



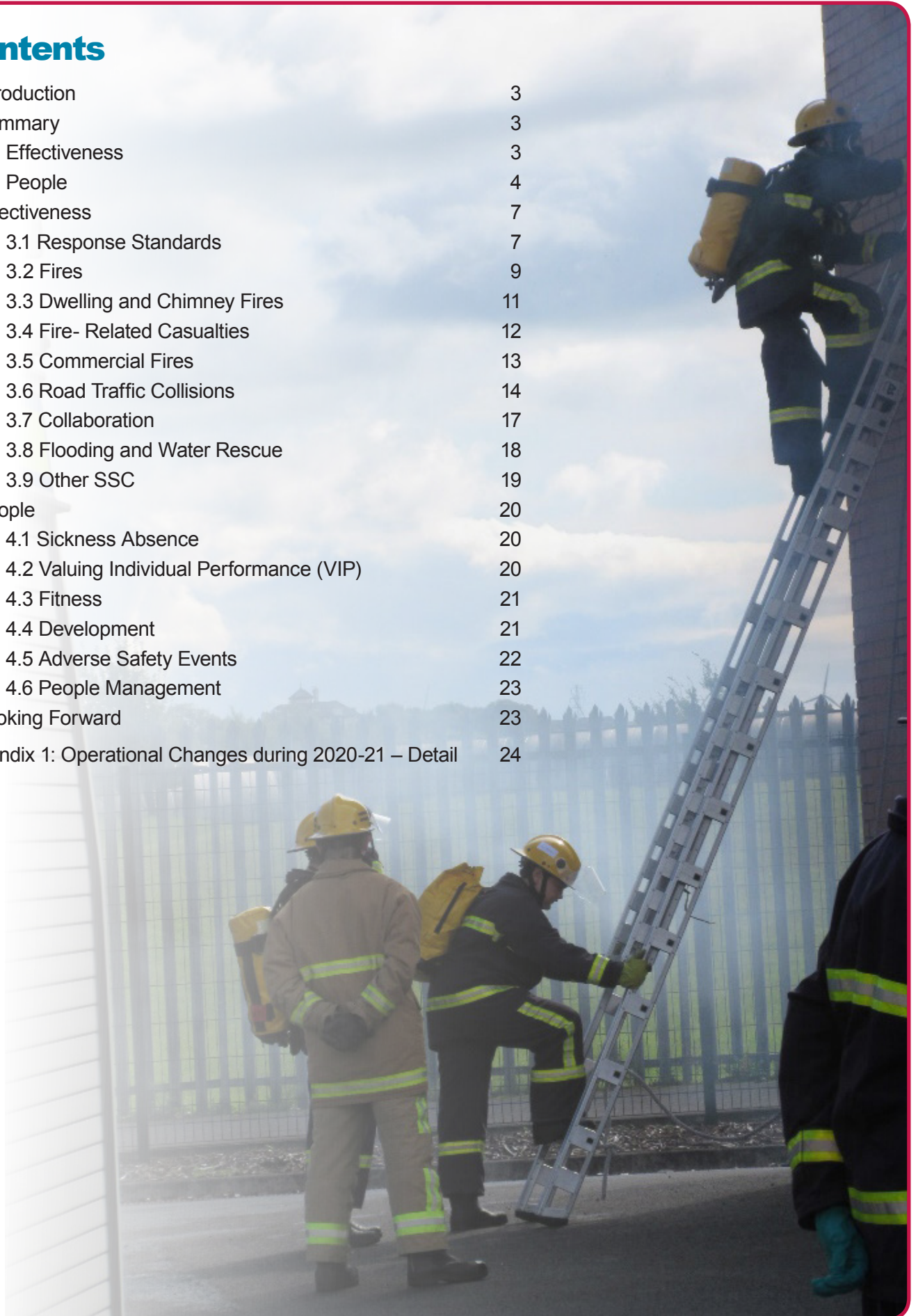
**Cumbria Fire  
and Rescue  
Service**

**Annual  
Performance  
Report  
2019 - 20**



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## 1. Introduction

The following report is designed to provide a high-level overview of the performance relating to the Cumbria Fire and Rescue Service (CFRS) priorities for 2019/20:

**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.



This summary report highlights the key areas of performance, and areas that have elicited further action or analysis.

## 2. Summary

During 2019/20 we have implemented a number of changes across the Service. These have had wide ranging impacts on all areas of service delivery and have had a significant impact across all areas of performance. More detail on these changes is provided in Appendix 1. These major influencing factors include, but not exclusively:

- Changes to station management (April 2019, reviewed in January 2020).
- The introduction of different crewing models and response vehicles (throughout the year).

In addition to these changes, performance monitoring and reporting has become more embedded across the Service.

## Effectiveness

Some of our notable successes include:

- Response standards have shown an improvement throughout the year. Attendance times at primary property fires have risen from 68% within 10 minutes at the beginning of the year to 73% at the end.
- For 88% of incidents, other than primary property fires, crews have attended within 15 minutes. This is above target and 3% above last year.
- With the introduction of new crewing models across the Service, in conjunction with more effective resource management, availability has increased from 82% at the beginning of the year to 91%.



- The numbers of fires has decreased since last year across all types of fire related incidents, with the exception of chimney fires that remain at a similar level to last year. This has been driven by an increased focus on delivering Safe and Well visits to the most vulnerable. As a service we deliver four times the number of these interventions than the national average.
- Changing behaviours may also be causal to some extent in this reduction, with cooking causing 13% less fires when compared to 2018/19, however fires caused by chip pans increased by 67% compared to 2018/19.
- Managers have also been working hard with local partner agencies to reduce deliberate fires with 'priority' locations identified and additional police presence within these areas.
- The **Heartstart** Programme continues to be successfully delivered, totalling 326 events, which is over target.
- **Road Awareness Training (RAT)** programmes were extended this year to include those **over 55 years**, whilst maintaining provision **to 17 to 25 year olds**. Targets for both groups were achieved.
- The development of the Fire Protection Team to increase the number of high risk inspectors from 5 to 8, alongside the introduction of Operational Business Engagements (OBE) activity by the crews.

There are some areas where improvement is needed and actions are in place to address these:

- **Dwelling false alarms** are significantly above target and above last year. Whilst this is to be expected to some extent, with an additional 7,498 alarms fitted in 2019/20 alone, actions are being taken to reduce this figure.
- Despite the reduction in fires across the county, the number of **fire related casualties** has increased since last year, and is above target in all cases. These are low numbers, however; any increase is unwelcome and a range of initiatives are being implemented to reduce casualties.
- The implementation of new arrangements for protection and the increase in capacity was not fully realised for the whole performance year and consequently not all targets for the number of fire safety audits completed were met.
- The number of **commercial false alarms** is above target this year and higher than last year, despite the significant changes made with North West Fire Control to 'challenge' calls from automatic alarm activations.

## People

Some of our notable successes include:

- This year a new appraisal policy and process was implemented - **Valuing Individual Performance (VIP)**. Around 9 out of 10 Wholetime and Green Book staff have completed a summary VIP within 12 months, with slightly fewer proportions of On-call staff (7 out of 10) having completed it.
- 94% of both Wholetime and On-call firefighters have an in-date annual fitness assessment.
- **People Management** information is now reported on a regular basis to provide an insight into staff management and many new reporting tools are available for managers to access the latest staff information including Self Service Reporting.

As before there are there are areas where performance needs to improve:

- Benchmarking shows that **sickness** increased during 2019-20. An additional 2.2 shifts have been lost for Wholetime firefighters and 1.9 shifts for On-call firefighters compared to last year. This is largely as a result of a small number of CFRS staff on long-term sickness.

Although there have been improvements in the annual performance, we will continue to use internal management systems and external influences, such as the National Fire Chiefs Council and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services, to drive our improvement plan - so we can deliver the best possible service to the people of Cumbria.

# Performance Scorecard Q4 19/20

## Effectiveness

### Sickness Absence

	Actual	Target	DoT	Q4 18/19
Sickness - Shifts Lost Per FTE (Wholetime)	9.4	8.5	↑	7.2
Sickness - Shifts Lost Per FTE (On-call)	11.1	8.5	↑	9.2
Sickness - Days lost Per FTE (Green Book)	8.7	8.5	↑	7.0

### Valuing Individual Performance (VIP) - Appraisal

	Actual	Target	DoT	Q4 18/19
% of VIP completed (Wholetime)	89%	100%	↑	78%
% of VIP completed (On-call)	73%	100%	↓	92%
% of VIP completed (Green Book)	90%	100%	↑	84%

### In Date Fitness Assessments

	Actual	Target	DoT	Q4 18/19
% staff in date (Wholetime)	94%	100%	new	new
% staff in date (On-call)	94%	100%	new	new
% staff on fitness development plan due to 35 VO2 max (WT)	0%	0%	new	new
% staff on fitness development plan due to 35 VO2 max (OC)	0%	0%	new	new

### Development - % complete

	Actual	Target	DoT	Q4 18/19
BA/ Annual Hot Wear completed (Wholetime & On-call)	83%	100%	new	new
Incident Command Level 1 (Wholetime & On-call)	93%	100%	new	new
Incident Command Level 2 (Wholetime)	100%	100%	new	new
Incident Command Level 3 (Wholetime)	100%	100%	new	new
Incident Command Level 4 (Wholetime)	50%	100%	new	new
Emergency Response Driver - Large (Wholetime)	99.5%	100%	new	new
Emergency Response Driver - Large (On-call)	100%	100%	new	new
Emergency Response Driver - Small (Wholetime)	100%	100%	new	new
Emergency Response Driver - Small (On-call)	100%	100%	new	new
Safeguarding (Wholetime)	70%	100%	new	new
Safeguarding (On-call)	75%	100%	new	new
Equality Diversity Inclusion (Wholetime)	89%	100%	new	new
Equality Diversity Inclusion (On-call)	60%	100%	new	new

### Adverse Safety Events

	Actual	Target (20/21)	DoT	Q4 18/19
Personal accidents (injury absence) + RIDDOR (over 7 days)	11	10	↑	9
Personal accidents (injury non absence)	22	20	↓	26
Vehicle Damage - Responding Blue Light	7	11	↓	15
Vehicle Damage - Low Speed Manouvre	9	10	↓	11
Vehicle Damage - Other	11	No target	↑	7
Property/equipment damage	2	8	↑	1
Near Miss	18	No target	↑	15
Violence/ Aggression	0	No target	↓	1

### People Management

	Actual	Target	DoT	Q4 18/19
Number of Formal Grievances (completed)	5	No Target	↑	2
Number of misconduct/ gross misconduct cases (completed)	4	No Target	↓	5
Reports received to whistle blowing/ confidential reporting	0	No Target	↓	0
Number of staff with Absence Improvement Notice issued (absence)	8	No Target	new	new
Number of Wholetime FF declared secondary employment	14	No Target	↑	11
Number of Wholetime FF with Dual contract within CFRS	38	No Target	↓	51

# People

## Response Standards

	Actual	Target	DoT	Q4 18/19
10 minute response time - primary, property fires	73%	> 80%	↔	74%
15 minute response time - all other	88%	> 80%	↑	85%
Station availability - % time available	85%	> 95%	↔	86%

