

Status of Report: **Public**

Meeting: **Corporate Governance Committee**

Date: **16 September 2020**

Subject: **Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Improvement Plan**

Report by: **The Chief Fire and Rescue Officer**

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For: **Information**

Purpose

1. The purpose of this report is to inform the Corporate Governance Committee (CGC) of how the Service is progressing with the implementation of the Improvement Plan which was developed in response to the inspection report by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), following the report to the Committee at its meeting in March 2020.

Recommendation

2. The Committee is recommended to note the progress of the Improvement Plan (attached as an appendix to the report).

Executive Summary

3. The HMICFRS inspection was completed in November 2018, with the inspection report issued in June 2019 identifying 24 Areas for Improvement. In response, the Service has produced an Improvement Plan addressing these areas and 20 other identifiable comments from within the report that required attention. This Improvement Plan consists of a total of 88 actions for the Service to progress.
4. A report was presented to the CGC in March 2020 showing progress made against the Improvement Plan, in which 17 actions were completed. This report details progress to August 2020 and shows that 37 actions are complete. Work continues to complete the outstanding actions, with timelines being introduced to assist with monitoring progress. A further report to update on progress will be produced in March 2021.

Background

5. Following the inspection in November 2018, HMICFRS produced a report in June 2019 detailing their findings which were focussed on 3 areas – effectiveness, efficiency and people. The Leicestershire Fire and Rescue Service was graded as 'Requires Improvement' in all 3 areas.

6. Within the report, HMICFRS have recommended that 24 'Areas for Improvement' (AFI) are considered. In addition to these, the Service found 20 other comments or observations contained within the report which require consideration. The Improvement Plan was produced to put in place actions to address the areas highlighted within the report. There are 88 actions in total.
7. The table below indicates the number of areas for improvement for each pillar and the number of actions within the Improvement Plan that require attention in total:

Table showing Areas for Improvement and Actions to be Undertaken		
HMICFRS Pillar	Areas for Improvement	Actions to be undertaken
Effectiveness	10	29
Efficiency	4	8
People	10	31
Other comments	N/A	20
TOTAL	24	88

8. Since the Improvement Plan was published in August 2019, the Service has been working hard to improve. The table below shows the position reported to CGC in **March 2020**:

Table showing progress made by March 2020				
HMICFRS Pillar	Total actions	Actions in progress	Actions complete	Actions not started
Effectiveness	29	26	3	0
Efficiency	8	6	2	0
People	31	22	6	3
Other comments	20	11	6	3
TOTAL	88	65	17	6

This compares to progress made as of **August 2020**:

Table showing progress made by August 2020				
HMICFRS Pillar	Total actions	Actions in progress	Actions complete	Actions not started
Effectiveness	29	12	17	0
Efficiency	8	5	3	0
People	31	19	11	1
Other comments	20	12	6	2
TOTAL	88	48	37	3

9. As the table for August 2020 shows, an additional 20 actions are complete. Please see below for a brief overview of how the Improvement Plan has progressed since March 2020:
- i. Training has taken place to ensure consistency in the delivery of Home Safety Checks (HSCs). How HSCs are prioritised has been reviewed.
 - ii. The Fire Safety department has carried out a review of how they will meet future demands. They have also trained operational crews to increase fire safety awareness.
 - iii. Operational crews understand the capacity of the Tactical Response Vehicles and how they are mobilised.
 - iv. All fire engines are now fitted with a demountable tablet that enhances the Service's capabilities to understand risk and assist incident commanders.
 - v. The understanding of Joint Emergency Services Interoperability Principles (JESIP) is now fully integrated throughout the Service.
 - vi. There has been a national review of Marauding Terror Attacks. This has culminated in the training of operational staff by specialist Service National Interagency Liaison Officers (NILOs).
 - vii. There has been a review of the allocation of resources and capacity of the Response, Prevention and Protection departments.
 - viii. There has been a Service-wide roll out of agreed Values and Behaviours. These are now widely embedded and understood by staff.

- ix. A review of the Health and Safety Department by Cambridgeshire Fire and Rescue Service has taken place. Plans are in place to adopt their recommendations.
 - x. There is a 5-year Equality, Diversity and Inclusion Plan now in place.
 - xi. A new promotions procedure has been implemented following engagement with staff and representative bodies. The Watch Manager process has been viewed as 'open, transparent and fair' by those who took part.
 - xii. The Operational Degradation procedure (the management of reduced number of fire engines) has been updated.
 - xiii. Representative bodies have stated that they are happy with their level of involvement in decision making.
10. There are many other areas of work in progress. Examples of actions near to completion include:
- i. The imminent publication of a health and wellbeing procedure. Staff are now trained to provide support to operational crews involved in traumatic incidents. Support for wellbeing is also readily available for all staff.
 - ii. A Learning Management System project is underway. This will see the introduction of a system that will record and view staff competence, training and appraisals.
 - iii. Work is underway on a Dignity at Work procedure. This is being undertaken in conjunction with Leicester City Council and is due for completion soon.
 - iv. Business Continuity Plans are being developed for all departments within the Service.
 - v. Collaboration activities with partners and other agencies is now being reviewed and evaluated.
11. The Service Liaison Officer (SLO) appointed by the Service is continuing to monitor overall progress. A timeline is currently being established for completion of all outstanding actions. This will be reported to the Senior Management Team (SMT) when complete.
12. The Improvement Plan Update was made available on the Service website in July 2020 and has been subject to widespread engagement with Service staff. Progress mentioned within this report has been made available to Service staff via presentations, social media and the internal magazine 'Service Matters'.

Report Implications/Impact

13. Legal (including crime and disorder)

The HMICFRS inspection programme is the Governmental check that fire and rescue services are carrying out their statutory duties as laid out in the Fire and Rescue Services National Framework contained within the Fire and Rescue Services Act 2004. By embracing the inspection process and by detailing an Improvement Plan, we are committed to showing progress and diligence in its function in carrying out these duties.

14. Financial (including value for money, benefits and efficiencies)

The costs of delivering the Improvement Plan is factored into the agreed 2020-21 budget. Senior officers are responsible for improvements within their specific areas and any requirements for additional resources to deliver the Improvement Plan will need a business case to be created and approved by SMT.

15. Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)

There is reputational risk to the Service if it fails to achieve improvement in areas that are identified in the Improvement Plan. This could lead to negative media reporting and lower community confidence in the Service.

16. Staff, Service Users and Stakeholders (including the Equality Impact Assessment)

The actions contained within the Improvement Plan may require prioritisation against other work-streams. In some areas, it may increase workload for departments.

17. Environmental

None.

18. Impact upon Our Plan Objective

Delivery of the Improvement Plan will positively contribute towards the aims and objectives of Our Plan 2020-24.

Background Papers

Report to the Corporate Governance Committee March 2020 - HMICFRS
Improvement Action Plan.

<https://leics-fire.gov.uk/your-fire-service/decision-making/cfa-meetings/>

Appendix

Improvement Plan Update August 2020

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