



Hereford & Worcester Fire and Rescue Service

HMICFRS Improvement Plan 2018/19

Updated: November 2020



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 14 October 2020 and the [Improvement Plan](#) was published on the Service website.

This report provides an update of progress in implementing the Improvement Plan up to November 2020 against the identified Areas for Improvement noted in the HMICFRS report. Greyed out sections in the Improvement Plan note actions completed or embedded in the Service's ongoing processes.

Effectiveness – ES1.1

Area for Improvement	The Service should ensure its firefighters have good access to relevant and up-to-date risk information.		
Summary Finding	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.		
HWFRS Action Proposed	Progress To Date	Work since last update	Target Date
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 the Mobile Data Terminal (MDT).	The quality of Intel gathering and support to Operational crews has been reviewed, a guidance document on the Intel process has been publicised in the Service Bulletin. SMB have approved a new project to consider a full replacement of the Intel system, linked to a new Fire Control project, to use a new platform linked to mobilising and fire safety data.	Completion of install programme for the new MDT's will complete this action.	Complete
Train and mentor other members in Operational Policy to understand the Risk Information and Mapping Manager's role.	Training and mentoring of Ops Policy Staff to develop resilience for the Intel processing work of the Risk Information and Mapping Data Manager is ongoing.	One Watch Commander fully trained and the rest of the department have a broad understanding of the role.	Complete
Roll out training aids & guidance for operational staff on use of new MDTs	Training sessions have been delivered to staff. Further training is pending due to the impact of flooding incidents and Covid-19. This will need to be refreshed during the autumn to coincide with the lead up to the installation of the new MDTs.	User guides published on SharePoint and a refresher presentation has been added to Competency Tracker Record (CTR) to be reviewed every 2 years.	Complete
Deliver new MDTs to operational appliances/ vehicles.	New MDTs have been procured and testing had commenced to meet the March 2020 completion date, but due to the flooding major incident during February and the Covid-19 outbreak this has now been pushed back to autumn 2020.	Roll out programme has started and is on track to be completed by the beginning of Dec 2020	Complete
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.	Ops policy have completed a review of the intel process and amended forms as required. A separate process has been developed to review all care homes during 2020-21.	April 2021
Prioritise the processing and uploading of most urgent operational intelligence updates.	This is partially complete and we have recently run MDT updates remotely (excluding mapping) as a risk control measure for the Department. Remote mapping updates will be possible with the new MDTs in autumn.	The newly installed MDTs are fully compatible with the updated command and control software and will be able to transfer large data (such as mapping) remotely and as and when required.	Complete
Strategic lead	<i>Head of Operational Support</i>		

Effectiveness – ES1.4

Area for Improvement	The Service should ensure staff understand how to identify vulnerability and safeguard vulnerable people.		
Summary Finding	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.		
HWFRS Action Proposed	Progress To Date	Work since last update	Target Date
a. All staff to complete the Safeguarding e-learning package.	All staff have access to the online E-learning package, due be completed by end September 2019. At the end of Q4, 524 staff (77%) have now completed this training whilst 160 (23%) staff are still required to complete the package and update their CTR record. Outstanding training for staff is now reviewed as part of the Operational Assurance Report and emails have been sent to Managers identifying the relevant personnel. Q1 89% complete districts to chase those outstanding.	Community Risk now has procedures in place to regularly monitor the e-learning package and to follow up on any that are outstanding.	Complete
b. Human Resources staff should be trained in safer recruiting.	Four recruitment officers have completed principles of safer recruitment training.		Complete
c. Safeguarding training included in L1 Command training.	In the Level 1 incident command assessments, additional questions have been added to confirm understanding of safeguarding.		Complete
d. Continue to work with Operational Crews and how they can report concerns to Community Risk.	Community Risk staff have now visited all Wholetime watches and district teams prior to the roll out of the new safe and well check. 24 visits have been completed and covered Vulnerability, safeguarding and signposting.		Complete
e. Station Skills audits checking all staff are trained to the appropriate level.	As part of the 2020-21 Station Assurance Audit, questions regarding safeguarding are now included and will be reviewed on completion of this process.		Complete
f. Additional training for Managers.	Domestic Abuse training was delivered in September 2019 via Training & Development Centre. 55 staff from across the Service completed this training. An additional 6 sessions were booked for March 2020 for Level 1 Commanders. Due to Covid-19 this training has been postponed.	3 training sessions have been completed with the rest postponed again due to Covid-19 and Lockdown 2.	Apr 21
	Statutory safeguarding training for middle managers and the service lead is being revisited and will look to commence when a new supplier has been identified.	Training to be delivered online to Group Commanders with children's training to be completed in December 2020 and adult training in January 2021	Jan 21
Strategic lead	<i>Head of Community Risk and HRD</i>		

