



**CFOA**  
Chief Fire Officers  
Association



**Cornwall Fire, Rescue and Community Safety Service  
Fire Peer Challenge**

**Report**

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## 1. Introduction, context and purpose

This report outlines the key findings from the Local Government Association's (LGA) Fire Peer Challenge at Cornwall Fire, Rescue and Community Service (CFRCS Service) in June 2016.

Fire Peer Challenge is part of sector led improvement. In the last four years, all 46 FRSs nationally have undertaken a peer challenge. Following this, the process has been revised to reflect developments within the sector and ensure it continues to meet the needs of FRSs and other key stakeholders. FRSs are now able to commission another peer challenge, to take place at a time of their choosing over the next four years. CFRCS Service deserve great credit for being an early adopter of the revised approach, which reflects their willingness to undertake external challenge and learn from others.

The CFRCS Service's Fire Peer Challenge took place from 14<sup>th</sup> – 17<sup>th</sup> June 2016 inclusive and consisted of a range of on-site activities including meetings, focus groups and community fire station visits. The peer team met with a broad cross-section of staff, partners and elected members. During the challenge the peer team were very well looked after and people the team met were fully engaged with the process and very open and honest.

The peer team undertook background reading provided to them in advance, including the CFRCS Service's Operational Assessment. The evidence and feedback gathered was assimilated into broad themes and was delivered to CFRCS Service on the final day of the challenge.

Fire Peer Challenges are structured around the core elements in the Operational Assessment toolkit. All fire peer challenges consider these seven key assessment areas (KAAs) and six strategic leadership questions:  
*KAAs:*

- Community Risk Management
- Prevention
- Protection
- Preparedness
- Response
- Health, Safety and Welfare
- Training and Development

Strategic leadership questions:

- Understanding local context and priorities
- Delivering outcomes for local communities
- Financial planning and viability
- Political and managerial leadership
- Governance and decision-making
- Organisational capacity

The Operational Assessment and Fire Peer Challenge toolkit can be viewed and downloaded from: [2016 OpA Toolkit](#)

In addition, CFRCS Service asked the team to focus on the following key areas of interest:

### **1. Critical Control**

- External validation to expand and promote

### **2. Expectation on On-Call personnel**

- Operational Asset Review
- Balance of core firefighter role with local risk profiling – linked to capacity
- Realistic expectations of firefighter role

### **3. Health and Social Care Integration**

- How CFRCS Service maximises opportunities through the Cornwall Deal
- Does the peer team agree with CFRCS Service's approach?

Other areas were also identified that will be viewed as part of the OpA KAAs and cross cutting themes, and included in the narrative or self-assessment. The team is asked to consider these when looking at the KAAs:

- Maritime and water safety (Response)
- Appliance availability (Response)
- Are staff equipped to undertake their broadening role (Training)
- Are Cornwall Council Members operating as an effective FRA (Political and Managerial Leadership) and How we maximise the Member's role
- Effective prioritisation (Organisational Capacity)

## **2. The fire peer challenge process and team**

Fire peer challenges are managed and delivered by the sector for the sector and peers are at the heart of the process. They help FRSs and Fire & Rescue Authorities with their improvement and learning by providing a 'practitioner perspective' and 'critical friend' challenge.

The peer challenge team for CFRCS Service was:

Peter Dartford, former Chief Fire Officer and Chief Executive, Staffordshire Fire and Rescue Service and immediate past president of CFOA

Councillor Colin Ross (Liberal Democrat), Sheffield City Council

James Belcher, East Norfolk Manager, Norfolk Fire and Rescue Service

Deborah Brown, Northumberland Fire and Rescue Service

Justin Harden, Deputy Isle of Wight Local Officer, Hampshire Fire and Rescue Service

David Norris, Fire and Rescue Adviser, Home Office

Becca Singh, Peer Challenge Manager, Local Government Association

### 3. Key Findings

- The Service is well-respected by partners and residents. It is embedded in the council, and is making a positive difference to people's lives. This is recognised by others within the council and external to it.
- The Principal Officer Group provide strong leadership and contribution to the wider Making Cornwall Safer agenda, particularly through the Safer Cornwall Partnership which the CFO chairs and attendance at the Health and Wellbeing Board.
- CFRCS Service is forward thinking and innovative in its approach to finding new ways of working, seeking out learning from others and exploring different options. Organisational culture is empowering and encourages local initiatives to be developed.
- There is significant potential to add value to the health and social care priorities for Cornwall. However, the Service needs to be mindful of the challenges being faced by some key partners and consequently when it will be most appropriate to seek to engage with them. There are clear opportunities for the Service to make a positive contribution to improving community outcomes, particularly in relation to public health. Continuing work in this area at the current time is likely to be the most effective use of resources.
- Collaboration with other emergency services is well advanced and providing lessons for other Services. The TriService Officer and Station at Hayle is a great example of this, with opportunities to pilot elsewhere in the County.
- High quality data and intelligence has been developed and is informing strategic decision making. This could be more effectively used locally to target station-led prevention and protection activities. However, there is a balance to be struck between empowering stations and watches to manage their prevention and protection activities and ensuring that they use good quality intelligence to support their work.
- In expanding the role of firefighters and the contribution the Service makes to the Council's priorities, it is important that the focus on the core requirement of each role is not lost.
- Establish a readily accessible repository for key policies, procedures and structures in order to easily demonstrate compliance and adherence with good practice and national guidance. Some were difficult to clarify, (for example, Phoenix Services, Business Continuity and Risk Management). Further discussions revealed that the Service can appear non-compliant because the audit trail is not always easily accessed, and there are differing levels of understanding around some processes and terminology.

## 4. Areas of focus:

### 4.1 Critical Control Centre (CCC)

The CCC's role has been expanded to provide cover for additional services on a cost recovery basis. The peer team view this expanded role of the CCC to be notable practice and potentially provides a model for other Services looking to maximise the value its resources provide.

Cornwall Council gave clear support to maintain a Fire Control function within the county. CFRCS Service has embraced this opportunity to diversify from traditional call handling and mobilisation to fire and rescue related incidents, with initial expansion of the role into areas such as CCTV. This could perhaps be expanded into other areas, for example out-of-hours calls for Adults' or Children's Social Care.

Partnership with North Yorkshire Fire and Rescue Service (NYFRS) has provided an opportunity for both Services to realise organisational and operational benefits through collaboration whilst maintaining a Critical Control and Fire Control function. Buddying with this extent of geographical separation has the potential to mitigate the impact on a statutory function where spate conditions and/or high call volumes impact one area. With the degree of separation it is highly unlikely both are impacted at the same time; however, arrangements are in place to reinforce either or both locations should widespread incidents occur in both areas simultaneously.

