

DRAFT - DSFRS 2022 HMICFRS Action Plan											
DSFRS ref.	Category	2019 AFI	Description	SLT Lead	SLT Post-Inspection Progress Update	Action ref.	Action	Expected Outcome	Start Date	Target Completion Date	Status
Areas for Improvement											
1. Effectiveness (How effective is the service at keeping people safe and secure from fire and other risks?)											
1.1 How well does the FRS understand the risk of fire and other emergencies?											
HMI-1.1-202202	AFI	No	The service should make sure its integrated risk management plan includes clear outcomes that show the public how it is currently mitigating risk.	Area Manager Corporate Planning and Strategic Analysis	The new CRMP has been developed with specific actions to mitigate identified CRMP risks and aligned to our Strategic priorities. A review is currently under way to ensure that the risks identified and the outcomes required are cross-mapped back to the outputs that deliver the capability and that these align to corporate objectives and KPIs.	02.01	Develop service objectives aligned to the required outcomes of the CRMP	All CRMP outcomes are identified and actioned.	01/08/2022	31/10/2022	In Progress - On Track
						02.02	Implement a reporting process to ensure delivery		01/08/2022	30/11/2022	In Progress - On Track
						02.03	Develop and initiate strategic projects where required to meet CRMP outcomes.		In Progress	31/12/2023	In Progress - On Track
						02.04	Develop and publish station area LCPs		In Progress	31/01/2023	In Progress - On Track
1.2 How effective is the FRS at preventing fires and other risks?											
HMI-1.2-202203	AFI	No	The service should evaluate its prevention activity so it understands what works.	Area Manager Service Delivery Risk	The department has appointed a quality assurance and evaluation officer (QAE) and has use of a business analyst (BA). Thematic teams within DSFRS Prevention currently recognise and utilise nationally established guidance and recommendations for Quality Assurance and Evaluation, such as: • Road safety using Road Safety Great Britain (RSGB) • NFCC Documents Partnership working involving other agencies to ensure best practice and sharing data and insight. Some agencies can share intelligence that allows us to target the most vulnerable. Partnership relationships are continuously reviewed for quality of referral, risk and conversion rates to HSV.	03.01	Create standardised documentation, which includes a process and procedure, and toolkits in line with the Fire Standards for Prevention and the NFCC Person Centred Framework.	All Prevention activity to be risk based and evidence led in approach.	01/09/2022	30/09/2023	In Progress - On Track
						03.02	Complete the Implementation tool for the Fire Standard and gap analysis for Person Centred Framework.		01/10/2022	31/12/2022	Not Started
						03.03	Set up MS Teams Channel for thematic leads of each area of Prevention to agree upon documents regarding processes and procedures to be published on Prevention's SharePoint Site.		01/10/2022	31/01/2023	Not Started
						03.04	ICT Information & Data Exploitation team and SATs to work with Prevention to develop a full evaluation plan to ensure Prevention activity is evaluated in depth and to understand what works.		01/10/2022	31/01/2023	Not Started
						03.05	Implement the evaluation plan.		01/02/2023	31/12/2023	Not Started
						03.06	Use the ISO9000 framework to identify and implement best practices for Quality management within the Prevention Department of DSFRS.		In Progress	30/09/2023	In Progress - On Track
HMI-1.2-202204	AFI	No	Safeguarding training should be provided to all staff.	Area Manager Service Delivery Risk	The safeguarding team have developed a safeguarding competency framework. All operational staff should be aware of Safeguarding procedure and referral protocol. The safeguarding course has been sent to the academy for them to write the E-learning and complete a final sign off. The safeguarding manager is currently being recruited. The organisation has undertaken an assurance report through organisational assurance team and to support the implementation of this will be establishing a safeguarding board which will be led by the DCO.	04.01	New Safeguarding Manager to review proposed competency framework and present to the Safeguarding Board for approval.	All staff will have received safeguarding training and be confident in who to contact/ the process to apply in a given situation.	On appointment of Safeguarding Manager (expected start date Jan 2023)	28/02/2023	Not Started
						04.02	Implement the competency framework and deliver mandatory E-Learning to all staff with a time stamped requirement.		01/03/2023	31/03/2023	Not Started
						04.03	Safeguarding team to review the effectiveness of the training by monitoring the quality of referrals.		01/04/2023	30/09/2023	Not Started
						04.04	Undertake a sample test with individuals to ensure they have understood the information provided on the E-Learning.		30/09/2023	31/10/2023	Not Started
