

REPORT REFERENCE NO.	DSFRA/24/16
MEETING	DEVON & SOMERSET FIRE & RESCUE AUTHORITY
DATE OF MEETING	25 MARCH 2024
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 27th July 2022, His Majesty's Inspectorate of Constabulary & Fire & Rescue Services (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 relevant committee, with a full update against the action plan presented to the Fire and Rescue Authority twice per year.</p> <p>The paper appended to this report outlines the progress that has been made against the HMICFRS Areas for Improvement action plan since the last update to the Fire and Rescue Authority in September 2023. The key highlights are that:</p> <ul style="list-style-type: none"> • All actions under the Cause of Concern have now been marked as completed. The recommendation for closure has been approved by HMICFRS Governance Board (13/03/2024) and will now be presented to the Executive Board for review and approval (19/03/2024). • Three Areas for Improvement have been marked as 'closed'. • Seven Areas for Improvement are currently recorded as 'In Progress – Off Track'. This is due to the following factors: <ul style="list-style-type: none"> - Although evaluation is completed for prevention processes, and decisions are informed by risk data, there is still a requirement to evaluate the effectiveness of prevention activities on delivery of improved community outcomes. (HMI-1.2-202203: Prevention Activity).

	<ul style="list-style-type: none"> - A target was set for 95% of the workforce to have completed the new safeguarding training. As of today (12/03/2024) completion is at 94%. (HMI-1.2-202204: Safeguarding Training). - The Estates Strategy is currently in the final stages of consultation, after which it will be published (expected by 22/03/2024). (HMI-2.2-202206b). - One area for improvement is dependent upon data from the new training recording system which is currently under development. The target completion date will be reviewed following implementation of the new system. (HMI-2.2-202207b: Response – Technology and Future Innovation). - The People Services team are currently working on a revised recruitment policy, to include temporary promotion and secondary contracts. Resourcing pressures are leading to delays for actions under three areas for improvement (HMI-3.1-202208: Secondary Contracts, HMI-3.2-202210: Temporary Promotions, HMI-3.4-202213: Selection and Promotions Process).
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

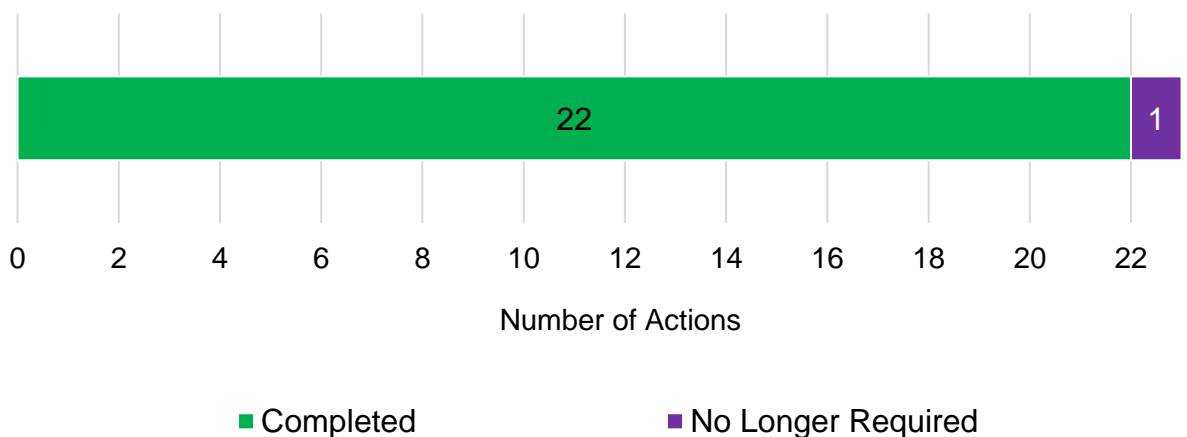
2.1 The Cause of Concern is as follows:

“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 - March 2024



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
0	0	0	0	22	0	1

2.4 All actions under the cause of concern have now been marked as completed. A recommendation for closure report has been approved by HMICFRS Governance Board (13/03/2024) and will now be presented to the Executive Board for review and approval (19/03/2024).

2.5 The Cause of Concern will now be transitioned into Service business as usual. Progress on improving organisational culture will continue to be an area of focus.

