



Meeting	Performance and Resource Board	Agenda Item No.	7
Meeting Date	26 April 2021		
Report Author	Tracy King, Assistant Director		
Presented By	Colette Black, Assistant Chief Executive		
Subject	HMICFRS Culture Improvement Plan progress update		
Type of Report	Decision		

RECOMMENDATIONS

Members of the Performance & Resources Board are asked to note the progress made against the HMICFRS Culture Improvement Plan and to approve the recommendation to receive future updates on the elements of this plan on a quarterly basis via the People Strategy Quarterly report from which this data is obtained.

OVERVIEW

This report presents the latest updates on the Culture Improvement Plan.

BACKGROUND

Following the Services first HMICFRS Inspection in July 2019 the Service were required to submit improvement plans detailing how the required improvement would be delivered in the areas of protection and culture. As part of the agreed governance in relation to these plans the Service committed to provide the Police Fire and Crime Commissioner with regular updates on progress against the plans. The closure report for the Protection Improvement Plan is presented to the Board as a separate item, therefore this paper will relate only to the Culture Improvement Plan going forward. As the Culture Improvement plan was spread over a longer time frame it is proposed the reporting on progress will now move to a quarterly frequency.

UPDATE

Culture Improvement Plan progress update – March 2021

Progress continues to be made with delivery of our culture improvement plan. A full progress update can be found in Appendix 1. Provided below is a summary of the progress achieved against the plan in March 2021.

Values and Behaviours

Embedding Values into all policies and processes work continues:

- The leaver process is being reviewed to improve consistency and inclusiveness.

Recognition and Communication

Work continues to build on the engagement survey feedback:

- ELT leaders working with their teams on actions that improve employee experience,
- Ongoing SLT visits planned to continue to respond to survey feedback.

Continuous Improvement

Reverse mentoring pilot has commenced with 4 partnerships in place for an initial 3 sessions.

Employee lifecycle changes include improved recruitment experience with recruitment packs now provided for each vacancy, improved experience of performing and developing (improved appraisal process and revised talent pool process) and a proposal for a more consistent and inclusive leaving experience under review for SLT decision in April.

Manager Self-awareness

Leadership development Programme is underway offering a number of self-assessment tools including Insights and 360 feedback – 6 cohorts of the programmes that begin in 2021 are currently full.

Recognising the benefits of diversity

Neurodiversity sessions delivered for managers highlighting the benefits of neurodiverse employees and communication techniques for working with diverse stakeholders. A further workshop was delivered for HR and Trainers to focus on ensuring process and assessments are inclusive and get the best from our people.

Strong and Effective Leaders

Leadership Resource Pool process formally re-launched in March: this includes more clarity on process, and how developmental pathways support high potential people to successfully join the pool.

OPTIONS AND ANALYSIS

Reporting on the Culture Improvement Plan was set up specifically to respond to the feedback from HMICFRS. The Culture Improvement Plan is incorporated into our People Strategy Action Plan. Reporting on the People Strategy Action Plan happens on a quarterly basis into the Performance and Resources Board. We propose that separate reporting on the Culture Improvement Plan now closes. Our continued cultural development will continue to be reported quarterly as part of the People Strategy Action Plan.

With the Protection Improvement Plan element of this monthly report now being closed, and the more extended timeframe of this Plan, it would seem an opportune time to review how these updates are presented to the Performance and Resources Board.

BENEFITS AND RISK IMPLICATIONS

HMICFRS Inspections and reports assist the Service in formulating its continuous improvement approach.

FINANCIAL IMPLICATIONS

There are no additional Financial implications created by this report.

EQUALITY AND DIVERSITY IMPLICATIONS

Is this decision anticipated to have an impact on any of the following protected groups as defined within the Equality Act 2010:

<i>Race</i>	<i>No</i>	<i>Religion or belief</i>	<i>No</i>
<i>Sex</i>	<i>No</i>	<i>Gender reassignment</i>	<i>No</i>
<i>Age</i>	<i>No</i>	<i>Pregnancy & maternity</i>	<i>No</i>
<i>Disability</i>	<i>No</i>	<i>Marriage and Civil Partnership</i>	<i>No</i>
<i>Sexual orientation</i>	<i>No</i>		

WORKFORCE ENGAGEMENT

A dedicated HMICFRS communications plan and employee engagement plan is live and is aligned to the HMICFRS dates for inspection.

LEGAL IMPLICATIONS

The inspection of ECFRS by the HMICFRS forms part of a mandatory Home Office programme inspecting all 45 Fire and Rescue Services in England.

HEALTH AND SAFETY IMPLICATIONS

There are no additional Health and Safety implications created by this report.