

HMICFRS Inspection Report 2019 Action Plan 9 – 12th November 2019

Action log

Action Log No.	Inspection theme	Report page no.	Area for improvement	Outcome/s required/evidence of success	Actions (including MFRS Plan/ref. no. if applicable)	Responsible Officer	Responsible Board	Update	Progress RAG Rating
Formal areas for improvement									
AL1	Protecting the Public through fire regulation	13	The Service should ensure it allocates enough resources to a prioritised and risk-based inspection programme	<p>Numbers of competent protection officers increase (CRM records).</p> <p>Priority inspections are carried out in line with the strategy (Protection records, LPis).</p>	<p>IRMP supplement 2019/21:</p> <p>Protection Functional Plan FP/19/20/4.9</p> <p>FP/19/20/4.7</p>	AM Community Risk Management	CRM		
AL2	Responding to fires and other emergencies	15	The service should ensure staff know how to command fire service assets assertively, effectively and safely at incidents. This should include regular assessment of command competence	<p>Assessments meet the targets set (Preparedness records, LPis)</p> <p>Assessment processes are robust and comprehensive (Preparedness and Response records)</p>	<p>Response Functional Plan</p> <p>Preparedness Functional Plan</p>	<p>AM Response</p> <p>AM Preparedness</p>	Operations		
AL3	Promoting the right values and culture	28	The service should ensure its values and behaviours are understood and demonstrated by staff.	<p>Feedback shows that staff understand the values and behaviours (staff survey 2020)</p> <p>Feedback shows that staff and managers believe that they and others are displaying the desired behaviours and demonstrating the values (staff survey 2020).</p>	<p>People Strategy Implementation Plan - Strategic Objectives 4</p> <p>4.1.1 – 4.3.2</p> <p>4.3.1 – 4.3.2</p> <p>POD Functional Plan FP/19/20/3.3</p>	<p>Director of POD</p> <p>Director of POD</p> <p>Director of S&P</p>	People S&P (ED&I)		

					Strategy & Performance FP FP/19/20/5.1	Director of POD/ Director of S&P			
AL4	Getting the right people with the right skills	29	The service needs to assure itself that all staff are appropriately trained for their role. It needs to ensure all staff keep their skills up to date and have a consistent method of recording when they have received training.	<p>Training needs are assessed for all staff and training provided accordingly (POD and Preparedness records).</p> <p>Similar/equivalent methods of recording skills acquisition and training are used for all staff.</p>	People Strategy Implementation Plan - Strategic Objective – 2 2.11 – 2.32 2.3.3 2.4.1 – 2.4.4 POD Functional Plan Preparedness Functional Plan	Director of POD AM Preparedness	People Ops		
AL5	Ensuring fairness and promoting diversity	31	To identify and tackle barriers to equality of opportunity, and make its workforce more	Staff from protected and underrepresented groups feel more positive about working for MFRS (Staff survey 2020).	People Strategy Implementation Plan - Strategic Objective 5 5.1.1 – 5.1.2	Director of POD	People S&P (ED&I)		

			<p>representative, the service should ensure diversity and inclusion are well understood and become important values of the service.</p>	<p>Staff from underrepresented groups are more likely to seek promotion (POD records, PSED report)</p> <p>Positive action recruitment continues to result in a more diverse workforce (POD records, PSED report)</p> <p>Staff have received ED&I training which they have understood and feel able to apply in their work (Training records, Staff survey 2020).</p>	<p>5.1.3</p> <p>5.2.2 – 5.2.3</p> <p>5.2.4 – 5.2.5</p> <p>POD Functional Plan FP/19/20/3.1</p> <p>FP/19/20/3.3</p> <p>FP/19/20/3.5</p> <p>EDI Objective 2</p> <p>ED/19/20/2.9</p> <p>ED/19/20/2.11</p> <p>ED/19/20/2.21</p> <p>EDI Objective 4</p> <p>ED/19/20/4.2</p>	<p>Director of POD</p> <p>Director of Response</p> <p>Director of S&P</p> <p>Director of Legal</p> <p>Director of S&P</p>		
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					ED/19/20/4.5	Director of CRM			
					ED/19/20/4.7	Director of Preparedness			
					S&P Functional Plan FP/19/20/5.1	Director of S&P			
AL6	Managing performance and developing leaders	33	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	Process is produced (SI, strategy or Policy published)	People Strategy Implementation Plan - Strategic Action 1 1.1.1 All objectives 1.1.5 1.1.6 – 1.3.1 1.2.2 1.2.3 1.3.1 – 1.3.2 1.1.3	Director of POD	People		

					1.4.1				
					1.5.1 - 1.5.2				
					POD Functional Plan FP/19/20/3.1	Director of POD			
					FP/19/20/3.5	Director of POD			
					Response FP FP/19/20/2.3	AM Response			