## Fires

	Actual	Target	DoT	Q4 18/19
All fires	1436	< 1,428	↓	1516
Primary Fires	605	< 618	↓	659
Secondary fires	831	< 809	↓	857
Accidental Fires	903	< 880	↓	962
Deliberate Fires	533	< 548	↓	554

## Fire - Related Casualties

	Actual	Target	DoT	Q4 18/19
Fatalities in accidental primary dwelling fires	3	0	↑	2
Fire Related Casualties - individuals (Fatal)	4	0	↑	2
Fire Related Casualties - Individuals (Rescue w/injury)	17	< 12	↑	15

## Accidental Dwelling & Chimney Fires

	Actual	Target	DoT	Q4 18/19
Accidental primary dwelling fires	238	< 241	↓	249
Chimney fires	119	< 108	↔	105
Dwelling False Alarms	821	< 687	↑	700
Safe & Well Visits	9915	> 10000	↔	10029

## Commercial Fires

	Actual	Target	DoT	Q4 18/19
Fire Safety Audit	681	> 800	↓	835
Operational Business Engagements	565	> 624	new	new
Commercial False Alarms Automatic, non residential	375	< 331	↑	348

## Road Traffic Collisions

	Actual	Target	DoT	Q4 18/19
Road Traffic Collisions	281	< 261	↑	265
Total Road Awareness Training Sessions	174	> 200	↑	114
Road Awareness Training 17-25 yrs	115	> 104	↑	114
Road Awareness Training >55 yrs	60	> 52	new	new
Road Traffic Collision Casualties* - Individuals (Fatal)	13	none	↔	13
Road Traffic Collision Casualties* - Individuals (Rescue w/injury)*	118	none	↓	126

## Collaboration

	Actual	Target	DoT	Q4 18/19
Assisting Other Agencies/ medical Incidents	126	> 98	↑	96
Deliver Heartstart programme	326	> 324	↓	346

## Flooding and Water Rescues

	Actual	Target	DoT	Q4 18/19
Flooding	90	none	↑	49
Water Rescue	47	none	↑	35

## Other Indicators

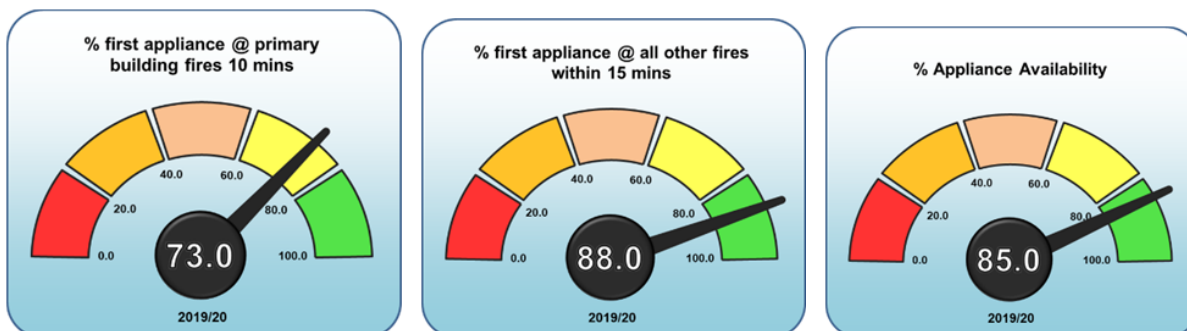
	Actual	Target	DoT	Q4 18/19
All emergencies attended	3902	none	↔	3773
Other Special Service Call	389	none	↑	354

**Key**

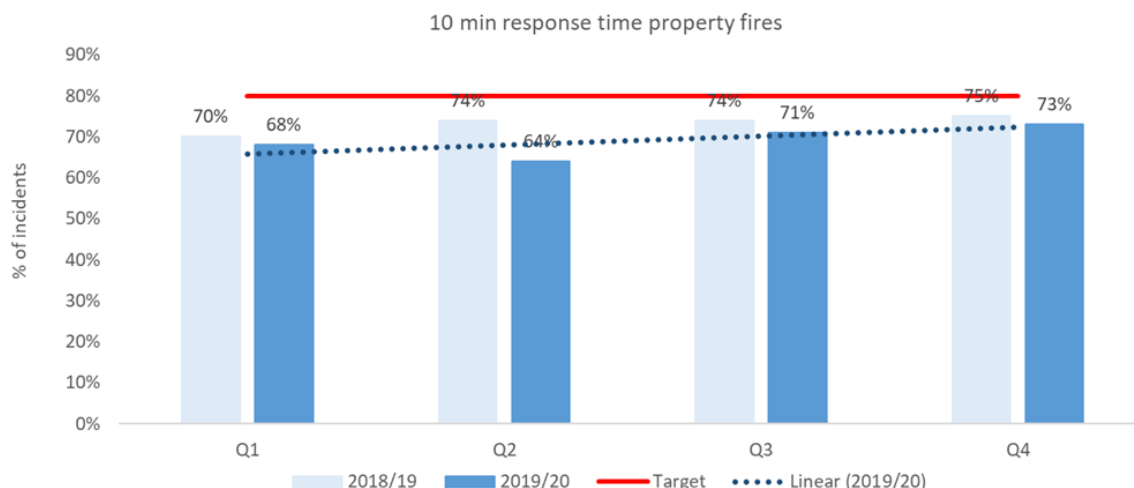
- Positive performance compared to target / last year
- Within 5% of target / last year
- At least 5% worse than target / last year
- ↓↔↑ Direction of travel compared to last year

### 3. Effectiveness

#### 3.1 Response Standards



3.1.1 During 19/20 CFRS attended a total of 372 primary property fires. 73% of primary property fires (271 of 372) were attended within a 10 minute response time. The average response time for primary property fires was 8 minutes and 3 seconds.



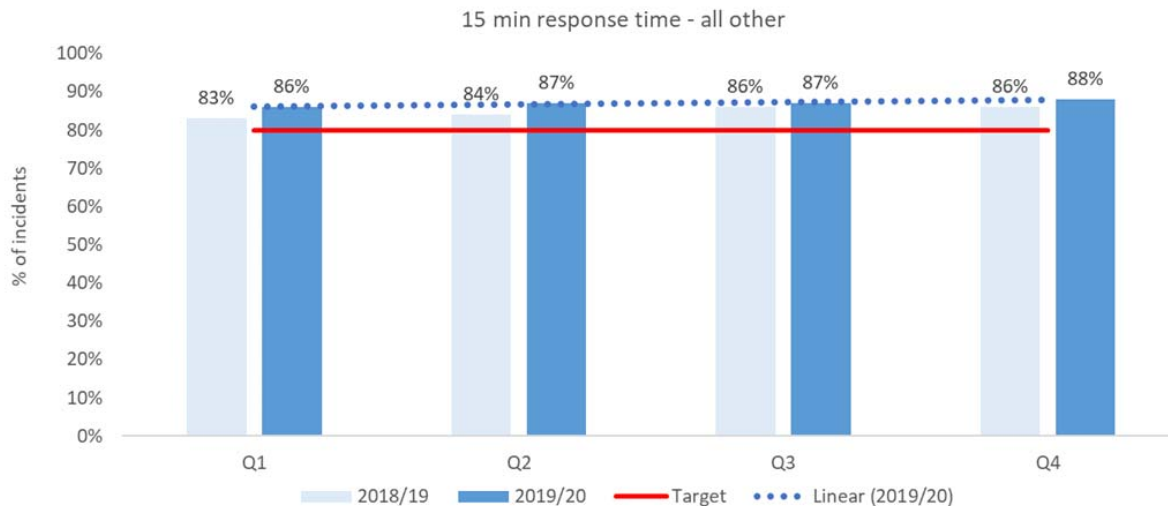
3.1.2 During the year CFRS have continually analysed the response standards against the target of 80%, this allowed the service to recognise that there would be areas of the county in which a 10 minutes response would be not be possible due to the county’s geography and size. CFRS mapped out 10 minute response areas around each station which took into account the standard turnout time for each station (5 minutes for On-call and 1 minute for Wholetime stations) and then the remaining travel time available from the 10 minute response (5 minutes for On-call and 9 minutes for Wholetime). This has allowed the service to judge their performance more accurately. This analysis shows 54% of residential properties are within a 10 minute response time during the day and 53% during the night.

3.1.3 Where primary property fires have occurred within a 10 minute response catchment area, CFRS have performed above target for each quarter (Q1 90%, Q2 87%, Q3 89%, Q4 87%) and for the year as a whole (88%). This must be recognised as a success.

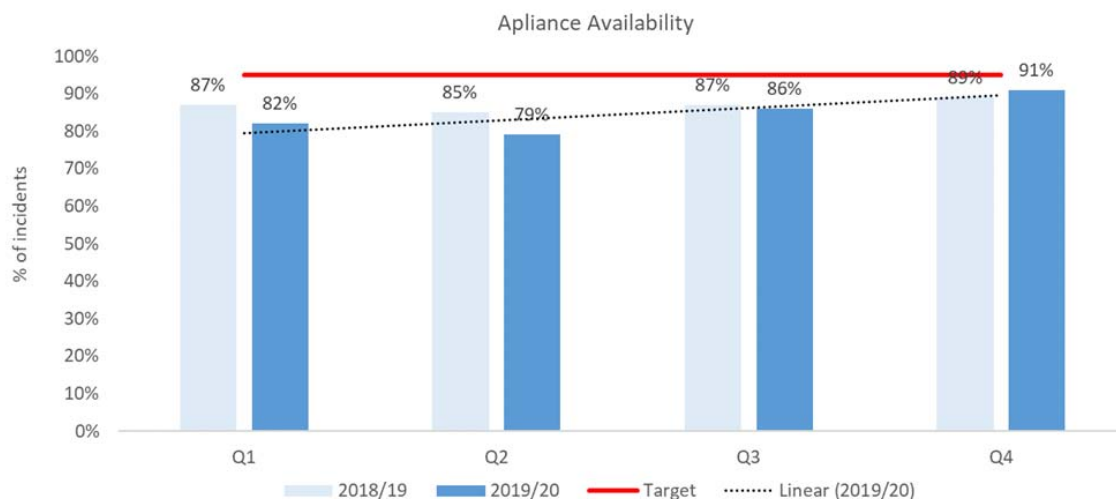
3.1.4 However, CFRS still have occurrences where they do not meet the 10 minute response standard when it is possible. The reasons for not attending these incidents on 100% of occasions was due to a combination of crews failing to book in attendance, nearest appliance availability to mobilise and the travel distance involved in reaching the incident. CFRS will continue to address this through education and awareness. Every incident that is not met within 10 minutes is examined by managers, and action is taken to address causal factors where possible. All incidents over 10 minutes are published on the CFRS website<sup>1</sup>.

3.1.5 CFRS also still have instances where the nearest appliance to an incident is not available at the time of call either through the appliance being off the run - through crewing deficiencies or vehicle defects. CFRS continue to work across the service to address these matters through measures such as 3 person crewing which has improved appliance availability, actively monitor skill levels for the key response skill of 'Incident Command' and 'Emergency Response' driving. CFRS have also been working collaboratively with fleet services to ensure appliance defects are rectified quickly.

