

**Annual  
Report  
2021 - 2022**

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**Cumbria  
Fire & Rescue  
Service**



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## Foreword by the Chief Fire Officer



**John Beard**  
Chief Fire Officer

Welcome to Cumbria Fire and Rescue Service’s Annual Report for 2021 to 2022. The report covers the financial year 2021/22, and includes highlights of the year, performance against our targets and how we are working to improve our service to the people of Cumbria.

During the last twelve months as the country has started to emerge from the pandemic, things are starting to return to what may be seen as a more normal way of working, all be it enhanced by the technological changes we have all embraced as a result of lessons learnt throughout the last two years. I would like to take this opportunity to personally thank everyone within the Service for their drive and commitment throughout the pandemic to delivering for the people of Cumbria.

The recent decision in regard to Local Government Reorganisation means that this will be the last Annual Report produced whilst Cumbria Fire and Rescue Service is part of Cumbria County Council. As we work towards the implementation of a new governance structure it is important to reflect on our recent successes and the contribution of all staff to those successes.

It is important to me that the service we deliver to the people of Cumbria is delivered within an ethical framework. To that end I am delighted that in the last twelve months it has been agreed to embed the NFCC Code of Ethics in everything we do. This provides the framework in which we can continue to deliver the best service to the people of Cumbria.



## Introduction

The Annual Report outlines the key achievements of the Service during 2021/22 in the main areas of People, Prevention, Protection and Response, and also outlines our response over the period of the Covid-19 pandemic. This year, the report also contains an update from the Local Resilience Forum (LRF) who work towards ensuring all partners in Cumbria are prepared to deal with any major incidents.

One of the important documents that the Service works to is our Integrated Risk Management Plan, which outlines our strategic objectives over a four year period. This report sets out what we have done to achieve those objectives in 2021/22 and what happened as a result.

The Annual Report provides details on our finances and resources and gives an overall view of our work and performance in 2021/22 and our future plans.

Cumbria Fire and Rescue Service is committed to the vision of being a fire and rescue service that works with residents, businesses, communities and other organisations to deliver the best services within our available resources.

The achievements and excellent performance from last year are testimony to this vision and the work of our staff.

To understand more about the Service, we recommend you look through the pages of our website and our reports to the Fire Authority, which are available on our website.

