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**Hampshire
& Isle of Wight**
FIRE & RESCUE AUTHORITY

NOTICE OF MEETING

<i>Meeting</i>	Hampshire and Isle of Wight Fire and Rescue Authority	<i>Clerk to the Hampshire & Isle of Wight Fire and Rescue Authority</i> CFO Neil Odin
<i>Date and Time</i>	Tuesday, 25th July, 2023 10.30 am	<i>Fire & Police HQ</i> <i>Leigh Road,</i> <i>Eastleigh</i> <i>Hampshire</i> <i>SO50 9SJ</i>
<i>Place</i>	Room X - Hampshire & IOW Fire & Police HQ, Eastleigh	
<i>Enquiries to</i>	<u>members.services@hants.gov.uk</u>	

The Openness of Local Government Bodies Regulations are in force, giving a legal right to members of the public to record (film, photograph and audio-record) and report on proceedings at meetings of the Authority, and its committees and/or its sub-committees. The Authority has a protocol on filming, photographing and audio-recording, and reporting at public meetings of the Authority which is available on our website. At the start of the meeting the Chairman will make an announcement that the meeting may be recorded and reported. Anyone who remains at the meeting after the Chairman's announcement will be deemed to have consented to the broadcast of their image and anything they say.

Agenda

1 **APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

2 **DECLARATIONS OF INTEREST**

To enable Members to disclose to the meeting any disclosable pecuniary interest they may have in any matter on the agenda for the meeting, where that interest is not already entered in the Authority's register of interests, and any other pecuniary or non-pecuniary interests in any such matter that Members may wish to disclose.

3 **MINUTES OF PREVIOUS MEETING - 20 JUNE 2023** (Pages 5 - 10)

To approve the minutes from the previous meeting.

4 **DEPUTATIONS**

To receive any deputations for the meeting.

5 CHAIRMAN'S ANNOUNCEMENTS

To receive any announcements the Chairman may wish to make.

6 MEMBER DEVELOPMENTS

To receive any updates from Members of the Combined Fire Authority.

7 POLICY FRAMEWORK FOR FIRE SAFETY (Pages 11 - 18)

To consider a report from the Chief Fire Officer, which seeks approval of the Hampshire and Isle of Wight Fire and Rescue Authority (HIWFRA) policy framework for fire safety.

8 HMICFRS NATIONAL CULTURE AND VALUES REPORT (Pages 19 - 34)

To receive a report from the Chief Fire Officer, which details progress against the recommendations in the HMICFRS spotlight report on culture and values within fire services, as well as describing further activity the Service intends to take in relation to the cultural health of the organisation.

9 EXCLUSION OF PRESS AND PUBLIC

To resolve that the public be excluded from the meeting during the following items of business, as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during these items there would be disclosure to them of exempt information within Paragraphs 1, 3 and 4 of Part 1 of Schedule 12A to the Local Government Act 1972, and further that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons set out in the reports.

10 COMMAND AND CONTROL SYSTEM PROCUREMENT (Pages 35 - 42)

To consider an exempt report from the Chief Fire Officer regarding procurement of the business critical command and control system.

11 PRINCIPAL OFFICER PAY REVIEW (MEMBERS ONLY)

To consider an exempt report from the Chief Financial Officer on the Principal Officer Pay Review.

ABOUT THIS AGENDA:

This agenda is available through the Hampshire & Isle of Wight Fire and Rescue Service website (www.hantsfire.gov.uk) and can be provided, on request, in alternative versions (such as large print, Braille or audio) and in alternative languages.

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Agenda Item 3

AT A MEETING of the Hampshire and Isle of Wight Fire and Rescue Authority of
HAMPSHIRE COUNTY COUNCIL held at the Castle, Winchester on Tuesday
20th June, 2023

Chairman:

* Councillor Rhydian Vaughan MBE

* Councillor Zoe Huggins
* Councillor Fran Carpenter
* Councillor David Drew
* Councillor Sally Goodfellow
Councillor David Harrison

* Councillor Karen Lucioni
* Councillor Hugh Lumby
* Councillor George Madgwick
* Councillor Derek Mellor
* Councillor Roger Price

173. ELECTION OF CHAIRMAN

Councillor Rhydian Vaughan was proposed by Councillor Karen Lucioni and seconded by Councillor Zoe Huggins. There were no other nominations and Cllr Vaughan was unanimously voted in as the new Chairman of the Hampshire and Isle of Wight Fire and Rescue Authority for 2023/24.

174. ELECTION OF VICE CHAIRMAN

Councillor Zoe Huggins was proposed by Councillor Rhydian Vaughan and seconded by Councillor Derek Mellor. There were no other nominations and Cllr Hughes was unanimously voted in as the new Vice Chairman of the Hampshire and Isle of Wight Fire and Rescue Authority for 2023/24.

175. APOLOGIES FOR ABSENCE

Apologies were received from Councillor David Harrison and also Donna Jones, Hampshire Police and Crime Commissioner.

176. DECLARATIONS OF INTEREST

To enable Members to disclose to the meeting any disclosable pecuniary interest they may have in any matter on the agenda for the meeting, where that interest is not already entered in the Authority's register of interests, and any other pecuniary or non-pecuniary interests in any such matter that Members may wish to disclose.

177. MINUTES OF PREVIOUS MEETING - 11 APRIL 2023

The minutes of the last meeting were reviewed and agreed.

178. DEPUTATIONS

There were no deputations for the meeting.

