



CUMBRIA
FIRE AND RESCUE SERVICE

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services

Inspection Action Plan 2024

Document History

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Introduction

CFRS have created an action plan to guide us through the recent service specific recommendations issued by HMICFRS. Delivering the actions will help us to deliver our transformation goals and demonstrate that we can adapt and improve to meet the priorities of the Fire and Rescue Plan and help people feel safe and be safe in Cumbria. The analysis and judgement from future inspections will further help us to measure our progress and achievements, and to demonstrate continuous improvement.

We will be able to look back on this plan, see what we have achieved and share that with the public for whom we exist to serve.

The Police Fire and Crime Commissioner (PFCC) and Cumbria Fire and Rescue Service (CFRS) welcomes the report from His Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) and the areas for improvement raised for CFRS.

We have considered every element of the inspection and subsequent reports in responding to the HMICFRS Inspection reports. Our Action Plan focuses on the 'Areas for Improvement, giving our analysis, thoughts, and reflection on each area and what we are doing about the issues raised.

Our approach to the inspection is open, honest, and transparent. The report provides a comprehensive summary under the headings of Effectiveness, Efficiency and People. We've explored the comments and identified what we need to do to improve and where required, a gap analysis will inform our future success against the areas for improvement.

Further, following the publication of the Spotlight report by HMICFRS, we will use this format to provide regular updates given the inevitable links between national spotlight recommendations and service specific HMI Inspections.

We will continue to work with HMICFRS to better understand their comments and evidence, as we firmly believe that a richer understanding of the rationale will help us develop a better outcome for the public.

Inspection Process

[Effectiveness, efficiency and people 2021/22: An inspection of Cumbria Fire and Rescue Service \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk)

This inspection is the HMICFRS' third round of inspections of fire and rescue services in England. HMICFRS first inspected Cumbria Fire and Rescue Service in June 2019. HMICFRS published a report with their findings in December 2019 on the service's effectiveness and efficiency and how it looks after its people. HMICFRS' second inspection, in autumn 2020, considered how the service was responding to the pandemic. This inspection considers for a second time the service's effectiveness, efficiency, and people.

In this round of inspections of all 44 fire and rescue services in England, we answer three main questions:

1. How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?

HMICFRS Inspection Focus - An effective fire and rescue service will identify and assess the full range of foreseeable fire and rescue risks its community faces. It should target its fire prevention and protection activities to those who are at greatest risk from fire and make sure fire safety legislation is being enforced. And when the public calls for help, it should respond promptly with the right skills and equipment to deal with the incident effectively.

2. How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?

HMICFRS Inspection Focus - An efficient fire and rescue service will manage its budget and use its resources properly and appropriately. It will align its resources to the risks and priorities identified in its integrated risk management plan (IRMP). It should try to achieve value for money and keep costs down without compromising public safety. It should make the best possible use of its resources to achieve better results for the public. Plans should be based on robust and realistic assumptions about income and costs.

3. How well does the fire and rescue service look after its people?

HMICFRS Inspection Focus - A well-led fire and rescue service develops and maintains a workforce that is supported, professional, resilient, skilled, flexible and diverse. The service's leaders should be positive role models, and this should be reflected in the behaviour of staff at all levels. All staff should feel supported and be given opportunities to develop. Equality, diversity and inclusion (EDI) is part of everything the service does, and its staff understand their role in promoting it.

Once HMICFRS have taken all evidence into account, they then apply graded judgement for each of the three questions.

Graded Judgements:

Outstanding – If a fire and rescue service exceeds what HMICFRS expects for good, they will judge it as outstanding.

Good – Good is HMICFRS' 'expected' graded judgement for all fire and rescue services. It is based on policy, practice or performance that meet pre-defined grading criteria, which are informed by any relevant national operational guidance or standards.

Requires Improvement – If HMICFRS finds shortcomings in the fire and rescue service, they will judge it as requires improvement.

Inadequate – If HMICFRS finds serious critical failings of policy, practice or performance of the fire and rescue service, they will judge it as inadequate.