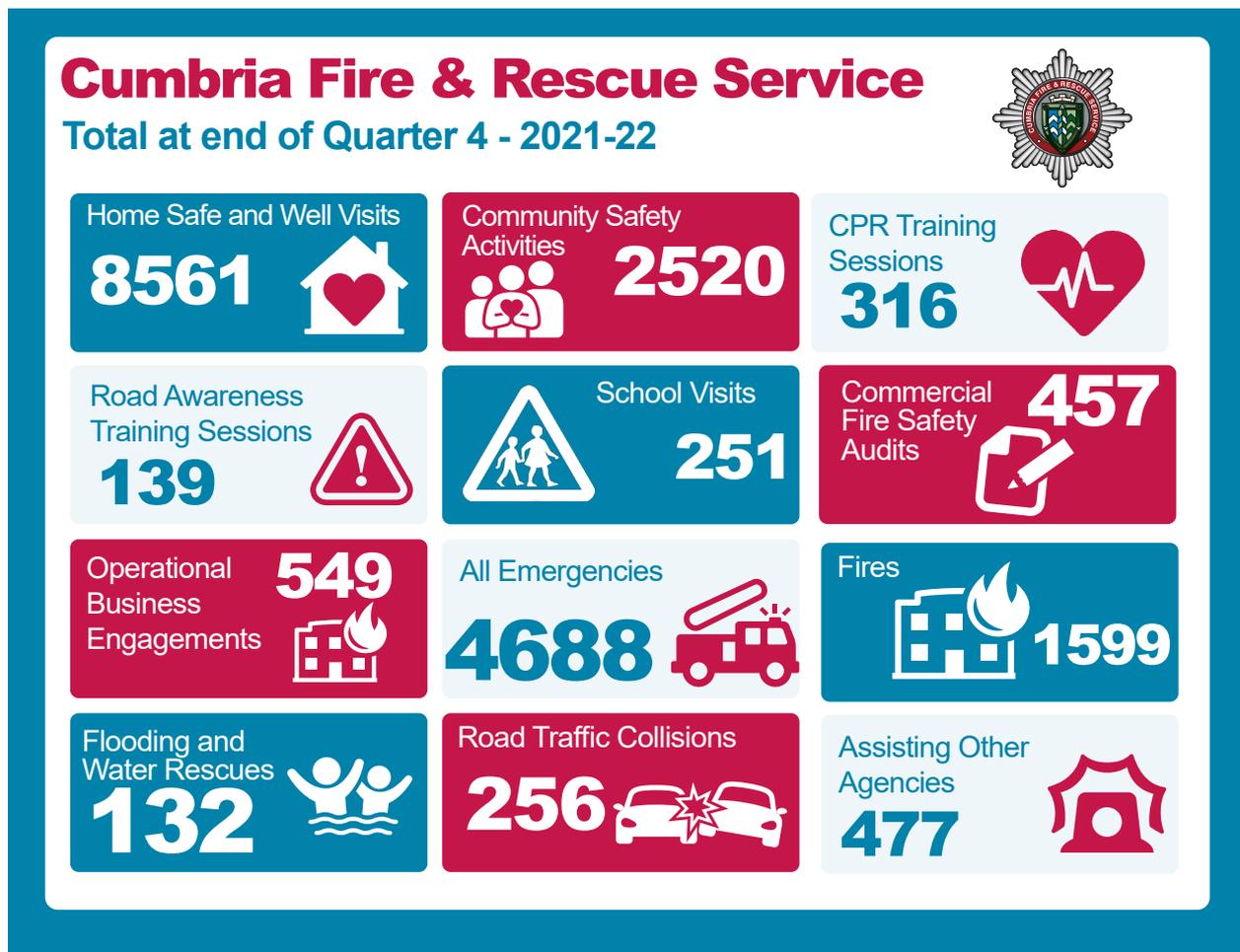


## About Us

Cumbria is one of the most diverse counties in the country, and as such the Fire Service has to be adaptable to meet the various demands placed on it. Every year we deal with a large number of wide ranging incidents and provide significant levels of training in the community.

Over the last two years the Service has contributed significantly to the Covid-19 response in Cumbria as well as dealing with a wide range of other activities that includes: major incidents, flooding, dealing with hazardous material, releasing people from lifts, animal rescue, potential suicides and assisting other agencies such as NWAS and the NHS with bariatric patients.





## Our Response to Covid-19

During the pandemic, as well as delivering our statutory responsibilities, we carried out additional activities which were over and above our normal duties to support the response to the pandemic. These activities included:

- Training staff to be Covid-19 vaccinators
- Managing the non-clinical aspects of the mass vaccination centres
- Delivery of essential items to vulnerable persons
- Face-fitting masks to be used by NHS and clinical care staff
- Delivering Personal Protective Equipment (PPE) and other medical supplies to NHS and care facilities
- Packing food supplies for vulnerable people
- Supporting Lateral Flow Testing in schools and businesses
- Training staff to drive Ambulances to support North West Ambulance Service (NWAS)
- Providing project management capacity to support Public Health

CFRS colleagues have also trained multiple local businesses and organisations to conduct lateral flow testing in their own organisations. This work enabled thousands of people in Cumbria to be regularly tested each week.

Throughout the pandemic, CFRS was one of fire and rescue services, identified by HMICFRS able to provide a full range of welfare services to all its high-risk staff. This approach typical of the Service's approach to valuing its people, meant that it received an excellent report from HMICFRS in its thematic inspection looking at the response to Covid-19.



## Our Resources

Cumbria Fire and Rescue Service works to ensure that its stations, equipment, and staff are deployed to respond in the most effective way to incidents. Our stations are located across the county and are staffed using a variety of duty systems.

