

Cumbria Fire & Rescue Service

# Community Risk Management Plan

## 2024 - 28



Making Cumbria a safer place for all

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Introduction

Welcome to the Cumbria Fire and Rescue Service (CFRS) Draft Community Risk Management Plan (CRMP) 2024–2028. This Plan will ensure that decisions about our services are informed by up to date and accurate information.

CFRS is governed by the Police Fire and Crime Commissioner (PFCC). This change was enacted through legislation on 1st April 2023 following the Local Government Reorganisation in Cumbria. As such, and in line with our statutory responsibilities we have decided to refresh our CRMP considering the new structure of the Service, the priorities of the PFCC and our understanding of the challenges and opportunities that lie ahead.

As part of the CRMP process, we have availed ourselves of a series of tools and guidance documents produced by the National Fire Chiefs Council (NFCC) and Fire Standards Board (FSB) to ensure consistency across each service within the UK. These tools along with our Risk Based Evidence Profile (RBEP) have allowed us to consider key areas of risk and demand across the county.

The CRMP process enables the Service to be clear about the levels of risk that exist, influencing our prevention, protection and response arrangements and how we ensure we have the right people with the right skills and support to deliver our service. The process allows us to identify opportunities to change and match our resources in the most efficient and effective way.

The CRMP both demonstrates how we are delivering against the Police Fire and Crime Commissioners Fire Plan, and sets the strategic framework within which further strategies within CFRS will be developed



**Rick Ogden**  
Chief Fire Officer



**Peter McCall**  
Police Fire and Crime Commissioner

Executive Summary

**CFRS is governed by the PFCC for Cumbria. As such when developing our CRMP, we need to be mindful of the strategic intention of the PFCC as set out in their Fire Plan.**

We are required by the Fire and Rescue National Framework to produce a CRMP to identify and assess fire and rescue related risks that could affect our community. We have set out in this document what the CRMP is and why we do it.

Currently, the service has an CRMP covering the period 2023 – 2024, and it is our responsibility to continually review this document and take in to account the latest information about risk. This CRMP 2024-2028 and supporting RBEP reflects up to date risk analysis and evaluates current service delivery outcomes. The CRMP outlines the comprehensive range of objectives that will be used to control and mitigate risk across Cumbria against the key areas of People, Prevention, Protection and Response.

**The recent RBEP has shown that the three areas of highest risk are -**

- ▶ Primary Fires
- ▶ Injury Road Traffic Collisions (RTC)
- ▶ Flooding and Water

With regard to Fire Risk, we have used the latest risk modelling methodology provided to us by the NFCC. This modelling considers both risk and demand and when compared to previous data reinforces our understanding of high risk areas.

CFRS has access to a number of tools to help us understand the current risk profile. This includes comprehensive partnership data that ensures the latest intelligence is used to inform decision making.

Flooding across Cumbria is no longer a rare occurrence due to extreme weather events. Rather than carry out our own modelling, the Service has decided to use information provided by the Environment Agency. This information is of the highest quality and provides us with an understanding of flood risk we would not otherwise have access to.

The CRMP includes a series of proposals that will allow CFRS to continue to keep the public, visitors and businesses within the county safe and protected.

Community Risk Management Planning

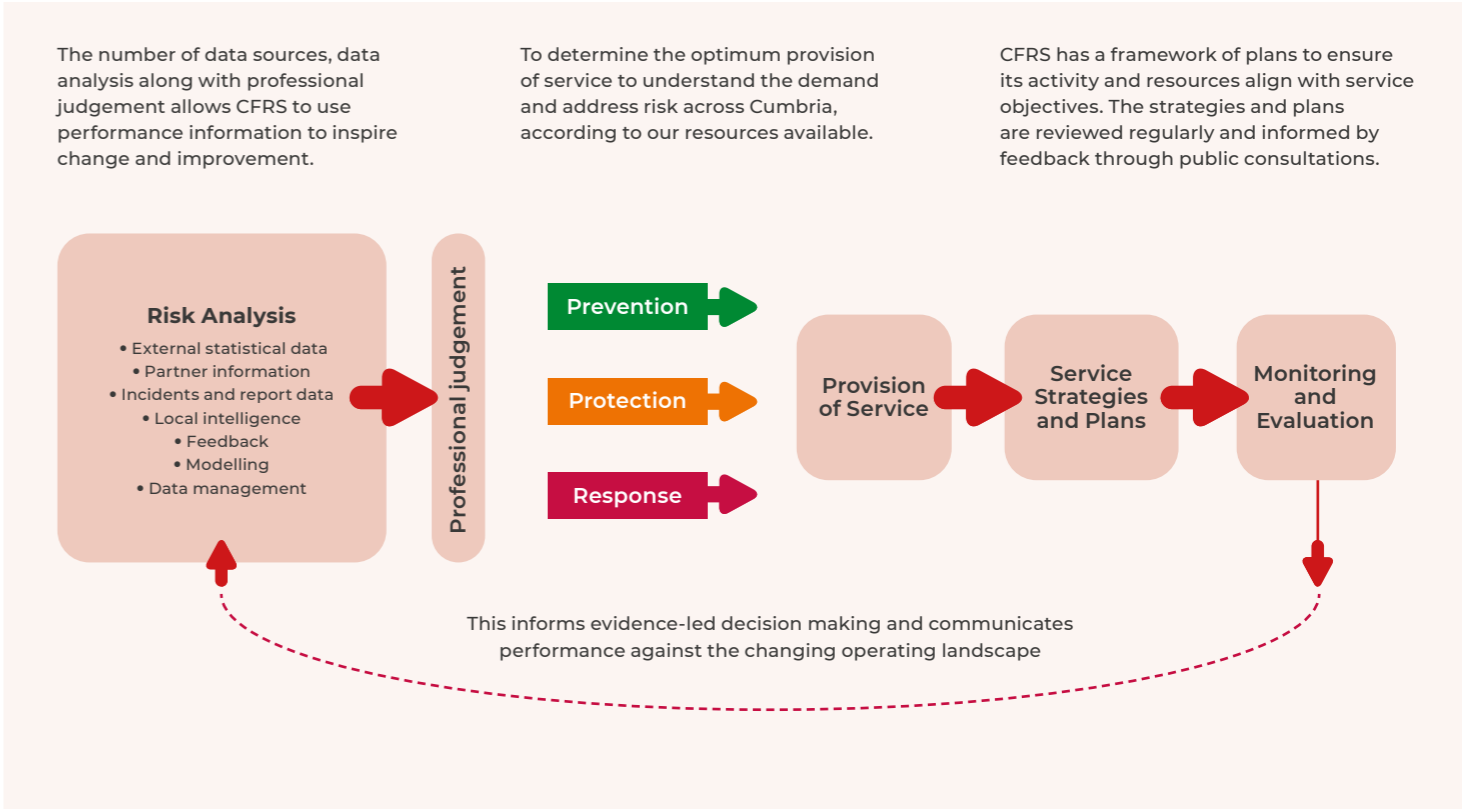
As required by the Fire and Rescue Services Act 2004 the Government outlines its expectations of English Fire and Rescue Services through a National Framework.

