



**Cumbria Fire
and Rescue
Service**

**Service
Plan
2021 - 22**



Introduction

Welcome to our Service Plan for 2021-22. This Plan brings together in one document Cumbria Fire & Rescue Authority's (CFRA) plans and priorities for 2021-22. It highlights how Cumbria Fire and Rescue Service (CFRS) will work towards delivering those plans, and what success looks like.

The role of CFRS over the previous year has naturally been dominated by the response to the COVID-19 pandemic. In responding to this national emergency CFRS has received an excellent report from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) of how it has operated over the last twelve months. The report recognised how the Service adapted and responded to the pandemic effectively, whilst continuing to respond to emergencies and give additional support to the community.

In delivering its services in the current environment, CFRS must not lose sight of its vision to deliver the best services possible to residents, businesses, and communities within Cumbria. To that end this plan also sets out how CFRS will continue to deliver on its objectives to meet its four core priorities and how it continues to deliver against those areas highlighted in the recent full inspection by HMICFRS.

Our key objectives are focused in four key areas:

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.



John Beard
Chief Fire Officer

Inclusive and Safe Communities

Aspiration

To aspire to a strong and inclusive culture in CFRS that is positive to meet the challenges we face in the future, serving the diverse communities of Cumbria and keeping them safe.

CFRS EDI Objectives

In delivering the Equality Diversity and Inclusion (EDI) work across the Service

- CFRS has clear information about Cumbria's diversity profile to inform FRS of the community
- Communities of Cumbria and those underserved are involved in shaping CFRS services
- CFRS work reflects the needs of our diverse communities including those underserved and can demonstrate outcomes in addressing structural discrimination and inequalities
- Workforce outcomes for people who share a protected characteristic demonstrate the benefits of a proactive approach to Equalities, Diversity and Inclusion

Priorities

Understanding our Communities

Aim: CFRS needs to acquire and use information about the make-up of the local community, understand their needs and views and how they impact on the services policies and practices and the services we deliver are relevant and fit for purpose.

Inclusive Services – (Response, Protection and Prevention)

Aim: CFRS are committed to ensuring diverse communities in the county receive services that meet their needs.

Valuing our People (Diverse and Inclusive Workforce)

Aim: CFRS are committed to an inclusive organisation, ensuring all our people both in service and in the community are respected and have fair and equal access to opportunity and have due regards to advancing equality of opportunity and promoting good relations between people in their roles.





Service Planning

The purpose of a Service Plan is to ensure that over the short term, CFRS focuses on the strategic themes and the key measures of success that have previously been agreed as part of both the Council Plan and the Integrated Risk Management Plan (IRMP), both four year documents. The Service Plan sets out annual objectives that CFRS will work towards over the next twelve months that will support the delivery of the IRMP, and the key performance indicators that will allow the Service to be held to account by both the Fire Authority and the public.

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

In developing this document, consideration has been given to the core priority areas and the overarching Service Vision of

