



Service Plan

2021/22

Cleveland Fire Authority recognises the diverse make-up of the area it serves and is committed to equality, diversity and inclusion

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1 Introduction



Ian Hayton
Chief Fire Officer

Welcome to our Service Plan 2021/22 which outlines our priorities for the forthcoming year and reflects the final year of the Authority's Community Integrated Risk Management Plan (CIRMP) 2018-22.

The context of the Plan is unprecedented as over the last year the coronavirus pandemic has sadly hit all of our lives in one way or another and will continue to do so for the foreseeable future. It continues to dominate our operating environment and the way we deliver our services.

Safety remains our number one priority and we will continue to respond to emergency calls; provide fire safety advice; and deliver prevention services to those people who are most at risk. We will also continue to support our Partners in their response to the pandemic through the delivery of food and

medical supplies to the most vulnerable people in our communities; and to support our colleagues in the NHS in the delivery of the vaccination programme.

Our long standing approach to managing risk, through the adoption of a balanced strategy of prevention, protection and emergency response, has continued to serve us well. Our response times to primary fire incidents are one of the fastest in the country; and we undertake a significantly higher rate of Safer Homes Inspections and Industrial and Commercial Premises Fire Audits than most other fire and rescue services. This means that people in Teesside remain safer in their homes; at work; within their neighbourhoods; and on the roads.

Our exceptional performance was confirmed in 2019 with results from our inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). We were officially rated as 'GOOD' in all three key areas of inspection and were praised by the Lead Inspector Phil Gormey who stated 'this is an excellent performance from the Brigade – the people of Cleveland can be confident that they are being well-served.'

Going forward into 2021/22 we will strive to address any areas of improvement identified through inspection and further improve on our performance. We will also be proactive in addressing the national recommendations detailed in the

HMICFRS State of Fire and Rescue: Annual Assessment of FRSs in England Report 2019 and 2020.

Our CIRMP will remain at the forefront of our plans and direction. Over the coming year we will prepare a new CIRMP covering the period 2022 to 2026 which we will consult upon in the Autumn.

Arson incidents remain high in our area and we have therefore developed a multi agency Arson Reduction Strategy that will be implemented using the collaborative approach of Prevent, Protect, Prepare and Pursue.

The introduction of a Collaboration and Partnership Framework will strengthen the governance and benefit realisation from our work with our partners. We will ensure that existing partnerships are effective and efficient and will continue to explore new opportunities for collaboration in the provision of front-line and enabling services.

The financial position for 2021/22 and beyond remains uncertain due to unknown outcomes from a range of factors including Business Rate Retention and Fair Funding Reviews, level of Pay Awards, impact of the Firefighter Pension Scheme and the financial impact of the current pandemic. 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 continue to provide the communities of Teesside with a range of excellent, value for money community safety services provided by a professional workforce who are highly skilled, motivated and engaged whilst at the same time supporting the communities in the fight against the pandemic.

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

We have built a sustainable future and have:

- **made a positive difference to the safety and quality of life of every local citizen; and the places where they live and work**
- **delivered services by people who are professional, proud and passionate**
- **are nationally recognised as being high performing and innovative; and internationally renowned for being able to reduce risk in business, industry and the home.**

Our vision is underpinned by our strategic goals, objectives and outcomes set out in our Community Integrated Risk Management Plan 2018-22.



3 Our Plans

The Authority publishes two main plans:

- **Community Integrated Risk Management Plan (CIRMP) 2018-22** which sets out its strategic direction, financial position, risk assessments and intended deployment of resources over the medium term
- **Service Plan** which sets out its priorities each year to deliver the strategic outcomes set out in the CIRMP.

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 CIRMP
- **Statement of Assurance** reflecting on its previous year's performance in governance, finance and operational matters.

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



4 Our Priorities 2021/22

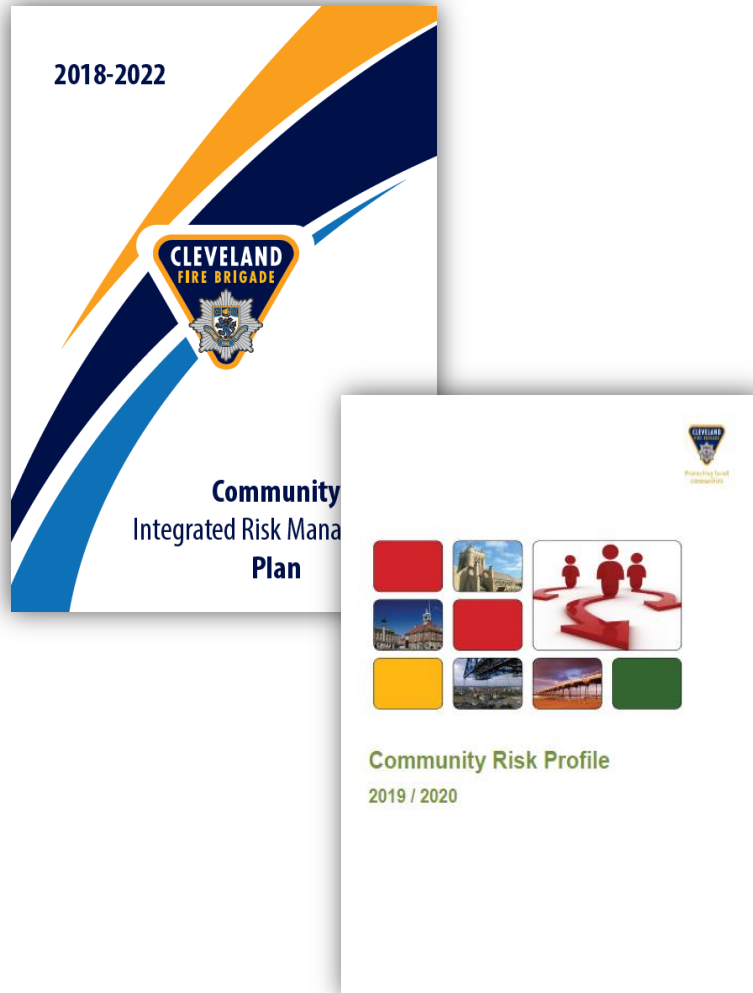
Our priorities 2021/22 stem from two main sources:

1. **CIRMP 2018-22 Year 4 proposals** which reflect the Authority's current risk assessment outcomes, the outcomes from the CIRMP 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 detail the Brigade's priorities for 2021/22 aligned to our three Strategic Goals.