One of the Government’s expectations is the assessment of local risks to life and how effectively resources are used in response to those risks – this is called a CRMP. All Fire and Rescue Services must produce a local CRMP that sets out their plan for:

- ▶ Reducing the number and severity of fires, road traffic collisions and other emergency incidents occurring in the area for which it is responsible
- ▶ Reducing the severity of injuries due to fires, road traffic collisions and other emergency incidents
- ▶ Reducing the commercial, economic and social impact of fires and other emergency incidents
- ▶ Safeguarding the environment and heritage (both built and natural)
- ▶ Providing value for money

The CRMP incorporates regular updates to the Police Fire and Crime Commissioner through their corporate governance framework.

CRMP Process Map:



Our Vision and Objectives

*“A community-focused, professional and trusted fire and rescue service that makes Cumbria a safer place for all”*

In developing this CRMP, CFRS has considered its responsibilities and those of the PFCC, considering local, regional and national risks that affect our communities in line with our statutory responsibilities of prevention, protection and response. This CRMP sets out our plan and direction until 2028.

The CRMP has taken into account the recent Fire Plan released by the PFCC. We have carefully considered its contents and believe that the proposals contained within this document support the PFCC’s objectives of:

- **People** – We will ensure the Fire and Rescue Service is an inclusive organisation where we maximise the physical and mental well-being of all employees and their potential
- **Prevention** - We will provide a range of prevention activities that focus on protecting the most vulnerable and increase overall awareness of personal safety
- **Protection** - We will protect people, property and the environment by working with partners to ensure compliance with legislation
- **Working with others** - We will work together with our partners to provide a more efficient and effective service for the public
- **Use of resources** – We will work with others to develop opportunities for sharing support services and assets

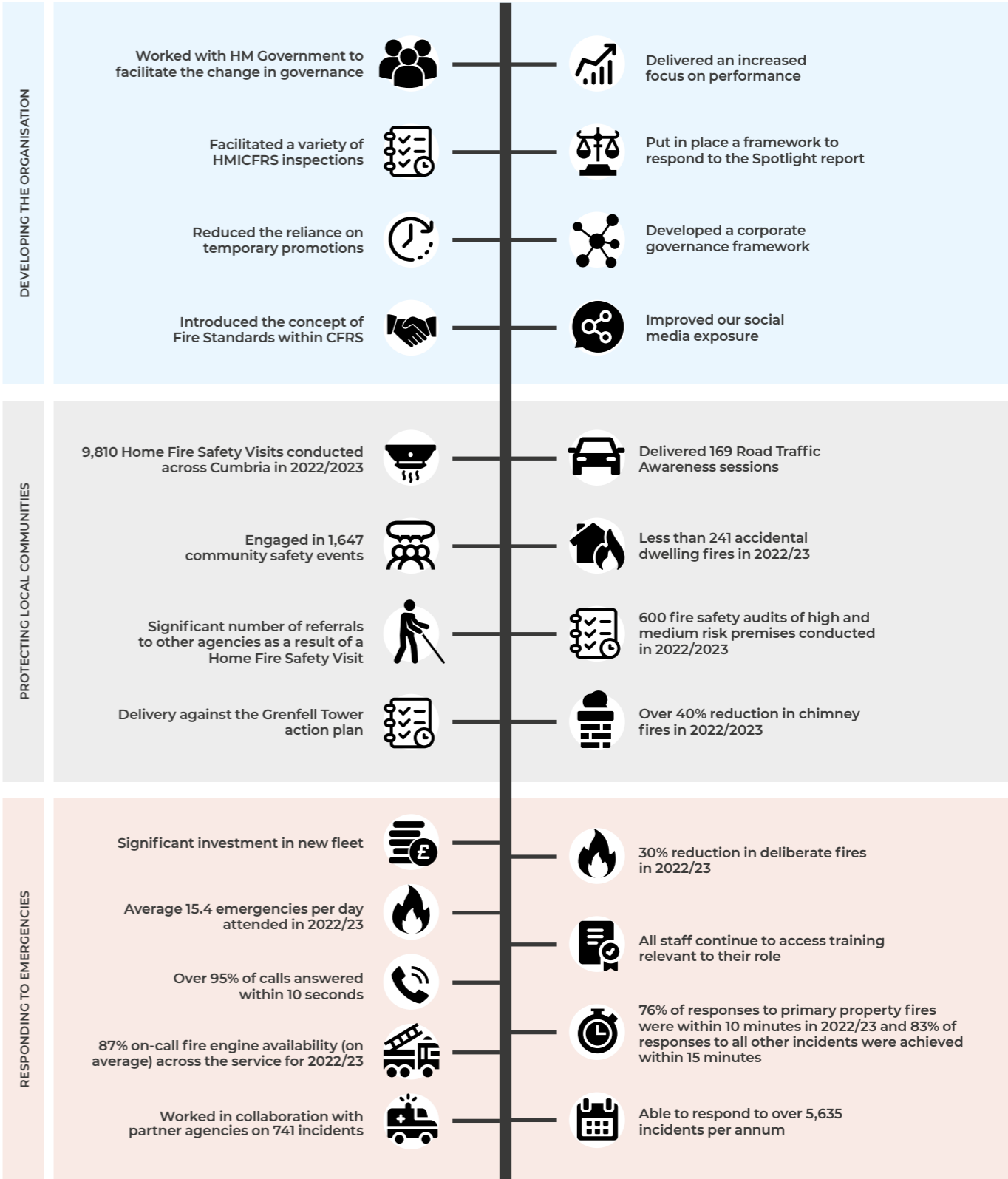
Both nationally and locally, the Fire and Rescue Service now has more wide ranging responsibilities than ever before. New challenges are emerging; for example, the continuing and ever-changing terrorist threat, climate change, the cost of living crisis and the impact of an ageing population. Such changes present challenges for CFRS and all are set against decreasing public sector budgets, in an ever more demanding economic climate.

The Service uses a wide range of interventions to achieve its goal of keeping the people of Cumbria safe. The most obvious element of this is when an appliance responds to a fire however our response to communities is much broader than that. We effectively plan for emergencies, provide fire prevention advice and also respond to the business sector under our statutory fire protection responsibilities. Collectively, these interventions are used as a suite of measures to protect communities, visitors and all those who travel within or through our County.

