

HMICFRS Fire and Rescue Services (FRS) Inspection 2021/22

Self-assessment template guidance

Every FRS will be asked to complete a self-assessment as part of the inspection process.

The self-assessment poses a number of general questions to give chief officers an opportunity to give the HMI and the inspection team an insight into the FRS. The self-assessment should also provide some general information about service priorities and current challenges. The assessment should be no longer than 1,500 words in total and cover the high-level strategic issues facing your FRS.

We recommend that each FRS uses the self-assessment as the basis for its presentation at the strategic briefing. We may make a subsequent request to address further specific questions in advance of the strategic briefing.

How to complete the self-assessment:

- Please answer every question.
- Please do not exceed the word limit set out in the template.
- Please do not embed any documents; documents to support the self-assessment will have been provided as part of the document request.
- There is no expectation that the FRS should grade themselves against the judgment criteria.
- HMICFRS anticipates that FRS's will share the assessment with their FRA.

Please return the self- assessment to HMICFRSInspectionsAdmin@hmicfrs.gov.uk as part of the document return.

What to include in the self-assessment narrative answer:

- A good self-assessment will highlight the challenges and future plans of the FRS to address any gaps in its provision or performance.
- A good self-assessment will identify areas of strengths as well as areas for improvement and set out the actions being taken to address them.
- A good self-assessment is realistic and sets out the FRS's position using evidence and data to support the assessment.

HMICFRS Fire and Rescue Services (FRS) Inspection 2021/22 – Self-assessment template

- Please do not embed any documents
- Please do not exceed the word count limits (1,500 words)
- Please refer to the guidance document

General FRS self-assessment	
<p>Please set out a general FRS self-assessment covering the following points:</p> <ul style="list-style-type: none"> • What key changes have there been for your FRS since the round 1 inspection – e.g. governance, funding, staffing? • What action has the service taken in response to any areas for improvement identified during the last inspection (round 1)? • What are your FRSs priorities for the coming year? • What action is the service taking in response to the Covid-19 inspection report? • Please include any other information that you feel would be useful to the inspectors to provide context for the operation of the FRS and its current performance. 	
Question	FRS Assessment
<p>What key changes have there been for your FRS since the round 1 inspection – e.g. governance, funding, staffing?</p>	<p>A number of significant changes have occurred since the first inspection in governance. We have five new Fire Authority Members and four new appointments to the Senior Leadership Team. We completed a governance review resulting in a revised constitution. We introduced a number of boards to improve oversight, governance and monitoring of key strategic areas including an Assurance Performance and Governance Group, Strategic Change Board and boards at project level including IRMP and Estates.</p> <p>Effectiveness</p> <ul style="list-style-type: none"> • Developed, consulted, and agreed an ambitious IRMP based on a comprehensive strategic assessment of risk that has been recognised as good practice by NFCC. • Refreshed organisational strategies to support delivery of the IRMP including: People, Health Safety & Wellbeing; Prevention and Protection; Response and

	<p>Resilience; Communication, Consultation and Engagement; IT; and Fleet and Equipment.</p> <ul style="list-style-type: none"> • Restructured the Fire Safety Regulation Department and adopted the National competency Framework for Fire Safety Regulators. • Revised the Risk Based Inspection Programme and implemented the Building Risk Review and have made a comprehensive response to the GT1 action plan. • Introduced the NFCC person centred approach across prevention and protection and response and revised supporting policies and procedures. • Adapted service delivery models during the pandemic (2020/21). We visited 2,069 properties and 7,178 telephone HSVs were conducted by community safety staff and crews. Fire-safety visits were also adapted, and 330 telephone high risk inspections were recorded, and 82 operational visits undertaken. A volunteer-led befriending scheme was launched. • Launched Fire Cadet scheme • Implementation of the Fire standards <p>Efficiency</p> <ul style="list-style-type: none"> • Delivered new savings of £1.228m • Joined FRIC saving £190,000 pa and moved FPS administration to WYPF • Entered a partnership for Joint Fire Control. • Progressed plans for 5 major station refurbishments for delivery in 2022/23 including sharing accommodation with SECamb. • Appointed shared head of Estates with Sussex-Police. • Continued to progress One Public Estate programme to improve efficiency and developed a feasibility study for a tri-service facility in Hailsham. • Moved to category strategy approach in our procurement in order to better target savings. • Successfully bid for additional C-19 funding, Community Infrastructure Levy of £289,000 and match funding for LGA Behavioural Insights project – Brighton Tribe which won an IESE award.
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- Continued to invest and implement major business IT projects including CRM, Firewatch, Business Intelligence, Corporate Wi-Fi, Windows 10, Hydrant Management, Webex, XVR enhancements, mobile phone replacement, station end equipment & modern.gov.
- We have successfully rolled out new MDTs across the whole operational fleet and invested in new fireground radios.

People

- Introduced the Leadership & Behavioural Framework to improve organisational culture.
- Revised all our supporting people processes to reflect the LBF including the induction and appraisal processes, introducing rolling reviews to increase staff engagement and feedback opportunities.
- Launched a staff network for neuro-diversity and implemented a portable reasonable adjustment passport.
- Completed wholetime recruitment with a significant positive action emphasis and engagement with communities.
- Reviewed departmental structures: Community Safety; Fire-Safety; Communications and Marketing; Democratic Services; shared estates function; procurement and finance
- Introduced new PPE and workwear through national contracts.
- Introduced a Strategic Planning & Performance Assurance framework.

