

REPORT REFERENCE NO.	PC/23/2
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	25 JANUARY 2023
SUBJECT OF REPORT	HIS MAJESTY'S INSPECTORATE OF CONSTABULARY & FIRE & RESCUE SERVICES (HMICFRS) CAUSE OF CONCERN AND AREAS FOR IMPROVEMENT ACTION PLAN UPDATE
LEAD OFFICER	Deputy Chief Fire Officer
RECOMMENDATIONS	<i>That the Committee reviews progress in delivery of the action plan.</i>
EXECUTIVE SUMMARY	<p>On Wednesday 27th July 2022 HMICFRS published the DSFRS 2022 inspection report. The inspection report identified one Cause of Concern and 14 Areas for Improvement (AFIs). Of these AFIs, eight have been linked to the People Committee.</p> <p>The paper appended to this report outlines the progress that has been made against the HMICFRS Cause of Concern and Areas for Improvement action plans since the last update to the Committee on 31 October 2022. The key highlights are that:</p> <ul style="list-style-type: none"> • Four actions within the Cause of Concern action plan are currently recorded as 'In Progress – Off Track'. This is due to the following factors: <ul style="list-style-type: none"> - 01a.01: As at 16/01/2023, completion of Equality, Diversity & Inclusion (EDI) eLearning across the Service is 90% (1998 of 2223 members of staff). A target of 95% compliance for the wholetime workforce has been set. A target for the on-call workforce is to be determined; - 01a.08/ 01b.01: The Head of Communications has designed the core brief, which will now be presented to the Chief Fire Officer for approval; and - 01b.04: The Deputy Chief Fire Officer (DCFO) is currently in discussion with the CFO and Director of Finance, People and Estates on what the Service can and cannot publish from a legal perspective. Once this is established, the appropriate data will be made available to the workforce. • Delivery of the Areas for Improvement action plan is on track.
RESOURCE IMPLICATIONS	Considered within the Action Plan where appropriate.

EQUALITY RISKS AND BENEFITS ANALYSIS	Considered within the Action Plan where appropriate.
APPENDICES	A. HMICFRS People Committee Update
BACKGROUND PAPERS	None



DEVON &
SOMERSET
FIRE & RESCUE SERVICE

HMICFRS Action Plan People Committee Update

HMI Team

Devon & Somerset
Fire & Rescue Service

January 2023

1. **INTRODUCTION**

- 1.1. On Wednesday 27th July 2022, HMICFRS published the Devon & Somerset Fire & Rescue Service (DSFRS) 2022 inspection report. The inspection report identified one Cause of Concern and 14 Areas for Improvement (AFIs).
- 1.2. This report provides an update on the Cause of Concern and Areas For Improvement action plans that have been produced following the inspection, which concluded in October 2021.

2. **CAUSE OF CONCERN ACTION COMPLETION STATUS**

- 2.1. The Cause of Concern is as follows:

The service has shown a clear intent from the executive board to improve the culture of the service. However, more needs to be done throughout the organisation. We have found evidence of poor behaviours that are not in line with service values. Some staff didn't have the confidence to report these issues. By 31st August 2022, the service should develop an action plan to:

- Make sure that its values and behaviours are understood and demonstrated at all levels of the organisation.
- Make sure that staff are trained and supported to identify and challenge inappropriate behaviour when identified and that they have clear mechanisms in place to raise their concerns.

- 2.2. 23 actions have been established to address the Cause of Concern. Table 1 below outlines the completion status of these actions.

Table 1: Summary of progress against the 23 individual actions					
Cause of Concern – Values and Behaviours					
Not started (on track)	Not started (off track)	In progress (on track)	In progress (off track)	Completed	Closed
1 * (→ at 1)	0 (→ at 0)	10 (↓ from 20)	4 (↑ from 0)	8 (↑ from 2)	0 (→ at 0)

* Please note that the action which has not yet started is the evidence and assurance required once all other actions have been completed.

2.3. Table 2 below outlines the individual actions within the Cause of Concern action plan, progress against completing them and their current status.

Table 2:

Ref.	Description	Progress Update	Target Completion	Status
01a.01	EDI e-learning to be repeated for all staff.	As at 16/01/2023 completion of EDI eLearning across the Service is 90% (1998 of 2223 members of staff). A target of 95% compliance for the wholetime workforce has been set. A target for the on-call workforce is to be determined.	31/12/2022	In Progress – Off Track
01a.02	EDI eLearning to be an annual assessment and made a core skill on the competency dashboard.	The EDI e-learning modules have been made an annual required assessments and are a core skill on the competencies dashboard. This action will now be marked as completed	01/04/2023	Completed
01a.03	New training presentation on values, behaviours and ethics to be delivered to all staff and support to embed the expectations of the organisation (as part of the Safe To programme).	A target completion date for development of materials and supporting mechanisms for recording has been set for 31/01/2023. A target completion date for all staff to have had the new training delivered has been set for 31/03/2023.	31/03/2023	In Progress – On Track
01a.04	All inappropriate material to be removed from Service premises. This includes inappropriate mugs, which was an issue highlighted by HMICFRS.	Action marked as completed by DCFO 30/09/2022.	N/A	Completed