179. CHAIRMAN'S ANNOUNCEMENTS

The Chairman welcomed new Members to the Fire Authority before sharing that Deputy Chief Fire Officer (DCFO) Shantha Dickinson had been seconded to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) for up to a year. Assistant Chief Fire Officer, Stew Adamson, would take the DCFO role for this period, leading the Policy, Planning and Assurance directorate. Glenn Bowyer has been appointed as the Director of Operations and was welcomed to the Full Authority.

The Chairman informed the Authority that the Service held a one-minute silence on Firefighters Memorial Day to commemorate the bravery and sacrifice of those who lost their lives in the line of duty. The Service had also participated in the Coronation of King Charles III and the Firefighters graduation ceremony, which took place on 15 June.

180. MEMBER DEVELOPMENTS

Members shared the following updates:

- The Chairman, Cllr Price and Cllr Lucioni had attended the remote LGA Fire Commission meeting on the 9 June;
- The Chairman, Vice Chairman Cllr Huggins and Cllr Price had attended the Fire Diversity and Inclusion Conference on 27 June;
- Cllr Price had attended a graduation of Jersey Firefighters, organised by 3SFire CIC. Cllr Price also shared his experience of the LGA meeting attended on the 9 June, highlighting that there was currently no investigators specialising in wildfires currently in the UK;
- Cllr Huggins shared her experience of the Inclusion and Diversity Conference and met with officers on relaunching the importance of diversity.
- Cllr Drew had attended a local Fire Cadet ceremony;
- Cllr Mellor had attended several local events including a passing-out parade.

181. APPOINTMENTS REPORT

Fire Authority received a report from the Monitoring Officer (item 9 in the minute book), which summarised the Hampshire and Isle of Wight Fire and Rescue Authority (HIWFRA) appointments required for the municipal year.

It was noted that there would be one 'Liberal Democrat, Independent and Labour' Opposition group, but this did not affect the proportionality of seats on the sub-committees.

RESOLVED

1. The Authority approved the current schedule of meetings of the Authority and its committees for the coming year at Appendix 3.

2. For the purposes of Part 1 of the Local Government and Housing Act 1989 and following an update to the proportionality table in Appendix 2, the Authority agreed that the allocation of seats on the Standards and Governance Committee, and the Stakeholder Committee of the Authority be as follows:

	Conservatives	Liberal Democrat, Independent and Labour	Seats
Members:	6	5	11
Standards & Governance Committee	3	2	5
(3SFire) Stakeholder Committee	3	2	5
Total	6	4	10
Entitlement	6	4	
Rounded	6	4	
Balance	0	0	

3. The Authority appointed members to the Standards and Governance Committee and the Stakeholder Committee following the agreed allocation of seats at paragraphs 5 and 26 (above).

Standards & Governance	3SFire Stakeholder CIC
Derek Mellor (Chairman)	Roger Price (Chairman)
David Harrison (Vice Chairman)	Fran Carpenter (Vice Chairman)
David Drew	Sally Goodfellow
Karen Lucioni	Zoe Huggins
Hugh Lumby	Hugh Lumby
Deputies: George Madgwick (LD,I and L) and Fran Carpenter (Conservative)	Deputies: Karen Lucioni (LD,I and L) and David Drew (Conservative)

That, with regards to the Pension Board, the Authority considered the position as set out in paragraph 6 of the report and noted the appointments as set out in paragraph 6 of the report.

4. The Authority agreed that APAG include all appointed HIWFRA Members as set out in paragraph 7a of the report, until the AGM in 2024.
5. The Authority appointed Councillor Derek Mellor as Chairman with Councillor Zoe Huggins and Councillor Roger Price to the informal working group for the review of principal officer pay, as detailed in paragraph 7b of the report,

- until the AGM in 2024.
6. The Minority Group Spokesperson for the Liberal Democrat, Independent and Labour Group was confirmed until the annual meeting of the Authority in 2024, as set out in paragraph 7c of the report.
 7. The Authority noted the current appointments of the Independent Persons for HIWFRA as referred to in paragraph 7d.
 8. The Authority agreed that the Chairman of the Stakeholder Committee be appointed as the Shareholder Representative for 3SFire CIC pursuant to Article 42 of the Articles of Association of 3SFire CIC as set out in paragraph 7e of the report, until the annual meeting of the Authority in 2024.
 9. The Authority agreed to grant dispensations under Sections 33(2)(a) and (d) of the Localism Act 2011, expiring on 30 June 2024, in respect of the provisions of Sections 31(4)(a) and (b) of the Localism Act:
 - a) to all Members to enable them to participate and vote in any business of the Authority relating to the setting of Council Tax or Precepts, when they would otherwise be prevented from doing so in consequence of a beneficial interest in land within the administrative area of the Authority; and
 - b) to all Members in receipt of an allowance under the Authority's Members' Allowances Scheme or another Authority's Members' Allowances Scheme, enabling them to participate and vote in any business of the Authority where they may otherwise be prevented from doing so in consequence of being in receipt of a Members' Allowance.
 10. The Authority noted the updated Members' Allowance Scheme as set out at Appendix 4.
 11. The Authority noted and endorsed the secondment of the Deputy Chief Fire Officer to HMICFRS and the associated temporary appointment of Stew Adamson as the acting Deputy Chief Fire Officer to cover for the substantive Deputy Chief Fire Officer's period of secondment.