The CRMP acts as the basis for all our activities within Service and as such informs our People Prevention, Protection and Response strategies. This ensures our holistic approach maximises the offer to the people of Cumbria. We will continue to evaluate our service delivery model, fleet and resources to ensure that we are sending appropriate resources to efficiently and effectively deal with the incidents presented, in a safe and professional manner.

What have we achieved through the last 12 months

This section highlights CFRS performance during 2022/23 against identified priority areas:



## Assessing the Risk

### Cumbria – Local Context

In order to understand the risks in our communities, we need to understand the county and the people who live here. Risk information comes from a variety of sources and informs our professional judgement when we decide on the measures we need to have in place to respond in the most effective manner to those risks and areas of concern identified.

### About our county

Geographically Cumbria is the third largest county in England but the second least densely populated covering 677,000 hectares, including a coastline of 245km and accounts for a staggering 48% of the land mass in the North West. Its largest urban areas are Barrow in the south, Workington in the west and Carlisle in the north of the county. The area includes two National Parks; the Lake District and the Yorkshire Dales National Parks, as well as three Areas of Outstanding Natural Beauty; Solway Coast, North Pennines, and Arnsdale and Silverdale. Additionally, there are 279 Sites of Specific Scientific Interest (SSSI), 8 Nature Reserves and 4 European designated Specially Protected Areas (SPA).

Cumbria's visitor economy makes a significant contribution to the broader Cumbrian economy, providing at least 32,000 jobs and £2bn of expenditure annually. Cumbria has over 7000 listed buildings, approximately 2% of the national total. It has two UNESCO World Heritage sites; the Lake District and Hadrian's Wall.

Within the County we have the M6 motorway and two trans-Pennine trunk roads, the A69 and the A66. There are also 3,729km of unclassified roads, many of which are narrow, winding, with steep gradients and poor accessibility.

Cumbria's current population is just over 498,000. At any given time, visitors to the county can significantly swell these numbers. Cumbria receives nearly 50 million visitors on an annual basis. Over 50% of the Cumbrian population live in rural communities which brings varied challenges for service delivery.

The Cumbrian population is 'super-ageing'. This means that the population of Cumbria is ageing faster than the rest of the UK population and the number of people of working age is reducing. Nearly 25% of the Cumbrian population is aged over 65. As people grow older, their health needs become more complex with physical and mental health needs impacting on each other.

With an ageing population, dementia is likely to be a significant issue across Cumbria as well as increasing levels of long term illness and sensory impairment. Additionally, those with existing physical and learning disabilities are living longer, increasing the need for more complex packages of support. There are currently estimated to be about 8,000 people living with dementia in Cumbria. This is expected to increase to over 13,000 by 2030. Mental health and age are both significant risk factors in relation to domestic property fires.

There are high levels of poverty and deprivation spread across the county and in particular in the urban areas of Barrow and West Cumbria. Some areas in Cumbria fall within the 10% most deprived areas in the country. Although the prevalence of poverty and deprivation is greater in Cumbria's urban areas there are pockets of significant deprivation in some of the most rural communities. Deprivation is a risk factor for fires and increasing deprivation may lead to more incidents.

### National Risks

The risks that the UK faces are continually changing. The government monitors the most significant emergencies that the UK and its citizens could face over the next 5 years through the National Risk Assessment (NRA). The risks cover 3 broad categories: natural events, major accidents and malicious attacks. As a Fire and Rescue Service we must ensure we are prepared and able to respond when required.

To support our ability to address national risks, CFRS will continue to train and develop our firefighters to the highest possible standard so that they can respond to local, regional and national emergencies.



Community Risk Register (CRR)

The Civil Contingencies Act 2004 requires Local Resilience Forums (LRFs) to undertake risk assessments and maintain a Community Risk Register (CRR). The CRR provides information on the most significant emergencies that could happen in Cumbria, together with an assessment of how likely they are to happen and the impacts if they do. This includes the impacts to people, their houses, the environment, and local businesses.

It is designed to inform people about the risks that could occur where they live, so they can think about what they can do to be better prepared in their homes, communities, and businesses.

Looking at all of the risks together can also help emergency services, local authorities and other organisations plan their joint response. The CRR aims to help these agencies make decisions on emergency planning work and helps them develop better relationships whilst considering their capabilities and capacity.

CFRS is represented on the Cumbria LRF. This ensures that CFRS is actively involved in the work to identify potential risks and produce emergency plans to either prevent or mitigate the impact of any incident on our local communities. Our planning and resource arrangements are designed to meet and mitigate the risks outlined within the CRR.

Future Risk

In addition to historic data, we also consider large developments planned for Cumbria that will impact on service delivery.

The Service has access to the Local Economic Partnership (LEP) documents that give us an awareness of significant economic development over the next few years.

Alongside this information, the Service also considers transport and both commercial and residential developments that may impact on both turnout times, and levels of risk in the impacted areas. Our relationship with BAE systems and Sellafield help us to understand upcoming developments in these two high risk areas and plan accordingly.

Weather

CFRS like other services undertake numerous activities which are not currently statutory duties. Among others, these include flood response and inland water safety messaging. There is an expectation from the Government and wider public that FRS's will undertake these activities. Whilst extremely important and on the increase, currently they are non statutory duties and maintenance of these activities has to be balanced against other competing priorities.

The changes in weather associated with climate change continue to pose operational challenges to CFRS. Firefighters have been involved in responding to significant flooding and snow fall events in recent years. The Service has vehicles, equipment and appropriately trained staff to deal with these types of events, although not funded.

Over the last fifteen years, Cumbria has suffered from a number of significant flooding events; in 2005 there was major flooding to Carlisle and in 2009 Cockermouth suffered from severe flooding that devastated the town. This event also caused huge disruption elsewhere across the County, including major damage to infrastructure. Most recently in December 2015, flooding resulting from Storm Desmond caused unprecedented damage and disruption to many communities across Cumbria and beyond.

As well as flooding, CFRS recognises the dangers surrounding outdoor water courses i.e., lakes, reservoirs, ponds, canals and rivers, and so we prioritise water based prevention activities around that risk and collaborate with partners, to put in place plans to deal with future large scale weather events.

In recent years we have seen increases in these types of incidents and have put significant resource into equipment and training to allow firefighters to respond effectively.

The frequency and intensity of wildfires is likely to continue increasing given the predictions for climate change within the UK. This is confirmed by an upwards trend in recent years and more frequent spells of intense wildfire activity. Within Cumbria there are large areas of the county that are particularly vulnerable to wildfires, including over 500 square miles of Sites of Special Scientific Interest and over 1200 square miles of land that fall under other protection schemes.