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

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

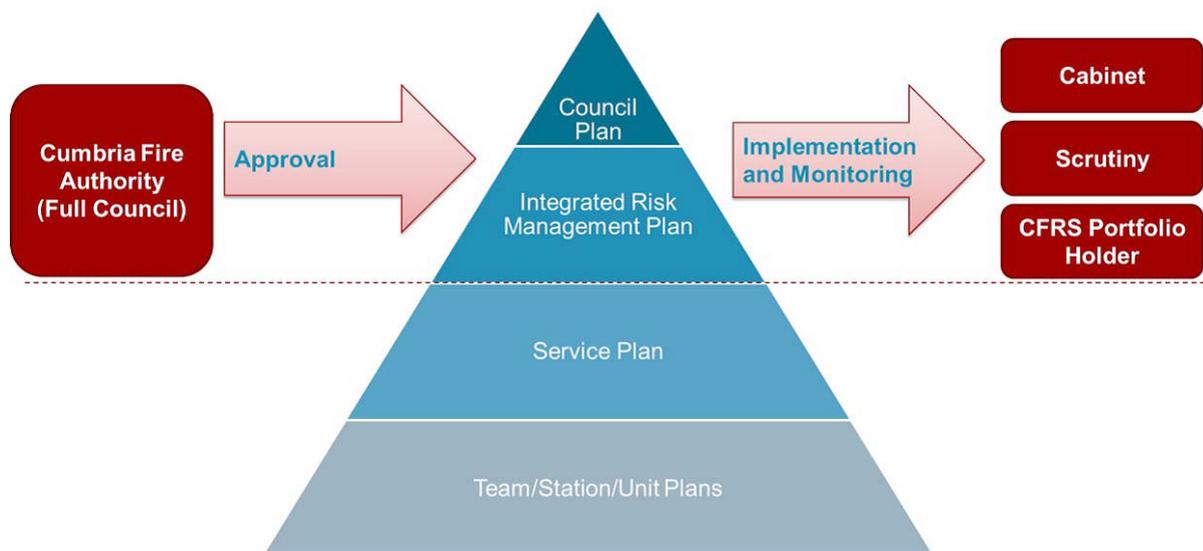


Diagram: Showing how CFRS strategy and plans align to the strategic intent of the CCC plan

IRMP 2019-23

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

COVID-19

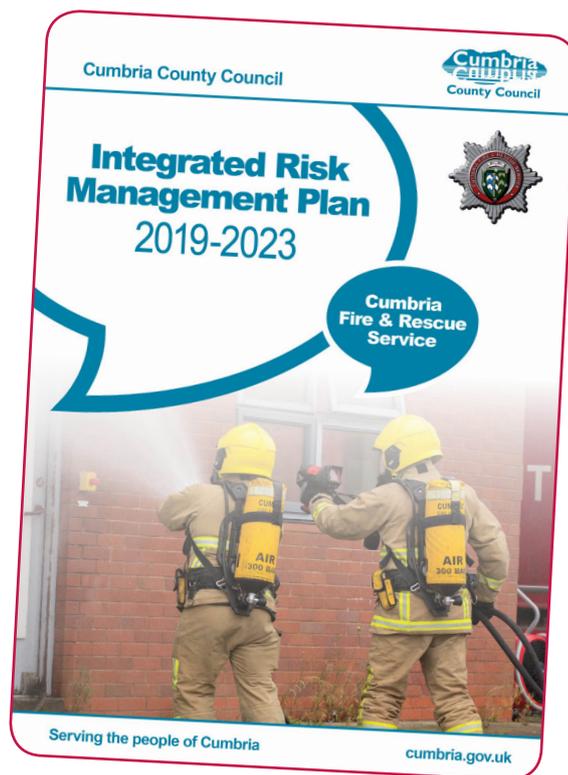
During the pandemic, as well as delivering its statutory responsibilities, CFRS carried out additional activities which are over and above our normal role to support the response to the pandemic. These activities included:

- 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/repacking 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)

In addition, throughout the pandemic, CFRS was one of only two services, identified by HMICFRS able to provide a full range of welfare services to all its high-risk staff.

This approach meant that CFRS received an excellent report from HMICFRS in its thematic inspection looking at the CFRS response to COVID-19 throughout for consistency. Nevertheless, there are still lessons to be learnt, and so in 2021/22 CFRS will ensure that it will:

- Determine how it will adopt, for the longer term, the new and innovative ways of working introduced during the pandemic, to secure lasting improvements
- Continue to identify those staff at higher risk from COVID-19, so it can continue to provide appropriate wellbeing and support provisions
- Continue to support the countywide response to the pandemic
- The full report into the fire service response nationally, and CFRS response in particular can be found [here](#)



HMICFRS

Following the 2019 inspection, HMICFRS stated: “We are pleased with most aspects of the performance of Cumbria Fire and Rescue Service in keeping people safe and secure. However, it needs to improve how it looks after its people, to give a consistently good service.”

They graded CFRS as good at providing an effective service and good at:

- Understanding the risk of fire and other emergencies
- Preventing fires and other risks
- Protecting the public through fire regulation
- Responding to fires and other emergencies
- Responding to national risks

We are judged as being good at:

- Providing an efficient service
- Making the best use of resource
- Making our services affordable now and in future

However, they determined that we require improvement to the way we look after our people. In particular, we require improvement at:

- Promoting the right values and culture
- Ensuring fairness and promoting diversity
- Managing performance and developing leaders
- We are good at getting the right people with the right skills.

A comprehensive improvement plan has been developed and is used by the Strategic Leadership Team to drive the work of CFRS forward, and to complement those priority areas outlined in our IRMP.

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



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



We are committed to ensuring our staff have the correct skills and support to help the Service deliver on the comprehensive objectives contained within this plan. Working with our corporate learning and development team, staff have access to the latest training that not only allows them to protect the people of Cumbria effectively, but also the ability to maximise their own health, both physical and mental wellbeing.

