



**NOTTINGHAMSHIRE**  
**Fire & Rescue Service**  
*Creating Safer Communities*

Nottinghamshire and City of Nottingham  
Fire and Rescue Authority  
Policy and Strategy Committee

# UPDATE ON THE SERVICE RESPONSE TO HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES INSPECTION

Report of the Chief Fire Officer

**Date:** 24 July 2020

**Purpose of Report:**

To present Members with an update on the Service's response to the outcomes regarding the inspection of Nottinghamshire Fire and Rescue Service by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.

**Recommendations:**

It is recommended that Members:

- Note the progress made against the AFI Improvement Plan;
- Agree the closure of eight specific areas for improvement.

## CONTACT OFFICER

**Name:** Ian Prichard  
Assistant Chief Officer  
**Tel:** 0115 8388680  
**Email:** [ian.prichard@notts-fire.gov.uk](mailto:ian.prichard@notts-fire.gov.uk)

**Media Enquiries Contact:** Vicky Brown  
(0115) 967 0880 [vicky.brown@notts-fire.gov.uk](mailto:vicky.brown@notts-fire.gov.uk)

## **1. BACKGROUND**

- 1.1 At the meeting of the Fire Authority in July 2019, Members were presented the report from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) following the inspection of Nottinghamshire Fire and Rescue Service (NFRS).
- 1.2 At the September 2019 Fire Authority meeting, Members were presented with an action plan detailing the 'areas for improvement' (AFI), that had been highlighted by HMICFRS, and capturing the actions to address these areas.
- 1.3 It was agreed that Fire Authority scrutiny would be conducted through the committee structure with regular progress reports being presented to Members. Of the 25 AFIs, 12 were aligned to the Community Safety Committee for scrutiny, 8 were aligned to Human Rescues Committee, 2 were aligned to Finance and Resource Committee, and 3 were aligned to Policy and Strategy Committee.
- 1.4 Due to the changes in Fire Authority governance due to Covid-19, the reporting of updates to the various committees was suspended. This paper provides Members with an update across all 25 AFIs.

## **2. REPORT**

- 2.1 HMICFRS highlighted 25 AFIs for the Service to consider. Each improvement area has been allocated to a lead officer, with clear milestones and expected outcomes to deliver the improvement required.
- 2.2 Progress against each of the 25 AFIs is monitored each month at the Programme and Performance Board. This is chaired by the Chief Fire Officer.
- 2.3 All AFIs are monitored, tracked and reviewed through an online 'action tracker'. This allows for ongoing updates and scrutiny.
- 2.4 The timescales for delivering all of the AFIs has ranged from a few months, to the last two actions being scheduled to be completed in April 2021.
- 2.5 Eight AFIs have now been completed with significant progress being made on the remaining AFIs. (Please see Appendix A).

## **3. FINANCIAL IMPLICATIONS**

There are no financial implications arising from this report.

#### **4. HUMAN RESOURCES AND LEARNING AND DEVELOPMENT IMPLICATIONS**

There are no human resources or learning and development implications arising from this report.

#### **5. EQUALITIES IMPLICATIONS**

An equality impact assessment has not been undertaken because the information contained in this report does not relate to a change in policy or procedure.

#### **6. CRIME AND DISORDER IMPLICATIONS**

There are no crime and disorder implications arising from this report.

#### **7. LEGAL IMPLICATIONS**

- 7.1 The Fire and Rescue Services Act 2004 places a duty on NFRS in respect of the delivery of its services to communities.
- 7.2 The Local Government Act 1999 places a statutory duty on NFRS to '*secure continuous improvement in the way in which its functions are exercised*'. The reporting of Service Delivery's performance ensures that the Service is focusing on key objectives as set by the Fire and Rescue Authority and continuous improvement. This ensures that Members can apply effective scrutiny to be satisfied that statutory obligations are being met.
- 7.3 The Policing and Crime Act (2017) Chapter 4 Section 11 outlines that the English inspectors must inspect, and report on the efficiency and effectiveness of, fire and rescue authorities in England.