In the future, from the 2024 service inspection onwards, HMICFRS will introduce a fifth judgement which they term.

Adequate - The FRS has demonstrated some of the characteristics of good performance, but we have identified areas where the FRS should make improvements.

HMICFRS Effectiveness, Efficiency & People Report Snapshot of Cumbria


The Inspection is broken-down into three pillars: Effectiveness (50%), Efficiency (25%) and People (25%). In total across the 11 areas which make up the three pillars of the inspection, CFRS was graded as ‘good’ in 3 of them, ‘requiring improvement’ in 6 and ‘inadequate’ in 2 of the areas. CFRS had been noted by HMICFRS as ‘requiring improvement’ overall for their performance in Effectiveness and People. The Service had been rated as ‘inadequate’ in the Efficiency pillar; however, this had been caveated by HMICFRS that this was not a failing of the service but rather at the time of inspection, CFRS was facing uncertainty about its future governance. Local government reorganisation meant that new, untested, local governance arrangements would come into force on 1 April 2023. When HMICFRS inspected, over summer 2022, it was not as clear as what it is now as to what these arrangements would look like.



In May 2023, HMICFRS confirmed that CFRS had now set out our financial position and improved how we provide, assess, and accurately record suitable training to ensure all operational staff have the risk-critical skills. As a result, the following causes of concern were discharged by HMICFRS:

- At the time of our inspection, the service didn’t have clarity about its future governance arrangements. This means the service had not clarified its financial position beyond 1 April 2023, when Cumbria County Council will cease to exist.
- At the time of our inspection, the service couldn’t assure us that staff were maintaining risk-critical skills.

Furthermore, HMICFRS have also changed CFRS’ grading for overall ‘Efficiency’ and its ‘work to ensure its affordability now and in the future’ from ‘Inadequate’ to ‘Requires Improvement’ (see table below).

Snapshot position of Cumbria from HMICFRS Effectiveness, Efficiency & People Report (May 2023)

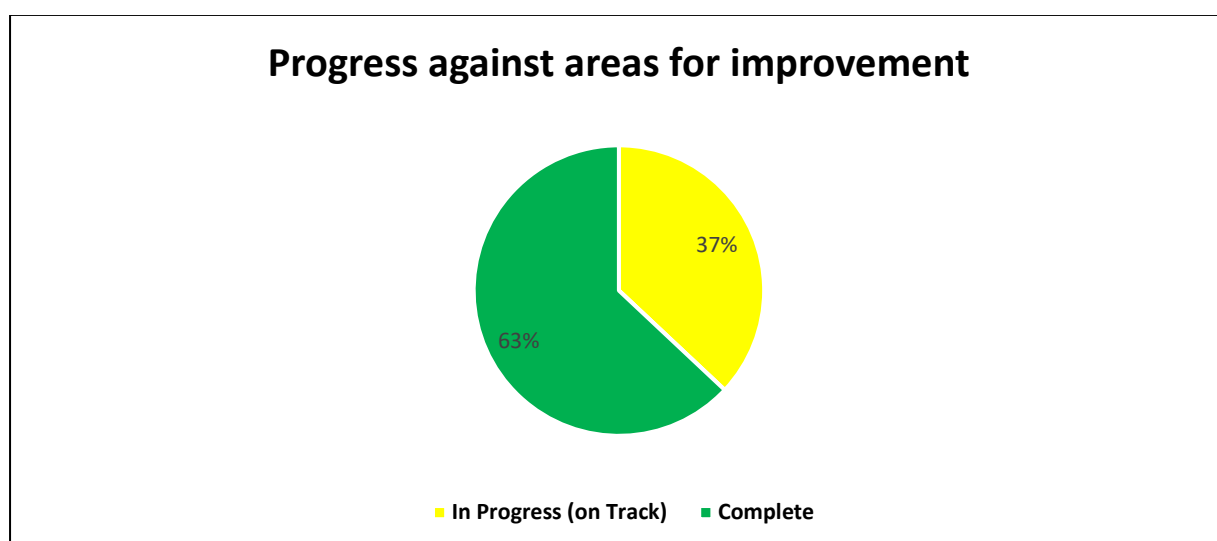
	Effectiveness	Requires Improvement
	How effective is the FRS at understanding the risk of fire and other emergencies?	Good
	How effective is the FRS at preventing fires and other risks?	Requires Improvement
	How effective is the FRS at protecting the public through fire regulation?	Good
	How effective is the FRS at responding to fires and other emergencies?	Requires Improvement
	How effective is the FRS at responding to major and multi-agency incidents?	Good

