Cumbria County Council

Integrated Risk Management Plan

2019-2023

Cumbria Fire & Rescue Service

Serving the people of Cumbria

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Introduction

Welcome to the Cumbria Fire and Rescue Service (CFRS) Integrated Risk Management Plan (IRMP) 2019-2023. 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.

As part of the IRMP process, we have recently updated our risk profile which considers key areas of risk and demand across the county. This 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 our resources to risk in the most efficient and effective way.

In line with the findings of the review, we are looking at innovative ways to manage our current response arrangements. This will ensure our resource is aligned to the risk and activity identified within the Plan and supporting Risk Based Evidence Profile.

This overarching IRMP 2019-2023 has been thoroughly consulted upon and we have sought and received views from the public and other organisations. We have therefore been able to use that feedback to inform this final Plan. This Plan was agreed by Full Council prior to its implementation in April 2019 and we will continue to review risk and demand and update as required.

Cllr Janet Willis
Cabinet Member for Customers, Transformation and Fire & Rescue

Steve Healey
Chief Fire Officer

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1 Executive Summary

Cumbria County Council, acts as the Fire Authority for Cumbria. Its role is to ensure the people of Cumbria are protected by an efficient and effective fire and rescue service. The IRMP is the document the fire and rescue service will deliver against on behalf of the Council to make this happen.

Currently, the service has an IRMP covering the period 2016-2020, however it is our responsibility to continually review this document and take in to account the latest information about risk. This refreshed IRMP 2019-2023 and supporting Risk Based Evidence Profile (RBEP) reflects up to date risk analysis and evaluates how we are currently performing. The IRMP outlines the People, Prevention, Protection and Response Strategies that will be used to control and mitigate risk across Cumbria.

Central to the delivery of the IRMP is the recognition that if we are to be successful, we must work with a wide range of partners across Cumbria. We must put the prevention agenda at the heart of everything we do, and consider wider risks than we have previously considered to allow us to protect some of the most vulnerable in our society.

In working in partnership with other blue light colleagues, and considering the best response to certain types of incidents, the IRMP also considers changes that can be made to enhance the service to the people of Cumbria, in our more rural areas.

Out with our partnership and prevention activity, the recent RBEP has highlighted that our three areas of highest concern are:

- Primary Fires[1]
- Injury Road Traffic Collisions (RTC)
- Flooding and Water

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[1] Primary fires include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances.

2 Integrated Risk Management Planning

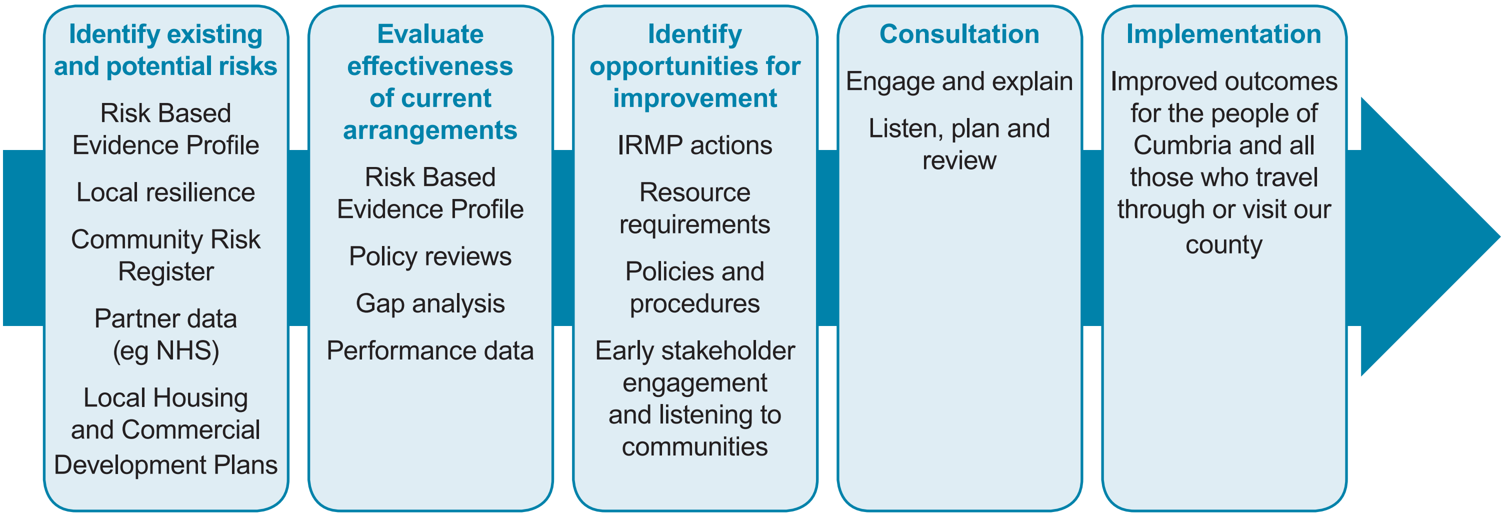
As required by the Fire and Rescue Services Act 2004 the Government outlines its expectations of English Fire and Rescue Services through a National Framework.

One of the Government's expectations is the assessment of local risks to life and how effectively resources are used in response to those risks; this is called an IRMP. All Fire and Rescue Authorities have to produce a local IRMP that sets out their plan for:

- Reducing the number and severity of fires, road traffic collisions and other emergency incidents occurring in the area for which it is responsible
- Reducing the severity of injuries due to fires, road traffic collisions and other emergency incidents
- Reducing the commercial, economic and social impact of fires and other emergency incidents
- Safeguarding the environment and heritage (both built and natural)
- Providing value for money

The IRMP incorporates a four year Action Plan to manage the changes/improvements to Service provision identified through the planning process.

IRMP Process Map



Identify existing and potential risks

Risk Based Evidence Profile

Local resilience

Community Risk Register

Partner data (eg NHS)

Local Housing and Commercial Development Plans

Evaluate effectiveness of current arrangements

Risk Based Evidence Profile

Policy reviews

Gap analysis

Performance data

Identify opportunities for improvement

IRMP actions

Resource requirements

Policies and procedures

Early stakeholder engagement and listening to communities

Consultation

Engage and explain

Listen, plan and review

Implementation

Improved outcomes for the people of Cumbria and all those who travel through or visit our county

Our Vision and Objectives

Cumbria County Council Vision

"A Council that works with residents, businesses, communities and other organisations to deliver the best services possible within the available resources."

Cumbria County Council is the Fire Authority for Cumbria and in that context; Cumbria Fire and Rescue Service support and deliver against the Council's vision. In particular, the Service aims to:

"Transform the way we deliver services and provide a redesigned Fire and Rescue Service that is able to respond to the changing risk and demand profile of Cumbria, including using our unique and trusted brand to support other areas such as Health and Social Care, and pressures on the NHS."