Effectiveness – ES1.5

Area for Improvement	The Service should evaluate its prevention work, so it understands the benefits better.		
Summary Finding	The Service should also ensure it evaluates all its prevention work.		
HWFRS Action Proposed	Progress To Date	Work since last update	Target Date
Evaluation of Safe & Well GP referral pilot.	Safe and Well GP referral pilot evaluation (March 2019) 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.	This initiative has now been implemented across Worcestershire. Discussions around extending it to Herefordshire will commence in October 2020.	Complete
Evaluation of Safe & Well Check.	The Safe and Well evaluation tender was awarded to the University of Worcester. The evaluation report has been received and presented to the partner agencies and the community risk department.	This was presented to SMB in October.	Complete
Evaluation of Safe & Well Check.	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).	The questions are now live and reports can be run from CFRMIS	Ongoing
	An evaluation is being developed, in digital and paper versions, which will be sent out to recipients of the Safe & Well Check to evaluate performance of the teams and information retention.	Draft evaluation form is complete ready to be trialled in December.	December 2020
	A questionnaire has been developed to demonstrate information retention and behavioural change that can be completed when replacing faulty smoke alarms.	Faulty alarm questionnaire is now live and on CFRMIS	Ongoing
Evaluation of Dying2Drive.	Agilysis has completed its evaluation of Dying2Drive. The final evaluation report has now been received and contents will be used to improve the delivery of Dying2Drive.	The 2020/21 programme has been postponed due to concerns raised by the schools due to Covid-19.	Complete
Evaluation of MORSE.	MORSE commenced in October 2019 and evaluation proposals were submitted by external companies. The tender has been completed and a interim evaluation was conducted by eDriving Solutions Ltd.	Community risk is awaiting the outcomes of the report and has applied for further funding through YSS for continuation evaluation.	January 2021
PHD student placement within HWFRS.	Discussions are ongoing with University of Worcester around the placement of a PHD Student within the Service. The focus of the research will be around the Service's effectiveness in dealing with vulnerability within the community.	This has been delayed by Covid-19 and will be considered for the next academic year, starting October 2021.	December 2021
Evaluation of Safety Audits.	The Protection team have developed a questionnaire using Survey Monkey to evaluate audits carried out. This model will be utilised incrementally for future Community Risk work.		Ongoing
Strategic lead	<i>Head of Community Risk and HRD</i>		

Effectiveness - ES1.6

Area for Improvement	The Service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.		
Summary Finding	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.		
HWFRS Action Proposed	Progress To Date	Work since last update	Target Date
We want to use the Risk Based Audit Programme (RBAP) and Intelligence Led Audit Programme along with Business Fire Safety Check 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.	The Business Safety Plan (fire safety inspections, as defined by the Regulatory Reform (Fire Safety) Order 2005 was implemented in April 2019. A programme of activity for RBAP and ILAP has been created as reflected in the document.	The 2020/21 Business Safety plan has now been adopted by the Service and is in operation within the Business Fire Safety Team.	Complete
	An interim report was delivered to SMB in October 2019. The 2019/20 (year-end) Protection Home Office report (generated by the CFRMIS data) will inform the end of year review and determine the 2020/21 BFS Strategy and the number of audits to be carried out next year.	A year-end report has been delivered to SMB outlining performance within 2019/20.	September 2020
	At the end of Q4 the number of completed audits was 766 (The completed audits target for 2019/20 was 750 under the revised strategy). Of the 204 Intelligence Led Audits required under the strategy, 533 were completed during 2019/20, the increase being due to targeted enforcement activity. However, of the 346 Risk Based Audits required under the strategy, 233 were completed during 2019/20. Some audits have been started, but were not able to be completed prior to the end of the financial year. Any remaining very high, high and sleeping risks that were not inspected have been prioritised in the 2020/21 audit strategy. The inability to achieve some of the targets is due to a number of trained staff leaving the organisation. This has impacted on the team's workload, which includes establishing prosecution procedures and training and support for other departments. Intelligence Led Audits have led to an increase in identifying non-compliance and a subsequent increase in enforcements. This has also impacted on the number of Risk Based Audits carried out. In Q4 of 2019/20, the changes required due to COVID-19 have also adversely impacted on the number of completed enforcement visits (audits). At Q1, all pre-planned visits to premises were on hold due to Covid-19. As a result focus has been placed on other areas of protection work. Visits delivered are as a result of a referral from members of the public, partner agencies or crews. Fire Safety advice is available on the Service website including Covid-19 specific advice.	Business fire safety run quarterly reports to monitor progress of the risk based audit programme against yearly targets. Other areas of work are also recorded.	Complete
Strategic lead	Head of Community Risk and HRD		

