

Warwickshire Statement of Action for Warwickshire Fire and Rescue Service (WFRS) 2021

Purpose of this statement

Between March 2021 and May 2021, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) conducted an inspection of Warwickshire Fire and Rescue Service (WFRS) to assess the effectiveness and efficiency of the Service and how well the Service looks after its people. HMICFRS use the judgment criteria of 'outstanding, good, requires improvement or inadequate' on the three categories based on inspection findings, analysis and Her Majesty's Inspectors' (HMIs') professional judgement across the year.

Following the inspection, WFRS have been notified of three causes of concern. WFRS is responsible for producing an action plan stating how they intend to address the recommendations, with the Fire Authority responsible for its delivery.

Within each Cause of Concern, HMICFRS has stipulated several recommendations.

The three Causes of Concern identified by HMICFRS are:

1. The service hasn't done enough since the last inspection to develop a prevention activity that prioritises those most at risk of fire.
2. The service hasn't done enough since the last inspection to identify its highest risk premises to inform its risk-based inspection programme.
3. The service isn't taking a proportionate approach to promoting equality, diversity and inclusion (EDI) in the workplace.

WFRS and the Fire Authority are committed to improving the effectiveness and efficiency of the service we provide to communities of Warwickshire. We understand that our biggest asset are our people and we are determined to improve their experiences at work so that everyone feels they belong. Since the inspection, senior leaders in WFRS and WCC have been working with HMICFRS to understand the actions we need to take to make improvements.

This is our statement of action. It sets out:

1. Our vision and priorities
2. The arrangements for working together to oversee this work
3. Causes of Concern from the inspection and subsequent recommendations for each.
4. A summary of the outcomes we are seeking to achieve to address the weaknesses identified and the improvements we will make
5. The high priority actions we will take to address the concerns identified by inspectors

6. Managing performance
7. Governance and scrutiny
8. Resourcing the action plan

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Our vision and priorities

Warwickshire Fire and Rescue Service (WFRS) has a clear vision:

'Warwickshire's communities & individuals are supported, to be safe, healthy & independent'

We are committed to continually review how we are performing so that the people of Warwickshire are assured that the service they can expect to receive is effective and efficient. We want the people in the service to feel empowered, supported and included so that the services they deliver meet the needs of our communities. WFRS, the Fire Authority and WCC have formed a cross party Integrated Risk Management Plan Assurance Panel to provide governance by continuously challenging, supporting and improving the quality of our work and our outcomes.

Although there are many strengths, senior leaders recognise there are areas for further improvement across the service and welcome the feedback from the inspection to provide further focus to deliver our change plans.

Warwickshire Fire Authority has a statutory duty to write an Integrated Risk Management Plan (IRMP). The IRMP demonstrates how the service will fulfil the requirements of the Fire and Rescue National Framework for England, which sets out the government's expectations for all fire and rescue services. The framework recognises that fire and rescue services are best placed to identify, plan, prepare for and address the risks within the communities they serve. Warwickshire Fire Authorities IRMP demonstrates how we assess and manage foreseeable risks within all our communities. It allows us to ensure that Warwickshire remains a safe place to live and work and describes what additional actions we intend to take in the years to come. Our IRMP is underpinned by three main principles:

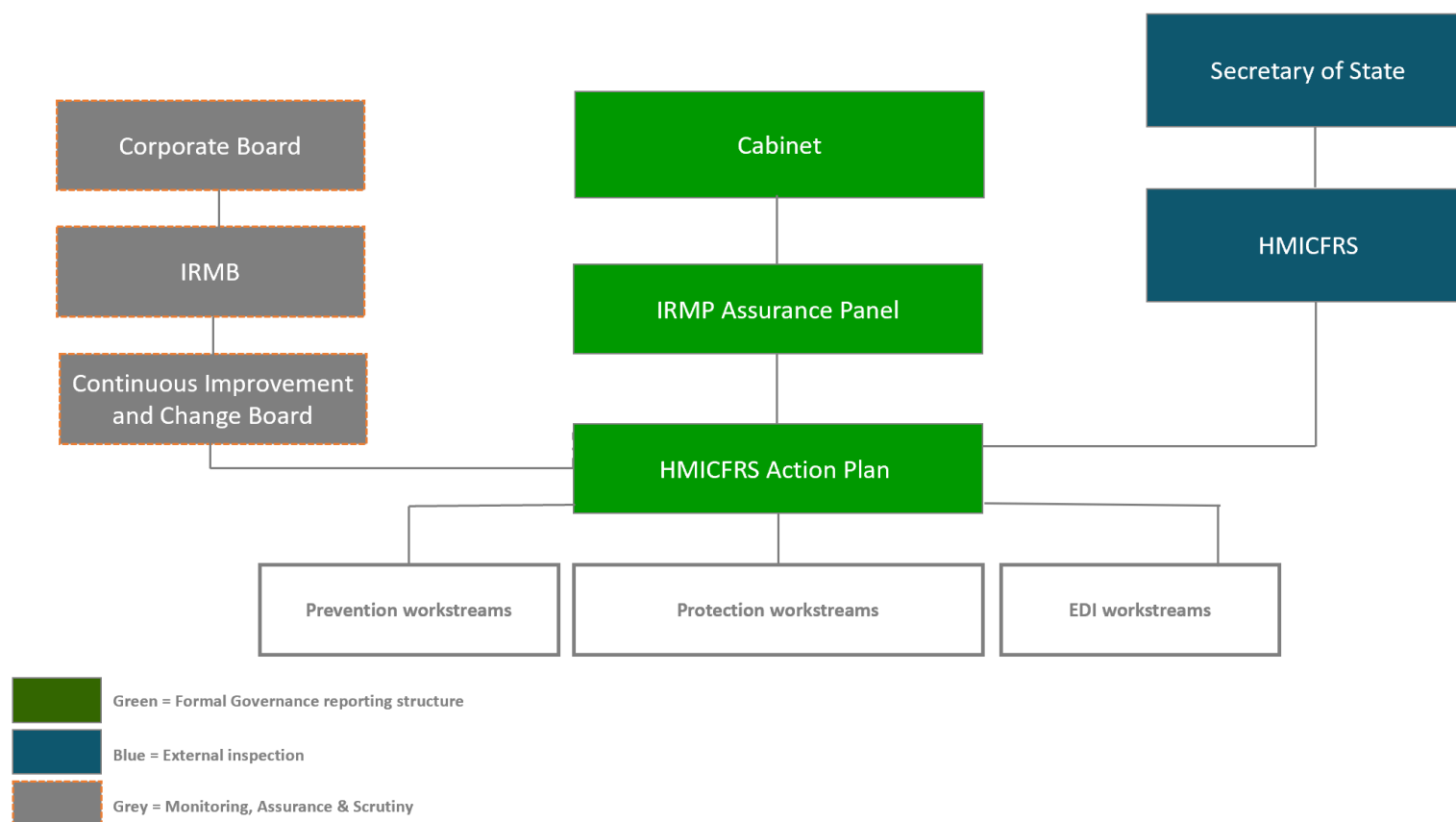
1. We will always prioritise the delivery of our statutory duties, focusing on public and Firefighter safety.
2. We will strive for continuous improvement and create change with our County Council and partners, to deliver the best possible 'joined up' customer services and outcomes for our community.
3. We will also focus on developing, valuing and empowering our people, undoubtedly our greatest asset; recognising this value and nurturing an inclusive culture, so we grow with our society and better support our priorities.

The Business Plan builds on these principles with 3 priority outcomes:

1. Ensure we can identify the most vulnerable in our community and work together to drive down risk and prevent incidents occurring.
2. Support our businesses and our residents to feel and be safer in their places of work
3. Reduce demand on public services and improve our overall efficiency and effectiveness, through making the best use of our niche skills, resources, digital, data and technology.