1.3 How effective is the FRS at protecting the public through the regulation of fire safety?											
HMI-1.3-202205	AFI	No	The service should make sure it has an effective quality assurance process, so staff carry out audits and fire safety checks to an appropriate standard.	Area Manager Service Delivery Risk	The Protection Department has appointed a Quality Assurance Officer who is responsible for the quality assurance of protection work. A newly designed quality assurance action plan is being put in place to ensure audits and fire safety checks are carried out to an appropriate standard.	05.01	Create a draft protection quality assurance action plan		In Progress	31/10/2022	In Progress - On Track
						05.02	Send draft protection quality assurance action plan to Fire Safety Managers for feedback and collate.		01/11/2022	31/12/2022	Not Started
						05.03	Following feedback make amendments and implement Quality Assurance Action Plan and create process document.		01/01/2023	30/04/2023	Not Started
						05.04	Review quality assurance process and adjust as necessary.		01/05/2023	31/08/2023	Not Started
2. Efficiency (How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?)											
2.2 How well is the FRS securing an affordable way of managing the risk of fire and other risks now and in the future?											
HMI-2.2-202206a	AFI	No	The service needs to make sure that its fleet and estate strategies are regularly reviewed and evaluated to maximise potential efficiencies.	Head of Fleet and Procurement	Frontline profile for Rescue Pumping appliances agreed by EB (October 21) and communicated to stations and Authority on the 112 frontline appliances. A review of ALPs and Water Carriers undertaken. An audit on the light support vehicles undertaken. Telematics introduced to all light support vehicles. Estates review on appliance types undertaken to identify impacts. A review of the current capital programme has been completed and scenarios developed based on As is, Contract commitments only, moderated plan (frontline and some specials) and a fixed finance plan. Deficit in the capital plan identified at FY24/25 which would require external borrowing. A review of the frontline appliances in terms of numbers and types has been undertaken with the Director of Service Improvement and Treasurer to agree planning assumptions. Will initiate LRP (project and procurement) and review the frontline line appliances profile agreed October 2021.	06a.01	To review the scenarios for capital planning purposes against priorities within the replacement plan and agreement over areas to be protected (numbers of frontline appliances and some specials). Scenarios developed to be shared with EB.	Capital plan and priorities to be re-aligned to meet financial forecasting.	01/08/2022	30/09/2022	In Progress - On Track
						06a.02	Fleet Strategy published 2018-2022 - due to be renewed 2023. (In draft). Will be issued for consultation to ELT Q1 2023.		In Progress	31/12/2022	In Progress - On Track

HMI-2.2-202206b	AFI	No	The service needs to make sure that its fleet and <u>estate</u> strategies are regularly reviewed and evaluated to maximise potential efficiencies.	Head of Estates	N/A	06b.01	Liaise with EB lead for Estates to determine future estates strategy.		19/09/2022	31/10/2022	In Progress - On Track
						06b.02	Review the estates strategy in line with the CRMP annual review.	Regular review of the estates strategy.	01/01/2023	31/12/2023	Not Started
HMI-2.2-202207a	AFI	No	Prevention and Protection - The service should be aware of, and invest in, developments in technology and future innovation to help improve and sustain operational efficiency and effectiveness.	Head of ICT/ Area Manager Service Delivery Risk		07a.01	Investigate which systems involving Prevention and Protection activity are currently paper-based and make recommendations for improvements.	Areas where efficiency and effectiveness can be improved through eliminating paper based systems are identified.	12/09/2022	31/12/2022	Not Started
						07a.02	Identify correct technology to transfer to an electronic system, establish budget and make recommendations for the procurement of ICT equipment required.	Technology for electronic systems are identified and recommendations for procurement produced.	01/01/2023	30/06/2024	Not Started
						07a.03	Deliver the ICT solution, including training.	Paper based systems are transferred to electronic.	01/07/2024	31/12/2024	Not Started
						07a.04	Review the implementation to ensure the correct systems are in place.	Efficiency and effectiveness of prevention and protection activity are improved through the use of the appropriate electronic systems.	01/01/2025	31/03/2025	Not Started
HMI-2.2-202207b	AFI	No	Response - The service should be aware of, and invest in, developments in technology and future innovation to help improve and sustain operational efficiency and effectiveness.	Head of ICT/ Area Manager Service Delivery Response	The current applications in place to support operational efficiency and effectiveness are as follows: <ul style="list-style-type: none">The standard testing app, which ensures all equipment is testedSkills app, to record firefighter skills	07b.01	Develop a skills GAP analysis in regards to the skills of staff linked to the CRMP and the risk identified.	Firefighters are trained with skills relating to the specific risks within their local area.	01/03/2023	30/09/2023	Not Started
						07b.02	Review skills apps and associated business processes to ensure that skills are aligned to local risk.		01/05/2023	31/07/2023 [DG:TBC]	Not Started
						07b.03	Investigate which systems involving Response activity are currently paper-based.	Efficiency and effectiveness of response activity will be improved through the use of the correct electronic systems.			Not Started
