

## **Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Improvement Plan**

The Improvement Plan overall continues to be delivered within the funding of £5.1m approved by Members across the three years of the plan. Expenditure in 2020/21 amounted to £2.2m with the service focussed on addressing the four areas of concern raised during the HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) initial visit in November 2018.

In particular the funding provided by the County Council has enable the Fire and Rescue Service to address the areas of concern in the following ways.

### **1 Cause of Concern One - Preventing Fire and Other Risks**

- 1.1 Additional resource has enabled the adoption of a Quality Assurance Process and the delivery of Safe and Well Visits (SWV). Safeguarding training has been evaluated, quality assurance has started to take place through observed visits whilst volunteers will be surveying a sample over the telephone. The quality of referrals is being monitored with feedback and support offered to staff by the Multi Agency Officer. Whilst Covid-19 restrictions are restricting plans, focus groups to further sample knowledge across all levels of the organisation will be rolled out.
- 1.2 Due to Covid-19 restrictions, our operational fire crews have not been undertaking community safety events as they would normally and the reduction in community events has partly contributed to the reduction in requests for a safe and well visit which means the service has not met its safe and well visit annual target of 4,000 visits although it will have achieved around 95% of the target.
- 1.3 To increase the number of safe and well visits, the service has phoned people visited previously and offering this service at same time as carrying out welfare checks and delivering food parcels. To date this has generated almost 100 requests for a visit.
- 1.4 Leaflets promoting safe and well visits have been distributed in all emergency food parcels (over 6,000) for vulnerable people, at food banks, vaccination centres, and GP practices, fire safety awareness training has been delivered to Social Care and Primary Care Trust staff. Safe and Well Visits were also recently promoted in the WSCC newsletter which is sent to 200,000 homes."
- 1.5 In the 2018 report the HMICFRS observed that 'The Service could develop our use of volunteers more and increase capacity to complete prevention activity. This is being addressed through our volunteer development plan, with one element being to increase our volunteer numbers. Training programmes have been written and delivered to develop and upskill our existing volunteers so they can undertake a broader range of prevention work.

- 1.6 A new 'Volunteer Induction Workshop' has been created and will be trialled virtually initially. The content is more comprehensive than before and includes elements such as safeguarding and training in key prevention messages that volunteers can convey to the public.

## **2 Cause of Concern Two - Protecting the Public Through Fire Regulation**

- 2.1 As a result of the increased resources within the protection team there are no outstanding high-risk inspections and the service workforce plan, and the revised team structure includes a career pathway for non-operational staff.
- 2.2 As outlined in the Fire Safety Enforcement Strategy, each inspector is now subject to quality assurance audits carried out by their line manager and through the central quality audit team with the results of these quality audits used to improve individual and team performance.
- 2.3 A clear approach has been agreed in relation to the attraction and retention of staff. This structure has a better balanced between 'Green' and 'Grey Book' posts. It shows a better career path for both employee groups.
- 2.4 Utilising the apprenticeship levy will allow West Sussex Fire and Rescue Service to offer an entry route into the service, for those wishing to deliver fire safety/fire engineering which has been a positive addition to the team structure to be implemented by April 2021.

## **3 IT system for Prevention and Protection**

- 3.1 The implementation of the new system, Farynor, has now been completed and whilst the full implementation has been delayed with the Premises Risk management module set to go live in the first quarter of 2021/22, many of the modules have been implemented and the additional time has been used to ensure that all risk data is up to date and correct.
- 3.2 During the year the Prevention Team went live on the 7th October 2020, the Protection team went live on the 19th November 2020 and the Response team followed on the 7th December 2020.

## **4 People Action Plan**

- 4.1 Our People Action Plan has been able to continue to keep its momentum despite the pandemic and some key fundamental changes have been implemented to support the service with its improvement. The staff engagement and the cultural change aspects will take a longer time to affect the required level of change but there have been some positive steps towards the future. This was clearly demonstrated in the closure of the Independent Advisory Panel in November 2020.

