

Cumbria Fire & Rescue Service

Service Plan 2023 - 24

July 2023



Making Cumbria a safer place for all

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Introduction

Welcome to our Service Plan for 2023-24. The coming year will see significant change for Cumbria Fire and Rescue Service (CFRS). From April the 1st, Cumbria Fire and Rescue becomes part of the Police Fire and Crime Commissioner (PFCC) for Cumbria's Governance Structure.

This is as a direct result of Local Government Reorganisation (LGR). Everyone with CFRS has worked over the last twelve months to ensure that this change does not impact on operational delivery and that the Service is ready to work with the PFCC to continue to deliver an excellent service to the people of Cumbria.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) play a significant role in shaping the agenda of CFRS. Recently CFRS has been informed that due to a dedicated piece of project work, two Causes for Concern have been lifted. This work has put the Service in a better place going forward and now allows us to concentrate on embedding best practice identified by HMICFRS whilst addressing other areas for improvement identified in the recent inspection.

In delivering its services in this ever changing environment, CFRS must not lose sight of its vision statement to be a community-focussed, professional and trusted Fire and Rescue Service that makes Cumbria a safer place for all. On top of embedding the National Fire Chief Councils (NFCC) code of the ethics, the Service will use the change of governance and opportunities it presents to ensure that everything it does makes Cumbria a safer place for all.



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 been agreed as part of its Community Risk Management Planning process.

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

This service plan builds on our significant achievements in recent years and references both those areas of improvement identified by HMICFRS in recent inspection process, and the outcome of the Local Government Reform (LGR) process.

In the next twelve months, a significant piece of work will be the development of a Risk Based Evidence Profile (RBEP) to inform the CRMP. 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 community-focused, professional and trusted Fire and Rescue Service that makes Cumbria a safer place for all.”

The recent change in governance has required that the Service will need to adapt to new ways of working over the next twelve months, this includes identifying new workstreams and priorities that ensure the change is as smooth as possible with little or no impact on the service provided to the public.

This overarching Service Plan takes this into account and focusses on those objectives we can deliver over the next twelve months.



CRMP 2023-24

Cumbria Fire and Rescue Service has recently agreed a one year CRMP to cover 2023/24. This document contains the high level objectives for the coming financial year. Normally the CRMP would cover a longer period, however this document has been designed to cover the change in governance from County Council to Police, Fire and Crime Commissioner.

Currently the Service is in the process of creating a CRMP to cover a 3 – 5 year period from April 2024. Please click [here](#) to view.

Inspection Programme

HMICFRS inspections are an invaluable opportunity for identifying areas of good practice and / or improvement for the service. Currently CFRS is working towards delivering recommendations from the last full HMICFRS inspection and the National Spotlight report.

The inspection has highlighted areas of good practice that CFRS is looking 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 and prevention agenda and demonstrate the importance of the workforce to the delivery of the Service objectives and vision.

The Spotlight report concentrates on the values and cultures within the fire service nationally and contains a wide range of recommendations.

