Office of the Police, Fire and Crime Commissioner
Carleton Hall Penrith Cumbria CA10 2AU
Police, Fire & Crime Commissioner for Cumbria P McCall

Enquiries to: Mrs P Zutic
Telephone: 01768 217734 (op2)

Our reference: PZ

Date 26 June 2023

CUMBRIA POLICE, FIRE & CRIME COMMISSIONER'S PUBLIC ACCOUNTABILITY CONFERENCE

The Police, Fire and Crime Commissioner's Public Accountability Conference will take place on **Monday 3rd July 2023**, at **09:30 in the Community Room, FRS HQ, Penrith**

The purpose of the Conference is to enable the Police, Fire and Crime Commissioner to hold the Chief Fire Officer to account for operational performance.

If you would like to join the meeting as a member of the public or press, please contact Paula Zutic on paula.zutic@cumbria.police.uk you will then be provided with details of how to join the meeting. Following the meeting papers will be uploaded on to the Commissioner's website.

G Shearer
Chief Executive

Attendees:

Police, Fire & Crime Commissioner	- Mr Peter McCall (Chair)
OPCC Chief Executive	- Mrs Gill Shearer
OPCC Chief Finance Officer	- Mr Steven Tickner
Acting Chief Fire Officer	- Mr Brian Steadman

AGENDA

PART 1 – ITEMS TO BE CONSIDERED IN THE PRESENCE OF THE PRESS AND PUBLIC

1. APOLOGIES FOR ABSENCE

2. URGENT BUSINESS AND EXCLUSION OF PRESS AND PUBLIC

To consider (i) any urgent items of business and (ii) whether the press and public should be excluded from the Meeting during consideration of any Agenda item where there is likely disclosure of information exempt under s.100A(4) and Part I Schedule A of the Local Government Act 1972 and the public interest in not disclosing outweighs any public interest in disclosure.

3. QUESTIONS FROM THE PUBLIC

An opportunity (not exceeding 20 minutes) to deal with any questions which have been provided in writing within at least three clear working days before the meeting date to the Chief Executive.

4. DISCLOSURE OF PERSONAL INTERESTS

Attendees are invited to disclose any personal/prejudicial interest, which they may have in any of the items on the Agenda. If the personal interest is a prejudicial interest, then the individual should not participate in a discussion of the matter and must withdraw from the room unless a dispensation has previously been obtained.

5. MINUTES OF MEETING

This will be the first meeting of the Fire & Rescue Service PAC meeting therefore there are no previous minutes for consideration

6. FIRE & RESCUE SERVICE PERFORMANCE

To receive an update from the Fire & Rescue Service in relation to performance (copy to follow)

7. HMICFRS – ROUND TWO INSPECTION

To receive and note a Fire & Rescue Service presentation in relation to 'HMICFRS – Round Two Inspection' (copy to follow)

Performance

Public Accountability Conference 3rd July 2023

Approach to Performance

- Developing empowered decision making
- Smarter use of data / Intelligence led
- Community Risk Management Planning
- New Structure

Performance Structure

Service Leadership Team (Monthly)

Service Performance Meeting (Monthly)

BCU Meetings – Cumberland and Westmorland (Monthly)

Complimented by a variety of meetings at LCU level and with individual Watchs and On-call stations

Variety of Performance Returns

HMICFRS	-	Bi Annual regular returns Ad hoc Thematic (Spotlight, Grenfell, Covid)
Home Office	-	Bi Annual regular returns Ad hoc Efficiency and Productivity return
NFCC	-	Regular requests to support project work
CIPFA	-	Annual financial return
Others	-	MPs, Media enquiries, Select Committees, FOIs

National Performance Overview - Fires

	Total Incidents	Total Fires	Primary Fires	Secondary Fires	Chimney Fires
Cumbria (Number)	4737	1603	664	858	81
Cumbria	9.5	3.2	1.3	1.7	0.2
Similar Rural Services	9.3	2.6	1.2	1.3	0.1
National	10.2	2.7	1.1	1.5	0.0

National Comparisons made using latest full year available data from the Home Office (2021/22)

Figures expressed as per 1000 population

National Performance Overview - Fires

	Primary Fires				
	Total	Dwellings	Other Buildings	Road Vehicles	Other Outdoors
Cumbria (Number)	664	240	148	196	80
Cumbria	1.3	0.5	0.3	0.4	0.2
Similar Rural Services	1.2	0.4	0.3	0.3	0.1
National	1.1	0.5	0.2	0.3	0.1

	Fire false alarms			
	Total	Due to apparatus	Good intent	Malicious
Cumbria (Number)	1691	1104	526	61
Cumbria	3.4	2.2	1.1	0.1
Similar Rural Services	3.5	2.4	1.1	0.1
National	4.1	2.8	1.1	0.1

	Non-fire incidents		
	Total	Non-fire false alarms	Special services
Cumbria (Number)	1443	77	1366
Cumbria	2.9	0.2	2.7
Similar Rural Services	3.1	0.1	3.1
National	3.4	0.1	3.3

National Performance Overview – Casualties

	Dwelling fires			Fire-related fatalities			Non-fatal casualties		
	Total	Accidental	Deliberate	Total	Accidental	Deliberate	Total	Accidental	Deliberate
Cumbria (Number)	240	222	18	2	2	0	15	14	1
Cumbria	0.5	0.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Similar Rural Services	0.4	0.4	0.0	0.0	0.0	0.0	0.1	0.1	0.0
National	0.5	0.4	0.0	0.0	0.0	0.0	0.1	0.1	0.0

National Performance Overview – Deliberate Fires

	Total deliberate fires	Deliberate primary fires					Secondary
		Total	Dwellings	Other Buildings	Road Vehicles	Other Outdoors	
Cumbria (Number)	678	147	18	27	51	51	531
Cumbria	1.4	0.3	0.0	0.1	0.1	0.1	1.1
Similar Rural Services	1.1	0.2	0.0	0.1	0.1	0.0	0.9
National	1.2	0.3	0.0	0.1	0.1	0.0	1.0

National Performance Overview – Response times

Response times (minutes and seconds)		Cumbria	Similar Rural Services	National
All Primary fires		10:54	10:45	08:50
Dwellings		09:06	09:30	07:52
	House/bungalow	09:21	10:03	08:20
	Flats	08:30	08:05	07:07
	Other Dwellings	09:01	09:17	07:44
Other Buildings		11:18	10:41	08:49
	Other Residential	09:28	10:01	08:21
	Non Residential	11:36	10:46	08:52
Road Vehicles		12:18	11:43	09:48
Other Outdoor		12:40	12:57	11:17
Secondary fires		10:55	10:31	09:13

Annual breakdown of Non Fire Incidents

Road Traffic Collision (RTC)	255	17.7%
Other transport incident	30	2.1%
Medical Incident - First responder	27	1.9%
Medical Incident - Co-responder	18	1.2%
Flooding	70	4.9%
Rescue or evacuation from water	63	4.4%
Effecting entry / exit	253	17.5%
Lift release	27	1.9%
Other rescue / release of persons	91	6.3%
Animal assistance incidents	51	3.5%
Removal of objects from people	28	1.9%
Hazardous Materials incident	44	3.0%
Spills and Leaks (not RTC)	16	1.1%
Making Safe (not RTC)	57	4.0%
Suicide / attempts	28	1.9%
Evacuation (no fire)	15	1.0%
Water provision	0	0.0%
Assist other agencies	257	17.8%
Advice only	11	0.8%
Stand by	1	0.1%
No action (not false alarm)	24	1.7%
Malicious False Alarm	6	0.4%
Good Intent False Alarm	71	4.9%
Total	1443	

SLT Monthly Performance Information

- Absence
- Safe and Well Visits
- Station availability - % time available (on-call)
- 10-minute response time - primary, property fires
- 15-minute response time - all other
- All fires
- Fire-related casualties - fatal
- Audits - High + medium + low

SLT Monthly Performance Indicators

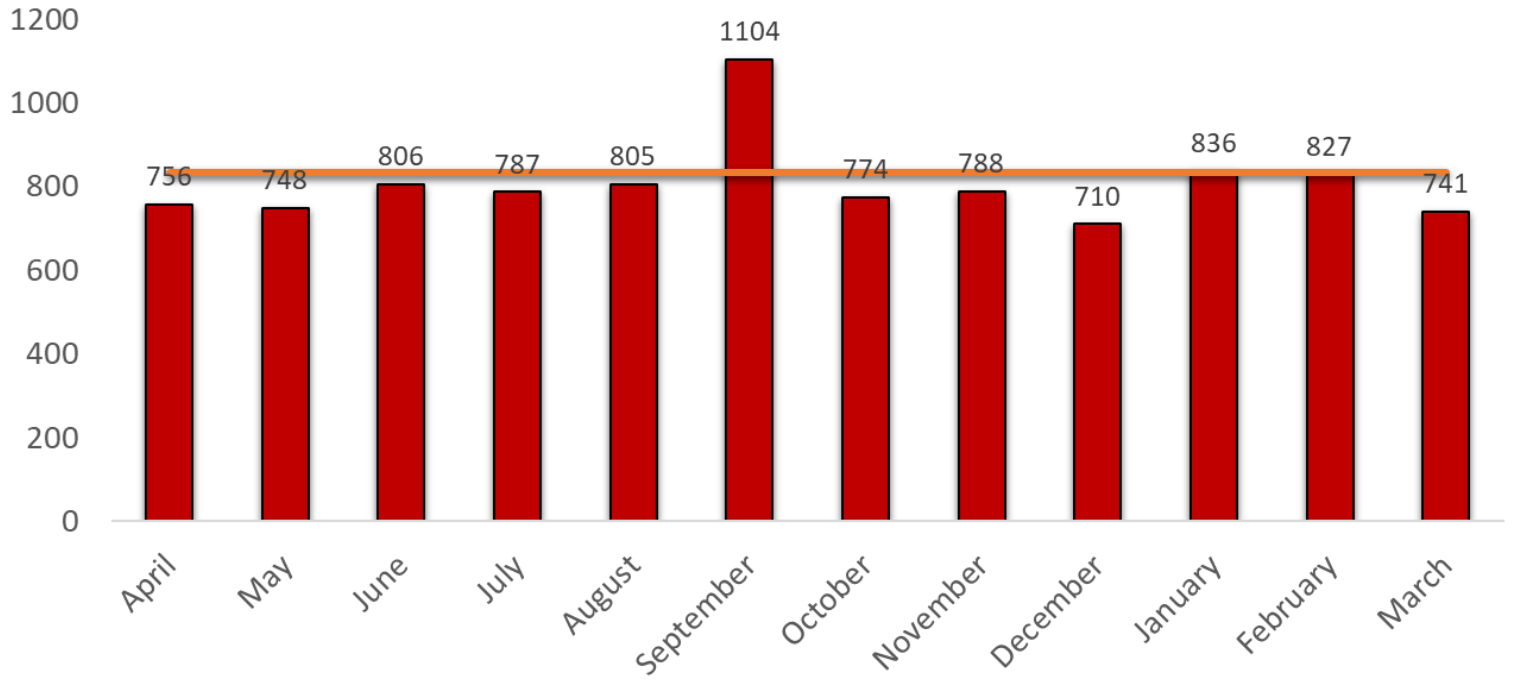
- Accidental primary dwelling fires
- Number of Community Engagement initiatives.
- RTC
- RTC Fatal / Casualties
- No. of RIDDOR accidents

Service level summary

	Financial Year			Movement		Month Of	
Indicator	**2020/21**	**2021/22**	**2022/23**	**21/22 - 22/23**		**Apr-23**	**May-23**
All Incidents	3943	4735	5008	5.8%		484	501
All Fires	1459	1603	1253	-21.8%		107	141
Primary Fires	630	664	570	-14.2%		52	53
Secondary Fires	829	939	673	-28.3%		55	88
Accidental Fires	907	925	788	-14.8%		66	66
Deliberate Fires	552	678	458	-32.4%		41	75
Chimney Fires	97	81	58	-28.4%		6	3
Accidental Primary Dwelling Fires	229	222	181	-18.5%		12	11
Dwelling False Alarms	884	920	959	4.2%		76	89
RTC	222	255	236	-7.5%		15	11
Water Rescue	40	63	38	-39.7%		0	1
Commercial Fires	163	173	131	-24.3%		12	21
10 minutes response time	77%	76%	76%	0.0%		67%	85%
15 minutes response time	89%	87%	83%	-4.0%		75%	67%
Station availability - % time (on-call)	95%	91%	87%	-4.0%		84%	85%
Safe and Well Home Visitis	11209	9059	9752	7.6%		586	604

