

## **LANCASHIRE COMBINED FIRE AUTHORITY MEETING**

Meeting to be held on Monday 18 June 2018

### **HER MAJESTY'S INSPECTORATE OF CONSTABULARY, FIRE AND RESCUE SERVICES (HMICFRS) – PROGRESS TOWARDS INSPECTION – UPDATE BRIEFING 2**

Contact for further information:

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#### **Executive Summary**

This report deals with the following:

##### **An update on HMICFRS work streams:**

1. Data, document and self-assessment returns
2. HMICFRS London events
3. Engagement and Discovery visits
4. The strategic briefing
5. The inspection week
6. The HMICFRS final outcome report

#### **Recommendation**

The Authority is asked to note and endorse the report. Further updates will be reported into the Planning Committee.

#### **Information**

A summary of the Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) progress towards inspection

##### **LFRS position regarding its preparation for the inspectorate**

1. The HMICFRS data, document and self-assessment returns were submitted into HMICFRS in May 2018; the document returns included over 120 policies and procedures documents. The self-assessment included the following 1000 word overview:

*Our IRMP sits at the heart of everything we do. Acting as our principal strategic document it has evolved as a 5 year overarching plan underneath which sits a range of annually refreshed, interrelated plans. The Annual Service Plan is measured through CPBs with direct links to Local Delivery Plans, our performance monitoring process and staff appraisals. We review our progress annually and share our performance with staff, partners and the public via the Combined Fire Authority in video format as we recognise this is more likely to be engaged with than a document alone.*

*This embedded process has enabled LFRS to identify and take significant decisions to adjust our resources to risk and demand, such as changing crewing systems from Wholetime to RDS, moving half of our whole-time appliances to Day Crewing Plus and switch-crewing special appliances. We have also integrated our USAR teams into two of our DCP stations providing both USAR and frontline firefighting capability, whilst also improving our national response arrangements.*

*We have taken the opportunity to review all parts of LFRS and have ensured that we have lean yet appropriate support functions. Although we have saved over £5 million, we have also streamlined our processes and invested in new technologies to support a desire to key data once and streamline to reduce duplication. Innovation in this area includes developing our new 'Debrief App', HFSC contact centre and other technologies which can be used on appliance and practitioner iPads. We also have strong risk based Prevention and Protection functions, built around a whole life approach - 'Start Safe, Live Safe, Age Safe and Road Safe'. Good examples here include the integrated and risk focussed 'Safe and Well' check programme, our dedicated 'Business Support' functions and our targeted risk based inspection programme.*

*Being bold around this agenda has also enabled LFRS to take advantage of a range of collaborative working opportunities which include site sharing with the Police and Ambulance Services, delivering new operational activities such as 'gaining entry' or 'missing person searches' and sharing the first Fire and Police 24/7 drone team. New activity has not been restricted to collaboration, we have identified through changing risk the need to invest and enhance upon our specialist capabilities and have ensured through this changing risk that all staff are equipped and trained to enter flood water (as evidenced in recent significant flooding) . In addition we have enabled two teams to be permanently available for specialist rescue from height (as evidenced at a recent significant rescue from an electricity pylon). Maintaining operational effectiveness remains a key priority – our operational culture is one of risk awareness rather than risk aversion supported by a wide ranging programme of operational assurance activity.*

*Our journey has been a strong one of delivering savings of over £18 million in the last ten years whilst also making significant investments in areas that required support and innovation, such as our enhanced RDS pay scheme, our investment in our accommodation, appliances (which includes the UKs first 'Stinger' concept appliance) and equipment. Particularly personal flood suits, technical rescue jackets, PPV, drone, telemetry and thermal imaging, training facilities, our new multi-compartment firefighting prop and USAR facilities. We have identified new areas of challenge such as consolidating our HQ on an existing or collaborative site and further developing our 'Information management systems'. We recognise and are prepared for the requirements of the General Data Protection Regulation and we have built eventual compliance into our information management strategy. All of this has been achieved with very little rise in council tax precept and with one of the lowest management to staff ratios in the country.*

