

DRAFT CORPORATE PLAN



2022-2026



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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உங்களுக்கு இந்த ஆவணம் ஒரு மாற்று மொழியில், பெரிய அச்சு அல்லது பிரெயிலில் தேவைப்பட்டால், எங்களைத் தொடர்பு கொள்ள தயங்க வேண்டாம்

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

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FOREWORD



Paul Kirton
Chair of Fire Authority



Ian Hayton
Chief Fire Officer

Welcome to Cleveland Fire Authority's Corporate Plan 2022-26 which sets out the vision of Cleveland Fire Authority for 2030 and the strategic direction for the next four years

Our commitment to and enviable reputation for public safety continues and is proven through our outstanding performance results. Over the last ten years we have seen significant reductions in incidents and continued to provide one of the best fire and rescue services in the country at responding to emergencies and keeping people safe in their homes.

'this is an excellent performance from the Brigade – the people of Cleveland can be confident that they are being well-served'

Phil Gormely, Chief Inspector, HMICFRS 2019

Deliberate fire setting however remains a chronic and, at times, acute problem on Teesside and whilst great inroads have been made to reduce the number of deliberate fires, the levels remain unacceptable; we will continue to work with our Partners to reduce the number and impacts of these arson incidents.

The safety of staff continues to be of paramount importance. Regrettably attacks on our firefighters are rising, with figures showing the rates of attacks per 1,000 firefighters being four times greater than the national average. We will continue to work with Partners to reduce these needless events.

The gravity of those that suffered in the London Grenfell fire is never far from our minds and a key priority will be to develop our building safety arrangements in line with any new future legislation and guidance arising from the Public Enquiry.

Like most other organisations our work over recent times has been steered towards dealing with the unprecedented challenges of the COVID-19 pandemic. Our staff have not only demonstrated professionalism, resilience, passion and commitment for maintaining critical prevention, protection, and emergency response services but have also stepped up to their 'public service' roles by being ready, willing and able to support our Partners in this global crisis.

They have done this by delivering food and medical supplies to the most vulnerable people in our communities; and by supporting health surveillance testing and the vaccination rollout programme – again our efforts were positively recognised by the HMICFRS.



Going forward our communities can be assured that we will continue to deliver our fire and rescue services and support our Partners in the fight against this dreadful disease.

COVID-19 has also acted as a springboard to a faster implementation of digital solutions for the provision of prevention and protection services and for the expansion of our flexible 'ways or working'. Digital transformation will continue to be a focus as we explore automated processes to improve efficiency and effectiveness and meet the expectations of our ever-increasing 'digitised' society.

Our financial situation is well rehearsed; over the last ten years, we have been subjected to the worst financial cuts of all fire and rescue services as a result of, what we believe, to be an unfair funding mechanism. Financial planning continues to be difficult given the Government's recent and predicted grant settlements; and the uncertainty around funding reviews, pay and pensions. Sustainable financial resources are paramount to the Authority and will remain a high priority.

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 will also ensure that we can respond to the predicted increasing incidents of flooding and wildfires at a local and national level.

We recognise that our success is not achieved by working in isolation but is founded on long standing excellent partnership working and this is something we will continue to do throughout the life of this Plan.

We are extremely proud to lead the work of Cleveland Fire Authority and the professional organisation that is Cleveland Fire Brigade. As we navigate through the challenges and opportunities presented by the anticipated future changing landscape, we are confident that we will achieve our vision of being a leading fire and rescue service with a focussed mission of **making the communities of Teesside safer and stronger.**

USING VALUABLE INSIGHT



Our Plan has been developed on the basis that we continue to comply with our statutory duties whilst mitigating any evidence based medium to long term future challenges and grasping any future opportunities – insight has been valuable in this respect.

The following key sources of insight underpin this Plan:

- Our Community and Risk Profiles are set out briefly on pages 12 and 13 of this Plan and fully in our [Community Risk Profile document](#).
- The outcomes from our environmental scanning exercise are set out briefly on pages 14 and 15 of this Plan and fully in our '[Changing Landscapes](#)' document.
- Our performance status, the headlines of which are set out on pages 16 and 17 of this Plan, is fully detailed in our [Performance Report 2020/21](#).
- Our financial resources are set out briefly on pages 19, 20 and 21 of this Plan and in our [Medium Term Financial Strategy 2022/24](#).

Other key insight sources include Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Inspection, Internal Audit and Evaluation Reports; and Community and Staff Feedback.

Better insight–

better plans

better performance

better outcomes

ABOUT US

Cleveland Fire Authority comprises 16 Elected Members from the four borough councils within Teesside. It is statutorily responsible for the provision of fire and rescue services across the area.

The Authority's statutory functions emanate from four main pieces of legislation:

- The Fire and Rescue Services Act 2004: the promotion of fire safety; preparation for fire-fighting; protecting people and property from fires, rescuing people from road traffic collisions; and dealing with other emergencies such as flooding or terrorist attack.
- The Fire and Rescue Services (Emergencies) (England) Order 2007: specifies the emergencies in relation to section 9 of the Fire and Rescue Services Act 2004.
- The Civil Contingencies Act 2004: working with others to develop and implement emergency and business continuity Plans.
- The Regulatory Reform (Fire Safety) Order 2005: places the responsibility for carrying out fire safety risk assessments in commercial premises with the owners/occupiers. The Authority must enforce the Order via its risk based inspection programme.