182. **OUTTURN REPORT**

The Authority considered a report from the Chief Financial Officer (item 10 in the minute book), which provided a summary of the revenue outturn position for the Hampshire and Isle of Wight Fire and Rescue Service for the 2022/23 financial year.

It was highlighted that an underspend of £0.165m had been achieved against the budget, after taking account of proposed requests to carry forward budgeted allocations of £0.3m into 2023/24 and that inflation remained a major factor in all overspends.

During questions, Members learned that:

- Around £500,000 of the £2.362mil spent on transport was fuel costs, but there was no electric alternative to the red fleet so this was somewhat unavoidable. Other vehicles were transitioning over to hybrid where possible to help save on these costs.
- Opportunities for learning from previous projects was always incorporated as part of business cases that went to the Authority.
- The table on page 26 of the pack reflected the rounded' figures, but it was confirmed that auditors had access to all systems and workings.
- Lack of certainty with future government funding and pay and price inflation were the two biggest financial risks to the Fire Service.
- The 2022/23 audit had not yet commenced due to wider delays and there were still some outstanding audits from 2021/22, which were out of the control of the Fire Authority.

RESOLVED

1. The outturn position for 2022/23 set out in paragraphs 6 - 12 (including Appendix A) and the use of reserves set out in paragraph 35 - 40 and appendix C of the report were approved by the HIWFRA Full Authority.
2. The carry forward requests totalling £300,000 as set out in paragraph 13 - 14 of the report were approved by the HIWFRA Full Authority.
3. The capital outturn position in 2022/23 including the use of prudential borrowing as set out in paragraph 22 and the capital spend profile going forwards set out in appendix B1 and B2 (exempt) was approved by the HIWFRA Full Authority.
4. The annual Treasury outturn report set out in appendix D of the report was approved by the HIWFRA Full Authority.

183. END OF YEAR PERFORMANCE REPORT

The Authority considered a report from the Chief Fire Officer (item 11 in the minute book), which explored how the Service performed against its priorities over the last year; described against each of the Hampshire and Isle of Wight Fire Authority's Safety Plan priorities and against key operational and corporate health measures in the period 1 April 2022 through to 31 March 2023.

Members were taken through the report and it was highlighted that the fire fatalities on page 86 of the report would be amended to reflect that they were the causes of the fires, not of the deaths that had occurred.

During questions, Members learned the following:

- 3SFire CIC income was included as part of the figures included in the report.

- Action could be taken against automated alarms to assist in them working more effectively, but these operated differently depending on the alarm company managing them.
- There were a large range of wellbeing initiatives available to staff and work continued around mental health. **It was agreed that this would be expanded on at a future APAG meeting with Members.**
- The Arson Taskforce had a police officer in the team, and work continued around reducing arson and prank calls.
- Risk management was embedded across all areas of the Service and therefore not focussed on as a separate/individual element
- A lot of work was done with schools and young people directly as well as through the FireWise^[1] initiative, which had been very successful in prevention and preventing reoffending in young people.

RESOLVED

The 2022/23 Annual Performance Report was noted by the HIWFRA Full Authority

^[1] <https://www.firewiseacademy.co.uk/>

184. **EXCLUSION OF PRESS AND PUBLIC**

It was agreed that the public be excluded from the meeting during the following items of business, as it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during these items there would be disclosure to them of exempt information within Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Local Government Act 1972, and further that in all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information, for the reasons set out in the reports.

185. **OUTTURN REPORT - EXEMPT APPENDIX B2**

The exempt appendix was approved as part of item 10 on the agenda.

186. **EXEMPT MINUTE - 11 APRIL 2023 (MEMBERS ONLY)**

The exempt minute was approved.

187. **PRINCIPAL OFFICERS LOCAL PAY AWARD (MEMBERS ONLY)**

The Authority considered a report from the Chief Finance Officer on the Principal Officers Local Pay Award and it was confirmed that a final meeting would be set up with the informal working group.

Chairman,



Hampshire & Isle of Wight

FIRE & RESCUE AUTHORITY

HIWFRA Full Authority

Purpose: Approval

Date: **25 JULY 2023**

Title: **POLICY FRAMEWORK FOR FIRE SAFETY**

Report of Chief Fire Officer

SUMMARY

1. This report seeks approval of the Hampshire and Isle of Wight Fire and Rescue Authority (HIWFRA) policy framework for fire safety.
2. This HIWFRA has statutory duties under primary fire safety legislation to inform, educate, and work with responsible persons. Where enforcement and on occasion, eventual prosecution is required to be fair, consistent, and proportionate. The fire safety policy sets out the Authority's position on such activities.

BACKGROUND

3. This proposed policy describes how the Authority will deliver fire safety and fulfil its statutory requirements under fire safety law and wider legislation, whilst simultaneously looking forward to future service needs.
4. It will enable officers to deliver all associated procedures and guidance effectively and, where needed, this policy framework will enable new elements of fire safety enforcement to be brought to the HIWFRA's attention.
5. This policy has been created following discussions with the Authority members at the Authority Policy Advisory Group (APAG), where members debated the issues to develop and agree the principles. This policy captures the direction given by the Authority.

LEGAL IMPLICATIONS

6. Legal requirements on HIWFRA under the relevant legislation in relation to the policy framework are:
 - a) [Fire and Rescue Services Act 2004](#)
 - b) [The Regulatory Reform \(Fire Safety\) Order 2005](#)
 - c) [Fire Safety Act 2021](#)
 - d) [Fire Safety \(England\) Regulations 2022](#)
 - e) [Fire and Rescue National Framework for England 2018](#)

SUPPORTING OUR SAFETY PLAN AND PRIORITIES

7. By meeting the statutory duties set out by the relevant legislation the Authority will ensure that the priorities within the HIWFRS Safety Plan are met with regards to fire safety in the built environment.

