



**DORSET & WILTSHIRE
FIRE AND RESCUE
AUTHORITY**

Item 19/08

MEETING	Dorset & Wiltshire Fire and Rescue Authority
DATE OF MEETING	12 February 2019
SUBJECT OF THE REPORT	HMICFRS update
STATUS OF REPORT	For open publication
PURPOSE OF REPORT	To note
EXECUTIVE SUMMARY	<p>This paper updates the Dorset & Wiltshire Fire and Rescue Authority (the Authority) on the current inspection process being undertaken by Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) across all fire and rescue services (FRS) in England.</p> <p>It covers the background and methodology of the inspection process and details the findings and outcomes of the Tranche 1 inspections.</p> <p>In addition, it provides Members with an update on the early findings and progress of Tranche 2 inspections and the next steps for HMICFRS.</p>
RISK ASSESSMENT	The Dorset & Wiltshire Fire and Rescue Service (the Service) and Authority should engage with and support the HMICFRS inspections process to provide assurance to the public served, failure to achieve this would undermine the corporate reputation of both the Authority and Service.
COMMUNITY IMPACT ASSESSMENT	None for the purpose of this report
BUDGET IMPLICATIONS	None for the purpose of this report

RECOMMENDATIONS	It is recommended that Members: 1. Review and note the content of the report.
BACKGROUND PAPERS	<p>HMICFRS https://www.justiceinspectors.gov.uk/hmicfrs/ Fire and Rescue Service inspections 2018/19 – Summary of Findings from Tranche 1 https://www.justiceinspectors.gov.uk/hmicfrs/publications/fire-and-rescue-service-inspections-2018-19/ Individual reports from the 14 services inspected in Tranche 1 https://www.justiceinspectors.gov.uk/hmicfrs/frs-assessment/frs-2018/</p>
APPENDICES	None
REPORT ORIGINATOR AND CONTACT	<p>Name: Chief Fire Officer, Ben Ansell Email: ben.ansell@dwfire.org.uk Tel no: 01722 691067</p>

1 Background

- 1.1 In 2017, the then Her Majesty's Inspector of Constabularies (HMIC) was awarded the contract to inspect fire and rescue services in England. As a result, it was renamed HMICFRS and the role of Chief Inspector of Fire and Rescue Services (England) passed to Sir Thomas Winsor.
- 1.2 In Scotland, inspection remains the responsibility of Her Majesty's Fire Service Inspectorate for Scotland. The Chief Inspector of the Scottish Fire and Rescue Service is Simon Routh-Jones.
- 1.3 In Wales, the inspection function is undertaken by the Chief Fire and Rescue Adviser to the Welsh Government, who also holds inspector status under the Fire and Rescue Services Act. The Chief Fire and Rescue Adviser and Inspector for Wales is Andy Fry.
- 1.4 Separate arrangements exist for inspection of other non-English National Fire Chiefs Council (NFCC) fire and rescue services (FRS). These include, Northern Ireland, Isle of Man, Guernsey, Jersey, Gibraltar, Falkland Islands etc.
- 1.5 This paper focusses on the current inspection process being undertaken in England by HMICFRS, the first time that all fire and rescue services in England have been inspected for 12 years.
- 1.6 The methodology for these inspections was established following work with stakeholders, including the NFCC, and the three pilot inspections that took place in Staffordshire Fire & Rescue Service, Suffolk Fire & Rescue Service and West Yorkshire Fire & Rescue Service.
- 1.7 The methodology involves testing a service's self-assessment against three principal questions. This is done by undertaking a public perceptions survey, data collection, document review, interviews, focus groups, stakeholder consultation, a staff survey and an independent reporting line.
- 1.8 There are three principal questions:
 - How effective is the service at keeping people safe from fire and other risks?
 - How efficient is the service at keeping people safe from fire and other risks?
 - How well does the service look after its people?

1.9 These questions form the three pillars of inspection. Following inspection each service receives a graded judgment for each pillar and a graded judgement for the diagnostic questions that sit beneath each of the pillars, shown in Table 1.

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

Table 1. Principal questions and diagnostics

1.10 The categories of graded judgments are:

- outstanding
- good
- requires improvement; and
- inadequate

1.11 The Inspection process takes place in three tranches and for each fire and rescue service being inspected the process includes the following stages:

- Data collection
- Document return
- Position statement and self-assessment
- Staff survey
- Discovery week
- Strategic briefing
- Inspection week (fieldwork)
- Initial hot-debrief (feedback)
- Draft report for accuracy
- Full report under embargo
- Report publication
- Follow up as appropriate

1.12 The fire and rescue services in England have been grouped into three tranches as shown in Table 2.

Tranche 1	Tranche 2	Tranche 3
Avon	Dorset & Wiltshire	Buckinghamshire
Bedfordshire	Greater Manchester	Cleveland
Cambridgeshire	Humberside	Cumbria
Cheshire	Kent	Derbyshire
Cornwall	Leicestershire	Devon & Somerset
Hampshire	Merseyside	Durham & Darlington
Hereford & Worcester	Norfolk	East Sussex
Hertfordshire	Northamptonshire	Essex
Isle of Wight	Northumberland	Gloucestershire
Isles of Scilly	Nottinghamshire	London
Lancashire	Oxfordshire	North Yorkshire
Lincolnshire	Royal Berkshire	South Yorkshire
Surrey	Shropshire	Staffordshire
Warwickshire	Tyne & Wear	Suffolk
	West Midlands	West Yorkshire
	West Sussex	

Table 2. Inspection Tranches.

