



# Hereford & Worcester Fire and Rescue Service

HMICFRS Improvement Plan 2018/19

Updated: Q3 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. 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 18 December 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 3 (Sept-Dec), 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 3, 2019-20**

<b>Effectiveness</b>					
<b>Source: HMICFRS Inspection 2018</b>	<b>Summary finding</b>	<b>Areas for improvement</b>	<b>Desired Outcome (What is aimed to be delivered/achieved?)</b>	<b>Update Q3 2019/20</b>	<b>Completion/ Delivery Date</b>
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.	<b>The Service should ensure its firefighters have good access to relevant and up-to-date risk information.</b>	Provide an Intel Risk Management system that can provide risk Intel for end users with the least delay in gathering data to getting data on to MDTs.	A meeting between Service Delivery and Service Support took place to discuss issues with current quality of Intel gathering and the support being provided to Operational crews. A Service Bulletin item has been submitted, providing crews with further guidance around the INTEL 8 process.	<b>Complete</b>
			Train, coach and mentor other members in Operational Policy to understand the Risk Information and Mapping Manager's role.	This work has commenced with a newly promoted Watch Commander shadowing the Risk Information and Mapping Data Manager. This will develop understanding of the process and provide a greater level of resilience within the Service	<b>February 2020</b>
			Rollout training aids & guidance for operational staff on use of new MDTs.	Risk Information and Mapping Data Manager and Watch Commander are working on this currently.	<b>February 2020</b>
			Deliver new MDTs to operational appliances/vehicles.	MDTs have been procured and testing is ongoing.	<b>March 2020</b>
			Review operational intelligence gathering/updating process	This review will look at the process in its entirety and identify any inefficiencies and areas where further improvements can be made.	<b>April 2020</b>

			<p>Prioritise the processing and uploading of most urgent operational intelligence updates.</p> <p>The above to be achieved in conjunction with go-live of the new C&amp;C software.</p>	<p>This will be introduced to ensure the new intelligence gained, that directly affects firefighter safety, is prioritised.</p>	<p><b>April 2020</b></p> <p><b>June 2020</b></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><b>The Service should ensure staff understand how to identify vulnerability and safeguard vulnerable people.</b></p>	<p>We want all staff to have completed the existing Safeguarding e-learning. 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.</p> <p>All existing staff to complete the online eLearning which includes children safeguarding training. New staff to complete the training as part of the induction process.</p>	<p>All staff have access to the online E-learning package, due be completed by end September 2019:</p> <ul style="list-style-type: none"> <li>• At the end of Q3, 498 staff had successfully completed the on-line package.</li> <li>• Outstanding training for staff is now reviewed as part of the Operational Assurance Report and emails have been sent to Managers identifying who still require.</li> </ul> <p>Domestic Abuse training delivered in September 2019 via Training &amp; Development Centre. 55 staff from across the Service completed this training. An additional 6 sessions</p>	<p><b>Revised March 2020</b></p> <p><b>March 2020</b></p>

				<p>have been booked for March 2020, which will be hosted in Districts. These are for Level 1 Commanders and a meeting to discuss the implementation of this training will take place in February 2020.</p> <p>Four recruitment officers have completed principles of safer recruitment training</p> <p>Level 1 incident command assessments, additional questions will be added to confirm understanding of safeguarding.</p> <p>From January 2021, new scenarios introduced to the incident command system will contain safeguarding issues.</p> <p>Community Risk staff are visiting all Wholetime watches and district teams prior to the rollout of the new safe and well check. In total 24 visits will be completed covering the following subject areas:</p> <ul style="list-style-type: none"> <li>Safe and Well Check History – FBU</li> <li>Vulnerabilities</li> <li>Priorities</li> <li>Bleeping alarms</li> <li>Safeguarding</li> <li>Signposting</li> </ul> <p>Attendance at these courses is</p>	
			Human Resources staff should be trained in safer recruiting.		<b>Complete</b>
			Safeguarding training included in L1 Command training.		<b>January 2020</b>
					<b>January 2021</b>
			Continue to work with Operational Crews and how they can report to Community Risk of concerns.		<b>January 2020</b>

