

HMICFRS ACTION PLAN

Action Plan Progress Report No. 2

Date

30th September 2019

AFI – PROTECTING THE PUBLIC THROUGH FIRE REGULATION:

The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.

Previous



Current



Agreed Actions

- 1 Ensure inspecting officer vacancies are filled within 3 months to prevent cumulative experiential degradation.
- 2 New Inspectors to be trained to Level 4 Diploma within 18 months.
- 3 Skills, recruitment, retention and succession planning to be specifically considered in departmental review.
- 4 Department and individual targets to be reviewed to ensure they are achievable taking in to account a vacancy factor.
- 5 Risk Based Inspection Programme (RBIP) to be reviewed.

Progress Against Actions

- 1 Since the turn of the year 3 TFSO posts and 2 WM posts have been filled. The TFSO posts were filled within 3 months of the vacancies becoming available but the WM took 6 months to fill due to timetabled grey book promotion boards and transfer processes needing to conclude. With the exception of maternity cover for one member of staff all posts are filled.
- 2 The new starters will be set the 18 month development target. 1 attended the L3 - immediately on starting in June. All except one inspector has had the Level 3 course due to clashes with leave dates with the remaining course programmed for January. Awaiting completion of coursework to determine if these courses have been achieved. 3 inspectors attended the level 4 course in September. To speed up development we are programming courses outside of the North West agreed process which has increased training costs for the department above that which was originally bid for and approved.
- 3 Recommendations have been proposed in the review in relation to recruitment and retention.
- 4 Individual targets have been applied which in theory would exceed the annual target. At Q2 this has not been achieved due to a lack of competence in two of the three teams and other workloads such as Prohibition Notices, prosecution case files and the work generated by the Beechmere Fire. Further target revisions will be discussed with the team at an internal training day in preparation for future target setting.
- 5 Inspection frequencies have been revised and the wider RBIP policy is under review.

HMICFRS ACTION PLAN

Action Plan Progress Report No. 2

Date
30th September 2019

AFI – MAKING BEST USE OF RESOURCES

The service should ensure there is effective monitoring, review and evaluation of the benefits and outcomes of any collaboration.

Previous



Current



Agreed Actions

- 1 Develop a clear CFRS Collaboration Strategy that will inform collaboration activity in future.
- 2 Utilise the Partnership Toolkit as guidance and practice for all new collaborations.
- 3 Sense check, review and evaluate exiting collaborations by using the Partnership Toolkit.
- 4 Embed the process of collaboration by communicating and providing training where necessary for all stakeholders.
- 5 Review the status of each collaboration regularly and continue to gather the evidence to support this.

Progress Against Actions

- 1 Initial draft Collaboration Strategy considered.
Checked other HMI reports for best practise – some of which is helpful.
Report being prepared for SMT and then Members with draft collaboration strategy for approval.
- 2 Reviewed Partnership Toolkit for suitability to carry out reviews.
- 3 Evaluations ongoing for FRIC arrangements and in respect of the services provided under Blue Light Collaboration by the Communications team.
- 5 Confirmed list of existing collaborations to concentrate upon initially.
Initial work concentrating on Blue Light Collaboration has produced a proposed performance framework that is being considered for adoption.

HMICFRS ACTION PLAN

Action Plan Progress Report No. 2

Date

30th September 2019

AFI – MAKING BEST USE OF RESOURCES

The service should ensure it has sufficiently robust plans in place to secure the right level of savings in the medium term by widening its scenario planning and testing for future financial forecasting

Previous



Current



Agreed Actions

- 1 Revise the budget setting process and methodology incorporating broader scenario planning and implement Priority Based Budgeting
- 2 Develop plans to achieve the saving forecasts in the Medium Term Financial Plan
- 3 Complete Whole Service Review
- 4 Review other Services' HMICFRS reports as published to identify notable practice

Progress Against Actions

- 1 The Priority Based Budget process is now complete for its first iteration. Each department has been reviewed and their proposed changes and service levels scrutinised by SMT. Next stage is to prioritise the services, linking in with the Whole Service Review in preparation for the Local Government Provisional Settlement in December 2019
- 2 The MTFP has been updated and is currently being reviewed in light of the Local Government Financial Settlement 2020/21 Technical Consultation. We are monitoring the savings for 2019/20 which will be reported quarterly to the Authority.
- 3 The Whole Service Review elements are being developed, but we will ensure the finances match up with this as and when.

