be able to use the AFA reduction procedure to reduce the number of activations and to educate communities, housing providers, local authority and businesses to target reductions. We want to reduce the impact which False Alarms have on our operational crews and the resource implications these have on us as a Service. We also want to continue to share data with partner organisations and work with them to target areas of concern.</p> <p>AFA = Automatic False Alarm</p>	<p>Preliminary work is taking place towards reviewing the False Alarm Policy. A report for options is being drafted. An AFA report is produced and generated monthly by the Business Fire Safety Admin team. This is forwarded to Community Risk District Managers, who review and identify trends. Any intervention required will be forward to the Community Risk Team and recorded on CFRMIS. AFA guidance has been issued to operational staff.</p>
ES1.9 Page 18	<p>The Service recognises that the availability of on-call firefighters is a current and future challenge. At several locations, staff (both wholetime and on-call,) expressed their concerns about the availability of the on-call fire engine, as this often led to delays in additional crews attending an incident. The Service is working on addressing this concern and is implementing an on-call charter. We look forward to reviewing this charter.</p>	Observation	<p>In an ideal world the Service would enjoy 100% availability of On-Call staff at all locations, but this is unlikely. However, we will aim for 90+% availability as a realistic target.</p>	<p>A monthly availability report is produced, along with a monthly return. The On-Call Working Group meets regularly to look at a wide range of issues. A meeting with HR has taken place to discuss proposals, these include; an improved recruitment process, changes to on call recruit training and improved employer engagement.</p> <p>The national On-Call branding has been adopted and new promotional material produced in line with this.</p> <p>The first new recruit course has run. A formal debrief has taken place with a positive outcome. Some changes have been made to further enhance the course. The second recruit course is now underway using the new structure.</p>

				<p>The Employer Handbook is currently being designed with the Corporate Communications team.</p> <p>A presentation has been delivered to a major retailer, and this engagement has identified potential candidates.</p> <p>We have also had two banners commissioned to support the On-Call advertising promoting the role to a wider range of people. We also have a number of new social media pages, which allow us to get in to the heart of our communities and opened up recruitment through education.</p> <p>Most stations have Facebook and Twitter accounts overseen by the Corporate Communications team and District teams. A detailed report has also been created for each Station to aid Commanders with Performance Management. A section of this is dedicated to missed fire calls.</p>
ES1.10 Page 8, 19	The Service is good at responding to fires and other emergencies. It has good equipment and training. It is flexible in how it responds to incidents and follows national guidance. However, it should use hot debriefs more often.	Observation	<p>Debriefs are recognised as an important tool to promote personal and organisational learning. For example debriefs directly support the development of a learning culture, which is a key aspect of HWFRS's People Strategy.</p> <p>Whilst the Incident/Exercise Debrief SPI details a clear requirement to conduct hot debriefs, the HMICFRS Inspection identified an inconsistent approach to at different stations. HWFRS want to get to a position where hot debriefs are consistently completed throughout the Service to the same high standard that supports learning not only in the operational</p>	<p>The Incident and Exercise Debrief SPI is up to date and current with the next review due 01 September 2019. A supplementary debrief question has been added to the list of questions asked following conclusion of an IC Health Check.</p> <p>The Handbook file has now been drafted and includes hot, electronic and formal debrief overviews. This has now been added to the Handbook file.</p> <p>No changes to the IRS can be made until the C&C system is updated/stable. A Service Bulletin item will be prepared once the work has been fully completed.</p>

			<p>arena but also as part of training and assessment.</p> <p>Stations that are not carrying out hot debriefs need to be identified, and training and development should be implemented at these stations to ensure hot debriefing is understood and more widely used to facilitate electronic debriefs and future organisational learning.</p>	
ES1.11 Page 8, 18, 19	Also, when it evaluates incident commanders, it should share the learning more widely.	Observation	<p>More robust system of Active Incident Monitoring (AIM) and its method of recording to improve the continuous professional development to existing incident commanders. We aim to review the AIM policy to confirm objectives. Work with Incident Command department and confirm knowledge and understanding of Operational Discretion and its criteria, recording system and national use for levels of command.</p>	<p>An initial meeting between Operational Assurance and Service Delivery has taken place. The AIM policy is being reviewed and this will be updated once the review is complete, programmed for November 2019. When complete, Operational Assurance will meet again with Service Delivery and the Area Commander will relaunch guidance documents, to include the expectations of staff.</p>

