

Report of Head of Corporate Services

HMICFRS Improvement Plan – Update Quarter 1, 2020-21

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 of severe widespread flooding across the Service area earlier in the year, and the significant impact currently being experienced due to the Covid – 19 pandemic, sound progress is being made to discharge the requirements of the Plan.
-

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 16 June 2020, 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 Services (HMICFRS) inspection report.
3. The Improvement Plan has now been updated to outline progress made during Quarter 1 (April - June) 2020-21. The report covers the 14 'areas for improvement' highlighted in the HMICFRS inspection report.

HMICFRS Improvement Plan – Progress Update, Quarter 1 2020-21

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 fourth update, covering Quarter 1 (April - June) 2019-20, 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.

6. Key points to note during Quarter 1 are highlighted below, with further details available in Appendix 1:

Effectiveness	
Area for improvement	Q1 2020/21 - Update
1. Access to relevant and up-to-date risk information	<ul style="list-style-type: none"> • Testing of the new MDT hardware has been completed. • Further testing of the MDT and it's integration onto fire appliances has been scheduled for Q2.
2. Understanding and identifying vulnerability and safeguarding vulnerable people	<ul style="list-style-type: none"> • 89% of staff have now completed safeguarding training. • Domestic abuse awareness training: additional sessions are to be delivered in each District in September. • Statutory safeguarding training for middle managers and the Service lead is being revisited.
3. Evaluating prevention work to understand the benefits	<ul style="list-style-type: none"> • eDriving Solutions Limited have been appointed for the external evaluation of the MORSE programme. An interim report will be delivered later this year. • Discussions are ongoing with the University of Worcester in relation to the placement of a PHD student within the Service. The research project will evaluate the Service's effectiveness in dealing with vulnerability.
4. Resourcing the risk-based inspection programme	<ul style="list-style-type: none"> • The 2020/21 Business Safety plan has now been adopted by the Service and is in operation within the Business Fire Safety Team. • All pre-planned fire safety visits to premises are on hold due to Covid-19. Focus has been placed on other areas of protection work such as building regulation consultations.

Efficiency	
Area for improvement	Q1 2020/21 - Update
5. Workforce productivity - clarify the role of Watch Manager	<ul style="list-style-type: none"> The Service has updated the Watch Commander 'A' job descriptions to remove any inconsistencies and to provide clear guidance in conjunction with Rep Bodies. Watch Commander 'A' development positions have now been awarded on all Wholetime Watches.
6. Workforce productivity - prevention	<ul style="list-style-type: none"> An SMB paper is being written which will outline the need for an overarching Prevention Strategy. This strategy will incorporate previously drafted plans and align with aims identified within the Service's Draft CRMP 2021-2024.
7. Managing the replacement of faulty smoke alarms	<ul style="list-style-type: none"> A report has been developed to analyse 2019/20 data relating to faulty smoke detectors, including attendance by Watches and by Community Risk technicians. This will be updated quarterly and used to inform Community Risk activity.
8. Workforce productivity – protection	<ul style="list-style-type: none"> A report is being developed to monitor progress against the targets set within the Business Fire Safety Plan. This includes the number of actions required as a result of inspections delivered.
9. Benefits and outcomes of collaboration	<ul style="list-style-type: none"> The annual Collaboration brochure has been published and is available on the Service website.

People	
Area for improvement	Q1 2020/21 - Update
10. Staff engagement – communication	<ul style="list-style-type: none"> Engagement workshops are being reconsidered with the option of hosting on-line and utilising groups that already meet on a regular basis initially to ensure we are considering COVID secure best practice.
11. Staff engagement – culture and values	<ul style="list-style-type: none"> SMB visits are due to re-start in September. Any visits that were postponed due to Covid-19 will be re-scheduled.
12. Feedback mechanisms and change processes – ensuring fairness and promoting	<ul style="list-style-type: none"> The Equality, Diversity and Inclusion Plan 2020-2025 has been developed and approved by both SMB and the FRA. All actions from the Positive Action Plan 2020-2022 have been integrated in part into

diversity	<p>Equality, Diversity and Inclusion Plan delivery frameworks for Year 1 and Year 2.</p> <ul style="list-style-type: none"> • A Female fitness programme to support potential female Wholetime candidates is now live.
13. Supporting high-potential staff and aspiring leaders – appraisal process	<ul style="list-style-type: none"> • The Leadership Framework was used for the recently completed Station Commander process. This will now be the preferred framework for all future processes. • 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.
14. Supporting high-potential staff and aspiring leaders – promotion process	<ul style="list-style-type: none"> • The new Promotion policy has now progressed through formal consultation which closed at the end of July.

Conclusion/Summary

7. The fifth update of the HMICFRS Improvement Plan shows that some good progress has been made during Quarter 1, 2020-21, although delays have occurred due to the Covid-19 restrictions in place.
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

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	Any risks associated with proposals

(identify any risks, the proposed control measures and risk evaluation scores).	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 1, 2020-21