

Item No	HMICFRS Report, Section Title	Area for improvement	Action to address	Responsible officer	Expected Completion Date	September 2019 Progress Report	RAG Status	February Progress Report	RAG Status
1	Understanding the risk of fire and other emergencies	The service should put in place an effective integrated risk management plan. The plan should be based on a comprehensive use of data and an accurate understanding of risk, including the consistent use of operational data to test the risk profile.	Draft IRMP published for public consultation Dec 2018. Consultation period closes March 2019, final IRMP to be published July 2019.	CFO	July, 2019	Some minor amendments were made to the original document, which were largely presentational. In response to feedback received clearer, more explicit links were made between proposals and risk. Cabinet approved the revised draft document on the 8th July and it was published on the 16th July following expiry of the "Call-in" period.	Complete	IRMP has been published. An IRMP Board chaired by the DCFO now oversees implementation of the 7 proposals contained in the new IRMP	Complete
2		The service needs to improve how it engages with the local community to build up a comprehensive profile of risk in the service area.	This is an important part of the IRMP and will be developed as part of the year 1 action plan it contains - IRMP Proposal 1.	DCFO	March, 2020	CPD have created a full time Inclusion & Engagement (I&E) Manager role which is both external & internal facing. The I&E manager is supporting the CPD outreach worker to develop and build on relations with local communities and under-represented groups to enhance understanding of their needs and improve risk profiling. The data management team continue to develop understanding of risk and vulnerability.	On Track	Operational crews actively engaged in identification of local risk and the development of appropriate response arrangements. This work contributes to the development of a detailed countywide risk profile which informs present and future resourcing arrangements. .	On Track
3		The service should ensure its firefighters have good access to relevant and up-to-date risk information.	Considerable work has been undertaken in the last 12 months to ensure that the Service has an effective process to collect risk information. In the last 6 months hardware and software has been procured to ensure that the collected information is readily available to firefighters. New mobile data terminals are currently being installed in fire engines and software is due to be rolled out prior to April 2019.	ACO SPECIALIST SERVICES, TRAINING, TECHNICAL & DIGITAL SERVICES	April, 2020	Every fire appliance now has a new MDT operating on Modas software. SEED software has been procured and Digital Services are in the process of configuring and testing with the intention of beginning roll out to all stations in September. The installation of a second MDT in the rear crew cab will commence on the 8th August and is scheduled to be completed by the end of September 2019. The mobile phones on all appliances will be replaced/upgraded with Cat phones - which incorporate thermal imaging technology by October 2019.	On Track	Roll-out of second Mobile Data Terminals (MDT) now complete. Seed Risk software currently being tested prior to installation in the New Year. <i>In the meantime, all appliances have immediate access to risk data via the existing MDT software.</i>	On Track
4	Preventing fires and other risks	The service should review and update its prevention strategy to take account of risks.	A new Prevention Strategy is being developed as part of the IRMP and links to IRMP Proposal 2.	ACO RESPONSE & PREVENTION	April, 2020	The new Prevention Strategy will be published in September 2019	Minor Delays/Behind Schedule	The new Prevention Strategy has now been launched and its publication coordinated to dovetail with refreshed strategies for Protection, Prevention and Response as well as a new Corporate Strategy.	Complete
5		The service should assure itself it allocates the right resources and does enough of the right type of prevention work.	HFRS, as part of the Community Protection Directorate and HCC, undertakes a wide range of prevention work. However evaluation of this work has, in the past, been weak. Recent examples are positive, for example the evaluation of Fit, Fed and Read or Safe and Well, but this needs to be replicated more consistently. A proposed restructure of the Directorate is intended to ensure that capacity to undertake effective evaluation is available.	ACO RESPONSE & PREVENTION		Following a meeting with SEED on 12th July to discuss final product and anticipated release date it became apparent that they would not be able to meet required specification within allocated budget. Work will now continue in collaboration with the other two FRSS involved in this project to source an alternative system. In accordance with the key principle "Ensure resource is appropriately matched to risk through Prevention, Protection and Response." as detailed in the 2019-23 IRMP HFRS continues to review resource arrangements in order to deliver prevention activities based on dynamic risk assessment and demand.	Significantly Delayed/Action O/S	A retendering exercise will be undertaken in the New Year to source a new management information system to manage referrals and interventions across the breadth of our prevention activity.	Significantly Delayed/Action O/S
6		The service should ensure it targets its prevention work at people most at risk.	More effective use of data is being assisted by a new link with ACS which will assist in identifying the most vulnerable in the community.		April, 2020	The ACORN software system which is a demographic profiling tool has been procured to replace Mosaic. HFRS Risk Manager is developing a risk profile of County.	On Track	In addition to the Acorn data, work is underway with ACS to develop a greater understanding of those most at risk in order to improve our risk stratification which will, in turn, inform our intervention work. It is anticipated that operational crews will be sent a revised list of Hertfordshire residents judged to be at highest risk in March 2020 in time to commence a refreshed set of 'safe and well' visits commencing in April 2020.	On Track

