



**Cumbria Fire
and Rescue
Service**

**Service
Plan
2022 - 23**



Introduction

Welcome to our Service Plan for 2022-23. The coming year will see significant change for Cumbria Fire and Rescue Service (CFRS). As part of Local Government Reorganisation (LGR), Cumbria County Council as the Fire Authority will cease to exist and will be replaced by a new governance model. The Strategic Leadership Team and myself will work to ensure that this change does not impact on operational delivery and that CFRS emerges as a strong organisation fit for the future.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) play a significant role in shaping CFRS. Recently CFRS has been subject to inspections in regard to COVID and been part of a pilot inspection which looked at Equality, Diversity and Inclusion. Feedback from these inspections has fed into the development of the Service Plan, and in June 2022 we welcome back HMICFRS to carry out their second full inspection of the Service.

In delivering in this ever changing environment, CFRS must not lose sight of its vision to deliver the best services possible to residents, businesses, and communities within Cumbria. To that end CFRS has agreed to fully embed the recently published National Fire Chief Councils Code of Ethics, designed to improve organisational culture and workforce diversity of Fire and Rescue Services, ensuring that communities are supported in the best possible way.



John Beard
Chief Fire Officer

Service Planning

The role of a service plan is to ensure that over the short term, CFRS focuses 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 documents have a four year life span.

This plan sets out annual objectives that CFRS will work towards over the next twelve months that will support the delivery of the IRMP, and the key performance indicators that will allow the Service to be held to account by both the Fire Authority and the public.

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

In the next twelve months, a significant piece of work will be a refresh of the Risk Based Evidence Profile (RBEP). Building on national learning the RBEP will help everyone both inside and outside CFRS to understand the risks we face in Cumbria and how we plan to reduce the impact and respond effectively.

In developing this document, consideration has been given to the core priority areas and the 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 our available resources.”

Every department and station with the Service develops a Plan on a Page. These guide their activities throughout the year. These plans are front line focussed to ensure that the overarching Service Plan reflects the work of everyone within CFRS. Those objectives that have the most impact on the delivery of activity across the Service are included in this report.



IRMP 2019-23

The IRMP sets out several priority areas that CFRS will address over the four-year period of the plan in regard to People (Organisational Development), Prevention, Protection and Response. We are now in the final year of a four-year IRMP, and the objectives set will have regard to this. An electronic version of the IRMP can be found [here](#)

Progress against the IRMP will be used to inform the development of its successor, the Community Risk Management Plan (CRMP).

Inspection Programme

HMICFRS inspections are an invaluable tool when identifying areas of good practice and / or improvement for the service. Currently CFRS is working towards delivering recommendations from three separate reports. Those are a Covid inspection, Equality Diversity and Inclusion inspection and several recommendations from the last full inspection.

Each inspection has highlighted areas of good practice that CFRS continues to embed, and areas for improvement that are delivered through a strategic programme board.

Those outstanding areas for improvement are primarily focussed on the people agenda and demonstrate the importance of the workforce to the delivery of the Service objectives and vision.

The full report into the fire service response nationally, and Cumbria's response to COVID 19 in particular can be found [here](#)

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

Transition to New Governance

Following consultation on Local Government Reform (LGR) within Cumbria, the decision of the Secretary of State was to establish two new unitary authorities in Cumbria. The two new authorities, Cumberland and Westmorland with Furness, will replace the existing county and district councils from 1 April 2023. This means that Cumbria County Council as the Fire Authority for the county will no longer exist so an alternative model for the governance of the Fire and Rescue Service needs to be agreed.

The Police and Crime Commissioner for Cumbria has also submitted a separate business case to the Home Office for the transfer of Fire Governance to a Police, Fire and Crime Commissioner model. This will now be considered independently on behalf of the Home Office with a decision due in later in the year.

The Service has established a Programme Team and relevant structures to manage the significant programme of work that will be needed to develop and manage the transition to the new arrangements both before and after the date of transfer.

We will work closely with the current authorities, two shadow authorities, Office of the Police and Crime Commissioner, central government and key partners to ensure that the Service is in a strong position to meet our aspirations and the changing needs of our communities.