#### **8. RISK MANAGEMENT IMPLICATIONS**

There are no risk management implications arising from this report.

#### **9. COLLABORATION IMPLICATIONS**

There are no collaboration implications arising from this report, however discussions with Nottinghamshire Police continue in relation to their experience of HMICFRS inspections and how NFRS can learn from that in preparation for future inspections.

## **10. RECOMMENDATIONS**

It is recommended that Members:

10.1 Note the progress made against the AFI Improvement Plan

10.2 Agree the closure of eight specific areas for improvement

## **11. BACKGROUND PAPERS FOR INSPECTION (OTHER THAN PUBLISHED DOCUMENTS)**

None.

John Buckley  
**CHIEF FIRE OFFICER**

## HMICFRS AREAS FOR IMPROVEMENT – JUNE 2020 UPDATE

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>Actions Seeking Closure by Fire Authority</b>				
AFI 7	The Service should ensure staff know how to command fire service assets assertively, effectively and safely at incidents.	Community Safety	29 February	<p><b>ACTION COMPLETED</b></p> <p>Closure statement provided by Head of Risk and Assurance 26 February 2020.</p> <p>HMICFRS identified that a structured process to ensure command training revalidation every two years was not in place for station manager level and above.</p> <p>Two yearly revalidation assessments for command Levels 1 to 4 are now in place. Monitoring of compliance rates to continue via the Joint L&amp;D/Service Delivery meeting quarterly with six monthly reporting through to SLT for oversight.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>Actions Seeking Closure by Fire Authority</b>				
AFI 10	The Service should ensure operational staff have good access to cross-border risk information.	Community Safety	31 March	<p><b>ACTION COMPLETED</b></p> <p>Closure statement provided by Head of Risk and Assurance 5 May 2020.</p> <p>HMICFRS identified that risk information is shared via MDT in the tri-service between Nottinghamshire, Leicestershire and Derbyshire, however information from South Yorkshire and Lincolnshire cannot be accessed.</p> <p>Cross border risk information is now available as follows:</p> <ul style="list-style-type: none"> <li>• Derbyshire – all risk information;</li> <li>• Leicestershire – all risk information;</li> <li>• Lincolnshire – Level 3 premises within 5km of the border;</li> <li>• South Yorkshire – Level 3 premises within 5km of the border.</li> </ul>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>Actions Seeking Closure by Fire Authority</b>				
AFI 12	The Service should ensure all incident commanders have a thorough understanding of JESIP (Joint Emergency Services Interoperability Principles).	Community Safety	31 March	<p><b>ACTION COMPLETED</b></p> <p>Statement provided by GM Corporate 4 April 2020.</p> <p>HMICFRS identified "Staff at Crew and Watch Manager level have not received training in this area (JESIP) for some time".</p> <p>As of 31 March 2020, an audit of training records shows that all operational staff (barring those on long term sick, maternity leave etc.) have completed the directed JESIP e-learning packages.</p> <p>A review of other actions required to close this action confirms: JESIP is embedded within Level 1 command training courses, and is to be added to revalidation courses from 1 April 2020.</p> <p>The Service exercise programme for 2020/21 has stated JESIP objectives for certain exercises.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>Actions Seeking Closure by Fire Authority</b>				
AFI 16	The Service should ensure it has sufficiently robust plans in place which fully consider the medium-term financial challenges beyond 2020 so it can prepare to secure the right level of savings.	Finance and Resources	31 March	<p><b>ACTION COMPLETED</b></p> <p>Closure statement provided by Head of Finance 6 March 2020.</p> <p>The Medium Term Financial Strategy, Reserves Strategy and Capital Strategy were all approved by Fire Authority on 20 December 2019.</p> <p>At its meeting on 28 February, Fire Authority approved a 1.95% increase in Council Tax which enabled a balanced budget to be set for 2020/21.</p> <p>Furthermore, it is anticipated that the Authority will be able to set balanced budgets in the years 2021/22 to 2023/24.</p>



AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>Actions Seeking Closure by Fire Authority</b>				
AFI 3	The Service should review and update its prevention strategy to take account of risks.	Community Safety	30 April	<p><b>ACTION COMPLETED</b></p> <p>Closure Statement provided by Head of Prevention and Protection 30 March 2020.</p> <p>The inspection highlighted how the Service did not have a published, or adopted, Prevention Strategy and staff highlighted how the Service does not use a strategy.</p> <p>Hard copies of the strategy have now been published and distributed to all teams.</p> <p>The strategy is referenced in team meetings and has been central to the focussing of the 2020/21 business plan and also enacting core business during current BCM arrangements.</p> <p>The three milestones detailed within the February 2020 update have been met.</p> <p>Continuing assurance will be achieved through the review of 1:1s, team meetings and PDRs to ensure that they reference the strategy. Conversations with teams will assess how well embedded the strategy now is, going forward.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>Actions Seeking Closure by Fire Authority</b>				
AFI 24	The Service should improve staff awareness and understanding of promotion and selection process.	Human Resources	31 May	<p><b>ACTION COMPLETED</b></p> <p>The Progression Procedure has been revised and published and provides additional information about the way that the selection process works to ensure clarity around the process.</p> <p>Candidate briefings will be undertaken prior to promotion processes. These were undertaken for the recent Station Manager process and are scheduled for the Crew and Watch Manager process which will take place in May. This allows prospective candidates to seek clarity and ask questions about the process.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>Actions Seeking Closure by Fire Authority</b>				
AFI 14	The Service needs to prioritise implementing business continuity plans and test them as soon as possible.	Policy and Strategy	30 June	<p><b>ACTION COMPLETED</b></p> <p>Closure statement provided by Head of Risk and Assurance 8 June 2020.</p> <p>HMICFRS identified that the Service has business continuity plans in place for Control and ICT functions and that requirements for testing have been identified. For fire control there are records of continuity testing. There was no programme in place to test plans of every department or station.</p> <p>The rationale for the closure is as follows:</p> <ul style="list-style-type: none"> <li>• All plans have been reviewed and tested through Covid;</li> <li>• Testing at station level suspended due to Covid;</li> <li>• Ongoing monitoring of BCM performance is through Ops Learning Board and KPIs.</li> </ul> <p>Further reassurance on testing and exercising will be sought on return to business as usual (BAU) post-Covid.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>Actions Seeking Closure by FA</b>				
AFI 18	The Service should develop a well-being strategy and a system to improve understanding of health, safety and wellbeing trends.	Human Resources	31 December	<p><b>ACTION COMPLETED</b></p> <p>Closure Statement provided by Head of people and Organisational development 22 April 2020.</p> <p>The HMI report found that the Service does not have a health and wellbeing strategy. It also does not consistently evaluate the effectiveness of its wellbeing measures.</p> <p>The Well-Being Strategy has been approved by Fire Authority and published on MyNet.</p> <p>The second well-being report has been considered by the Service Health, Safety and Welfare Committee and is an established agenda item.</p> <p>Assurance will now take place to ensure that the strategy is established and effective.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT</b>				
AFI 6	The Service should ensure it makes better use of its specialist resources in implementing its risk-based inspection programme. It should ensure it allocates and quality-assures these inspections appropriately.	Community Safety	31 July	<p><b>ACTION STATED AS 80% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>Reviewing this AFI, the review of the RBIP does not meet the initial criteria of the AFI or the timescales. Therefore, whilst this workstream will continue, progress will not be narrated against this AFI going forward.</p> <p>In relation to the outstanding actions:</p> <p>Service Delivery Evaluation and Assurance Group (SDEAG) meeting that was due for the end of May will now occur on 11 June to review Q4 and 2019/20 data.</p> <p>The peer QA review of fire safety audits for June will now not go ahead due to the Covid19 BCM arrangements. This will be re-arranged for once BAU is established and Fire Safety Inspectors can be safely shadowed at work. Other alternatives for peer QA are being explored including review of reports and responses.</p> <p>PDRs are now underway which will address performance of teams and individuals.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT</b>				
AFI 19	The Service should improve staff awareness and understanding of promotion and selection process.	Human Resources	31 July	<p><b>ACTION STATED AS 90% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>The staff survey has now gone live and will provide specific feedback about Service values, and whether they are understood and demonstrated across the Service. This should provide final assurance against this item.</p>
AFI 1	<p>T</p> <p>The Service should use its integrated risk management plan to ensure it keeps the public safe and secure from the risks identified.</p>	Policy and Strategy	30 September	<p><b>ACTION STATED AS 80% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>Action progressing on track for September completion. The final remaining action from the original SATA action is to deliver the plan-on-a-page on fire stations. The final format is close to being agreed. The specific KPIs are now being finalised between Response/Prevention/Protection managers, and the concept is ready for sign off. The target is for these to be available on stations from the end of July.</p> <p>An additional action linked to this work stream is that of providing an eLearning package. This is progressing well, and an initial version should be available within 4-6 weeks. This work is currently with the multi-media officer.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments								
<b>PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT</b>												
AFI 2	The Service should ensure its firefighters have access to relevant and up to date risk information.	Community Safety	30 September	<p><b>ACTION STATED AS 85% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>On track to delivery against updated timescale of 30 September 2020.</p> <p>As of 5 June, the following SSRIs have been transferred into the CFRMIS Mobile Ops Intel system:</p> <table data-bbox="1301 863 2069 1230"> <tr> <td>Numbers completed and authorised</td> <td style="text-align: right;">337</td> </tr> <tr> <td>Numbers submitted awaiting assurance</td> <td style="text-align: right;">26</td> </tr> <tr> <td>Numbers checked out awaiting submission (in progress)</td> <td style="text-align: right;">37</td> </tr> <tr> <td>Rejected SSRIs awaiting action by crews</td> <td style="text-align: right;">12</td> </tr> </table>	Numbers completed and authorised	337	Numbers submitted awaiting assurance	26	Numbers checked out awaiting submission (in progress)	37	Rejected SSRIs awaiting action by crews	12
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AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT</b>				
AFI 8	The Service should ensure it implements the process to monitor incident commanders and provide feedback following operational incidents.	Community Safety	30 September	<p><b>ACTION STATED AS 75% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>As stated in previous comments the monitoring of incidents continues, with feedback being presented to the OLB for consideration on a monthly basis.</p> <p>Lessons learnt from incident monitoring is then communicated to the wider workforce in a number of formats, including Command Meetings, Command groups and the Services Operational Bulletin.</p> <p>The membership of the OLB also includes a representative from L&amp;D, which enables any lessons learnt, etc. to feed back into any aspect of training where required.</p> <p>Below is the annual returns officer monitoring report for 2019/20, which shows returns of 98% for incidents attended.</p> <p>/Cont'd .....</p>



