



SERVICE PLAN 2024 - 2025



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یہ دستاویز اگر آپ کو کسی دیگر زبان، بڑے حروف کی جھپائی یا بریل میں درکار ہو تو براۓ مہربانی بلا جھجک ہم سے رابطہ کریں

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1 Introduction



Ian Hayton
Chief Fire Officer

Welcome to our Service Plan for 2024/25 which outlines our priorities for the forthcoming year and reflects the third year of the Authority's Community Risk Management Plan (CRMP) 2022-26.

Community and Business safety remains our number one priority and we will continue to respond when required to emergency calls, provide fire safety advice and deliver prevention services to those people who are most at risk.

Our long standing approach to managing risk, through the adoption of a balanced strategy of prevention, protection and emergency response, continues to serve us well and recognised by our inspectors from the HMICFRS as being effective and efficient.

We continue to undertake a significantly higher rate of Safer Homes Visits and Industrial and Commercial Premises Fire Regulation Audits than most other Fire and Rescue Services and when we are required to respond to incidents our attendance times to fire incidents we are one of the fastest in the country.

This means that people in Teesside are safer in their homes; at work; within their neighbourhoods; and on the roads than other places in the country.

In 2024 we look forward to welcoming the HMICFRS to review our performance. We are confident that our performance will not have just been maintained but will have improved from the excellent results we received the last time they were here in 2022. Thus making us one of the top performing services in the country and best performing in the North East and Yorkshire Area and confirming that we continue to punch well above our weight.

During 2024 we will be proactive in addressing the national recommendations in the HMICFRS State of Fire and Rescue: Annual Assessments of FRSs in England Reports and the recent HMICFRS Spotlight Assessment on Values and Behaviours in the Fire and Rescue service.

We are aware that arson incidents remain high in our area and in 2023 we refreshed our multi agency Arson Reduction Strategy that uses, as its foundation, a collaborative approach of Prevent, Protect, Prepare and Pursue. We have made great strides in addressing this problem and will continue to implement this strategy and build upon our recent success in addressing this chronic issue.

The introduction of our 'Better Together' Partnership Framework will strengthen the governance and evaluation aspects of our partnership arrangements and enable us to explore new opportunities for collaboration locally, regionally and nationally.

The financial position for 2024/25 and beyond remains uncertain and challenging due to inflationary pressures, pay awards and unknown outcomes from the Business Rate Retention and Fair Funding Reviews and the impact of the Firefighter Pension Scheme. All of these sit beyond our control and could impact on levels of expenditure as well as our resource base. This uncertainty makes financial planning extremely difficult, especially for Fire and Rescue Authorities (including Cleveland) who are more dependent on Government funding.

We will review our plans so that we can respond to future financial challenges in a planned way and ensure that we continue to provide the communities of Teesside with a range of excellent, value for money community safety services they deserve.

We will build on our past successes to ensure that Cleveland Fire Brigade continues to be valued and recognised by our communities as being high performing, proud, passionate, professional and inclusive and by our staff as a great place to work.



2 Our Vision

Our vision is to be a leading Fire and Rescue Service where our

- Communities feel safe and protected;
- People are professional, proud and passionate;
- Organisation is welcoming, trusted and respected;
- Business is built on learning and innovative digital approach;
- Future is 'greener' and bright.

As set out in our Community Risk Management Plan 2022-26, our vision is underpinned by our;

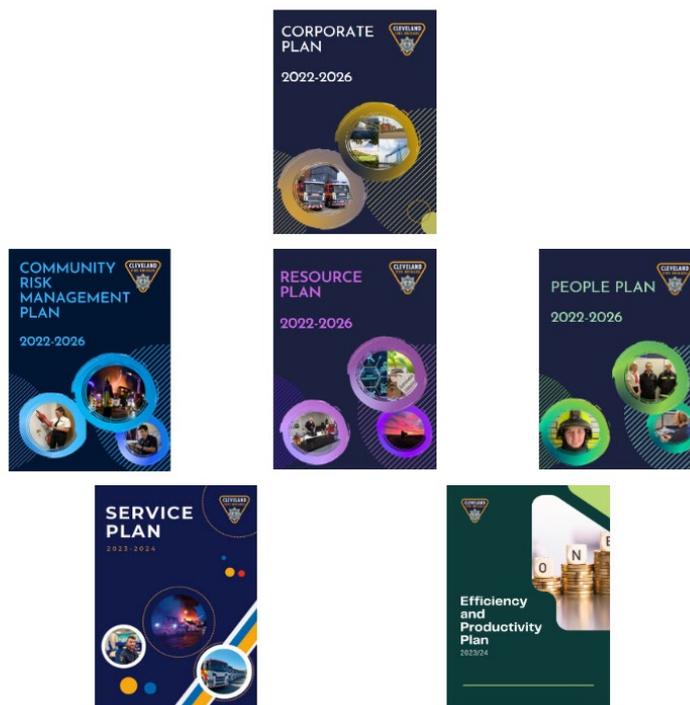
- Corporate Goals,
- Corporate Objectives
- Corporate Outcomes



3 Our Plans

The Authority publishes the following plans:

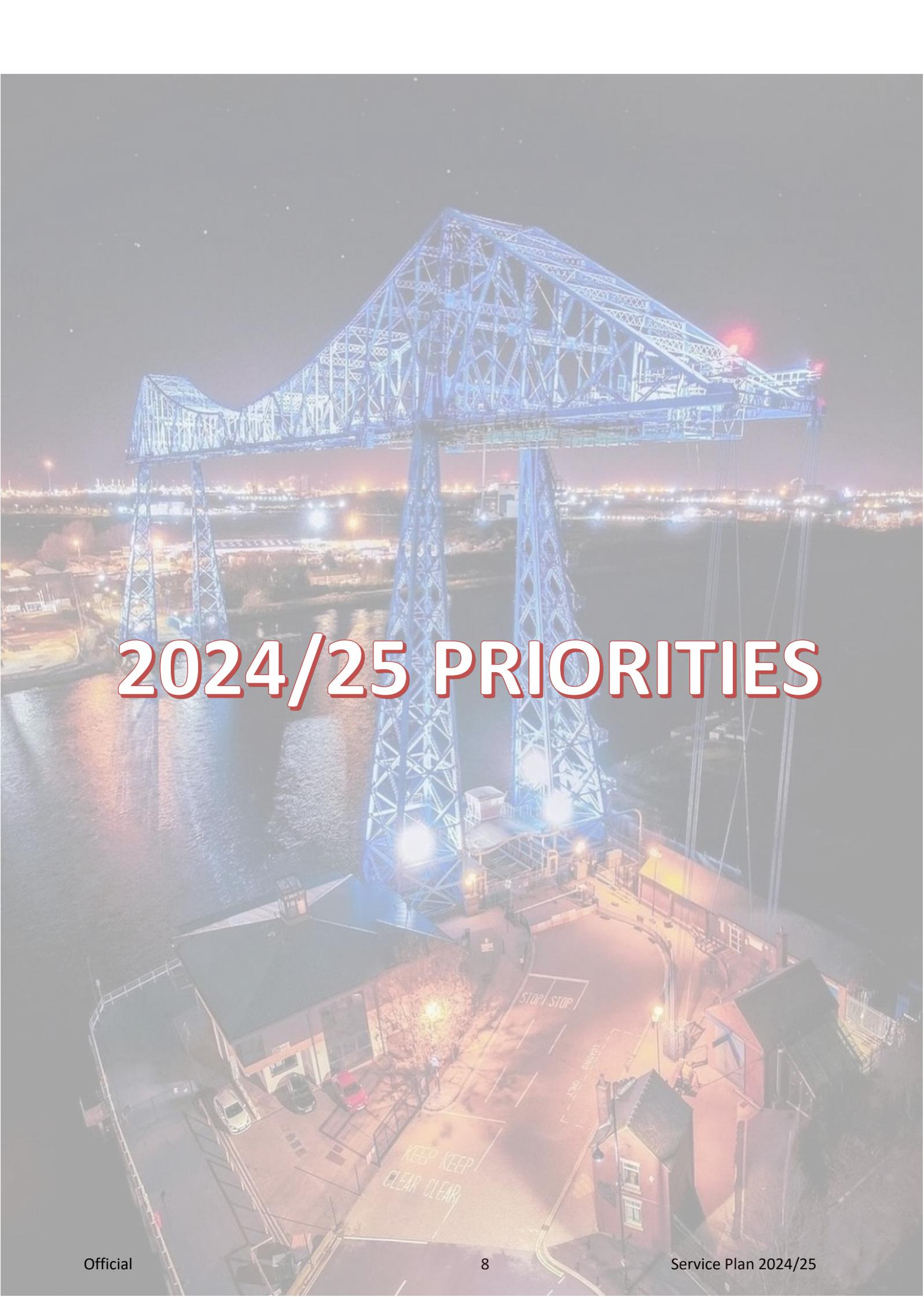
- **Corporate Plan 2022-26** which sets out the vision of Cleveland Fire Authority for 2030 and the strategic direction until 2026.
- **Community Risk Management Plan (CRMP) 2022-26** which sets out its strategic direction, financial position, risk assessments and intended deployment of resources over the medium term. This plan is underpinned by complimentary **Resource Plan 2022-26** and a **People Plan 2022-26**.
- **Efficiency and Productivity Plan** which details how the Brigade will contribute to the national target of Fire and Rescue Services (FRSs) in England creating 2% of non-pay efficiencies and increase productivity by 3%.
- **Service Plan** which sets out its priorities each year to deliver the strategic outcomes set out in the CRMP.