In developing this IRMP, the Fire Authority has considered its responsibilities and also considered local, regional and national risks that affect our communities. This allows the IRMP to set out how CFRS will deliver on its prevention, protection and response role within Cumbria. We have carefully considered our current objectives and remain focused on continuous improvement. As a modern forward looking Fire and Rescue Authority it is important that our priorities are carefully considered to reflect our core business and the changing demands placed upon the Service.

The Fire Authority has a number of key objectives:

- **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**

Nationally, the Fire and Rescue Service now has more wide ranging responsibilities than ever before. New challenges are emerging; for example, the continuing and ever-changing terrorist threat, climate change, Brexit and 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.

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.

As a Fire Authority we remain committed to delivering an overarching strategy based upon a combination of prevention, protection and response. CFRS will evaluate its service delivery model, fleet and resources to ensure that it is sending appropriate resources to efficiently and effectively deal with incidents presented, in a safe and professional manner.

3 Assessing the risk

In order to understand the risks in our communities, we need to understand the county and the people who live here. Risk information comes from a variety of sources and informs our professional judgement when we decide on the measures we need to have in place in regard to prevention, protection and response. We have recently produced a Risk Based Evidence Profile that provides us with a comprehensive analysis of the latest available information, the Profile is available on our website.

About our county

Cumbria is the second largest county in England but the second least densely populated covering 677,000 hectares, including a coastline of 245km and accounts for a staggering 48% of the land mass in the North West. Its largest urban areas are Barrow in the south, Workington in the west and Carlisle in the north of the county. 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).

Cumbria's visitor economy makes a significant contribution to the broader Cumbrian economy, providing at least 32,000 jobs and £2 billion of expenditure annually. Cumbria has 7529 listed buildings, approximately 2% of the national total. It has two UNESCO World Heritage sites; the Lake District and Hadrian's Wall. These factors mean that when delivering its services, CFRS has to have recognition of both the environmental impacts of particular incidents such as fire or flooding, and the impact of how those incidents are dealt with.

Within the county is the M6 motorway and two trans-Pennine trunk roads, the A69 and the A66. There are also 3,729km of unclassified roads, many of which are narrow, winding, with steep gradients and poor accessibility. This road structure increases the risk of road traffic collisions in Cumbria, and also means the service needs to think carefully about the vehicles it deploys to deal with incidents.

Cumbria's current population is just over 498,000. At any given time, visitors to the county can significantly swell these numbers. During 2017, Cumbria had 47 million visitors. Over 52.8% of the Cumbrian population live in rural communities which brings diverse challenges for service delivery, including increased response times to emergency calls.

The Cumbrian population is 'super-ageing'. This means that the population of Cumbria is ageing faster than the rest of the UK population and the number of people of working age is reducing. By 2020, nearly 25% of the Cumbrian population will be aged over 65. As people grow older, their health needs become more complex with physical and mental health needs impacting on each other. This change in the age demographic means the service needs to carefully consider its Prevention activity, as we know that the elderly are more at risk from fire. We must work with partners to tackle the various health challenges associated with an ageing population.

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.

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 risks cover 3 broad categories: natural events, major accidents and malicious attacks. As the Fire and Rescue Authority, we must ensure CFRS is prepared and able to respond when required.

To support National Resilience 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.

Community Risk Register

The Civil Contingencies Act 2004 requires Local Resilience Forums (LRFs) to undertake risk assessments and maintain a Community Risk Register (CRR). The CRR provides information on the biggest emergencies that could happen in Cumbria, together with an assessment of how likely they are to happen and the impacts if they do. This includes the impacts to people, their houses, the environment and local businesses.

The Cumbria LRF is chaired by the Chief Fire Officer, who ensures that CFRS is actively involved in the work to identify potential risks and produce emergency plans to either prevent or mitigate the impact of any major incident on our local communities.

Future Risk

In addition to historic data, we also take into account large developments planned for Cumbria that will impact on service delivery.

Four of the eight largest proposed investment projects in the North West region will be located within Cumbria. These include ongoing nuclear decommissioning activity at Sellafield and Dong Walney offshore wind farm. These sit alongside other significant and nationally important investments including the ’successor class’ submarine programme at BAE in Barrow.

Alongside these large projects, the Service also takes into account transport and both commercial and residential developments that may impact on response times, and levels of risk in the impacted areas. These can be found in district council local development plans and strategies.

Future commercial developments include improvements to Carlisle Airport and the Port of Barrow. Additionally, there is scope for large residential development in south Carlisle to the scale of over 10,000 properties, and other developments in Ulverston, Barrow, Workington, Whitehaven and Penrith over the life of this IRMP and beyond. These future developments will impact on the way resources are used going forward and influence decisions taken by CFRS around service provision.

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, and has developed specific strategies to tackle both water safety and wildfires.

Over the last fifteen years, Cumbria has suffered from a number of significant flooding events; in 2005 there was major flooding to Carlisle and in 2009 Cockermouth, Workington and Keswick all suffered from severe flooding. This event also caused huge disruption elsewhere across the county, including major damage to infrastructure. Most recently in December 2015, flooding resulting from Storm Desmond caused unprecedented damage and disruption to many communities across Cumbria and beyond. The Service is working with a range of partners across the county to increase community resilience and emergency preparedness.

As well as flooding, CFRS recognises the dangers surrounding outdoor water courses i.e. lakes, reservoirs, ponds, canals and rivers, and so it prioritises its water based activities around that risk and collaborates with partners, to put in place plans to deal with future large scale weather events. In order to respond to these particular challenges, the service has invested in new personal protection equipment and specialist training for our frontline firefighters and managers.

In addition to flooding, the frequency and intensity of wildfires are likely to increase given the predictions for climate change in the UK. This is confirmed by an upwards trend in recent years and more frequent spells of intense wildfire activity such as in 2018. Within Cumbria there are large areas of the county that are particularly vulnerable to wildfires, including over 500 square miles of sites of special scientific interest and over 1200 square miles of land that fall under other protection schemes.

The increase in leisure use of open access land for tourism has increased the risk of wildfire initiation as the vast majority of wildfires are started by people accidently or maliciously. Given the importance of its landscape to Cumbria, any wildfire can potentially have a significant impact on tourism and the local economy. In a similar way to flooding, CFRS works with a variety of partners to be in a position to respond to any incident of wildfire in the most effective way.