Other key pieces of legislation influencing the Authority's work include:

- Policing and Crime Act 2017
- Localism Act 2011
- Local Government and Housing Act 1989
- Local Government Finance Act 2012
- Health and Safety at Work Act 1974
- Equality Act 2010
- Data Protection Act 2018
- General Data Protection Regulation 2016
- Freedom of Information Act 2000

The Secretary of State's blueprint of priorities and objectives for fire and rescue services is set out in its document the 'Fire and rescue national framework for England'.

Cleveland Fire Brigade

The Chief Fire Officer is the Head of Paid Service for Cleveland Fire Brigade, which on 1st April 2021 comprised a staffing establishment of 557.65 full time equivalents costing £23.448m.

Frontline services are delivered by staff in the main from our community safety hubs and 14 strategically placed community fire stations. These cost £19.337m representing 82.5% of the overall spend on staff.

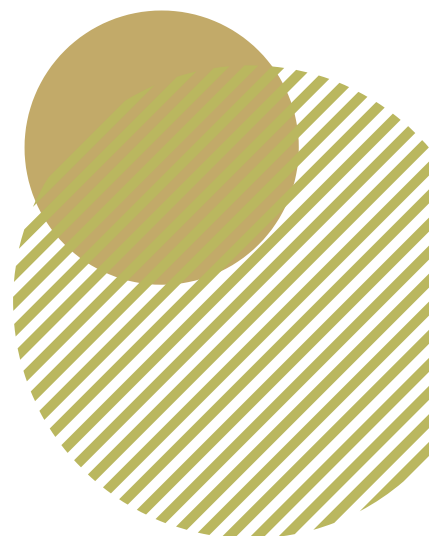
Mission

Our Mission is **to 'make Teesside Safer and Stronger'**.

First and foremost, our purpose is to save lives and make people safe. This is our day job whether that's 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



Values



Protect: Putting Safety first, protecting ourselves, the community, the organisation and the environment from all avoidable harm.



Respect: Respecting ourselves, our colleagues, our community, our heritage, our property, our organisation and our environment.



Innovation: Improving performance through learning from our own and others' experiences and innovative business solutions.



Doing the right thing – Being Professional:
Making decisions and undertaking our work in the most efficient and effective way.



Engagement: Engagement with Others
understanding and working with our colleagues, partners and communities to provide the best delivery of services.

Our Values and Behaviours are what makes us unique; they drive the way that we behave and respond to others at work. Integral to our Ethical Framework they underpin everything that we do.




VISION 2030

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
approaches



future is
'greener' and
bright

Fire incidents, deaths and injuries are at an all time low – our Safety Plans are working.

‘Safety conversations’ are happening everywhere – in our homes, businesses, schools and on our streets.

Front line teams are quick to respond to a wide range of emergencies – they are good at what they do.

People in our communities are telling us that they feel safe and protected.



People who work for Cleveland Fire Brigade radiate professionalism – in their skills and competencies – in their dress and appearances – in the ways that they behave. They are caring and passionate and come to work every day to make a difference.

Outstanding leaders demonstrate resilience and drive.....they ‘dare to be different’ continually exploring new ideas and innovative practices.

People say that Cleveland Fire Brigade is great place to work.

Everyone who comes into contact with Cleveland Fire Brigade is made to feel important, included and welcome.

People trust us – they engage with us – they listen to us – and in their time of need – they look to us.

Partners, businesses and other blue light services want to work with us because they respect us

They know that we are a high performing fire and rescue service.



Learning comes naturally to us – it is embedded within our policies, procedures, guidance and training – shared learning with others is part of our culture.

At the heart of our business approach lies innovation that is enabled through digital technology – this is evident in our transformed service provision and our flexible ways of working.

Learning experiences and innovative, digital approaches have made
Cleveland Fire Brigade more efficient and effective.