Future Governance of Cumbria Fire & Rescue Service



Equality, Diversity and Inclusion (“Inclusive and Safe Communities”)

CFRS is committed to ensuring it meets the Public Sector Equality Duty providing equality of opportunity through access to services for all by ensuring:

- CFRS Services has clear information about Cumbria’s diversity profile to inform us of the communities we serve.
- Communities of Cumbria and those underserved are involved in shaping CFRS service.
- CFRS work reflects the needs of our diverse communities including those underserved and it can demonstrate outcomes in addressing structural discrimination and inequalities.
- Workforce outcomes for people who share a protected characteristic demonstrate the benefits of a proactive approach to Equality, Diversity and Inclusion.

The service in moving towards “Inclusive and Safe Communities” has set the following EDI priorities:

- Community Engagement - Understanding our communities
- Inclusive Services - (Response, Protection and Prevention)
- Valuing our People - (Diverse and Inclusive Workforce)



In meeting this duty, CFRS contributes towards the delivery of the Councils Equality Strategy and Objectives that can be found at www.cumbria.gov.uk/equalities/

At CFRS, everyone is equal. We recognise the need to tackle discrimination and promote equality. We do everything we can to ensure all our plans:

- Do not discriminate
- Promote equality
- Address the diverse needs of individuals
- Ensure human rights are upheld
- Ensure fair treatment
- Protect dignity

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



Cumbria Fire and Rescue Service (CFRS) recognise that our workforce is our most valuable asset and are crucial to providing our communities with high quality prevention, protection and operational response. The skills, knowledge, experience and diversity of our workforce has a direct impact on the success and quality of the service we can deliver to the communities across Cumbria.

Our aim is to ensure we develop and maintain a well-skilled, diverse workforce able to deliver as a Service, work in partnership with our blue light colleagues and protect the most vulnerable in the community. In recognising the importance of our staff, we will provide everyone with the tools to maximise their own health, both physical and mental wellbeing. The development of our staff will be governed by the guiding principles set out in the recently published Code of Ethics.

Over the next year, we will:

- Review the opportunities for improvement across the People and Development portfolio activities in regard to neurodiversity and produce an action plan
- Workforce Development Group will continue to develop and ensure that equality for appointments from recruitment, promotions and movement of the workforce is fair and transparent with documented decisions
- Publish a 5-year People and Development Strategy that documents how the department will meet the future development needs of the Service
- Develop a Fitness & Wellbeing strategy for inclusion in the 5-year People and Development Strategy
- Introduce minimum standard for Trainers & Assessors with clear Continual Professional Development standards
- Undertake a review of the role of Associate Instructors and Watch Based Trainers to ensure the most resilient, efficient, effective and sustainable arrangements are in place
- Work within regional, national or thematic groups to develop and improve People and Development policies, procedures, tailored guidance and training for operational response
- Review and implement a sustainable effective methodology of Health and Safety reporting to the Strategic Leadership Team
- Implement ID Hammer to improve the asset management of equipment utilised by People and Development
- Create a vision for Development centre/ centres for CFRS