### Key

- = On-call
- = Full time/Day Crew and Full time/Day Crew with On-call



Cumbria Fire and Rescue Service is continually evaluating and improving its fleet. This ensures staff have access to the most effective vehicles and equipment designed to meet the risk and demand within the county.

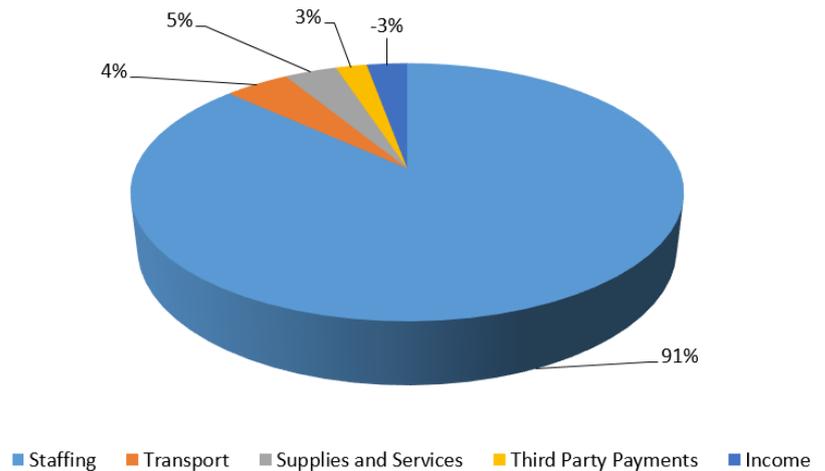
In 2021/22, we took delivery of six new state of the art fire appliances designed to enhance service delivery to the people of Cumbria. These appliances are the first of their kind to improve the risk of contaminants by separation of used PPE and equipment from operational crews. The appliances are also emblazoned with community safety messages that will be seen by thousands of residents and visitors to Cumbria alike.



## 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. In 2021/22 our annual net revenue budget was in the region of £19 million excluding £1.6m depreciation. There is also an additional capital budget to procure our fleet vehicles and improve our infrastructure.

Cost as a proportion of CFRS Budget



## Equality, Diversity and Inclusion Creating inclusive and safe communities in Cumbria

Cumbria Fire and Rescue Service is committed to ensuring it meets the Public Sector Equality Duty of providing equality of opportunity through access to services for all by ensuring:

- It's functions have clear information about Cumbria's diversity profile to inform them of the community they serve
- Communities of Cumbria and those underserved are involved in shaping current and future services
- It's work reflects the needs of the diverse communities, including those underserved and it can demonstrate outcomes in addressing structural discrimination and inequalities
- The workforce outcomes for people who share a protected characteristic demonstrate the benefits of a proactive approach to Equality, Diversity and Inclusion

