

Report of the Head of Corporate Services

HMICFRS Improvement Plan - Update

Purpose of report

1. To update Members on progress in implementing the 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 11 February 2019, Members were updated on the findings of Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS), following their report which assessed three aspects of the Service: effectiveness, efficiency and support for its workforce.
3. Within their report, HMICFRS identified 12 specific priority 'areas for improvement' to be addressed by the Service. The areas for improvement have been compiled into an Improvement Plan, which also includes a further 20 local areas for improvement drawn from observations throughout the HMICFRS report.
4. Each area has been assigned to a senior manager to take strategic ownership for delivering the improvements required, namely; the Chief Fire Officer, Assistant Chief Fire Officer and the Heads of Service Delivery, Corporate Services, Community Risk and Operational Support.
5. This report provides an update on progress.

HMICFRS Improvement Plan – Progress Update

6. The delivery of the Improvement Plan is overseen by members of the Performance and Information team (P&I team), who have prepared a master template to collect evidence of actions proposed and improvements completed. The template was included as part of the 11 February 2019 report to the Fire Authority and is also available to the public on the Service website.
7. Since March 2019, members of the P&I team have met with each responsible senior manager to explain the HMICFRS requirements, and each manager has begun to populate individual improvement templates with updates on actions proposed and completed.
8. The individual templates ask four basic questions about each area for improvement:
 - a. where are we now?

- b. where do we want to get to?
 - c. what do we need to do to get there?
 - d. how will we know we have achieved what we set out to do?
- 9. The P&I team are working with each manager to review these questions and their proposed actions to ensure they address the changes required by the Improvement Plan.
- 10. Proposed actions have now been received for all 12 specific improvement areas identified by HMICFRS and for the 20 locally identified improvement areas. The P&I team are currently working with each manager to ensure all evidence of change is robust for evaluation and audit. Once scrutiny is complete, updated versions of the individual templates will be available on the Service SharePoint site. A master template will also be updated, along with further updates provided to the Fire Authority. Examples of work already completed include;
 - **People:** the inspectorate identified that the promotion of Service values and culture should be addressed. Staff consultation workshops have been completed, and the findings reviewed by the Organisational Development and Challenge Group, as well as the Senior Management Board. Five new Values have been identified as; Integrity, Teamwork, Honesty, Openness, and Respect, these are subject to Fire Authority endorsement, as reported elsewhere on your agenda.
 - **Efficiency:** the inspectorate identified the need to monitor and review the benefits and outcomes of future collaboration. Amendments to programme and project management processes and templates has already taken place, which will enable detailed evaluation of projects from inception to delivery. A collaboration document has also been updated which identifies current areas of collaboration with other blue light services, and partner organisations.
 - **Effectiveness:** the inspectorate identified the need to strengthen staff understanding of safeguarding, in light of its increased work with vulnerable people. Specific safeguarding training has been delivered to both Community Risk staff and Group Commanders, who act as duty officers, and eLearning has commenced across the whole workforce.

Conclusion/Summary

- 11. Following the publication of the HMICFRS inspection report, officers have drawn up a comprehensive Improvement Plan to address areas of improvement identified in the report. The P&I team are working with each manager responsible for delivering the improvements to ensure that all actions meet HMICFRS requirements. Progress will be recorded on the master template.
- 12. Members are recommended to note progress on delivering the HMICFRS Improvement Plan. Further progress updates will be reported each quarter.

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 the Service workforce. 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 as part of this report. EIAs will be completed as appropriate when preparing proposals through the Improvement Plan.

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