- 4.2 The Causes of Concern are addressed below, and a significant level of progress has been demonstrated and evidenced in the upcoming visit from HMICFRS.

## **5 Cause for Concern Three - Promoting the Right Values and Culture**

- 5.1 Our Values and behaviours have now been linked to the National Fire Chief's Council framework and is embedded in all staff appraisals. The appraisal process also enables us to ensure that individuals have had objectives set and regular conversations are being undertaken. This has been further evidenced that of 100 randomly sampled staff, 71% feel that the discussions that are being held are meaningful. This will continue to be monitored by the service to ensure that this trend continues.
- 5.2 People Surgeries have been held quarterly and these are key for operational and support staff to discuss any concerns they have with subject matter experts. This has enabled an opportunity for increased engagement and areas of concern to be raised and acted upon
- 5.3 A Wellbeing and Inclusion site was launched on 10th October 2020, which is easily accessible for staff that contains information and guidelines on Mental Health, Wellbeing information, Guidance on Bullying and Harassment, as well as information on Diversity and Inclusion.
- 5.4 In addition to the two Mental Health First Aider's (MHFA) within the Fire and Rescue Service, a further nine staff completed their training in March.

## **6 Cause for Concern Four - Ensuring Fairness and Promoting Diversity**

- 6.1 15 Diversity Champions have volunteered across the service, and bi-monthly meetings are being held to ensure momentum continues. A clear role profile for our Diversity Champions has been created including the appropriate training which will continue as the role evolves.
- 6.2 A Diversity and Inclusion Steering Group has been developed made up of representatives from across the service to; set the strategic direction, support the Diversity Champions and hold the People and Organisational Development team accountable for delivery of the objectives. The Board will be chaired by our Deputy Chief Fire Officer.
- 6.3 Recognising Racism webinars have been undertaken for all middle managers, to raise awareness and create understanding of impact of unacceptable behaviour and language. Training has been delivered by West Sussex County Council which was attended by Fire and Rescue staff and will continue to ensure that this is incorporated into our regular training.
- 6.4 A full review of service staff movements and how transfers operate is being undertaken to ensure that it is fair and consistent process including how the Staff Control Group operates. Following this review a new e-form

process has been developed in the place of the Staff Control Group. This is also supported with a monthly workforce planning meeting to ensure any moves considered against operational impacts.

- 6.5 A full review of the Promotions Board Process has been undertaken, to ensure that staff are promoted in a fair and consistent manner. The promotions Board has been replaced with Assessment Centres. The service have undertaken Crew and Watch Manager Assessment Centres in December 2020.
- 6.6 A candidate feedback survey was sent out after these and 92% of respondents strongly agree that the Assessment Centres was operated in a fair and consistent manner.
- 6.7 In preparation for the Assessment Centres, an internal interviewee skills workshops has been developed to support staff apply for promotions. Eight workshops have been delivered to date and 75% of Assessment Centre candidates strongly agree that the workshop helped them to understand the process.