2 Tranche 1 Results

- 2.1 Services within Tranche 1 have now been inspected and their reports published. Individual reports can be found on the HMICFRS website and a summary report gives an overview of the findings from Tranche 1 <https://www.justiceinspectorates.gov.uk/hmicfrs/frs-assessment/frs-2018/>.
- 2.2 The high-level outcomes from Tranche 1 were summarised by HMICFRS as:
- Most fire and rescue services are good at responding to emergencies
 - Protection, efficiency and diversity are areas of concern
- 2.3 Within the Effectiveness pillar the findings were that:
- Overall most fire and rescue services are operationally effective
 - HMICFRS have significant concerns about protection
 - Most services have a good understanding of local risk
 - Services could improve how they engage with communities
 - Some fire and rescue services could handle site risk information better
 - Fire and rescue services are generally targeting prevention work at those who need it most
 - Specialists are more confident at carrying out prevention work
 - Protection teams are understaffed and under-resourced
 - Most services have moved to compliance though engagement, rather than enforcement
 - Response times are varied

- Firefighters have the right equipment and training
- Most fire and rescue services have well-trained incident commanders
- Fire and rescue services need to match availability to risk
- The effectiveness of learning varies considerably
- Most fire and rescue services are ready for large-scale incidents

2.4 Within the Efficiency pillar the findings were that:

- Fire and rescue services could be more efficient
- Fire and rescue services need better financial data
- Services aren't always resourcing based on risk
- Most services need to evaluate better the benefits of collaboration
- Use of financial reserves is an issue
- Scenario planning for the future needs to improve
- Workforce modernisation and reform isn't always evident
- Too often staff are using outdated systems
- Some services are actively exploiting external funding

2.5 Within the People pillar the findings were that:

- Too few of the services that we inspected have achieved a positive culture
- Staff don't always understand what wellbeing services are available
- There is a lack of trust in the grievance process
- Staff are appropriately trained in risk-critical safety skills
- Fire and rescue services need to improve their workforce planning
- Too few services are good at promoting fairness and diversity
- Fire and rescue services are taking steps to recruit a more diverse workforce
- Most services need to be better at performance management
- Promotion and selection are often deemed unfair by staff
- Too few services have a process for identifying future leaders

2.6 There was also a general comment about the absence of consistent, comparable and good quality data, both within each fire and rescue service and across England. The view of HMICFRS is that when this is compounded by the absence of national standards, it leads to local variations in service delivery.

2.7 The graded judgments against the principal questions from Tranche 1 are shown in Table 3.

Service	Effectiveness	Efficiency	People
Avon	Requires improvement	Requires improvement	Inadequate
Bedfordshire	Good	Requires improvement	Requires improvement
Cambridgeshire	Good	Good	Good
Cheshire	Good	Good	Requires improvement
Cornwall	Requires improvement	Requires improvement	Good
Hampshire	Good	Good	Requires improvement
Hereford & Worcester	Good	Requires improvement	Requires improvement
Hertfordshire	Requires improvement	Requires improvement	Requires improvement
Isles of Scilly	Good	Good	Requires improvement
Isle of Wight	Good	Good	Requires improvement
Lancashire	Good	Good	Good
Lincolnshire	Good	Good	Requires improvement
Surrey	Requires improvement	Inadequate	Requires improvement
Warwickshire	Good	Good	Requires improvement

Table 3. Graded judgments against the principal questions from Tranche 1.

- 2.8 Within the three principal questions there are 11 diagnostic questions (see Table 1). With 14 services this means 154 graded judgements. Overall the breakdown for Tranche 1 was:
- 1 Outstanding
 - 88 Good
 - 59 Requires improvement
 - 5 Inadequate
 - 1 Not inspected
- 2.9 HMICFRS are keen to emphasise that these findings are only based on inspection of 14 fire and rescue services and they will need to wait until all English services have been inspected before they can provide an accurate and complete national picture.

3 Tranche 2 Inspections

- 3.1 HMICFRS commenced their Tranche 2 inspections in October 2018, with our Service receiving the main fieldwork inspection during the week of 19 November 2018.
- 3.2 HMICFRS, during a recent seminar, have reported that during the Tranche 2 inspections there is a continuation of the same themes:
 - ability to meet the service's offer to the public
 - challenge to identify risk and meet risk-based inspection programme
 - lack of evaluation
 - people issues
 - financial challenge faced by some services
- 3.3 Tranche 2 Service fieldwork visits will continue until mid-February.
- 3.4 The 16 Services within Tranche 2 will receive draft reports for pre-publication checks towards the end of April 2019 with final reports, along with a further national summary, published in June 2019.

4 Next Steps

- 4.1 Services within Tranche 3 will be visited for fieldwork inspections between May and July 2019, with service reports published by the end of 2019.
- 4.2 Upon completion of all three tranches a *State of Fire* report will be produced by HMICFRS and is planned to be published in December 2019.
- 4.3 A draft Inspection Framework for Fire & Rescue Authorities has been developed and is currently being consulted on. It is intended to be used in exceptional circumstances where HMICFRS have identified failings in governance during their inspections.

5 Summary

- 5.1 HMICFRS have published the results of the Tranche 1 inspections where key themes have been identified and the fire and rescue services received gradings against the three areas of effectiveness, efficiency and people.
- 5.2 The Tranche 2 inspections are well underway, with similar themes being highlighted. Tranche 2 inspections are due to be finalised in February 2019 with reports being published in June 2019.

- 5.3 The final tranche of inspections is planned to be completed between May-July 2019 with their inspection reports and an overall *State of Fire* report due by the end of the year.

February 2019