



**Cumbria Fire
and Rescue
Service**

**Service
Plan
2020 - 21**



Introduction

Welcome to our Service Plan for 2020-21. This Plan brings together Cumbria Fire & Rescue Service's plans and priorities for 2020-21. The plan is developed in line with our 2019-23 Integrated Risk Management Plan and supporting Risk Based Evidence Profile. It highlights how we will work towards delivering those priorities, and what success looks like.

As we head in to 2020-21 we are in the midst of the COVID-19 global pandemic. This is undoubtedly at the forefront of our minds and our teams are working hard to ensure we continue to deliver the best service we can for our communities, working alongside all our partners. Our priorities still remain to protect, prevent, respond and support our people.

In December 2019, we received the final report from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), following our inspection last year. This report demonstrates that the Service is performing well, having achieved a good rating for both the effectiveness and efficiency sections. However, the Service recognises that continuous improvement is vital to success and that there are a number of areas that require improvement, particularly in the 'people' area. This plan outlines how we will address the findings of HMICFRS, in addition to our own learning placing the Service in an excellent position to address the changing risk and demand in Cumbria.

Our key objectives are focused in four key areas:

People: We will have a motivated and committed workforce that is innovative, supported, skilled and customer focused.



Prevention: We will prevent fires and other emergencies by prioritising the most vulnerable.



Protection: We will protect people, property and the environment by working with partners to ensure compliance with legislation.



Response: We will plan for and respond effectively to emergencies when they arise.



Steve Healey
Chief Fire Officer



Service Planning

The purpose of a service plan is to ensure that over the short term, we focus on the strategic themes and the key measures of success that have previously been agreed as part of both the Council Plan and the Integrated Risk Management Plan (IRMP), both of which have a four year lifespan.

This plan sets out annual objectives that we will work towards over the next twelve months that will support the delivery of the IRMP, and the Key Performance Indicators (KPI's) that will allow the Service to be held to account by both the Fire Authority and our communities.

This service plan builds on our significant achievements in recent years, and for the first time references those areas of improvement identified by HMICFRS in the recent inspection process.

In developing this document, we have been considerate of our key areas and our overarching Service Vision of

“A Fire and Rescue Service that works with residents, businesses, communities and other organisations to deliver the best services possible within the available resources.”

Objectives outlined in the Service Plan will be used by our departments to inform the delivery of local activity.

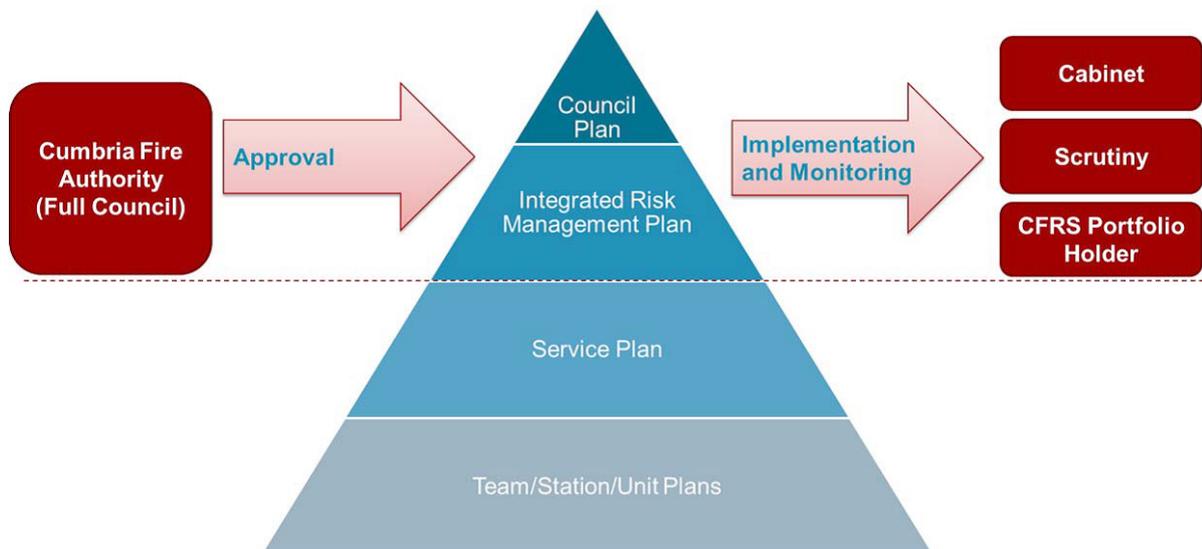


Diagram: Showing how CFRS strategy and plans align to the strategic intent of the CCC plan

IRMP 2019-23

The IRMP sets out a number of priority areas that we will address during the four year lifespan of the Plan in regard to People (Organisational Development), Prevention, Protection and Response. We are now in the second year of our four year IRMP, and the objectives set will have regard to this. An electronic version of the IRMP can be found on the **County Council website**.