Efficiency					
Source: HMICFRS Inspection 2018	Summary finding	Areas improvement	for	Desired Outcomes (What is aimed to be delivered?)	Update Q1 2019/20
EY1.1 Page 22, 23	An efficient Fire and Rescue Service will manage its budget and spend money properly and appropriately. It will align its resources to its risk. It should try to keep costs down without compromising public safety. Future budgets should be based on robust and realistic assumptions. Hereford and Worcester Fire and Rescue Service's overall efficiency requires improvement.	Observation		<p>On 1st November 2018, the temporary crewing structure was made permanent following consultation with the representative bodies. This maintained appliance crewing at 4 and maintained a WC(B) available to carry out the WC role, including riding the appliance where appropriate. The benefit to the organisation in this change was:</p> <ul style="list-style-type: none"> • Increased effective and efficient use of the WC role • Increased resilience across the Service to all appliances • Ability to effectively coach and mentor new Crew Commanders • Improve standardisation across the watches • Improve the development opportunities for WC, CC and FF • Improve the flexibility in deployment of WC • Improved personal flexibility for individuals • All WCs across the Service are now working the same duty system (interchangeability and resilience) • No contractual changes required <p>On 19th December 2018, the FRA confirmed the decision for Wholetime</p>	<p>The new crewing system has been in place since Q3/4 2018/19). The additional Crew Commanders required came from the CC recruitment process, which was a success. The rationale behind the decision to appoint 27 additional Crew Commanders is evidenced in the meeting minutes from workforce planning.</p> <p>The Day Crewed Plus (DCP) consultation process has now closed. The Service has worked with the HSE to review the current situation around H&S management and the requirements of a 'collective agreement'. Papers are being drafted ready for the October 2019 FRA meeting.</p> <p>In terms of developing WC roles - this item is linked to Standard Setting days.</p>

			appliances to be crewed with crews of 4.	
EY1.2 Pages 22, 23, 25, 26	The Service made ambitious plans in 2014 that it has not achieved. These were based on saving money by improving efficiency and making changes to the workforce. The financial plan is good, and is based on sensible assumptions. But delays in bringing in the planned changes are costing the Service money. This presents a risk.	Observation	<p>HWFRS will move SHQ to the new location at Police HQ Hindlip and lease or dispose of the King's Court site.</p> <p>HWFRS will implement crews of 4 on WT appliances as was agreed in the 2014 CRMP.</p> <p>The temporary SD Ops Structure will be substantiated.</p> <p>Kidderminster, Bewdley and Stourport stations will be combined into the new Wyre Forest Emergency Services Hub.</p> <p>Changes to the workforce.</p>	<p>SHQ Staff have successfully relocated to Hindlip Park. The end project report provides a summary of the project along with benefits and lessons learned.</p> <p>The FRA agreement for Wholetime appliances to be crewed with 4 was agreed on 19 December 2018, and this is now standard across the Service. (Item closed).</p> <p>The Wyre Forest Hub build is progressing well and on track for practical completion November 2019. The Wyre Forest Hub SharePoint page has been set up to update staff regularly and the project remains part of the overall 2020 Vision change programme for the Service. The CIPFA report has been produced and demonstrates the financial benefits of collaboration.</p> <p>The Service is continuing to review the use of reserves to temporarily maintain unsustainable duty systems.</p>
EY1.3 Page 22, 24	We found that staff do not fully understand the proposed changes to the role of watch managers. The Service needs to address this situation.	The Service should assure itself that its workforce is productive. It needs to clarify the role of watch manager.	(As EY1.1 above)	<p>The new crewing system is now in place (closed action.)</p> <p>Two Standard Setting days for Station, Watch and Crew Commanders have taken place. An attendee list confirms those who have attended along with a copy of the presentation delivered.</p> <p>The Crew Commander promotion process has now concluded. The Watch Commander process has also been delivered to enable decisions taken at Workforce Planning. The newly promoted Crew Commanders were presented in the Service Bulletin in Q1 2019/20.</p>

