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SLT agenda item: 5a Appendix 3

SLT paper no: 19-041

**ESSEX POLICE, FIRE AND CRIME COMMISSIONER FIRE & RESCUE AUTHORITY**

Essex County Fire & Rescue Service

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| Date | January 2019 |
| Briefing Note Author: | Tracy King, Assistant Director Business Planning and Performance |
| Subject | **HMICFRS Tranche 1 Inspection Outcomes Summary and ECFRs position** |
| Type of Report: | Briefing note for Police, Fire, Crime Commissioner |

This briefing note summarises the key findings from the first Tranche of 14 inspections on Fire and Rescue Services across England. It also provides a position statement on ECFRS position against each of the key areas.

The first 14 Inspections covered Avon, Bedfordshire, Cambridgeshire, Cheshire, Cornwall, Hampshire, Hereford and Worcester, Hertfordshire, Isles of Scilly, Isle of Wight, Lancashire, Lincolnshire, Surrey and Warwickshire. Of these FRSs, the following are in the same family group as ECFRS, Avon, Cheshire, Hampshire, Hereford and Worcester, Hertfordshire, Lancashire, Lincolnshire and Surrey are all members of the same family group as Essex Fire and Rescue Service.

Tables providing a summary of the graded judgements achieved by each of the 14 Fire and Rescue Services are included at Appendix A.

**Prevention (pg34)**

**Key Points**

**Very few services evaluate prevention activity properly**

**It is also difficult for them to see how to get value for money from this activity**

**In financially constrained times, fire and rescue services should target prevention activity at those most at risk of fire and other emergencies. This means using data and information they collect, including from other public-sector organisations, to understand which people are at risk. These at-risk people may particularly benefit from prevention support.**

**Services ought to risk assess and prioritise the people they support.**

Reduction in Home Fire Safety Checks (HFSC) nationally compared to Essex FRS figures

|  |  |  |
| --- | --- | --- |
|  | April 2010 to March 2011 | April 2017 to March 2018 |
| HFSC – National | 775019 | 576040 |
| HFSC - Essex | 6770 | 8513 |
| Proportion of visits to elderly - National | 36% | 54% |
| Essex - Essex | 47% | 59% |
| Proportion of visits to people with disabilities - National | 11% | 25% |
| Proportion of visits to people with disabilities - Essex | 15% | 29% |

Our figures indicate that we are exceeding national trends. This demonstrates a positive move to delivering a high percentage of the visits we conduct to the more vulnerable members of our communities.

In ECFRS the Prevention team have attempted to address lack of evaluation by engaging with an academic partner, sharing our data, taking their advice and inviting their researchers in to our team to verify our work.

In practical terms, Home Safety currently uses a Results Based Accountability (RBA) process to evaluate our work. This helps staff, volunteers and managers understand performance and the impact our service has on our customers.

Our performance measures also look at the quality of our service. Questionnaires and evaluation are framed around three simple questions:

• How much did we do?

• How well did we do it?

• Is anyone better off?

For Home Safety, this means we measure:

• The number of visits we undertake, particularly with vulnerable groups identified by University of Essex Data.

• Satisfaction, knowledge, changes in behaviours, and feelings of safety recorded by the customer, from a baseline pre-visit, to immediately after, and then three months after visit.

• Continued behaviour change reporting, plus overall reduction in ADF and/or injury ADF.

The University of Essex continue to provide the academic rigour required to confidently claim any reduction as being specifically relatable to the Home Safety visit we offer.

Results are reported into the Home Safety Steering Group, whose membership is drawn from relevant colleagues with responsibilities within the Home Fire Safety remit, including Operational personnel.

Members of the steering group act as conduits for two way reporting and dialogue with a wider staff team.

The Home Safety team work with the University of Essex, Department for Government. Dr Gina Reinhardt leads this partnership for the University.

She specialises in how citizens and policy makers make decisions under uncertainty, and how those decisions affect economic, social, and political development and subsequent policy outcomes.

She is passionate in supporting the effectiveness of the evaluation of public service and how that helps organisations target areas with the highest impact potential, in order that resources can be shifted from reaction to prevention.

