

LEICESTERSHIRE
FIRE and RESCUE SERVICE

HMICFRS Improvement Plan

2019 - 2020



Created: August 2019
Owner: Business Assurance

HMICFRS Improvement Plan

Effectiveness: Preventing fires and other risks

Area for improvement:

Background information:

Ref No. E1

'The Service should make sure it appropriately trains staff to undertake prevention activity'

The report identified that our Community Educators are trained to carry out 'Safe and Well' checks in people's homes. These checks include social welfare, wellbeing and advice on security, as well as fire safety in the home. HMICFRS would like all staff who carry out home fire safety checks to now be trained in and deliver these 'Safe & Well' checks.

Action Plan

Ref	CR Ref	Action:
E1.1		There will be a review of the Home Safety Check (HSC) policy and associated procedures.
E1.2		'Maximising capacity' training has taken place with the majority of crews. However, a continuing training programme to ensure all staff have the skills to deliver 'Safe and Well' Home Safety Checks will take place. All relevant staff will be trained by the end of 2019.
E1.3		The database that we use to prioritise our HSCs will be reviewed to ensure that it is 'fit for purpose' for the safe & well visits. Once reviewed, any changes will be adopted and appropriate training will be given. It is expected that this work will be completed by Nov 2019.
E1.4		An assurance process will be put in place that demonstrates continued and consistent outcomes are maintained by all staff who deliver HSCs.
E1.5		A review of the approach of DBS checks on our staff will ensure that our Service, staff members and vulnerable people are offered an appropriate level of protection.

Strategic Lead: Area Manager Community Risk

HMICFRS Improvement Plan

Effectiveness: Preventing fires and other risks

Area for improvement:

Ref No. E2

'The Service should better evaluate its prevention work, so it has a clearer understanding of the benefits'

Background information:

The report from HMICFRS recognises the valuable prevention work that we carry out. They mention many prevention activities that our staff are involved with on a regular basis. These include projects like Fatal 4, Biker Down, Fire-Beat and also includes the work we do with our diverse communities. They would like us to evaluate our prevention work more, to help us to understand how effective these activities are.

Action Plan

Ref

CR Ref

Action:

E2.1

A team will be established to identify a preferred option for a tool that allows us to evaluate our Community Safety activities. This will be a survey tool that allows the Service to monitor public opinion at all community events and Home Safety Checks. Staff will be trained to use this tool and it will be embedded in all Community Safety activities.

E2.2

The Service will look into how it evaluates its Community Safety activities by looking at behaviour change, targeting risk and service user satisfaction. This information will be used for future plans.

Strategic Lead: Area Manager Community Risk

HMICFRS Improvement Plan

Effectiveness: Protecting the public through fire regulation

Area for improvement:

Ref No. E3

'The Service should ensure it allocates enough resources to a prioritised and risk based inspection programme'

Background information:

HMICFRS recognised that we take a targeted, risk based approach to inspect high risk premises within the Service area. Examples of high risk premises includes sleeping risks such as care homes, hotels and high rise flats. The Service is not on schedule to meet all those premises it has targeted. HMICFRS have asked that we ensure we allocate resources to address this.

Action Plan

Ref	CR Ref	Action:
E3.1		Policies and procedures affecting this area will be reviewed and updated. This includes such items as the Fire Safety Audit procedure and the Enforcement procedure.
E3.2		<p>There will be a review of work activities of the Fire Protection team to ensure they are working effectively and efficiently. This will include a review of how we manage:</p> <ul style="list-style-type: none"> • Building regulations • Fire Safety audits • Primary Authority scheme • Day duty officer roles <p>This review will conclude in October 2019. Following evaluation, any changes will be embedded within the Fire Protection department.</p>
E3.3		There will be a review of the size of the Fire Protection team with a clear rationale on what resources are required.
E3.4		We will develop an approach to train relevant staff outside of the Fire Protection department. This will allow us to maintain an appropriate risk based inspection programme and this work will also support the departmental succession plan.

