

**Cumbria Fire &
Rescue Service**



**Draft
Integrated Risk
Management
Plan 2014 - 2017**



Foreword

Welcome to the Cumbria Fire and Rescue Service (CFRS) Draft Integrated Risk Management Plan (IRMP) 2014 - 2017. This plan will ensure that decisions about our services are informed by up to date and accurate information.

CFRS is part of Cumbria County Council and the Council through its Council Plan sets out the vision for Cumbria. This is delivered through the council functions of which CFRS is one. As one of its priorities, the Council has set out that it wants to enable communities to live safely and to shape services locally. Part of this is ensuring an effective fire and rescue service, targeted at vulnerable people and areas of highest risk.

We have recently updated our risk profile relating to fire and other emergencies across the county as part of the IRMP process. This is something that we are required to do under the FRS National Framework. The process enables the Service to be clear about the levels of risk that exist, influencing our prevention, protection and response arrangements. This allows us to identify opportunities to change and match resources to risk and demand.

In line with the findings of the review, we are looking at current response arrangements and in particular where these can be changed to levels more appropriate to the reduced risk and activity identified within the plan. Proposals made as a result of this form part of the Council's strategic budget planning and details are provided as part of the Council's public consultation on the budget.

The public consultation on the budget will run at the same time as the consultation on this document. In respect of the proposals relating to the Fire and Rescue Service, both documents need to be read together.

For us to be successful at making Cumbria safer, we need to receive your comments and feedback on the contents of this draft IRMP. We value your opinion so please take time to consider both this draft IRMP and the Council's budget proposals. We look forward to hearing your views on this plan and the proposals put forward. We will take account of all the comments and feedback we receive before 20 January when developing our final Integrated Risk Management Plan. Following consultation, the IRMP will go before councillors



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Contents

1. Executive Summary
2. Integrated Risk Management Planning
3. Assessing the Risk
4. Our Performance
5. Our Resources
6. Have Your Say



1. Executive Summary

Cumbria Fire and Rescue Service (CFRS) is part of Cumbria County Council which has a Council Plan setting out the vision for Cumbria.

We are required by the Fire and Rescue National Framework to produce an Integrated Risk Management Plan (IRMP) to identify and assess fire and rescue related risks that could affect our community. This must also take into account the community risk register produced by our Local Resilience Forum. We have set out in this document what Integrated Risk Management Planning is and why we do it. Our current IRMP takes us to 2014 and this draft plan is an update to take us through to 2017. It provides a detailed understanding of our diverse communities and the risks they face. It also takes into account wider issues within Cumbria as well as national risks. It sets a strategy for the management of risks, provides a basis for our planning process and prioritises the work we need to undertake.

This recent update has shown that risks and demand across Cumbria have continued to reduce.

- There has been a 34% reduction in all incidents since 2007/08, going down from over 6,500 in 2007/08 to less than 4,500 in 2012/13.
- There are now only 4 Lower Super Output areas (LSOAs) classified as high risk out of a total of 322. This has reduced from 20 in 2008/09.
- There has been a 47% fall in the number of fires since 2007/08.
- Injuries from fires in the home are at an all-time low, reducing by a huge 69%.
- Overall risk across the county has reduced by almost 20% over 6 years.

The public sector faces increasingly demanding financial challenges and CFRS is proactively responding to this. Effective use of resources, greater flexibility and extending our partnership arrangements are helping us to better manage risk and deliver outcomes.

The Council is facing significant financial challenges over the next few years. The strategic planning process is the process by which the Council develops and agrees its priorities (i.e. the 3 year Council Plan), and develops and agrees its 3 year Budget (for the period 2014 to 2017). Critical to this process is the engagement of all Members and effective stakeholder consultation.

A number of proposals affecting the Fire and Rescue Service have been made in response to the financial situation and reducing risks in Cumbria and these form part of the Council's strategic budget planning process.



2. Integrated Risk Management Planning

What is Integrated Risk Management Planning?

We are required by the Fire and Rescue National Framework to produce a local Integrated Risk Management Plan (IRMP). IRMPs are the way in which all Fire and Rescue Services identify and manage risk. The process involves the combination of prevention, protection and emergency response activities, on a risk-assessed basis, in order to reduce risk and improve the safety of the communities we serve. Fundamentally, risk planning also aims to create a safer working environment for fire-fighters responding to emergencies.

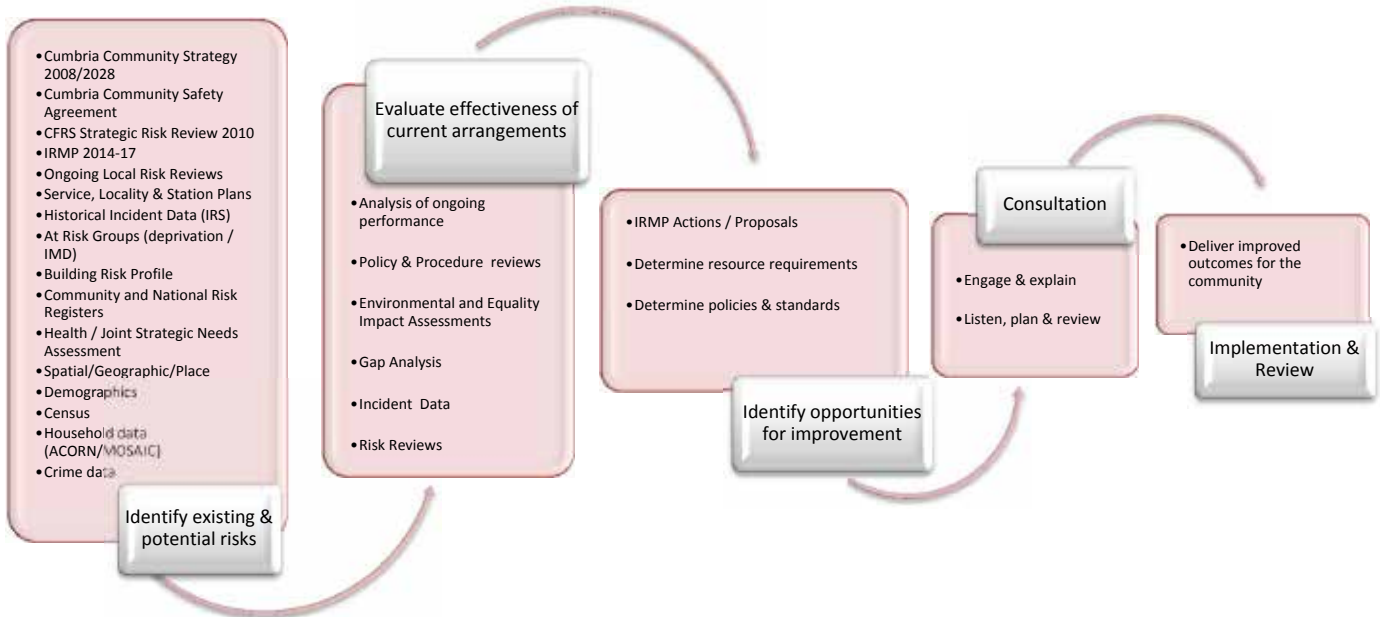
Cumbria Fire and Rescue Service (CFRS) will:

- Identify and assesses all foreseeable fire and rescue related risks across Cumbria, in addition to including those of a cross-border, multi-authority and/or national nature.
- Demonstrate how prevention, protection and response activities will best be used to mitigate the impact of risk on our communities.

- Describe how we respond to incidents such as fires, road traffic collisions and emergencies across Cumbria and in other areas in line with our mutual aid agreements.
- Reflect up to date risk analyses and an evaluation of service delivery outcomes to demonstrate how we are reducing risk.
- Provide information on how we measure and assure our performance.

We aim to achieve our objectives through an integrated approach and recognise that prevention and protection activities are essential in mitigating the impact of adverse events on our communities. Our approach will focus on achieving the correct balance of prevention and protection activities to reduce our need for intervention; however, we will continue to respond to emergencies with the appropriate resources in a highly professional and expedient manner.

IRMP Process Map



Our Objectives

In developing this IRMP, CFRS has considered its responsibilities and those of the County Council and our core business objectives. Looking at local, regional and national risks that affect our communities and considering our statutory responsibilities to prepare and respond to certain incident types, we are in a position to develop and evolve our plan and set our direction for the next three years. We have carefully considered our current objectives and remain focused on continuous improvement. As a modern forward looking Fire and Rescue Service it is important that our priorities are carefully considered to reflect our core business and the changing demands placed upon us. Our objectives are reviewed annually and are written into our Service Plan. Our Service Plan can be found at: www.cumbriafire.gov.uk.