			Station Skills audits checking all staff are trained to the appropriate level.	recorded centrally on the Course Management System.  As part of the 2020-21 Station Assurance Audit safeguarding training will be reviewed.	<b>March 2021</b>
ES1.5 Page 8, 13	The Service should also ensure it evaluates all its prevention work.	<b>The Service should evaluate its prevention work, so it understands the benefits better.</b>	<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.</p> <p>We want to be able to demonstrate that all of our Community Risk work (Safe &amp; Well Checks, BFSCs, Fire Safety Audits, Road Safety &amp; 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> <p>Evaluation of safe and well GP referral pilot</p>	<p>Safe and Well GP referral pilot evaluation (March 2019). This pilot has shown that the actions of the Fire Service, through GP referrals, have had a positive effect on reducing future interventions. As a result, this programme is being rolled out across Worcestershire.</p> <p>An evaluation of the Safe and Well</p>	<p><b>January 2020</b></p> <p><b>February 2020</b></p>

				<p>pilot has taken place by the University of Worcester and the academic report will now be delivered in the form of a presentation to the Community Risk department, SMB and other partner agencies.</p> <p>Agilysis has commenced its evaluation of dying to drive. The final report is expected in Q4 2020/21</p> <p>The Protection team are in the process of developing a questionnaire using Survey Monkey to evaluate audits carried out.</p> <p>A questionnaire will be developed that can be utilised to demonstrate information retention that can be completed when attending faulty smoke alarms. This will be completed when the new CR Systems Officer commences.</p> <p>Question to be added to the Safe and Well Check about how beneficial the check has been. This is based on a Likert scale, for crews to ask occupiers at the end of the visit. This will be completed when the Safe and Well Check is rolled out and will be reviewed and monitored by Community Risk Team.</p>	<p><b>March 2020</b></p> <p><b>March 2020</b></p> <p><b>April 2020</b></p> <p><b>February 2020</b></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	<b>The Service should ensure it allocates enough resources to</b>	We want to use the RBAP and ILAP along with BFSC referrals to inform what local risks we have in our	The Audit Strategy fire safety inspections, as defined by the Regulatory Reform (Fire Safety)	

	<p>right balance between inspections based on risk and those based on intelligence.</p>	<p><b>a prioritised and risk-based inspection programme.</b></p>	<p>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.  RBAP = Risk Based Audit Programme  ILAP = Intelligence-Led Audit Programme  BFSC = Business Fire Safety Check</p>	<p>Order 2005 was implemented in April 2019. 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.</p> <p>An interim report was delivered to SMB in October 2019. Full data sets required for the year-end Home Office report are generated by the CFRMIS Systems Manager which will inform the review 2019/20.</p> <p>At the end of Q3 the number of completed audits was 519. This is currently 42 behind the anticipated target for Q1-Q3 due to a number of experienced trained staff leaving the organisation, leaving the detachment of an inspector to establish prosecution procedure and training and support for other departments including the drone. This has been exasperated through additional enforcements as a result of the Intelligence Led element of the strategy. Although this has provided an increase in identifying non-compliance, it has impacted on risk based audit. Trained staff are now focusing on outstanding audits across the Service.</p>	<p><b>May 2020</b></p> <p><b>Ongoing</b></p>
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Efficiency					
Source: HMICFRS Inspection 2018	Summary finding	Areas for improvement	Desired Outcomes (What is aimed to be delivered?)	Update Q3 2019/20	
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.	<b>The Service should assure itself that its workforce is productive. It needs to clarify the role of watch manager.</b>	<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.</p> <p>The benefit to the organisation in this change was:</p> <ul style="list-style-type: none"> <li>• Increased effective and efficient use of the WC role</li> <li>• Increased resilience across the Service to all appliances</li> <li>• Ability to effectively coach and mentor new Crew Commanders</li> <li>• Improve standardisation across the watches</li> <li>• Improve the development opportunities for WC, CC and FF</li> <li>• Improve the flexibility in deployment of WC</li> <li>• Improved personal flexibility for individuals</li> <li>• All WCs across the Service are now working the same duty system</li> </ul>	<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 in May and June 2019. Attendance was been recorded and the presentation saved. These sessions build on the values workshops.</p> <p>In addition, further dates have been booked to ensure all staff receive input.</p> <p>All days now delivered, additional feedback will be closed at the end of Jan 2020.</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>In addition, on 6th Jan 2020 all Station</p>	<p><b>Complete</b></p> <p><b>Complete</b></p> <p><b>Complete</b></p> <p><b>January 2020</b></p> <p><b>Complete</b></p> <p><b>January 2020</b></p>