Strategic Lead: Area Manager Community Risk

HMICFRS Improvement Plan

Effectiveness: Protecting the public through fire regulation

Area for improvement:

Ref No. E4

'The Service should ensure its staff work with local businesses to share information and expectations on compliance with fire safety regulations'

Background information:

At present, the Service works with local businesses and organisations to help educate in fire regulations compliance. It does this through, for example, the Better Business for All, fire safety education following Grenfell and the Leicester and Leicestershire Enterprise Partnership. The report states that HMICFRS would like us to extend our work in this area, taking a more pro-active approach to educate businesses.

Action Plan

Ref	CR Ref	Action:
E4.1		We will develop an engagement approach to interact with businesses. This approach will consider: <ul style="list-style-type: none">• Planned events calendar• Business seminars• Social media interaction which will include promotion of fire safety along with encouraging economic growth
E4.2		We will look at 'maximising capacity' with specific fire crews, training them to enable them to give advice on compliance with appropriate fire safety regulations for businesses.

Strategic Lead: Area Manager Community Risk

HMICFRS Improvement Plan

Effectiveness: Protecting the public through fire regulation

Area for improvement:

Ref No. E5

'The Service should ensure it has an effective system in place to address repeat false alarms'

Background information:

The report from HMICFRS recognises the burden on the Service caused by false alarms. Currently, the Service has seen a 48% reduction of false alarms since 2011/12 which is the third best percentage reduction in the country. The report has asked that we continue to try to identify ways to further challenge and reduce false alarms.

Action Plan

Ref	CR Ref	Action:
E5.1		The procedure that is currently in place for addressing repeat false alarms will be reviewed to ensure that they are fit for purpose. This will indicate areas of responsibility for identifying repeat offenders and monitoring them. It will also ensure that appropriate actions to tackle repeat 'offenders' are delegated accordingly to departments (Operational Risk, Response).
E5.2		Response teams (fire crews) will also receive training which will allow them to give suitable fire safety advice to help reduce unwanted fire signals.

Strategic Lead: Area Manager Community Risk

HMICFRS Improvement Plan

Effectiveness: Responding to fires and other emergencies

Area for improvement:

Background information:

Ref No. E6

'The Service should have a clear policy around the deployment of its Tactical Response Vehicles'

The report recognised that the Service has new Tactical Response Vehicles (TRVs) available. These can be crewed with two firefighters and can be sent by the Fire Control Operators to deal with smaller incidents or as an additional resource at larger incidents. HMICFRS state that some staff may be unsure of when it is appropriate to send a TRV and have asked that we ensure our staff are aware at what incidents TRVs are appropriate.

Action Plan

Ref	OR Ref	Action:
E6.1	OPS 208	Revise the mobilising protocols and Service procedure for Tactical Response Vehicles and communicate across the Service.
E6.2	OPS209	An online presentation is being prepared to re-familiarise all staff with these vehicles. It will be necessary for all operational staff to view this. The presentation will also cover how the TRV is mobilised and it will detail the type of incidents that it attends. The newer TRVs will then be on request to visit each Watch/Station, for refresher training on the vehicles. The presentation will be available on SharePoint and Service Matters. Crews will then submit a training return (TNG2) as proof that they have received the information.
E6.3	OPS209	The training return will be evaluated after six months, to ensure understanding.

Strategic Lead: Area Manager Operational Response

HMICFRS Improvement Plan

Effectiveness: Responding to fires and other emergencies

Area for improvement:

Background information:

Ref No. E7

'The Service should ensure staff know how to command fire service assets assertively, effectively and safely at incidents'

At every incident that we attend, an incident commander is appointed. They will often be overseen by a further officer of a higher rank, who carries out 'Operational Performance Monitoring', ensuring compliance with current best practice. Some of our managers have not received refresher training or re-assessment in incident command. The report suggests that the Service addresses this.

Action Plan

Ref	Ref	Action:
E7.1		See Area for Improvement P5. All incident commanders are now fully trained and have been assessed to the current standard. A process is in place to ensure continued professional development and a programme set up that will see re-assessment every two years for those at Level 1,2,3 incident command.
E7.2		The Operational Performance Monitoring process and form that is completed following incidents will be reviewed to ensure learning from incidents is captured.

Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

Effectiveness: Responding to fires and other emergencies

Area for improvement:

Background information:

Ref No. E8

'The Service should ensure its mobile data terminals are reliable so that firefighters have good access to relevant and up-to-date risk information'

All fire appliances are equipped with a mobile data terminal (MDT) that allows crews to access valuable risk information about buildings, procedures and plans that are essential when managing an incident. Sometimes, as with all technology, an individual screen can freeze and need to be reset. The report from HMICFRS identified that the Service needs to ensure these MDTs are reliable.

Action Plan

Ref	OR Ref	Action:
E8.1	OPS 210	The Mobile Data Terminals (MDTs) are subject to improvements in the future. This is an on-going workstream which will see an upgrade of MDTS, which should improve their performance.
E8.2	OPS 211	The Service intends to install mobile devices on each fire appliance. These devices will have the majority of information that is available on the MDTs at present. It will give up-to-date mapping, site specific risk information, operational procedures as well as forms and guidance for crews. The devices will be on a 4G connection and serve as a back up to the MDTs.

Strategic Lead: Area Manager Operational Response

HMICFRS Improvement Plan

Effectiveness: Responding to National risks

Area for improvement:

Background information:

Ref No. E9

'The Service should ensure it is well prepared to form part of a multi-agency response to an incident and staff know how to apply Joint Emergency Interoperability Principles'

In responding to major incidents, often the Service works in conjunction with other Emergency Services and partner agencies. There is a protocol for this known as the Joint Emergencies Services Interoperability Principle (JESIP). This sets out best practice guidelines for us all, to ensure that we all work together to resolve the incident. The report has found that some incident commanders require refresher training on JESIP, to ensure that they fully understand the principles involved.

Action Plan

Ref	OR Ref	Action:
E9.1	OPS 212	There is a review of the current provision of Incident Command training which will incorporate JESIP training that is applicable to all operational staff. A presentation is available from the JESIP website which will be used as refresher training for all operational staff. This will be recorded as an EPDR (Electronic Personal Development Record) on the Firewatch system, with a frequency requirement. It will allow managers to run a report to ensure that all relevant personnel are competent in current procedures.
E9.2	OPS 213	The Joint Decision Making (JDM) model has now been adopted by the Service. All incident command training now focuses on this model. Command wallet inserts have been updated to reflect this. District Managers will ensure that all relevant staff have updated the wallet contents.
E9.3	OPS 214	JESIP principles are taught at all levels of incident command training. This is an integral part of command training and is tested as part of our assessment process at all levels.

Strategic Lead: Area Manager Operational Response

HMICFRS Improvement Plan

Effectiveness: Responding to National risks

Area for improvement:

Background information:

Ref No. E10

'The Service should ensure it is well prepared to form part of a multi- agency response to a terrorist-related and that its procedures for responding are understood by all staff and are well tested'

The Service has a standard operating procedure (SOP) for dealing with a Marauding Terrorist Firearms Active Shooter (MTFA). We also have officers that are specially trained to liaise with the Police, in case of such an event. The report recognised that the Service needs to ensure that all staff understand their duties with regards to MTA (Marauding terrorist attack) and that they are tested in these.

Action Plan

Ref	OR Ref	Action:
E10.1	OPS 215	Officers and middle managers have been appraised of new protocols during an in-house presentation. Updated principles and working practices will be delivered through the National Inter-Agency Liaison Officers (NILO's).
E10.2	OPS 216	Standard operating procedure 7.12.2 Firearms Active Shooter will be replaced with MTA procedure.
E10.3	OPS 217	Training in MTA will be cascaded to all operational personnel via online videos.
E10.4	OPS 218	We will work in collaboration with our partners to test the MTA procedures at multi-agency levels.

Strategic Lead: Area Manager Operational Response

HMICFRS Improvement Plan

Efficiency: Making the best use of resources

Area for improvement:

Background information:

Ref No. F1

'The Service needs to show a clear rationale for the resources allocated between prevention, protection and response activities'

HMICFRS are satisfied that the Service manages its budget and that it has 'robust and realistic' financial plans in place to manage its overall resources. However, they have asked the Service to consider how it allocates its resources between its core duties.