Efficiency – EY1.3

Area for Improvement	The Service should assure itself that its workforce is productive. It needs to clarify the role of watch manager.		
Summary Finding	We found that staff do not fully understand the proposed changes to the role of watch managers. The Service needs to address this situation.		
HWFRS Action Proposed	Progress To Date	Work since last update	Target Date
On 1st November 2018, the temporary crewing structure was made permanent maintaining appliance crewing at 4. The Watch Commander B will be available to carry out the on station Watch Commander role.	The new crewing system is now in place (closed action.)		Complete
Raise awareness of the role of WC B.	Two Standard Setting days for Station, Watch and Crew Commanders have taken place in May and June 2019. Attendance has been recorded and there is a saved copy of the presentation delivered. The sessions build on the values workshops outlining the Watch Commander Roles. In addition, further dates have been delivered to ensure all staff have received the input.		Complete
Communicate new Service Structure to Managers and staff.	A Service Delivery Management day was hosted on the 6th Jan 2020 where managers received input regarding the revised crewing structure, contributed to amending it ready for changes needed in 2021. 12 Hr Day Duty SPI now live. Staff and managers have been consulted on resetting the Service Delivery Structure.	Hereford and Worcester stations have now successfully transitioned onto 12hr days with Bromsgrove returning to a traditional 2, 2, 4 shift station.	Complete
Introduce WC A onto watches following trade dispute received from FBU.	The Service has worked with all Rep Bodies and has agreed to amend the response profile to include Watch Commanders (Pay grade A) on all watches. This process will initially be run for 10 months as a development programme with a fully substantive process taking place in April 2021. The Service has redrafted Watch Commander A job descriptions to remove any inconsistencies and to provide clear guidance in conjunction with Rep Bodies.	The process has successfully been carried out and Watch Commander A development positions have now been awarded on all Wholetime Watches.	Complete
Strategic lead	Head of Operations		

Efficiency- EY1.4

Area for Improvement	The Service should assure itself that its workforce is productive.		
Summary Finding	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.		
HWFRS Action Proposed	Progress To Date	Work since last update	Target Date
Implementation of Community Risk Plans 2020/2021: Accidental Dwelling Fires Deliberate Fires Health and Well Being Road Traffic Collisions.	These plans are currently in draft. A Strategic CRMP Workshop took place in January 2019 where a common definition of risk was agreed with Shropshire FRS. The updated plans are drafted and awaiting SMB sign off. Progress against the plans will be reviewed on a quarterly basis once they have gone live. Due to flooding events in February affecting staff availability and the current situation with Covid-19, the sign off of these documents has been delayed.	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.	April 2021
We want to clear the backlog we have for the specialist prevention officers and allocate sufficient resources to prevention.	As a result of the SMB paper (December 2018) additional budget has been allocated in 2019/2020 to fund additional posts in Community Risk.		Complete
	Two Community Risk Technicians have been appointed and are now in position taking the total number of technicians within the Service to 4.		Complete
	To support the MORSE initiative, an additional Watch Commander and Technician have joined the department. These positions are funded through the PCC budget allocation.		Complete
Periodic review of progress against back log for Technicians	A quarterly report is being developed to review the number of outstanding jobs for the Community Risk Technicians.	This 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 crews.	Complete
Strategic lead	<i>Head of Community Risk and HRD</i>		

