

Report of Assistant Director: Prevention

Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) Improvement Plan – Update April 2021

Purpose of report

1. To update Members on the progress in implementing the HMICFRS Improvement Plan following the inspection report dated 20 December 2018.
-

Recommendation

It is recommended that the Authority notes progress on actions to deliver the HMICFRS Improvement Plan.

Introduction and Background

2. At the Fire Authority meeting on 24 February 2021, Members received a copy of the Quarter 3 update of the Service's Improvement Plan drawn up to address the findings of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection report dated 20 Dec 2018.
3. The Improvement Plan has now been updated to outline progress made up to April 2021. The report covers the 4 outstanding 'areas for improvement' highlighted in the HMICFRS inspection report.

HMICFRS Improvement Plan – Progress Update

4. The delivery of the Improvement Plan is overseen by members of the Performance and Information team (P&I team), who meet regularly with senior managers responsible for each area for improvement to prepare updates on actions proposed and completed. The P&I team also ensure that actions carried out are fully evidenced and available for evaluation and audit. The eighth update, covering up to April 2021, is attached to this report (see Appendix 1).
5. The update shows that progress is being made in addressing areas identified within the three themes covered in the HMICFRS report; effectiveness, efficiency and people. However it should be noted that due to the current Covid-19 restrictions imposed upon the Service, certain actions have been delayed or postponed. Members should note that actions completed or embedded in the Service's ongoing processes have been greyed out in the Improvement Plan.
6. Key points to note are highlighted below, with further details available in Appendix 1.

7. Following work undertaken this quarter, eleven out of the fifteen areas for improvement have now been completed, with strong progress being made in the other four.

Effectiveness	
<i>Area for improvement</i>	<i>April 21 - Update</i>
1. Access to relevant and up-to-date risk information	<ul style="list-style-type: none"> • Closed in Q3 2020-21.
2. Understanding and identifying vulnerability and safeguarding vulnerable people	<ul style="list-style-type: none"> • Domestic abuse training will be reviewed again in June due to the lockdown extension. • Prevention staff monitor completion of e-learning packages and follow up on any outstanding.
3. Evaluating prevention work to understand the benefits	<ul style="list-style-type: none"> • Closed in Q3 2020-21.
4. Resourcing the risk-based inspection programme	<ul style="list-style-type: none"> • Closed in Q2 2020-21.
5. Effective system for learning and debriefs	<ul style="list-style-type: none"> • Awaiting purchase of the Incident Recording System (IRS) configuration tool to allow hot debrief questions to be added to incident reports.

Efficiency	
<i>Area for improvement</i>	<i>April 2021 - Update</i>
6. Workforce productivity - clarify the role of Watch Manager	<ul style="list-style-type: none"> • Closed in Q1 2020-21
7. Workforce productivity - prevention	<ul style="list-style-type: none"> • SMB has approved the need for overarching Prevention and Protection Strategies. These documents will incorporate the previously drafted plans and align with aims identified within the Service's CRMP 2021-2025. These strategies have been drafted and are due to go to SMB for consideration imminently.
8. Managing the replacement of faulty smoke alarms	<ul style="list-style-type: none"> • Closed in Q2 2020-21.
9. Workforce productivity – protection	<ul style="list-style-type: none"> • Closed in Q3 2020-21.
10. Benefits and outcomes of collaboration	<ul style="list-style-type: none"> • Closed in Q2 2020-21.

People	
Area for improvement	April 2021 - Update
11. Staff engagement – communication	<ul style="list-style-type: none"> • Closed in Q2 2020-21.
12. Staff engagement – culture and values	<ul style="list-style-type: none"> • Closed in Q1 2020-21
13. Feedback mechanisms and change processes – ensuring fairness and promoting diversity	<ul style="list-style-type: none"> • Closed in Q2 2020-21.
14. Supporting high-potential staff and aspiring leaders – appraisal process	<ul style="list-style-type: none"> • Reminders continue to be published in the Bulletin on completing appraisals. Overall completion rates are being monitored within HRD. Next steps are to provide evidence of local ownership at a corporate level. • Due to a change in strategic management the Service Learning and Development Plan has been delayed and is now due to go to SMB in Q2 2021-22.
15. Supporting high-potential staff and aspiring leaders – promotion process	<ul style="list-style-type: none"> • Closed in Q3 2020-21.

Conclusion/Summary

- The eighth update of the HMICFRS Improvement Plan shows that additional progress has been made up to April 2021, although delays have occurred due to the Covid-19 restrictions in place and three national lockdowns.
- Members are recommended to note the progress made in delivering the HMICFRS Improvement Plan. Further progress updates will be reported each quarter.
- 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)	Actions proposed in the Improvement Plan

proposals link in with current priorities and policy framework and if they do not, identify any potential implications).	are likely to have an impact on both the CRMP and the MTFP. All proposals will be assessed to ensure they meet the Service's overall Core Purpose and Vision.
Risk Management / Health & Safety (identify any risks, the proposed control measures and risk evaluation scores).	Any risks associated with proposals will be assessed through the Improvement Plan.
Consultation (identify any public or other consultation that has been carried out on this matter)	Proposals to deliver the Improvement Plan have the full participation of Senior Managers in relevant Service departments. The Improvement Plan is publicly available on the Service website.
Equalities (has an Equalities Impact Assessment been completed? If not, why not?)	An EIA is not required for this report. EIAs will be completed as appropriate when preparing proposals through the Improvement Plan.

Supporting Information

Appendix 1: HMICFRS Improvement Plan 2018-19; Update: April 2021