5. Our Strategic Planning Priorities 2021/22



CSP1: The Authority's Strategic Direction will be reviewed and a Vision for 2030 will be established

The current vision was established in 2018, since that time the Authority and wider community of Teesside has experienced significant changes and faced many challenges and opportunities. These have included continued financial pressures and uncertainties, high levels of deprivation and associated anti social behavior, departure from the European Union, dealing with the current pandemic and addressing historic health inequalities within the area. These are detailed within our Community Risk Profile.

The production of the next CIRMP provides the opportunity to review and refresh our strategic direction and vision to 2030.

Key Actions

- CSP1.1: develop the Fire Authority's 'vision' for 2030
- CSP1.2: review the Authority's Strategic Goals

Lead: Chief Fire Officer

CSP2: We will have evidence based, high quality and consistent integrated community risk management planning arrangements that encompass all aspects of identifying, assessing and prioritising issues of local risk and ensuring that they are resilient to national risks and threats including terrorism

Our established IRMP process follows the recommended process detailed in the Government's Fire and Rescue Service National Framework. It identifies and prioritises all reasonable foreseeable hazardous events, whether they are national, regional or local that could require intervention from the Brigade.



This intelligence led approach enables us to evaluate and prioritise all identified hazards into risks considering:

- the consequences/ impacts of the event on people; firefighter safety; the environment; heritage; property; and value for money
- the severity of that consequence/ impact being either insignificant; minor; moderate; significant or catastrophic
- the likelihood of that event occurring being either probable; possible; unlikely, very unlikely or negligible

Resources are targeted and deployed in the most effective and efficient way to address such risks.

In the forthcoming year we will continue our risk management activity with a view to producing a new Community Safety Plan for 2022/23 onwards.

Key Actions

- CSP2.1: produce the Authority's Community Safety Plan 2022/23 onwards
- CSP2.2: evaluate effectiveness of existing prevention, protection and emergency response services
- CSP2.3: identify improvement opportunities; and determine policies and standards for delivery of community safety services
- CSP2.4: allocate resources to manage the risks/deliver the services
- CSP2.5: produce draft CIRMP 2022/23 onwards
- CSP2.6: consult on CIRMP 2022/23 onwards
- CSP2.7: set priorities and Service Plan 2022/23
- CSP2.8: publish CIRMP 2022/23 onwards

Lead: Chief Fire Officer

CSP3: Our medium term financial planning will be aligned to the new Comprehensive Spending Review and Fair Funding Formula to meet the needs and risks of the communities



Since the current funding system was implemented in 2013/14 there have been annual reductions in Government funding which have exceeded increases in Council Tax income. This has impacted the Brigade more than others as we are more dependent on Government funding.

The financial outlook for future years is extremely uncertain. The latest Local Government Finance Settlement provided funding details for the 2021/22 as a single year meaning that the Authority's financial position was the most uncertain ever experienced.

On 12th February 2021, the Authority approved its Medium Term Financial Strategy which included a Council Tax increase of 1.9%. The revenue budget for 2021/22 is £27.689m

We will undertake the revenue budget adjustments associated with the implementation of the final year of the Authority's CIRMP 2018/22, Efficiency Plan and Medium Term Financial Strategy to ensure a balanced budget for 2021/22. We will also review and revise our Efficiency Plan and Reserve Strategy in line with the Medium Term Financial Plan.

In parallel we will be developing detailed proposals to address potential future deficits over the coming months through the development of a new Community Safety Plan.

Key Actions

- CSP3.1: undertake budget and reserve adjustments 2021/22
- CSP3.2: review Efficiency Plan
- CSP3.3: review of budget provision
- CSP3.4: review Reserve Strategy
- CSP3.4: prepare a CSR 2021 submission to the Treasury
- DSP3.1: achieve an unqualified opinion on the financial statement
- DSP3.2: achieve an unqualified opinion on Value for Money
- DSP3.3: monitor costs associated with COVID-19
- DSP3.4: apply and monitor grant funding relating to COVID-19

Lead: Assistant Chief Fire Officer: Strategic Planning and Resources



Did You Know?

*In 2021/22 it will cost each household in Cleveland an average of **22 pence per day** for a 24 hour a day fire and rescue service which has one of the fastest response times in the country; and completes one of the highest rates of Home Safety Checks and Business Safety Audits.*

CSP4: Our asset management planning will continue to provide ‘fit for purpose’ assets to support improved efficiency and effectiveness in service provision

Our Fire stations are an integral part of the community and are key to enhancing our engagement with our diverse communities.

As an employer, we seek to create the right working environment for our staff, whether it is front line service delivery staff at our Community Fire Stations or our enabling services staff at our Queen Meadows Business Park.



Equally we strive to ensure our staff have state of the art equipment, vehicles and ICT to deliver the wide range of services the Brigade delivers, whether it be responding to emergency incidents or keeping people safe in their homes and businesses through our prevention and protection services or delivering the wide range of enabling services that support the front line.

We will continue to invest in our assets over the forthcoming year.

Key Actions

- CSP4.1: implement 2021/22 Asset Management Plan

Lead: Assistant Chief Fire Officer: Strategic Planning and Resources

CSP5: Leaving the European Union (Brexit)

Following a 'Transition Period' the UK officially left the European Union on 31st December 2020 and agreed a 'deal' which contains new rules for how the UK and EU will live, work and trade together. This came into effect on 1st Jan 2021.



In the lead up to this date we reviewed our arrangements internally, with partners and with the government to ensure we were fully prepared for anticipated impacts of the post transition period.

We will continue to work to identify any unforeseen risks and impacts of leaving the European Union so mitigating actions to alleviate issues can be implemented and ensure continued efficient and effective service delivery.

Key Actions

- CSP5.1: working with Partners in Cleveland Local Resilience Forum consider the risks arising from the UK's 'deal' with Europe
- CSP5.2: assess and implement any changes where necessary arising from the Government's white paper 'Transforming Public Procurement'

Lead: Assistant Chief Fire Officer: Strategic Planning and Resources

CSP6: Our future business operations will be reviewed to support the Government's target to cut greenhouse gas emissions, especially carbon dioxide to as close to zero as possible by 2050.

Climate change is a global issue. It is impacting on the Fire and Rescue Service and will become more pronounced. Nationally we have already seen that the weather impacts on service demand.



There have been increased numbers of secondary fires and wildfires as a result of hot dry summers releasing greenhouse carbon emissions into the atmosphere as well as wide scale flooding due to prolonged and heavy rainfall. The Brigade will ensure it is ready to respond to calls on our services in such situations.