<p>EY1.4 Page 22, 24</p>	<p>Progress made in the Service's prevention work is likely to increase workloads in other areas. We found that specialist prevention officers already have a lot of work to do. This is a risk. The Service should review the situation and consider how to deal with this problem.</p>	<p>The Service should assure itself that its workforce is productive.</p>	<p>Given current staffing, SMB accept that the Audit Strategy for 2019-20 will have its limitations. It is probable that enforcement is likely to increase; therefore, all TFS staff have completed relevant training in case file preparation. At the end of Q1 the Audit Strategy will be taken to SMB.</p> <p>We want to clear the backlog we have for the specialist prevention officers and allocate sufficient resources to both prevention and protection to allow successful enforcement and follow up activity.</p>	<p>The implementation of the Community Risk Strategies is in progress - the strategies are currently in draft. There is a monthly review of outstanding jobs for the Community Risk Technicians.</p> <p>As a result of the SMB paper (18.12.18), additional budget has been allocated to fund additional posts in Community Risk. Interviews for these posts are scheduled for Q2.</p>
<p>EY1.5 Page 22, 24</p>	<p>In particular, it may be able to introduce a better system for replacing faulty smoke alarms.</p>	<p>The Service should assure itself that its workforce is productive. It needs to consider alternative ways to manage the replacement of faulty smoke alarms.</p>	<p>We want to see a reduction in defective alarms and see the need for us to replace faulty alarms decrease. In turn we want to see a reduction in false alarm calls due to faulty alarms. Our priority is those at risk groups to ensure they have working smoke alarms in their homes and premises to ensure they are protected in this way.</p> <p>Crews will continue with Safe and Well Checks, along with Community Risk Technicians. These checks will identify those who require smoke alarms and those at risk in the community, providing an opportunity for HWFRS to signpost to the relevant organisations if required.</p>	<p>A Smoke Alarm update was issued in the Service Bulletin on 07 June 2019.</p>
<p>EY1.6 Page 24</p>	<p>The Service's fire protection programme of work is risk-based and is increasingly targeted at sites where the risk to community and firefighter safety is greatest. However, this better</p>	<p>The Service should assure itself that its workforce is productive.</p>	<p>Given current staffing, SMB accept that the Audit Strategy for 2019-20 will have its limitations. It is probable that enforcement is likely to increase; therefore all TFS staff have completed relevant training in case file</p>	<p>The Audit Strategy for 2019/2020 is in the process of being implemented. This allows capacity to pick up historical RBAP and BFSC referrals, which was not in place under previous strategies. With current resources, this will allow for a small percentage of the historical premises to be addressed. Sufficient</p>

	<p>targeting of protection activity means that inspections are leading to more enforcement and follow-up activity. This affects the workloads of other staff and could soon lead to current resourcing levels becoming stretched.</p>		<p>preparation. At the end of Q1 the Audit Strategy will be taken to SMB.</p> <p>We want to clear the backlog we have for the specialist prevention officers and allocate sufficient resources to both prevention and protection to allow successful enforcement and follow up activity.</p>	<p>resources have now been allocated to prevention and protection. As a result of an SMB paper (18.12.18), additional budget has allocated to fund additional posts in Community Risk. This includes a number of posts in Community Fire Safety and Business Fire Safety.</p>
<p>EY1.7 Page 22, 24, 26</p>		<p>The Service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any future collaboration.</p>	<p>Every project prior to commencing will have a Business Case document which will include the expected benefits involved with delivering the project. In addition, key metrics to enable evaluation for each project will clearly identified at the outset and documented in a benefits realisation exercise post project. A close down meeting will take place with an end project report being produced fully evaluating the strengths and weaknesses of a project.</p> <p>We want to use the new programme and project management process to enable closer monitoring and evaluation of projects and to be able to evidence progress clearly and accurately both during and post project. Each project will not be signed off until a closedown meeting has occurred and an end project report produced.</p> <p>We want to be able to set out KPIs prior to a project beginning to enable us to monitor how successful a project has been after completion. We want to</p>	<p>2020 Vision Programme and Project templates have been amended and revised to align with Shropshire FRS. A paper was submitted and approved by SMB to reflect the changes to the 2020 Programme and Project Management process. The revised process will provide better management of projects and better document what projects aim to achieve in terms of benefits and outcomes.</p> <p>A benefits realisation process has been introduced into departmental planning.</p> <p>The Collaboration brochure will be updated annually.</p>