The two Services conducted a comprehensive review of resource, capacity and call volume to support new arrangements which was externally validated. This included involving staff in the design of their new duty system which ensured good buy in and maintained morale within Fire Control. This is considered to be notable practice. The procurement of Vision 4 through NYFRS has been financially beneficial to the project and CFRCS Service.

Staff are positive about their futures within Critical Control and appear to welcome diversification of the role and taking on additional duties. They expressed their gratitude at being involved throughout the project. Involving staff in this way provides CFRCS Service with a model that can be learned from and used in other changes to staff roles (for example, on-call personnel).

Formal business continuity arrangements were not provided for the new Critical Control function. CFRCS Service will need to demonstrate that it has considered all risks to delivering its Control function, and how it has mitigated against those risks, especially when looking to expand the role of the CCC. For example, where NYFRS and CFRCS Service both have significant incidents, or if CFRCS Service headquarters has outages or is rendered inoperable. The team recommend working closely with the council's Resilience and Emergency Management (REM) team in order to identify and mitigate against potential risks.

Technological solutions such as Rappell and Mobile Data Terminals (MDTs) are not integrated into CCC's Vision system. This is leading to inefficiencies

and does present a risk to the Service. CFRCS Service should consider how to integrate the existing Rappel system into Vision in order to ensure that CCC has reliable and timely information on appliance availability.

#### 4.2 Expectations on On-call personnel (Retained Fire Fighters)

CFRCS Service have an enthusiastic and committed on-call workforce and report that personal kit and equipment is considered to be good, given that there is a clear and funded replacement plan in place. On-call staff have pride in serving their communities through the Service. This is reflected in current retention and recruitment across most areas, with establishment levels being maintained. Staff recognised the positive impact CFRCS Service can have in making Cornwall safer. Furthermore they acknowledged the need for change, with a diversification in the role of a firefighter.

The introduction of a centralised training planner for on-call staff is seen as positive, and helping managers at on-call stations to deliver against the maintenance of competence framework. The Group Training Instructor (GTI) role is valued by staff and expected to improve access to training. The team recommend using these to undertake an individual skills audit to understand current competency levels and capacity before considering expanding the role. Concerns have been raised about lack of time for training, including fitness and exercises, and a skills audit would enable the Service to see where further training and assessment was needed or possible. Additional hours are allocated already for maintenance of competence where stations have a special appliance and this time is used effectively, for example to exercise with neighbouring crews. This is well received by stations.

Diversifying the on-call firefighter role was largely welcomed, and seen as part of the way personnel can serve their communities. The team heard positive views about co-responding, first responding, home fire safety checks, and wider 'Safe and Well' assessments (including Domestic Abuse and Sexual Violence Needs Assessments and the Adult Drug Treatment Needs Assessment). There was recognition that this demonstrates the flexibility that local CFRCS Service has, compared to the larger, stretched South West Ambulance Service Trust (SWAST). However, there were some concerns around how much time this would involve, and whether staff could maintain the necessary skills and experience to deliver some of this work.

Staff reported a high degree of flexibility with the time they are contracted with CFRCS Service, although there was some confusion around this flexibility. Examples were given where personnel 'banked' hours and have a full or half-day once a quarter to enable them to undertake an exercise than would not be possible on a drill night, or several smaller exercises. Most were in agreement that, having tried other options, two hours for a drill night was the best model. However, there were reports of staff staying longer than the two hours in order to complete work and general acknowledgement that this reliance on goodwill was not sustainable. This was particularly in regard to planning and post-event administration or recording of training. Other pressures identified were routine checks, risk familiarisation and Section 7(2)(d) visits, or where there were limited on-site facilities, necessitating travel



in order to train. The effective use of time should be explored fully before expanding the role, and the impact on on-call personnel time, and their capacity to undertake more work should be considered.

CFRCS Service has worked hard to improve communication and engagement with on-call personnel. An historic lack of connectivity in parts of the county led to problems with electronic communications that on-call personnel experience more than others. Staff were aware of the recent upgrade to superfast broadband, and were hopeful of improvements in accessibility, but there was little awareness that the ICT helpdesk is open during drill nights. There needs to be a balance between on-call personnel changing the way they work and central communications using a variety of different channels in order to ensure the widest possible reach. Visits by senior managers were welcomed, although careful planning is needed in order to minimise the impact on the limited time on drill nights. It would be worth exploring how other Services have sought to find ways to improve communications with on-call personnel, particularly when improvements have been made that are designed specifically to support on-call personnel

There are mixed reports of engagement with on-call personnel in potential changes. Although Rep bodies have been involved, there does not appear to have been a consistent approach to engaging with on-call staff. CFRCS Service could learn from the positive approach to engaging with CCC staff in changes affecting them, and use this to ensure that on-call personnel engage with and contribute to future developments to their role and to the Service more widely. There is a sense that some feel out of the loop, and unable to contribute to more innovative or significant developments, for example, some on-call personnel did not appear to be aware of the Initiatives and Evaluation Group, and there was some confusion around the introduction of a new fitness policy.

There may be a need to re-engage with some employers who release their staff to undertake on-call duties, in order to clarify any misunderstandings over the impact of a more diverse role, for example co-responding or first responding. Whilst there is an acceptance that the level of calls will increase with co-responding, this is balanced by the fall in the level of fire and rescue call outs. Clear communications and engagement will minimise negative perceptions.

Management systems and processes should be appropriately aligned with the needs of managing on-call personnel. A number of stations have developed work-arounds, such as WhatsApp groups to try to ensure appliance availability. This demonstrates a commitment to the Service and community they serve. The benefits and viability of remote access to systems for on-call staff should be explored.

#### 4.3 Health and Social Care integration

CFRCS Service is involved in the Cornwall Deal, the devolution agreement with central government. It is proactive in making the deal will work in practice, and how the Service can help deliver its aims. Service leaders

provide significant energy to the development of the devolution deal and bringing partners together.

In particular, CFRCS Service is well-placed to re-focus the Service and make a greater contribution to the health and social care integration agenda. They recognise the relationships and links across the wider health agenda, and have taken time to consider where they can contribute. Partners and staff share the view that there will be tangible benefits to residents and communities in Cornwall by developing this work. Partners recognise the potential benefits that prevention and early intervention work that the Service support could provide. This would reduce the number, and also the impact of vulnerable people getting into crisis.

The Strategic Intelligence Review, amongst all public sector partners in Cornwall, is anticipated to result in improved access to data, including health data, and an increase in the development of joint projects and working arrangements. The establishment of a 'single version of the truth' will help CFRCS Service to agree priorities and to better target its resources to areas of highest risk and need.

The Clinical Commissioning Group (CCG) and the Acute Trust are currently facing a number of challenges. This is limiting opportunities to effectively engage with some health service partners and on the development of the Sustainable Transformation Plan (STP). CFRCS Service should continue developing initiatives to address public health priorities with Council partners and consider when the timing will be more appropriate to engage with the local NHS organisations. Through the relationships developed through the TriService initiatives, there are also clear opportunities to extend partnership working with SWAST.

