

REPORT REFERENCE NO.	DSFRA/23/22
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY
DATE OF MEETING	25 SEPTEMBER 2023
SUBJECT OF REPORT	HIS MAJESTY'S INSPECTORATE OF CONSTABULARY & FIRE & RESCUE SERVICES (HMICFRS) AREAS FOR IMPROVEMENT ACTION PLAN UPDATE
LEAD OFFICER	CHIEF FIRE OFFICER
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<p>On Wednesday 27 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). Progress against these is monitored by the Authority's committees with a full update against the action plan presented to the Authority twice per year.</p> <p>This report outlines the progress that has been made against the HMICFRS Areas for Improvement action plan to date. The key highlights are that:</p> <ul style="list-style-type: none"> • One action within the Cause of Concern action plan is currently recorded as 'In Progress – Off Track'. This is due to the following factor: <ul style="list-style-type: none"> - The trainee/ trainer charter will be presented for feedback at the next Equality, Diversity and Inclusion Commission (scheduled October 2023). A further update will be provided once this has taken place. The customer charter will be shared with the extended leadership team by 15/09/2023 and then published to the wider organisation. • 3 Areas for Improvement are currently recorded as 'In Progress – Off Track'. This is due to the following factors: <ul style="list-style-type: none"> - Dependencies associated with the Target Operating Model (HMI-2.2-202206b: Estates Strategy). - Once action which has not been completed in the required timeframe due to cross-department dependencies (HMI-2.2-202207b: Response - Technology and Innovation). - Delays in the development of a revised recruitment policy, to include a process for monitoring temporary promotions (HMI-3.2-202210: Temporary Promotions).

RESOURCE IMPLICATIONS	Considered within the Action Plan where appropriate.
EQUALITY RISKS AND BENEFITS ANALYSIS	Considered within the Action Plan where appropriate.
APPENDICES	None.
BACKGROUND PAPERS	None.

1. INTRODUCTION

- 1.1. 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).
- 1.2. This report provides an update on the Cause of Concern and Areas For Improvement action plan that has been produced following the inspection, which concluded in October 2021.

2. CAUSE OF CONCERN ACTION COMPLETION STATUS

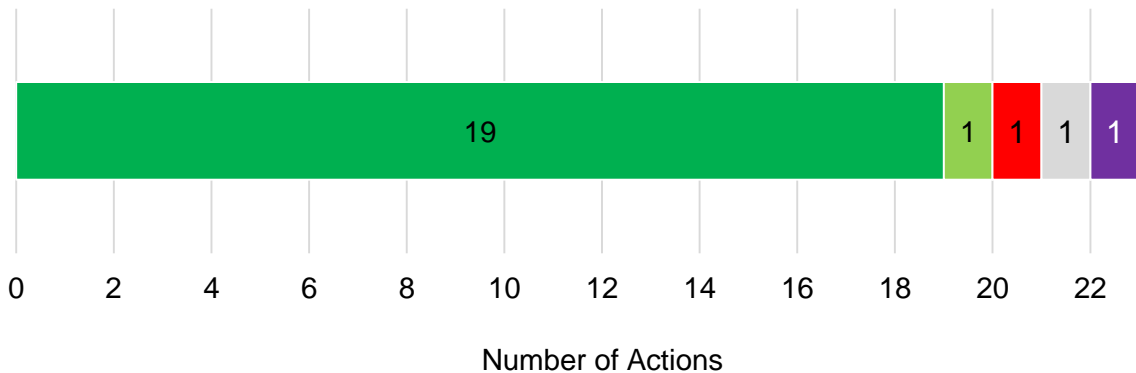
2.1. The Cause of Concern is as follows:

“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. Figure 1 below outlines the completion status of these actions.

Figure 1: Cause of Concern Action Status - September 2023



- Completed
- In Progress - On Track
- In Progress - Off Track
- Not Started - On Track (Evidence and Assurance)
- No Longer Required

2.3. Table 1 below outlines the completion status of these actions in table view.

Table 1: Summary of progress against the 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	No Longer Required
1 *	0	1	1	19	0	1

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

2.4. The overall status of the Cause of Concern is currently 'In Progress – Off Track'. This is due to one action around expectations documents (charters) being off track for a target completion date of 28/02/2023. A progress update and factors impacting delivery are outlined in table 2 below:

Table 2:

Ref.	Description	Progress Update	Target Completion
01a.07	Expectations documents x3 (charters) between: a. Trainers and recruits, b. Staff and clients/ customers/ partners (external), c. Staff and staff (internal)	<p>Information to support departments creating team charters has been published on the intranet. This element of the action will be marked as completed.</p> <p>The trainee/ trainer charter will be presented for feedback at the next Equality, Diversity and Inclusion Commission (scheduled October 2023). A further update will be provided once this has taken place.</p> <p>The customer charter will be circulated to the extended leadership team by 15/09/2023 and will be published in Shout Out week commencing 18/09/2023.</p>	28/02/2023

