

**TO:** Cambridgeshire and Peterborough Fire Authority

**FROM:** Assistant Chief Fire Officer (ACFO) – Rick Hylton

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**HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES (HMICFRS) UPDATE AND ACTIONS REQUIRED**

**1. Purpose**

- 1.1 The purpose of this report is to provide the Fire Authority with an overview of the HMICFRS reports that were released on 20 December 2018 and the actions now required and recommended for Cambridgeshire Fire and Rescue Service (CFRS).

**2. Recommendation**

- 2.1 The Authority is asked to note the recommendations for action from the HMICFRS report and findings for the Service.

**3. Risk Assessment**

- 3.1 **Economic** – limited economic impact however there will be some time and work needed in the delivery of actions to sustain or improve areas of our service.
- 3.2 **Political** – our response to the HMICFRS report and our subsequent inspections will be very much in the public domain.
- 3.3 **Social** – the fire and rescue service (FRS) has traditionally been, quite rightly, held in high esteem by the public for its service delivery. The reporting of inspection outcome(s) will be a key factor in maintaining this standard.
- 3.4 **Equality Impact Assessment** – any new or changes to policies or procedures will need to be appropriately equality impact assessed prior to development.

**5. Summary of CFRS Inspection Report and Points of Note**

- 5.1 In the summer of 2018, HMICFRS inspected our service, along with 13 other fire and rescue services, to assess how effective and efficient we are in our activities to prevent, protect the public against and respond to fires and other emergencies. They also assessed us on how well we look after the people who work for us.
- 5.2 The three areas that were inspected can be summarised as:
- How **effective** are we at keeping people safe and secure from fire and other risks?

- How **efficient** are we at keeping people safe and secure from fire and other risks?
- How well do we look after our **people**?

5.3 There are four possible outcomes in the judgement criteria:

- Outstanding
- Good (this is where the HMICFRS expect every service to be)
- Requires Improvement
- Inadequate (serious or critical failings in policy, practice or performance).

5.4 We have been judged as '**Good**' in all three key areas. Each of the three key areas has a total of 11 supporting questions for the inspectors to look at and each one of these is also given a judgement score. We have been judged as '**Good**' across the board in all of these too - one of only two fire and rescue services in the first tranche of inspections to achieve this and one of only three to get 'Good' for how well we look after our people.

5.5 The following items were highlighted as areas for improvement for the Service:

- The Service should evaluate its prevention work, so it understands the benefits better.
- The Service should ensure it has an effective system for staff to use learning and debriefs to improve operational response and incident command.
- The Service should ensure it understands national and cross-border risks and is well prepared to meet such risks.
- The Service should ensure operational staff have good access to cross-border risk information.
- The Service should arrange a programme of over-the-border exercises, sharing the learning from these exercises.
- The Service should ensure it has sufficiently robust plans in place which fully consider the medium-term financial challenges beyond 2020 so it can prepare to secure the right level of savings.
- The Service should assure itself that it maximises its workforce's productivity. It needs a more integrated approach to protection audits and collection of risk information, to prevent duplication and improve productivity.
- The Service should improve understanding and application of the new performance development review process amongst all staff.
- The Service should improve the awareness and understanding of its career management process among all staff.

5.6 All off the above areas for improvement items have been built into our integrated risk management plan (IRMP) action plan for delivery in 2019/20.

5.7 The report also raised several points of praise for the Service, these are areas that we will continue to ensure we maintain and improve:

- We have an effective, proactive risk based audit plan and enforcement plan.
- Our engagement with the community – we employ Positive Action and Community Engagement Officers.

- Effective use of social media.
- Effective use of data, the Service has a well-developed understanding of risk and the community.
- Having an effective IRMP.
- We have robust systems to communicate risk information.
- The Service works well with other organisations in prevention activities.
- The Service is at the “forefront” of activity to tackle arson and fire setting behaviour through ICARUS and its Fire setter’s programme.
- Combined Fire Control staff are well trained and knowledgeable.
- Wholetime, On-Call and volunteer staff are well-trained, well-equipped and knowledgeable about the high risk sites in their station areas.
- Combined Fire Control has an effective system for updating responding crews to short-term risk.
- Managers at all levels can command fire service assets assertively, effectively and safely.
- Service has recognised the incidents attending are declining and is addressing this gap through varied training and exercises.
- The Service makes good use of a variety of working patterns to match resources to risk.
- Highly motivated workforce.
- CFRS has a thorough understanding of the current financial climate in which it operates.
- The Service promotes the right value and culture among its staff and leaders.
- The Service is good at getting the right people with the right skills.
- The workforce planning is sophisticated and robust enough to prevent current and future skills gaps.
- The Service is good at ensuring fairness and promoting diversity.
- HMICFRS found staff and representative bodies felt that health and wellbeing support is very good.
- The Service has a clear health and safety policy.
- The Service quickly identifies gaps in skills and capabilities through its IRMP process and “excellence groups”.
- There is an established culture of learning and improvement across the Service.
- Senior leaders are visible, approachable, open to challenge and support and demonstrate the “one team behaviours” of the Service.
- The Service has recognised and challenged unconscious bias through ensuring a balance of operation and non-operational, male and female recruitment panels.

## **6. HMICFRS National Summary Report**

6.1 The HMICFRS also released a national summary report of the 14 services inspected in this first tranche; there were several items within this report where good practice by CFRS was raised:

- The report mentions that CFRS uses focus groups to get to know the people it serves and the risks they face. The Service maintains regular contact with community organisations. It also says that we make effective use of social media

and references the two new posts we have established (Community Engagement Officer and Positive Action Officer).

- The report references our approach to tackling arson and fire setting behaviour.
- Our variety of crewing arrangements is mentioned directly, the move to five then to four watches and our introduction of roaming pumps is acknowledged.
- The Combined Fire Control savings are mentioned in the report.
- The Operational Balancing Board to understand future skills requirements is held up as a positive in underpinning our effective workforce planning.

## BIBLIOGRAPHY

Source Documents	Location	Contact Officers
<p>HMICFRS Fire and Rescue Service – Effectiveness, Efficiency and People 2018/19 – An inspection of Cambridgeshire Fire and Rescue Service</p> <p>HMICFRS Fire and Rescue Inspections 2018/19 – Summary of Findings from Tranche 1</p>	<p>HQ</p> <p>Hinchingbrooke Cottage</p> <p>Brampton Road</p> <p>Huntingdon</p>	<p>Tamsin Mirfin</p> <p>Service Transformation Manager</p> <p>tamsin.mirfin@cambridgeshire.gov.uk</p> <p>Area Commander Chris Parker</p> <p>chris.parker@cambridgeshire.gov.uk</p> <p>.</p>