

DSFRS 2022 HMICFRS Cause of Concern Action Plan

Description

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.

3. People (How well does the fire and rescue service look after its people?)

3.1 How well does the FRS promote its values and culture?

HMICFRS 'Good' Criteria:

3.1.1 - The FRS has well-defined values and behaviours that are understood and demonstrated at all levels within the organisation.
 3.1.2 - FRS senior managers act as role models and demonstrate commitment to service values through their behaviours.

DSFRS ref.	2019 AFI	Details	Theme	Action ref.	EB Action Owner	Action	Expected Outcome	Start Date	Target Completion Date	Evidence/ assurance related to actions	Status	Assurance to support discharging CoC
HMI-3.1-202201a	Yes	The Service should make sure that its values and behaviours are understood and demonstrated at all levels of the organisation.	Equality Diversity and Inclusion (EDI) training	01a.01	Director of Finance, People and Estates	Equality Diversity and Inclusion (EDI) eLearning to be repeated for all staff.	All staff to have refreshed their knowledge and understanding of EDI, values and ethics.	01/09/2022	30/09/2022	• EDI eLearning performance stats	In Progress - On Track	How will the Service be assured that its values, behaviours and ethics are understood and demonstrated at all levels of the organisation, 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? Consider: • Staff survey • Manager walk rounds (to include observation of behaviour and informal discussion with staff) • HMICFRS 'inspection style' deep dive
				01a.02	Director of Finance, People and Estates	EDI eLearning to be an annual assessment and made a core skill on the competency dash board.	To demonstrate improved awareness and understanding of EDI, values and ethics amongst all staff.	01/09/2022	01/04/2023	• EDI eLearning performance stats	In Progress - On Track	
				01a.03	Director of Finance, People and Estates	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).	Staff to be aware of expectations in terms of values, behaviours and ethics and be able to apply principles in practice.	01/09/2022	31/01/2023	• Training completion stats	In Progress - On Track	
				01a.04	Deputy Chief Fire Officer	All inappropriate material to be removed from Service premises. This includes inappropriate mugs, which was an issue highlighted by HMICFRS.	A clear standard is set with an understanding that a zero tolerance approach will be applied to the use of any inappropriate material including cups/mugs etc. on service premises. If inappropriate material is found it will be removed and the appropriate action taken.	01/09/2022	11/09/2022	• Department heads and managers at all levels empowered to undertake periodic assessments of their workplaces to ensure there is no inappropriate material.	In Progress - On Track	
				01a.05	Director of Governance and Digital Services	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?	Staff will have a clear opportunity to speak up which will allow action to be taken where appropriate.	01/09/2022	30/11/2022	• PPD completion stats and data collected for identification and measurement of wider service concerns.	In Progress - On Track	
				01a.06	Chief Fire Officer	PPDs to be completed in line with policy and recorded on Workbench.	Managers will have a clear opportunity to discuss values, behaviours and ethics with their staff. Staff will also have the opportunity to raise any concerns that they have.	01/09/2022	28/02/2023	• PPD completion stats	In Progress - On Track	
				01a.07	Director of Finance, People and Estates	Expectations documents x4 (charters) between: a. Managers and staff b. Trainers and recruits c. Staff and staff d. Staff and clients/ customers/ partners	Staff will have clarity on the values, behaviours and ethics that can be reasonably expected from different working relationships.	01/09/2022	28/02/2023	• Copies of the charter documents • Evidence of the distribution of documents. This will become a handbook for all work locations detailing what is and what isn't acceptable.	In Progress - On Track	
HMI-3.1-202201b	Yes	The Service should 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.	Core brief to all staff through recorded messaging/facilitated training for SM equivalent and above	01a.08	Deputy Chief Fire Officer	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).	Consistent brief for all stations and departments on key messages. This will be delivered verbally by line managers with feedback captured to gain information and data.	01/09/2022	31/12/2022	• Copies of the core briefs • SLT feedback repository (to highlight any further actions)	In Progress - On Track	
				01b.01	Deputy Chief Fire Officer	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).	Consistent brief for all staff on key messages. This will set the tone and expectations for the core brief content in 01a.08, allowing the CFO & DCFO to set a clear expectation for the focus of that quarters core brief, to be cascaded via line managers.	01/09/2022	31/12/2022	• Training completion stats & Feedback from the workforce	In Progress - On Track	
				01b.02	Deputy Chief Fire Officer	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).	Managers to be aware of expectations in terms of values, behaviours and ethics and be able to apply the principles in practice.	01/09/2022	28/02/2023	• Training completion stats	In Progress - On Track	
				01b.03	Director of Finance, People and Estates	Performance/ conflict training for managers.	Improved confidence for managers in addressing performance and conflict issues as well as acting as visible role models to their teams on the expectations of the organisation.	01/09/2022	30/09/2023	• Training completion stats	In Progress - On Track	
				01b.04	Deputy Chief Fire Officer	Monthly communication to the workforce on concluded disciplinarys including sanctions and rationale for those sanctions.	Improved staff confidence that poor behaviour will be addressed, and for staff to understand that legitimate concerns raised are dealt with appropriately.	01/09/2022	30/11/2022	• Copies of monthly updates • Comms click rate (how many times it has been accessed)	In Progress - On Track	
				01b.05	Director of Finance, People and Estates	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).	Improved staff confidence that poor behaviour will be addressed. Ability to provide confidence to the Executive Board and Fire Authority that cases are being processed fairly and efficiently. Learning is identified from each case.	01/09/2022	31/10/2022	• Copies of monthly updates • Comms click rate (how many times it has been accessed)	In Progress - On Track	
				01b.06	Deputy Chief Fire Officer	Every presentation to include a slide on values, expected behaviours and ethics.	Reinforcement of values, behaviours and ethics as a golden thread in everything that we do.	01/09/2022	31/01/2023	• Copies of example presentations	In Progress - On Track	
				01b.07	Director of Service Improvement	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.	All staff are aware of the confidential reporting mechanisms available to them and feel confident to use them. Staff have an awareness of the 'Respect and Fairness Toolkit' (RAFT).	01/09/2022	28/02/2023	• Copy of the document/ intranet page where this information is published • Microsoft forms survey to check staff awareness • Confirmation from managers that they have briefed their teams	In Progress - On Track	
				01b.08	Director of Service Improvement	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.	Staff will have a trusted internal route to raise concerns and will have confidence that these will be acted on.	01/09/2022	28/02/2023	• Copy of any communication detailing the establishment of this team • Supporting code of conduct • Outcomes and actions resulting from engagement with the 'Speak Up' champions	In Progress - On Track	