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OTHER ISSUES IDENTIFIED IN THE REPORT									
AL7	Responding to fires and other emergencies	16	The service's operational policy reflects national guidance. But staff have an inconsistent understanding of what recording process they would follow if required to step outside policy. They were also not always sure how to log significant decisions	Staff understanding is improved and demonstrated	Response Functional Plan FP/19/20/2.2 Preparedness Functional Plan FP/19/20/1.6 FP/19/20/1.5 FP/19/20/1.4	AM Response AM Preparedness AM Preparedness AM Preparedness	Operations		
	Responding to fires and other emergencies	17	Although we found the debrief process led by the operational assurance team to be robust, we found that operational crews took an inconsistent approach to debriefing smaller incidents.	Operational crews demonstrate a more consistent approach to debriefing smaller incidents (Response records).	Response Functional Plan FP/19/20/2.1	AM Response	Operations		
	Responding to national risks	19	We saw that the information the service holds on the risks in surrounding services isn't as accessible as its own risk information. But we noted that while we were inspecting,	Cross border risk information is more accessible to crews (Preparedness records).	IRMP Supplement 2019/21: Preparedness Functional Plan FP/19/20/1.5	AM Preparedness AM Preparedness	Preparedness S&P (ICT)		

			the service was upgrading the computers it has on fire engines, where this information will be made available.						
Making the fire and rescue service affordable now and in the future	25	We found that the service has various inefficient paper-based systems. However, it has invested in a team to develop a range of online applications with the intention of modernising these systems.	More paper based processes are replaced by applications (S&P records).	S&P Functional Plan FP/19/20/5.2 Preparedness FP FP/19/20/1.5	Director of S&P AM Preparedness	S&P (ICT) Other Boards as appropriate			
How well does the service look after its people?	26/33	Staff don't always view the promotion process as open and fair. We didn't find this to be the case, but the service still has work to do to allay these workforce concerns.	Staff are more accepting that the promotion process is open and fair (Staff survey 2020).	People Strategy Strategic Action 1 POD Functional Plan FP/19/20/3.5	Director of POD Director of POD	People			
Ensuring fairness and promoting diversity	31	The service has made a commitment to the public to improve a range of equality and diversity issues in its IRMP...but we observed a difference between how management think these commitments have been accepted across its workforce and the frontline reality.	Staff understand the equality, diversity and inclusion objectives (Staff survey 2020) Staff have received ED&I training which they have understood and feel able to apply in their work (Training records, Staff survey 2020).	S&P Functional Plan FP/19/20/5.1 ED&I objective 4 (IRMP) ED/19/20/4.1 ED/19/20/4.2	Director of S&P Director of S&P Director of S&P	S&P (ED&I)			
Ensuring fairness and promoting diversity	32	The service doesn't fully reflect the communities it serves	Future recruitment shows continued improvements in diversity (POD records, PSED report)	People Strategy Implementation Plan - Strategic Action 5	Director of POD	People			

					POD Functional Plan FP/19/20/3.1	Director of POD			
	Ensuring fairness and promoting diversity	32	Staff from all groups felt that middle and senior managers could make more of an effort to respond to their concerns and challenge inappropriate and exclusionary language	Staff feel these managers make an effort to respond to their concerns (Staff Survey 2020)	People Strategy Implementation Plan - Strategic Action 1 1.2.3 1.3.1 – 1.3.2 S&P Functional Plan FP/19/20/5.1 ED/19/20/4.1 ED/19/290/4.2	Director of POD Director of S&P	People		
	Ensuring fairness and promoting diversity	32	[in the HMICFRS staff survey – 92 respondents] 26 reported feeling bullied or harassed at work and 26 reported feeling discriminated against at work, in the last 12 months. In both cases, respondents indicated this was most likely to be by someone more senior than themselves and industrial action was often cited as the reason behind bullying/harassment.	Fewer people report feeling bullied or harassed at work (2020 survey compared to 2018 staff survey not HMICFRS survey)	People Strategy Implementation Plan - Strategic Action 1 & 4 S&P Functional Plan FP/19/20/5.1 ED/19/20/4.1 ED/19/290/4.2	Director of POD Director of S&P	People		
	Managing performance and developing leaders	33	The way the service assesses candidates [for promotion] is open and honest. However, we were disappointed that assessors haven't undertaken unconscious bias training. The Service recognises this gap and plans to introduce relevant training	General Unconscious bias training has been delivered to staff as part of ED&I training and specific applied training has been delivered to staff carrying out selection processes.	People Strategy Implementation Plan Strategic Action 4 Strategic Action 5 S&P Functional Plan ED/19/20/4.1 ED/19/290/4.2	Director of POD Director of S&P/Director of POD Director of POD	People		