

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



Meeting	Performance and Resource Board	Agenda Item	6
Meeting Date	28 February 2020	Report Number	
Report Author:	Tracy King		
Presented By	Rick Hylton, Deputy Chief Fire Officer		
Subject	Protection Improvement Plan and Culture Change Action Plan		
Type of Report:	Update		

RECOMMENDATIONS

This paper is to provide a summary of progress made to date against the protection improvement plan and the culture change plan that were developed in response to the HMICFRS inspection outcome.

BACKGROUND

Following Essex County Fire and Rescue Service (ECFRS) first Her Majesties Inspector of Constabulary and Fire and Rescue Services (HMICFRS) inspection in July 2019 ECFRS were required to develop and submit 2 actions plans detailing how improvement would be achieved in relation to Protection and Culture.

This paper provides a summary of progress against each of the action plans since the last update was provided.

SUMMARY OF PROGRESS

PROTECTION

Action Point 1: ECFRS doesn't have a clear strategy for ensuring compliance with fire safety regulations.

Progress since last update:

The strategy content has been approved by the Director Prevention, Protection & Response. The format is to be adjusted by corporate communications then the strategy will be taken through governance for approval. Currently on track to be live from 1/4/2020.

Internal communications plan has been completed. Plan will become live on the 1/3/2020

Action Point 2: The service isn't carrying out the number of audits of high-risk premises that it commits to as part of its risk based inspection programme.

Progress since last update:

The Risk Based Inspection Programme is progressing and the first draft has been created. Further changes to be made following a national meeting at end of January. Still on track to be live from 1/4/2020

A decision has been made regarding CRM. The current solution will be extended for 1 year, a new solution will be selected from a procurement framework and will be implemented by June 2020. A exit strategy relating to the exit from the current system has been prepared.

Action point 3.

The service doesn't quality assure audits to ensure they are effective.

Progress since last update:

No further progress since last update.

Action point 4.

The service also doesn't have a clear programme to ensure operational staff are competent to carry out inspections.

Progress since last update:

46 out of 55 watches have completed the training to enable them to carry out fire safety checks. Catch up sessions to be completed ASAP. Original completion was 31/1 this has slipped but good progress has been made. Expected completion (excluding catch ups) 29/2/2020

2 Current Watch Manager inspecting officers fully qualified to level 4 have been asked to attend an interview with ECFRS

CULTURE CHANGE

Work stream	Where do we want to get to?	Actions taken since last update
Values and Behaviours	Our values are at the heart of what we do and how we do it	<p>Actions taken since last update</p> <ul style="list-style-type: none"> Your Voice Engagement and Action group created to plan the 'We are one team' HQ day – first meeting in February 2020 First on-call new joiners event took place in Q3, next event is planned for Q1 20/21 'A day in the life of' continues to run Your Voice Engagement and Action group created to review our values – fire meeting in February 2020
Recognition	<p>We recognise our colleagues who make our Service better – whether that's through service delivery or living our values</p> <p>I am able to speak up on things that matter</p>	<ul style="list-style-type: none"> 2019 Celebrating our People event was revised to create more operationally focussed awards – this was well received Your Voice Engagement and Action group created to review our Reward and Recognition approach – first meeting in February 2020 26 Dignity in our Workplace events have taken place

	to me – and I'm listened to when I do.	<ul style="list-style-type: none"> • <i>6 Your Voice Engagement and Actions Groups have been created and are linked to each of the workstreams</i> • <i>Dignity at Work Champions continue to be promoted</i>
Communication	Our communication is swift, open and trusted and has multiple ways to engage with people	<ul style="list-style-type: none"> • <i>Everyone Matters diagnostic feedback has informed a managers conference which is taking place on 23 March 2020.</i>
Developing Manager Self Awareness	Our managers are individually accountable for the motivation, management and performance of our people	<ul style="list-style-type: none"> • <i>360 feedback provider has been commissioned</i>
Recognising the benefits of reflecting the diversity of the communities we serve	We have an inclusive workplace that utilises the diverse talents of our workforce to provide a better service	<ul style="list-style-type: none"> • <i>26 Dignity in our workplace session have taken place</i>
Strong effective leadership and development	We are considered an exemplar for recognising and developing talent	<ul style="list-style-type: none"> • <i>Work experience and internship partners have been identified so that we can work towards our first work experience and internships taking place in Q2 2020.</i>

Next Steps

Amendments are being made to the action plans to incorporate feedback received from HMICFRS in November 2019. This will align the two action plans and incorporate details of milestones and decision dates against each action. This format once amended will also be used to provide progress updates in the future. This should improve the quality and make it easier to reference progress and status against each defined action.

BENEFITS AND RISK IMPLICATION

The benefits of the plans are that they provide visibility of the steps that the Service are taking to achieve the required improvement. They also provide a transparent reporting structure against a set of criteria with a pathway to improvement.

The risk is that action detailed in the plans is not delivered and the required improvement is not achieved

FINANCIAL IMPLICATIONS

None relating to the content of this report.

EQUALITY AND DIVERSITY IMPLICATIONS

None relating to the content of this report.

WORKFORCE ENGAGEMENT

The action plans have been shared via the Service Intranet. Continual workforce engagement will be required to reality test that action delivered is having the required outcomes for the workforce.

LEGAL IMPLICATIONS

None relating to the content of this report.

HEALTH AND SAFETY IMPLICATIONS

None relating to the content of this report.