**APPENDIX 1 to Peer Review Paper**



**Peer Review**

**Service Improvement Plan**

**9th January 2019**

**Version 1**

Peer Review Priority Tracking

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Peer Review Action Plan – Priorities to be addressed from November 2018 | | | | | | |
|  |  | Responsible Service Area , Service Owner,  Programme, Project? (Signpost) | Action to date | Future Key Actions  Including Target Dates and Milestones | How have we engaged/communicated with our People? | How have you reality tested this?  (Triangulation) |
| PR1 | Service priorities - It is vital that SLT provides clarity on the main focus areas.  *Peer Review report extract:*  *These have since been rationalised down to 10 by SLT, although in reality each has a number of sub projects or “priorities within priorities”. Further stripping out of these projects still needs to happen* | Service Area: SLT  Service owner: Matt Furber |  | * Develop sequencing and dependencies diagram for 10 priorities and sub activities in MS Project * Add resource requirements to the priorities * Assess resource conflicts * Revisit sequencing * Present to SLT for agreement * Publish to organisation * Implement |  |  |
| PR1 ¼ update | | | | | | |
| PR2 | Review Operational Training function (develop an approach based on NOG)  *Peer Review report extract:*  *Operational training is an area of the Service that requires some urgent priority action or the Service will be operationally vulnerable and would be open to significant criticism in the event of a safety critical event occurring within the Service.* | Service Area: Operational Training  Service Owner: Colette Black |  |  |  |  |
|  | Replace Task Book  *Peer Review report extract: The Electronic Training recording system or Task Book does not provide the assurance and up-to-date information that is required.* | Service Area: Operational Training  Service Owner: Colette Black |  | * Gather User requirements for future solutions |  |  |
|  | Hot Fire Wear Training does not comply with policy  *Peer Review report extract: The frequency of Hot Fire Wear training is not meeting Service policy* | Service Area: Operational Training  Service Owner: Colette Black |  | * Establish if staff should receive hot fire wear training every two years * Review/update Hot Fire Wear Training offer * Review/update Policy if necessary |  |  |
|  | Trauma Training does not comply with policy  *Peer Review report extract: Trauma training does not meeting service policy* | Service Area: Operational Training  Service Owner: Colette Black |  | * Establish what Trauma Training staff should receive * Review/update Trauma Training offer * Review/update Policy if necessary |  |  |
|  | e-learning approach for Operational Training  *Peer Review report extract: E-learning packages need to be updated for watch and station use. The Service has recently gone live with the Kent FRS E-learning platform but has so far only used it for General Data Protection Regulation (GDPR) training.* | Service Area: Operational Training  Service Owner: Colette Black |  | * Select 5 existing training packages and convert to E-Learning format * Liaise with NOG team to explore availability of suitable E-Learning material |  |  |
| PR2 ¼ update | | | | | | |
| PR3 | Prevention Strategy (including intervention targeting model to our most vulnerable and links back to our Strategic Assessment of Risk)  *Peer Review report extract: The Service’s Prevention function and prevention strategy need to be reviewed*  *Delivery of Prevention feels un-coordinated and not sufficiently well targeted* | Service Area: Prevention  Service Owner: Moira Bruin |  | * Develop Prevention Strategy * To provide documents that demo that we have a strategy and plan * Align to SAOR and engagement with Charles Thomas |  |  |
| PR3 ¼ update | | | | | | |
| PR4 | Electronic Rota Book  *Peer Review report extract: The electronic rota book (ERB) system is not fit for purpose and it is not supporting performance in relation to availability* | Service Area: Response/ICT  HOBs Phase 2?  Service Owner: Matt Furber |  | * To be included in HOBS Phase 2 (Mandate approved) * Investigate Interim Improvements * Text interface * Off the shelf package |  |  |
| PR4 ¼ update | | | | | | |
| PR5 | Leave Policy  *Peer Review report extract: The outstanding negotiation over the annual leave policy is also hindering availability. Implementation of the leave policy will assist crewing by supporting minimum crewing levels.* | Service Area: HR  Service Owner: Dave Bill/Matt Furber |  | * Review/update Leave Policy if necessary * Consult on draft policy * Review responses to consultation * Submit Policy for approval |  |  |