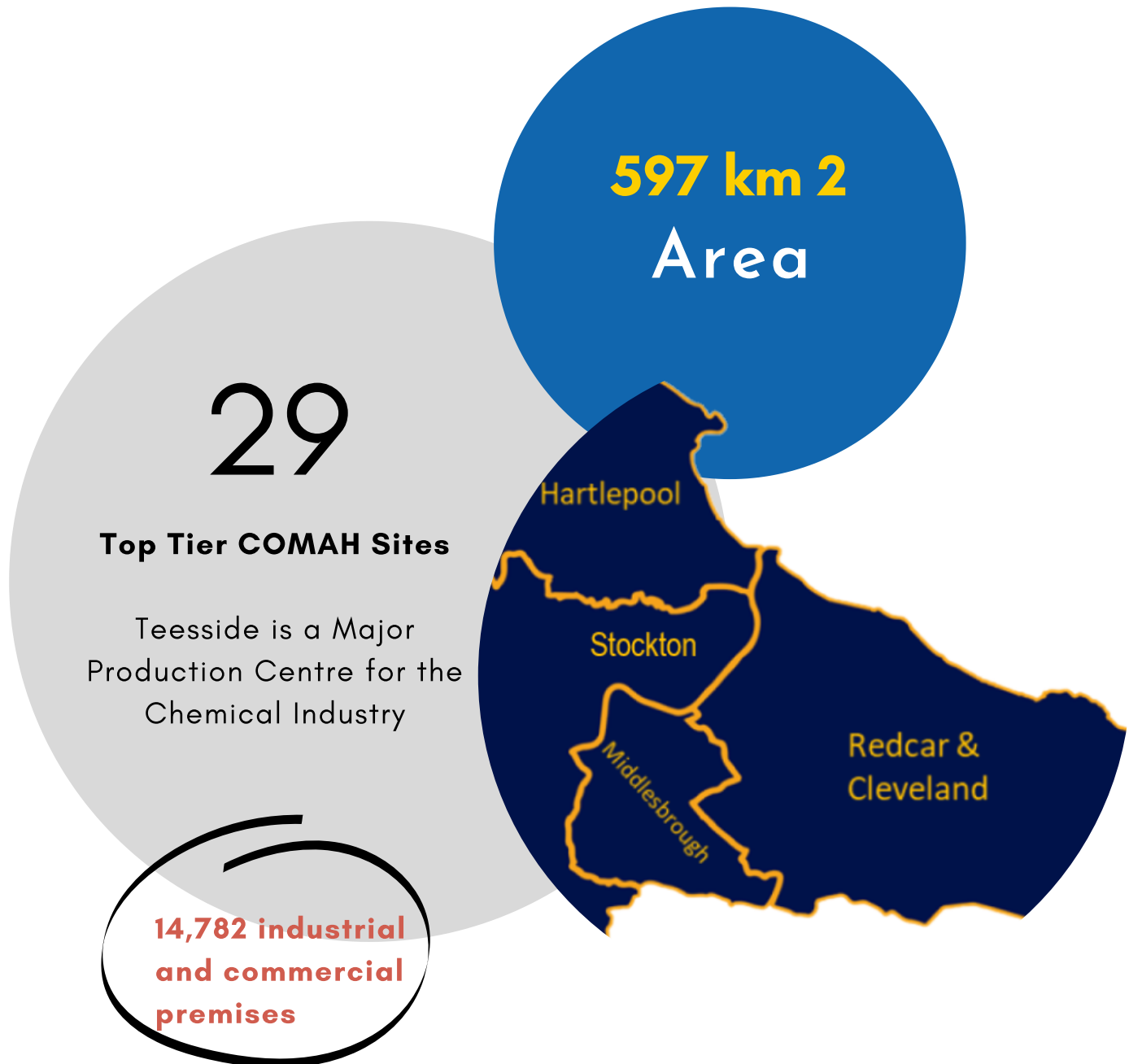
Our climate change plans are bearing fruits – our carbon emissions have significantly reduced.

Financial investment in risk management and people development has accelerated our ambitions to keep our communities safe.

Cleveland Fire Brigade is contributing to a more sustainable future for our next generations.



COMMUNITY PROFILE



- 2 power stations: 1 nuclear, 1 gas
- 7 solar powered energy farms
- 12 onshore and 1 offshore wind farms

- 2,518 km of A and B road networks
- Tees Valley International Airport: 150,735 passengers and 16,746 aircraft movements
- Hartlepool and Teesport (handles 28 million tonnes of exports and imports)



569,141

POPULATION

- 49.1% male, 50.9% female
- 94.5% white, 5.5% BME
- 1.8% LGBT
- 67.8% Christian
- 19.7% 0-15 years, 19.1% 65+ years
- 21% have their day to day activities limited by a disability



254,258

DWELLINGS

- 18% of dwellings are social housing.
- 45.3% Council Tax Band A (23.9% nationally)
- 64% Council Tax Band A or B (43.5% nationally)



**High
Levels**

DEPRIVATION

- 36% (29) of our 81 wards fall within the worst 10% most deprived wards nationally; 9% (7) of these fall within the top 1% most deprived wards
- 41% of our population reside in the 42% of dwellings in the most deprived wards
- more than half of our population (56%) live in wards that are in the 20% most deprived wards



**121.19 per
1,000
population**

CRIME RATE

compared to national average of 89 – only West Yorkshire experiences higher rates (125.9)

Full details of our Community Profile can be found in our [Community Risk Profile](#) document.

HORIZON SCANNING

Our most recent environmental scanning exercise took place Jan-Mar 2021. The key outcomes from the exercise reveal that we can expect a significant changing landscape over the next ten years.

The key outcomes are set out briefly below and fully in our '**Changing Landscapes 2030**' document.

Political Setting



New governance, roles, responsibilities and pay mechanisms for Fire and Rescue Services are expected as a result of the Government's Reform agenda.