			<p>(interchangeability and resilience)</p> <ul style="list-style-type: none"> <li>• No contractual changes required</li> </ul> <p>On 19th December 2018, the FRA confirmed the decision for Wholetime appliances to be crewed with crews of 4.</p> <p>12 Hr Day Duty SPI now live. Staff and managers have been consulted on resetting the Service Delivery Structure.</p>	<p>and Group Commanders will receive updated training referencing On-call units and also Standard Setting to ensure all staff received the same input.</p>	
EY1.4 Page 22, 24	<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><b>The Service should assure itself that its workforce is productive.</b></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>Implementation of Community Risk Strategies 2019/2020: Accidental Dwelling Fires Deliberate Fires Health and Well Being Road Traffic Collisions</p> <p>Allocate sufficient resources to prevention.</p>	<p>These strategies are currently in draft. A Strategic CRMP Workshop is taking place in January where a common definition of risk will be agreed with Shropshire. This will need to be reflected in the strategies and require amendments to be made to the draft documents. When completed, the documents can be finalised</p> <p>As a result of the SMB paper (December 2018) additional budget has been allocated in <b>2019/2020</b> to fund additional posts in Community Risk.</p> <p>Two Community Risk Technicians have</p>	<p><b>April 2020</b></p> <p><b>Complete</b></p> <p><b>Complete</b></p>

				<p>been appointed and are now in position.</p> <p>Data administrator vacancy has been filled with an Apprentice administrator who commenced December 2019 and will start college in January 2020.</p> <p>To support the MORSE initiative, an additional Watch Commander has joined the department. The additional technician is currently being advertised for. These positions are funded through the PCC budget allocation.</p> <p>A quarterly report is being developed to review the number of outstanding jobs for the Community Risk Technicians. This will assist in monitoring workloads now that additional technicians have been appointed.</p>	<p><b>Complete</b></p> <p><b>March 2020</b></p> <p><b>February 2020</b></p>
EY1.5 Page 22, 24	In particular, it may be able to introduce a better system for replacing faulty smoke alarms.	<b>The Service should assure itself that its workforce is productive. It needs to consider alternative ways to manage the replacement of faulty smoke alarms.</b>	<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>New Smoke Alarm supplier (procurement took place in Summer 2017.)</p>	<p>A procurement process took place in the summer of 2017 for a new smoke alarm supplier with a more reliable product. The procurement exercise was from the national framework. The outcome of that saw the contract awarded to Fireblitz. All faulty alarms are replaced and the</p>	<b>Complete</b>

			<p>manufacturer of the faulty alarms is recorded. As yet there have been no reports of any faulty alarms from the new manufacturer.</p>		
			<p>Produce Service wide communication outlining procedures around replacing faulty alarms.</p>	<p>A Smoke Alarm update was issued in the Service Bulletin on 07 June 2019. This detailed responsibilities of crews to attend any urgent requests received out of office hours and how these would be dealt with by the Community Risk teams in office hours.</p>	<p><b>Complete</b></p>
			<p>Allocate sufficient resources to prevention.</p>	<p>As a result of the SMB paper (December 2018) additional budget has been allocated in 2019/2020 to fund additional posts in Community Risk.</p>	<p><b>Complete</b></p>
			<p>Two Community Risk Technicians have been appointed and are now in position. Part of their role will be to attend defective alarms which will reduce the number attended by crews. This will be monitored through a quarterly report of faulty alarms attended, to see if there is a decrease in crews attending.</p>	<p><b>Complete</b></p>	
			<p>Monitor number of false alarm calls as a result of faulty alarms.</p>	<p>Incidents attended by crews are now being monitored. During Q1-Q3 85 incidents were attended involving domestic properties due to a faulty smoke alarm. This consistently shows between 25-30 recorded incidents per quarter. The report will be cross-matched with faulty alarm HFSC visits on a quarterly basis by the CR Systems Officer. There are 2 reports to identify faulty alarms visits that Service personnel attend. The IRS report gives</p>	<p><b>Ongoing</b></p>