3.1.6 88% of incidents, other than primary property fires, were attended within 15 minutes. This is above target and 3% above last year. CFRS continue to meet the target of 85% for the first appliance attending all other incidents within 15 minutes. The average response time for incidents, other than primary property fires, was 8 minutes and 50 seconds.



3.1.7 Overall fire engine availability across 19/20 is similar to last year (85% compared to 86%), however; with the introduction of 3 person crewing across the service, in addition to the introduction of smaller, Rapid Response Vehicles that require less firefighters to mobilise, the overall availability in Q4 19/20 rose to 91% compared to 86% in Q3, 79% in Q2 and 82% in Q1.



<sup>1</sup> [www.cumbria.gov.uk/cumbriafire/performance-and-transparency](http://www.cumbria.gov.uk/cumbriafire/performance-and-transparency)

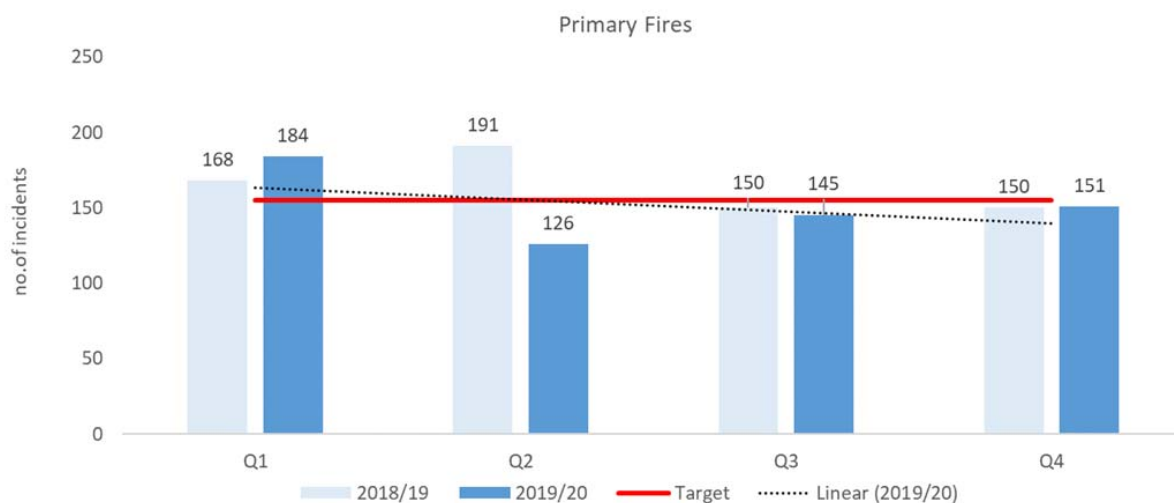
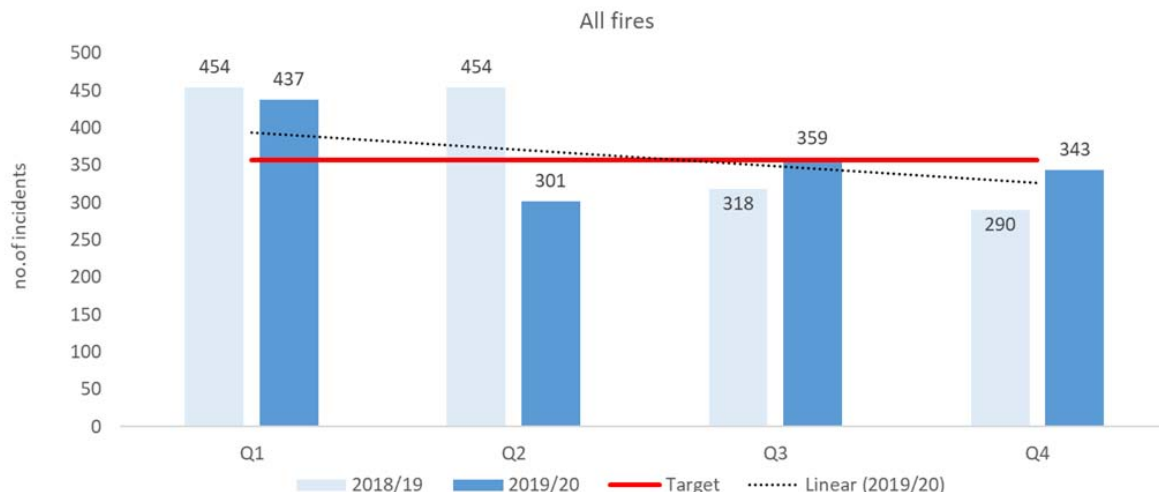


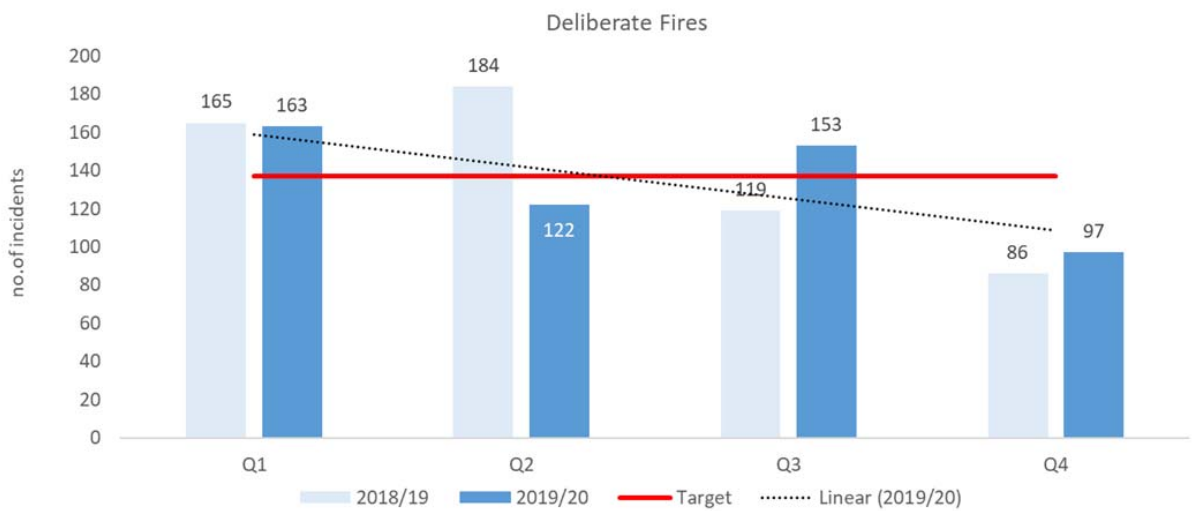
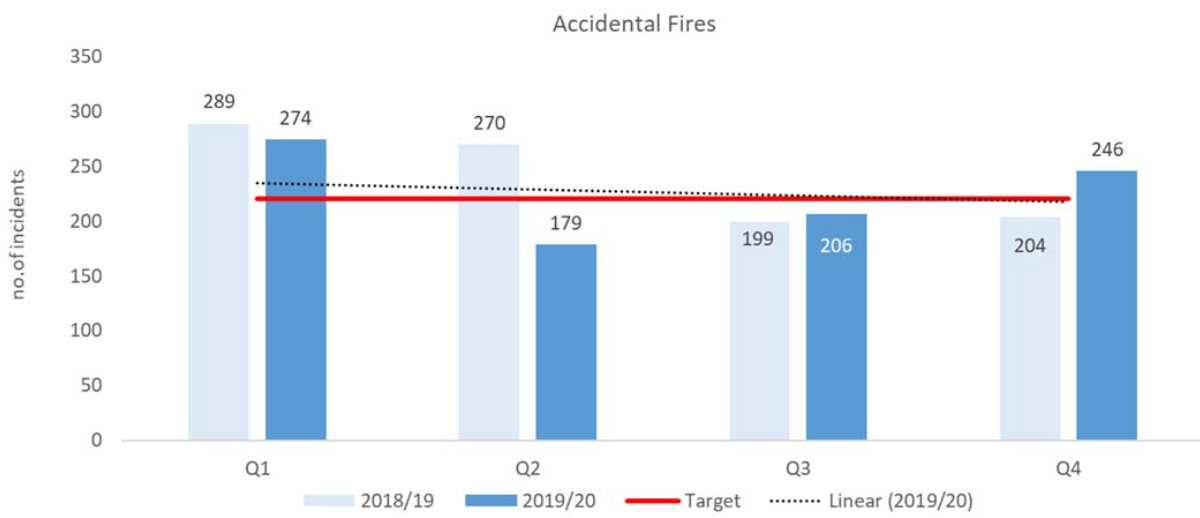
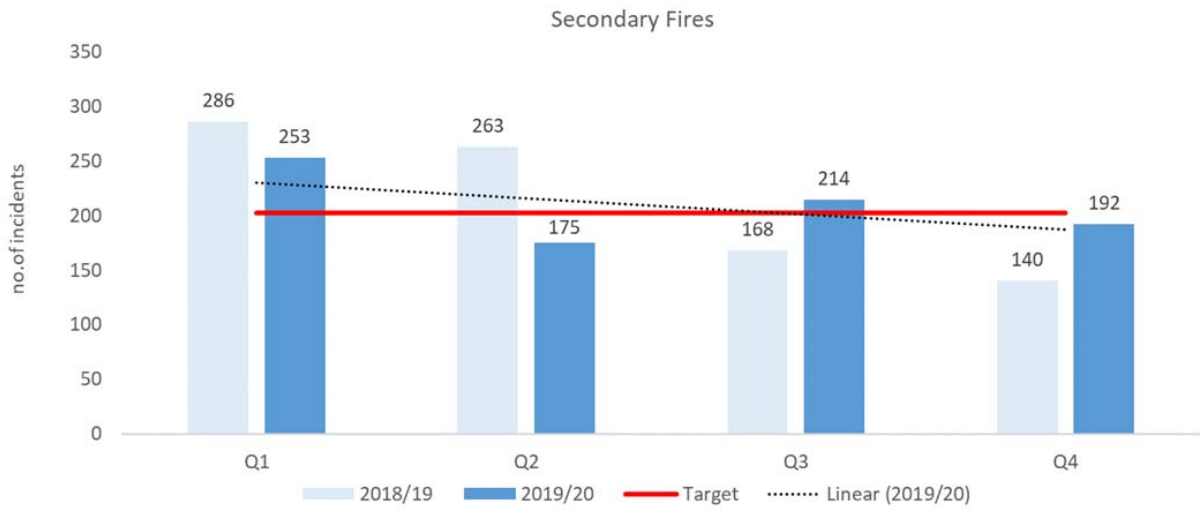
### 3.2 Fires

Fires	2019/20	Target	DoT	2018/19
All fires	1436	< 1,428	↓	1516
Primary Fires	605	< 618	↓	659
Secondary fires	831	< 809	↓	857
Accidental Fires	903	< 880	↓	962
Deliberate Fires	533	< 548	↓	554

3.2.1 There are a lower number of fires across all indicators compared to last year (80 fewer), and particularly so for primary (54 fewer) and accidental fires (59 fewer). Primary fires and deliberate fires are also below target this year, both showing lower levels during the summer period compared to last year.

3.2.2 Managers have also been working hard with Multi-Agency Hubs to reduce the incidents with ‘priority’ locations implemented and additional police presence within these areas. Ongoing engagement with local and national campaigns, as well as proactive social and traditional media, are being driven centrally to support our prevention work aimed at stopping fires before they have started.