Ref.	Description	Progress Update	Target Completion	Status
01a.05	Mandatory PPD questions to be introduced: Have you experienced or witnessed any bullying, harassment or unwanted behaviour since our last meeting? Have you seen any inappropriate material?	Mandatory PPD questions have now been introduced and added to the PPD system. Action marked as completed by ACFO 20/09/2022.	30/11/2022	Completed
01a.06	PPDs to be completed in line with policy and recorded on Workbench.	<p>The CFO has asked for reports on the following:</p> <p>The number of people who have answered yes to witnessing bullying</p> <p>The percentage of individuals who have not had an entry inputted onto their PPD (year to date timeframe)</p> <p>The solution within the new HR system will be up to six months away, so we need to ensure that the current model is improved. The reports requested will provide an understanding around which individuals have had a PPD and the total number undertaken.</p>	28/02/2023	In Progress – On Track
01a.07	Expectations documents x4 (charters) between: <ul style="list-style-type: none"> a. Managers and staff b. Trainers and recruits c. Staff and staff d. Staff and clients/ customers/ partners 	Work against this action is continuing to progress.	28/02/2023	In Progress – On Track

Ref.	Description	Progress Update	Target Completion	Status
01a.08	Comms team to build a core brief on culture to be included in a regular programme of awareness (produced on a quarterly basis – sent to all stations and departments in advance and discussed during station/ department visits).	The Head of Communications has designed the core brief, which will now be presented to the CFO for approval.	31/12/2022	In Progress – Off Track
01b.01	Pre-recorded quarterly updates to all staff (leading conversations tone) on expectations to reinforce core brief, with CFO and DCFO. Followed up by face-to-face engagement session (See 01b.02).	The Head of Communications has designed the core brief, which will now be presented to the CFO for approval. Additional information discussed at Leading Conversations events will be cascaded to teams via their managers.	31/12/2022	In Progress – Off Track
01b.02	Senior Managers (SM and equivalent, and above) to attend a leading conversations presentation which will include input on expected behaviours, role modelling and accountability via an external trainer (follow up to quarterly process).	Evidence has now been provided by the communications department. 138 people attended out of a possible 208 members of staff at SM/ Grade 7. The presentations from the event are available via Yammer for those unable to attend the event. This action will now be marked as completed.	28/02/2023	Completed
01b.03	Performance/ conflict training for managers.	The e-learning modules are now online. They are voluntary and accessible for everyone, not just managers. Organisational Development will work with Learning and Development to discuss how these courses can be embedded into development programmes. The	30/09/2023	In Progress – On Track

Ref.	Description	Progress Update	Target Completion	Status
		<p>courses currently available are as follows:</p> <ul style="list-style-type: none"> • Avoiding workplace conflict • Dealing with sensitive issues: overview • Handling difficult conversations • Tackling problem behaviour <p>Over time, more leadership and management courses will be made available.</p>		
01b.04	Monthly communication to the workforce on concluded disciplinarys including sanctions and rationale for those sanctions.	The DCFO is currently in discussion with the CFO and Director of Finance, People and Estates on what the Service can and cannot publish from a legal perspective. Once this is established, the appropriate data will be made available to the workforce.	30/11/2022	In Progress – Off Track
01b.05	Report to the Executive Board on grievance and disciplinary cases to include type of case, speed of completion and outcome (e.g. improve speed of investigations and reconsider the use of outside investigators).	Report presented to the Executive Board on 15/12/2022. Action marked as completed by the Director of Finance, People and Estates 13/01/2023.	30/11/2022	Completed
01b.06	Every presentation to include a slide on values, expected behaviours and ethics.	The standard DSFRS presentation template now includes a slide on values, expected behaviours and ethics. Paul Compton will confirm that these are now available to all staff and will provide a sample and the template location for evidence. Comms will also be	31/01/2023	In Progress – On Track

Ref.	Description	Progress Update	Target Completion	Status
		produced for the workforce outlining the changes and how to access the new templates.		
01b.07	Create and publish effective confidential reporting mechanisms which include several avenues for staff. To include, a confidential reporting line directly to the DCFO, direct to ACAS, HMICFRS confidential reporting line, and whistle blowing policy.	A confidential reporting line has been established and work is underway to develop this further before it goes live to the organisation.	28/02/2023	In Progress – On Track
01b.08	Establish 'Speak Up' champions in each group and workplace that are accessible to all staff. Individuals will be interviewed and selected by senior staff (training allowance required). Individuals will support station visits and training/awareness.	<p>The ACFO has discussed this further with the Head of Organisational Assurance who has been in contact with the NHS Trust in the South West to see how their 'Speak Up' champion model has progressed. The Service is in contact with Greater Manchester FRS as they have implemented 'Speak Up' champions within their Service. Learning from initial models of the 'Speak Up' initiative, organisations now specifically train and support individuals in these roles rather than asking for volunteers. Questions to establish as next steps:</p> <ul style="list-style-type: none"> • What is the governance to support these? • How do we develop the staff supporter scheme to become 	28/02/2023	In Progress – On Track