7		The service should evaluate its prevention work, so it understands the benefits better.				Evaluation remains a challenge and HFRS continues to work/liaise with other FRSs as part of the work being done by NFCC to address this national issue. Where it is appropriate/possible HFRS will always undertake evaluation e.g. Fit, Fed, & Read programme.	On Track	Additional resource (graduate management trainee) will support the development of an evaluation framework for use across the Directorate. In the meantime evaluation of individual initiatives will continue for activities such as 'safe and well', HHSS and other suitable interventions.	On Track
8	Protecting the public through fire regulation	The service should ensure it addresses effectively the burden of false alarms (termed 'unwanted fire signals').	It was recognised within the Report that the Service has a robust challenge process in place for all emergency calls (acknowledged in the HMI report) and our policy allows charging to be applied, however there is little value in charging other public bodies, such as hospitals who are often our biggest offenders, when this will simply result in an accountancy exercise with money being moved from one public body to another - we believe that this is better addressed by supporting the managers of these premises to improve. 'A project team has been established who have reviewed existing processes around unwanted fire signals. Going forward we are looking to take a more robust approach to repeat offenders with improved collaboration across Fire Control, Station Managers and the Fire Protection team. The next two yearly Risk Based Inspection Programme (19/20 & 20/21) will also have a particular focus on repeat offenders.	ASSISTANT DIRECTOR STRATEGIC PREVENTION & REGULATORY SERVICES	July, 2019	Training has been delivered to operational crews on how to implement the new process. The project team will meet at the end of October 2019 to review impact of actions taken based on analysis of data. Following this initial assessment the team will conduct regular evaluation.	On Track	Initial evaluation showed a 10.8% reduction in UFS at end Aug. However this has reduced to a 4.6% YTD reduction by end November. Performance data will continue to be the subject of close scrutiny with an end year evaluation undertaken to measure impact of the various interventions which have been introduced.	On Track
9	Responding to fires and other emergencies	The service should ensure it can handle calls in a timely and consistent way to ensure public safety.	The Service has been working closely with the other partners within the East Coast Consortium. The next milestone is the replacement of the telephony system due to be delivered in April 2019. This will facilitate the next stage of the Programme allowing the other FRS in the Consortium to transition on to the Vision system.	ACO SPECIALIST SERVICES, TRAINING, TECHNICAL & DIGITAL SERVICES	May, 2019	HFRS has taken on full responsibility for the governance and day to day management of the project. In the interim the East Coast Consortium, led by HFRS, will continue to work with Capita to stabilise the current system in order to minimise disruption for staff.	Minor Delays/Behind Schedule	Upgrade of HFRS call handling and mobilising telephony system (DS3000) in November which has had a positive impact and increased the confidence of the operators in the system. Humberside have also gone 'live' on the system which will further increase resilience. Considerable resource has been dedicated to delivering these two important milestones which has resulted in reduced capacity to progress other significant IT dependent projects such as Gartan, further development of PDR Pro, Seed Risk	Minor Delays/Behind Schedule
10		The service should ensure its firefighters have good access to relevant and up-to-date risk information.	This is addressed by the replacement mobile data terminals and associated software - see action 3 above.	ACO SPECIALIST SERVICES, TRAINING, TECHNICAL & DIGITAL SERVICES	April, 2019	Every fire appliance now has a new MDT operating on Modas software. SEED software has been procured and Digital Services are in the process of configuring and testing with the intention of beginning roll out to all stations in September. The installation of a second MDT in the rear crew cab will commence on the 8th August and is scheduled to be completed by the end of September 2019. The mobile phones on all appliances will be replaced/upgraded with Cat phones - which incorporate thermal imaging technology by October.	On Track	Roll-out of second Mobile Data Terminals (MDT) now complete. Seed Risk software currently being tested prior to installation in the New Year. <i>In the meantime, all appliances have immediate access to risk data via the existing MDT software.</i>	On Track
11		The service should ensure it has effective systems in place to reliably understand resource availability, call handling and alerting of on-call resources to respond to incidents.	The Gartan project to replace the current Rappel On-call availability system has been delayed as a result of an ICT skills issue. This is now being addressed and plans are being developed to complete the introduction of the Gartan On-call module.	ACO SPECIALIST SERVICES, TRAINING, TECHNICAL & DIGITAL SERVICES	June, 2019	A new project team was formed which completed a review of all documentation. This team is currently developing a project plan focussed on the implementation and roll out of the new Gartan Availability system by January 2020.	Minor Delays/Behind Schedule	Test sight expected to be available in January to enable a rigorous process of testing and assurance with a view to piloting with on call crews by end of March. Subject to a successful pilot, it is anticipated that a roll-out will be complete by June 2020. The service is also introducing new alerters which will increase our ability to mobilise staff in harder to reach parts of the county. These will be active from January 2020.	Minor Delays/Behind Schedule