Our arrangements for working together

We will make sure the right people are involved in this action plan and our change programme. This will include members, senior leaders, partners and other Fire and Rescue Services. Improvement work will be delivered through a set of work-streams and monitored by the Continuous Improvement and Change Board and reported to the Integrated Risk Management Board (IRMB). Progress will also be overseen by the Integrated Risk Management Plan Assurance Panel (IRMP Assurance Panel), the Fire Authority (Cabinet), WCC Corporate Board and HMICFRS.



Causes of Concern from the HMICFRS Inspection

HMICFRS identified three Causes of Concern. Within each Cause of Concern they made several recommendations. Each Cause of Concern is underpinned by common interdependencies detailed in the table below.

Interdependencies.

Ref:	Service wide Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact
1	Review and refresh the IRMP	The IRMP will be refreshed and be built upon four key documents that have been developed with our people, consulted on and implemented. The four documents will be: a risk analysis document, a protection strategy, a prevention strategy and a response strategy	CFO	April 2022					
2	Regular engagement with HMICFRS	A clear schedule of meetings with HMICFRS will be produced and these meetings will have clear purpose	CFO	ongoing					
3	Review and change service structure to reflect statutory duties and IRMP delivery	A new structure will be developed,	CFO	Sept 2021					Completed

		implemented and communicated across the service. The new structure will enable the delivery of focused PPR delivery							
4	Review internal communications and mechanisms for engagement	Feedback from our people will be captured to understand if we have improved our communication and engagement	CFO	April 2022					
5	Review digital provision across Fire that enables communication and delivery off efficient and effective services to the community	A digital solution will be implemented to enhance communication and engagement. This will have been designed with our people and feedback from our people will be sought to improve communications and engagement.	CFO	April 2022					

The Causes of Concern and associated recommendations are provided in the tables below along with a summary of the key outcomes we are seeking to achieve.

Cause of Concern 1: EDI	
HMICFRS Recommendations	Outcome we are seeking to achieve
<ul style="list-style-type: none"> Its actions to promote EDI don't compromise the integrity of other policies, including health and safety and performance management Senior leaders respond appropriately and quickly to EDI feedback or concerns from its staff. 	<ul style="list-style-type: none"> The Service has a Listening, Communication and Engagement Strategy that is based on a newly developed EDI narrative. The Service has a Strategic Plan that shows how we will reach the maturity level we want to achieve

<ul style="list-style-type: none"> • Its approach to positive action is appropriate and proportionate and is understood by staff • It understands the diversity of its workforce and has the right provisions in place to support their individual needs. <p><u>Sections for action plan to include:</u></p> <ol style="list-style-type: none"> 1. Culture review 2. Produce a strategic plan stating how we will move forward in maturity 3. Refocus the EDI narrative that connects with our people 4. Develop a Listening, communication and engagement strategy incorporating staff engagement 	<ul style="list-style-type: none"> • Staff understand what we value and why • There is alignment between values and processes, policies and strategic direction. • The Service has a concerns escalation process • The Service has a greater understanding of their communities and the differences that exist. It proactively seeks to engage and support communities and each other and understands the strength of diversity. • All staff feel they belong and work in environment that supports their needs, both physically, mentally and culturally.
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Cause of Concern 2: Prevention