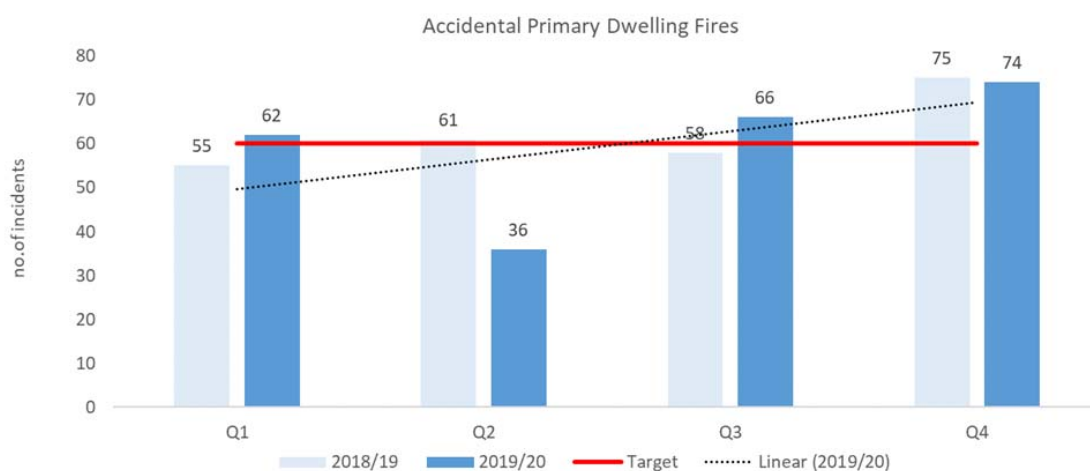


### 3.3 Dwelling and Chimney Fires

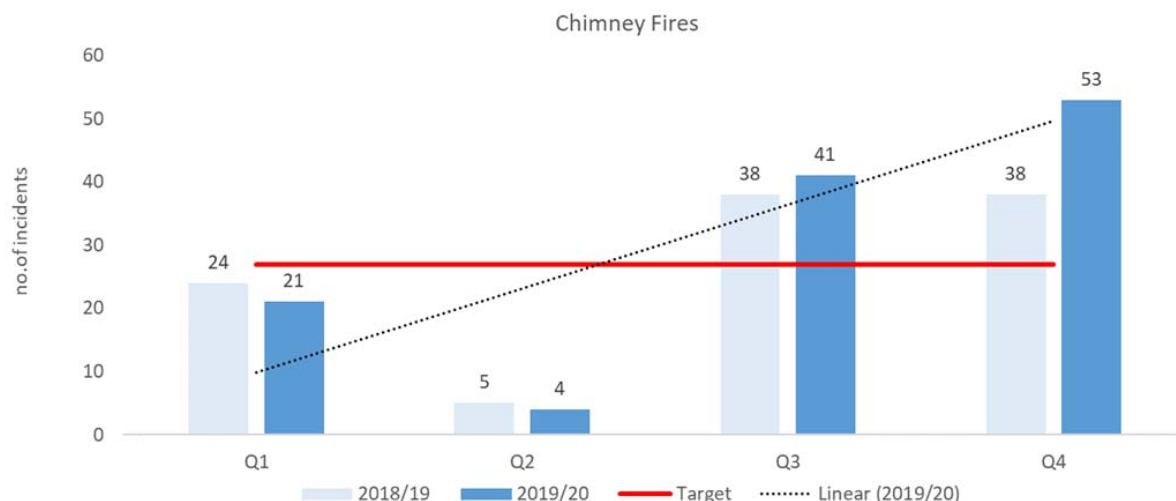
#### Accidental Dwelling & Chimney Fires

	2019/20	Target	DoT	2018/19
Accidental primary dwelling fires	238	< 241	↓	249
Chimney fires	119	< 108	↔	105
Dwelling False Alarms	821	< 687	↑	700
Safe & Well Visits	9915	> 10000	↔	10029

3.3.1 The number of accidental primary dwelling fires (238) is below target (241) and lower than last year (249). Changing behaviours may also be causal to some extent in this reduction, with cooking causing 13% less fires when compared to 2018/19, however fires caused by chip pans increased by 67% compared to 2018/19. CFRS have been very proactive with media campaigns to highlight the dangers of cooking supported by the CCC communication team.



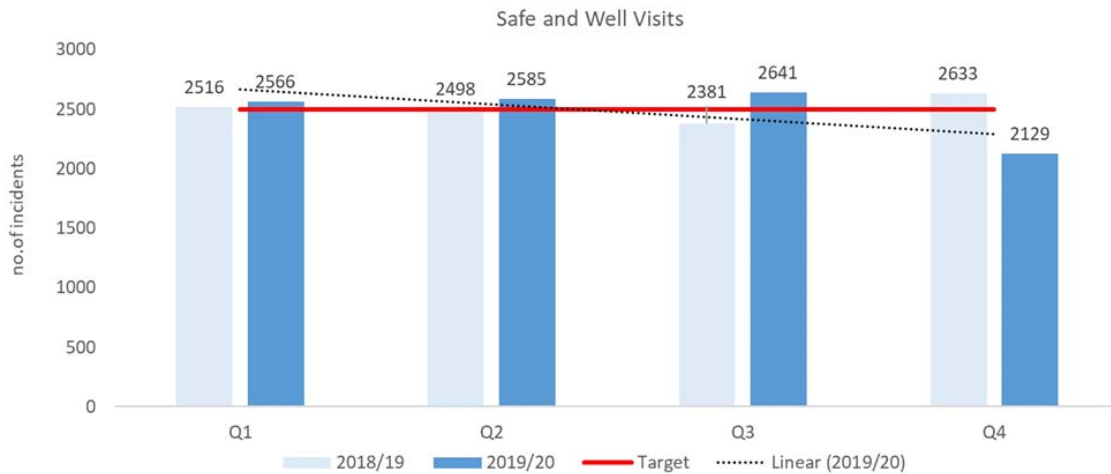
3.3.2 The number of chimney fires is slightly above target and above last year. The introduction of new legislation to reduce the use of unclean fuel, such as wet wood is expected to impact on these figures and potentially improve the situation.



3.3.3 The number of Safe and Well visits (9,915) is within target (10,000) but lower than last year (10,029). COVID-19 social distancing measures were implemented on 13th March 2020, resulting in reduced SAW visits in Q4 with a total of 2,125 visits completed against a target of 2,500.

3.3.4 Dwelling false alarms continue to be a problem area for the service, with faulty/bleeping smoke alarms being the major cause. The number of dwelling false alarms (821) has increased by 121 since last year (700) and is 134 above target (687). Some of this is to be expected due to the significant number of alarms that have been fitted over the last 10 years (on average 7000 a year), some of which will be coming to the end of their recommended lifespan.

3.3.5 The team along with Corporate Communications are working on initiatives to sign-post to the manufacturer or encouraging residents to replace their own faulty / bleeping smoke alarms. Managers are investigating the cause of repeat alarm activations and working with partner agencies to reduce these.

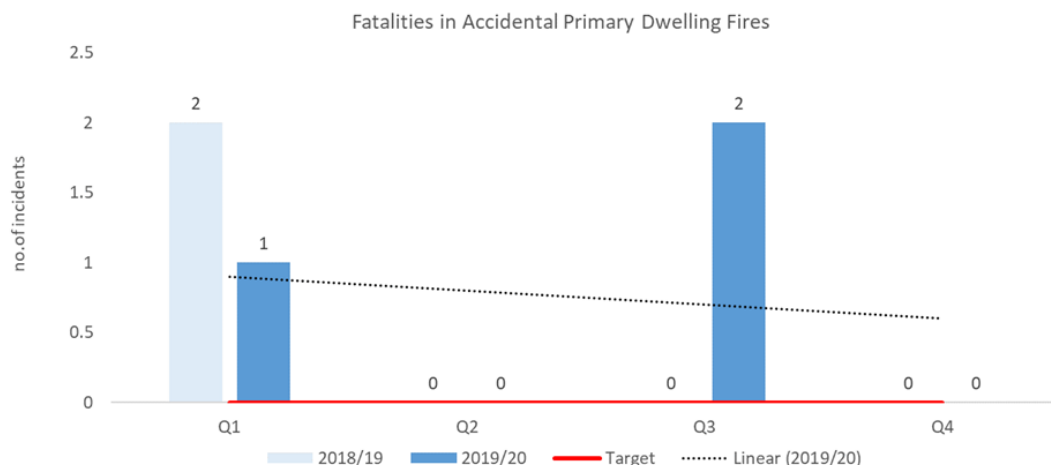


### 3.4 Fire- Related Casualties

Fire - Related Casualties	2019/20	Target	DoT	2018/19
Fatalities in accidental primary dwelling fires	3	0	↑	2
Fire Related Casualties - individuals (Fatal)	4	0	↑	2
Fire Related Casualties - Individuals (Rescue w/injury - excl ch	17	< 12	↑	15

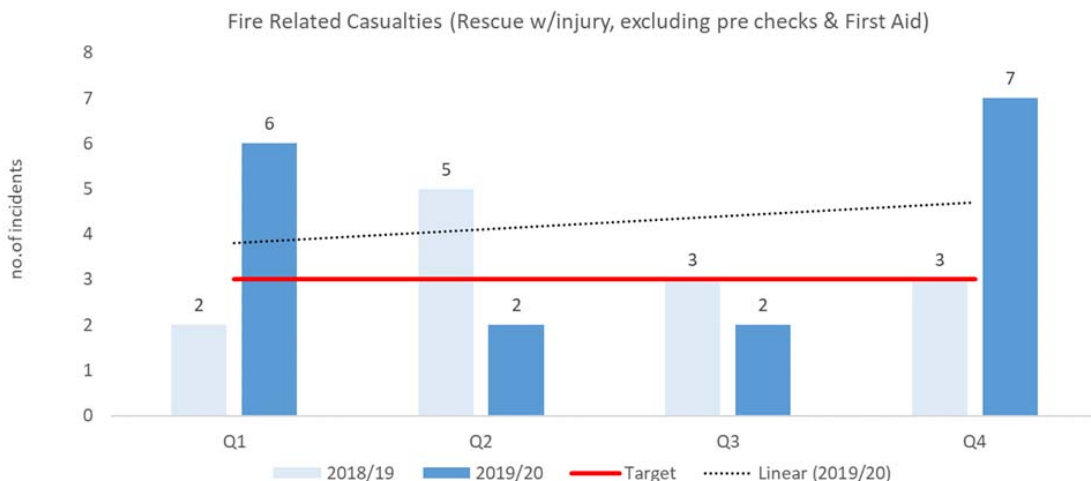
3.4.1 There have been four fire-related fatalities throughout the year, compared to two in 2018/19. Three of the four fatalities were in dwellings and were individuals who were living alone, over pensionable age and living in rural areas. Two had received a previous Safe and Well visit from the Service. CFRS continue to collaborate with partner agencies to identify these ‘at risk’ members of our community to support with visits and working with partner agencies such as adult social care to highlight/signpost when risks are discovered.