OPTIONS

8. **Option one:** the Authority approve the policy framework for fire safety.
 - a) The approval and subsequent publishing of the policy sets the direction that the Authority will take relating to fire safety. Having a published policy that clarifies expectations will assist staff, our partners, and businesses in their understanding of the Authority's position.
9. **Option two:** the Authority could choose not to approve the single policy and capture the position within various separate individual policies and procedural documents instead.
 - a) Without a single policy the Authority risks operating with ambiguity which could create inconsistencies in how fire safety will be delivered.

RISK ANALYSIS

10. The approval of the policy sets the expectation for employees and clarifies the Authority's position. Without a policy the Authority is operating with ambiguity and risks not setting any expectations relating to how fire safety legislation will be delivered.

11. The policy sets the expectation to, staff, our partners, and businesses. Without a policy setting a position there is a risk that individuals won't know how the Authority will deal with the application of fire safety legislation.

IMPACT ASSESSMENT

12. Impact Assessment has been completed which is available on request. No significant items have been identified.

ENGAGEMENT

13. This policy has been created following discussions with the Authority members at the Authority Policy Advisory Group (APAG), where members debated the issues to develop and agree the principles.
14. The Chambers of Commerce for Hampshire, Isle of Wight, Portsmouth, and Southampton along with the Environment Agency were written to seeking feedback on this policy framework. No adverse comments were received.

EVALUATION

15. The policy framework for fire safety will be reviewed periodically to ensure it is meeting legislative requirements and supporting the Authority in meeting its priorities. Any learning captured through the application of the policy will result in amendments being made and an updated version being presented to the Authority for approval.

CONCLUSION

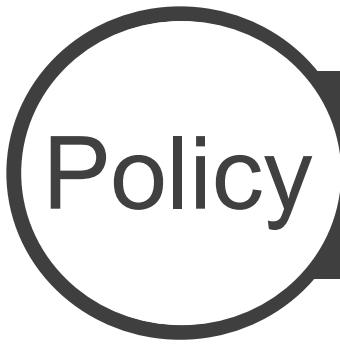
16. The approval and publishing of the policy framework for fire safety enforcement creates clarity of the position the Authority takes with regards to this type of activity and removes any ambiguity.

RECOMMENDATIONS

17. That the policy for fire safety is approved by HIWFRA Full Authority
18. That the policy for fire safety is published appropriately to ensure clarity of the Authority's position.

APPENDICES

19. Appendix A: Fire Safety Enforcement Policy



Description

This framework enables the Hampshire and Isle of Wight Fire and Rescue Authority (HIWFRA) to meet its statutory duties under primary fire safety legislation. It creates a means by which HIWFRA will be consulted upon any changes in legislation or the approach to providing information, advice, enforcement, and prosecution under the relevant fire safety legislation.

This will enable effective delivery of these duties through our regulatory and enforcement regime in support of the Hampshire and Isle of Wight Fire and Rescue Service (HIWFRS) Safety Plan and in the planning of the Community Risk Management Plan.

This framework demonstrates how HIWFRA will fulfil its duties to inform, educate, and work with responsible persons, but where enforcement and on occasion, eventual prosecution is required will be fair, consistent, and proportionate.

It enables officers to deliver all associated, procedures and guidance effectively and where needed this policy framework will enable new elements of fire safety enforcement to be brought to the HIWFRA's attention.

The framework principles will be equally applied to all circumstances whilst recognising individual and/or community needs.

Contents

Description.....	1
The Framework.....	2
Updates	3

The Framework

There are five core principles within the framework, namely:

Lobbying and consultation

The HIWFRA will be asked to provide a position on new matters relating to fire safety. This may be, for example, in relation to new legislation where the views of elected members are required. In some circumstances, the Authority may decide to proactively lobby on a specific position in relation to this framework in the interests of public safety. The Authority will take a proactive position on the issues that are felt to be most important and will have the maximum influence and impact on making communities safer. The Authority will use member's positions locally to bring about this influence and where appropriate the relevant All-Party Parliamentary Group. Other routes to lobby will include face-to-face or correspondence with Members of Parliament, the Local Government Association, the National Fire Chiefs Council and Select Committees as appropriate.

Information

HIWFRA will provide free information on fire safety to the public through our website, social media, safety campaigns, webinars, and mail drops etc. Information should be current and accurate, inclusive, and tailored specifically to the target audience, for example, certain business types if a thematic approach is adopted at any time. A broad range of media and platforms should be used.

Advice

The Fire and Rescue Services Act 2004 sets out the specific requirement to provide advice on fire safety matters as set out in Section 6 of the Act. This duty includes providing advice to individuals and organisations about fire safety in buildings, fire safety equipment, and fire safety practices. Consideration should be made regarding any changes in secondary legislation and wherever needed this should be communicated to the Responsible Person in a timely manner. Any advice should not conflict with any other advice given.

Regulation

HIWFRA will adopt a risk-based inspection programme for non-domestic premises to regulate compliance under the Regulatory Reform (Fire Safety) Order 2005. Enforcement should be used where good regulation has been fair, consistent, and proportionate but improvement in fire safety has not been achieved by the Responsible Person. It should be informed by our knowledge

of our communities and where needed a thematic approach will be adopted where data or intelligence directs this.