Action Plan

Ref

CR Ref

Action:

F1.1

A review of the allocation of resource and/or capacity of both Fire Protection and Fire Prevention departments will be carried out. This will identify what resources are required for each and why. A directorate plan will then be produced that will run in line with the Service Integrated Risk Management Plan (IRMP).

Strategic Lead: Assistant Chief Fire and Rescue Officer Service Delivery

HMICFRS Improvement Plan

Efficiency: Making the best use of resources

Area for improvement:

Ref No. F2

'The Service should ensure there is effective monitoring, review and evaluation of the benefits and outcomes of any collaboration'

Background information:

The Service collaborates in many areas. As examples, we share our buildings, have Tri-Service (with Derby and Nottingham Fire Services) Fire Control and work within the community with such projects as Braunstone Blues with the Police and Ambulance. HMICFRS would like us to monitor and evaluate the benefits of this collaboration.

Action Plan

Ref	Ref	Action:
F2.1		All areas of collaboration by each department within the Service will be listed on the Other Agencies Collaboration Sharepoint site. This identifies a Strategic Lead and also a Tactical Lead responsible for each area of Collaboration. Each area of Collaboration will be reviewed by the Leads on a regular basis. Tactical Management Team meeting will review all areas of Collaboration every six months. This will ensure any collaboration is still relevant, working and benefitting the Service.
F2.2		When an item of Collaboration is closed, an evaluation will take place. This will detail reasons for the closure and identify any lessons learnt.

Strategic Lead: Assistant Chief Fire Officer Service Support

HMICFRS Improvement Plan

Efficiency: Making the best use of resources

Area for improvement:

Ref No. F3

'The Service needs to prioritise implementing new business continuity plans and test them as soon as possible'

Background information:

It is essential that the Service carries out regular testing of its continuity plans. This will ensure it can provide the correct level of service in case of an event that damaged core functions. HMICFRS recognised this and suggested that the Service implement plans and regularly assess them.

Action Plan

Ref	CR Ref	Action:
F3.1		A further staff member will be employed to ensure that the Corporate Risk and Resilience department has the appropriate number of people to enable the tasks to be completed within the department plan.
F3.2		The business continuity plans that are in place at present will be reviewed to ensure that they are fit for purpose.
F3.3		A test regime will be put in place.

Strategic Lead: Area Manager Community Risk

HMICFRS Improvement Plan

Efficiency: Making the fire and rescue service affordable now and in the future

Area for improvement:

Background information:

Ref No. F4

'The Service should ensure itself it fully exploits external funding opportunities and options for generating income, in particular that it is recouping costs for use of its premises by other emergency services'

The Service generates income from leasing areas within its buildings to Leicestershire Police and East Midlands Ambulance Service and from Forge Health, our occupational health facility. HMICFRS has suggested that the Service seek to ensure that the revenue from the leases is recouped.

Action Plan

Ref	Ref	Action:
F4.1		There is now a formula set by the Service for sharing premises. Rent is based upon an agreed amount per square foot, with shared space at 50% of this amount. Rent is subject to increase in relation to RPI (Retail Price Index). A service charges is also levied as a percentage of actual costs of maintaining the building (including rates and utilities) base upon the net floor area occupied in proportion to the total floor area. All LFRS premises that are shared with other Services are now paying the required amounts.
F4.2		The Service currently receives external funding from mobile phone masts housed on Stations, from driver training with the Police and from Forge Health.

Strategic Lead: Assistant Chief Fire Officer Service Support

HMICFRS Improvement Plan

People: Promoting the right values and culture

Area for improvement:

Background information:

Ref No. P1

'The Service should ensure its values and behaviours are understood and demonstrated at all levels of the organisation'

The Service recognises that it's organisational values have been under review for a period of time. HMICFRS have identified this and have suggested that these core values and behaviours are published and adhered to at all levels of the organisation.