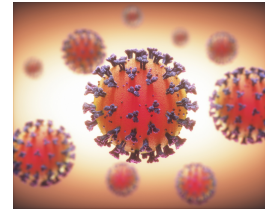
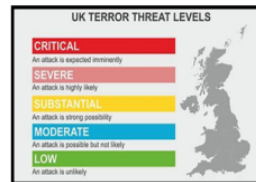
Our Area and Its Economy

Freeport Status - Teesside to become the UK's first - and largest- free port.

Tackling UK Economic Inequality - 'Treasury North' Hub in Tees Valley

World Class Transport Systems for 2030 - Tees Valley Combined Authority Strategic Transport Plan 2020-2030.

Our Society



The nature of terrorism is increasing and changing - it is becoming more diverse, more complex and increasingly dispersed and volatile.

The third wave of Covid-19 - infections happening now in mainland Europe will 'wash up' on the UK Shores.

Our Organisation

The Grenfell Tower fire - will influence building safety

Digital Transformation



The pace of technology - continues to advance and the adoption of digital applications is accelerating.

Our Communities



Population Growth – there will be 6,000 more people in the Cleveland Area

Ageing Population – 23% of the Cleveland area population will be aged 65 years and over

Less Children – 7.9% less children aged 0-15 years in Cleveland area

More People Living Alone – significant increase in people living on their own – particularly older

More Diverse Population – ethnic populations are estimated to make up 15% of the U.K. population



Generation Y Shape Service Demand – they are connected, mobile, independent and self-serving

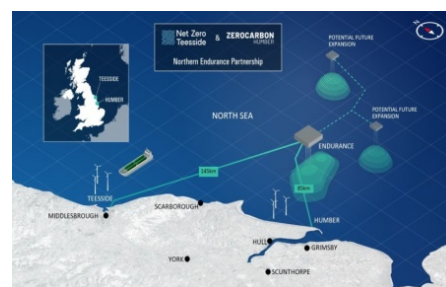
Our Environment



Increased Flooding – if we do not tackle climate change there will be more intense rainfall, more extreme weather and wetter winters.



More Wildfires – By 2050 heat waves are predicted every other year – we are likely to experience more widespread wildfires



Tees Valley will be a global leader in clean energy, low carbon and hydrogen

HEADLINE PERFORMANCE 2020/21

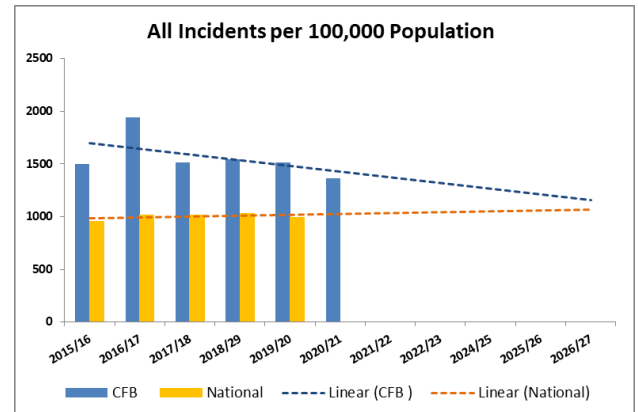
Like all other Fire and Rescue Services our performance in 2020/21 has been skewed by the COVID-19 pandemic where lockdown has resulted in more people being confined to their homes, less movement of vehicles across our roads and less outdoor summer and bonfire activities. Equally it has reduced the amount of home fire safety visits and fire safety audits that we have been able to undertake.

We have a history of impressive performance that demonstrates the effectiveness of our community safety strategies. With the Pandemic set to be present in forthcoming years we intend to take a considered rather than 'knee jerk' approach to our strategy development – this will be one that is built on learning from our experiences and a better understanding of the impact of COVID.

In terms of performance reporting we believe that trend analysis has never been more important as it gives us a better picture of our historic and predicted future performance; we have therefore put more emphasis on this going forward to ensure that we continue to keep the people in our communities safe.

All Incidents

Due to our complex risk profile we have traditionally had one of the highest rates of incidents nationally.

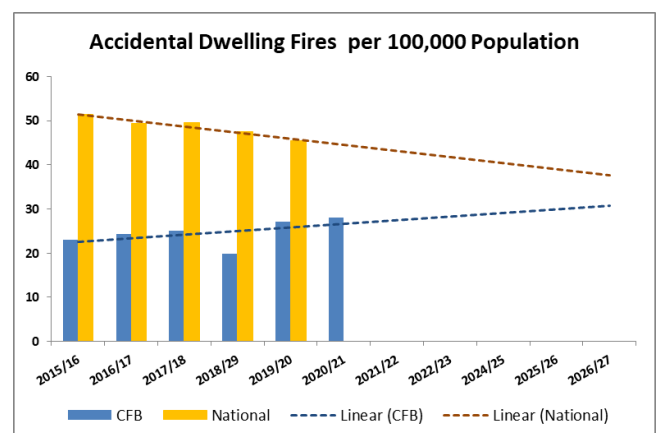


We responded to 7,781 incidents in 2020/21 – a reduction of 8% (672) compared to 2015/16.