The University of Essex provided the academic evaluation of Parish Safety Volunteers project as well as an analysis of Accidental Dwelling Fires in Essex over the last ten years. This analysis was commissioned to fully identify the characteristics of ADF in Essex, with the aim of using this information to further develop ECFRS preventative activity with respect to reducing ADF and resultant casualties.

The report used metrics such as incident data and socio-economic data, as well as population and household data sourced from The Office of National Statistics and the Department for Communities and Local Government, which ECFRS shared with the University under a data sharing agreement.

As a result, we have a very clear picture of how and where ADF’s occur, when they occur and most importantly, who is likely to be injured or killed when they occur. We have redesigned our home safety visit into a “Safe and Well” visit as a result of this, and include information advice and guidance on other subjects, including crime prevention, health and wellbeing advice, as well as sign posting on to other agencies.

We also prioritise the reach of the home safety service accordingly, giving priority to those who are older, who live alone, with certain lifestyle and health factors.

The relationship with The University of Essex continues with a research fellow being embedded into the Home Safety team to support the evaluation of prevention activity (Home Safety / Safe and Well in particular) for the service.

ECFRS attempt to prioritise the people we support in a number of ways:-

1) Publicity of the service.

We have shared the data and findings with wider colleagues, particularly the Community Safety Engagement Team, who are our face for promotion of the Home Safety Service.

They undertake a number of activities which could be classed as targeted, such as Kitchen Fire Roadshows, which they have based on both the University data and their own analysis of Exeter data.

2) Booking of the service

A number of questions are asked at the point of booking, which pushes the respondent into one of 4 categories. Depending on the category an individual falls into, a decision is made as to who the visit is allocated to (Volunteer / Safe and Well Officer, and soon to be re-introduced, Fire Fighters). We attempt to see the most vulnerable first, and allocate Safe and Well Officers those cases in the first instance. The categories descriptions are at the end of this email.

3) Strategically, via the Home Safety Steering Group

The Home Safety Steering Group is the first time we have attempted a whole system /service approach to work together on an element of prevention.

Ultimately, it provides strategic oversight of the service’s approach to home safety, including strategic Risk relating to the subject area.

**Arson (Pages 38 and 39)**

**Key Points**

**Good services are working with police forces to tackle arson**

|  |  |  |  |
| --- | --- | --- | --- |
|  | April 2014 to March 2015 | April 2017 to March 2018 | % increase/decrease |
| Deliberate Fires - National | 68520 | 80800 | 18% increase |
| Essex | 1199 | 1751 | 46% increase |

Essex Fire and Rescue Service conduct work on Arson prevention through a number of prevention activities. Examples are provided below.

Juvenile Firesetter Scheme

Currently 18 Advisors from all areas of the Service engage with young people aged between three and seventeen years old to modify their firesetting behaviour.

The Advisors meet the parents or carers of young people following a referral. Referrals can come from a variety of sources: parents, schools, police, local fire stations, social services, Youth Offending Teams etc. After the initial contact the Advisors visit the child at their home or agree to meet at an alternative venue (school, social service office etc). During the visit, the advisors will discuss the consequences of fire-setting and guide the young person towards a more responsible attitude to fire. The advisors will also give the family fire safety advice during a JFS intervention and fit / replace smoke alarms if necessary

Fire Investigation

Through our Fire Investigation Policy all fires are investigated either at Level 1 or Level 2. On some occasions when an incident is considered deliberate or unknown cause/origin we conduct investigations jointly with the Police.

Fire Break

Our Firebreak courses are delivered to a range of citizens include a module relating to consequences of Arson.

Educational Visits

The Education team aims to deliver fire safety education to all schools in Essex, Southend and Thurrock. Each Education Officer works within geographically defined areas. Links with local schools are also reinforced through local Partnership Agreements. The Education Team deliver an Arson and Hoax call prevention package to Year 7 school children.

Our Arson Prevention Manager is working with our Collaboration Team to explore opportunities for closer work with the Police in the future to reduce Arson cases. (Andre Turner/Lee Norris)

**Risk based inspection programme/regulation of fire safety (Page 39/40/41/42)**

**Key Points**

**We are concerned that in too many services, protection is not a priority**

**Good fire and rescue services have a clear inspection process that all inspection officers follow. Supervisors should check the work of inspection officers.**

**Some fire and rescue services are not using the full range of powers available to them.**

**Services that have not brought a prosecution for some time may find it difficult to maintain the skills and competence required.**

ECFRS identified that due to planned retirements within the Service a skills gap would arise within our Protection capability. Service managers have put in place plans to better resource our risk based inspection programme. In 2018 recruitment for Watch Managers to join the Protection Team was opened but also building in succession planning to ensure we have the right people with the right qualifications to future proof our Protection team capability.