4 Analysis of current demand

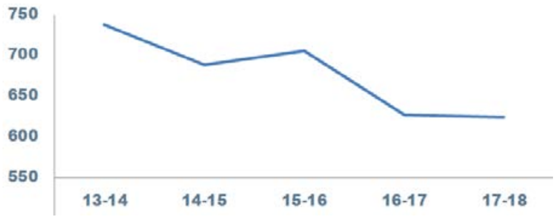
To ensure the IRMP is effective, the Fire Authority must consider both the risk of incidents happening, their impact, and the actual demand that the service has faced over previous years, whilst also trying to predict future demand.

The infographics below illustrate the demand faced by the Service in these areas over the last five years:

Demand Profile – Primary fires

2013/14
738

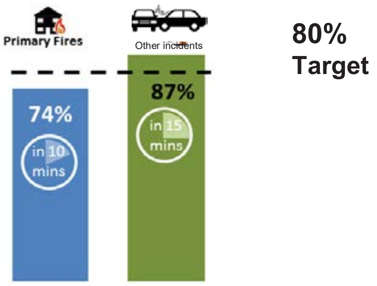
2017/18
623



Primary fires in Cumbria

Response standards 2017/18

	Response Standard	Target
1	First appliance response time to primary building fires within 10 minutes	80%
2	First appliance response time to all other incidents within 15 minutes	80%



Response Times

Changes in different types of fire 2013/14 – 2017/18

Dwelling Fires
15.8%

2013/14	2017/18
284	239

Car Fires
12.3%

2013/14	2017/18
211	185

Other Building
17.0%

2013/14	2017/18
165	137

What we have delivered

New Breathing Apparatus training facility delivered at HQ in 2017/18

85% on-call fire engine availability (on average) across the service for 2017/18

Firefighter operational training programme developed and embedded

All figures quoted are based on incidents attended by fire and rescue personnel between 01/04/2013 and 31/04/2018 and are taken from our Incident Recording System (IRS).

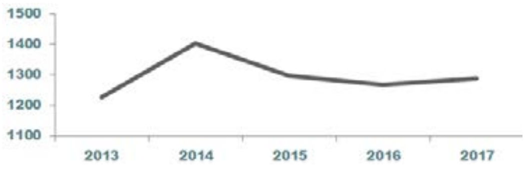
Demand Profile - Injury road traffic collisions

Injury road traffic collisions –annual average based on last 5 calendar years

1,297 Injury Road Traffic Collisions

234 Seriously Injured

27 killed



Injury road traffic collisions in Cumbria 5 year trend

Trends and causes of injury road traffic collisions

Where known:

- **Failed to look properly 24.2%**
- **Slippery road (due to weather) 10.0%**
- **Failed to judge other persons path or speed 18.4%**
- **Poor turn or manoeuvre 7.8%**
- **Careless/ Reckless/ in a hurry 6.9%**

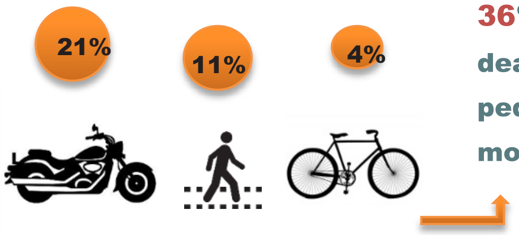
*all figures quoted are based on the last 5 calendar years

47% of all RTCs happen between 12pm and 6pm

Priority groups

Priority groups:

- Motorcyclists
- Pedestrians
- Cyclists
- Younger and older drivers



36% of all road traffic deaths are among pedestrians, cyclists and motorcyclists

What we have delivered

Procured new battery operated cutting equipment and improved PPE for firefighters

Blue Light Collaboration continues under Policing and Crime Act 2017, including delivering Joint Incident Command Units.

82 Road Awareness Training Courses conducted across Cumbria for 18-25 year olds in 2017/18

All figures quoted are based on incidents attended by Cumbria Police personnel between 01/01/2013 and 31/12/2017 and have been provided by Information Management Section at Cumbria Police.

Demand Profile - Flooding and Water incidents

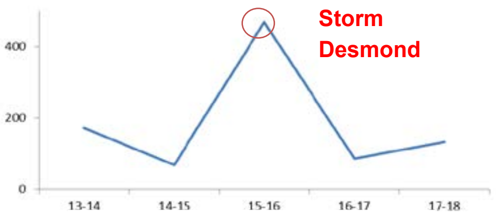
Flooding and water incidents – annual average based on last 5 financial years

186 Flooding and water incidents

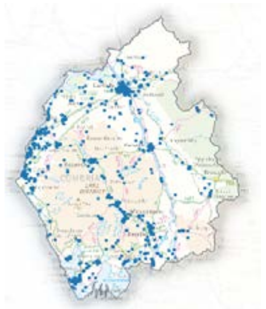
2 seriously injured

2 killed

5 year trend and extent of 2015 floods



Flood and water incidents in Cumbria

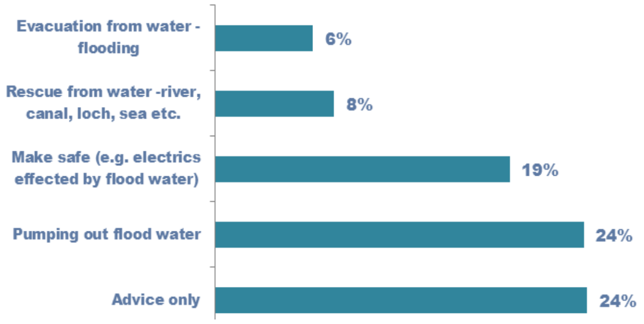


Water Incidents (5 years)

2015/16 floods account for 50% of all flood and water incidents recorded in Cumbria in the last 5 financial years - 468 incidents out of the total 928 attended

Areas most affected by floods and types of special service provided

Top 5 types of water related incidents



Top 5 Wards affected by flood in the last 5 years

- **Ambleside and Grasmere Ward (5.5%)**
- **Keswick Ward (3.2%)**
- **Castle Ward, Carlisle (2.5%)**
- **Harbour Ward, Whitehaven (2.2%)**
- **St. Aidan's Ward, Carlisle (2%)**

What we have delivered

Worked with Local Resilience Forum and Environment Agency to develop Flood Plans

Investment in new boats, PPE and Water Rescue Training

25 people rescued without injury

All figures quoted are based on incidents attended by fire and rescue personnel between 01/04/2013 and 31/04/2018 and are Incident Recording System (IRS).

