

**Item 5****ETAP Governance Highlight Report**
Report of the Chief Fire Officer

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Introduction

This report is intended to provide information and assurance to ETAP on the actions being taken around the following:

1. HMICFRS reports and recommendations
2. ETAP reports and recommendations
3. Other External reports recommendations (as appropriate)
4. Strategic Risk Register

An overview of the above areas is provided, with a focus on those matters that have been considered to represent higher level risks to the organisation or which ETAP have requested a specific update on.

Recommendation to ETAP

- That the information within this report be noted for information / discussion.
- That any matters requiring more detailed scrutiny be raised for inclusion in the next Chief Fire Officer's report to ETAP.





1 HMICFRS Reports and Recommendations

Summary of live HMICFRS Service Inspection report action plans

Thematic inspection on the handling of misconduct

The Home Secretary has commissioned HMICFRS to carry out a thematic inspection of the way misconduct is dealt with in fire and rescue services in England. We have been chosen as one of 10 fire and rescue services to be inspected. The other services to be inspected are; Northamptonshire, Humberside, Lincolnshire, Dorset and Wiltshire, Tyne and Wear, West Midlands, Cornwall, Greater Manchester and Kent. The services have been selected to make sure evidence is gathered from a range of services, large and small, rural and urban, cover the different governance models and to avoid overlap with scheduled service inspections.

This review builds on the findings in HMICFRS's spotlight report on culture and values in the fire service published in March 2023 and other high-profile reports of unacceptable behaviour.

These thematic inspections will focus on:

- the extent to which services are identifying and investigating misconduct;
- the effectiveness of misconduct processes and how consistently they are applied;
- how confident fire and rescue service staff are in misconduct processes and in raising concerns; and
- the role of fire and rescue authorities and other organisations in handling misconduct.

The timetable for Staffordshire's thematic inspection will be as follows:

Inspection start: 6 November 2023

Inspection end: 24 November 2023

As this is a thematic inspection, HMICFRS will use the evidence gathered to inform its understanding of the handling of misconduct in general. HMICFRS will not be publishing reports on the individual services or making graded judgments as part of this review. However, the evidence gathered as part of this inspection will be considered when HMICFRS come to conduct our Round 3 full service inspection and will therefore influence the report and graded judgments we receive at that point. Our full inspection which we were expecting in the Autumn now has the following provisional dates:

Document request & Self-assessment - w/c 29 January 2024



Inspection fieldwork starts - w/c 26th February 2024



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Summary of live HMICFRS

Service Inspection report action plans

Fire & Rescue Service 2021/22 Effectiveness, efficiency and people An inspection of Staffordshire Fire and Rescue Service				
Overall judgment	Question judgment	Areas for Improvement	Status	Comments & progress
Effectiveness Good	Understanding the risk of fire & other emergencies? Good	1. The Service should make sure that firefighters are confidently and suitably trained in gathering risk information.	Completed & Signed Off Service Delivery Board 13 June 2023	<p>The Service has been working hard to improve its quality of systems used across the organisation for managing risk information since the last HMICFRS inspection and developments have been completed to provide training and improved understanding for personnel in the use of systems such as Web Risk Manager (WRM) and Resilience Direct for understanding cross border risks with all neighbouring services.</p> <p>Enhancements have been made to the software used to simplify the creation of new tasks, provide crews with the ability to manually enter scoring to improve the accuracy of risk profiles and with the addition of an expanded choice of risk elements which aligns to national progression and revised legislation.</p> <p>2023 has seen developments including improvements in the functionality of cross border risk management and the development of mapping and reporting functions. Full training packages have been delivered to operational staff.</p> <p>A 12 monthly review is now built into departmental planning to ensure that managed systems remain resilient, reliable, accessible, accurate, and fit for purpose moving forwards.</p>



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		2. The Service needs to improve how it engages with seldom-heard people & groups in its local community to build a comprehensive profile of risk in its area	On Track	<p>The Service has now successfully recruited a Community Engagements Officer who is developing a Community Engagement Strategy. A gap analysis of station activity and contacts is being undertaken which will inform the Community Engagement Strategy, relevant guidance documents and the communication and training plan.</p> <p>The Service has started to develop an approach to increasing community engagement through community networks. This work is being led by the Assistant Chief Fire Officer. Work is underway with the Equality Diversity and Inclusion and Communication teams in order to improve the understanding of community groups and look at alternative ways of communication for those that do not have access to social media. It is proposed that an internal risk planning engagement group be set up in order to ensure activity is coordinated effectively.</p>
	Preventing fires & other risks Good	3. The Service should make sure it puts in place measures to catch up on the backlog of Safe and Well visits	Completed & Signed Off Service Delivery Board 26 September 2022	<p>The Service has worked hard to deal with the backlog of safe and well visits following the removal of national lockdown restrictions. During lockdown periods, Prevention staff were unable to complete all home safety visits in person, but an alternative 'socially distanced' method was established using telephone to ensure that those most vulnerable were still supported. In person, visits have now been re-established and visits are scheduled by crews and technicians according to priority. The total number of open referrals has been reduced from over 600 to 45.</p> <p>Safe and Well activity has returned to business as usual with the overall focus to increase engagement and to refine and improve assessment alongside the development of technology, data integration, and information sharing capabilities.</p>