3.4.2 Two of the fatal dwelling fires were attended within the ten minute response standard (7 mins 20 seconds and 5 mins 31 secs) and the third was attended just over the 10 minute response standard (10 mins 35 seconds). The fatal vehicle fire was attended in 14 minutes and 3 seconds.





3.4.3 There have been 17 fire-related casualties compared to 15 in 18/19. Seven were over 65 years old. 11 were caused by cooking, and six by smoking or associated materials. NFCC National campaigns are being followed with Cumbria FRS highlighting seven themed events including cooking safety to educate communities of the risk of fire in the home.

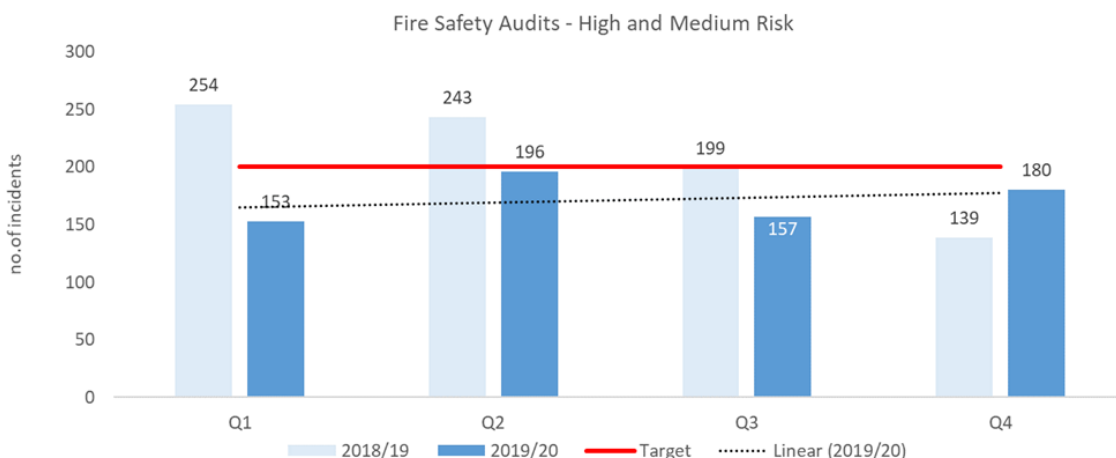


3.4.4 CFRS are aiming to restructure the prevention team to better support rural communities, further supported by the introduction of six new On-call Liaison Officers. In addition, partnership referrals from adult social care are assisting us to identify the most vulnerable for our safe and well visits.

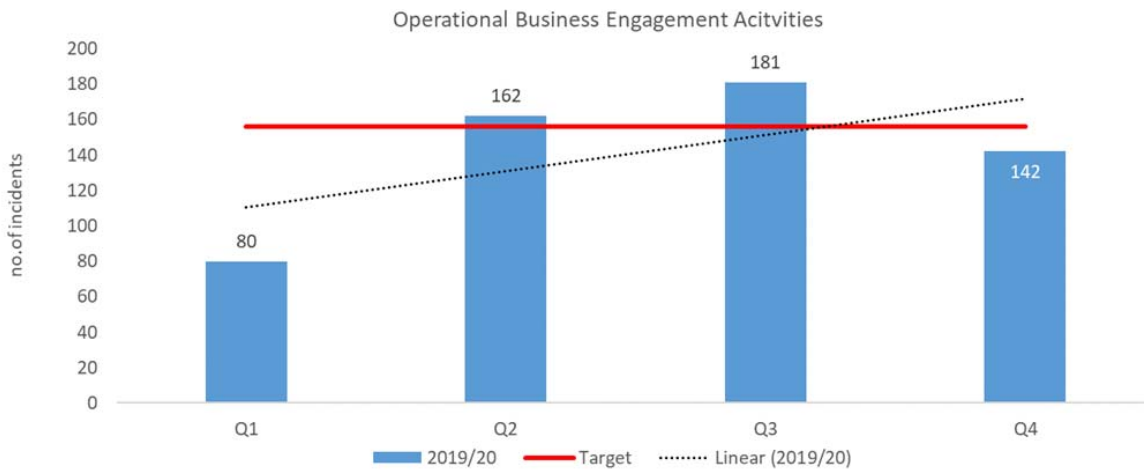
### 3.5 Commercial Fires

Commercial Fires	2019/20	Target	DoT	2018/19
Fire Safety Audit targets	681	> 800	↓	835
Operational Business Engagement Activities	565	> 624	new	new
Commercial False Alarms Automatic, non residential	375	< 331	↑	348

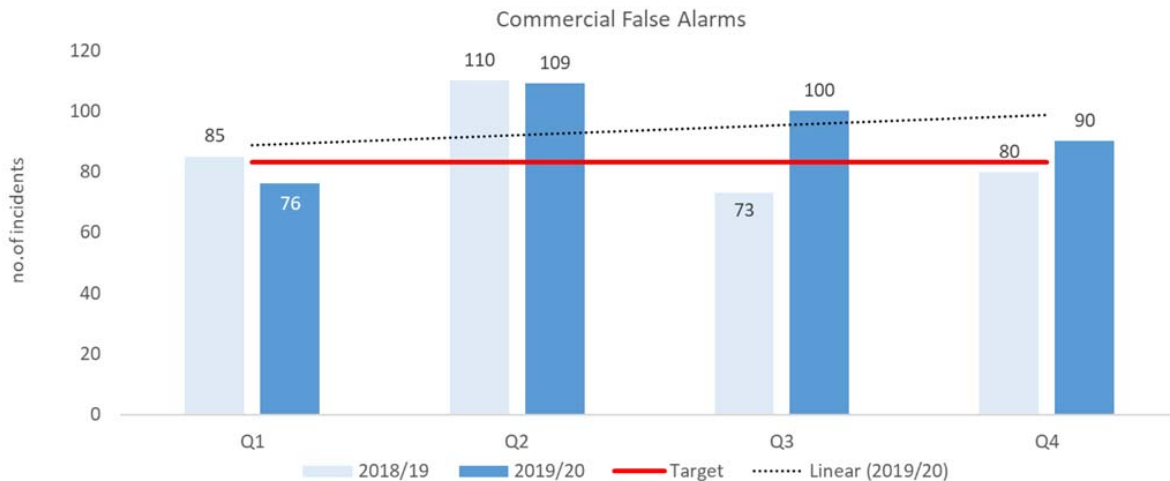
3.5.1 In 2019/20 fire safety audits to high and medium risk properties were 119 under target and 154 lower than last year. Within Q4 there has been an increase in audits compared to Q3, as a result of the new team that is now in place.



3.5.2 Crew engagement activity with businesses (known as Operational Business Engagement) is 59 under target as a result of low figures in Q1 (80) and Q4 (142). Both Q3 (181) and Q2 (162) surpassed the target of 156 and ongoing management of performance continues.



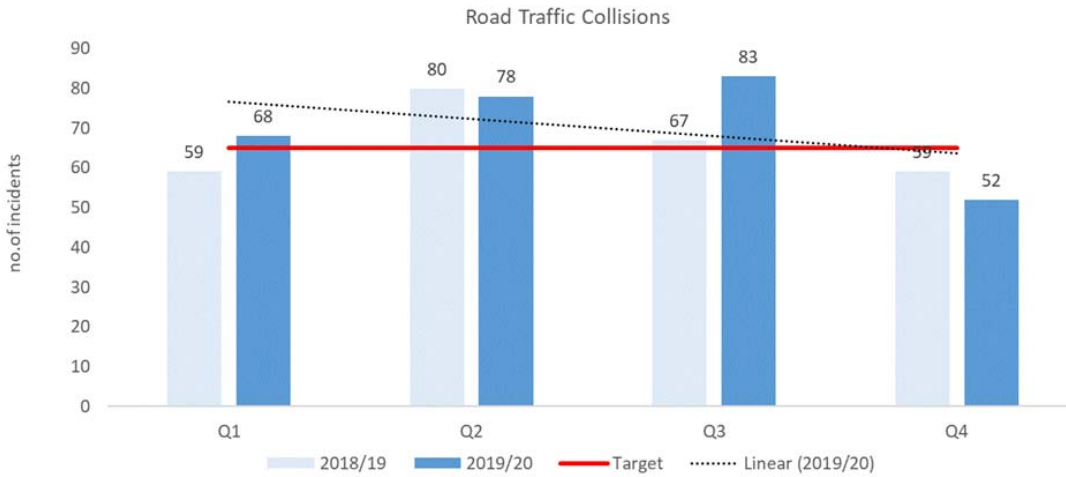
3.5.3 Commercial False Alarms are 44 over target and 27 above last year. There are a number of properties in the county with repeat false alarms and a dashboard has been developed to support identification of properties with repeat false alarms to help CFRS managers to reduce commercial false alarms where possible.



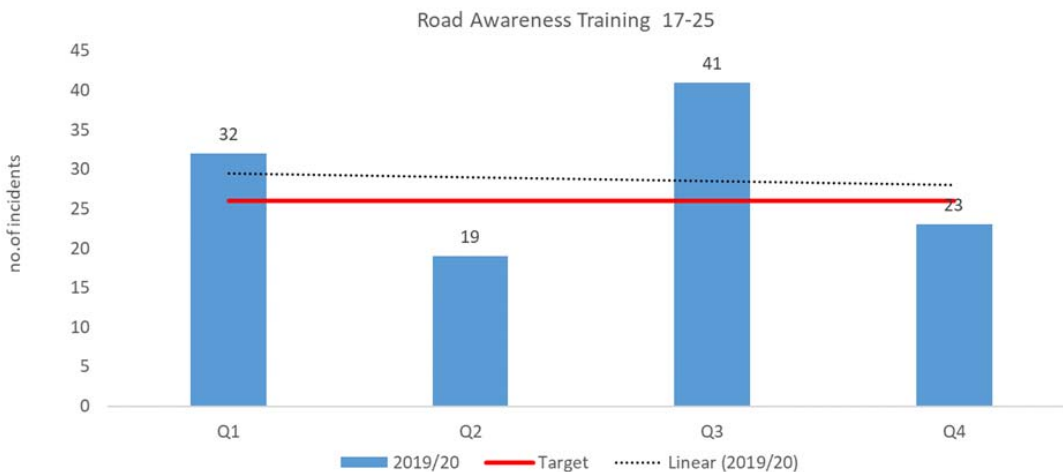
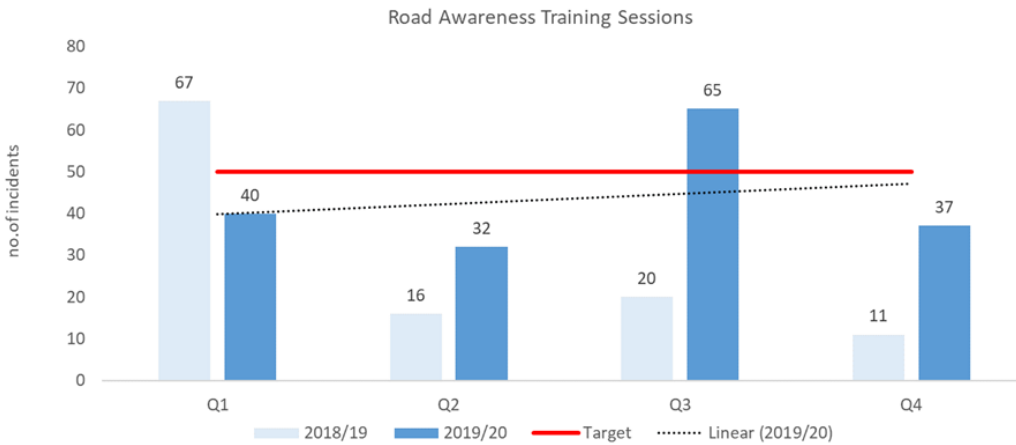
### 3.6 Road Traffic Collisions