**Fire and Rescue Improvement Plan - Outturn 2021**

<b>Phase 1 Summary</b>	<b>Revised Full Amount Estimated</b>	<b>Actual spend 2019/20</b>	<b>Planned spending plan for 2020/21</b>	<b>Actual spend for 2020/21</b>	<b>Variation to revised spending plan 2020/21</b>	<b>Planned Spending plan for 2021/22</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Temporary Investment</b>						
Organisational Development Manager (12 months)	0	0	0	0	0	0
HR Advisor (6 months)	0	0	0	0	0	0
Wellbeing Advisor/Lead - initial two year fixed term contract	38	0	44	38	(6)	0
Prevention Business Analyst (6 months)	0	0	0	0	0	0
Business Analyst for Fire Safety Transformation (6 months)	0	0	0	0	0	0
Prevention Data Analyst (12 months)	0	0	0	0	0	0
Data Cleansing & Analysis Officer (12 months)	0	0	0	0	0	0
Insight Officer to deliver AFA review (12 months)	0	0	47	0	(47)	0
External resource to clear risk based improvement programme - 680 inspections at £200 per inspection	0	0	0	0	0	0
Fire Safety Support Officer - To book planned audits and manage reports (12 months)	0	0	0	0	0	0
FRS Project support FC20 delivery and HMICFRS improvement plans - (until 31st March 2020)	0	0	0	0	0	0
Employers Network for Equality Inclusion – 15 workshops and report	18	12	18	6	(12)	0
Uniform Replacement - One-off to allow for, better fit for females and cultural identity changes	144	0	100	51	(49)	93
Development of Performance and Assurance Framework and member training	0	0	39	0	(39)	0
Programme Support Officer x 2	76	0	73	76	3	0
	<b>276</b>	<b>12</b>	<b>321</b>	<b>171</b>	<b>(150)</b>	<b>93</b>
<b>Contingency</b>	<b>196</b>	<b>0</b>	<b>141</b>		<b>(141)</b>	<b>196</b>
<b>Permanent Increase in Base Budget</b>						
<b>Note that in 2020/21 the full year effect is shown as this is the budget which will be required</b>					<b>Full year effect</b>	<b>Full year effect</b>
Prevention Manager	154	23	63	66	3	65
Area Manager Protection	351	48	96	178	82	125
Diversity and Inclusion Advisor for FRS	131	23	47	54	7	54
Workforce Engagement Lead	126	0	57	63	6	63
High Risk Safe and Well Visit Specialists x 3	206	31	86	91	5	84
Protection Officers	637	51	217	292	75	294
Prevention, Protection, Quality Assurance Trainers	439	23	209	205	(4)	211
Ops Assurance Performance & Audit	157	26	59	73	14	58
Resource Coordinator (Resource Office) - crewing office	173	26	83	75	(8)	72
FRS HMI Performance Manager	158	28	63	65	2	65
Reinstate Watch Manager B payments to Hay A's - 60 FTE	540	150	262	195	(67)	195
Purchase of Farynor IT system and Licences	408	106	131	164	33	138
Assistant Chief Fire Officer	66	0	39	27	(12)	39
Project Manager	87	0	55	42	(13)	45
Programmes Assurance and Governance Project Manager - Delivers Integrated Risk Management Plan	102	0	55	52	(3)	50
WSFRS Hub - Principle & Senior Management Support Officer	66	12	28	27	(1)	27
Business Analyst	52	0	53	0	(53)	52
IT equipment and vehicles for additional FTE	252	0	100	152	52	100
FRS training budget for protection competency training (for dedicated protection staff)	112	24	25	44	19	44
FRS training budget to ensure competence in protection and prevention training (for all appropriate staff)	57	6	37	33	(4)	18
FRS branding and values embedding budget	73	7	30	36	6	30
Other	37	37	0	0	0	0
Organisational Development Manager	164	19	57	83	26	62
HR Advisor	118	19	39	58	19	41
	<b>4,667</b>	<b>659</b>	<b>1,891</b>	<b>2,076</b>	<b>185</b>	<b>1,932</b>
<b>Total</b>	<b>5,138</b>	<b>671</b>	<b>2,353</b>	<b>2,246</b>	<b>(107)</b>	<b>2,221</b>
<b>Available Funding</b>						
Base Budget Funding		400		1,600		1,596
Base Budget Funding (Approved as part of 2021/22 Budget)						518
One off Funding				100		
Fire Improvement Reserve Funding		271		175		107
Approved Base Budget Spending				371		
<b>Total Funding Available</b>				<b>2,246</b>		<b>2,221</b>
<b>Potential Additional Funding Required</b>				<b>0</b>		<b>0</b>