COVID-19

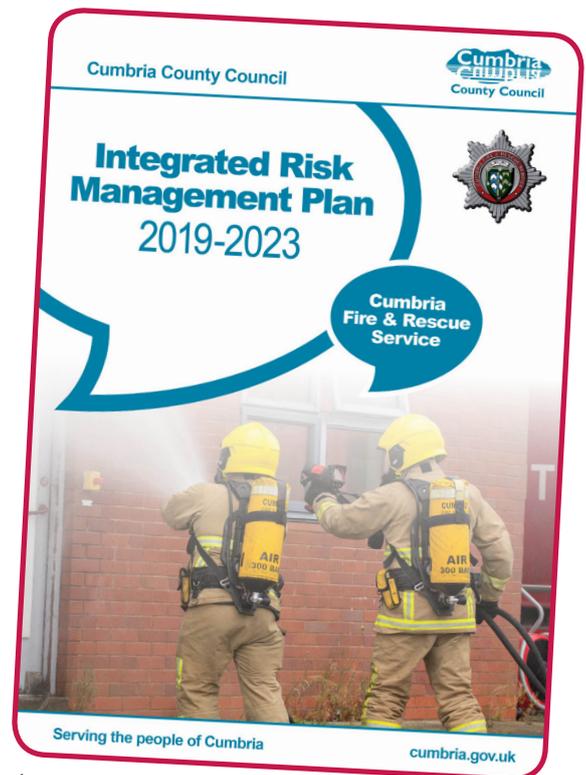
On 11 March 2020 the World Health Organisation (WHO) declared a pandemic as a result of the spread of COVID-19. The spread of the virus, which started in China, reached the UK at the end of January 2020 with the first cases in Cumbria being reported on 4 March 2020. A major incident was declared in Cumbria on 11 March 2020.

CFRS, alongside our partners in the Cumbria Local Resilience Forum, the community and the wider Fire sector are responding to the incident to protect life and minimise the impact of the pandemic. Our Resilience Unit are providing critical support to the multi-agency response and staff from across our teams are involved in the support to the most vulnerable through the Community Hubs.

Agreements have been reached nationally for Fire & Rescue staff to undertake additional duties to support health and care services. We have also implemented new ways of working and modified our approach to delivering services to protect both our staff and the people we come in to contact with.

We are still at the very early stages of this but in 2020-21 we will:

- Continue to fully support the multi-agency response and support delivery of services to the most vulnerable
- Ensure our staff are supported and receive the necessary training, guidance and equipment for any work they undertake, in particular in support of the wider response
- Identify any learning from the incident to improve our response to any future incidents and ensure that, where appropriate, this feeds in to any local and national learning
- Support delivery of the wider recovery strategy to support our communities in the restoration of emotional, social, economic and physical well-being and ensure our modified services are re-established as quickly as possible
- Identify opportunities to implement new ways of working, including the use of technology, based on our experience and learning from this period



HMICFRS

Following the 2019 inspection HMICFRS stated: “We are pleased with most aspects of the performance of Cumbria Fire and Rescue Service in keeping people safe and secure. However it needs to improve how it looks after its people, to give a consistently good service.”

They found we are good at providing an effective service and good at:

- Understanding the risk of fire and other emergencies;
- Preventing fires and other risks;
- Protecting the public through fire regulation;
- Responding to fires and other emergencies; and
- Responding to national risks.

We are also good at providing an efficient service, making the best use of resource and good at making our services affordable now and in future.

However, they determined that we require improvement to the way we look after our people. In particular, we require improvement at:

- Promoting the right values and culture;
- Ensuring fairness and promoting diversity;
- Managing performance and developing leaders; and
- We are good at getting the right people with the right skills.

HMICFRS were encouraged by the positive aspects they identified.

We have developed a number of objectives to address these areas that complement those we are already taking to address the priority areas outlined in our IRMP.

The full HMICFRS report can be found [here](#).



People: We will have a motivated and committed workforce that is innovative, supported, skilled and customer focused.



We are committed to ensuring our staff have the correct skills and support to help the Service deliver on the comprehensive objectives contained within this plan. In line with the County Council Workforce Plan and working with our corporate learning and skills team, staff have access to the latest development opportunities that not only allows them to protect the people of Cumbria effectively, develop their leadership and management skills but also provide the ability to enhance their own health, both physical and mental wellbeing.

