

REPORT REFERENCE NO.	PC/24/2
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	24 JANUARY 2024
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	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 in October 2023. The key highlights are that:</p> <ul style="list-style-type: none"> • Two actions within the Cause of Concern action plan are currently recorded as 'Off Track'. This is due to the following factors: <ul style="list-style-type: none"> - The final version of the training charter is now completed, the academy are working with the communications and engagement department to get it published across the Service. - The evidence and assurance for the Cause of Concern will be started once all actions have been completed (01b.15). • One Area for Improvement, HMI-3.2-202209 (Workforce Planning) is currently marked as 'In Progress – Off Track'. This is due to the following factors: <ul style="list-style-type: none"> - The People Services team are working with the project team to review outputs from the new HR system, in relation to workforce planning data, ahead of the new reporting year. Work against this area for improvement has been delayed due to work on other project requirements.

	<ul style="list-style-type: none"> One Area for Improvement, HMI-3.4-202215 (High Potential Staff), will remain 'paused' until new actions against this area for improvement are established as the result of a review scheduled on 26/01/2024.
RESOURCE IMPLICATIONS	Considered within the Action Plan where appropriate.
EQUALITY RISKS AND BENEFITS ANALYSIS	Considered within the Action Plan where appropriate.
APPENDICES	A. HMI People Committee Update
BACKGROUND PAPERS	None



DEVON &
SOMERSET
FIRE & RESCUE SERVICE

APPENDIX A TO REPORT PC/24/2

HMICFRS Action Plan People Committee Update

HMI Team

Devon & Somerset
Fire & Rescue Service

January 2024

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 plans that have been produced following the inspection, which concluded in October 2021.

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

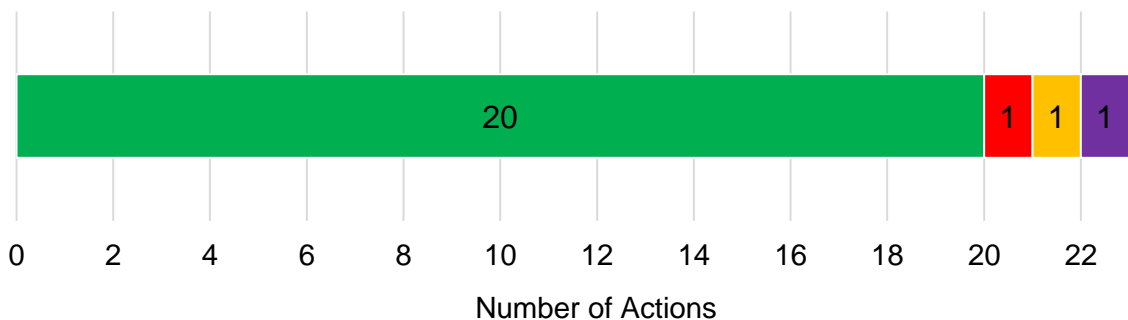
2.1. The Cause of Concern is as follows:

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

Figure 1: Cause of Concern Action Status - January 2024



- Completed
- In Progress - Off Track
- In Progress - Off 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	In progress (on track)	In progress (off track)	Completed	Closed	Paused/ No Longer Required
0 (↓ from 1)	0 (→ at 0)	2 (→ at 2)	20 (↑ from 19)	0 (→ at 0)	1 (→ at 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. Table 2 outlines the individual actions in progress within the Cause of Concern action plan and their current status.

Table 2:

Ref.	Description	Progress Update	Target Completion	Status
01a.07	Expectations documents x3 (charters) between: a. Trainers and recruits, b. Staff and clients/ customers/ partners (external), c. Staff and staff (internal)	The final version of the training charter is now completed, the academy are working with the communications and engagement department to get it published across the Service.	28/02/2023	In Progress – Off Track
01b.15	01 Evidence and Assurance	Evidence and assurance cannot be started until all other actions have been completed.	31/10/2023	In Progress – Off Track

2.5. Table 3 outlines the individual actions within the Cause of Concern action plan that have been marked as completed since the last update to the committee.

