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Our reference: PZ

Date 27 September 2023

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

The Police, Fire and Crime Commissioner's CFRS Public Accountability Conference will take place on **Wednesday 11th October 2023**, at **12:30 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.

V Stafford
Chief Executive

Attendees:

Police, Fire & Crime Commissioner	- Mr Peter McCall (Chair)
OPCC Chief Executive	- Mrs Vivian Stafford
OPCC Chief Finance Officer	- Mr Steven Tickner
Chief Fire Officer	- Mr Rick Ogden

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

To receive and approve the minutes of the CFRS Public Accountability Conference held on the 3rd July 2023 (copy to follow)

6. FIRE & RESCUE SERVICE - RESPONSE

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



**CUMBRIA POLICE, FIRE & CRIME COMMISSIONER
PUBLIC ACCOUNTABILITY CONFERENCE**

Minutes of the Public Accountability Conference held on
Monday 3rd July 2023
In The Community Room, FRS HQ, Penrith at 09:30am

PRESENT

Police, Fire & Crime Commissioner - Peter McCall (Chair)

Also present:

Deputy Police, Fire & Crime Commissioner (Mike Johnson)
OPCC Deputy Chief Executive (Vivian Stafford)
Chief Finance Officer (Steven Tickner)
Acting Chief Fire Officer (Brian Steadman)
Assistant Chief Fire Officer (Rick Ogden)
Head of Performance & Assurance (Mark Clement)
Bluelight Collaboration Manager (Steph Stables)
OPCC Executive Support Officer (Paula Zutic) - taking minutes

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

001. APOLOGIES FOR ABSENCE

There were no apologies for absence

002. QUESTIONS FROM MEMBERS OF THE PUBLIC

No questions had been received in advance of the meeting from any members of the public

003. URGENT BUSINESS AND EXCLUSION OF THE PRESS AND PUBLIC

There were no items of urgent business to be considered by the Committee.

004. DISCLOSURE OF PERSONAL INTERESTS

There were no disclosures of any personal interest relating to any item on the Agenda.

005. MINUTES

As this was the first meeting of the CFRS Public Accountability Conference there were no minutes to be approved.



006. HMICFRS – ROUND TWO INSPECTION

The presentation was given by the Assistant Chief Fire Officer, and provides a snapshot of where the Service currently stands.

The HMICFRS process is standard across all Services. It has moved from a purely On-site approach to a hybrid On-site / virtual model due to Covid. On-site activity takes up a two week period of intensive activity, with the document review and staff surveys happening Online. Reality testing involves random visits to a number of stations to obtain staff views

The methodology is set in stone and covers the three pillars:-

- Effectiveness
- Efficiency
- People

Each pillar is then broken down further into key lines of enquiry.

HMI have the power to carry out thematic inspections such as Covid or EDI

Five sub pillars sit underneath the Effectiveness pillar:-

- Understanding the risk of fire and other emergencies
- Preventing fires and other risks
- Protecting the public through fire regulation
- Responding to major and multi-agency incidents
- Responding to fire and other emergencies

Efficiency sub pillars are:-

- Making best use of resources
- Making CFRS affordable now and in the future

The People sub pillars are:-

- Promoting the right values and cultures
- Getting the right people with the right skills
- Ensuring fairness and promoting diversity
- Managing performance and developing leaders

HMI have various grades they can award Services.

If they have an immediate concern it is flagged as a Cause for Concern

At the time of inspection, no decision had been made as to the future governance of the Service, therefore CFRS were unable to provide evidence against a number of KLOE under the Efficiency section.



'People' is an area of concern, with some historic issues to address. 'Effectiveness' was a clean bill of health in 2019 vs requires improvement in 2022, while 'Affordability' received a grading of inadequate.

Throughout the Inspection Process HMICFRS look to triangulate information they receive from a number of sources. In the case of 'People', due to data being recorded on a number of different systems, the Service could not satisfy HMICFRS that all staff were maintaining their skills. In order to address this, the Service set up a dedicated Task and Finish group

How CFRS recruit fits in to the People pillar and there is a huge amount of work to get to where we need to be. It was noted that CFRS had not received the number of applications for new roles as had been expected.

There has been a root and branch review of comms across the Service. The OPCC comms team have come in and carried out a lot of work, but there is still more to do.

In the areas of 'efficiency' and 'cause for concern' a lot of work has been undertaken and both of these gradings have been fully lifted when re-inspected. CFRS can use this action plan as a blueprint for the rest of the Service.

As well as the Cause for Concern, several areas for improvement were identified in their report. These AFIs have been turned into an action plan. Work has been ongoing to deliver against these AFIs and now a group will meet monthly to drive them forward.