The Service has a number of key strategies:

- **Prevention** - We will prevent fires and other emergencies by targeting the most vulnerable
- **Protection** - We will protect communities from the impact of fire, road accidents and other emergencies when they arise
- **Response** - We will plan for and respond effectively to emergencies when they arise
- **Organisational Development** - We will invest in the development of our staff to ensure they are safe and effective in their work
- **Environment and Heritage** - We will reduce the adverse impact of incidents on both the built and natural environment.

Nationally, the fire and rescue service now has more wide ranging responsibilities than previously. New challenges are emerging; for example, the continuing and ever-changing terrorist threat, climate change or the impact of an ageing population. Such changes present challenges for CFRS and all are set against decreasing public sector budgets, in an ever more demanding economic climate.

CFRS has a statutory responsibility to respond to incidents such as fires, road traffic collisions and other emergencies across Cumbria. We also respond to calls for assistance in other regional and national areas in line with our mutual aid agreements.

When we refer to the word ‘response’ we are using it in the context of operational fire-fighters responding to emergencies, however, our response to communities is much broader than that. We respond to help with emergency pre-planning, fire prevention advice and also respond to the business sector under our legal fire protection responsibilities. A more holistic way of describing this is ‘our intervention’. Collectively, our intervention arrangements are used as a suite of measures to protect communities, visitors and all those who travel within or through our county.

We remain committed to delivering an overarching intervention strategy based upon a combination of prevention, protection and response. We will monitor our weight of attack to ensure that we are sending appropriate resources to efficiently and effectively deal with the particular incidents presented, in a safe and controlled manner.



3. Assessing the risk

Cumbria – Local Context

In order to understand the risks in our communities, we need to understand the county and the people who live here. This section provides an overview of Cumbria and the people who live here. It sets out the challenges that this presents to us as a Fire and Rescue Service.

Geography

Cumbria is the second largest county in England and covers 689,000 hectares, including a coastline of 245km and accounts for a staggering 48% of the land mass in the North West. The county is made up of six districts: Allerdale, Barrow, Carlisle, Copeland, Eden and South Lakeland. Its largest urban areas are Barrow in the South and Carlisle in the North of the county. Along with 14 significant lakes, much of the county's terrain is mountainous and all terrain in England over 3,000 feet, including England's highest point, Scafell Pike, is located in Cumbria.

The area includes two National Parks; the Lake District and the Yorkshire Dales National Parks, as well as three Areas of Outstanding Natural Beauty; Solway Coast, North Pennines, and Arnside and Silverdale. Additionally, there are 279 Sites of Specific Scientific Interest (SSI), 8 Nature Reserves and 4 European Designated Specially Protected Areas (SPA).

Protecting the environment (both built and natural) is an essential component of fire service duty, particularly as many habitats in Cumbria lend themselves to increased risk of wildfire.

Heritage

Cumbria's visitor economy makes a significant contribution to the broader Cumbrian economy, providing at least 32,000 jobs and £2bn of expenditure annually. Cumbria has 7529 listed buildings, approximately 2% of the national total. It has one UNESCO World Heritage site; Hadrian's Wall. For Heritage buildings fire risk is important, but flooding is a more significant risk, with a flood occurring twice for every fire.

Transport

Within the county we have the M6 motorway and two trans-Pennine trunk roads, the A69 and the A66, along with other key 'A' roads (A595, A596, A590 and A591) which traverse the County East to West and North to South. There are also 3,729km of unclassified roads, many of which are narrow, winding, with steep gradients and poor accessibility. A diverse fleet of vehicles is required to operate and respond effectively given the geography of our service area and responding to road traffic collisions is a core requirement for the Service.

The county has one minor airport at Carlisle and several smaller airfields capable of handling light aircraft. Two major international air corridors over fly Cumbria, and the mountainous geography of the County makes it a particularly attractive training ground for military low-flying operations.

The county has three ports, Silloth in the North, Workington in the West and Barrow in the South.

The West Coast Rail link bisects the County North to South with three additional rail lines radiating from Carlisle. One follows the Cumbrian coastline serving the coastal industrial and population centres whilst another runs southeast through the County towards Settle in North Yorkshire. A third runs east from Carlisle towards Hexham and Newcastle.

Population

Cumbria's current population is just over 499,800. At any given time, visitors to the County can significantly swell these numbers. In 2011, Cumbria had 40.1 million visitors, made up of 35 million day visitors and 5.1 million overnight visitors. It is the second largest county in England but the second least densely populated. Over 50% of the Cumbrian population live in rural communities which brings diverse challenges for service delivery.

Cumbria has an older population; 28% of its residents are aged over 60 compared to just 22% nationally. Older single people are more vulnerable to fire for reasons including reduced mobility and age degenerative illnesses. This risk is likely to grow as a greater number of older people are supported to live in their own homes for longer.

The number of young people living in Cumbria is in decline.

The proportion of residents from Black and Minority Ethnic (BME) groups is 3.5% compared to 19.5% nationally.

The Challenges

Employment

Employment in Cumbria is mainly based in the manufacturing and tourism sectors. Nuclear, other energy including wind-farms and shipbuilding industries are prevalent in Copeland and Barrow-in-Furness, whilst there is a strong pharmaceutical industry in south Cumbria. The Lake District National Park and other areas of Cumbria, as popular tourist destinations provide employment opportunities.

Levels of unemployment in Cumbria are below the national average, yet there are sharp contrasts across the county with high levels of unemployment in the urban areas of Barrow and Copeland. Youth unemployment in Cumbria is an issue with rates above national levels in Allerdale, Barrow and Copeland. Wages and salaries in Cumbria are relatively low with earnings in particular areas significantly lower than national and regional averages. The average median household income in Cumbria is £25,524, compared to £28,413 for the rest of the UK.

Deprivation

There are high levels of poverty and deprivation spread across the county and in particular in the urban areas of Barrow and West Cumbria. Some areas in Cumbria fall within the 10% most deprived areas in the country. Although the prevalence of poverty and deprivation is greater in Cumbria's urban areas there are pockets of significant deprivation in some of the most rural communities. Deprivation is a risk factor for fires and increasing deprivation may lead to more incidents.

Children from the poorest families are 38 times more likely to die from exposure to smoke, fire or flames than children whose parents work in higher managerial or professional occupations. Reducing the number of children who die or who are injured through accidents is therefore a key means of improving health and reducing inequalities. Previous research shows that the North West has some of the highest rates of child deaths from accidents of any region in England.

Crime

Cumbria is a relatively safe place to live with low levels of crime which, overall, have fallen in recent years. Nevertheless, arson is still a risk and addressing deliberate fire setting remains a key challenge.

Life Expectancy

The average life expectancy in Cumbria is 79.9 years, marginally lower than the rest of England at 80.2 years. There is significant variation in life expectancy across the county with almost a 20 year gap between the best and the worst areas. Crime and disorder is more prevalent in areas where life expectancy is low. These areas also tend to be deprived and characterised by low household income, high levels of unemployment and benefit claimants, and child poverty.

Only a third of deaths now occur before the age of 75. The three big killers in Cumbria are cancer, circulatory conditions such as heart disease and stroke, and respiratory diseases such as pneumonia and chronic obstructive pulmonary disease (COPD). Working with partners on the wider health agenda is a priority area for CFRS.



Ageing Population

With an ageing population, dementia is likely to be a significant issue across Cumbria as well as increasing levels of long term illness and sensory impairment. Additionally, those with existing physical and learning disabilities are living longer, increasing the need for more complex packages of support. There are currently estimated to be about 7,000 people living with dementia in Cumbria. This is expected to increase by 80% to over 13,000 by 2030. The increase will be highest in those districts with the greatest proportion of older people such as South Lakeland, presenting significant service delivery challenges for CFRS.

