

## **Resources and Fire & Rescue Overview and Scrutiny Committee**

**11 July 2018**

### **Operational Assessment and Fire Peer Challenge 2016 Action Plan Closure Report**

#### **Recommendation**

That the Resources and Fire & Rescue Overview and Scrutiny Committee note the progress made against the Operational Assessment and Fire Peer Challenge 2016 undertaken in Warwickshire Fire and Rescue Service (WFRS) and endorse the closure of the Action Plan.

#### **1.0 Background**

- 1.1 This paper advises the Resources and Fire & Rescue Overview and Scrutiny Committee (OSC) of progress made following the Operational Assessment and Fire Peer Challenge in late 2016 and suggests that the Action Plan can now be considered closed.
- 1.2 The Fire Peer Challenge is a sector led improvement process overseen by the Local Government Association (LGA) and the National Fire Chiefs Council (NFCC). The Peer Challenge Team spent four days on site in Warwickshire in November 2016.
- 1.3 At the end of the assessment week, feedback was provided to officers and the Portfolio Holder for Community Safety, followed by a formal report in January 2017. From the report, an action plan was developed covering a number of key areas (as shown in Appendix 1).

#### **2.0 Progress on the Action Plan**

- 2.1 Good progress has been made against the action plan, with all actions now considered complete (as shown in Appendix 1). A summary of improvement activity in key areas is outlined below:

##### **2.1.1 Community Risk Management**

The Peer Challenge Team highlighted successes in reducing fire risk in Warwickshire and notable practice regarding the Anti-Social Behaviour Intervention Team. However, it was recognised that WFRS needed to republish a prevention strategy that is driven by local risk profiles, closely

integrates Prevention and Response, and allows resources to be targeted appropriately and wider health and social care outcomes. WFRS has appointed a new Prevention, Policy and Partnership Manager to who has developed the prevention strategy incorporating health and social care outcomes, and has supported officers to secure the partnerships and funding streams needed.

#### **2.1.2 Collaboration**

There were recommendations around collaboration at three levels - service delivery level, corporately and with other emergency services.

At service delivery level, WFRS has developed business cases to progress work on wider health and social care outcomes, as outlined in its Integrated Risk Management Plan (IRMP) 2017-20. WFRS has also developed an exercise programme with partners in the Warwickshire Local Resilience Forum to improve resilience planning.

At a corporate level, work has been undertaken to redefine support service requirements, including providing additional temporary capacity in critical areas.

On the emergency services level, a Blue Light Collaboration Joint Advisory Board has been established between Warwickshire County Council (WCC) and the Warwickshire Police & Crime Commissioner (PCC) to provide leadership and oversight of all appropriate opportunities. A Memorandum of Understanding has been signed with West Midlands Fire Service and work is underway to consider and advance operational and organisational collaboration opportunities.

#### **2.1.3 Business Planning**

A business planning process is in place to ensure clear priorities for the Service supported by Direction and Context meetings. The Service has also conducted a cultural review under its One Service Programme that considered the resources and efforts devoted to staff engagement, internal communication, leadership, and culture. A programme of reviews has also been conducted of projects to ensure a 'Plan, Do, Review' cycle.

#### **2.1.4 Organisational Risk Management**

Since the Peer Challenge, internal structural changes have provided additional capability in this area. Business continuity plans and the service policy on risk management have been reviewed and updated.

WFRS has procured new software for learning and development to enable new ways of delivering training to Retained Duty System (RDS) firefighters. The provision of a new training centre facility will also support improvements in this area. WFRS has also improved the capture of feedback from training and operational debriefs to inform changes to future training and operational delivery.

### **2.1.5 Governance – Collaboration and Strategic Direction**

This relates to the duty for emergency services to collaborate under the Police and Crime Act 2017. As stated earlier, a Blue Light Collaboration Joint Advisory Board has been set up between WCC and the PCC to provide leadership and oversight.