Accidental Dwelling Fires

SAFEST HOMES

ACCIDENTAL FIRES IN THE HOME IN CLEVELAND CONTINUE TO BE SIGNIFICANTLY LOWER THAN IN MOST FRs



Whilst there is a minor increasing trend in our rate of ADFs our latest performance (160 out of circa 256,000 dwellings) is significantly better than other FRs.

Other Primary Fires (2015/16 – 2020/21)

- 38% increase in deliberate dwelling fires (53 to 73)
- 2% decrease in industrial and commercial fires (63 to 62)
- 103% increase in other building fires (31 to 63)
- 1% increase in vehicle fires (281 to 283)

**FAST
RESPONSE**

**WE ARE ONE OF THE
FASTEST RESPONDING
FIRE AND RESCUE
SERVICES IN THE
COUNTRY**

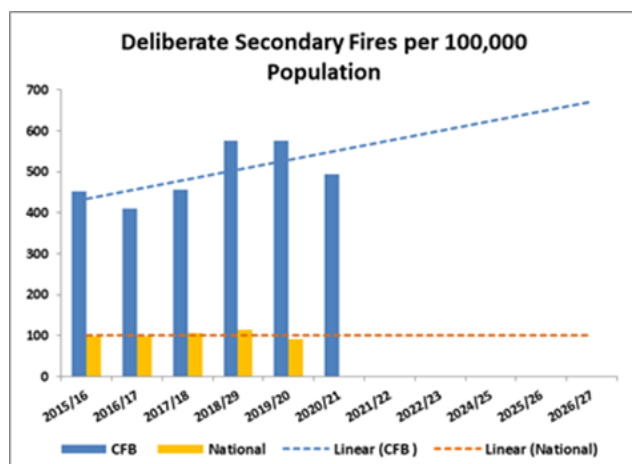
Fire Deaths and Injuries

Long history of low numbers of primary fire deaths and injuries

Deliberate Secondary Fires

Deliberate Secondary (nuisance fires) in Cleveland remain the highest in the country

with the rate of deliberate fires per 100,000 population being 538% higher than the national rate.



Road Traffic Collisions

In 2020/21 we attended 239 RTCs – this is a 42% (172) reduction compared to 2015/16

Other Incidents (2015/16 – 2020/21)

- 62% increase in flooding incidents (58 to 94)
- 15% decrease in other special services (957 to 813)
- 12% decrease in false alarms (3,200 to 2,816)
- 50% decrease in 'cross border' incidents (90 to 45)
- long history of low numbers of sea, river, rail and air incidents
- long history of low numbers of high hazard incidents

Other Key Facts

- majority of our incidents were secondary fires (39%) and false alarms (36%)
- 53% of all primary fires and 93% of all secondary fires were deliberate
- deliberate fires accounted for 41% of our total incidents and 85% of our total fires
- 64% of our incidents occur between 1500hrs–2259hrs
- **4th highest rate of HFSVs per 10,000 population in the country (304) – circa three times the national average (103)**
- **2nd highest rate of industrial and commercial audits per 10,000 dwellings (992) in the country – circa four times the national average (255)**

Full details of our performance are set out in our **Performance Report 2020/21**

HMICFRS INSPECTION

Her Majesty's Inspection of
Constabulary and Fire and Rescue
Service (HMICFRS) Inspection

In 2018/19 HMICFRS inspected
Cleveland Fire Brigade for the first
time. The assessment examined our
effectiveness, efficiency and how
well we look after our people. We
were rated 'Good' in all areas of
inspection making us **one of the top
performing services in the country.**

A key area for improvement arising
from the inspection is to improve the
diversity of our workforce.

Phil Gormely, HMICFRS Chief
Inspector stated 'this is an excellent
performance from the Brigade – the
people of Cleveland can be
confident that they are being well-
served'

A full copy of our report can be
found here

**[https://www.justiceinspectorates
.gov.uk/hmicfrs/frs-
assessment/frs-2018/cleveland/](https://www.justiceinspectorates.gov.uk/hmicfrs/frs-assessment/frs-2018/cleveland/)**



