



Enquiries to: Mrs P Zutic
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Our reference: PZ

Date 14 January 2025

CUMBRIA POLICE, FIRE & CRIME COMMISSIONER'S PUBLIC ACCOUNTABILITY CONFERENCE

The Police and Crime Commissioner's Public Accountability Conference will take place on **Monday 20th January 2025, at 13:00.**

The purpose of the Conference is to enable the Police, Fire and Crime Commissioner to hold the Chief Fire Officer to account for operational performance.

If you would like to join the meeting as a member of the public or press, please contact Paula Zutic on paula.zutic@cumbria.police.uk Following the meeting papers will be uploaded on to the Commissioner's website.

G Shearer
Chief Executive

Attendees:

Police, Fire & Crime Commissioner	- Mr David Allen (Chair)
OPFCC Chief Executive	- Ms Gill Shearer
Chief Finance Officer	- Mr Steven Tickner
Fire Service Lead	- Mr Paul Hancock

AGENDA

PART 1 – ITEMS TO BE CONSIDERED IN THE PRESENCE OF THE PRESS AND PUBLIC

1. APOLOGIES FOR ABSENCE

2. URGENT BUSINESS AND EXCLUSION OF PRESS AND PUBLIC

To consider (i) any urgent items of business and (ii) whether the press and public should be excluded from the Meeting during consideration of any Agenda item where there is likely disclosure of information exempt under s.100A(4) and Part I Schedule A of the Local Government Act 1972 and the public interest in not disclosing outweighs any public interest in disclosure.

3. QUESTIONS FROM THE PUBLIC

An opportunity (not exceeding 20 minutes) to deal with any questions which have been provided in writing within at least three clear working days before the meeting date to the Chief Executive.

4. DISCLOSURE OF PERSONAL INTERESTS

Attendees are invited to disclose any personal/prejudicial interest, which they may have in any of the items on the Agenda. If the personal interest is a prejudicial interest, then the individual should not participate in a discussion of the matter and must withdraw from the room unless a dispensation has previously been obtained.

5. MINUTES OF MEETING

To receive and approve the minutes of the Public Accountability Conference held on the 25th October 2024.

6. PERFORMANCE WITH A THEMATIC ON ACCIDENTAL PRIMARY DWELLING FIRES

To receive an update from Cumbria Fire & Rescue Service in relation to performance, with a thematic on Accidental Dwelling Primary Fires: ADPFs.

7. PEOPLE STRATEGY

To receive and note a Cumbria Fire & Rescue Service presentation in relation to 'CFRS People Strategy'.

8. WORKFORCE PLANNING

To receive and note a Cumbria Fire & Rescue Service presentation in relation to 'Workforce Planning'.

Fire Public Accountability Conference

OPEN ACTION LOG



Date of meeting	Action Number	Minute Number / Topic	Action to be taken	Lead Person/s	Report back to Board	Update	Review Date	Date Action Closed
25/10/2024	006	Performance	Identify on the template if targets are monthly or annual	Head of Safety & Assurance	Yes	Complete - target identified as annual.	21/01/2025	CLOSED
25/10/2024	006	Policing Performance and Outcomes for Victims	Right Care Right Person started in July 2024 and information will be provided to the next Exec Board – Fire meeting.	Head of Safety & Assurance	Yes	Complete - detailed report provided to Executive Board Fire in December	21/01/2025	CLOSED



NOT PROTECTIVELY MARKED



**CUMBRIA POLICE, FIRE & CRIME COMMISSIONER
PUBLIC ACCOUNTABILITY CONFERENCE**

Minutes of the Public Accountability Conference held on
Friday 25th October 2024
In the Community Room, FRS HQ

PRESENT

Police, Fire & Crime Commissioner – David Allen (Chair);

Also present:

OPFCC Chief Executive (Gill Shearer);
Chief Finance Officer (Steven Tickner);
Fire Service Lead (Paul Hancock);
CFRS Head of Safety & Assurance (Mark Clement);
Bluelight Collaboration Manager (Steph Stables);
OPFCC Executive Support Officer (Paula Zutic) - taking minutes

PART 1 – ITEMS CONSIDERED IN THE PRESENCE OF THE PRESS AND PUBLIC

001. APOLOGIES FOR ABSENCE

Apologies for absence were received from the Chief Fire Officer (Rick Ogden);

002. QUESTIONS FROM MEMBERS OF THE PUBLIC

No questions had been received in advance of the meeting from any members of the public

003. URGENT BUSINESS AND EXCLUSION OF THE PRESS AND PUBLIC

There were no items of urgent business to be considered by the Committee.

004. DISCLOSURE OF PERSONAL INTERESTS

There were no disclosures of any personal interest relating to any item on the Agenda.



005. MINUTES

The Chair presented the minutes of the CFRS Public Accountability Conference held on the 18th July 2024 which had previously been circulated with the agenda. The minutes were agreed as an accurate record and signed by the Chair.

RESOLVED, that, the

- (i) Minutes of the CFRS Public Accountability Conference held on the 18th July 2024 be confirmed as a correct record and signed by the Chair;

006. PERFORMANCE

The presentation was given by the Fire Service Lead PH & MC

Overall performance against targets is in a good place, it is also recognised that there are still some improvements to be made against some targets.

Response Time

In the last HMICFRS inspection CFRS were criticised for the target they had set for themselves, which was essentially unattainable. This was reviewed earlier in the year.

The on-call response target is 15 minutes, CFRS are currently at 12.33 seconds and are consistently hitting the target every month.

It is acknowledged that there are difficulties in recruiting on call firefighters, as they have to live in close proximity to their base. This is currently being reviewed to see if anything can be done to assist with recruitment.

Availability remains the same at 76% and compares well nationally. The heat colour map within the presentation helps inform decision making and is updated regularly.

Protection is subject to a separate recovery plan. More high-risk audits have been carried out and CFRS is confident it can achieve the target.

Commercial False Alarms

There has been a spike in false alarms at BAE systems and Furness general Hospital. This is outside the CFRS statutory powers, but work is being carried out with the hospital on a voluntary basis to try and reduce the number of false alarms



North-West Fire Control have process in place in relation to false alarms and shared learning.

Commercial Fires follow the national trend and see a reduction in this area.

Building Regs

CFRS have a statutory duty to respond to building regulation requests within a set period of time and numbers are outwith their control. Specialist officers need to carry out this work, and currently 94% are achieved on target. Other Fire Services have a dedicated dept. to carry out this work, but in Cumbria, specialist trained officers carry it out as part of their day job.

Work will be undertaken at the end of the financial year in relation to the target setting process, and will look at performance; most similar Fire Services; and national steer from HMICFRS. Some will be a monthly rather than an annual target. Seasonality will also be taken into account.

Ambitious targets need to be set, but they also need to be achievable. PH will pick this up with HMI LF next week.

ACTION:

Identify on the template if targets are monthly or annual (MC / SS)

ACTION COMPLETE – Targets identified as annual.

Fires

The number of fires are shown on the graph as below target every month, with the exception of accidental primary dwelling fire (1 or 2 over target).

CFRS look into the detail of each fire to identify any trends (e.g. lithium batteries) and give assurance in this area. The analysis will be repeated every month.

Home Fire Safety Visits is a positive news story and consistently meets the target. Visits are targeted to the most vulnerable people as a priority.

Dwelling False Alarms does not have a target, but is always attended. Analysis takes place in the background to identify any trends.

Road Traffic Accidents (RTA's)

Only a certain proportion of RTA's within the county are attended by CFRS. The graph within the presentation shows those attended by CFRS (blue line) and those attended by the Constabulary (grey line) and gives some context to the figures.

Water Incidents / Non-Fire Incidents are outwith the control of CFRS, as they are called out to assist by other agencies.



ACTION:

- **Right Care Right Person started in July 2024 and information will be provided to the next Exec Board – Fire meeting.**
ACTION COMPLETE – report provided to EB-Fire in December 2024.

Community engagement figures are rising which is positive.

Service absence figures are positive and in the last 4 months has consistently been below the 6% target.

Following a discussion, the report was noted.

RESOLVED, that

- (i) The report be noted;

007. THEMATIC PRESENTATION – CFRS PREVENTION STRATEGY

The presentation was given by the Fire Service Lead PH.

Section 6 of the Act details responsibilities and these are captured within the CRMP deliverables and the Fire Plan.

The Prevention Strategy has six objectives, with a plan on a page for each. This delivered by the prevention team, which has recently been re-invigorated by LW and refreshed the approach to prevention. This is driven through Station Managers and Community Safety Leaders with really positive results.

A clear; focussed approach has been provided to prevention and the team feel included in the organisation.

Previously there was no awareness or structured programme for crews in relation to Home Safety Visits. This has now been resolved and training provided. The focus will be on the backlog to reduce figures. Feedback will be linked in and escalated to SLT. 8,000 Home Safety Visits will be delivered to the most vulnerable people.

Work on the Road Safety Partnership Plan is carried out jointly with colleagues in Police and other agencies. It is working well, and part of the work includes influencing on a national scale.



Analysis and impact assessments are being carried out on the water harm index, as this is not where we would like it to be. Crews have access to information and can make informed decisions about where to target resources.

A new version of C-THEMIS will be coming on line in the not too distant future, and will help with GDPR; creating Power BI reports; as well as proper evaluation with tangible outcomes. This will close the loop and give an understanding of the impact of what we are doing.

In terms of media, some national campaigns have been supported but not all. Some campaigns have been Cumbria specific. There is currently a vacancy for the Comms Manager post, and the new person will pick this up as a priority – local focus, aligned to national campaigns where we can.

The Fire Cadet scheme is based at Workington, with a view to extend to Carlisle.

£20,000 of Serious Violence Duty funding was provided to fund a recognised course for young people who have been identified through the behaviours and referred to the course in this way. The individuals behaviour is monitored at 3 stages, before, during and for a period of time after the course to demonstrate the effectiveness of taking part in the course on their potential offending behaviours. Due to a slight increase in Youth Arson, we have asked for an element of this to be included in the course which has been agreed by CFRS.

Courses are booked from 9-13 December at Ullswater School, Penrith then further courses will take place in Carlisle, Barrow and Workington – up until March.

It is understood that the Kendal Hub are also considering funding a course in the Ulverston Area.

This aligns with the prevention element of the Cumbria Serious Violence Duty Strategic Response, of which Fire are a responsible authority.

Data and intelligence is in a much better place. Evaluation questions are asked and the start and end (of Home Safety visits) to identify benefits and learning, to influence what we do.

Thanks were given to LW and her team for all of their hard work around prevention.

The Commissioner was assured that CFRS know where the gaps are; have identified them and have a plan in place to deal with the; and that the plan is progressing.

The Tiaa Governance report gives assurance around the Governance that we have in place.



NOT PROTECTIVELY MARKED



Following a discussion, the report was noted.

RESOLVED, that

- (i) The report be noted;

The Commissioner thanked everyone for their presentation, and is happy for managers to come along to present to the meeting going forward.