Safe and Well visits

Overall figure 22/23 was 9752



Safe and Well visits

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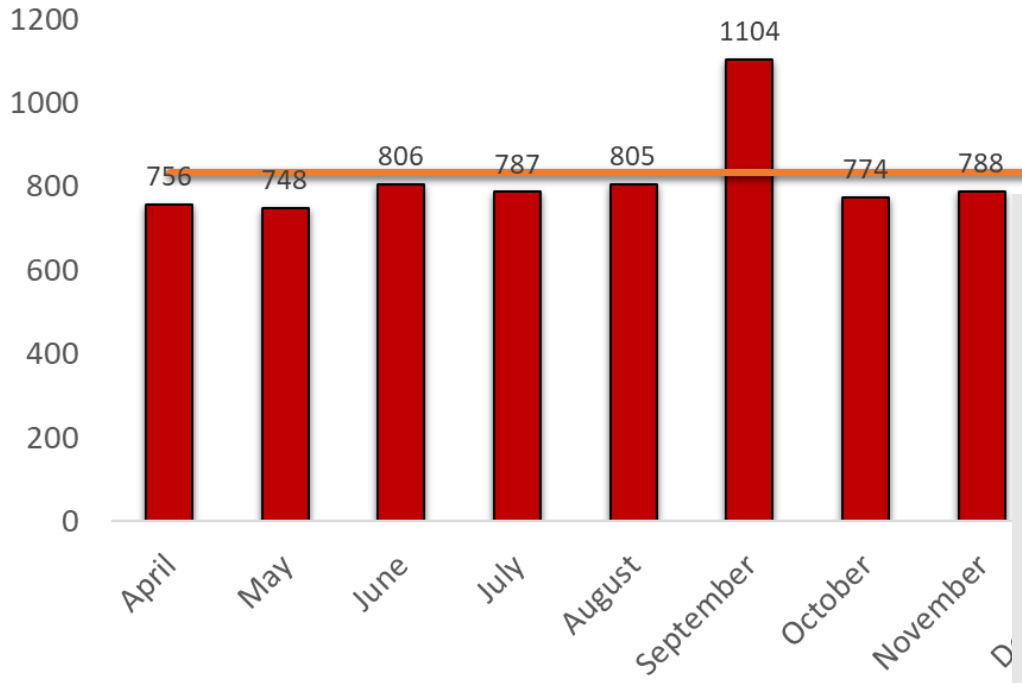
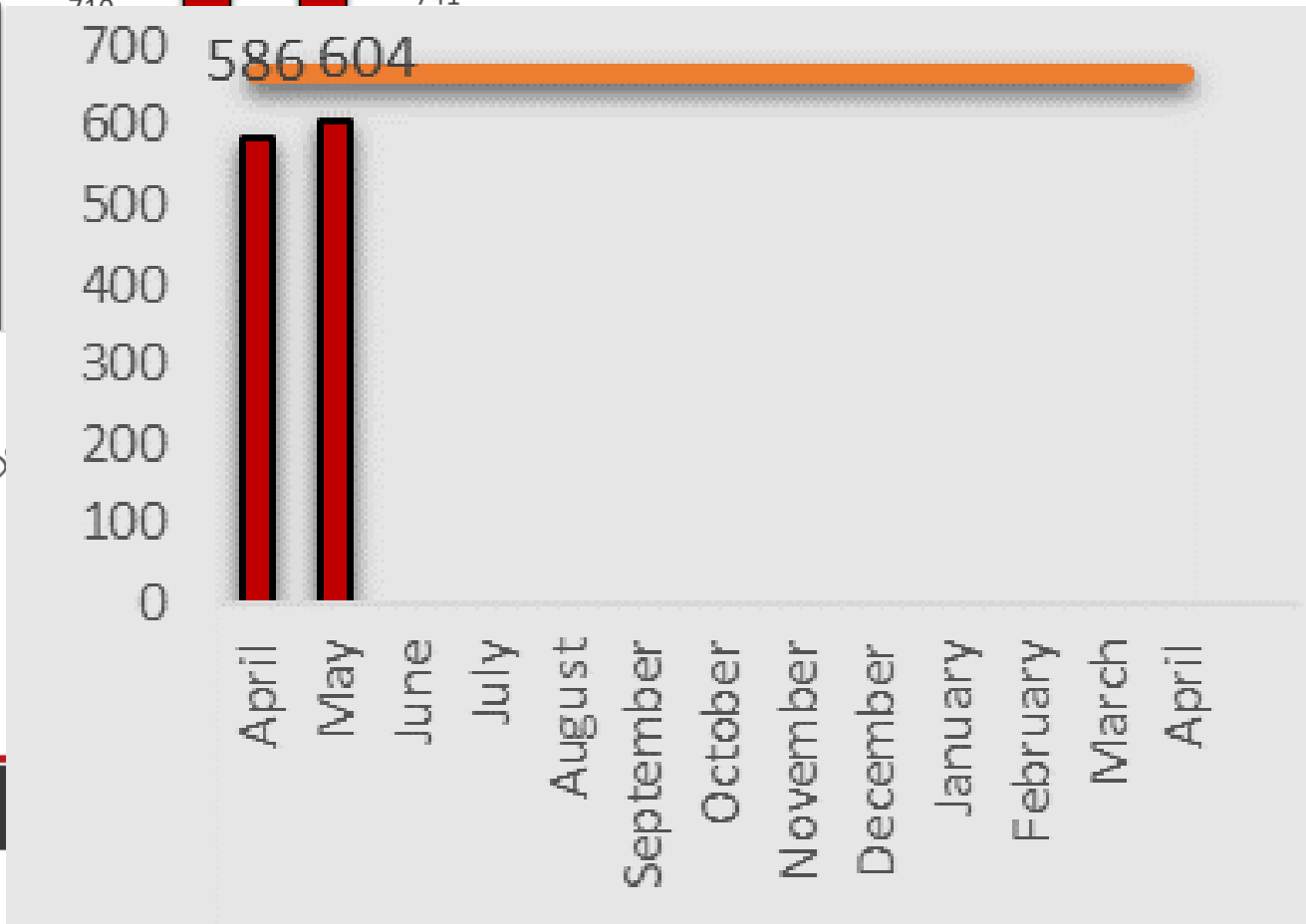
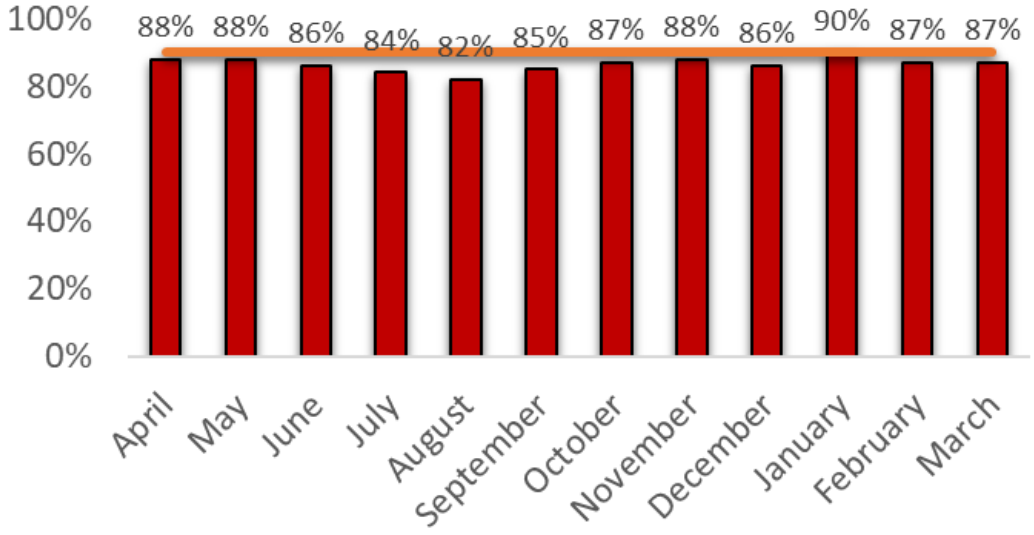




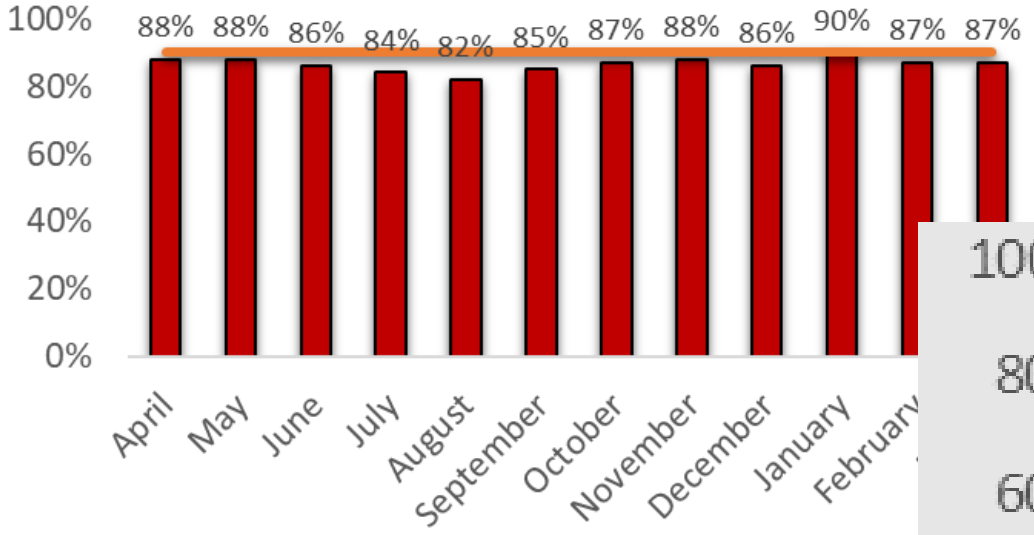
Station Availability



Month	April	May	June	July	August	September	October	November	December	January	February	March
Station Availability %	88%	88%	86%	84%	82%	85%	87%	88%	86%	90%	87%	87%
Target	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%

Overall figure 22/23 was 87%

Station Availability



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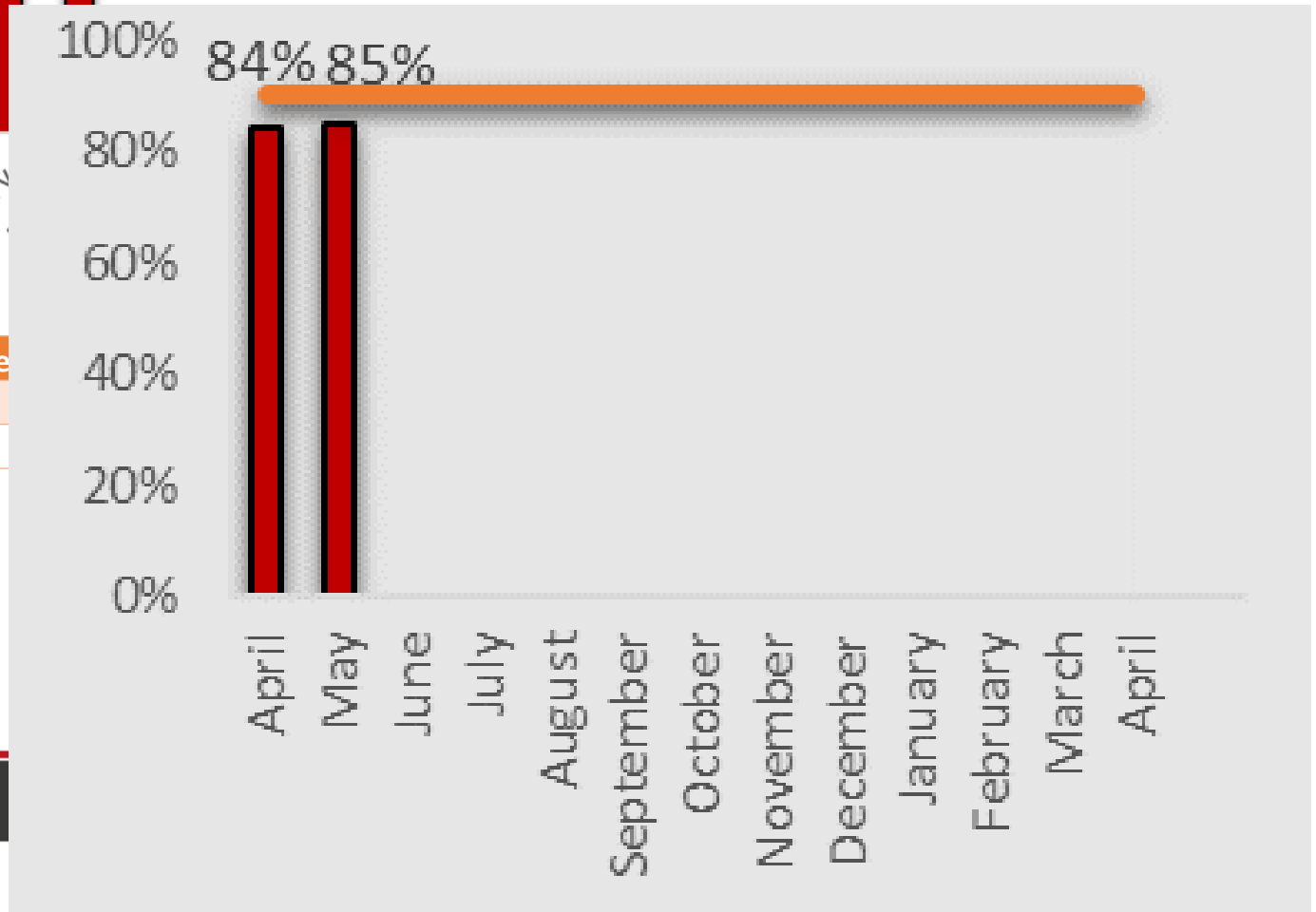
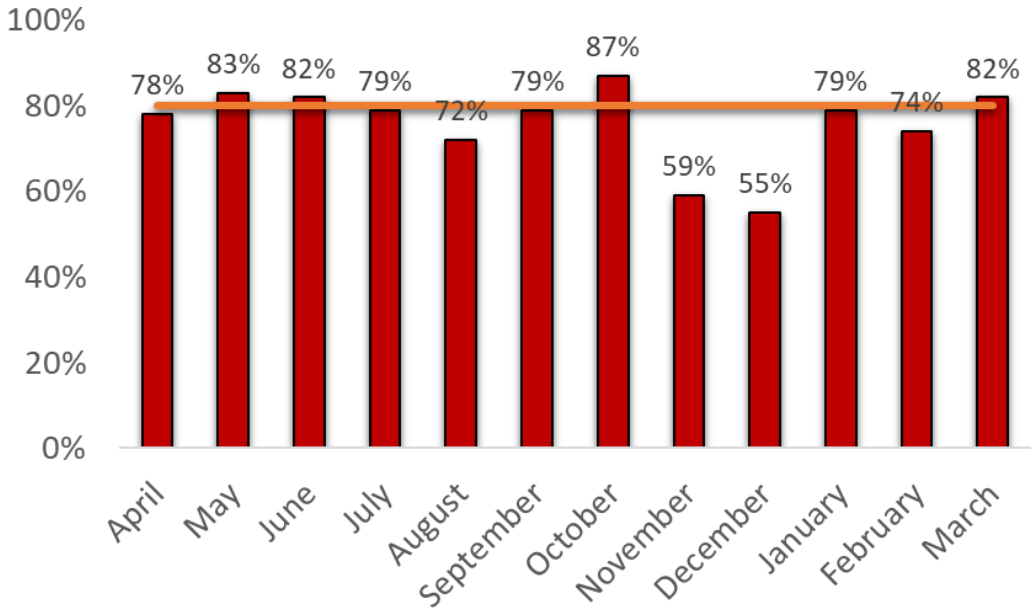