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



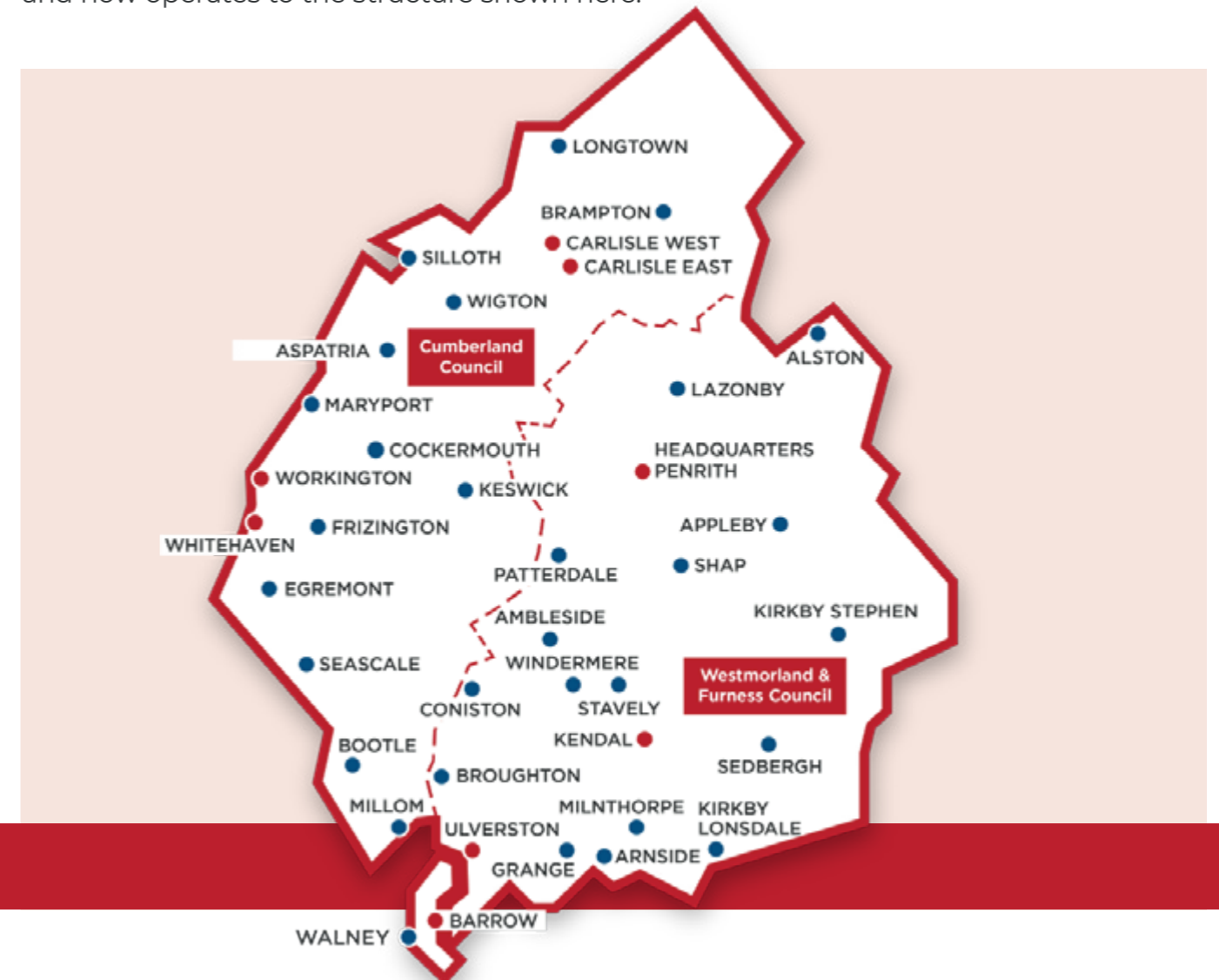
New Governance

In April 2023, the Police and Crime Commissioner took up his role as the Cumbria Commissioner Fire and Rescue Authority, replacing the County Council as the Fire Authority. One of the Commissioner's first tasks is to create a Fire Plan that sets out his vision for the Service.

This plan will inform the development of the CRMP and the direction of travel for the Service.

In order to fulfil the role of the Fire Authority, CFRS is working closely with the PFCC to create and embed a new governance framework. Any feedback as a result of the new governance will be incorporated in the new CRMP and will also impact on how the objectives set out in this plan are delivered.

The LGR programme resulted in a number of new boundaries being created at local authority level. The Service saw this as an opportunity to review its own geographies, and now operates to the structure shown here.



People:

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

Cumbria Fire and Rescue Service (CFRS) recognise that our workforce is our most valuable asset and is crucial to providing our communities with high quality firefighting, rescue and preventative services. 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.

As part of the change in Governance, CFRS has been able to ensure it has access to a dedicated HR team made up of experts in a variety of disciplines. Our aim is to ensure we have the systems and process in place to provide the best opportunity to support the Service in protecting 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.

Over the next year, we will,

- ▶ Ensure that we have the right people in the right posts at the right time
- ▶ Review and develop cultural values and behaviours that makes CFRS a great place to work
- ▶ Review the employee offer
- ▶ Ensure the service is an inclusive organisation where all employees and potential employees have fair and equal access to opportunity
- ▶ Maximise the wellbeing of our staff
- ▶ Ensure leaders and managers are equipped with the right skills, tools and guidance to promote compassion, accountability, support and trust
- ▶ Review the hosted arrangements to ensure services reflect the needs of the Service.
- ▶ Ensure that comprehensive support mechanisms are available to our staff to assist with their welfare at all times
- ▶ Work within regional, national or thematic groups to develop and improve HR policies, procedures, tailored guidance and training for organisational development.



Prevention:

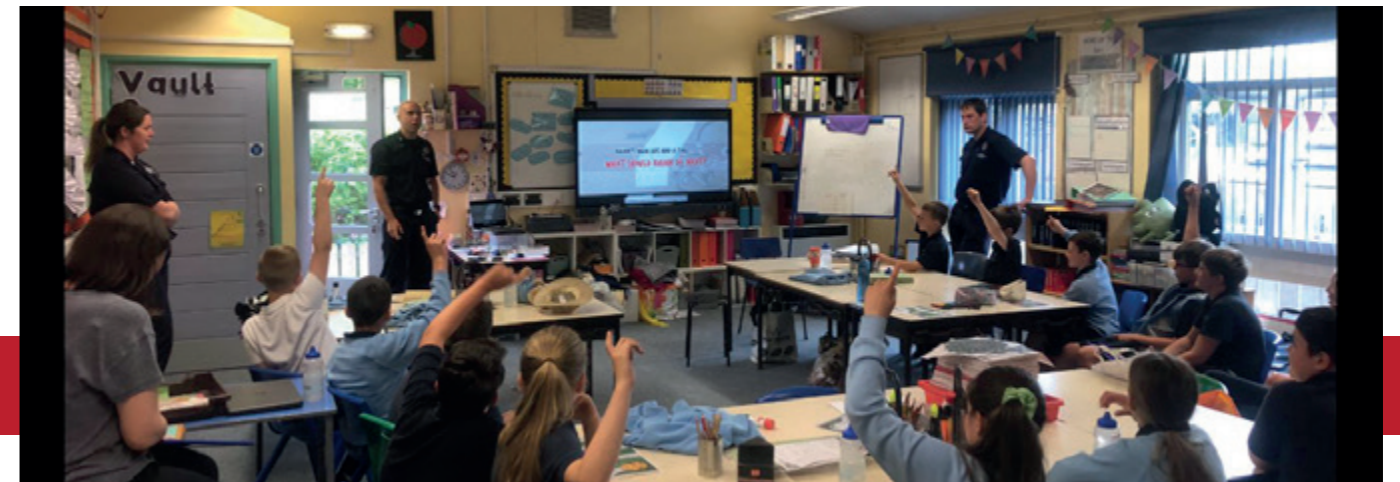
We will prevent fires and other emergencies by prioritising the most vulnerable.

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. The change in governance will allow us to refine this approach to ensure we are working with the most vulnerable people in the most effective way possible.

Over the next year, we will,

- ▶ Work towards the Fire Standard for fire prevention and mould our home safety offer to put the individual at the heart of everything we do
- ▶ Support the ongoing development of the Community Safety Team and explore further opportunities to develop our Community Safety offer in partnership with other agencies for example health, housing and local authorities
- ▶ Develop a clear prevention strategy targeting people most at risk and ensure activity is proportionate to reduce that risk
- ▶ Develop a methodology for evaluating Prevention activity
- ▶ 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.



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, 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,

- ▶ Continue to work with local and regional stakeholders to implement understanding and embed the new Fire Safety Bill & changes to Fire Protection legislation
- ▶ Continue to engage with local business to increase fire protection understanding & compliance and reduce the number of unwanted fire signals
- ▶ Continue to develop and support our operational staff to ensure every wholetime station has appropriately skilled and qualified staff to deliver Operational Business Engagements
- ▶ Support fire protection knowledge in the operational environment with firefighters upskilled working as operational business engagement coordinators with 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.



Service Delivery:

We will plan for and respond effectively to emergencies when they arrive.

Our Service Delivery 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 some of the best equipment available and with the most up to date risk information available to them.

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,

- ▶ Review our operational capability to ensure that resources are best utilised to protect the residents, business and visitors to Cumbria.
- ▶ We will continue to work on the implementation of NOG including JOL and NOL within Service
- ▶ Continue to explore alternate delivery models
- ▶ Consider our approach to response time targets to allow for more informed decision making
- ▶ Align our station areas and service delivery structures with the new geographies post LGR
- ▶ Continue to invest in our fleet, equipment and estate.



Corporate 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, Tech Services, Operational Planning and overseeing the delivery of a new national radio network within Cumbria.

Over the next year, we will,

- ▶ Work with the Cumbria Commissioner Fire & Rescue Authority to maximise the opportunities that arise from a change in Governance
- ▶ Review our policies and procedures to ensure they are fit for purpose going forward
- ▶ Improve the current approach to Performance Management within CFRS
- ▶ Improve the way we evaluate and share learning from operational performance
- ▶ Support CFRS to deliver against the wide range of standards put forward by the Fire Standards Board
- ▶ Continue to work with our neighbouring FRSs and NWFC to share accurate and up to date over the border risk information.



Collaboration with Partners

The Police and Crime Act places 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.

The next twelve months will be about the Service embedding itself within its new governance and using 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 in predominantly rural areas
- ▶ Ensure that CFRS is fully embedded within the local focus hubs across Cumbria
- ▶ Understand our role within the new Community Safety Partnership structure within Cumbria and what value we can add to different workstreams.

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 PFCC and their executive team

Performance information is also available at a local level through a series of dashboards to allow informed decision making at station level.

Service performance can be found [here](#).



Cumbria Fire & Rescue Service - Service Plan 2023-24

Our Code of Ethics



Putting our communities first



Dignity and Respect



Equality, diversity and inclusion



Integrity



Leadership



@cumbriafire

Making Cumbria a safer place for all

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