Action Plan

Ref	POD Ref	Action:
P1.1		Staff engagement sessions on Culture, Values and Behaviours have been carried out during June and July 2019. From these sessions, the Service will identify 'Champions' who will then deliver similar sessions to their peers. This will allow the Service to gather data and information on what staff would like to include as Service Values and Behaviours.
P1.2		Once Behaviours and Values have been discovered, there will be a Service wide roll out to cascade the information to all staff by the 'Champions'. This will consist of engagement with all departments. This will begin the process of embedding these behaviours into the culture of the Service.
P1.3		The desired behaviours will be embedded throughout the Service. From 'on-boarding' of new employees, through training, promotion and appraisals of all staff, these Service behaviours will form expectations that ALL staff will be encouraged to continually demonstrate.

Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

People: Promoting the right values and culture

Area for improvement:	Background information:
Ref No. P2	The Service has trauma counselling available through its occupational health facility. All managers are also now trained as Mental Health First Aiders, to recognise symptoms and signs affecting wellbeing. The report states that a formal process should be put in place to ensure that staff receive counselling when necessary.
'The Service should ensure staff have access to trauma support and counselling services'	

Action Plan

Ref	POD Ref	Action:
P2.1		A 'Health and Wellbeing' policy is soon to be published, which will formalise the Service's actions and responsibilities for employee wellbeing, including following traumatic incidents. The Sharepoint 'Employee Health and Wellbeing' site will be updated to reflect the new policy and what can be offered to staff.
P2.2		Post incident trauma training will be given to appropriate staff within the Service. These members of staff will become points of contact for post incident care. A procedure will be produced to formalise this.
P2.3		Mental Health First Aid training will continue within the Service. This will continue to target any supervisory managers who have not received it yet. A rolling programme of two training sessions per year will ensure this is embedded throughout the Service and that staff will receive refresher training (every 2 years).

Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

People: Promoting the right values and culture

Area for improvement:	Background information:
Ref No. P3	The Service has rigorous procedures to protect its staff. However, some of the policies that surround this require reviewing. HMICFRS has recognised this and suggested that the Service ensure that policies and training are reviewed and brought in date.
'The Service should ensure it has an up-to-date health and safety policy and procedure and that staff understand and follow its health and safety policy and procedure.'	

Action Plan

Ref	CR Ref	Action:
P3.1		A review of Health and Safety (H and S) policy, procedures and guidance will be carried out. This will include a 'peer review' by H and S staff from Cambridgeshire Fire Service. Outcomes from this review will be implemented.
P3.2		H and S training needs for staff across the Service will be addressed.
P3.3		The success of this review and outcomes will be monitored through reporting of H and S issues (locally, regionally and nationally), auditing and themed reviews.

Strategic Lead: Area Manager Community Risk

HMICFRS Improvement Plan

People: Getting the right people with the right skills

Area for improvement:

Background information:

Ref No. P4

'The Service should ensure its electronic system for recording and monitoring operational staff competence is accurate and accessible.'

We currently have an electronic recording system that can ensure crews can record their competence, following training or assessment. This is a centrally based system which ensures firefighters with the correct skills are mobilised to incidents. HMICFRS found that, after sampling a few firefighters, their records were not showing 'competent'. They have asked the Service to ensure that all training and competency records are up to date.

Action Plan

Ref	POD Ref	Action:
P4.1		There will be an immediate review of how the Service currently records competence to ensure that all Firefighters are recorded correctly, in line with current procedures. A training programme will be put in place to ensure that supervisory staff are recording this competence correctly.
P4.2		There will be a review of Courses offered by Learning and Development including qualifications. This should simplify how this information is recorded. This will include a review of expiry dates of these qualifications (which is linked to mobilisation).
P4.3		The ongoing Learning Management System (LMS) project is also currently looking at addressing this issue, with a review of frequency of training, how it is linked to mobilisation and core competencies. This will then give an up to date and accurate picture of competencies within the Service.

Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

People: Getting the right people with the right skills

Area for improvement:

Ref No. P5

'The Service should ensure staff are appropriately trained in safety-critical skills, such as incident command'

Background information:

HMICFRS found that some higher level incident commanders had not received further training or re-assessment following their initial training. They ask that the Service ensures it trains and assesses all its incident commanders to the appropriate level.

Action Plan

Ref	POD Ref	Action:
P5.1		A procedure is already in place to ensure that all Level 1 commanders are currently re-assessed within a 2-year time period to maintain their command status.
P5.2		A procedure is now in place to ensure that Level 2 and 3 commanders attend an accredited command course / revalidation at the relevant level and then be reassessed within two years to maintain their command status. All Level 2 and 3 commanders are currently 'in date' following recent accreditation and re-assessments.
P5.3		Level 4 commanders (and above) will attend a command course at the relevant level and will maintain the frequency of this. A procedure will be put in place to ensure this.
P5.4		Level 1,2 and 3 commanders will attend 'competence days' at L and D. This attendance will be mandatory. Level 4 commanders and above will also attend. This will ensure continued competence and professional development for all levels.
P5.5		Tactical and Strategic Control Groups training scenarios will be implemented with attendees from a multi-agency arena to train and practice at tactical and strategic levels.
P5.6		The Risk assessment for all the above will be reviewed on a rolling basis.

Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

People: Ensuring fairness and promoting diversity

Area for improvement:

Ref No. P6

'The Service should ensure that it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process'

Background information:

The Service has a Grievance procedure which allows staff to challenge when they see the organisation as acting unfairly or in an unjust way. In the report, HMICFRS found that some staff didn't have confidence in the process of raising a grievance. Some staff also felt that negative consequences would occur, if they were to raise a grievance. HMICFRS have asked that the Service recognise this and that they should re-assure these staff in the grievance process to gain further confidence in it.

Action Plan

Ref	POD Ref	Action:
P6.1		There will be a review of the Service Grievance Procedure which will consult with employees and representative bodies. Part of the staff engagement process about Values and Behaviours (P1) will also address the lack of confidence with the Grievance Procedure. Following this work and review, the procedure (including any revisions) will be relaunched. This will include communicating Service wide via Service Matters and staff engagement at Middle Managers and Supervisory Managers staff forums. Work is also ongoing which includes a review of the Bullying and Harassment procedure to align with the Grievance procedure.
P6.2		Following the review, there will be an evaluation. This will be reported to the Corporate Governance Committee of the Combined Fire Authority.

Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

People: Ensuring fairness and promoting diversity

Area for improvement:	Background information:
<p>Ref No. P7</p> <p>'To identify and tackle barriers to equality of opportunity, and make its workforce more representative, the Service should ensure diversity and inclusion are well understood and become important values of the Services'</p>	<p>Over the last few years, the Service has worked really hard to reflect the community it serves. In the report, it is identified that some staff do not have a good understanding of what 'positive action' means. They also heard some gender specific language such as 'firemen' being used. HMICFRS has asked that the Service looks into these matters and addresses them, capitalising on the good work carried out in recent years in being more inclusive and diverse.</p>

Action Plan

Ref	POD Ref	Action:
P7.1		<p>The Service has a Strategic Equality and Diversity Inclusion Board (SEDIB). At present, they are carrying out a gap analysis on the Fire and Rescue Service Equalities Framework document and also considering the 'Smoke and Mirrors' report published by Asian Fire Service Association (AFSA).</p>
P7.2		<p>Following the gap analysis, any areas identified for improvement will be addressed to ensure compliance with 'best practice'. Engagement will follow with all department heads to ensure equality, diversity and inclusion is included in all areas of work within the Service.</p>
P7.3		<p>Training of staff will take place to address issues such as understanding positive action, bullying and harassment and discrimination.</p>
P7.4		<p>Training of staff (Crew Manager and above) will also take place on 'unconscious bias' and on recruitment / promotion processes.</p>
P7.5		<p>A recruitment campaign, including positive action targeting BAME, LGBT+ and women, is currently underway (July 19 onwards) for recruitment of 18 Firefighters in Jan 2020. The Service has engaged with Community Groups via Fire, Police Advisory Group for Equalities and removed the requirement for a driving licence and adjusted numeracy and literacy qualification requirements. The equalities impact for both these changes will be monitored.</p>

Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

People: Managing performance and developing leaders

Area for improvement:

Background information:

Ref No. P8

'The Service should ensure it has an effective system in place to manage staff development, performance and productivity'

The Service carries out staff appraisals on an annual basis. These are monitored by line managers who see them as a valuable tool to highlight good work practices. The HMICFRS said that some staff haven't had this appraisal in two years and that the current appraisal process is ineffective. The Service accepts this and is currently reviewing the process. HMICFRS has recommended that the Service puts a system in place to manage productivity and staff development.

Action Plan

Ref

POD Ref

Action:

P8.1

There is a review of the staff appraisal system currently underway as part of the Learning Management System (LMS) project. This project will align appraisals and allow the Service a central view to monitor staff development. Part of this appraisal system will include performance review and productivity of staff. The LMS will include all staff, support and operational and it will serve as a tool to support them in whatever stage of their career they are in. This project is due to be completed in December '19.

P8.2

Once the LMS project is complete, training will take place to ensure all staff are familiar with it. Appraisals will be completed at least once per year for all staff.

Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

People: Managing performance and developing leaders

Area for improvement:

Background information:

Ref No. P9

'The Service should ensure its selection, development and promotion of staff is open, transparent and fair'

HMICFRS has pointed out that some staff don't see the current promotion process as open and fair. The Service is now reviewing its promotions policy and the report recognises this taking place.

Action Plan

Ref	POD Ref	Action:
P9.1		A staff task and finish group has been set up to address the promotion process for Crew, Watch and Station Manager. This group will be made up of Tactical Managers, recently promoted staff, representative bodies and human resource personnel. The aim of the group will be to review the current procedure and ensure that staff views are taken into account.
P9.2		Engagement sessions with staff will be included in the plan to ensure transparency and engender involvement in building the promotion process. Relevant staff will be engaged with recruitment and staff selection training which will include hard and soft skills to ensure that those involved in selection decisions on promotions are adequately supported and trained including unconscious bias training.
P9.3		A new procedure will be written and applied by the Service that will be open and fair. It will also be relevant to roles that it is applied to. Following the next promotion process, this will then be evaluated.

Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

People: Managing performance and developing leaders

Area for improvement:

Background information:

Ref No. P10

'The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders'

HMICFRS has asked that the Service has systems in place to recognise talent, manage and nurture it and put in place a leadership training programme.

Action Plan

Ref

POD Ref

Action:

P10.1

The Service will look at ways to develop a formal talent management process in the future. Part of the promotions review will include having a 'talent pool' of people to develop into the next role. The Service will also set up a group to look at a 'future leaders' programme.

Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

Points identified in the report

Ref No.	Point:	Lead:	Ref	Completed
AR1	Staff would benefit from refresher Safeguarding training to increase their confidence	Area Manager Community Risk		
	This will be planned in and carried out in due course.			
AR2	The Services procedure on planned levels of fire engines and crewing availability is out of date	Area Manager Response		
	Currently the Service operates the Cat 5 Operational Degradation procedure. The Service procedure on Operational Degradation is being reviewed and renewed at present. Following this review, the new procedure will be published. This is now reflected with the 'Crewing of Fire and Special Appliances' procedure.			
AR3	Recruitment, retention and availability of On-Call staff	Area Manager Response		
	At present, there is an On-Call review project which is looking at the recruitment, retention and increasing availability of On-Call firefighters. The project completion date is April 2020. Several pilot schemes, which have already been identified as addressing the 3 core areas of the project, are already underway as trials.			
AR4	Staff were still quoting the 'London Model' of decision making and should move to the joint decision making model	Area Manager Community Risk		
	The Joint Decision Making (JDM) model has been adopted by the Service. All training and assessments now instil it's use at all levels of incident command.			
AR5	Operational discretion is not recorded	Area Manager Community Risk		