In Cumbria, by 2030 there is projected to be:

- 5,835 more people with dementia
- 21,149 more people over the age of 65 unable to manage at least one self-care task
- 25,901 more people over the age of 65 unable to manage at least one domestic task
- 28,638 more people over the age of 65 with a moderate to severe hearing impairment
- 6,620 more people over the age of 65 with diabetes
- 132 more people over the age of 65 with moderate or severe learning disabilities
- 4,550 more people over 65 with depression
- 26,612 more people over 65 with a limiting long term illness

Public Health

Local authorities are now responsible for co-ordinating local efforts to protect and improve the public's health and reduce health inequalities. Responsibilities for a range of public health functions have transferred from the NHS to local authorities, including:

- tobacco control and smoking cessation services
- alcohol and drug misuse services
- interventions to tackle obesity such as community lifestyle and weight management services
- accidental injury prevention

As part of the County Council we already work with a number of services that have an important bearing on the health and wellbeing of local people such as housing and education. Combining these services with our new public health responsibilities will help us to improve the social and economic factors that influence health and well-being.

Poor health is prevalent in Cumbria's most deprived wards. Obesity in childhood is a significant issue with 20.8% of 10/11 year olds being classed as obese, the higher the level of deprivation the higher the prevalence of child obesity. Using data available from the Cumbria Intelligence observatory and health partners, CFRS will seek opportunities to add value to the broader health interventions.

Smoking

Nationally, in 2012-13, there were 271 fire-related fatalities in England, 14% fewer than in 2011-12 and lower than in any year in the last fifty years. Three fifths of all fire fatalities were in accidental dwelling fires (168 across England in 2012-13).

Fire fatality rates nationally are notably higher for people aged over 80 and for males. The leading cause of fatal accidental dwelling fires was careless handling of fire or hot substances (mostly cigarettes). Smoking also appears to be significantly linked to measures of deprivation.

Substance Misuse and Alcohol

In Cumbria with the exception of Eden and South Lakeland, substance misuse, especially alcohol, is a significant issue. The problem is most pronounced in Barrow-in-Furness which has some of the highest rates of alcohol related harm in England and levels of serious drug misuse significantly above county and national averages.

Alcohol and drug misuse are significant contributors to the incidence of accidental dwelling fires and fire casualties. A recent study into fatal fires conducted by the Arson Control Forum showed that alcohol impairment contributed to the cause of 25% of all fatal fires.

Families

Too many children in Cumbria live in deprivation, 1 in 4 babies in Cumbria are born into deprivation and 1 in 5 children will grow up in deprivation.

There are also significant issues relating to the health of children and young people in some areas of the county. Rates of teenage pregnancy in Carlisle are significantly above the national average while Allerdale has the fourth highest rate in England of under 18s admitted into hospital for alcohol specific conditions.

National research shows single parent families are associated with more fires. One in five dependent children in Cumbria live in lone parent households. There are 12,593 'lone parent households with dependent children' in the County.

Domestic Abuse

There are approximately 500 reported incidents of domestic violence every month in Cumbria. Households experiencing domestic violence have an increased fire risk and CFRS works with partners through Community Safety Partnerships and by attending Multi Agency High Risk Conferences to mitigate this risk and to provide an effective response. Changes to welfare reform, benefits and household income could add further financial pressures in the home, leading to an increase in domestic violence.

Fire 'casualty' risk

A review of fire deaths and national research indicates the following groups are at greater risk:

- people who smoke
- people living in deprivation
- single parent families
- single person households
- those living in socially rented accommodation
- people with a disability or suffering from illness
- people who are unemployed and have never worked

Further social factors including family stress and critical life events e.g. hospitalisation, chronic disease or a change of residence increases risk.

For Cumbria the challenge of preventative work is to address increased risk. This includes mitigation and supporting projects that tackle the root cause of inequality.

Community Risk Register

The Civil Contingencies Act 2004 requires Local Resilience Forums (LRFs) to undertake risk assessments and maintain a Community Risk Register. The LRF is a forum formed in a police area of the United Kingdom by key emergency responders and specific supporting agencies. Its' aim is to plan and prepare for localised incidents and catastrophic emergencies. As a Fire and Rescue Service, we are actively involved in the work of the Cumbria Local Resilience Forum (CLRf) and help to identify potential risks and produce emergency plans to either prevent or mitigate the impact of any incident on our local communities.

National Risks

The risks the UK faces are continually changing. The government monitors the most significant emergencies that the UK and its citizens could face over the next 5 years through the National Risk Assessment (NRA). The NRA is intended to capture the range of emergencies that might have a major impact on all, or significant parts of the UK. These are events which could result in significant harm to human welfare; casualties, damage to property, essential services and disruption to everyday life. The risks cover 3 broad categories: natural events, major accidents and malicious attacks. As a Fire and Rescue Service we must ensure we are prepared and able to respond when required.

To support National Resilience (NR) capabilities CFRS will continue to train and develop our firefighters to the highest possible standard so that they can respond to local, regional and national Emergencies.

Mass Decontamination

The Service has mass decontamination capability as part of a national response. Firefighters regularly train with the equipment in a number of different scenarios, ensuring they are up to date with new procedures and equipment in preparedness for any incident that may require a large number of people to be decontaminated.

Weather

The changes in weather associated with climate change continue to pose operational challenges to CFRS. Operational firefighters have been involved in responding to significant flooding and snow fall events in recent years. The Service has vehicles, equipment and appropriately trained staff to deal with these events.

Urban Search and Rescue (USAR)

Although CFRS has no USAR capability we continue to work closely with the Fire and Rescue Services in Lancashire and Greater Manchester to ensure our staff are aware of what capabilities these teams can provide.

Enhanced Logistics Support (ELS)

Large scale national incidents may necessitate the mobilisation of large numbers of NR assets along with supporting personnel and resources, often required over a prolonged period of time.

In order to assist with command and control at major incidents, a national capability has been developed by the Fire and Resilience Directorate of Communities and Local Government to support the logistics, marshalling and welfare issues relating to these NR assets. This is in the form of the ELS capability. The ELS capability is strategically located at nine selected host Fire Services to support this role. This capability is now available in CFRS. The new vehicle has the latest satellite and mobile phone technology and is a dual purpose resource. It also provides a mobile fire station to support the broader educational role that the Service undertakes to ensure improved value for money out of one vehicle.

National Inter Agency Liaison

The need for an inter-agency role within the Fire and Rescue Service has, over the years, increased. More complex scenarios and increasing demands on resources have required the Fire and Rescue Service to respond innovatively to ensure that an effective and appropriate response, proportionate to the risk, is delivered at the point of need.

Unwanted Fire Signals (False Alarms)

The Fire Protection Association estimates that more than 95% of all fire alarm signals from automatic fire alarm systems are unwanted or false.

To reduce fire and rescue service attendance nationally to these 'Unwanted Fire Signals', a nationally agreed protocol was published by the Chief Fire Officers Association (CFOA) in 2010. As a result, in 2011, CFRS instituted a 'call challenge' policy for alarms originating from automatic fire alarm systems; essentially this means that the fire control room challenge the Fire Alarm Monitoring Organisation (FAMO) in order to confirm they have implemented the nationally agreed call filtering protocol, before despatching fire engines and staff. Call challenge now operates 24Hrs a day for all commercial premises **except premises with a confirmed sleeping risk** where we continue to mobilise resources on receipt of call.

The attendance to Unwanted Fire Signals has subsequently dropped from 1,986 in 2010-11 to 1,556 in 2012-13, a reduction of over 21%. The move to the North West Fire Control Centre will present opportunities to work with neighbouring Fire Service's more collaboratively, developing operational policies and practices that will lead to greater interoperability and potentially provide scope for further efficiencies and adoption of best practices across the Region.