GOOD

EFFECTIVE



GOOD

EFFICIENCY



GOOD

PEOPLE

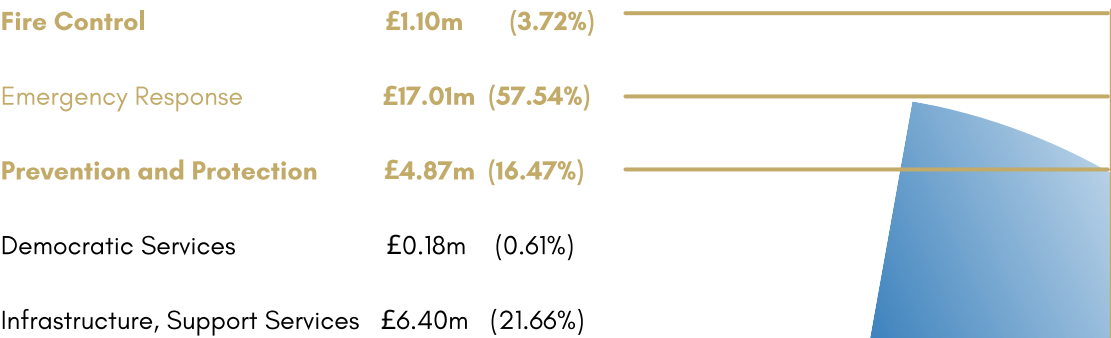


FINANCES

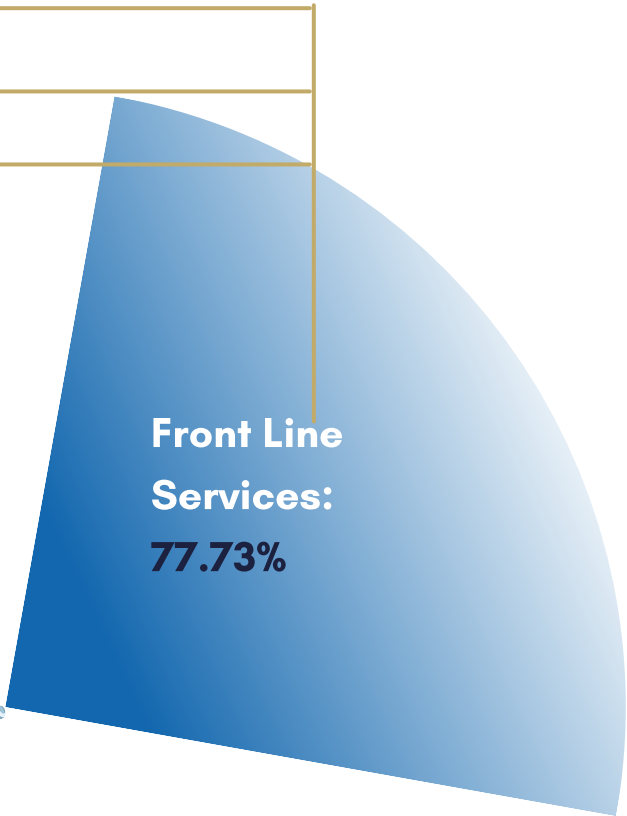
Like all public sector bodies we need to take into account of our available resources when planning the nature, shape and extent of our future services.

Budget

Our budget 2021/22 **£29.56m**



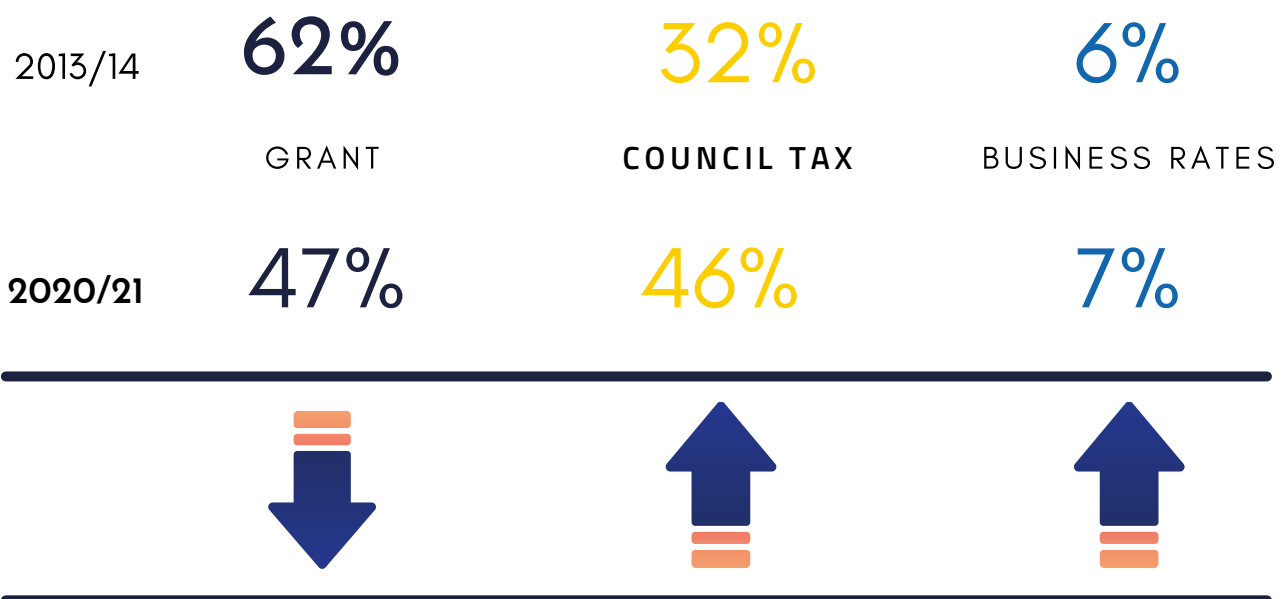
*Figures above include pay and non pay



Where Our Money Comes From

Our revenue budget is funded in two main ways: government grant and council tax. The proportion of these has changed substantially over the years due to cuts in Government grant.