Efficiency – EY1.5

Area for Improvement	The service should assure itself that its workforce is productive. It needs to consider alternative ways to manage the replacement of faulty smoke alarms.		
Summary Finding	In particular, it may be able to introduce a better system for replacing faulty smoke alarms.		
HWFRS Action Proposed	Progress To Date	Work since last update	Target Date
g. Identify a new Smoke Alarm supplier.	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 manufacturer of the faulty alarms is recorded. As yet there have been no reports of any faulty alarms from the new manufacturer.		Complete
h. Produce Service wide communication outlining procedures around replacing faulty alarms.	A Smoke Alarm update was issued in the Service Bulletin on 7 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.		Complete
i. Allocate sufficient resources to prevention.	As a result of the SMB paper in December 2018, additional budget has been allocated in 2019/2020 to fund additional posts in Community Risk. Two CR Technicians have been appointed and are now in position. Part of their role will be to attend defective alarms to 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.		Complete
j. Monitor number of false alarm calls as a result of faulty alarms.	Incidents attended by crews are now being monitored. This report will be cross-matched with faulty alarm HFSC visits on a quarterly basis by the CR Systems Officer. There are two reports to identify faulty alarms visits that Service personnel attend. The IRS report gives detail on incidents that are attended, as an emergency, as alarms sounding. 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. In Q4 20/21 there were 105 faulty alarms visits (52 by watches / 53 by Technicians) and 17 AFA calls to dwellings with a faulty smoke detector. In Q1 2020/21 there were 78 faulty alarms visits were carried out (1 by Watches / 77 by Technicians) and there were 9 AFA calls to dwellings with a faulty smoke detector.	Community risk now produce quarterly reports that monitor the number of visits completed and the breakdown of whom completed the visit (technicians or firefighters).	Complete
Strategic lead	<i>Head of Community Risk and HRD</i>		

Efficiency – EY1.6

Area for Improvement	The Service should assure itself that its workforce is productive.		
Summary Finding	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.		
HWFRS Action Proposed	Progress To Date	Work since last update	Target Date
We want to clear the backlog we have for the specialist protection officers and allocate sufficient resources to allow successful enforcement and follow up activity.	As a result of the SMB paper (December 2018) additional budget has been allocated in 2019/2020 to fund additional posts in Community Risk.		Complete
	Community Risk is currently short one fire safety Watch Commander, due to promotions and people leaving.		Ongoing
	Investigations are underway to determine suitability of an Apprentice Business Fire Safety Auditor for HWFRS. Delayed due to Covid-19.	This action is delayed as no external agency is available to quality assure the training.	April 2021
	Budget has been allocated to upskill Watch Commanders towards the NFCC competence framework for inspecting providing further resilience and succession planning for the Technical Fire Safety Department. It is now the ambition of the Service to upskill all operational staff inline with the NFCC competence framework for inspecting.	A SMB paper was approved in Nov 2020 that outlines the plan to deliver fire safety training to all levels of operational staff, increasing the number of staff that can complete audits and those that can serve prohibitions. With a long term plan to deliver the training internally.	April 2021
Introduce new Business Safety Plan.	A Draft Business Fire Safety Plan document has been drafted and is being used to inform activity within the protection elements of Community Risk as of April 2019.	The 2020 Business Safety Plan has now been adopted by the Service and is in operation within the Business Fire Safety Team	Complete
Monitor Progress against targets within the Business Safety Plan.	At the end of Q4 the number of completed audits was 766/750. Intelligence led audits figures were 533/204, the increase being due to targeted enforcement activity. However, the number of Risk Based Audits was 233/345. Some audits have been started, but were not able to be completed prior to the end of the financial year. Any remaining very high, high and sleeping risks that were not inspected have been prioritised in the 2020/21 audit strategy. The inability to achieve some of the targets is due to a number of trained staff leaving the organisation. This has impacted on the team's workload, which includes establishing prosecution procedures and training and support for other departments. Intelligence Led Audits have led to an increase in identifying non-compliance and a subsequent increase in enforcements; this has also impacted on the RBAP. Since Q4 of 2019/20 COVID-19 has adversely impacted the number of completed enforcement visits (audits). A report is run quarterly to monitor progress against the targets set within the Business Safety Plan. This includes the number of actions required as a result of inspections delivered.	Business fire safety run quarterly reports to monitor progress of the risk based audit programme against yearly targets. Other areas of work are also recorded.	Complete
Strategic lead	Head of Community Risk and HRD		