We will establish the risks to the area resulting from climate change and will establish a strategy to ensure we are ready to address such risks should they arise in the future.

Key Actions

- CSP6.1: produce a Climate Change Risk Assessment that can be considered within the Brigade's CIRMP planning arrangements
- CSP6.2: produce a Climate Change Strategy that links to our CIRMP and contributes to the reduction of the risks

Lead: Assistant Chief Fire Officer: Strategic Planning and Resources

CSP7: The outcomes from the recommendations of HMICFRS State of Fire and Rescue: Annual Assessment of FRSs in England Report 2019 and 2020 will be included within our strategic planning arrangements

As part of its reform agenda, the Government introduced an independent inspection regime delivered by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) for Fire and Rescue Authorities in England.

Under section 28B of the Fire and Rescue Services Act 2004 the HMICFRS must report to the Secretary of State on the State of Fire and Rescue Services in England.



In January 2020 the HMICFRS published its first report - *State of Fire and Rescue – The Annual Assessment of Fire and Rescue Services in England 2019* - drawing evidence based on the findings from the inspections of 45 Fire and Rescue Services in England.

The Chief Inspector states that the Fire and Rescue sector needs some significant reform and makes four specific recommendations.

Recommendation 1: the Home Office, in consultation with the fire and rescue sector, should review and with precision determine the roles of a) fire and rescue services and b) those who work in them.

Recommendation 2: the Home Office, the Local Government Association, the National Fire Chiefs Council and trade unions should consider whether the current pay negotiation machinery requires fundamental reform. If so, this should include the need for an independent pay review body and the future of the 'Grey book'.

Recommendation 3: the Home Office should consider the case for legislating to give chief fire officers operational independence. In the meantime it should issue clear guidance, possibly through an amendment to the Fire and Rescue Framework for England, on the demarcation between those responsible for governance and operational decision making by the chief fire officer.

Recommendation 4: the National Fire Chief's Council, with the Local Government Association should produce a code of ethics for fire and rescue services. The code should be adopted by every service in England and considered as part of each employee's progression and annual performance appraisal.

The 2020 State of the Nation Report is due to be published imminently which will be predominantly driven by the findings from the recent inspections of how the Fire and Rescue Service responded to the Covid 19 Pandemic.

When the report is published the Brigade will review and assess the contents and recommendations.

The Brigade will proactively and constructively work in collaboration with the Home Office, the HMICFRS and other Fire and Rescue Services in addressing these actions.

Key Actions

- CSP7.1: influence and support the work of the Home Office by participating in any relevant consultations in relation to HMICFRS Recommendation 1 regarding the role of the FRS and those who work in them
- CSP7.2: influence and support the work of the Home Office through the Chief's work on the National Fire Chief's Council and by participating in any relevant consultations in relation to HMICFRS Recommendation 2 regarding the reform of pay negotiations and the 'Grey Book'
- CSP7.3: influence the nature of the demarcation between those responsible for governance and operational decision making as required in HMICFRS Recommendation 3 by responding to any consultations
- CSP7.4: as per HMICFRS Recommendation 3, consider any amendments to legislation or National Framework document on demarcation of roles and responsibilities between the CFA and its Chief Fire Officer in the Authority's Scheme of Delegation

- CSP7.5: consider and reflect any new code of ethics arising from HMICFRS Recommendation 4 against the Brigade's existing Code of Conduct and Value and Behaviours Framework
- CSP7.6: review and assess the implications of the HMICFRS State of Fire and Rescue: Annual Assessment of FRSs in England Report 2020.

Lead: Chief Fire Officer

CSP8: The Government is proposing to produce a White Paper on Fire and Rescue Reform in the Spring of 2021. Actions will be developed when the document has been published and considered.

It is anticipated that the Government will publish a White Paper on the Reform of the Fire and Rescue Service during 2021, exact timing is still to be announced.

Following publication of this white paper we will consider and analyse its contents and implications. Any necessary actions will be developed and considered for inclusion into the Brigade's short and medium term planning arrangements.

Key Actions

- CSP8.1: assess the implications of the Government's 'White Paper' on Fire and Rescue Reform and determine future actions in this respect

Lead: Chief Fire Officer



CSP9: We will protect the public from the impacts of the COVID-19 Pandemic by ensuring that: our service provision remains resilient and effective; we support the broader public service response to tackle the pandemic and we maintain the highest possible standards of health, safety and wellbeing of our staff.



The COVID-19 pandemic is expected to continue for the foreseeable future. Our research indicates that there is a strong correlation between deprivation, health and fire incidents so it is anticipated that Covid will have a

long term negative impact on the Brigade's communities presenting new risks for us to deal with.

Like all organisations the Brigade has faced a number of challenges as a result of COVID-19. Whilst we have still been able to deliver our core statutory emergency response, prevention and protection services, the pandemic has required us to explore new ways of delivering them through technology, thereby ensuring that our communities and staff remain safe.

At the same time we have been proactive in supporting the local and national response to the pandemic through a range of services ranging from distributing critical supplies to members of the community, training care staff, delivering and distributing Personal Protective Equipment to partners or supporting the delivery of the national vaccination programme.

Opportunities are now presented for the Brigade to grasp and adopt lessons learnt and integrate new ways of working into our future service delivery model.

Key Actions

- CSP9.1: ensure that the Authority's governance is maintained to be assured that its statutory functions, service priorities and budgetary provision are fully discharged during the pandemic
- CSP9.2: in line with good governance, the Brigade has developed and implemented a Pandemic Flu Plan and a bespoke COVID-19 Business Continuity Plan. Maintain preparedness activity and ensure that the plans are reviewed and remain effective against a changing landscape
- CSP9.3: adopt a risk-based approach to the maintenance of the core statutory functions
- CSP9.4: maintain the health, safety and wellbeing of all staff to the highest possible standards
- CSP9.5: in conjunction with the Local Resilience Forum and/or Local Strategic Outbreak Boards, we will protect our communities by carrying out additional activities, beyond our core role, to support other local blue light services and other public service providers

- CSP9.6: lessons learnt from the COVID-19 response are gathered, shared and acted upon, where appropriate
- CSP9.7: in considering recovery we will align to the Emergency Response and Recovery Non statutory guidance accompanying the Civil Contingencies Act 2004

Lead: Chief Fire Officer

CSP10: The COVID-19 Response Improvement Plan builds upon the findings of the CFB self-assessed lessons learnt study; the NFCC Key learning study and the HMICFRS COVID-19 Inspection Report. The Plan will improve the resilience, effectiveness and efficiency of the Fire Authority's response to the COVID-19 pandemic crisis and provide a springboard for lasting reform and modernisation

Between September and November 2020 all 45 fire and rescue services in England were inspected virtually, focusing on fire sectors response during the initial outbreak of the pandemic. The inspections examined the following areas.