Each year the Authority also publishes its:

- **Performance and Efficiency Report** which reports on the previous year's performance and efficiency against the strategic outcomes set out in the CRMP.
- **Statement of Assurance** which reflects on previous year's performance covering governance, finance and operational matters.

These documents are available on request and can be found on our website at: [Strategic Reports](#)

An aerial night photograph of the Bix Creek Bridge under construction. The bridge's steel truss structure is illuminated with bright blue lights, creating a striking contrast against the dark sky. The bridge spans across a body of water, with its two main towers and the approach spans visible. Below the bridge, a town is visible, with buildings and streets illuminated by warm yellow and orange lights. The text "2024/25 PRIORITIES" is overlaid in the center of the image in a large, bold, white font with a red outline.

2024/25 PRIORITIES

4 Our Priorities 2024/25

Our priorities 2024/25 stem from two main sources:

1. **CRMP 2022-26 Year 3 proposals** which reflect the Authority's current risk assessment outcomes, the outcomes from the CRMP consultation exercise and the medium term financial position including use of the Authority's reserves.
2. **Corporate proposals** identified by the Brigade's Executive Leadership Team as a result of an annual Strategic Risk Assessment process.



The following sections details the Brigade's key priorities for 2024/25 aligned to our three Strategic Goals.



Key Priorities At A Glance

**On Call
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HMICFRS
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System**
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5 Strategic Planning Priorities





To ensure all strategic risks are identified, managed and aligned to the Brigade’s medium term financial plans

Our robust strategic planning processes has risk management at its core and ensure that the financial plans for the Brigade are developed to appropriately address the risk.

The National Fire Chief’s Council (NFCC) has taken a leadership role in reviewing how community risk is assessed by FRSs across the UK and works with them to ensure that risk assessments align to a national definition of risk, supporting the development of risk assessment methodologies which allow a consistent risk-based approach to risk management planning.

This will enable FRSs to focus their resources on activities where they will have the greatest impact on reducing risk and vulnerability within their communities.

The national work aligns with the Brigade’s strategic commitment of identifying, assessing, and stratifying local risk which are then addressed through a balanced strategy of prevention, protection and emergency response.

In 2024 the HMICFRS will be attending to review our performance for a third time. Our thorough preparations for this inspection should enable us to demonstrate to the inspectorate that our performance will not have just been maintained but will have improved in all ares of our service.

Key Improvement Actions

Priority Action : SP 4.3: Prepare for HMICFRS Inspection in Oct 2024.

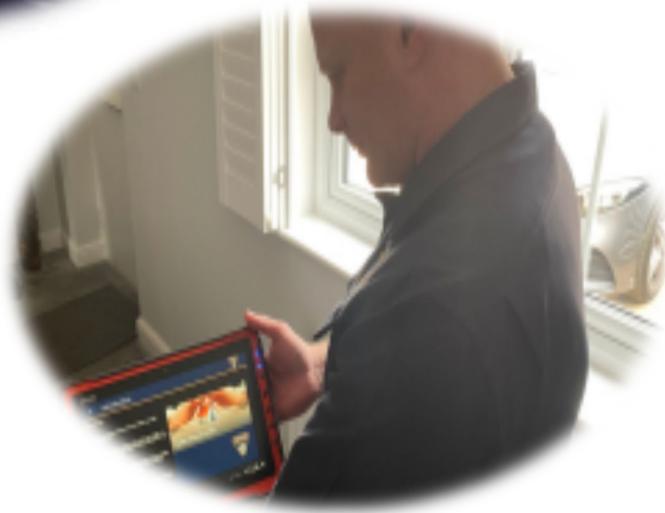
Other Key Actions

We will:

- SP 1.3: set Priorities 2025/26.
- SP 2.3: produce and publish Service Plan 2025/26.
- SP 5.3: refresh Partners’ Priorities.
- SP 6.2: develop and design new digital Performance Management Framework.
- SP 9.2: implement any improvement plan emanating from the outcomes of the gap analysis of the Home Office’s White Paper ‘Reforming our Fire and Rescue Service’.
- SP 12: review the Authority's Changing Landscape Document in preparation for CRMP process 2025/26.
- SP20.2: produce and publish Productivity and Efficiency Plan 2025/26.
- SP 22: undertake a gap analysis against HMICFRS State of Fire Report.
- SSC 114: review the Performance Management Policy, Framework and Diagram in line with the Brigade’s Key Document Framework.



6 Our Safer, Stronger Communities Priorities





Approach to Risk

Management: To develop our approach to risk management to reflect good practice and improve the safety, health,

wellbeing and economic prosperity of our communities

It is recognised nationally that risk management is robust and well embedded in Cleveland Fire Brigade.

Our risk management processes have evolved over many years as a result of our experience, learning and continuous improvement so that we have excellent insight into who / what is at risk and when and where the risk could occur for a full range of hazards.

We believe that this has put us at the forefront of risk management within the Fire and Rescue sector which was confirmed at the last HMICFRS inspection of the Brigade.



Our existing and established risk management framework will be enhanced and further developed using the outcomes from the NFCC community risk management work which should improve the safety, health, well-being and economic prosperity of our communities whilst also ensuring the safety of our operational personnel.

Key Improvement Actions

We will:

- SSC 6.3 continue to work with Partners to gather better insight relating to our diverse and 'hard to reach' communities (NFCC Access to Services).
- SSC 9.3 develop a more detailed understanding of the impact of vulnerability factors on the causes of dwelling fires to support the assessment of risk.
- SSC 101.2 support the work of Cleveland's Unit Reduction of Violence (CURV) through partnership working, the sharing of data, resources and development of local initiatives where appropriate.
- SSC 113: review risk management policy, framework and diagram in line with key document framework.
- SSC 114: produce Community Risk Profile in preparation for production of Community Risk Management Plan 2026-30.





Arson Reduction: To tackle arson and deliberate fires

Deliberate fire setting is a chronic and, at times, acute problem in Teesside with the levels in our area being the highest in the country.

In 2022/23 we estimate that the cost of deliberate fires to the economy of Cleveland amounted to £25 million.

At a national level we are the NFCC lead for arson reduction and a member of the Home Office National Anti-Social Behaviour Strategic Board.

At a local level we are members of our Local Authority Safer Partnerships and work collaboratively with partners including Cleveland Police to reduce the incidence of arson through community engagement, preventative services, fire investigation and where necessary prosecution.



Whilst inroads have been made to reduce these fires, the levels remain unacceptable. We have launched a new Arson strategy and will complete an evaluation of the effectiveness of our previous strategy to understand what has worked to inform our plans going forward.

Key Improvement Actions

We will:

Priority Action SSC 29.2 Evaluate our Arson Reduction Strategy





Safer Homes: To build on our successful approach to helping people stay safe in their homes

How people behave and act is one of the biggest contributory factors that influence the number of fire incidents in the home. We believe that by influencing and changing the way people behave we can reduce the number of fires in the home along with the number of injuries and deaths that result from them.

Safer Homes Visits have been our longstanding approach to keeping people safe in their homes through the provision of information and advice, and, where necessary, home safety risk reduction equipment. We have developed these visits to a more 'person centred' approach based around proven human behavioural and vulnerability factors which our intelligence indicates contribute to dwelling fire incidents.

We use a risk based approach to target who and where these safer homes visits are completed based around these proven vulnerability factors.

Through using digital technology during a Safer Homes Visit we will identify and assess the wider needs of an individual including safeguarding issues to ensure that we 'Make Every Contact Count' in reducing the risk of a fire incident occurring within an individuals home.

Key Improvement Actions

We will:

- SSC 27.3: evaluate our digital Safer Homes Visits following Year 1 implementation to ensure we continue to target our resources to those people deemed to be 'most at risk' and make further enhancements of the digitally interactive elements as required.
- SSC 28.3: work with Partners to deliver 20,000 Safer Homes Visits per Year, targeting the most vulnerable.