Meeting concluded at 14:30

Signed: _____ **Date:** _____

Cumbria Fire & Rescue Service

Public Accountability Conference Performance update



Introduction

- Service Key Performance Indicators (KPIs)
- Numerical Comparisons
- Accidental Primary Dwelling Fires





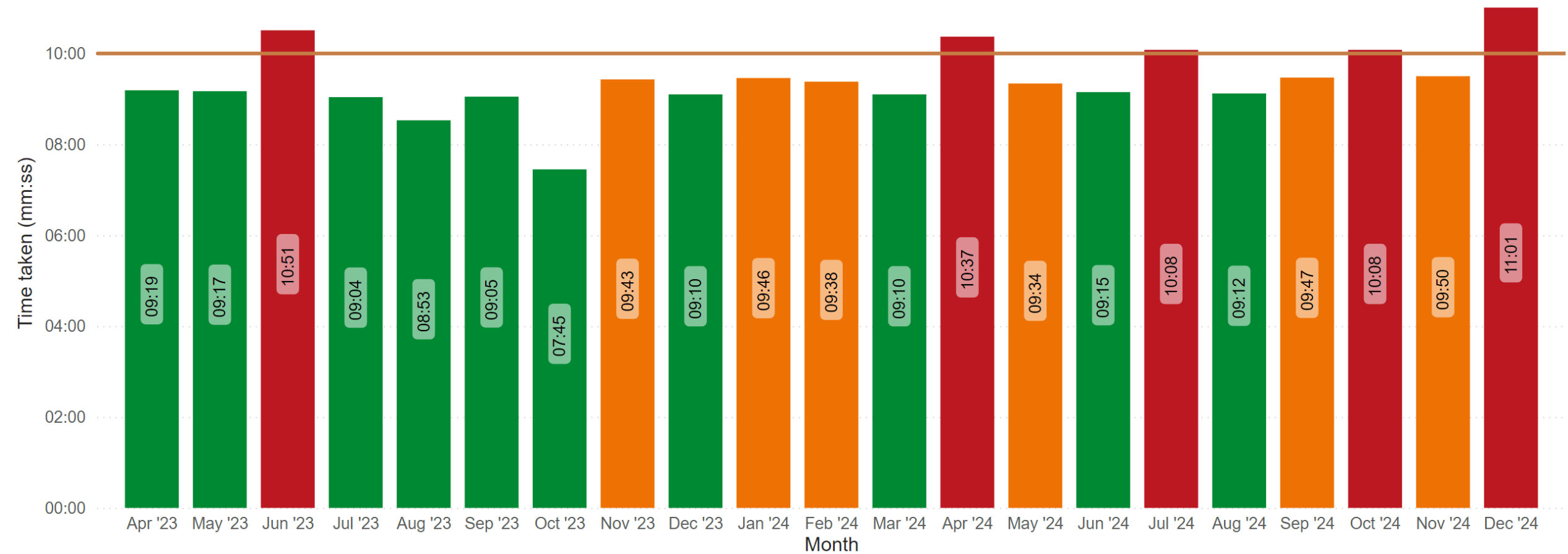
Type

All

Service Average Response Time (All Fires)

12 Month Average

09:50





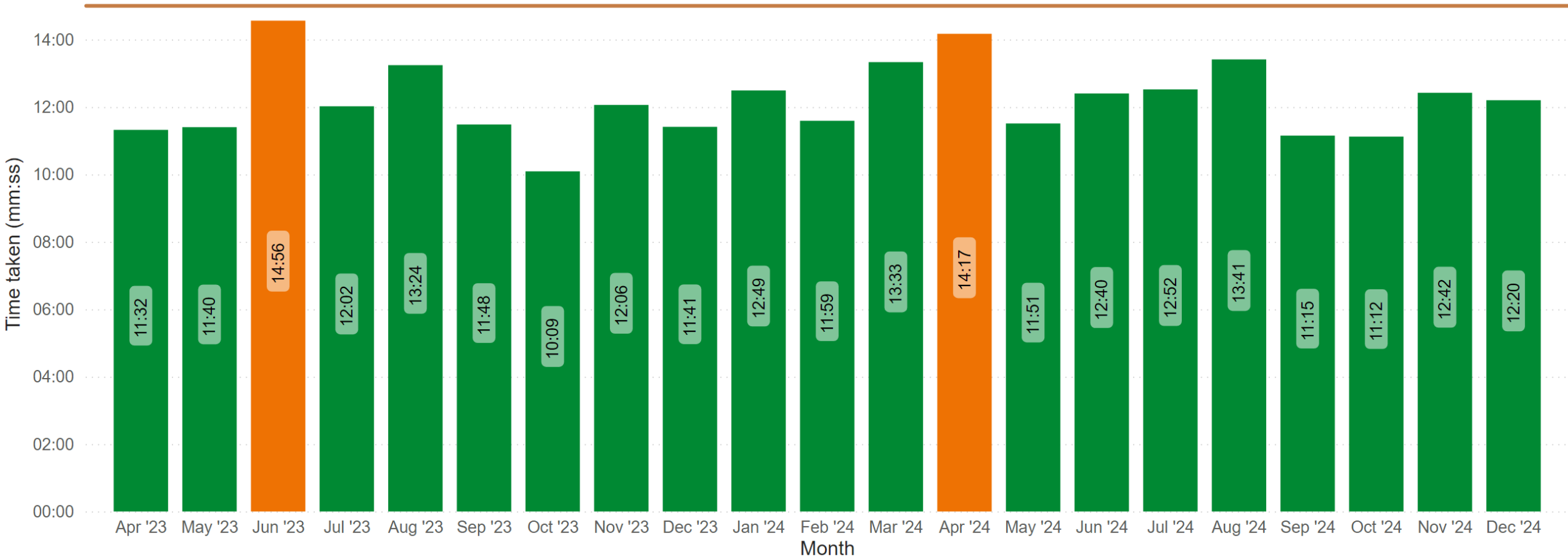
Type

All

On-call Average Response Time (All Fires)

12 Month Average

12:39

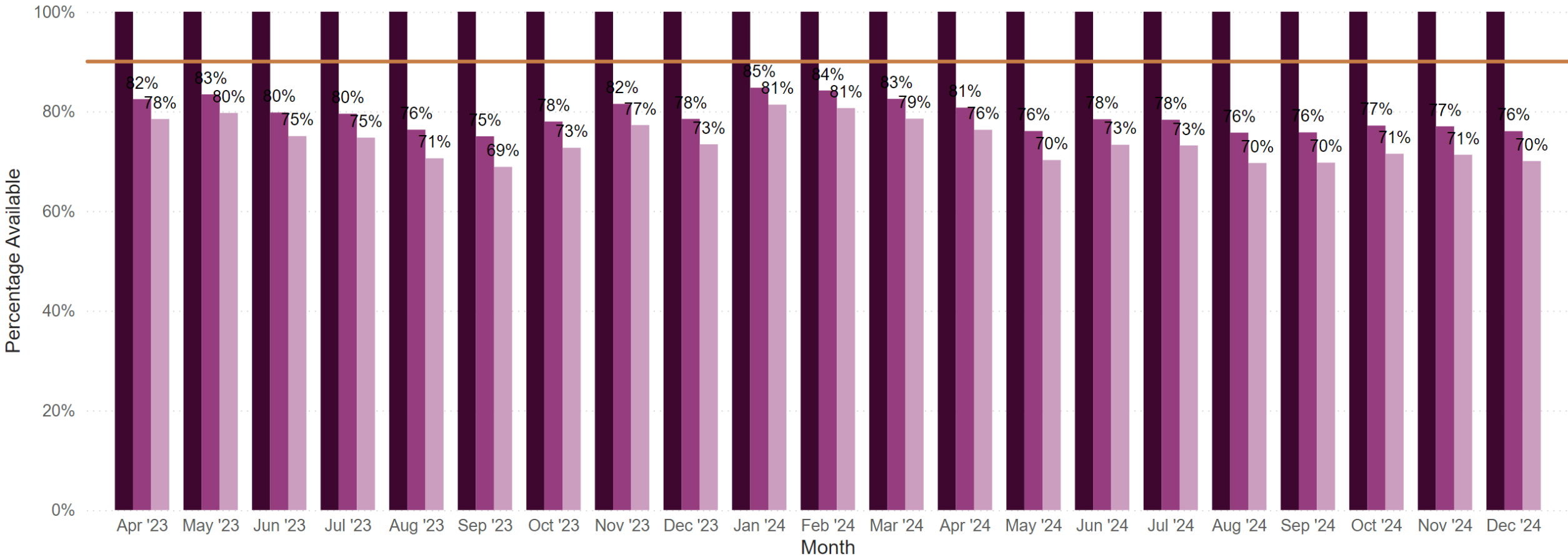




Availability by Month

It is assumed Wholetime are available 100% of the time

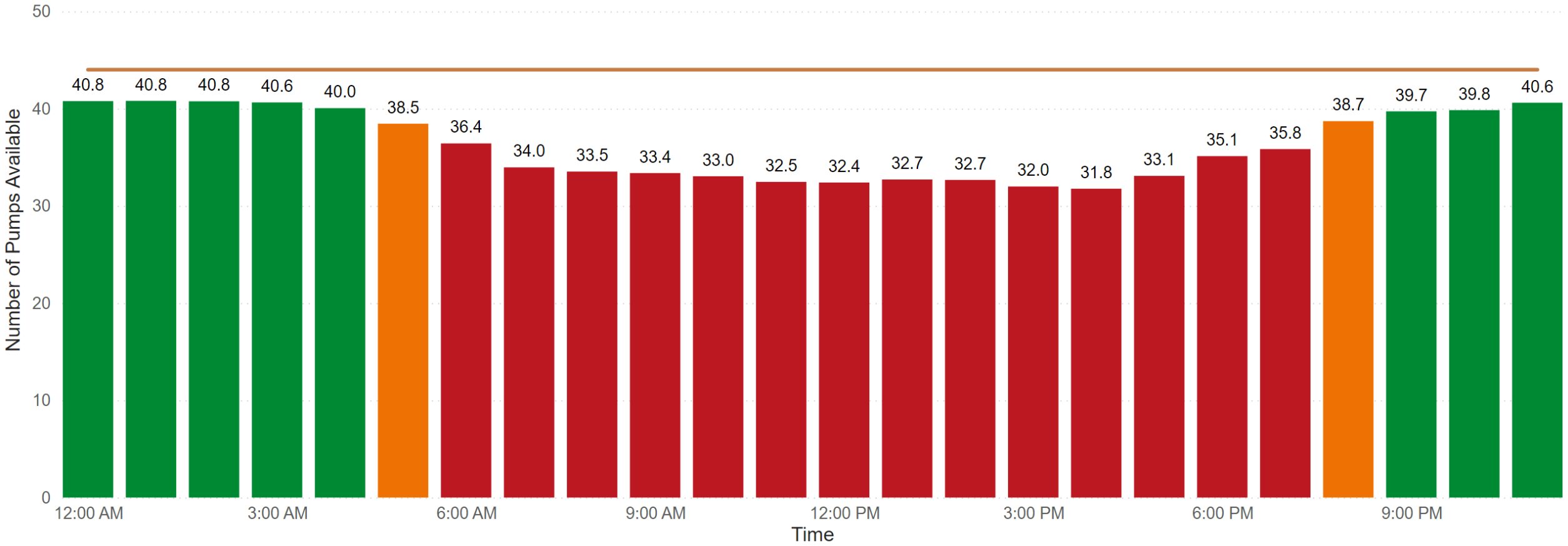
● Wholetime ● Service ● On-call





Availability by Hour

Showing the average number per hour for Jan 24 - Dec 24





Day Type

All

Availability by Hour x Day

Showing the number of appliances off the run per hour per day for Jan 24 - Dec...

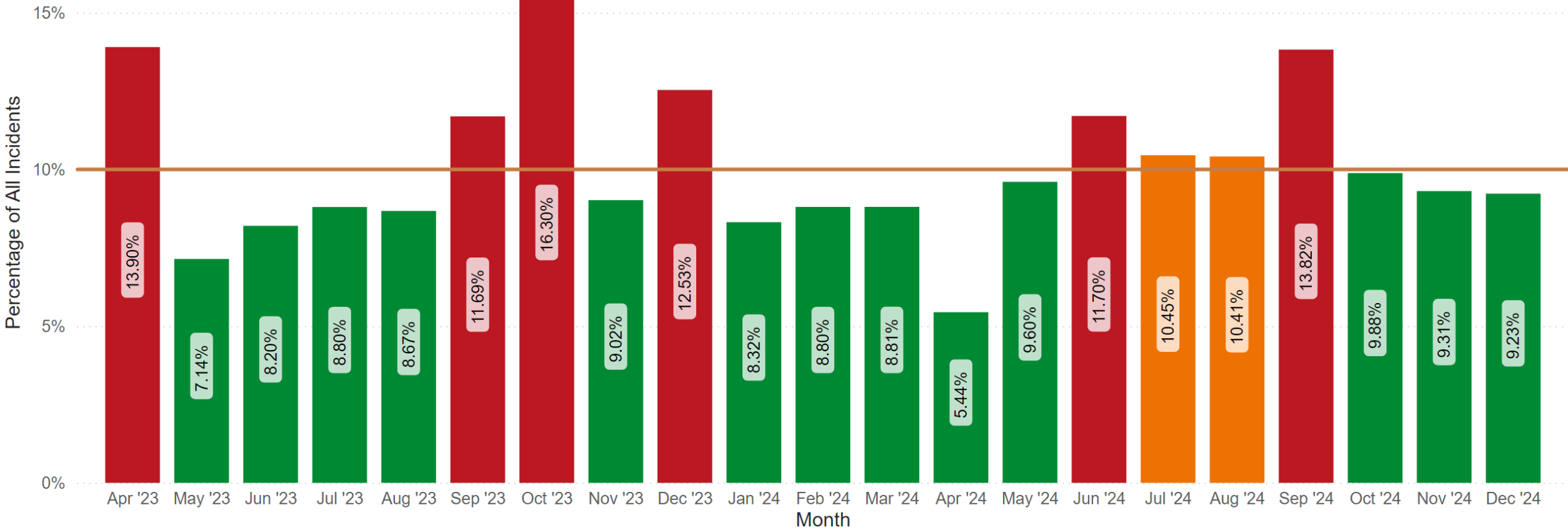
Date (default is most recent first)

00:00 01:00 02:00 03:00 04:00 05:00 06:00 07:00 08:00 09:00 10:00 11:00 12:00 13:00 14:00 15:00 16:00 17:00 18:00 19:00 20:00 21:00 22:00 23:00