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			Recognition of living the values	01b.09	Director of Finance, People and Estates/ Deputy Chief Fire Officer	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.	All staff will be committed to improving culture and living the values which will be evidenced through processes, PPDs and day to day engagement.	01/09/2022	30/06/2023	<ul style="list-style-type: none"> • Anonymised interview notes • Reduced discipline and grievance cases 	In Progress - On Track	
			EDI Commission for staff networks and representatives	01b.10	Deputy Chief Fire Officer	Equality, Diversity and Inclusion commission to be established. To include representation from representative bodies, staff support groups and key leaders.	The Equality, Diversity and Inclusion Commission will: <ul style="list-style-type: none"> • Identify diversity and inclusion needs of our communities, staff and emerging risks • Provide strategic leadership in the development, implementation and sustainability of diversity and inclusion actions and initiatives • Provide advice, support and assistance in the implementation of the actions • Assist in the promotion of a culture of diversity and inclusion • Set and monitor progress of equality related initiatives • Monitor trends in the diversity and inclusion of employees • Meet statutory duties • Provide scrutiny mechanisms that monitor and challenge the differential impacts of service delivery on communities, and of workforce policies on equality • Consult Trade Unions as part of a partnership in developing the equality agenda, workforce monitoring and addressing inequalities in the workforce Establishment of this commission will aim to improve engagement and to generate improved cultural awareness across the organisation.	01/09/2022	31/10/2022	<ul style="list-style-type: none"> • Agendas and minutes from meetings • Copy of the signed ED&I 'Pledge' by commission members 	In Progress - On Track	
			Induction and exit evaluation processes	01b.11	Director of Finance, People and Estates	Exit process to be formalised. This to include specific questions on cultural improvements.	Staff leaving the organisation will have an opportunity to discuss their reasons for leaving. This will then provide an opportunity to identify organisational learning, data will be captured and acted upon to drive continuous improvement	01/09/2022	28/02/2023	<ul style="list-style-type: none"> • Process document • Completion stats • Analysis of themes arising and action taken; regular reviews of themes to ensure outcomes are acted upon which will include a review of policies and procedures if required 	In Progress - On Track	
				01b.12	Director of Finance, People and Estates	Revise induction process for all staff to include the setting of expectations of behaviour, values and ethics.	All staff, irrespective of contract type or length, will have a clear understanding of the Service's expectations in terms of values, behaviour and ethics.	01/09/2022	30/06/2023	<ul style="list-style-type: none"> • Copy of induction presentation • eLearning and completion stats 	In Progress - On Track	