There are a number of actions in the people section that cross over into the recent spotlight report. The Service is aware of this and has taken action to ensure work is not duplicated. Updates on the Spotlight report and HMICFRS action plan are taken to an internal programme board where Action plan owners are held to account.

It was found that people work well under specific direction, but when autonomy is introduced the same results are not achieved.

The Commissioner felt that there is a place for freedom of movement but within a framework. There has to be accountability and people need to be held to account. The key has got to be effect. Empowerment is fine as long as people are able to deliver the job, that it critical.

CFRS is a uniformed disciplined service with professionalism and standards. Leaders are setting the direction, and the middle tier of leaders have the autonomy to deliver. The action plan for effectiveness show the way, and how to do something and translate into outcomes against effectiveness to drive improvement.

There has been a change of structure to replicate the Constabulary, with BCU's; LCU's and Watch level.



Throughout the HMICFRS, the culture of the organisation comes across as being crucial to Service improvement. The Service recognises this, especially the areas outlined above and is working to ensure that addressing the areas for improvement is seen as a priority across the Service, not just the responsibility of one small group of individuals.

Following a discussion, the report was noted.

RESOLVED, that

- (i) The report be noted;

007. FIRE & RESCUE SERVICE PERFORMANCE

The report was presented by the Acting Chief Fire Officer.

Historically, Performance was provided through a central County Council team. Post LGR there is an opportunity to review how it is delivered within the Service and there is now a direct line from SLT through to local performance meetings.

There have been some changes where appliances are based etc. and the new structure is not set in stone, it is flexible and agile so that it can respond to pressures as they come in .

There are significant demands placed on the performance team from a variety of sources, such as HMICFRS; Home Office; NFCC; CIPFA; MP's; Select Committee's; media enquiries; and FOI's. CFRS are currently receiving 4 – 5 FOI's per week, and are trying to put more information onto the website so that regular queries can be directed there.

Cumbria has 9.5 fires per 1000 head of population although it should be noted that these figures take no notice of the annual influx of tourists into the Lake District that the Service has to deal with which is estimated over 15 million visits a year. Secondary fires are higher such as wildfires, BBQ, Spate of deliberate fires

Cumbria Performance very similar to national picture, similar rural services include Cambridgeshire; Cornwall; Devon & Somerset; Durham; Isle of Scilly; Lincolnshire; Norfolk; North Yorkshire; Northumberland; Oxfordshire; Shropshire; and Suffolk. Figures expressed per 1000 population

Cumbria sees very small numbers of casualties. Cumbrian figures are similar to other rural services and the national picture.

Cumbrian Response times very similar to other rural services. National response times will always be lower as they include all the metropolitan services.



The Service does not just attend Fire incidents, the figures on slide 10 show a breakdown of other calls as published in the Home Office statistical tables. Emergency Entry and Assist other agencies take up a significant proportion of all calls. The Service has recognised this and is taking steps to try and reduce this type of call.

SLT have agreed on a short list of indicators that it can receive monthly to allow it to make informed decisions.

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

Over the last two years the Service has seen reductions in a large number of incident types, however all incidents have gone up. This is due to the large number of assist other agency type calls that were previously highlighted. In the last financial year 2022/23 there were 581 calls that were classed as Assisting Other Agency or Effecting Entry which equates to over 10% of all incidents.

In previous years the 'Safe & Well Visits' target was set at 10,000 which was an arbitrary figure set by the County Council.

The Service has taken the opportunity to review this target and it is now 8,000 for 2023/24 Visits targeted at the most vulnerable. A large increase in September was due to increased focus in that particular month. There are currently approx. 2000 safe and wells waiting to be seen.

Station availability is a self-imposed target. Definitions of availability vary from Service to Service, however an examination of recent data suggests that Cumbria is in the top quartile nationally.

Similar to availability, response times are self-imposed targets that will be reviewed as part of the CRMP process. The main factors that influence response times are station location, travel times and availability of on-call staff.

There is a general reducing trend for 'all Fires', and well below target of 1428, with a 30% reduction in Deliberate Fires.



There is a huge range of Community Engagement but currently CFRS don't capture it all. Work is ongoing on a new form that will facilitate this and allow CFRS to properly represent the work that they do.

Fire protection audits target 780 in year. Targets are based on a three-year rolling inspection programme and CFRS are on track to hit this. All high-risk audits to be completed within the three-year period.

There continues to be a reducing trend in road traffic collisions in 2023/24.

RIDDOR is the law that requires employers, and other people in charge of work premises, to report and keep records of work-related accidents which cause deaths; and work-related accidents which cause certain serious injuries (reportable injuries). This figure is below the target of 9 set last year.