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

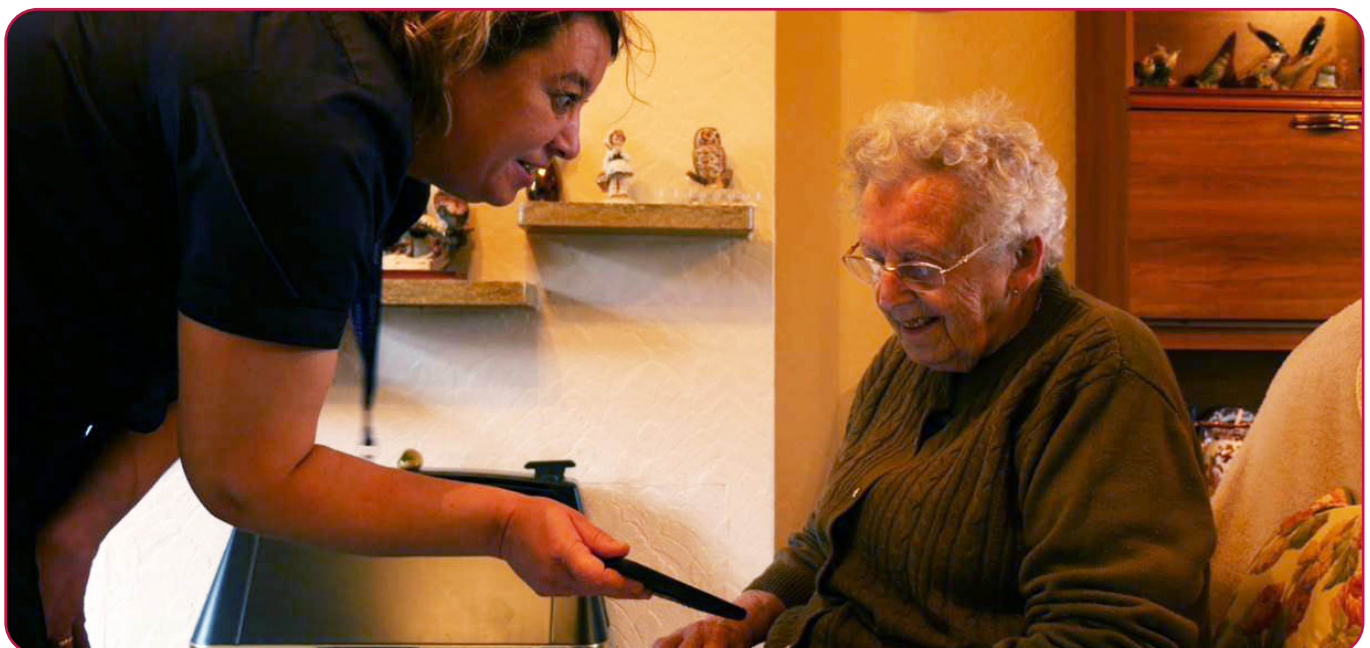


CFRS prevention work focuses on reducing people's vulnerability to the type of emergencies to which we respond. Our collaborative partnerships and strong relationships with other organisations not only enable the Service to identify and support people who are at higher risk from fire but also allows a wider focus in safeguarding the most vulnerable people in society.

Our Safe and Well visits are central to this approach and following engagement with partners use several methods to reduce the risk factors that impact on health and wellbeing

Over the next year, we will:

- Support the ongoing succession planning and development of the Community Safety Team
- Embed updated ICT equipment and other systems. Explore further opportunities to improve systems and processes to maximise effectiveness and reduce the use of paper-based systems
- Continue to improve fire prevention support within our rural areas by developing the On-Call Support Crew Manager role, working alongside the Community Safety Advisor's
- Continue to work with partner organisations and explore further opportunities to identify and engage with individuals and groups who are more vulnerable to serious harm from fire and other emergencies
- Ensure all our staff can identify and support vulnerability and safeguarding issues effectively, including appropriate use of referral pathways, through the provision of specialist training and refresher programmes
- Work towards the Fire Standard for fire prevention and mould our home safety offer to fit the NFCC person centred framework
- Work in collaboration with colleagues from fire protection to promote a holistic approach to community safety
- Monitor all incidents to ensure that any trends are identified, and preventative measures are assessed and developed
- Identify hazards and risks for operational crews and record them onto our risk database



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



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, poverty, the environment, and the nation's heritage. In doing so we wish to support business such that all employers and places of community access meet their legal duties and maintain the safety of all those who may be present.

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 target resources on the most high-risk premises. In addition to our specialist team our crews are trained to carry out inspections of premises in their area where we have deemed the risk to be lower.

Over the next year, we will:

- Work within the Northwest region to develop a new business community safety lead role
- Work with local and regional stakeholders to implement understanding and embed the new Fire Safety Bill & changes to Fire Protection legislation
- Develop and support our operational staff to ensure every wholetime station has appropriately skilled and qualified staff to deliver Operational Business Engagements
- Ensure every wholetime station has a watch based Operational Business Engagement Coordinator qualified to level 3 in Fire Safety
- Support fire protection knowledge in the operational environment by up skilling Operational Business Engagement Coordinators to a level 3 Fire Safety (Fire Auditors) qualification
- Work with fire control staff to monitor and reduce fire engine attendance at false alarm activations within business premises
- Provide a rota to ensure a qualified level 4 Fire Safety Inspector is available to advise operational crews & serve enforcement and prohibition notices
- Utilise the Business Fire Safety Advisors to engage & work with local business to increase fire protection understanding & compliance and reduce the number of unwanted fire signals



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



Our Response Strategy is based on national guidance and locally derived risk assessments that assist us in making decisions about the distribution of resources for those occasions when emergency assistance is required, and we are called to help. Using this method, we ensure that our staff are able to respond in line with the risk and demand profile of the County using the best equipment available and with the most up to date risk information available.