Cleveland Fire Brigade's inspection took place in November 2020. In summary they determined that the Brigade adapted and responded effectively to the pandemic by prioritising the health, safety and wellbeing of both its own staff and the community.

With the Pandemic likely to continue for some time, the HMICFRS identified a number of areas of focus for the Brigade ensure continued efficiency and effectiveness

- It should determine how it will adopt for the longer term, the new and innovative ways of working introduced during the pandemic, to secure lasting improvements.
- It should work with all staff to determine how it can identify and address any longer-term impact COVID-19 may have on their wellbeing.

- It should make sure wholetime firefighters are fully productive, while minimising the risk of them contracting or spreading the virus.

Key Actions

- CSP10.1: evaluate and develop new and innovative ways of working introduced during the pandemic
- CSP10.2: ensure whole-time fire-fighters are fully productive, while minimising the risk of them contracting or spreading the virus
- CSP10.3: evaluate the activities undertaken to support our partner organisations and assess the continuation of those services
- CSP10.4: consider the adaptation of flexible working arrangements to make sure that we have the right provisions to support a modern workforce



Lead: Chief Fire Officer

CSP11: Our HMICFRS Inspection preparations will ensure no surprises

During 2019 the HMICFRS completed its first full inspection of the Brigade with the resultant outcome report being published in December 2019. It was the intention of the HMICFRS that a further round of service inspections commence in 2020 before moving to service specific targeted inspections. However due to the Covid pandemic inspection activity was temporarily suspended to alleviate pressures on services whilst they responded to the pandemic.

In November 2020 the HMICFRS conducted a virtual inspection of Cleveland Fire Brigade response to the pandemic, the outcome of which was published on 22nd January 2021.

Round two FRS inspections have now commenced virtually and the Brigade is scheduled to be inspected in tranche 3, currently anticipated to occur in Spring 2022.

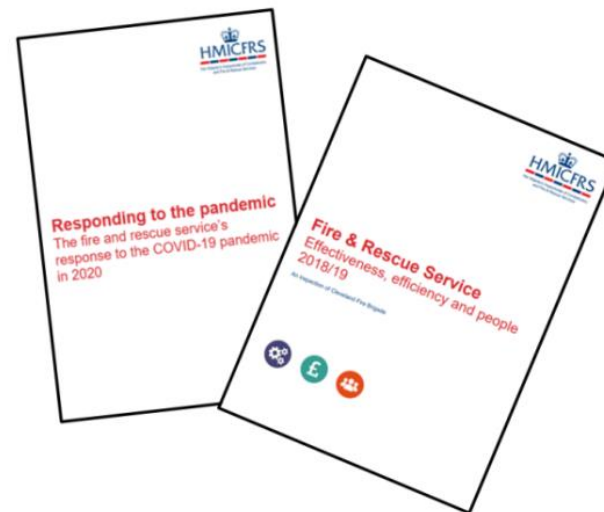
Using lessons learnt from the first inspection and the Covid19 inspection as a guide the Brigade will be preparing for the Spring 2022 inspection.

Key Actions

- CSP11.1: scope out CFB's self-assessment format and activity
- CSP11.2: undertake a gap analysis on 'HMICFRS document request' template
- CSP11.3: establish a Communications and Marketing Plan for CFB's Inspection
- CSP11.4: programme of self-assessment activity

- CSP11.5: complete Position Statement and self-assessment
- CSP11.6: complete and submit HMICFRS 'Document Request' template
- CSP11.7: refresh Position Statement and self-assessment
- CSP11.8: prepare Strategic Brief presentation
- CSP11.9: prepare fieldwork inspection arrangements

Lead: Assistant Chief Fire Officer: Strategic Planning and Resources



CSP12: Pension Reform and remedies as a result of outcomes from significant litigation claims relating to age discrimination and the less favourable treatment of part-time workers

In July HM Treasury published a 12 week consultation on proposals to bring the unfunded public service pension schemes in line with the result of the McCloud/Sergeant case by removing the age discrimination resulting from the limitations of the protections to older members, together with an update on the employer cost cap process.

In 2021 the Government announced the outcome to this consultation and detailed the way Public Sector Pension Schemes will remedy the age discrimination which was determined when the 2015 Schemes were introduced. The Brigade has commenced an analysis of these recommendations and put in place appropriate measures for its implementation.

Key Actions

- CSP12.1: deal with the remedy for the immediate detriment cases
- CSP12.2: transfer all members to FPS 2015 at 1 April 2022
- CSP12.3: Deferred Choice Underpin (DCU) Part 1 - implement
- CSP12.4: Deferred Choice Underpin (DCU) Part 2 - maintenance of CARE underpinned records from April 2015
- CSP12.5: Deferred Choice Underpin (DCU) Part 3 – provide remedy choice from Oct 2023
- CSP12.6: Monitor Progress of the legal case outcomes and consider next steps

Lead: Chief Fire Officer

6. Our Safer, Stronger Communities Priorities 2021/22



CSSC1: Fire protection will be enhanced through the use of new professional standards, a new competence framework and training for our firefighters and specialist protection staff

The delivery of effective Business Fire Safety regulation compliance depends on the competency of the professionals who undertake the work. Common regulatory competence framework and competence framework underpinned by a robust development process are essential to this.

In February 2021 the Fire Standards Board published its consultation on the proposed Fire Protection Fire Standard. The Fire Standard is an overarching standard for Fire Protection with further standards relating to more specific aspects of Fire Protection activities being developed in future.

The aim of the standard is to drive efficient and effective fire protection activities, targeting its resources in line with its community risk management plan that utilises data and business intelligence to maximise resources and can adapt to the changing needs of its community

Key Actions

- CSSC1.1: complete the implement of the new professional standards for business safety
- CSSC1.2: implement Year 2 of the competence framework for our fire-fighters and specialist protection staff

Lead: Assistant Chief Fire Officer : Community Protection

CSSC2: Risk based business safety will be targeted to those higher risk buildings in our community to demonstrate the most efficient and effective use of resources

Our statutory duty under the Regulatory Reform (Fire Safety) Order 2005 to enforce fire safety law and promote fire safety is based on risk.