HMICFRS Recommendations	Outcome we are seeking to achieve
<ul style="list-style-type: none"> • Develop a clear prevention strategy that prioritises the people most at risk and make sure that work to reduce risk is proportionate. • Put in place an effective system for joint reviews after significant or fatal incidents. • Reviews should be at an appropriate strategic level in the service and with partner agencies. • Review its systems and processes for dealing with referrals from partner agencies to make sure they are managed in accordance with risk. <p><u>Action Plan to include:</u></p> <ol style="list-style-type: none"> 1. Risk based programme 2. Risk based Prevention Strategy, in line with NFCC standard 3. Serious Fire Case Reviews 4. Embed a robust IT system that can prioritise referrals based on risk 5. Develop a backlog recording system that enables the service to see how many visits are in the backlog 	<ul style="list-style-type: none"> • The Service will follow a clear Prevention Strategy which states risk groups and how we will work to reduce the risk to them. • The Service will follow a Serious Case Review Policy following incidents that meet the threshold stated in said policy. • The Serious Case Review Policy includes internal and external actions and is followed by WFRS and Partners • The Service has a robust referral pathway that is supported by an IT system that manages referrals based on risk.

Cause of Concern 3: Protection

HMICFRS Recommendations	Outcome we are seeking to achieve
<ul style="list-style-type: none"> • Develop a protection strategy with a resourced and prioritised risk-based inspection programme. • Review the risk-based inspection programme (RBIP) to make sure it identifies its highest risk premises. • Put in place a clear plan with timescales for improving its management of risk information <p><u>Action Plan to include:</u></p> <ol style="list-style-type: none"> 1. Risk based Protection strategy in line with future NFCC standards 2. Risk based inspection programme (RBIP) 3. Replace the current FARYNOR system. 4. Resource review 	<ul style="list-style-type: none"> • A Protection strategy document is aligned to the IRMP, Service Plan and drive the Fire Protection business plan. • A complete, assured, data-set of up to date premises within Warwickshire, that are covered by the RRFSO 2005. • A new, clearly defined RBIP process that ensures high-risk premises are identified, prioritised and inspected within an appropriate time specific period. • Information supplied by the RBIP provides further data to better inform the IRMP and yearly action plan. • All premises related data is stored in a single data management repository and is available for access and use by all appropriate stakeholders, and informs the IRMP, response model and associated action plans. • Fire Protection Strategy identifies the resources required to deliver it, and those resources are provided.

Action Plans to address the Causes of Concerns identified by HMICFRS.

The tables below state the action plans developed to address each recommendation within the 3 Causes for Concern.

Key.

Progress

Blue	Completed
Green	On Track, no concerns
Amber	On Track, some concerns
Red	No Progress or major concerns
Blank	Not yet started

Cause of Concern 1: EDI

<ul style="list-style-type: none"> Recommendation 1: Its actions to promote EDI don't compromise the integrity of other policies, including health and safety and performance management 	
General Outcomes:	The Service has a Listening, Communication and Engagement Strategy that is based on a newly developed EDI narrative. The Service has a Strategic Plan that shows how we will reach the maturity level we want to achieve.
Recommendation Owner:	AM Prevention and Risk
Strategic Priority linked to IRMP Objective:	Ensure our workforce and ethos reflect the diverse communities we serve.
Objective:	We will bring clarity to what we value and why and then create alignment across processes, policies and strategic direction

Ref: 1	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact
1.1	Complete a culture review using the NFCC maturity model and use this as the basis for future actions and activity.	Culture review completed and Service matched against appropriate maturity level	AM Prevention and Risk, externally commissioned facilitator	May 2022					
1.2	Produce a strategic plan stating how we will move forward in maturity	Strategic Plan developed	AM Prevention and Risk	July 2022					
1.3	Refocus the EDI narrative that connects with our people	A WFRS EDI brand is produced, embedded in communications and understood by all	AM Prevention and Risk	Sept 2022					
1.4	Develop a Listening, communication and engagement strategy incorporating staff engagement	Listening, communication and engagement Strategy is produced	AM Prevention and Risk, externally commissioned facilitator	April 2022					

