

CHESHIRE FIRE AUTHORITY

MEETING OF: PERFORMANCE AND OVERVIEW COMMITTEE
DATE: 21 JULY 2021
REPORT OF: DEPUTY CHIEF FIRE OFFICER
AUTHOR: MIKE CLARK

SUBJECT: HMICFRS INSPECTION ACTION PLAN

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 relating to Cheshire Fire and Rescue Service (CFRS) produced 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 November 2020. This report provides a summary of progress against the Action Plan to date.

Information

3. The Action Plan includes identified measures of success for each AFI which allow delivery to be tracked. This has helped CFRS to improve and allowed it to provide positive evidence to HMICFRS when it visited CFRS earlier this year.
4. Progress has been made against several AFIs since November including:
 - **The service should assure itself that staff understand and have confidence in the purpose and integrity of wellbeing policies, especially sickness:**
 - As of end of February all re-scheduled attendance management roadshows were completed. We have issued a survey asking attendees to give us their feedback on them.

- Work has been undertaken to develop a Wellbeing Impact Assessment to ensure that wellbeing needs of staff are considered when creating, or altering policies and when future proposals for change are being developed. This will be taken to SMT for approval in due course.
- Restricted duties for pregnant employees are recorded on a log and reviewed on a monthly basis at the Attendance Management forum with input from the Equality and Inclusion Officer.
- **The service should take early action, such as monitoring overtime, to improve the wellbeing of staff:**
 - A further engagement event took place with HR Business partners and the Station Manager Group in January 2021 to outline the importance of monitoring Working Time and fatigue amongst the workforce.
 - A project was established in January to determine if our existing systems can better support our management and reporting of Working Time. This project will explore options within our existing systems and collaborate with other Services to provide recommendations to support further improvements.
- **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:**
 - The programme of visits by members of Service Management Team scheduled for 21/22 will include Group Managers to increase engagement with teams
- **The service should improve communications between staff and senior managers, so queries and suggestions are responded to in a timely and appropriate way:**
 - A new staff suggestion scheme, Ignite, was launched in February 2021. Promotional articles have been included in the Green and Alert, as well as a refreshed intranet page including an archive of suggestions and a newly introduced widget on the homepage of the intranet. Details on the frequency of assessment meetings are provided on the intranet and feedback on the outcome of suggestions is provided back to staff within seven days of assessment.

5. The Action Plan is designed to be a dynamic and iterative document that will continue to develop as it is progressed.
6. The Action Plan is monitored by the Service Management Team on a quarterly basis.
7. Members will continue to scrutinise completion of the actions within the Action Plan at the Performance and Overview Committee on a six monthly basis (Q2 and Q4) using the performance health report. However, the Action Plan is expected to be superseded towards the end of 2021 when the latest HMICFRS report is produced relating to the 2021 inspection.

Financial Implications

8. None

Legal Implications

9. None

Equality and Diversity Implications

10. None

Environmental Implications

11. None

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BACKGROUND PAPERS: Appendix 1 - Action Plan Progress report No. 5