				<p>Ongoing monitoring shows during this Q4 – 2019/20, FDOs were:</p> <ul style="list-style-type: none"> <li>• Mobilised <b>339</b> times, with officers booking in-attendance <b>254</b> times;</li> <li>• <b>251</b> forms have been submitted to the Risk and Assurance Team;</li> <li>• This is an <b>99%</b> return for the quarter.</li> </ul> <p>Standard report formats for future OLB have been agreed, and in future will capture not only issues identified, but the actions taken to inform organisation learning.</p> <p>A report, presenting a Service Incident Monitoring Procedure, was presented to SLT in June 2020 and approved.</p>
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AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT</b>				
AFI 17	The Service should put appropriate mechanisms in place to enable closer monitoring of hours worked by staff.	Human Resources	30 September	<p><b>ACTION STATED AS 50% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>The technical issues related to i-Trent should be resolved in July as a result of an ICT upgrade, which should allow the Service to build the workflow needed to issue a welfare check for all those undertaking dual employment within the action due date.</p> <p>Dual contractor timesheets are now live, with all required recording of hours worked and on-call cover being recorded. A review of findings will be reported to SLT in September 2020.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT</b>				
AFI 20	The Service should develop a training plan which clearly aligns and supports its workforce plan.	Human Resources	30 September	<p><b>ACTION STATED AS 75% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>The officer competency matrix requires review to ensure that necessary succession planning for officer specialisms is included as part of the 2020-22 workforce plan.</p> <p>A copy of the specialist skills has been obtained and will be reviewed with the Head of Service Delivery to ensure that necessary succession planning has been undertaken in line with the retirement profile for the officer cadre.</p> <p>A training matrix of mandatory learning has been drafted and circulated for comments. Once this is approved, mandatory training requirements for each role will be recorded in i-Trent against roles so that any training gaps can be identified and addressed by line managers. The facility to record eLearning undertaken via NFRSLearn has been developed and existing data uploaded into i-Trent against personal training records. This will necessitate some changes to eLearning modules in order to register the learning as completed, which will be undertaken by the digital learning team. The draft workforce plan includes both corporate level and departmental learning requirements and this was discussed at SLT in June.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT</b>				
AFI 21	The Service should ensure staff are appropriately trained in safety-critical skills, such as incident command.	Community Safety	30 September	<p><b>ACTION STATED AS 75% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>As stated in the March update, a report detailing operational competency rates should be presented to SLT.</p> <p>The report presented to SLT (1 June 2020), was the third (6 monthly) report presented. The report identified significant improvements in the recording of MOC, and appropriate levels of 'in-ticket' competencies for the operational workforce. The report only identified one area of concern, which is being addressed outside of this reporting format.</p>
AFI 23	The Service should ensure individual performance targets clearly support objectives within the IRMP.	Human Resources	30 September	<p><b>ACTION STATED AS 90% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>The new PDR process has now gone live, and this will facilitate the recording of individual performance targets against corporate objectives. All PDRs should be completed by the end of September, at which time an overview can be taken to provide assurance against this action item.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT</b>				
AFI 11	The Service should arrange a programme of over-the-border exercises, sharing the learning from these exercises.	Community Safety	31 October	<p><b>ACTION STATED AS 33% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>The suspension of the exercise programme was reviewed at May's OLB, where it was agreed the suspension would continue, and be reviewed again in June 2020. However, it was agreed that a 'virtual hybrid' exercise format would be trailed and reported back to June's OLB.</p> <p>Additionally, table-top exercises continue to be delivered throughout the Service, with all WDS crews now having completed at least one table-top exercise on a risk local to them. On-call will be undertaking facilitated table-top exercises in the near future.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT</b>				
AFI 4	The Service should ensure it targets its prevention work at people most at risk.	Community Safety	31 October	<p><b>ACTION STATED AS 80% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>The Service continues to receive referrals from partner agencies for those who may be vulnerable to fire in the community. These referrals are all now dealt with via the Persons at Risk (PAR) Team.</p> <p>All referrals are contacted by phone and the 'CHARLIE' matrix is utilised to triage the visit. Referrals with an indicated 'medium' risk are informed that they will be visited once the Service returns to BAU and advice is offered over the phone.</p> <p>'High' and 'very high' risk referrals (scored against the CHARLIE matrix) are visited by members of the PAR Team, with specialist PPE, in order to undertake the SWV. This is ensuring that prevention work is being targeted at those people most at risk.</p> <p>To date, since the start of BCM arrangements, the PAR Team have received and triaged 359 new referrals, made 1110 triage telephone calls and have undertaken SWVs.</p> <p>/Cont'd .....</p>