5 What have we recently achieved?

Developing the organisation

Established Fire Reform Team who continue working to the Government's reform agenda, including preparation for new inspection programme

Further exploring income generation opportunities

Introduced Development Pathways, LearnPro and a new Incident Command Suite

Maintained skills validation and Incident Command Qualifications across service in 2017/18

Apprenticeship programme embedded with a further **4 firefighter apprentices** in 2017/18

Fire Service website developed and latest performance data published including individual station data

New Breathing Apparatus training facility delivered at HQ in 2017/18

Firefighter operational training programme developed and embedded

11 new wholetime recruits and **41** new on-call recruits in 2017/18

CCC leadership/ management development programmes attended in 2017/18

Protecting Local Communities

10,432 Safe and Well Visits conducted to households across Cumbria in 2017/18

Safe and Well visit programme extended to include Atrial Fibrillation, in addition to the broader health advice we already deliver

324 HeartStart Courses conducted across Cumbria in 2017/18

435 onward referrals in 2017/18 for falls, smoking cessation, alcohol reduction and social well-being.

Investment in new fire engines, boats, cutting equipment and PPE in 2017

1,056 fire safety audits of commercial premises conducted

Focussed response to communities post Grenfell Tower tragedy

Delivered the Joint Emergency Services Officer programme which will evolve into the Multi Service Officer role

740 Fire prevention campaigns and initiatives conducted across Cumbria

Blue Light Collaboration continues under Policing and Crime Act 2017, including delivering Joint Incident Command Units.

82 Road Awareness Training Courses conducted across Cumbria for 18-25 year olds in 2017/18 to keep people safe on our roads

Responding to Emergencies

Continued engagement with staff and Rep Bodies to ensure efficient duty systems are established

Ave. **11** emergencies per day attended in 2017/18

2.6% reduction in dwelling fires in 2017/18 compared to 2013/14

85% on-call fire engine availability (on average) across the service for 2017/18

The framework to deliver emergency medical response has been established

Independent review of the Service conducted and an On-call Resourcing Strategy developed, to ensure sustainable services in smaller rural areas.

Managers and staff have attended a variety of specialist training courses to ensure relevant skills are acquired

74% of responses to primary fires were within 10 minutes in 2017/18 and **87%** of responses to all other incidents were achieved within 15 minutes.

5.1% reduction all emergencies in 17/18 compared to 13/14 and now responding to less than 4,000 incidents per annum.

6 Our resources

The Fire Authority ensures that CFRS provides emergency cover for Cumbria on a 24 hour, 365 day a year basis. CFRS continues to evaluate its resources and provide a variable level of response to differing types of incident, thereby matching operational response to the demand profile of the county. We will 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 ‘traditional fire and rescue’ services due to our pro-active prevention and protection education resulting in the decreasing risk profile.

Resource and response arrangements will continue to be based on:

- **Risk -** The characteristics of the risk which determine the resource requirement within that area.
- **Geographical cover -** This is driven by the geographical dispersion of potential incidents and the distance to travel by our response vehicles.
- **Workload -** The likely number of independent responses required, taking into account historical incident data.
- **Weight of attack -** The amount of equipment and staff required to deal with an incident based on an analysis of the potential impact of each emergency situation.

Your Community Fire Stations

The Service currently operates 38 community fire stations, 30 of which are crewed solely by On-call firefighters, 2 crewed solely by wholetime fire-fighters and 6 that are operated by a combination of wholetime/ On-call firefighters. Due to the vast geographical area covered by CFRS a fundamental consideration is how we serve our most rural locations. Some of our stations don’t experience high levels of demand but due to the proximity of the next nearest available station, they are vital in protecting our remote communities.

A new concept of “Satellite resources” will be developed. These will be provided in relatively low risk and demand areas that are close to other Fire Stations. In delivering this concept, firefighters will carry out their normal duties, training, administration etc. from the larger adjacent station, but maintain a Rapid Response vehicle within their local area, in suitably provided accommodation.

FIRE STATION
Angloco
VOLVO
NK67LLW
FL
CUMBRIA FIRE & RESCUE SERVICE

On-call Firefighters

On-call firefighters are a vital part of CFRS. Nationwide, approximately 18,000 On-call firefighters provide an 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 38 Fire Stations. There are currently 363 On-call firefighters in the county. They attend the full range of incidents including fires, floods, road traffic collisions and chemical spills.

Changes to the strategic context of FRS both nationally and locally, has changed the nature of service provision to incorporate, amongst other elements, increased collaborative working and increased flexibility in crewing models. This has necessitated a comprehensive review of the way in which On-call stations are crewed, trained and deployed to ensure optimum efficiency and effectiveness in emergency response arrangements across Cumbria.

The development of a revised On-call model of service provision has ensured that service capacity most effectively and efficiently meets current and anticipated future risk and demand.

Wholetime Firefighters

There are currently 8 stations that operate either wholly or in part with staff working the wholetime duty system. Serving these fire stations are 205 wholetime firefighters, including officers.

