



REVIEW OF TARGETS

2025/2026



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Report Prepared May 2026





Section 1: Introduction

The purpose of this report is to provide an analysis of the performance of the approved targets for the Brigade during 2025/26.

The report informs ELT of the outcome of the targets and whether the targets were met, exceeded or performed better than the expectation. The report further analyses the performance of targets in relation to a performance tolerance level.

Section 2: Summary

Within the 2025/26 performance report there are 118 indicators in total, of which 79 have an agreed target. Of these targeted indicators, 29 (37%) met or improved upon their target, while 50 (63%) did not achieve the expected level of performance. The remaining indicators are either not targeted as they do not have an agreed measure, or do not have comparator data available, or are currently under review (includes 4 learning and development indicators that were under review during the second part of 2025/26).

Appendix A provides the full list of indicators and their performance against target.

The Table below shows the performance of those targeted measures under each strategic measure

Strategic Measure	Targeted Indicators	Number of Targets Met
Safer Stronger Communities	45	19 / 42%
Professional, Proud, Passionate People	24	4 / 17%
Efficient, Sustainable Resources	10	6 / 60%
TOTAL	79	29 / 37%

Section 3: Target Tolerance Level

For this review a tolerance level at which the indicator targets have significantly under or over performed has been set at 20%. This mirrors the brigade's approved target setting procedure. Of the targeted indicators more than half of indicators (58% / 46) have performed within this tolerance level. 34% (27) are above or worse than the tolerance level, but 8% (6) are better than the target tolerance:

- Number of attendances at Non Domestic Unwanted Automated Fire Alarm Calls (32% better than target).
- Number of Incidents within identified High Hazard sites (55% better than target).
- Number of Near Misses (39% better than target).
- Number of Vehicle Accidents (25% better than target).
- Procurement Return on Investment (ROI is 84% better than the target).
- Number of Malicious False Alarms (25% better than target).

3.1 Safer Homes and Communities performance overall is not to target:

- Both Accidental and deliberate dwelling fires are worse than target (25% and 22% respectively).
 - Deliberate fires are just over 20% worse than target, with deliberate secondary fires 23% worse.
- However;
- Deliberate primary including deliberate vehicle fires are within tolerance levels. 532 deliberate primary fires occurred compared to a target of 537.
 - All Secondary fires are 23% above target and whilst all primary fires are within the target tolerance, these were above target by 15%.

3.2 Protection performance is mixed:

- The overall completion of the Risk-based inspection programme is well below the target expectation (80% worse than target).
 - Enforcement notices completed within timescales performed 67% worse than target.
- However;
- Consultations completed within timescales were 5% under target but within tolerance, whilst Licensing consultations completed performed very closely to target.
 - High hazard site risk reviews improved to 100% which is also a significant improvement from the quarter 3 performance, at which point the reviews were 59% below target.

3.3 Response times remain well within targets but some indicators for times to mobilise and On Call availability need to improve:

Although there are increases both year on year and against the 5 year average in attendance times most mobilisation and attendance measures are performing better than target. There are a small number of areas of underperformance as follows:

- Percentage of Times an appliance is dispatched in 2 minutes (12% worse than target).
- Percentage of Wholetime Appliances meeting Book Mobile Threshold (7% worse than target).
- Percentage of On Call Appliances meeting Book Mobile Threshold (39% worse than target).
- Percentage of time On Call Crewed Appliances are available for Operational Response (50% worse than target).

3.4 Sickness Rates and some areas of Health and Safety need improvement:

- Wholetime sickness Absence is currently better than the target by 7% but On-call sickness has performed 84% worse than target, with Green Book 22% worse. Fire Control absence is 8% worse than target although this is within the tolerance level.
- There were 8 RIDDOR reportable accidents in comparison to an aspirational target of 0.
- Personal injury accidents and property damage accidents are above target and the tolerance level at 27% and 300% respectively.

However;

- Near Misses and Vehicle Accidents are both performing better than tolerance and are 39% and 25% better than target.

3.5 Diversity Measures have not achieved targets:

Annually a range of EDI measures are included in our performance reports. 10 of the measures have targets, mainly relating to numbers of females and BME in specific staff group positions:

- All of the targeted indicators have performed worse than the target expectation and 3 are greater than the 20% tolerance level.

3.6 Financial Measures are Performing Well Overall:

- Although one Internal Audit Report was reported as no assurance and there were some actions from other audits, all recommendations are currently reported as completed or are inside the due deadline.
- Compliant spend, Supporting our Communities and Procurement Return on Investment are all above target with Procurement ROI 84% better than the target.

