



**Cumbria Fire
and Rescue
Service**

**Service
Plan
2019 - 20**



Introduction

Welcome to our Service Delivery Plan for 2019-20. This Plan brings together in one document Cumbria Fire and Rescue Authority's priorities for 2019-20, as detailed within the current Integrated Risk Management Plan (IRMP). It highlights how Cumbria Fire and Rescue Service will work towards delivering those priorities, and what success looks like.

We have recently updated our Risk Based Evidence Profile which considers key areas of risk and demand in the county. This process has allowed us to be clear about the levels of risk that exist and what we need to deliver to meet our prevention, protection and response responsibilities. Key to delivering against all of this is our people; this Service Plan identifies our areas of focus for 2019-20, to ensure our staff are equipped with the right tools to deliver the best services we can to the communities of Cumbria, in line with our People Strategy.

We will continue to deliver our objectives to meet our four core priorities:

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.



Steve Healey
Chief Fire Officer



Service Planning

The Integrated Risk Management Plan (IRMP) sets out a number of priority areas that we will address over the next four years. This Plan sets out annual objectives that we will work towards over the next twelve months that will support the delivery of the IRMP, and the key performance indicators that will allow the Fire Authority and the public to hold the Service to account.

The Service Plan builds on the significant achievements that we have delivered over previous years. The role of our Service Plan is to ensure that over the short term, we focus on the strategic themes and the key measures of success that have previously been agreed as part of the Council Plan and the IRMP. The Service Plan has been developed to meet our overarching vision of

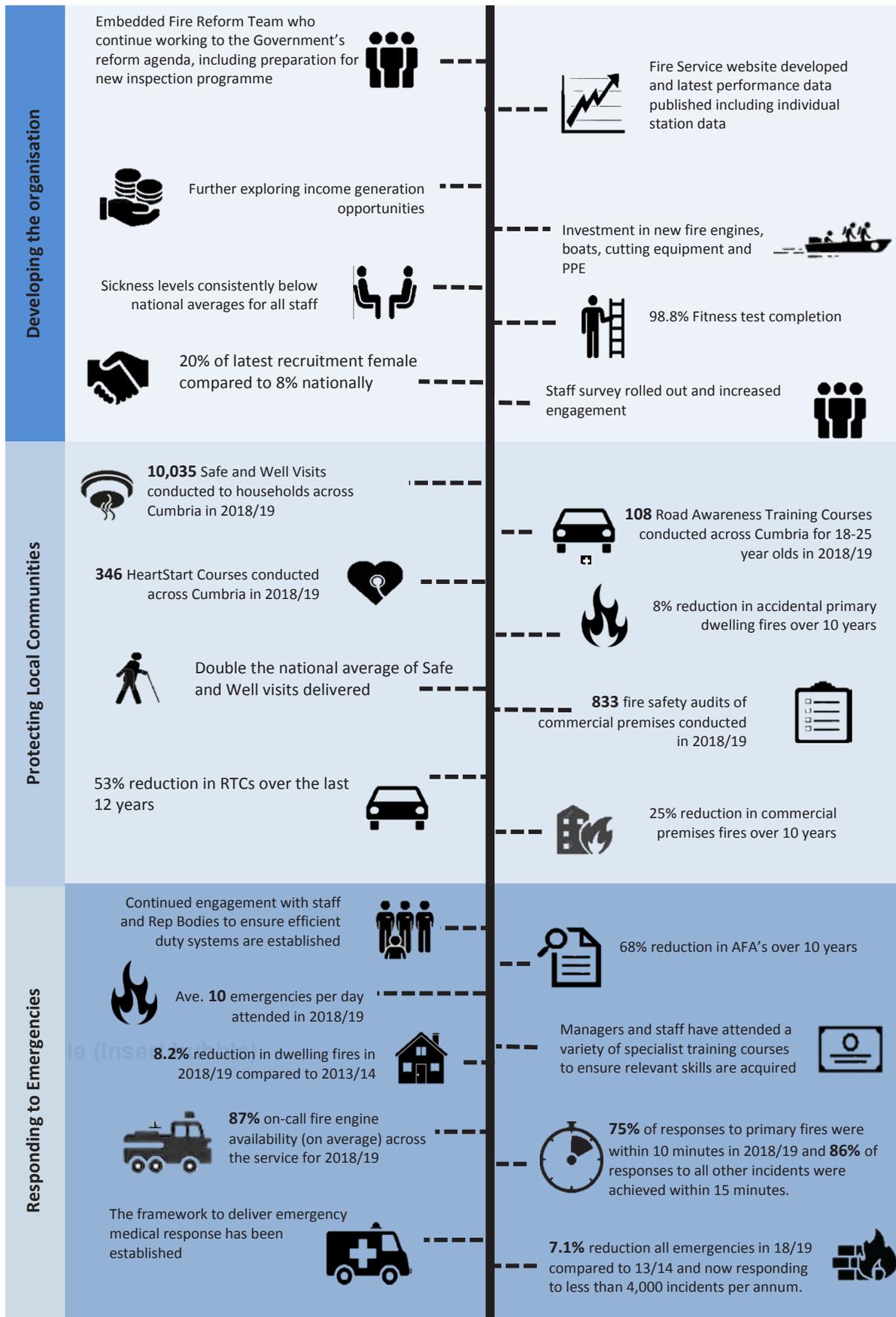
“A Fire and Rescue Service that works with residents, businesses, communities and other organisations to deliver the best services possible within the available resources.”