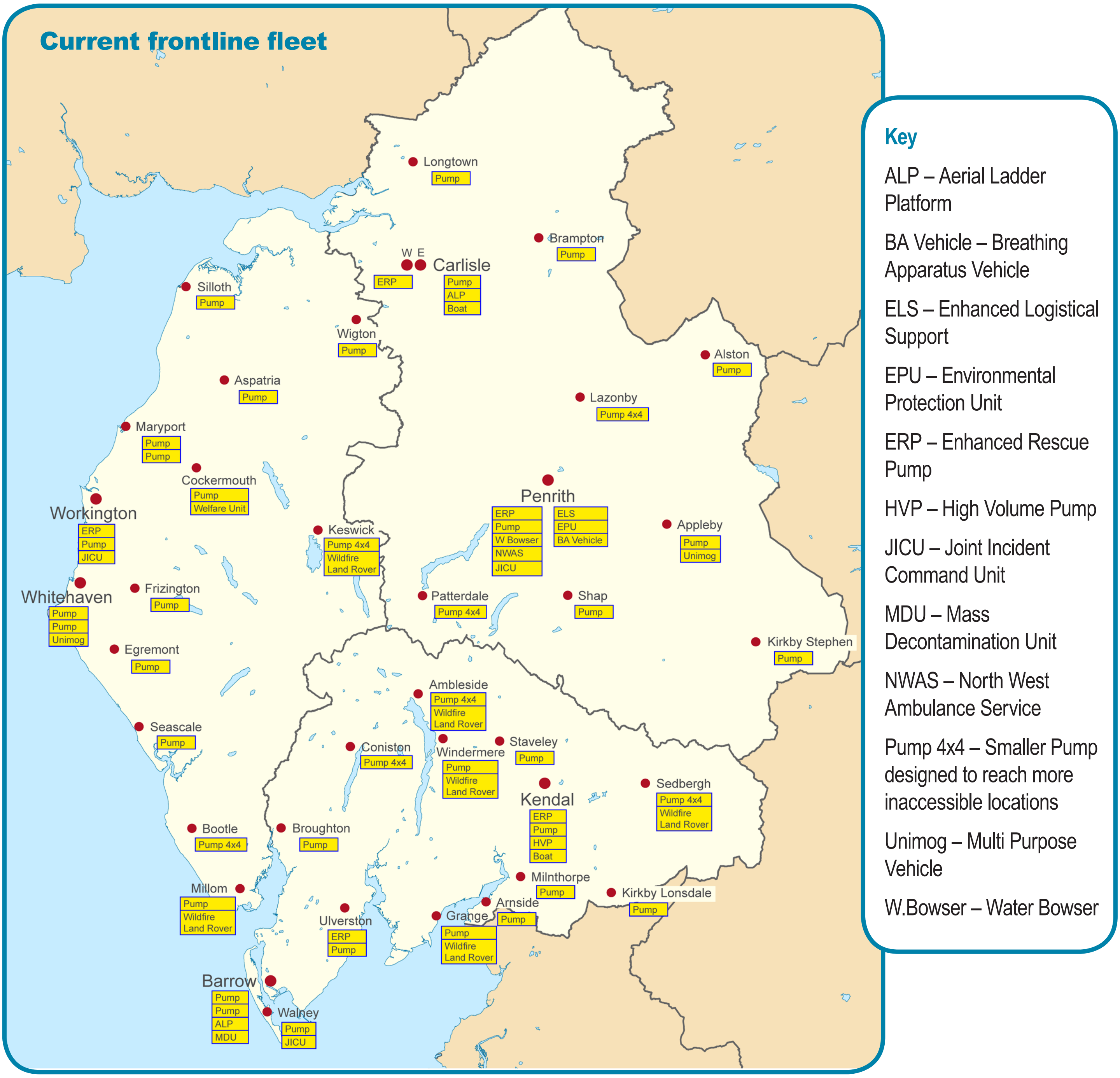
In recent years CFRS has been progressive with regards to crewing wholetime fire stations and has implemented a number of new crewing models based on either 8 hour or 12 hour shifts, thereby providing improved efficiency and value for money. In addition, our use of flexible crewing arrangements supported by staff on flexible or annualised hours contracts has enabled us to reduce our overall wholetime firefighter numbers yet still maintain the same level of service to our communities.

We will continue to review the duty systems our operational firefighters work and, where possible, seek to provide the best value for money.

Our Fleet

Due to the largely rural nature of Cumbria, CFRS maintain a wide range of vehicles that enable us to respond to emergency incidents and carry out all the work that we need to do each day. Subject to a successful pilot this will include smaller Rapid Response Vehicles (RRVs) that will allow rapid intervention with three firefighters attending incidents in the early stages of development, whilst awaiting additional support.

CFRS has a Fleet and Asset Management Strategy that puts forward an approach to vehicle and asset management to ensure that the service continues to provide and maintain an effective fleet of vehicles and associated equipment, to ensure that staff can undertake their jobs effectively. This strategy gives the service the flexibility to develop, introduce or trial new technology or concepts which may present different ways of working or a different model of delivery to the communities served.


Longtown
Pump
Brampton
Pump
W E
Carlisle
ERP
Pump
ALP
Boat
Silloth
Pump
Wigton
Pump
Alston
Pump
Aspatria
Pump
Lazonby
Pump 4x4
Maryport
Pump
Pump
Cockermouth
Pump
Welfare Unit
Penrith
ERP
Pump
W Bowser
NWAS
JICU
ELS
EPU
BA Vehicle
Workington
ERP
Pump
JICU
Keswick
Pump 4x4
Wildfire
Land Rover
Appleby
Pump
Unimog
Whitehaven
Pump
Pump
Unimog
Frizington
Pump
Patterdale
Pump 4x4
Shap
Pump
Egremont
Pump
Kirkby Stephen
Pump
Ambleside
Pump 4x4
Wildfire
Land Rover
Seascale
Pump
Coniston
Pump 4x4
Windermere
Pump
Wildfire
Land Rover
Staveley
Pump
Kendal
ERP
Pump
HVP
Boat
Sedbergh
Pump 4x4
Wildfire
Land Rover
Bootle
Pump 4x4
Broughton
Pump
Milnthorpe
Pump
Millom
Pump
Wildfire
Land Rover
Kirkby Lonsdale
Pump
Arnside
Pump
Ulverston
ERP
Pump
Grange
Pump
Wildfire
Land Rover
Barrow
Pump
Pump
ALP
MDU
Walney
Pump
JICU

Current frontline fleet

Key

ALP – Aerial Ladder Platform

BA Vehicle – Breathing Apparatus Vehicle

ELS – Enhanced Logistical Support

EPU – Environmental Protection Unit

ERP – Enhanced Rescue Pump

HVP – High Volume Pump

JICU – Joint Incident Command Unit

MDU – Mass Decontamination Unit

NWAS – North West Ambulance Service

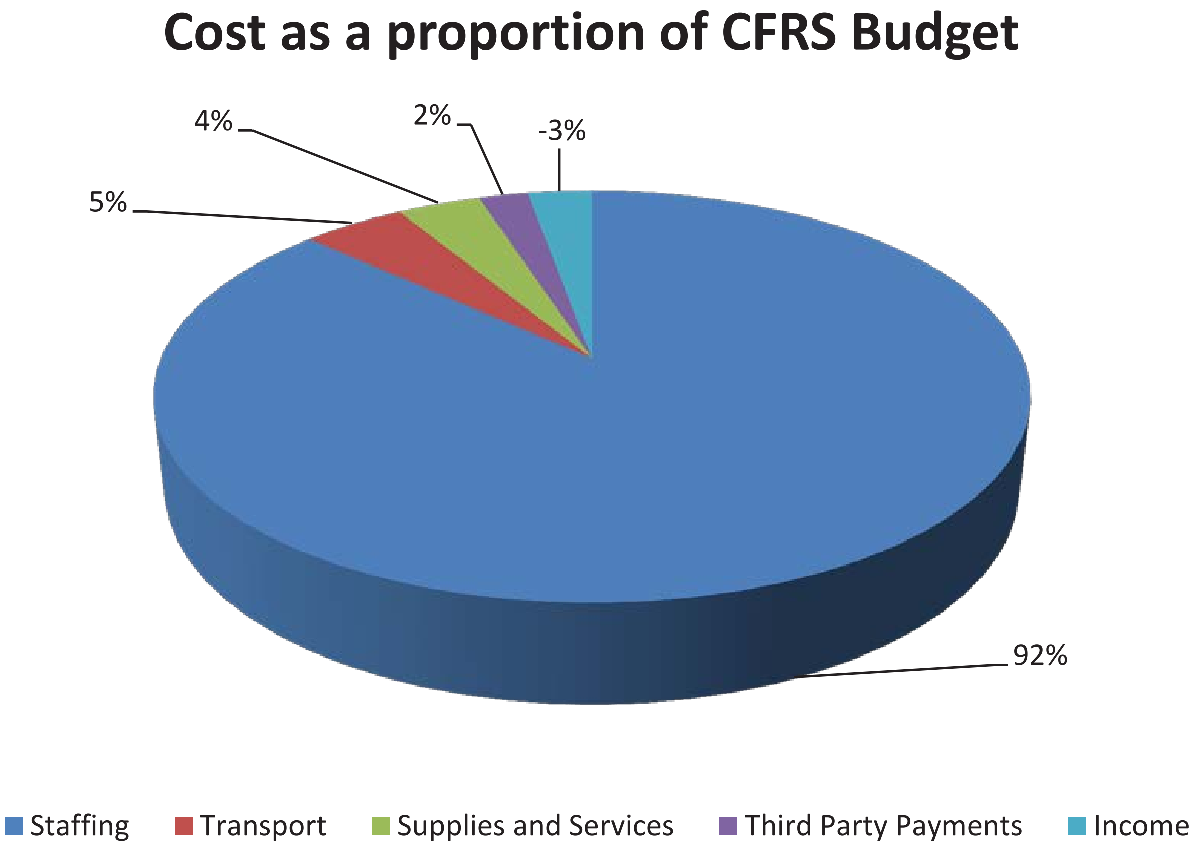
Pump 4x4 – Smaller Pump designed to reach more inaccessible locations