Cumbria Risk Profile

The Fire Risk model

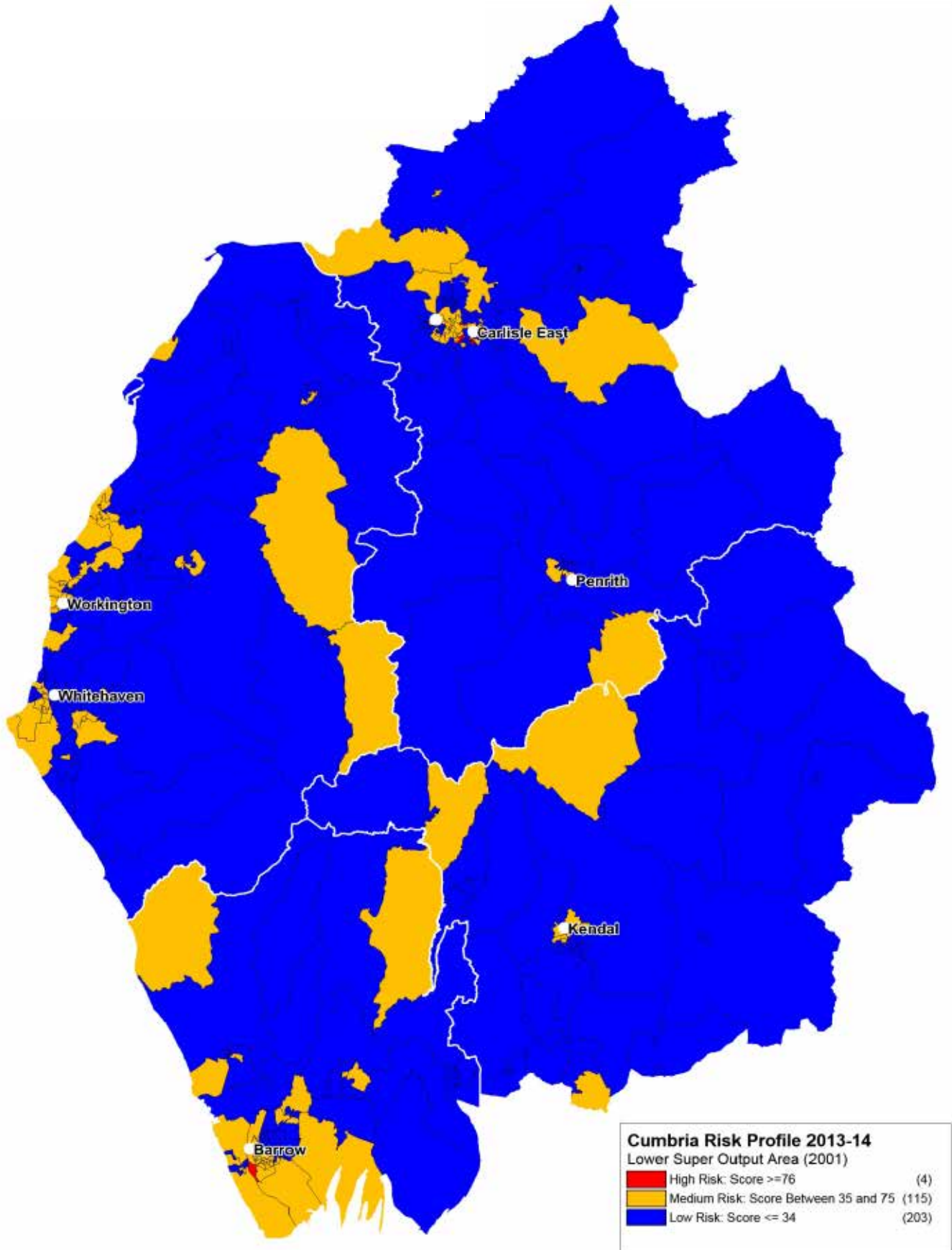
To allow CFRS to focus resources in an efficient and effective way in order to reduce risk or to lessen its consequences, a new fire risk model was developed as part of our 2011 IRMP.

The fire risk model involves an analysis of fires and associated casualties, along with a consideration of the deprivation within each Lower Super Output Area (LSOA) by use of the Index of Multiple Deprivation (IMD) score, over a five year rolling programme. Research shows that increased deprivation levels also correlate to increased fire risk and the IMD is made up of seven domain indices. These are:

- Income
- Employment
- Health Deprivation and Disability
- Education, Skills and Training
- Barriers to Housing and Services
- Crime
- Living Environment

Using the fire risk model, the review by the Service has identified that the overall risk has reduced by almost 20% since 2003/04. Furthermore, risk within our most vulnerable high risk communities (in terms of fire) has reduced by some -79% over the same period.

IRMP Risk Map of Cumbria 2013-14

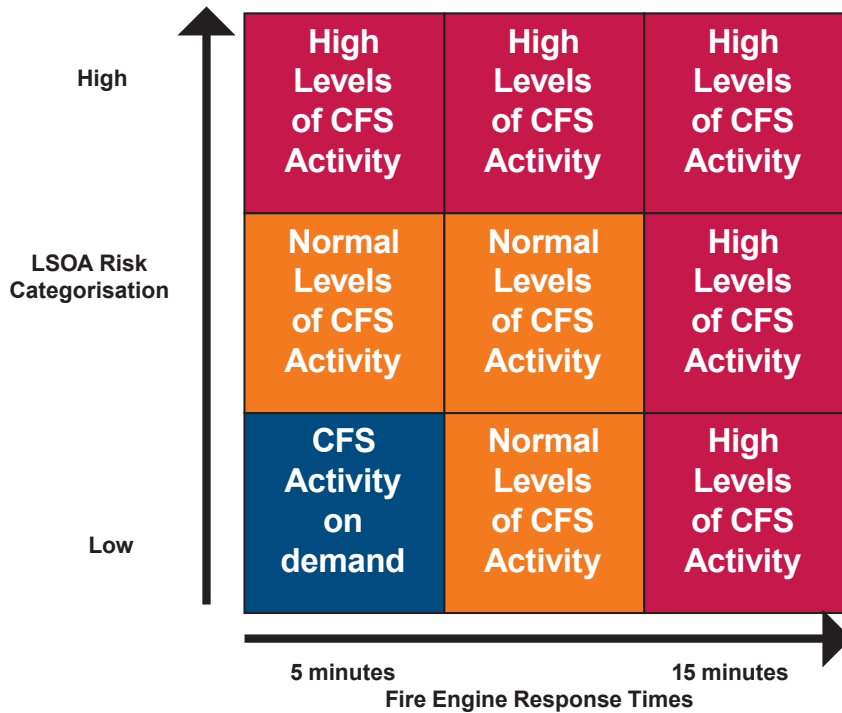


In relation to the risk profile, we aim to continue to achieve the following response standards on 80% of occasions.

| | First fire engine attendance | Full attendance |
|-------------|------------------------------|-----------------|
| High risk | 5 minutes | 10 minutes |
| Medium risk | 10 minutes | 15 minutes |
| Low risk | 15 minutes | 20 minutes |

Targeting those most at risk:

Our risk profile is used to define clear areas of risk so that targeted community safety activity can take place. Our fire risk modelling enables us to identify key areas across the county where statistically there is an increased risk of fires that may result in casualties. We undertake risk re-evaluation annually and this tool is useful in helping to inform our prevention, protection and response arrangements. This approach enables our front line delivery of community safety activity to be accurately targeted to those most at risk, in accordance with the following simple model:



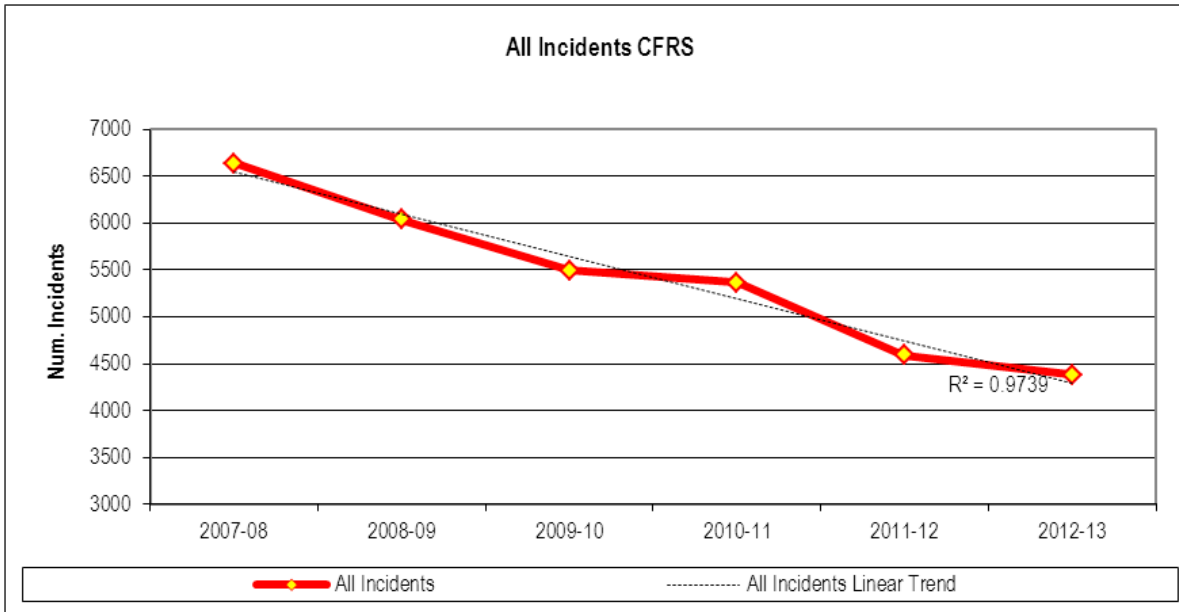
To further enhance our ability to target the most vulnerable people in our communities other demographical information and lifestyle datasets are used. We use bespoke software to assist with identification of ‘at risk’ people across Cumbria, using datasets such as ACORN and/or MOSAIC. The software complements and supports our fire risk model and is used effectively to respond to community safety needs across the county.