Date	00:00	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00
31 Dec '24	7	7	7	7	6	6	7	9	6	5	5	7	8	9	9	10	13	12	12	11	11	11	11	9
30 Dec '24	6	6	6	6	7	8	11	12	11	12	11	14	12	11	12	12	10	8	6	6	5	5	5	5
29 Dec '24 - Weekend	7	7	6	6	8	10	12	11	10	13	15	15	17	19	19	17	12	11	12	9	6	5	5	5
28 Dec '24 - Weekend	5	5	5	5	6	7	9	10	9	10	13	13	12	12	13	13	10	10	13	11	10	10	8	8
27 Dec '24	8	8	8	8	8	8	10	11	12	10	13	14	14	15	17	14	11	10	11	11	10	8	8	7
26 Dec '24 - Bank Holiday	4	4	4	4	4	5	5	6	3	3	5	5	10	11	13	11	10	13	14	14	13	12	12	10
25 Dec '24 - Bank Holiday	6	6	6	6	6	7	8	6	3	2	3	4	3	6	5	11	10	11	14	10	6	5	5	5
24 Dec '24	6	6	6	6	6	5	6	7	6	9	11	9	8	8	10	8	7	7	9	9	9	7	7	7
23 Dec '24	3	3	3	3	3	4	6	8	12	11	13	14	11	13	11	8	9	9	6	6	7	6	6	6
22 Dec '24 - Weekend	7	7	8	8	9	11	10	10	9	9	11	15	17	16	17	12	13	10	9	9	6	6	6	5
21 Dec '24 - Weekend	7	6	6	6	7	8	7	8	7	10	10	11	14	10	9	8	8	10	9	10	13	8	8	6
20 Dec '24	4	4	4	4	4	4	10	12	8	9	9	12	16	15	14	16	15	18	16	14	12	12	12	10
19 Dec '24	2	3	3	3	3	3	7	9	12	9	12	13	10	13	12	14	13	11	9	8	6	4	4	4
18 Dec '24	2	2	2	2	3	3	7	10	12	10	10	11	8	11	12	10	11	8	10	9	5	4	4	3
17 Dec '24	4	4	4	4	5	6	9	12	10	8	8	8	9	10	8	12	8	11	7	7	5	2	2	2
16 Dec '24	4	4	5	5	7	7	9	13	11	10	12	14	14	13	14	11	14	12	9	7	3	3	3	3
15 Dec '24 - Weekend	8	8	8	9	10	11	12	13	10	10	15	14	13	14	14	13	14	9	10	10	5	5	5	4
14 Dec '24 - Weekend	6	6	6	5	5	7	10	10	8	16	17	17	17	17	17	16	17	16	15	15	12	9	9	8
13 Dec '24	3	3	2	2	2	3	9	12	16	14	15	13	15	16	14	15	16	13	13	13	8	7	7	5
12 Dec '24	2	2	2	2	3	5	6	10	10	11	12	12	13	13	14	14	14	11	9	9	7	4	4	4
11 Dec '24	3	3	3	3	3	5	7	7	11	11	7	6	10	9	11	13	15	11	7	8	4	3	3	2
10 Dec '24	2	2	3	4	4	4	8	10	14	10	11	13	12	14	16	18	17	14	8	8	5	4	4	3
09 Dec '24	2	2	2	2	3	4	9	12	14	13	11	11	10	9	9	14	11	10	5	7	5	2	1	1
08 Dec '24 - Weekend	8	8	8	8	10	10	10	13	11	14	12	14	16	16	14	8	9	10	7	6	3	3	3	2
07 Dec '24 - Weekend	7	7	7	6	7	9	9	10	10	11	10	10	11	10	12	11	11	10	10	10	10	10	10	9

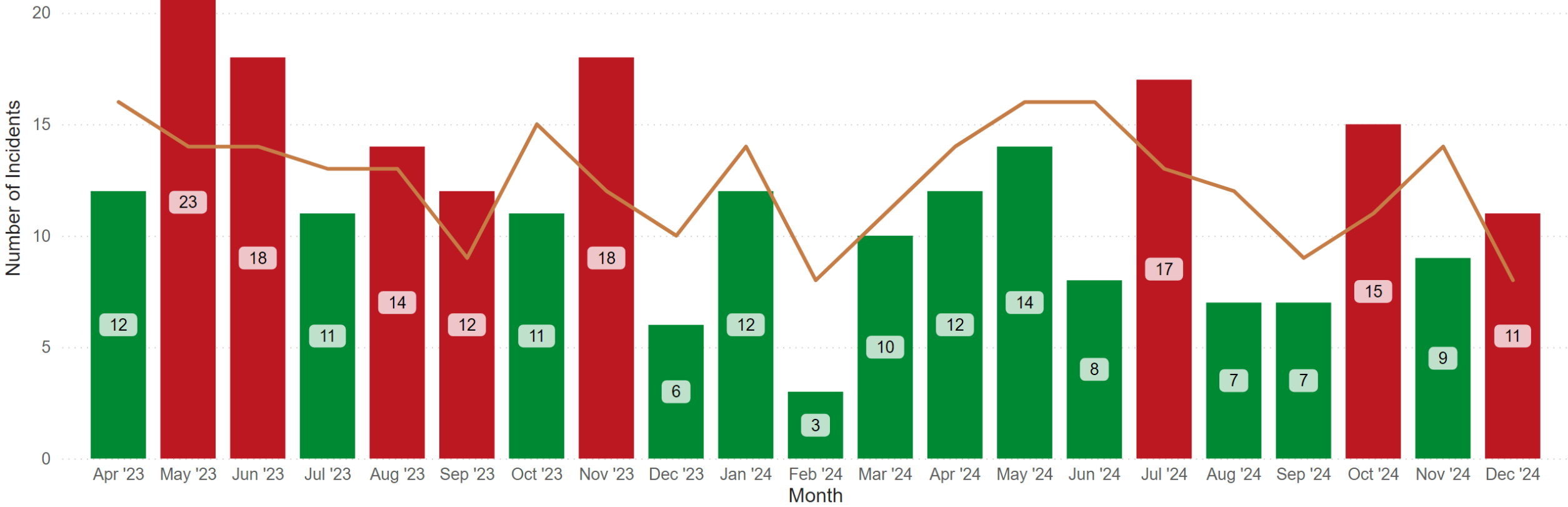


Commercial False Alarms (Attended)