The Brigade has a risk based

inspection program to reduce the risk and impact of fire in non domestic premises in the community; safeguard our fire-fighters, heritage and environment; reduce loss of life and numbers of injuries, commercial, economic and social costs.

The risk based inspection program directs our Fire Protection Activities and is targeted at premises which present the highest risk to ensure they are therefore audited and inspected more frequently.

Following the HMICFRS assessment in 2019 a revised and enhanced risk based inspection model, which incorporates local risk layers, has been developed. Following the implementation of the new model an evaluation of its effectiveness will be undertaken to provide assurance that it identifies those buildings of the highest risk.



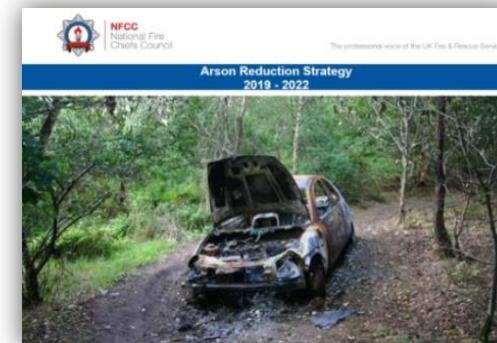
Key Actions

- CSSC2.1: implement the Brigade's new risk based inspection programme
- CSSC2.2: evaluate the Brigade's risk based inspection programme to ensure efficiency and effectiveness including the Brigade's capacity to meet our duty to enforce under the Regulatory Reform (Fire Safety) Order 2005

Lead: Assistant Chief Fire Officer : Community Protection

CSSC3: Our Arson Reduction multi-agency approach of Prevent, Protect, Prepare and Pursue will reduce the incidents of arson within our communities

Arson has been a blight on our local communities for some considerable time resulting in economic loss to people, businesses, communities and local authorities. Aside from this, the demands from arson and deliberate fires far outweighs that of other incident types; resulting in resources being diverted away from life risk incidents and preventative activities.



Building upon our existing foundations of risk identification, assessment and management, our approach to reducing arson will be to work in collaboration, in partnership and when required as a standalone service to develop and deliver the best possible services that maximise outcomes for local communities in addressing this issue.

Key Actions

- CSSC3.1: implement years 1 and 2 of our Arson Reduction Strategy

Lead: Assistant Chief Fire Officer : Community Protection

CSSC4: Fire Safety Activity will be enhanced to focus on those most vulnerable in our community

Year on year we have seen one of the the lowest rate of accidental dwelling fires in the country which has been complemented with one of the highest rates of Safer Homes Visits conductedmaking Cleveland Fire Brigade area one of the safest places to live in the country.

Underpinning this success we have established a comprehensive methodology for assessing dwelling risk which is utilised in our targeting of Safer Homes Assessments so these vital services are targeted to the most vulnerable in our communities and those most at risk of a fire within their home.

We continue to build upon our success and have enhanced our risk assessment and targeting methodology, allowing us to maximise the efficiency and effectiveness of our prevention services.

Our delivery of the Safer Homes Assessments and associated safer homes service offered to our communities will be driven and utilised by this risk assessment and targeting intelligence.

Key Actions

- CSSC4.2: review the prevention targeting methodology for allocating resources to risk and re-design the service offer to communities

Lead: Assistant Chief Fire Officer : Community Protection

CSSC5: Grenfell Tower Inquiry Recommendations

Following the tragic Grenfell Tower incident where seventy-one people died, many homes were destroyed and countless lives affected, the Prime Minister announced a public Inquiry into the fire at Grenfell Tower.



The Grenfell Tower Inquiry is set out in two Phases. Phase 1 focused on the factual narrative of the events on the night of 14 June 2017.

Phase 2 examines the causes of these events, including how Grenfell Tower came to be in a condition which allowed the fire to spread in the way identified by Phase 1.

Phase 1 of the inquiry has been completed and a report of its findings and associated recommendations published in October 2019. The Brigade has developed an action plan to address the findings and recommendations

Key Actions

- CSSC5.1: implement the Brigade's Grenfell Tower Action Plan established in response to the recommendations contained within the Grenfell Inquiry Phase 1 Report
- CSSC5.2: allocate grant funding to progressing the Brigade's Grenfell Tower Action Plan and monitor expenditure

Lead: Assistant Chief Fire Officer : Community Protection



7. Our Proud, Passionate, Professional and Inclusive Workforce Priorities 2021/22

CPPPIW1: Our People Strategy identifies nurtures and supports the leadership capabilities of present and future employees and is supported by a culture underpinned with clear values, expectations and behaviours that everyone can promote and support. It identifies and develops talent against the four levels of leadership.

The National Fire Chiefs Council (NFCC) People Framework has six key improvement areas, of which Leadership is integral. The sector requires leaders who are both operationally and professionally competent, as well as being capable of creating and delivering a compelling vision for the future to inspire and motivate others.

Within the Brigade we have placed emphasis on ‘Leading Yourself’ as being the most important first step in the leadership journey. It is important that the journey is a partnership between the Brigade and the individual if career aspirations are to be realised and our outcomes achieved.

We will continue to build upon our existing arrangements which will empower and support individuals to take a career approach to their employment with the Brigade.

We will explore and consider the use of recruitment schemes such as direct entry into senior positions, fast track graduate entry and accelerated promotion development programmes



Key Actions

- CPPPIW1.1: assess new national Code of Ethics and refine the Brigade’s existing behavioural and ethical frameworks as necessary
- CPPPIW1.2: develop a Talent Management Framework which covers the talent management life cycle, model and strategy for future work and includes accelerated career development, direct entry schemes, recruitment, selection and promotion; and succession planning
- DPPPIW1.1: explore opportunities to develop staff using the Apprenticeship Framework

Lead: Assistant Chief Fire Officer: Strategic Planning and Resources

CPPPIW4: We continuously strive to create a working environment that makes Cleveland Fire Brigade a great place to work. An inclusive culture is at the heart of this. A review of our employment activities will further improve the diversity of people across our workforce; and continue to make us an Employer of Choice

We want our staff to be able to have their say, share their ideas, influence decision making and be integral in shaping the Brigade so it's a great place to work.