As part of this commitment, we are investing a significant amount of time into improving our engagement and culture across the Service. We want to be seen as an employer of choice where employees look forward to coming to work and being the very best they can be in protecting our communities.

Over the next year, we will:

- Focus on positive action to attract a more diverse workforce
- Ensure our staff are effectively supported in maintaining their physical and mental wellbeing
- Continue our apprentice programme and successfully recruit new staff across a range of operational and non-operational roles
- Continue to embed the County Council Valuing Individuals and Performance (VIP) approach, ensuring all our staff take part in a VIP review at least annually
- Deliver management and leadership programmes to support our goal of a positive people focused culture
- Develop a full programme to improve our understanding of the service vision, key objectives and behaviours which includes training, engagement and evaluation
- Develop an effective succession plan
- Create an environment where all staff feel they have a voice
- Use our apprenticeship levy to ensure our staff have access to degree level qualifications
- Strengthen our core training including incident command to ensure all staff have the appropriate, up-to-date accreditation
- Strengthen our People, Development & Assurance Team with reinvestment in posts to support ongoing professional development, including a significant review of our assurance mechanisms across the service



Prevention: We will prevent fires and other emergencies by prioritising the most vulnerable.

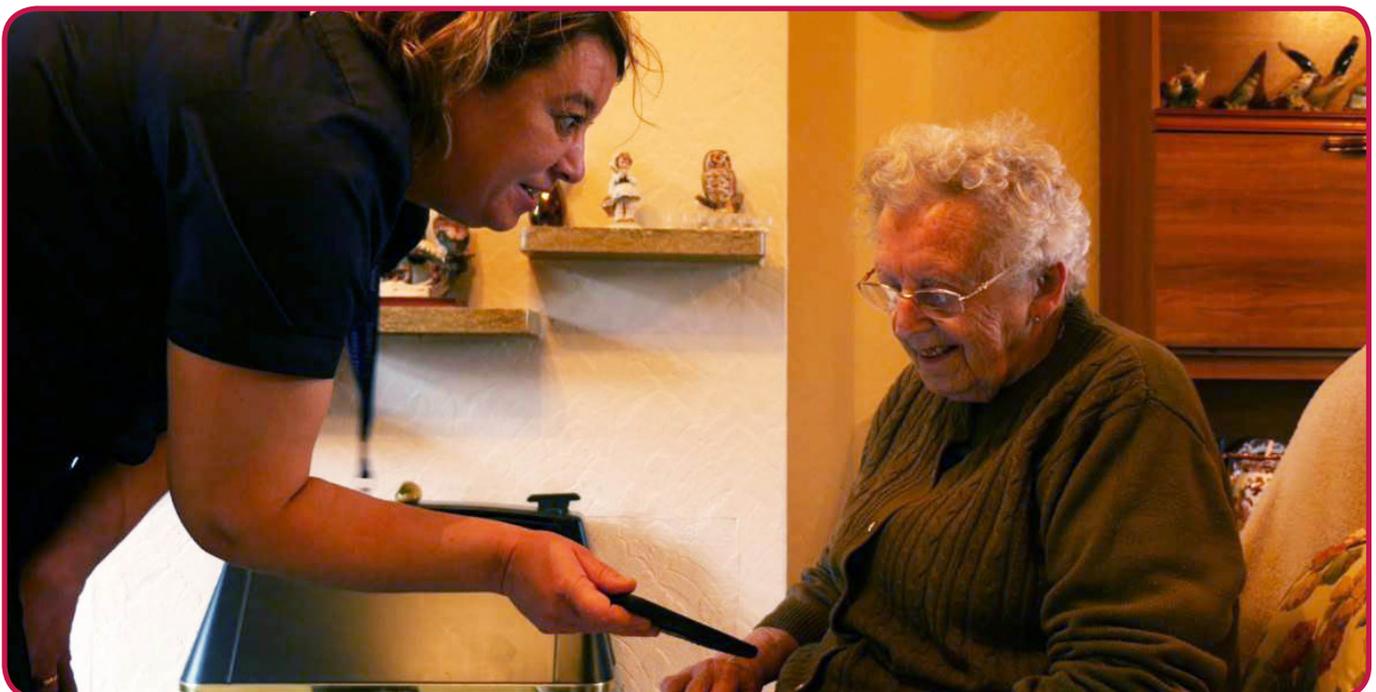


The next few years will see a wider focus on the way all public services are delivered, including those provided jointly by local and national agencies in the areas of health, wellbeing and social care. Cumbria Fire and Rescue Service will be at the forefront of this wider focus preventing avoidable harm to our communities.

