



**HMICFRS**

Her Majesty's Inspectorate of Constabulary  
and Fire & Rescue Services

Promoting improvements  
in policing and fire & rescue  
services to make everyone safer

# **UK Fire and Rescue Landscape**

## **6 February 2019**

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# What we inspect

## Effectiveness

How effective is the FRS at keeping people safe and secure from fire and other risks?

## Efficiency

How efficient is the FRS at keeping people safe and secure from fire and other risks?

## People

How well does the FRS look after its people?



# Overall main findings

- Most fire and rescue services are good at keeping people safe from fire and other emergencies
- Emergency response is generally good
- Fire protection is not getting the attention it deserves
- 6 services could be more efficient
- Most services need to improve the way they look after the people who work for them



# Overall main findings

- Public hold fire and rescue services in high regard
- FRS are only responsible for part of the overall fire safety system which is in the process of being reformed
- Demand for emergency response to fires has declined
- Many services have not modernised what they do or diversified their workforce



# Effectiveness: the positives

- Services understand local risks and use other data to plan their work
- Protection teams work well with businesses to reduce demand from false alarms
- Prevention activity is focused at those most at risk
- Services respond when the public need them, with trained and skilled crews
- Most services are prepared to respond to major incidents



# Effectiveness: concerns

- Services are struggling to maintain availability of fire engines crewed by on-call staff
- Most services are failing to inspect the volume of high risk premises that might present a risk to the public
- Most services do not have a useful way to learn from incidents and improve



# Efficiency: the positives

- Some services have started to modernise e.g. new crewing models and resources moved to manage risks
- Some FRS are generating income to improve services to the public
- All are collaborating with other emergency and public services



# Efficiency: concerns

- Distribution of resources often based on what's always been done rather than need
- Inefficient practices show that many services have not modernised the way they work
- Some FRS using reserves to delay modernisation
- Leaders told us about barriers to reform





# People: the positives

- FRS have got good support systems for staff
- Some have made some progress in recruiting more women
- Staff are trained and competent in risk critical safety training



# People: concerns

- In some FRS the culture is a barrier to a modern workforce: those who are different do not have a voice in the workplace
- High numbers of staff reporting bullying and harassment
- In some services leaders do not act on feedback and grievance procedures not followed

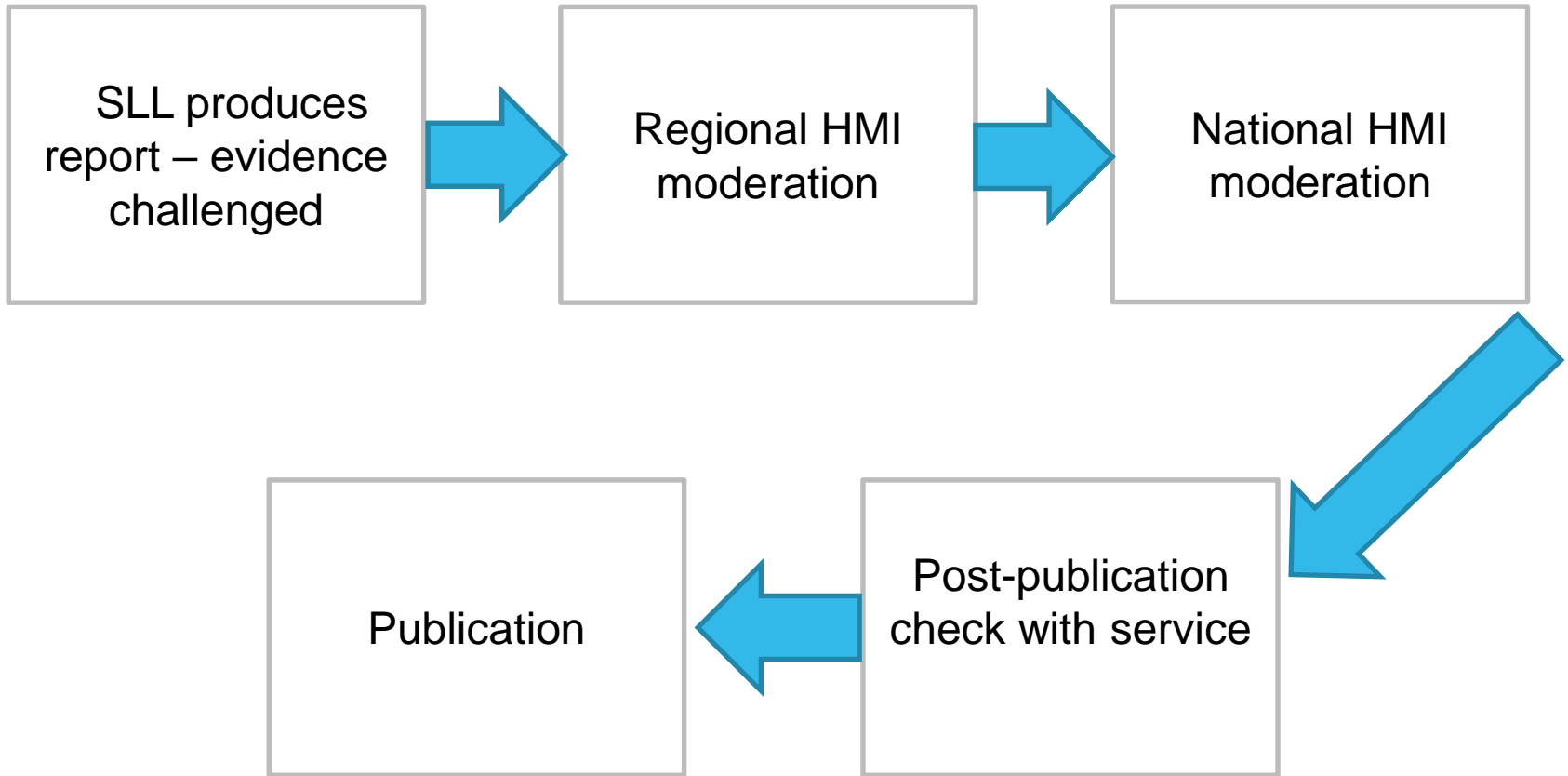


## Emerging findings from tranche 2

- Continuation of 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 including culture, bullying
- Financial challenge faced by some services



# The report process after fieldwork



# Timescales for inspections

## Tranche 2:

- fieldwork until mid-February
- reports to services for pre publication checks  
end of April
- service and national summary report published  
June

## Tranche 3

- fieldwork May to July 2019
- service reports and State of Fire report to be  
published in December 2019



# Our 'to do' list

- Succession planning
- Improve data on availability, overtime, protection
- Corporate governance methodology
- State of Fire
- Completion of tranche 2 and starting tranche 3
- Review of our inspection methodology and developing 'round 2'
- Continued engagement with the sector



# Conference commitments

- Next Chiefs and Chairs event in September 2019
- Debate about watch culture
- Share information about how services manage availability
- Clarify what is expected on action plans
- Invite contributions for State of Fire report



# Promoting improvement

Working with:

- NFCC
  - Standards Board
  - LGA
- 
- Action plans and recommendations register
  - Thematic learning and debates
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- What more could we do to promote improvement?





# Questions

Any questions?