The increase in leisure use of open access land for tourism has increased the risk of wildfire initiation, as the vast majority of wildfires are started by people accidentally or maliciously. Given the importance of its landscape to Cumbria, any wildfire can potentially have a significant impact on tourism and the local economy. Our investment in training and equipment has led to CFRS being recognised as one of the leading services in dealing with wildfires.

Special Risks

Cumbria has four upper-tier Control of Major Accident Hazard (COMAH) or equivalent sites that require the production of off-site emergency plans. These are:

- Sellafield
- MOD Longtown
- Spirit Energy (Barrow)
- Vertellus (Workington)

Some of these sites have dedicated onsite firefighters, separate to CFRS. The Service works closely with these Services who form part of the wider risk management and emergency response arrangements.

There are a number of lower tier COMAH sites within the county along with other site specific risks such as reservoirs and high pressure gas pipelines. CFRS are aware of these, and have plans in place to deal with incidents in those areas.

Risk Based Evidence Profile and current demand

Risk Based Evidence Profile (RBEP)

CFRS has produced a comprehensive Risk Based Evidence Profile (RBEP) which has been used in the development of this CRMP with the overarching purpose being to profile the nature and level of risk and demand faced by communities across Cumbria. This will then enable CFRS to ensure risk mitigation is optimised through service design and delivery.

Resource and response arrangements continue to be based on:

- **Geographical cover** – The area of service provision. This is driven by the geographical dispersion of potential incidents and the distance to travel by our response vehicles
- **Workload** – The likely number of independent responses required, considering historical incident data
- **Type of response** – The characteristics of the hazard risk which determine the resource requirement within that area
- **Weight of attack** – The amount of equipment and staff required to deal with an incident based on an analysis of the potential impact of each emergency situation
- **Availability of resources vs demand for services** – The location of fire appliances and equipment relative to the level of risk in the area

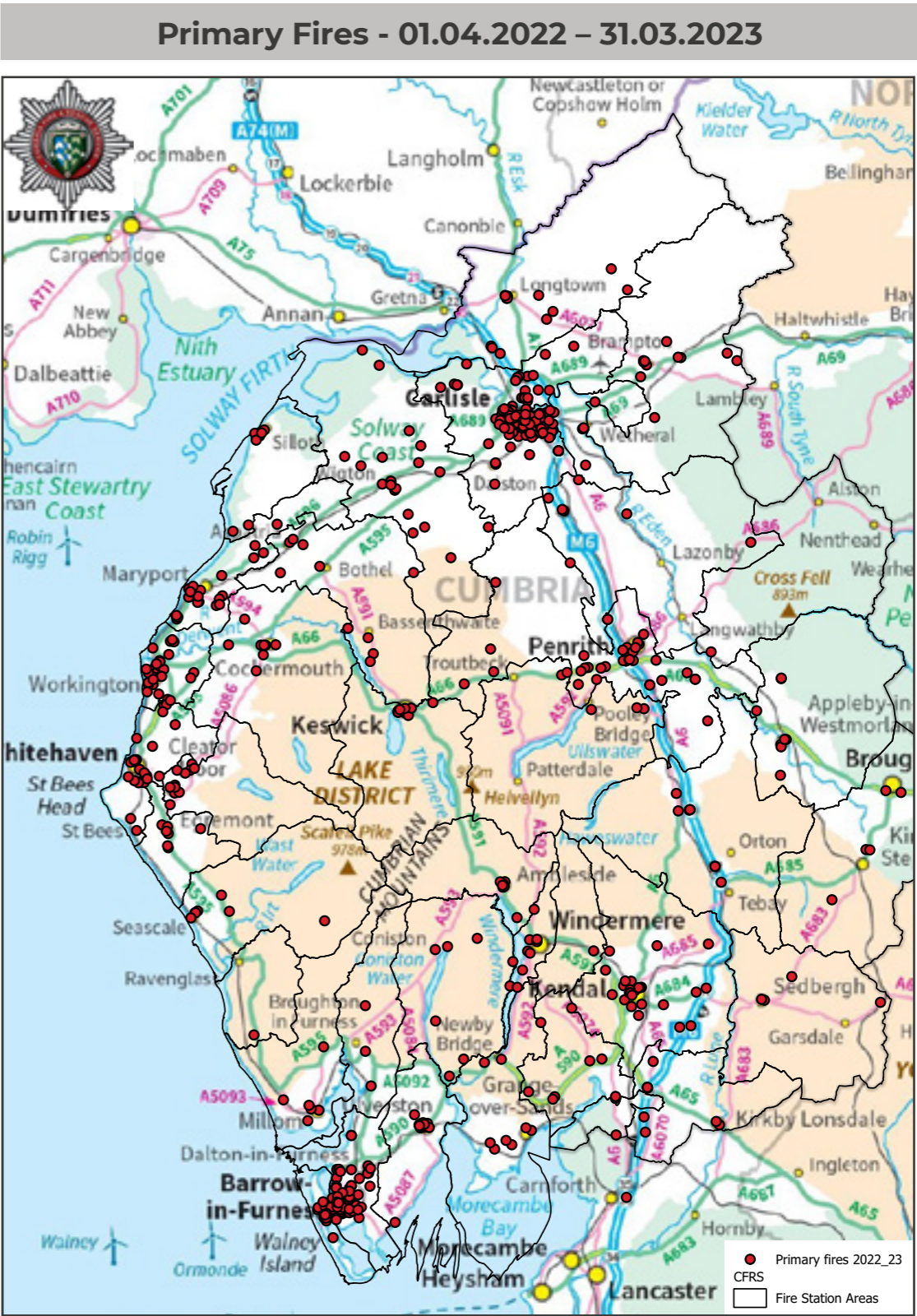
Demand

To ensure the CRMP is effective, CFRS must consider both the risk of incidents happening, and the actual demand that the service has faced over previous years, whilst also trying to predict future demand. Guidance from the NFCC supports the Services own understanding that the three areas of highest demand and risk are:

- **Primary Fires**
- **Road Traffic Collisions**
- **Flood and Water risk**



The maps below and overleaf illustrate the demand faced by the Service in these areas over the last five years:



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Road Traffic Collisions - 01.04.2022 – 31.03.2023