High Risk Premises are defined in ECFRS utilising a risk assessment process (based on Provision of Operational Risk Information System (PORIS)). The likelihood of an event is assessed based upon IRS Incident Data and compliance levels of premises in the different Supplementary Line Number (SLN) groups. The severity of impact of a fire in that premises is then considered in relation to six criteria (Firefighter safety, safety of relevant persons, environment, community, heritage and economic impact). This is based upon the previous 4 years data.

There is no National criteria for high risk premises, so our definition forms the basis of our Fire Safety Activity Programme (FSAP)

Our planned inspection numbers for 2019/20 are:-

Lead TFS (Grey) (6) – 276

Development TFS (Grey) (6\*) – 558

Inspecting Officers (Green) (9.4) – 1053

Total – 1887

\*Process currently being run to recruit inspecting Officers as part of ongoing succession planning, 3 already in post, 3 currently to be recruited, further vacancies exist but there is a training capacity/ mentor issue limiting new entrants to the department.

Our Fire Engineers carry out work for other FRS sharing the knowledge and expertise they have.

ECFRS are active under the Primary Authority Scheme. Through Primary Authority Agreement ECFRS assist Organisations in achieving a high level of safety compliance at all of their sites.

Our formal enforcements are lower as we try to work with businesses an encourage compliance in line with better regulation. We find we can normally achieve good results with safe premises more quickly through the informal route (notification of deficiencies ) than the formal route e.g. an enforcement notice must be a minimum of 28 days.

We proactively respond to building regulation and planning application consultations.

* In 17/18 we received 876 building regulation consultations - 97.9% were responded to within the 15 working days statutory consultation period
* 185 planning application consultations - 100% of Planning Application consultations were responded to within the 21 working days statutory consultation period.

The Services has developed an improvement plan following its Peer Review in October 2018. Development of a Protection Strategy is included within that plan.

**Unwanted fire signals/False alarms (Page 43)**

**Key Points**

**Good fire and rescue services also have a call-challenge policy.**

ECFRS do not have a separate call challenge policy. However, call challenge is part of our Unwanted Fire Signals policy. A Hoax call procedure is also incorporated within the Control Operators training package. Control send all Malicious, Deliberate and Level one Fire investigation incident details to Essex Police Crime Bureau.

The Protection Team is continuously working with the business community to reduce the number of unwanted fire signals received by the Service and conducted a piece of work in 2018 to identify sites with the highest numbers of repeat UwFS. They then worked with the responsible person from the sites with the highest numbers to give advice on positive action they could take to reduce numbers, therefore reducing the number of attendances we are required to make, this was supplemented by making UwFS the focus of our Business safety week campaign in October 2018. With leaflets posters and a social media campaign in conjunction with the media team. The campaign highlighted the problem and the benefits to businesses in addressing the issue of UwFS and also presented Southend Hospital as a case study of good practice where they had reduced their UwFS to zero through the implementation of a ‘search period’ prior to summoning the Fire & Rescue Service.

**Managing assets and resources (Page 45)**

**Key Points**

**Fire and rescue services need to consider:**

**• how many firefighters they need to respond to emergencies to meet their locally-agreed attendance times;**

**• how many incident commanders and specialist vehicles and officers they need per incident; and**

**• What level of training these people need.**

**Fire and rescue services should be able to explain why they need these people and resources.**

**Good fire and rescue services have a clear understanding of risk and move resources dynamically to provide cover where it is needed most.**

ECFRS compile a Strategic Assessment of Risk which is reviewed annually. This details the risk landscape across Essex and is a key document that drives the Integrated Risk Management Plan formulation at ECFRS. Resources are the planned and allocated in accordance with the contents of the IRMP.

ECFRS adopt a Worst Case Planning Scenario which is used to inform our resource planning. The key Station Policy provides guidance for control staff in respect of the distribution of resources to maintain countywide cover.

We also have processes in place to move our people resources around to maintain availability, these are Prearranged Out Duties, Additional Shift Working and Dynamic out Duties.