	Efficiency	Requires Improvement
How well is the FRS making best use of its resources?		Requires Improvement
How well does the FRS make the fire and rescue service affordable now and in the future?		Requires Improvement
	People	Requires Improvement
How well does the FRS promote its values and culture?		Requires Improvement
How well does the FRS get the right people with the right skills?		Inadequate
How well does the FRS ensure fairness and promote diversity?		Requires Improvement
How well does the FRS manage performance and develop leaders?		Requires Improvement

HMICFRS Effectiveness, Efficiency & People Report

Summary Dashboard

Progress against the Areas of Improvement			
Effectiveness Actions = 7			
Not started	In Progress (on track)	In progress (outstanding)	Complete
0	0	0	7
Efficiency Actions = 3			
Not started	In Progress (on track)	In progress (outstanding)	Complete
0	1	0	2
People Actions = 9			
Not started	In Progress (on track)	In progress (outstanding)	Complete
0	6	0	3



Governance

Monthly updates are provided to the Deputy Chief Fire Officer by Service leads at a dedicated HMICFRS meeting. These updates are then collated and provided to the Police Fire and Crime Commissioner and his executive team through the Strategic Finance and Governance Board. This gives the Police Fire and Crime Commissioner and Chief Fire Officer an opportunity to discuss progress and any mitigating actions that need to be taken to address the AFIs.

Summary

The Service has made good progress against a number of AFIs. The Community Risk Management Plan is now out for consultation and once approved will drive future policy development. This will allow CFRS to review its Prevention offer and use new technology to work with the most vulnerable in the community.

Work is ongoing to ensure that firefighters have access to the latest equipment and training, and the HR function is delivering significant change to ensure that the service is an inclusive organisation.

Progress Report

Number	Recommendation	Current Position	ETA	Progress
Effective 1	Develop a clear prevention strategy targeting people most at risk and ensure activity is proportionate to reduce that risk.	The Prevention Strategy has been written. This document incorporates the key data sources around incident attendance, alongside partner data sources and the immerging demands placed on us as a FRS. It outlines the key areas for delivery and our commitment to making Cumbria a Safer place for all.	Complete	
Effective 2	Improve the way it evaluates and shares learning from operational performance.	A new operational assurance watch has been created who manage all debriefs from relevant operational incidents. An outcomes spreadsheet has been created, that is reviewed monthly, and actions assigned to individuals. We are currently evaluating outcomes from debriefs where we have closed the loop.	Complete	
Effective 3	Ensure it understands what it needs to do to adopt NOG including JOL and NOL and put in place plan to do so.	Operational planning department regularly reviews all National Operational Guidance (NOG), Joint Operational Learning (JOL) and National Operational Learning (NOL). Currently working through a plan to create NOG product packs to remove all Service SOPs and SIs. A project plan is in place, and they are creating one NOG product pack per week.	Complete	
Effective 4	Ensure Fire Control has direct access to relevant risk information.	CFRS responded to HMICFRS and Northwest fire control to notify them that we would not be delivering against this Area for Improvement (AFI). Our position is the same as every other Northwest Service. It was felt that giving Northwest Fire Control access to the required information would potentially impact on service delivery	Complete	
Effective 5	Improve how it engages with local communities to understand risk.	Through the Community Risk Management Plan (CRMP) process we have a thorough understanding of risk. Community Engagement Methods reviewed as part of CRMP process. Operational Planning provide the mechanism to allow operational crews and functional departments to recognise, assess, record, and review risks. They ensure that the operational risk information is accessible by the right people at the right time. Risks are owned locally by the Station Managers within the Local Command Units	Complete	