## **5. Leadership and organisational capacity**

### **5.1 Understanding of local context and priority setting**

CFRCS Service is well-embedded in local communities throughout Cornwall. Partners, as well as the Council, have a high-level of respect for the Service which enables them to establish links with community groups, local business and members of the public.

Firefighters are encouraged to make connections and build relationships locally, which benefits communities and builds local intelligence which is shared with partners. However, this is not always maximised in setting local priorities. For example, the dwelling fire risk matrix includes risk scores for Lower Super Output Areas, which average 1,500 dwellings. The team recommend further modelling to identify individual households in order to maximise the ability to focus resources. The team recognise that the development of a model is in progress.

Co-location as a concept is valued, and has been welcomed at the TriService Station in Hayle. Staff from council services use hot desk facilities at Service HQ and at stations. There have been suggestions to expand co-location to include businesses and community groups as well as other blue light services. On-site facilities for core firefighting activities and training at stations need to be considered when considering these proposals.

### **5.2 Delivering outcomes for local communities**

CFRCS Service is a fully integrated part of the council, delivering a wide range of outcomes for local communities. These include examples of life-saving through first responding and co-responding as well as traditional rescue situations. The work around drugs and alcohol and anti-social behaviour is integrated into Service plans and is delivering results for local residents and communities.

The One Council approach and structure has enabled more community involvement by CFRCS Service, particularly as the overall trend of fires and related casualties is down enabling focus in other areas.

The TriService Safety Officer is an excellent example of where blue light services have adapted to local circumstances. This is a pilot role, combining On-call fire fighter, Police Community Safety Officer and Ambulance personnel roles and is based at the TriService Station at Hayle. This is explained in more detail in section 7.1 Notable Practice (below). There has been significant learning from the pilot, and the team understands that plans are already underway to trial this approach in other parts of the county. As a multi-functional role, he is able to deliver the appropriate outcome for the situation he is in, rather than need to make a call to another Service for support.

The team recognise that there are a number of strategic assessments to support areas of work; however, staff referred to the lack of a Joint Strategic

Needs Assessment signed up to by key stakeholders for Cornwall. This is being addressed through the strategic intelligence review.

### 5.3 Financial planning and viability

There is a plan to realise the savings predicted for the next four years. This includes cost recovery activities through Phoenix Services under the Local Authorities (Goods and Services) Act 1970. It is important that a common language is used throughout the Service as there was considerable confusion due to 'cost recovery' and 'income generation' being used interchangeably. As the ambition for income generation develops it should be ensured that the governance arrangements are fit for purpose. Cornwall FRCS Service could explore the possibilities that a wholly-owned company or similar may provide, in order to generate income in future.

The plan to deliver the savings needed should be transparent and inclusive. Staff have indicated a clear desire to assist and they have ideas of how to save money. There have been suggestions to involve watches in generating ideas of saving money, perhaps through new crewing structures as well as diversifying the role. If they help to design the changed structures, they will test them well and are likely to become the biggest advocates for change.

Consideration should be given to further developing relationships across a wider group of partners to realise the full potential of the One Public Estate initiative.

### 5.4 Political and managerial leadership

Political leadership is provided by the Portfolio Holder for Communities. Managerial leadership is through the Chief Fire Officer (an Assistant Director within that directorate) and two Assistant Chief Officers (one operational, one non-operational). The Senior Leadership Team (SLT) includes the Heads of Service within the Fire, Rescue and Community Safety department.

The Chief Fire Officer (CFO) and SLT are extremely well regarded both internally and externally. The Portfolio Holder is also well regarded, and despite the wide portfolio, spends a significant time on Fire, Rescue and Community Safety activity.

CFRCS Service is strongly supported by all members on a cross-party basis. There have been two recent unanimous and near-unanimous votes to retain the Service within Cornwall Council. Members recognise the strong brand and how this enables the Service to interact effectively throughout the county, realising wide benefits to Cornwall residents, council and partners.

The Service provides a positive, energetic and inclusive leadership role in Cornwall, for example, the CFO chairs the Safer Cornwall Partnership. The Service has developed many partnerships that are helping to build community resilience. In the last few years, collaborative schemes such as first responder, co-responder and the ground-breaking TriService Station and Officer has been embraced by the Service demonstrating an inclusive approach to supporting local citizens.

There are ambitious plans for the future, working further on health and social care integration (see above) and these are actively being pursued with partners, who are complimentary about the direction of the work. However CFRCS Service should be mindful that there may be accompanying risks with collaboration in the future, particularly should greater financial efficiencies be sought, when so much progress has been made. The review team recommend that the Service ensures it has clear analysis and oversight of the potential risks in the collaboration space. Concerns have been raised that expectations may be unrealistic.

Consistent messaging is essential along with engagement and involvement of those likely to be affected by change. Continue to learn from the experience of involving staff in the changes for the Critical Control Centre.

Ensure that the rest of the council recognise the risks, particularly around capacity, associated with a lean senior leadership team, and other management roles.

#### 5.5 Governance and decision-making

CFRCS Service is part of the Communities and Organisational Development (COD) Directorate of Cornwall Council. As a unitary council, there are few barriers to working closely with other council services, such as adult social care and housing. Elected Members are involved in decision making through a committee process, which includes Policy Advisory Committees (PAC) enabling councillor involvement in policy development, Cabinet who represent the Fire Authority and Full Council when necessary. There is also a Scrutiny function in place to review and challenge Cabinet and the wider council and scrutinise performance.

Project and programme management is well structured and supported with a good focus on risk and issues, and reported through the balanced scorecard. This appears to be well established and is used to monitor project and programme activities. CFRCS provide detail of organisational risks which are submitted to the council wide strategic risk register for consideration. This register details headline risks above a certain defined and assessed level. There is therefore a process for escalation across the council.

Whilst strategic risks are considered at council level, the CFRCS should consider how far they have sight of internal risks. This relates to organisational (rather than community or operational) risks that do not warrant escalation to the Council Risk Register. The team are of the view that better strategic oversight and consideration of the full range of risks will give programmes a much improved chance of success.

The business support function provides a range of support activities focussed on achieving outcomes detailed in the strategic plan. Analysed information is readily available and there is a good use of social media which recognises how different individuals, communities and staff best access that information, and the Service can provide a better service for its customers as a result (for

example regular and creative tweets and retweets updating residents on incidents and WhatsApp groups to organise crew availability). Corporate procurement colleagues are supporting CFRCS Service review procurement arrangements and ensure that they are fit for purpose and aligned with the strategic plan.

Whilst a SLT decision making process exists, consideration should be given to ensuring this is always appropriately documented. Although documentation is available around clear processes and progress on decisions, the actual decision is not always clearly recorded.