Work on the next IRMP commenced in January 19. The existing IRMP will be subject to review to ensure that it reflects the Fire and Rescue Plan.

**Response targets (Page 47)**

**Key Points**

**Several fire and rescue services are not meeting the response time targets that they committed to in their IRMP**

As part of the development of the 2016/20 IRMP the Service used a 3rd party provided (ORH) to develop a number of modelling scenarios. These scenarios were validated against existing data and then used to consider the distribution of fire stations. Service managers are aware of that published response standards are not being met across all areas of the County. An even greater focus is now being directed towards performance. This will also inform the development of our next IRMP.

**National Operational Guidance (NOG) (Page 48)**

**Key Points**

**Good fire and rescue services have explained the benefits of NOG and have trained their staff to follow it**

ECFRS have been fully engaged in the National Operational Guidance Programme through the NFCC. We also attend Regional meetings to ensure a consistent approach regionally is taken to embedding NOG. We have established an Operational Guidance Implementation Group and raised awareness on NOG through our Operational Awareness Days where on occasions the NFCC NOG Programme Manager has attended to provide updates and information. The Service is in the process of adopting NOG. So far Incident Command, Chimney Fires and Rescue from Water have been published and added to eTASK.

We are working on embedding the other NOG packages into the Service.

**Operational discretion logs (Page 49)**

**Key Points**

**Good recording and evaluation would help fire and rescue services learn from how commanders use operational discretion.**

Operational Discretion can be used on the Incident Ground by officers within ECFRS. Officer using operational discretion are required to keep decision logs recording their rational and submit them to the Operational Assurance Team.

Further analysis of the decision logs assist the Service in understanding which Policy operation discretion was used against, how many instances occurred against each policy and whether as a result of this a Policy Review would be worthwhile.

**Responding to national risk/Preparedness (Page 50)**

**Key Points**

**Good fire and rescue services have trained staff who know who to contact in a time of exceptional need.**

Executive Officer arrangements are in place to provide cover 24/7and Executive Officers know who to contact in a time of exceptional need. This would be coordinated by the Executive Officer via the Service Control Room. This is usually with the National Coordination and Advisory Framework for the provision of advanced logistical support.

ECFRS have 12 National Incident Liaison Officers. This is an exclusive specialist role which provides support and guidance to incident commanders from the Fire and Rescue Service (FRS) and other agencies.  
  
The role of the NILO is to liaise with FRS partner agencies in both the planning stage of events and/or directly at operational incidents. The NILO’s key role is to proactively liaise with other agencies in order to gain vital information that may assist in keeping crews safe. NILO response will primarily be within the ECFRS boundary, however this is a national role and deployment to other FRS regions may be required.

NILO’s are the ECFRS ‘Tactical Advisor’ for incidents involving:  
• Terrorism  
• CBRNE incidents  
• Firearms related incidents  
• Civil disorder  
• Crisis Management

NILO’s can also advise FRS strategic managers in the conduct of joint agency operations and will assist in formulating multi-agency operational response plans to safely resolve incidents. They are authorised to attend and support operations at Tactical & Strategic Co-ordination Centres, Police Special Operations Rooms and other locations.

**Cross Border risk information (Page 50)**

**Key Points**

**Staff often told us they lacked confidence about accessing risk information for an incident over the border**

ECFRS has shared and received cross border risk information for many years with our bordering FRSs. We use resilience direct as a platform to enable us to share and receive this information. Risk information provided to us from our bordering Fire and Rescue Services is then loaded onto our Mobile Data Terminals (for crews to access), Officer iPads and the Service Intranet. We currently receive over the border risk information from Suffolk, Cambridgeshire and Hertfordshire. We provide ECFRS risk information to all of our bordering Fire Services.

ECFRS are an active member of the NFCC – Operations Resilience Direct National User Group and also have established a Regional Risk Information Working Group to develop a consistent approach to sharing risk information.

We raise awareness with our Crews on over the border risk information via Service Policy – Delivery of risk information to the incident ground, Learning and Development MDT instructions and Incident Command Training.