4. Our Performance

Performance Review

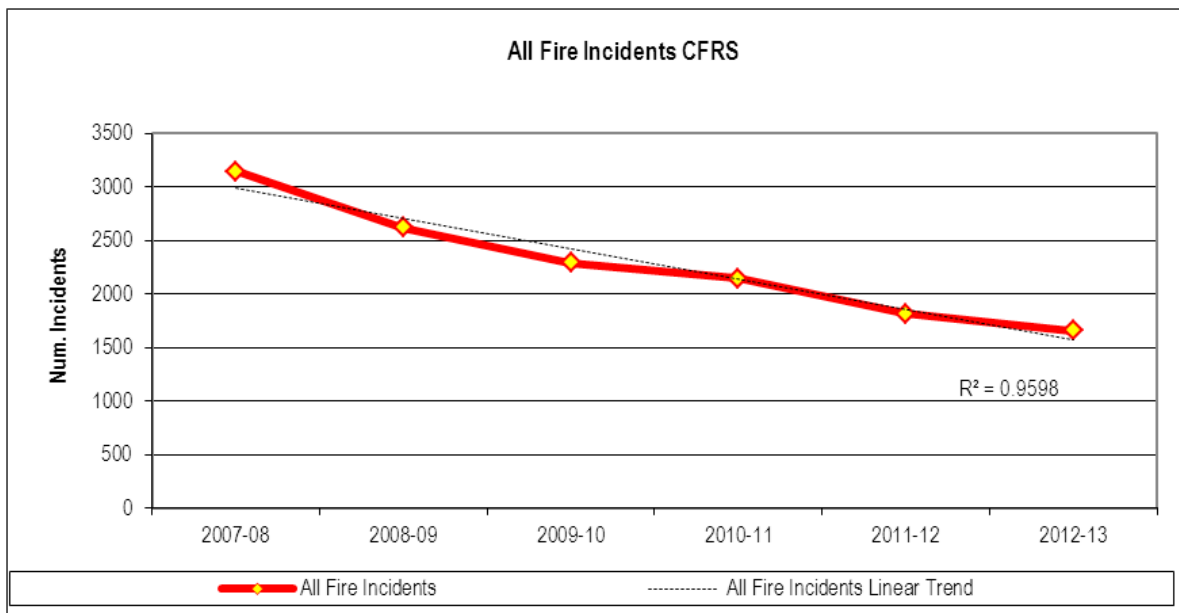
All Incidents – 34% REDUCTION

We are extremely proud of the preventative and protection work we have done to reduce the total number of incidents we are called out to year on year. Incidents across the county are now at an all-time low.



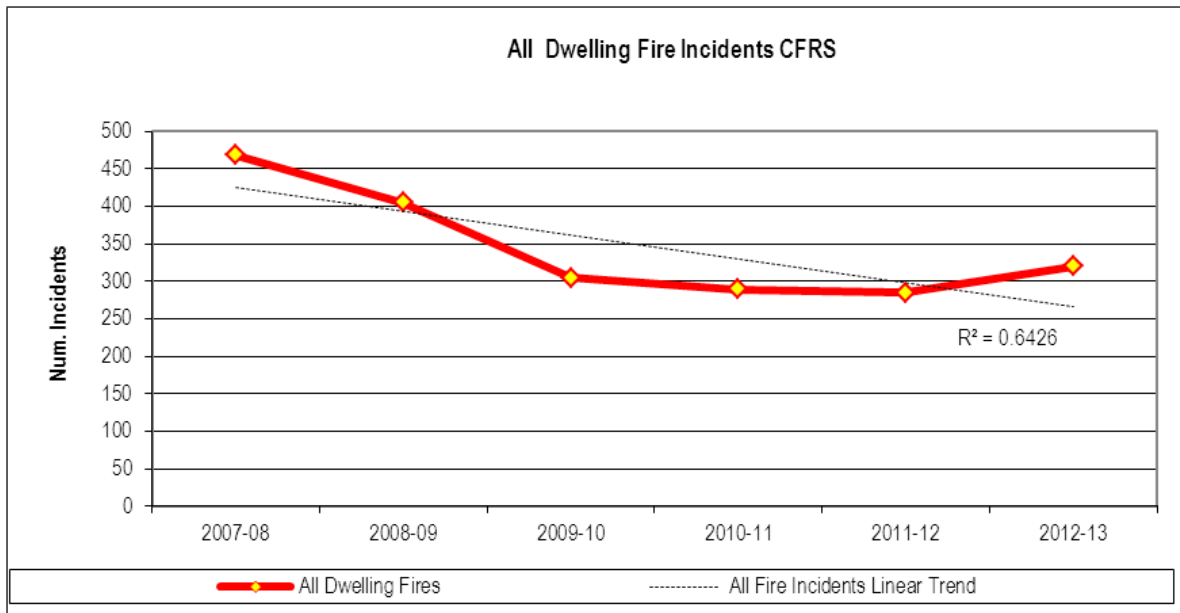
All Fires – 47% REDUCTION

Successful prevention activities have enabled us to reduce the number of fires significantly, resulting in fewer risks to our communities and firefighters.



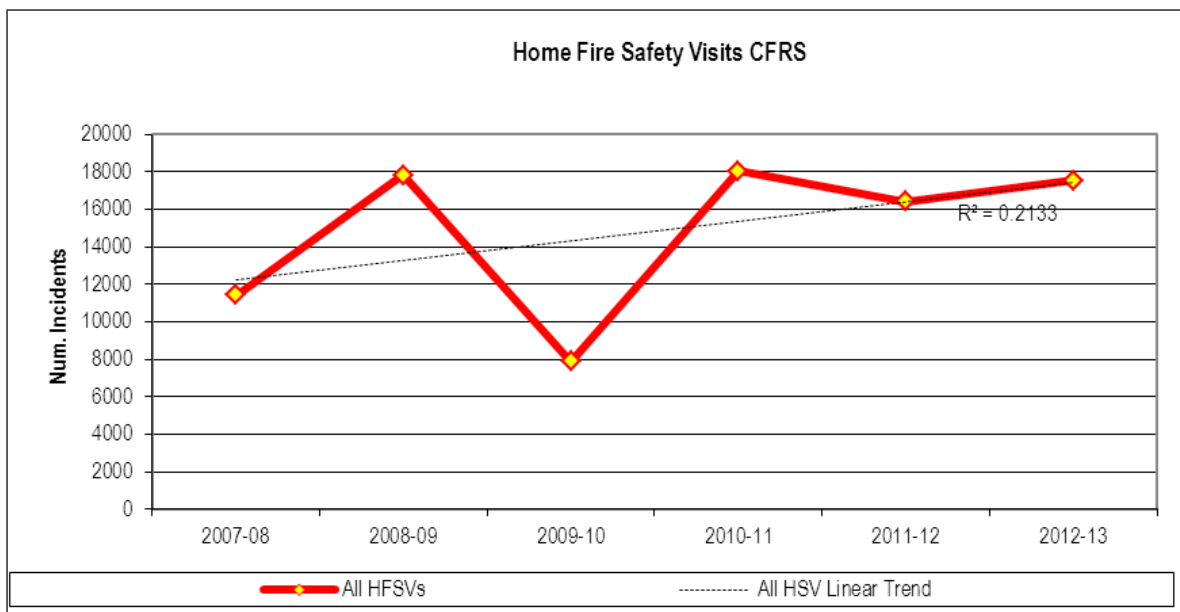
Dwelling Fires – 32% REDUCTION

The number of fires in dwellings has reduced over the past six years, although there has been a slight increase in the last 12 months. People become aware much faster of the presence of a fire due to our significant investment in prevention initiatives and most dwelling fires are out on arrival or are small in nature.