As well as SLT indicators, monthly performance information is collected and considered at a monthly meeting. Whilst not all of these indicators have targets, it allows senior managers to discuss any good practice or exceptions and raise them at SLT if necessary.

Following a discussion, the report was noted.

RESOLVED, that

- (i) The report was noted;

Meeting concluded at 12:10

Signed: _____ **Date:** _____

Public Accountability Conference Response



Response - Context

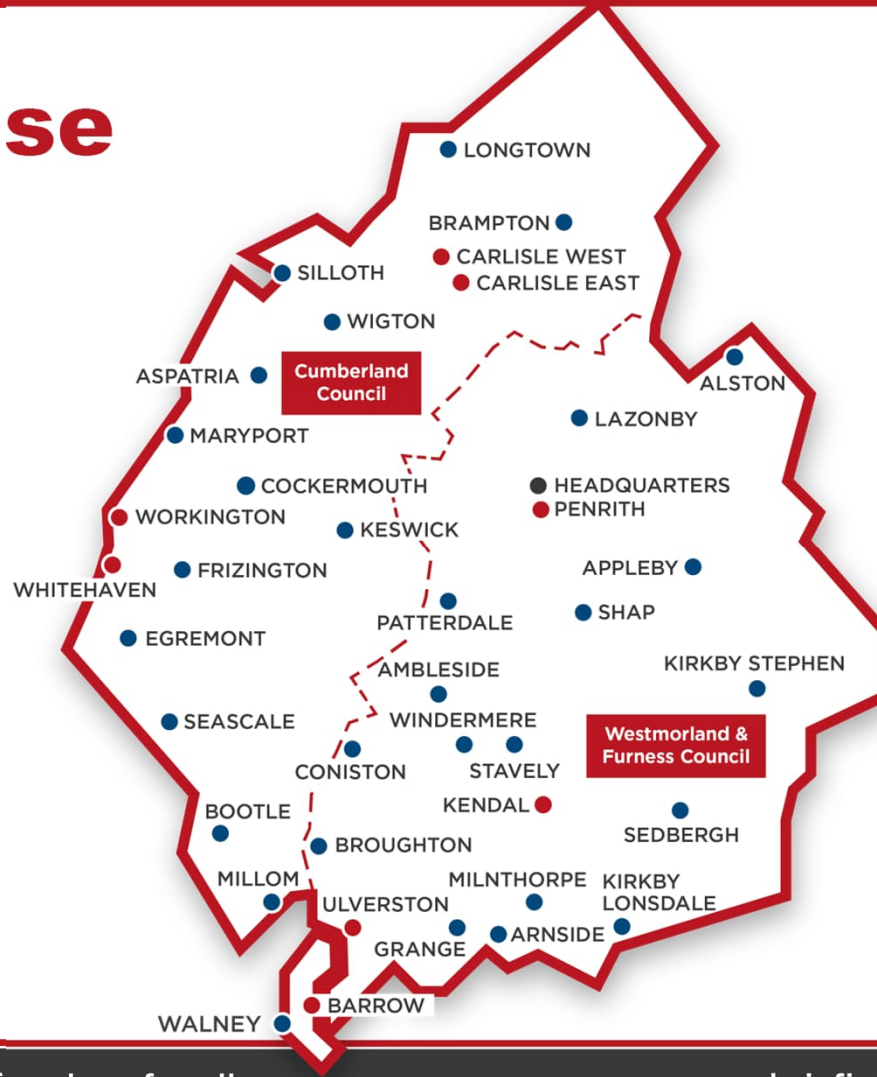
Cumbria Fire Service was formed in 1974.

It took in Cumberland Fire Service, Westmorland Fire Service, Carlisle and Barrow Fire Services and parts of Lancashire and Yorkshire.

April 2023 – Responsibility for governance passed to PFCC



Response



Response (Wholetime vs On-call)



8 Wholetime Stations
(6 – 2/2/4 duty system)
(2 – day duty system)

222 Wholetime firefighters

42 hour week

Routine training defined by Station Framework



Response (Wholetime vs On-call)



30 On-call Stations

375 On-call firefighters

2 hours a week training

Heavily dependent on engagement with primary employers



Response - Vehicles



Current Fleet

Over 150 Vehicles

45 Appliances on the run

Officer Fleet and Specialist vehicles (Unimog)