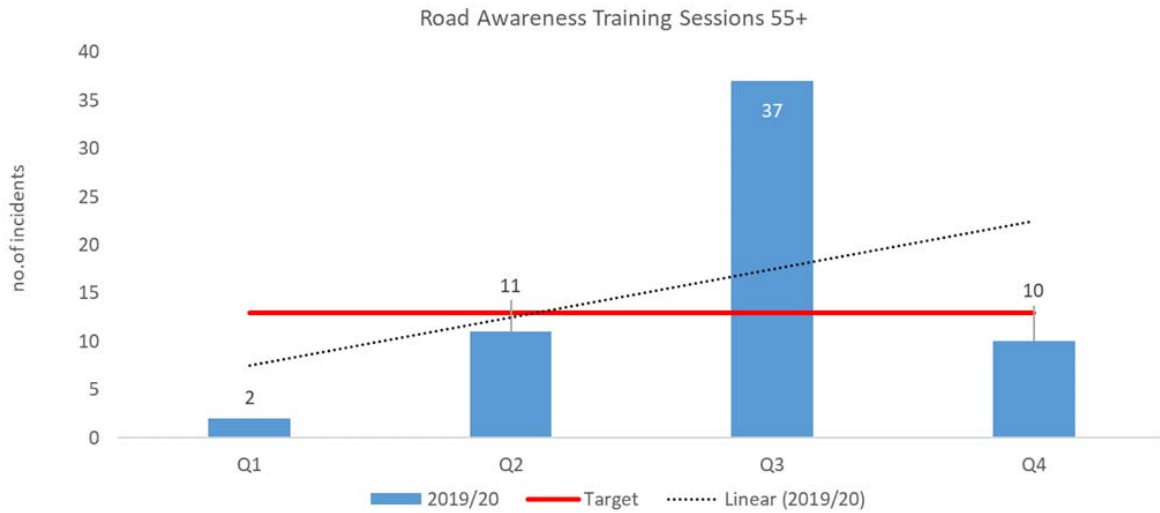
Road Traffic Collisions	Actual	Target	DoT	Q4 18/19
Road Traffic Collisions	281	< 261	↑	265
Total Road Awareness Training Sessions	174	> 200	↑	114
Road Awareness Training 17-25 yrs	115	> 104	↑	114
Road Awareness Training >55 yrs	60	> 52	new	new
Road Traffic Collision Casualties* - Individuals (Fatal)	13	none	↔	13
Road Traffic Collision Casualties* - Individuals (Rescue w/injury)*	118	none	↓	126

3.6.1 After similar levels for the past 3 years, the number of Road Traffic Collisions (RTC's) attended was 20 above target for 2019/20 and 16 above last year despite increasing number of Road Awareness Training (RATs) and extending sessions to those over 55 years. The main rise was in December with 31 incidents compared to 17 last year. The highest number of RTCs occurred along the A595, A66 and A590.

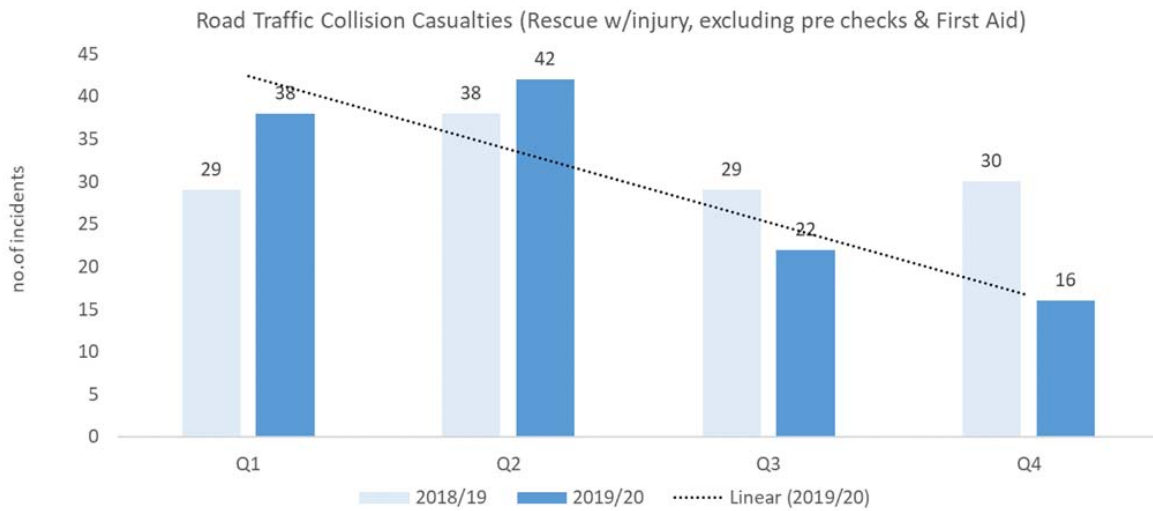


3.6.2 The service has delivered more RAT sessions than in the previous years, however better data is required to identify basic causes of collisions, to form a more targeted approach with many collisions being in the over 55 age group, relating to medical conditions not driving styles.

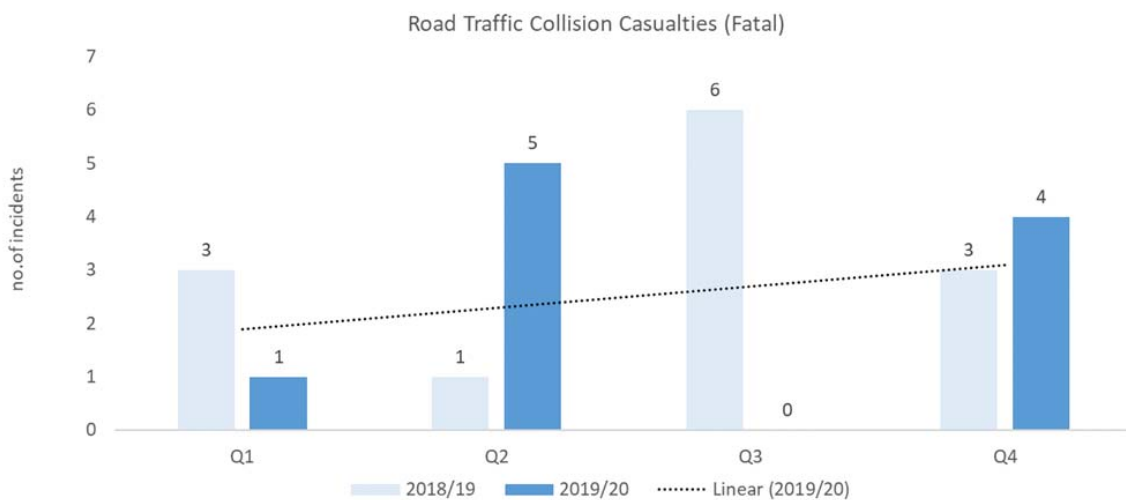




3.6.3 The number of RTC casualties (excluding first aid and precautionary check) continues to decrease.



3.6.4 Although fatalities in road traffic collisions have reduced the number of collisions are above target with a decrease in casualties (chart below). The major roads in Cumbria A590 and the A66 showed the greatest increase.



3.6.5 Engagement with other agencies is ongoing with local representation at Casualty Reduction and Safer Highways (CRASH) and strategic lead at Cumbria Road Safety Partnership (CRSP). This is a priority for the service to further reduce collisions through intervention and education.

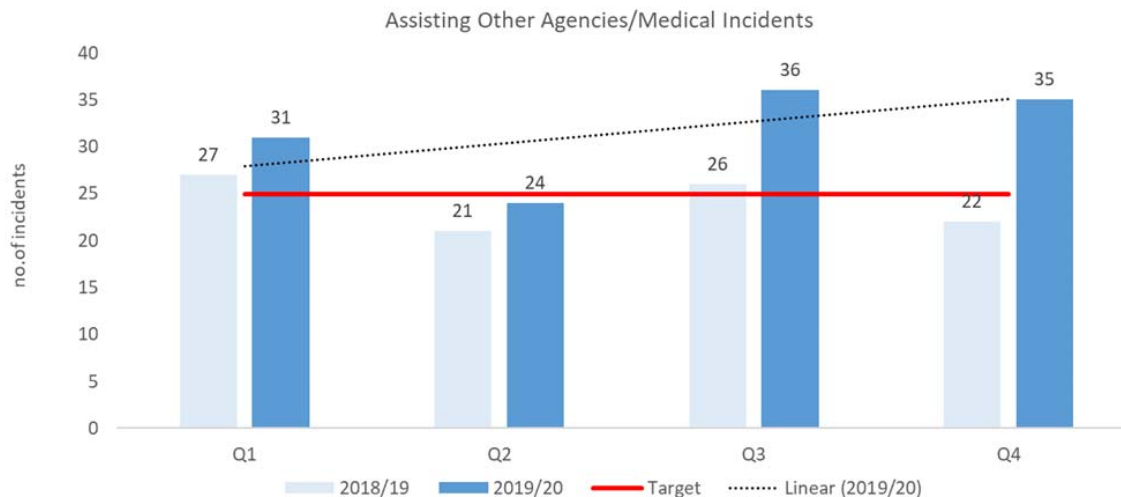


### 3.7 Collaboration

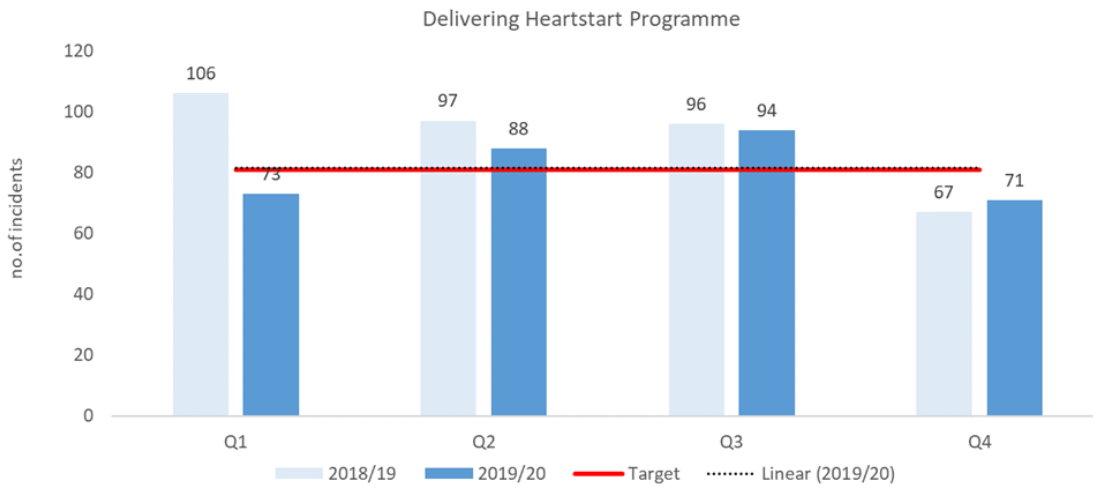
Collaboration	2019/20	Target	DoT	2018/19
Assisting Other Agencies/ medical Incidents	126	> 98	↑	96
Deliver Heartstart programme	326	> 324	↓	346

3.7.1 There are a number of Blue Light Collaboration Working Group (BLCWG) projects that will have a positive impact upon the number of collaboration incidents that CFRS attend in 20/21. The 'search for missing persons' initiative is now live for all Wholetime fire stations. The training for the On-call fire stations is due to be completed during April – June 2020. The 'concern for welfare' (supporting North West Ambulance Service (NWAS) gain access to buildings where there may be a casualty) awareness training for both Wholetime and On-call is also due to be completed by the end of June 2020, with a go-live date for July 2020. The Emergency Medical Responder (EMR) project is still in development and national and local negotiations are ongoing with trade unions. The GoodSAM Responder initiative has attracted 12 CFRS personnel to volunteer. The GoodSAM Responder platform is integrated within NWAS, meaning that every time a suspected cardiac arrest 999 call is received the nearest GoodSAM Responders, who have the right life support training skills, are notified to attend to provide potentially lifesaving cardiopulmonary resuscitation (CPR), until the ambulance arrive. The next stage of development for the GoodSAM Responder role is to identify CCC staff who would like to volunteer.