Protecting the public through fire regulation Requires improvement		4. The service should assure itself that its risk Based Inspection Programme (RBIP) prioritises the highest risks & includes proportionate activity to reduce risk.	On Track	<p>The new RBIP policy has been delayed, due to release of a further document from NFCC - Guidance on risk, highest risk occupancies and prioritising fire safety interventions. Time has been taken to review this document prior to progressing further consultation on the new RBIP. This assessment has been completed and the RBIP policy is due for release for formal consultation imminently.</p> <p>Review of the NFCC document - Other Building Fires: Draft Report (V3) has guided the approach. Work has commenced on preparing the data that will underpin the new RBIP. Initial informal consultation has taken place with Protection teams and was positive.</p>
		5. The service should make sure it has an effective quality assurance process, so that staff carry out audits to a consistent standard.	On Track	<p>The required policy is now in draft and will shortly be going out for formal consultation. Once consulted on the Quality assurance aspects of that policy can be enacted.</p> <p>Whilst the overarching policy and procedure has been released, the Fire Protection Procedural Guidance is currently in development and will be going out to consultation in due course. Once this process has received suitable sign off, it will be shared via the Protection forum in the coming year, and will be subject to a regular monitoring and review process which will be completed annually.</p> <p>The Service has recently undertaken a rewrite of Fire Protection Strategy and Policies which were issued late 2022, which included policy and guidance on quality assurance. Work is now underway to embed this guidance with the Protection Teams.</p> <p>External consultation has now taken place with Derbyshire FRS as well as internal consultation with fire safety managers to adopt and amend some elements of the assurance process to ensure a system that works for us.</p>



				A new process has also been devised and agreed, which is being written into the Protection policy document.
	Responding to fires and other emergencies? Requires improvement	6. The service should make sure that it has effective systems in place to reliably understand resource availability	Completed & Signed Off Service Delivery Board 13 June 2023	The current system in place from a technical perspective allows Fire control to review resourcing of crewing from the Firewatch system and to update Vision with availability. This already allows an understanding of the Service's availability for those mobilising appliances. The service has recently reviewed contingency arrangements should the Firewatch system be unavailable, and these have been assessed as fit for purpose.
		7. The service should improve the availability of its fire engines to respond to incidents in line with its IRMP	On Track	<p>Many areas of work implemented, however more required. Availability improvement plan now started. Dates for completion confirmed in Aug 2023.</p> <p>Three rider policy agreed at Response Board 18th April 2023, go live from 1st June 2023. Measures will be monitored from this date.</p> <p>Station manager plans and Retained Support Officer measures now reviewed in the Response Performance Management group meetings.</p> <p>Recruitment and retention timeline project now under way. Proposals to reduce the recruitment days from 120+ to 30 days. Retention work also looking at the role of on-call fire fighter and training expectations.</p> <p>An availability improvement plan has now been started to pull all these pieces work together. There are 11 areas of focus. Dates for completion will confirmed in Aug 2023.</p>