Objectives outlined in the Service Plan will be used by our departments to inform the delivery of local activity.



What have we recently achieved?

We are committed to both protecting our local communities and responding to incidents. The figures below highlight our excellent performance in 2018/19.



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



We are committed to the development of our workforce as we recognise that without the best staff we would not be able to deliver any of our objectives within this Plan. Working with our corporate learning and development team we will ensure that all staff are equipped with the correct skills, knowledge and support to deliver for the people of Cumbria.

As part of this commitment we will consider the development of organisational and transformational activity to provide the best environment for our staff to thrive.

Over the next year we will:

- Engage with diverse communities to identify their particular concerns;
- Deliver Mental Health training, awareness and understanding to all staff;
- Continue our apprentice programme and successfully recruit new firefighters;
- Adopt the new County Council approach to appraisals, Valuing Individual Performance;
- Deliver enhanced supervisory management and leadership training;
- Review our current structure to increase organisational capacity, including strengthening our wholetime fire station establishment level;
- Review governance structures to better align workloads whilst improving transparency and inclusivity.

We are committed to the further expansion of blue light collaboration within Cumbria.

Over the next year we will :

- Increase the roll out of the Joint Emergency Service Officers;
- Deliver the Concern for Welfare project, in which we will facilitate the timely entry to premises on behalf of NWAS.



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



Prevention activity is paramount in reducing the risk in Cumbria. Over the next few years the environment in which we operate will change to see a wider focus on the way public services, including health and social care are delivered. As part of our Safe and Well programme, we engage with some of the more vulnerable communities in Cumbria, and aim to carry out over 10,000 visits each year. This puts us in an ideal place to shape and lead on this agenda over the coming years.

Over the next year we will:

- Work with partners to increase the delivery of prevention activity and explore opportunities for further collaboration around prevention and medical intervention such as atrial fibrillation and other health conditions in line with the Joint Strategic Needs Assessment;
- Review the delivery of inspections of Occupational Therapy (OT) equipment on behalf of the Council;
- Expand our Safe and Well programme to provide support and information on Cold Homes/Winter Poverty;
- Support the National Fire Chiefs Council (NFCC) Fire Prevention campaigns;
- Deliver a programme of Heart-Start, targeted road awareness education and support and deliver Youth engagement programmes across the Service;
- Work with United Utilities to identify areas of waterway that poses a risk to the General public and look to provide the installation of Water safety Information Boards. These boards provide vital information to passers-by who may come across persons in distress in the water, along with a Throw Line for use in performing an immediate rescue.



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



Our 'Protection' focus is to work proactively towards reducing the impact of fire and other emergencies in commercial premises and targeting those that pose the greatest risk to life, poverty, the environment and the nation's heritage. The tragic events of the Grenfell Tower fire, serves to highlight the importance of delivering against this agenda.

Over the next year we will:

- Conduct fire safety audits in line with the new Risk Based Inspection Programme (RBIP) in order to meet the requirements of the Fire Safety Order 2005;
- Continue the roll out of crews undertaking Operational Fire Protection Inspections to lower risk premises;
- Continue to respond to all post Grenfell actions including data requests and contribute to the work streams in response to the outcomes of the Grenfell Inquiry and Dame Judith Hackitt's Independent Review of Building Regulations and Fire Safety;
- Respond to statutory legislative consultations within the designated timescales;
- Provide support and guidance and develop links within the business sector around the requirements of the Fire Safety Order 2005;
- Support NFCC Fire Protection campaigns.

