



Classification	Official		
Meeting	Service Leadership Team	Agenda no.	61
	Strategic Board		9
	30th April 2024		
	13th June 2024		
Report Authors	Tracy King, Assistant Director Performance and Improvement Lucy Clayton, Head of Performance and Analytics Lucy Clayton & Tracy King		
Presented By	Moira Bruin, Deputy Chief Fire Officer Moira Bruin		
Subject	Continuous Improvement		
Type of Report	Decision		
PFCC Action Point No.		For Publication	Yes

RECOMMENDATION(S)

It is recommended that the Strategic Board review this paper and the appendices and approve Option One: Close the Annual Plan and open the Continuous Improvement Plan.

EXECUTIVE SUMMARY

For over five years, the Service has operated on annual planning cycles for and individual plans for all continuous improvement activities, which led to inefficiencies and duplication due to varied governance methods.

To address this, the Service will transition to a more fluid Continuous Improvement Plan that centralises all continuous improvement activities, ensuring consistent governance and assurance of delivery.

The plan will allow for dynamic updates based on resource availability and evolving needs, addressing rollover issues. Progress will be tracked through quarterly reports for transparency and accountability, aiming to streamline continuous improvement activities, enhance governance consistency, and improve resource utilisation and monitoring.

BACKGROUND

The Service has been working to Annual Plan cycles for over 5 years. The approach to the annual plan and the Services approach to continuous improvement has been reviewed during financial year 23/24 and improvements have been identified to move the Service to a place where all continuous improvement activity is captured and monitored in one plan with less focus on an annual cycle and more focus on a consistent approach to continuous improvement activity and assurance of the improvement delivered through the activity.

Historically the Annual Plan has incorporated continuous improvement activity identified by Service functions and the areas for improvement identified by HMICFRS. Other approaches have been taken for continuous improvement activity identified through other sources such as management actions arising from audits, Grenfell and Manchester arena recommendations, Fire Standards compliance improvement activity, and HMICFRS culture and values recommendations. Each of these areas has had different governance routes and approaches to progress updates. For example, Grenfell and Manchester arena recommendations were subject to formal change governance, reporting on management audit actions is reported through the audit committee and HMICFRS culture and values recommendations were subject to direct governance by the Service leadership team.

The aspiration to move to one continuous improvement plan that can hold all continuous improvement activity but be used to monitor report on progress against each area of continuous improvement will once achieved reduce duplication, implement a consistent approach to governance and monitoring of continuous improvement activity and create one portal through which colleagues who have accountability or responsibility for continuous improvement activity can access one version of the truth.

The Continuous Improvement Plan (formally known as Annual Plan) has been produced to provide transparency relating to the planned delivery activities in the upcoming year and beyond. The plan will now be a lot more fluid with regards to activities being added and removed to the plan when appropriate to scheduling and resource availability, being less timebound by the financial year. It has been noted that previously there were a high number of rollover activities due to these time pressures.

The Plan identifies high level activities which are able to be resourced now, or very soon. The plan will evolve over the financial year, with more activities being added when identified through a variety of activity streams, for example, the Fire and Rescue Plan, Legislation, Audit reports, Inspectorate recommendations, Fire Standards compliance activity.

Progress against this Plan will be captured in quarterly highlight reports collated into a summary update report and presented to the Continuous Improvement Board for onward transmission to the Police Fire Crime Commissioner. The Highlight report will also detail new continuous improvement activity added in the period from which source and continuous improvement activity delivered in period.

This report presents the following:-

Continuous Improvement Plan 2024/25 Decision sheet (Appendix 1)

Continuous Improvement Plan 2024/25 (Appendix 2)

Annual Plan 2023/24 Closure Report Decision sheet (Appendix 3)

Annual Plan 2023/24 Closure Report (Appendix 4)

OPTIONS AND ANALYSIS

Option 1: Close the Annual Plan and open the Continuous Improvement Plan. The new Continuous Improvement Plan has already been opened based on agreed priorities. All activities in the 2023/24 plan, have been completed or rolled over to the new plan, as well as new activities and HMICFRS Areas for Improvement.

Option 2: Leave the Annual Plan open and not approve the opening of the Continuous Improvement Plan. This alternative option has been considered and rejected as this would have resulted in inadequate governance, monitoring, coordination, and reporting over activities within the Service.

RISKS AND MITIGATIONS

The benefit and risk Implications of the Continuous Improvement Plan are managed within the individual workstreams.

LINKS TO FIRE AND RESCUE PLAN

The creation and publication of this report supports:

- Make best use of our resources
- Be Open and Transparent

Individual activities will also be linked to Fire and Rescue Plan priorities.

FINANCIAL IMPLICATIONS

Directors are responsible for formulating annual budgets to ensure delivery of the activity defined in the Continuous Improvement Plan and these will be drawn out as required and including in the MTFP and annual budget process.

LEGAL IMPLICATIONS

This plan was developed with SLT and their Direct Reports, who finalised the plan before submission to SLT for agreement.

Any Legal implications for individual activities will be managed within individual workstreams.

STAFFING IMPLICATIONS

Any staffing implications for individual activities will be managed within individual workstreams.

EQUALITY AND DIVERSITY IMPLICATIONS

The actions being taken will not have a disproportionate impact on individuals with protected characteristics (as defined within the Equality Act 2010), when compared to all other individuals and will not disadvantage people with protected characteristics.

Race	N	Religion or belief	N
Sex	N	Gender reassignment	N
Age	N	Pregnancy & maternity	N
Disability	N	Marriage and Civil Partnership	N

Sexual orientation	N		
--------------------	---	--	--

HEALTH AND SAFETY IMPLICATIONS

Any Health and Safety implications for individual activities will be managed within individual workstreams.

CONSULTATION AND ENGAGEMENT

Annual plan activities are presented to the Continuous Improvement Board Plans meeting for review before closure. This board is made up of Assistant Directors. This board is responsible for ensuring that the activity has been completed and appropriate evidence provided before the final closure in the Annual Plan closure report.

The Continuous Improvement Plan has been built with SLT and the Continuous Improvement Board. This has been presented at both meetings before being presented to the Strategic Board

FUTURE PLANS

The long-term plan is the Continuous Improvement Plan that will never close and be consistently added to when a new activity is identified, as well as activities closed. The long-term plan is a Continuous Improvement Plan that will never close and be consistently added to when a new activity is identified and when activities are closed. This will remove the need to roll over activities, but not take away their governance.

The Plan will continue to evolve over the coming 18 months when new activity workstreams are identified and incorporated into the plan.

Investment has also been made into the unpinning technology to allow for easier oversight and reporting. This will enable a more transparent overview of the service and support the allocation of resources.

LIST OF BACKGROUND PAPERS AND APPENDICES

Appendices

Continuous Improvement Plan 2024/25 Decision sheet (Appendix 1)

Continuous Improvement Plan 2024/25 (Appendix 2)

Annual Plan 2023/24 Closure Report Decision sheet (Appendix 3)

Annual Plan 2023/24 Closure Report (Appendix 4)