New Fleet

6 brand new appliances

2 Turn Table Ladders

8 Utility vehicles including 4x4 & Pickups



Response – Investment in Equipment



XVR Virtual Reality Training

Edraulic cutting equipment

Boats and Sleds



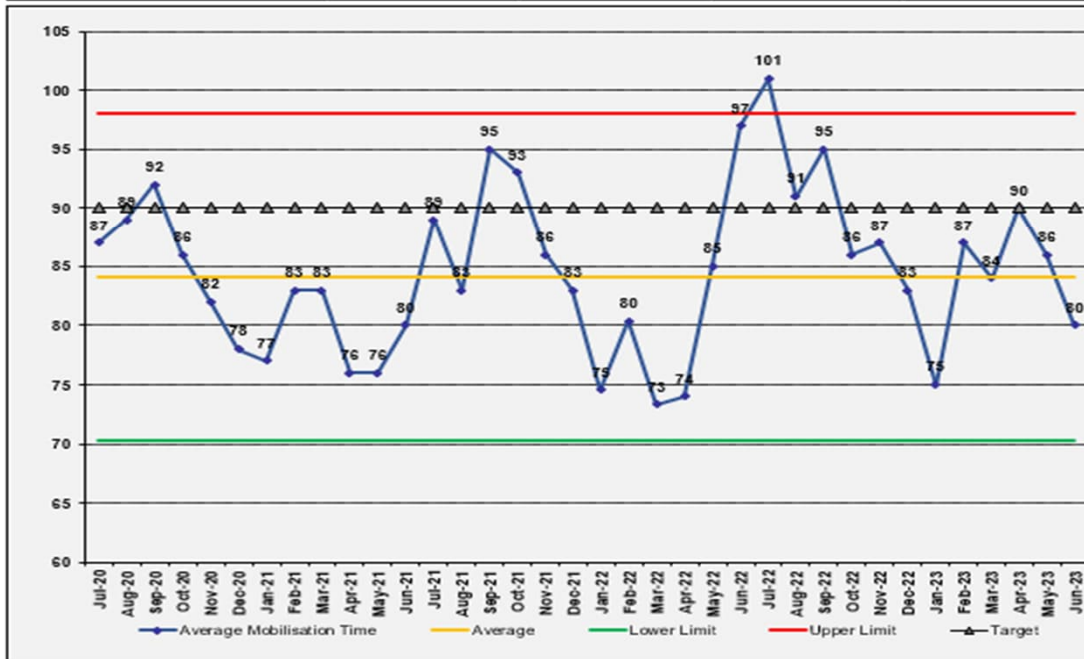
Response - Dispatch



Response - Dispatch

KPI: NWFC 3.0 Cumbria Fire: Average Response to Mobilise First Resource		Quarter 85	Direction of Travel 
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Number of seconds to mobilise first resource	Year to Date	2023/2024 Quarter 1	Previous year to date	2022/2023 Quarter 1
	85	85	83	83
Target:	90 Seconds	90 Seconds	90 Seconds	90 Seconds



Target – less than 90 seconds, call to mobilisation

Most recent performance 85 seconds

Achieved target 29 of last 36 months

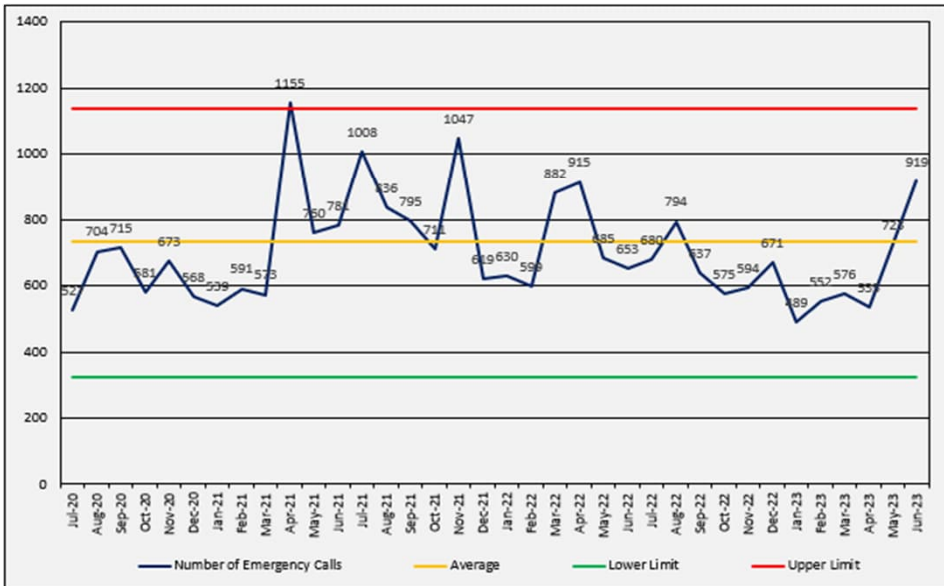


Response - Dispatch

KPI: N/A Cumbria FRS Emergency Calls		Quarter 2,177	Direction of Travel ↓
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Number of Emergency Calls	Year to Date	2023/2024 Quarter 1	Previous year to date	2022/2023 Quarter 1
		2,177	2,177	2,253
Target:				