**Allocating budget and resources according to IRMP activity (Page 54 and 56)**

**Key Points**

**All services need to understand their spending better and to explain it better.**

**We have established that the current Chartered Institute of Public Finance and Accountancy (CIPFA) data on fire and rescue service finances is not good enough.**

**Revised CIPFA guidance expected in 2019**

**We expect fire and rescue services to explain how they allocate their resources to prevention, protection and response**

The Service Leadership Team is anticipating and considering the financial challenges and uncertainties facing the Authority post March 2020. These include:

* Pressure from public sector pay settlements
* Non pay inflation
* Impact from Fair Funding Review
* Distribution of business rates.
* Further comprehensive spending review by central government.
* Council tax policy and any changes to the current council tax referendum limit of 3%
* Government funding is not known beyond March 2020 (the end of current 4 year funding settlement),

Our expectation is that government funding will reduce significantly between 2020 and 2024. Substantial further efficiency savings across all areas of ECFRS will be required in order to remain financially sustainable.

The Fire and Rescue Plan and subsequent IRMP will help define the resources the Authority requires to operate and will form the basis of a Medium Term Efficiency Plan 2020 to 2024.

Following a paper to the Authority on 30 July 2018, ECFRS conducted a thorough review of reserves and have proposed restructured reserves within the 2019/20 budget.

ECFRS will give consideration to the new CIPFA guidance once received.

**Savings (Page 58 and 59)**

**Key Points**

**We found that nearly all fire and rescue services have a track record of achieving savings.**

**In the 12 months to 31 March 2018 the England rate (excluding Isles of Scilly FRS) for firefighter cost per head of population was £22.38, which had decreased slightly from £22.76 for the same period in 2017.**

In 2015 the Service launched Programme 2020 in part to deliver the savings required to meet the financial pressures it was facing through which savings of £6.4M were proposed. The delivery of the projects and savings have been tracked through the change management processes. A significant component of the reduction was a reduction in wholetime firefighter pay through a reduction in wholetime appliances. As an example the appliance removal and relocation project enabled a £1.9M reduction in wholetime firefighter pay.

ECFRS firefighter cost per head of population in 17/18 was £19.63.

**Technology (Page 60)**

**Key Points**

**An efficient service makes the best use of opportunities and responds to risks presented by changes in technology. We would expect to find technology streamlining processes and procedures. Examples include:**

* **• online systems which remove the need for paper forms and remove duplication by updating multiple systems with the same piece of information;**
* **• MDTs, tablets, laptops and Wi-Fi to support flexible working; and**
* **• Access to real time data to help staff to manage and resolve emerging incidents.**

ECFRS have invested in technology solutions to improve working practises and make them more efficient. Recent improvements include upgrading all mobile data terminals (MDTs) on all front line appliances, provision of tablets to our Officers and also the provision of tablets on appliances, these are in addition to mobile data terminals and provide another access point to information for Crews. Tablets for appliances are also portable.

The Service is investigating extend the use of tablets on appliances further to include access to applications such as the incident recording system and CRM to allow for timely capture of data without restricting crews to capture of the data through a desktop computer.

Real time incident data is accessible through the Incident Recording System and this is utilised to access incident information by our Communication Team when needing to provide the public with updates on incidents and also our Critical Incident Team when managing large scale emergencies.

ECFRS have challenges with some technology deployed which has not made processes more efficient such as Task Book (operational staff competence records) and Electronic Rota Book (operational staff availability records). These were also highlighted in our recent Peer Review. ECFRS has included within our Peer Review response plan sourcing a replacement for eTask and included improvements/replacement electronic rota book options to be considered as part of HOBS phase 2 projects.

**Trading Companies (Page 61)**

**Key Points**

**About half of the fire and rescue services that we inspected are actively exploiting external funding and income generation opportunities**

**But we were concerned that in some fire and rescue services these activities are prioritised over primary duties.**

ECFRS’s Trading Arm has recently been transferred to new Directorship. Two Directors from within ECFRS have been appointed we are also pleased to welcome aboard our Deputy PFCC as a Director. The new Directors have undergone training and are now giving consideration to the opportunities for income generation available to the Service through the Trading Arm.

ECFRS are using the guidance published Grant Thorton (with the NFCC) to self-assess their activities. We are and have been reviewing our policies and procedures to become one of the leaders in Fire Service trading companies. We wish to become one of the leading Fire and Rescue Services to follow best practices and for our profits to be reinvested back into making improvements for the Communities of Essex.