### **3. Future Fire and Rescue Assessment**

- 3.1 A key pillar of the Home Office Fire Reform Programme has been to re-introduce a national Fire Service Inspectorate, namely Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS). WFRS has already commenced preparatory work in advance of an inspection scheduled for week commencing July 2<sup>nd</sup> 2018. It is not yet clear if some form of Peer Challenge will remain in place as an improvement tool in addition to the new inspection programme.

### **4.0 Timescales and next steps**

- 4.1 The focus, and use of organisational capacity for continuous improvement, has now been directed towards the HMICFRS inspection process. A further and deeper audit of the areas listed in paragraphs 2.1.1 – 2.1.5 will inevitably be undertaken as part of the HMICFRS process, and where necessary additional improvement activity identified and actioned.
- 4.2 The Resources and Fire and Rescue Overview and Scrutiny Committee can now consider the Operational Assessment and Fire Peer Challenge 2016 Action Plan to be closed.

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The report was circulated to the following members prior to publication:

Portfolio Holder for Fire and Community Safety – Councillor Andy Crump  
Chair and Group Spokespersons – Councillors Heather Timms, Parminder Singh Birdi, Maggie O'Rourke and Sarah Boad.

## Appendix 1

### Operational Assessment and Fire Peer Challenge 2016

Action Plan – Closure Version: May 30<sup>th</sup> 2018.

**Strategic Themes:** Community Risk Management, Collaboration, Business Planning, Organisational Risk Management, Organisational Learning, Staff Communications and Governance.

No:	Strategic Theme	Action	Delivery Mechanisms	Responsible Person	Progress / Target Dates
1	Community Risk Management	<p>Republish a prevention strategy that:</p> <ol style="list-style-type: none"> <li>1. Is driven by local risk profiles.</li> <li>2. More closely integrates Prevention and Response.</li> <li>3. Allows resources to be targeted appropriately.</li> <li>4. Delivers selected Health and Social Care outcomes</li> </ol>	<p>Community Fire Protection and Arson Reduction Plan</p> <p>District plans</p>	AC Jon Dixon	<p>1. <b>Complete</b> - District plans have been developed that are based on local risk priorities.</p> <p>2,3.<b>Complete</b> – A restructure of Response and Prevention has been completed that provides a more integrated model of service delivery. This is now reflected in the Service Delivery Strategy.</p> <p>4. <b>Complete</b> - A Prevention Policy and Partnership Manager has been employed on a part-time fixed term contract. This role has helped develop the new prevention strategy to incorporate health and social outcomes, and secure the partnerships and funding streams needed to deliver them on a sustainable basis.</p>
2	Collaboration	<p><b>1. Improve Service Delivery Collaboration by:</b></p> <ul style="list-style-type: none"> <li>• Developing prevention plans with partners, e.g.: WCC Community Safety, Public Health and Adult Social Care teams.</li> <li>• Review external agency involvement with operational exercises and resilience planning</li> </ul> <p><b>2. Improve Corporate Collaboration by:</b></p>	<p><b>Prevention Departmental Plan</b></p> <p><b>WCC Heads of Service engagement meetings</b></p> <p><b>IRMP Working Group</b></p> <p><b>TADC Departmental Plan</b></p> <p><b>IRMP Action Plan 2017/18</b></p>	<p>1. AC Jon Dixon 2. DCFO Moynay 3. AC Dave Pemberton</p>	<p>1. <b>Complete</b> - A Prevention strategy for delivering wider social value has been developed based on the outcomes of WCC Heads of Service engagement meetings and partnership meetings with WCC Community Safety, Public Health and Adult Social Care. The strategy is formed around the following themes agreed with partners: Emergency Medical Response, Slips Trips and Falls Prevention, Telecare Rapid response Support, and Home Assessments for Hospital Discharge</p> <p>Exercise Sahara, which involved a range of external agencies, was conducted March 2017. The WFRS Training manager (who chairs the LRF training and exercising group) has developed an LRF exercise</p>