<ul style="list-style-type: none"> Recommendation 2: Senior leaders respond appropriately and quickly to EDI feedback or concerns from its staff. 	
General Outcomes:	The Service has a Listening, Communication and Engagement Strategy that is based on a newly developed EDI narrative and includes the concerns escalation process.
Recommendation Owner:	AM Prevention and Risk
Strategic Priority linked to IRMP Objective:	Ensure our workforce and ethos reflect the diverse communities we serve.
Objective:	There is effective two way engagement between staff and managers with an established feedback/concerns channel

Ref: 2	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact
2.1	Develop a Listening, communication and engagement strategy incorporating staff engagement	Listening, communication and engagement Strategy is produced	AM Prevention and Risk, externally commissioned facilitator	April 2022					
2.2	Develop and implement a concerns escalation process	Concerns escalation process adopted	AM Prevention and Risk	Jan 2022					

Recommendation 3: Its approach to positive action is appropriate and proportionate and is understood by staff

General Outcomes:	The Service has a greater understanding of their communities and the differences that exist. It proactively seeks to engage and support communities and each other and understands the strength of diversity.
Theme Owner:	AM Prevention and Risk
Strategic Priority (IRMP Objective):	Ensure our workforce and ethos reflect the diverse communities we serve.
Objective:	We will work to create a culture that embraces difference and inclusion.

Ref: 3	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact
3.1	Develop and deliver an awareness package for all staff that supports our the EDI Strategic Plan that explains how we are looking at delivering the plan our expectations of values and behaviours along with activities we will run with associated	Strategic EDI Plan produced	AM Prevention	June 2022					

	rationale and explanation								
3.2	Develop and deliver a specific positive action training package to all staff	Staff understand positive action and are involved in the activities that support it	AM Prevention	April 2022					
3.3	Create an understanding throughout the service of the diverse communities we serve and the value of this diversity	Community station ground breakdown provided to stations with an explanation of cultural differences and any associated fire risks. Station plans include community engagement plans and stations have developed relationships with community leaders. Increased targeted community engagement events	AM Prevention and Central Intelligence teams	Sept 2022					

Recommendation 4: It understands the diversity of its workforce and has the right provisions in place to support their individual needs.

General Outcomes:	All staff feel they belong and work in environment that supports their needs, both physically, mentally and culturally.
Theme Owner:	AM Prevention and Risk
Strategic priority (IRMP Objective):	Ensure our workforce and ethos reflect the diverse communities we serve.
Objective	All staff are supported throughout their time with the service both in their physical working environment and the policies and procedures in place to support them

Ref: 4	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact

4.1	Ensure that analysis is undertaken to understand the needs of our people and then take action to ensure that the environment, both physical and culturally, enables all to belong and be included.	Workplaces reflect the needs of our people and policies support everyone	AM Prevention : WCC Facilities Team & OHU	April 2022					
4.2	Review welfare policies that support staff	Welfare support policies are reviewed and amended	AM Prevention	April 2022					
4.3	Ensure EDI is embedded into HR, business systems and process eg promotion policy and that relevant processes have an EIA completed on them	EIAs are completed for all relevant policies	AM Prevention EDI Team (WCC)	April 2022					

Cause of Concern: Prevention

Recommendation 1: Develop a clear prevention strategy that prioritises the people most at risk and make sure that work to reduce risk is proportionate.	
General Outcomes:	The Service will follow a clear Prevention Strategy which states risk groups and how we will work to reduce the risk to them.
Theme Owner:	AM Prevention and Risk
Strategic Priority (IRMP Objective):	<ul style="list-style-type: none"> • Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS. • Implement digital solutions to enhance our service delivery. • Assess our overall resource capacity to ensure our personal and physical assets are in the right place and at the right time to deliver our statutory duties.
Objective	Using the risk analysis within the IRMP, develop a risk based prevention strategy

Ref:5	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact

5.1	Review risk prioritisation within the community	Risk Prioritisation is clear, understood and stated in the Prevention Strategy	AM Prevention	Jan 2022					
5.2	Develop a risk based programme and add it into the Prevention Strategy	The risk based programme is embedded in the Prevention Strategy	AM Prevention	March 2022					
5.3	Produce a risk based prevention strategy, in line with NFCC standard	A Prevention Strategy is adopted	AM Prevention	Dec 2021					

Recommendation 2: Put in place an effective system for joint reviews after significant or fatal incidents.

