

# CHESHIRE FIRE AUTHORITY

**MEETING OF:** PERFORMANCE AND OVERVIEW COMMITTEE  
**DATE:** 25<sup>TH</sup> NOVEMBER 2020  
**REPORT OF:** HEAD OF PROTECTION AND ORGANISATIONAL PERFORMANCE  
**AUTHOR:** ANTHONY JONES

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**SUBJECT:** HMICFRS ACTION PLAN – HEALTH REPORT

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## Purpose of Report

1. To present the latest progress against the action plan (attached to this report as Appendix 1) in response to the identified 'Areas for Improvement' (AFI) from the inspection report of Cheshire Fire and Rescue Service (CFRS) by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

## Recommended: That

- [1] Members review the information presented in this report.

## Background

2. The report forms part of the Authority's performance reporting cycle. A report on progress was last submitted in July 2020. This report provides a summary of progress against the action plan to date.
3. The action plan includes identified measures of success for each AFI which delivery and success can be measured against. This will not only help CFRS to improve, it will also provide positive evidence to HMICFRS when they return.
4. At the end of Q4 2019/20 there were 21 open actions remaining. The vast majority of actions are now complete with only 12 ongoing. Completion of all actions is expected by the end of March 2021.
5. Progress has been made in several areas since July including:
  - Further work to develop recommendations for the Protection department and agree a set of proposals.
  - The Project Initiation Document for the Risk Based Inspection Programme Review has been signed off by SMT.

- The Service continues to look at the full range of opportunities to ensure that all purchasing decisions are well informed.
  - The Attendance Management policy has been amended and guidance for managers and staff has been developed. In addition, a series of HR Roadshows for attendance management will run throughout Autumn 2020.
  - Communications around wellbeing has become more prevalent and regular articles and guidance is placed on the intranet and in the monthly Alert magazine. A mental health steering group has also been established to monitor and raise the profile of mental health and wellbeing across the service.
  - A system has been developed to allow the Service to identify any staff who are found to be exceeding the working time regulations.
  - During the pandemic senior management visibility has been maintained via a programme of Skype visits and regular principal officer briefings thanking staff for their contributions.
  - All staff were afforded two days extra leave during 2020 in acknowledgement of the hard work and work is ongoing in respect of developing recognition programmes that will help to attract and retain on call staff.
  - More personal retirement presentations have been incorporated into business as usual.
  - All aspects of agile working and use of technology have been tested thoroughly as a result of the COVID-19 pandemic. Additional equipment has been purchased to ensure staff can function and access systems remotely.
  - Video conferencing for communication with teams and individuals.
  - The FireBook is available on the Service's intranet to enable staff to provide feedback and suggestions regarding policies and procedures related to Covid-19. These suggestions are then considered by senior managers and responded to. Designs for a new staff suggestions scheme have been considered by the Staff Engagement Forum, with a paper due to be presented to SMT in November 2020.
  - Following staff feedback, the Alert has been reviewed further and has now been changed to a digital publication on a monthly timescale. Proposed content to feature in the Alert has also been reviewed following feedback from the staff engagement forum.
6. The action plan is designed to be a dynamic and iterative document that will continue to develop as it is progressed.

7. The action plan is monitored by the Service Management Team (SMT) on a quarterly basis.
8. Members will continue to scrutinise completion of the action plan at the Performance and Overview Committee on a six monthly basis (Q2 and Q4) using the performance health report.

### **Information**

9. The Service's Performance and Programme Board (members of the Service Management Team) receives a bi-annual review of performance against the plan. The Board is responsible for monitoring and reviewing progress against performance targets and ensuring that action is taken wherever possible if targets are not being met. The performance reviews are in turn presented to the Performance and Overview Committee in the performance health report format.
10. The health report is attached as Appendix 1 to this report.

### **Financial Implications**

11. None

### **Legal Implications**

12. None

### **Equality and Diversity Implications**

13. None

### **Environmental Implications**

14. None

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**BACKGROUND PAPERS: NONE**