3.7.2 The number of incidents where the service has been assisting other agencies and medical incidents is increasing with 30 more incidents in 19/20 compared to last year. 50% of these incidents were assisting other agencies including searching for missing persons, which will be recorded independently with the new national Incident Reporting System (IRS).



3.7.3 The number of Heartstart Programme's delivered are over target. CFRS work in partnership with the British Heart Foundation and the North West Ambulance Service Community First Responders to deliver the 'Heartstart Cumbria' initiative. The aim of the initiative is to teach members of the public Emergency Life Support skills. The courses last 2 hours and are free.



### 3.8 Flooding and Water Rescue

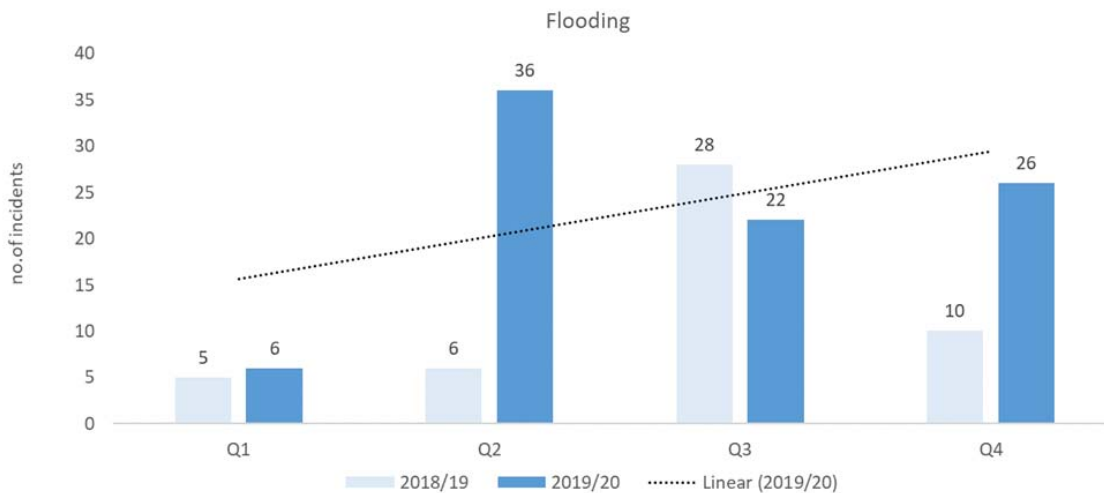
Flooding and Water Rescues

Flooding

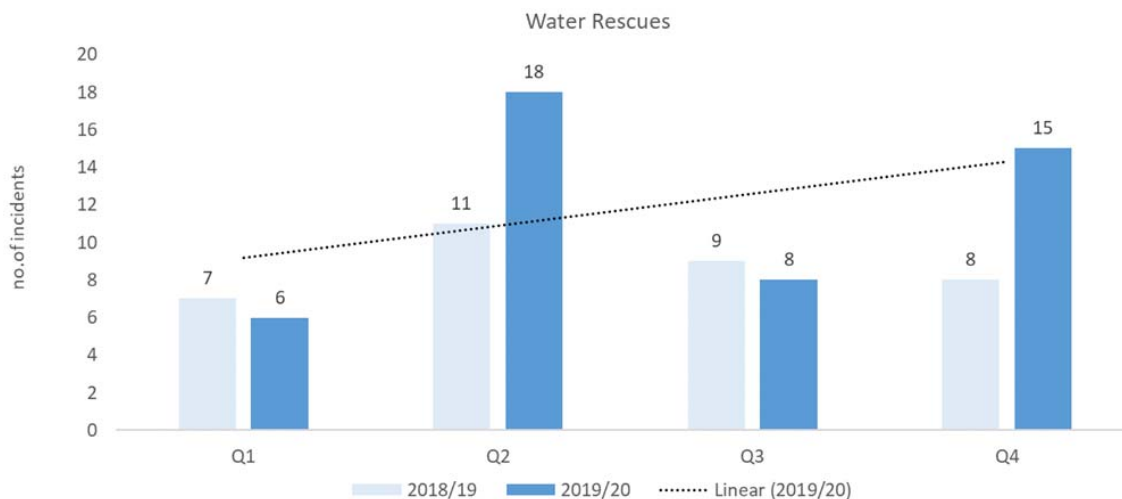
Water Rescue

	2019/20	Target	DoT	2018/19
Flooding	90	No Target	↑	49
Water Rescue	47	No Target	↑	35

3.8.1 There is a significant increase of 41 flooding incidents this year compared to last year.



3.8.2 The number of water rescues is also significantly higher (12) than last year. There was an increase over the summer months with increased leisure around water, however there were also a number of incidents as result of the floods, and supporting police with suicides.



3.8.3 The increase in water rescues and flooding were caused by three significant weather events which accounted for over 60% of the annual total of 137 flooding/water rescues. In August 2019 there were 17 properties flooded in Carlisle and Brampton with an additional six rescues from vehicles (23). In October 2019 the Carlisle area saw 13 properties flooded with four rescues from vehicles (17). In February 2020 there were 28 properties flooded in various locations with a further five rescues from vehicles stuck in water (33).

3.8.4 The service is still looking at the position of water safety boards in water rescue 'hot spots', in collaboration with United Utilities. The water safety boards hold information and equipment designed to give anyone in the water help before the emergency services can attend. The service continues proactive messaging about water safety in line with NFCC campaigns. Safe and Well visits incorporate advice to encourage households to sign up to the free flood alert scheme run by the Environment Agency.

### 3.9 Other Special Service Calls (SSC)

Other Indicators

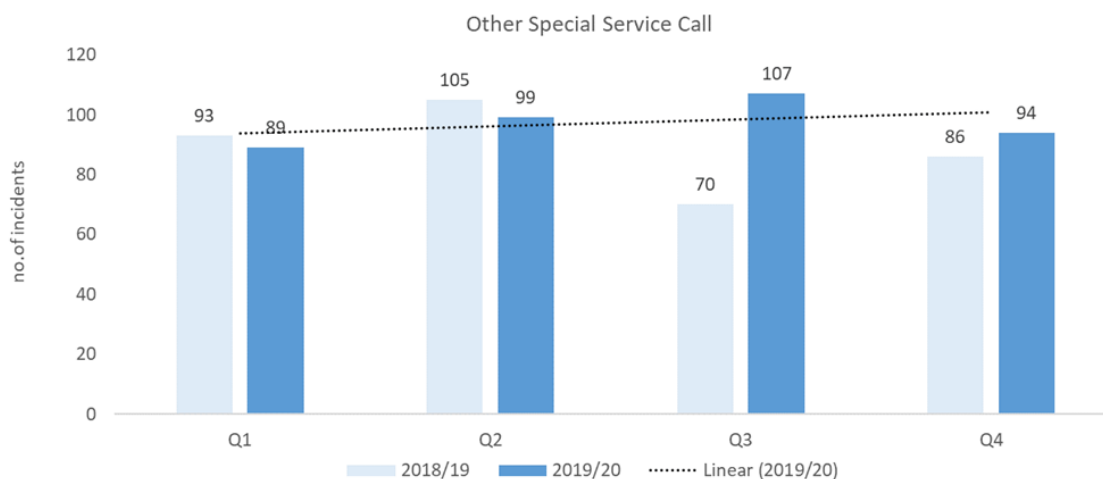
All emergencies attended  
Other Special Service Call

2019/20	Target	DoT	2018/19
<b>3902</b>	No Target	↔	<b>3773</b>
<b>389</b>	No Target	↑	<b>354</b>

3.9.1 The number of other special service incidents is 35 higher than last year as a result of higher numbers of other rescues, transport incidents and removal of objects from people (rings on swollen fingers, for example).

3.9.2 CFRS mobilisation policy was changed in mid-2019/20 so that all incidents of types below are automatically mobilised by North West Fire Control and have increased the number of incidents attended.

- Assisting other agencies
- Medical Incidents
- Effecting Entry or Exit



## 4. People

### 4.1 Sickness Absence

Sickness Absence	2019/20	Target	DoT	2018/19
Sickness - Shifts Lost Per FTE (Wholetime)	9.4	8.5	↑	7.2
Sickness - Shifts Lost Per FTE (On-call)	11.1	8.5	↑	9.2
Sickness - Days lost Per FTE (Green Book)	8.7	8.5	↑	7.0

- 4.1.1 Levels of sickness<sup>2</sup> are increasing for Wholetime firefighters an additional 2.2 shifts have been lost and 1.9 shifts for On-call firefighters compared to last year.
- 4.1.2 A small number of CFRS employees were on long-term sickness which have had an impact on the figures although work has been undertaken to manage these absences in accordance with the absence procedure.
- 4.1.3 The main causes of sickness are ‘musculo-skeletal’, ‘stress’, ‘heart, cardiac and circulatory’, and ‘ear, nose and throat’. ‘Unknown causes’ and ‘musculo skeletal’ have shown the greatest increase in number of people off sick compared to last year.
- 4.1.4 A revised absence and wellbeing procedure has been launched which is easier to understand, with revised templates and guidance and new ill health retirement – what to expect guidance was launched. A revised approach to the monthly sickness review meetings was implemented in Q3 2019/20 which aim to ensure compliancy with the procedure and analyse trends including those on modified duties.
- 4.1.5 Work continues on ensuring managers complete the mandatory absence management training and further sessions will be made available. Additionally absence workshops in geographical areas will take place.
- 4.1.6 CFRS also continues to work with corporate colleagues such as People Management, Legal Services and Occupational Health to address the absence issues and understand the causes of the absence including the use of case clinics where representatives from each of the aforementioned service areas meet to discuss complex cases. This is in addition to the ongoing work to improve employee wellbeing such as improved mental health awareness/support, ongoing campaigns linked to national initiatives such as Time to Change, the improved wellbeing intranet pages and the launch of a new work life balance procedure. Corporately the council continue to work towards achieving the aims of the Better Health at Work Award and achieved Continuing Excellence in January 2020 and improved links are being forged between CFRS and the corporate wellbeing initiatives through regular meetings with People Management and the CFRS Workforce Development Group.