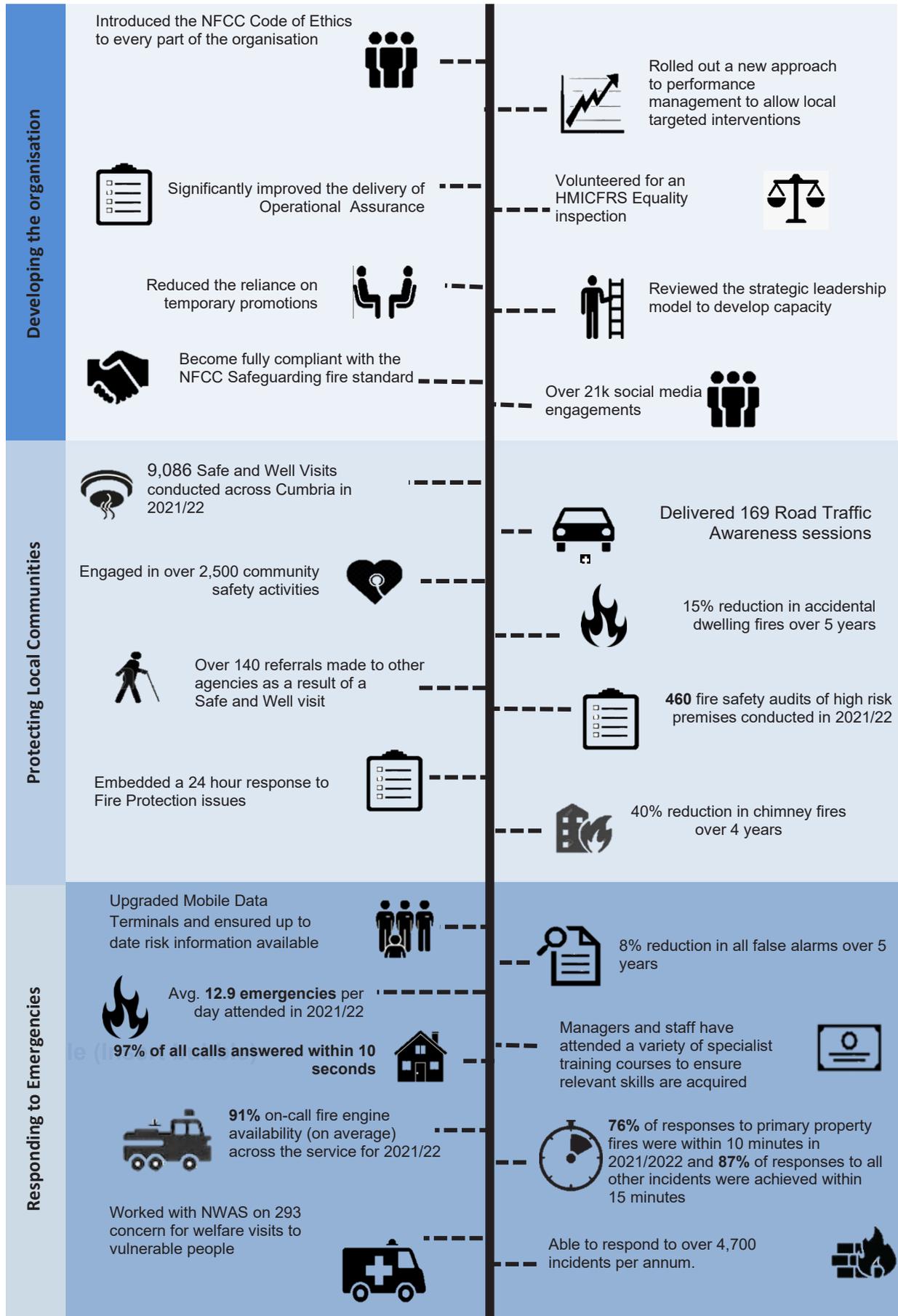
The Service is moving towards the strategic objective of 'Creating inclusive and safe communities in Cumbria' and has set out the following EDI priorities:

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

In meeting this duty, the Service contributes towards the delivery of Cumbria County Council Equality Strategy and Objectives which can be found at [www.cumbria.gov.uk/equalities/](http://www.cumbria.gov.uk/equalities/)



# Our Achievements



## What we said we'd do, what we did, what was the outcome

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



Cumbria Fire and Rescue Service recognises that the support and development of our workforce is key to the delivery of all our Prevention, Protection and Response activities.

We recognise that diversity across our workforce brings the benefits of different skills, knowledge and experience that puts our communities at the forefront of everything we do.

### What we said we'd do

Promote the Service's Vision and behaviours underpinned by our people key objective.

### And what we've delivered

Public trust and confidence in the Fire and Rescue Service relies on all staff demonstrating ethical behaviours. The National Fire Chiefs Council (NFCC) Code of Ethics sets out these ethical principles and helps us continuously improve our organisational culture and workforce diversity and assists us in supporting our community in the best way.

"The Service has taken a conscious decision to embed the Code of Ethics in everything it does. Awareness sessions have been produced and delivered to all staff to improve the understanding and implementation of the new model.

Ongoing inclusion of the Code of Ethics in all policies, training and promotion materials will help embed these ethical behaviours across the Service.

One of the benefits of embracing the code is an improvement in communication across the organisation, which has led to greater engagement and staff input helping to inform Service improvement.