Our Safe and Well visits, central to this approach, cover a range of aspects, not just home fire safety. We receive referrals from other services such as Adult Social Care and people can request them directly.

Over the next year, we will:

- Work in collaboration with statutory and voluntary partners to identify and engage with vulnerable members of the community and other 'at risk' groups
- Develop our systems and processes to use ICT more effectively
- Have clear referral pathways for vulnerable members of the community, supporting delivery of prevention activity within people's homes
- Lead local campaigns aligned with risk linked to the National Fire Chiefs Council (NFCC) Fire Prevention Campaigns
- Deliver a programme of HeartStart, targeted road safety interventions and youth engagement programmes across the service
- Reshape the dedicated prevention team to ensure equality of access to our range of services for those living in rural communities
- Implement an evaluation framework for prevention activity to ensure effectiveness
- Use data and intelligence to target our prevention work based on local needs
- Ensure all staff are able to identify and refer vulnerability and safeguarding issues appropriately, including specialist training for the prevention team
- Providing resource in On-call areas to support the delivery of prevention work



Protection: We will protect people, property and the environment by working with partners to ensure compliance with legislation.



The role of fire protection is to work proactively towards reducing the impact of fire in commercial premises and targeting those that pose the greatest risk to life, the environment and the nation's heritage. We have a dedicated team who provide advice, guidance and support to ensure all commercial buildings are protected from fire in line with our statutory duty.

Using a risk based model, we have determined the level of risk of all commercial premises in Cumbria, allowing us to concentrate resources on the most high risk premises in Cumbria. In addition to our specialist teams our crews are trained to carry out inspections of premises in their area where we have deemed the risk to be lower. Recent HMICFRS reports highlight nationally the importance of delivering against this agenda.

Over the next year, we will:

- Conduct fire safety audits in line with the Risk Based Inspection Programme in order to meet the requirements of the Regulatory Reform (Fire Safety) Order 2005
- Conduct Operational Business Engagement visits (OBE) to lower risk premises by crews and continue to train and develop the skills of staff involved in the delivery of OBE
- Continue to develop our equipment and processes to use ICT more effectively
- Continue to respond to all NFCC post Grenfell actions
- Respond to statutory legislative consultations within the designated timescales
- Provide support and guidance and develop links within the business sector around the requirements of the Regulatory Reform (Fire Safety) Order 2005
- Support NFCC nationally led Fire Protection campaigns
- Ensuring ongoing succession planning and staff development within the Protection team through the recently established professional leads
- Ensure that there are suitable arrangements to support out of hours fire protection advice for operational crews
- Deliver an engagement programme with local businesses and other targeted groups
- Review and update the website information relating to business fire safety advice



Response: We will plan for and respond effectively to emergencies when they arise.



The nature and range of emergency incidents that we respond to has changed in recent years. We are constantly working to ensure that when emergencies do happen, we are able to respond in the most effective and safest way in order to protect and limit threat to life, property and the environment. We have put in place a response model that ensures that our staff are able to respond in line with the risk and demand profile of the county using some of the best equipment available and with the most up to date risk information available to them.

We recognise that it is very rare for us to respond to an emergency on our own and we will continue to carry out joint planning with our partners and the Joint Emergency Service Interoperability Principles (JESIP) to ensure we are prepared to deal with all types of emergency on a local, regional and national scale.

Over the next year, we will:

- Strengthen support for and increase operational availability in our On-call stations through ongoing recruitment, development of managers and different working arrangements to ensure availability of appliances
- Review arrangements for specialist response vehicles
- Review the skill sets required at On-call stations aligned to risk to ensure staff can maintain and develop skills
- Explore further opportunities for collaboration with blue light partners for improving our services; and to complete the feasibility studies in to potential new blue light hubs across the county
- Undertake a review of the Aerial Ladder Platforms in line with our capital programme
- Carry out a review of the process for evaluating and sharing learning from operational performance
- Review the implementation of JESIP and develop training programme for Operational and Tactical levels of command
- Improve our tracking and assurance process for sharing risk information with neighbouring services
- Develop a new role of On-call support managers

We will continue to innovate:

- Pilot Emergency Medical Response (EMR) and the GoodSAM initiative in collaboration with North West Ambulance Service
- Undertake a feasibility study of a combined response to Ullswater, Windermere and Derwent Water with the Maritime Coastguard Agency similar to that established at Coniston Water



Resilience

The Cumbria Local Resilience Forum (CLRF) is a body consisting of all Category 1 & 2 responders who are organisations and agencies involved with emergency response in our communities. The CLRF is supported by the County Council's Resilience Unit which sits within the Fire and Rescue Service.