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				<p>Whole time personnel now supporting on-call appliance availability by being detached as per policy. A transformation trial in South Staffs of pairing stations to increase appliance availability extended for further 6 months.</p>
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		<p>8. The service should make sure that it improves the way in which it captures & shares learning from operational incidents</p>	<p>On Track</p>	<p>All learning shared with Learning & Development and Emergency Response teams and National Operational Guidance (NOG) through ops assurance meeting. Learning bulletin goes to all crews for sharing and through training leads.</p> <p>NFCC peer review reference NOG has taken place and feedback with two actions, governance - now complete and closing loop with crews - will now be checking flows and invite NFCC back in to review.</p> <p>A new quarterly training and action plan meeting has been formed to discuss outstanding actions from incident debriefs and to direct improvement activity. These insights are then shared with the workforce and retained as organisational learning for areas such as; operational procedure, risk assessment and equipment use.</p> <p>The process of debriefing is under review; with the intention of increasing the number of multi-agency debrief sessions to improve shared learning opportunities. A central training planner for five appliance and Over the Border operations training has also been set up to further ensure organisational learning is captured and circulated.</p> <p>There are some sub sections to this AFI. Three outstanding:</p> <ol style="list-style-type: none"> 1. confirm what our target is for availability. This is now part of the availability improvement work, to implement a different target system. 2. Manual process in Fire control could cause delay in availability of appliances. IT now working with West Mids to update Vision and purchase software so Firewatch can talk to Vision. 3. Improve over border risk info. We now have this. Just need to update to MDT's.
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Efficiency Requires improvement	Making best use of resources Requires improvement	9. The service should have effective measures in place to assure itself that its workforce is productive & that their time is used as efficiently & effectively as possible to meet the priorities in the Community Risk Management Plan (CRMP)	On Track	<p>System now in place for measuring crew productivity, working through findings as a standard update from response performance meetings which feed into Response Board.</p> <p>The Daily Work Routine Policy has now been created and was taken to Response Board in December 2022.</p> <p>FireWatch training videos covering entering activities under productivity created and uploaded to the FireWatch training portal of the intranet. Station Managers were asked to communicate the training video across the service to start to create discussion and awareness as well as to obtain feedback from staff.</p> <p>The current concern being worked on, found in the productivity work, is the reduction of admin work for our supervisory managers as it has been highlighted as a main task being carried out.</p> <p>For reporting purposes, the project decided on the use of PowerBI to provide a dashboard to enable visual reporting. A PowerBI gateway into the FireWatch system has been created for the purposes of reporting and the development of the dashboard.</p>
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	<p>Making the fire & rescue service affordable now & in the future Good</p>	<p>10. The service should assure itself that its IT systems are resilient, reliable, accurate and accessible.</p>	<p>Completed & Signed Off Service Delivery Board 13 June 2023</p>	<p>The Service has been working hard to improve its range and quality of ICT systems used across the organisation since the last HMICFRS inspection and plans to continue this during business as usual.</p> <p>Enhancements have been made to pre-planned maintenance, and improvements have been scheduled into an annual service delivery plan for ICT which will be reviewed every 12 months to ensure that managed systems remain resilient, reliable, accessible, accurate, and fit for purpose.</p> <p>Feedback is collated from users and senior stakeholders around Service requirements alongside the evolving data requirements of business areas and national requirements as well as input from internal governance boards.</p>
<p>People Requires improvement</p>	<p>Promoting the right values and culture? Requires improvement</p>	<p>11. The service should make sure all staff understand & demonstrate its values</p>	<p>On Track</p>	<p>We continue to embed Core Code of Ethics (CCoE) into all documentation. A review of the disciplinary and voluntary redundancy policies has now been completed and is pending board oversight. These policies are now aligned to the CCoE.</p> <p>Appraisal process is currently under review and documents to be created electronically to improve the Service's use of data and improve reporting. A consultation group has been arranged to explore current appraisal policy and any ideas for the future.</p> <p>The Service has appointed Hive as an independent survey body to measure employee opinion and understanding.</p>