### What we said we'd do

Review and refine our recruitment strategy so that it clearly defines our approach to positive action, equality, diversity and inclusion and wider attraction and recruitment processes.

### And what we've delivered

The Service established a Positive Action Working Group to lead on this agenda and deliver against a comprehensive action plan.

Key achievements include the establishment of a number of Recruitment Champion roles, engagement with over 25 different community groups, the delivery of three virtual information sessions, as well as the delivery a range of recruitment taster sessions in various community locations.

For the first time a full data analysis is available for each stage of the recruitment process that can be used to refine the approach even further.

The actions of the working group have meant that the latest recruitment exercise led to one of the most diverse intakes ever.

### **What we said we'd do**

Ensure all necessary staff are given access to the appropriate Health and Safety training.

### **And what we've delivered**

The Service has invested in Health & Safety training to a nationally recognised standard for all Crew and Watch Managers. We worked with the County Council's Health & Safety Team and the Organisational Development & Workforce Training Team to provide an online training package for the Institute of Occupational Safety and Health's Managing Safely qualification. The qualification assists our supervisory managers to manage risk in the work environment and at incidents, providing the underpinning skills and knowledge required.

The first tranche of candidates of Wholetime and On-call Watch and Crew Managers have almost all successfully completed the course now and the next tranche of Firefighters who 'act up' in charge of an appliance will be undertaking the training this year.

Over the last twelve months we have seen a reduction in adverse safety events and accidents with injury continuing the trend of the last two years.



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



Fire Prevention is the proactive method of reducing emergencies and the damage caused by them. Working with a wide range of partners, the Service uses the latest intelligence and analytical tools to identify those vulnerable members of society that it can support. This support covers a wide range of socio economic issues, not just fire safety, and includes fire, fuel poverty, health both physical and mental, and drugs and alcohol.

Staff employed by the Fire and Rescue Service are trained to deliver interventions in these areas and ensure that the people of Cumbria either see a reduction in their risk level or receive the support they need. Staff also receive training in new and emergent risks and have been instrumental in supporting the response to Covid-19 over the last 12 months.

**What we said we'd do**

Continue with our youth engagement programmes across the county to improve engagement, promote youth wellbeing and awareness of fire safety.

**And what we've delivered**

We responded to 100% of referrals made to us to deliver bespoke fire intervention sessions with young people at risk of fire setting behaviour.

We also made available over 200 places on our activity courses throughout the school holidays across all our Wholetime and at a selection of our On-call stations. In total 158 young people attended these courses, which included nearly 100 young people on free school meals or who have special educational needs.

**And what happened as a result**

We have seen a reduction in accidental property fires. We have carried out 99 community safety partnership events across Cumbria and nearly 400 fire safety campaigns or other prevention activities.

**What we said we'd do**

Through the provision of specialist training and refresher programmes, we will ensure all our staff can identify and support vulnerability and safeguarding issues effectively.

**And what we've delivered**

We have developed a comprehensive training programme that tailors the package available to the role profile of employees and their exposure to risk. This approach has been benchmarked against national standards.

The training package is dynamic and can be adjusted to represent emergent trends in Cumbria. This training package has led to the Service making more referrals than ever before.

In addition, safeguarding leads from the Service have taken an active role both regionally and nationally developing the safeguarding agenda to ensure that staff always have access to the latest, relevant information.

## What we said we'd do

Continue to develop our Communications Strategy in line with national and local priorities to optimise our reach and impact with the public, via traditional and social media channels, with support from the CCC Communication Team.

## And what we've delivered

We have invested in a full time communication post to revitalise the Services approach to communication with a view to maximising the reach of our key messages.

We supported national and local campaigns in line with the National Fire Chiefs Council campaign planner, covering risks to the community of Cumbria including home safety, water safety, road safety, carbon monoxide safety, outdoor and winter safety.

Cumbria Fire and Rescue Service's corporate Facebook page reached over four hundred thousand and over one hundred and fifty thousand people actively engaged with our content. In the same period, the Service's Twitter page reached over one million people.