Efficiency - EY1.7

Area for Improvement	The Service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any future collaboration.		
Summary Finding			
HWFRS Action Proposed	Progress To Date	Work since last update	Target Date
Amend 2020 Vision Programme and project templates amended to align with Shropshire FRS and capture as much information as possible regarding the project.	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 the 2020 programme and project management process.		Complete
Introduce Benefit Realisation process introduced to departmental planning.	Benefit Realisation process introduced to departmental planning. Templates are submitted to Performance & Information.		Complete
Create Business Case/PID document created for each project.	Each project moving forward will have a business case/PID.		Complete
Create End Project Report for each project.	Every completed project in the 2020 Vision Programme has an End project report including Evesham Fire Station Hindlip OCC PSN		Complete
Benefits Realisation included in end project report for each project to include measurable KPI's for each project.	Each project moving forward will have benefits realisation with KPI's included in the end project report.	KPI's for benefits realisation are now included in the template for business planning.	Complete
Collaboration brochure updated annually.	The Collaboration brochure provides an overview of the collaborative work we do and will be updated annually. This brochure has been updated for 2019/20 and includes updates on projects that are part of the Strategic Fire Alliance with Shropshire FRS. This document is available on the Service website.		Complete
Strategic lead	<i>Head of Corporate Services</i>		

People – P1.1

Area for Improvement	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.		
Summary Finding	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.		
HWFRS Action Proposed	Progress To Date	Work since last update	Target Date
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.	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 signed off the new Values and this was communicated in the Service Bulletin. The new, refreshed values are available on the Service Website (September 2019).		Complete
AC Service Delivery to visit all On-Call.	All 27 On-call units were visited by Area Commander Palmer between October 2018 and June 2019.		Complete
ACFO to visit Stations and Departments.	Between August 2018 and September 2019 Assistant Chief Fire Officer Chance visited 46 units and departments across the Service		Complete
CRMP staff workshops as part of consultation process.	Between September and December, 57 visits were completed to all units and departments. Nearly 300 staff have been engaged with through this process.		Complete
Appoint Employee Engagement and Wellbeing Officer.	In the newly aligned HR department, an Employee Engagement and Wellbeing Officer has been appointed who will co-ordinate and implement innovative employee engagement across the Service.		Complete
Human Resources \ ODCG develop an effective system to measure and monitor staff engagement.	The Organisational Development & Challenge Group (ODCG) have planned six staff workshops, available to all staff, to discuss how they would like to be engaged with. Results will be collated and fed into a report for consideration by SMB. Unfortunately these workshops have been postponed due to the current working conditions as a result of Covid-19.	In the newly aligned HR department, an Employee Engagement and Wellbeing Officer has been appointed who will co-ordinate and implement innovative employee engagement across the Service.	Complete
SMB visits across the service to continue to increase visibility and engagement with the workforce.	SMB visits are carried out across the Service to both operational and non-operational departments 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. Unfortunately due to Covid-19 these have been put 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. This is an ongoing process with regular dates programmed each year. During this period members of SMB have completed individual station visits to maintain communication channels.	Complete
Strategic lead	<i>Head of Community Risk and HRD</i>		