			<p>utilise a robust programme and project management process whereby we are continually reviewing the on-going viability of projects and how better we can work collaboratively with other partners and organisations.</p> <p>We want to explore more collaborative opportunities and ensure we review all collaborative initiatives and projects through measurable outputs and outcomes.</p>	
EY1.8 Page 22, 25	There are good arrangements in place to make sure the Service can continue to function in all circumstances.	Observation	<p>Now that we have a Business Continuity Officer in post, we are looking to regularly review plans we have in place and review them on an annual basis. The EPRO, supported by Operational Policy, will support department heads and station commanders to ensure these plans are updated.</p> <p>We want to ensure all Business Continuity plans adhere to version control and are stored in a directory on SharePoint.</p> <p>EPRO = Emergency Planning and Resilience Officer</p>	<p>Business Continuity Policy has been developed, signed off and published. As part of HWFRS's support for Business Continuity week, a newsletter was developed and published for service wide circulation. This was communicated in the Service Bulletin.</p> <p>A review of Business Continuity plans has taken place and consistent version control has been applied to all plans. Guidance has been added to the Business Continuity plan template and an archive system is now in place managed by the Emergency Planning Office on the SharePoint Site.</p>

People

Source: HMICFRS Inspection 2018	Summary finding	Areas for improvement	Desired Outcomes (What is aimed to be delivered?)	Update Q1 2019/20
P1.1 Page 29, 30, 36	A Fire and Rescue Service that looks after its people should be able to provide an effective service to its community. It should offer a range of services to make its communities safer. This will include developing and maintaining a workforce that is professional, resilient, skilled, flexible and diverse. The Service's leaders should be positive role models, and this should be reflected in the behaviour of the workforce. Overall, Hereford and Worcester Fire and Rescue Service requires improvement at looking after its people.	The Service should put in place a regular and effective system to measure and monitor staff engagement (across the whole service). It needs to improve its two-way communication channels with staff, and its face-to-face communication by and with senior leaders.	Schedule of staff workshops and online surveys to be put in place to encourage and monitor staff engagement. Two-way communications channels between management and staff to be put in place, including SMB visits across the Service.	All staff workshops to determine Service Values were completed by end April 2019 and the results from the workshops and online survey were submitted to SMB in a report. SMB have signed off new Values and this was communicated in the Service Bulletin on 10 May 2019. A proposal and timeline for drafting HR&D policies and procedures is to be drafted in Q2 2019/20.
P1.2 Page 29, 31, 32	The Service needs to improve how it promotes the right values and culture. It particularly needs to improve how senior leaders communicate with the workforce. It is making changes to make the workforce more adaptable and take on different work. Staff do not fully understand the reasons for these changes. The Service should address this, so that it can improve trust and move forward with its plans.	The service should put in place a regular and effective system to measure and monitor staff engagement (across the whole service). It needs to improve its two-way communication channels with staff, and its face-to-face communication by and with senior	Following the staff values consultation exercise, a refreshed values statement showing how the values fit with the service core purpose, vision and mission will be created and included in the Fire Authority Annual Report 2019/20. SMB to explore ways of increasing visibility across the Service, including annual SMB visits across the Service to engage with all operational and non-operational departments, teams and watches.	SMB Away Days to review Service Values were completed November 2018. Staff have participated in workshops and an online survey to communicate the values which are important to them. SMB have taken these into account and the new, refreshed values are available on the Service Website. SMB visits have been scheduled, to increase visibility and engagement with the workforce. SMB visits started in July 2018.