Number	Recommendation	Current Position	ETA	Progress
Effective 6	Evaluate its prevention activity	This is now incorporated as business as usual. It will encompass routine business, for example HFSV. It will also be carried out after any stand-alone event, for example, Boxing event. Evaluation will be aligned to the National Fire Chiefs Council (NFCC) evaluation guidance and template. Evaluation of our youth engagement offer will utilise the NFCC 'Impactasaurus.'	Complete	
Effective 7	Ensure it allocates enough resources to meet its prevention strategy	Aligned to the Prevention strategy, and based on risk, vulnerability, and demand, this will encompass Home Safety, Road Safety, Water Safety, ASB and Youth Engagement. We will be exploring options for external funding aligned to the serious violence duty, to increase our offer and delivery. Prevention input into budget discussions at SLT level.	Complete	
Efficiency 1	Ensure it uses its resources across prevention, protection, and response in a more joined up way to meet its IRMP	Functional strategies (Prevention, Protection & Response) will feed in to plans on a page which will incorporate tangible deliverables alongside our commitment to CFRS and a safer Cumbria. The deliverables outlined in each strategy and plan on a page will be delivered by the functional area people alongside our operational crews, including on call teams. The Community Risk Management Plan has been developed in line with the PFCCs Fire Plan	Complete	
Efficiency 2	Assure itself that all process in place to support performance management are effective.	Comprehensive meeting structures are in place to deliver performance management and have been reviewed. Proposed performance measures have been developed for 2024/25 and targets are being developed once year end data is available.	Complete	
Efficiency 3	Ensure that it effectively monitors, reviews, and evaluates the benefits and outcomes of collaboration activity.	Evaluations of collaboration activity are now collected as evidence to provide to HMICFRS. Dedicated analyst time now provided to support the delivery of this activity. Work with Northumberland FRS to provide template for evidence capture.	30/06/2024	

Number	Recommendation	Current Position	ETA	Progress
People 1	Have effective means to monitor the working hours of its staff	New secondary employment process underway. 80% completion rate so far. PowerBI dashboard regularly updated with working hours, overtime etc. Workforce Development Group monitor compliance to Working Time Directive (WTD) Ongoing work re the reporting mechanism and also compliance of Opt Out re WTD.	31/10/2024	
People 2	Ensure it has effective absence/attendance procedures in place	CFRS are focusing on absence in Basic Command Unit meetings and continuous reminders to managers. Currently 5.9% absence so huge improvement. Ongoing work relating to manager training, on call management policies and auditing of files. Review of absence procedure planned for Summer 2024 to ensure 1 inclusive, improved procedure. Absence clinics take place quarterly where the top 5 cases are discussed with a Principal Officer and the Head of People & Talent. The line manager and advisor attend to try and identify what additional support may be needed and any alternative solutions.	31/10/2024	
People 3	Ensure staff are aware of the grievance procedure and those involved are properly trained.	Increase in support available for managers and training being completed when required currently. Guidance document produced for welfare officers. The workforce complaints process has now been launched and is being implemented with training plan and comms. Posters planned for all workbases which includes new procedure + Crimestoppers + whistleblowing etc.	30/06/2024	
People 4	Identify and overcome barriers to equal opportunity, so workforce better represents the community.	Huge amount of work for recruitment process, engagement sessions for all and some focused specifically for protected characteristics, women, neurodiversity etc. Amendments to wholetime process, New on call process, consistent messaging in adverts for all roles including corporate staff. Best practice in promotion processes re interview questions etc.	Complete	
People 5	Ensure staff understand the value of positive action and having a diverse workforce.	Stalled due to Equality Diversion & Inclusion Manager vacancy. However new training package has been trialled across the service and is in the process of being evaluated. Reinvigoration of staff network groups planned and Culture and Values Board to be set up.	31/10/2024	