Prevention Activities: To ensure our prevention activities remain efficient, effective and deliver value for money

One of the biggest factors in the number of incidents that we attend is how people behave; this includes people at home, at work, in the community and on the roads. We believe that by influencing and changing behaviours the number of fires can be reduced along with the number of injuries and deaths that result from them. As a result we place great emphasis on preventing such incidents through a wide range of different preventative services provided by a variety of formats



We are also aware that some communities prove more difficult to engage with when providing our wide range of prevention advice and services.

To ensure that we are making best use of our finite resources we will review and evaluate our activities to ensure that the services provided are of the highest quality and are both effective and efficient.

Key Improvement Actions

Priority Action: SSC 6.2: Improve our Engagement with our Communities in line with Good Practice

Other Key Actions

- SSC 14.3 progress our programme of quality assurance compliance audits aligned to each of the prevention activities.
- SSC 15.3 implement our evaluation programme for our prevention activities.
- SSC 31.2 establish a Community Volunteer Scheme.
- SSC 32.2 explore innovative and digital solutions to delivering prevention services.
- SSC 44.2 evaluate the Brigade's school's education programme.



Risk Based Approach to Inspection: To enhance our risk-based approach to support businesses to keep buildings safe in line with the Fire Safety

Order 2005

The Fire Safety Order 2005 places a duty on fire authorities to enforce fire safety legislation in non-residential premises such as shops, offices and factories.

To ensure compliance in establishments we undertake fire safety audits against the criteria detailed in legislation and where appropriate take the necessary enforcement action.



The Brigade has over 17,000 premises in its area that must comply with legislation and as such we target audit inspections at those premises that present the highest risk to ensure we maximise its finite resources.

In 2021, we reviewed and enhanced our Risk Based Inspection Programme to ensure that we target for inspection those properties that pose the highest risk. As we have 2 years of audit inspection information on the enhanced Risk Based Inspection Programme we will evaluate its effectiveness and efficiency.

Key Improvement Action

Priority Action : SSC 21.2: Embed and Evaluate the Brigade's Risked Based Inspection Programme

Other Key Actions

- SSC 22.3 use good practice (NFCC Access to Services) to improve engagement with our business community.
- SSC 34.3 further explore innovative and digital solutions to delivering protection services.
- SSC 36.3 continue to develop and train our staff in line with the National Competency Framework for Fire Safety Regulators.



Fires in Tall Buildings: To be prepared to deal with incidents involving buildings where the height can have a serious impact on firefighting and evacuation.

We define a tall buildings as any building, residential or non-residential over 6 floors. In our area we have 33 residential and 12 non-residential buildings that are classed as being tall buildings. These are predominantly across Middlesbrough, Stockton, Thornaby and Billingham areas.

Fire incidents in such buildings, although not a common occurrence, do present operational challenges to the Brigade. These challenges can be exacerbated in buildings which have issues relating to their fire safety provisions.

Through learning from incidents in tall buildings which have occurred in other areas of the country we can develop and enhance our operational response capabilities to deal with incidents in such buildings in a safe manner. Tall buildings within our area have specific PDAs established when attending incidents at such buildings.

Since the introduction of the current fire safety legislation the communal areas of the residential buildings have formed part of our RBIP in addition to non-residential tall buildings. We have inspected 100% of these buildings.

Key Improvement Actions

- SSC 33.3 actively implement learning from major national events such as Grenfell Tower and The Cube





Resourcing to Risk: To develop options for improving the efficient and effective deployment of our emergency response resources to flexibly meet current and

future risks and demands.

To ensure that we continue to be efficient and effective, we commissioned an independent review of the configuration of our emergency response resources.

We are also undertaking a review of our On-Call Duty System to increase the availability of our on call fire engines.

We will review the effectiveness and efficiency of the new whole-time duty system that was introduced on 1st January 2024.



The outcomes of these reviews will be used to develop options for improving our emergency response cover to meet current and future demand for services.

Key Improvement Actions

Priority Action: SSC 39.3: Increase the Availability of On-Call Fire Appliances

Priority Action: SSC 118.1: Review Operational Specialisms and Configuration to ensure Optimum Effectiveness in Emergency Response Provision

Other Key Actions

- SSC 33.3: implement the learning from local, regional and national critical events such as Grenfell Tower fire and The Cube (Manchester) fire to ensure that our emergency response capabilities remain effective.
- SSC 37.3: undertake an independent review to inform the nature of our future provision of fire call handling and mobilising services.
- SSC 38.3: use the outcomes from the independent resource review to develop options for improving our emergency response cover to meet current and future risks and demands.
- SSC 41.3: continue to develop our digital monitoring system to gain a better understanding of our operational capacity and productivity.



Operational Preparedness: To ensure that our firefighters' plan and prepare to respond effectively to operational incidents including those across our borders.

Whatever the risk we face we plan and prepare to ensure sure that our emergency response services are delivered in an efficient and effective manner whether they are within our area or in neighboring services.

We aim to be a service that is fully prepared to respond to any type of incidents and large-scale emergencies and meet our duties under the Civil Contingencies Act in order to keep the public safe.

We mitigate the impact of major emergencies through robust and effective preparedness, response and recovery arrangements.

Through the sharing of information and lessons learnt between partners we continually learn and improve multi-agency response.

Regular joint training exercises are undertaken to enhance our capabilities to work together effectively when jointly responding to incidents and large-scale emergencies.

Key Improvement Actions

We will:

- SSC 42.3: strengthen our Joint Emergency Services Inter-operability Programme (JESIP) arrangements with local and regional partners.



7 Our Proud, Passionate, Professional People





Workforce Planning: To align our changing organisational needs with our People Plan

The changing nature and scope of the modern fire and rescue service requires a professional, flexible workforce with transformational, strong and resilient leadership at all levels.



We have, for a very long time, had sound and effective workforce planning arrangements in place to ensure that we have the necessary numbers of staff with the right skills to deliver our Community Risk Management Plans.

We will continue our robust approach to workforce planning to ensure that we have the right number of people and leaders with the right skills and behaviours at the right time to deliver the Brigade’s priorities over the coming years.

Key Improvement Actions

Priority Action : PPP 169: Review Senior Management Structure to Better Build Capacity and Support Succession Planning.

Other Key Actions

- PPP 22.2: achieve Level 4 of NFCC Talent Management Maturity Model.
- PPP 23.1: achieve Level 4 of the NFCC HR Analytics Maturity Model.
- PPP25.2: achieve Level 4 of the NFCC Recruitment Maturity Model.



Attract: To be recognised as an Employer of Choice

We have a strong organisational brand that is recognised by our communities as being valued, trusted and respected.



Our reputation allows us to attract many people to our whole-

time firefighting positions. However there is less interest in our on-call firefighter positions and we have difficulty in attracting people to our more specialised posts within our enabling services.

We want to continue to strengthen our employer brand to differentiate ourselves in the labour market, enabling us to engage, recruit and retain the right people to all areas of the organisation.

Key Improvement Actions

We will:

- PPP 22.2: achieve Level 4 of NFCC Talent Management Maturity Model.
- PPP 25.2: achieve Level 4 of the NFCC Recruitment Maturity Model.
- PPP 168: develop the Brigade's career portal on the external website.



Identify: To identify potential future leaders, senior managers and individuals

The HMICFRS recognised that we were 'Good' at managing performance and developing leaders. The HMICFRS made positive comments about the use of our appraisal process to identify staff that are interested in, and suitable, for promotion.

We will continue to enhance our system to better identify those people with high potential to access targeted development programmes aligned to the competency requirements of our key roles.



As part of our Integrated Talent Management Framework that we have developed a 'Development Gateway' which supports career development of all staff and the identification of future leaders.

Key Improvement Actions

Key Actions

- PPP 22.2: achieve Level 4 of NFCC Talent Management Maturity Model.
- PPP 24.2: achieve Level 4 of NFCC Leadership Development Maturity Model.
- SPR 21: review development and recruitment, selection and promotion arrangements with a view to ensuring we establish an internal pipeline of talent to middle and senior positions.



Development (Training Programmes and Resources):

To improve training using reflective learning and digital technology

Our training programmes will continue to be shaped by our professional standards; legislative requirements and importantly previous learning from incidents and large scale emergencies.

We have an embedded, reflective learning approach that consists of many and varied mechanisms such as debriefs (hot and structured), monitoring of local, national and international events and staff feedback.

We also share information with our partners that arise through joint training or when responding to incidents and large scale emergencies.