Section 4: Conclusion

Overall, the 2025/26 performance against targets is mixed. A majority of targeted indicators have not achieved the expected level of performance, although more than half are within agreed tolerance levels.

Some areas show stronger performance such as response standards and financial indicators, alongside some protection measures. However service demand particularly for secondary fires remains a challenge as does on-call availability, sickness absence, and equality, diversity and inclusion outcomes.

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
1.1.1.1	Number of Accidental Dwelling Fires	213	171	25%	SSC	above or worse than target tolerance	FALSE
1.1.1.2	Number of Deliberate Dwelling Fires	78	64	22%	SSC	above or worse than target tolerance	FALSE
1.1.1.3	Number of Accidental Dwelling Fire Fatalities	2	0	+	SSC	above or worse than target tolerance	FALSE
1.1.1.4	Number of Deliberate Dwelling Fire Fatalities	1	0	+	SSC	above or worse than target tolerance	FALSE
1.1.1.5	Number of Accidental Dwelling Fire Injuries	8	0	+	SSC	above or worse than target tolerance	FALSE
1.1.1.6	Number of Deliberate Dwelling Fire Injuries	0	0	%	SSC	within tolerance	Met
1.1.1.7	Number of False Alarm Good Intentions in Dwellings	853	799	7%	SSC	within tolerance	FALSE
1.1.1.8	Percentage of ADFs which have received a SHV within 5 years prior to the ADF	35%	-	-	SSC	Not targetted	Not targetted or not measured

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
1.1.1.9	Percentage of Dwellings which have received a SHV*	65%	-	-	SSC	Not targetted	Not targetted or not measured
1.1.1.10	Average time of a First Appliance Attendance to a Dwelling Fire (7 Minutes)	00:06:01 (1300/1770)	00:07:00	-14%	SSC	within tolerance	Met
1.1.1.11	First Appliance Attendance to a Dwelling Fire Within 10 Minutes on 90% of Occasions	94% (1656/1770)	90%	4%	SSC	within tolerance	Met
1.1.1.12	Average time of a Second Appliance Attendance to a Dwelling Fire (10 Minutes)	00:08:10 (1005/1315)	00:10:00	-18%	SSC	within tolerance	Met
1.1.2.1	Percentage of the annual risk based inspection program completed in approved frequency*	20% (256/1270)	100%	-80%	SSC	above or worse than target tolerance	FALSE
1.1.2.2	Percentage of enforcement notices that are completed within prescribed timescales	33% (5/15)	100%	-67%	SSC	above or worse than target tolerance	FALSE

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
1.1.2.3	Number of Fatalities in Industrial and Commercial Fires	0	0	%	SSC	within tolerance	Met
1.1.2.4	Number of Injuries in Industrial and Commercial Fires	1	0	+%	SSC	above or worse than target tolerance	FALSE
1.1.2.5	Number of Industrial and Commercial Fires	73	70	4%	SSC	within tolerance	FALSE
1.1.2.6	Number of Non Domestic Unwanted Automated Fire Alarm Calls received	1202	-	-	SSC	Not targetted	Not targetted or not measured
1.1.2.7	Number of attendances at Non Domestic Unwanted Automated Fire Alarm Calls	337	494	-32%	SSC	better than target tolerance	Met
1.1.2.8	Average time of first appliance attendance to a building fire (7 Minutes)	00:06:04 (1781/2445)	00:07:00	-13%	SSC	within tolerance	Met
1.1.2.9	First appliance attendance to a building fire within 10 minutes on 90% of occasions	93% (2277/2445)	90%	3%	SSC	within tolerance	Met

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
1.1.2.10	Average time of second appliance to attend a building fire incident (10 minutes)	00:08:08 (1274/1650)	00:10:00	-19%	SSC	within tolerance	Met
1.1.2.11	Percentage of Consultations completed within prescribed timescales	95% (419/440)	100%	-5%	SSC	within tolerance	FALSE
1.1.2.12	Percentage of Licensing Consultations completed within prescribed timescales	99% (932/945)	100%	-1%	SSC	within tolerance	FALSE
1.1.2.13	Percentage of Building (72d) Risk Information scheduled to be reviewed during the year that has been reviewed	88% (212/241)	100%	-12%	SSC	within tolerance	Met
1.1.3.1	Number of Road Traffic Collisions attended by the Brigade	405	-	-	SSC	Not targetted	Not targetted or not measured
1.1.3.2	Number of Fatalities in Road Traffic Collisions (Police data)	10	-	-	SSC	Not targetted	Not targetted or not measured