HMICFRS ACTION PLAN

Action Plan Progress Report No. 2

Date

30th September 2019

AFI – MAKING THE FIRE AND RESCUE SERVICE AFFORDABLE NOW AND INTO THE FUTURE: The service needs to demonstrate sound financial management of principal non-pay costs. It should use benchmarking data more widely and effectively.

Previous



Current



Agreed Actions

- 1 For the Joint Corporate Procurement Team to develop relationships and engage with National Procurement activity to ensure that all purchasing decisions are well informed.
- 2 Continue to engage with North West services on procurement efforts wherever appropriate.
- 3 Continue to work with Joint Corporate Procurement Team to make sure they know all the requirements of CFRS in particular when frameworks are being developed.
- 4 Gather evidence to demonstrate how CFRS ensures Value for Money and be clear in the information we provide.
- 5 Record the process used to benchmark our procurement.

Progress Against Actions

- | | |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1,2 and 4 | Head of Procurement engaging with NFCC and meeting North West colleagues about procurement opportunities. Decision note for procurements will, in future, rehearse more fully the options available with a view to explaining the chosen procurement route. |
| 1 and 3 | Discussed action plan with Head of Joint Procurement Team. |
| 3 | Regular meetings with Head of Procurement. |
| 4 | Collated 'basked of goods' evidence. |
| 5 | Established that procurement portal will provide evidence |

HMICFRS ACTION PLAN

Action Plan Progress Report No. 2

Date

30th September 2019

AFI - PROMOTING THE RIGHT VALUES AND CULTURE:

The service should assure itself that staff understand and have confidence in the purpose and integrity of wellbeing policies, especially sickness.

Previous



Current



Agreed Actions

- 1 Undertake review of Attendance Management (AM) Policy with specific focus on terminology and language to achieve a more compassionate and appropriate tone.
- 2 Develop an Attendance Management toolkit for Managers reference explaining policy.
- 3 Incorporate Attendance Management into Step Up Leadership Programme and as part of supervisory induction to embed the process within CFRS.
- 4 Develop and launch communications plan to highlight positive/ supportive aspects of attendance management and wellbeing within CFRS.
- 5 Create new post of Mental Health and Wellbeing Advisor (MHW) and appoint appropriately qualified person to role.
- 6 Introduction of Wellbeing impact assessments on all business cases and project proposals for change that involve staff.
- 7 Review the amended duties programme of activities for those on restricted duties.
- 8 Review other Services' HMICFRS reports as published to identify and implement notable practice.
- 9 Prepare a paper for discussion setting out a review of CPD.

Progress Against Actions

- 1 Policy desktop review completed – initial draft submitted to CR/AH for consideration. Discussion in respect of policy and OHU provision held at Staff Engagement Forum at July 2019 meeting. Feedback will be considered in developing tender specification.
- 2 Follow up meetings held to review policy. Work ongoing.
- 3 Module 2 of Step Up has an element of Attendance Management contained within it. To be refreshed upon finalisation of policy. Module 2 of Step Up programme also to incorporate session on Mental Health and Wellbeing facilitated internally.
- 4 Scheduled for discussion with Staff Engagement Forum in July 2019.
- 5 Mental Health & Wellbeing Advisor post created and recruited – started 8/7/19. Work streams have been identified and agreed with DOT and CFO. Article outlining key areas of priority to be included in next Alert publication. Mental Health & Wellbeing Day is planned in early October and it is intended for the whole service to take part.

HMICFRS ACTION PLAN

Action Plan Progress Report No. 2

Date

30th September 2019

AFI - PROMOTING THE RIGHT VALUES AND CULTURE:

The service should take early action, such as monitoring overtime, to improve the wellbeing of staff

Previous



Current



Agreed Actions

- 1 Review the monitoring arrangements for overtime for all staff and implement any revised arrangements.
- 2 Provide training on the monitoring and risks of fatigue.
- 3 Report regularly on overtime in a meaningful way.
- 4 Provide guidance to staff on registering secondary/primary employment hours on Gartan to enable monitoring and review the policy to incorporate an appropriate process for Green Book Staff.
- 5 Review other Services' HMICFRS reports as published to identify and implement notable practice.