12	Responding to national risks	The service should ensure it understands national and cross-border risks and is well prepared to meet such risks. It should ensure operational staff and control room operators have access to cross-border risk information.	This is part of the Mobile Data Terminal (MDT) project which will ensure that risk information can be effectively collated and then accessed as necessary by firefighters and control staff to support incidents. The hardware and software will be in use by Apr 2019, the review cycle supporting this is an on-going programme of regular re-inspections by operational crews and other FRS staff and so, understandably, this will continue as before. However the project will ensure that the information included on the MDT's will be the most up to date collected.	ACO RESPONSE & PREVENTION	Apr, 2019	Every fire appliance now has a new MDT operating on Modas software. All MDTs are configured to incorporate cross border risk information. SEED software has been procured and Digital Services are in the process of configuring and testing with the intention of beginning roll out to all stations in September. The installation of a second MDT in the rear crew cab will commence on the 8th August and is scheduled to be completed by the end of September 2019.	On Track	All 'over the border' risk are now stored on Resilience Direct (RD) and updated on a monthly basis. Access to RD is via the new Mobile Data Terminals (MDT)	Complete
13	Making best use of resources	The service needs to show a clear rationale for the resources allocated between prevention, protection and response activities. This should be linked to risks and priorities set out in an up-to-date integrated risk management plan.	This is the purpose of the IRMP and in particular IRMP Proposals 1 and 2.	CFO	April, 2020	The Service's commitment to "Ensure resource is appropriately matched to risk through Prevention, Protection and Response." is one of the key principles underpinning the 2019-23 IRMP published 01/07/19. The Service is committed to responding to and acting upon the findings of the Hackett report in line with NFCC guidance and new/amended legislation that may arise.	On Track	Completion of Fire Cover Review by the end of May will provide an occasion to set out a clear rationale for resource alligned to risk.	On Track
14		The service should ensure that its budget and resource allocation, and management of performance and projects, support the activity set out in an up-to-date integrated risk management plan and strategic priorities.	The IRMP currently in its consultation phase will provide a clear link to the HCC Corporate Plan and ensure that the resources necessary to deliver the Plan are allocated appropriately.	DCFO	March, 2020	Following a review of the structure of the Strategic Leadership Group (SLG) a revised structure of the organisational senior management chain designed to implement the proposals within the new Integrated Risk Management Plan (IRMP) was introduced 01/07/19. The revised structure will improve lines of accountability and ensure that these are matched to organisational plans, in essence to ensure that 'form follows function'. The new SLG structure saw the establishment of a Strategic Executive Board (SEB) consisting of the Director/Chief Fire Officer, the Deputy Director/DCFO, two Assistant Directors of Community Protection/ACFO's and the Assistant Director Strategic Prevention and Regulatory Services. This is supported by Area Commanders and senior managers who fill 'Head of Service' roles, with responsibility for delivery of the directorate's work programme. A new position of Head of Business Development, Governance & Finance, reporting to the Deputy Director and DCFO, has been created which is intended to bring together our performance and data teams, R & D teams and Corporate policy teams to provide more coordinated capacity to improve our programme management arrangements	On Track	Heads of Service Group report quarterly to the Strategic Executive Board on a suite of key performance indicators and on the progress of the directorate's business objectives as set out in Directorate and Assisatnd Director Action Plans. The Integrated Plan sets out additional planned efficiencies and savings for the next two years An IRMP Board has oversight of the progress of the implementation of the 7 proposals contained in the IRMP and this is reported seperately to the SEB.	On Track
15		The service needs to ensure it effectively evaluates benefits and outcomes of its statutory duty to collaborate. Several collaborations with the police are on hold.	There are a number of collaboration projects that have already demonstrated benefits; for example Police use of the HFRS drone accounts for around 80% of calls, over 150 Police recruits have received their initial training at the HFRS Training Centre, Stevenage. Formal monitoring of future collaboration projects will be through the Hertfordshire Emergency Services Collaboration Board which met for the first time on 10th January 2019 and is jointly chaired by the Leader of the Council and the Police and Crime Commissioner for Hertfordshire.	ACO SPECIALIST SERVICES, TRAINING, TECHNICAL & DIGITAL SERVICES	Complete	Following the establishment of the Hertfordshire Emergency Services Collaboration Board in January 2019 other structures/boards have been introduced to drive forward a number of collaboration initiatives, with requisite monitoring and evaluation systems in place.	On Track	Steady progrss on a suite of collaboration inititatives including concept designs and costings for a new Joint Emergency Services Academy which have been produced and shared with partners and staff. New collaborative arrangements now in place for use of drones and wide area searches. Development of new arrangements / protocols for Fire Investigation now being developed as part of the Blue Light collaboration programme.	On Track