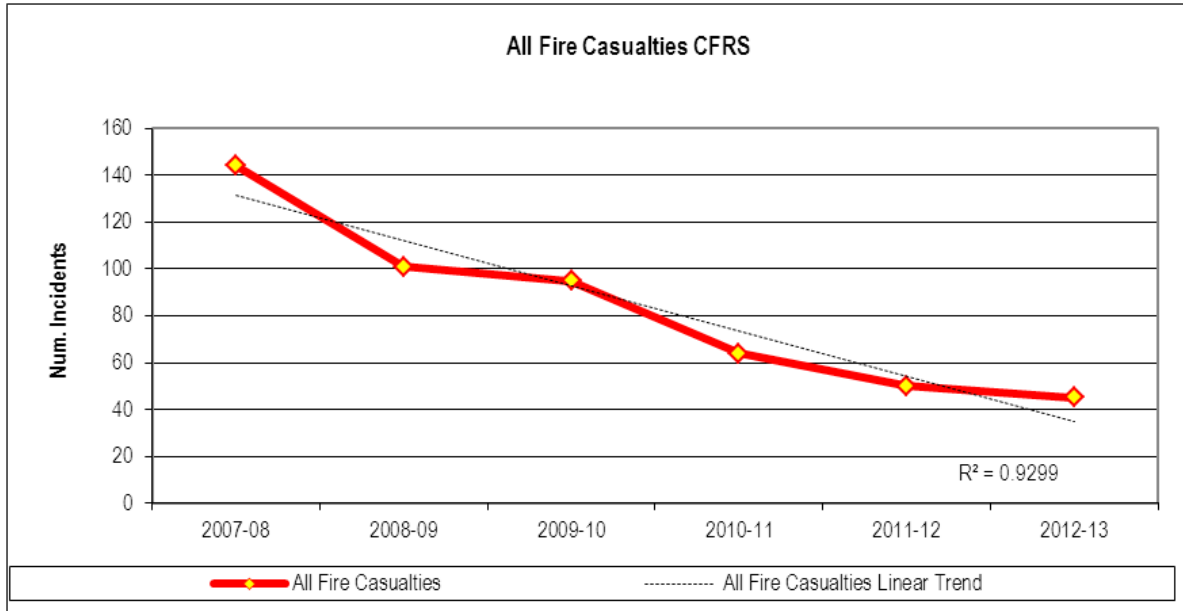
Home Safety Checks – 53% INCREASE

Our initial IRMP introduced the concept of Home Safety Checks (HSC) and this has been instrumental in driving down the number of dwelling fires. Across Cumbria, the number of HSCs completed is now averaging in excess of 17,000 per annum.



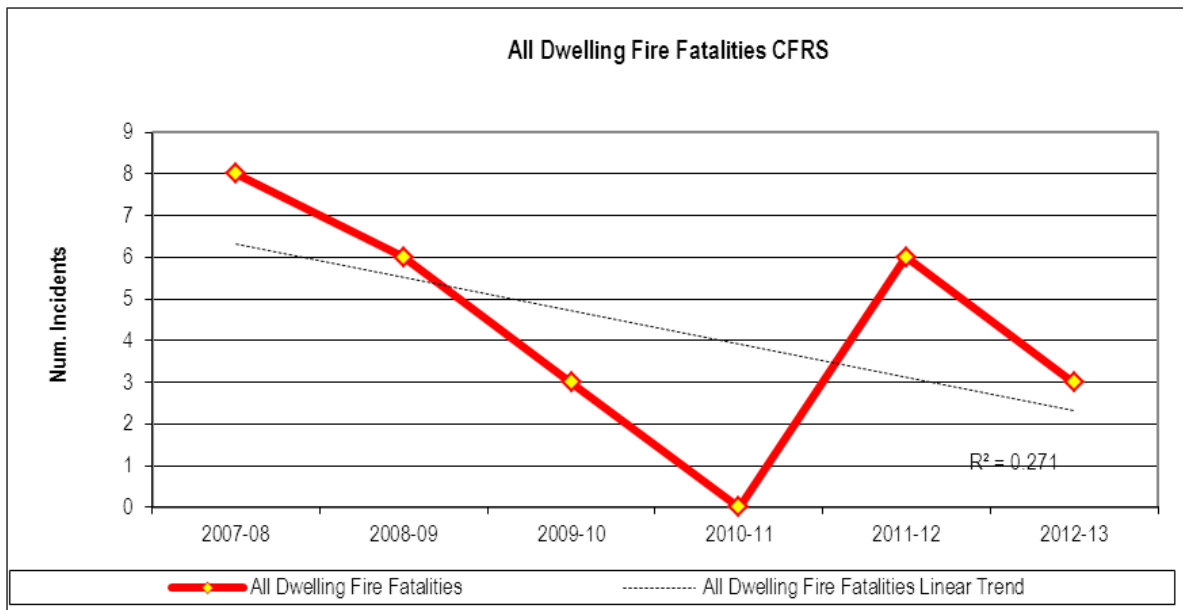
Injuries in fires – 69% REDUCTION

The number of people who have been injured in fires has significantly reduced over the past six years. Whilst we are pleased that the overall trend is reducing, we remain driven by a culture that wants to see fire injuries continue to reduce. We will continue to train our staff to ensure we have the right resources, that these resources are available at the right times and in the correct locations, so that we can respond effectively and efficiently when the public are in need.



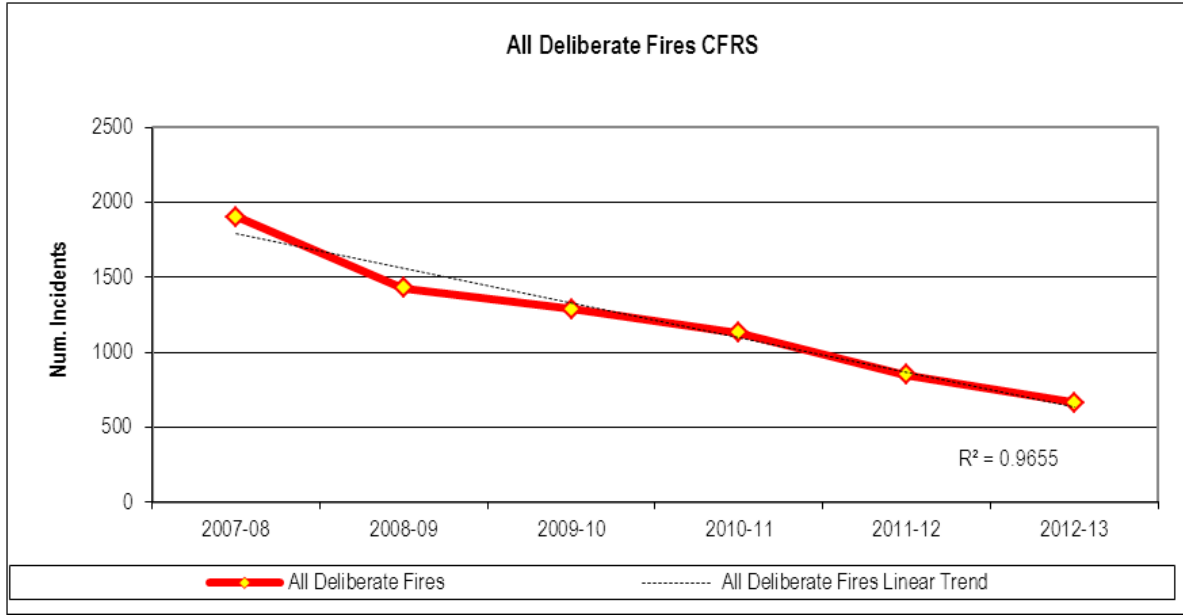
Dwelling fire fatalities – 63% REDUCTION

We had seen a gradual decline in dwelling fire fatalities since 2007/08, to a position where we had no dwelling fire deaths in 2010/11. Despite all of our prevention and protection activities, unfortunately people still die in fires. We will continue to undertake a high level of preventative and protection work as we strive to achieve a point where fire deaths in the county remain at zero, year on year.