Progress Against Actions

- 1 The Service has implemented robust monitoring of overtime for Nucleus and Day Staffing stations. This is now embedded on the respective stations.
Following a recent review of the Wilmslow Duty system time, comparable rates of overtime are now payable to staff who provide additional shifts. This has contributed to a better picture in relation to on call availability. All other shift pattern overtime arrangements remain as detailed in collective agreements.
- 2 An ELearning package will be finalised by July 2019.
The E learning package is now complete and on PDRPro, WTD policy is complete and has been presented to SMT, awaiting final approval/sign off from HODs. WTD review meetings take place routinely and reports to HSW Committee.
- 3 Report on overtime in a meaningful way. O/T was reviewed as part of WTD meetings, new O/T monitoring is in place for DC1 and Nucleus stations. All other duty systems have been recording O/T in accordance with the policy, have been reviewed and remain fit for purpose.
- 4 The Working time group has reformed and provides regular 17 weeks reports. A new standard is being prepared and will form part of the Station Management Framework. This will require monthly scrutiny and sign off by the Station Managers. Working Time is now a standing agenda item at the Service Delivery JCP meetings. An updated working time Policy is complete and is awaiting sign off by HODs prior to consultation with the representative bodies. Additional communication reiterating the working time guidance has been produced and communicated via the green bulletin, with personal letters to employees declaring secondary employment having been sent.
This WTD scrutiny forms part of the training which is ready to be rolled out after policy

sign off. Steve Barnes/Alex Waller will be briefing SMs and GMs on 19/11/2019 in relation to their role managing fatigue across the Service.

- 5 Review other Services' HMICFRS reports as published to identify and implement notable practice.

Regular reviews are undertaken to highlight opportunities for sharing best practice.

Examples include exploring the concept of On Call Tri service safety officer with Cornwall FRS and greater participation in the NFCC On Call forum.

HMICFRS ACTION PLAN

Action Plan Progress Report No. 2

Date

30th September 2019

AFI - PROMOTING THE RIGHT VALUES AND CULTURE:

The service should assure itself that senior managers are visible to act as role models by demonstrating their commitment to service values through their behaviours.

Previous



Current



Agreed Actions

- 1 CFO to undertake visits to all operational watches on an individual watch basis and visits to all non operational team.
- 2 Programme of Principal Officers' visits to all watches and teams developed for 2019/2020.
- 3 Programme of visits to all watches and teams developed for SMT, Group and Station Managers for 2019/2020.
- 4 Programmed "back to the floor" activity by POs, SMT & GMs to work closely with teams throughout the service and experience the day to day issues faced by the teams a minimum of 2 days per year.
- 5 Creation of informal interaction opportunities with staff to build trust and improve relationships.
- 6 Introduce a staff conference for non managerial staff in the service to improve engagement and promote feedback.
- 7 Review the core values to ensure fit for purpose and reflect the future aspirations of the service.
- 8 Review and update technology as required to promote and support agile working for all staff.
- 9 Review other Services' HMICFRS reports as published to identify and implement notable practice.

Progress Against Actions

- 1 Watch Visits completed.
- 2 Programme of visits to be updated following new appointments to SMT. Alert update launched. Question included on 2019 staff survey to seek feedback in this area to gauge improvement relating to visibility since last survey.
- 1,2 & 3 SMT Visits have been booked in for staff survey result updates – from November to January, with SMT visits also booked in for IRMP consultation visits from January to March. The Chief continues to visit stations and teams throughout the county and is on-going.
- 4 "Back to the Floor" day has been booked and will take place on November 13th 2019. All SMT and Group Managers will be participating across the service.
- 5 Already in progress. Positive feedback in respect of presence of POs at retirement events coupled with revised policy. Continuing. Positive feedback in respect of presence of POs at retirement events coupled with revised policy. The CFO has started to offer shadowing opportunities to middle managers and to date two officers have done so.

- 6 Five events completed during May and June for staff in respect of HMICFRS, Culture and Values.
Further dates being identified for 3 staff conferences during Q1 of 2020/21.
Core Values reviewed at Management and Staff Conferences. Meeting held to collate and evaluate staff feedback in respect of core values. Shortlisted core values sets submitted to Comms for design input. Staff survey focus groups are due to be held 19th and 20th Aug – core values will be included in discussions.
Four staff conferences are being planned for January and February.
- 7 Core values comments from the staff survey are being analysed and incorporated for final review and production of draft set of core values.

HMICFRS ACTION PLAN

Action Plan Progress Report No. 2

Date

30th September 2019

AFI - ENSURING FAIRNESS AND PROMOTING DIVERSITY:

The service should ensure that leaders can demonstrate that they act on and have made changes as a direct result of feedback from staff.

