

Report of Assistant Director: Prevention

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

Purpose of report

1. To provide Members with a final update on the implementation of the HMICFRS Improvement Plan following the inspection report dated 20 December 2018.
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Recommendation

It is recommended that the Authority:

- i) notes progress on actions to deliver the 2018 HMICFRS Improvement Plan; and*
- ii) agrees to close down reporting on the 2018 HMICFRS Improvement Plan.*

Introduction and Background

2. At the Fire Authority meeting on 17 June 2021, Members received a copy of the Quarter 4 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 December 2018. At that stage there were four of the fifteen areas for improvement open.
3. The Improvement Plan has now been updated to outline progress made up to September 2021. The report shows the outstanding four 'areas for improvement' have been closed.
4. All fifteen areas for improvement noted in the 2018 inspection report have now been closed.

HMICFRS Improvement Plan – Progress Update

5. Delivery of the Improvement Plan is overseen by members of the HMICFRS support team, who meet regularly with senior managers responsible for each area for improvement to prepare updates on actions proposed and completed. The team also ensure that actions carried out are fully evidenced and available for evaluation and audit. The ninth update, covering up to September 2021, is attached to this report (see Appendix 1).

6. The update shows that progress has been 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 Covid-19 restrictions, certain actions were delayed or postponed. Members should note that actions completed or previously embedded in the Service's ongoing processes have been greyed out in the Improvement Plan.
7. Key points to note are highlighted below, with further details available in Appendix 1.
8. Following work undertaken this quarter, all areas for improvement have now been addressed, with actions embedded into business as usual.

Effectiveness	
<i>Area for improvement</i>	<i>September 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 advertised. New Exploitation and Vulnerability training is in the process of being rolled out Service wide. This training is undertaken by West Mercia Police and available as part of the compulsory learning package for staff. This item is now closed
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"> • Incident Recording System (IRS) configuration tool has been purchased and will go live after training in November. This item is now closed

Efficiency	
<i>Area for improvement</i>	<i>September 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"> • The Protection, Prevention and Response strategies have all been published. This item is now closed

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	
<i>Area for improvement</i>	<i>September 2021 - Update</i>
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 quarterly. A refreshed appraisal process linked to the new core strategies to be launched April 2022 as part of the People Strategy. This item is now closed.
15. Supporting high-potential staff and aspiring leaders – promotion process	<ul style="list-style-type: none"> • Closed in Q3 2020-21.

Conclusion/Summary

- The ninth update of the HMICFRS Improvement Plan shows that additional progress has been made up to September 2021, with all items now closed and embedded into core work streams, although some delays have occurred due to the Covid-19 restrictions and national lockdowns.
- Members are recommended to note the progress made in delivering the HMICFRS Improvement Plan and endorse the recommendation to cease reporting on the 2018 Improvement Plan.
- The Service now awaits the full report from the 2021 inspection which is due to be published in December 2021. Upon receipt of the full report, a new

action plan will need to be formed and subsequently reported to the Authority in early 2022.

12. 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 (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.
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Supporting Information

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