**Watch culture (Page 64)**

**Key Points**

**In some services staff told us that the watch-culture is a barrier for staff seeking professional help.**

ECFRS recognise that watch culture brings many benefits but can also mean, that sometimes, people feel that they cannot seek professional support when circumstances would benefit from doing so. In an attempt to minimise the risk of this, ECFRS have introduced a range of ways to enable an individual to come forward and seek support. In 2018, ECFRS introduced Dignity at Work Champions to provide a listening ear and signposting as appropriate. Dignity at Work Champions have been introduced to focus on behaviours and attitudes that contravene our Dignity at Work policy. In addition, the Service have signed the Mind Blue light pledge and continue to raise awareness of Mental Health on key dates throughout the year such as World Mental Health Day and the ‘This is Me’ green ribbon campaign. To support our workforce in relation to trauma, we have introduced TRiM practitioners across the Service.

Lastly, the Health & Safety Manger and Inclusion & Diversity Lead undertake Professional and Inclusive Workplace visits to engage with teams directly to gather ideas and experience to help the Service to improve culture. The watch visits explore the pros and cons of watch culture utilising the appreciative inquiry model.

**Grievance (Page 64)**

**Key Points**

**Disappointingly, staff in half of the services we inspected lack trust in the resolution process. In most cases staff perceive the process as unfair.**

**We also found that fire and rescue services do not effectively record, track or monitor informal grievances.**

Lack of trust in ECFRS Grievance and Complaints processes has been identified as an issue within ECFRS and was incorporated as an area for improvement within the PFCCs Phase 1 plan. Work is currently underway on developing new Compliments and Complaints Policy and Whistleblowing Policy and once approved staff awareness will be raised in these areas. The Service is developing a process to enable performance information in relation to Compliments, Complaints, Grievance and Disciplinary cases to be subject to closer scrutiny.

**Workforce Planning (Page 65)**

**Key Points**

**Fire and rescue services need to improve their workforce planning. Fewer than half of the services we inspected showed effective workforce planning processes. Effective processes fully account for retirement and planned leavers. They also include succession planning for the skills and knowledge gaps created.**

On a quarterly basis we report to our Service Leadership team and our PFCC on our key workforce data.  We are aware of anticipated retirements between now and 2024 and are aware of the skills gaps that these potential leavers create.  We are planning to fill the skills gaps created.  We have had a talent pool process in place since early 2018.

**Fairness and diversity (Page 66)**

**Key Points**

**No fire and rescue service is currently representative of its community in terms of gender and BAME diversity.**

ECFRS understand that a diverse workforce brings many benefits and are committed to creating an inclusive culture that is attractive to people from all backgrounds. The Service endeavour to engage with communities and individuals with characteristics that are currently under represented within the workforce including women, people that identify as Black, Asian or an Ethnic Minority, young people and those that are part of the LGBT+ community. Engagement helps us to better understand our community’s needs but also, to promote ECFRS as an employer. ECFRS utilise positive action initiatives to increase attraction rates from diverse candidates and monitor recruitment processes to ensure no disproportionality occurs. Individuals are appointed on merit following a competitive process. We believe that with increased diversity of thought, experience and knowledge, we will be able to provide an even better Service to the people that live, work and travel in Essex. It is recognised that whilst it will continue to be a challenge to be truly representative of the communities that we serve for some time in Essex, regular engagement is vital to improve understanding of our communities and to demonstrate our attractiveness as an employer.

**Appraisal effectiveness (Page 69)**

**Key Points**

**Managing performance of every staff member is important to help them fulfil their potential and work effectively**.

Appraisals are available to all staff within ECFRS. In 2018, we recognised that more work needed to be done to ensure all staff participate in appraisals and the appraisal is a meaningful conversation focused of development. As a result of work done in 2018 (e.g. lighter touch paperwork and a greater variety of tools such as ‘motivation at work’ and ‘let’s talk’), appraisal completion rates increased from 41% to 65% and, through our staff survey, staff reported an increased level of satisfaction with their appraisal conversations (from 34% to 42%). Whilst these figures are still low, they are early signs of a positive trajectory. Since completion of the 2018 appraisal cycle, we have undertaken further research (using ‘Your Voice’ and Survey Monkey) to find out what our employees find helpful. As a result of this research we have proposals to further develop our appraisal offering in 2019.