| PR5 ¼ update | | | | | | |
| PR6 | Increased recognition for On Call staff  *Peer Review report extract: On-call staff generally feel undervalued by the Service and want greater recognition for what they do and more flexibility* | On-Call Development Programme  Programme Manager – Lisa Hart |  | * Develop/Offer Flexible Contracts * Develop Availability management system that works for On-call * Develop/Increase On-Call staff recognition * Develop Targeted training for On-call staff (weekends/evenings) * Develop On-call staff group appraisals (individual appraisals on request) |  |  |
|  | On Call contracts  *Peer Review report extract: On-call contracts should be reviewed to offer more flexibility beyond the 90 or 120 hour contracts* | On-Call Development Programme  Programme Manager – Lisa Hart |  | * Develop/Offer Flexible Contracts beyond the 90 or 120 hour contracts |  |  |
| PR6 ¼ update | | | | | | |
| PR7 | Staff engagement in change  *Peer Review report extract: Greater consideration of the implementation of change including resource requirements and end user engagement* | Service Area: Service Improvement  Service Owners: |  |  |  |  |
| PR7 ¼ update | | | | | | |
| PR8 | OSO/Monitoring Policy  *Peer Review report extract: It was always intended that operational staff should be responsible for operational assurance and assessment. The Service wants to return assessment to the fire ground and peers. This policy needs to be signed off*  *quickly, and has support from the representative bodies, as the implementation of it would provide the Service with the necessary assurance* | Operational Assurance |  | * Review/update OSO/Monitoring Policy if necessary * Consult on draft policy * Review responses to consultation * Submit Policy for approval |  |  |
| PR8 ¼ update | | | | | | |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Peer Review Actin Plan Part Two – To be progressed in April 2019** | | | | | | | | | |
| PR9 | Service Leadership Team confidence | SLT |  |  | The SLT needs to be confident in its own ability to lead the organisation | * Build confidence and resilience amongst the Team * Ensure SLT demo Service values all of the time * Ensure the HMICFRs strategic brief is practised, finessed and familiar * Lencioni’s 5 Dysfunctions Triangle |  |  |
| PR10 | Area Plans (Community Action Plans owned by Group Managers incorporating Response, Community Safety and Staff competence) | Prevention, Protection, Response,  People |  |  |  | * Discuss with Lee Lucas to link implementation of area plans to coincide with the de centralisation of Safer Communities activity |  |  |
| PR11 | Refresh Appraisal Training | Learning and Development |  |  | Appraisals are taking place in the Service but not all staff are receiving one. It may also be timely to reconsider the training that is provided for those carrying out appraisals |  |  |  |
| PR12 | Green/Grey Book | HR |  |  | The Service needs to clarify grey book/green book roles. The peer team also heard about Lilac/Purple roles that seem to be either grey or green but which are often in practice filled by grey book staff. Confusion over who can fill which role is causing some anger and is an issue that needs to be addressed | * Provide clarity on outcomes of the green/grey book review e.g. grey book staff held in green book posts position reviewed when it becomes vacant |  |  |
| PR13 | Behaviours are a focus of Talent Pool and Appraisals | Learning and Development |  |  | Appraisal needs to be emphasising the behaviours that the Service wants to encourage | * Develop further embedding behaviours we want to see in appraisals * Develop further embedding behaviours we want to see in talent pool processes/assessments * Develop and deliver refresher appraisal training |  |  |
| PR14 | Clarification about numbers of FF on a pump, 4 or 5? | Control |  |  | Should it be 4 or 5 fire fighters on a pump? | * Clarify all required crew numbers for appliances and specials * Review/update if necessary crewing levels stored in 4i for appliances and specials |  |  |
| PR15 | Performance Scrutiny Meeting | Performance |  |  | Consider a joint Programme and Performance Board, this would allow the team to be more agile and direct resources as needed | * Explore how Performance management is delivered in ECFRS * Consider specific performance meeting * Develop Performance Framework * Develop Evaluation Framework |  |  |