On average 700 calls a month in Cumbria

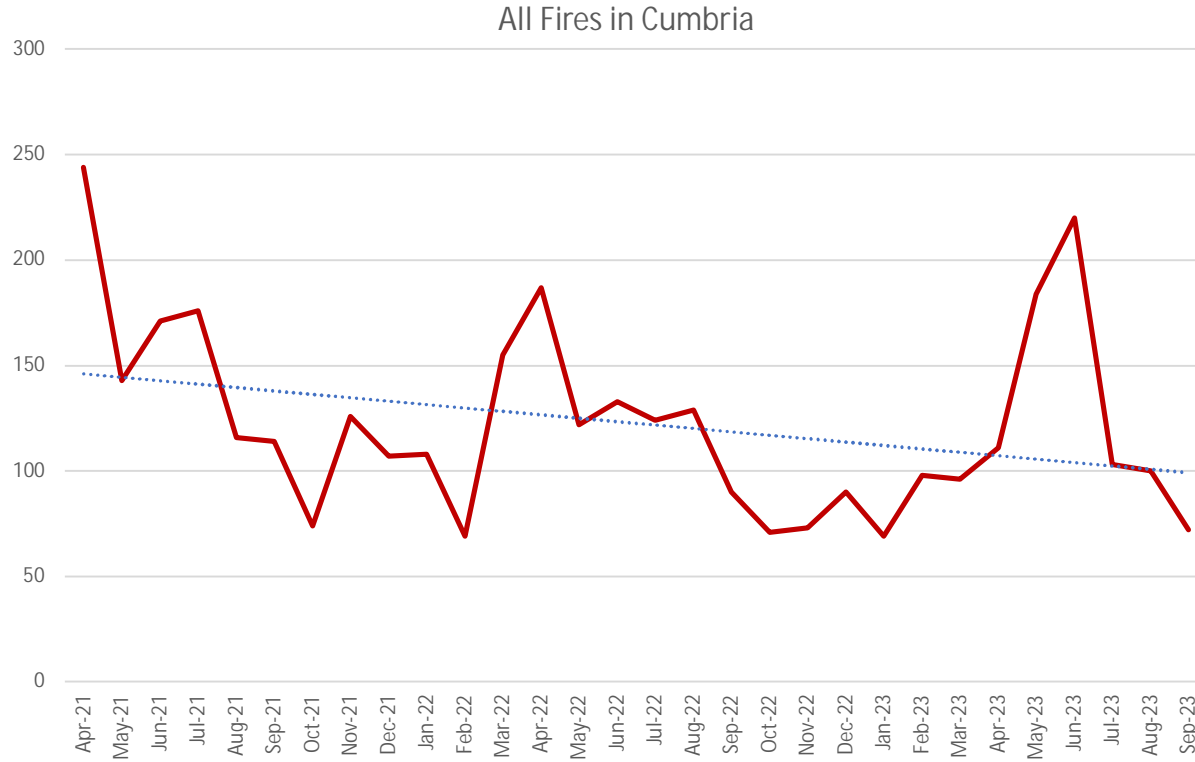
On average 12,400 calls a month across NW