We will continue to invest in training and continue to develop our training facility on our business platform 'The Bridge' which enable access to a wide range of electronic learning resources to support individuals and teams in their development and maintenance of competence.

Key Improvement Actions

We will:

- PPP 26.2: achieve Level 4 of NFCC Learning Organisation Model.
- PPP 27.2: achieve Level 4 of NFCC Blended Learning Maturity Model.





Development (Competency Framework): To have a development framework that ensures our staff are competent to undertake their role

The foundation of our training and education success is ensuring we have the right learning environment and resources. Blended learning and digital technology will be integral to our learning and development delivery model whether it is to get new or newly promoted staff to competent and to maintain individuals competency.

We embrace the Fire Professional Framework and the National Operational Guidance Programme which sets out what competence should look like against the skill areas of incident command, driving, breathing apparatus, hazardous materials, extrication and rescue, working at heights, casualty care and water safety.

We will develop our incident commanders to be assertive, effective and safe; and to be able to resolve the full range of reasonably foreseeable incidents and be able to adapt to those that are not.

Key Improvement Actions

We will:

- PPP 26.2: achieve Level 4 of NFCC Learning Organisation Model.
- PPP 27.2: achieve Level 4 of NFCC Blended Learning Maturity Model.



Development (Leadership and Management): To have resilient, flexible, accountable leaders who create a vision, drive improvement and 'Do the Right Thing'

Our approach to managing performance and developing leaders was assessed as 'Good' by HMICFRS

Going forward we aim to build upon this by continuing to identify, nurture and support the leadership capabilities of our existing and future staff; through a culture that is underpinned by our values and ethical behaviours.

Through our Leadership Model we will continue to develop outstanding leaders who are ambassadors and role models for Cleveland Fire Brigade; who focus on others and who use leadership to create high performance teams.

Key Improvement Actions

We will:

- PPP 24.2: achieve Level 4 of NFCC Leadership Development Maturity Model.
- PPP 26.2: achieve Level 4 of NFCC Learning Organisation Model.
- PPP 28.2: achieve Level 4 of NFCC Performance Management Maturity Model.
- PPP 35.2: introduce a 360 Appraisal Feedback Mechanism.
- PPP 36.2: introduce a Leadership Coaching Scheme.
- PPP 142: develop and implement an action Plan relating to Leading the Fire Service Fire Standard.
- PPP 143: develop and implement an action Plan relating to Leading and Developing People Fire Standard.



Retain: To have a high level of workforce retention

We are committed to ensuring that the Brigade continues to be recognised as 'a great place to work'; where our people remain professional, proud and passionate.

We know that when people come to work for us, they stay with us and we believe this is because of the excellent range of benefits that they enjoy.

We will continue to enhance our services to ensure that we continue to maintain high levels of staff retention.

Key Improvement Actions

We will:

- PPP 29.2: achieve Level 4 of NFCC Employee Recognition Maturity Model.
- PPP 154: Review Local Agreement 11 and Annualised Hours Duty System for Green Book Staff procedure.
- PPP158: Review Continuing Professional Development Scheme for Grey Book employees.
- PPP 161: review Career Break Policy and Procedure.
- PPP 164: review Flexible Working Policy and Procedure.





Health and Safety: Competence To have a workforce that is competent to carry out their health and safety responsibilities

Staff will continue to have the necessary knowledge, skills and experience to manage health and safety within their operating environment.

Our workforce will maintain competency appropriate to their role and will be developed using accredited learning and qualifications:



- Institute of Occupational Safety and Health (IOSH)
- National Examination Board in Occupational Safety and Health (NEBOSH)
- Royal Society for the Prevention of Accidents (RoSPA)

In simple terms, our staff will be able to recognise the risks associated with each activity and apply the right measures to control and manage those risks.

Key Improvement Actions

We will:

- PPP 49.3: deliver health and safety training to all staff.
- PPP 50.3: carry out an annual Health and Safety Training Needs Analysis.
- PPP 51.3: continue to deliver a programme of high-quality workforce audits.



Health and Safety: Culture To have a positive health and safety culture where staff understand their responsibilities and are comfortable to report concerns and managers lead by example, taking action where necessary

The Brigade fosters a great culture of employee health and safety and is based around the ethos of effective leadership at all levels within the organisation. All staff participation in safety is important, to build ownership and accountability at all levels and use the H&S knowledge that our staff have.

Promoting a safe workforce and workplaces is a priority as demonstrated through our health and safety arrangements that have been in place for many years.

We will continue to enhance the health and safety culture throughout the organisation in the coming year.

Key Improvement Actions

We will:

- PPP 52.3: carry out regular audits and discussions to ensure that staff understand our safety values.
- PPP 53.3: ensure senior leader workplace visits.
- PPP 54.3: monitor hazard reporting and identify emerging trends.



Health and Safety: Controls

To have workplaces where risks are controlled

Our overall aim in our H&S arrangements is to identify anything that has the potential to cause harm and implement measures to mitigate or control the risk.

As part of managing our health and safety arrangements across the organisation we will control the risks in our workplaces through effective hazard identification, risk assessment and mitigation or control processes.



We want staff to proactively identify anything that has the potential to cause harm wherever they work and do everything to prevent the harm from happening.

Key Improvement Actions

We will:

- PPP 63.3: ensure that the risk assessment process is implemented and adhered to.
- PPP 64.3: undertake a Health and Safety Assurance Audit across all functional areas of the organisation to ensure that we are compliant against all procedures and processes.
- PPP 65.3: inspect and check test records, equipment including PPE.
- PPP 66.3: monitor Audit action plans.
- PPP 120.1: monitor outcomes of NFCC evaluation on contaminants.



Health and Safety Communications

To create an environment that enables effective communications with staff

Effective communication on Health and Safety is essential in developing and maintaining the Health and Safety culture we strive for.

We communicate Health and safety issues at all levels throughout the organisation from a strategic level to workplace supervisors will maintain good communications with our employees and encourage a positive safety culture.

Our inclusive approach involves representatives from the relevant trade unions.

We actively promote discussions and constructive challenge about health and safety in everyday work conversations. We want our leaders to listen to what they are being told by staff and take any concerns seriously with prompt and robust actions where necessary.

Key Improvement Actions

We will:

- PPP 58.3: develop and maintain Health and Safety bulletins.
- PPP 62.3: develop 'Toolbox' Talks.



HEALTH AND WELLBEING

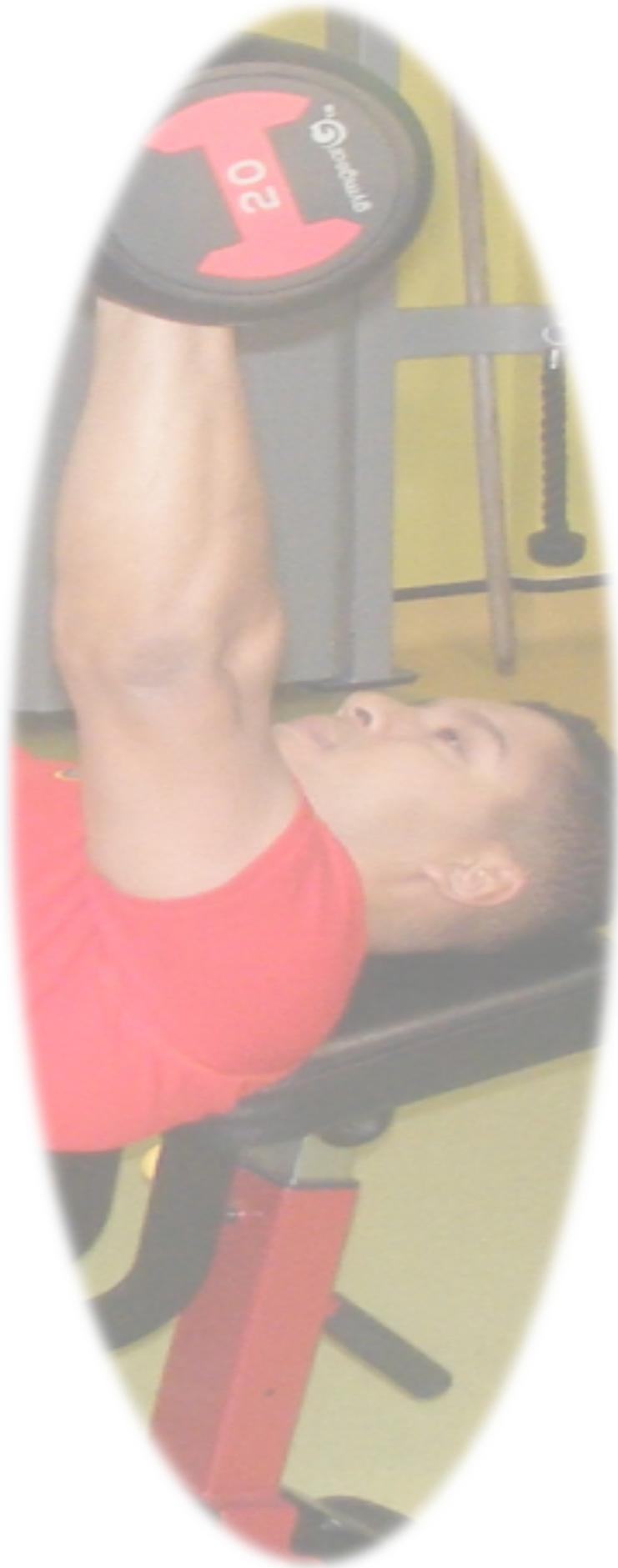
We are passionate about the health and wellbeing of our people.