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
1.1.3.3	Number of people seriously injured in Road Traffic Collisions (Police data)	172	-	-	SSC	Not targetted	Not targetted or not measured
1.1.3.4	Number of people suffering slight injuries Road Traffic Collisions (Police data)	434	-	-	SSC	Not targetted	Not targetted or not measured
1.1.3.5	Average time of first appliance attendance to an immediate life threatening / rescue Road Traffic Collisions (8 minutes)	00:06:48 (232/315)	00:08:00	-15%	SSC	within tolerance	Met
1.1.4.1	Number of Incidents within identified High Hazard sites	9	20	-55%	SSC	better than target tolerance	Met
1.1.4.2	Average time of first appliance attendance to a Life Risk incident at a High Hazard site (7 minutes)	00:05:56	00:07:00	-15%	SSC	within tolerance	Met
1.1.4.3	Average time of full mobilisation to a Worse Case Planning Scenario incident at a High Hazard site (20 minutes)	No Reported Mobilisations	00:20:00	No Comparator Information	SSC	targetted but no comparator performance	Not targetted or not measured

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
1.1.4.4	Average time of initial PDA attendance to Life Risk Incident on High Hazard Site	00:15:00	00:16:00	-6%	SSC	within tolerance	Met
1.1.4.5	Percentage of High Hazard sites risk information that have been reviewed during the year	100% (34/34)	100%	0%	SSC	within tolerance	Met
1.1.5.1	Number of Deliberate Fire Fatalities	1	0	+%	SSC	above or worse than target tolerance	FALSE
1.1.5.2	Number of Deliberate Fire Injuries	0	0	%	SSC	within tolerance	Met
1.1.5.3	Number of Deliberate Fires	4925	4099	20%	SSC	above or worse than target tolerance	FALSE
1.1.5.4	Number of Deliberate Primary Fires	532	537	-1%	SSC	within tolerance	FALSE
1.1.5.6	Number of Deliberate Secondary Fires	4393	3562	23%	SSC	above or worse than target tolerance	FALSE
1.1.5.7	Number of Water Rescue Incidents	8	5	60%	SSC	above or worse than target tolerance	FALSE

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
SUPP	Total Number of 999 calls to Fire Control	15744	-	-	SSC	Not targetted	Not targetted or not measured
SUPP	Number of times a Fire Appliance assigned to an incident failed to respond	9	-	-	SSC	Not targetted	Not targetted or not measured
SUPP	Number of Primary Fire Fatalities	3	0	+%	SSC	above or worse than target tolerance	FALSE
SUPP	Number of Primary Fire Injuries	9	0	+%	SSC	above or worse than target tolerance	FALSE
SUPP	Percentage of all fires that are classed as Accidental Fires	17%	-	-	SSC	Not targetted	Not targetted or not measured
SUPP	Percentage of all fires that are classed as Deliberate Fires	83%	-	-	SSC	Not targetted	Not targetted or not measured
SUPP	Number of Primary Fires	984	858	15%	SSC	within tolerance	FALSE
SUPP	Number of Secondary Fires	4956	4042	23%	SSC	above or worse than target tolerance	FALSE

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
SUPP	Average time taken to answer an emergency 999 call (7 seconds)	6.2	7.0	-11%	SSC	within tolerance	Met
SUPP	Average time for Fire Control to mobilise a fire appliance to an incident (seconds)	93	100	-7%	SSC	within tolerance	Met
SUPP	Percentage of Occasions Fire Control mobilise a Fire Appliance within 2 minutes of the call	86%	98%	-12%	SSC	within tolerance	FALSE
SUPP	Percentage of Wholtime appliances meeting Book Mobile threshold of 2 minutes	93%	100%	-7%	SSC	within tolerance	FALSE
SUPP	Percentage of On Call appliances meeting the Book Mobile threshold of 5 Minutes	61%	100%	-39%	SSC	above or worse than target tolerance	FALSE
1.1.6.1	Percentage of times the DIM (G8) National Resilience resource is mobilised within 60 minutes	100% (11/11)	100%	0%	SSC	within tolerance	Met