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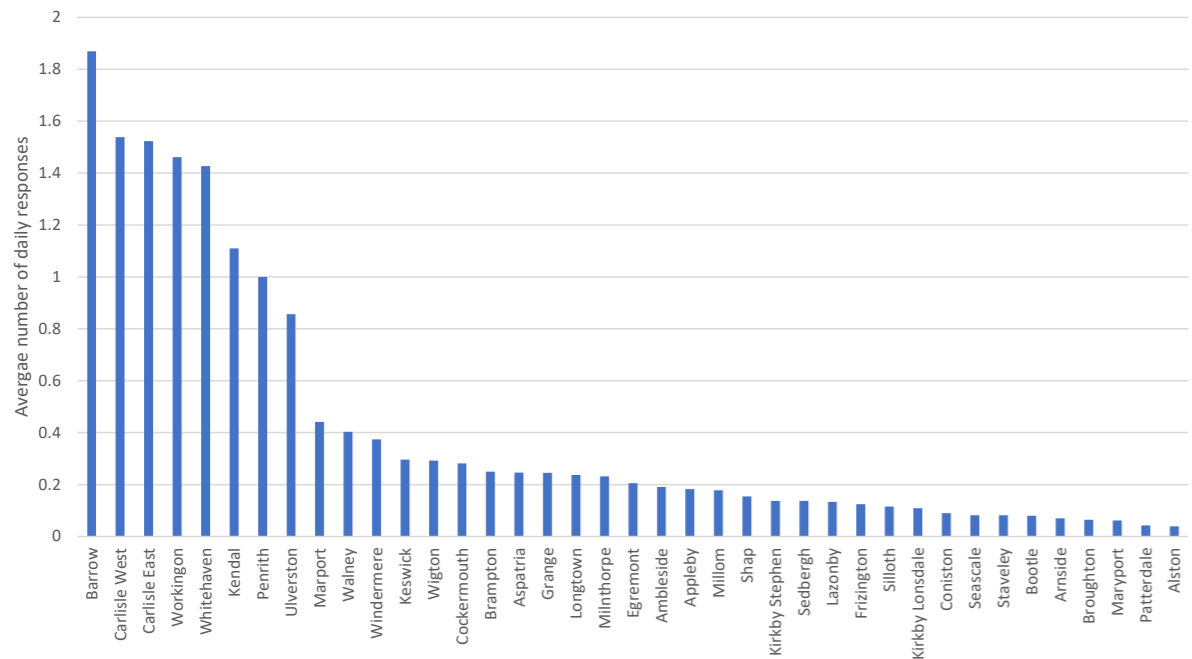
Flood and Water Rescue Incidents - 01.04.2022 – 31.03.2023



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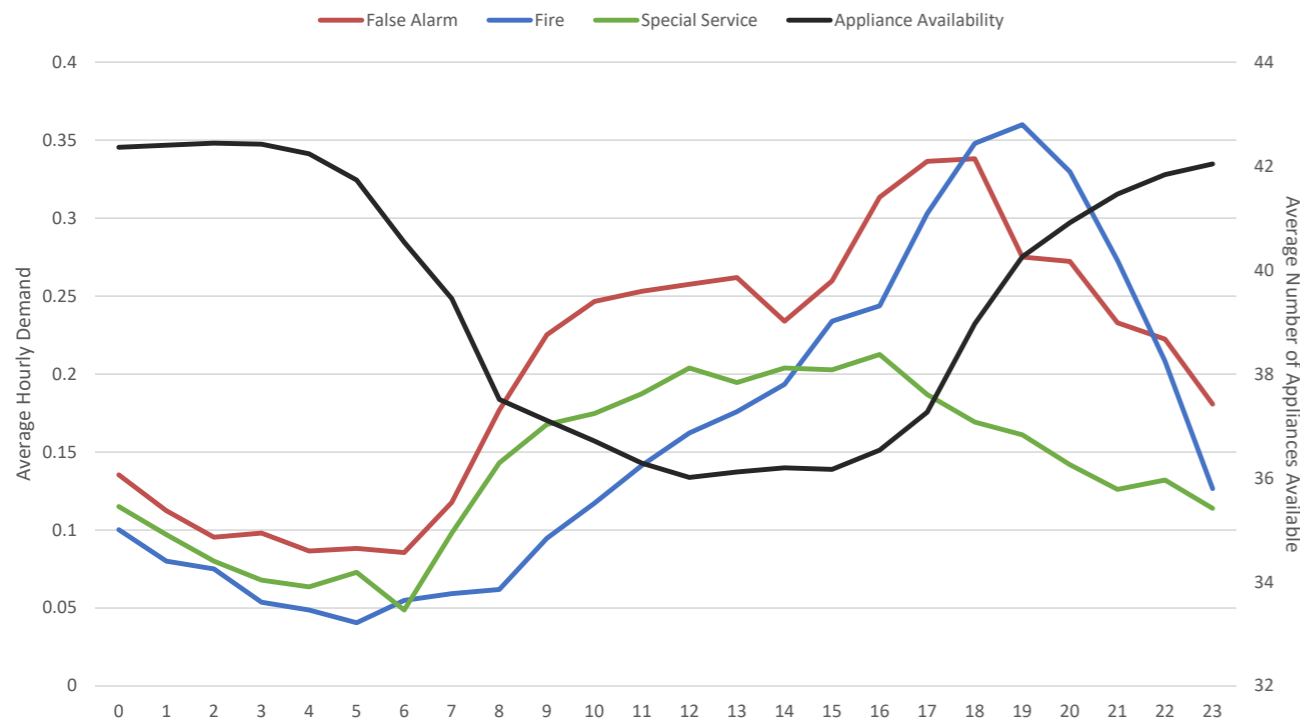
The Service is continually changing to meet the risk demand profile of the county. The two charts below highlight the variability in deployment and demand across the county. Rather than have a static model, the Service needs to flex in order to meet the risk and demand requirements in different parts of Cumbria.

Chart: Number of Appliance deployments by Station



The chart below shows the average hourly demand by incident type, with peak number of fires between 18:00 and 21:00.