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		<p>12. The service should assure itself that senior managers are visible & demonstrate service values through their behaviours</p>	<p>Completed & Signed Off Service Delivery Board 13 June 2023</p>	<p>The following improvements have been made over the last 12 months, and improvements will continue to be made.</p> <ul style="list-style-type: none"> - The Service has now reviewed the direction of leadership qualifications throughout the organisation including for senior members of staff. Principal Officer's now have a schedule of visits within all areas of the brigade to ensure that senior leaders remain visible and accessible to staff. - The ongoing introduction of the Core Code of Ethics into all aspects of the Service which each of the Senior Leaders Championing an Ethic continues to provide assurance of their values and behaviours.
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		<p>13. The service should monitor secondary contracts & overtime to make sure working hours are not exceeded.</p>	<p>Off Track</p>	<p>A review of the Outside Working Policy is to be conducted to consider national alignment with the working time directive and consider a mechanism to identify working practices across dual contracts and how we effectively monitor working hours to ensure the wellbeing of our employees. Once completed a communication plan will be adopted to ensure that all employees are aware of their responsibilities in relation to the outside working policy and the reasons why this is in place.</p> <p>A new member of the Human Resources team has recently started, who will assist with the review of the Outside Working Policy. This person will also seek to benchmark future policies alongside other services and the national picture. Communications will be created once this review has taken place, and this will be circulated to staff as required.</p> <p>The Service adopts the current guidance set out in the National Joint Council Scheme of condition of service (Sixth Edition). Any pre-arranged overtime hours carried out by operational staff are self-monitored by local line managers and the Resource Manager to ensure the wellbeing of staff is maintained. We are working to review the systems and processes in order to make this easier; including developing improved monitoring and reporting of these areas at a Service-wide level.</p>
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	<p>Getting the right people with the right skills</p> <p>Good</p>	<p>14. The service should review its succession planning to make sure that it has effective arrangements in place to manage staff turnover while continuing to provide its core service to the public.</p>	<p>On Track</p>	<p>The increased focus of the Workforce Planning Board has meant that the numerical data is getting to be both more accurate and specific to what is needed across the Service. We are beginning to see more confidence in the data being produced resulting in productive and proactive discussions regarding Positive Action for the forecasted recruitment.</p> <p>A new appraisal document has been produced and is currently with ICT who are developing a form that can be used by both the employee and employer encapsulating the feedback that has been received to improve this process.</p> <p>A review will be undertaken of the High Potential programme to ensure effectiveness. The leadership model is currently being mapped out alongside corporate inductions and the higher potential scheme by Learning and Development.</p> <p>The Service is currently taking part in a Direct Entry Recruitment project as a means of entering the Service.</p> <p>Shared Services have been asked to provide a copy of the current Recruitment Policy for review.</p> <p>The Exit interview process is being reviewed with the intention of improving the engagement of staff leaving the organisation to assist with gathering organisational learning and to take this feedback through Workforce Planning Board for discussion and review of trends, and requirements to revise organisational policy and practice.</p>
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		<p>15. The service needs to review its reliance on overtime to consider whether there are more effective arrangements to provide its core service.</p>	<p>On Track</p>	<p>Crewing arrangements have now been reviewed in order to improve resilience and reduce reliance on overtime. The introduction of minimum crewing of 4 to been shown to be effective in increasing resilience and the reliance on overtime.</p> <p>We now have a clear understanding of the quantity and location of where drivers are needed, which has now been matched with interest from 40 serving Firefighters who will be approached individually to arrange training needs. This will continue to be a topic raised through the Operational Assurance meeting and driver training courses will be arranged in reflection of demand.</p> <p>Annual re-certification introduction in 2023 has now been arranged and will ensure that BA training is aligned to national guidance.</p> <p>Work continues with availability of driver courses and driver role interest.</p>
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	<p>Ensuring fairness and promoting diversity Requires improvement</p>	<p>16. The service should assure itself that staff are confident using its feedback mechanisms.</p>	<p>Completed & Signed Off Service Delivery Board 13 June 2023</p>	<p>This is now considered to be business as usual, Say So (independent reporting function) are continuing with visits to stations and a meeting was arranged between FBU and Say So to answer fundamental questions. FBU were satisfied with the responses.</p> <p>Since March this year Say So have made 6 visits to Staff FRS fire stations and seen 31 firefighters at Stafford, Cannock, Hanley, Newcastle and Burton (all red watches) plus white watch at Newcastle. These watches were chosen because they were missed on last year's visits. This means that every wholetime watch has now had at least one personal visit from Say So representatives.</p> <p>They are currently engaging with each business area to attend each drill night (either personally or by online video) for each of the on-call watches. This will be ongoing through most of the summer period. We will continue to engage with Staff to ensure that there is an understanding of the options available, still including speaking to Line Management, HR, Trade Union Representatives and/or Say So.</p>
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		<p>17. To identify and tackle barriers to equality of opportunity & make its workforce more representative, the service should make sure diversity & inclusion are a priority & become important values of the service</p>	<p>Completed & Signed Off Service Delivery Board 13 June 2023</p>	<p>ED&I Training is being rolled out to every member of the Service and is on track to be completed by the end of the summer 2023.</p> <p>A Positive Action Coordinator has been appointed, and the role has been extended for a further twelve months and is working towards inclusion in every aspect of their role, this is in conjunction with the Work Force Planning Board which has been designed to forecast recruitment needs in order to work on inclusion ahead of/and in conjunction with advertising campaigns.</p> <p>There is further work to be done and this is a long term goal which is now considered to be business as usual.</p>
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		<p>18. The service should review how effective its policy on bullying, harassment & discrimination is in reducing unacceptable behaviour towards its staff.</p>	<p>On Track</p>	<p>An external investigation has begun into some allegations that have recently been received on historical issues. The intention is to use the report produced to learn how our own approach can be improved. Constant monitoring of current cases has also been introduced to look for patterns / themes of behaviour across the Service. Regular meetings with Unison / FBU have also been included to keep a closer track on behavioural trends.</p> <p>An external provider has been contacted around the potential to provide independent and bespoke training to members of staff. The training will also be used to obtain feedback prior to finalising the policy. The Service will also review the training available for middle managers to ensure a consistency of approach aligned to policies once the Harassment and Bullying Policy review has been completed.</p> <p>Reviewing the current Bullying and Harassment Policy; in order to to consider how the service interacts with staff to make it clear what the expected behaviours are.</p> <p>A Tracker has been created which will monitor employee relations cases, and case details will be shared with the ACFO through a monthly one to one meeting. Timescales for contact & resolution within the policy are also be reviewed in line with the above.</p>
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		<p>19. The service should make sure HR policy is consistently applied in the management of employment cases.</p>	<p>On Track</p>	<p>The disciplinary policy has been reviewed with both the FBU and Unison to be updated in line with feedback from the Service on how investigations are conducted. ACAS guidance is also being taken into account when managing employment cases. To reflect the changes within the disciplinary process, evaluation of the cases and overall learning outcomes without specific personal details are to be shared.</p> <p>Another area of importance is to ensure that all managers have actively participated in relevant training in investigation, disciplinary issues, bullying and Harassment. amongst other training modules offered to align to HR Staffs FARS policy/ procedure and to ensure consistency at a local level. A review of the content of future training will be completed alongside an independent law specialist.</p> <p>To ensure regular reviews of employment case management are undertaken to provide assurance that a consistent approach is applied the Service has adopted a tracker in respect of employment cases. This will ensure that details are monitored effectively and consideration is given to any feedback or recommendations from investigations. To ensure resulting actions from investigations are monitored and enacted effectively, regular reviews are completed with Senior Officers.</p> <p>In order to standardise and improve approach; the Service looks to introduce a full debriefing process which will be completed with appropriate persons including; investigating officer / hearing officer to ensure that the process has been completed effectively and in line with defined processes and that any learning is shared.</p>
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	Managing performance & developing leaders Good	20. The service should aim to diversify the pool of future and current leaders	On Track	<p>The Positive Action Coordinator and Fitness Assessor are working together to create a support program designed to encourage people from diverse backgrounds to apply and be supported through the recruitment process and beyond.</p> <p>The Service has recently completed a review of all operational promotion processes and associated guidance. Through completing this activity it has been determined that an independent assessor is now to be involved on the promotion panel and briefings are to be completed with the candidates prior to selection process to explain the approach and the expectations of the interview and ultimately the role within the Service in line with the core code of ethics. This is now considered business as usual and the recruitment teams have adopted this approach for the future.</p> <p>There is an intention to review the Promotion Process Guidance for the Service. The Shared Services recruitment lead has already assisted in the restructure of the senior management profile for the organisation. The guidance requires review in 2023 and the development of this action will be done through discussion at the Workforce Planning Board.</p> <p>A Positive Action plan will also be created which will sit alongside the recruitment and Promotion Process and will be directed at engaging with diverse communities; and encouraging people from diverse backgrounds to apply for positions and to progress within the Service. This is currently in the draft stage.</p>
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All Fire and Rescue Service and national publications can be accessed:

<http://www.justiceinspectrates.gov.uk/hmicfrs/publications/>



2 ETAP Thematic Reports and Recommendations

Summary of live ETAP Thematic action plans

ETAP Review Title	Recommendations	Comments
No Current outstanding action plans to report		

3 Other External Reports and Recommendations

Please note that where LFB are referred to SFRS have adopted this recommendation as if it were assigned to the Service. The report itself highlighted 45 recommendations which were both aimed at Fire and Rescue Services and the Owners/Managers of High Rise Residential Buildings. Following further scrutiny of the report by the service, a total of 97 recommendations were identified. Of the 97 actions, 82 have been completed, 8 have been incorporated into other actions and 9 actions remain "in progress". Recommendations that are highlighted were not directly aimed at FRS's however the Service has taken some action with regard to these recommendations.

Summary of other reports

Report Title					F
Manchester Arena Inquiry					
HMICFRS Spotlight review recommendations	Recommendation 1 By 1 October 2023, chief fire officers should make sure their services provide a	The Service has introduced a confidential and independent process which provides staff with a process to raise concerns. This is called 'Say So' and is now in its second year	Completed		



	confidential way for staff to raise concerns and that staff are aware of whistleblowing processes.	of implementation. We have used staff platforms such as intranet, email, team meetings and in person to ensure that all staff are aware of how staff can raise concerns. The Service has an established whistleblowing policy which is available to all staff via the intranet.	
	<p>Recommendation 3</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>Mental Health first aiders will be trained by the beginning of September in order to further support this. One welfare day has already been completed and further sessions and mental health first aider training will be arranged for next year also.</p> <p>The Service continually reviews the support available for those that have raised concerns, and can offer a number of support options. The Employee Assistance Program is available through which the Service already offers support with both personal and professional problems that could be affecting home or work life, health and general well-being. Confidential support is available to all staff including those who have raised concerns, through this Programme and counseling and advice can be provided by fully qualified professionals.</p>	Complete



		<p>This is an independent service designed to assist alongside Occupational health offer, the firefighters charity provision and THRIVE app. A further element of support can be provided in the form of a professional wellbeing nurse for those raising a complaint or are subject to an internal investigation.</p>	
	<p>Recommendation 4 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 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>An independent company has now been chosen and has started an investigation into historic cases with a view to producing a report / standard that can be replicated across the Service. This is being used as a learning exercise and to safely review current practices and processes.</p>	<p>On track – awaiting final sign off through governance process</p>
	<p>Recommendation 5 By 1 June 2023, chief fire officers should make sure they provide accessible</p>	<p>There is already a well established policy for both internal and external complaints. On the Service website there are detail as to how members of the public</p>	<p>Complete</p>