General Outcomes:	The Service will follow a Serious Case Review Policy following incidents that meet the threshold stated in said policy. The Serious Incident Review Policy includes internal and external actions and if followed by WFRS and Partners.
Theme Owner:	AM Prevention and Risk
Strategic Priority (IRMP Objective):	Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS.
Objective	Review current internal policy and process in order to develop a process for reviewing significant fire incidents, detailing clear accountabilities within the service. Work with partners on safeguarding board and wider to agree a process for reviewing significant fire incidents

Ref:6	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact
6.1	Immediate action: Prior to any policy review and adoption every serious incident will be reviewed and actions taken with partners and the prevention lead. FLT will be updated on a monthly basis.	FLT will receive monthly updates on Serious Fire Cases and actions taken. Details will be recorded in one place.	AM Prevention	August 2021					

6.2	Review and amend current policy	A new Serious Fire Case Review policy is produced	AM Prevention	Oct 2021					
6.3	Adopt new policy	The Serious Fire Case Review policy is adopted and understood by relevant stakeholders	AM Prevention	Nov 2021					
6.4	Explore and embed case recording systems	A robust recording system is in place to capture Serious Fire Case Reviews	AM Prevention	June 2022					
6.5	Develop and agree process with partners	Partners agree what actions need to be taken collectively following a serious fire	AM Prevention	April 2022					
6.6	Write process into internal policy	The external process is included in the Serious Fire Case Review Policy	AM Prevention	June 2022					

Recommendation 3: Review its systems and processes for dealing with referrals from partner agencies to make sure they are managed in accordance with risk.

General Outcomes:	Manage referral process according to risk
Theme Owner:	AM Prevention and Risk
Strategic Priority (IRMP Objective):	<ul style="list-style-type: none"> • Develop further opportunities to support the wider community health outcomes and help to protect Social Care and the NHS. • Implement digital solutions to enhance our service delivery.
Objective	The Service has a robust referral pathway that is supported by an IT system that manages referrals based on risk.

Ref: 7	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact

7.1	Immediate action: work through safe and well backlog and prioritise visits according to risk	safe and well backlog reduced to normal waiting period (circa 50 a month)	AM Prevention	Dec 2021					
7.2	Develop a backlog recording system that enables the service to see how many visits are in the backlog	Backlog report developed and used and reported into FLT on a monthly basis	AM Prevention	Sept 2021					
7.3	Review current pathway	Referral pathway has been reviewed and amended	AM Prevention	March 2022					
7.4	Embed a robust IT system that can prioritise referrals based on risk	The Service has a robust IT system that manages referrals based on risk	AM Prevention and Firmstep support	Aug 2022					
7.5	Develop a risk based prioritisation programme	The risk based programme is embedded in the Prevention Strategy	AM Prevention	March 2022					
7.6	Agree referral process with partners	Partners are provided with the referral pathway and risk prioritisation explanation	AM Prevention	June 2022					

Cause of Concern: Protection.

Recommendation 1: Develop a protection strategy with a resourced and prioritised risk-based inspection	
General Outcomes:	A Protection strategy document that enables our ambition and direction to be translated into coherent actions. It will align to the IRMP, Service Plan and drive the Fire Protection business plan.
	Fire Protection Strategy identifies the resources required to deliver it, and those resources are provided.

Theme Owner:	AM Protection
Strategic Priority (IRMP Objective):	<ul style="list-style-type: none"> Assess our overall resource capacity to ensure our personal and physical assets are in the right place and at the right time to deliver our statutory duties. Implement digital solutions to enhance our service delivery.
Objective (s):	Using the risk analysis within the IRMP, develop a risk-based Protection strategy in line with future NFCC standards.
	Review resources within the Fire Protection department to ensure that the Fire Protection Strategy can be effectively delivered.