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

3.1. Table 2 below lists the Areas For Improvement and their individual implementation status.

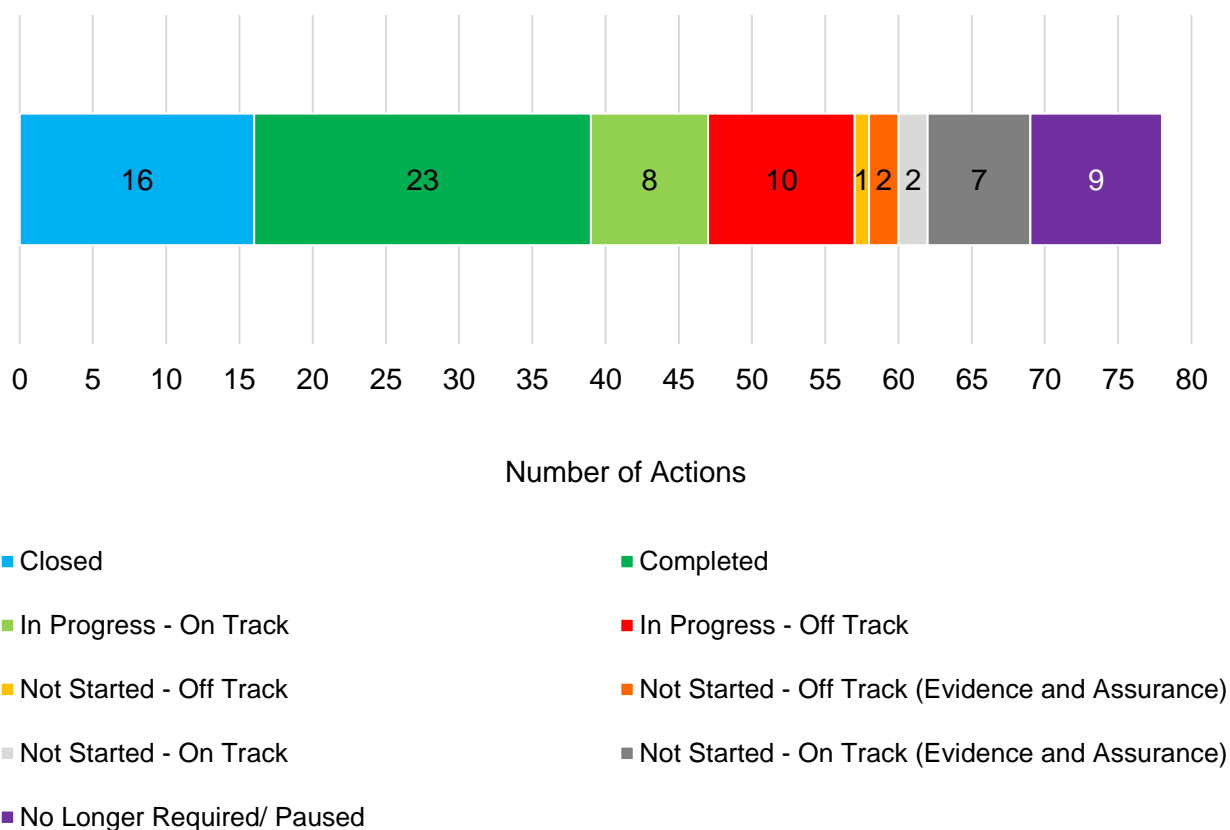
Table 2:

Reference	Description	Target Completion	Status
HMI-1.1-202202	IRMP Mitigating Risk	31/01/2024	Closed
HMI-1.2-202203	Prevention Activity	29/02/2024	In Progress – Off Track
HMI-1.2-202204	Safeguarding Training	30/06/2024	In Progress – Off Track
HMI-1.3-202205	QA Audits and FSCs	31/08/2024	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	31/03/2024	In Progress – Off Track

Reference	Description	Target Completion	Status
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	Closed
HMI-3.3-202212	Positive Action	30/09/2023	Closed
HMI-3.4-202213	Selection and Promotions Process	31/01/2025	In Progress – Off Track
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 - March 2024



3.3. Table 3 below outlines the completion status of these actions in table view.

Table 3: 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
9 *	3 **	8	10	23	16	9

* Please note that 7 of the actions marked as 'Not Started – On Track' are the evidence and assurance required once all other actions have been completed.

** Please note that 2 of the actions marked as 'Not Started – Off Track' 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-1.2-202203 – Prevention Activity	In Progress – Off Track
Factors impacting delivery	
Although evaluation is completed for prevention processes, and decisions are informed by risk data, there is still a requirement to evaluate the effectiveness of prevention activities on delivery of improved community outcomes.	

Improvement Area	Status
HMI-1.2-202204 – Safeguarding Training	In Progress – Off Track
Factors impacting delivery	
A target was set for 95% of all staff to have completed the training by the deadline (16/02). This accounts for individuals that will be unable to take the training due to casual contracts or being on long term sick leave. As of today (13/03/2024) 94% of individuals have undertaken the training.	

Improvement Area	Status
HMI-2.2-202206b – Estates Strategy	In Progress – Off Track
Factors impacting delivery	
The Estates Strategy is currently in the final stages of consultation, after which it will be published (expected by 22/03/2024).	

Improvement Area	Status
HMI-2.2-202207b – Response – Technology and Innovation	In Progress – Off Track
Factors impacting delivery	
This area for improvement is dependent upon data from the new training recording system which is currently under development. The data will inform a risk-based approach to training utilising technology to realise efficiencies. The target completion date will be reviewed following implementation of the new system.	

Improvement Area	Status
HMI-3.1-202208 – Secondary Contracts	In Progress – Off Track
HMI-3.2-202210 – Temporary Promotions	In Progress – Off Track
HMI-3.4-202213 – Selection and Promotions Process	In Progress – Off Track
Factors impacting delivery	
The People Services team are currently working on a revised recruitment policy, to include temporary promotion and secondary contracts. These areas for improvement will remain as ‘In Progress – Off Track’ until the new policy and process have been implemented. Resourcing pressures are leading to delays for actions under these areas for improvement.	

GAVIN ELLIS
Chief Fire Officer