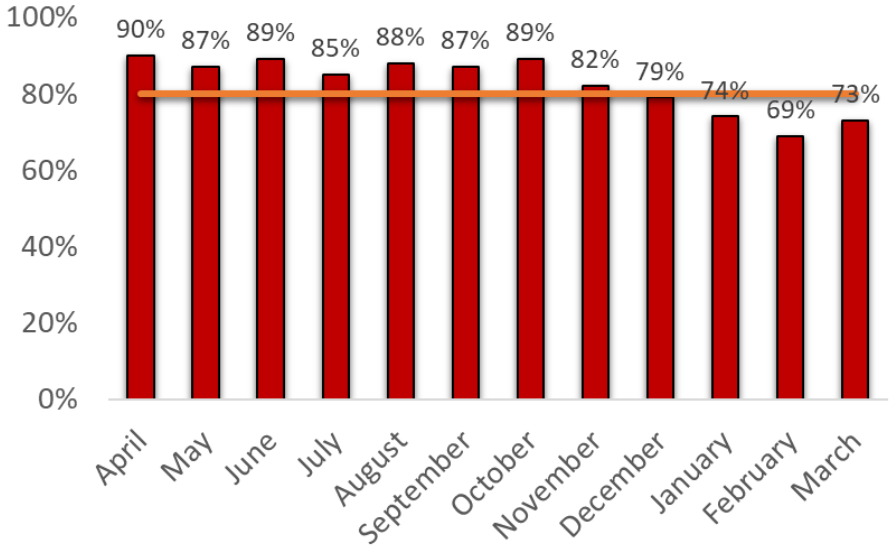
Response Times

10 minutes response time



Overall figure 22/23 was 76%

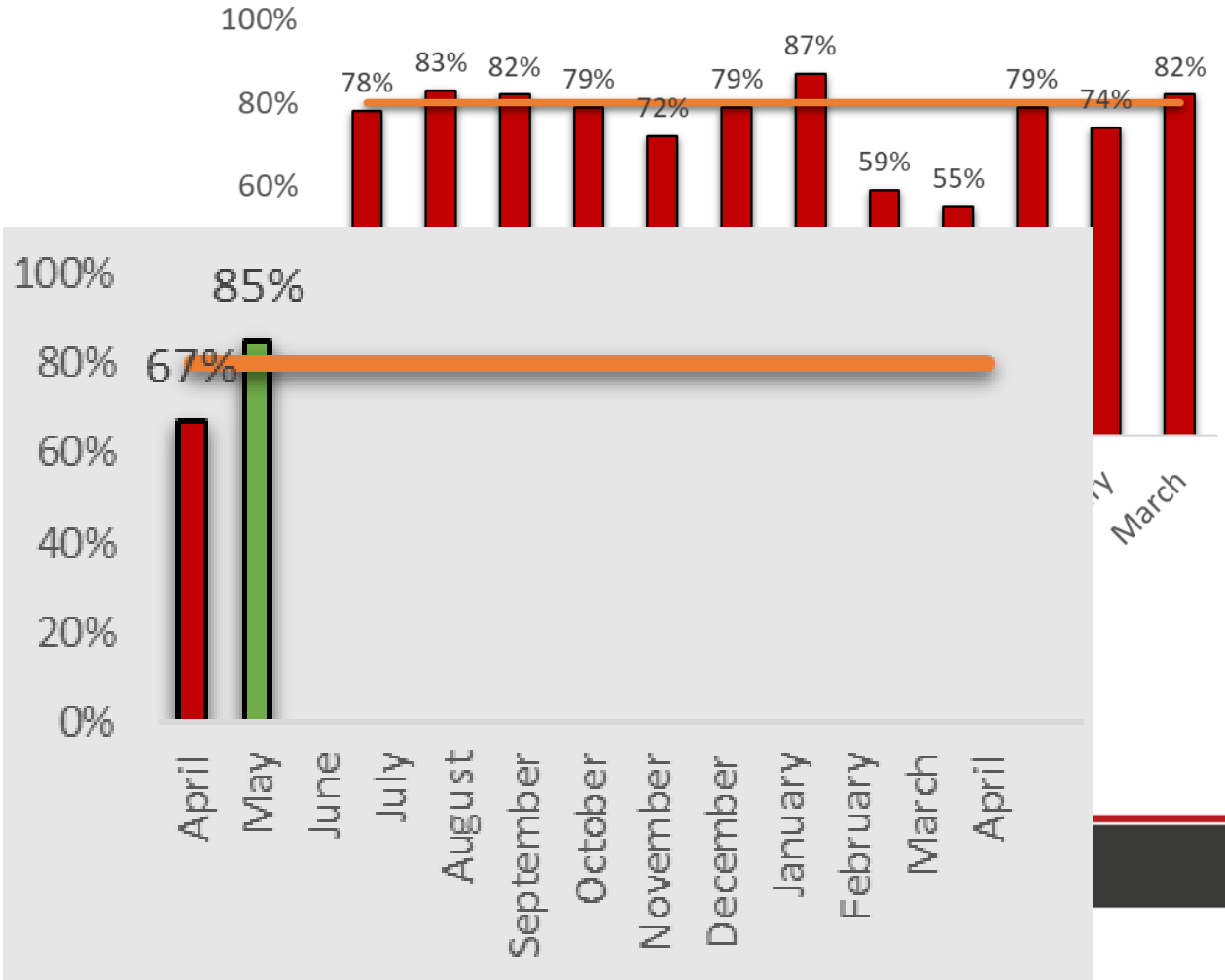
15 minutes response time



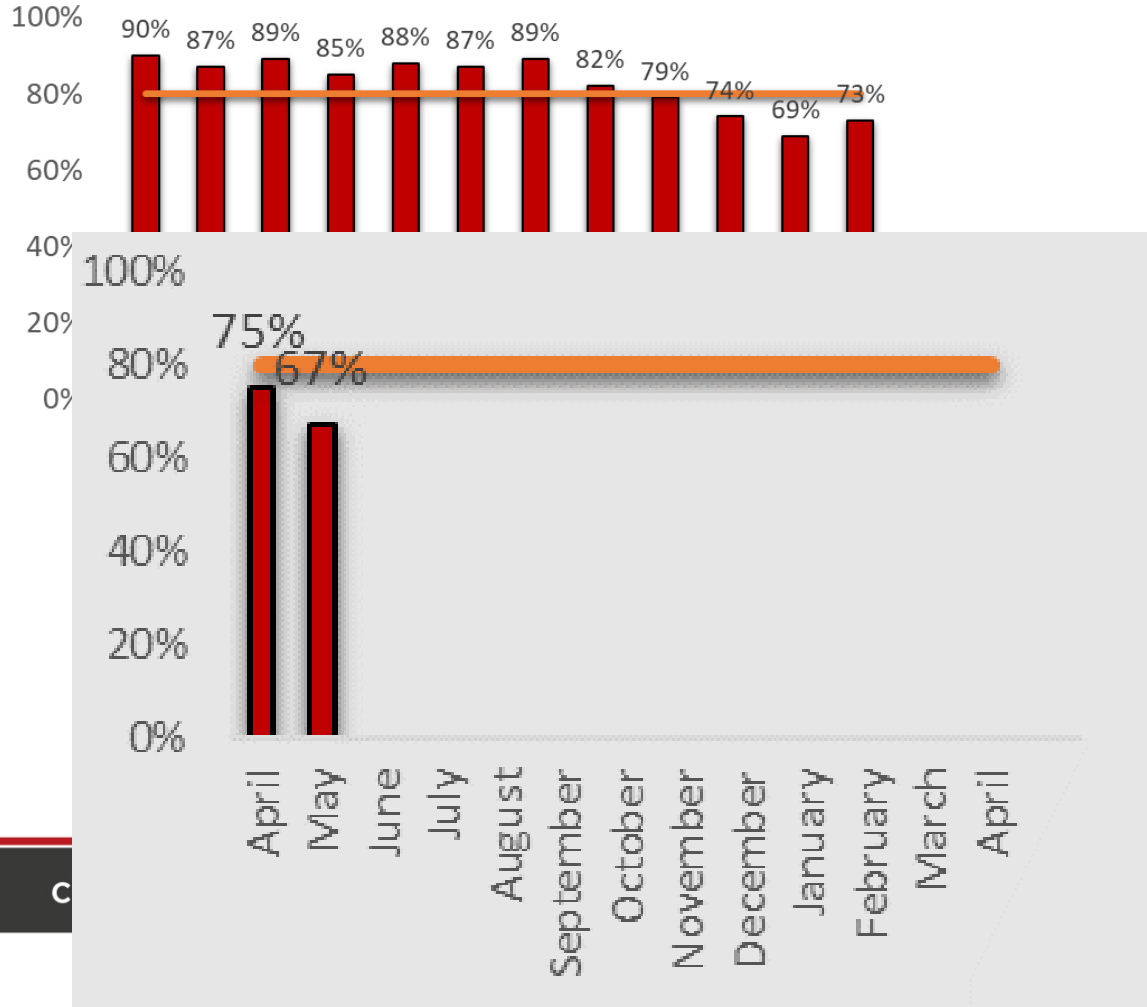
Overall figure 22/23 was 83%

Response Times

10 minutes response time

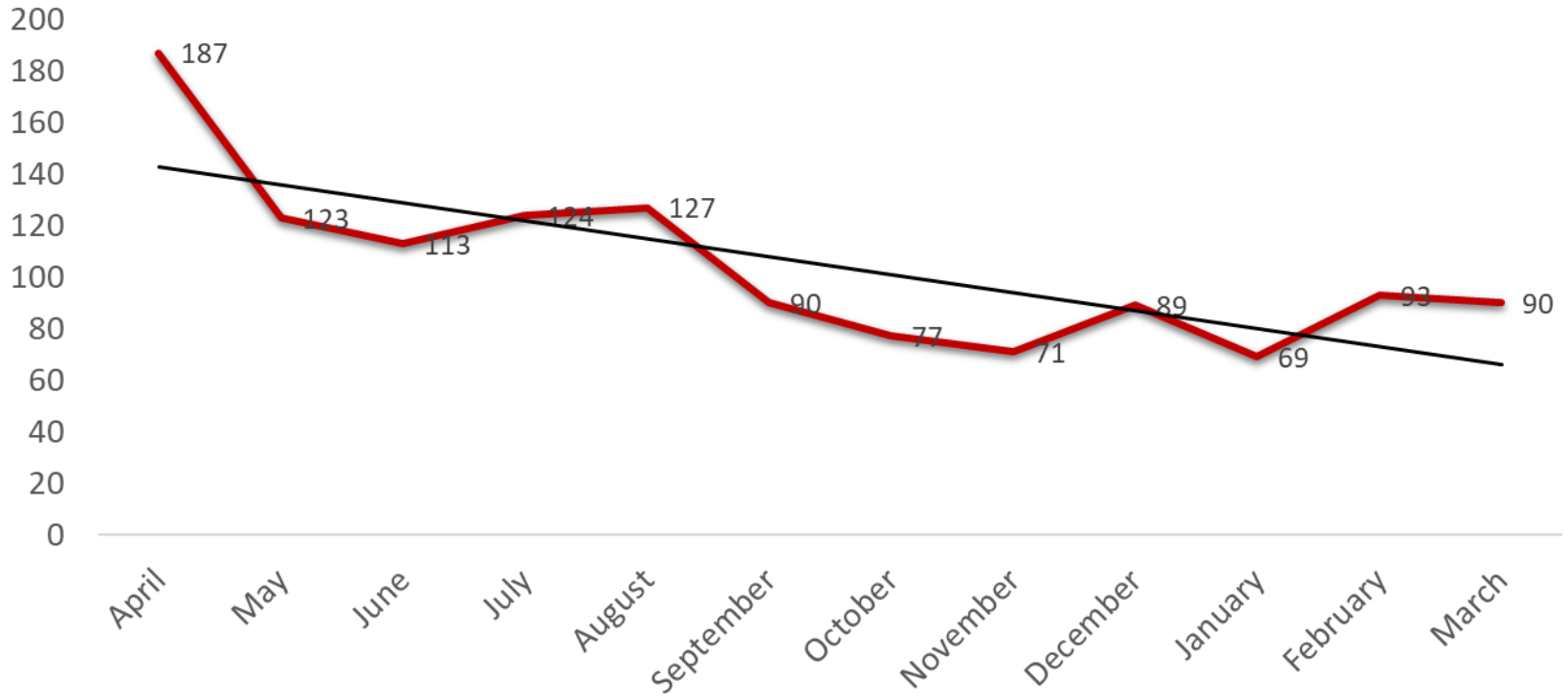


15 minutes response time



All Fires

Overall figure 22/23 was 1253