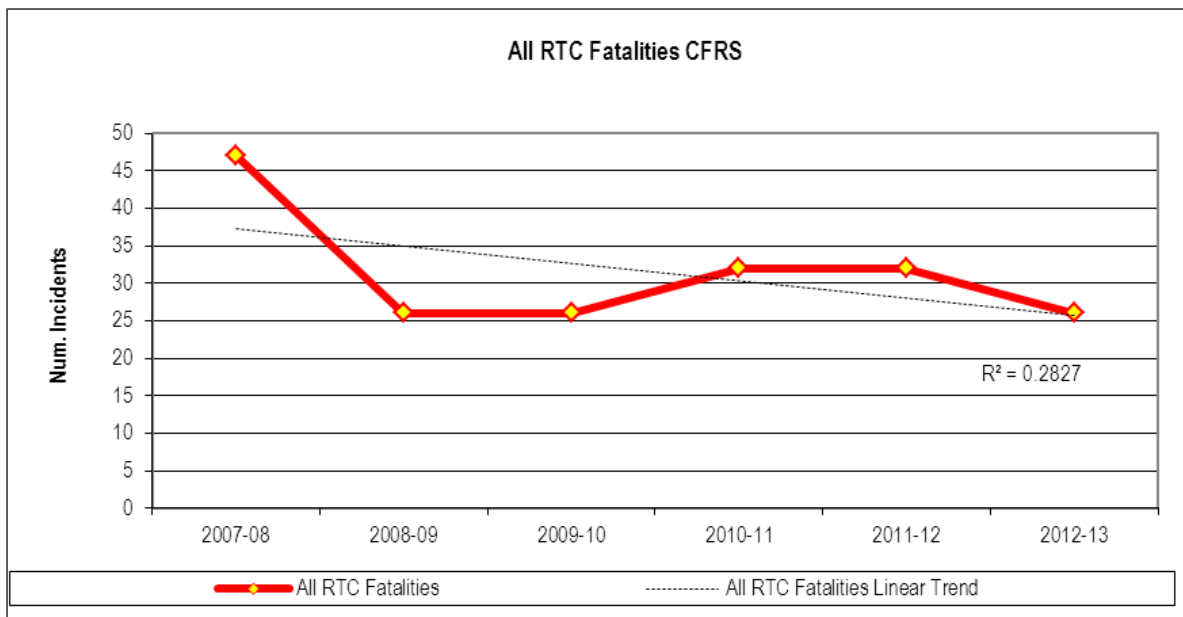
Deliberate fires – 65% REDUCTION

Our fire-fighters are engaged with partners such as the Neighbourhood Management Teams, local Community Safety Partnerships and Police colleagues, and together we have reduced deliberate fires by almost two thirds since 2007. Targeted campaigns to address specific types of arson, such as deliberate vehicle fires, have seen a significant reduction in the number of incidents of this type.



Road traffic collisions (fatalities) – 45% REDUCTION

The number of people who have died in road traffic collisions has reduced. We continue to work in partnership and deliver road awareness training to reduce the number of road traffic collisions and associated injuries and deaths.



We have highlighted some outstanding achievements in terms of risk reduction outcomes and demonstrated real improvements to the safety and wellbeing of our residents and visitors to Cumbria.

5. Our Resources

The Service provides emergency cover for Cumbria on a 24 hour, 365 day a year basis. Over the next few years CFRS will continue to evaluate its resources and provide a variable level of response to differing types of incident, thereby matching operational response to risk. We will seek to provide innovative solutions to staffing arrangements, supported by robust risk, environmental and equality assessments, to ensure we have an efficient, effective and safe model for responding to the wide range of emergencies we face. This is against a backdrop of a reducing demand for our services due to the decreasing risk

Our Budget

Our annual budget is in the region of £20 million with additional capital budget to procure our fleet vehicles and improve our fire stations. The majority of this budget is spent on staffing.

Our Fire Stations

The Service operates 39 fire stations, 32 of which are crewed solely by on-call fire-fighters, 3 crewed solely by regular fire-fighters and 4 that are operated by a combination of regular/on-call fire-fighters. Due to the vast geographical area covered by CFRS a fundamental consideration is how we serve our most rural locations. Some of our stations attend very few calls each year but due to the proximity of the next nearest available station, they are vital in protecting our remote communities. Contrasting, we also have a number of fire stations that are geographically close together, some responding to very few calls. Our 2010 Strategic Risk Review considered this in more detail and will continue to influence our future action plans. During the life of this latest Risk Plan, CFRS will also carry out specific 'area' based evaluations of fire cover to ensure we have the most appropriate resources to meet the risks identified.



Regular Firefighters

There are currently 7 stations that operate either wholly or in part with staff working the regular duty system (full time firefighters). Serving these fire stations are 220.5 Full Time Equivalent (FTE) regular firefighters, including officers (as at 31/03/2013) - a reduction of approximately 19% since 01/04/2007.

The majority of our regular shift based firefighters work a standard 42 hours per week on various rota systems. The traditional model of crewing full time fire stations has been in place for some 30 years and is based on a '2 days, 2 nights, 4 off' duty system. Across the country, this historical model includes excess resources built in to cover sickness absence and annual leave. Nationally, the continuation of this way of working in a modern fire and rescue service is being questioned.

In recent years CFRS has been progressive with regards to crewing regular fire stations and has implemented a number of new crewing models based on either 8 hour or 12 hour day shifts, thereby providing improved efficiency and value for money. In addition, our use of flexible crewing arrangements supported by staff on flexible peripatetic or annualised hour's contracts has enabled us to reduce our overall fire-fighter numbers yet still maintain the same level of service to our communities. We will continue to review the duty systems our operational fire-fighters work and, where possible, seek to provide the best value for money.

On-Call Firefighters

On-call firefighters are a vital part of CFRS. Nationwide, approximately 18,000 on-Call firefighters provide efficient, cost effective and reliable fire and rescue cover to around 60% of the UK and across Cumbria they provide cover at 36 of our 39 fire stations. In Cumbria there are currently 428 On-Call firefighters (as at 31/03/2013) - a reduction of approximately 10% since 01/04/2007. They attend the full range of incidents including fires, floods, road traffic collisions and chemical spills.

Apart from an average of 3 hours a week for training, on-call firefighters only attend the fire station when they have received an emergency callout. For much of the time, an on-call fire station is not occupied by staff. Each on-call firefighter carries a pocket alerter, which is activated when they are needed and they subsequently report to the fire station and mobilise the necessary fire engine or other rescue vehicle.

Call rates vary from fire station to fire station, with some on-call stations across the UK responding to over 800 calls a year and some in Cumbria responding to as few as 15.

Operational Managers

Our operational managers are contracted on a number of different duty systems that provide flexibility and improve our front end service delivery.

As part of our focus on improved efficiencies our operational managers' duty systems have been reviewed and where applicable refreshed or new systems implemented to ensure that our resources are available and deployed when needed.

In recent years, CFRS has modernised the duty systems of our Regular Watch Managers and now employ a number of them on an enhanced cover rota contract. These Managers provide 24 hour operational cover, 7 days a week in each of our four geographical locations and are mobilised to support front line fire crews.

The combination of our different duty systems enables CFRS to maintain cost efficient and effective resources available throughout the year and ready to respond to the ever increasing range of emergency situations.

To ensure that our front line firefighters are effectively supported we will monitor our managerial resources to ensure sufficient skills are available across the county. In accordance with information within our Strategic Risk Review and this latest IRMP, we will ensure appropriate managerial skills are available to cover all of the broad technical aspects of the operational role.



Fire Control

At National level, the Government is keen to encourage collaboration between Fire and Rescue Services. A fundamental requirement of any emergency service is having the ability and capacity to handle calls and dispatch resources appropriately. It is generally accepted that sharing IT systems, staff and premises for control rooms makes sense, especially in an environment of shrinking call volumes and finances. In 2014 a joint, state of the art, North West Fire Control Centre (NWFCC) will be up and running from Warrington, Cheshire. Collectively, Cumbria, Greater Manchester, Lancashire and Cheshire Fire and Rescue Services will mobilise all their resources through this modern facility, using the latest technologies to ensure efficient and effective emergency Fire and Rescue Service mobilisations across the majority of the North West of England.

The North West Fire Control project will deliver one of the country's most resilient, robust, secure, efficient and technologically advanced control room functions.

Green Book Staff

Green book staff are those that are not operational firefighters but who cover a variety of roles across the Service. They provide front line and back office support functions from delivering home safety advice to sourcing and issuing equipment and from supporting our volunteer network to payment of invoices.