3. People (How well does the fire and rescue service look after its people?)											
3.1 How well does the FRS promote its values and culture?											
HMI-3.1-202208	AFI	Yes	The service should monitor secondary contracts to make sure working hours are not exceeded.	Co-Heads of People Services	For complete assurance, there would need to be investment into a time recording system which will not be included in the new HR system.	08.01	Produce a quarterly report for managers on individuals with more than one contract, reminding them of their duty to comply with working time regulations and facilitating the ability to monitor these individuals.	Managers will be aware of which individuals within their team have more than one contract, and therefore whose working hours should be monitored.	In Progress	Ongoing	In Progress - On Track
						08.02	Update the secondary contract policies and procedures to ensure they reflect current regulations and to give clarity to managers.	Managers and staff will be provided with clarity on working time regulations.	In Progress	30/04/2023	In Progress - On Track
						08.04	Identify areas of best practice for monitoring secondary contracts in other services.	Robust monitoring of working hours.	In Progress	31/12/2023	In Progress - On Track
						08.05	Investigate the use of Gartner to monitor the working hours of operational staff (with service delivery).		In Progress	31/12/2023	In Progress - On Track
						08.06	Consider service wide reporting on working hours once the new HR system is in place.		31/12/2023	30/04/2024	Not Started
						08.07	Continue to work with operational colleagues to ensure that the new HR system has the ability to share data on working hours		In Progress	31/12/2023	In Progress - On Track
3.2 How well trained and skills are FRS staff?											
HMI-3.2-202209	AFI	No	The service should make sure its workforce plan takes full account of the necessary skills and capabilities to carry out the integrated risk management plan.	Co-Heads of People Services	Workforce planning is now being reported through a presentation to the monthly Strategic Workforce Planning (SWFP) group. This provides statistical data to advise on decisions to support recruitment into operational roles. Non-ops? The Service is currently limited by the inability of the current HR system to report agile, real-time data. Once the new HR system is in place, there Service will be in a better position to report on workforce data. Within the system, the Service will also look to include skills for core roles that can be reported against. Some info provided to Strategic Workforce Planning (SWFP) groups on non ops (not linked in minimum staffing levels. Where vacancies occur review t and c of roles (grey to green book) In time, the monthly reporting through the new system will enable trend analysis to take place which will support the development of a longer term workforce plan.	09.01	Continue monthly reporting on the state of the workforce to the Strategic Workforce Planning (SWFP) group.	Development and maintenance of a long term workforce plan.	In Progress	Ongoing	In Progress - On Track
						09.02	Work with Service Delivery and Learning and Development to identify key skills and competencies for core roles.		In Progress	30/04/2024	In Progress - On Track
						09.03	Development of the new HR system to ensure workforce planning data is agile.		In Progress	31/12/2023	In Progress - On Track
						09.04	Use trend analysis to support the development of a longer term workforce plan.		31/12/2023	31/08/2024	Not Started
HMI-3.2-202210	AFI	No	The service should address the high number of staff in temporary promotion positions.	Co-Heads of People Services	HR are monitoring temporary promotions, working with line managers to ensure they are relevant and appropriate. For example, there are currently a high number of temporary promotions in place to cover long term sickness.	10.01	HR - Review the endorsement and promotions process.	Clarity for all staff on the endorsement and promotions process.	In Progress	30/04/2023	In Progress - On Track
						10.02	HR - Continually monitor temporary promotion positions to understand why they are being offered to individuals.	Regular review and challenge of temporary promotions to ensure that they are appropriate.	In Progress	Ongoing	In Progress - On Track
						10.03	HR - Temporary promotions to be monitored by the Strategic Workforce Planning (SWFP) group.	Routine monitoring and challenge of temporary promotions.	In Progress	Ongoing	In Progress - On Track
				Area Manager Service Delivery Response	Service delivery have reviewed temporary promotions in place for operational staff and have substantiated those required.	10.04	SD - Develop a new procedure for utilising day duty staff to fill gaps by absent staff (rather than using) temporary promotions.	The number of temporary promotions for operational staff will be reduced.	26/08/2022	31/08/2023	In Progress - On Track