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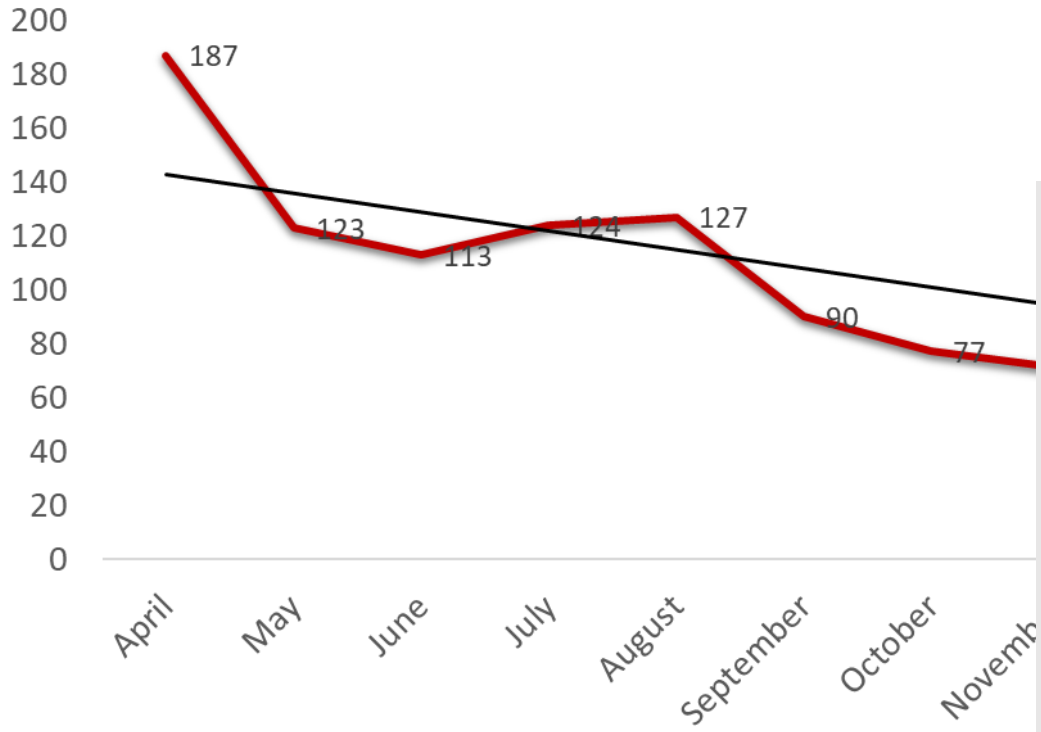
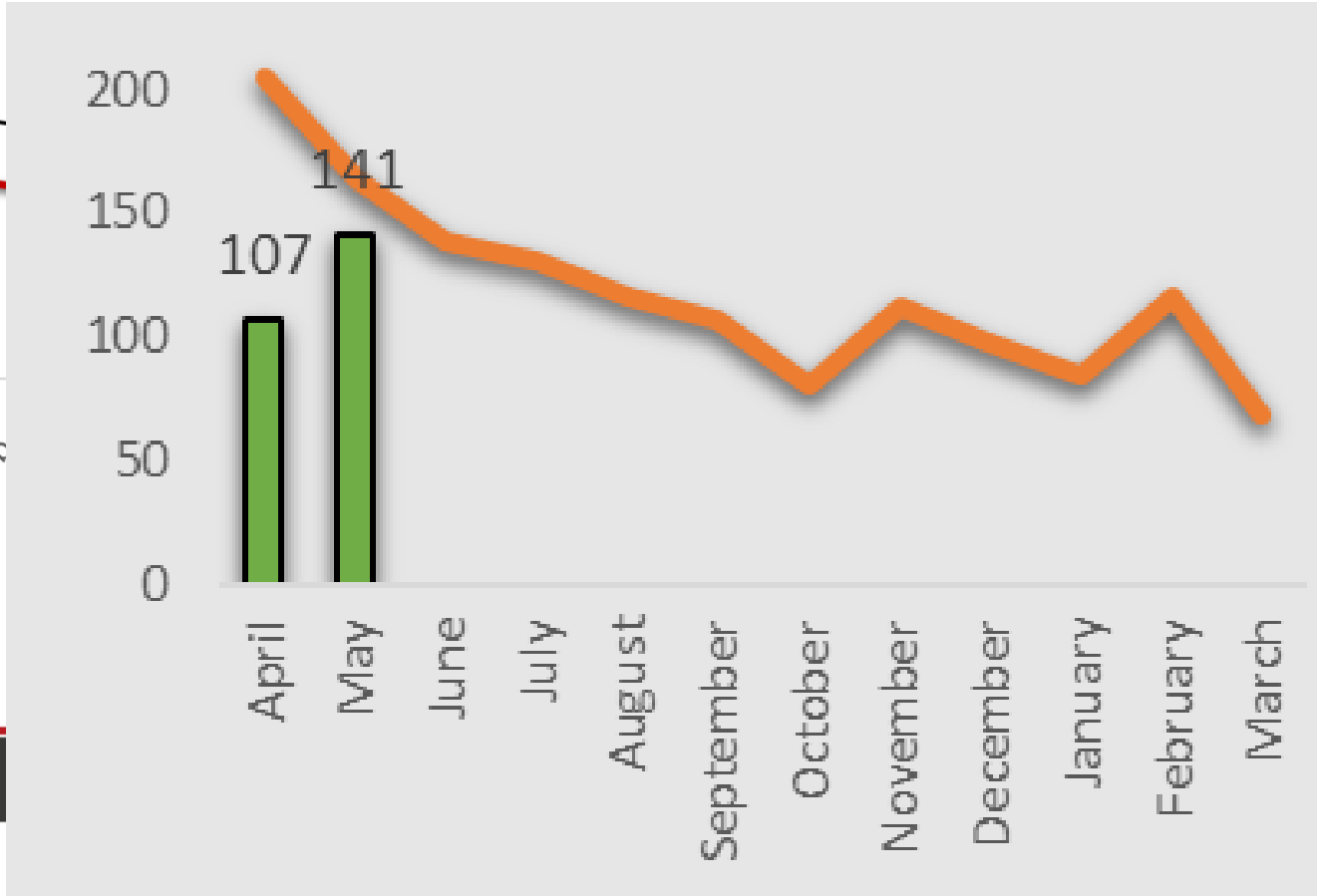
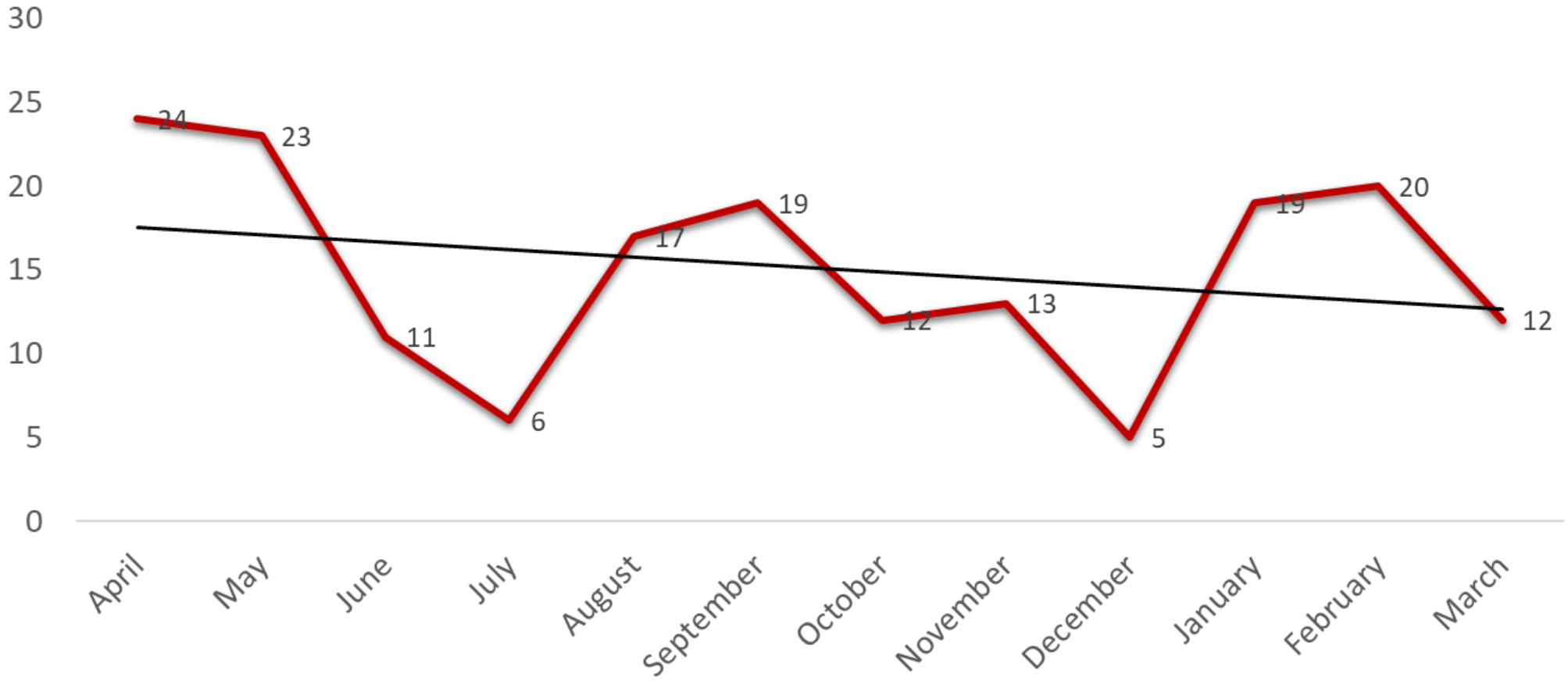




Accidental Primary Dwelling Fires

Overall figure 22/23 was 181

22 / 23 6 Accidental Fire related deaths



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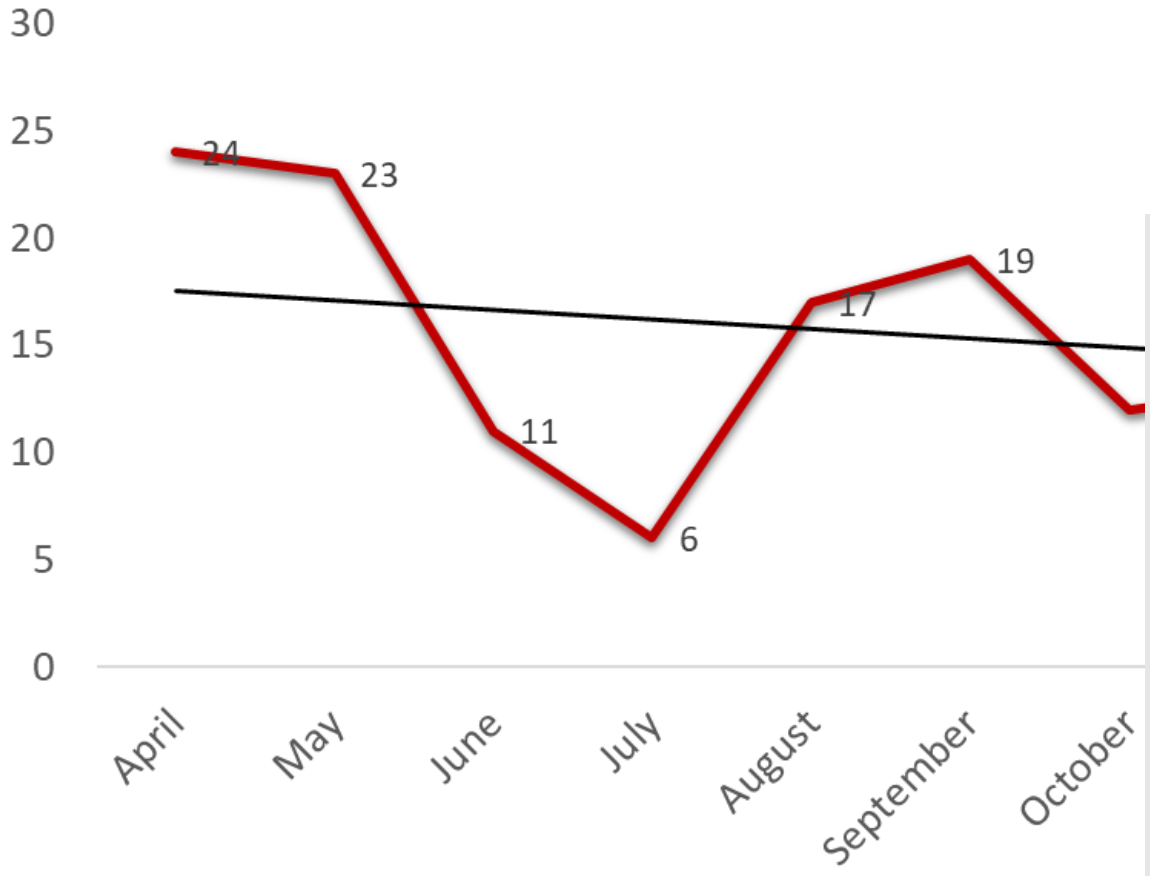
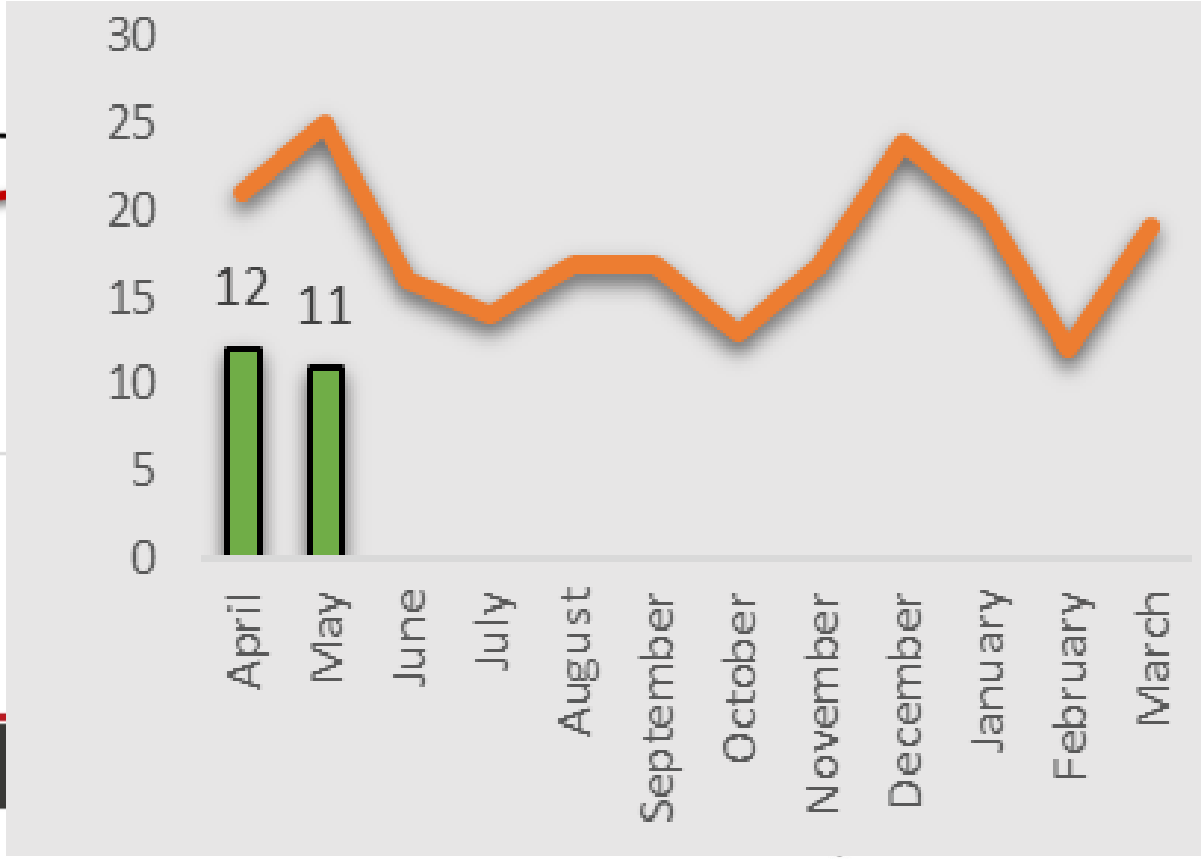