Chart: Average Hourly Demand by Incident Type



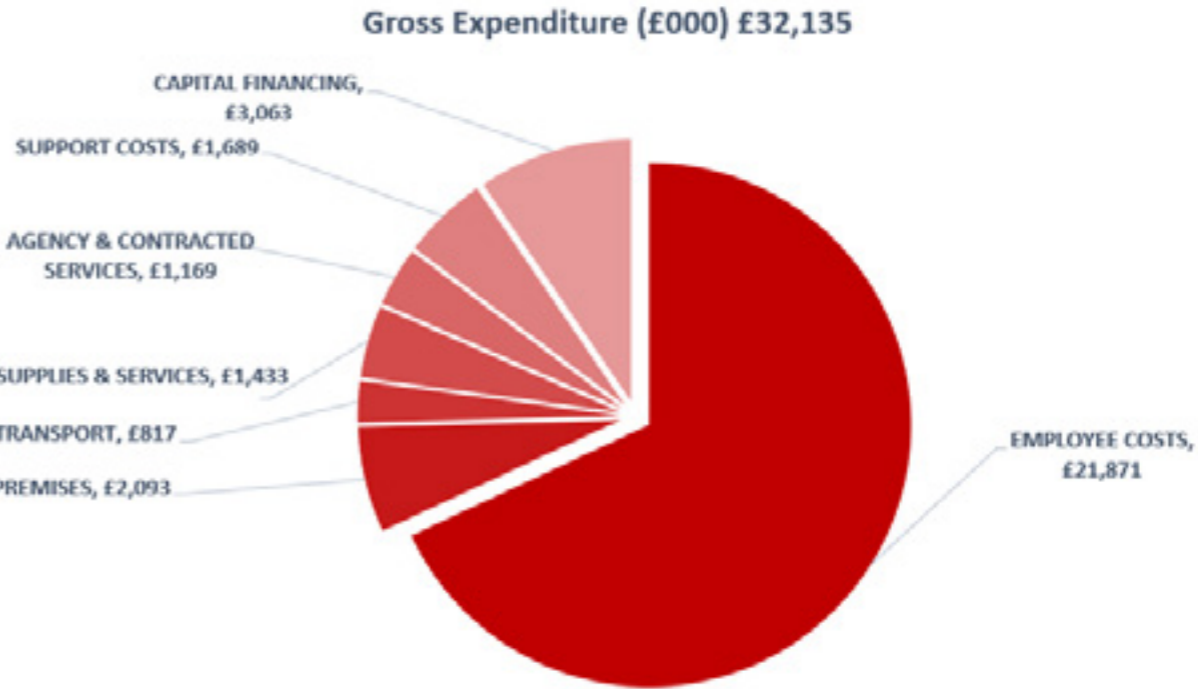
## Our Resources

The Service provides emergency cover for Cumbria on a continuous basis. CFRS continues to evaluate its resources and provide a variable level of response to differing types of incident, thereby matching operational response to the demand profile of the county.

We will provide innovative solutions to staffing arrangements, supported by robust risk, and equality assessments, to ensure we have an efficient, effective and safe model for responding to the wide range of emergencies we face. This is against a backdrop of a reducing demand for our 'traditional fire and rescue' services due to pro-active prevention and protection initiatives.

## Our Budget

The Fire and Rescue Service budget is primarily aligned to staffing, premises, support costs and supplies and services. Our current budget breakdown is shown below.



The distribution of our budget has changed significantly in the last twelve months as the Service has taken responsibility for a number of activities previously provided through Cumbria County Council. This includes the entire corporate support function for example Human Resources, Fleet Management and Occupational Health.

Corporate Staff

With the change in Governance, corporate staff now provide a wide range of support that facilitate the delivery of the CFRS vision. This now includes areas such as Governance, Data Security, Programme Management, Finance, Fleet and People Management.

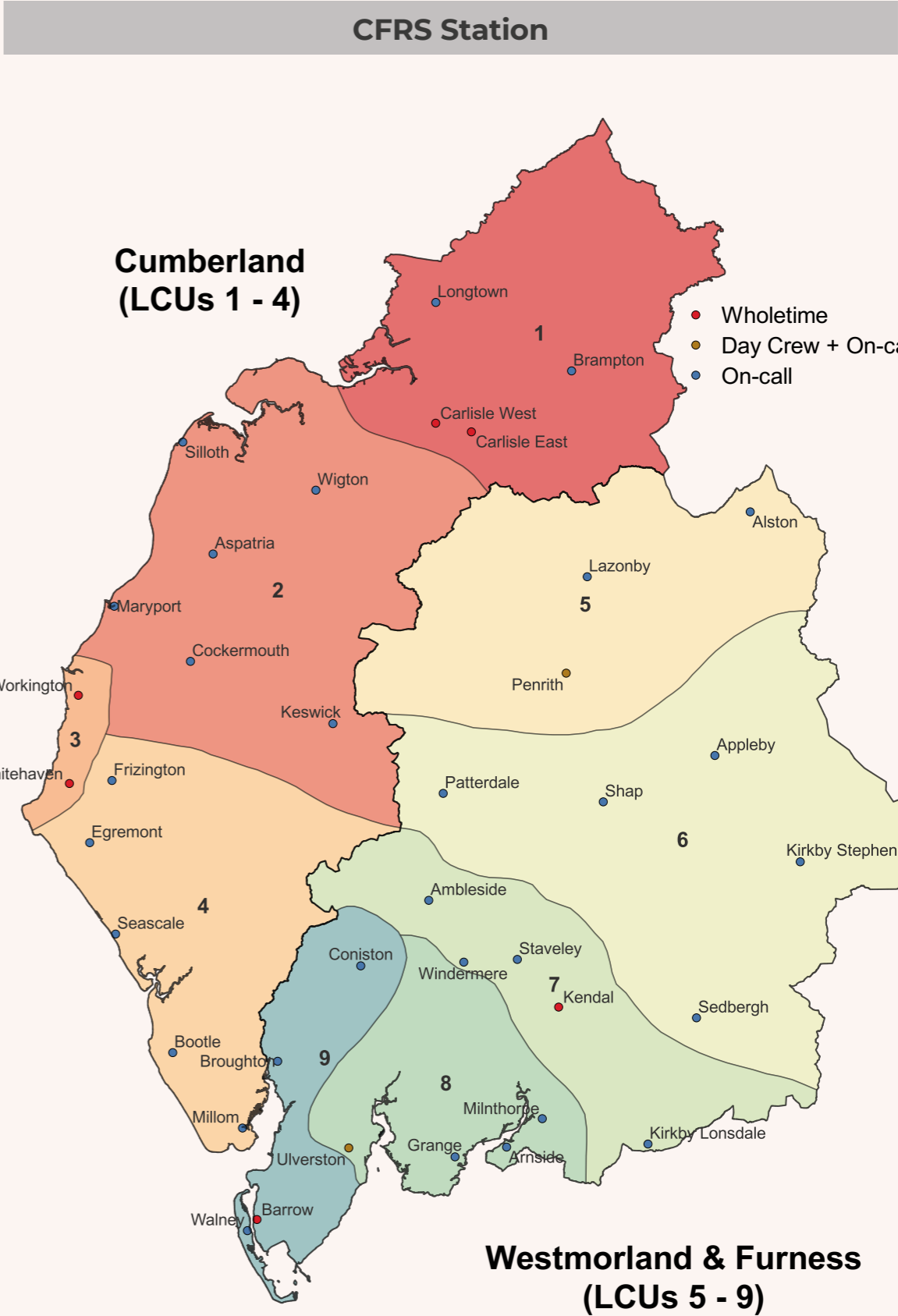
In addition to this support, a number of services are delivered by dedicated CFRS support staff that contribute towards the delivery of the CRMP. These include the delivery of Home Fire Safety Visits and Fire Protection inspections.

Our Fire Stations

CFRS responds to a range of emergency incidents with 45 fire appliances operating from 38 fire stations across Cumbria. Stations are crewed by operational staff who work different shift patterns depending upon local risk and demand.