Previous



Current



Agreed Actions

- 1 Utilisation of technology. All stations and departments to be issued with technology to allow Skype type conversations and to be used as formal communications from the top down. For example:
 - Ask the Chief Sessions
 - SMT Briefing sessions
 - Broader interactions/debate with SMT on themes, i.e. diversity, Estates, Prevention etc.
 - Operational Updates and debates with crews
 - UPG Managers Monday briefing discussing key issues across the UPG in one hour meeting every week.
- 2 Improve 'you said – we did' communications to ensure they are sustainable and remembered by using communication tools that will deliver the required outcomes e.g. quarterly poster/alert article.
- 3 Development of visit feedback mechanism at all levels to ensure issues; feedback is acted upon and reported against.
- 4 Review other Services' HMICFRS reports as published to identify and implement notable practice.

Progress Against Actions

- 2 'You said – we did' Alert article has been produced which is to be published in late June 2019 in the Spring Summer 2019 Alert.
Completed Results from the staff survey were posted on line October 2019. Alert style summary distributed Nov 2019 to reinforce progress to date and results from 2019 staff survey.
- 3 Action plan completed and submitted to SMT for review in respect of watch visits and subsequent outcomes.
Quarterly updates scheduled to update staff on progress on staff engagement activity / survey action plan. Supported by regular meeting of staff engagement steering group.

HMICFRS ACTION PLAN

Action Plan Progress Report No. 2

Date

30th September 2019

AFI - ENSURING FAIRNESS AND PROMOTING DIVERSITY:

The service should improve communications between staff and senior managers, so queries and suggestions are responded to in a timely and appropriate way.

Previous



Current



Agreed Actions

- 1 Undertaken a survey to evaluate the communications methodology across the service and identify improvements
- 2 Involving staff at all levels to contribute to strategic issues and change.
- 3 To develop a feedback process so that staff understand/appreciate what has/has not been done in relation to suggestions that have been made. To establish this as a key part of regular communications with timescales for progress/resolution. This should ensure matters are pursued in a timely manner
- 4 Provide a platform to recognise and thank people for their contribution – “pat on the back” – the back page of the Green having thanks/congratulations on a weekly basis
- 5 Using the Green more productively and ensure everyone knows when an individual is retiring or leaving and invite and encourage colleagues to attend final day/retirement speech
- 6 Specific and targeted group newsletters e.g. Land and Stations. This will be managed by a communications representative from each of the groups to produce a (time driven – monthly/bimonthly/quarterly) newsletter for all staff.
- 7 Set up communications processes to:
 - Enable feedback from staff / ask questions with relevant HOD/specialist to respond
 - Handle staff suggestions and ideas
 - Publish responses etc. for transparency
- 8 Review other Services’ HMICFRS reports as published to identify and implement notable practice

Progress Against Actions

- 1 An internal comms survey was opened to all staff across the service and received 235 responses, which is around 25% of the workforce. Some of the findings were that staff would like to receive internal news in a digital format and also receive news which is more local to them. A follow up survey was issued with specific changes proposed and found the following:

- 91% of respondents would be happy to receive the Green digitally on a weekly basis.
- 82% of respondents would be happy to receive the Alert magazine digitally.
- 89% of respondents would like to have a Corp Comms SPOC to help improve local news content.

Following the surveys the below changes are now being made:

- The Green will be sent digitally to each staff member, via email, from w/c 24 June 2019. A download and print version will also be made available.
- A member of the comms team has been assigned to each area as a SPOC. Each station will be sent a poster in the coming weeks informing them of who their SPOC is.
- Alert is being reviewed and may become a monthly digital news bulletin in future.

A new staff engagement forum has been recruited for 2019-2020 and will be commencing in November 2019. Outcomes from the outgoing forum are to be presented at the December CFA Meeting.

- 2 Recognition already flagged in the Green but need a more robust programme. Research underway to identify options for discussion at SEF.
New SEF has been recruited for 2019/20 commencing Nov 2019. Outcomes from the outgoing forum to be presented at Dec CFA.
- 4 Currently all WM and above undertake annual 180 degree feedback within appraisal process. New national 360 currently being piloted prior to wider launch.
- 5 Alert newsletter now features more prominent articles on retirees and leavers.
- 7 Communication developed and in use.