Unimog – Multi Purpose Vehicle

W.Bowser – Water Bowser

Our Budget

Cumbria County Council is the Fire Authority and therefore the Fire and Rescue Service benefits from a back office support provided by broader council teams. In line with this, the Fire and Rescue Service budget is primarily aligned to staffing, transport and supplies and services, as shown in the graph below. In 2018/19 our annual net revenue budget is in the region of £16 million excluding capital depreciation. There is also an additional capital budget to procure our fleet vehicles and improve our infrastructure.



7 How we manage risk - our core strategies

People

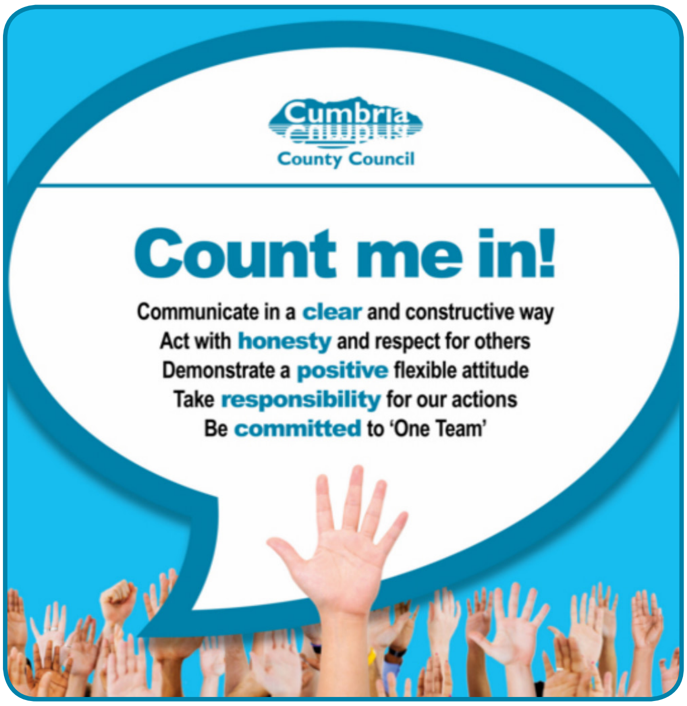
Cumbria County Council's Workforce Plan sets out our commitment to how we will engage, empower, support and develop our workforce now and in the future, to deliver the best possible services to our communities. The Workforce Plan is supported by a robust Delivery Plan.

As a Directorate of the Council, CFRS will support the delivery of this plan and align it to our own People Strategy. This Strategy recognises that our people are critical to the delivery of everything we do. It considers how we can develop individuals to be the best that they can be, making informed decisions for the benefit of everyone, and also builds on the lessons we have learnt from our self-assessment in preparation for our forthcoming inspection by Her Majesties Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

Working with a variety of partners we are providing a wider offer to our customers and our communities. The development of all our staff is paramount to the delivery of an effective service. We will ensure that we equip our workforce with the correct skills, knowledge and support, together with the confidence and ability required to face the day-to-day challenges presented to them through the course of their work.

As part of our commitment to our staff, CFRS have invested in state of the art technology that allows firefighters to be trained in how to safely respond to a variety of incidents using virtual reality software.

We are, and will continue to be an employer that offers equality in opportunity when recruiting for new staff, although we recognise there is still some way to go before our workforce truly reflects the diverse nature of the communities we serve. The creation of an Equality and Diversity Board has allowed us to put an increased focus on both the recruitment and retention of staff from all backgrounds.


Cumbria County Council
Count me in!
Communicate in a clear and constructive way
Act with honesty and respect for others
Demonstrate a positive flexible attitude
Take responsibility for our actions
Be committed to 'One Team'

Prevention

Prevention is seen by the Fire Authority as paramount in reducing the fire risk in Cumbria. CFRS has a Prevention Strategy that focuses on preventing death and injury as a result of fires and other emergencies and supports our commitment to the health and wellbeing of the people that live in, work in and visit Cumbria.

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. This will include experts from different agencies working together in joint teams to tackle vulnerable individuals and collective issues, such as anti-social behaviour, the effects of poor mental health and alcohol misuse.

In April 2017 CFRS introduced its “Safe and Well Visit” Programme. Safe and Well Visits improve the quality of service we deliver to the householder not only on fire related issues but support and advice around Falls Prevention, Alcohol Reduction, Smoking Cessation and Social Isolation that are all pertinent to the demographics of Cumbria. CFRS actively explores opportunities to work with partners to improve our service and through the use of new technology, in partnership with health, we have been able to expand the Safe and Well Visit to include early detection of irregular heartbeats or Atrial Fibrillation. The efficiency with which our prevention activity can be delivered has been enhanced by the investment in equipment that allows officers to stay out in the field longer without returning to station.

CFRS aims to make a sustainable impact on the prevention agenda, by completing a minimum of 10,000 Safe and Well visits each year, appropriately targeting our resources to the most vulnerable people.

The partnership environment within Cumbria is developing and it is acknowledged that different agencies working together can improve the overall outcome for the people of Cumbria. CFRS will work with other agencies throughout the county to pass on the Safe and Well methodology, so that the number of visits delivered across the county can be increased significantly, through partnership delivery.