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
1.1.6.2	Percentage of times the MDU (G9) New Dimensions asset is mobilised within 60 minutes of request to mobilise	No Mobilisations	100%	No Comparator Data	SSC	targetted but no comparator performance	Not targetted or not measured
1.1.6.3	Percentage of times the National Resilience Assets (DIM G8 and MDU G9) are available for emergency response	97%	100%	-3%	SSC	within tolerance	FALSE
1.2.1.1	Percentage of Safer Home Visits that lead to a positive intervention (equipment and / or referral for additional support)	11%	-	-	SSC	Not targetted	Not targetted or not measured
1.2.1.2	Number of Safeguarding Referrals Submitted	133	-	-	SSC	Not targetted	Not targetted or not measured
1.2.1.3	Percentage of Co-responder incidents attended by the Brigade where medical treatment was provided by CFB	33% (7/21)	-	-	SSC	Not targetted	Not targetted or not measured

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
2.1.1.1	Percentage of operational staff who have completed fitness assessments during year	96%	100%	-4%	PPPP	within tolerance	FALSE
2.1.1.2	Percentage of operational personnel who have completed fitness assessment that have achieved / exceeded the relevant VO2 rates (based on initial pass rates)	93%	100%	-7%	PPPP	within tolerance	FALSE
2.1.1.3	Average Number of Duty days lost to sickness absence per employee - All Staff	10.96	10.55	4%	PPPP	within tolerance	FALSE
2.1.1.4	Average Number of Duty days lost to sickness absence per employee - Wholetime	10.32	11.11	-7%	PPPP	within tolerance	Met
2.1.1.5	Average Number of Duty days lost to sickness absence per employee - On Call	5.65	3.07	84%	PPPP	above or worse than target tolerance	FALSE
2.1.1.6	Average Number of Duty days lost to sickness absence per employee - Fire Control	12.72	11.81	8%	PPPP	within tolerance	FALSE

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
2.1.1.7	Average Number of Duty days lost to sickness absence per employee - Green Book	16.98	13.91	22%	PPPP	above or worse than target tolerance	FALSE
2.1.1.8	Percentage sickness duty days classed as Mental Health issues as a proportion of all duty days lost to sickness	30%	-	-	PPPP	Not targetted	Not targetted or not measured
2.1.1.9	Number of people who exceed Phased Return Limits	0 (0/2)	-	-	PPPP	Not targetted	Not targetted or not measured
2.1.1.10	Number of people who exceed Modified Duties Limits	12 (12/21)	-	-	PPPP	Not targetted	Not targetted or not measured
2.1.1.11	Length of time on Phased Return Duty*	41	-	-	PPPP	Not targetted	Not targetted or not measured
2.1.1.12	Length of time on Modified Duties	1315	-	-	PPPP	Not targetted	Not targetted or not measured
2.1.2.1	Number of Violence to Staff Incidents (verbal and/or physical)	41	37	11%	PPPP	within tolerance	FALSE

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
2.1.2.2	Number of RIDDOR Reportable Accidents	8	0	+%	PPPP	above or worse than target tolerance	FALSE
2.1.2.3	Number of Personal Injury Accidents	33	26	27%	PPPP	above or worse than target tolerance	FALSE
2.1.2.4	Number of Accidents resulting in damage to property	8	2	300%	PPPP	above or worse than target tolerance	FALSE
2.1.2.5	Number of Near Misses	14	23	-39%	PPPP	better than target tolerance	Met
2.1.2.6	Number of Vehicle Accidents	27	36	-25%	PPPP	better than target tolerance	Met
2.1.2.7	Cause for Concern	1.12 37/33	-	-	PPPP	Not targetted	Not targetted or not measured
2.2.1.1	Maintaining Competence: Percentage of Operational and Fire Control personnel (WT/Retained/Fire Control from FF to GM Level) who have been assessed as maintaining competency aligned to PDR core skills	-	-	-	PPPP	previously targetted but under review so not measured	Not targetted or not measured

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
2.2.1.2	Maintaining Competence: Percentage of Green Book Personnel (Grade A - J) who have been assessed as maintaining competence aligned to PDR Core Skills	-	-	-	PPPP	previously targetted but under review so not measured	Not targetted or not measured
2.2.1.3	Percentage of staff who have received a Personnel Development Review during the current financial year	-	-	-	PPPP	previously targetted but under review so not measured	Not targetted or not measured
2.2.1.4	Percentage of Personnel who have completed training on areas identified within the approved Training Needs Assessment	-	--	-	PPPP	previously targetted but under review so not measured	Not targetted or not measured
2.2.1.5	Percentage of operational exercises undertaken and completed as a proportion of the Annual Operational Exercise Programme	100% (103/103)	100%	0%	PPPP	within tolerance	Met
2.4.1.1	All Staff Turnover as a proportion of the Workforce	6%	-	-	PPPP	Not targetted	Not targetted or not measured