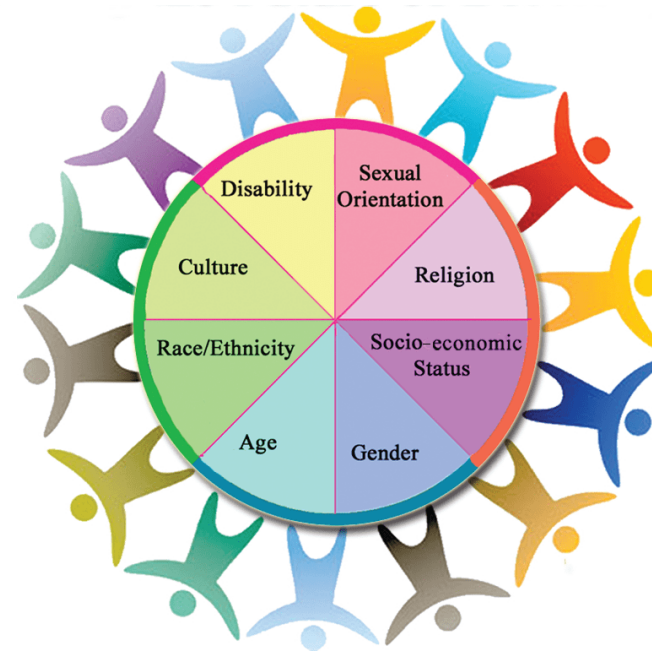
We have continued to build on levels of staff engagement to support continued development of an inclusive culture throughout the Brigade.

To ensure that we develop such a culture we need to fully understand the makeup of the profile of our workforce against the EDI characteristics and how it reflects the communities we serve. By understanding this we can develop a strategy on how we can support the aspiration of increasing diversity across our workforce so it better reflects the communities we serve.

Key Actions

- CPPPIW4.1: confirm overall picture of workforce diversity compared to community and highlight areas of challenge/opportunity
- CPPPIW4.2: evaluate the success of the Positive Action Framework in supporting increased diversity across the workforce
- DPPIW4.1: implement Year 4 actions within the Equality, Diversity and Inclusion Strategy

Lead: Assistant Chief Fire Officer: Strategic Planning and Resources





8. Our Efficient Use of Resource Priorities 2021/22



CUOR1: A collaboration and partnership framework will strengthen the governance and benefit realisation of partnership and collaborative arrangements

Building on past successes we will seek out the opportunity to strengthen collaborative working by developing a partnership and collaborative framework that will focus on strengthening the governance arrangements underpinning the partnership and collaborative working.

By having robust arrangements in place we will be able to maximize the benefits arising from collaborative working.

Key Actions

- CUOR1.1: develop a collaboration and partnership framework
- CUOR1.2: implement the collaboration and partnership framework including further development of a Partnership Register

Lead: Assistant Chief Fire Officer: Strategic Planning and Resources



CUOR2: Continued collaboration with others in the provision of front-line services will further improve the efficient and effective use of resources

Building on past successes we will seek out the opportunity to extend and strengthen collaborative working with other regional fire and rescue services to:

- improve public safety and management of community risk;
- develop connected and co-ordinated front-line services;
- improve the performance of services, individually and collectively;
- realise the benefits of partnerships through cost efficiency, economies of scale and value for money;
- improve resilience, responsiveness and sustainability of local emergency services;
- integrating emergency services response to national, major or complex incidents.

Key Actions

- CUOR2.1: explore collaboration opportunities with other regional fire and rescue services for the provision of Special Appliances, Services and Capabilities

Lead: Assistant Chief Fire Officer : Community Protection



CUOR3: The optimum use of human resources will be realised through improved staff productivity

Our operational staff deliver the vast majority of our prevention, protection and response services as well as maintaining competence for a wide range of emergency situations they may face, maintaining equipment and a sound working knowledge of local risks. As the number of operational firefighters decrease there is a commensurate reduction in the capacity of the organisation to deliver this range of services.

Our analysis of productivity and capacity indicates a significant proportion of operational duty time remains uncommitted and can be used for prevention and protection activities.

The Authority remains committed to delivering its current range and volume of services and we will investigate opportunities to increase capacity through the use of the uncommitted hours through a robust review of firefighter productivity.

Key Actions

- CUOR3.1: explore opportunities to increase capacity through a review of fire-fighter productivity
- CUOR3.2: align productivity to budget spend

Lead: Assistant Chief Fire Officer : Community Protection

CUOR4: Workforce patterns will be improved to increase productivity and appliance availability

Our prevention, protection and emergency response services are, in the main, delivered by staff who work in the control room; whole-time; retained; and operational managers. We currently use three operational duty systems to deliver these services.



Through our robust risk analysis processes, we have a good picture of where and when the emergency incidents occur. This means we can use this information and decide where, when and how we deploy our resources to ensure we continue to deliver our services to maximum impact. We will use this information to ensure that that we have the appropriate number of appliances available at anytime to meet our emergency response standards in the most effective way.

In 2019/20 we reviewed our Emergency Control Room and introduced a new duty system. We have commenced and will complete reviews of our Operational Whole Time Duty System, Retained Duty System and the Flexi Officer Duty System.

Key Actions

- CUOR4.1: review Operational Whole-time Duty System
- CUOR4.2: review Flexi Duty System
- CUOR4.3: review Retained Duty System

Lead: Assistant Chief Fire Officer : Community Protection

CUOR5: In line with our Review Programme, enabling services will be more efficient and effective through seeking collaboration with others

Cleveland Fire Brigade has a long history of successfully working together with a range of partners both in a front line capacity and within our enabling services.

In 2020/21 a review program covering all of our enabling services commenced with the aim of maximising the resilience, effectiveness and efficiency of these services whilst exploring opportunities for the delivery of these services through a collaborative approach. We will continue with year two of this programme in 2021/22 where eight enabling services will be reviewed.

Key Actions

- CUOR5.1: review the Brigade's Insurance Services
- CUOR5.3: review the Brigade's Financial Management Services
- CUOR5.4: review the Brigade's Admin Services
- CUOR5.5: review the Brigade's Communication and Engagement Services
- CUOR5.6: review the Brigade's Democratic Services
- CUOR5.9: review the Brigade's Catering Services
- CUOR5.10: review the Brigade's Ground Maintenance Services
- CUOR5.11: review the Brigade's Cleaning Services

Lead: Assistant Chief Fire Officer: Strategic Planning and Resources

CUOR6: We will accelerate the transformation of our business activities, processes, competencies and models in a strategic and prioritised way to fully leverage the changes and opportunities of digital technologies and their impact across society.

Every day the Brigade uses information technology, digital technology and data to deliver its services. We are striving to transform the way we work to incorporate digital solutions and data to the core of our service delivery.