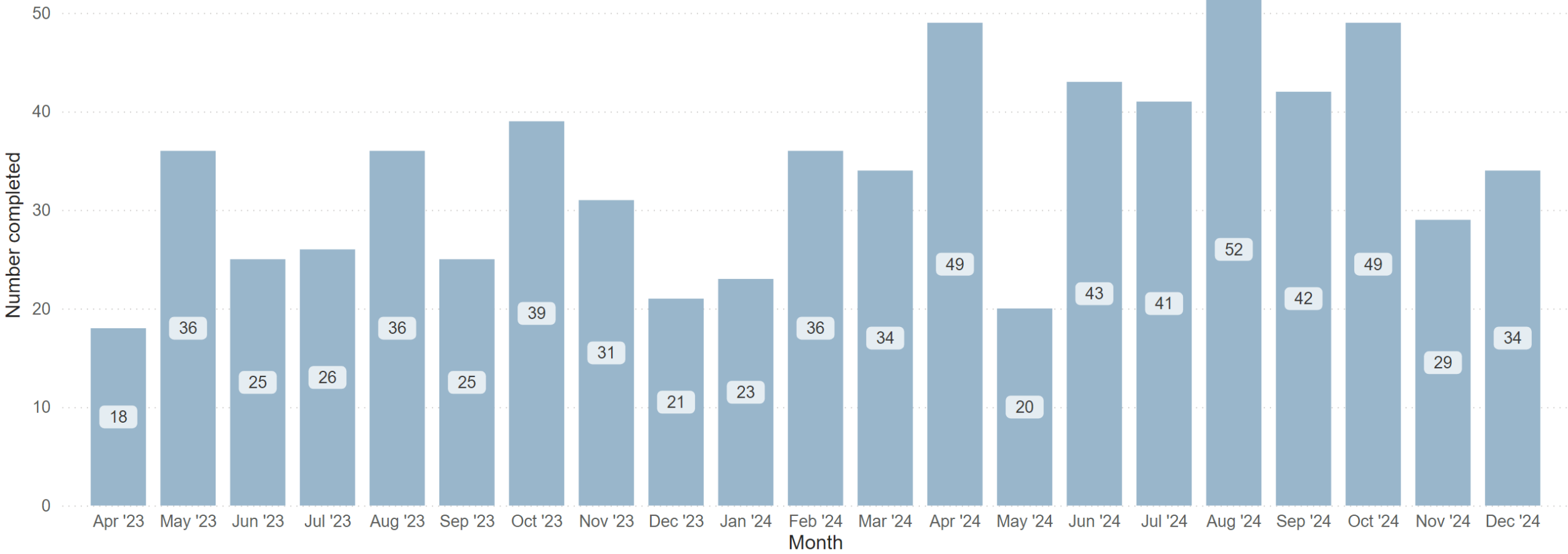
Commercial Fires





Building Regulations

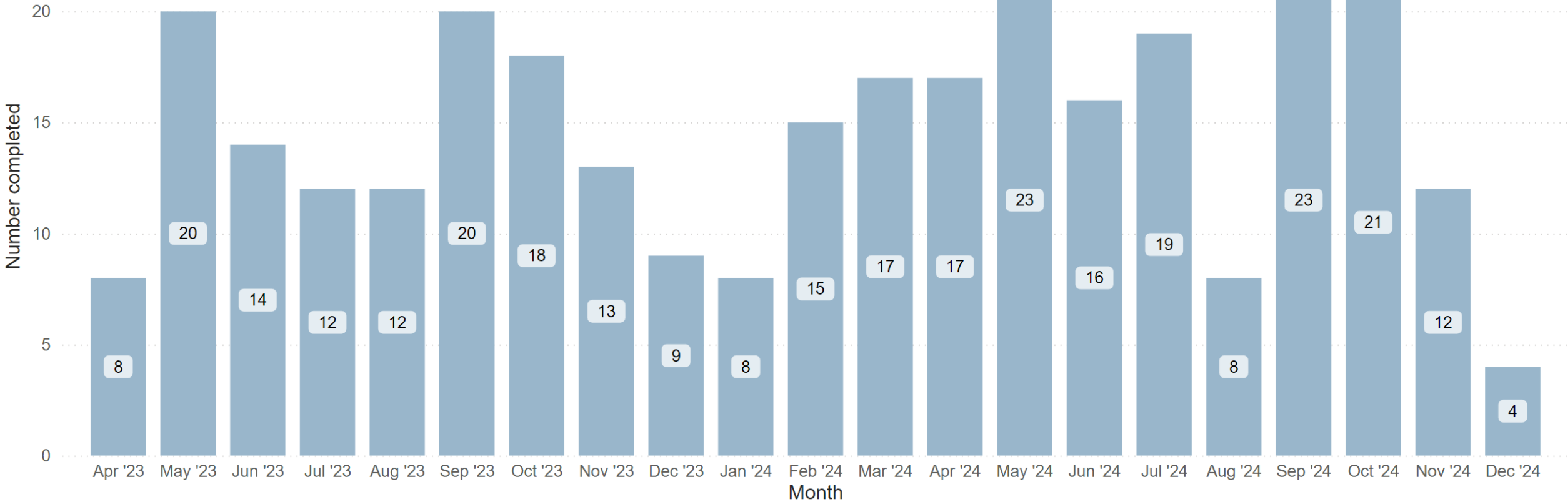
Percentage Complete on Time
94.9%





Licensing Regulations

Percentage Complete on Time
95.8%





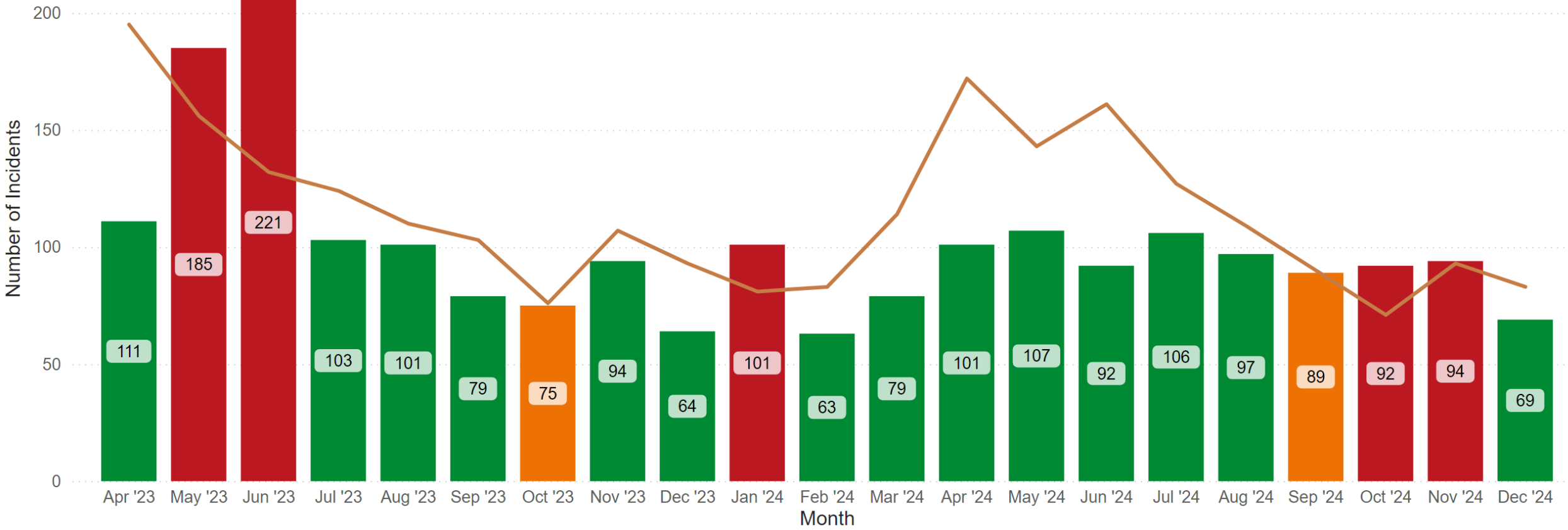
Type

All

Cause

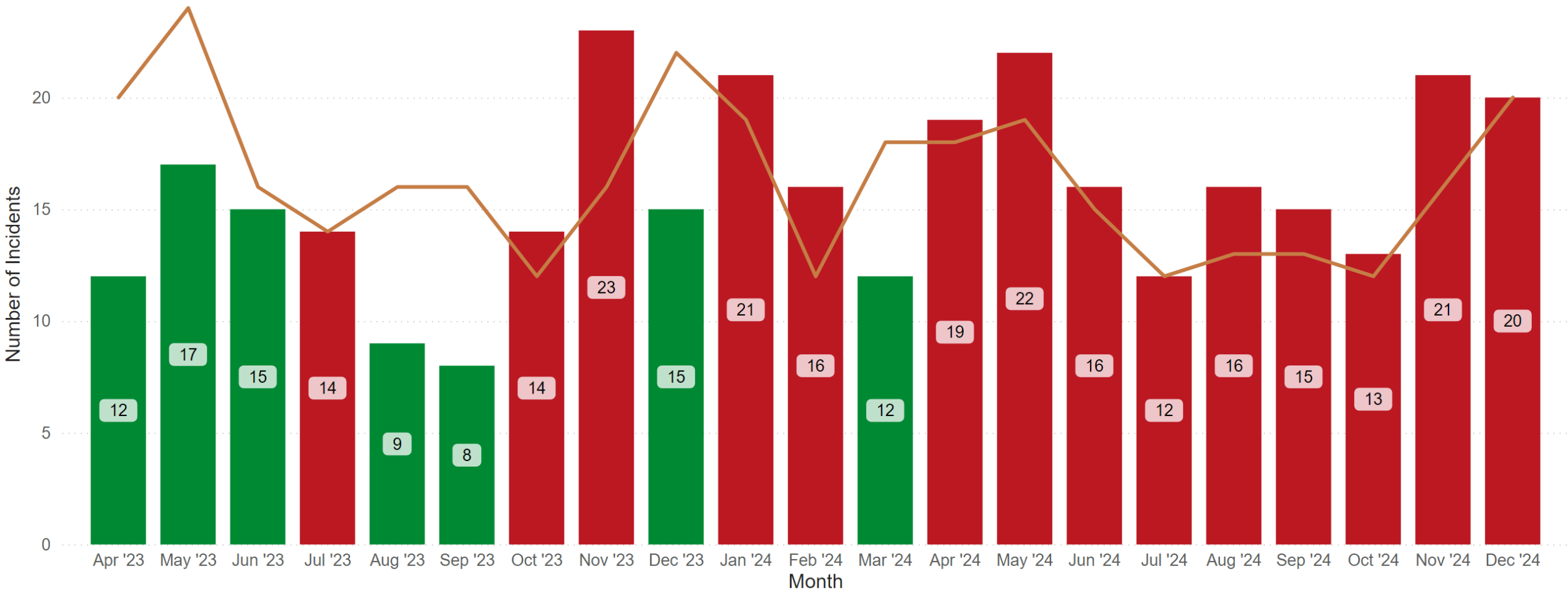
All

Fires





Accidental Primary Dwelling Fires

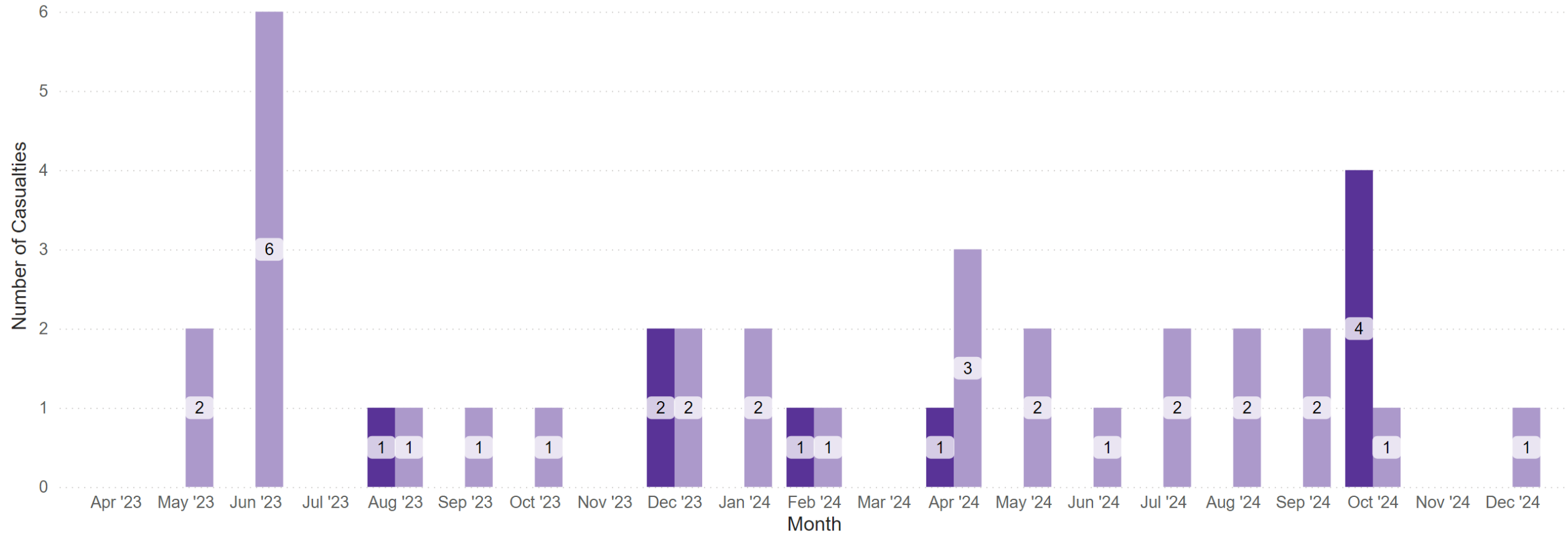




Fire Related Casualties & Fatalities

This will count any casualty where the OIC has answered 'Yes' to Q 9.21 "Was the death/injury fire related?", regardless of property type