				<p>Progress against the key timescales, as detailed in the February update, for the extension of the deadline are:</p> <p>June (2020) external evaluation of SWV - this element of work will not begin as planned due to the impact on NTU by CV19. Discussion continues with NTU about external evaluation projects however this is unlikely to be completed for this AFI. When reviewing the original SATA model, this will not detract from the fulfilment of this AFI.</p> <p>June / July 2020 - engagement with partners in relation to SWV referrals - this engagement will begin in June. The online partner agency referral pathway is now 'live' and will be pushed to Partner agencies. Engagement may be lower than previously anticipated due to other priorities currently facing partner agencies, but this will be reviewed as progress is made.</p> <p>The Service maintains a close liaison with NFCC (with representation on the SWV working group) in relation to the revised, standardised SWV project. This will influence the future of the SWV visit within the Service going forward. At present, the workgroup has stalled due to CV19 and developments are being monitored. This may impact on the revised SWV being rolled out in August / September as planned.</p>
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AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT</b>				
AFI 5	The Service should evaluate its prevention work, so it understands the benefits better.	Community Safety	31 October	<p><b>ACTION STATED AS 90% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>No further update to the April 2020 update apart from the SDEAG meeting scheduled for late-May is now to be held in June. This will review Q4 performance and 2019/20 data</p>
AFI 15	The Service needs to accelerate its plans to improve ICT so that it makes best use of available technology to support operational effectiveness and efficiency.	Finance and Resources	31 March 2021	<p><b>ACTION STATED AS 54% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>Good progress has been made with the technical aspects of the project, however the Covid-19 lockdown has severely impacted the effectiveness of the Proof of Concept (POC) activity. The project dates related to the POC and connected tasks will need to be reviewed and rescheduled once lock-down has been lifted.</p>



AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT</b>				
AFI 22	The Service should improve communication around positive action through all levels of the organisation.	Human Resources	31 March 2021	<p><b>ACTION STATED AS 50% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>A communications plan around positive action to support the wholetime recruitment campaign has been agreed with corporate comms and will include information published via MyNet and the newsletter to keep staff informed about the campaign. The FBU area actively engaged with this process. All positive action will be undertaken online or remotely due to the Covid situation and this will limit the potential of crews to get directly involved with applicants. However, the Service will be setting up potential to establish a "buddy" approach for those who would like to become more involved in the process and link in with applicants directly (albeit remotely).</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT</b>				
AFI 9	The Service should ensure that, when responding to a 999 call, mobile data terminals are reliable to allow staff to access risk information.	Community Safety	31 March 2021	<p><b>ACTION STATED AS 67% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>Fire Appliance MDT Replacement (01/06/2020)</p> <p>Discussion at SLT on 1 June 2020. Extract from meeting minutes:</p> <p><b>“Systel Android L.E.G.O. and MDTs –</b> document available on the MyNet site, which GH took SLT through, following a recent meeting. The document includes a number of questions posed, and answers. To utilise this, an upgrade to the latest version of the system would be required. Ideally this would be in place before the next HMI inspection, and whilst this is likely to be rolled back for a year, infrastructure will be upgraded by then. A number of areas are not yet clear, around ESN compliance and budgets (and need to factor in to next year's proposals), provision to on-call employees (only available on Android and not iPhones) etc. The best solution needs to be found and hence GH will explore further and provide more detail in a report to SLT at a future date, along with bringing the item to the internal Tri-Service Executive Board.”</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT</b>				
AFI 13	The Service should implement a clear performance management framework that directly supports the objectives identified in the IRMP.	Policy and Strategy	30 April 2021	<p><b>ACTION STATED AS 35% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>Progress is still continuing with the development of PowerBI despite further technical issues. It is still anticipated to be completed by April 2021.</p> <p>The new Business Architect commenced in role on the 1/6/2020. Over the coming months they will be tasked with reviewing the Performance Management Framework.</p> <p>SLT Programme and Performance Board is continuing to meet as review progresses. An additional performance report is being created to review the Service`s recovery from Covid 19.</p> <p>Technical issues with hardware have created issues with the processing large data sets. IT is investigating with a view to upgrading the hardware to cope with the increased demands that are now being placed on it.</p>

AFI Ref.	AFI Title	Reporting Committee	Completion Date	Comments
<b>PROGRESS AGAINST OTHER AREAS FOR IMPROVEMENT</b>				
AFI 25	The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	Human Resources	30 April 2021	<p><b>ACTION STATED AS 30% COMPLETE</b></p> <p>Latest update on progress (May updates):</p> <p>Work is progressing on the aspiring middle managers programme with an anticipated launch date of Autumn 2020. Looking to identify potential development roles. Initial discussions undertaken about the potential for a joint approach with Derbyshire FRS, possibly including secondments at a future point.</p>