3.3 How well does the FRS ensure fairness and diversity?											
HMI-3.3-202211	AFI	Yes	The service should make sure that it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process.	Co-Heads of People Services	The grievance policy and procedure are currently being reviewed. Once the revised policy and procedure has been completed, HR will embed this across the organisation. Data has already been collected in relation to grievance timescales and analysis of this information, to include reasons for grievances, and this will be developed further to ensure that any lessons learnt/development needed is taken forward. The focus of the revised policy will be on conflict resolution, setting the expectation that issues should be resolved at an early stage where possible. Managers will also be accountable for holding conversations with individuals. Regular reporting of grievances will enable trend analysis to be undertaken, and targeted support for particular service areas produced if required.	11.01	Review the grievance policy and process.	Clarity for all staff on the grievance procedures.	In Progress	31/05/2023	In Progress - On Track
						11.02	Review reasons for delays in grievance process and report (trend analysis)		In Progress	31/12/2023	In Progress - On Track
						01b.05	Report to the Executive Board on grievance and disciplinary cases to include type of case, speed of completion and outcome (e.g. improve speed of investigations and reconsider the use of outside investigators). (See Cause of Concern Action Plan - 01b.05)				
HMI-3.3-202212	AFI	No	The service should improve staff understanding of the purpose and benefits of positive action.	Co-Heads of People Services	N/A	12.01	Review training and development on the difference between positive action and positive discrimination.	Improved staff understanding of the difference between positive action and positive discrimination.	In Progress	30/11/2022	In Progress - On Track
						12.02	Review the recruitment and selection processes to ensure compliance with the Equality Act.	Compliant recruitment and selection processes. Clarity for all staff on the process to follow.	In Progress	31/03/2023	In Progress - On Track
						12.03	Develop a range of communications, across all internal communication routes, to promote the differences between positive action, positive discrimination, and inclusivity.	Improved staff understanding of the difference between positive action and positive discrimination.	In Progress	Ongoing	In Progress - On Track
3.4 How well does the FRS develop leadership and capability?											
HMI-3.4-202213	AFI	Yes	The service should make sure its selection, development and promotion of staff is open and fair, and that feedback is available to staff.	Co-Heads of People Services	Groups have already been meeting to review current processes and systems for selection, development and promotions.	13.01	Review the promotions and endorsement process.	Clarity for all staff on the promotions and endorsement process.	In Progress	30/04/2023	In Progress - On Track
						13.02	Build developmental feedback into the promotions process.	An updated promotions process which includes feedback for all staff.	In Progress	30/04/2023	In Progress - On Track
						13.03	Develop an annual feedback process to Strategic Workforce Planning (SWFP) on the promotions process.	Staff who have undertaken the promotions processes are able to provide feedback and learning is shared within the Service.	01/08/2023	31/12/2024	Not Started
						13.04	Monitor the outcome data to provide assurance to the organisation that processes are fair and transparent.	The Service will have assurance that the selection, development and promotions processes are fair.	30/06/2023	Ongoing	In Progress - On Track
HMI-3.4-202214	AFI	No	The service should improve all staff understanding and application of the performance development review process.	Co-Heads of People Services	N/A	14.01	Review the PPD process and explore opportunities to improve the PPD process utilising current and emerging technologies, but also incorporate into the requirements of a new Core HR system the ability to complete and record performance conversations.	A PPD system that has the ability to send automated reminders, report meaningful information, track conversations and formal appraisal processes.	In Progress	31/12/2023	In Progress - On Track
						14.02	Re-set expectations and understanding of the PPD process through Service wide communications. (See Cause of Concern Action Plan - 01a.06)	Clarity for all staff on the process that will be applied and expectations of staff and line managers.	01/01/2024	Ongoing	Not Started
HMI-3.4-202215	AFI	Yes	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	Co-Heads of People Services/ Area Manager Service Delivery Resilience	In September, the NFCC are launching a supervisory leadership portal, for which the Service are provided with 20 free licences. If the Service wants to give access to additional members of staff, there is a cost of £50 per licence (one licence per individual). After this, the Service will Assess benefit of engaging with this programme past 2023, if not way forward consider linking with academy .	15.01	OD - Review NFCC framework considering what leadership development the Service requires moving forward (assess the benefit of engaging with the NFCC supervisory leadership programme past 2023).		01/01/2023		Not Started
						15.02	HR - Develop a process for identifying high-potential staff, linking to Service Strategies and NFCC standards and frameworks	Defined process for identifying high-potential staff and clarity for staff on this.			Not Started
						15.03	OD - Design a development programme for high-potential staff and aspiring leaders that includes an assessment process.	Development programme is designed ready for delivery.			Not Started
						15.04	L&D - Deliver the development programme.	Development programme delivered.			Not Started
						15.05	HR - Monitor and evaluate the development programme.	Evaluation process in place that leads to regular review and improvement of the programme.	01/01/2024	30/06/2024	Not Started