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
2.4.1.2	All Staff Voluntary turnover as a proportion of the workforce	5%	-	-	PPPP	Not targetted	Not targetted or not measured
2.4.1.3	All Staff voluntary turnover as a proportion of the workforce females	1%	-	-	PPPP	Not targetted	Not targetted or not measured
2.4.1.4	Females in All staff Group Posts	23%	51%	-28%	PPPP	above or worse than target tolerance	FALSE
2.4.1.5	Females in Grey Book Wholetime positions	12%	30%	-18%	PPPP	within tolerance	FALSE
2.4.1.6	Females in Grey Book On Call positions	8%	30%	-22%	PPPP	above or worse than target tolerance	FALSE
2.4.1.7	Females in Fire Control Positions	91%	51%	40%	PPPP	above or worse than target tolerance	FALSE
2.4.1.8	Females in Green Book positions	57%	51%	6%	PPPP	within tolerance	FALSE
2.4.1.9	Staff classed as BME	2%	6%	-4%	PPPP	within tolerance	FALSE
2.4.1.10	Staff classed as BME Grey Book	1%	6%	-4%	PPPP	within tolerance	FALSE

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
2.4.1.11	Staff classed as BME On Call	0%	6%	-6%	PPPP	within tolerance	FALSE
2.4.1.12	Staff classed as BME Fire Control	0%	6%	-6%	PPPP	within tolerance	FALSE
2.4.1.13	Staff classed as BME Green Book	1%	6%	-5%	PPPP	within tolerance	FALSE
2.4.1.14	Grievance cases	16	-	-	PPPP	Not targetted	Not targetted or not measured
2.4.1.15	Grievances - Bullying and Harassment	8	-	-	PPPP	Not targetted	Not targetted or not measured
2.4.1.16	Grievances - Discriminatory behaviour	1	-	-	PPPP	Not targetted	Not targetted or not measured
2.4.1.17	Whistleblowing cases	0	-	-	PPPP	Not targetted	Not targetted or not measured
2.4.1.18	Disciplinary Cases	10	-	-	PPPP	Not targetted	Not targetted or not measured
2.4.1.19	Promotion Applications WT & On Call	71	-	-	PPPP	Not targetted	Not targetted or not measured
2.4.1.20	Promotions of WT and On Call Females	33	-	-	PPPP	Not targetted	Not targetted or not measured

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
3.1.1.1	Number of Internal Audit reports classed as limited assurance or below	1	0	+	ESR	above or worse than target tolerance	FALSE
3.1.1.2	Number of Internal Audit recommendations not completed and signed off by Internal Audit by the due deadline	0	0	%	ESR	within tolerance	Met
3.1.1.3	Public Contracts Regulations 2015: Percentage of invoices paid within 30 days	91% (4033/4439)	100%	-9%	ESR	within tolerance	FALSE
3.1.1.4	Public Contracts Regulations 2015: Interest Paid due to late payment of invoices	0%	0%	%	ESR	within tolerance	Met
3.1.1.5	Procurement ROI (Return on Investment)	£ 289,044.18	£ 157,000.00	84%	ESR	better than target tolerance	Met
3.1.1.6	Compliant Spend	88%	82%	6%	ESR	within tolerance	Met
3.1.1.7	Supporting our Communities	36%	32%	4%	ESR	within tolerance	Met

Appendix A: All Indicators 2025-26

Indicator	Title	Performance 2025/26	Target	% Direction of travel from target	Strategic Measure	20% tolerance	Target met or better
3.1.1.8	Number of Malicious False Alarms	85	114	-25%	ESR	better than target tolerance	Met
3.1.1.9	Percentage of Malicious False Alarms resulting in mobilisation of a fire appliance	89%	-	-	ESR	Not targetted	Not targetted or not measured
3.1.1.10	Staff Turnover: Percentage of staff leaving the Brigade as a proportion of the total workforce	6%	-	-	ESR	Not targetted	Not targetted or not measured
3.1.1.11	Percentage of call questioned Non Domestic Fire Alarm Calls where no fire is confirmed that the Brigade attends	18%	-	-	ESR	Not targetted	Not targetted or not measured
3.1.1.12	Percentage of time 18 or more appliances are available to respond to Emergency Calls*	24%	100%	-76%	ESR	above or worse than target tolerance	FALSE
3.1.1.13	Percentage of time On Call Crewed Appliances are available for Operational Response	50%	100%	-50%	ESR	above or worse than target tolerance	FALSE