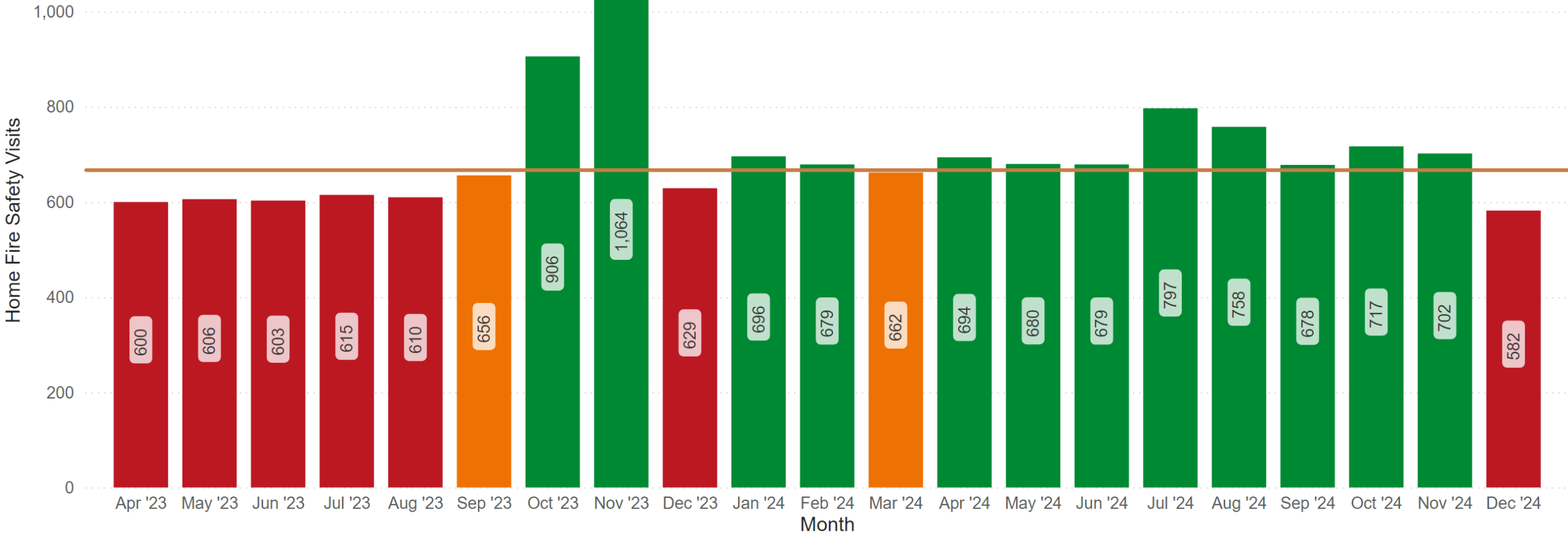
● Fatal ● Injured





Home Fire Safety Visits

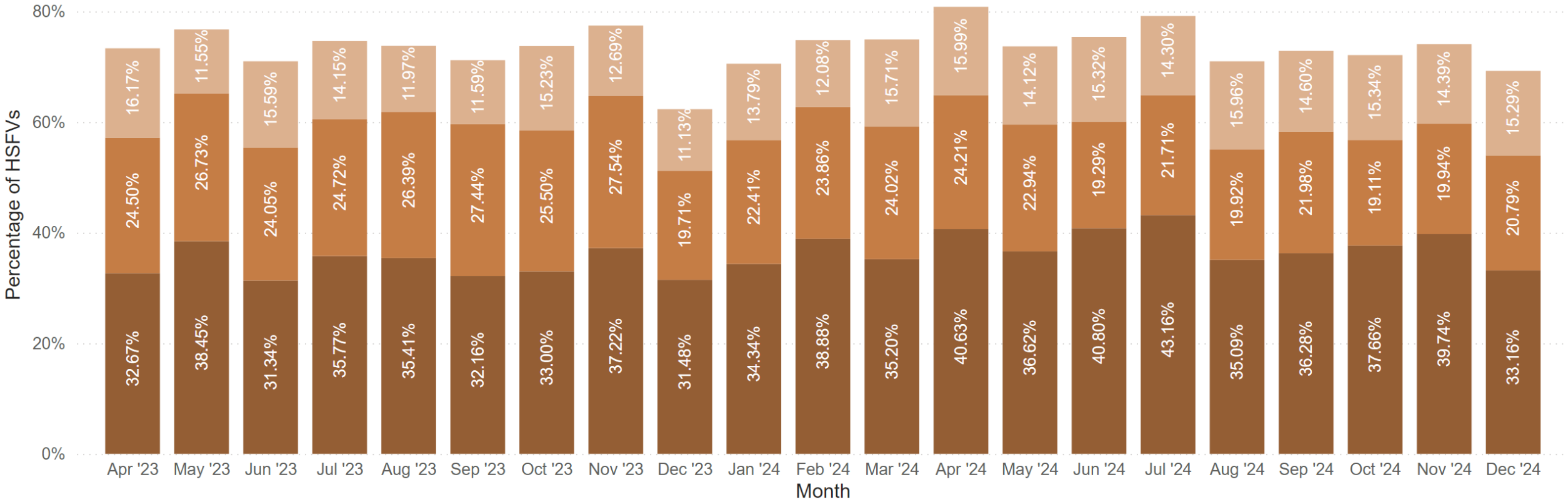
Total HSFVs so far for 2024/25
6,287





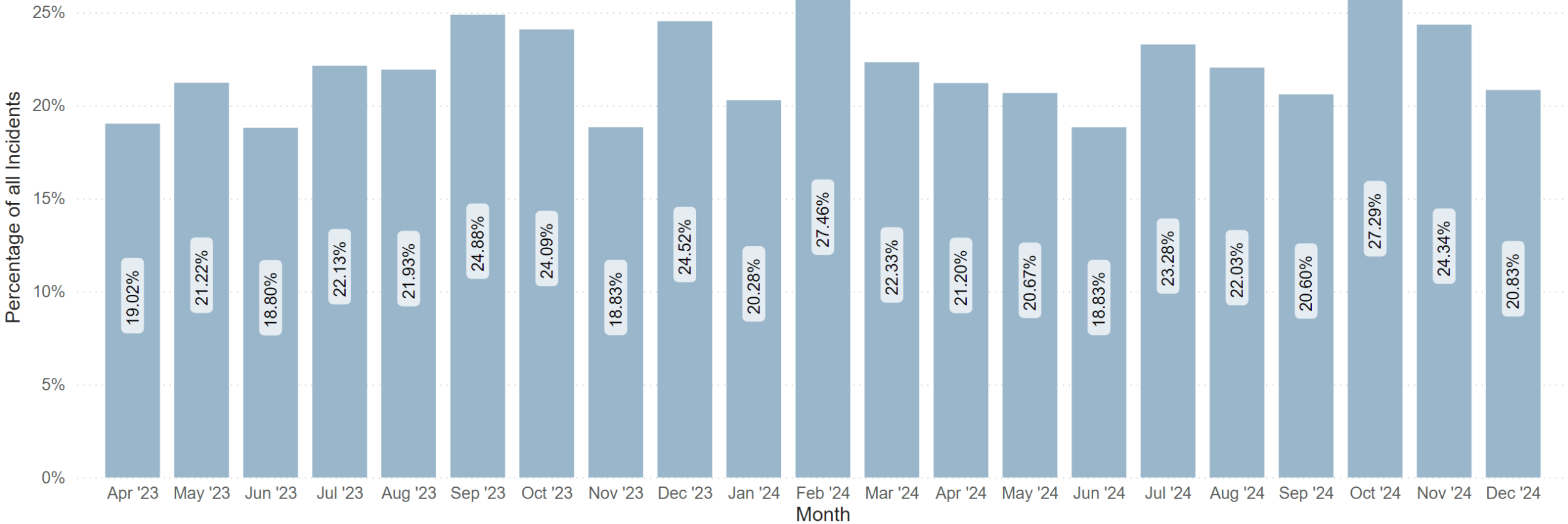
Targeted Home Fire Safety Visits

● 65+ Years Old & Disabled ● 65+ Years Old & Not Disabled ● Under 65 & Disabled



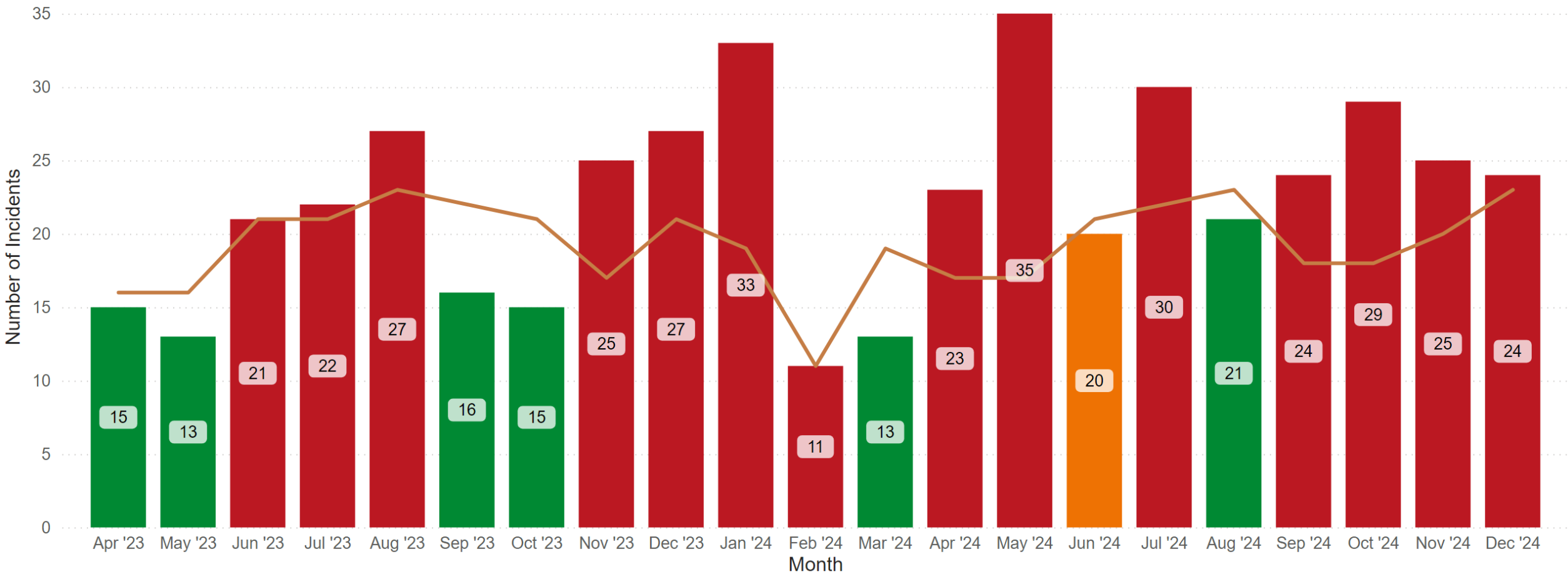


Dwelling False Alarms (Attended)