*We recognise that our people are the key to everything we strive to achieve and we have made significant investments, over recent years, to focus on their health and wellbeing. Through our fitness and wellbeing programme we have been able to develop a staff centred approach to wellbeing and fitness that we believe represents best practice including investing in facilities, occupational health, physical training instructors and a dedicated Service Fitness Advisor. We support the MIND time to change commitment and have a number of mental health champions and staff activities. This is*

*further supported by our TRiM and employee assistance programmes as well as a commitment to the Lancashire Chief Constable's national lead for the 'Oscar Kilo' programme.*

*We have also made significant efforts to engage and develop appropriately our staff and our leaders through our employee engagement programmes, 'action learning sets', 'coaching and mentoring' programmes and our dedicated leadership development events. This is all underpinned by our values and a clear desire to address behavioural and cultural challenges as we move forward on our development journey. Indeed we have recently achieved strong outcomes in our Wholetime recruitment and promotion processes which have focussed on values and behaviours. This programme has already provided LFRS with over 140 new Wholetime recruit firefighters from diverse community backgrounds as well as providing pathways for our RDS employees. Our commitment to EDI is evidenced through the CFOs chairmanship of the EDI Steering Group. Although we have made significant strides, we have further plans in place and examples to demonstrate our interactive intranet investment, which incorporates self-help and staff networking which is supported by our most recent staff survey.*

*Whilst we believe we are one of the best equipped, best accommodated, best trained, most professional Fire Services in the country, we recognise there is always more to do and we welcome the challenge it presents. We evidence our challenges in our planning processes and in our corporate programmes. We also recognise through our horizon scanning and 'Strategic Assessment of Risk' that there are other external factors that will influence potential change. One such factor is the intention of the local PCC to develop a business case to provide the future governance of LFRS. As we accommodate the initial burden and uncertainty we fully intend to deliver on our existing plans and opportunities.*

2. The Chief Fire Officer Chris Kenny attended a HMICFRS London conference on the 30<sup>th</sup> May and Acting Area Manager Tony Crook attended a HMICFRS Service Liaison Officer event in London on the 6<sup>th</sup> June, where learning from the three pilot inspections (Suffolk, West Yorkshire and Staffordshire) were discussed.
3. The HMICFRS Service Liaison Lead David Dryburgh has been attending various LFRS task groups and meeting with LFRS staff to build up a good understanding of how we operate, deliver our services and look after our staff. HMICFRS discovery visits have been undertaken by HMICFRS on the 7<sup>th</sup>, 12<sup>th</sup> and 13<sup>th</sup> June. These visits looked at some of our human resources policies, the intranet/internet, North West Fire Control, risk information, debriefing systems and our Prevention and Protection teams
4. The strategic briefing takes place on the 25<sup>th</sup> June and involves Executive Board members presenting to the HMICFRS and will last about 3 hours, 1 hour presentation and 2 hours of Q&A. The HMICFRS will meet with the CFA Chairman after this briefing.
5. The inspection week 9 – 13<sup>th</sup> July has now been finalised and involves, speaking to staff (individual and in groups) and station visits.
6. The final HMICFRS outcome report will be released at the end of Tranche 1 which will be in November 2018.

Key dates:

- Strategic briefing 25<sup>th</sup> June
- LFRS Inspection week 9 -13<sup>th</sup> July
- Nov 2018 Inspection outcome/ HMICFRS report.

**Business Risk**

High – Members need to be aware of the judgement score that can be given and how this could impact on LFRS reputation. Inadequate planning, resources and commitment could potentially result in LFRS not being able to provide adequate evidence to HMICFRS. This would leave the Service exposed to criticism both internally and externally. As highlighted above LFRS is preparing itself for the inspection.

**Environmental Impact**

None, however environment will be considered during the inspection.

**Equality and Diversity Implications**

None, however culture and people will be considered during the inspection.

**HR Implications**

None, however people will be considered during the inspection.

**Financial Implications**

None, however financial implications will be considered during the inspection.

**Local Government (Access to Information) Act 1985**

**List of Background Papers**

Paper	Date	Contact
Reason for inclusion in Part II, if appropriate: N/A		