For many years we have acknowledged that by creating a positive, safe and healthy work environment for employees we can increase morale, improve our employees' work-life balance, reduce people being absent from the workplace for health reasons and, in turn, positively impact the performance of our service.

Our approach to the Health and Wellbeing of staff covers the following areas;

- **Physical Health:** To support employees in their Physical Health to remain at or return to work;
- **Firefighter Fitness:** To have an increasing number of firefighters achieving and maintaining the standards of personal fitness;
- **Mental Health:** To support employees in their Mental Health to remain at or return to work;
- **Health Promotion:** To promote healthy lifestyles and provide access to information and advice to enable our employees to look after their own health, fitness and wellbeing.

In 2024/25 we will continue our approach to ensuring the Health and Wellbeing of staff.





Physical Health and Firefighter Fitness: To have employees who are supported in their physical health to remain at or return to work

Physical health relates to everything from the absence of disease to fitness levels. Our approach to physical health and firefighter fitness covers;



- Physical activity including strength, flexibility and endurance;
- Nutrition and diet;
- Alcohol and drug;
- Medical and self care.

The fitness of firefighters is important both in terms of reducing the risk of personal injury but also being able to provide a swift and effective response to emergency incidents when required.

Key Improvement Actions

NONE



Mental Health: To have employees who are supported in their mental health to remain at or return to work

If we feel good about ourselves we often work productively, interact well with colleagues and make a valuable contribution to our team. Poor mental health has the opposite effect.

Poor mental health can range from feeling ‘a bit down’ to common disorders such as clinically diagnosed disorders including anxiety, stress and depression.

Many of today's life's demands can cause stress and mental health issues in particular work, relationship and financial problems.

It is important therefore for individuals and managers to recognise the symptoms early to help identify necessary support.

Key Improvement Actions

We will:

- PPP 21.3: achieve the six standards of the 'Mental Health at Work' Commitment.
- PPP 71: review Blue Light Mental Health arrangements.
- PPP 128: undertake assessment against MIND Workplace Wellbeing Index linked to Mental Health at Work Wellbeing Index.



Health Promotion: To promote healthy lifestyles and provide access to information and advice to enable staff to look after their own health, fitness

and wellbeing

We aim for health and well-motivated individuals have a positive effect on the organisation, so it is important to promote health at work.



Workplace health promotion is about taking steps to help our employees improve their own general health and wellbeing.

Health promotion can take many forms from the provision of gym facilities to staff training to flexible working to employee engagement in health initiatives.

Over the next year we will continue to enhance our health promotion initiatives.

Key Improvement Actions

Priority Action : PPP 159: Reduce Sickness Absence Levels within Cleveland Fire Brigade

Other Key Actions

- PPP 5.3 explore the provision of a 'staff community garden' as part of our wellbeing facilities.
- PPP 23.1: achieve Level 4 NFCC HR Analytics Maturity Model.
- PPP 31.3: develop a detailed sickness absence analysis report.
- PPP 68.2: produce an annual Customer Satisfaction Report on Occupational Health Services.
- PPP 103.1: consider national research outcomes relating to health and wellbeing in the Fire and Rescue Service and develop existing Framework as necessary.
- PPP 131: explore possibility of extending health and well-being arrangements to Employees families.





EQUALITY, DIVERSITY AND INCLUSION

We are committed to ensuring that we are an Employer of Choice, one that welcomes diversity and is becoming increasingly more representative of the diverse communities it serves.

We aim to ensure that equal treatment is embedded within our day to day business, processes and activities.



We actively promote an inclusive, learning culture that is built on mutual trust and respect and values diversity; one that appreciates and encourages the contribution of everyone within the organisation in a working environment that is free from discrimination, victimisation and harassment and supports equal treatment, equal opportunity, inclusion and transparency.

We will continue our work on Equality, Diversity and Inclusion covering the following objectives;

- To be compliant with all equality, diversity and inclusion legislation;
- To have people policies, processes and practices that provide equality of opportunity and are free from discrimination;
- To have a workforce that increasingly reflects the communities we serve;
- To have a working environment where our employees feel they can be themselves and where they can grow to be the best they can be.



Legal Compliance: To be compliant with all equality, diversity and inclusion legislation

The Equality Act 2020 consolidates and replaces previous anti discriminatory laws.

As a public authority we are required to consider how our policies and decision impact people with any of the protective characteristics. As part of these requirements we are required to publish;

- ☯ A Public Sector Equality Duty Report that shows how we comply with the Equality Duty.
- ☯ A Gender Pay Gap Report
- ☯ Publish our Anti-Slavery and Human Trafficking Statement.

We will also go over and above the statutory requirements through;

- ☯ Produce an Ethnicity Pay report
- ☯ Consider Stonewall Accreditation.

Key Improvement Actions

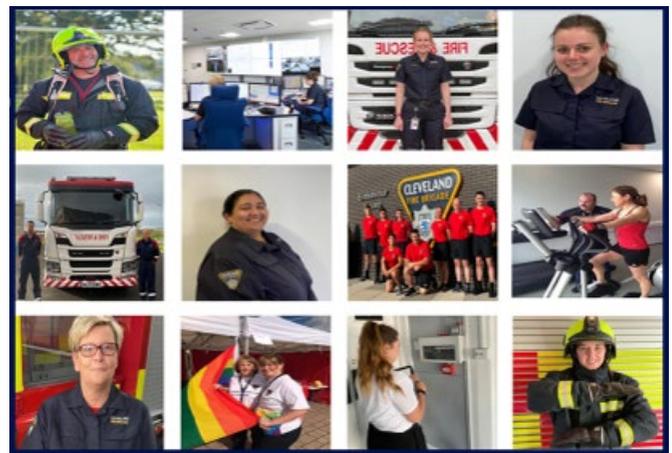
We will:

- PPP 8.3: voluntarily compile an Ethnicity Pay Report.
- PPP 12.2: achieve Level 4 of NFCC EDI Maturity Model.
- EDI 3.3: publish Public Sector Equality Duty Report.
- EDI 4.3: publish Gender Pay Gap Report.
- PPP 156.1: produce Anti-Slavery and Human Trafficking Statement in line with the Brigade's Key Document Framework.
- PPP157: Publish an Accessibility Statement on the Brigade's website.
- EDI 18: consider Stonewall Accreditation.



Equality: To have people policies, processes and practices that provide equality of opportunity and are free from discrimination

We aim to ensure that equal treatment is embedded within our day to day business, processes and activities whether it is the way we deliver services to the public to equality in remuneration, equality in recruitment and promotion and access to learning opportunities.



Key Improvement Actions

We will:

- PPP 6.2: develop our diversity performance indicators to identify and address disproportionality across recruitment, retention and progression.
- PPP 12.2: achieve Level 4 of NFCC EDI Maturity Model.





Diverse Workforce: To have a workforce that increasingly reflects the communities we serve.

Diversifying our workforce, particularly changing the diversity of our front-line firefighters has always been important to us so that they better reflect the communities we serve.

We have invested resources into identifying and tackling the barriers to equality of opportunity and making our workforce more representative of our communities.

Although we are beginning to make progress in this respect we acknowledge that like other fire and rescue services there is more to do in this area.

Over the coming years we will continue our efforts in this area.

Key Improvement Actions

Priority Action: PPP 14.2: increase the diversity of the workforce.