83.6% of calls answered within 10 seconds

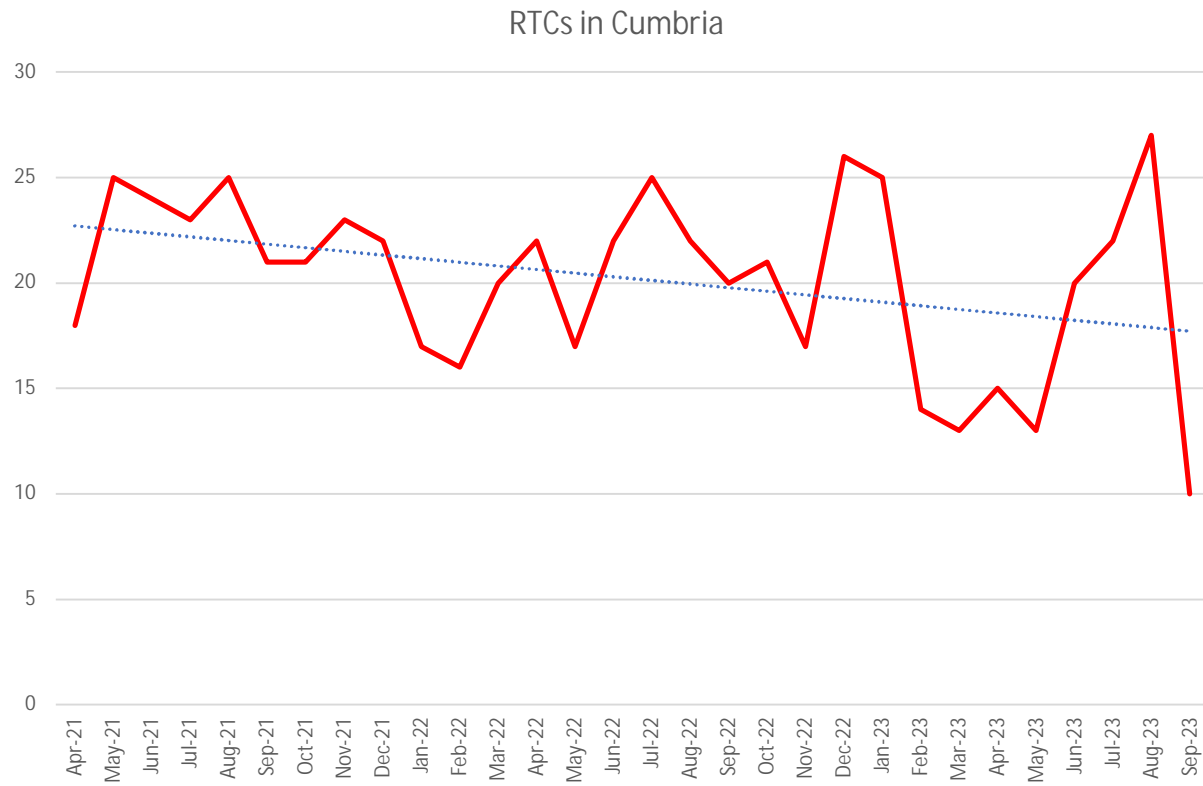
Average duration 1 minute 51 s



Response - Fires

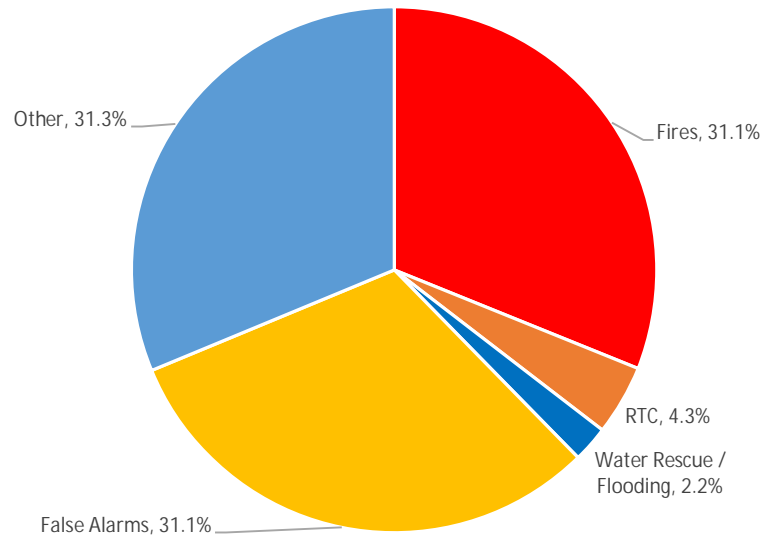


Response - RTCs



Response Demand

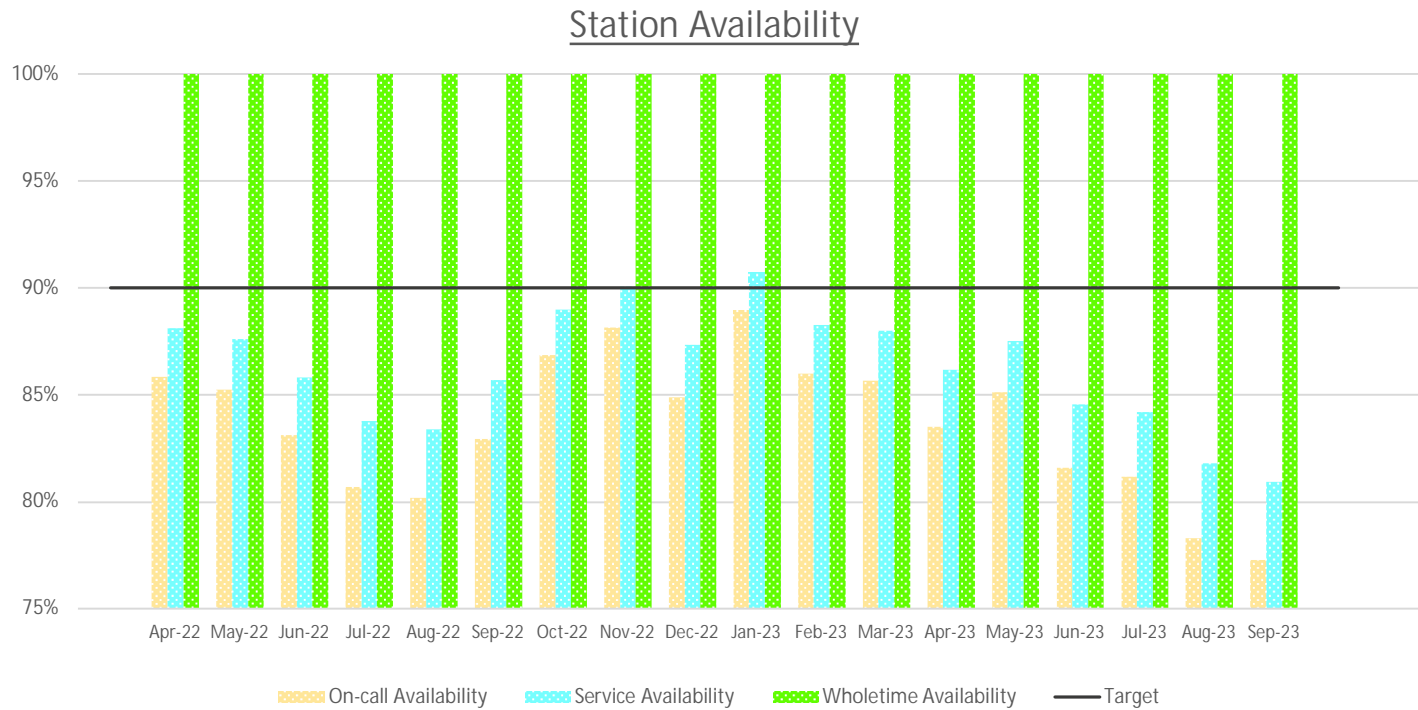
Breakdown of Incidents 2023 / 24



Indicators	2023/24 (April - September)
Assisting Other Agencies	217
Effecting entry/Exit	72
Hazmat, Spills and Leaks	37
Animal Assistance	30
Making safe (Non RTC)	25
Lift Release	21
Advice only	15
Medical incident	14
Suicide Attempts	14
Other Transport Incident	12
Bariatric Rescue	11
Evacuation (No Fire)	2
Total	470