There is a clear structure for evaluating, reporting and considering initiatives, projects and programmes through the Innovation and Evaluation Group (I&E Group) for small, station-level initiatives and a Service-wide Programme Management process for large scale projects. However, it came to light that there are some activities that are not under these structures and could mean that there is potential for the Service to be over ambitious, particularly because of the reducing capacity of the service. Keeping activity within the clear structures can help to prevent duplication and overload.

An eagerness to act and initiate change means planning, testing and evaluation may be overlooked and then changes have to be made after implementation. This can lead to frustration by staff, as seen for example with the roll out of the 'Adopt a Village' scheme. When a project or programme rolls-out (for example after a pilot phase, or with the new CCC), ensure that benefits are recognised before moving on. Take some time reflect on how a project or initiative has worked for a time before starting a new one.

CFRCS Service should ensure that its systems allow it to clearly demonstrate its structures, processes and procedures accurately reflect the work it is doing and how the Service complies with good practice, national guidance and relevant legislation. This includes: BA training, risk management, business continuity, establishment of the cost recovery arm and the risk based inspection process. The team recommend establishing a repository for all this sort of documentation so that it is readily, and accurately, available should a third party need to see it (for example audit, inspection or coroners). Lessons could be learned from Children's Services' need to provide documentation for Ofsted (Annex A documentation). At the moment, although Cornwall FRCS Service could provide such documentation, this information was not readily available, and inaccurate use of terminology by some officers (for example, income generation and cost recovery being used interchangeably) led to confusion. Since the peer challenge, relevant information demonstrates compliance, but these needs to be easily accessed by appropriately authorised personnel.

## 5.6 Organisational capacity

Organisational culture is empowering and encourages local initiatives to be developed, for example stations proposing new prevention activity to address local need (such as translated leaflets and publicity or station open days).

The I&E Group ensures that initiatives are evidence based, by including data analysts in the assessment and evaluation of potential initiatives. Members of the group help to develop initiatives submitted for adoption and also evaluate accepted initiatives. Lessons learned from one good initiative can be shared across the Service. The team recognise that this is notable practice.

Good industrial relations exist across the Service. Rep bodies are involved in discussions around future developments in service delivery and roles.

The integration with community safety has brought good links with uniformed staff, who give positive feedback about doing community work. It encourages stations bidding to the I&E group, and further embeds the Service in local communities.

CFRCS Service is forward thinking and innovative in its approach to finding new ways of working. However, the range of potential activities is extremely wide and presents the potential for resources to become overstretched. Therefore this needs to be balanced with maintaining important core functions.

The volunteer scheme is well used and highly thought of by Service personnel and partners. Consideration should be given to extending the scheme as there is clear potential for a wider volunteer cohort to contribute to Service priorities.

CFRCS Service is part of the council and there is a need to find ways to make the corporate council systems work for all staff. Particular difficulties highlighted were with regard to pay processes for on-call personnel. One example of how to achieve this could be through a lean process review.

## 6. Key Assessment Areas

### 6.1 Community risk management

Community safety work is planned, commissioned and delivered according to the needs assessments, and is delivering good outcomes for local communities, particularly in some locations. This could be developed further to enable a more co-ordinated and targeted approach of local activities. Analysts sit on the I&E Group and provide evidence and analysis to support local stations in their bids to help them prioritise once an initiative has been submitted.

The analysts have a wide remit, including domestic violence, drugs and alcohol, youth and crime. The development of needs assessments is well established and these used to inform the commissioning of services. The Service has a number of Service Level Agreements (SLA) with partners such as the Youth Offending Service (YOS) and Devon and Cornwall Police which generates income and provides access to further valuable data. Analysts have specific experience and expertise in their area of work, but individuals come together as a team on a regular basis to provide an update and share information. This approach is regarded as notable practice although the analysed information could be used more widely to inform statutory fire and rescue priority delivery at a local level.

The Safer Cornwall Partnership Needs Assessment informs priorities for partners but the Service needs to ensure it does not lose sight of its statutory requirements and focus. The CFO is leading a cross sector strategic intelligence review which will result in improved access for all partners to data and joint development work. However, current challenges faced by the CCG and Acute Trust may slow progress in this area.

Fire and rescue risks are identified, analysts work with frontline personnel across the Service to ensure awareness of key target groups. The station profiles are provided to every station to help them determine their community safety work, however, this is viewed as a very general risk profile. More detailed community risk modelling would enable direct targeting, such as individual properties rather than neighbourhoods or lower super output area level. The team understand that a model for prevention is currently being developed, with a consideration of how Exeter data could be used as part of the risk modelling process.

### 6.2 Prevention

Community Safety has been integrated into, rather than absorbed by, the Service. It is notable that the Service calls itself the 'Cornwall Fire, Rescue and Community Safety Service', and there is little or no division between community safety officers and operational fire fighters. Prevention work is carried out by officers who may or may not be uniformed or operational firefighters. The trusted brand is being used well for the whole of Cornwall.

There are many great examples of prevention work in CFRCS Service. The most notable is the TriService officer, in partnership with the police and



ambulance service, and based at the TriService station in Hayle. There is the potential to pilot this model in other rural areas in Cornwall based upon an independent review of the 2 year tri-service officer pilot. It is important to use community and risk data carefully as the needs in other areas are not necessarily the same as Hayle. A new TriService station should be a development of the one at Hayle, learning from what has worked and what hasn't. The Review Team encourage the Service to be bold and imaginative, and perhaps test a new structure. For example, as the role in Hayle has resulted in an increase in prevention referrals, consider line management through Community Safety.

Phoenix Services provides excellent services through cost recovery, with fantastic support from Principal Officers to try new things. There are a wide range of services provided which link directly to the wider health and social care agenda, as well as minimising fire safety risks in the community. There is targeted work with people identified at particular risk, for example as a result of domestic violence, drug and alcohol problems, or young people who are not in education, employment or training. The team met with a number of people whose lives have been turned around as a result of the CFRCS Service, and it is clear that it is making a difference to its local communities.

The CFO chairs the Safer Cornwall Partnership. This has matured and is working well. Partners reported that the relationships have changed from information giving in order to meet CFRCS Service's needs, to a collaborative sharing of information to meet the needs of Cornwall communities, through the most appropriate partner at the table. The service should keep the focus of the Partnership on key priorities so that capacity can be focused where needed.

### 6.3 Protection

CFRCS Service demonstrates its commitment to the 'one council' approach, by working with other services to provide combined regulatory business advice. The Service delivers co-ordinated support to new businesses opening, helping them to achieve compliance and to support their business to grow. The regulatory fire safety strategy and delivery has evolved to fully encompass other regulatory bodies, business and third sector groups.