3. AREAS FOR IMPROVEMENT ACTION PLAN COMPLETION STATUS

3.1. Table 3 below lists the Areas For Improvement and their individual implementation status.

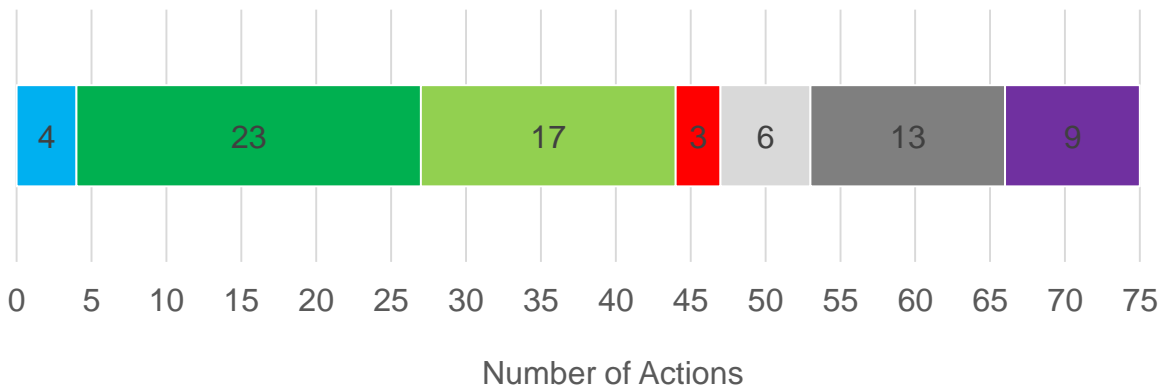
Table 3:

Reference	Description	Target Completion	Status
HMI-1.1-202202	IRMP Mitigating Risk	31/01/2024	In Progress – On Track
HMI-1.2-202203	Prevention Activity	29/02/2024	In Progress – On Track
HMI-1.2-202204	Safeguarding Training	30/04/2024	In Progress – On Track
HMI-1.3-202205	QA Audits and FSCs	30/11/2023	In Progress – On Track
HMI-2.2-202206a	Fleet Strategy	31/01/2024	Closed
HMI-2.2-202206b	Estates Strategy	31/01/2024	In Progress – Off Track
HMI-2.2-202207a	Prevention and Protection - Technology and Innovation	30/04/2025	In Progress – On Track
HMI-2.2-202207b	Response - Technology and Innovation	31/07/2024	In Progress – Off Track
HMI-3.1-202208	Secondary Contracts	31/01/2024	In Progress – On Track
HMI-3.2-202209	Workforce Planning	30/09/2024	In Progress – On Track
HMI-3.2-202210	Temporary Promotions	31/12/2023	In Progress – Off Track
HMI-3.3-202211	Grievance Procedures	31/01/2024	In Progress – On Track
HMI-3.3-202212	Positive Action	30/09/2023	Completed
HMI-3.4-202213	Selection and Promotions Process	31/01/2025	In Progress – On Track

Reference	Description	Target Completion	Status
HMI-3.4-202214	PDR Process	30/06/2024	In Progress – On Track
HMI-3.4-202215	High-Potential Staff	N/A	Paused

3.2. Figure 2 below outlines the completion status of all actions designed to address the Areas For Improvement outlined above.

Figure 2: Areas for Improvement Action Status - September 2023



- Closed
- Completed
- In Progress - On Track
- In Progress - Off Track
- Not Started - On Track
- Not Started - On Track (Evidence and Assurance)
- No Longer Required/ Paused

3.3. Table 4 below outlines the completion status of these actions in table view.

Table 4: Summary of progress against the individual actions						
Areas for Improvement						
Not started (on track)	Not started (off track)	In progress (on track)	In progress (off track)	Completed	Closed	Paused/ No Longer Required
19 *	0	17	3	23	4	9

* Please note that 6 of the actions which have not yet started are the evidence and assurance required once all other actions have been completed.

4. **AREAS FOR IMPROVEMENT WHICH ARE 'OFF-TRACK'**

4.1. The tables below outline the Areas for Improvement which are currently marked as 'In Progress – Off Track' and the factors impacting delivery.

Improvement Area	Status
HMI-2.2-202206b – Estates Strategy	In Progress – Off Track
Factors impacting delivery	
The Estates strategy has been drafted and the Head of Estates is currently in discussion with the Chief Fire Officer and Assistant Chief Fire Officer (Director of Service Delivery Support) on how to progress this moving forward, aligned to the Target Operating Model.	

Improvement Area	Status
HMI-2.2-202207b – Response - Technology and Innovation	In Progress – Off Track
Factors impacting delivery	
Paper based systems have been identified and action is now being taken to review these with the relevant departments and make recommendations for improvements. This action will remain as 'In Progress – Off Track' as the target completion date has now passed and the action has not been completed within the required timeframe.	

Improvement Area	Status
HMI-3.2-202210 – Temporary Promotions	In Progress – Off Track
Factors impacting delivery	
The HR team are currently working on a revised recruitment policy, to include a process to continually monitor temporary promotion positions to understand why they are being offered to individuals. This action will remain as 'In Progress – Off Track' until the new policy and process have been implemented.	

GAVIN ELLIS
Chief Fire Officer