We will always ensure that when we are required to respond, we will do so in a timely manner with the right staff, who have the right skills, the right equipment and the right support.

Over the next year, we will:

- Work with People and Development to embed an effective supervisory management development programme
- Monitor and review response and attendance at operational incidents to identify and reduce adverse safety events through effective leadership
- Review the locations of specialist operational resources and relocate where required using sound risk-based evidence and staff focus groups
- Develop a fire station management framework which is supported by Fire Service Delivery Support (SDS)
- Refresh the On Call Support Crew Manager role and align to Service Delivery activity



Service Support

The Service Support function brings together all the necessary teams and disciplines that provide primarily the Service Delivery function with all the skills, equipment, and information it needs to carry out its critical response role. This includes amongst others Fleet, Technical Services, Operational Planning and continuing implementation of a new national radio network within Cumbria.

Over the next year, we will:

- Engage with staff through various working groups and networks to ensure staff have the opportunity to influence the delivery
- To continue to provide a mechanism for the workforce to identify, assess, record and review operational risk information within their areas
- Effectively work with our neighbouring FRs and NWFC to share accurate and up to date over the border risk information
- Support CFRS departments in maintaining the currency of their policies and procedures in line with service timescales
- Ensure Operational Plans are maintained with the involvement of managers, relevant stakeholders and partner agencies via active participation in the Local Resilience Forum and multi-agency exercise programmes
- Ensure that appliances, operational equipment and PPE projects are researched, evaluated, trialled and procured in line with CFRS governance arrangements and future service aspirations
- Review and evaluate our fleet to ensure we have an effective and efficient fleet providing firefighting and community safety (right resources, right place, right time)
- Deliver JESIP principles and learn lessons from the most recent outcomes from both Joint and National Operational Learning (JOL & NOL)
- Deliver the NOG Implementation Project alongside the People & Development Department
- Continue to deliver against the implementation of the Emergency Services Mobile Communication Programme (ESMCP)



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 aim of the CLRF 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 year, the Resilience Unit will:

- Invest in and develop a motivated, committed workforce that is innovative, supported, skilled and customer focused
- We will assess risks and consequences to mitigate the impacts of emergencies by the development of appropriate Emergency Plans. We will provide opportunities for all who have key roles in these arrangements to be trained, exercised and the performance assessed to identify areas for development
- We will enable communities to be protected by collaborating through the Cumbria Resilience Forum to facilitate effective management of emergency arrangements and contribute to national initiatives
- We will provide a 24 x 7 x 365 Resilience Duty Officer to provide support and advice for a timely and effective response to the CCC Duty Strategic Commander and the multi-agency Strategic Coordination Groups
- We will contribute nationally on emergency arrangements, guidance, and legislation, where it is in Cumbria's interest
- We will identify and promote good practice within business continuity via learning opportunities, integrated emergency leadership and management through the County Council Corporate Management Team
- Recover capacity and capability in the Resilience Unit post- COVID-19



Collaboration With Partners

The Police and Crime Act placed a duty on CFRS to work in collaboration with other blue light services. CFRS has been active in developing several projects that have led to an improved service to the people of Cumbria and helped embed the principles of collaboration across the service.

Over the next twelve months, the governance of CFRS will change. We will use this opportunity to review existing projects and consider opportunities for future collaboration. In addition

Over the next year, we will:

- Continue the practice of shared tasking and coordination with blue light colleagues, sharing intelligence and co-operating on multi agency incidents
- Continue to maximise the benefits derived from the sharing of CFRS premises with Cumbria Police and NWS in predominantly rural areas
- Ensure that CFRS is fully embedded within the local focus hubs across Cumbria
- Work with Cumbria Constabulary to make a final decision on the role out of the Joint Emergency Services Officer project
- Explore opportunities for sharing of blue light operational equipment initiatives, such as drones
- Build on the success of the Missing Persons and Collapsed behind closed doors projects to develop further collaborative working opportunities aimed at protecting the most vulnerable
- Consider a joined up blue light approach to the use of volunteers across agencies
- Deliver shared workforce development initiatives across a range of subject matters that cut across blue light agencies



Performance Scorecard

It is important that we can demonstrate that we are delivering the best possible fire and rescue service to the communities of Cumbria. To that end a suite of indicators has been developed. Those indicators with targets against them are regularly monitored at a Strategic Leadership Team level and discussed with the Chief Executive and Portfolio Holder. Further information on performance can be found on the service website [here](#).



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