Number	Recommendation	Current Position	ETA	Progress
People 6	Make improvements to the way it collects equality data to understand workforce demographics and needs.	Cumbria demographic information available through observatory. Staff info on trent with reminders in weekly update to update. New Firewatch system is ultimate solution as will be more user friendly. Currently able to use SSR reports from trent to analyse info we have which feeds in to Equality Impact Assessments etc.	01/04/2025	
People 7	The Service should make sure its values and behaviours are understood and demonstrated by all staff.	New HR team in place, communication in weekly update and status. Regular updates re expected behaviours. Support and training for managers ongoing. Speak up and Crimestoppers anonymous line available to raise complaints. Watch visits, discussions with managers, training etc all opportunities for this to be embedded. Leadership training currently being piloted across the service at supervisory and middle manager level with one of the key objectives to "Bring the Core Code of ethics to life".	Complete	
People 8	The Service should develop a system to support and develop high potential individuals.	Have reviewed promotion processes to ensure right people with right skills are promoted. Workforce development group supporting the identification and encouragement of talent. Great examples available of 'fast track' for high potential staff and career grade opportunities in protection, HR, finance. Development role created at WM level to support development of high potential individuals. Decision not to introduce formal high potential development scheme at this time but to review in 12 months.	Complete	
People 9	Ensure robust processes in place to undertake EIAs and review actions agreed as result.	All Senior Leadership Team (SLT) trained on Equality Impact Assessments (EIA), SLT terms of reference clear that all SLT papers require EIA. Ongoing work required around reviewing current process and streamlining	31/10/2025	

HMICFRS Spotlight Report

Introduction

The spotlight report was commissioned by the Home Secretary following a series of negative headlines and reports about values and culture in Fire and Rescue Services. It focuses on the values and culture of all 44 fire and rescue services (FRSs) in England and draws on the evidence collected through all HMICFRS inspections of FRSs since 2018. Values are defined as principles or standards of behaviour, and culture as ideas, customs and behaviours.

The spotlight report can be found at [HMICFRS Spotlight Report](#)

The outcome of the spotlight report was a series of 33 recommendations split between fire and rescue services, the National Fire Chiefs Council, and the Home Office. Some recommendations cut across all organisations, and some can only be addressed once others have been completed. Of the 33 recommendations 19 are directly applicable to fire and rescue services.

Summary Dashboard

Progress against Spotlight recommendations			
Not started	In Progress (on track)	In progress (outstanding)	Complete
0	0	4	15

Governance

Progress against the spotlight report is regularly monitored by HMICFRS. The Service provides updates via the Huddle system and responds to any further queries from the inspectorate. Updates are provided to the Office of the Police Fire and Crime Commissioner via the Strategic Fire and Governance Board. HMICFRS are collating every Services response to the spotlight report and a national report will be produced in the near future.

Summary

CFRS has made excellent progress against the Spotlight recommendations. The Service has introduced 360 appraisals for its senior leaders, complied with the direction to introduce DBS checks for all staff and made significant progress in reviewing and introducing new policy documentation post local government reform. Further work is ongoing including investment in technology and training to ensure the remaining recommendations are completed as soon as possible.

Progress Report

Number	Recommendation	Current Position	ETA	Progress
1	By 1 October 2023, chief fire officers should make sure their services provide a confidential way for staff to raise concerns and that staff are aware of whistleblowing processes.	<p>CFRS has commissioned Crimestoppers to provide an anonymous whistle blowing process within Service. This has been communicated through a variety of methods to all staff including corporate updates, service magazine and posters on each station. The Issues raised (Anonymously) are shared with two HR members of staff to determine what action is required.</p> <p>We have launched a new Workforce Complaints Policy which has replaced our previous Grievance and Bullying and Harassment policies. A poster has been designed for all stations which shows all the different ways staff can raise concerns.</p>	Complete	
3	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>CFRS now have a number of means of support identified and accessible to staff who may have raised concern. These can be broken down into sub sections:</p> <ul style="list-style-type: none"> • Wellbeing: including self-referral to access counselling support via Occupational Health, links published and accessible to various external sources / charities including Min5, Samaritan's, Calm, Firefighters Charity etc. • Access to Welfare Officers. All individuals who raise a complaint or are subject to a complaint are assigned a Welfare Officer. A guidance document has been developed to determine the role and expectations of a Welfare Officer and is now live across service • Corporate tools: stress risk assessment, wellness action plan, step by step workbook for tackling stress • Provisions have recently been reviewed as we are in the process of updating our new employee pages on our CFRS website 	Complete	