For example, powers have been delegated to a CFRCS Service Fire Safety Officer to enforce the Housing Act as well as the Regulatory Reform (Fire Safety) Order in private sector housing. The team consider this to be notable practice. This allows enforcement of regulations for both commercial premises and any associated sleeping accommodation.

Housing has launched a 'Responsible Landlords' Scheme for private sector housing. This is since the Smoke and Carbon Monoxide Alarm (England) Regulations 2015 came into force last year which makes it a legal requirement to fit single point detectors in private rented accommodation. CFRCS Service is discussing with Housing the use of firefighters to fit smoke detectors in non-compliant properties on a cost-recovery basis (from landlords) is innovative and will contribute to making communities safer.

The primary authority scheme is used across disciplines to support businesses in Cornwall, helping to ensure their sustainability. Although in the early stages for CFRCS Service, this has great potential.

Wholetime staff deliver enforcement and business engagement activity. This helps to ensure capacity is fully used, and develops operational knowledge of building structural fire protection, in addition to reducing risk to occupants. This is especially important outside of the Service's 10 minute response envelope. CFRCS Service's wholetime watches delivered 403 audits in 2015/16.

Further capacity could be created by investing in watch-based staff against the Competency Framework for Fire Safety Regulators. This would enable them to deliver enforcement in higher risk premises.

CFRCS Service has an Inspection Programme based on levels of risk, with a focus on visiting all high-risk properties within the programme. High-risk properties are new premises, those that have had a fire or that have not previously been inspected, those where there has been a complaint or a re-inspection visit. Where a non-conformity is found in an inspection, there is a follow-up visit. There are also visits that take place that are not scored as a fire audit. The software used for monitoring fire inspection programme does not currently easily demonstrate the full range of all the visits that take place. CFRCS Service is currently revising its tool to prioritise risk, recognising the need for localised risks, which may differ at times from national high risks. This should be clearly understood and articulated, and the systems used to record and monitor all visits and inspections needs to accurately demonstrate how the programme is delivered.

#### 6.4 Preparedness

The Resilience and Emergency Management (REM) team is a function of CFRCS providing council-wide support. The REM Team operates the emergency management coordination across the council for critical and major incidents from the Tactical Command Suite. This is a well-established and understood emergency function, to which the fire service is an integral partner.

The team combines specialisms such as emergency planning, emergency management and coordination and business continuity planning (BCP) for all Council functions. An officer from CFRCS Service is seconded into the team (currently acting head). The team's three year plan considered the IRMP as part of its evidence. Training on emergency capability is provided for officers from across the Council. There is a duty officer system operating at tactical and strategic level with a group of reserve support officers who can be mobilised during protracted incidents. This is structured along JESIP principles.

There is coordination with the Local Resilience Forum and the LRF exercise programme is linked to the Community Risk Register. CFRCS are well placed to contribute to the community resilience programme and should consider

how this contribution could be enhanced. For example, CFRCS Service could better align their operational resources to providing training and support for Community Resilience programmes.

Business continuity planning (BCP) focuses on the main risks for the council and there is an escalation structure for risks to the Service. This is a key function of the REM team, with comprehensive plans in place for a number of key risks for the council. CFRCS should consider how the BCP process, as a key requirement of the Civil Contingencies Act 2004, can be better utilised to prepare for and mitigate against key risks to Service delivery and the future ambitions of the Service.

CFRCS Service has four business continuity plans in place in the event of a major incident disrupting normal service. The 4-tier strategy covers people, stations and resources. There are also plans for Critical Control, Resilience and Emergency Management, and Workshops / Stores. The BCP for stations are covered by the PFI contracts (for loss of a building or utilities to that building). Council policy states that the Service only has to assist in the planning, exercising and validation of BCP plans for critical services, which are in place. The CFRCS Service is in the process of introducing a BCP tick sheet for services and departments not on the critical services list. This will be trialled during 2016 with the Central Administration team.

There is some awareness on stations about BCP, in that there are plans in place for some specific risks (for example, flood plans), and the partnership with NYCC mitigates the risks to CCC being inoperable.

The team saw no clear evidence that BCP focused on core critical business for headquarters or individual stations. The team were made aware of some planning for individual stations and there was evidence that staff on stations have plans for some specific risks (for example flood plans). However the team were not aware of a plan for individual stations which covered matters affecting service delivery from that location (in addition to loss of building or utilities outlined above).

The team and the partnership with NYFRS to mitigate risks to the CCC. There was also evidence that station based staff were aware of what would need to happen in certain eventualities.

The team suggest that the CFRCS Service introduces a discrete programme of business continuity management for its core operations (at headquarters and on stations), especially given its ambitions for expansion in the future. This would enable a clear line of sight between strategic choice and impact, prepare for the necessary contingencies, provide greater consistency in approach with the REM team, provide a structured exercise and testing programme aligned from LRF through to CFRCS Service, and consolidate the existing planning and preparedness. The Service needs to be able to demonstrate that it mitigates for potential risks to its own operations.

Consideration should be given to appointing a Member as a Business Continuity Champion.

#### 6.5 Response

CFRCS Service has a high proportion of on-call personnel and on-call stations. There are special appliances at on-call stations as well as wholetime, and a Fire and Rescue Marine Response (FRMR) team has been recently re-established.

Response staff are engaged with and supportive of CFRCS Service's ambitions in health and social care integration, including first and co-responder schemes. There may be some need for clarity over the levels of response needed at these incidents, but in the main, both wholetime and on-call personnel are willing to diversify in order to best serve their communities. Work may be needed in order to reassure personnel that existing experience and enhanced training will give them the skills needed to deliver the wider health and social care agenda.

The Fire Death Review is a multi-agency debrief process to identify where all agencies can work together to protect vulnerable residents. Linked with improved risk modelling and data sharing, this helps to identify the needs for different localities and deployment of resources and mobilisation. It will help response staff plan interventions, based on accurate, timely information on incident trends. For example, the 'Adopt a Village' initiative could be better targeted and evaluated using the range of available data and intelligence in order to align with strategic priorities, whilst not losing the flexibility for stations to establish their own work plan. The team is aware that the development of a risk model for prevention is underway.

The FRMR has been re-established to be able to respond to fire related incidents on the water and deemed to be 'offshore'. The FRMR team comprises of 33 personnel (full establishment will be 36), trained to Level 3 and Level 4 in marine firefighting and command and control, and deploys out of Falmouth, where the on-call personnel support them. There is an agreement with the Maritime and Coastguard Agency for them to transport personnel by helicopter, although training for new team members has not been possible so far due to Government policy. The team will be able to cover the Devon and North Somerset coastline as well as Cornwall arranged through an MoU with Devon and Somerset FRS. This arrangement assists the training and equipment costs to fund the specialist team. Through networking, links have been made with other Services, such as Hampshire, Norfolk and East Sussex FRSs who also undertake this work, in order to share good practice and ensure a national coverage.