Prosecution

HIWFRA will decide to prosecute following the Code for Crown Prosecutors (2004) which contains two stages in the decision to prosecute on every occasion – the evidential and public interest tests. The cost of potential successful prosecutions should not prevent the Authority from pursuing this line. Whenever it is appropriate cases should be publicised for the benefit of public confidence and learning in the business community.

Updates

Section	What's been updated and why	Date updated	Who updated
Whole document	Creation of new policy document	5 May 2023	Jason Avery

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**Hampshire
& Isle of Wight**
FIRE & RESCUE AUTHORITY

HIWFRA Full Authority

Purpose: Noted

Date: **25 July 2023**

Title: **HMICFRS NATIONAL CULTURE AND VALUES REPORT**

Report of Chief Fire Officer

SUMMARY

1. This report details progress against the recommendations in the HMICFRS spotlight report on culture and values within fire services, as well as describing further activity we intend to take in relation to the cultural health of our organisation.
2. This report asks the Fire Authority to note both the progress and the breadth of work being undertaken to improve the cultural health of our organisation and to ensure that we can continue to make HIWFRS a great place to work for all.

BACKGROUND

3. In March 2023, HMICFRS published their report into culture and values within fire and rescue services. The report concluded that Services have not made enough progress to improve their organisational culture and that in some Services bullying, harassment and discrimination continues to exist. HIWFRS was not exempt from this criticism and during our 2022 inspection our staff reported that they had experienced bullying and discrimination within our Service.

4. HMICFRS' report makes 35 recommendations for services, the NFCC and Home Office, 19 of which are for individual fire and rescue services to progress. We have reviewed these 19 recommendations and this report provides a summary of our position and progress at paragraphs 6-8. For ease of reading, we have grouped these into complete, partially complete, and not yet started, with a supporting summary description.
5. We have also considered findings and recommendations from the London Fire Brigade (LFB) Culture Review and our own 2022 Inspection report. We have used this insight to develop further actions that go beyond the requirements of HMICFRS. These are outlined in paragraph 11.

COMPLETED RECOMMENDATIONS

6. These recommendations are complete, and this has been shared with HMICFRS.

Recommendation	Summary
With immediate effect, chief fire officers should review their implementation of the Core Code of Ethics and make sure it is being applied across their Services.	Since the introduction of the Core Code of Ethics, we have further developed our values and behaviours to ensure these aligned with, and incorporated, the Code. We have tracked our progress against the Fire Standard and this was reviewed by the Chief and Executive Group on 4 May 2023 where all 10 elements of the standard were noted as reasonably or substantially assured.
By 1 June 2023, chief fire officers should review how they gather and use equality and diversity data to improve their understanding of their staff demographics, including applying and meeting the requirements of the National Fire Chiefs Council equality, diversity and inclusion data toolkit.	We have recently reviewed our performance reporting which includes staff demographic data. We have improved how we capture, present and share this information as was highlighted in the Annual Performance Report noted at Fire Authority in June 2023. We provide returns to the Home Office and HMICFRS in line with their requirements, and in line with guidance provided in the NFCC EDI data toolkit.

<p>By 1 September 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all other leaders and managers in the Service. The process should include gathering feedback from a wide range of sources including colleagues and direct reports.</p>	<p>Our Learning and Development department have developed a comprehensive 360-degree feedback tool which is accessible for all leaders and managers within the Service. The tool specifically asks about their demonstration of the Service values and behaviours, along with the code of ethics.</p> <p>Over the past 12 months, 30 middle to senior managers have undertaken 360-degree feedback and are being supported by the Learning and Development department to incorporate the feedback into their leadership development programmes.</p> <p>We have also participated in the NFCC survey into 360-degree tools.</p>
<p>By 1 June 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all senior leaders and managers (assistant chief fire officer equivalent and above) in the Service.</p>	<p>As above.</p> <p>During 2021/22 senior leaders participated in a programme of development with an organisational development consultant. This involved individual and directorate team discussions about how the senior leadership team operated. This feedback was then incorporated into a development programme which covered challenge and conflict, critical feedback and suggestions for improved ways of working, alongside use of action learning sets to improve coaching skills.</p> <p>In addition, the Executive Group members have completed the Certificate in Company Direction via the Institute of Directors (IOD), and have recently undertaken an Independent Board Evaluation Review by the IOD, the feedback of which will be incorporated into development plans for 23/24.</p>

<p>With immediate effect, chief fire officers should notify HMICFRS of any allegations that have the potential to constitute staff gross misconduct that:</p> <ul style="list-style-type: none"> • involve allegations of a criminal nature that have the potential to affect public confidence in FRSs; • are of a serious nature; or • relate to assistant chief fire officers or those at equivalent or higher grades. 	<p>HMICFRS formally wrote to all Services requesting this information on 7 February 2023. We responded providing the requested information on 15 February and since then we have continued to send updates (either of new cases or closure of previously notified cases) via our Service Liaison Lead (SLL).</p>
<p>By 1 January 2024, chief fire officers should:</p> <ul style="list-style-type: none"> • immediately review their current background checks arrangements, and make sure that suitable and sufficient background checks are in place to safeguard their staff and communities they serve; and • make sure that appropriate DBS check requests have been submitted for all existing, new staff, and volunteers, according to their roles as identified by the Fire Standards Board. 	<p>Our DBS arrangements were subject to scrutiny via internal audit in 2018/19 and again in 2021/22 which concluded that there had been a significant improvement. Both reports were also subject to scrutiny via the Fire Authority's Standards and Governance Committee.</p> <p>We have a comprehensive Criminal History (DBS) Procedure which outlines the expectations and processes surrounding DBS checks. We have a role mapping document which outlines the level of DBS check and recheck required, in line with the DBS Code of Practice, for each role across the Service, and have undertaken a complete review of all employees against this. In order to ensure continued compliance, we monitor any changes which might require further checks to be undertaken on a quarterly basis. We also have a process in place to be followed, which includes the completion of a risk assessment, for any positive disclosures received.</p>