Other Key Actions

We will:

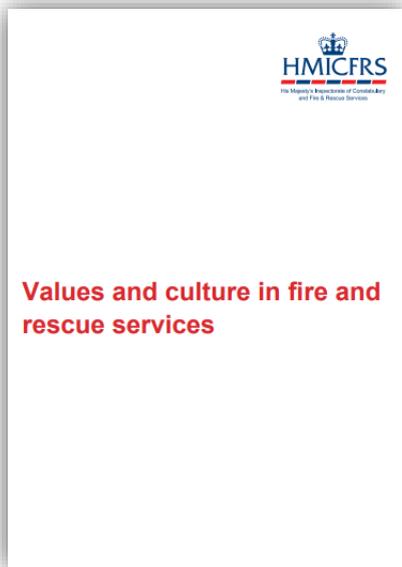
- PPP 6.2: develop our diversity performance indicators to identify and address disproportionality across recruitment, retention, and progression.
- PPP 12.2: achieve Level 4 of NFCC EDI Maturity Model.
- PPP 16.2: explore Direct Entry as a means of recruiting to senior positions.





Inclusive Culture: To have a working environment where our employees feel they can be themselves and where they can grow to be the best they can be

The national spotlight report on Values and Culture in the Fire and Rescue service by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services was published in March 2023. This has provided an opportunity to reflect and take action to address how we embed values, culture, fairness and diversity into the Brigade.



We want to create an environment where people can thrive and be the best they can be without fear or intimidation. We have well embedded values and behaviours, which we expect all staff to abide by.

We acknowledge that we need to and want to do more work in this area and we will focus on developing and embedding our inclusive culture over the coming years.

Key Improvement Actions

Priority Action: PPP 129: Adopt Positive Cultural Change, where appropriate

Priority Action: PPP 1.3: Conduct a Staff Cultural Survey

Other Key Actions

- PPP 2.2: further develop our suite of performance indicators to give us a better picture of our culture.
- PPP 9: gain Re-Accreditation of our Disability Confident Leader.
- EDI 1.3: arrange a CFB EDI conference.
- PPP 12.2: achieve Level 4 of NFCC EDI Maturity Model.
- PPP 37: expand our Reward and Recognition Scheme to include individual and team contributions to organisational achievements aligned to values and ethical behaviours.
- PPP 38.2: continue to implement our Staff Engagement Strategy.
- EDI 2.2: expand our Network of Staff Engagement Champions.
- PPP 90: review Job Evaluation arrangements.
- EDI 19: research Police Cultural Competence Model.
- EDI 20: research NHS People Promise Framework and Toolkit.
- EDI 21: research concept of psychological safety.
- PPP 149.2: develop a dashboard on The Bridge to monitor watch and team cultures (HMICFRS Culture Report Recommendation 24.2).

8 Our Efficient Sustainable Resource Priorities





Estates including Climate Change:

To maximise the use of our 'modern estate' and reduce our energy and water consumption.

We want to make our buildings an integral part of the community that we serve by being the local hub for community cohesion and engagement. As an employer of choice we seek to create the right working environment for all our staff.



Sustainability within our buildings is a key consideration in the future. Our Climate Change strategy and work towards a net zero carbon emissions by 2050 will be achieved by commencing a scheme of site decarbonisation, replacement of our heating systems with renewable energy sources and installation of electric vehicle charging points across our estate.

Key Improvement Actions

We will

- ESR20.3: replace Drill Towers.
- ESR21.2: undertake a rolling programme of site de-carbonisation.
- ESR62.2: aim to reduce our electricity, gas and water consumption.
- ESR63.1: consider more widespread generation of our own energy through solar power and wind turbines for both direct energy and storage.



Fleet including Climate Change:

To have a 'fit for purpose' fleet that meets the needs of our community and delivers an effective fire and rescue service now and into the future

We aim to have a fit for purpose fleet of vehicles to deliver an effective fire and rescue service now and into the future.

Due to our changing community and operating profile we have over recent years made significant investment into our fleet. Our insight into the changing community profile and changes in legislation our fleet profile will also have to change.

As with our estates, sustainability is a key consideration in the future of our fleet and we will support our Climate Change strategy and work towards net zero carbon emissions by 2050



Key Improvement Actions

We will

- ESR24.2: investigate the use of alternative and smaller emergency response vehicles.
- ESR25.2: evaluate greener vehicles in support of our Climate Change aims.



Equipment including Climate

Change: To have value for money, state of the art equipment that supports the delivery of an effective fire and rescue service

Our strategy is that all our operational equipment is state of the art and fit for purpose thus ensuring safety, effectiveness, efficiency and legal compliance.

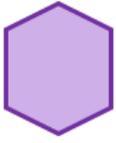
As new products are constantly entering the fire and rescue market, we ensure that we continue to undertake robust research to ensure that we identify the best technical solutions to meet for our future equipment requirements.

Key Improvement Actions

We will

- ESR31.2: replace BA sets and cylinders; investigate the introduction of BA telemetry.
- ESR32.1: replace all PPE Fire Kit including a managed kit washing service.





DIGITAL TRANSFORMATION

As an intelligence led organisation the Brigade is data and information rich. It uses information technology, digital technology and data to plan and deliver its services.

The Brigade is committed to innovation through technology and has a long term Digital Transformation Programme that aims to maximise the added value gained from the innovative use of technology and digital solutions.

Our Digital Transformation Strategy outlines a framework for the further development, innovation and improvement of all aspects of digital, information and communication technology across our organisation, covering;

- Digital Experience :To ensure people are engaged and have a great digital experience with technology;
- Smart Technologies: To adopt smart technologies that improves our business processes and provides a 'fit for purpose' digital infrastructure;
- Data Insights: To integrate our data, visualise easily and in real-time;
- Digital Foundations To ensure resilient, secure arrangements and effective governance controls protect our data and technology.

Key Improvement Actions

Priority Action: Deliver the Digital Transformation projects allocated for delivery in 2024/25



Digital Experience: To ensure people are engaged and have a great digital experience with technology which is familiar to them in everyday life

We want to deliver an attractive user-driven experience where our people have easy access to effective and efficient business applications and communication tools when and where they need them.

Our business platform 'The Bridge' is a key enabler to the implementation of our digital transformation plans, giving easier access and control to our business information, facilitating great staff collaboration and providing a gateway to our internal and external data and digital systems.

We aim to introduce public facing digital services which are inclusive and accessible to all. We will explore innovative digital solutions for our community safety services to keep our residents safe from fires and also solutions to support our fire safety activities to support businesses to keep their buildings safe and comply with building fire safety legislation.

Key Improvement Actions

We will:

- ESR 3.3: provide accessibility and connectivity for our people to work anytime, anywhere on any device.
- SSC 27.3: further enhance the digitally interactive elements of our face-to-face Safer Homes Visits.
- SSC 32.3: explore digital solutions to support our prevention engagement activities.
- SSC 34.3: explore digital solutions to support our protection engagement activities.



SMART Technologies: To adopt smart technologies that improves our business processes and provides a 'fit for purpose' digital infrastructure

It is vital that we use our data and digital technology to deliver 'fit for purpose' solutions to address our business needs. The continued uptake and use of technology and equipment that that use digital capabilities will help us in many ways.



- Increase the efficiency and effectiveness of sharing of information and communications between operational teams and with partners in joined up services;
- Digital technology to support agile working that enables our people to represent us within integrated partnership teams and working in other locations;
- Wearable technologies can allow us to monitor firefighter safety at the scene of an incident and assist with creating realistic training scenarios;
- Digital innovation will help our climate change plans through the introduction of building energy management systems and fleet monitoring.

Key Improvement Actions

Priority Action: SSC 37.3: Implement the collaborative project with CDDFRS, H&WFRS and Shropshire FRS for the future provision of fire call handling and mobilising services.

Other Key Actions

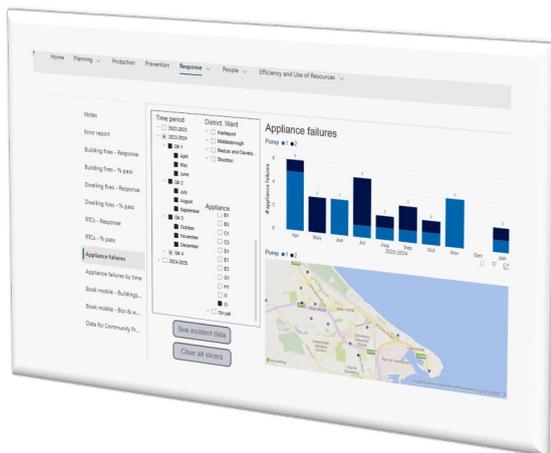
- ESR 4.3: expand our use of Microsoft 365 business productivity tools and unified communication.
- ESR9.3: introduce digital mobile applications for alerting our flexi-duty officers and on-call staff.
- ESR 10.2: implement digital technology to support our climate change plans.
- ESR 13.2: align our geospatial and location data with the national UK Addressing Database.
- ESR 14.2: integrate the national MAIT protocols into our Fire Control Room systems.