16		The service should ensure that its testing and review of business continuity events include cyber-attacks on IT systems	Security testing has been undertaken with the support of HCC technical advisors, this will identify future actions required.	ACO SPECIALIST SERVICES, TRAINING, TECHNICAL & DIGITAL SERVICES	July, 2019	The table top exercise re the Business Continuity Plan was successfully completed as scheduled. Following attendance at the GCHQ accredited cyber security courses in July the Business Continuity Plan was updated. A full cyber attack scenario named operation "Dover" is scheduled to take place in the Autumn.	On Track	Cyber attack scenario deferred to the spring though, in the meantime, significant practical experience obtained in October where all of the ways of working and procedures which operation Dover will replicate were implemented. Penetration testing has been completed for the HCC and HFRS networks.	On Track
17	Making the fire and rescue service affordable now and in the future	The service needs to ensure its new integrated risk management plan includes ambitious plans to make resources address priorities, and improvements offer value for money. It needs to improve its understanding of the financial challenges ahead, put in place efficient improvement plans, and reallocate resources to changing priorities or risks.	The new IRMP will consider resource disposition, this will be through IRMP Proposal 1 in particular. The financial pressures are clearly articulated in the HCC Integrated Plan and it remains perplexing that the inspectors were seemingly unable to recognise the differing governance and financial processes in which HFRS operates. A combination of the IP and IRMP processes will address this issue.	CFO	April, 2020	Following approval of the IRMP, a suite of initiatives will now be progressed with the fire cover review (proposal 1) focussing on efficiencies and best use of resource to provide comprehensive, cost effective response arrangements.	On Track	Fire Cover review, underpinned by a detailed, revised risk profile for Hertfordshire is on track and expected to be completed by April 2020. Tyhis will set out in detail future resourcing requirements to ensure that resource is aligned to risk. The Integrated Plan sets out additional planned efficiencies and savings for the next two years	On Track
18		The service needs to accelerate its plans to improve ICT so that it makes best use of available technology to support operational effectiveness and efficiency.	Considerable investment has been made in the ICT team to ensure that the right skills and resources are available to deliver a far reaching IT Work Plan, where a number of systems are being replaced and new applications implemented. It is believed that no additional investment is required at this stage, however we will continue to monitor progress closely.	ACO SPECIALIST SERVICES, TRAINING, TECHNICAL & DIGITAL SERVICES	Dec, 2020	The Community Protection Directorate (CPD) remains committed to ensuring that it makes best use of available technology to support operational effectiveness and efficiency Significant progress has been made in this area including: • the roll-out of PDR Pro which improves the way risk critical competencies and training are monitored. • the introduction of new Mobile Data Terminals in each appliance	Minor Delays/Behind Schedule	Introduction of DS3000 has led to increased resilience in call handling and mobilising systems. Further improvements in risk data (Seed Risk) and on call availability (Gartan) to be delivered in the early New Year both of which will deliver increased efficiencies.	Minor Delays/Behind Schedule
