

CLEVELAND FIRE AUTHORITY'S DRAFT VISION 2030



REPORT OF CHIEF FIRE OFFICER

For Approval

1. PURPOSE OF REPORT

- 1.1 To seek Members approval of the draft Vision 2030 attached at Appendix 1, as recommended by the Executive Committee on 9 July 2021.

2. RECOMMENDATION

- 2.1 It is recommended that Members approve the draft Vision 2030, attached as Appendix 1, as recommended by the Executive Committee on 9 July 2021.

3. BACKGROUND

- 3.1 The Authority's existing Vision statement is incorporated within its Community Integrated Risk Management Plan 2018-22 which expires on 31 March 2022.

The existing vision statement is:

"that we have built a sustainable future and

- make a positive difference to the safety and quality of life of every local citizen; and the places where they live and work.
- deliver 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".

- 3.2 One of the Authority's strategic priorities (CSP1.1) for the Chief Fire Officer in 2021/22 is to develop a new Vision for 2030. The Plan will not only build on the delivery of an excellent emergency service to our communities but will look ahead to what we want Cleveland Fire Brigade (CFB) to look like in the future and move swiftly to prepare for what is to come. The Fire Authority's draft Vision 2030 will be an aspirational one that creates a long-term destination for CFB, without being constrained by what is deemed to be possible today.

- 3.3 The draft Vision 2030 was presented to the Executive Committee on 9 July 2021, and is now recommended for approval by the Cleveland Fire Authority.

4. DEVELOPMENT OF THE VISION 2030

- 4.1 Every service needs to change – to meet new risks, to adapt to social change, to improve effectiveness and efficiency and to grasp the opportunities offered by technological advances.
- 4.2 First and foremost, our purpose is to save lives and make people safe. This is our day job whether that is responding to 999 calls or preventing emergencies happening in the first place. Our work expands beyond this though, we are changing lives whether it is protecting businesses, improving life chances for young people or supporting our partners in health care. Our purpose therefore extends to making our communities stronger places for our future generations.
- 4.3 The skills our workforce need will change as technological advances and new risks are recognised, this change will include the way we do our jobs and as well as the kind of tasks we undertake.
- 4.4 We recognise that success is not achieved by working in isolation but is founded on long-standing excellent partnership working with a wide range of organisations, driving new initiatives to join up services and collaborate; we will need to ensure that we are at the forefront of operational and technological advances, and we will need the best recruits, equipped with state-of-the-art equipment and skills, operating to high professional standards.
- 4.5 An important focus of our future work will be to reduce our carbon footprint as we contribute to building a more sustainable future for our next generations. We are also alive to the broader challenges facing our communities. Climate change and pressure to provide an increasing density of housing, including on flood plains, raise the challenge of increased flooding: our preventative role will continue to be important; we are already working with the police and security services to play our part in meeting the challenge of extremist terror.
- 4.6 Perhaps our greatest challenge is financial sustainability. We must maintain the ability to cope with major incidents and provide resilience at a national level, while addressing local risks. To achieve this, we will need to ensure we extract maximum value from our capacity by continuing to explore the range of roles we perform and continuing to seek more efficient ways of doing so and to maximise flexibility of the funding system.

- 4.7 In every aspect of change, we need to ensure we have an effective intelligence gathering process, learn from others, innovate, and adopt best practice.

5. VISION 2030

- 5.1 To continue to deliver an excellent emergency service to our communities, we must look ahead to what we want Cleveland Fire Brigade (CFB) to look like in the future and move swiftly to prepare for what is to come. The Fire Authority's draft Vision 2030 is an aspirational one and creates a long-term destination for CFB, without being constrained by what is deemed to be possible today.
- 5.2 As we navigate through the challenges and opportunities presented by the anticipated future changing landscape, we remain focussed on our mission of **Making** (the communities of) **Teesside Safer & Stronger** which is underpinned by the values the Fire Authority believes characterise a fire and rescue service fit for the future. These are: **Protect** - putting safety first; **Respect**; **Innovation**; **Doing the Right Thing** – being professional; and **Engagement (PRIDE)**.

Cleveland Fire Authority's draft Vision 2030 is...

...to be a leading fire and rescue service

where our... ***Communities feel safe and protected***

where our... ***People are professional, proud and passionate***

where our... ***Organisation is welcoming, trusted and respected***

where our... ***Business is built on learning and innovative digital approaches***

and where our... ***Future is 'greener' and bright***

- 5.3 The Vision is a living document. As new challenges emerge, we will adapt to them; as circumstance change, so will we. The Vision will be reviewed and updated to reflect this. The vision will be reviewed on a rolling four-year basis. The Vision is owned by the elected representatives on Cleveland Fire Authority and implemented by the Chief Fire Officer and the highly skilled and professional workforce.

6. CONSULTATION

- 6.1 Cleveland Fire Authority is an organisation that puts its staff, partners and its local communities at the heart of its decision making. Through meaningful, transparent and inclusive engagement we will ensure that we give people the opportunity to contribute to the ongoing success and future direction of CFB.
- 6.2 In formulating the draft Vision 2030 it is important that we are fully aware of the views, opinions and expectations of our local communities to enable the Authority to create an aspirational vision for the future. To gain an insight into how our communities and staff viewed the development of the vision, a community and workforce survey was conducted during April 2021. The summary findings of the surveys are attached as Appendix 2 & 3.

7. STRATEGIC PLANNING

- 7.1 The draft Vision 2030 is an integral part of the strategic planning process that will guide the development of the associated Corporate Plan 2022 2026, Community Risk Plan; the People Plan and the Resources Plan and will gradually move us towards becoming the fire and rescue service we aspire to be.

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