01900
UNTEERS
PING TO BUILD SAFER COMMUNITIES

Protection

Our Fire Protection role is to work proactively towards reducing the impact of fire in commercial premises and target those that pose the greatest risk to life, property, the environment and to the nation's heritage.

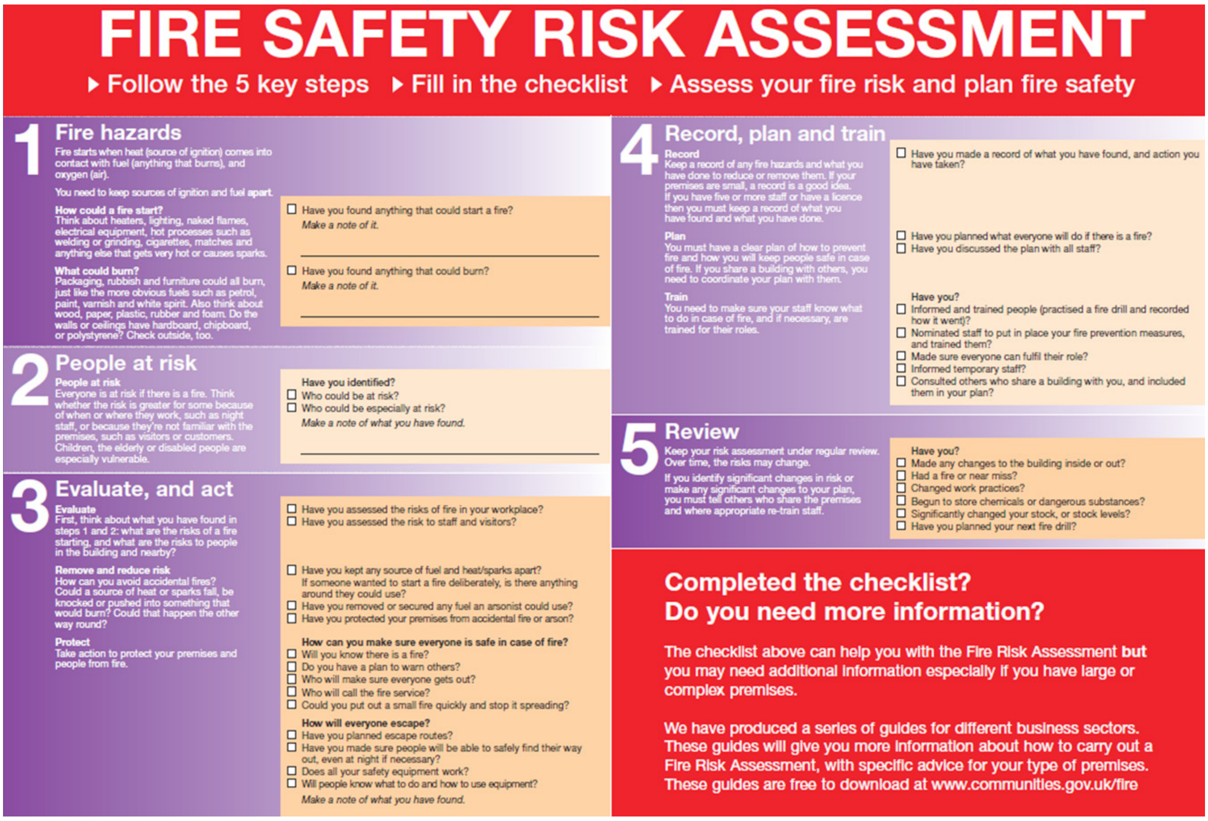
In delivering against our Fire Protection Strategy, we have set key objectives of:

- Reducing the risk in buildings by meeting the requirements of the Regulatory Reform (Fire Safety) Order 2005
- Arrangements for working with the business community across Cumbria for delivering risk based protection activity
- Arrangements for safeguarding the culture, heritage and environmental assets in Cumbria
- Reduce the commercial, economic and social impact of fires in non-residential premises
- Working with the business community in order to reduce the number of Unwanted Fire Signals (UwFS)
- Supporting economic growth

We are committed to providing the best possible service to our communities by appropriate and proportionate regulation. We are, however, also committed to using our enforcement and regulatory powers where necessary to ensure public safety. This enables us to make sure those buildings that provide public access and places of work are safe from fire and other types of incident.

We intend to reduce risk in buildings by targeting our resources to deliver information, education and legislative enforcement. We will continue with our risk-based approach to Fire Safety Inspections and Audits in line with our risk-based Inspection programme. This programme will ensure that we take account of any recommendations that come out of the Grenfell Tower inquiry.

CFRS will provide additional support and guidance to businesses and continue to improve engagement, regulation and enforcement to improve safety and support economic development and growth. In addition we will work with partners to help and inform businesses in Cumbria to prepare suitable arrangements to ensure resilience and business continuity plans are in place to minimise the disruption caused by adverse events.



FIRE SAFETY RISK ASSESSMENT

▸ Follow the 5 key steps ▸ Fill in the checklist ▸ Assess your fire risk and plan fire safety

1 Fire hazards

Fire starts when heat (source of ignition) comes into contact with fuel (anything that burns), and oxygen (air).

You need to keep sources of ignition and fuel **apart**.

How could a fire start?
Think about heaters, lighting, naked flames, electrical equipment, hot processes such as welding or grinding, cigarettes, matches and anything else that gets very hot or causes sparks.

What could burn?
Packaging, rubbish and furniture could all burn, just like the more obvious fuels such as petrol, paint, varnish and white spirit. Also think about wood, paper, plastic, rubber and foam. Do the walls or ceilings have hardboard, chipboard, or polystyrene? Check outside, too.

☐ Have you found anything that could start a fire?
Make a note of it.

☐ Have you found anything that could burn?
Make a note of it.

2 People at risk

People at risk
Everyone is at risk if there is a fire. Think whether the risk is greater for some because of when or where they work, such as night staff, or because they're not familiar with the premises, such as visitors or customers. Children, the elderly or disabled people are especially vulnerable.

Have you identified?
☐ Who could be at risk?
☐ Who could be especially at risk?
Make a note of what you have found.

3 Evaluate, and act

Evaluate
First, think about what you have found in steps 1 and 2: what are the risks of a fire starting, and what are the risks to people in the building and nearby?

Remove and reduce risk
How can you avoid accidental fires? Could a source of heat or sparks fall, be knocked or pushed into something that would burn? Could that happen the other way round?

Protect
Take action to protect your premises and people from fire.

☐ Have you assessed the risks of fire in your workplace?
☐ Have you assessed the risk to staff and visitors?