Community Engagement

Youth Engagement	-	Cadets, Young Firefighters, Schools
Prevention Activity	-	Targeted Campaigns, RAT, Water Safety
Work with partner agencies	-	Pop up stalls, Wildfires, Business engagement
Specific events	-	Pride, Appleby Fair

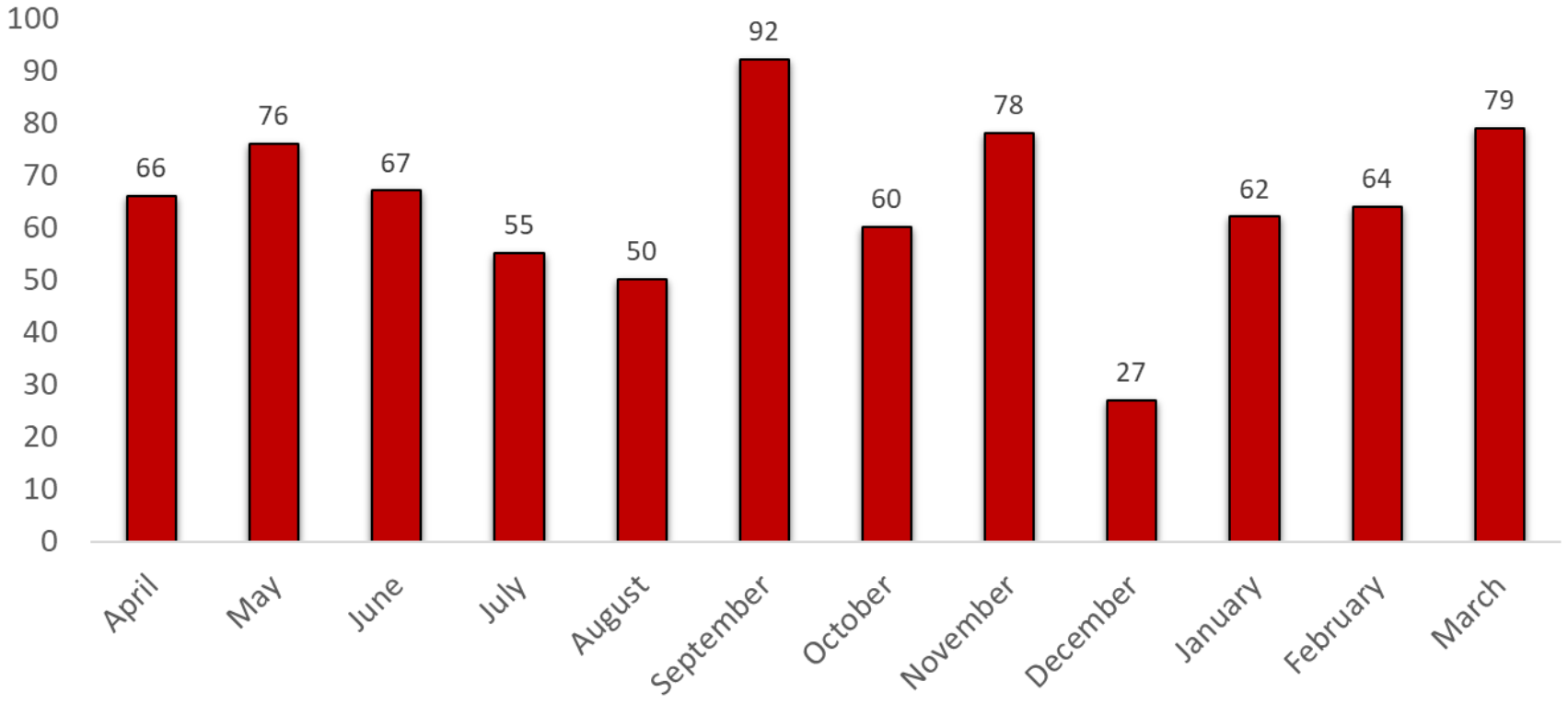
Street Safes

Hot Strikes

Now a standard part of each recruit course

Fire Protection Audits – High, Medium and Low

Overall figure 2022/23 was 776



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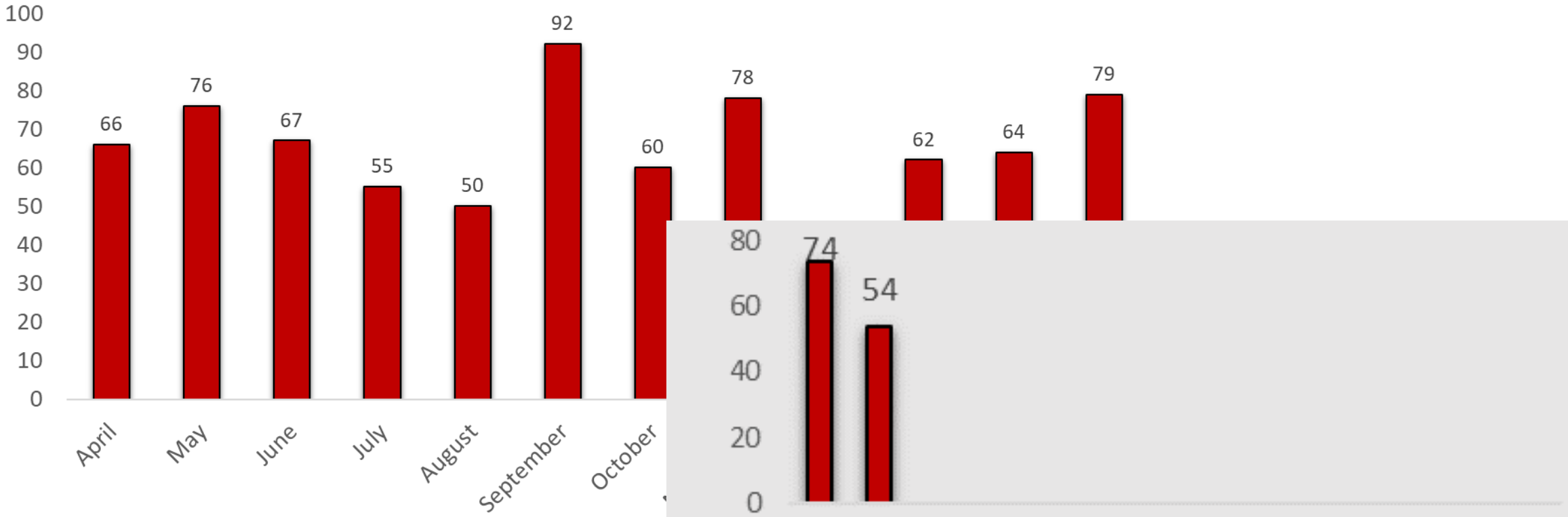
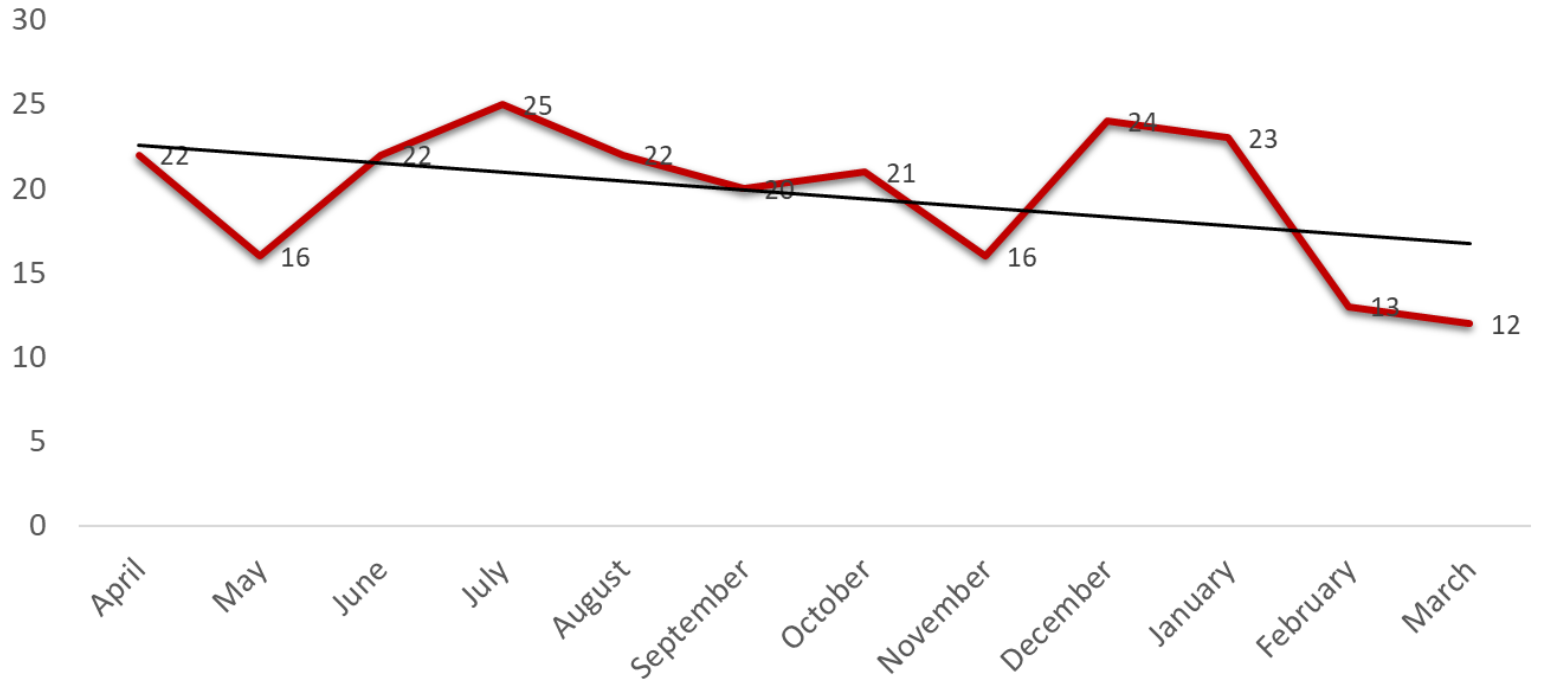


