

**ESSEX POLICE, FIRE AND CRIME COMMISSIONER  
FIRE & RESCUE AUTHORITY**  
Essex County Fire & Rescue Service



<b>Meeting</b>	<b>Performance &amp; Resources Board</b>	Agenda Item	
<b>Meeting Date</b>	29 April 2019	Report Number	
<b>Report Author:</b>	GM Ian Adams		
<b>Presented By</b>	Rick Hylton, Deputy Chief Fire Officer		
<b>Subject</b>	<b>HMICFRS Inspection preparations update</b>		
<b>Type of Report:</b>	Information		

**SLT 23.04.2019; SLT AGENDA ITEM 5H; SLT PAPER REF 19-117**

## **RECOMMENDATIONS**

Members of the Performance & Resources Board are asked to note the content of the report.

## **SUMMARY**

Work has continued within the Service to prepare for the first HMICFRS inspection. Activity since the March update includes.

- HMICFRS Service Liaison Lead (SLL) visit to Essex on 24<sup>th</sup> and 25<sup>th</sup> April.
- Discovery timetable requirements on 29<sup>th</sup> April to 3<sup>rd</sup> May 2019.
- Welcome pack for HMICFRS Inspectors.
- Task Force meetings
- Strategic Briefing and Presentation
- Continuous Improvement Plan (CIP)

Additional information for each area of activity is provided below.

## **BACKGROUND**

### **HMICFRS Service Liaison Lead**

The Service Liaison Lead will return to Essex on 24<sup>th</sup> - 25<sup>th</sup> April. The visit will include engagement with Education Manager, RTC Reduction Manager, Water Training, Operational Risk group and introductions to the Deputy Chief Fire Officer and Corporate Service Director.

The SLL will also spend some time with the Performance and Data Team to finalise preparations for Discovery week commencing on 29 April 2019.

## **Discovery Week Timetable 29<sup>th</sup> April – 3<sup>rd</sup> May**

A team of four Inspectors will visit the Service for discovery week. The Inspectors will begin evidence gathering ahead of the field work week through desktop reviews, staff interviews and on-call station visits. Service Areas that will be the focus of discovery week are:-

- On-Call Stations
- Control Room Operations
- Compliments and complaints
- Grievance and disciplinary procedures
- Risk information
- Promotions and talent
- Health and Safety

The full discovery week timetable is attached as Appendix A

The Assistant Director – Business Planning and Performance or Group Manager Service Improvement have engaged with all staff involved in discovery week to ensure they have an understanding and will offer continued support throughout the week.

### **Welcome Pack**

The Service has produced a welcome pack for the HMICFRS Inspectors detailing the logistical arrangement for the Inspection. This will assist the Inspectors to be self-sufficient.

The Welcome Pack is attached as Appendix B

### **Task Force meetings**

Task Force continues to work well as a platform to drive HMICFRS activity forward. Completed tasks now include data, document return, self-assessment, discovery week timetable and welcome pack.

The Service is now in receipt of its draft fieldwork timetable for 1<sup>st</sup> to 5<sup>th</sup> July. Station visits on 1<sup>st</sup> and 2<sup>nd</sup> July are being coordinated via the Group Manager Service Improvement by attending the Directorate part 2b meetings. All other fieldwork timetable arrangements for 3<sup>rd</sup> - 5<sup>th</sup> July will progress via task force meetings focusing on key elements of our HMICFRS preparation.

### **Strategic Briefing and Presentation - 24<sup>th</sup> June 2019**

Work continues producing the content of the Service Strategic Briefing. The briefing will follow the format agreed with the Deputy Chief Fire Officer.

- Chief Fire Officer Introduction
- Effectiveness
- Efficiency
- People

The DCFO will lead on the coordination of the production of the Strategic Brief.

Rehearsals of the Strategic Briefing have been scheduled on the following dates:-

- 21<sup>st</sup> May 1100-1300hrs
- 29<sup>th</sup> May 1500-1700hrs
- 4<sup>th</sup> June 1500-1700hrs

- 10<sup>th</sup> June 1300-1500hrs
- 19<sup>th</sup> June 0930-1130hrs

The strategic briefing will be delivered to the Inspection Team on 24<sup>th</sup> June 2019.

### **Continuous Improvement Plan**

The Continuous Improvement Plan (CIP) was developed to capture the learning from our Peer Review report received in November 2018. The plan has been updated by responsible owners capturing:-

- Improvement area identified
- Service area and owner
- Action to date
- Key milestones and target dates
- Source where improvement was identified from
- Engagement with our people
- How the improvement area identified was reality tested .

The concept of the CIP was presented at the managers briefing on 16<sup>th</sup> April 2019, feedback from the majority of managers was positive, identifying the plan should be a dashboard, easy to navigate and evolve to encompass improvement areas identified from various sources e.g. Audit reports, staff survey, de-brief etc. The creation of one plan aims to improve transparency, silo working, improve data collection and assist the Service on its improvement journey. Other feedback received from managers suggested it may face challenges implementing it due to Service culture. It also needs to expand to detail cashable savings and evaluation process.

Next Steps for the CIP:-

- Gather monthly updates from Service areas and publish the CIP quarterly
- Agree the communications message with the Head of Corporate communications and publish the plan on the intranet and internet
- Work with the ICT team to develop the dashboard
- Work with SLT to develop the areas for inclusion into the plan from all directorate areas also including areas identified from, consultants improvement feedback, audits internal and external, ensure control measures are populated on JCAD and linked to the improvement area identified.
- Explore the potential culture barrier for implementation with ACEO People Values and Culture

The CIP is attached as Appendix C

### **BENEFITS AND RISK IMPLICATIONS**

The HMICFRS Team have aligned the Strategic Risk 150025 control measures to the activity being undertaken to prepare the Service for Inspection. This also means that activity required is captured and assigned in the risk recording system against each Control Measure. Meaning that the Service can easily demonstrate what Controls and Actions are in place to mitigate the strategic risk 150025 – Failure to adequately prepare for the HMICFRS Inspection.

Controls effectively in place this period include the document return and data return. These actions have now been closed.

Benefit - Preparing for HMICFRS Inspection has identified areas of strength as well as areas requiring improvement within ECFRS. The Continuous Improvement Plan continues to develop.

A Strategic risk has been added to the strategic risk register identifying that funding for overtime may be necessary in order to get the volume of staff required at workshops and focus groups during fieldwork week. Data requests will continue on a six-month basis. (April and October 2019).

### **FINANCIAL IMPLICATIONS**

HMICFRS preparation for the inspection is being dealt with as business as usual and has not been allocated a specific budget.

### **EQUALITY AND DIVERSITY IMPLICATIONS**

There are no additional Equality and Diversity implications created by this report.

### **WORKFORCE ENGAGEMENT**

A dedicated HMICFRS communications plan and employee engagement plan is live and is aligned to the HMICFRS dates for inspection.

### **LEGAL IMPLICATIONS**

The inspection of ECFRS by the HMICFRS forms part of a mandatory Home Office programme inspecting all 45 Fire and Rescue Services in England.