As part of this commitment, we are seen as putting considerable effort into improving the culture of the Service, so that it is seen as an employer of choice where employees look forward to working in an innovative, welcoming environment.

Over the next year, we will:

- Carry out a review of the CFRS People Strategy
- Continue to promote the Service vision, behaviours underpinned by our people key objective
- Support the effective delivery of Service projects and action plans through the Programme Board
- Carry out full reviews of the Wholetime and On-call Trainee Firefighter Courses
- Improve our delivery models for Positive Pressure Ventilation (PPV) and Immediate Emergency Care (IEC)
- Review our delivery model for Apprentice Operational Firefighters
- Ensure all necessary staff are given access to the appropriate Health and Safety Training
- Continue to review and refine our recruitment strategy so that it clearly defines our approach to positive action, equality, diversity & inclusion and wider attraction and recruitment processes
- Align the workstreams of the Workforce Development Group to those of the National Fire Chiefs Council (NFCC) People projects
- Provide an appropriate number of trainee firefighter courses aligned to succession planning and organisational requirements
- Ensure that all staff receive a Valuing Individual Performance (VIP) appraisal within the required timescales and offer development programmes specific to their needs including opportunities such as job shadowing
- Continue to review and evaluate our mental health provision so our staff have access to the best possible services
- Continue to develop our commitment to Equality, Diversity & Inclusion to ensure it is at the heart of everything we do
- Continue to make improvements to the way we support the physical and mental wellbeing of our staff
- Continue to make improvements to the leadership and management development programmes at all levels



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



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

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

Over the next year, we will:

- Embed evaluation of our Safe and Well visits to ensure effectiveness targeting our resources and by developing our advice
- Improve community safety within our rural areas by developing the On-Call Support Crew Manager role and by embedding the new Community Safety Advisor roles within these communities
- 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
- Through the provision of specialist training and refresher programmes we will ensure all our staff can identify and support vulnerability and safeguarding issues effectively, including appropriate use of referral pathways.
- Develop a range of virtual engagement activity across our suite of prevention initiatives to increase our flexibility and efficiency in service provision - ensuring maximal impact both during the pandemic and during recovery
- Continue the delivery of our Road Awareness Training programme to higher risk groups and work with partners to increase risk awareness and promote safer driving
- Continue with our youth engagement programmes across the county to improve engagement, promote youth wellbeing and awareness of fire safety
- Ensure all our prevention services offer equality of access for all groups within Cumbria



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, property, 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 within Cumbria, allowing us to target resources on the most high-risk premises. In addition to our specialist team our operational firefighters are trained to carry out operational business engagements to premises in their area where we have deemed the risk to be lower.

Over the next year, we will:

- Conduct fire safety audits in line with the Risk Based Inspection Programme to meet the requirements of the Regulatory Reform (Fire Safety) Order 2005
- Work with local and regional stakeholders to implement any fire protection related outcomes from the Grenfell Tower Inquiry
- 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
- Manage the fire protection team to offer career development, the right skills and succession planning for all roles
- Respond to local and national recommendations from the HMICFRS inspection programme
- Develop our working practices in line with any changes to building or fire safety legislation
- Support the delivery of all NFCC fire protection campaigns
- Respond to statutory legislative consultations within the designated timescales.
- Proactively work with local business to increase fire protection compliance and reduce the number of unwanted fire signals



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



The nature and range of emergency incidents that we respond to has changed in recent years. We are constantly working to ensure that when emergencies do happen, we are able to respond in the most effective and safest way to protect and limit threat to life, property, and the environment.

We have put in place a response model that ensures 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 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 utilising Joint Emergency Service Interoperability Principles (JESIP) to ensure we are prepared to deal with all types of emergency on a local, regional and national scale.

Over the next year, we will:

- 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
- Continue the development of supervisory managers specifically around station management
- Trial alternative On-call firefighter annual leave arrangements to help maintain the health and wellbeing of our staff
- Explore alternative delivery models for Penrith Rapid Day Crewing
- Review the operational response zones and degradation policy to ensure optimum and sustainable cover
- Review arrangements and locations for specialist response vehicles, including the review of the Aerial Ladder Platforms in line with our capital replacement programme
- Develop the new Furness Peninsula Blue Light Hub and explore opportunities for a training hub delivery model
- Explore the benefits of new technologies for the delivery of station-based training, including remote incident command development
- Develop performance systems specifically for station and shift-based personnel
- Develop the role of Service Delivery Support ensuring people management systems are optimised
- Develop an exercise programme that will test our ability to mobilise National Resilience assets
- Work with National Resilience to shape the next generation of Enhanced Logistic Support capability under National Resilience 2