		<ul style="list-style-type: none"> <li>• Redefining support service requirements and quality.</li> <li>• Ensure an enhanced understanding of FRS future plans and organisational needs.</li> </ul> <p><b>3. Improve Emergency Service Collaboration by:</b></p> <ul style="list-style-type: none"> <li>• Publicise outcomes from Blue Light Collaboration Board</li> <li>• Increase visibility of joint working and ensure clarity on lead officers between Warks and West Mercia Police and Fire Services.</li> </ul>			<p>programme with LRF partners. The group meets every 6 weeks to update, monitor and review the programme.</p> <p>2. <b>Complete</b> - A review of organisational capacity to meet demands was launched April 2017. Over £700k of reserves has been allocated to boost critical areas. Support Service requirements and SLA's are under review with some areas complete.</p> <p>3. <b>Complete</b> - Collaborative governance arrangements and terms of reference have been established with Warwickshire Police to agree local areas of work. Formal sub-regional work with West Mercia police, HWFRS and SFRS has now concluded due to a refocus of the work towards a PCC led West Mercia Police/Fire model.</p>
3	Business Planning	<p><b>1.</b>Continue to develop clear priorities with good staff engagement.</p> <p><b>2.</b>Continue to build on the good work in developing leadership</p>	<p><b>1.</b> Business Planning process 2017/18</p> <p><b>2.</b> One Service Programme</p>	<p><b>1.</b> DCFO Moynay <b>2.</b> Rachel Barnes</p>	<p><b>1.</b> <b>Complete</b> – A business planning process has been completed that has developed clear priorities for 2017/18. Staff have been engaged through Direction and Context meetings, and the Staff Engagement Network.</p> <p><b>2.</b> <b>Complete</b> - All senior managers above Station Commander level have attended the Personal Leadership Programme (PLP). All Station Commanders are booked on the PLP in February 2018 . WC's and CC's are able to book onto a leading for Warwickshire course through WILMA. The leadership behaviours of these programmes are now an integral part of the appraisal and 1 to 1 process. Senior managers also attend a monthly meeting to review PLP learning and to reinforce positive behaviours. Current activity and plans will be embedded by the new Promotion and Development Service Order.</p>

4	<b>Business Planning</b>	<b>Strengthen and embed the 'review'; element of the 'Plan, Do, Review' process within our change programme.</b>	<b>-Service Improvement Departmental Plan</b>	<b>AC Dave Pemberton</b>	<b>Complete – a programme of project reviews has been developed and implemented.</b>
5	<b>Organisational Risk Management</b>	<b>Strengthen Contingency Planning arrangements throughout WFRS.</b>	<b>-Business Continuity Policy -Business Continuity Impact Assessments -Business Continuity Plans -Dedicated Business Continuity role</b>	<b>AC Dave Pemberton</b>	<b>Complete - A Business continuity role is established. A business continuity management system policy has been created and implemented (in consultation). The Service Policy on Risk management has been reviewed, with changes made to integrate risk management and business continuity within the process framework, and generally to improve understanding of risks.</b> <b>Business impact analysis (BIA) work has been carried out with all GC's. Business Continuity plans are in place for stations . Business Continuity plans for 'Personnel Absence - Maintaining an Emergency Response' have been created and implemented.</b>
6	<b>Organisational Risk Management</b>	<b>Investigate alternative methods for providing a more flexible approach to deliver training to on-call firefighters.</b>	<b>-Training and Development Centre Departmental Plan</b>	<b>AC Barnaby Briggs</b>	<b>Complete – Review undertaken and Learn pro and iMac computer purchased to enable production of you tube style learning packages. The provision of a new training centre facility will enable far more flexibility over when and how on-call training courses are delivered.</b>
7	<b>Organisational Learning</b>	<b>Improve the organisational learning mechanisms within the training and exercise programs.</b>	<b>-Training and Development Centre Departmental Plan -A single point of responsibility for managing an exercise program and recording appropriately. -Improving feedback processes from training courses.</b>	<b>AC Barnaby Briggs</b>	<b>Complete – A single contact point (email address) is now active that enables the capture of feedback from training exercises – monitored by the Training dept. A new operational incident command debrief process was trialled during the large scale (high rise) exercises. If deemed to be successful this will be adopted for all future large scale exercises.</b> <b>Electronic course feedback is now in place for incident command courses and being phased in across all training delivered.</b>