

Report of the Head of Corporate Services

HMICFRS Improvement Plan – Update Quarter 3, 2019-20

Purpose of report

1. To update Members on progress in implementing HMICFRS Improvement 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 10 October 2019, Members received a copy of the Service's Improvement Plan drawn up to address the findings of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) inspection report.
3. The Improvement Plan has now been updated to outline progress made during Quarter 3 (Oct-Dec) 2019-20. The report covers the 12 'areas for improvement' highlighted in the HMICFRS inspection report and also notes progress on a number of other locally identified areas for attention drawn from observations throughout the HMICFRS report, an additional 24 items.

HMICFRS Improvement Plan – Progress Update, Quarter 3 2019-20

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 third update, covering Quarter 3 (Oct-Dec) 2019-20, is enclosed with 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.
6. Key points to note during Quarter 3 are highlighted below:
 - Effectiveness: Evaluation continues to progress within the Community Risk Department. In addition to the on-going work with Agilysis to evaluate the Dying to Drive programme, a tendering process is in place to identify a company to review the Making Our Roads Safer for Everyone (MORSE) programme which is now live. Internal surveys are also being developed for both Fire safety audits and safe and well checks. The MATE programme, which is recognised as notable practice by the HMICFRS, has now been formalised within both Herefordshire and Worcestershire's Serious and Organised Crime Joint

Action Groups. Work to support On-call units in improving availability is progressing through the work of the On-call Charter.

- **Efficiency:** Following the decision at the October Fire Authority meeting the Service delivery structure regarding crewing has been approved. Linked to this and as part of the resolution of the on-going local FBU trade dispute, the service has developed a proposal to affordably restructure existing station based teams with a view to reintroducing Watch Command positions conditioned to the revised watch-based duty systems. Following the completion of Crew Commander and Watch Commander standard setting days, equivalent days have now also been delivered to both Group and Station Commanders. Furthermore, the Community Risk department are continuing to monitor workloads against available resources, for example, the number of incidents caused by faulty smoke detectors and the requirement of crews to respond.
- **People:** Senior Management Board visits will continue throughout 2019-20, where key themes and emerging issues are being reviewed. Following the completion of the Station Commander promotion process, a debrief of the new promotion protocols has taken place. The outcomes from this will inform the writing of the new Promotion policy. Additionally, a new structure within Human Resources has been approved which incorporates an Engagement and Wellbeing Officer as well as an Equality and Diversity Officer. Both of these roles will assist in achieving actions outlined within the Improvement Plan.

Conclusion/Summary

7. The third update of the HMICFRS Improvement Plan shows that some good progress has been made during Quarter 3, 2019-20.
8. Members are recommended to note the progress made in delivering the HMICFRS Improvement Plan. Further progress updates will be reported each quarter.
9. Subject to any matters arising following your consideration, the update will be published on the Service website.

Corporate Considerations

<p>Resource Implications (identify any financial, legal, property or human resources issues).</p>	<p>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.</p>
<p>Strategic Policy Links (identify how proposals link in with current priorities and policy framework and if they do not, identify any potential implications).</p>	<p>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.</p>

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: Quarter 3, 2019-20