Response – Availability



Response – Training



Safe, Legal, Complaint , Effective

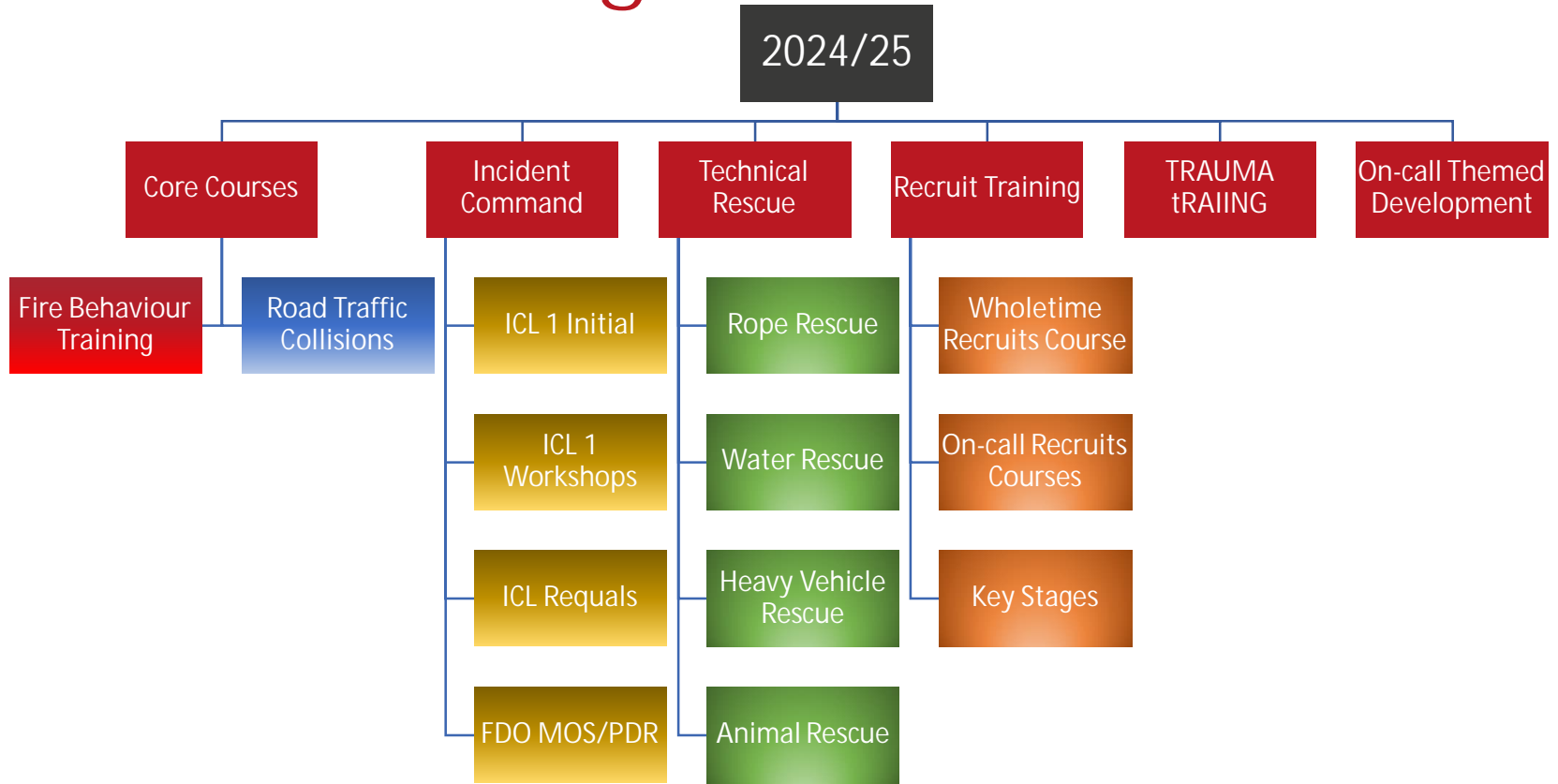
People focussed approach

Thousands of Training activities delivered over the year

Dedicated teams of specialist trainers



Response - Training



Operational Planning



NOG Implementation Project



Mobilising Plans



PORIS



Emerging Technologies



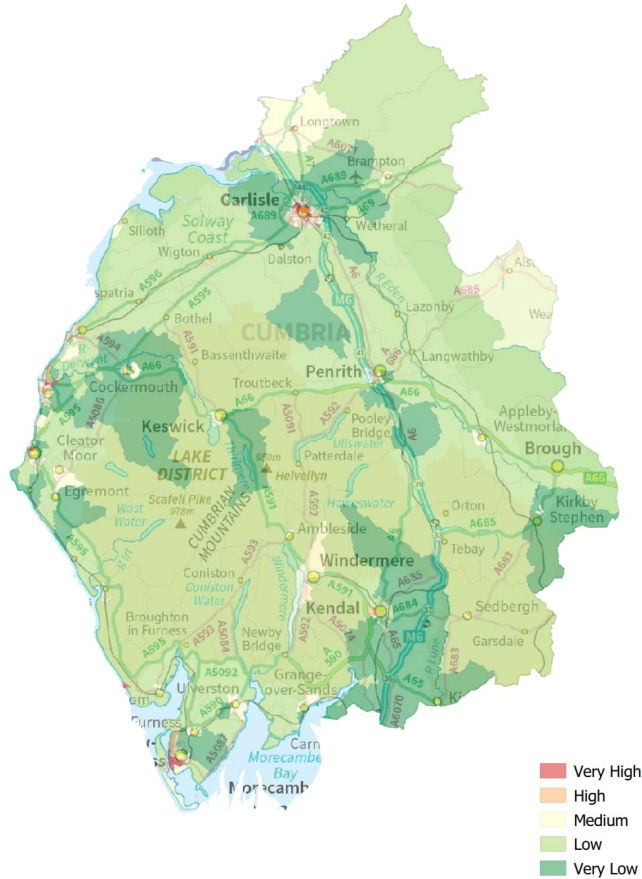
Evacuation



BC Plans



Response – Risk vs Demand



Response – Mutual Aid

What is a section 13/16 agreement

Scotland

North Yorkshire

Durham and Darlington

Lancashire

Northumberland



Response – Mutual Aid

Lancashire provided Underwater drone for the missing children on the Eden

Scotland provided pumps for the Rockcliffe Waste Fire

ALP and 2 pumps provided over border into Northumberland to deal with major fire



Response – My Vision

A community-focused, professional and trusted Fire and Rescue Service that makes Cumbria a safer place for all.



Key Priorities (12 – 24 Months)

HMICFRS Inspection 2024

Community Risk Management Plan

Home Office Capital Grant Funding; Estate, IT, Fleet

Year 1 as a stand alone Service



Priorities

Estate

IT Systems / Tablets / Firewatch

Fleet

Staffing new establishment

Continue to build on Firefighter safety

Training and Equipment

Invest in leadership across the Service