		leaders.		
P1.3 Page 29, 30	The Service is good at making sure staff wellbeing is a priority. Staff can access a range of support services. The service could consider the benefits of letting staff from all roles work more flexibly.	Observation	<p>We want to provide sufficient flexibility to attract a wide range of applicants from a variety of backgrounds and remove as many barriers to recruitment and retention as possible.</p> <p>We want to ensure that as many staff as practicably possible can benefit from increased working flexibility. We want to accommodate staff and promote a diverse and fair Service, which recognises the needs of staff.</p> <p>The People Strategy Year 2 is in progress and will be published once completed and will follow on from Year 1.</p>	The On-Call Working Group has made recommendations to contracts with alterations to core hours. The current bandings will also be reviewed for suitability as part of this action. Guidance for the new contracts has been issued.
P1.4 Page 32	We were told of several occasions when engines had relatively new Crew Managers in charge. While this is not unusual across fire and rescue services, the Service will need to ensure that these new managers are supported during their operational development, especially at incidents.	Observation	<p>We will ensure that all new operational managers will continue to be supported throughout their development. This will include standard setting events and training days to provide Incident Commanders with experience of managing incidents.</p> <p>Regular informal training sessions are being run to encourage potential incident commanders to “have a go” in a risk free environment where they are coached and mentored with no pressure to take on the role permanently. This is paying dividends with many staff who have a go realising that it isn’t something to be scared of and that you don’t have to be a CC to ride in charge of an appliance. Once this hurdle has been overcome</p>	Standard Setting events and further training days have taken place this Quarter. These will continue to be run on a Quarterly basis, but will be flexible to meet the needs of the candidates.

			staff are encouraged to look at the CC role however and are shown the “real” job and the levels of support available.	
P1.5 Page 29, 32, 33	The Service is good at getting the right people with the right skills and makes sure they are well trained. It is working on a charter for on-call firefighters to improve their experience and increase numbers. The Service would also benefit from finding out about the wider skills and experience of on-call staff.	Observation	Publish the On-Call Charter and conduct a survey among On-Call staff to audit their wider skills, using the IPDR process. Conduct further training days for Crew Commanders and open up promotion processes for On-Call staff .	<p>Training days have taken place for Crew Commanders and work has begun within the On-Call Charter to produce a survey to gather evidence of the wider skills of the On-Call staff.</p> <p>The Crew Commander promotion process has run this year and was opened up to On-Call staff. This has been met with much positivity from candidates. The Watch Commander promotion process has also been run and postings for WCs will be decided 29th July 2019.</p>
P1.6 Page 29, 34	The Service needs to improve how it ensures fairness and promotes diversity. We found that some staff do not understand the importance of diversity. The Service should focus on developing this understanding, so that the workforce can build trust and confidence with its community	<p>The Service should assure itself that staff are confident using its feedback mechanisms.</p> <p>The Service should ensure any change processes it proposes are visible to all staff.</p>	We want to ensure effective communication across the Service of the key principles of fairness, inclusion and diversity within our overall culture and values.	<p>Service Bulletins have been issued covering key subjects: diversity, equality, inclusions, LGBT issues.</p> <p>The Head of HR attended the Asian Fire Service Association and a summary of key learning will be shared with the Organisational Development and Cultural Challenge Group.</p> <p>An SMB questionnaire on measuring diversity and inclusion was circulated in May 2019 and has now been completed.</p> <p>A Positive Action Plan for On-Call recruitment has been drafted.</p>
P1.7 Page 34	In the 12 months to 31 March 2018, the Service recorded a low number of grievances. We reviewed these and found that the majority did not meet the timescales laid down in the policy. In some cases, an explanation was given for the delay. However, support was not	Observation	We are aiming for a clear Grievance Policy, regularly reviewed, cases tracked and monitored and appropriate support given in a timely way. Feedback will be sought from staff and their representatives and responses and changes made as a result will be clearly communicated to all staff (Wholetime, On-Call and Support).	<p>The Grievance Policy has been reviewed and a new draft is underway. A column has been added to workforce planning documents to monitor timeframes.</p> <ul style="list-style-type: none"> • The Welfare Support SPI has been drafted with amendments being made. • Watch Commander and above and support line