Data Insights: To integrate our data to visualise easily and in real-time, to enhance organisational performance

Information and data are the fundamental building blocks required to make informed and intelligence based decisions and improvements. To support this approach we collect, store and process large volumes of data in many different forms.

As our digital transformation journey progresses, these quantities of data will increase significantly into the realms of what is known as Big Data. We need to be able to access the information we need, at the time when we most need it, and then be able to make sense of it at a glance.



We are developing real-time management information dashboards relating to our balanced strategy of Prevention, Protection and Emergency Response thus affording individuals access to the most current information when and where they need it.

Key Improvement Actions

We will:

- ESR 16.3: enhance the visualisation and presentation of our data through the expanded use of business intelligence dashboards using Microsoft Power BI.



Digital Foundations: To ensure that resilient, secure arrangements and effective governance controls protect our data and technology

Our increasing use of technology throughout the organisation will create new and increasing technological risks associated with information security and cyber-attacks. We need to ensure that our security arrangements are robust enough to address these risks and increase our cyber resilience, by integrating and embedding cyber security throughout the organisation.

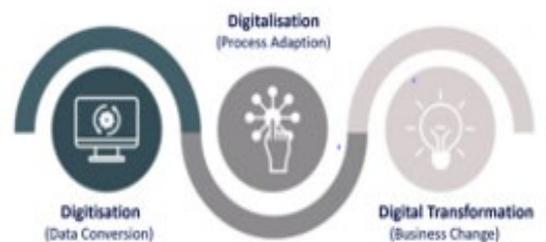
We need to continue to Protect our digital systems and data, detect when someone is trying to act maliciously against us, and adapt and evolve our security posture to stay ahead of threats. We will continue to

- implement measures to make our data and technology more secure against cyber threats.
- strengthen our disaster recovery arrangements.
- annually assess our Information Security arrangements.
- ensure that our relevant Business Continuity arrangements are regularly reviewed and tested.

Key Improvement Actions

We will:

- ESR 18.3: establish a suite of digital performance measurement indicators and introduce a system to record and monitor performance.





Partnerships: To be 'Better Together' – Working in Partnerships

For many years we have recognised that our success at improving community safety is best achieved by working together with other agencies. We also collaborate with other Fire and Rescue Services at strategic and tactical levels on a regional and national basis.

The HMICFRS acknowledged that we have a positive approach to collaboration but indicated that we should ensure that we monitor, review and evaluate the benefits and outcomes of any collaboration to ensure they are effective in meeting their objectives.

We have developed our 'Better Together' Partnership and Collaboration Framework which is geared towards enhancing our governance arrangements for the management and monitoring of collaborations and partnerships.

The Framework details our commitment to working in collaboration and to better evidencing the benefits of working in this way. We will continue this work and progress additional collaboration opportunities over the coming years.

Key Improvement Actions

We will:

- ESR 15: evaluate the effectiveness and efficiency of Cleveland Police co-locating at Thornaby Fire Station.
- ESR 37: evaluate the effectiveness and efficiency of Cleveland Police leasing the old Training Centre at Grangetown.
- ESR 93.2: evaluate our vehicle maintenance collaboration Partnership with Cleveland Police.



Collaboration: To secure value for money in the procurement of goods and services through our strategic partnerships

Our commitment to securing value for money in our procurement activities is clear and evidenced through the use of local and national collaborations and frameworks.

Our Partners include other Fire and Rescue Services, other blue light emergency services, Local Authorities and Health partners.

Going forward we will continue to work with Partners to better understand the growing complexities of our joint needs and the need to enhance resilience within our partnerships and supply chains.



Key Improvement Actions

We will:

- ESR 34.3: demonstrate collaboration throughout our local and regional supply chain.
- ESR 35.3: work to the ISO 44001 Framework for partnerships.



Contract Management: To ensure more efficient and effective contract management

Contract management for commissioned goods and services is vital as it promotes and drives quality, value for money, innovation, agility and flexibility in the delivery of services.

Effective contract management also affords the opportunity to decrease risks and increase social value of our services whilst also increasing their resilience.

As we increasingly procure more goods and services, it is vital that we continue to adopt robust contract management that is proportionate and ensures considerations of strategic, political and community impacts.

Our contract management arrangements will continue to focus service delivery on quality, performance, making efficiencies and achieving cost reductions, increasing social value opportunities, decreasing environmental footprint, mitigating risks, increasing resilience and harnessing continuous innovation and change.

Key Improvement Actions

We will:

- ESR 72.3: incorporate opportunities for creating social value into all relevant contracts.
- ESR 73.3: build on due diligence arrangements regarding modern slavery; and health and safety.



Procurement Excellence: To deliver a faster, leaner, fairer and more effective procurement service

We want our Procurement Function to be , agile, fair and transparent and working towards being 'best in class'.

We are committed to learning and continuous professional development and will continue to identify learning opportunities within our procurement environment and supply chain.



Our ethos of continuous improvement will underpin our procurement service delivery model through gaining a better understanding of what constitutes service effectiveness and efficiency and the development and adoption of procurement performance standards.

Key Improvement Actions

We will:

- ESR 36.1: undertake a best value review of CFB's procurement services.
- ESR 76.3: undertake an Independent Peer Review of our procurement services.
- ESR 98.1: Assess the implications of the Procurement Act 2023 scheduled to be published in Oct 2024.



Sustainable Procurement: To enhance our approach to sustainable procurement

Achieving value for money in public procurement remains focused on securing the best mix of value, quality and effectiveness.



We aim to procure sustainably in a way that achieves value for money on a whole life basis and generates benefits not only to our organisation but also to the environment.

We recognise that we need to better understand the potential environmental impacts as a result of our purchasing decisions.

Key Improvement Actions

We will:

- ESR 74.3: identify opportunities to maximise value from products and services.
- ESR 75.3: encourage suppliers to gain certification to relevant accreditation schemes.



Prudent, Integrated, Financial

Management: To ensure that our Medium-Term Financial Strategy integrates our revenue and capital

budgets and reserves; and that it is aligned to our Community Risk Management Plan

Cleveland is more dependent on Government funding than other Fire and Rescue Services and subsequently more at risk from potential future national changes in funding arrangements for the sector.

For the last 6 years the Local Government Finance Settlements have only provided funding details for single year periods thus making financial planning extremely uncertain.



Due to our challenging and uncertain financial situation we ensure that a robust and comprehensive Medium Term Financial Strategy (MTFS) is maintained and reviewed on a regular basis covering our revenue, capital budgets and financial reserves.

Since the current funding system was implemented in 2013/14, there has been significant reductions in Government funding which have exceeded increases in Council Tax income creating budget deficits to address every year.

Our annual budget requirement reflects the resources needed to implement our CRMP priorities, reflect changing external circumstances including anticipated pay awards and non-pay inflation which in the last year have proved to be volatile.

The latest Local Government Finance Settlement provided funding details for only 2024/25. On 9th February 2024, the Authority approved its Medium Term Financial Strategy 2025/26 which reflects a Council Tax increase and a revenue budget for 2023/24 of £34.989m

Key Improvement Actions

Priority Action: ESR 106: Develop a Plan to address the Medium-Term Financial Strategy deficit £1.7m to 2025/26

We will:

- ESR 33.3: review MTFS including efficiencies and reserves.
- ESR 83.3: implement 2024/25 Capital Programme.
- ESR 90.3: achieve an unqualified opinion on the Authority’s financial statements.
- ESR 91.3: achieve an unqualified opinion on Value for Money.
- ESR 101.2: implement the National Age Discrimination Remedy for Firefighter Pension Schemes



Did you know for an Emergency Response service 24 hours a day 365 days a year, Cleveland Fire Brigade costs the council tax payer



A night photograph of a bridge over water. The bridge has several arches and is illuminated with warm, yellow lights. The lights are reflected in the water below, creating a shimmering effect. The sky is dark, and the overall scene is serene and modern.

OUR FINANCES

9 Our Finances

The current funding system was implemented in 2013/14 and up until 2022/23 there had been annual reductions in Government funding. Increases in Government funding in 2023/24 and 2024/25 did not reverse these reductions. As a result, the amount of our budget funded from Government Grant and Business Rates income reduced from 69% of our funding in 2013/14 to 58% in 2024/25.

As a result of this reduction there was a shift to Council Tax to fund services which increased our recurring resources from 31% in 2013/14 to 42% in 2024/25.

The financial position for 2023/24 has been extremely challenging owing to the impact of inflation and pay awards. Whilst inflation continues to reduce it remains an issue for 2024/25, alongside national pay awards and we have addressed this position in our 2024/25 budget.