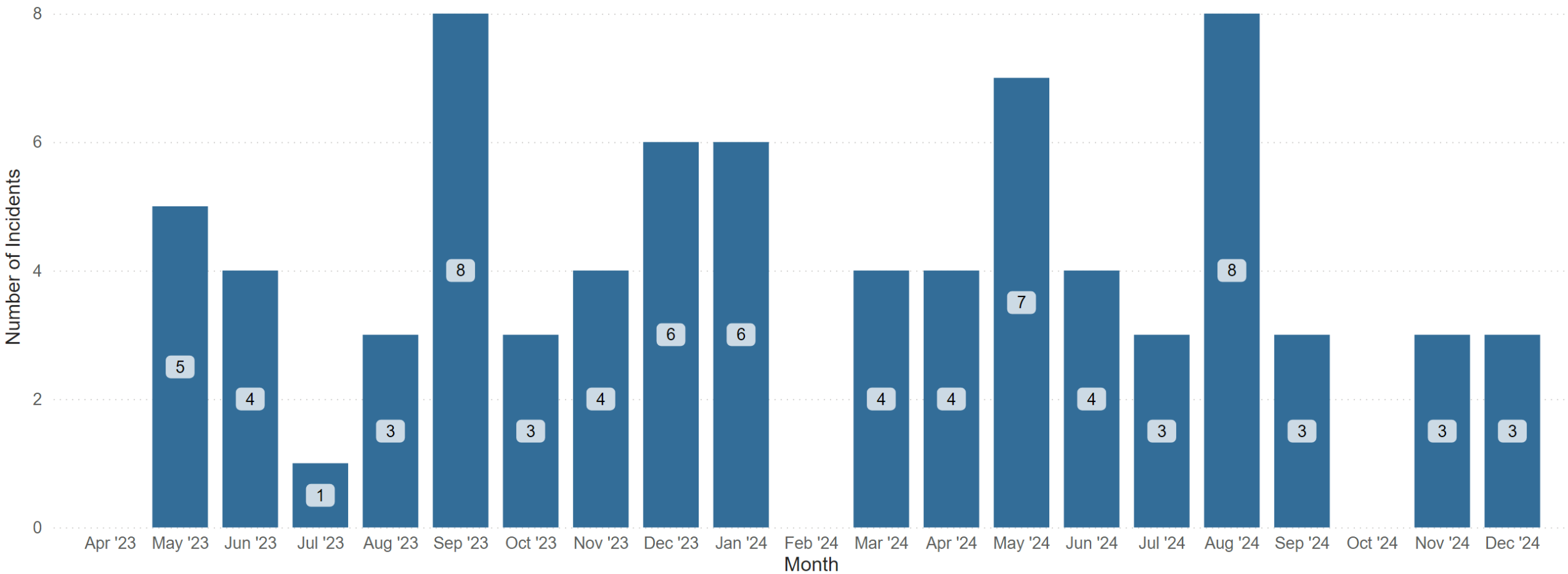


Road Traffic Accidents



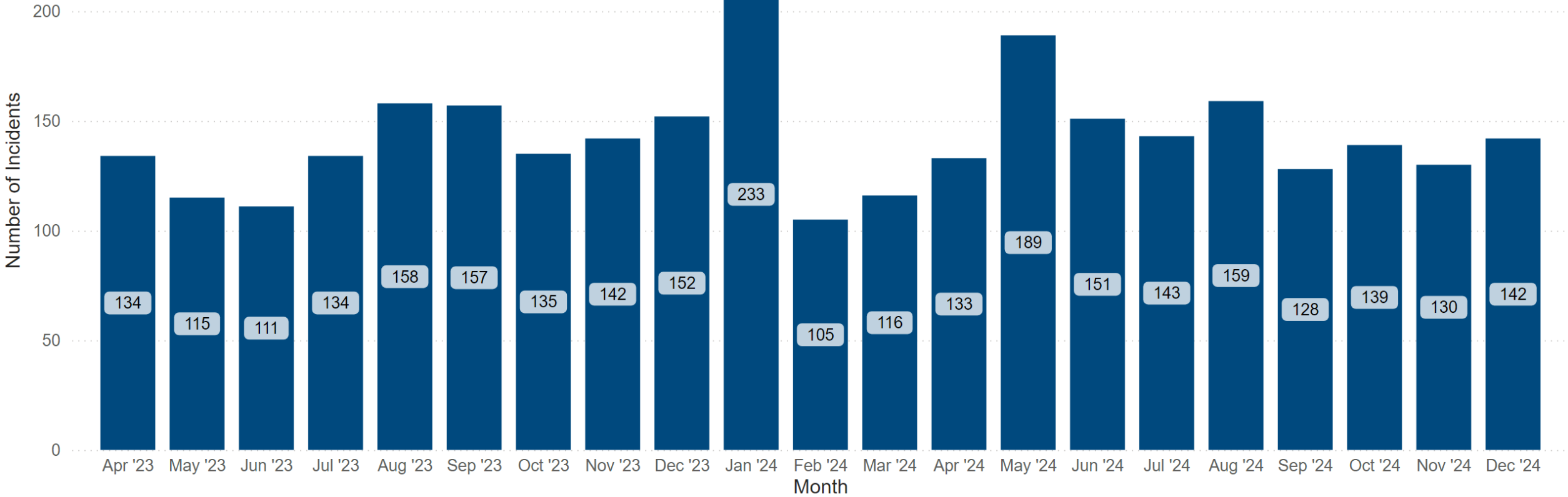


Water Rescues



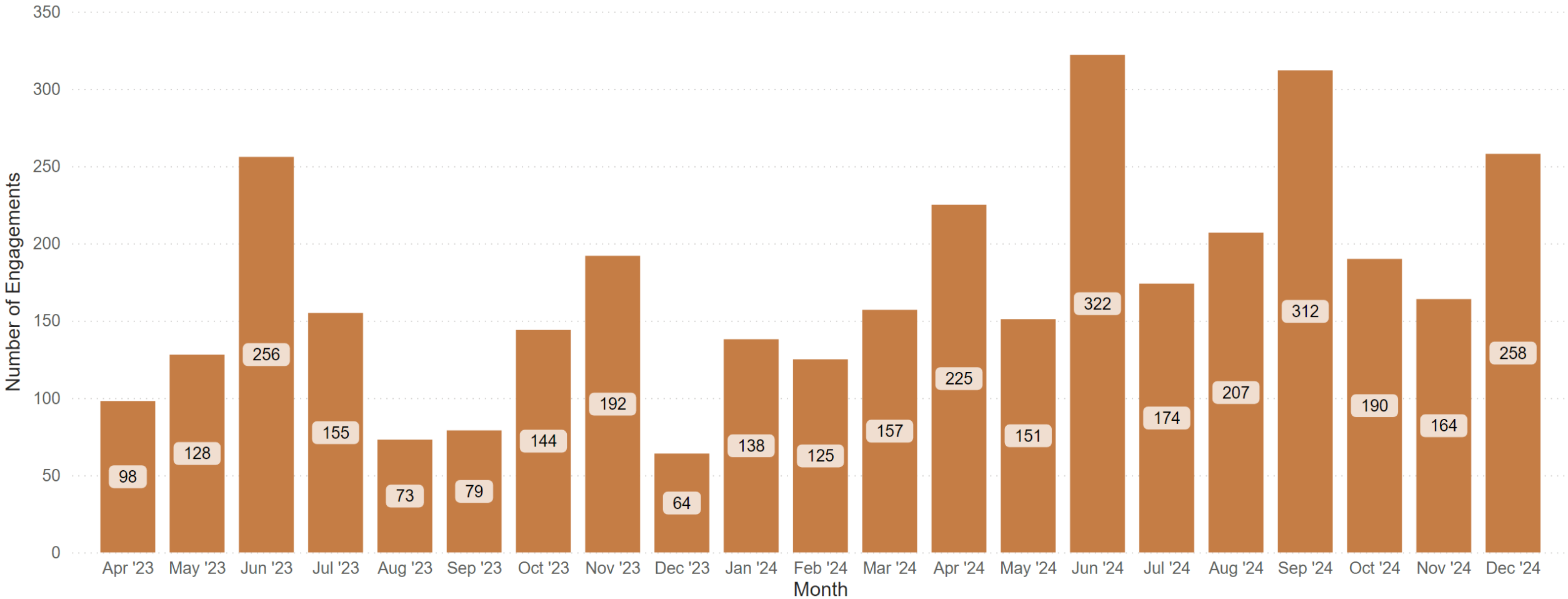


Non-Fire Incidents





Community Engagements



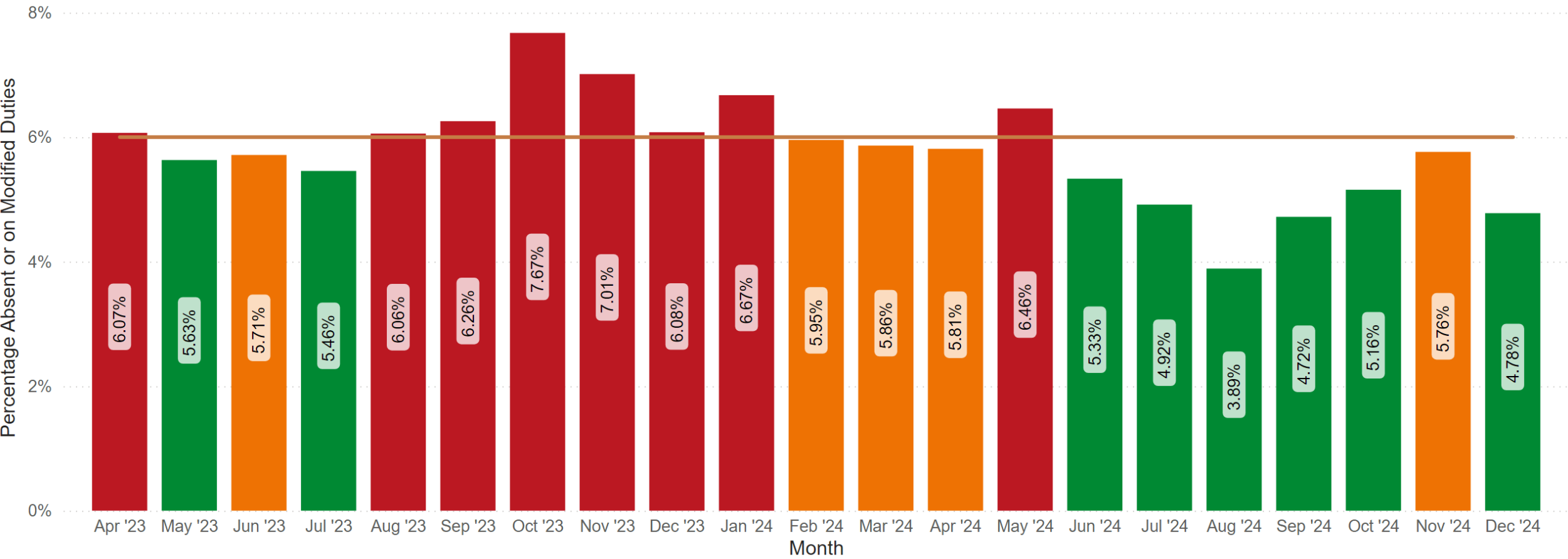


Group

Service

Service Absence

● Percentage Absent or on Modified Duties ● Target



Numerical Comparisons



Numerical Comparisons

Thematic	Measure	Baseline 2023/24	Current FY Apr-Dec	Previous FY Apr-Dec	Local Target	Change	Direction of Travel	Comparison to other FRS	Additional Commentary
Response	The service average response time (All fires)	09:18	09:56:00	09:14:00	10 Minutes	0.42	↑	Cumbrias response time, currently places it mid table of all predominately rural services	
	The on-call average response time (All fires)	12:18	12:33:00	12:08:00	15 Minutes	0.25	↑		
	Service availability.	80.5%	77.4%	79.4%	90%	-2.0%	↔	Cumbria currenty ranks 5th out of 13 services	
	On-call availability	76%	71.7%	74.6%	No Target Set	-2.9%	↔	Currently ranked 6th out of 13 Services	
Protection	Number of high-risk audits delivered	259	336	180	RBIP completed over 3 year period	87%	↑		At the end of the three year period 87% of properties had been inspected. Remaining properties have been reviewed and prioritised in the next RBIP.
	Percentage of commercial false alarm	10.2%	10.00%	10.70%	10%	0.7%	↑		
	Total number of commercial fires	150	99	125	120	-21.0%	↓		
	Total Percent of building regulations consultations completed on time	95.1%	95.0%	94.6%	95.0%	0.4%	↔		
	Total Percent of licensing regulations completed on time	94.0%	97.9%	92.9%	95.0%	5.0%	↑		



Cumbria Fire & Rescue Service

Thematic	Measure	Baseline 2023/24	Current FY Apr-Dec	Previous FY Apr-Dec	Local Target	Change	Direction of Travel	Comparison to other FRS	Additional Commentary
Prevention	Total number of fires	1,275	830	1033	1,102	-19.7%	↓		
	Total number of accidental primary dwelling fires	176	150	127	146	18.1%	↑		Separate Commentary provided in covering report
	Total number of fire related casualties and fatalities	22	17	15	No Target Set	13.3%	↑		
	Total number of Home Fire Safety Visits	8,327	6,277	6,290	6000 (Pro rata)	-0.20%	↓	Cumbrias level of HFSVs place it 8th nationally when compared to the latest HMICFRS data	
	Percentage of targeted Home Fire Safety Visits (Vulnerable People)	73%	74.0%	73%	No Target Set	1.0%	↔		
	Percentage of dwelling false alarms (attended)	22.1%	22.3%	21.7%	No Target Set	0.6%	↔		
	RTCs	238	230	181	190	27.1%	↑		In the current financial year there have been 8 Fatalities and 61 Injuries, in those incidents that CFRS have attended.
	Total number of water rescues	44	32	34	No Target Set	-5.9%	↓		
	Total number of non-fire incidents	1,692	1,289	1,238	No Target Set	4.1%	↑		
	Total number of community engagement activity	1,599	1,985	1,179	No Target Set	68.4%	↑		



Thematic	Measure	Baseline 2023/24	Current FY Apr-Dec	Previous FY Apr-Dec	Local Target	Change	Direction of Travel	Comparison to other FRS	Additional Commentary
Service Absence	Level of service absence - Wholetime	5.8%	6.3%	5.3%	6.0%	1.0%	↑	Comparator data not available due to different methodologies being used across Services	
	Level of service absence – On call	6.4%	4.8%	6.6%	6.0%	-1.8%	↓		
	Level of service absence - Greenbook	4.5%	3.2%	4.7%	6.0%	-1.5%	↓		

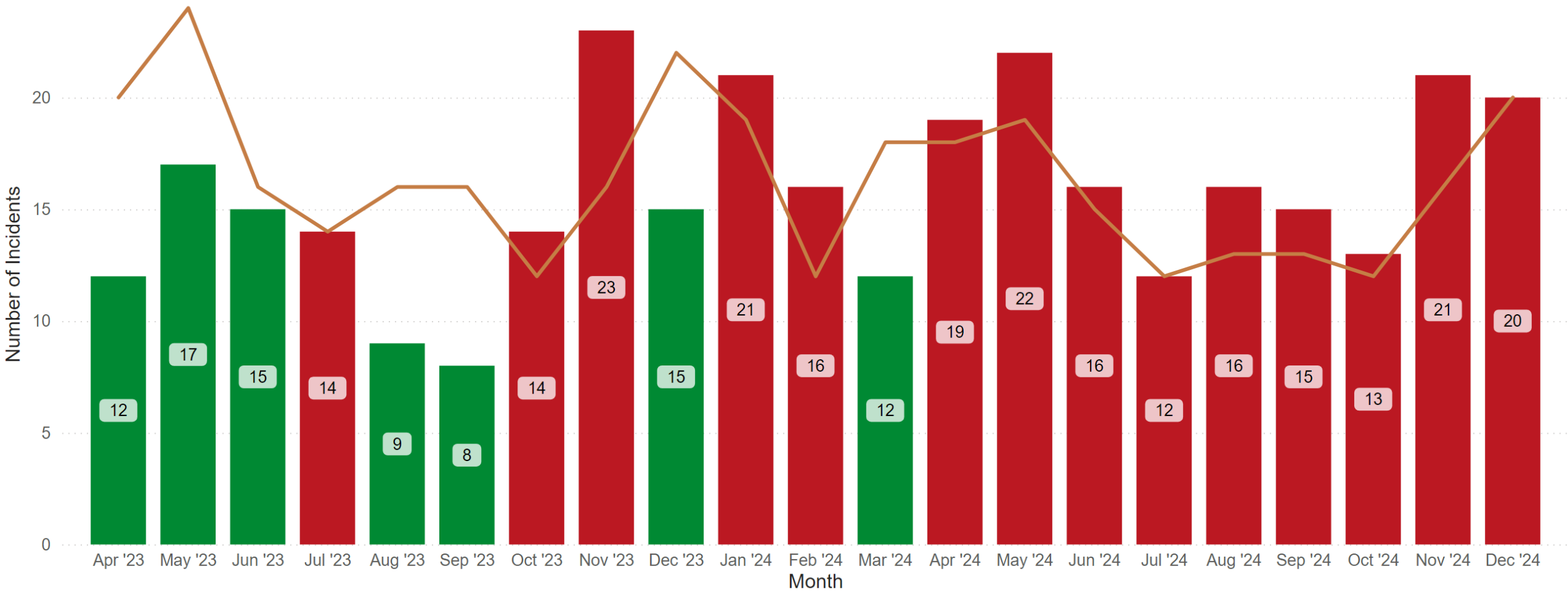


Accidental Primary Dwelling Fires





Accidental Primary Dwelling Fires



Accidental Primary Dwelling Fires

- **CFRS Figures significantly better than the national average**
- **CFRS Figures better than other rural services average**
- **CFRS Rated 4th out of all predominately rural services in the UK**

Most Similar, Cambridgeshire, Cornwall, Devon and Somerset, Durham, Isles of Scilly, Lincolnshire, Norfolk, North Yorks, Northumberland, Oxfordshire, Shropshire, Suffolk



Summary: Prevention

Tell us what you thi

The aim of this report is to help users interpret the data for this topic by:

- Providing an overview summary of the key data for the topic area.
- Flagging outliers in the data using statistical or rule-based checks.

