

HMICFRS INSPECTION 2018 – INITIAL DRAFT ACTION PLAN

EFFECTIVENESS Area For Improvement	Page # Report	Action to be taken	Lead	Measure of Success	Timetable	Commentary/Evidence (with dates)
<p>RESPONDING TO FIRES AND OTHER EMERGENCIES: The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.</p>	<p>P13</p>	<ul style="list-style-type: none"> • Ensure staffing deficiencies are addressed as early as possible to prevent cumulative experiential degradation • Provide development courses for staff at earliest opportunity and where necessary host courses in house • Monitor development progress of all development inspectors against a structured plan • Skills, recruitment, retention and succession planning to be considered specifically in departmental review • Targets to be reviewed to ensure they are achievable taking in to account a vacancy factor • Risk Based Inspection Programme to be reviewed • Review promotion and marketing of the department to encourage individuals to consider a role in protection • Review other Services’ HMICFRS reports as published to identify notable practice 	<p>LS</p>	<ul style="list-style-type: none"> • Vacancies filled within 3 months • New Inspectors trained to Level 4 Diploma within 18 months • Recommendations produced in the departmental review to address issues of recruitment, retention and succession • Achievement of targets • Reviewed and revised Risk Based Inspection Plan • Individuals identified with Protection aspirations 		

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EFFICIENCY Area For Improvement	Page # Report	Action to be taken	Lead	Measure of Success	Timetable	Commentary/Evidence (with dates)
MAKING BEST USE OF RESOURCES The service should ensure there is effective monitoring, review and evaluation of the benefits and outcomes of any collaboration.	P22	<ul style="list-style-type: none"> • Find out who does it well and ask for information/support • Agree the list of collaborations that is included • Develop process and methodology including key measurements • Create honest position statement • Identify appropriate monitoring regime (officers/Members) • Timetable ongoing monitoring • Finalise process for future collaborations • Appropriate independent audits to be carried out on specific collaboration • Review other Services' HMICFRS reports as published to identify notable practice 	AW/AL/AH	<ul style="list-style-type: none"> • Appropriate arrangements exist for current collaborations • Suitable and rigorous process exists for proposed collaborations • Audits confirm process and arrangements are embedded 		
MAKING BEST USE OF RESOURCES The service should ensure it has sufficiently robust plans in place to secure the right level of savings in the medium term by widening its scenario planning and testing for future financial forecasting	P22	<ul style="list-style-type: none"> • Revise the budget setting process and methodology incorporating broader scenario planning. • Develop plans to achieve the saving forecasts in the Medium Term Financial Plan • Complete Whole Service Review • Review other Services' HMICFRS reports as published to identify notable practice 	WB & All HODs	<ul style="list-style-type: none"> • Identified savings achieved as expected • Outcome of Whole Service Review implemented aligned to the available budget 		
MAKING THE FIRE AND RESCUE SERVICE AFFORDABLE NOW AND INTO THE FUTURE: The service needs to demonstrate sound financial management of principal non-pay costs. It should use benchmarking data more widely and effectively.	P25	<ul style="list-style-type: none"> • Document our expectations about VFM/benchmarking • Engage in appropriate benchmarking groups/processes • Assess major areas of spend using best data available • Annual report outlining efforts/impact of benchmarking activity • Review other Services' HMICFRS reports as published to identify notable practice 	AL & All HODs	<ul style="list-style-type: none"> • Systematic approach to benchmarking • Evidence that value for money being achieved • Confidence about procurement activity when next inspection takes place 		