We have also ensured that key communication messages are prominent on our new fleet ensuring they are seen by the residents of, and visitors to Cumbria.



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



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. All our Protection activities derive from a common purpose to make 'Cumbria a safer community to live, work and visit.' A risk based inspection programme and delivery methodology has allowed the Service to put in place measures that will allow the best protection to be provided to the business and people of Cumbria.

### What we said we'd do

Develop and support our operational staff to ensure every Wholetime station has appropriately skilled and qualified staff to deliver risk-based fire protection engagement work.

### And what we've done

Every one of our Wholetime stations now has a dedicated member of staff who is undertaking a formal fire safety qualification. In order to free up capacity to deliver high risk inspections, the Service has invested in the development of the Operational Business Engagement programme, in which Wholetime Firefighters are given the skills and training to carry out engagement with low risk business.

These stations carried out 549 engagement activities with businesses helping them maintain their fire safety conditions in line with legislation and reducing the overall risk of fire within Cumbria.

### What we said we'd do

Manage the Fire Protection team to offer career development, the right skills and succession planning for all roles.

### And what we've done

We have invested government funding into our staff to enable our 3 apprentices to become full-time advisors and start their level 4 fire safety diploma. The Fire Protection team has clear development pathways from Firefighter to Group Manager and Apprentice to Team Leader. This maintains our ability to deliver against the risk based inspection programme and have a clear succession plan in place.

### What we said we'd do

Respond to local and national recommendations from the HMICFRS inspection programme.

### And what we've done

We have implemented all the recommendations from our last HMICFRS inspection, as well as making good progress against the outcomes from the Grenfell Tower Inquiry related to fire protection. In particular we have invested in the systems that now allow specialist protection advice to be provided on a 24/7 basis. These systems have been used to apply for prohibition notices to be put in place out of hours, reducing the risk of fire to individuals and properties within Cumbria.

The Protection department received a local award for its work in delivering the Reopening Safely programme post lock down as a result of the pandemic.



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



Our approach to response 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.

The nature and range of emergency incidents that we respond to has changed in recent years and our aim is to ensure that when emergencies do happen, we are able to respond in the most effective and safest way to protect and limit damage to life, property and the environment. To achieve this, we will continue to be innovative and flexible in the way that we manage and deal with emergencies.

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

### **What we said we'd do**

Strengthen support for and increase operational availability in our On-call fire stations through ongoing recruitment and the development of the On-call Support Crew Manager role.

### **And what we've done**

We have recruited and embedded six On-call Support Crew Managers who have been helping the training, recruitment, availability, community safety and development of our On-call stations. This approach enhances service delivery and increases public safety in predominantly rural areas.

### **What we said we'd do**

Explore alternative delivery models for Penrith Rapid Day Crewing.

### **And what we've done**

A new shift based system has been created for Penrith that allows for an efficient mix of functional departmental support and service delivery. This has now been agreed and implemented from the 1 August.

### **What we said we'd do**

Develop performance systems specifically for station and shift-based personnel.

### **And what we've done**

Following the development of dynamic interactive dashboards, each shift has received training and input on the station performance framework. This training ensures that station standards are maintained and that cluster managers can monitor and respond to any performance issues.

The use of these dashboards allows each station area to deliver the most efficient prevention activity tailored to local need, which in turn will increase the safety of the people of Cumbria.

## Resilience Unit Annual Statement, 2021.

During 2021 the support required from the Resilience Unit for the Covid-19 response gradually decreased and the team was able to return to business as usual work and catching up on work which had been delayed due to the response priorities.

The Resilience Unit has been engaged with work relating to death management during Covid-19 as the chair of a multi-agency group involving funeral directors, HM Coroner, Registrars, emergency services, District Councils, faith groups and independent funeral celebrants. The relationship established with the funeral directors was identified as an example of good practice by the Cabinet Office. The group met monthly during most of 2021 but now meets quarterly.