				<p>detail on incidents that are attended, following a phone call to Fire Control. The crews attend these in an emergency, as alarms are sounding.</p> <p>The 'Faulty Alarm' report provided from CFRMIS indicates the number of visits that crews/technicians have attended, as a result of members of the public calling in to the Community Risk team with smoke alarms that are bleeping or are showing as faulty. A 'Faulty Alarm' HFSC visit is carried out and recorded on CFRMIS. From Q1 2020/21 these two reports will be cross-matched on a quarterly basis to ascertain if there is any duplication.</p>	
EY1.6 Page 24	<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 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><b>The Service should assure itself that its workforce is productive.</b></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>Allocate sufficient resources to prevention.</p>	<p>As a result of the SMB paper (December 2018) additional budget has been allocated in 2019/2020 to fund additional posts in Community Risk.</p> <p>Awaiting SMB on a decision for replacement Watch Commander. There are currently no end point assessors available to support the Apprentice Business Fire Safety auditor. However, the Office of Product Safety and Standards have established apprentice</p>	<p><b>Complete</b></p> <p><b>March 2020</b></p>

				<p>regulators. Investigations are underway to determine suitability for HWFRS. Budget submission is in place to incrementally upskill Watch Commanders towards the NFCC competence framework for inspecting. This would provide further resilience and succession planning for the Technical Fire Safety Department.</p>	
			<p>Introduce new Business Fire Safety Audit Strategy.</p>	<p>A Business Fire Safety Audit Strategy (known as the Audit Strategy) document has been drafted and is being used to inform activity within the protection elements of Community Risk as of April 2019.</p>	<p><b>Complete</b></p>
			<p>Monitor Progress against targets within the Audit Strategy.</p>	<p>An interim report was delivered to SMB in October 2019. Full data sets required for the year-end Home Office report are generated by the CFRMIS Systems Manager which will inform the review 2019/20. At the end of Q3 the number of completed audits was 519. This is currently 42 behind the anticipated target for Q1-Q3 due to a number of experienced trained staff leaving the organisation, leaving the detachment of an inspector to establish prosecution procedure and training and support for other departments including the drone. This has been exasperated through additional enforcements as a result of the Intelligence Led element of the strategy. Although this has provided an increase in identifying non-compliance, it has impacted on risk based audit. Trained staff are now focusing on</p>	<p><b>May 2020</b></p>

				outstanding audits across the Service.	
EY1.7 Page 22, 24, 26		<b>The Service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any future collaboration.</b>	<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>Amend 2020 Vision Programme and project templates to align with Shropshire FRS and capture as much information as possible regarding the project.</p> <p>Introduce Benefit Realisation process introduced to departmental planning.</p> <p>Create Business Case/PID document created for each project.</p> <p>Create End Project Report for each project.</p>	<p>All programme and project templates have been refreshed and are now aligned with Shropshire FRS. A paper was submitted to SMB in April 2019 to reflect changes to 2020 programme and project management process.</p> <p>Benefit Realisation process introduced to departmental planning. Templates are submitted to Performance &amp; Information.</p> <p>Each project moving forward will have a business case/PID.</p> <p>Every completed project in the 2020 Vision Programme has an End project report including Evesham Fire Station Hindlip OCC</p>	<p><b>Complete</b></p> <p><b>Complete</b></p> <p><b>Complete</b></p> <p><b>Complete</b></p>