### 4.2 Valuing Individual Performance (VIP)

Valuing Individual Performance (VIP) - Appraisal	2019/20	Target	DoT	2018/19
% of VIP completed (Wholetime)	89%	No Target	↑	78%
% of VIP completed (On-call)	73%	No Target	↓	92%
% of VIP completed (Green Book)	90%	No Target	↑	84%

<sup>2</sup> Figures based on HMICFRS calculations not SSR CCC metrics and do not include COVID-19 related illness.



4.2.1 The VIP approach promotes regular and informal conversations which focus on strengths, wellbeing, performance and development. At the end of the year, those VIP conversations are summarised under a VIP Summary Appraisal where employees and managers recognise successes, agree development and goals for the year ahead. This year involved the move to give every individual a summary appraisal. Around 9 out of 10 Wholetime and Green Book staff have completed their VIP summary appraisal, with slightly fewer On-call (7 out of 10) having completed it.

4.2.2 The performance and development of CFRS staff is a key priority for the service to support the service vision. CFRS are constantly looking for ways to engage with staff and provide the most appropriate development opportunities to improve performance. A range of new processes have been implemented in 2019/20. These include:

- On-call managers will no longer need to upload the VIP document to iTrent.
- Only one VIP should take place for individuals with multiple roles.
- Flow chart introduced to outline all the stages of the process and highlight supporting materials
- Engagement work to raise awareness of the benefits of the process
- E-learn developed to assist managers to deliver VIPs

### 4.3 Fitness

In Date Fitness Assessments	2019/20	Target	DoT	2018/19
% staff in date (Wholetime)	<b>94%</b>	No Target	new	new
% staff in date (On-call)	<b>94%</b>	No Target	new	new
% staff on fitness development plan due to 35 VO2 max (WT)	<b>0%</b>	No Target	new	new
% staff on fitness development plan due to 35 VO2 max (OC)	<b>0%</b>	No Target	new	new

4.3.1 94% of Wholetime and On-call have an in date fitness test as a result of sickness and annual leave. No-one is on a fitness development plan due to VO2. A new method of recording fitness assessments has been introduced using an online form. PowerBI will used to performance manage the data collected.

4.3.2 New processes for recording, monitoring and managing fitness are being implemented, including a new dashboard, and fitness checks now include assessments for mental wellbeing, demonstrating how the service acknowledges the importance of the mental wellbeing of staff.

4.3.3 New fitness associates have been appointed and inducted to ensure that CFRS staff have the best fitness advice and support.

### 4.4 Development

Development - % complete	2019/20	Target	DoT	2018/19
BA/ Annual Hot Wear completed (Wholetime & On-call)	<b>83%</b>	No Target	new	new
Incident Command Level 1 (Wholetime & On-call)	<b>93%</b>	No Target	new	new
Incident Command Level 2 (Wholetime)	<b>100%</b>	No Target	new	new
Incident Command Level 3 (Wholetime)	<b>100%</b>	No Target	new	new
Incident Command Level 4 (Wholetime)	<b>50%</b>	No Target	new	new
Emergency Response Driver - Large (Wholetime)	<b>99.5%</b>	No Target	new	new
Emergency Response Driver - Large (On-call)	<b>100%</b>	No Target	new	new
Emergency Response Driver - Small (Wholetime)	<b>100%</b>	No Target	new	new
Emergency Response Driver - Small (On-call)	<b>100%</b>	No Target	new	new
Safeguarding (Wholetime)	<b>70%</b>	No Target	new	new
Safeguarding (On-call)	<b>75%</b>	No Target	new	new
Equality Diversity Inclusion (Wholetime)	<b>89%</b>	No Target	new	new
Equality Diversity Inclusion (On-call)	<b>60%</b>	No Target	new	new

- 4.4.1 All Emergency Response Drivers' (ERD) skills are up to date apart from two Wholetime personnel out of date on their Large ERD due to being on long -term sickness.
- 4.4.2 All Breathing Apparatus (BA) skills are in date and in line with national operational guidance.
- 4.4.3 The Equality, Diversity & Inclusion (EDI) and Safeguarding Maintenance of Skills (MOS) sessions for On-call were curtailed when training nights on stations were suspended due to COVID 19. These sessions have been re-arranged for the current training period. Training for both these areas will include the content on the CCC Learning Pool once they have been fully developed and completed.
- 4.4.4 Incident Command Level (ICL) 1 is at 93% as Incident Commanders on long term sick at the time of the report and being caught up as they return to work. ICL 4 is at 50% due to three Managers from the Gold Rota currently undertaking the course work to gain the ICL 4 formal qualification, although all Strategic Managers attend an annual level 4 strategic command refresher course.

## 4.5 Adverse Safety Events

Adverse Safety Events	Actual	Target (20/21)	DoT	Q4 18/19
Personal accidents (injury absence) + RIDDOR (over 7 days)	11	10	↑	9
Personal accidents (injury non absence)	22	20	↓	26
Vehicle Damage - Responding Blue Light	7	11	↓	15
Vehicle Damage - Low Speed Manoeuvre	9	10	↓	11
Vehicle Damage - Other	11	No target	↑	7
Property/equipment damage	2	8	↑	1
Near Miss	18	No target	↑	15
Violence/ Aggression	0	No target	↓	1

- 4.5.1 The more serious injury accidents are two more than last year at one. The more serious personal accidents that require reporting to the HSE (RIDDOR events) remain rare. They do depend whether an injured person is absent from work for over seven days and examples of this are a twisted ankle from a pothole covered in leaves and minor burns to the wrist where the injured person was advised to stay off work to avoid infection. However, all of these events are serious to the injured person and the Service will strive to keep them as rare as possible.
- 4.5.2 The less serious injuries are four less than last year at 22. Near miss reports have risen indicating the health of the safety culture.
- 4.5.3 Overall vehicle and equipment damage is on a downward trend, with the measures CFRS have introduced to reduce Low Speed Manoeuvre vehicle accidents have been successful in continuing to reduce these avoidable accidents.
- 4.5.4 The category of 'other vehicle accidents', which has increased, is an indicator which CFRS have little or no control such as windscreen damage or other vehicles hitting fire appliances.
- 4.5.5 A separate end of year report for Health and Safety will be produced.

## 4.6 People Management

People Management	Actual	Target	DoT	Q4 18/19
Number of Formal Grievances (completed)	5	No Target	↑	2
Number of misconduct/ gross misconduct cases (completed)	4	No Target	↓	5
Reports received to whistle blowing/ confidential reporting	0	No Target	↓	0
Number of staff with Absence Improvement Notice issued (absence)	8	No Target	NEW	new
Number of Wholetime FF declared secondary employment	14	No Target	↑	11
Number of Wholetime FF with Dual contract within CFRS	38	No Target	↓	51

4.6.1 The number of grievances was five this year, there were also a further one which was withdrawn and is not included in the figures above. One grievance was dealt with on an informal basis, three were not upheld and one was partially upheld. There was one less case of misconduct compared to last year. Learning from these grievances continues to be implemented where necessary, for example a change to the way On-call pay is calculated whilst on modified duties.

4.6.2 Two of the eight absence improvement notices were withdrawn at appeal.

4.6.3 A new grey book disciplinary procedure is being drafted which should launch in 2020/21. Additional training for managers is also likely following the launch of the new procedure.

4.6.4 The processes for recording and monitoring secondary employment are being developed. A new secondary employment procedure has been drafted and annual returns are captured to ensure all declarations of secondary employment is undertaken. There is a decrease in staff with multiple contracts (e.g. Wholetime employees who are also on call) within CFRS from 51 to 38.

## 5. Looking Forward

In response to all the changes across the service, the Performance Management Framework (PMF) has adapted organically. We will continually review the PMF to ensure performance and risk are best managed in light of the new structure, policies and priorities going forward.

Opportunities to consider include:

- Aligning performance with the three key areas of HMICFRS inspection: Effectiveness, Efficiency and People, and identified areas of improvement.
- Potential gaps within the Performance Framework to support management and improvement of 'Efficiency' of the service.

Risks to the effectiveness of the Framework include:

- CFRS Incident Reporting System requires replacement and effective management of this process.
- Capacity for systems support to ensure software systems meet the data recording and reporting requirements across the service, alongside implementing effective QA processes for the data.
- Ensuring robust process to support accountability and information sharing across all levels of management across the service.

## Appendix 1:

# Operational Changes during 2020-21 – Detail

Throughout 2019/20 CFRS experienced significant impacts on nearly all areas of service delivery, including impacts imposed through the development of new policies and processes to improve service delivery (e.g. three person crewing) and external factors necessitating changes to the way the service works. These changes and events have had a significant impact across all of the service KPIs across performance. The main changes are summarised below:

### **‘Reshaping’**

At the start of the year, the management structure of the service underwent a significant change from geographical and area lines of accountability to functional management. This realignment resulted in the need for new reporting processes to be established, alongside learning of functional areas for staff. This impacted across all layers of management throughout the service.

### **Management**

The three command areas were replaced with nine ‘clusters’ in April 2019. Each ‘cluster’ area is managed by Station Manager, and contains one Wholetime fire station. This aims to support more integrated management across Cumbria.

### **Watch Managers on all stations**

Watch Managers were recruited and established on every station in order to support improved management within stations.

### **Introduction of three person crewing**

Staggered introduction of three-person crewing throughout the service to support improved response times and availability.

### **Duty system changes**

Changes to the Wholetime duty system were introduced, moving from a 9-15 hour shift system to 10.5-13.5 hour shift system. This was implemented in February 2020.

### **Rapid Response Vehicles**

Rapid Response Vehicles were successfully piloted and implemented in Arnside and Staveley. The RRV’s are currently being piloted in Maryport.

### **Introduction of Dashboards**

Managers and staff were provided with access to performance data through PowerBI and SSR reporting tools to support improved performance management.

### **Missing Persons**

A new blue light collaborative initiative with the police was implemented through 2019/20 to help find missing persons at risk.

### **HMICFRS inspection**

As part of the third tranche of inspections, CFRS was inspected between April and June 2019, achieving a rating of good, but with a range of areas identified for improvement.

### **COVID-19**

Covid-19 was declared a global pandemic on 12th March 2020, with social distancing beginning from 16th March onwards. Full Lockdown began on 22nd March. This resulted in restrictions on a range of service activity, most significantly on prevention and protection activity.



### **State of Fire and Rescue Report 2019, HMICFRS**

Findings from inspections in the 45 fire and rescue services in England, to provide an overall view of the state of the fire and rescue sector

### **Grenfell Inquiry and Response**

Government's response to the Grenfell Tower Inquiry Phase 1 report.

### **The Kerslake Report 2019**

An independent review into the preparedness for, and emergency response to, the Manchester Arena attack on 22nd May 2017.



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