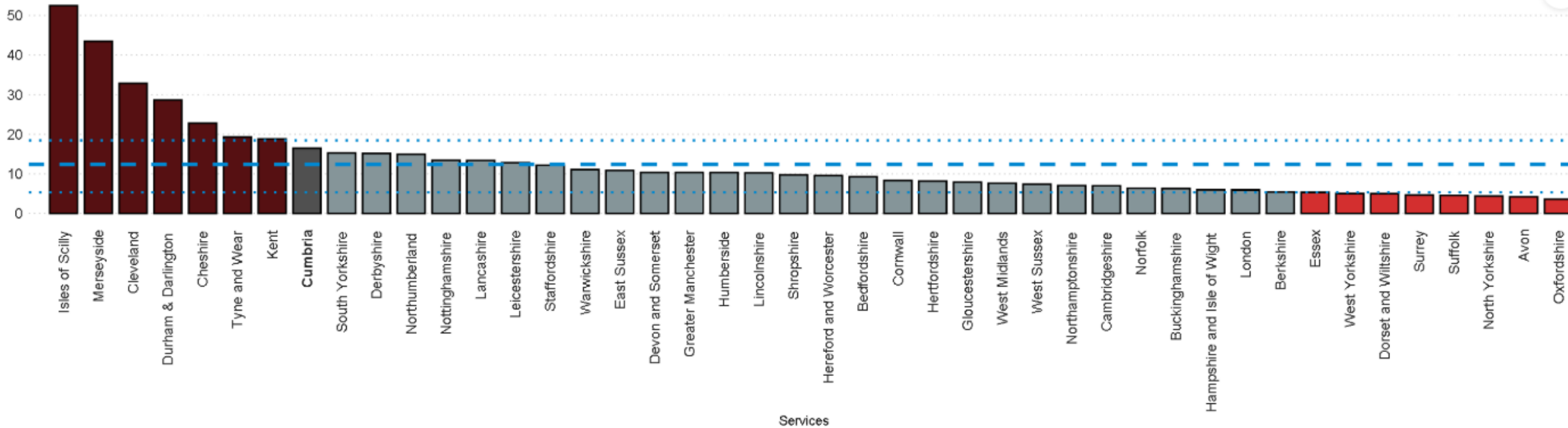
Select a service:

Cumbria

Home Fire Safety Visits (HFSVs)

Home Fire Safety Visits per 1,000 population in **Cumbria** in 2023/24

Cumbria has a normal value of 16.5 compared to other services (± 1 standard deviation)



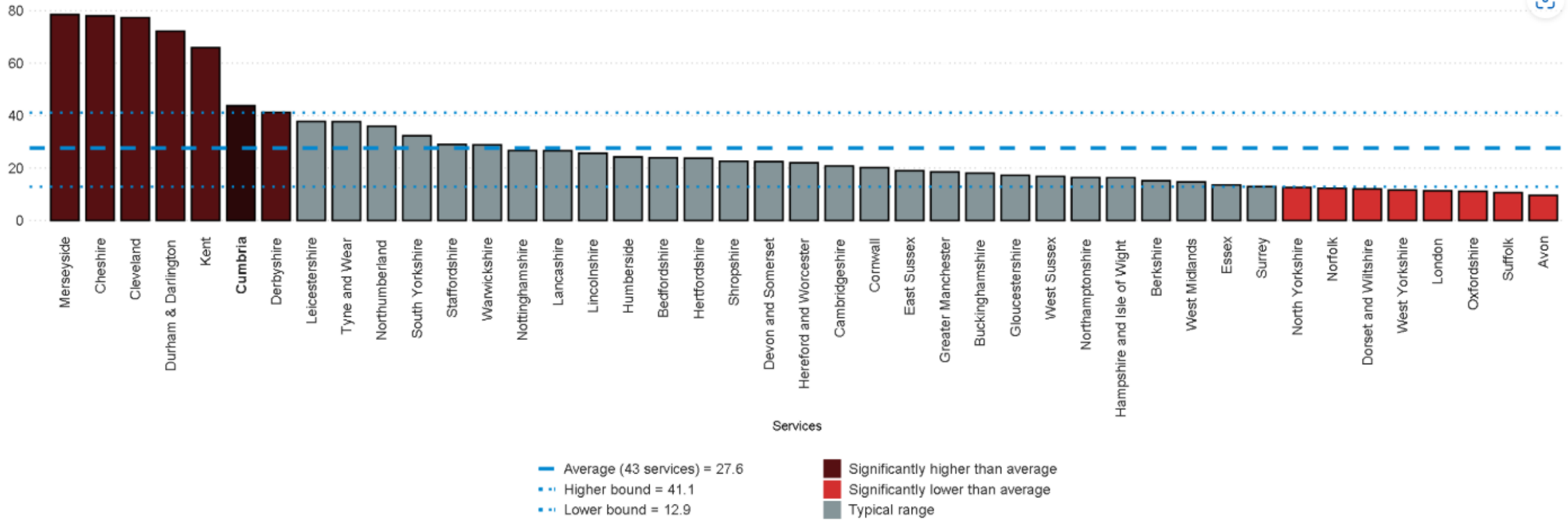
- + 70

100.0%

Number of Home Fire Safety Visits conducted per dwelling fire in **Cumbria** in 2023/24



Cumbria has a higher than expected value of 43.8 compared to other services (± 1 standard deviation)



Source: Home Office FIRE1201 and Home Office FIRE0102

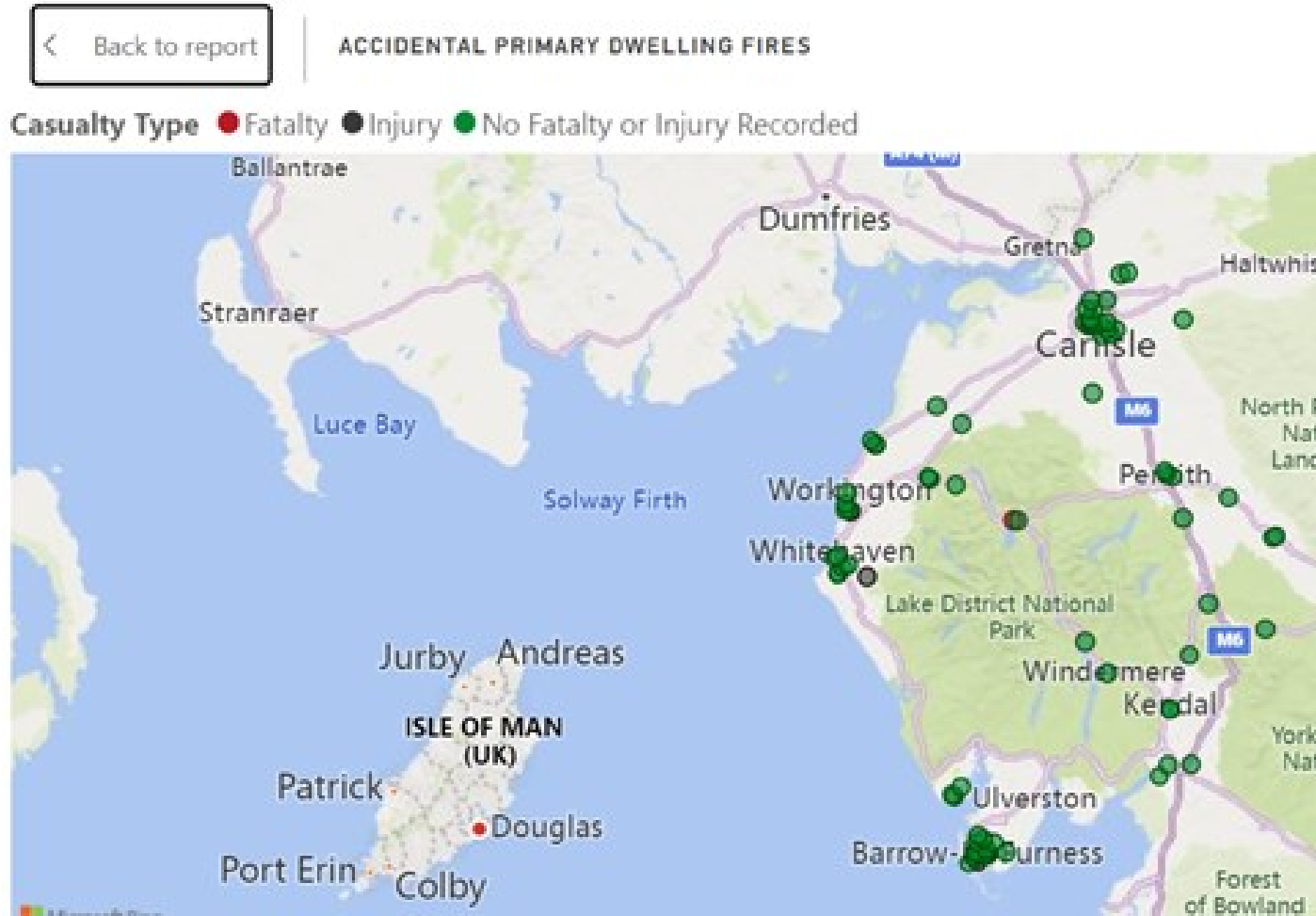
70%

Accidental Primary Dwelling Fires

Location of APDF	2022/23 April - November	2023/24 April - November	2024/25 April - November	Total
BARROW	24	15	22	61
CARLISLE EAST	14	15	10	39
CARLISLE WEST	10	11	18	39
WHITEHAVEN	10	4	15	29
KENDAL	9	7	7	23
PENRITH	5	9	8	22
WORKINGTON	6	14	8	28

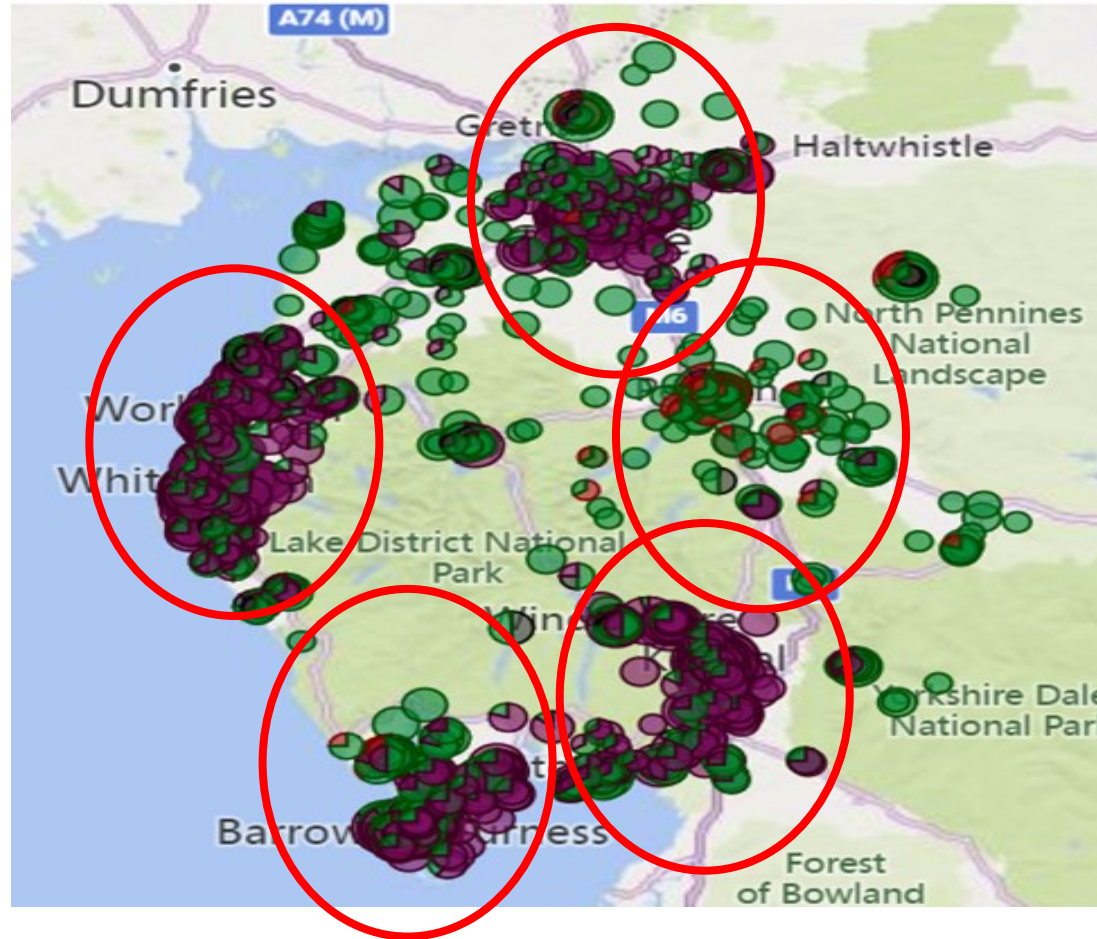


Accidental Primary Dwelling Fires



Accidental Primary Dwelling Fires

Regular Watches



Accidental Primary Dwelling Fires

No obvious patterns emerge, and if the causes of the APDFs are examined then these include Cooker w oven, Wiring, cabling, plugs, Smoking materials, Ring/hot plate and other cooking appliances.

Home Fire Safety Visits targeted at most vulnerable

Public Safety Campaigns

Public Reassurance



Cumbria Fire & Rescue Service

People Strategy Overview and Delivery



Agenda

1. Introduction
2. Key Objectives of the People Strategy
3. Context of the Strategy
4. Measuring Outcomes / Impact
5. Addressing HMICFRS Findings
6. Governance and Accountability
7. Policies and Procedures
8. Next Steps



Introduction to the People Strategy

Vision: The People Strategy aims to ensure that Cumbria Fire and Rescue Service (CFRS) attracts, retains, and develops a motivated, diverse and well equipped workforce to effectively serve the community.

Focus: This presentation will address the six key objectives outlined in the People Strategy and demonstrate how these objectives guide our actions to create a supportive and inclusive workplace.



Key Objective 1 – Right People, Right Roles

Objective: Ensure the right people are in the right posts at the right time to delivery high quality services to the community

Actions:

Workforce Planning – Regular analysis of workforce needs, recruitment strategies, and skill requirements.

Job Role Alignment – Continuous evaluation of staffing structures to align with demands and community needs.

Succession Planning – Development of a succession plan to ensure critical positions are filled with qualified individuals.