Road Traffic Collisions

Overall figure 2022/23 was 236
13 Fatalities



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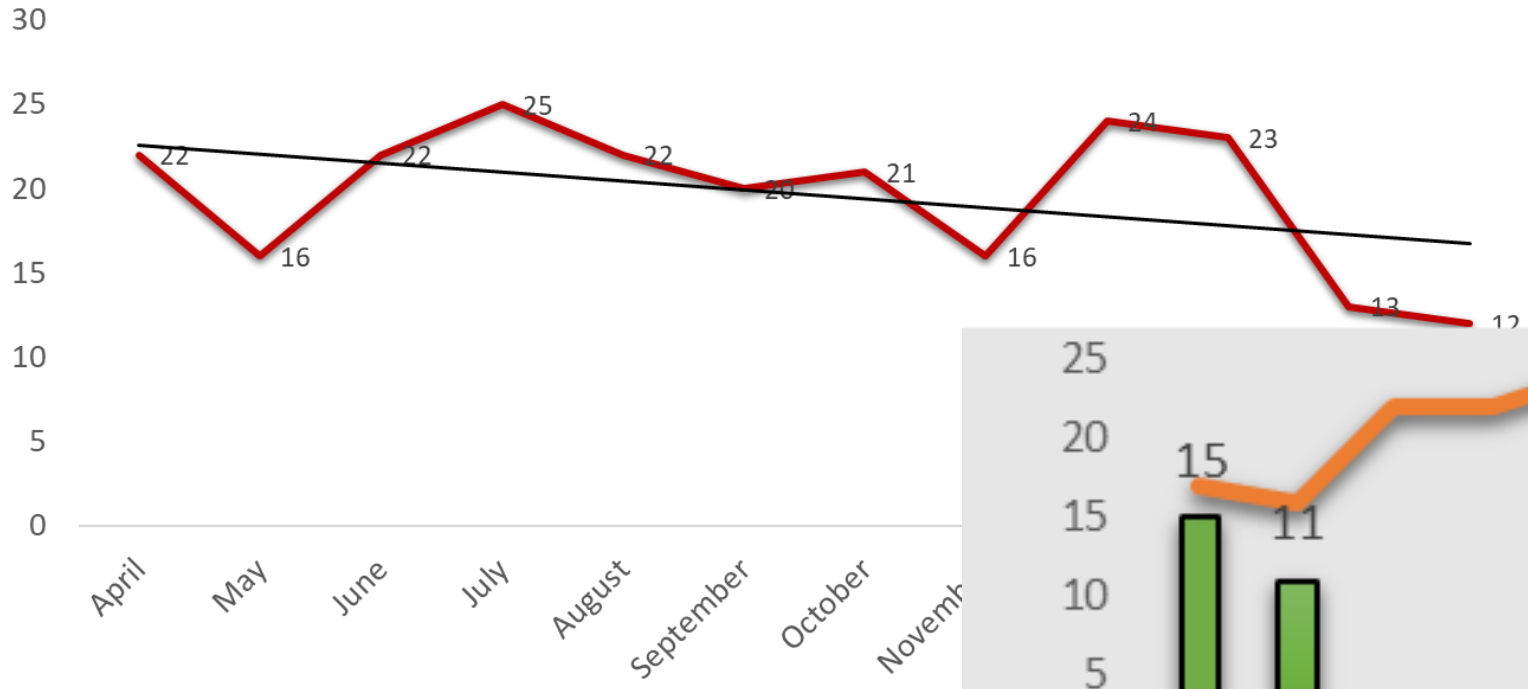
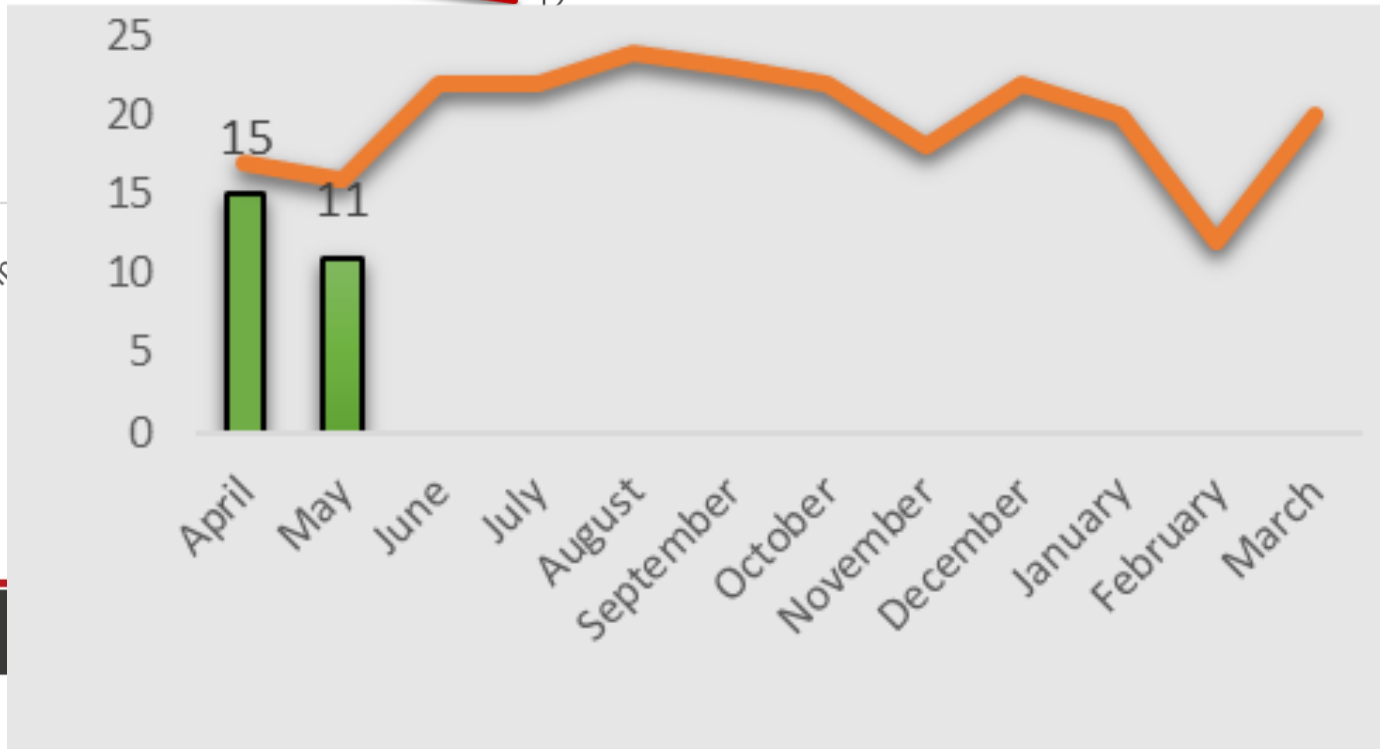
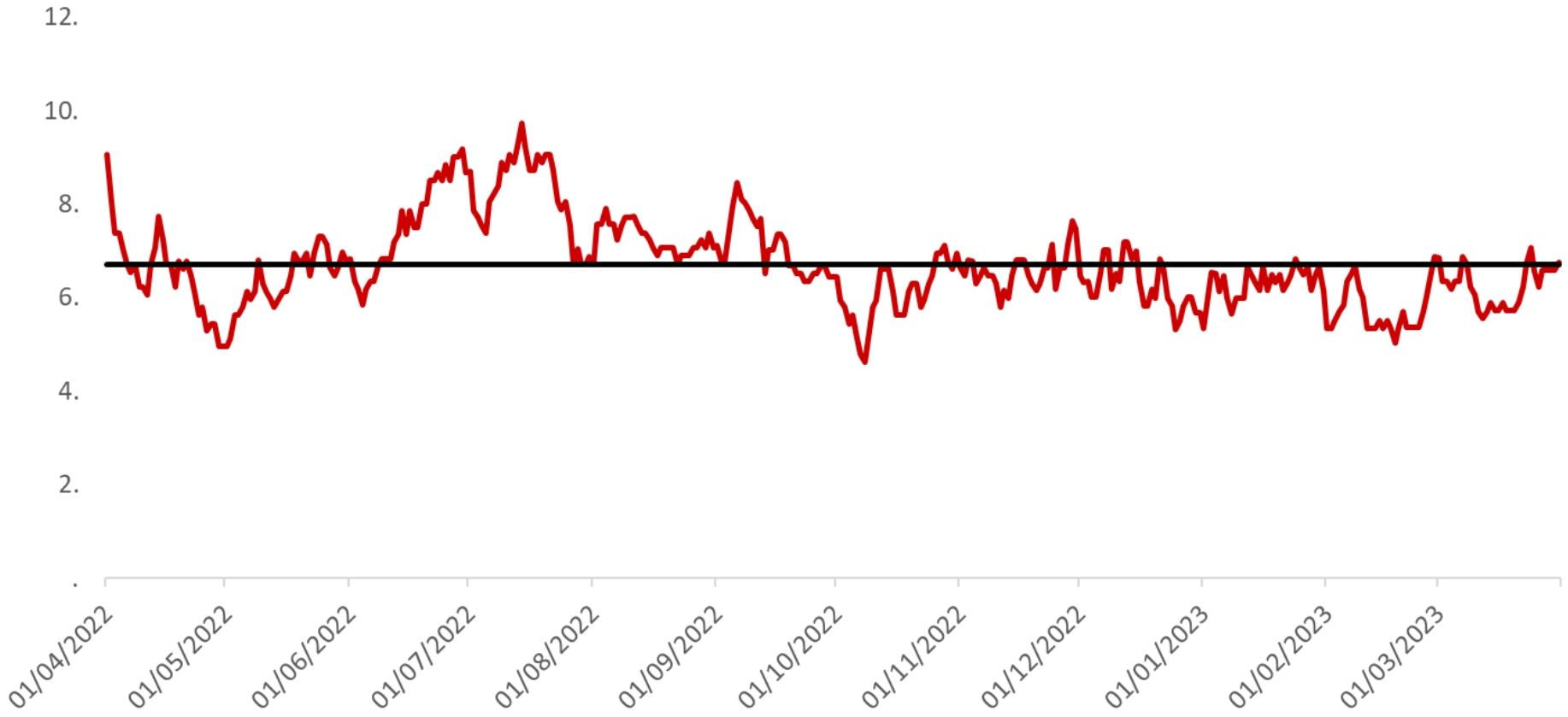




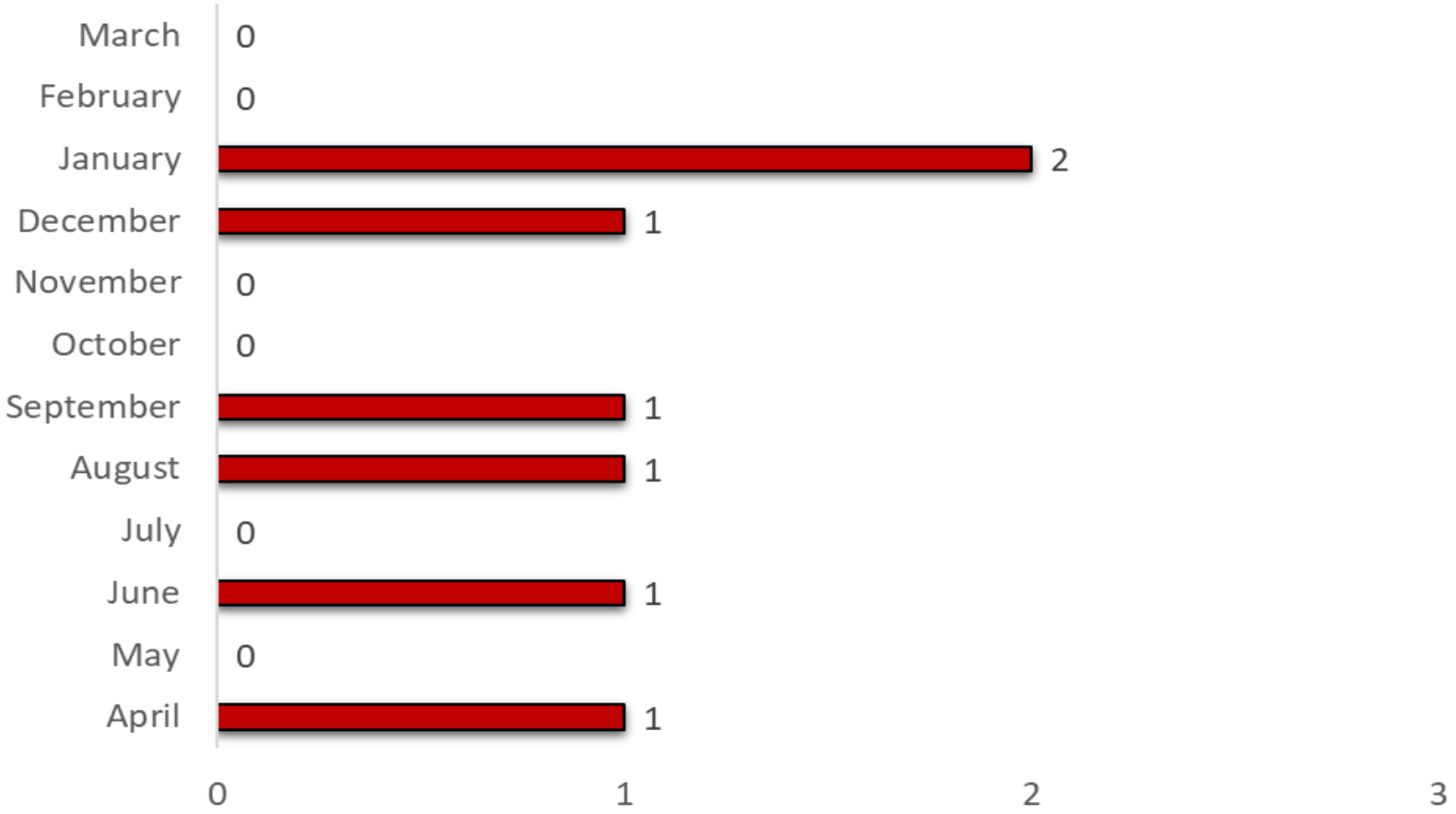
Absence – measured as a percentage of total workforce head count



