

<b>REPORT REFERENCE NO.</b>	<b>PC/24/6</b>
<b>MEETING</b>	<b>PEOPLE COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>24 APRIL 2024</b>
<b>SUBJECT OF REPORT</b>	<b>HIS MAJESTY'S INSPECTORATE OF CONSTABULARY &amp; FIRE &amp; RESCUE SERVICES (HMICFRS) CAUSE OF CONCERN AND AREAS FOR IMPROVEMENT ACTION PLAN UPDATE</b>
<b>LEAD OFFICER</b>	<b>Chief Fire Officer</b>
<b>RECOMMENDATIONS</b>	<i>That the Committee reviews progress in delivery of the action plan.</i>
<b>EXECUTIVE SUMMARY</b>	<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 January 2024. The key highlights are that:</p> <ul style="list-style-type: none"> <li>• All actions under the cause of concern have now been marked as completed. The recommendation for closure was approved by Executive Board on 19/03/2024. The Cause of Concern has now been transitioned into Service business as usual. Progress on improving organisational culture will continue to be an area of focus.</li> <li>• Three areas for improvement are currently marked as 'In Progress – Off Track'. This is due to the following factors: <ul style="list-style-type: none"> <li>- The People Services team are currently working on a revised recruitment policy, to include temporary promotion and secondary contracts. The need for prioritisation of resourcing is 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).</li> </ul> </li> <li>• One Area for Improvement, HMI-3.4-202215 (High Potential Staff), will remain 'paused' until new actions against this area for improvement are established.</li> </ul>

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

**1. INTRODUCTION**

- 1.1. On Wednesday 27<sup>th</sup> 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. All actions under the cause of concern have now been marked as completed. The recommendation for closure was approved by Executive Board on 19/03/2024.
- 2.3. The Cause of Concern has now been 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 1 lists the Areas For Improvement linked to the People Committee and their individual implementation status.

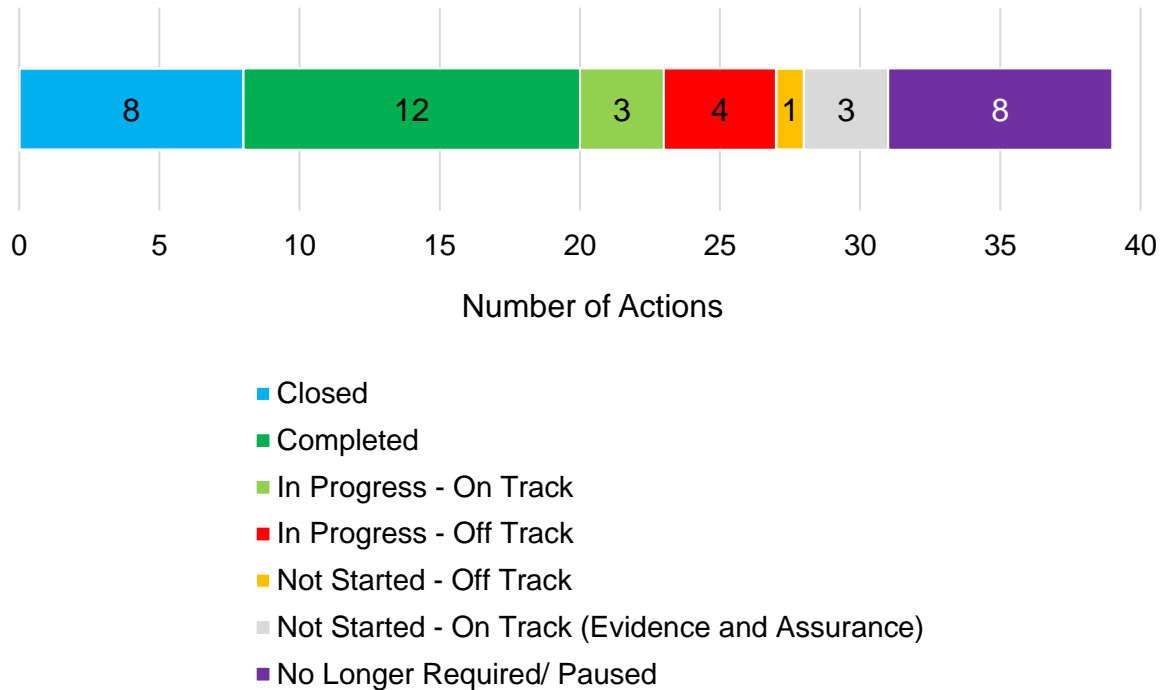
**Table 1:**

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 – Off Track
HMI-3.2-202209	The service should make sure its workforce plan takes full account of the necessary skills and	30/09/2024	In Progress – On Track

Reference	Description	Target Completion	Status
	capabilities to carry out the integrated risk management plan.		
HMI-3.2-202210	The service should address the high number of staff in temporary promotion positions.	<del>30/09/2023</del> 31/12/2023	In Progress – Off 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	Closed
HMI-3.3-202212	The service should improve staff understanding of the purpose and benefits of positive action.	30/09/2023	Closed
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 – Off Track
HMI-3.4-202214	The service should improve all staff understanding and application of the performance development review process.	<del>30/04/2024</del> 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.	<i>Next review scheduled</i> 30/04/2024	Paused

3.2. Figure 1 below outlines the completion status of all actions designed to address the Areas For Improvement linked to the People Committee, as outlined above.

**Figure 1: People Committee Action Status - April 2024**



3.3. Table 2 below outlines the completion status of these actions in table view.

<b>Table 2: Summary of progress against the individual actions</b>						
<b>Areas for Improvement (People Committee)</b>						
Not started (on track)	Not started (off track)	In progress (on track)	In progress (off track)	Completed	Closed	Paused/ No Longer Required
3 * (↓ from 4)	1 (→ at 1)	3 (↓ from 7)	4 (↑ from 1)	12 (↓ from 18)	8 (↑ from 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 3 below outlines three areas for improvement which are currently marked as 'In Progress – Off Track'.

**Table 3:**

<b>Improvement Area</b>	<b>Status</b>
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
<b>Factors impacting delivery</b>	
<p>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. The need for resourcing prioritisation is leading to delays for actions under these areas for improvement.</p> <p>The target completion dates for all three areas for improvement will be confirmed based on further scoping of the required work after publication of the new recruitment policy.</p>	

**5. ACTION DEADLINE EXTENSIONS**

5.1. There have been no additional deadline extensions since the last report to the committee in January 2024.

**6. PAUSED AREAS FOR IMPROVEMENT**

6.1. Table 4 below outlines one improvement area which remains ‘paused’.

**Table 4:**

<b>Area for Improvement</b>	<b>Status</b>
HMI-3.4-202215 – High-Potential Staff	Paused
<b>Reason for pause</b>	
<p>New actions against this area for improvement will be established by 30/04/2024 in line with work around the new personal performance development (PPD) system and process.</p>	

**GAVIN ELLIS**  
**Chief Fire Officer**