The Brigade is committed to innovation through technology in its ICT Strategy for 2019–22, based around four themes: automation, collaboration, insight and governance. Through this commitment to technology improved effectiveness and efficiency of our services can be achieved.

We are currently developing a Digital Transformation Strategy and Programme that will implement this transformation in a prioritised and planned way.

The transformation programme aims to maximise the added value gained from the innovative use of information technology and digital solutions adopted by the Brigade. The effective sharing and utilisation of data is fundamental to the delivery of Digital Transformation and will be at the heart of this programme.

Key Actions

- CUOR7.1: design a Digital Transformation Strategy/Programme that enables the achievement of our strategic objectives by using customer insight and experience to establish new digital community safety services as set out in our CIRMP and achieve efficiencies and increased productivity in internal processes through digital applications.
- CUOR7.2: launch our new digital business platform that will enable digital transformation and support staff on their digital transformation journeys, stimulating thought and innovative ways of working and the required cultural change.
- CUOR7.3 progress the communication technology transfer from the Airwave Communication System to the new Emergency Services Mobile Communications Programme in collaboration with other NEFRSs
- CUOR7.4: in collaboration with CDFRS explore options to seek mutual technological and service delivery enhancements to emergency call handling and mobilising provision
- DUOR7.1: implement Phase 2 of the Integra System to improve stock management and control of uniform and equipment
- DUOR7.2: implement Human Resource Information and Operational Rota Systems to improve workflow; and data collection and monitoring

Lead: Assistant Chief Fire Officer: Strategic Planning and Resources

CUF1: An integrated engagement strategy will enhance community, staff and partnership engagement

Community and staff engagement is important to us because it breaks down barriers and generates trust with our staff, communities and partners. Through effective engagement we can develop and deliver services designed, where possible, to meet community expectations and reach diverse and the hard to reach groups within our communities.



The HMICFRS has previously commissioned BMG Research to conduct a Public Perception survey of Fire and Rescue Services in England which revealed that whilst the fire and rescue service was held in high esteem by the community, some people living within our communities are unaware of the services we provide.

In 2019 Northumbria University were appointed to lead on a research project to measure and improve the culture of the workplace within Cleveland Fire Brigade. The aim of the research is to identify and explore key workplace issues from the perspective of staff from across the organisation. Building on this research, an evidence based action plan to influence and improve workplace culture will be developed and implemented.

We use an extensive range of engagement activities such as the traditional station open days, school education visits, partnership working, Safer Homes Visits to new methods using our website and

social media including Face Book and Twitter.

We will continue to develop and enhance our engagement activities, not only to improve our communities' understanding of our services but also, where possible, to better involve them in our service design.

We will look for new ways to enhance transparency so that members of the public can make informed judgements as to how the service is performing and whether we are providing value for money.

Key Actions

- CUF1.1: implement year 1 actions relating to the Brigade's Community Engagement Strategy
- CUF1.2: produce a staff engagement strategy and implement year 1 actions
- CUF1.3: produce a partnership engagement strategy and implement year 1 actions

Lead: Assistant Chief Fire Officer : Community Protection

CUF2: Decision making, resource allocation and efficiencies will be improved through performance management and evaluation of fire and rescue service activity

Our established IRMP process is intelligence led and follows the recommended process detailed in the Government's Fire and Rescue Service National Framework and drives our key decision making in terms of resource deployment to in order to address and mitigate the range of risks facing the Brigade.

At times when our resource base is diminishing we must be confident that services are having the desired impact. To that effect we have in place a robust Intelligence and Performance Management Framework that identifies efficiency and effectiveness of services and drives improvements in service delivery.

A key element to these Frameworks is the robust evaluation of services to ensure they are achieving what they are designed to achieve in an efficient and effective manner. We will review and enhance our existing evaluation framework based on best practice to ensure our future decision making is based on robust and reliable evaluated information.

Key Actions

- CUF2.1: establish an Evaluation Framework
- DUF2.1: evaluate new working arrangements in Brigade Control Room

Lead: Assistant Chief Fire Officer: Strategic Planning and Resources

9. Our Finances

Since the current funding system was implemented in 2013/14 there have been continued annual reductions in Government funding, which have exceeded increases in Council Tax income. In addition the Authority has had to manage the impact of increased demand for services, pay awards and other inflation pressures from within this reduced cash budget. As a result the reductions in the budget implemented over the last nine years have required very careful management.

The financial outlook for future years is extremely uncertain. The latest Local Government Finance Settlement provided funding details for the 2021/22 as a single year meaning that the Authority's financial position was the most uncertain ever experienced due to financial factors relating to the unknown outcomes from the Business Rates Retention and Fair Funding Reviews; pay awards, Fire Fighters' pension contributions and Fire Fighters' Pension Scheme transition protections.

The COVID-19 emergency presents a significant and unexpected financial challenge for the Government. This uncertainty makes financial planning extremely difficult for all authorities, particularly single purposes 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.

On 12th February 2021, the Authority approved its Medium Term Financial Strategy 2021/22 which reflects:

- the final local government finance settlement for 2021/22
- the Authority approving a Council Tax increase of 1.9%
- the Authority's receipts from the Council Tax and
- National Non-Domestic Rate (NNDR) collection funds

The Authority's medium term financial position up to 2021/22 means that there has been a budget shortfall of £3.12m from 2017/18 to 2021/22 with annual budget shortfalls being:

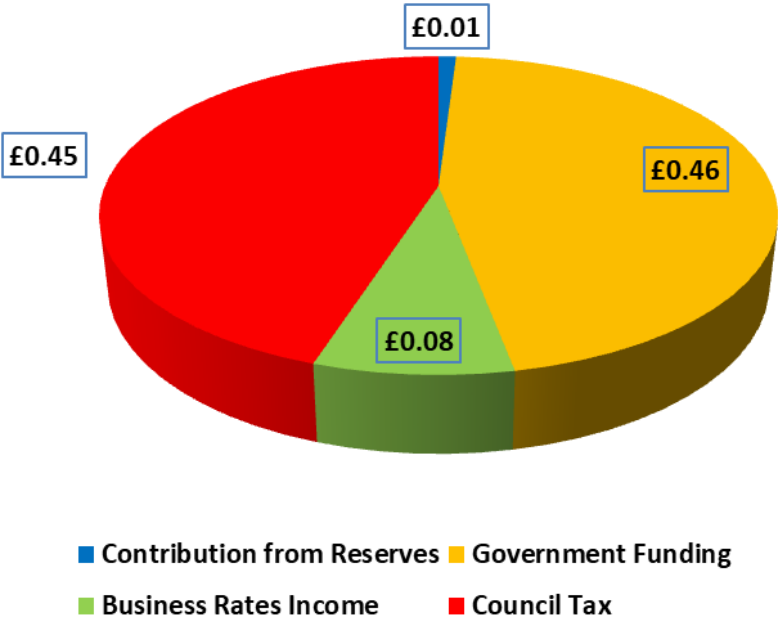
- **2017/18 £1.139m**
- **2018/19 £0.752m**
- **2019/20 £0.671m**
- **2020/21 £0.221m**
- **2021/22 £0.336m**