The latest Local Government Finance Settlement provided funding for the 2024/25 as a single year settlement meaning the Authority's financial position remains uncertain. Delays in planned reforms to the Business Rates Retention system, the Fair Funding Reviews and Fire Fighters' Pension Scheme transition protections add to this uncertainty.

This makes financial planning extremely difficult for all authorities, particularly single purpose FRAs.

Furthermore, those FRAs, including Cleveland, which are more dependent on Government funding are more at risk from potential future national changes in funding arrangements for the sector and face increased risk through single year financial settlements.!

On 9th February 2024, the Authority approved its Medium-Term Financial Strategy 2024/25 which reflects:

- The final Local Government Finance Settlement for 2024/25;
- The Authority approving a Council Tax increase 3% (Band D increase - £2.60);
- The Authority's receipts from the Council Tax;
- National Non-Domestic Rate (NNDR) collection funds; and
- A set revenue budget for 2024/25 of

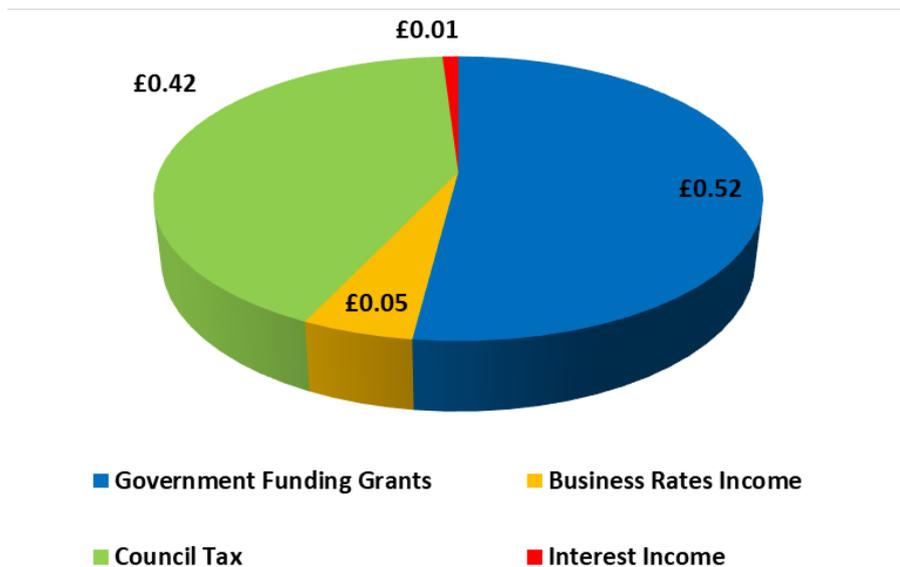


The 2023/24 Revenue Budget is £34.989m

Where our Money Comes From?

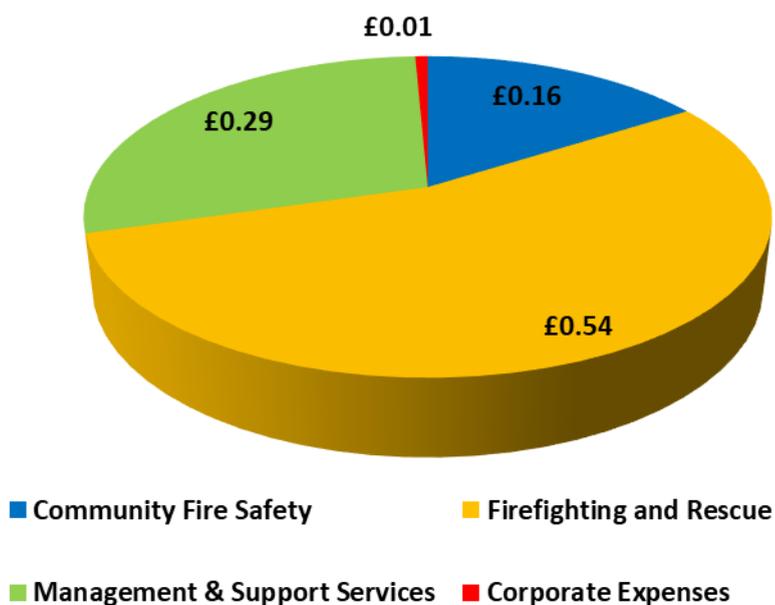
Our revenue budget is funded through a combination of central government grant and local taxation.

Where each £1 comes from the various sources are shown in the following chart:



Where our Money is Spent

The following chart shows where each £1 is spent on delivering different aspects of our service.



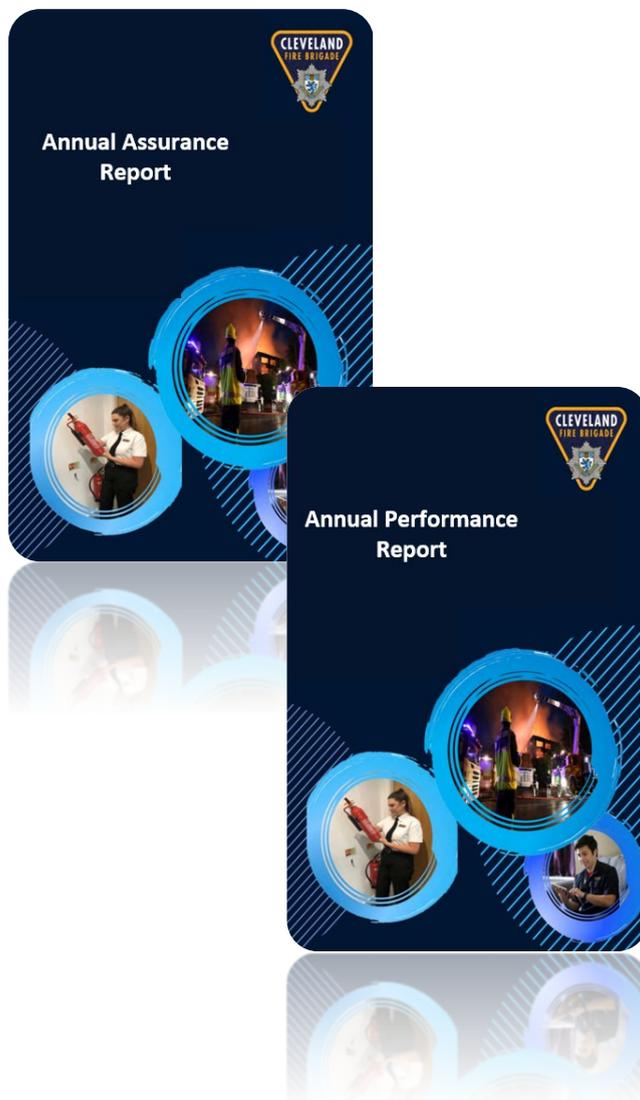
10 Our Performance in 2023/24

We pride ourselves in being open and transparent on how we are performing. Our Performance Management and Assurance Framework is used to demonstrate current performance and areas for improvement in the future, to internal and external stakeholders.

Full details of our 2023/24 performance is outlined in the following documents;

- Organisational Performance Report 2023/24
- Organisational Assurance 2023/24

Both of which will be published and available either on request or from our [website](#)



11 Shaping Our Future

Would you like to be involved in shaping the future services delivered by your local Fire Brigade?

This plan provides information about our future priorities. You may:

- want to make a contribution and/or be involved in helping us target and deliver our services;
- have comments or feedback regarding the content of this plan;
- be interested to know more about the range of services we provide;
- have ideas about how you could help us to deliver services that will make a positive difference and improve both safety and quality of life for our communities.

If you would like to be involved please contact

**The Communications Team
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 ClevelandFB  ClevelandFB  ClevelandFB www.clevelandfire.gov.uk



North East
Better Health
at Work Award



Glossary of Terms

AMP	Asset Management Plan
CFA	Cleveland Fire Authority
CFB	Cleveland Fire Brigade
CRMP	Community Risk Management Plan
Control	Fire Control Room
CSR	Comprehensive Spending Review
EDI	Equality, Diversity and Inclusion
ELT	Executive Leadership Team
FRA	Fire and Rescue Authority
FRS	Fire and Rescue Services
HO	Home Office
HMICFRS	His Majesty's Inspectorate of Constabulary and Fire & Rescue Services
ICT	Information Communications Technology
Mazars	The body that audits the Brigade to show value for money and improvements
MTFS	Medium Term Financial Strategy
NFCC	National Fire Chiefs Council
On Call	Members of staff that respond to incidents on a part-time basis
SSC	Safer Stronger Communities
UOR	Use Of Resources
VfM	Value for Money
Wholetime	Members of staff that are on full-time firefighter contracts that comprise of a regular rotating pattern of day shifts, night shifts or day duty