19	Promoting the right values and culture	The service should assure itself that staff understand and have confidence in the purpose and integrity of health, safety and wellbeing policies.	We have a range of Health, Safety and Wellbeing promotional literature, websites and indeed recourse to specialist help, we are in the process of establishing a webpage to bring all of these reference points together in one place. We will be doing more in the near future to advertise these resources. However we have a number of examples of staff who have expressed considerable gratitude for the Services support during challenging times for them as individuals, however given that these are situations where we are dealing with individual issues which, understandably, we cannot publicise widely. Much of the criticism in this area is perceived by staff who have never had recourse to the range of facilities on offer, whereas the positive stories remain 'hidden' due to their confidential nature.	DCFO	July, 2019	H&S team continue to provide: Monthly Safety Event Feedback in Protect Quarterly Health & Safety Co-ordinating Group meetings with minutes published on the Health, Safety & Welfare Noticeboard Regular health promotions on that Noticeboard by the Occupational Health Unit Gym equipment on stations to maintain fitness; Monitoring of H&S actively – Deputy Chief Fire Officer Safety Tours of stations H&S Manager visits District Management Team meetings at least twice a year to all 5 districts. Coaching and training in risk assessment by the H&S officer/Adviser delivered to all stations junior officers. The Occupational Health Unit (OHU) are still in the process of preparing content to enable the 'Fit for Life' Webpages to be expanded into a full Health and Wellbeing website.	On Track	Increased effort to raise the profile of existing support offer. Working with employees to consider how this might be developed. A suite of initiatives, using social media to raise the profile of mental health across the service has been run recently and received very positive feedback.	On Track
20		The service should ensure its staff understand its values and culture.	This will be addressed through the People Strategy currently being developed. The recent HCC staff survey also reports positively on values and behaviours across the Community Protection Directorate and the results of this will drive actions incorporated within the People Strategy.	DCFO	July, 2019	Following consultation with staff at the Watch Commanders (WC) seminars the decision was made to use the HCC values & behaviours, subject to some "minor revisions", so that they were relevant within a fire & rescue context. The revised value and behaviour examples and action plan guidance intention is being tested through three focus groups involving operational crews and will be completed by the end of September for feedback/assurance that they are fit for purpose. Afterwhich they will be rolled out to staff through management channels. A toolkit including guidance will be developed for use by WCs and SCs to enable them to re-inforce the values & behaviours with staff. The target release date is October 2019.	On Track	Conscious decision to link the Values & Behaviours work with the Equality & Diversity 'Inclusion' programme which will result in minor delays to the delivery of the training programme. However, rather than two separate activities this will now ensure a much more holistic approach across the service and maximise opportunity for staff engagement.	Minor Delays/Behind Schedule

