

Standards and Governance Committee

Purpose: Noted

Date: 23 July 2019

Title: **HMICFRS ACTION PLAN PROGRESS REPORT**

Report of Chief Fire Officer



**HAMPSHIRE
FIRE AND
RESCUE
AUTHORITY**

SUMMARY

1. This report provides the Standards and Governance Committee with an overview of the progress that the Service has made in respect of the Action Plan resulting from the findings of the 2019 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection report.
2. The Action Plan submitted to HMICFRS is being progressed by accountable organisational leads through business as usual activities. The monitoring of progress is being managed through the Performance and Assurance Directorate and assured via the Performance and Assurance Board.
3. As the Action Plan submitted to HMICFRS covers activities with completion dates ranging from within three months of the Action Plan submission (30 June 2019) to 31 March 2020, Members will be updated on progress toward imminent completion dates and/or outstanding completion.

ORGANISATIONAL APPROACH

4. The HMICFRS Action Plan follow-up and monitoring process is an important element in our overall approach to continuous improvements within the Service and evidence of our performance in respect of efficiency, effectiveness and looking after our people. When an activity has been incorporated into the Action Plan to address an area for improvement identified by inspectors, it is important that the activity is then implemented as planned.
5. The Action Plan, whilst submitted to HMICFRS, will not be routinely tracked by the Inspectorate. However, they will maintain an interest in, and oversight of, our progress, particularly in areas that were a "cause for concern". Furthermore, the expectation is that on future inspections all activities that HFRS are committed by that point in time will have been completed.
6. Hampshire Fire and Rescue Service (HFRS) have appointed Strategic Leads in respect of each of the diagnostic areas as accountable owners for

progression of improvement work. These Strategic Leads (all Directors) have assigned Action Owners, typically at a department head level, to progress specific actions. A comprehensive underpinning recording system has been created to enable progress of each diagnostic and their actions to be tracked accurately. This system will also enable early escalation where progress towards a specific activity is at risk, and provide the opportunity for Action Owners to submit updates on their progress.

7. A dashboard has been created to enable reporting to the HFRS Performance and Assurance Board and the Standards and Governance Committee. Progress is also discussed by our Executive Group.

CURRENT DIAGNOSTICS

8. **There is only one diagnostic, containing one action, due to be completed by 30 June 2019, and it is now complete.**
9. *“The service should assure itself that its commitment to the trading arm does not conflict with its main protection responsibilities or its public service duties.”*

HFRS has taken several steps to provide clarity for staff and the community on its relationship with the trading arm. Following commissioned legal advice on its position, steps have been taken and are documented within the HFRA meeting on 5 June 2019. These include a new policy position on a) The Trading Arm’s Board structure and b) how the Trading Arm undertakes Fire Risk Assessments. These changes will be included in the development of the 2020 Integrated Risk Management Plan (IRMP).

‘CAUSE FOR CONCERN’ UPDATE

10. *“The Service does not do enough to be an inclusive employer”*

Under the leadership of the Chief Fire Officer and the Head of People and Organisational Development, a comprehensive programme of work encompassing six areas has been initiated to address this action, which was identified by HMICFRS as a cause for concern. The six areas are as follows:

1. Embed a programme to ensure that inclusion, fairness, equalities and professional development are priorities for the service;
2. Ensure that its recruitment activities are open and accessible to all of Hampshire's communities;
3. Treat employees according to their needs so they feel valued;
4. Ensure that each person's potential can be developed so they can perform to their very best;
5. Ensure that the chief officer team leads the programme, promoting the values of the organisation; and
6. Ensure that everyone knows how they contribute to the values.

11. Significant work has taken place since the 'cause for concern' was identified, identifiable examples being the visible leadership of Principal Officers in the Service Inclusion and Diversity groups, successful positive action being used in the recruitment campaign with the 35% of new recruits being female and the move of the Inclusion and Diversity team into the People and Organisational Development Directorate to integrate inclusion in a position within the Service where it will have greater reach. A review into the 2019 recruitment campaign has been commissioned so that key learning including inclusion can be identified and developed. A new People and Organisational Development strategy has been developed and is set to be published by the end of July 2019.
12. A draft framework of values and behaviours has been developed by the Chief Officers Group based on findings from the cultural survey. These will be shared with the organisation in July and followed by a period of staff consultation and engagement to ensure everyone can shape the Service's values.
13. **The activity that has taken place thus far, along with the planned future activity, demonstrates that work to address this 'cause for concern' is on track. The Service will continue to closely measure performance in this area, and action plan progress more widely, through the PAB and Executive Group.**

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

14. Delivery of the HMICFRS Action Plan assists the Authority in the improvement planning process, performance management framework, and in compliance with its governance arrangements. This, in turn, assists the Authority in achieving its aim for HFRS to be the best fire and rescue service in the country through delivery against the HMI pillars of efficiency, effectiveness and looking after people.

RESOURCE IMPLICATIONS

15. Delivery of the Action Plan is planned into existing organisational resources, however where the inspection identified required improvements (specifically around looking after people) organisational restructures are being developed to ensure that resources are being concentrated where they are most needed.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

16. There are no anticipated positive or negative impacts to the environment or sustainability arising from this report.

LEGAL IMPLICATIONS

17. There are no legal implications arising from this report.

EQUALITY IMPACT ASSESSMENT

18. The contents of this report are considered compatible with the provisions of equality and human rights legislation.

OPTIONS

19. The options are to note the progress towards completion of the HMICFRS Action Plan or to not note the progress. Noting the progress will ensure that HFRA receive assurance on the Service's performance and are able to scrutinise the Service on behalf of Hampshire's communities.

RISK ANALYSIS

20. Failure to deliver actions committed to within the HMICFRS Action Plan leaves the Authority exposed to the risk of a Fire and Rescue Service with declining organisational performance.
21. The HMICFRS Action Plan is a key element of ensuring that the Service continues to improve and to deliver benefits to communities in Hampshire. The updates on progress of the Action Plan ensure that Members are fully aware of any problems associated with addressing the issues raised and the priority given to driving down or eliminating specific risks.

CONCLUSION

22. The Service has created a robust monitoring and assurance process to support progress of all activities within the HMICFRS Action Plan. The one diagnostic due in June 2019 is completed, and therefore closed. The activities for the forthcoming quarter have sufficient resource dedicated to them that they remain on track for completion in September 2019.

RECOMMENDATION

23. That the progress made towards the delivery of the HMICFRS Action Plan is noted by the Standards and Governance Committee.

Contact:
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