Work ongoing with People Management to agree approved methodology

RIDDOR Incidents

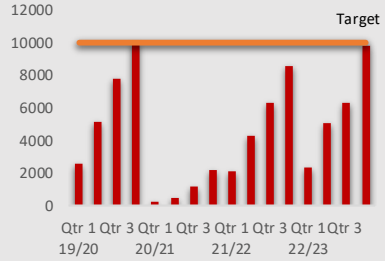
Currently no RIDDOR Incidents in the first two months of 2023/24



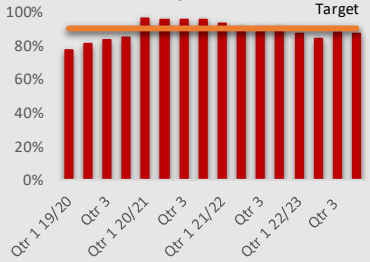
SLT Monthly Performance Indicators

SLT Dashboard - Cumulative Performance

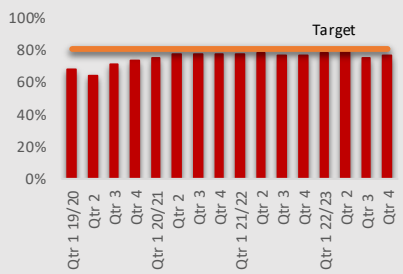
Safe and Well Visits



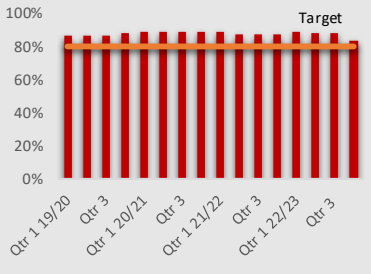
Station Availability



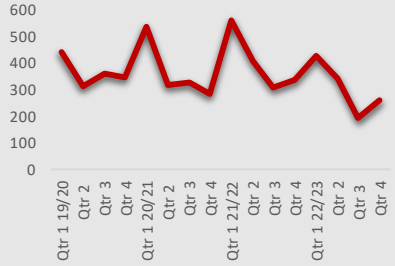
10 minutes response time



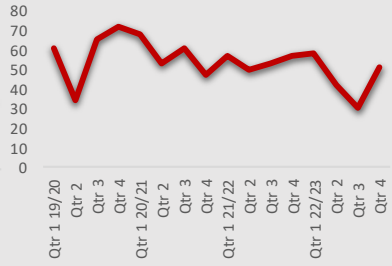
15 minutes response time



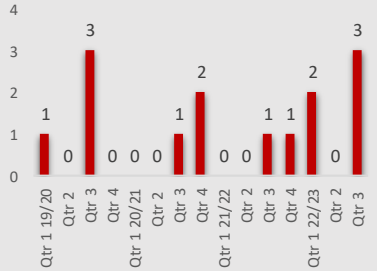
ALL FIRES



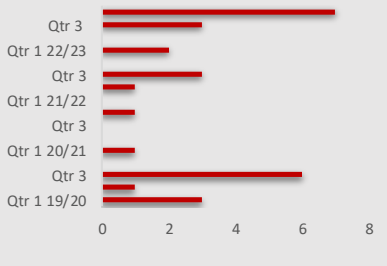
Accidental Primary Dwelling Fires



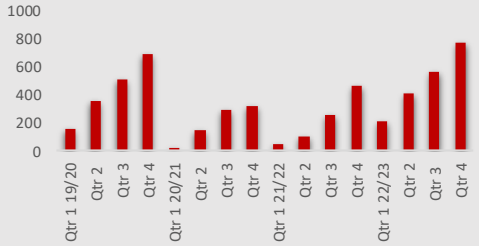
Fire related casualties - fatal



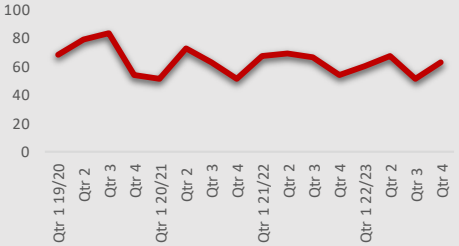
No of RIDORR accidents



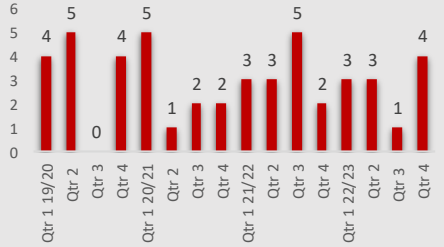
Audits - High, Medium, Low



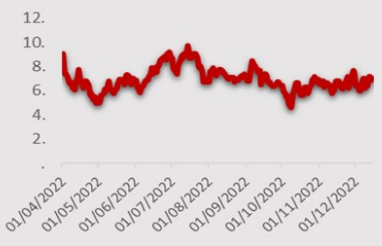
RTC



RTC casualties - fatal



Total workforce absent



Monthly Performance Information

RESPONSE
- Response Standard
- Exercise and National Response

SERVICE SUPPORT
- Risk

PREVENTION
- All Fires
- Prevention Activity
- Youth Engagement
- Deliberate Fires
- Accidental Primary Dwelling Fires
- Road Traffic Collisions
- Flooding and Water Rescue
- Other SSCs
- Hazmat, spills and leaks

PROTECTION
- Commercial Fires
- Protection Activity
- Building Regulations

EFFICIENCY
- Collaboration

PEOPLE
- Appraisals
- People Management
- Sickness Absence
- EDI

ASSURANCE
- Assurance

LEARNING AND DEVELOPMENT
- In date Fitness Assessment
- Development - % complete
- Adverse Safety Events
- Station Audits

ENGAGEMENT
- Social Media Engagement
- CFRS – Website
- Staff Engagement

Commercial False Alarms Automatic, non residential (Short term effect)

April 23 - 54 Incidents

New procedure introduced to NWFC to help identify sleeping risk

May 23 - 30 Incidents

Sickness absence (Longer term effect)

Historically high levels of sickness

Increased continuous focus on all elements of sickness management process

Overall sickness levels now improving within Service

Future Developments

- Recruitment of Performance analyst to lead on system development (PowerBI)
- Oversight and co-ordination of performance function from one strategic lead
- Collation of all Service Returns in one place
- Consistent Information
- Introduction of new systems

HMICFRS Update

HMICFRS Process

Document Review

On site interviews with Strategic Leads

Reality testing on stations

Staff Surveys / Focus Groups

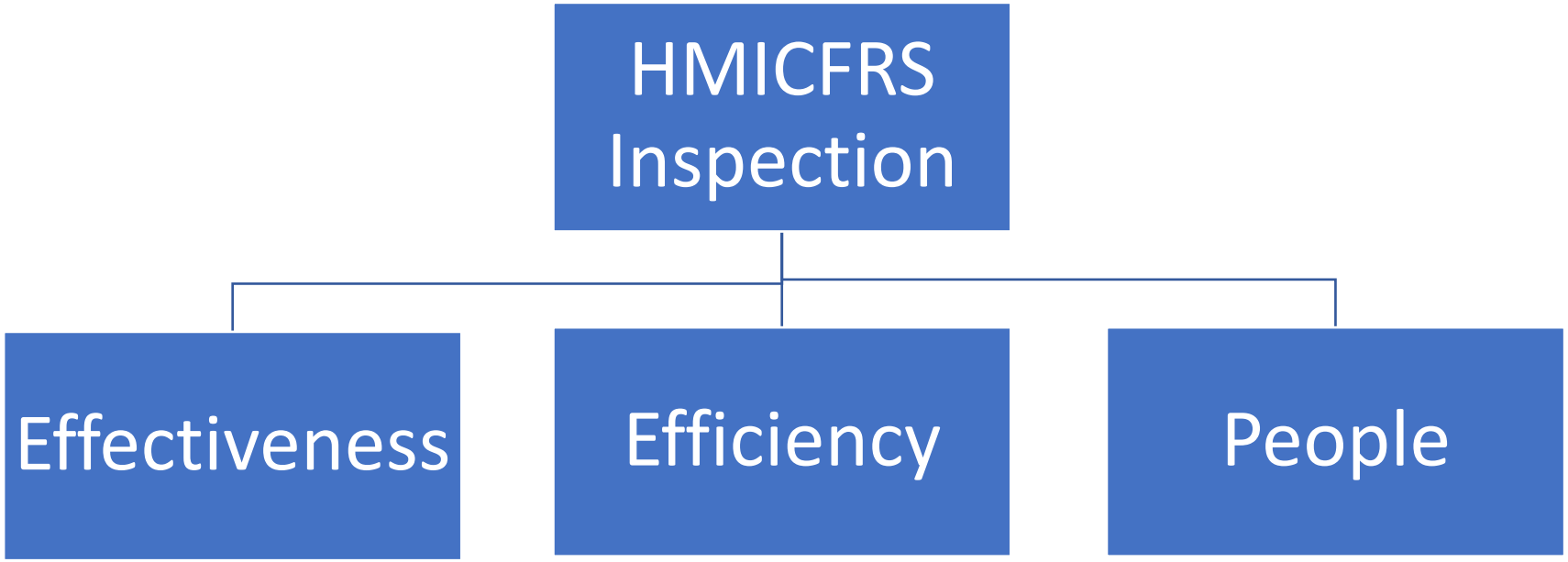
HMICFRS Inspection Regime

Effectiveness, Efficiency, People

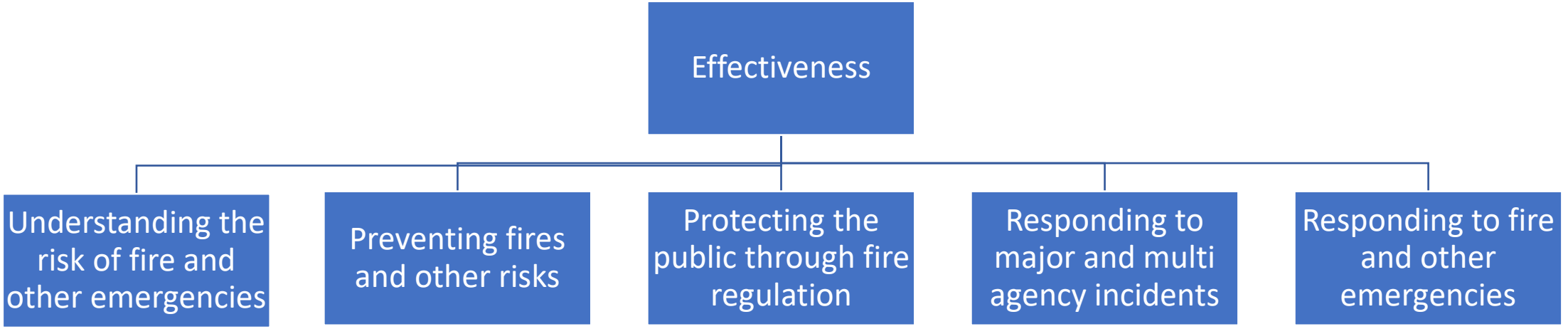
CFRS inspected every two years

Individual thematic inspections (EDI / Covid)