			<p>Benefits Realisation included in end project report for each project to include measurable KPI's for each project.</p> <p>Collaboration brochure updated annually.</p> <p>Strategic Alliance Collaboration brochure updated annually.</p>	<p>PSN</p> <p>Each project moving forward will have benefits realisation with KPI's included in the end project report. Examples included in projects listed above.</p> <p>The 'Collaboration' brochure provides an overview of the collaborative work we do and will be updated annually. This has been completed for 2018/19.</p> <p>Like the Collaboration brochure, the Strategic Alliance brochure will be updated annually. The first one will be available March 2020.</p>	<p><b>Complete</b></p> <p><b>Complete</b></p> <p><b>March 2020</b></p>
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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.	<b>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.</b>	<p>As a Service we want to ensure that staff are engaged with utilising multiple methods improving two way communication. Sufficient monitoring systems are required to confirm the effectiveness of each engagement method.</p> <p>As part of the development of the new Service values, engage staff in values workshops and online survey to collate and feed into new Service values.</p>	<p>SMB Away Days to review Service Values were completed November 2018. 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 1<sup>st</sup> May 2019. The new, refreshed values are available on the Service Website (September 2019.)</p>	<b>Complete</b>
			Area Commander Service Delivery to visit all On-call.	All 27 On-call units were visited by Area Commander Palmer between October 2018 and June 2019.	<b>Complete</b>

			<p>Assistant Chief Fire Officer to visit Stations and Departments.</p>	<p>Between August 2018 and September 2019 Assistant Chief Fire Officer Chance visited 46 units and departments across the Service</p>	<p><b>Complete</b></p>
			<p>Human Resources in conjunction with Organisational Development &amp; Challenge Group put in place a regular and effective system to measure and monitor staff engagement.</p>	<p>The Organisational Development &amp; Challenge Group sub-groups of 'employee engagement' and 'values' have merged and are planning a number of staff workshops to discuss how staff would like to be engaged with, and revisit our values to understand how our values are being demonstrated in practical terms and examples of what they mean to them. A briefing paper is being prepared for the next ODCG meeting on 27 January 2020.</p> <p>In our newly aligned HR&amp;D department, we are looking to employ an Employee Engagement and Wellbeing Officer who will co-ordinate and implement innovative employee engagement across the Service. Recruitment commenced on January 2020.</p>	<p><b>April 2020</b></p>
			<p>CRMP staff workshops in progress as part of consultation process. Between September and December, 57 visits</p>	<p>At the end of Q3 all visits had been completed. Nearly 300 staff have been engaged with</p>	<p><b>Complete</b></p>

			<p>will be completed to all units and departments.</p> <p>SMB visits across the service to continue across the service to both operational and non-operational departments/teams/watches to increase visibility and engagement with the workforce.</p>	<p>through this process.</p> <p>SMB visits continue to be carried out across the Service to promote visibility and engagement with the workforce. Following each visit themes are recorded and shared with Corporate Communications for monitoring of commonalities. Any issues raised are dealt with by visiting SMB member.</p>	<b>On-going</b>
<p>P1.2 Page 29, 31, 32</p>	<p>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.</p>	<p><b>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.</b></p>	<p>As a Service we want to ensure that staff are engaged with utilising multiple methods improving two way communications. Sufficient monitoring systems are required to confirm the effectiveness of each engagement method.</p> <p>We want to ensure that the Service culture and values are promoted to all staff and that any changes being made are communicated effectively.</p> <p>As part of the development of the new Service values, engage staff in values workshops and online survey to collate and feed into new Service values.</p>	<p>SMB Away Days to review Service Values were completed November 2018. 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</p>	<b>Complete</b>

				<p>communicated in the Service Bulletin on 1st May 2019. The new, refreshed values are available on the Service Website (September 2019.)</p>	
			<p>Area Commander Service Delivery to visit all On-call.</p>	<p>All 27 On-call units were visited by Area Commander Palmer between October 2018 and June 2019.</p>	<p><b>Complete</b></p>
			<p>Assistant Chief Fire Officer to Stations and Departments.</p>	<p>Between August 2018 and September 2019 Assistant Chief Fire Officer Chance visited 46 units and departments across the Service.</p>	<p><b>Complete</b></p>
			<p>Human Resources, in conjunction with Organisational Development &amp; Challenge Group, put in place a regular and effective system to measure and monitor staff engagement.</p>	<p>The Organisational Development &amp; Challenge Group sub-groups of 'employee engagement' and 'values' have merged and are planning a number of staff workshops to discuss how staff would like to be engaged with, and revisit our values to understand how our values are being demonstrated in practical terms and examples of what they mean to them. A briefing paper is being prepared for the next ODCG meeting on 27 January 2020.</p>	<p><b>April 2020</b></p>
				<p>In our newly aligned HR&amp;D department, we are looking to employ an Employee</p>	<p><b>March 2020</b></p>