Key Objective 2 – Inclusive Culture

Objective: Promote a positive, inclusive culture where employees embody the service's values and contribute to making CFRS a great place to work

Actions:

Core Values– Strengthen understanding and adoption of CFRS values and behaviours across all staff

Cultural awareness programmes – Engage staff in training and initiatives to promote inclusivity, respect and kindness.

Recognition of diverse contributions – Ensure that all voices are heard, fostering a culture of open dialogue, mutual respect and trust.



Key Objective 3 – Employee Offer and Support

Objective: Continuously review the employee offer, ensuring staff feel supported and valued.

Actions:

Feedback Mechanisms – Regular surveys, employee networks, and consultation groups to gather feedback.

Employee wellbeing – Implement mental health support programmes and resources to ensure employees feel supported in both personal and professional challenges.

Flexibility in Work – Develop flexible working policies that allow employees to maintain a healthy work life balance



Key Objective 4 – Fair Access to Opportunity

Objective: Ensure CFRS is an inclusive organisation with fair and equal access to opportunities for all employees.

Actions:

Diversity and Inclusion Initiatives – Regular training and initiatives to ensure all employees have equal opportunities for development, promotion and leadership roles.

Targeted Recruitment – Actively recruit from underrepresented groups to ensure the workforce mirrors the diversity of the communities it serves

Equality Impact Assessments – Conduct assessments of policies and practices to ensure fairness and inclusivity



Key Objective 5 – Maximising Health and Wellbeing

Objective: Maximise the health and wellbeing of our staff to ensure they are fit and able to perform their roles effectively.

Actions:

Wellness Programs – Provide access to physical health programs, fitness initiatives and mental health support

Health Screening – Regular health checks and fitness assessments to ensure staff are physically capable of performing their roles.

Stigma free mental health environment – Promote open conversations about mental health and support through confidential reporting channels



Key Objective 6 – Skills, Tools and Leadership Development

Objective: Equip employees with the right skills, tools and guidance to perform high standards, fostering accountability, compassion and trust.

Actions:

Continuous Learning – Invest in training programmes and leadership development that aligns with national standards and the Fire Professional Framework

Crucial Conversations – Ensure that managers will have the skills to provide constructive feedback and support staff in their career growth

Leadership Inclusivity – Promote equal access to leadership opportunities across all workforces (wholetime, on-call, and corporate staff)



Consultation and Employee Engagement

Consultation Process – the service regularly consults staff through:

- **Surveys and Focus Groups** – gathering input from all levels of the workforce to inform decisions and strategy
- **Employee Networks and Trade Unions** – ensuring staff concerns and suggestions are integrated into the People Strategy
- **Culture and Values Board** – providing a platform for employees to contribute to sharing the organisational culture

Key Priorities Informed by Staff:

- **Mental Health Support** – enhanced mental health resources and open communication
- **Leadership Training** – increased focus on leadership development and accessibility
- **Diversity & Inclusion** – Prioritising diversity in recruitment and career development



Measuring Outcomes and Strategy Impact

Key Performance Indicators (KPIs)

- **Staff Satisfaction and Retention Rates:** Regular staff engagement surveys and turnover analysis
- **Diversity Metrics:** Progress in recruiting a more diverse workforce and increasing representation across all levels
- **Training effectiveness:** Assessing improvements in staff competence and job satisfaction post training

Feedback Loops:

- **Regular Reviews:** Evaluate the impact of the People Strategy through performance reviews and employee feedback
- **Flexibility and Adaptation:** Ensuring the strategy is adaptable to changing needs and external factors (e.g. legislative changes, workforce dynamics)



Addressing HMICFRS Inspection Findings

- **Confidential Ways to Raise Concerns**

- CFRS commissioned Crimestoppers to provide an anonymous whistleblowing process. Information was communicated via: Corporate Updates, Service Magazine and Posters at each Station
- Concerns raised anonymously are shared with two HR members to assess and take appropriate action

- **Workforce Complaints Policy Launched**

- Replaced the previous Grievance and Bullying and Harassment policies with a new Workforce Complaints Policy. Posters at stations display various ways staff can raise concerns.

- **Support for Those Raising Concerns**

- Self referral to Occupational Health for counselling, and links to external charities such as Min5, Samaritans and Calm.
- Welfare Officers are assigned to individuals raising complaints or involved in complaints. A Welfare Officer Guidance Document is now live.
- Corporate Tools including stress risk assessment, wellness action plans and step by step workbook for stress management are available
- Provisions reviewed and updated, with new information available on CFRS's external website.



Addressing HMICFRS Inspection Findings

- **Accessible Information on Complaints**
 - Staff are reminded regularly about complaint procedures and whistleblowing through emails, staff magazine and the SharePoint site.
 - Members of the public can find information on how to make complaints on CFRS external webpages
- **DBS Checks**
 - CFRS has implemented the national DBS check guidelines
 - Completed amnesty period with a high percentage of returns. Weekly reports on progress were sent to SLT, and a risk assessment process for positive disclosure is in place. The Ethics and Integrity Panel provided positive feedback on the risk assessment processes.
- **Complaint and Grievance Handling**
 - CFRS has established processes to handle disciplinaries, grievances, complaints, disclosures and whistleblowing.
 - The Community Scutiny Panel provides scrutiny to ensure fairness and transparency in handling complaints.



Addressing HMICFRS Inspection Findings

- **Handling Allegations of Gross Misconduct**
 - Guidance has been developed for senior leadership and HR teams to ensure misconduct is escalated appropriately.
 - Reports are made to HMICFRS as required.
- **Investigation Support**
 - The HR team ensures adequate support for ongoing investigations, including Welfare Officers, and signposting to Occupational Health
 - The Community Scrutiny Panel have reviewed cases and provided positive feedback on the support offered during investigations
- **Leadership and Development Standards**
 - CFRS has worked on an action plan to address the Leading the Service and Leading and Developing People standards.
 - 360 feedback has been fully implemented for Senior Leaders. Expansion to all managers is planned.



Addressing HMICFRS Inspection Findings

- **Equality, Diversity and Inclusion**
 - CFRS has reviewed its Equality Impact Assessments (EIAs) to meet NFCC standards
 - Following a review of the EIA Process, the EDI Lead confirmed that the process met minimum standards
- **Succession Planning**
 - CFRS is prioritising diversity in succession plans, offering accelerated promotion opportunities, and focusing on positive action recruitment
 - Efforts are ongoing to enhance progression pathways for non-operational roles, and ensure equal opportunity
- **Core Code of Ethics**
 - All staff have completed training on the Core Code of Ethics
 - Plans are being progressed to bring the Code of Ethics to life with further interactive training



Governance and Accountability

Oversight

- **Workforce Development Group** – ensures that succession planning and leadership development are actively managed
- **Culture and Values Board** – monitors progress on culture and values, providing employees with a voice

Communication

- **Regular Updates** – quarterly briefings and staff magazines to inform staff about progress on People Strategy objectives
- **Open Forums** – regular meetings with staff at all levels to discuss progress and gather feedback



Policies and Procedures

Current Status:

- Up to date policies
- Policies under review

Timeline for Completion:

- **Short Term (0-6 Months):**
 - Complete the update HR policies related to diversity, recruitment and wellbeing
 - Ensure all policies reflect the National Core Code of Ethics and best practices in leadership and staff management
- **Medium Term (6-12 Months):**
 - Complete reviews of promotion and succession planning procedures
 - Finalise policies to support flexible working and health / wellbeing initiatives
- **Long Term (12+ Months):**
 - Full review of all relevant policies in line with future trends, national reports (e.g. NFCC), and employee feedback

Assurance

- Regular monitoring through our Policy Review Framework
- Engagement with the NFCC People Programme



Key Deliverables over 2025/26

- Implement new Secondary Employment Policy and increase monitoring of Day Duty Staff working hours by March 2025
- Develop a more effective interim solution to review equality data and through Joint Comms Team – engagement campaign to raise awareness of importance of disclosing EDI data by July 2025
- Creation of a Disability Charter by September 2025
- Development of Workforce Plan by September 2025



Key Deliverables over 2025/26

- Launch of new absence procedure and training to managers by May 2025
- Explore opportunities to enrol in schemes that support minorities into the workplace (continuous)
- Development and launch Positive Action E-Learn by May 2025
- Continued engagement with the PFCCs Community Scrutiny Panel (continuous)



Measures of Success

- Strategic Leaders to be appointed as Champions for different strands of diversity by February 2025
- Ability to monitor and report working time of all staff
- Maintenance of 6% absence target
- Over 90% completion of employee EDI data by December 2025
- 100% completion of EIAs where required by the Service
- Over 90% completion of Sexual harassment and Positive Action eLearn by Sept 25



Measures of Success

- Development of Cultural Dashboard
- Increase in awareness of positive action through successive iterations of staff survey
- Increases in the diversity ratio of new recruits
- Staff networks having access to EDI data



Conclusion and Next Steps

Summary: The People Strategy outlines clear priorities to build a diverse, inclusive and high-performing workforce capable of delivering exceptional service to the community.

Next steps:

- **Focus areas:** Continue embedding cultural and leadership initiatives, improving health and wellbeing support, and refining recruitment processes.
- **Ongoing review:** Regularly review progress, adjust strategies and ensure alignment with both workforce and community needs.

Q&A: Open the floor for questions



Cumbria Fire & Rescue Service

Public Accountability Conference – Workforce Planning



Making Cumbria a safer place for all

cumbriafire.gov.uk

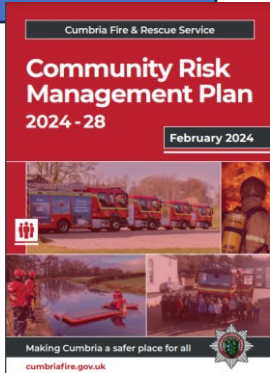


Introduction

Workforce development and planning in CFRS follows a process designed to achieve resourcing against community needs and risks. This process is based upon the PFCC's Fire Plan, the service's CRMP and People Strategy.

This includes that the service ensures it has the right people in the right roles, trained and developed to be safe, legal and compliant to deliver for the communities we serve.

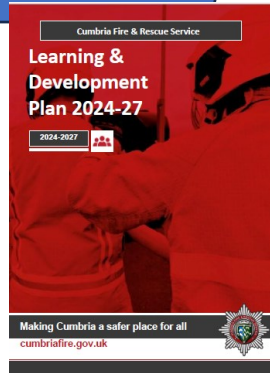
CRMP



People Strategy



L&D Plan 2024/27



Workforce Development Group



Workforce Data:



Grey Book (Operational)	FTE	Headcount
Chief Fire Officer (CFO)	1.00	1.00
Deputy Chief Fire Officer (DCFO)	1.00	0.00
Assistant Chief Fire Officer (ACFO)	1.00	2.00
Area Manager (AM)	3.00	3.00
Group Manager (GM)	6.00	6.00
Station Manager (SM)	15.00	15.00
Watch Manager (WM)	24.13	24.00
Crew Manager (CM)	35.00	35.00
Firefighter (FF)	125.20	126.00
Total Wholetime	211.34	214.00
On-Call	368.50	447.00
Green Book (Corporate)	FTE	Headcount
Corporate Staff	69.95	77.00
Total Service Establishment	649.79	737.00
Age Demographics	Percentage of Staff	
18-24	4.18%	
25-34	24.92%	
35-44	30.19%	
45-54	26.78%	
55-64	12.38%	
65 or older	1.55%	
Gender Demographics	Percentage of Staff	
Female	22%	
Male	78%	

HMICFRS

During the last HMICFRS inspection, the Inspectorate identified the following areas for improvement:

The service should make improvements to the way it collects equality data to better understand its workforce demographic and needs.

As part of the Services investment and implementation of the new **FireWatch** system the service will be undertaking a data cleanse of current employee data. Historically the data held in the existing HR System has been restrictive and out of date in terms of language used.

The FireWatch system will allow the service to better and more accurately capture equality and demographic data but also will be more efficient in data reporting. This will help the Service to more accurately track the impacts of policy change and to inform the service in gaps and subsequently areas of improvement moving forward.



Challenges



On-call Recruitment:

The service faces challenges in recruitment of On-call Firefighters, this corresponds with the national trend. On average the service loses 25 On-call Firefighters per year, therefore the recruitment objectives is to recruit and train at least 32 per year to make a gain on the attrition rate and promote an improved picture.

Corporate Recruitment:

The service currently holds several vacancies in corporate positions. Some of these vacancies have been created through existing corporate staff being temporarily promoted or seconded into other grant funded roles within the service. The Service has not always been able to backfill into post that have been left temporarily vacant, this is due to the short term nature of the roles.

Temporary Roles:

Due to grant funded roles, long term sickness and other unforeseen circumstances there exists a number of temporary roles within the Service. This provides staff with temporary development opportunities to work at a higher role. However, a high number of temporary roles can also be viewed as counter productive, CFRS received an Area for Improvement on this point by the HMICFRS in 2022.



Any Questions?