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PEOPLE Area For Improvement	Page # Report	Action to be taken	Lead	Measure of Success	Timetable	Commentary/Evidence (with dates)
<p>PROMOTING THE RIGHT VALUES AND CULTURE: The service should assure itself that staff understand and have confidence in the purpose and integrity of wellbeing policies, especially sickness.</p>	P29	<ul style="list-style-type: none"> Re-visit Attendance Management (AM) Policy review (engaging with staff groups) Review all terminology and communication methods linked to attendance management procedure Look at a communications plan to publicise the positive/ supportive aspects of the AM Policy including face to face team visits and workshops Review training and guidance available for managers and its accessibility Appoint mental health and wellbeing advisor Develop a communication’s plan to promote mental health and wellbeing Review the amended duties programme of activities Review other Services’ HMICFRS reports as published to identify notable practice 	AH/LM	<ul style="list-style-type: none"> A reviewed and understood policy Clear understanding and communication of any changes made Record of visits and workshops planned and undertaken Sense check of improved understanding by staff The position is filled A live communications plan in place and happening A programme is in place 		
<p>PROMOTING THE RIGHT VALUES AND CULTURE: The service should take early action, such as monitoring overtime, to improve the wellbeing of staff.</p>	P29	<ul style="list-style-type: none"> Review the monitoring arrangements for overtime for all staff and implement any revised arrangements Provide training on the monitoring and risks of fatigue Report regularly on overtime in a meaningful way Review other Services’ HMICFRS reports as published to identify notable practice 	SB	<ul style="list-style-type: none"> Monitoring arrangements in place and understood Training delivered Overtime of staff accurately recorded Regular reports produced 		
<p>PROMOTING THE RIGHT VALUES AND CULTURE: The service should assure itself that senior managers are visible to act as role models by demonstrating their commitment to service values through their behaviours.</p>	P29	<ul style="list-style-type: none"> CFO to undertake visits to all operational watches on an individual watch basis and visits to all non operational teams Programme of Principal Officers visits to all watches and teams for 2019/2020. All watches and teams to be visited at least once a year by a principal officer with a target of twice. Similarly, all department heads and Middle managers to have a formal visit programme to watches and teams with feedback mechanisms that are acted upon and reported against. Efforts to be made to create informal interaction opportunities too. For example, broader attendance at retirement functions/ last day presentations, open days, station events etc. Introduce a staff conference for all staff in the service Review the core values to ensure fit for purpose Increase agile working by all officers to increase contact time on stations and in departments Ensure the infrastructure supports agile working Review other Services’ HMICFRS reports as published to identify notable practice 	CFO	<ul style="list-style-type: none"> All 65 watch visits to have taken place by end Feb 2019 and visits to non operational teams by Jun 2019 Programmes of visits in place Staff recognition of increased number of attendances Conference having taken place and feedback received and acted upon Reviewed core values determined and demonstrated at all times Officers seen by station personnel more frequently All staff are able to access all they need to at all sites 		
<p>ENSURING FAIRNESS AND PROMOTING DIVERSITY: The service should ensure</p>	P32	<p>(See previous actions which also cover this AFI)</p> <ul style="list-style-type: none"> Utilisation of technology. All stations and departments to be issued with technology to allow Skype type conversations and to be used as 	CFO	<ul style="list-style-type: none"> The technology is used in a meaningful, effective and 		

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<p>that leaders can demonstrate that they act on and have made changes as a direct result of feedback from staff.</p>		<p>formal communications from the top down. For example:</p> <ul style="list-style-type: none"> ○ Ask the Chief Sessions ○ SMT Briefing sessions ○ Broader interactions/debate with SMT on themes, i.e. diversity, Estates, Prevention etc. ○ Operational Updates and debates with crews ○ UPG Managers Monday briefing discussing key issues across the UPG in one hour meeting every week. <ul style="list-style-type: none"> ● Improve ‘you said – we did’ communications to ensure they are sustainable, remembered e.g. quarterly poster ● Programmed “back to the floor” activity ● Review other Services’ HMICFRS reports as published to identify notable practice 		<p>efficient manner</p> <ul style="list-style-type: none"> ● Communications taken place using technology ● Production of ‘you said we did’ communications ● Completion of ‘Back to the Floor’ activities ● Formal feedback from staff is positive 		
<p>ENSURING FAIRNESS AND PROMOTING DIVERSITY: The service should improve communications between staff and senior managers, so queries and suggestions are responded to in a timely and appropriate way.</p>	<p>P32</p>	<ul style="list-style-type: none"> ● Involving staff at all levels to contribute to strategic issues e.g. a Core Values day with all staff invited to a conference ● To develop a feedback process so that staff understand/appreciate what has/has not been done in relation to suggestions that have been made. To establish this as a key part of regular communications with timescales for progress/resolution. This should ensure matters are pursued in a timely manner ● Provide a platform to recognise and thank people for their contribution – “pat on the back” – the back page of the Green having thanks/congratulations on a weekly basis ● Using the Green more productively and ensure everyone knows when an individual is retiring or leaving and invite and encourage colleagues to attend final day/retirement speech ● Wider use of 360 appraisals and consider any shared themes from these. ● Specific and targeted group newsletters, e.g. Land and Stations. This can be managed by a communications representative from each of the groups to produce a newsletter for all staff. ● Set up communications processes to: <ul style="list-style-type: none"> ○ Enable feedback from staff / ask questions with relevant HOD/specialist to respond ○ Handle staff suggestions and ideas ○ Publish responses etc. for transparency ● Review other Services’ HMICFRS reports as published to identify notable practice 	<p>CFO</p>	<ul style="list-style-type: none"> ● Conference having taken place and feedback received and acted upon ● Take a random sample of feedback to ensure the methods are effective ● Evidence of information in the Green ● Summary of 360 themes at the different levels ● Production of relevant newsletters ● Communication developed and in use 		