	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.	can raise concerns through an automated form. There is also an accessibility statement on the external website. Information for staff members is available through the intranet. Information on how concerns and allegations can be investigated, ensuring confidentiality and independence is detailed in our whistleblowing and disciplinary and grievance policies and procedures	
	<p>Recommendation 9</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>Internal Safeguarding Board continues to monitor this, has oversight and is currently reviewing our vetting frequency and processes. The Service is working alongside Staffs Police, and a administrator from the police is currently completing a gap analysis around the DBS checking. The results of this analysis will determine future policy and procedure on this area.</p>	On track
	<p>Recommendation 12</p> <p>By 1 March 2024, chief fire officers should provide assurances to HMICFRS</p>	<p>Fire Standards Implementation workshops are being conducted with senior members of staff to shape this review and any development and policy is being rewritten</p>	On track



	that they have implemented the standard on staff disclosure, complaint and grievance handling.	with the current recommendations in mind. The services of an independent company have also been employed to look at historical cases, in addition to providing an independent review of our ways of working this will also have the added benefit of providing a report that can be utilised going forward as an organisation and help inform our gap analysis.	
	<p>Recommendation 14</p> <p>By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling.</p>	These areas are being developed alongside the Leadership and Development Fire standard. Workshops are being conducted with senior members of staff in attendance to shape this review and any development and policy is being rewritten with the current recommendations in mind.	On track
	<p>Recommendation 17 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 FRs; • are of a serious nature; or 	The Service has responded to HMICFRS recent request for information regarding allegations of this nature. The Service will continue to notify HMICFRS of cases of a serious nature in the future and to put in place a process for notifying.	Complete



	<ul style="list-style-type: none"> • relate to assistant chief fire officers or those at equivalent or higher grades. 		
	<p>Recommendation 18</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>ACFO / Head of HR agreed that this should be marked complete as business as usual. Paper to be taken to SDB to confirm. Investigation training - a new HR Officer has recently been appointed and we are interviewing for a new HR Business Partner who will undertake this piece of work. Policies in place to ensure that Welfare Officers is appointed to support the individual and additional wellbeing support (e.g. OHU, Thrive, EAP) is also offered to support those involved. Internal process has been reviewed including the case tracker and disciplinary procedure this includes looking for patterns in cases either by location, trends in behaviour and regular meetings with union bodies. Investigation training is planned initially with the HR Team to then be rolled out to the rest of the Service pending the arrival of a new HRO. The services of an independent company have also been employed to look at three historical cases, in addition to providing an independent review of our ways of working</p>	Complete



		this will also have the added benefit of providing a report that can be utilised going forward as an organisation.	
	<p>Recommendation 20</p> <p>By 1 June 2023, chief fire officers should have plans in place to ensure they meet the Fire Standards Board's leading the service standard and its leading and developing people standard.</p>	<p>We have started the process to understand how the standard will be embedded and influence the Service. We have a Fire Standards Implementation Board which oversees the introduction of all the Standards across the service.</p> <p>Strategic managers are in the process of reviewing the Standard and completing a GAP analysis to help formulate the Services plans for compliance.</p>	On track – awaiting completion sign off
	<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 service</p>	<p>In order to Achieve a 360 degree feedback the Service will enhance our existing appraisal process by including a peer engagement / review stage including feedback from customers, partners, and direct reports. We are exploring the approach of other services to understand how we can learn from them, replicate and incorporate practices to enhance our approach. A new appraisal document is currently with IT to be created into an online form that can easily be shared with both parties.</p>	In progress – off track to meet 1 June 2023



	<p>Recommendation 22</p> <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 service. The process should include gathering feedback from a wide range of sources including colleagues and direct reports.</p>	<p>In order to achieve a 360 degree feedback the Service will enhance our existing appraisal process by including a peer engagement / review stage including feedback from customers, partners, and direct reports. We are also exploring the approach of other services to understand how we can learn from them, replicate and incorporate practices to enhance our approach. A new appraisal document is currently with IT to be created into an online form that can easily be shared with both parties.</p>	On track
	<p>Recommendation 23</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 started the process to understand how the standards will be embedded and influence the Service. We have a Fire Standards Implementation Board which oversees the introduction of all the Standards across the service.</p> <p>An independent company has been engaged to provide feedback to the Service with a questionnaire designed to the bespoke needs of the Service based on questions developed by a working group chosen for the task.</p> <p>We have a regular face to face briefing, which has included items of values, culture, fairness and diversity and this</p>	On track – awaiting completion sign off



		includes a mechanism for individuals and teams to feedback and for Principle officers to understand and communicate issues raised. We have recently completed a full service request to raise issues of concern following a direct response to recent media focus on the sector and further HMICFRS papers regarding culture.	
	<p>Recommendation 24</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>Looking at Autumn for launch of survey. We adopted a independent confidential reporting tool Say So which can be accessed by all staff and assists in the identification of any issues. We are currently undertaking a review of our Whistleblowing Policy. We have sought feedback from staff across the whole organisation regarding culture. On the back of the culture conversations which have taken place the Principal Officer team have reviewed this feedback and had follow-up conversations where relevant.</p>	On track
	<p>Recommendation 27</p> <p>By 1 June 2023, chief fire officers should make sure their equality impact assessments are fit for purpose and, as a minimum, meet the requirements of the</p>	<p>The Service has an established process and pro-forma for undertaking the demonstration of due regard to the General Duty of the Equality Act 2010. The Service calls</p>	<p>In progress – off track to meet 1 June 2023</p>