<p>What action has the service taken in response to areas for improvement identified during the last inspection (round 1)?</p>	<p>The AFI were identified and monitored through departmental business plans. In December 2020 progress was assessed followed by a 'mock inspection' in March 2021. From June 2021 monthly meetings took place to discuss progress and prepare for the next inspection.</p> <p>Since our last inspection we have made significant progress in the 17 AFIs:</p> <ol style="list-style-type: none"> 1. Relevant up-to-date risk information is electronic and available on new MDTs that have been installed across the fleet. 2. Staff have been trained in SSRIs and policies are in place. A tablet to make data capture paperless is on track for delivery in 2022. 3. Revised our approach to HSVs and how we categorise risk, resulting in a person-centred approach across prevention and protection with delivery targets. The HSV manual includes timelines for visits. Training for station-based staff and wider QA framework will be implemented during 2021/22. 4. Three new partnership engagement managers are in post to evaluate prevention work. The initiatives library contains evaluation methods and this is monitored. Stations undertake campaigns relevant to their local risk from station profiles. 5. RBIP revised and entered onto CRM database. Protection team restructured and all vacancies filled. New Business Assurance Framework in place. All Supervisory Managers will be upskilled to level 3 FS qualification. A dashboard that contains performance against the RBIP will be delivered June 2022. 6. Comprehensive workstream to reduce unwanted fire signals agreed in IRMP. We will no longer attend AFAs in low risk commercial premises from spring 2022 following preparatory communications. Impact monitored through IRMP Board. 7. Specialist protection advice 24/7 now available through level 2 and 3 rota Fire-Safety officers. 8. Three workstreams under IRMP: combined salary contracts; Introduction of Flexible on-call contracts to support operations; and a flexible crewing pool to help with on call availability. 9. See 1&2 above.
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	<p>10. Access to relevant and up-to-date risk information including cross-border risks. is now available to crews through new MDTs and the implementation of the CRM project SSRI module.</p> <p>11. MTA light team and NILO officers in place. Wider awareness course for stations is being developed including details of the joint response procedures with East and West.</p> <p>12. ORR informed IRMP resulting in an operational resilience policy and increased operational cover, from 15 to 18 appliances. IRMP has 8 workstreams and 30 work packages to improve allocation of resources to risk. Led to refresh of 3 service strategies: People; Prevention and Protection; and Response and Resilience.</p> <p>13. Launched and delivered Leadership and behaviour training to 96% of staff. Introduced new rolling review process, revised induction programme, number of key HR policies have been reviewed.</p> <p>14. Standard shift patterns are in Firewatch. On call staff are still completing paper claims which are not on Firewatch yet. Reports to monitor working time will be finished June 2022.</p> <p>15. Workforce Plan agreed Dec 21 and monitored at Strategic HR group. A significant number of activities in employee engagement, including the rolling-review process which provides structure for meaningful dialogue and engagement between managers and staff.</p> <p>16. Forums for Senior, middle, station and watch managers, employee engagement framework developed, internal review of Comms function. Whistle-Blowing policy is in place and woven into the new induction process. Wider engagement survey is planned.</p> <p>17. Talent pipeline is an area for improvement and scheduled to take place during 2022/23. We have been actively engaged in the NFCC leadership and development workstreams in order to ensure synergy and best practice.</p>
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What are your FRSs priorities for the coming year?

We have a hierarchy of plans to deliver our priorities with the IRMP setting the strategic direction for five years, supported by the Medium Term Financial Plan (MTFP). Our strategies have 1-5 year action plans that contain the priorities for that given year to deliver the purpose and commitments. The corporate plan contains the high-level priorities and the directorate, thematic plans, contain the activities needed to deliver them.

There are a number of key priorities for next year and we have set ourselves a challenging programme. These are:

- We will embed the NFCC person centred approach to reduce risk in our communities across our prevention, protection and response activities to ensure our resources are focused in the most effective way.
- We will focus on re-engaging face to face with our communities' post covid whilst continuing with our now advanced virtual activities.
- We will continue to strengthen capacity in Fire Safety and the wider workforce in order to deliver the GT1 action plan and the Building Risk Review.
- We will continue to deliver the Community Risk Management Plan in particular enhancing fire appliance availability, and reducing unwanted fire signals.
- We will continue to invest in our staff, focusing on leadership and our work with the NFCC in the direct entry programme.
- We will continue to seek opportunities for further efficiencies through our investment in our fleet, estate and IT and through alternative methods of service delivery.

<p>What action is the service taking in response to the Covid-19 inspection report?</p>	<p>We received a positive inspection report and will maintain some changes we made to our ways of working, including flexible working patterns, home working, online delivery of services e.g. HSVs. A report to SLT is due in June 2022. The opportunity to engage with our communities and staff virtually where appropriate in order to increase audience levels will continue. We ran a number of positive action virtual recruitment events to under-represented groups and data shows we increased engagement levels. Figures from the IRMP consultation undertaken during the pandemic also shows improved engagement levels.</p> <p>We will incorporate the lessons learned from the debrief process to ensure that the positive outcomes are fed into service delivery.</p>
<p>Please include any other information that you feel would be useful to the inspectors to provide context for the operation of the FRS and its current performance.</p>	<p>We are committed to provided value for money for our communities and we continue to invest in our services £6.1m in 2021/22. This includes £3.6m in new fire appliances and other vehicles and £3.0m in improving our buildings. We have an estates improvement plan which sees a total investment of £12.2m which will improve its efficiency and effectiveness and the health, safety and wellbeing of our staff.</p> <p>We have the 5th highest number of high rise residential buildings in the country. There has also been a reduction of risk across the County through enhanced firefighter safety and knowledge of the built environment. Operational and community facing staff are being upskilled in protection to ensure this knowledge continues to develop.</p> <p>We actively engage and support the NFCC national agenda and influence change in water safety, mental health and direct entry.</p>