Ref:8	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact
8.1	A draft Protection strategy is presented to, and approved by IRMB.	A Fire Protection strategy that clearly articulates the 'why', 'what' and 'how', is relevant, makes sense and deliverable.	AM Protection	Dec 21					Green
8.2	Carry out resource review	Sufficient resource is provided to successfully implement the Fire Protection Strategy.	AM Protection	Dec 21					Amber
8.3	Sufficient resources are in place to implement the Fire Protection strategy								

Recommendation 2 & 3 (linked): Review the risk-based inspection programme (RBIP) to make sure it identifies its highest risk premises. Put in place a clear plan with timescales for improving its management of risk information.

General Outcomes:	A complete, assured, dataset of up-to-date premises within Warwickshire, that are covered by the RRF50 2005.
	A new, clearly defined RBIP process that ensures high-risk premises are identified, prioritised and inspected within an appropriate time specific period. Information supplied by the RBIP provides further data to better inform the IRMP and yearly action plan.
	All premises related data is stored in a single data management repository and is available for access and use by all appropriate stakeholders, and informs the IRMP, response model and associated action plans

Theme Owner:	AM Protection
Strategic Priority (IRMP Objective):	<ul style="list-style-type: none"> Assess our overall resource capacity to ensure our personal and physical assets are in the right place and at the right time to deliver our statutory duties. Implement digital solutions to enhance our service delivery
Objectives	Review data collection processes to ensure all necessary premises related data informs the RBIP.
	Develop a new risk-based inspection programme (RBIP)
	Replace the current FARYNOR system
	Resources required to complete design, procurement and implementation processes secured.
	Introduction of technology that provides a premises risk management system to effectively manage all premises related data

