

HMICFRS Areas For Improvement Progress Report

Report of the Chief Fire Officer

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1 Executive Summary

This report details the Service's progress towards improvement identified by the HMICFRS Areas For Improvement progress.

2 Recommendations

The Standards Audit and Performance Committee is asked to note the report.

3 Background

Following the June 2024 inspection the HMICFRS identified 30 Areas For Improvement (AFI). Service improvement is monitoring the progress of 22/30 of the HMICFRS AFIs within the action plan. The remaining AFIs are being prioritised for progression by teams and are reported as for future review below.

This report presents the Service's progress towards HMICFRS Areas For Improvement action plan towards, as recorded in the AFI Planner and RAIDO.

4 Progress Report

AFI	Description	Progress Indicator
1	The service should evaluate its prevention activity so it understands what is most effective.	On Schedule
2	The service should make sure it quality assures its prevention activity so staff carry out safe and well visits to an appropriate standard.	On Schedule
3	The service should regularly monitor and check compliance with prohibition and enforcement notices that have been served	Behind Schedule
4	The service should make sure it effectively addresses the burden of false alarms.	Behind Schedule
5	The service should make sure it has an effective quality assurance process, so staff carry out audits to an appropriate standard.	Behind Schedule
6	The service should make sure it has an effective system for learning from operational incidents.	Future Review
7	The service should make sure its method of sharing fire survival guidance information with multiple callers is understood by staff and is well tested.	Future Review
8	The service should make sure it is well prepared to form part of a multi-agency response to a terrorist incident, and its procedures for responding are understood by all staff and are well tested.	On Schedule
9	The service should make sure that it is taking steps to reduce non-pay costs and can show how it is achieving value for money.	Future Review
10	The service should make sure it has appropriate business continuity arrangements in place, regularly review the arrangements and test them to make sure they take account of all foreseeable threats and risks	On Schedule
11	The service should make sure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration activity.	Future Review
12	The service should have a clear internal structure with appropriate governance arrangements to make sure the selection, design and delivery of projects are well managed, represent value for money and provide the intended outcomes.	On Schedule
13	The service needs to assure itself that it is making the most of opportunities to improve workforce productivity and develop future capacity through use of innovation, including the use of technology.	Behind Schedule
14	The service should make sure it has the right skills and capacity to successfully manage change across the organisation.	Behind Schedule
15	The service should make sure its estates management programmes are linked to its community risk management plan, and that it understands the impact future changes to those programmes may have on its service to the public	Future Review
16	The service should make sure all staff understand and demonstrate its values.	On Schedule
17	The service should assure itself that senior managers are visible and demonstrate the service's values through their behaviours	On Schedule

18	The service should make sure staff have access to services to support both their mental and physical health.	On Schedule
19	The service should proactively monitor working hours (including overtime) to improve staff well-being	Behind Schedule
20	The service should assure itself that its arrangements for managing health and safety are effective	Future Review
21	The service should make sure its workforce plan takes full account of the skills and capabilities it needs to implement its community risk management plan.	Future Review
22	The service should review its succession planning to make sure that it has effective arrangements in place to manage staff turnover while continuing to provide its core service to the public.	Behind Schedule
23	The service should assure itself that all staff receive the right training for their role.	Future Review
24	The service should review how effective its policy on bullying, harassment and discrimination is in reducing unacceptable behaviour towards its staff.	On Schedule
25	The service should identify and overcome barriers to equal opportunity, so its workforce better represents its community, including making sure staff understand the value of positive action and having a diverse workforce.	Behind Schedule
26	The service should make sure it has robust processes in place to carry out equality impact assessments, and review its policies and procedures to make sure those staff with a protected characteristic aren't disproportionately affected.	On Schedule
27	The service should improve the way it collects equality data so it can better understand its workforce's demographics and needs.	On Schedule
28	The service should improve all-staff understanding and application of the performance development review process.	On Schedule
29	The service should make sure its processes for the selection, development and promotion of staff are open and fair, and it should do more to make sure staff have confidence in promotion and selection processes.	On Schedule
30	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	On Schedule

5 Progress Narrative- Behind Schedule

A review of the risks, issues and dependencies impacting the progression of AFIs has identified the following enabling focuses to facilitate improvement:

Digital and data systems

Progress towards AFIs 1,2,3,4,5,13,19, 27, 30 is impacted by the availability of suitable digital and data systems.

Risk mitigation includes: the development of the digital and data strategy, recruitment into key strategic and PowerApps developer roles, as well as the prioritisation of AFI dependent dashboards and systems by the Digital Systems Governance Group.

Increased availability of digital and data systems is expected to improve management of data through dashboards, improve performance management, and increase data accuracy.

Workforce planning

Progress towards AFIs 1,2,3,4,5, 12,14,22,25,28 is impacted by the availability of key personnel and skills.

Risk mitigation includes: the prioritisation of the workforce planning workstream, recruitment processes in place for key roles with recent key appointments in Resources, ICT, Portfolio Management Office and Business Continuity.

Further workforce planning is expected to improve capacity and skills in key teams.

Organisational Assurance framework

Progress towards AFIs 1,2 and 5 is impacted by identified organisational assurance deficiencies.

Mitigation includes the prioritisation and development of Organisational Assurance and Evaluation frameworks. The draft evaluation strategic document has been shared with Improvement Board members for consultation.

Expected benefits to improved organisational assurance includes further developed organisational learning, quality assurance and evaluation.

6 Conclusions

Service improvement is monitoring the progress of 22/30 of the HMICFRS AFIs within the action plan. Most of the AFIs have been progressed and are on track to meet the identified timelines. Officers will continue to monitor the progress of AFIs that are identified as behind schedule and ensure that risks are being effectively managed to maintain continued progress and assurance with improvement expectations.

7 Financial Implications

There are no financial implications arising from this report.

8 Legal Comment

There are no legal implications arising from this report.

9 HMICFRS Areas For Improvement, Cause of Concern, External Audit Recommendations

This report is directly related to the HMICFRS Area For Improvement and Misconduct recommendations.

10 Communications

Communication impacts arising from this report will be managed through the HMICFRS communications strategy

11 Fire Standard Core Code of Ethics and Human Rights (including Data Protection)

There are no impacts on compliance with the Fire Standards Core Code of Ethics or human rights arising from this report.

12 ICT

The ICT impacts have been highlighted in the report and the Risk Management document regarding digital, data and ICT systems support. This is being managed through the Programmes Board.

13 Appendices

There are no appendices to this report.

14 Background Papers

There are no background papers associated with this report.