<p>By 1 June 2023, chief fire officers should make sure they provide accessible information for all staff and members of the public on how they can raise concerns and access confidential support (including through external agencies). Chief fire officers should also make sure accessible information is provided on how concerns and allegations will be investigated in a way that ensures confidentiality and is independent of the alleged perpetrator.</p>	<p>We introduced an anonymous reporting line in April 2022 which is provided via an external agency. There are full details of how to make a report on our portal and the agency has also visited many of our teams across Hampshire and Isle of Wight to discuss their service and provide assurance of their independence from the Service. In the first 12 months, the line received 21 reports from our staff. These are only shared with the Deputy Chief Fire Officer and Director of People and Organisational Development, who ensure each report is responded to and appropriate action taken.</p> <p>On our website, we have an online form for members of the public who wish to raise a concern or make a complaint about our service or our employees.</p>
<p>By 1 June 2023, chief fire officers should review the support available for those who have raised concerns and take any action needed to make sure these provisions are suitable.</p>	<p>Where serious concerns are raised, the Service appoints a Senior Responsible Officer (SRO) at minimum of Head of Service/Area Manager/Assistant Director level. The SRO has overall accountability for ensuring required standards are met, the case is progressed within agreed timelines and that at all times there is due regard to the wellbeing of all involved. Importantly, the SRO acts as a point of escalation for all parties and can be contacted independently by the individual, investigating officer, HR advisor, or trade union representative if they have concerns regarding how the case is being handled or believe additional support is required. The SRO can instigate additional wellbeing support such as providing a welfare officer or accessing enhanced confidential counselling services. Where appropriate, the SRO will also ensure organisational learning and debrief/feedback is considered.</p>

<p>By 1 October 2023, chief fire officers should make sure their Services provide a confidential way for staff to raise concerns and that staff are aware of whistleblowing processes.</p>	<p>As previously mentioned, we introduced an anonymous reporting line in April 2022 which is provided via an external agency.</p> <p>We also have a whistleblowing procedure which is available on our portal and which details the process for raising a concern. It also provides contact information for the Monitoring Officer, Auditors and other external agencies in the event the employee does not wish to report their concerns internally.</p>
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PARTIALLY COMPLETE RECOMMENDATIONS

7. These recommendations are in progress but are not yet complete. We recognise that some of the recommendations are likely to take far longer to materialise, such as improving the diversity of our workforce. However, the plans are in place to support achievement of these aims. These updates have been shared with HMICFRS.

Recommendation	Summary
<p>By 1 August 2023, chief fire officers should develop plans to promote progression paths for existing staff in non-operational roles and put plans in place to reduce any inequalities of opportunity.</p>	<p>We utilise operational roles where there is a requirement to do so, either from a role descriptor perspective or to ensure sufficient numbers for an operational rota. Where there is no requirement for a role to be operational, we routinely advertise roles for all staff to apply. A very recent example was the Head of Community Safety, which has previously always been undertaken by an operational manager (Group Manager) and is now being delivered by a non-operational manager. We also changed our Assistant Director (Area Manager) Policy and Risk to a non-operational role.</p> <p>We are committed to developing our staff and regularly provide development roles, secondments and temporary opportunities</p>

	<p>for non-operational staff. We have recently increased the size of our health and safety team, and this has provided an opportunity for existing staff to gain a new professional skillset. We have seen individuals transition from admin and event support roles to qualified H&S Advisors.</p> <p>We will continue to work with our network groups to identify and tackle any inequalities of opportunity.</p>
<p>By 1 June 2023, chief fire officers should, as a priority, specify in succession plans how they intend to improve diversity across all levels of the Service. This should include offering increased direct-entry opportunities.</p>	<p>We seek to be representative of the communities we serve and where appropriate take positive action to improve diversity in our Service. We have worked with our staff network groups to identify and tackle barriers to entry for under represented groups.</p> <p>We benefit from a diverse leadership team both within Executive Group and at Heads of Service level, and are committed to mirroring this diversity at all levels of the Service. However, we recognise this is an ongoing priority that will require long-term commitment.</p> <p>We are closely connected to the current direct-entry pilots delivered by the Fire Service College and hope to be part of a future cohort. However, we already have experience of enabling direct entry as our current Deputy Chief Fire Officer transitioned from non-operational to operational when she became Assistant Chief Fire Officer.</p>
<p>By 1 October 2023, as a precursor to the development of the College of Fire and Rescue, chief fire officers and the National Fire Chiefs Council should work with the Home Office to consider how</p>	<p>We have a range of leadership and management development programmes available for all our staff, complemented by access to coaching, mentoring and 360-degree feedback. We also facilitate team development days and use</p>