	offered to the staff members, despite the potential of these delays to cause stress. This was the case even when a grievance was subsequently upheld.			<p>managers training has been completed, with 'mop up' sessions to be arranged. Station Commander and Group Commander training to be mandatory.</p> <ul style="list-style-type: none"> • A review of policies has been completed with timeframes set out for reviewing each. • A manager checklist for dealing with grievances has been established to be included in the toolkit once the Grievance Policy is in place. • Review and support is offered for those raising a grievance or involved in investigations. • Workforce planning takes place every six weeks to consider staff movements, retirements and turnover. • Sickness, fitness, medical and asbestos records are reported on quarterly plus regular health and safety meetings.
P1.8 Page 30, 34	The Service should improve how it manages performance and develops leaders.	The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	<p>We want to ensure all IPDRs are consistent and all staff have regular review with clear goals and objectives. IPDRs need to capture specific development actions. IPDRs will be tracked and action to address delays will be prioritised.</p> <p>Succession planning for all teams will be supported by the HR&D team.</p> <p>The IPDR process will help to ensure future leaders are identified, with support and development provided.</p>	<p>The toolkit for future Promotion processes is in draft. The Capability and Performance Policy is also in progress.</p> <p>Workforce Planning meetings have been scheduled every six weeks and Terms of Reference have been drafted.</p>
P1.9 Page 30, 35	Managers with specialist skills should continue to be included in leadership team meetings, to support decision making.	Observation	We will ensure that using Subject Matter Experts at Senior Management Board meetings to inform decision making becomes 'business as usual.	<p>The Terms of Reference for attendees at SMB meetings has been revised to enable subject matter experts to attend and aid decision making.</p> <p>The attendance of subject matter experts at SMB meetings will continue to be monitored and reviewed as appropriate.</p>

				This item can now be closed.
P1.10 Page 30, 35	All staff need to understand and use the appraisal system, to assist workforce development.	Observation	<p>We want to ensure that all IPDRs are carried out face-to-face with key objectives set (continuing the 'golden thread' from Service priorities). IPDRs will be prioritised and completed within set timeframes.</p> <p>New managers will be trained in undertaking the IPDR process.</p> <p>All leavers will have an opportunity to provide feedback as part of an exit interview or exit survey. All responses will be monitored and results reported to SMB.</p>	A review of the Exit Interview process and Leavers checklist is underway. An online exit questionnaire is being developed as part of this work.
P1.11 Page 35	We were informed that the Service manages any failure of on-call staff to respond to incidents. This will usually involve an investigation into the reasons for the failure, such as traffic conditions or a pager not working. The Service's policy states that when six failures to respond occur within six months, Management intervention is required. During our inspection, the lack of evidence meant that no conclusion could be drawn about whether this happens uniformly across the Service.	Observation	<p>We want to ensure there is a consistent approach to managing failure to respond across the Service Districts in line with Service policy, with accurate reporting mechanisms. The Retained Duty System (RDS or On-Call) policy will be reviewed.</p>	<p>An On-Call Support SharePoint area site is currently under build.</p> <p>The first round of Standard setting days are now complete with more planned throughout the year.</p> <p>Training for all Station Commanders to give standardised input to all Station Commanders at On-Call stations is being provided. This will be an annual event to include a refresher on other systems to support management.</p> <p>A reference document is being prepared to support the RDS policy.</p>
P1.12 Page 30, 36	The Service should do more to make sure staff are confident in the promotion process. It is not as open as it could be.	The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	<p>We want to have a Promotion Policy in place with clear, open and transparent processes communicated to all. A best practice toolkit will be used for future promotion processes, building on the success of the first, with regular reviews and feedback.</p>	<p>The Organisational Development and Cultural Challenge Group have scheduled regular meetings.</p> <p>Post process debriefs are now conducted after every promotion process. The toolkit of best practice is in draft.</p>

			The new Organisational Development and Cultural Challenge Group is well established.	
P1.13 Page 36	The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	Observation	There will be a clear process for supporting and developing staff in long-term temporary posts.	Regular workforce planning meetings are in place. The Promotions SPI is in review and will cover all work groups. A Training and Development framework is being worked on in conjunction with the Training Centre.