21		The service should assure itself that all managers are clear about their roles and demonstrate commitment to service values through their behaviours.	This is an on-going area of focus which will consider a range of interventions and support activities. These range from Managers Seminars to mentoring and coaching, all of which will form support for the implementation and delivery of the People Strategy.	DCFO	July, 2019	SLG commissioned the Flexible Duty Officer (FDO) project with the objective of engaging with middle managers at Group Commander & Station Commander level to explore these issues. Once this work has been completed workshops will be held in October 2019 to continue engagement and illicit additional feedback.	On Track	A suite of resources has now been produced to support FDOs with their decision-making and recording of any relevant information. Additional work to support Values & Behaviours will be included within the Equality & Diversity 'Inclusion' programme to be delivered early in the New Year.	On Track
22	Getting the right people with the right skills	The service should ensure its workforce plan takes full account of the necessary skills and capabilities to carry out the integrated risk management plan.	The People Strategy is currently under development and will be the route through which all the actions within this section will be addressed.	ACO SPECIALIST SERVICES, TRAINING, TECHNICAL & DIGITAL SERVICES	July, 2019	A full review of our development policy has been completed, incorporating an accelerated pathway for future leaders. These are directly linked to our new competency framework, referencing the NFCC version but developed to incorporate our values and behaviours. The firefighter recruitment process has been modified to incorporate the testing of candidates commitment to values & behaviours at interview stage. Candidate understanding of the full range of duties/expectations associated with the role re, prevention, protection, education, activities is also tested.	On Track	Full evaluation of the two promotion processes has now been completed and the policy will now be reviewed and amended to incorporate 'lessons learnt'. Work will continue to disseminate and promote the new competency framework at all levels of the service.	On Track
23		The service needs to recruit to fill its establishment vacancies rather than the reliance on overtime to provide its core service. It should assure itself that it understands and can resolve these problems effectively.	22 recruit firefighters started with HFRS on 7th Jan 2019	ACO SPECIALIST SERVICES, TRAINING, TECHNICAL & DIGITAL SERVICES	Complete	Current cohort of recruits are scheduled to complete recruit training course in September 2019. A recruitment exercise is in progress to enable further recruit training courses to be delivered in January and March 2020. The Inclusion & Engagement Manager updates SLG weekly re attraction rates for current recruitment exercise	On Track	Successful recruitment programme has enabled two recruit training courses to take place, the first of which concludes in March 2020. Use of pre-arranged overtime has fallen in the last financial year.	On Track
24		The service should ensure its electronic system for recording and monitoring operational staff competence is accurate and accessible.	A new competency recording system, PDR Pro, is currently being implemented to replace the ageing Sophtlogic system currently in use.	ACO SPECIALIST SERVICES, TRAINING, TECHNICAL & DIGITAL SERVICES	July, 2019	PDRpro was launched across the Service on the 1st July as scheduled. Full user training regarding PDRPro completed.	Complete	PDR Pro is now fully operational with a fully integrated system for managing both training inputs and recording of competencies. This has supported by a training programme to ensure that users are familiar with the new arrangements as well as the advantages that it delivers.	Complete
25	Ensuring fairness and promoting diversity	The service should assure itself that staff are confident using its feedback mechanisms, so these help the service gather valuable information.	The recent staff survey has seen increases in responses from CPS staff over those in past surveys which will provide useful information to assist in both development of the People Strategy and areas of focus.	ACO SPECIALIST SERVICES, TRAINING, TECHNICAL & DIGITAL SERVICES	Complete with regards to the staff survey but will be an on-going requirement to encourage staff to provide feedback	The profile of the SING (Staff Inclusion Network Group) has been raised via Protect. Colleagues from under represented groups are encouraged to attend. Whatever staff bring to the meeting are presented to the ED & I Board which is chaired by the CFO for consideration/action/decision. The workforce engagement group is developing a new communications questionnaire which will be issued to all CPD staff in order to ascertain what methods of communication they access in order to streamline and improve workforce engagement activities.	On Track	Staff Inclusion Network Group (SING) now playing an important part as a sounding board and consultee on relevant policies and strategies e.g. the new Inclusion Commitment, as developed by the National Fire Chiefs' Council (NFCC) and subsequently refined, locally, to incorporate feedback from SING. Series of staff focus groups held to seek views on internal comms arrangements and opportunities to improve staff engagement.	On Track