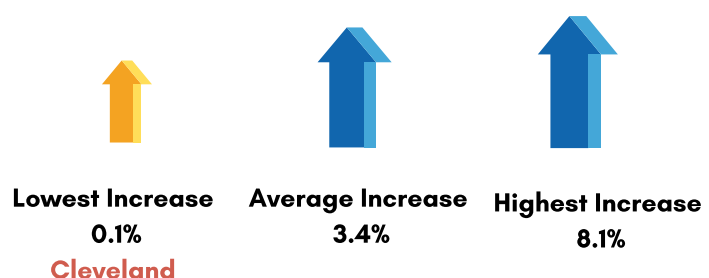
Funding Changes 2013/14 to 2020/21



As can be seen above, the Fire Authority is a lot more dependent on funding from Council Tax now that it has been in the past. Raising council tax is difficult in an area where more than half (64%) of housing is in Council Tax Bands A and B.

Percentage Change in Spending Power from 2015/16 to 2020/21

The changes in funding are referred to by the Government as Spending Power and this has varied significantly in standalone FRAs in the past.



Financial Outlook

Government funding for 2022/23 onwards will be determined in the Spending Review in Autumn 2021, including whether the Government implements the Fair Funding and 75% Business Rates Retention Reviews.

Our financial plans assume that our resources will be frozen in 2022/23 and 2023/24; there is a risk that this may not be the case and each 1% reduction in grant will require us to find approximately £150,000 in savings. Other key areas of uncertainty relate to pay, council tax referendum limits and pension costs.

Forecast Budget Deficits 2022/23 to 2023/24 on the basis of our budget requirements and planning assumptions

2022/23	2023/24	Savings to be made before 2023/24	
£0.577m	£0.198m	£0.775m *	*Budgets for 2022/23 and 2023/24 assume that Section 31 Pension Grants (£1.4m) will continue to be provided by Government. Should these not materialise or be less than this amount then the deficit would be increased.

Financial Challenge

Since 2013, the Government has reduced our funding by £5.701m (31%,). We have absorbed these significant cuts by reducing staffing and infrastructure costs, varying the number of firefighters responding to incidents and by engaging in collaboration opportunities.



The spending power situation will continue until the Government changes the current funding system. Without future increases in Government grant funding increases in Council Tax will not be sufficient to cover expenditure pressures and further cuts to services will be unavoidable.



Against this backdrop of significant financial uncertainties over the next two years we are faced with the twin challenges of implementing new cost reduction measures and managing increased risks and demand with a reduced capacity.



We will strive, through considered financial management, including use of reserves to support change if further funding cuts are made, and long-term planning, to meet these challenges and create a sustainable future for 2024 and beyond.

Full details of our medium term financial position is set out in our [Medium Term Financial Strategy](#).



OUR CORPORATE GOALS 2026

Our corporate goals and objectives take account of what we are trying to achieve in our vision as well as those key challenges and opportunities that we know we will face on our journey.

Our strategic deliverables, as set out in our Community Safety, People and Resource plans, are the things we will do to make our objectives a reality.

Our corporate outcomes, measured by performance indicators, will tell us if we have achieved our goals.

Safer, Stronger Communities

Corporate Goal

We want our Communities to be Safer and Stronger

Corporate Objectives

- identify and minimise fire and rescue related risks in the community

Corporate Outcomes

*Safer Homes * Safer Buildings *Safer Transport Infrastructures
*Safer Neighbourhoods and the Environment
*Supported National Resilience * Improved Health Outcomes



Professional, Proud, Passionate People

Corporate Goal

We want our People to be Professional, Proud and Passionate

Corporate Objectives

- recruit, develop and maintain a professional, diverse and value driven workforce
- ensure that Cleveland Fire Brigade is a great, fair and inclusive place to work

Corporate Outcomes

*A Safe Workforce *A Healthy Workforce
*A Competent and Trained Workforce *Outstanding Leaders
*An Inclusive and Great Place to Work *A Sustainable Workforce



Efficient, Sustainable Resources

Corporate Goal

We want our Fire and Rescue Service to be Efficient, Transparent, Accountable and Sustainable

Corporate Objectives

- promote good governance and be transparent and accountable to our communities for the provision of an efficient, effective and value for money fire and rescue service
- capitalise on insight, learning and technological advances
- pursue opportunities to collaborate to improve outcomes and value for money for our communities
- contribute to a more sustainable future for our next generations

Corporate Outcomes

- Efficient and Effective Use of Resources
- A 'Greener', More Sustainable Organisation



DELIVERING THIS PLAN



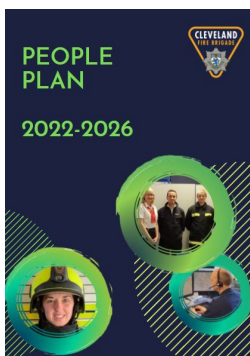
Our Corporate Plan

sets out the Authority's Vision 2030 and the strategic direction for the next four years. It spearheads a suite of strategic documents developed by the Chief Fire Officer to guide the work of the Cleveland Fire Brigade.