The number of people in these posts has reduced over the past few years in order to realise efficiencies.

Our Volunteers

In Cumbria statistics indicate that one in three people volunteer compared to one in four nationally. CFRS has a volunteer scheme that enhances our capacity for preventative community safety activity and currently the Service has 94 volunteers from a diverse range of backgrounds.

The Volunteer programme and volunteers have a positive impact on many of the Service / Council priorities for example by assisting with Home Safety Checks and raising awareness within all areas of Cumbria.

We encourage people from all socio-economic groups to join our team and we use them to deliver CFRS messages to vulnerable groups including fire safety, HeartStart (basic emergency life skills), community assistance such as 'Emergency Activation Centres' during floods / adverse weather, Road Awareness Training and safety interventions with young people.

The volunteer programme has had a number of successes where volunteers have used the experience to gain employment and created other valuable opportunities for themselves.

Some of the activities and schemes supported have a positive impact on young people via our FireFit programme which includes two portable soccer cages and a portable climbing tower, young firefighters intervention programmes and community fun days.

Our volunteers are part of the CFRS extended family and act as positive role models within their own neighbourhoods across Cumbria. Over the coming years CFRS will continue to grow and develop the volunteer programme, to enable support for the full spectrum of community safety activity. It will seek to work with other volunteer programmes and look for opportunities from shared resources.

CFRS has used an innovative concept to design and commission a combined water bowser and LGV driver training vehicle. This maximises the resource by providing additional water for firefighting within identified risk areas.

CFRS has also expanded our wildfire capability by developing a unique pod facility which will see two of Cumbria County Council's enhanced four wheel drive gritters, based on a Unimog chassis, adapted for use as wildfire units within the summer months, reverting quickly to their snow clearing function for winter.

We will continue to develop our fleet of support vehicles to meet the geographical and adverse weather conditions of the county. Four wheel drive utility vehicles are provided at regular stations, which are multifunctional. They are utilised to transport crews and equipment to the scene of incidents as well as being used by responding managers where a four wheel drive capability is required. The vehicles can also be used to support partner agencies, for example, to transport carers on home visits during snow and flooding.

CFRS will continue to work on innovative solutions to ensure a diverse and cost efficient fleet of vehicles is available to meet the risk across Cumbria.

Our Fleet

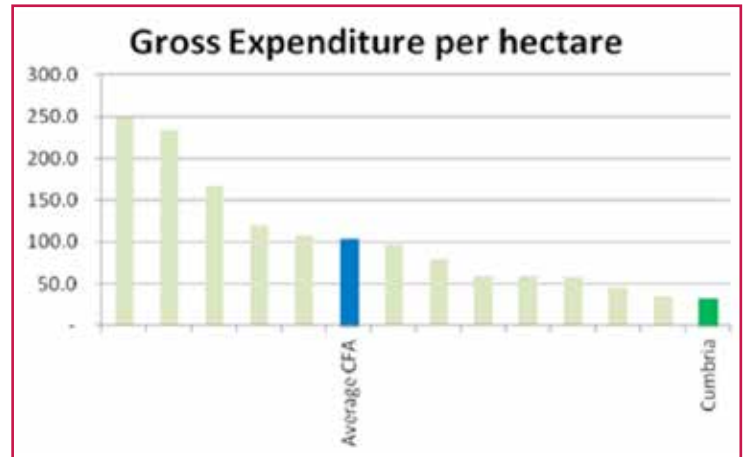
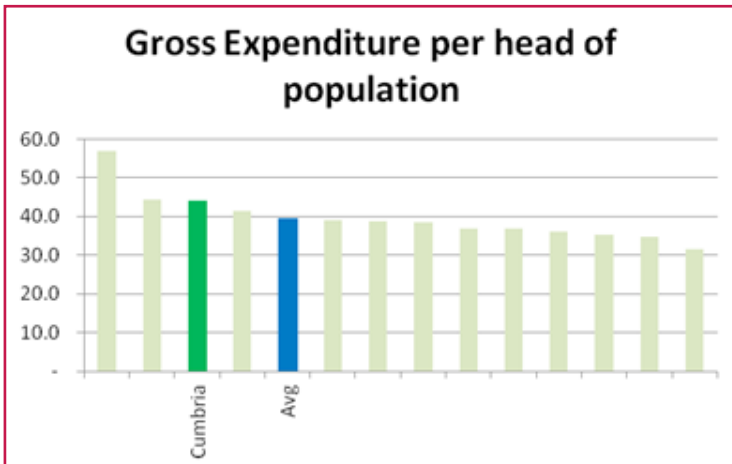
Currently there are 46 fire engines and eight 4 wheel drive wildfire response vehicles. These are crewed by on-call and regular firefighters. There are a number of specialist vehicles across the county including Aerial Ladder Platform (ALP) vehicles, an Environmental Protection Unit (EPU), and an Incident Response Unit (IRU).



Value for Money

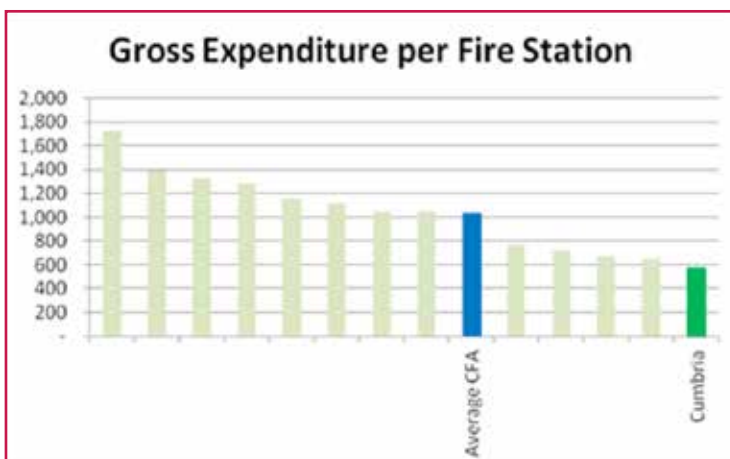
Value for money is typically measured as total spend over a unit e.g. population.

Fire and Rescue services aim to have a low cost per head of population. In Cumbria the geography and the population dispersal has an adverse impact on this measure, giving the impression that value for money is not being achieved.



Rural Fire and Rescue Services (FRSs) face significant challenges in maintaining smaller and more remote stations. Due to the geography and road infrastructure, there are areas of the county where risk determines a need for some form of fire cover, even though the firefighters in those small rural villages only respond to a few incidents in a year. In 2012/13, the Service only attended 4,500 across the whole of Cumbria.

Some of the other measures of value for money that are available include cost per hectare or cost per fire station. Having clearly articulated challenges facing rural fire services in the last paragraph, the following charts demonstrate outstanding value for money when compared to other County Council Fire Authorities (CFAs):



6. Have Your Say

This draft IRMP forms part of our overall risk management strategy for the county. The Fire and Rescue National Framework sets out the Government's expectation that in formulating local risk management plans the Fire and Rescue Authority should "...fully consult the local communities".

So let us know what you think. We welcome your comments and views on this draft Plan which will assist us in the development and final production of our new 2014-17 IRMP. Please comment on any aspects of this draft plan. This will assist us in finalising our IRMP 2014-2017.

In line with the County Council's budget consultation, consultation on the contents of this plan commences on 17th October 2013 and will close on 20th January 2014. The consultation will be undertaken in accordance with County Council guidance and HMG Code of Practice on consultation and the outcomes will be reported to the Council's Cabinet members. The final document will be approved by full Council in February 2014.

Where proposals have been made as a result of this update, they are part of the Council's strategic planning process and will be consulted on separately as part of the Council's public consultation on the budget.

If you would like this document in another language or format please contact CFRS on **01768 812612**.

To comment on the draft IRMP, you can write to us at:

IRMP Consultation
Assurance and Improvement Department
Cumbria Fire & Rescue Service Headquarters
Carleton Avenue
Penrith Cumbria CA10 2FA

or

E-mail us at irmp@cumbria.gov.uk

For further information about Integrated Risk Management Planning or Cumbria Fire and Rescue Service, look at our website www.cumbriafire.gov.uk or call us on **01768 812612**.



If you require this document in another format (eg CD, audio cassette, Braille or large type) or in another language, please telephone 01228 606060.

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