	A procedure is in place that Fire Control Operators follow when 'Ops Discretion' is used at an incident. This will be followed with a procedure to ensure that all learning is captured by the Service.			
AR6	The Service should carry out cross border exercises with ALL its neighbours	Area Manager Response		
	A new Exercise procedure will be implemented. The district plans for stations that border with other Fire Services will reflect the fact that they must train with their neighbours on a regular basis. This will include ensuring that operational personnel on those stations understand how to access risk information for site specific risks that they may attend.			
AR7	The Service currently lacks a way to check workforce productivity and could do more to assure itself that it's workforce's time is used effectively	All Area Managers		
	Currently, District and department plans are checked on a monthly basis by District / Department Managers to ensure that crews / staff are fulfilling their work obligations, in line with the required strategies. Crews / staff productivity is measured against the planned work and evaluations are carried out.			
AR8	Actions from the H and S committee have not been completed	Assistant Chief Fire and Rescue Officer Service Delivery		
	These outstanding actions will be reviewed by the H and S committee.			
AR9	Staff are aware of Service Matters but there is no way of ensuring that they read and take in the information	Area Manager Community Risk		
	This is being considered going forward as part of a review of Operational Learning.			
AR10	The use of gender – exclusive language	All Area Managers		
	This is expected to be picked up as part of the Values and Behaviours work. Middle managers will reiterate this to staff on stations and encourage challenge by all, where appropriate.			

AR11	The workforce plan lacks detail about how the Service will meet its resourcing needs	Area Manager Response		
	The workforce plan, at present, forecasts staff requirements for the next 3 years. This is based on expected leaving / retirements of staff. Recruitment numbers are based on this, with a percentage increase to allow for potential non-starters / recruits that do not complete the initial training. The group will continue this work.			
AR12	Operational staff haven't received training in gathering site specific risk information or health and safety training	Area Manager Community Risk		
	A training programme will be put in place to address this for all staff			
AR13	The Service doesn't fully understand the skills and capabilities of staff	Area Manager People and Organisational Development		
	Operational crews are assessed for skills in the wearing of breathing apparatus, in line with National Operational Guidance (NOG). All Crew and Watch Managers are regularly assessed and re-accredited every 2 years for incident command. Fire Appliance drivers receive refresher training when necessary – usually every 4 years. Firefighters are asked to maintain competence in line with National Occupational Standards (NOSs). As the appraisal system is updated, this will allow the Service a broader overview of skills and capabilities of all staff.			
AR14	There is less evidence of learning and improvement in non-operational areas	Area Manager People and Organisational Development		

	L and D will ensure that all departments are aware that they may be able to assist in developing support staff within the Service, should these departments require assistance. Training needs analysis will be completed for each individual during appraisals. This will be sent to L and D to highlight common areas to address.			
AR15	The Representative bodies would like involvement in decisions at an earlier stage	Assistant Chief Fire and Rescue Officer Service Delivery		
	This is being examined with rep bodies during the staff consultation forums.			
AR16	In some departments, staff do not have their performance managed	All Area Managers		
	Firefighters are regularly assessed by Crew and Watch Managers. Flexi-duty officers also carry out Operational Performance Monitoring of incident commanders on the incident ground. Any areas of development are noted and acted upon. As the appraisal system is updated, all staff (operational and support) will receive an appraisal every year which will include performance management.			
AR17	Call handling times - Control	Area Manager Tri-Service Control		
	This is being examined by the Area Manager Tri-Service Control, who is looking at how call handling times can be reduced			
AR18	All training recorded and managed on one system	Area Manager People and Organisational Development		
	Learning and Development will ensure that they hold complete records for all training within the Service (whether carried out by themselves or other departments).			
AR19	Time spent by crew and watch managers on station arranging covers and organising overtime	Area Manager Response		

	Under the crewing of fire and special appliances procedure, crews can now request people on cover duties upto 96 hours in advance. This has been published in Service Matters. Further ways to reduce the time spent by station personnel arranging covers are being looked at.			
AR20	Quality assurance of audits by Fire Safety Inspectors	Area Manager Community Risk		
	An assurance process will be put in place and carried out.			