Resilience

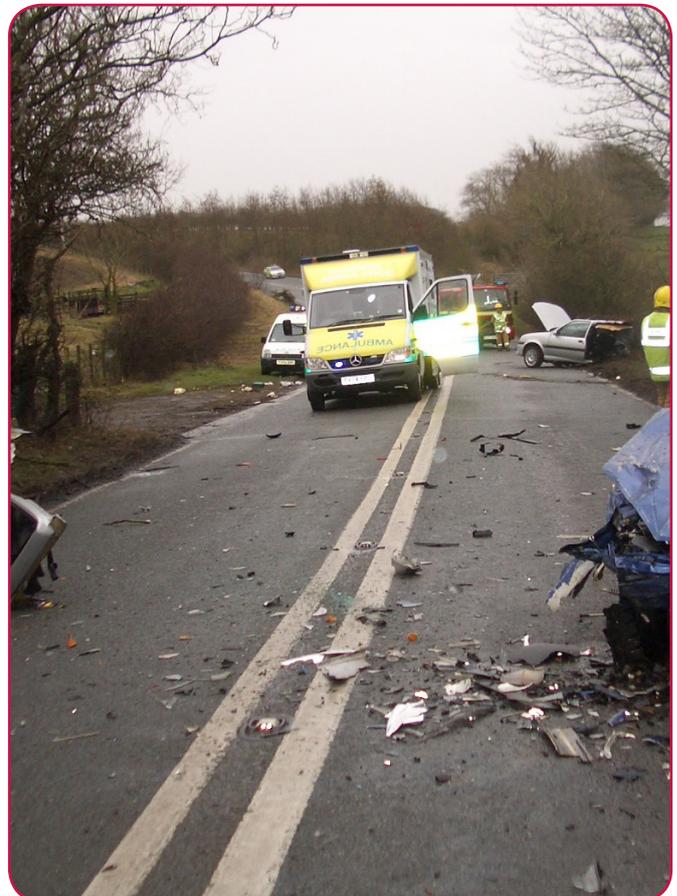
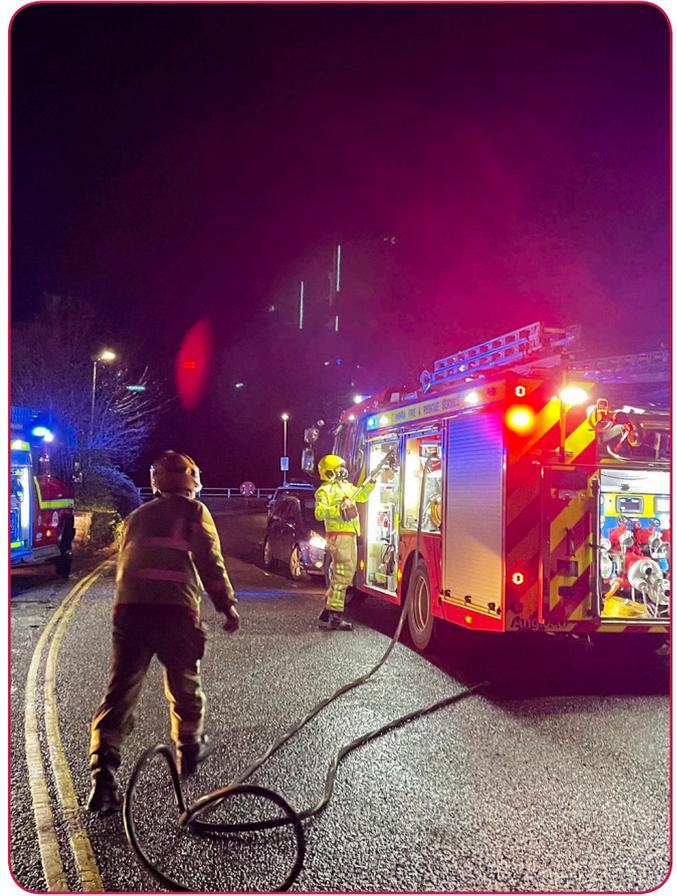
The Cumbria Local Resilience Forum (CLRF) is a body consisting of all Category 1 & 2 responders who are organisations and agencies involved with emergency response in our communities. The CLRF is supported by the County Council's Resilience Unit which sits within the Fire and Rescue Service.