☐ Have you kept any source of fuel and heat/sparks apart?
If someone wanted to start a fire deliberately, is there anything around they could use?
☐ Have you removed or secured any fuel an arsonist could use?
☐ Have you protected your premises from accidental fire or arson?

How can you make sure everyone is safe in case of fire?
☐ Will you know there is a fire?
☐ Do you have a plan to warn others?
☐ Who will make sure everyone gets out?
☐ Who will call the fire service?
☐ Could you put out a small fire quickly and stop it spreading?

How will everyone escape?
☐ Have you planned escape routes?
☐ Have you made sure people will be able to safely find their way out, even at night if necessary?
☐ Does all your safety equipment work?
☐ Will people know what to do and how to use equipment?
Make a note of what you have found.

4 Record, plan and train

Record
Keep a record of any fire hazards and what you have done to reduce or remove them. If your premises are small, a record is a good idea. If you have five or more staff or have a licence then you must keep a record of what you have found and what you have done.

Plan
You must have a clear plan of how to prevent fire and how you will keep people safe in case of fire. If you share a building with others, you need to coordinate your plan with them.

Train
You need to make sure your staff know what to do in case of fire, and if necessary, are trained for their roles.

☐ Have you made a record of what you have found, and action you have taken?

☐ Have you planned what everyone will do if there is a fire?
☐ Have you discussed the plan with all staff?

Have you?
☐ Informed and trained people (practised a fire drill and recorded how it went)?
☐ Nominated staff to put in place your fire prevention measures, and trained them?
☐ Made sure everyone can fulfil their role?
☐ Informed temporary staff?
☐ Consulted others who share a building with you, and included them in your plan?

5 Review

Keep your risk assessment under regular review. Over time, the risks may change.

If you identify significant changes in risk or make any significant changes to your plan, you must tell others who share the premises and where appropriate re-train staff.

Have you?
☐ Made any changes to the building inside or out?
☐ Had a fire or near miss?
☐ Changed work practices?
☐ Begun to store chemicals or dangerous substances?
☐ Significantly changed your stock, or stock levels?
☐ Have you planned your next fire drill?

Completed the checklist?
Do you need more information?

The checklist above can help you with the Fire Risk Assessment **but** you may need additional information especially if you have large or complex premises.

We have produced a series of guides for different business sectors. These guides will give you more information about how to carry out a Fire Risk Assessment, with specific advice for your type of premises. These guides are free to download at www.communities.gov.uk/fire

Response / Resilience

CFRS holistically considers the variety of ways in which stations are crewed and incidents are responded to. This includes our On-call Capacity Framework, our Degradation Plan, our Response Strategy and others. This means that our resources are deployed in the best way to meet the risk and demand profile of the county.

Incident Type	Emergency response standard	Countywide performance level
‘Primary’ Property Fire	First appliance in 10 minutes	80% of occasions
All other incidents (including Road Traffic Collisions)	First appliance in 15 minutes	80% of occasions

Our emergency response standard is the maximum length of time we think it is acceptable to attend an incident; our target is to meet the standard for at least 80% of occasions. What we measure is the time the resources are mobilised to the time the first appliance arrives on scene.

One of our key priorities must be to always continue to deliver a highly effective and efficient operational response capability. To achieve this we will have to change our operational philosophy and implement ‘new ways of working’ that continue to secure public 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.

As well as responding to incidents in isolation, through the Blue Light Collaboration Working Group, the service has worked with the Constabulary and North West Ambulance Service to develop innovative ways to work in partnership, including the development of multi-disciplinary command vehicles and officers who fulfil some of the functions of a Police Community Support Officer (PCSO) and On-call firefighter. We will continue to expand this programme.

AMBULANCE
EMERGE
Cumbria Fire & Rescue Incident Commander
Cumbria Fire & Rescue

8 Delivery Plan

Our priorities to be delivered over the four year period of this IRMP are :

Prevention

- We will actively seek partners to support the delivery of our Community Safety Strategy by delivering safe and well visits on our behalf
- We will explore further opportunities to collaborate with other partners, including Emergency Services, Health and the Voluntary sector to deliver more holistic prevention activities
- We will broaden our medical intervention offer and pilot response to slips, trips and falls casualties in collaboration with North West Ambulance Service and other NHS / Health partners

Protection

- We will ensure all Fire Protection Officers are suitably qualified to meet the recommendations from the Independent Review of Building Regulations and Fire Safety, following the tragic Grenfell fire
- We will increase our apprenticeship programme to include Fire Protection Business Safety Advisors
- We will ensure the fire protection structure meets the outcomes and recommendations from the independent review of building regulations and fire safety and the Grenfell Tower Public Inquiry

Organisational Development

- We will continue to develop CFRS commercialisation/income generation programme
- We will develop our learning and development centre and provide additional courses and accreditation to ensure all Incident Commanders are professionally accredited to Skills for Justice Awards in Incident Command, appropriate to their role.
- We will ensure leadership and management development programmes are embedded at all levels
- We will expand our realistic Breathing Apparatus training facilities at Penrith and further explore opportunities to provide appropriate facilities in the south and west of the county

Response

- **Following the evaluation of a pilot, we will consider replacing the large Fire Engines at Arnside, Staveley and Frizington, and the second Fire Engine at Maryport, with smaller, more agile Rapid Response Vehicles (RRV) that are more suitable to the risk, demand and geography of our county**

  The introduction of RRVs will provide for greater availability in an area and allow a quicker response by the crew to emergencies.

- **We will develop the concept of satellite resources in relatively low risk and demand areas or in areas where our fire stations are in close proximity to others**

  In delivering this concept, firefighters will carry out their normal duties, training, administration etc. from the larger adjacent station, but maintain an RRV within their local area.

- **We will work with our blue light partners to explore the feasibility of developing new blue light hubs across the county**

Consultation and Delivery Plan

This IRMP 2019-2023 forms parts 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."

In December 2018, we commenced a public consultation on the Plan as a draft document and asked for comments and views. All comments received were considered and assisted us in the development and final production of our new 2019-23 IRMP.

The consultation was undertaken in accordance with County Council guidance and HMG Code of Practice on consultation and the outcomes were reported to the Councils Cabinet Members. The final document was approved by Full Council in April 2019.

To obtain further information about integrated risk management planning or Cumbria Fire and Rescue Service, please see our website **www.cumbria.gov.uk\fire** or call us on **01768 812612.**

Alternatively, you can write to us at:

Chief Fire Officer
Cumbria Fire and Rescue Service Headquarters
Carleton Avenue
Penrith
Cumbria
CA10 2FA

Translation Services

If you require this document in another format (egCD, audio cassette, Braille or large type) or in another language, please telephone **01768 812612.**.

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