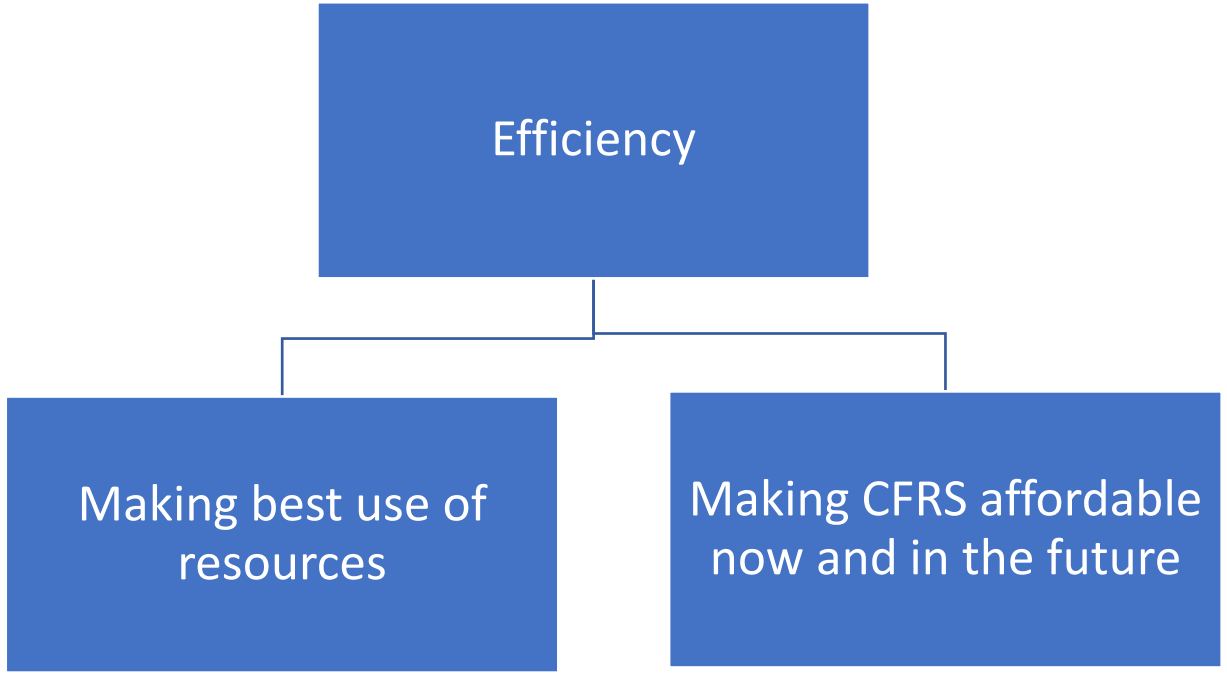
HMICFRS Inspection Pillars



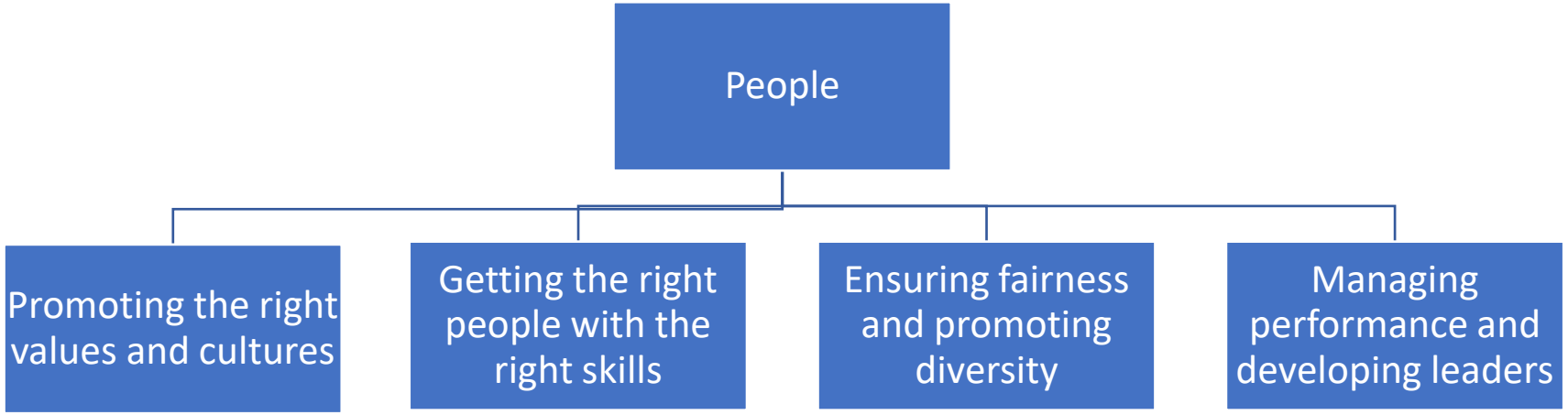
HMICFRS Inspection Pillars



HMICFRS Inspection Pillars



HMICFRS Inspection Pillars



Effectiveness focus

How well the fire and rescue service understands its current and future risks, works to prevent fires and other risks, protects the public through the regulation of fire safety, and responds to fires and other emergencies, including major and multi-agency incidents.

Effectiveness - Summary

	2019	2022
Understanding the risk of fire and other emergencies	Good	Good
Preventing fires and other risks	Good	Requires Improvement
Protecting the public through fire regulation	Good	Good
Responding to fire and other emergencies	Good	Requires Improvement
Responding to major and multi agency incidents	Good	Good
Overall	Good	Requires Improvement

Efficiency focus

How well the fire and rescue service uses its resources to manage risk, and secures an affordable way of providing its service, now and in the future.

Efficiency – Summary

	2019	2022
Making best use of resources	Good	Requires Improvement
Making CFRS affordable now and in the future	Good	Inadequate
Overall	Good	Inadequate

People focus

How well the fire and rescue service promotes its values and culture, trains its staff and ensures that they have the necessary skills, ensures fairness and diversity for its workforce, and develops leaders

People – Summary

	2019	2022
Promoting the right values and cultures	Requires Improvement	Requires Improvement
Getting the right people with the right skills	Good	Inadequate
Ensuring fairness and promoting diversity	Requires Improvement	Requires Improvement
Managing performance and developing leaders	Requires Improvement	Requires Improvement
Overall	Requires Improvement	Requires Improvement

Efficiency – Cause for Concern

At time of inspection no clarity about future governance arrangements meant HMICFRS could not guarantee no subsequent risk to the public

Remedy - By March 2023, provide an update that sets out its financial position before the new governance arrangements come into place

People – Cause for Concern

At the time of inspection the Service could not assure HMI that staff were maintaining their risk critical skills

Remedy - Detailed action plan put in place, reinspection to take place in March 2023

People – Cause for Concern

At the time of inspection the Service could not assure HMI that staff were maintaining their risk critical skills

1.The Service will review how it uses its training software (PDR Pro) to ensure it is fit for purpose for the needs of the workforce and is able to provide accurate information to allow informed decision making

2.The Service will review its approach to BA training and ensure any new policy is fit for purpose

3.The Service will review its approach to Driver training and ensure any new policy is fit for purpose

4.The Service will review holistically its approach to workforce training for all risk critical skills

5.The Service will review its approach to the use of “Red Peaks”

6.The Service will develop a comprehensive training plan for 2023/24 that reflects any learning from addressing this Cause for Concern

7.The service will ensure that it has an effective communication plan in place to secure the engagement of the workforce during and following the implementation of this action plan

Cause for Concern - Update

HMICFRS Reinspection in March 2023

Significant volume of documentary evidence presented

Interviews with Strategic Leads

Reality Testing

BOTH CAUSES OF CONCERN FULLY LIFTED

Cause for Concern – Both Causes of Concern lifted

We found appropriate and robust governance arrangements in place to monitor progress against both causes of concern.

We found the detailed action plan for risk-critical skills to be well managed and implemented.

We are pleased with the steps Cumbria Fire and Rescue Service has taken to address both causes of concern. We recognise the considerable work the service has completed to improve. We are also pleased to note the positive way in which staff engaged with us. They spoke positively of the support and information they had received from service leaders.

HMICFRS Improvement Action Plan - Effectiveness

Area for Improvement	Background	Critical Success Criteria	Responsible	Colleagues Involved	Time Scale
Develop a clear prevention strategy targeting people most at risk and ensure activity is proportionate to reduce that risk	Previous good performance. Focus on quantity. No consistent evaluation	Strategy signed off as part of CRMP process	T AM Ian Seel	GM Mike Clusker	Mar-24
Improve the way it evaluates and shares learning from operational performance	Operational Assurance historically has sat under Service Delivery, which has presented issues from the quality of Assurance and critical review of service Operational Performance. In September 2022 the Safety, Assurance and Performance Directorate was established, a mechanism to critical review and assurance performance and Health & Safety has been created in the form of the Operational Assurance Group (OAG). The OAG is the conduit that feeds into Learning & Development sharing Operational Learning.	Measured successful embedding of the OAG and resulting Operational Learning, Culture and sharing of critical information.	AM Stuart Hook	T GM Owen McCarney	Apr-24
Ensure it understands what it needs to do to adopt NOG including JOL and NOL and put in place plan to do so	The newly established Safety, Assurance and Performance directorate ensures the service reports into JOL and NOL, and shares Operational learning through the OAG, with subject matter experts that sit within the group. Service is committed to a NOG implementation project which is governed through Program Board to delivered the Operational Planning Team as per the NOG implementation Plan.	NOG Product Pack design agreed and implemented. NOG product packs created, implemented and embedded service wide.	AM Stuart Hook	GM Tony Patterson	Apr-24
Ensure Fire Control has direct access to relevant risk information	Regionally, specific service operational documents on specific risk have not been shared with NWFC, though documents are available to crews and Flexi-Duty Officers.	Letter, signed off by PO will confirm Service's/Regional approach with North West Fire Control	GM Tony Paterson	GM Tony Paterson	Jul-23
Improve how it engages with local communities to build risk	Historic low response rate. No regular engagement programme	Improved response rate to Consultation. Greater community engagement	Head of Assurance and Performance - Mark Clement	Comms Team - OPFCC	Mar-24
Evaluate its prevention activity	No comprehensive evaluation. Focus on Council Plan target 10,000	Review HSV target. NFCC evaluation methodology	T AM Ian Seel	GM Mike Clusker	Mar-24
Ensure it allocates enough resources to meet its prevention strategy	Historic focus on Protection. Response to Grenfell Prevention seen as good performance	Successful delivery of strategy. Improved HMICFRS outcomes	T AM Ian Seel	GM Mike Clusker	Ongoing

Effectiveness key deliverables

Formation of Safety and Assurance Directorate

Complete review of approach to Prevention

CRMP Process to meet NFCC Fire Standard

HMICFRS Improvement Action Plan - Efficiency

Area for Improvement	Background	Critical Success Criteria	Responsible	Colleagues Involved	Time Scale
Ensure it uses its resources across prevention, protection and response in a more joined up way to meet its IRMP	Significant resource dedicated to protection. Prevention performed well at last inspection.	Resource allocation judged favourably in next inspection	DCFO Brian Steadman	SLT	Lifetime of plan
Assure itself that all process in place to support performance management are effective	Service Performance has historically sat within various departments. Safety, Assurance and Performance Dept have implemented a new Operational Assurance policy which has a structure and procedure in place to measure and assure service performance.	Regular production of accurate performance information. Engagement of all staff in the Performance Management Process	Head of Assurance and Performance Mark Clement	GM Mark Nicholson	Mar-24
Ensure that it effectively monitors, reviews and evaluates the benefits and outcomes of collaboration activity	CFRS attend multiple partnerships, Isolated Successes, No holistic approach	Evaluation of all current partnerships through prism of blue light collaboration. Focus on Efficiency and Effectiveness	GM Mark Nicholson	GM Mark Nicholson	Throughout 2023

Efficiency key deliverables

Significant work as part of LGR process to understand finance

Fire precept approved (£15.9m) and S151 officer appointed

Performance Management now under Safety and Assurance

HMICFRS Improvement Action Plan - People

Area for Improvement	Background	Critical Success Criteria	Responsible	Colleagues Involved	Time Scale
Have effective means to monitor the working hours of its staff	Methodology exists to monitor working hours of staff, but not fully embedded within organisation and management information sometimes difficult to obtain	Agree all appropriate definitions. Readily available reports available to run for all appropriate staff. Process	Head of People and Talent - Kristine Ward	People and Talent team	Mar-24
Ensure it has effective absence/attendance procedures in place	Whilst processes and procedures are in place, HMICFRS found they were not consistently applied and sometimes not well understood by staff	Evaluation of staff understanding of process, similar to Cause of Concern Process	Head of People and Talent - Kristine Ward	People and Talent team	Mar-24
Ensure staff are aware of the grievance procedure and those involved are properly trained	Whilst processes and procedures are in place, HMICFRS found they were not consistently applied and sometimes not well understood by staff	Evaluation of staff understanding of process, similar to Cause of Concern Process	Head of People and Talent - Kristine Ward	People and Talent team	Mar-24
Identify and overcome barriers to equal opportunity, so workforce better represents the community	Need for consistency on any EDI / Code of Ethics assessment. Panels need to be consistent in assessing. EDI and Code embedded in the processes for Green and Grey book.	EDI and Code of Ethics embedded in the recruitment, selection and promotion process. Panels trained in assessment process and consistency across the process.	EDI Manager Mohammed Dhalech	Head of People and Talent Oversight EDI Board	Start March 23 embed 2024
Ensure staff understand the value of positive action and having a diverse workforce	This has been communicated in a number of ways over the last year, attitudes still prevail. Positive Action will be incorporated in the EDI training programme. Sessions will be delivered to supervisory managers to ensure they have a good understanding of positive action, which they can pass on to their teams.	A better understanding of what positive action is and why its adopted by the service.	EDI Manager Mohammed Dhalech	Head of People and Talent, learning and Development and EDI Manager Oversight EDI Board	Sept 2023 start

HMICFRS Improvement Action Plan - People

Area for Improvement	Background	Critical Success Criteria	Responsible	Colleagues Involved	Time Scale
Make improvements to the way it collects equality data to understand workforce demographics and needs	Limited and inconsistent EDI data available, staffing profile, recruitment and promotions and the usage of data varies. Data has to be manually analysed e.g. recruitment we need good quality data for gender pay gap report, and annual Equality report (legal requirements)	Better quality and consistent data by role and grade for recruitment, promotion and staff profile. Should be based on Home Office returns, this will ensure consistency across all data and any comparisons being made externally. We may need to review local data differently to review specific issues.	EDI Manager Mohammed Dhalech	Head of People and Talent Oversight EDI Board	October 2023 data available by February 2024
The Service should make sure its values and behaviours are understood and demonstrated by all staff.	Carried over from previous action plan. Historically difficult to measure, ad hoc approach to engagement	Effective engagement with staff. Development of methodology to determine staff by in. Improved performance in next round of HMICFRS inspections	Head of People and Talent - Kristine Ward	All Member of SLT	Apr-24
The Service should develop a system to support and develop high potential individuals	Carried over from previous action plan. Ad hoc examples of good practice, particularly grey book staff. No consistent approach	Fully embedded system, recognised by all staff. Applicable to grey and green book staff	Head of People and Talent - Kristine Ward	People and Talent team	Apr-24
Ensure robust processes in place to undertake EIAs and review actions agreed as result	Actions are the responsibility of the owner to complete and monitor the actions ensure this informs the improvement in services, initiatives, polices and strategies. challenging to monitor all the actions. Action plan tracker has been developed to monitor, review and follow up actions,	Actions are completed and inform the improvement in services, initiatives, policies and strategies.	EDI Manager Mohammed Dhalech	All Senior Managers (Group and others) and owners of the documents. Oversight EDI Board	Sep-23

People key deliverables

Introduction of Supervisory Leadership programme

Appointment of Head of People and Talent

Root and Branch review of Communication across the workforce

Establishment of EDI Board chaired by DCFO

Governance

Action Plan – Senior Manager Leads

Dedicated board chaired by ACFO

Updates provided monthly to SLT

Monthly update to PCC through CFO

Internal Audit and Testing

Progress updates through the Strategic Governance Group

Challenges / Opportunities

Impact on Staff Welfare / Motivation

Ownership of the report

Striving for outstanding

Selling the Journey

Any Questions