CFRCS are developing a range of revised response options to better utilise its available resources. This is looking at the risks in different areas, and includes a comprehensive review of operational equipment and mobilisation options. This will give them the information needed to enable the Service to be agile in its response to incidents, and consider what the most appropriate response options could be.

Due to the implementation of new systems in the critical control environment, live on-call availability information is not currently linked with the mobilisation system in the Critical Control Centre. This means that CCC is on occasions double mobilising as a control measure. Although stations have work-arounds locally, it's important that the new systems are linked ensuring mobilising is efficient and effective. The delays in implementing new systems in CCC meant that the upgrades were also delayed. The new systems link mobilising and Rappel, and give CFRSCS Service the capability to performance manage crew availability.

The team explored targets apparently not being met for Emergency Response standards. Consideration had been given to whether the standards were unrealistic, given the topography and the highways infrastructure. There are also particular initiatives (for example 'Adopt a Village') for those locations in areas that may not be easily reached within the response time. The team learned that during 2016, there has been a complete review on standards and measures. These have now been revised, and there is a new suite of measures looking at improving flexibility by monitoring what equipment and people is being sent to incidents. The Business Support team has drawn up a 'polygon of ten minutes' around a station, and this is now being monitored using the new measures. This includes monitoring the availability of a crew of 5, the % of incidents in that polygon that have been reached in ten minutes, and how different vehicles have been mobilised.

The new planning and performance tool enables the service to report to SLT on the suite of measures quarterly, and will be part of an Annual Review. Some of the measures are very new, and it will take some time to know whether these are appropriate. In order to help with this, it is important for the Service to maintain active relationships with Cormac, as the Highways Maintenance supplier. There are plans in place to develop this relationship further, particularly through modelling.

## 6.6 Health, safety and welfare

CFRCS Service has a well-established supportive and caring culture. It is clear that staff enjoy coming to work, and are committed to doing the best they can for the people of Cornwall. There is an open and transparent culture, which facilitates a positive attitude towards health and safety. With the added assurance provided by the BSI OHSAS and planned migration to ISO accreditation the service is in a good place to manage health and safety effectively.

CFRCS Service recognises exposure to trauma on par with exposure to hazardous substances and has subsequent support mechanisms in place, such as diffusion officers. The team consider this to be notable practice, especially with the expanding role into first and co-responding.

CFRCS Service benefits from the support provided by corporate council functions, including training, HR business partners and health, safety, welfare

steering boards. They are maximising their links across the council in order to maintain the positive culture.

CFRCS Service is aware of the high sickness levels and increased expectations of its staff. Steps are in place to begin to address this (for example, the Mind Pledge). CFRCS Service should continue to monitor this, and resource as appropriate.

As part of a wider regional approach the Service is waiting for clarity around ESN (Emergency Service's Network) project. This means that MDTs will not be updated until it is clear how this will proceed in order to avoid spending significant resource on equipment that will be obsolete in the near future. Current MDTs are maintained to a high standard, and there are spares available.

It was reported to us a number of times that crews are keeping hard copies of premises risk information and standard operating procedures on fire appliances, as they do not trust the accessibility of the information held on their MDTs. There is a clear risk of multiple sources of information and version control. We strongly recommend that CFRCS Service consider an urgent solution.

#### 6.7 Training and development

Central training staff are well respected and liked. Staff feel that trainers are developing training opportunities to best support officers maintaining their competency. The provision of group training instructors (GTIs) has been welcomed by on-call personnel. The new training schedule has the flexibility to allow on-call staff to catch up at other stations if they miss drill night at their own. This is seen as a beneficial change.

The Service has put in place a system for staff to monitor their own maintenance of competence and has an established Training Compliance Board that has been formed to oversee the implementation of this work and approach. There does not appear to be a current policy on the development and maintenance of competency of its firefighters. This should identify the responsibilities of managers and staff with regard to the management and delivery of central and station-based training and measures to be taken for non-compliance.

Although the service provides acquisition and maintenance of competence training for breathing apparatus (BA) wearers, it is not easily identifiable from the training documentation nor policy, as to whether the service delivers the learning outcomes and assessment criteria as recommended by national guidance (Operational Training Guidance –Breathing Apparatus 2013). The service provides BA training updates to its incident commanders but does not currently provide structured BA training nor BA assessment for Incident Commanders as recommended by the national guidance.

The service may wish to consider all GTI to be trained as specialist BA Instructors/Trainers to ensure consistency of on station training and assessment.

Whilst recognising that a training matrix is in development, the Service does not appear to undertake a strategic training needs analysis. It is therefore difficult to demonstrate how training provision is matched to community risk, operational learning or planned new roles. Without such analysis, the development of new organisational capabilities (such as those required to deliver prevention) may be difficult.

Station-based training is currently set by the central training department and not currently flexible enough for managers to alter the frequency based on local risk. This is due to frontloading the training in 2016/17 to help ensure that all staff use both PDR Pro and LearnPro. The introduction of GTI's has been driven by the need to better support stations with the ability to flex the training programme so that either, on a station or individual basis, any gaps can be addressed. The service may wish to consider how communications could be improved to ensure that all stations are aware of the reason for the current inflexibility. The service may also wish to reflect on the achievability of having an annual maintenance of competency cycle, as opposed to a 2 or 3 year cycle for its staff.

CFRCS Service would benefit from external quality assurance on the management development programmes it is designing. This would enable the service to pay development rates of pay (NJC circular 09/05) to its operational staff.

A quality assurance scheme for central training provision would also provide the service with the ability to authorise and track changes to training content and evidence where national and local operational lessons have been reflected in training delivery.

There have been significant challenges with ICT provision across stations. Now that these have been overcome, the team feels that the PDR Pro system could be used more efficiently and effectively by the Service. For example, the system could fully support the system of maintenance of competence recording resulting in the subsequent removal of individual hard copy folders on stations. The Service could then remotely sample and audit individual and station competencies to greater effect.

## 7. Notable Practice and Signposting

### 7.1 Notable practice

TriService Officer and station – The post is a unique pilot combining an on-call fire fighter with a PCSO and ambulance skills. Line Management report is through the CFRCS Service, but there are management links to the other emergency services as well. The post is based at the TriService station in Hayle, and has been evaluated throughout the pilot, resulting in the exploration of expanding the pilot to another station. The station is a fine example of a mature partnership coming together to have a purpose-built joint station. Not without its challenges, lessons have been learned from this initial station and officer role, and these will play a part in how the post is piloted elsewhere in the county. An example of call-outs on a typical day: 4x medical emergency, 4x anti-social behaviour. This led to 2x safeguarding referrals and 3 x HFSC referrals.