	<p>National Fire Chiefs Council equality impact assessment toolkit.</p>	<p>these People Impact Assessment (PIA). All Board papers require a reference narrative to the Equality and Diversity implications in the decision making process's and these are then captured within the PIA in the following development, action, trials, guidance, strategy and policy. All Policy which goes through the Service document production function, and by definition needs to be consulted on internally, will not be released for consultation until it has an accompanying PIA received by the document production department. The Service recognises that this is not robust enough as not all decisions result in a document being developed which is consulted on service or public wide. As such the Service is undertaking work to review both the process and pro-forma, to ensure that any mitigation required in a decision is both widely consulted on, reported on where mitigation action is required, monitored and kept under review. The Service publishes its PIAs on the Website as</p>		
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		part of our Publication Scheme responsibilities. This is also an element of the review to ensure they are up to date and relevant.	
	<p>Recommendation 32</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>Our intention is to run a whole-time recruitment campaign this autumn with a number of positive actions prior to that.</p> <p>Through the Workforce planning board, forecasting and succession planning is a standing agenda item. This has recently complimented by the addition of a Positive action coordinator post, who is completing positive engagement within local communities in order to change perceptions and to promote the Fire Service as a career option. School engagement is already underway from primary age updates.</p> <p>The Service has now established the position of a Positive Action Coordinator to improve the approach towards attracting people from diverse backgrounds.</p> <p>In the Service's most recent restructure of the Senior management team, there were 3 posts at Area Manager level that were introduced. In order to increase diversity and improve the development</p>	On track – awaiting completion sign off

		opportunities for non-operational staff, one of these Area Manager posts was made available to both operational and non-operational members of staff. The Service is participating in the national pilot for direct entry with the creation of an additional Station Manager role within the organisation.	
	<p>Recommendation 33</p> <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 have undertaken a review of our Prevention & Protection Directorate, including roles and implementation of that review will take effect in the coming months. We also use the services of an external provider to evaluate job roles to ensure fairness. Apprentices are being considered to provide opportunities within support staff for younger people. In the Service's most recent restructure of the Senior management team, there were 3 posts at Area Manager level that were introduced. In order to improve the development opportunities for non-operational staff, one of these Area Manager posts was made available to both operational and non-operational members of staff to take a position within the Senior management team. The Service is participating in the</p>	On track



		national pilot for direct entry with the creation of an additional Station Manager role within the organisation.	
	<p>Recommendation 34</p> <p>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.</p>	<p>We are developing our new People Strategy which is based around the principles of the Core Code of Ethics. ACFO / Head of HR agreed this be marked complete as business as usual. Paper to go to next SDB to confirm.</p> <p>formally agreeing to adopt the CCoE, this has been included in all recruitment being sent out to candidates and being included in interviews. This is also being added to all policies and frequently considered as part of any disciplinary action as a guide to behaviour. Senior Managers have all been allocated one each of the 5 ethics which has been communicated to all staff via internal communications.</p>	On track – awaiting completion sign off
	<p>Recommendations</p> <p>2,6,7,8,10,11,13,15,16,19,25,26,35</p>	<p>For reference only and are recommendations for Government, Home Office, NFCC</p>	N/A
Manchester Arena part 2 report			

There are 25 actions for SFRS in total. 15 have been completed with 10 actions outstanding. The main areas being worked on now, is a refresh of our Major Incident plan and the completion of our Standard operating procedures linked to the National operational guidance introduction

There are 8 actions in total for Fire Control, who are working through these currently and reporting back on progress into the joint tactical performance mtg

4 Strategic Risk Register

Our strategic risks are reviewed on a quarterly basis ensuring that the level of risk exposure is monitored regularly against a rapidly changing environment. It includes those risks that could have significant impact on the Services' ability to deliver critical services and objectives.

The review took place on 23rd May 2023, Chaired by Rob Barber. Updates were provided prior to the meeting by all Risk Owners. The Strategic Risk Board is well attended with representation from all Department Heads including Shared Services and representation from the Commissioner's office.

As at 23rd May there are ten strategic risks, with risk SR10 been reviewed and rewritten to reflect the current risk and issues surrounding Interruption / loss of SQL reporting capabilities due to Vision 4.

The summary of risks currently on the Strategic Risk register is shown in **Table 1**.