Our Community Risk Management Plan

sets out how we will manage the risks to our local communities and support and support the U.K.'s national resilience arrangements.



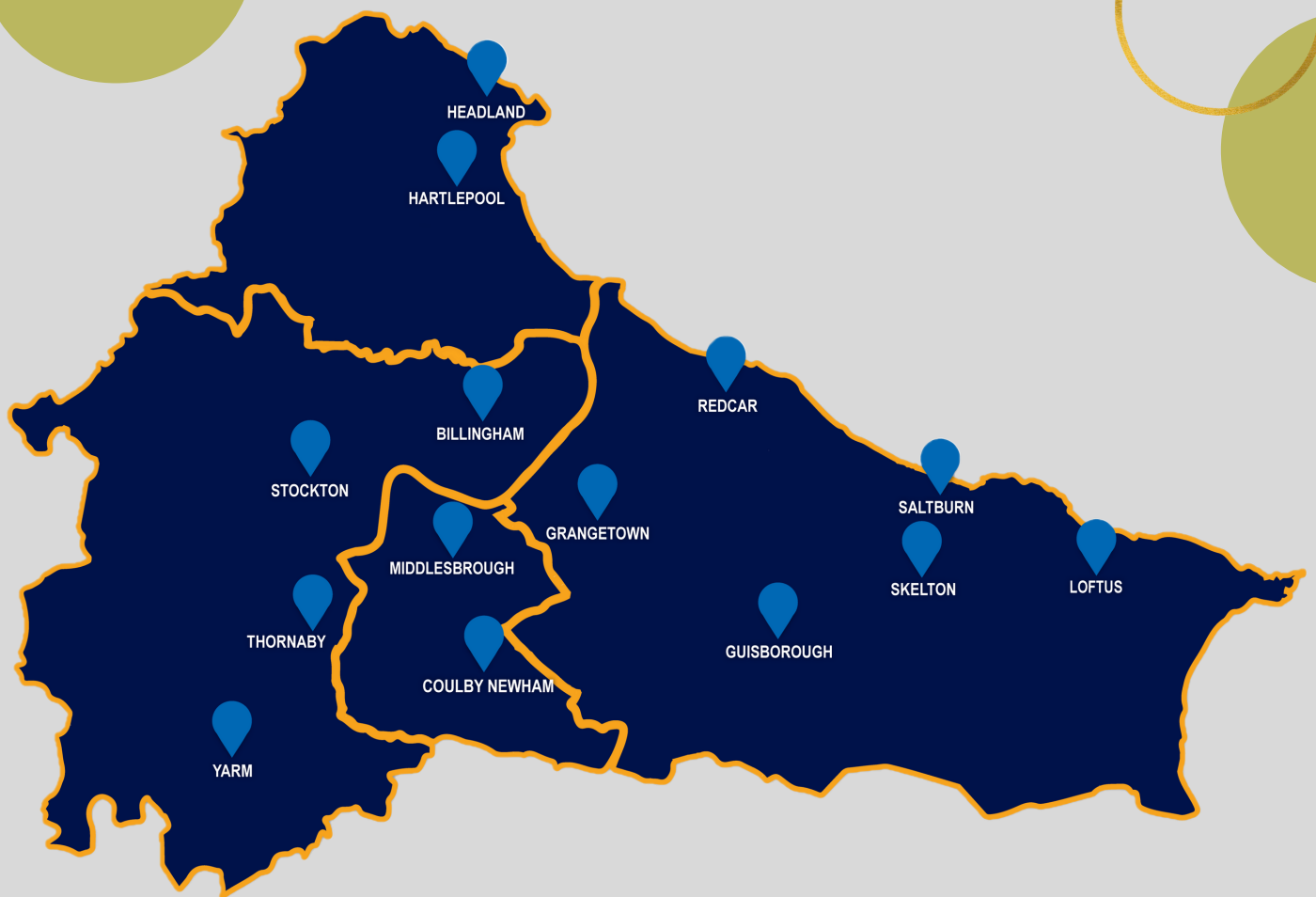
Our People Plan

sets out how we will support, train, develop and engage our staff throughout their employment to make a difference every day.



Our Resource Plan

sets out how we will use and manage our financial, human and technical resources to improve effectiveness, efficiency and the environment.



**Our vision is to be a leading
fire and rescue service**

GLOSSARY OF TERMS

ADF	Accidental Dwelling Fire
CFA	Cleveland Fire Authority
CFB	Cleveland Fire Brigade
CFO	Chief Fire Officer
COMAH	Control of Major Accident and Hazardous Materials
DDF	Deliberate Dwelling Fire
EDI	Equality, Diversity and Inclusion
ELT	Executive Leadership Team
FRA	Fire and Rescue Authority
FRS	Fire and Rescue Service
FTE	Full-time Equivalent
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services
HFSV	Home Fire Safety Visit
IRMP	Integrated Risk Management Planning
MTFS	Medium Term Financial Strategy
UK	United Kingdom
VfM	Value for Money





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