The aim of the CLRF is to put in place systems and process that allow a proportionate, robust response to any foreseeable emergency that might arise, for example severe weather, flooding, a train derailment, or an industrial accident.

Despite the extraordinary circumstances of the past twelve months, the work of the CLRF continues in assessing a wide range of risks within Cumbria, anticipating events over the next twelve months and planning our response to ensure that we are fully prepared and our local communities as resilient as possible.

Over the next year, the Resilience Unit will:

- Invest in and develop a motivated, committed workforce that is innovative, supported, skilled and customer focused
- Prevent and mitigate the impacts of emergencies by assessing risks and consequences, which will enable the development of appropriate Emergency Plans and allow for all who have key roles in these arrangements to be trained, exercised and the performance assessed to identify areas for development
- Enable communities to be protected by collaborating through the Cumbria Resilience Forum to facilitate effective management of emergency arrangements and contribute to national initiatives
- Facilitate a timely and effective response assisting our partners to do the same, by providing a 24 / 7 365 days a year Emergency Duty Officer who will advise the CCC Duty Gold and advise the multi-agency Strategic Coordination Groups
- Lead nationally on emergency arrangements, guidance, and legislation, where it is in Cumbria's interest
- Meet CCC's emergency planning obligations under a wide range of legislation and Service Level Agreements



Collaboration with our partners

The Police and Crime Act places a duty on CFRS to work in collaboration with other blue light services. This is nothing new to Cumbria, and CFRS has led on several highly successful collaboration projects over the last 18 months. These projects have led to an improved service to the people of Cumbria and helped embed the principles of collaboration across the Service. Going forward, CFRS will increasingly work in collaboration with other blue light services, potentially through the blue light hub model to deliver first class services to the people of Cumbria.

Over the next year, we will:

- Complete a feasibility study into the concept of a mobile Operational Welfare Facility for use by all responders and volunteers
- Develop the Joint Emergency Service Officer (JESO) role further, including advertisement for 2 x JESO secondment opportunities for a 12-18 month period, followed by recruitment of JESO role in 2022/23
- Continue to evaluate and embed the concern for welfare initiative with North West Ambulance Service (NWAS) and Cumbria Police
- Continue to fully explore further opportunities to expand the sharing of CFRS premises with Cumbria Police and NWAS in predominantly rural areas
- Progress from commissioned stage 1 feasibility studies to stage 2 costs for new blue light hubs across the County
- Expand the number of GoodSAM Responder volunteers throughout the staff of CFRS and the broader Council
- Embed the Lakes Rescue Team response to Coniston Water and progress with a feasibility study of a combined Lakes Rescue Team response to Ullswater, Windermere and Derwent Water
- Continue to encourage increased use by our blue light partners of the Joint Incident Command Units (JICU) to support command and control of incidents and increase community engagement. Fully evaluate the JICUs with view to potential JICU fleet replacement by blue light partners
- Complete feasibility of new operational welfare facilities for use by blue light partners
- Expand the number of GoodSAM Responder volunteers throughout CFRS and CCC's
- Explore opportunities for sharing of blue light operational equipment initiatives, such as drones
- Continue to evaluate all blue light collaboration projects and initiatives to provide evidence for efficiency and effectiveness



Service Support

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

Over the next year, we will:

- Ensure operational plans are maintained with the involvement of cluster managers, relevant stakeholders, and partner agencies via active participation in the Local Resilience Forum and multi-agency exercise programmes.
- Ensure that appliances, operational equipment, and Personal Protective Equipment (PPE) projects are researched, evaluated, and trialled and procured in line with CFRS/ CCC governance arrangements.
- Engage early with staff through a variety of working groups to ensure staff participation and delivery of major projects.
- Work to support the CFRS Prevention and Protection teams in maintaining the currency of their policies and procedures in line with service time scales.
- Work with the Operational Assurance team to learn lessons from the most recent outcomes from both Joint Operational Learning (JOL) and National Operational Learning (NOL).
- Work to ensure a smooth transition to the Emergency Services Network (ESN) as part of the Emergency Services Mobile Communication Programme (ESMCP).
- Seek to reduce emissions from vehicles and equipment through the use of innovative and greener designs.
- Work with the Councils IT department to update the systems that allow access to risk information, operational plans, hazard information, maps, and water supplies at operational incidents.
- Provide CFRS with a new asset management system to record the outcome of the Periodic Inspection and Testing regime.



Performance Scorecard

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

Notes

Notes

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