<p>they can improve the training and support they offer to staff in management and leadership development. This should include authority members in respect of their assurance leadership roles and should ensure that opportunities are offered fairly across all staff groups.</p>	<p>psychometric analysis tools to help team members know each other better and improve overall team performance.</p> <p>We also encourage staff to undertake external programmes such as the Executive Leadership Programme (ELP), Windsor Leadership courses, as well as MBAs.</p> <p>Our Fire Authority members have induction and development days throughout the year.</p>
<p>By 1 October 2023, chief fire officers should put plans in place to monitor, including through the gathering and analysis of staff feedback, watch and team cultures and provide prompt remedial action for any issues they identify.</p>	<p>We currently monitor through HR cases and our anonymous reporting line. However, as part of internal culture review we will develop further tools and plans to regularly monitor and address cultural issues within our teams.</p>
<p>By 1 June 2023, chief fire officers should have plans in place to ensure they meet the Fire Standards Board leading the service standard and its leading and developing people standard.</p>	<p>We have an agreed framework for assuring our organisational alignment with Fire Standards as they are published. In respect of the leading the service standard and leading and developing people standard, we are following our assurance framework. This involves completion of a gap analysis and development of an action plan for areas of limited assurance.</p>
<p>By 1 June 2023, chief fire officers should seek regular feedback from staff about values, culture, fairness and diversity, with due regard to the leading and developing people standard. They should show how they act on this feedback.</p>	<p>We have all staffing groups represented on our values and behaviours group (recently renamed to Culture, Ethics and Behaviours Group) who have worked to develop and embed our Service values and behaviours.</p> <p>We regularly seek feedback from staff on a range of topics. We utilise our various manager engagement forums and network</p>

	<p>groups as well as intelligence from station visits or anonymous reports to identify ‘hot topics’ within the organisation. We then ensure we provide updates and feedback on these issues and/or that they are covered in Chief’s briefings.</p> <p>Most of our staff told HMIC that they have development discussions with their managers (although some of these are not subsequently recorded on the PDR app). During these reviews of their performance, they discuss whether they demonstrated our values in undertaking their role and achieving their objectives.</p> <p>As part of our internal culture review, we will improve our understanding of the current cultural challenges within HIWFRS and develop a plan to address issues raised by our employees.</p>
<p>By 1 August 2023, chief fire officers should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations.</p>	<p>Where serious concerns are raised, the Service appoints a Senior Responsible Officer (SRO) at Head of Service/Area Manager/Assistant Director level. The SRO has overall accountability for ensuring required standards are met, the case is progressed within agreed timelines and that at all times there is due regard to the wellbeing of all involved. Importantly, the SRO acts as a point of escalation for all parties and can be contacted independently by the individual, investigating officer, HR advisor, or trade union representative if they have concerns regarding how the case is being handled or believe additional support is required. The SRO can instigate additional wellbeing support such as providing a welfare officer or accessing enhanced confidential counselling services. Where appropriate, the SRO will also ensure</p>

	<p>organisational learning and debrief/feedback is considered.</p> <p>Following consideration of this report by Fire Authority, the Chief Fire Officer will respond to HMICFRS as requested.</p>
<p>By 1 June 2023, chief fire officers should assure themselves that updates on how concerns are being handled are shared with those who have raised them. The updates should be given in an accessible way that encourages trust and confidence in the Service response. Consideration should be given to creating a professional standards function to handle conduct concerns in the Service (or from an external service) to have oversight of cases, to make sure they are conducted in a fair and transparent way and to act as a point of contact for all staff involved.</p>	<p>The role of the SRO is to have oversight of cases to ensure they are conducted in a fair and transparent way for all staff involved.</p> <p>Where cases are particularly complex or sensitive, we have a specialist investigation team who manage the investigation. We also utilise external independent services where this would be most appropriate.</p> <p>If an employee makes an anonymous report via our confidential reporting line, they are provided a reference number and can then use this to access the response. This means that even those who wish to remain anonymous can be kept updated.</p> <p>At this time, based on casework and numbers of concerns raised, there is limited requirement for a 'professional standards' function. However, this situation will remain under review by the Director of People and Organisational Development.</p>

RECOMMENDATIONS NOT YET STARTED

8. These recommendations are not yet started. An explanation is provided in the summary column.

Recommendation	Summary
By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling.	HMICFRS are currently working with the Fire Standards Board to develop the standard. Once published, we will undertake a gap analysis and develop a plan to ensure compliance with the standard.
By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling.	As above.

FURTHER WORK

9. Although we know our staff told the inspectorate they had experienced bullying and discrimination, we do not know any further information about how, where and for whom this behaviour manifests. Without this information, it is difficult to know where best to apply our efforts to have the biggest impact and as such we need to start with a shared understanding of the current cultural challenges within HIWFRS.
10. Therefore, we are going to undertake an independent review of our current culture to provide meaningful and insightful information about the experience of working within HIWFRS, and more importantly what changes our teams would like to see. We will appoint external expertise to undertake this review, to include a survey and workshop/forums, as we believe our staff will share more openly with an independent agency.
11. This review will take several months to complete. However, based on insights from our own inspection report, the culture review in LFB and hearing from other Services at an NFCC culture and values seminar, we have developed a plan for current activity that goes beyond the

requirements of HMICFRS and will address concerns already identified. The actions are listed below.