People – P1.2

Area for Improvement	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.		
Summary Finding	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.		
HWFRS Action Proposed	Progress To Date	Work since last update	Target Date
Engage staff in values workshops and online survey to develop new service values.	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 and the new Values were agreed. This was communicated in the Service Bulletin.		Complete
Head of Operations to visit all On-Call.	All 27 On-call units were visited by Area Commander Palmer between October 2018 and June 2019.		Complete
ACFO to visit Stations and Departments	Between August 2018 and September 2019 Assistant Chief Fire Officer Chance visited 46 units and departments across the Service		Complete
CRMP staff workshops as part of consultation process.	Between September and December, 57 visits were completed to all units and departments. Nearly 300 staff have been engaged with through this process.		Complete
Appoint Employee Engagement and Wellbeing Officer.	In the newly aligned HR department, an Employee Engagement and Wellbeing Officer has been appointed who will co-ordinate and implement innovative employee engagement across the Service.		Complete
Human Resources \ ODCG develop an effective system to measure and monitor staff engagement.	The Organisational Development & Challenge Group (ODCG) have planned six staff workshops, available to all staff, to discuss how they would like to be engaged with. Results will be collated and fed into a report for consideration by SMB. Unfortunately these workshops have been postponed due to Covid-19.	In the newly aligned HR department, an Employee Engagement and Wellbeing Officer has been appointed who will co-ordinate and implement innovative employee engagement across the Service..	Complete
SMB visits across the service to continue to increase visibility and engagement with the workforce.	SMB visits are carried out across the Service to both operational and non-operational departments 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. Unfortunately due to Covid-19 these have been put 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. This is an ongoing process with regular dates programmed each year. During this period members of SMB have completed individual station visits to maintain communication channels.	Complete
Increased usage of video platforms for sharing messages from senior leaders with the Staff.	'Talking Heads' are being utilised by senior leaders to share messages with staff via online videos. Topics in Q1 have included the Watch Commander A process, the Wholetime recruitment process and the CRMP Consultation	.	Complete
Strategic lead	<i>Temporary Deputy Chief Fire Officer</i>		

People – P1.6

Area for Improvement	<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>		
Summary Finding	<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>		
HWFRS Action Proposed	Progress To Date	Work since last update	Target Date
Attend regular AFSA events and promote learning.	The Head of HR attended the Asian Fire Service Association (June 2019) and a summary of key learning has been shared with the ODCC Group. AFSA webinars have been promoted to all staff via the Service Bulletin.	Corporate membership to AFSA maintained. New membership logo now available and being promoted as appropriate.	Complete
Regular Service bulletin items on EDI.	Service Bulletins continue to be issued covering key subjects: equality, diversity and inclusion (EDI) and LGBT issues.		Complete
Create, consult on and implement a Transgender policy	Transitioning at Work Guidance for Managers circulated for consultation on in July 2019. Transgender Guidance Document went live in August 2019.		Complete
ODCC Group – Set Up Inclusion Task Group.	A sub-group set up to examine issues and formulate plans to address issues such as equality and diversity training, gender pay gap report, lack of diversity within the fire service, amongst others.	The Service has appointed an Equality, Diversity & Inclusion Officer who has actioned outcomes from the inclusion task group. The Human Resources and Development team has published an EDI plan.	Complete
Appoint an Equality, Diversity and Inclusion Officer.	In our newly aligned HR&D department, we have appointed an Equality, Diversity and Inclusion Officer who will work proactively within the Service to develop and embed equality, diversity and inclusion practices.		Complete
Produce a Positive Action Plan for Wholetime recruitment.	A Bulletin item and training document were published January 2020 to support On-call and Wholetime recruitment. Training has been delivered highlighting the importance of diversity and information on positive action.		Complete
	Positive Action Plan 2020-2022 is now live on the Service website.	Actions have been integrated in part into the EDI plan delivery frameworks for Year 1 and Year 2.	Complete
	A Positive Action Plan for Wholetime recruitment has been approved by SMB. This was communicated to staff via video message. A dedicated fitness programme to support female Wholetime candidates is also live.	Work ongoing for new female recruits to maintain fitness until training course.	Complete
Prepare a gap analysis of recommendations from Inclusive Fire Service Group (IFSG).	A gap analysis has been prepared identifying where the Service can make improvements to be delivered over the next two years as part of the Equality, Diversity and Inclusion delivery plan.		Complete
Develop Equality, Diversity and Inclusion Plan.	The EDI Plan 2020-2025 has been developed and approved by both SMB and the FRA. Two Member Champions for EDI have been appointed. The CFO is identified as Service lead for EDI.	A Service wide Equality and Diversity Allies programme is being developed by the ODCC and HRD with 24 Allies now signed up to the programme	Complete
Strategic lead	<i>Head of Community Risk and HRD</i>		

