

Report of Head of Corporate Services

HMICFRS Improvement Plan – Update November 2020

Purpose of report

1. This report is 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, sound 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 14 October 2020, Members received a copy of the Quarter 1 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 November 2020. The report covers the 14 'areas for improvement' 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 sixth update, covering up to November 2020, 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. Seven out of the fourteen areas for improvement have now been completed, with strong progress being made in the other seven.

Effectiveness	
<i>Area for improvement</i>	<i>November 2020 - Update</i>
1. Access to relevant and up-to-date risk information	<ul style="list-style-type: none"> • User guides and training presentations for the new mobile data terminals (MDT) has been completed. • The rollout of the new MDT has begun and is scheduled to be complete by Q3 2020-21.
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 will be delivered in December 2020 and January 2021.
3. Evaluating prevention work to understand the benefits	<ul style="list-style-type: none"> • Questions have been added to the Safe and Well Check about how beneficial the check has been and the suitability of those receiving the check (at risk persons). Reports can be run off the community risk database for this. • A questionnaire has been developed to demonstrate information retention and behavioural change. This can be completed when officers are replacing faulty smoke alarms. This is also recorded on the Community Risk database.
4. Resourcing the risk-based inspection programme	<ul style="list-style-type: none"> • A year-end report has been delivered to Senior Management Board (SMB) outlining performance within 2019/20. • The risk based audit programme continues to be reported quartly to measure expected performance. • The annual audit target has been reduced from 750 premises to 565 (-25%) due to the impact of Covid-19. • All reporting has been integrated into day-to-day business, this action is now closed.

Efficiency	
<i>Area for improvement</i>	<i>November 2020 - Update</i>
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"> • An SMB paper will be delivered later this year which will outline the need for an overarching Prevention Strategy. This document will incorporate the previously drafted plans and align with aims identified within the Service's CRMP 2021-2025. • It is planned that the aim and objectives of the strategy will be considered by SMB in December 2020 and the strategy itself will be prepared in January 2021.
7. Managing the replacement of faulty smoke alarms	<ul style="list-style-type: none"> • A report is now being produced on a quarterly basis and will assist in monitoring workloads now that all technicians have been appointed. It also includes a review of the number of faulty alarms being attended by crews and those attended by Community Risk technicians. • All reporting has been integrated into day-to-day business, this action is now closed.
8. Workforce productivity – protection	<ul style="list-style-type: none"> • A report was presented to SMB in November 2020 detailing the Services's approach to training all operational staff in differing levels of fire safety.
9. Benefits and outcomes of collaboration	<ul style="list-style-type: none"> • KPI's for benefits realisation are now included in the template for business planning, to be used for all new projects. • This action is now closed.

People

<i>Area for improvement</i>	<i>November 2020 - Update</i>
10. Staff engagement – communication	<ul style="list-style-type: none"> • In the newly aligned Human Resources and Development department, an Employee Engagement and Wellbeing Officer has been appointed who will co-ordinate and implement innovative employee engagement across the Service. • SMB visits are currently on hold until guidance changes that it is safe for them to restart. Any visits that were postponed due to Covid-19 will be re-scheduled. • SMB visits are integrated into day-to-day business, this action is now closed.
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"> • The Equality, Diversity and Inclusion Plan 2020-2025 has published on the Service website. • All actions from the Positive Action Plan 2020-2022 have been integrated in part into Equality, Diversity and Inclusion Plan delivery frameworks for Year 1 and Year 2. • The Service has appointed an Equality, Diversity & Inclusion Officer. • Work is ongoing for new female recruits to maintain fitness until their initial training course is available. • All reporting has been integrated into day-to-day business, this action is now closed.
13. Supporting high-potential staff and aspiring leaders – appraisal process	<ul style="list-style-type: none"> • Virtual training sessions, Coaching Skills for Managers, took place in July and August for staff who will coach and mentor the newly appointed Watch Commander 'A's. Additional training is planned in November 2020 and January 2021
14. Supporting high-potential staff and aspiring leaders – promotion process	<ul style="list-style-type: none"> • The Promotion and Recruitment Policies are due to be considered by SMB in November 2020 for final approval.

Conclusion/Summary

8. The sixth update of the HMICFRS Improvement Plan shows that some good progress has been made up to November 2020, although delays have occurred due to the Covid-19 restrictions in place.
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: November 2020