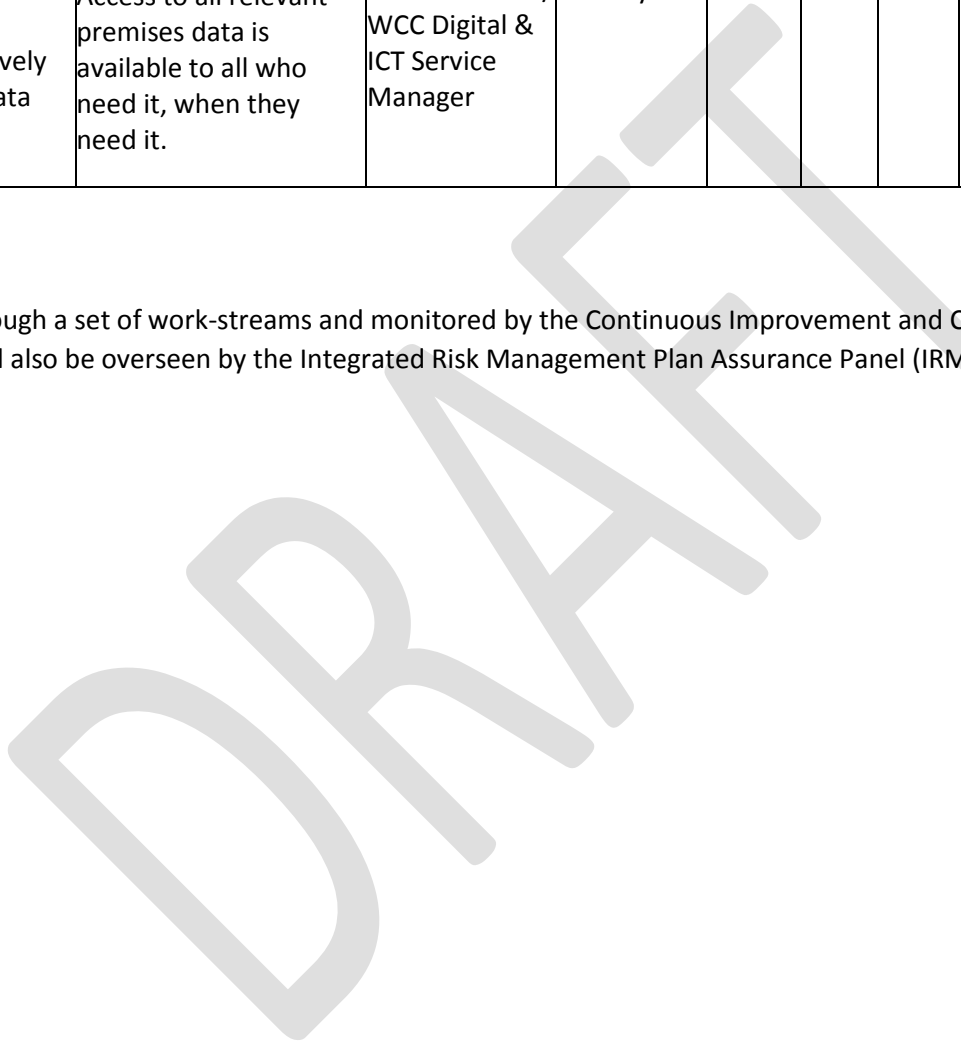
Ref:9	Action	Measure of success	Lead and resource	Date for delivery	Monitoring dates				Progress/Impact
					Dec 21	Mar 22	Jun 22	Sep 22	
9.1	Review of data collection sources and processes is completed.	A Fire Protection strategy that is underpinned by accurate and sufficient data.	GM Protection BI	Aug 21					Completed
9.2	A new RBIP process has been designed and produced in consultation with key stakeholders.	A Fire Protection strategy that protects those buildings and persons most at risk.	GM Protection BI	Oct 21					Green
9.3	Introduction of a workflow tool that enables the effective delivery of the RBIP								
9.4	Resources required to complete design, procurement and implementation processes for new Farynor secured.	One source of premises data, that is free from data errors and duplication.	WCC ICT Strategy & Commissioning Manager PMO, ICT, Legal, Proc	May 22					Amber

9.5	Introduction of technology that provides a premises risk management system to effectively manage all premises related data	Access to all relevant premises data is available to all who need it, when they need it.	GM Protection/ WCC Digital & ICT Service Manager	May 22					Amber

How will we manage performance?

Improvement work will be delivered through a set of work-streams and monitored by the Continuous Improvement and Change Board and reported to the Integrated Risk Management Board (IRMB). Progress will also be overseen by the Integrated Risk Management Plan Assurance Panel (IRMP Assurance Panel), the Fire Authority (Cabinet), WCC Corporate Board and HMICFRS.

Governance and Scrutiny



Governance/Scrutiny Type	Purpose	Frequency
Integrated Risk Management Board	Monitor Service progress against Action Plans. To resolve issues escalated by CICB.	Monthly
Continuous Improvement and Change Board	To review the progress of the action plan and to unblock any issues or barriers at the earliest opportunity, escalate to IRMB where necessary	Monthly
WCC Corporate Board and Cabinet	Updates and overview	6 monthly
Integrated Risk Management Assurance Panel	Overview and scrutiny on behalf of the Fire Authority of the progress of the action plan	Quarterly
NFCC Peer Review Team led by Justin Johnston	Peer review on best practice, challenge and feedback on the actions and progress. Mentoring and coaching.	TBC
HMICFRS	Analyse evidence of progress against the CoC, to provide guidance and understanding on process	TBC

How will we resource the action plans?

It is proposed that a project manager within the FOM is allocated to specifically support WFRS on a full time basis for a period of 4 weeks to make an evidence based assessment of the resource requirements needed to deliver this action plan including an understanding of the capacity of existing resources.

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