26		The service needs to improve the diversity of its workforce. It has been slow to set clear leadership and direction in promoting equality and diversity.	This will be addressed through the People Strategy currently being developed. This will be assisted by the commencement of the most diverse firefighter recruit course that the Service has had which started in January 2019, this group demonstrates that the Service is having success in attraction applicants from diverse backgrounds.	ACO SPECIALIST SERVICES, TRAINING, TECHNICAL & DIGITAL SERVICES	July, 2019	<p>CPD have created a full time Inclusion & Engagement Manager role who has developed a draft Inclusion Charter with clear priorities for CPD which will be mapped across to the NFCC & HCC inclusion strategies.</p> <p>CFO working as Inclusion champion</p> <p>The CPD Inclusion & Engagement Manager leads on the People's Strategy inclusion work stream</p> <p>The Inclusion & Engagement Manager is leading on work to engage more with potential applicants from under represented groups at a much earlier stage, as part of an ongoing engagement cycle with our communities, whether actively recruiting or not. This work also includes working with HCC Comms to develop a more dynamic recruitment and careers section on HFRS website.</p> <p>The "Fit for Life" suite of fitness videos have been loaded onto the recruitment area of the HFRS website</p>	On Track	<p>HFRS's Inclusion Commitment was launched in January, supported by a training programme. This will run across the whole directorate and is expected to be concluded by April 2020.</p> <p>In the last year, the number of BAME recruits has doubled (from 4 to 8) and LGBT recruits increased by 600% (1 to 6). Whilst numbers remain relatively small, this represents an important step forward for the service.</p>	On Track
27	Managing performance and developing leaders	The service should put in place a system to actively manage staff careers.	This will be addressed through the People Strategy currently being developed.	ACO SPECIALIST SERVICES, TRAINING, TECHNICAL & DIGITAL SERVICES	July, 2019	<p>Competency Framework document, based on the NFCC leadership framework, which incorporates agreed career progression pathways has been developed and implemented.</p> <p>An overarching development policy for the service has been written and published (SO146). The policy links to and is aligned with the Competency Framework document. In addition role specific policies detailing career pathways for firefighters (SO147), crew commander - watch commander (SO148), station commander - group commander (SO149), and area commander and above (SO150), have also been developed and published.</p> <p>The Inclusion & Engagement Manager is working with HCC Comms to develop a more dynamic recruitment and careers section on HFRS website.</p>	On Track	<p>Full evaluation of the two promotion processes undertaken in the last 6 months has now been completed and the policy will now be reviewed and amended to incorporate 'lessons learnt'.</p> <p>Group Commander Assessment Centre took place in December and further Assessment and Development Centres planned for March and October 2020, to support the promotion and development process.</p> <p>Work will continue to disseminate and promote the new competency framework at all levels of the service.</p>	
28		The service should ensure its selection, development and promotion of staff is open, transparent and fair.	This will be addressed through the People Strategy currently being developed.	ACO SPECIALIST SERVICES, TRAINING, TECHNICAL & DIGITAL SERVICES	July, 2019	A new assessment framework for both operational and non-operational staff has been introduced which clearly defines the requirements for firefighter promotion and links directly to development at each stage. The promotion process within, focuses on 'right person, right job'.	On Track	<p>Full evaluation of the two promotion processes has now been completed and the policy will now be reviewed and amended to incorporate 'lessons learnt'.</p> <p>Work will continue to disseminate and promote the new assessment framework at all levels of the service.</p> <p>Analysis of trainee recruitment in last two years (including our next 2 cohorts) evidences a marked improvement in representation against previous recruitment and selection programmes.</p>	On Track

Complete

On Track

Minor Delays/Behind Schedule

Significantly Delayed/Action o/s

Complete/On Track

Minor Delays/Behind Schedule

Significant Delays/Will Miss Completion Deadline

Complete/On Track

Minor Delays/Behind Schedule

Significantly Delayed/Action o/s

Minor Delays/Behind Schedule