People – P1.8

Area for Improvement	The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.		
Summary Finding	The Service should improve how it manages performance and develops leaders.		
HWFRS Action Proposed	Progress To Date	Work since last update	Target Date
Ensure specific development actions are being captured as part of the review of the appraisal process/policy.	A bulletin item was published reminding staff that appraisals need to be carried out and the process through which courses can be requested.		Complete
	Appraisals completion has been affected by COVID-19. A bulletin item was published to update staff and an email sent to managers communicating flexibility around completion dates and update them regarding CPD payments.	Members of the HR team will be reviewing appraisal returns to identify any shortfalls.	Ongoing
Building on the success of the Crew Commanders promotion process create toolkit for 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.		Complete
Review promotion policy and recruitment policy to support implementation.	The outcome of the promotion process debrief has now been completed. The promotion principles have been revised and used during the Group Commander promotion process in March 2020.	The Promotion policy has now gone through formal consultation and will be considered by SMB in November 2020 for final approval.	Nov 2020
	Recruitment policies have completed formal consultation. Currently in the process of responding to feedback. This work has been delayed slightly due to the impact of work being carried out in response to Covid-19.	Any necessary amendments have now been made to the policy and it is also going to SMB in Nov for final approval.	Nov 2020
Implement the NFCC Leadership Framework and the leadership behaviours as assessment criteria for promotion processes.	The NFCC Leadership Framework is being used in the 2020 Wholetime Firefighter recruitment as well as the Watch Commander (A) process in May 2020. The framework will also be used in future promotion activity, wherever possible, recently the Station Commander process in August. This will now be the preferred framework for all future processes.		Ongoing
Look into providing coaching and mentoring courses to managers.	Three places on an initial coaching course were offered to ODCG members in collaboration with Shropshire FRS. Feedback has been provided to inform future options within HWFRS.	Virtual training sessions, Coaching Skills for Managers, were held during July and August for staff who will coach and mentor the newly appointed Watch Commander 'A's. 48 members of staff attended between July-September 2020. There has been positive feedback and additional sessions are scheduled 20 th November and 11 th , 18 th and 30 th January 21.	July 2020
	Consultation on the coaching and mentoring roadmap paper has finished and is with the ODCG group for consideration; this will inform the SMB paper outlining the implementation of coaching and mentoring within the Service.		Jan 2021
Continue to have a regular workforce planning meeting.	Workforce Planning Meetings scheduled every 6 weeks and include succession planning. Terms of reference have been drafted for approval		Ongoing
Strategic lead	<i>Head of Community Risk and HRD</i>		

People – P1.12

Area for Improvement	The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.		
Summary Finding	The Service should do more to make sure staff are confident in the promotion process. It is not as open as it could be.		
HWFRS Action Proposed	Progress To Date	Work since last update	Target Date
Form promotion process group to review structure of all processes.	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.		Complete
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.		Complete
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 are 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.		Complete
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.		Complete
Agree Recruitment and Promotions Charter and update associated policies is agreed and promoted.	The outcome of the promotion process debrief has now been completed. The promotion principles were revised and used during the Group Commander promotion process in March 2020 and Station Commander process August 2020.	The Promotion policy has now gone through formal consultation and is going to SMB in Nov for final approval.	Nov 2020
	Recruitment policies have completed formal consultation and responses were feedback to.	Any necessary amendments have now been made to the policy and it is also going to SMB in Nov for final approval.	Nov 2020
Continue to develop positive relations with Representative Bodies as observers in key processes.	These relationships have been established Representative Bodies who are now utilised as part of the part of the scrutiny panel.		Complete
Ensure post process debriefs are conducted to capture learning.	Feedback will now be collected with specific reference to each stage of the process, rather than at the end of the process for candidates who have attended the selection day. This will enable collation of feedback from the early stages, for example Application Form, right through to the final stages.		Complete
Strategic lead	<i>Head of Community Risk and HRD</i>		