Our recent Peer Review identified this as an area requiring further development and also high completion rates.

**Data (Page 20 and Page 32, Page 33, Page 54)**

**Key Points**

**We are concerned about the absence of consistent, comparable and good quality data available within each fire and rescue service and across services in England. The lack of data makes it hard for services to be sure they are providing the right support to the public.**

**We found some fire and rescue services would benefit from updating the data they use to assess risk more frequently**

**Out-of-date risk information could slow down rescue operations and put firefighters and the public at unnecessary risk of harm. Good fire and rescue services have a robust process run by trained staff, who collect and refresh risk information**

Concern relating to the absence of consistent, comparable and good quality data is a theme through the entire report. Not only the data that HMICFRS had requested to access but also data that Fire and Rescue Services are using to communicate risk information to their Operational staff.

ECFRS has recognised the importance of good quality data well maintained for many years. However there remains a challenge in a number of areas within the Service. When compiling the first two data returns for HMICFRS (and Home office returns in 2016/17 and 2017/18) it was not possible to access reliable information in relation to Technical Fire Safety activity. The Service needs to develop a data strategy across the Service. Work undertaken as part of our GDPR initiative to identify all data information assets and data flows from each asset has helped the Service to better understand the scale of the challenge. The next step will be to develop a Data Strategy for the Service

The Service has various activities underway to increase quality in its data Assets across the Service.

Information Asset Register and Data Flow mapping compiled through GDPR compliance work.

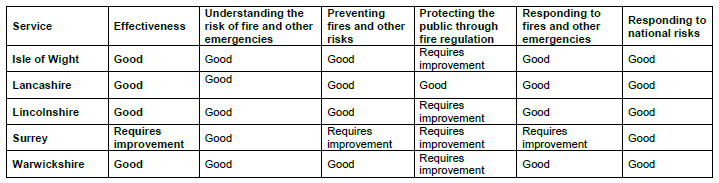
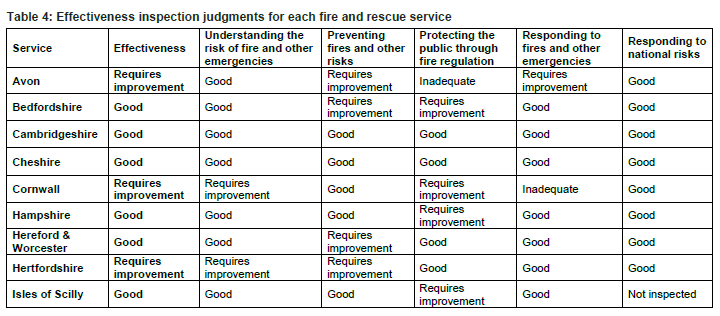
Highest Risk data Assets identified and escalated to the Information Governance Board for resource allocation to support risk mitigation activities.

The Performance Team are recruiting a Data Services Manager – whose duties do include development of a Data Strategy which focuses on embedding quality.

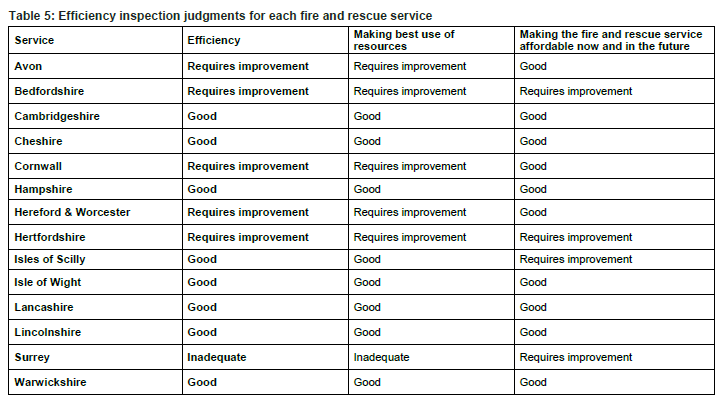
Appendix A – Graded Judgements tables

These tables provide a summary of the graded judgements achieved by each of the 14 Fire and rescue Services against each diagnostic and an overall rating for each pillar effectiveness, efficiency and people.

Effectiveness inspection judgements



Efficiency inspection judgements



People inspection judgements