			<p>CRMP staff workshops in progress as part of consultation process. Between September and December, 57 visits will be completed to all units and departments.</p> <p>SMB visits to continue across the service to both operational and non-operational departments, teams and watches to increase visibility and engagement with the workforce.</p>	<p>Engagement and Wellbeing Officer who will co-ordinate and implement innovative employee engagement across the Service. Recruitment commenced on January 2020.</p> <p>At the end of Q3 all visits had been completed. Nearly 300 staff have been engaged with through this process.</p> <p>SMB visits continue to be carried out across the Service to promote visibility and engagement with the workforce. Following each visit themes are recorded and shared with Corporate Communications for monitoring of commonalities. Any issues raised are dealt with by visiting SMB member.</p>	<p><b>Complete</b></p> <p><b>Ongoing</b></p>
<p>P1.6 Page 29, 34</p>	<p>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>	<p><b>The Service should assure itself that staff are confident using its feedback mechanisms.</b></p> <p><b>The Service should ensure any change processes it proposes are visible to all staff.</b></p>	<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> <p>Attend regular AFSA events and promote learning.</p>	<p>The Head of HR attended the Asian Fire Service Association (June 2019) and a summary of key learning has been shared with the Organisational Development and Cultural Challenge Group.</p>	<p><b>Ongoing</b></p>

			<p>Regular Service Bulletin items on diversity, equality and inclusion.</p>	<p>Service Bulletins have been issued covering key subjects: diversity, equality, inclusions and LGBT issues.</p> <p>Bulletin item circulated to staff in May 2019 outlining the meaning of equality, diversity and inclusion.</p> <p>Bulletin Item promoting the Service attendance at Malvern Pride in July 2019.</p> <p>Bulletin Item promoting the Service Attendance at Worcestershire Pride in September 2019.</p>	<p><b>Ongoing</b></p>
			<p>Create, consult on and implement a Transgender policy.</p>	<p>Transitioning at Work Guidance for Managers circulated for consultation on in July 2019. Transgender Guidance Document went live in August 2019.</p>	<p><b>Complete</b></p>
			<p>ODCG Group – Inclusion Task Group set up.</p>	<p>A sub-group set up to examine issues and formulate plan to address issues such as equality and diversity training, gender pay gap report, lack of diversity within the fire service amongst others.</p>	<p><b>Ongoing</b></p>
			<p>Produce a Positive Action Plan for Wholetime recruitment.</p>	<p>A Positive Action Plan for On-Call recruitment has been approved and drafted; this includes a training framework</p>	<p><b>March 2020</b></p>

				<p>document to promote importance of diversity and the role of positive action to achieve this.</p> <p>Training document and Bulletin item expected to be published January 2020. This training will be delivered to all units and departments throughout Q4 2020 and highlights the importance of diversity and the need for positive action.</p>	
			Prepare a gap analysis of recommendations from Inclusive Fire Service Group.	SMB paper identifying where the Service can make improvements will be delivered this year.	<b>April 2020</b>
P1.8 Page 30, 34	The Service should improve how it manages performance and develops leaders.	<b>The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.</b>	<p>The IPDR process will help to ensure future leaders are identified, with support and development provided</p> <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 actioned to address delays will be prioritised. The IPDR process will help to ensure future leaders are identified, with support and development provided.</p> <p>Ensure specific development actions are being captured as part of the review of the IPDR process/policy.</p>	<p>.</p> <p>Publish a Bulletin item to remind managers and staff that IPDRs need to be carried out. This will also highlight with managers those who do not have a current IPDR.</p>	<b>February 2020</b>

