

REPORT REFERENCE NO.	PC/22/14
MEETING	PEOPLE COMMITTEE
DATE OF MEETING	31 OCTOBER 2022
SUBJECT OF REPORT	HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS) CAUSE OF CONCERN AND AREAS FOR IMPROVEMENT ACTION PLAN UPDATE
LEAD OFFICER	Deputy 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 Devon & Somerset Fire & Rescue Service (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 during September 2022. The key highlights are that:</p> <ul style="list-style-type: none"> • Delivery of the Cause of Concern action plan is on track. • Delivery of the Areas for Improvement action plan is on track.
RESOURCE IMPLICATIONS	Considered within the Action Plan where appropriate.
EQUALITY RISKS AND BENEFITS ANALYSIS	Considered within the Action Plan where appropriate.
APPENDICES	Appendix A: HMI People Committee Update
BACKGROUND PAPERS	None



DEVON &
SOMERSET
FIRE & RESCUE SERVICE

HMICFRS Action Plan People Committee Update

HMI Team

Devon & Somerset
Fire & Rescue Service

October 2022

1. Introduction

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).

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

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.

23 actions have been established to address the Cause of Concern. Table 1 below outlines the completion status of these actions.

Table 1: Summary of progress against the 23 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
1 *	0	20	0	2	0

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

Table 2 outlines the individual actions within the Cause of Concern action plan, progress against completing them and their current status.

Table 2:

Ref.	Description	Progress Update	Status
01a.01	EDI e-learning to be repeated for all staff.	Two new modules have been launched for EDI e-learning, one for line-managers and one for all staff. From 01/10/22 these will be annual assessments (an increase from three yearly).	In Progress - On Track
01a.02	EDI eLearning to be an annual assessment and made a core skill on the competency dash board.	EDI modules appear on the skill dashboard for every member of staff and completion is centrally monitored. This is the minimum requirement, and additional face to face learning is delivered to specific groups and in leadership development.	In Progress - On Track
01a.03	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).	Engagement on values, behaviours and ethics has been underway for some time as part of the It's Ok/Not OK campaign. Whilst this continues it is also being reviewed and extended. Managers are expected to hold conversations with their teams to embed expectations, supported by appropriate training and resources.	In Progress - On Track
01a.04	All inappropriate material to be removed from Service premises. This includes inappropriate mugs, which was an issue highlighted by HMICFRS.	All inappropriate material has now been removed – action marked as complete by DCFO (30/09/22).	Completed
01a.05	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?	Mandatory PPD questions have now been introduced and added to the PPD system.	In Progress - On Track
01a.06	PPDs to be completed in line with policy and recorded on Workbench.	PPD completion can be monitored, however to enable better reporting and quality assurance this requirement will be built into a new HR system. Refreshed guidance and communication on PPD completion to be released.	In Progress - On Track
01a.07	Expectations documents x4 (charters) between: a. Managers and staff b. Trainers and recruits c. Staff and staff d. Staff and clients/ customers/ partners	A programme for the collaborative development of this set of charters is being developed. They will be underpinned by our DSFRS values and the Core Code of Ethics. The first charter, between managers and staff, will be developed with EB and SLT to role model behaviours and working relationships.	In Progress - On Track

01a.08	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).	Work against this action is continuing to progress.	In Progress - On Track
01b.01	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).	Work against this action is continuing to progress.	In Progress - On Track
01b.02	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).	The Service will now provide this training internally in the form of a presentation by Co-Heads of People Services at the next set of Leading Conversations events (10/11/22, 28/11/22, 28/11/22). Leading on from previous sessions on values and behaviours, this session will focus on the Core Code of Ethics. Managers will be provided with a session plan and supporting resources to deliver to their team. Future events on specific experiences, cultural awareness, considerations/expectations, for example those linked to specific protected characteristics, may be externally delivered.	In Progress - On Track
01b.03	Performance/ conflict training for managers.	The Service now has access to an e-learning platform which can include performance and conflict training modules. This will be assessed alongside the training provided via the current Leading for Performance CPD course to ensure a consistent programme is designed and delivered to managers.	In Progress - On Track
01b.04	Monthly communication to the workforce on concluded disciplinarys including sanctions and rationale for those sanctions.	Work against this action is continuing to progress.	In Progress - On Track
01b.05	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).	Work against this action is continuing to progress.	In Progress - On Track
01b.06	Every presentation to include a slide on values, expected behaviours and ethics.	Work against this action is continuing to progress.	In Progress - On Track
01b.07	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.	Work against this action is continuing to progress.	In Progress - On Track

01b.08	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.	A meeting has been scheduled (26/10/22) to discuss this concept further. Staff Networks will be included in the selection of 'Speak Up' champions.	In Progress - On Track
01b.09	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.	Recruitment and selection has included values, diversity and inclusion questions however this is being reviewed to ensure it is more robust and consistent. A new interview guide has been developed to support this. Selection to operational leadership roles cannot be accessed without passing the Assessment Centre, which rigorously tests leadership potential in line with the NFCC leadership framework.	In Progress - On Track
01b.10	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 has now been established. Action marked as complete by DCFO (30/09/2022).	Completed
01b.11	Exit process to be formalised. This to include specific questions on cultural improvements.	This process is complete and operational. The process will be enhanced by 365 to provide reporting. Once a report can be provided this action will be complete.	In Progress - On Track
01b.12	Revise induction process for all staff to include the setting of expectations of behaviour, values and ethics.	The current induction process has included expectations setting, however post Covid, we are reviewing induction for both external and internal routes to provide a robust and consistent process. Our operational recruits have specific sessions on expectations and how they can feel safe to learn, contribute and challenge any behaviours that do not align with our values and expected behaviours as part of their initial Wholetime course.	In Progress - On Track
01b.13	To identify where other services are doing well in the People Pillar and State of Fire Annual Review. Contact them to understand the areas of best practice that they have implemented and how this may improve our Service.	A meeting between the DSFRS HMI Team, Service Liaison Officers, DCFO and the Service Liaison Lead from HMICFRS highlighted areas of best practice in line with service reports and State of Fire 2021. The identified Services will now be contacted to identify the specific actions they have taken to improve against the People Pillar.	In Progress - On Track
01b.14	To review best practice with our Service leads in order to enhance improvement plans.	Work against this action is continuing to progress.	In Progress - On Track

3. Areas For Improvement Action Plan Completion Status

Table 3 lists the Areas For Improvement linked to the People Committee and their individual implementation status.

Table 3:

DSFRS Reference	Description	Status
HMI-3.1-202208	The service should monitor secondary contracts to make sure working hours are not exceeded.	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.	In Progress - On Track
HMI-3.2-202210	The service should address the high number of staff in temporary promotion positions.	In Progress - On 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.	In Progress - On Track
HMI-3.3-202212	The service should improve staff understanding of the purpose and benefits of positive action.	In Progress - On Track
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.	In Progress - On Track
HMI-3.4-202214	The service should improve all staff understanding and application of the performance development review process.	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.	In Progress - On Track

Table 4 below outlines the completion status of all actions designed to address the Areas For Improvement linked to the People Committee, as outlined above.

Table 4: Summary of progress against the 40 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
13 *	0	26	0	1	0

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