Number	Recommendation	Current Position	ETA	Progress
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>How to raise a complaint is available via staff SharePoint site and employee pages of our externally facing website.</p> <p>Staff have access to the grievance procedure, whistleblowing procedure 'Speak Up' guidance and anonymous confidential reporting line via Crimestoppers. We issue correspondence via our weekly update e-mails and Status staff magazine to remind staff of the mechanisms in place.</p> <p>Members of the public can access CFRS external website which contains information as to how to make a complaint.</p>	Complete	
5.	By 1 June 2023, chief fire officers should make sure they provide accessible 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.	<p>How to raise a complaint is available via staff SharePoint site and employee pages of our externally facing website.</p> <p>Staff have access to the grievance procedure, whistleblowing procedure 'Speak Up' guidance and anonymous confidential reporting line via Crimestoppers. We issue correspondence via our weekly update e-mails and Status staff magazine to remind staff of the mechanisms in place.</p> <p>Members of the public can access CFRS external website which contains information as to how to make a complaint.</p>	Complete	

Number	Recommendation	Current Position	ETA	Progress
9	<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>The Service has implemented the national guidance with regard to DBS checks. Have reviewed every role within the organisation to ensure the correct level of check is applied. Standard check across the board unless specific role requires an enhanced check.</p> <p>Amnesty period completed with a high percentage of returns.</p> <p>Currently all DBS checks for individuals are in process with a weekly report going to SLT about the progress.</p> <p>Escalation has been developed and risk assessment process introduced for anyone with a positive disclosure.</p> <p>The Ethics and Integrity Panel has dip sampled our risk assessments and approach and have given positive feedback.</p>	01/07/2024	
12	<p>By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling.</p>	<p>Clear processes are in place for managing and monitoring all disciplinaries, grievances, complaints, staff disclosures and whistleblowing.</p> <p>The Ethics and Integrity panel provide external scrutiny on our processes and how they have been applied to ensure that they are fair, transparent and in line with our core code of ethics.</p>	Complete	
14	<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>	<p>Clear processes are in place for managing and monitoring all disciplinaries, grievances, complaints, staff disclosures and whistleblowing.</p> <p>The Ethics and Integrity panel provide external scrutiny on our processes and how they have been applied to ensure that they are fair, transparent and in line with our core code of ethics.</p>	Complete	

Number	Recommendation	Current Position	ETA	Progress
17	<p>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 FRSs; - are of a serious nature; or - relate to assistant chief fire officers or those at equivalent or higher grades. 	<p>CFRS have provisions in place to escalate misconduct where necessary and have developed draft guidance for Senior Leadership Team and the HR Team on when and how to notify the HMICFRS. Ongoing disclosures are being made as and when required</p>	Complete	
18	<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>HR Team are in place and monitoring all investigations to ensure adequate support is in place. Welfare Officers are assigned where required and individuals are signposted to Occ Health/support. A guidance document has been developed which clarifies the role and expectations of a Welfare Officer.</p> <p>Support available via website, mental health app etc. Lessons learned are completed following each case which highlights the support available and looks for areas of positive practice and development or learning for future cases. There are examples of support highlighted.</p> <p>Ethics and integrity panel have scrutinised all disciplinary cases and given positive feedback on support that has been offered.</p>	Complete	
20	<p>By 1 June 2023, chief fire officers should have plans in place to ensure they meet the "Fire Standards Boards "leading the service standard" and its "leading and developing people standard"</p>	<p>An Area Manager is leading on a review of the "leading the service standard". The resultant action plan will allow any identified issues to be addressed. A similar approach is being taken across all fire standards and CFRS are working with the NFCC lead to ensure CFRS benefit from any learning from other services.</p>	01/06/2023	