			<p>Building on the success of the Crew Commanders promotion process create toolkit for future promotion/recruitment events.</p>	<p>IPDR's currently take place between January and the end of April so the completion will be monitored around this time.</p> <p>Toolkit templates for each stage of the promotion process available in HR to support Service Delivery e.g. advert template, candidate guidance, shortlisting matrix, etc. Updates on progress through each promotion process have been provided through regular Bulletin items. To be picked up by one of our new Development Officers/Team.</p>	<b>Complete</b>
			<p>Review promotion policy and recruitment policy to support implementation.</p>	<p>The Promotion policy is in draft format awaiting wider promotion principles debriefs to confirm future practice.</p>	<b>April 2020</b>
				<p>Recruitment policies are in draft, awaiting informal feedback. To be progressed to formal consultation.</p>	<b>April 2020</b>
			<p>Implement the NFCC Leadership Framework and introduce the leadership behaviours as assessment criteria for promotion processes. This will assist the Service in mapping clear career/development pathways for all roles built on leadership development programmes that underpin the</p>	<p>Both the Recruitment and Promotion policies will inform the Service's adoption of the NFCC Leadership Framework.</p>	<b>September 2020</b>

			<p>framework.</p> <p>Look into providing coaching and mentoring courses to managers.</p> <p>Review and update capability/performance policy.</p> <p>Continue to have a regular workforce planning meeting and publish/promote TOR. To include succession planning.</p>	<p>Two places on an initial coaching course offered to ODCG members in collaboration with Shropshire FRS. Feedback to inform future options within HWFRS.</p> <p>This will be added to the Human Resources 2020/21 work plan.</p> <p>Workforce Planning Meetings scheduled every 6 weeks. Terms of reference have been drafted.</p>	<p><b>February 2020</b></p> <p><b>Ongoing</b></p>
<p>P1.12 Page 30, 36</p>	<p>The Service should do more to make sure staff are confident in the promotion process. It is not as open as it could be.</p>	<p><b>The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.</b></p>	<p>We want to put in place a process that is deemed to be open and transparent and communicated to all. It should be built on clear guidelines and policies and informed through a robust feedback process.</p> <p>Form promotion process group to review structure of all processes.</p>	<p>Following feedback from the Cultural Review and HMICFRS inspection, the Promotion Process group was formed to review the structure of all processes. This group has outlined a consistent approach to all promotion processes. The purpose of this group has been communicated to all staff via the Bulletin.</p>	<p><b>Complete</b></p>

			Formalise independent scrutiny of promotion process.	The terms of reference have now been agreed for this element of the promotion process. A scrutiny panel will now be part of every promotion process.	<b>Complete</b>
			Building on the success of the Crew Commanders promotion process create toolkit for future promotion/recruitment events.	Toolkit templates for each stage of the promotion process available in HR to support Service Delivery e.g. advert template, candidate guidance, shortlisting matrix, etc. updates on progress through each promotion process have been provided through regular Bulletin items.	<b>Complete</b>
			Continue combined working with operational staff and leaders.	All promotion processes are Service Delivery led with advice and guidance from HR. There is a nominated Service Delivery lead for each promotion process.	<b>Ongoing</b>
			Agree Recruitment and Promotions Charter and update associated policies is agreed and promoted.	The Charter has been agreed. The Promotion policy is in draft format awaiting the wider promotion principles debriefs to confirm future practice.	<b>April 2020</b>
				Recruitment policies are in draft, awaiting informal feedback. To be progressed to formal consultation.	<b>April 2020</b>

			<p>Continue to develop positive relations with Representative Bodies as observers in key processes.</p> <p>Ensure post process debriefs are conducted to capture learning.</p>	<p>These relationships have been established with the Representative Bodies who are now utilised as part of the part of the scrutiny panel for promotion processes.</p> <p>Following each process debriefs forms are issued and collected from all candidates. This is now a recognised part of the process.</p>	<p><b>Complete</b></p> <p><b>Ongoing</b></p>
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