

Standards and Governance Committee

Purpose: Noted

Date: **22 October 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 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection report, which was published in December 2018.
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 Integrated Performance and Assurance Board.
3. Members will be updated on progress towards imminent completion dates, as well as actions that are outstanding beyond their planned completion date.

ORGANISATIONAL APPROACH

4. The HMICFRS Action Plan follow-up and monitoring process is an important part of our overall approach to continuous improvement within the Service, and evidences 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 the Inspectorate, 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 Hampshire Fire and Rescue Service (HFRS) has committed to by that point in time will have been completed.

6. HFRS has 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 system has been created to enable the accurate tracking of progress of each diagnostic and their actions. This also enables early escalation where progress towards a specific activity is at risk, and provides the opportunity for Action Owners to submit updates on their progress.
7. A dashboard has been created to enable reporting to the HFRS Integrated Performance and Assurance Board and the Standards and Governance Committee. Progress is also routinely discussed by our Executive Group.

CURRENT DIAGNOSTICS

8. **There are two diagnostics, that were due by 30 September 2019, these have now been completed.**
9. *“The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.”*
10. A team of nine Watch Managers is now working through a comprehensive data set of approximately 10,000 properties based on Experian Data (demographic profiling data). These premises have been sorted by risk priority and we are now achieving our monthly target of 120 audits per month, targeted at the highest risks identified across the county. In addition to this, we have begun a review of the delivery and relationship between the Risk-Based Inspection Team and our Community Safety Hubs to ensure we are targeting the most at-risk premises.
11. *“The service should evaluate its prevention work, so it understands the benefits better.”*

We have carried out an evaluation of Safe and Well visits in 2019/20 to ensure they are effective at reducing risk in all their areas of focus. This will be presented and discussed at the Integrated Performance and Assurance Board, when appropriate, following consideration by staff within our Operations directorate. The national evaluation has been reviewed and contact has been made with other Fire and Rescue Services to gain a full understanding of other services' approaches.

REVISED DATES

12. The following diagnostic was originally due in September 2019. However, due to reasons outlined below, a revised target completion date of March 2020 has been agreed. It is important to note that, whilst this diagnostic has not been completed in its entirety, much progress has been made.
13. *“The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders”*

The pilot of the new Personal Development Programme (PDP) process ended in May 2019. Following feedback from the pilot, the approach to PDPs, including the forms and process, will be amended and developed with a view to rolling this out across the organisation by March 2020.

14. Although this delay has meant that the diagnostic completion date was revised, various other actions have been completed, such as:
 - the launch of a new programme of Leadership Continuous Professional Development (CPD) events;
 - the wide publication of the existing workforce development offering; and
 - managers have been encouraged to identify staff to partake in the FireFly programme. This has resulted in 4 cohorts over the 2018/19 financial year, consisting of a total of 30 people who have undertaken the leadership programme. This is a significant increase on previous cohorts, and members of the Chief Officer's Group have been involved in the final panel process, which has raised the awareness of the impact of the programme at a senior level, as well as across the Service.

'CAUSE FOR CONCERN' UPDATE

15. *"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.
16. Significant work has taken place since the 'cause for concern' was identified.

Our newly formed People and Organisational Development (POD) directorate, has been established to align all the key teams and departments that have a workforce or people focus together. Working with colleagues and stakeholders, our Head of People & Organisational Development has defined our core purpose, guiding principles and strategic intentions over the next five years.

This has now been refined into our POD framework of strategic principles and areas of focus that will guide the plans, activity and outcomes of the POD directorate. Our framework is a living document, collectively owned by the whole directorate and includes the key POD areas of:

- Inclusion and Diversity;
- Culture, Values and Behaviours;
- Health, Wellbeing and Fitness;
- Workforce transformation and engagement;
- Learning and Development; and
- Leadership and Management.

17. HFRS has been proactive in addressing this 'cause for concern' in various ways, including the launch of quarterly 'breakfast briefings' for example, which allow the Chief Fire Officer and other senior managers to have open conversations with the Service and enables staff to choose topics of discussion. Furthermore, each of the four network groups has an identified senior advocate 'Diversity Champion'. A set of values and behaviours is being developed (with consultation workshops planned with staff) and will be embedded through the POD strategy, the PDP process, and throughout all areas of the organisation to ensure shared values are embedded at all levels of the Service. Inclusive leadership development days for middle managers were held in March and June 2019, with topics covering Inclusive Leadership and Mental Health. Future planned events will cover resilience, employee wellbeing and delivering change.
18. The activity that has taken place thus far, along with the planned future activity, demonstrates that work to address this 'cause for concern' is well underway. The Service will continue to closely measure performance in this area, and action plan progress more widely, through the POD and Integrated Performance & Assurance Boards and Executive Group.

SUPPORTING OUR SERVICE PLAN AND PRIORITIES

19. Delivery of the HMICFRS Action Plan assists the Authority in improving its planning and performance management processes, and in complying with its governance arrangements. This, in turn, assists the Authority in achieving its aim for its Creating Safer Communities, Responding to Incidents, Assets & Money and People & Leadership priorities, through delivery against the HMI pillars of efficiency, effectiveness and looking after people.

RESOURCE IMPLICATIONS

20. 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 have been developed to ensure that resources are being concentrated where they are most needed.

ENVIRONMENTAL AND SUSTAINABILITY IMPACT ASSESSMENT

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

LEGAL IMPLICATIONS

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

EQUALITY IMPACT ASSESSMENT

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

RISK ANALYSIS

24. 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.
25. 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

26. The Service has created a robust monitoring and assurance process to support progress of all activities within the HMICFRS Action Plan. The two diagnostics due in September 2019 have been completed, and another diagnostic that was previously due in September is being closely monitored and we are confident that we will achieve the revised March 2020 target date.

RECOMMENDATION

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

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