

**Scrutiny Advisory Board –
Communities and Place**

**CFRS Inspection
Outcome and
Improvement Plan**

12 March 2020



Introduction

- Cumbria Fire and Rescue was inspected by HMICFRS in June 2019
- Report was published in December 2019
- Improvement plan developed – areas for improvement identified by HMICFRS, other feedback and wider learning
- Chief Inspector published ‘State of the Nation’ report following inspections of all 45 services in England



Overview

Effectiveness	Good
Understanding the risk of fire and other emergencies	Good
Preventing fires and other risks	Good
Protecting the public through fire regulation	Good
Responding to fires and other emergencies	Good
Responding to national risks	Good
Efficiency	Good
Making best use of resources	Good
Making the fire and rescue service affordable now and in the future	Good
People	Requires improvement
Promoting the right values and culture	Requires improvement
Getting the right people with the right skills	Good
Ensuring fairness and promoting diversity	Requires improvement
Managing performance and developing leaders	Requires improvement

- 8 out of 11 areas are 'good' and 3 'require improvement'
- 13 specific 'areas for Improvement' highlighted. No 'areas for concern' that would warrant further action from HMI outside the normal inspection programme.



Effective

- **Risk** - Clear link between strategic priorities and prioritisation of resources - positive IRMP & RBEP
- **Prevention** – activity is embedded – positive examples around campaigns (double national average Safe & Well visits per head of population)
- **Protection** – positive about new inspection programme and our capacity to deliver (4x national average no. audits of known risk). Experienced / knowledgeable staff
- **Response** – in the main, meeting response standards – positive about innovative duty systems and vehicles.

Effectiveness	Good
Understanding the risk of fire and other emergencies	Good
Preventing fires and other risks	Good
Protecting the public through fire and other regulation	Good
Responding to fires and other emergencies	Good
Responding to national risks	Good

- **National risks** – positive re responding to national incidents, LRF arrangements and learning



Improvement Activity

- Evaluation of prevention activity – reviewing current process until national framework developed
- Safeguarding – new training framework agreed and to be rolled out across the service
- Fire protection – review of arrangements and up-skilling managers
- Engagement with businesses - engagement sessions and events with local businesses targeted at associated risk
- Learning from operational performance – root and branch review
- Embedding JESIP (multi-agency joint working principles) – review of implementation and training programme
- Cross-border risk information - improve tracking and assurance process



Efficient

- Resources appropriately aligned and duty systems in place to meet demand – recognition around exploring new duty systems
- Fleet aligned to local risk to reduce cost – innovation in RRVs
- Exploring crewing at 3 – On-call availability good but reducing
- Strong track record of making efficiency savings

Efficient	Good
Making the best use of resources	Good
Making the fire and rescue service affordable now and in the future	Good



Improvement Activity

Whilst there were no identified areas for improvement activity is underway to look at:

- Improving systems and processes to ensure we are as efficient as possible
- Root and branch review of stores and asset management
- Working with corporately delivered functions to clarify needs and costs to identify gaps and ensure they are supporting the service



People

- Value mental health arrangements and support and critical incident debrief arrangements
- Core training arrangements robust – risk critical is prioritised
- Successful female recruitment but improvements needed to ensure voice of under-represented staff groups is encouraged/heard

People	Requires improvement
Promoting the right values and culture	Requires improvement
Getting the right people with the right skills	Good
Ensuring fairness and promoting diversity	Requires improvement
Managing performance and developing leaders	Requires improvement



Improvement Activity

- Monitor working hours – policy framework and monitoring tools
- Values and behaviours (culture) – engagement with staff to shape programme, learning from others and links with wider CCC transformation programme
- Workforce planning – Board established, developing academy model, apprenticeships, succession plan, development programme
- Temporary promotion – this has been addressed through completion of reshaping and recruitment processes
- Equality and diversity – staff group(s) and engagement, review of EDI board and strategy, review of selection process and increased positive action
- Developing high potential staff – development scheme



National Context



HMICFRS State of the Nation

- First assessment of the effectiveness and efficiency of the fire and rescue sector in England
- Based on first round of inspections in 2018 and 2019
- Four recommendations to the sector
- A sector with many strengths – focus on protecting the communities we serve, highly skilled response, continually improving working practices
- Recognition of the change in demand and contribution and breadth of prevention work
- Improvement is needed – sector needs reform



Recommendations

1. Setting expectations to create modern fire and rescue services fit for the future

By June 2020, the Home Office, in consultation with the fire and rescue sector, should review and with precision determine the roles of: (a) fire and rescue services; and (b) those who work for them.

2. Potential reform of employment arrangements

By June 2020, the Home Office, the LGA, the NFCC and trade unions should consider whether the current pay negotiation machinery requires fundamental reform. If so, this should include the need for an independent pay review body and the future of the 'grey book'.



Recommendations

3. Operational Independence for CFOs

By September 2020, the Home Office should consider the case for legislating to give CFOs operational independence. In the meantime, it should issue clear guidance, possibly through an amendment to the Fire and Rescue National Framework for England, on the demarcation between those responsible for governance and operational decision making by CFO.

4. A code of ethics for fire and rescues services

By December 2020, the NFCC, with the LGA, should produce a code of ethics for fire and rescue services. The code should be adopted by every service in England and considered as part of each employee's progression and annual performance appraisal.



Looking ahead

- Next cycle of inspections to begin 2020 – Cumbria dates confirmed for March and April 2021
- Same questions to build a comprehensive set of benchmarks – changes in judgement criteria
- New arrangements to monitor progress of FRSs against identified areas for improvement
- Devise methodology for HMICFRS to inspect fire and rescue authorities