Ref.	Description	Progress Update	Target Completion	Status
		<p>'Speak Up' champions?</p> <ul style="list-style-type: none"> • How do we then support these individuals in a sustained way to enable them to continue providing support to the workforce over time? <p>It is anticipated that the model for 'Speak Up' champions will be established by the target completion date (28/02/2023) but the process will continue to develop beyond this.</p>		
01b.09	<p>All recruitment and selection processes will include elements to assess applicants' cultural awareness and how this links to the Service Values. Internal processes, including promotional processes, will include questions and/or assessment to evidence cultural awareness and how applicants demonstrate and/or embed behaviours that link to the Service Values, Code of Ethics and NFCC leadership framework.</p>	<p>The on-call to wholetime interview process (running at the moment) has questions linked to culture and ethics.</p>	30/06/2023	In Progress – On Track
01b.10	<p>Equality, Diversity and Inclusion commission to be established. To include representation from representative bodies, staff support groups and key leaders.</p>	<p>Action marked as completed by DCFO 30/09/2022.</p>	N/A	Completed

Ref.	Description	Progress Update	Target Completion	Status
01b.11	Exit process to be formalised. This to include specific questions on cultural improvements.	The process is currently out for consultation.	28/02/2023	In Progress – On Track
01b.12	Revise induction process for all staff to include the setting of expectations of behaviour, values and ethics.	This action is on track for completion by 30 Jun 2023. Currently the HR/OD team are waiting for the revised exit process to be completed before progressing this action any further.	30/06/2023	In Progress – On Track
01b.13	To identify where other services are doing well in the People Pillar and State of Fire Annual Review. Contact them to understand the areas of best practice that they have implemented and how this may improve our Service.	Meetings have now been held with departments heads in People Services from Merseyside and Oxfordshire FRSs. Learning has been captured by SLT leads and the HMI Team and this will be discussed at HMI Governance Board on Wednesday 04 January 2023. This action will now be marked as completed.	31/10/2022	Completed
01b.14	To review best practice with our Service leads in order to enhance improvement plans.	A meeting held with SLT on Wednesday 04 January to discuss best practice from other Services. Any learning will be included within individual actions by the responsible SLT lead and captured as part of the wider action plan. This action will now be marked as completed.	31/10/2022	Completed

3. **AREAS FOR IMPROVEMENT ACTION PLAN COMPLETION STATUS**

3.1. Table 3 lists the Areas For Improvement linked to the People Committee and their individual implementation status.

Table 3:

Reference	Description	Target Completion Date	Status
HMI-3.1-202208	The service should monitor secondary contracts to make sure working hours are not exceeded.	31/01/2024	In Progress - On Track
HMI-3.2-202209	The service should make sure its workforce plan takes full account of the necessary skills and capabilities to carry out the integrated risk management plan.	30/09/2024	In Progress - On Track
HMI-3.2-202210	The service should address the high number of staff in temporary promotion positions.	30/09/2023	In Progress - On Track
HMI-3.3-202211	The service should make sure that it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process.	31/01/2024	In Progress - On Track
HMI-3.3-202212	The service should improve staff understanding of the purpose and benefits of positive action.	30/09/2023	In Progress - On Track
HMI-3.4-202213	The service should make sure its selection, development and promotion of staff is open and fair, and that feedback is available to staff.	31/01/2025	In Progress - On Track
HMI-3.4-202214	The service should improve all staff understanding and application of the performance development review process.	30/04/2024	In Progress - On Track
HMI-3.4-202215	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	31/10/2024	In Progress - On Track

3.2. Table 4 overleaf outlines the completion status of all actions designed to address the Areas for Improvement linked to the People Committee, as outlined above.

Table 4: Summary of progress against the 39 individual actions **

Areas for Improvement (People Committee)

Not started (on track)	Not started (off track)	In progress (on track)	In progress (off track)	Completed	Closed
13 * (→ at 13)	0 (→ at 0)	23 (↓ from 26)	0 (→ at 0)	3 (↑ from 1)	0 (→ at 0)

* Please note that eight of the actions which have not yet started are the evidence and assurance required once all other actions have been completed.

** The total number of actions has reduced from 40 to 39 as one action within HMI-3.4-202214 (PDR Process) has been merged with action 01a.06 in the Cause of Concern action plan.