



Internal Improvement Team Terms of Reference

Purpose

The purpose of the Internal Improvement Team is to support the improvement architecture established to secure organisational improvement following the HMICFRS Round 3 inspection report published in November 2023, the continuation of a transformation programme, the need for efficiency savings and the HMICFRS Spotlight Report published in spring of 2023.

The overall aim of the improvement programme is to ensure compliance with the Authority's statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness.

Status

The Internal Improvement Team directly reports to, and takes direction from, the Chief Fire Officer who chairs the Internal Improvement Board.

Anticipated timescales

November 2023 – until further notice.

Objectives

- To produce and maintain a SMART action plan to discharge the requirements contained within the Fire Authority-approved improvement plan with key milestones, clear outcomes, stakeholder engagement and communications plan.
- To prioritise the HMICFRS Causes of Concern recommendations within its Round 3 inspection report and associated improvements from other recommendations such as the HMICFRS Spotlight Report.
- To provide robust a programme management framework to support the delivery of the improvement plan.

- To ensure that processes are in place to assure the outcomes are embedded into the organisational culture and ways of working.

In fulfilling these responsibilities, the Internal Improvement Team shall:

- ensure that the Internal Improvement Board is kept fully informed of its work and provide progress reports to relevant stakeholders as required;
- maintain a programme risk register (including budgetary risks) and report accordingly;
- refer issues to the Internal Improvement Board where the team cannot reach consensus or which it considers requires escalation;
- make recommendations on the intended outcomes of any reviews and work packages;
- develop, and support the development of, strategy and policy improvements;
- support functional heads and departments to deliver improvements; and
- work with Service Leadership Board/Internal Improvement Board to prioritise tasks and workstreams.

In addition, the Internal Improvement Team may:

- request Avon Fire & Rescue Service (AF&RS) officers, other than those listed below, to attend meeting(s) of the Internal Improvement Team to assist it with its discussions on any particular matter;
- co-opt additional members to provide specialist skills, knowledge and experience where required; and
- procure specialist ad-hoc advice at AF&RS expense, subject to budgets being agreed by the Internal Improvement Board.

Membership

- Head of Internal Improvement
- Head of Transformation
- Improvement Project Managers
- Programme Management Office
- Improvement Delivery Officers



Inclusivity

The improvement plan spreads across the organisation and will involve and influence all areas of the Service. Organisational inclusion will be promoted through the use of a specific communication and stakeholder strategy. Taking positive and visible steps to engage with all stakeholders will support the adoption of an inclusive network to deliver sustainable outcomes for the communities served by AF&RS.