The CLRF was formed in 2005 following the Civil Contingencies Act 2004 which required organisations across specific areas to work together to prepare, respond and recover from different emergencies.

Its aim is to put in place systems and process that allow a proportionate, robust response to any foreseeable emergency that might arise, for example severe weather, flooding, a train derailment or an industrial accident.

Over the next twelve months, the Resilience Unit will:

- Support the incident response, co-ordination of the recovery and identification of learning as a result of the COVID-19 pandemic
- Support the response to incidents through the training and preparation of responders
- Provide advice and guidance to responders during an incident and the identification of learning after incidents;
- Fully collaborate as part of the Local Resilience Forum in the:
 - assessment of risks for the Community Risk Register
 - the development of arrangements for common consequences
 - support the development of Strategic, Tactical and Operational Coordinating Groups
- Deliver enhancements to existing plans and emergency arrangements based on the changes to legislation, in particular the Radiation (Emergency Preparedness and Public Information) Regulations 2019.

Collaboration with our partners

One of our key priorities must be to always continue to deliver a highly effective and efficient service. To achieve this we will have to change our operational approach and implement 'new ways of working' that continue to secure community and firefighter safety. There is a need to better balance our approach to deploying resources and increase our flexibility to respond to the different kinds of emergencies we face.

This will see us increasingly working in collaboration with other blue light services, potentially through the blue light hub model to deliver our service to the people of Cumbria. This approach will be enhanced through our participation in a national IT programme to improve our communication capability both across Cumbria and between services.

Over the next year, we will:

- Develop and expand the Joint Emergency Service Officer (JESO) role
- Embed the roll out of both the missing persons protocol with Cumbria Police and the concern for welfare initiative with North West Ambulance Service (NWAS)
- Fully explore opportunities to share premises with Cumbria Police and the NWAS in rural areas e.g. by providing access to our On-call stations
- Progress with feasibility studies into new joint community stations (blue light hubs)
- Work with the Council's Economy and Infrastructure team to deliver the Furness Peninsula Blue Light Hub;
- Encourage increased use by our partners of the Joint Incident Command Units (JICU) to support command and control of incidents and increase community engagement
- Develop and expand the number of GoodSAM Responder volunteers throughout Cumbria County Council
- Explore further training and development opportunities with Cumbria Police and NWAS
- Evaluate all blue light collaboration projects and initiatives to provide evidence for efficiency and effectiveness.

Performance Scorecard

It is important that we are able to demonstrate that we are delivering the best possible fire and rescue service to the communities of Cumbria. To that end a suite of indicators have been developed.

CFRS Key Performance Indicator	20/21 CFRS Target
Response Standards	
10 minute response time - primary, property fires	> 80%
15 minute response time - all other	> 80%
Station % time available (Wholetime)	> 100%
Station % time available (On Call)	> 95%
Fires	
All fires	< 1,428
Primary Fires	< 618
Secondary fires	< 809
Accidental Fires	< 880
Deliberate Fires	< 548
Dwelling Fires	
Accidental primary dwelling fires	< 241
Chimney fires	< 108
Dwelling False Alarms	-
Safe & Well Visits	> 10,000
Other community prevention activities	> 2550 hours
Commercial Fires	
Fire Safety Audit targets - High Risk	> 800
Operational Business Engagement Visits	> 600
Commercial False Alarms (Automatic, non-residential)	< 331
% Building Regulations responded to within required timeframe	100%
% Site Specific Risk Information completed within review period	100%
Casualties (Fires)	
Fire-related casualties - fatal	0
Fire-related casualties - Rescue with injury (excl. first aid and precautionary checks)	< 12
Fatalities in accidental primary dwelling fires	0
Road Traffic Collisions	
Road Traffic Collisions	< 261
Total Road Awareness Training (RAT)	> 200
Road Awareness Training - 17-25 years	> 104
Road Awareness Training - over 55 years	> 52
Flooding and Water Rescues	
Flooding	-
Water Rescue	-
Other Special Service Calls	
All emergencies attended	-
Other Special Service Calls	-

CFRS Key Performance Indicator	20/21 CFRS Target
Collaboration	
Assisting Other Agencies	-
Effecting Entry/Exit	-
Suicide/Attempts	-
Medical Incidents	-
Total HeartStart programmes	> 300
Engagement	
Website	-
Social Media	-
Media coverage	-



Translation Services

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