Critical Control Centre - The expanded role of the CCC potentially provides a model for other Services looking to maximise its resources. The partnership with North Yorkshire FRS has brought welcome savings (procurement of Vision 4) and business continuity mitigation, because of the geographic separation of the two Services. The comprehensive review of resource, capacity and call volume to support new arrangements was externally validated. The involvement of staff in the design of their new duty system ensured good buy in and maintained morale.

Initiative and Evaluation Group (I&E Group) – This is a cross-Service group, and was established to ensure that all initiatives proposed by stations are evidence based by including data analysts in the assessment and evaluation of potential initiatives. The data analysts work with station officers to develop initiatives submitted for adoption to help the focus to mitigate local risk. The group evaluate initiatives and collect them in an online freely accessible library.

Service analysts look at and analyse a wide variety of community risks including domestic violence, drugs and alcohol, youth disempowerment and crime. Needs assessments are provided to inform the commissioning of services. SLAs with partners (such as the Youth Offending Service and Devon and Cornwall Police) generates income and provides access to further valuable data. Analysts have specific experience and expertise in their area of work, but individuals come together as a team on a regular basis to provide an update and share information.

Integrated Service - Community Safety has been integrated into, rather than absorbed by, the Service. It is notable that the Service calls itself the 'Cornwall Fire, Rescue and Community Safety Service', and there is little or no division between community safety officers and operational fire fighters. This is commendable.

One Council approach to Protection - The regulatory fire safety strategy and delivery has evolved to fully encompass other regulatory bodies, business and



third sector groups. Powers are delegated to a CFRCS Service fire safety practitioner to enforce the Housing Act as well as the Regulatory Reform (Fire Safety) Order. This allows enforcement of both commercial premises and any associated sleeping accommodation. The planned use of firefighters to fit smoke detectors in non-compliant properties and recover the costs from landlords is innovative and will contribute to making communities safer. The Primary Authority Scheme links to wider council services such as Environmental Health and Trading Standards.

Trauma exposure - CFRS recognises exposure to trauma on par with exposure hazardous substances and has subsequent systems and support mechanisms in place. These are well-known and embedded in the culture of the Service.

## 7.2 Signposting

Collaborative working – the approach in Stoke on Trent focuses on helping people to live their lives well. The Partnership was led by the FRS but involves local authority, health and other emergency services, as well as third sector organisations and others.

Business continuity – the South Yorkshire FRS emergency planning officer won a national award for his work. The BCP process in South Yorkshire is extensive and could be shared with CFRCS Service in order to improve the Service mitigating against risks to its own operational business continuity. Surrey Fire and Rescue Service recently received accreditation against their business continuity arrangements.

Community Risk Modelling – Hampshire Fire and Rescue Service's Data and Knowledge Management Team has developed a risk scoring process to support Exeter Data using additional datasets.

Maintenance of Competence (MoC) – IOW Fire and Rescue uses PDR Pro Advanced for wholtime and on-call staff, with an internally developed MoC matrix for all operational personnel. The system is also used to report and record safety critical type information alerts. However, IOW allocate 3 hours for on-call drill nights to support MoC; along with other requirements placed on staff and stations by the Service. There may still be scope for learning from this model.

## **8. Conclusion and contact information**

Through the peer challenge process we have sought to highlight the many positive aspects of Cornwall Fire, Rescue and Community Safety Service, including a high number of examples of notable practice, but we have also outlined some key challenges. It has been our aim to provide some detail on them through this report in order to help the service consider them and understand them. The senior managerial and political leadership will therefore undoubtedly want to reflect further on the findings before determining how they wish to take things forward.

Thank you to CFRCS Service for commissioning the challenge and to everyone involved for their participation. The team are particularly grateful for the support provided both in the preparation for the challenge and during the on-site phase and for the way people we met engaged with the process.

As part of the revised Fire Peer Challenge offer, team members are happy to be contacted for suggestions to help develop your plans, and offer to undertake a follow-up to the challenge in due course, at a time which is most useful to you. The Local Government Association's Programme Manager in the South West is Paul Clarke, and you may wish to stay in touch with him as well as with members of the team in the meantime. Hopefully this provides you with a convenient route of access to the organisation, its resources and packages of support.

All of us connected with the peer challenge would like to wish Cornwall Fire, Rescue and Community Safety Service every success in the future.

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## **Annex – Feedback Presentation**

Contents of the feedback presentation delivered to CFRCS Service on Friday 19<sup>th</sup> June 2016

### Headline Messages

- Well-respected embedded part of the council making a positive difference
- Strong leadership and contribution to wider Making Cornwall Safer agenda
- Significant potential to add value to the health and social care priorities for Cornwall
- Blue light collaboration is well advanced and providing lessons for others
- High quality data and intelligence developed and informing decision making
- In expanding the role, ensure the basics are not overlooked:
  - management of resource availability
  - ensure competency of staff for potentially expanding roles
- Ensure decision making is both transparent and recorded appropriately

### Critical Control Centre

#### Strengths

- Diversified Critical Control Centre is a good idea, promoting the one council approach
- Staff feel that the approach to project management was open, transparent and inclusive
- The arrangement with North Yorkshire Fire and Rescue Service (NYFRS) has brought a number of key benefits.
- Lessons learned from this project will undoubtedly assist other projects in the Service

### Critical Control Centre

#### Areas for consideration

- Review the Business Continuity arrangements for the new Critical Control function to ensure they are fit for purpose and appropriately documented.
- Consideration needs to be given to call handling and mobilising arrangements as well as new areas of work.
- There would be benefit from fully integrating existing IT systems within Critical Control in order to maximise efficiencies and effectiveness around availability and mobilising of appliances.

### Expectations on On-Call Personnel

#### Strengths

- On call staff have a pride in serving their communities through the Service. Retention and recruitment of on call staff is good. Establishment is maintained.
- Staff are experienced and enthusiastic

- Introduction of the centralised training planner for on call staff, along with provision of group training instructors is seen as positive support to assist managers at on call stations.
- Current personal kit issue and equipment is considered by staff to be of a good standard.
- Additional hours are allocated for maintenance of competence (MoC) training where stations have a special appliance.

#### Expectations on On-Call Personnel

##### Areas for consideration

- Undertake skills audit to understand current competency levels and capacity before considering expanding the role
- Consider risks and impact of expanding the role, for example on primary employers
- Involve on-call personnel in considering developments of their role – learn from Critical Control
- Manage availability effectively and ensure alignment with Critical Control

#### Health and Social Care Integration

##### Strengths

- Proactive consideration of potential contribution to Devolution Deal and STP has been welcomed.
- Service leaders provide significant energy to the development of the devolution deal and bringing partners together
- Service leaders recognise the relationships and links within the health and social care system, and have taken time to consider where they can contribute to improving outcomes
- The Strategic Intelligence Review should allow the establishment of a consistent understanding of risks and assist in agreeing shared priorities

#### Health and Social Care Integration

##### Areas for consideration

- Current issues with CCG and Acute Trust may impact on engagement with the NHS, and on the development of the STP
- Consider how the Service can engage with the Public Health commissioning process and contribute further to delivering their priorities
- Significant opportunities through Health and Social Care Integration, but the Service may need to consider where its resources can add the most value
- Consider the capacity, confidence and competence of personnel before roles are expanded

#### Understanding of local context and priority setting

##### Strengths

- The Service develops very good intelligence from its data and that is used to inform strategic and operational decisions in a number of areas.