Returning to Business as Usual following the Covid response a number of major objectives were delivered:

- Revision of the Sellafield Off Site Emergency Plan and modular exercises carried out after being delayed due to the Covid response.
- Preparation for the Power Range Testing period at BAE Systems, Barrow-in-Furness involved a number of multi-agency training sessions and the distribution of Stable Iodine tablets to all properties in the Automatic Countermeasure Zones.
- The Multi Agency Flood Plan was revised and reformatted to include location specific response information for Districts and catchment areas.
- Revision of the Cumbria County Council Emergency Response Plan and tactical emergency management training for County Council staff.

The Resilience Unit went through several personnel changes with a number of staff being seconded to join the Local Government Reorganisation Project Teams and the successful recruitment of two Business Support Apprentices into permanent positions in the team.

Last year much work was carried out supporting the Covid-19 Strategic Recovery Coordinating Group (SRCG). In March 2022 a proposal was put forward to close the SRCG. It was recognised that partners were embedded through existing partnerships and the group could be reconstituted if required. It was agreed therefore to hand over to business as usual formats.

The year closed for the Resilience Unit with Major Incident responses to Storms Arwen, Dudley and Eunice, with large scale power disruptions across the county.

Looking forward, 2022-23 brings with it the Local Government Reorganisation and plans for how emergency planning will function across the two new Unitary Authorities and opportunities for improvement based on our own past learning and the experiences of other Local Authorities.

## #NotJustFires

Only a small proportion of a firefighter's role is actually spent dealing with fires, and yet our crews often go above and beyond to save life, enhance the local community, and support people in need.

Cumbria Fire and Rescue Service employs hundreds of staff members who strive to deliver excellence for the communities of Cumbria. When those staff members are recognised it is especially pleasing and the Service is proud to champion their achievements.

Below we highlight notable examples from this year.

### South Cumbria's first Blue Light Hub officially opens

South Cumbria's first Blue Light Hub officially opened on Monday 8 March, creating a new operational base for the county council's Fire and Rescue Service, Cumbria Police and North West Ambulance Service.

The multi-million pound Furness Peninsular Blue Light Hub, located next to the A590 in Ulverston, is a combined emergency response centre which brings together blue light services under one roof for the first time in the south of the county.

Cumbria County Council as the Fire Authority has delivered the combined Blue Light Hub facility, which includes:

- Office accommodation for Cumbria Fire and Rescue Service, Cumbria Police and NWAS.
- Operational facilities such as breathing apparatus workshop, drying room for fire fighters' PPE and equipment storage
- Fire house training facility
- Appliance bay accommodating two fire engines and one ambulance
- Conference/meeting room facilities



### Cumbria Firefighter wins Pride of Britain Award for courageous water rescue

Stephen Wharton was the deserving winner of a Pride of Britain Award and the Queens Gallantry Medal after rescuing a boy who was submerged under water for 25 minutes.

On the afternoon of 26 February 2019, Appleby fire crew were alerted to reports of a 13-year-old boy in difficulty while swimming in the River Eden who had disappeared under water.

Crew Manager Stephen Wharton and Firefighter John Bell went into the river, supported by Firefighters, David Anderton, Michael Dowding, Bradley Hall, James Wood and Neil Aitken from the riverbank. After a short search they located the boy, named Kacper.

Stephen Wharton risked his own life by taking off his protective flotation equipment and diving under water to bring the casualty to the surface. Kacper was pulled out of the river with help from the rest of the crew. It is estimated he had been under water for between 20 and 30 minutes.



## New state of the art fire engines set to serve Cumbria

Cumbria Fire and Rescue Service introduced six new fire engines to its fleet of vehicles to serve the communities of Cumbria.

Cumbria County Council’s £1.5M investment into the Service’s fleet and equipment will benefit and enhance the Service’s emergency response to Cumbrian communities through improvement of technology, modern equipment, and the safety of firefighters.

CFRS are committed to providing the best possible vehicles and equipment to enable firefighters to respond effectively and efficiently to emergency incidents within Cumbria. The six new vehicles have been placed at Carlisle East, Ulverston, Whitehaven, Windermere, Appleby, and Walney Fire Stations.