We cannot deliver against these objectives without our people, and so we will invest in their development. We will do this by:

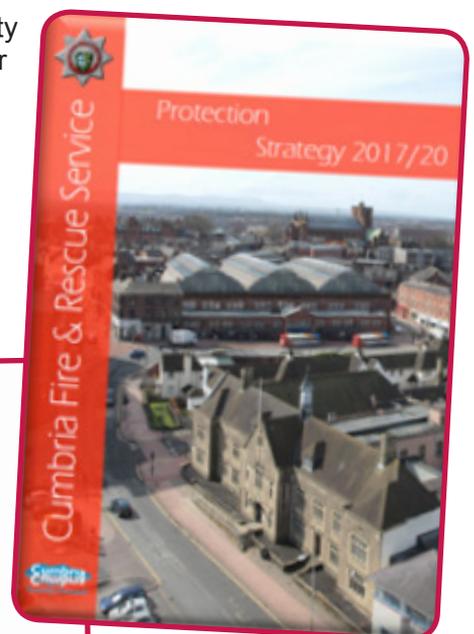
- Reviewing the Fire Protection team structure to ensure it has the skills and capacity to meet the requirements set within the new RBIP, including how frontline crews can support the Programme;
- Ensuring all Fire Protection Inspectors are qualified to Level 4 Fire Safety Diploma and supporting our Business Fire Safety Advisors achieve their Level 3 Diploma over the two year Apprenticeship;
- Delivering the Level 3 Business Fire Safety Award Apprenticeship;
- Provide a bespoke fire safety development programme for our supervisory managers on wholtime stations.



2019/20 - 2021/22
Risk Based Inspection
Programme
(RBIP)



March 2019



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



As a service we are constantly working to ensure that we have the right people in place across the organisation to ensure we deliver for the people of Cumbria, whether that is ensuring stations are crewed and incidents responded to in line with the risk and demand profile of the county or ensuring that staff employed within the support functions are trained and resourced appropriately.

To ensure that we respond to incidents in the most effective manner we have had to change our operational philosophy and consider new ways of working that protect both the public and firefighters. Over the next year to ensure we have the correct response model in place, we will:

- Revise working arrangements and support for On-Call stations, listening to and engaging with our workforce through the On-Call working group;
- Revise the duty system across all wholetime stations to increase our efficiency and effectiveness to meet new demands and support delivery of the IRMP;
- Explore further opportunities for collaboration with blue light partners for improving our services, and to complete the feasibility studies in to potential new blue light hubs in the Kendal and Whitehaven areas.

To ensure our staff have access to the best equipment we will :

- Review equipment disposition in light of the refreshed Risk Based Evidence Profile and invest further in our rollout of high powered battery cutting equipment;
- Continually review and rationalise our fleet to provide our Firefighters with the latest firefighting and road safety technology, whilst seeking to reduce emissions from vehicles and equipment through the use of innovative and greener designs.

We will continue to innovate:

- Pilot Emergency Medical Response and the GoodSAM initiative in collaboration with North West Ambulance Service;
- Evaluate the Rapid Response Vehicle pilot and deliver on the findings in line with the IRMP;
- Undertake a feasibility study of a combined response to Coniston Water with Lake Wardens;
- Introduce a second water bowser and realign wildfire resources in accordance with a refreshed Wildfire strategy.



Key Performance Indicators

It is important that we are held accountable for the services we deliver in Cumbria. A suite of indicators have been developed that will allow the Fire Authority and the Public to hold us to account and ensure we are delivering an efficient and effective Fire and Rescue Service to the communities of Cumbria. Targets are based on a combination of benchmarking, past performance and a realistic assessment of what can be delivered within current resources.

The indicators that will be monitored over the next year are:

Prevention (Using our Risk Profile to target key areas)

- We will deliver a minimum of 104 Road Awareness Training sessions to 17-25 year olds across the county;
- We will deliver a minimum of 52 Road Awareness Training sessions to over 55's year olds across the county;
- We will deliver a minimum of 324 HeartStart sessions across the county;
- **We will deliver over 10,000 Safe and Well visits a year.**

Protection

- **We will carry out a minimum of 800 Fire Protection audits in commercial premises;**
- We will continue to work to reduce the number of false alarms at commercial properties with a target of attending less than 331.

Response

- **We will continue our programme of preventative work to further reduce the incidence of primary dwelling fires, with a target of less than 241;**
- We will continue to work in partnership to assist other agencies and will explore all opportunities to further develop our response to communities when required;
- We will maintain the current level of On-call Fire Station availability at 87%, whilst aspiring to a level of 95%;
- We will meet our IRMP response standards of :
 - 10 minutes to primary building fires on 80% of occasions
 - 15 minutes to all other incidents on 80% of occasions

People

- We will ensure the following are completed on 100% of occasions:
 - Valuing Individual Performance reviews
 - Exit Interview offers
 - Council mandatory training e.g. ICT, Safeguarding
- We will aim for improvements in the outcomes in the annual staff survey;
- We will publish all key performance information on our website.

Those indicators highlighted in bold are also in the Council Plan Delivery Plan and so will be reported quarterly to Cabinet.