- Work is progressing on modelling and to refine information used by local managers to target activity
- The Services recognises the benefits of and contributes to the One Council approach
- The Service recognises and is acting on the risk implications for areas outside the ten minute response

#### Understanding of local context and priority setting

##### Areas for consideration

- Station risk profiles could be developed further to provide appropriate detail for effective local targeting
- Consider the strategic approach to risk management issues such as Adopt a Village

#### Delivering outcomes for local communities

##### Strengths

- TriService Safety Officer is an excellent example of where blue light services have adapted to local circumstances. Great potential to repeat this elsewhere
- One Council structure has enabled more community involvement by the FRS
- Overall trend of fires and related casualties is down enabling focus in other areas
- FRS seen as trusted brand delivering outcomes with and for partners
- Partnership working and engagement with communities is increasing which develops community resilience

#### Delivering outcomes for local communities

##### Areas for consideration

- The Service recognises the potential to extend its shared service approach, however, consideration should be given to the capacity available. Concerns have been raised that expectations may be unreasonable.

#### Financial Planning and viability

- There is a plan to realise the savings predicted for the next four years.
- The approach to delivering the elements of the plan needed to release the savings should be transparent and inclusive. Staff have indicated a clear desire to assist.
- As the ambition for income generation through cost recovery and other schemes develops it should be ensured that the governance arrangements are fit for purpose
- Consideration should be given to further developing relationships across a wider group of partners to realise the full potential of the one estate initiative

#### Political and managerial leadership

##### Strengths

- Chief Fire Officer and Senior Leadership Team extremely well regarded both internally and externally

- Portfolio Holder is also well regarded, and despite the wide portfolio, spends a significant time on Fire, Rescue and Community Safety activity
- The Service is strongly supported by all elected members on Cornwall Council
- The Service provides a positive, energetic and inclusive leadership role in Cornwall, for example, Safer Cornwall Partnership

#### Political and managerial leadership

##### Areas for consideration

- Consistent messaging is essential along with engagement and involvement of those likely to be affected by change
- Some staff feel that change is imposed rather than being as a result of effective engagement. Wider involvement of the workforce in developing solutions should be considered.
- Recognise the risks associated with a lean senior leadership team

#### Governance and decision-making

##### Strengths

- Project and programme management is well structured and supported with a good focus on risk and issues, and reported through the balanced scorecard
- The business support function provides a range of support activities focussed on achieving outcomes detailed in the strategic plan
- Positive progress on procurement review being made with help from corporate procurement colleagues

#### Governance and decision-making

##### Areas for consideration

- Whilst a SLT decision making process exists, consideration should be given to ensuring this is appropriately documented
- Consideration should be given to treating activities in the same way as initiatives, projects and programmes, so that they would be subject to same control, reporting and evaluation
- There is a tendency to move onto the next initiative before the previous one has become embedded or reviewed. An eagerness to act and initiate change means planning, testing and evaluation may be overlooked.

#### Organisational capacity

##### Strengths

- Organisational culture is empowering and encourages local initiatives to be developed
- Good industrial relations exist across the Service
- Uniformed staff have given positive feedback about doing community work following community safety integration

#### Organisational capacity

##### Areas for consideration

- Balance finding new ways of working with the need to maintain important basic functions

- The range of potential activities is extremely wide and presents the potential for resources to become overstretched
- Consideration should be given to extending the volunteer scheme as there is clear potential for them to contribute to Service priorities.
- Staff have reported that corporate council systems are inflexible and have the potential to create problems

## Community Risk Management

### Strengths

- There is a well-established analysis team comprising a wide range of disciplines
- Exceptional personnel with good experience and expertise in their field
- Analytical support for partners is valued and provides income generation opportunities and access to valuable data
- Strong individual needs assessments are produced to inform community safety activity

## Community Risk Management

### Areas for consideration

- Consider having one overarching community needs assessment for the Service
- Consideration should be given to the extent to which analysis of fire and rescue risks inform accurate and timely service delivery
- Community risk model development required for key areas of service delivery

## Prevention

### Strengths

- Phoenix Services provides excellent services through cost recovery, with fantastic support from PO's to try new things
- The Service uses its trusted brand well 'for the whole of Cornwall'
- The Safer Cornwall Partnership has matured and is working well
- Community Safety has been integrated into, rather than absorbed by, the Service

## Prevention

### Areas for consideration

- Station Profiles lack detail and direct targeting
- Personnel believe they require innate ability and essential training to deliver the wider health agenda

## Protection

- CFRS is delivering its enforcement activity through the one Cornwall approach
- The primary authority and business support approach has excellent potential
- The use of WT staff to undertake protection activity provides extra capacity, make communities safer and develops operational knowledge
- There would be benefit in a more robust inspection programme

## Preparedness

### Strengths

- The Resilience and Emergency Management Team have a well-established and understood emergency function. FRS is integral to the REM team and provides operational and practical support
- There is evidence of coordination from Local Resilience Forum through to local council planning and engagement with the LRF exercise programme linked to the Community Risk Register
- Business continuity planning is a key function of the REM team, with comprehensive plans in place for a number of key corporate Council risks.

## Preparedness

### Areas for consideration

- Consider introducing a discrete programme of business continuity management for its core operations with a clear line of sight between strategic choice, impact and providing for the necessary contingencies. This would provide greater consistency in approach with the REM team, and provide a structured exercise and testing programme aligned from LRF through to CFRCS

## Response

### Strengths

- Development of alternative response options bespoke to local risk
- CFRCS have commenced a review of operational equipment to release training time and ensure appliances are equipped for local risk
- Response staff are engaged with and supportive of CFRCS ambitions in health and social care integration, including first and co-responder schemes
- The Fire Death review is a multi-agency debrief to identify where all agencies can work better together to protect vulnerable residents

## Response

### Areas for consideration

- CFRCS should introduce a system whereby live on-call availability information is linked with mobilisation in Critical control.
- Adopt-a-Village should be better targeted and evaluated using the range of available data and intelligence

## Health, safety and welfare

- CFRS has a well-established supportive and caring culture
- CFRS recognises exposure to trauma on par with exposure hazardous substances and has subsequent support mechanisms
- There is a positive health and safety culture

## Training and development

- Clearly defined and effective policies should be readily available (risk management)
- Clarify and manage the risks and mitigations, for example delivery of BA training on stations
- CFRS would benefit from an assured development programme