Table 3:

Ref.	Description	Update	Date completed
01b.03	Performance/ conflict training for managers.	All training sessions have now taken place.	05/12/2023 (Head of People Services)

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

3.1. Table 4 lists the Areas For Improvement linked to the People Committee and their individual implementation status.

Table 4:

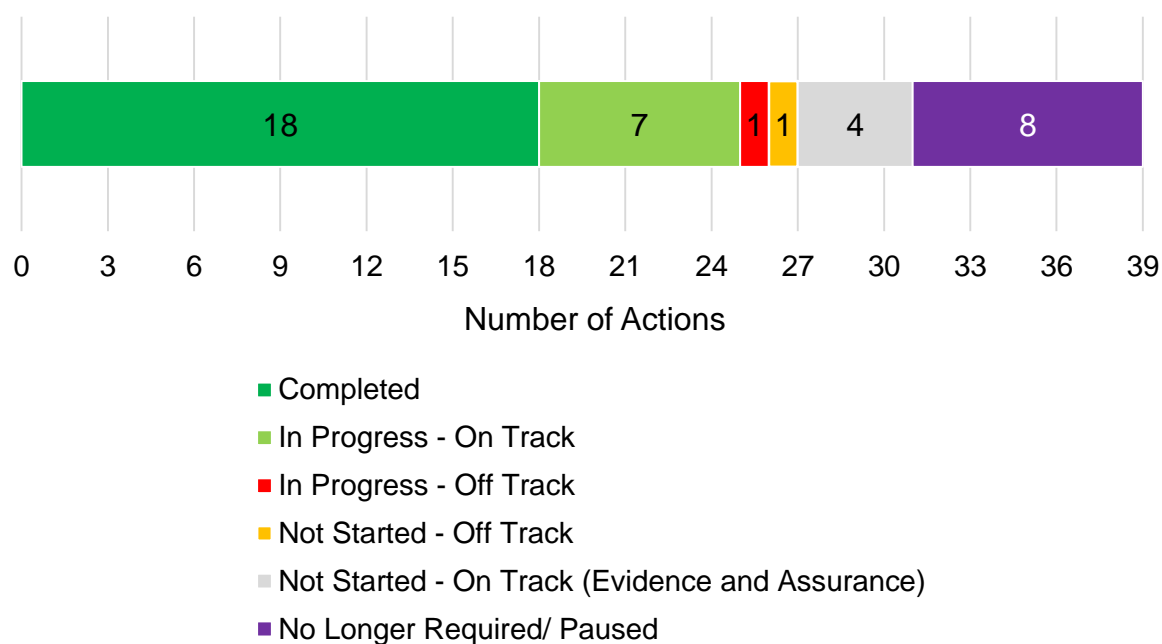
Reference	Description	Target Completion	Status
HMI-3.1-202208	The service should monitor secondary contracts to make sure working hours are not exceeded.	31/01/2024 31/03/2024	In Progress – On Track
HMI-3.2-202209	The service should make sure its workforce plan takes full account of the necessary skills and capabilities to carry out the integrated risk management plan.	30/09/2024	In Progress – Off Track
HMI-3.2-202210	The service should address the high number of staff in temporary promotion positions.	30/09/2023 31/12/2023	Completed
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	Completed
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

Reference	Description	Target Completion	Status
HMI-3.4-202214	The service should improve all staff understanding and application of the performance development review process.	30/04/2024 30/06/2024*	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.	Next review scheduled 26/01/2024	Paused

* Deadline extension as reported to the People Committee 28/07/2023

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

Figure 2: People Committee Action Status - January 2024



3.3. Table 5 below outlines the completion status of these actions in table view.

Table 5: Summary of progress against the 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	Paused/ No Longer Required
4 * (↓ from 8)	1 (↑ from 0)	7 (↑ from 6)	1 (↓ from 2)	18 (↑ from 15)	0 (→ at 0)	8 (→ at 8)

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

4. **IMPROVEMENT AREAS WHICH ARE ‘OFF-TRACK’**

4.1. Table 6 below outlines one area for improvement which is currently marked as ‘In Progress – Off Track’.

Table 6:

Improvement Area	Status
HMI-3.2-202209 – Workforce Planning	In Progress – Off Track
Factors impacting delivery	
The People Services team are working with the project team to review outputs from the new HR system, in relation to workforce planning data, ahead of the new reporting year. Work against this area for improvement has been delayed due to work on other project requirements.	

5. **ACTION DEADLINE EXTENSIONS**

5.1. Table 7 below outlines one area for improvement which has had a deadline extension since the last report to the People Committee.

Table 7:

Area for Improvement	Status
HMI-3.1-202208 – Secondary Contracts	In Progress – On Track

Reason for deadline extension
Two actions within this area for improvement have been pushed back as development of the recruitment policy is still in progress. In addition to this, existing policies and procedures are being reviewed to ensure they do not contradict the new policy. Current workload within People Services has caused a delay in completion.

6. PAUSED AREAS FOR IMPROVEMENT

6.1. Table 8 below outlines one improvement area which remains 'paused'.

Table 8:

Area for Improvement	Status
HMI-3.4-202215 – High-Potential Staff	Paused
Reason for pause	
New actions against this area for improvement will be established as the result of a review scheduled on 26/01/2024.	