Action	Outcome	Target date
Develop a dashboard of measures/indicators that provides an ongoing assessment of our culture. Use these dashboards to proactively address problems and identify and learn from good practice.	The Service can periodically assess the health of its culture, track patterns, and take swift action to address emerging issues.	December 2023
Develop and refresh EDI training to include: <ul style="list-style-type: none"> • Bullying, harassment and discrimination • Recognising and tackling inappropriate behaviour • Protected characteristics and positive action 	<p>All employees feeling empowered to challenge inappropriate behaviour.</p> <p>Training relevant to role and responsibilities and embedded within leadership development training/ promotional pathways.</p> <p>Managers adopting zero-tolerance for bullying, harassment and discrimination.</p>	April 2024
Development of management charter in line with our values and behaviours.	Commitment from leaders and managers of how they will fulfil their managerial role.	April 2024
Enhance training provision for all on mental health prevention, healthy cultures and the link between inclusion and wellbeing.	Leaders and manager can build and maintain inclusive, healthy and high performing teams.	January 2024
Develop wellbeing PDR toolkit to enable discussions to spot red flags that indicate deteriorating mental health.	Managers are able to spot the red flags that signal deteriorating mental health and know how to access support.	April 2024

Create an HR Analytics Data Strategy and develop HR data analytic skills.	Development of strategy and underpinning policies and decisions will be evidence based. We will use data to create insights that support a process of continuous improvement across people management practices.	December 2024
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12. In addition to the above activity, we have been reviewing the support to our managers, particularly in relation to HR services, which are currently provided via our shared services partnership with Hampshire County Council and Hampshire Constabulary.
13. We have surveyed our managers on their experience of using these HR services and they have told us that they would like greater access to HR support including being able to communicate via telephone or face-to-face rather than only via email. They would also appreciate HR advisors being more embedded within the organisation and able to give professional advice nuanced to the fire service context. There is also demand for working outside of normal office hours to support on-call colleagues and an ability to travel to fire stations to attend meetings. Moving forward, managers would like to be upskilled and more confident in dealing with HR cases and believe training from HR could assist with this.
14. The shared services delivery model for HR is based on being as efficient as possible which requires managers to self-serve and HR advisors to provide advice across all partners which means it cannot easily be adapted for different contexts. In discussion with shared services colleagues there is limited scope to change the delivery model to meet the needs of our managers. Therefore, we are having discussions about how best to deliver HR services in the future and whether continuing to use this aspect of the shared services partnership is right for our organisation.

SUPPORTING OUR SAFETY PLAN AND PRIORITIES

15. ***Our People:*** *We look after each other by creating great places to work and promoting the health, wellbeing, and safety of our people.*
16. ***High Performance:*** *Our diverse teams are trusted, skilled and feel equipped to deliver a leading fire and rescue service today and into the future.*

17. The activity described within this report seeks to improve the cultural health of HIWFRS and ensures we are making progress against the recommendations published by HMICFRS.

CONSULTATION

18. There is no public consultation required by the proposals outlined within this paper. The representative bodies are aware of our intentions to undertake a cultural review using an independent consultancy and are supportive of this.

RESOURCE IMPLICATIONS

19. For the independent review to be well-received by our workforce and provide insights for future change, there is work to do to prepare the organisation for the review. There will also need to be regular liaison with procurement to select the consultancy, followed by working with the consultants to oversee the work, and subsequently to produce reports and recommendations for future activity.
20. There is insufficient capacity within the People and Organisational Development Directorate to lead this work on cultural change. Therefore, Executive Group have approved funding from transformations reserve for temporary resources to support this activity and to fund the independent review.

IMPACT ASSESSMENTS

21. No adverse impact have been identified in the development of these proposals. However, further impact assessments will be required for the cultural review to mitigate any potential barriers to participation.

LEGAL IMPLICATIONS

22. No direct legal implications as a result of this paper.

OPTIONS – CULTURAL REVIEW

23. HIWFRA note the progress and breadth of work being undertaken to improve the cultural health of our organisation [RECOMMENDED].
24. Alternatively, HIWFRA may choose to request further information before noting progress.

RISK ANALYSIS

25. There is a national spotlight on Fire and Rescue Services to demonstrate how they are addressing the issues identified by HMICFRS within their organisational cultures and the behaviours of their workforces. Failure to tackle these issues within HIWFRS may damage our reputation, impact on the motivation and morale of our workforce, result in legal costs associated with employment tribunal claims, and lead to future poor inspection results.
26. The proposals in this report seek to address the cultural challenges identified by HMICFRS at a national level and local issues we have identified through our own employee engagement and performance reporting. The associated costs are considered to be proportionate when weighed up against the potential risk factors that could arise from failing to do anything.

EVALUATION

27. The success of the proposals in this paper will be evaluated in 12 months' time against several anticipated benefits such as participation and engagement in cultural review.

CONCLUSION

28. This report details progress against the recommendations in the HMICFRS spotlight report on culture and values within fire services, as well as describing further activity we intend to take in relation to the cultural health of our organisation.
29. The overarching aim of this activity is to improve the cultural health of our organisation and to ensure that managers and staff have access to training and support so they can play their part in making HIWFRS a great place to work for all.
30. This report asks the Fire Authority to note both the progress and the breadth of work being undertaken to improve the cultural health of our organisation and to ensure that we can continue to make HIWFRS a great place to work for all.

RECOMMENDATION

31. That Hampshire and Isle of Wight Fire and Rescue Authority note the progress and breadth of work to improve the cultural health of our organisation.

Contact: Molly Rowland, Director of People and Organisational Development,
07786 086543, molly.rowland@hantsfire.gov.uk

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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