Number	Recommendation	Current Position	ETA	Progress
21	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.	360-degree feedback has now been completed by all SLT members	Complete	
22	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.	Following the review of the SLT 360 process a further exercise will be undertaken to allow this to be widened to all leaders. CFRS current appraisal system includes the facility for managers to receive feedback from others within the organisation.	01/04/2025	
23	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>Feedback mechanisms in place already:</p> <ul style="list-style-type: none"> - Current programme of station visits for Principal Officers / SLT. - Staff Networks - Supervisory Manager Days - Extended Leadership Days <p>CFRS developing HR drop-in sessions and visits by the HR Team to increase visibility and encourage communication. Engagement tools being developed, including a Staff Survey and a formal process to capture feedback. The service are able to demonstrate a number of examples of where they have acted on feedback from staff.</p>	Complete	

Number	Recommendation	Current Position	ETA	Progress
24	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>The Service has in place plans to gather and analyse staff feedback. There is regular face to face engagement with staff, station visits conducted by the Principal Officer Team, Area Managers and Senior Green book members of staff.</p> <p>The Service has reintroduced a staff survey which had, on the whole, really positive feedback.</p> <p>Each BCU also has a process in place by which issues can be escalated up through the organisation.</p> <p>The service has moved to one Commissioning manager for all investigations to ensure that themes and any areas of concern are captured. The Service have introduced lesson learned following key cases or projects to recognise areas of positive practice and areas of development.</p>	Complete	
27	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 National Fire Chiefs Council equality impact assessment toolkit.	A review of our current process by the EDI manager provided assurance that the service approach to EIAs meets the minimum NFCC standard.	Complete	
28	By 1 June 2023, chief fire officers should review how they gather and use equality and diversity data to improve their understanding of their staff demographics, including applying and meeting the requirements of the National Fire Chiefs Council equality, diversity and inclusion data toolkit	Currently CFRS has access to equality data through our Self Service reporting system. This access is provided through Power BI dashboards. As a result of the Local Government Reform Process, we are investing in a new HR System and will use this to carry out a data refresh and cleansing exercise of existing data. A reminder has been sent to all staff to ensure their personal information is up to date on the current HR system. This data is used to support our approach to EQIAs.	Complete	

Number	Recommendation	Current Position	ETA	Progress
32	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>CFRS are committed to ensuring senior opportunities are available to operational and non-operational staff, where ever possible, to encourage diversity and opportunity.</p> <p>Work has begun to extract key succession data across the whole service to help shape future recruitment campaigns, and recruitment and promotion timetables are to be agreed which include positive action activity.</p> <p>A number of key positive action and engagement events have been set up in line with recruitment campaigns and promotion boards to encourage individuals form diverse groups to apply and remove any barriers.</p> <p>An updated People Strategy and Resourcing plan will be developed which will set out how the service intends to improve diversity.</p>	01/11/2024	
33	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>CFRS currently have several examples where progression paths are in place for non-operational roles, such as: Protection team where apprentices can be taken through to professional leads level; Resilience Team career grade roles; HR team career grade roles.</p> <p>The service encourages Promotion pathway options in all directorates, and where potential vacancies come up, the Workforce Development Group aim to identify if this could be a development pathway offer. We also ensure equal opportunity and access to development through apprenticeships, ELP, MAGIC etc.</p> <p>Further development paths will be considered as the disaggregation process continues and non-operational roles are increased/reviewed. Have been engaging with National recruitment groups and taking best practice from other services in developing professional development schemes.</p>	Complete	

Number	Recommendation	Current Position	ETA	Progress
34	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.	All staff have attended a mandatory Core Code of Ethics session. Further training is being piloted to bring the Core Code of Ethics to life.	Complete	