

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



Meeting	Performance & Resources Board	Agenda Item	7
Meeting Date	30 November 2020		
Report Author:	Tracy King, Assistant Director		
Presented By	Moira Bruin, Assistant Chief Fire Officer and Colette Black, Assistant Chief Executive		
Subject	HMICFRS Improvement Plans progress update		
Type of Report:	Information		

RECOMMENDATIONS

Members of the Performance & Resources Board are asked to note the progress made against the HMICFRS Protection and Culture Improvement Plans.

BACKGROUND

Following the Services first HMICFRS Inspection in July 2019 the Service were required to submit improvement plans detailing how the required improvement would be delivered in the areas of protection and culture. As part of the agreed governance in relation to these plans the Service committed to provide the Police Fire and Crime Commissioner with regular updates on progress against the plans.

UPDATES

Protection Improvement Plan progress update – October 2020

Good progress being made against the protection improvement plan. The list below provides a summary of the progress made within the reporting period:-

- Testing of Risk Based Inspection Programme
- Operational staff to carry out visits – (delayed due to COVID and risk assessment agreement with the Rep bodies.) Target date for completion of the risk assessment review is 30th November
- Recruitment of staff – Advert for staff was sent out but there was a lack of interest. It is felt this is due to the large demand nationally. We will be re-advertising at the end of November with a big push. Aim is to have recruited by January.
- Quality Assurance (QA) process – Draft QA process developed. In the next month we will be turning this on and embedding it in the organisation. We will also be setting up a performance framework to record and measure the outcomes of the QA so learning is embedded into the service.

The full plan with progress updates against all actions and RAG status is attached as Appendix 1 to this report.

Culture Improvement Plan progress update – October 2020

Progress continues to be made with delivery of our culture improvement plan. A full progress update can be found in Appendix 2. Provided below is a summary of the progress achieved against the plan in October 2020.

Values and Behaviours:

2020-2024 People Strategy published

Consultation mid-way through with representative bodies on new revised Behaviours underpinning the Service Values.

Changes to recruitment now in place – revised Values-based interviewing has been positively received both by interviewers and interviewees, and has generated a more diverse range of successful candidates for whole-time roles starting in 2021.

Recognition:

“You Said, We Did” employee engagement series developed and live through October

Preparation for Annual engagement survey completed – survey goes live 16th November to 4th December

Page Tiger training completed by Internal Comms team - to support ongoing improvements to employee engagement routes

Continuous Improvement:

“Bright Ideas” staff suggestion scheme now live

Review and Year 1 of People Strategy Action plan completed and proposed year 2-3 changes developed for Strategy Board review

Proposal presented to SLT for phase 2 of Action and Engagement Groups . It was decided to develop a working model to support delivery of Annual Plan which is currently in planning.

Review and refresh of Dignity at Work supporters initiated

Manager Self-development:

Leadership development courses ILM 3 and 5 developed and starting in November to encourage self-awareness and self-development

Refresh of external coaching continues to reap excellent feedback from participating managers

Inclusion and Diversity:

Black History Month comms – appreciated and valued by Ethnic Minority Forum

Positive Action engagement and attraction in support of recruitment campaign – we have received more applications from women and BAME individuals than in previous years

Gender Pay Gap approved for publication – analysis will inform action plan

Strong Effective Leadership and Development:

Following agreement by SLT, implementation plans are in progress to deliver the revised approach to leadership development, progression and succession planning, that replaces the previous Talent Pool approach.

A potential alternative On-Call promotion process proposal is being developed for discussion through the OCPD.

BENEFITS AND RISK IMPLICATIONS

HMICFRS Inspections and reports assist the Service in formulating its continuous improvement approach.

FINANCIAL IMPLICATIONS

There are no additional Financial implications created by this report.

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.