Due to the vast geographical area covered by CFRS a fundamental consideration is how we serve our most rural locations. Some of our Stations attend very few calls each year.

In delivering against the CRMP, the Service must constantly review the disposition of its assets against both current and future risk to ensure that tax payers receive value for money and that interventions are delivered in the most effective way possible.



Wholetime Firefighters

There are currently 8 stations that operate either wholly or in part with staff working the wholetime duty system. Serving these fire stations are over 200 wholetime firefighters, including managers. CFRS has always been innovative in delivering duty systems that allow firefighters to respond effectively to the demand within the county in the most efficient manner.

On-call Firefighters

On-call firefighters are a vital part of CFRS. Nationwide, over 14,000 On-call firefighters provide efficient, cost effective and reliable Fire and Rescue cover to around 60% of the UK. Across Cumbria they provide cover to 36 of our 38 Fire Stations. At any one time in Cumbria there are up to 450 On-call firefighters available at different times of the day and night. They attend the full range of incidents including fires, floods, road traffic collisions and chemical spills.

Our Fleet

CFRS maintain a wide range of vehicles that enable us to respond to emergency incidents and carry out all the work that we need to do each day. The Service has in place a Fleet Strategy the aim of which is to provide a vehicle fleet that enables the delivery of prevention, protection, and response activities in order to reduce the impact and consequences of emergencies and related incidents to the communities of Cumbria. It covers all vehicles used for emergency and non-emergency provision of services.

As part of the National Resilience strategy the Government have provided CFRS with specialist vehicles, including a High Volume Pump (HVP) with associated equipment and a Mass Decontamination Unit (MDU). As part of the national resilience planning CFRS is able to draw support from regional and national partners to provide appropriate resources to deal with some of the unprecedented major incidents Cumbria has experienced in recent years.

We will continue to review and develop our fleet of support vehicles to meet the geographical and adverse weather conditions of the County and have invested significantly in the fleet over the last 18 months. Our fleet replacement programme is ongoing, and we'll continue to replace special appliances and update our fire engines in line with our Fleet strategy.



Our Objectives

Over the lifetime of this CRMP, the Service will endeavour to deliver against a number of key areas:

People:

As a service, CFRS recognise how a diverse workforce can result in improved outcomes for our communities. We are fully committed to having a motivated and committed workforce that is innovative, supported, skilled, customer focused and fully engaged with all aspects of Equality, Diversity and Inclusion. The foundation to everything we do to support these commitments will be contained within our People Strategy.

CFRS are committed to ensuring that our people remain at the forefront of all our thinking and actions as we continue to put our communities first in all of our Prevention, Protection and Response activities. To support this, we regularly review how we give our workforce opportunities to engage and feedback with their opinions, ideas and suggestions.

As a Service, we work hard to ensure that all of our policies, procedures and frameworks are influenced by the national Core Code of Ethics. This includes putting our communities at the heart of everything we do and improving our understanding of diverse communities both within the workforce and with service users.

The development of all our staff is paramount to the delivery of an effective service. We will ensure that we equip our workforce with the correct skills, knowledge and support, together with the confidence and ability required to face the day-to-day challenges presented to them through the course of their work. An increased focus on the safeguarding agenda will allow our staff to work effectively with partners in protecting the most vulnerable in our society.

Effective delivery of our service requires an increasing diversity of skills, ideas and people. We are, and will continue to be an employer that offers equality in opportunity when recruiting for new staff, although we recognise there is still some way to go before our workforce truly reflects the diverse nature of the communities we serve.



## Prevention:

Prevention activity is seen as paramount in the PFCC's Fire plan to reducing the fire risk in Cumbria. The objective in the plan is to ensure that prevention activity is focussed on those people most at risk from fire and other emergencies.

A review of fire deaths and national research has highlighted several groups that are at greater risk. Recent research by the NFCC has indicated that as well as increased risk, certain groups may suffer from inequality of access to Fire and Rescue Service interventions and advice.

CFRS works in partnership with other organisations to help identify, prioritise, and mitigate the risk for vulnerable people. For Cumbria, the challenge of preventative work is to address increased risk. This includes mitigation and supporting projects that tackle the root cause of inequality. Our local station prevention activity will be evidence based.

Our prevention activity focuses on individual needs aligned with the Person-Centred Framework published by the NFCC. This approach utilise data analysis, direct referrals from partner agencies such as Adult Social Care and targeted addresses provided by the Health and Social Care Information Centre (HSCIS) via the NHS Corporate Information Governance team, to focus our prevention work and target the most vulnerable in our community.

CFRS recognises the value that can be delivered through partnership working in tackling local issues or wider countywide thematic issues such as substance misuse, domestic violence and mental health. Where we can add value, we will engage with those partnerships and contribute our expertise.

The Covid-19 pandemic and cost of living crises has created new and emerging risks, CFRS will work flexibly to ensure that our resources are constantly assessing increases in risk and focussing on the most at need. We will continue to develop our data and information sources to ensure that local managers can identify their areas with highest risk and deploy the appropriate tactics to minimise this risk and keep people safe from harm.



## Protection:

CFRS Fire Protection department has always been rated as good in how effective we are at keeping people safe and secure from fire and other risks. This compliments the PFCC's objective of the Service working with partners to protect people, property and the environment. This is delivered in compliance with all statutory legislation.

According to Government statistics the average cost of a fire in commercial premises is £43,800. Over 60% of businesses that experience a serious fire either never re-open or fail within twelve months. The additional burden that this places on people's lives and on the economic strength of Cumbria is incalculable.

To ensure resources are directed at the highest risks, CFRS has developed a risk based inspection programme which provides important data to assist in the the identification of high risk premises. This ensures the Service fulfils its duty to manage the fire risk within the community. The risk based inspection programme forms part of the Service's overall integrated approach to risk management by prioritising the inspection of premises across Cumbria.

Fire Safety Audits are generated and programmed from within our Community Fire Risk Management Information System (CFRMIS). The premises designated a risk level and a future scheduled inspection is created by the Enforcement Management Model within CFRMIS following the completion of an on-site audit.

CFRS will continue to provide additional support and guidance to businesses and continue to improve engagement, regulation and enforcement to improve safety and support economic development and growth. In addition, we will work with partners to help and inform businesses in Cumbria to prepare suitable arrangements to ensure resilience and business continuity plans are in place to minimise the disruption caused by adverse events.

## Response:

CFRS has a Response Strategy which is based on national guidance and locally derived risk assessments. This Strategy assists us in our decision making about the distribution of resources when emergency assistance is required, and we are called to help. Using this method, we seek to ensure that the majority of our resources are located where the risk is, and an appropriate immediate response is made to all emergency calls.