## Cumbria Fire and Rescue Service’s Station Manager named Inspiring Leader

Liana Selecka-Jones, a Station Manager for Cumbria Fire and Rescue Service was named ‘Dany Cotton Inspiring Leader’ award winner in the Women in the Fire Service Awards 2022.

Liana, who joined Cumbria Fire and Rescue Service in 2021, was nominated in the national awards for her remarkable contributions to the Fire Service.

The ‘Dany Cotton Inspiring Leader’ category recognises individuals who champion equality and diversity, who deliver real change, inspire the fire service community, and bring out the best in the people they work with.



## Fire Service Group Manager John Wall awarded a BEM in the Queen's New Year's Honours

On 1 January 2022, it was announced that Cumbria Fire and Rescue Service (CFRS) Group Manager John Wall had received a UK honour in HM The Queen's Honours list. The Honours system gives national recognition to people who have given exceptional service in public and community life and are committed to making a difference to those around them.

Group Manager John Wall received a British Empire Medal (BEM) for the charitable services he volunteered to undertake on behalf of The Fire Fighters Charity.

The Fire Fighters Charity is the UK's leading provider of services that enhance quality of life for serving and retired firefighters, fire personnel and their families. Their vision is to make a positive difference by supporting people in the fire and rescue community when they are in need, empowering individuals to achieve mental, physical and social wellbeing throughout their lives.



## Firefighters take on mammoth charity fund-raising challenge for the second year running

Over the years Cumbria has become well known for its fund raising activities and contributions to good causes.

Cumbria Fire and Rescue Service staff took on a mammoth running challenge to raise much-needed funds for The Fire Fighters Charity.

A team of 15 staff ran the 66-mile Bob Graham Round, twice! The challenge saw them cross 84 peaks, run 132 miles and ascend 54,000ft in total around the Lake District over a 48-hour period on 16th - 18th July.



The staff who were aiming to raise as much money as possible for The Fire Fighters Charity, raised more than £4,000

Charity Car washes have become something of a tradition in Cumbria and are always well received. Recently the crews ran a countywide campaign and raised thousands of pounds to support the Ukraine appeal. These events also play an important role in keeping the community safe as all vehicles were able to receive a free tyre safety check, and their occupants could access free fire safety advice



Stay up to date with the wide range of work we do:

 Facebook - Cumbria Fire & Rescue Service

 Twitter - @cumbriafire

 Instagram - @cumbriafire

## Moving Forwards in 2022/23

As we head in to 2022/23, Cumbria is going through its largest local government reform since 1974. This reform, whilst not impacting on front line delivery, will impact on the governance and structure of Cumbria Fire and Rescue Service. The Strategic Leadership Team is working constantly to ensure the Service is in the right place to continue to deliver services to the people of Cumbria in the most effective way possible.

Over the last three years, the way that people live their lives has been impacted firstly by Covid-19, and then by the increases to the cost of living. These changes have then impacted on the level of fire risk within Cumbria and the range of vulnerabilities that the people of Cumbria are susceptible to. To address this risk, the Service is committed to creating a new risk based evidence profile and providing staff with all the latest risk information to allow them to do what they do best which is to serve the people of Cumbria.

Cumbria Fire and Rescue Service is committed to its people and will continue to invest in their development. As part of this development, the Service will review its activities against national fire standards and ensure that every staff member has access to the equipment and training required to deliver against those standards.

Our complete set of objectives for 2022/23 is available in the 2022/23 Service Plan which can be found at, [www.cumbria.gov.uk/cumbriafire/aboutcfrs/publications/publications.asp](http://www.cumbria.gov.uk/cumbriafire/aboutcfrs/publications/publications.asp)

In addition to these objectives, our performance against key indicators can be found at [www.cumbria.gov.uk/cumbriafire/performance-and-transparency/performance-and-transparency.asp](http://www.cumbria.gov.uk/cumbriafire/performance-and-transparency/performance-and-transparency.asp)

Moving forward, all of the Service's activity will be delivered in the spirit of ensuring that Cumbria has

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



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## **Translation Services**

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