The 2021/22 Revenue Budget is £27.689m

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:

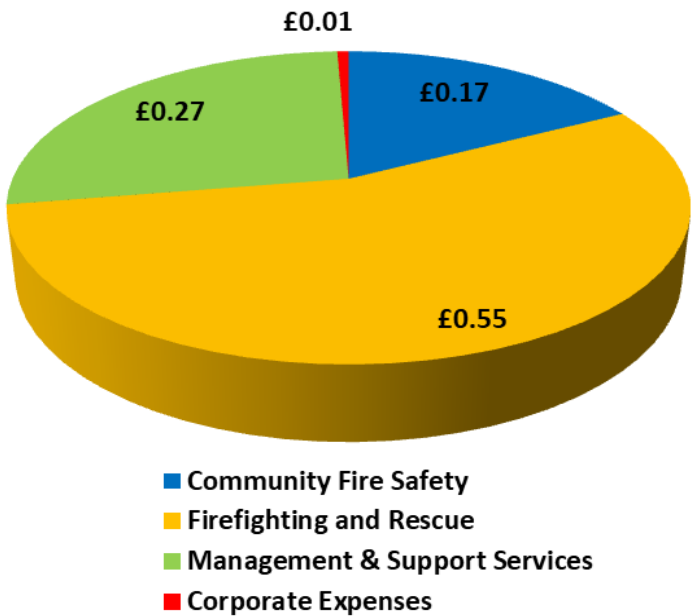
Where each £1 comes from:



What do we spend our money on?

The following chart shows where each £1 is spent on delivering different aspects of our service out of the **2021/22 Budget of £27.689m**.

Where each £1 is spent:



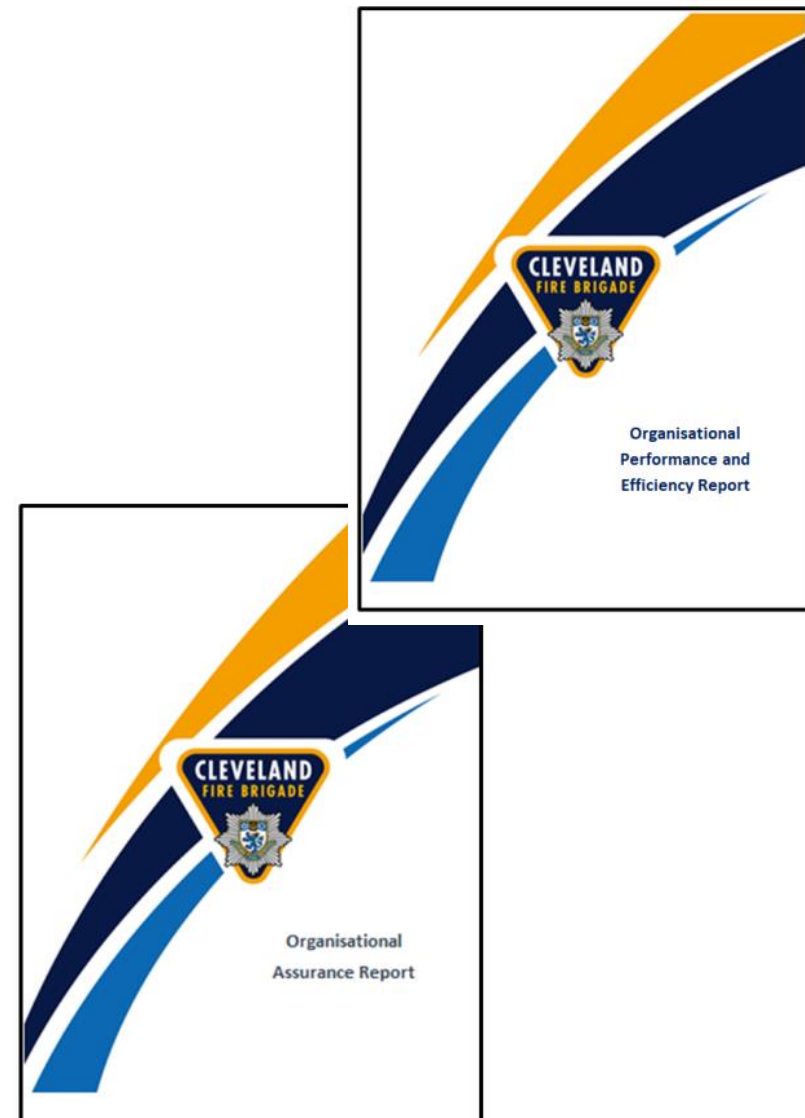
10. Our Performance in 2020/21

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 2020/21 performance is outlined in the following documents;

Organisational Performance and Efficiency Report 2020/21
Organisational Assurance 2020/21

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
Cleveland Fire Brigade
Training and Administration Hub,
Queens Meadow Business Park
Hartlepool
TS25 5TH**

01429 872311
communications@clevelandfire.gov.uk

 ClevelandFB  ClevelandFB  ClevelandFB www.clevelandfire.gov.uk

12. Glossary of Terms

AMP	Asset Management Plan	HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
CFA	Cleveland Fire Authority	ICT	Information Communications Technology
CFB	Cleveland Fire Brigade	Mazars	Public body that audits other public bodies to show value for money and improvements
CIRMP	Community Integrated Risk Management Plan	MTFS	Medium Term Financial Strategy
CLG	Department for Communities and Local Government	NFCC	National Fire Chiefs Council
Control	Fire Control Room	Retained	Members of staff that respond to incidents on a part-time basis
CSR	Comprehensive Spending Review	SSC	Safer Stronger Communities
EDI	Equality, Diversity and Inclusion	UOR	Use Of Resources
ELT	Executive Leadership Team	VfM	Value for Money
ESMCP	Emergency Services Mobile Communication Program	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
FRA	Fire and Rescue Authority		
FRS	Fire and Rescue Services		
HO	Home Office		