The nature and range of emergency incidents that we respond to has changed in recent years. We want to ensure that when emergencies do happen, we are able to respond in the most effective and safest way in order 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.

One of our key priorities is to deliver a highly effective and efficient operational response. To achieve this, we will have to continuously review our operational philosophy and implement 'new ways of working' that continue to secure public and Firefighter safety. There is a need to balance our approach to deploying resources and increase our flexibility to respond to the different kinds of emergencies we face.

The different areas of the Service do not operate in isolation, in order to maximise our offer to the people of Cumbria, People, Prevention, Protection and Response strategies must complement one another. This CRMP which is informed by the PFCC's strategic Fire Plan provides a framework within which managers can work to ensure this happens.

**Corporate Support:**

Over the last few years, there has been significant development in other agencies providing an inspection regime and guidance to fire and rescue Services.

CFRS has been subject to two full HMICFRS inspections and several thematic ones. Lessons identified from those inspections and areas of good practice highlighted are considered when developing objectives for future service delivery.

In recent years the NFCC has been instrumental in the development of the Fire Standards Board (FSB). This board provides national guidance to all services on how best to deliver in distinct subject matter areas, for example leadership, prevention and safeguarding. There is even a standard for how to develop the CRMP. In each standard not all guidance is relevant to CFRS, however those areas of guidance that are pertinent are adopted and again considered when developing new objectives to be delivered against.

**North West Fire Control (NWFC)**

NWFC receive all 999 calls for CFRS and Greater Manchester Fire and Rescue Service, Lancashire Fire and Rescue Service and Cheshire Fire and Rescue Service. NWFC is open 24 hours a day, 365 days a year and is responsible for mobilising fire engines and resources to incidents, liaising with the incident ground and recording important details. They are an integral part of service delivery within Cumbria.

The following priorities and commitments have been approved for NWFC in 2024-25:

**Priority 1:** To provide an effective and efficient control room function which satisfies our partner fire and rescue services' operational response requirements.

**Priority 2:** To train and develop our people to provide a skilled, motivated, and competent workforce.

**Priority 3:** To provide professional business services to support the control room function and the training and development of our people.

**Priority 4:** To develop open and inclusive relationships with our people and partner fire and rescue services.

**Change in Governance:**

Over the last year CFRS has moved from a County Council Fire & Rescue Authority Model to a PFCC Model. Front line service delivery has been maintained during this change, however every strand of the service has been impacted in one way or another. One of the most impactful changes is the reliance on a series of Service Level Agreements with the two new councils, Cumberland and Westmorland & Furness to deliver a wide range of Services such as Occupational Health, fleet maintenance and ICT.

The Service is currently going through the process of reviewing these SLAs and deciding which model of support will meet its needs in the future. These models of support are intrinsic to service delivery going forward and must be considered when delivering the objectives outlined in the CRMP.

**PFCC Fire Plan:**

As a result of the new governance structure, this CRMP must consider the PFCC's Fire Plan. We have worked in partnership with the PFCC's office to both inform the development of the Fire Plan and ensure that those objectives in this CRMP compliment the PFCC's overall vision. Delivery against this CRMP will be scrutinised both within Service and by through the PFCC's accountability framework.

**The Service believes that the objectives that follow are provide the best opportunity for it to continue to deliver its vision of being:**

***"A community-focused, professional and trusted fire and rescue service that makes Cumbria a safer place for all."***



## Deliverables – We will:

### People:

- ▶ Ensure that we have the right people in the right posts at the right time
- ▶ Review and develop cultural values and behaviours that makes CFRS a great place to work
- ▶ Review our employee offer
- ▶ Ensure the service is an inclusive organisation where all employees and potential employees have fair and equal access to opportunity
- ▶ Maximise the wellbeing of our staff
- ▶ Ensure leaders and managers are equipped with the right skills, tools and guidance to promote compassion, accountability, support and trust
- ▶ Review the hosted arrangements to ensure services reflect the needs of the Service

### Prevention:

- ▶ Introduce new software to allow the right interventions to be delivered dependent on vulnerability and risk
- ▶ Use electronic tablet devices to record data from Home Fire Safety visits
- ▶ Develop a new Prevention Strategy that ensures we continue to support the most vulnerable in our communities
- ▶ Work with Partner agencies and the community to ensure the CFRS Youth offering is fit for purpose
- ▶ Develop a bespoke road safety training package, using innovative technology to target ASB driving activity

### Protection:

- ▶ Introduce new software to inform our risk-based inspection programme
- ▶ Use electronic tablet devices to record data from Fire Safety visits
- ▶ Develop a new Protection Strategy that reflects new legislation and demands placed on CFRS
- ▶ Adopt new guidance for fire safety interventions
- ▶ Implement a Protection Response Team who can provide Fire Safety advice and always carry out Enforcement activities
- ▶ Embed Fire Investigation into the Protection Department

### Response:

- ▶ Explore innovative means of communication to ensure that pertinent information is understood and acted upon by all stations
- ▶ Carry out a review of Operational fire cover for the county including a review of turn in times for On-call staff
- ▶ Explore changes in shift systems to ensure best value and promoting flexible working arrangements
- ▶ Work with North West Fire Control to procure and implement a new Computer Aided Dispatch system
- ▶ Work with neighbouring services to increase our understanding of cross border risk

### Fleet and Estate:

- ▶ Develop a capital investment strategy that maximises the best use of available funding to improve the delivery of services across CFRS
- ▶ Provide the workforce with a fit for purpose working environment
- ▶ A sustainability strategy to help improve our negative impact on the environment
- ▶ Continue to explore Bluelight collaboration opportunities around the estate

### L&D:

- ▶ Invest in a new BA Hot fire training facility at Headquarters
- ▶ Champion the process that ensures that National Operational Learning and National Guidance are embedded in the latest training packages

### Other:

- ▶ Review the training needs and support given to On-call staff to ensure it is delivered in the most effective manner
- ▶ Constantly review the disposition of firefighters, fleet and equipment to ensure that Service provision constantly meets the demand profile of Cumbria in the most efficient and effective manner
- ▶ Review our response time performance measures to ensure they accurately reflect the level at which we operate, commensurate with current risk and service delivery requirements
- ▶ Ensure that the NFCC Code of Ethics is embedded within the work of the Service and shapes the delivery of our activities within Cumbria
- ▶ As a result of disaggregation identify the most effective and efficient solutions for CFRS and explore areas for collaboration with other blue light agencies and partners on key areas such as ICT

# Cumbria Fire & Rescue Service Community Risk Management Plan 2024-28

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## Our Code of Ethics



Putting our communities first



Dignity and Respect



Equality, diversity and inclusion



Integrity



Leadership



@cumbriafire

Making Cumbria a safer place for all

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