Table 1.

Risk ID	Title	Initial Risk	Net Risk	Target RAG	Direction of Travel
SR1	Loss of Key Staff	16	12	6	→
SR2	Failure to maintain public confidence in the Staffordshire Fire and Rescue Safety Plan due to funding pressures	16	12	8	→
SR3	Uncertainty in the delivery of the Emergency Services Network (ESN).	12	9	4	→
SR4	Cyber-attack restricting system availability	16	9	6	→
SR5	Safeguarding	8	8	6	→
SR6	Wellbeing, inclusion and culture	12	12	6	→
SR7	Supply Chain	AR	AR	AR	
SR8	Failure to implement the services environmental strategy and reduce our carbon footprint	12	8	6	→
SR9	Data Protection Awareness and Operating Level	12	8	4	→
SR10	Interruption / loss of SQL reporting capabilities	16	8	4	↓

4.1 The Risk Environment – Significant or Potentially significant risks

SR1 – Loss of Key Staff

The Service continues to experience significant risk exposures across many aspects of its activities. There have been potential challenges to service delivery due to the threat of Industrial Action, which has now been resolved. The Service utilised the Industrial Action Business Continuity Plan and spent a significant number of months planning, in order to provide assurance to the Fire Authority and the Home Office of our resilience and response capabilities.

The risk remains as a RED risk. Although the threat of national Industrial Action has been removed for the Grey Book staff, Unison have just released a ballot for strike action over pay negotiations. Highlighted across the Directorate Risk Registers is the concern for Loss of People, in particular recruitment and retention. There is mitigation in place, and although the risk decreased last quarter from 16 to 12 I do not feel that the levels of control are adequate to further reduce the risk.

SR2 - Failure to maintain public confidence in the Staffordshire Fire and Rescue Safety Plan due to funding pressures

Financial risks for 2022/23 remained as a RED risk, which has continued into the first two quarters of 2023/24. The Service is forecasting to operate within its financial plan for 2023/2024. Financial pressures have been a key risk during planning for 2023/24 in respect of both revenue and capital, and in relation to the delivery of efficiencies. This risk will continue to be monitored closely.

SR6 – Wellbeing, Inclusion and Culture

This risk has been on our risk register for some time, focusing particularly on the wellbeing of our staff and maintaining a good culture. However, following the release of the Values and Culture in the Fire Service Report in March 2023 and the results from our own HMIFRS inspection the risk has been increased and is a RED risk. The Leadership Team have already started to put plans in place, some of which are already implemented such as the Fire Service Core Code of Ethics but as we are in the process of embedding controls and mitigation for this risk it is not felt that there is sufficient evidence to provide assurance that there are adequate controls in place.

SR10 - Interruption / loss of SQL reporting capabilities

This risk was temporarily archived last quarter as the full risk had to be reviewed and rewritten following the implementation of Vision 4. This risk has reduced and falls within the AMBER category. The Team are managing the risk as an issue with appropriate incident management and escalation processes in place, however it remains on the Strategic Risk register for oversight.

The risk has reduced and is being managed appropriately. It is considered that adequate controls and mitigation are currently in place.

4.2 Strategic Risk Summary

The previous risk register version 77.2 was agreed. The minutes from the last Strategic Risk meeting were approved and the actions and risk action plans were reviewed.

4.3 New Risks

No new risks reported this quarter.

4.4 Highest Risks

The greatest individual Strategic risks are:

- SR1 – Loss of people
- SR2 - Failure to maintain public confidence in the Staffordshire Fire and Rescue Safety Plan due to funding pressures
- SR6 - Wellbeing, inclusion and culture

No risks have increased this quarter.

4.5 Risks reduced but remaining on the Strategic Risk Register

- SR3 - Uncertainty in the delivery of the Emergency Services Network (ESN)
- This risk was reduced last quarter but remains a RED risk. Given the issues faced with the project and the reality that the delay will go onto circa 2029 then it was decided that this risk would be de-escalated in the future. There are still some issues to resolve around hardware however this is likely to be managed at a directorate level in the future unless there is a significant change regionally or nationally with this project.

4.6 Risks de-escalated or archived from the Strategic Risk Register

It was agreed that SR7 – Supply Chain Disruption should be archived. This risk was revised from the original Brexit risk. The group felt that this risk is more likely to be the reduced ability to strategically manage key procurements and to ensure service continuity and compliance. There is an action for Helen Holden to rewrite this risk for the next board however following discussion this was agreed that this is an operational risk and therefore no longer required. Helen Holden will remain on the Strategic Risk Board for assurance and oversight.

4.7 Strategic Risks to be closed

Risk SR7 to be closed.

4.8 Emerging Risks

Impact of Climate Change on society and the implications to Fire and Rescue services planning and resources. To be written and discussed at the next Strategic Risk Board.

Current Risks