SERVICE PLAN

2023-2024

CLEVELAND
FIRE BRIGADE

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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1   Introduction

Ian Hayton
Chief Fire Officer

Welcome to our Service Plan for 2023/24 which outlines our priorities for the forthcoming year and reflects the second year of the Authority's Community Risk Management Plan (CRMP) 2022-26.

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

Our long standing approach to managing risk, through the adoption of a balanced strategy of prevention, protection and emergency response, continues to serve us well.

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

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

In December our exceptional performance was confirmed by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) who assessed us as 'Good' in all aspects of our performance. This independent assessment makes us one of the top performing services in the country and best performing in the North East and Yorkshire Area. Our performance against our community and operational risk profiles shows us that we punch well above our weight.

Going forward into 2023/24 we will address any areas of improvement we have identified and further improve on our performance. We will also be proactive in addressing the national recommendations in the HMICFRS State of Fire and Rescue: Annual Assessments of FRSs in England Reports.

We are aware that arson incidents remain high in our area and have therefore developed a multi agency Arson Reduction Strategy that uses, as its foundation, a collaborative approach of Prevent, Protect, Prepare and Pursue. We will refresh this to ensure that we continue to strive to address this issue.

The introduction of our 'Better Together' Partnership Framework will strengthen the governance and evaluation aspects of our partnership arrangements. We will continue to explore new opportunities for collaboration locally, regionally and nationally in the provision of front-line and enabling services.

The financial position for 2023/24 and beyond remains uncertain and challenging due to inflationary pressures, pay awards and unknown outcomes from the Business Rate Retention and Fair Funding Reviews and the impact of the Firefighter Pension Scheme. All of these sit beyond our control and could impact on levels of expenditure as well as our resource base. This uncertainty makes financial planning extremely difficult, especially for Fire and Rescue Authorities (including Cleveland) who are more dependent on Government funding.

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

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

2   Our Vision

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

- Communities feel safe and protected;

- People are professional, proud and passionate;

- Organisation is welcoming, trusted and respected;

- Business is built on learning and innovative digital approach;

- Future is 'greener' and bright.

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

- o   Corporate Goals,

- o   Corporate Objectives

- o   Corporate Outcomes

3   Our Plans

The Authority publishes the following plans:

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

- **Community Risk Management Plan (CRMP) 2022-26** which sets out its strategic direction, financial position, risk assessments and intended deployment of resources over the medium term.This plan is underpinned by complimentary **Resource Plan 2022-26** and a **People Plan 2022-26**

- **Service Plan** which sets out its priorities each year to deliver the strategic outcomes set out in the CRMP.

Each year the Authority also publishes its:

- **Performance and Efficiency Report** which reports on the previous year's performance and efficiency against the strategic outcomes set out in the CRMP

- **Statement of Assurance** which reflects on previous year's performance covering governance, finance and operational matters.

These documents are available on request and can be found on our website at: **Strategic Reports**

4 Our Priorities 2023/24

Our priorities 2023/24 stem from two main sources:

1. **CRMP 2022-26 Year 2 proposals** which reflect the Authority's current risk assessment outcomes, the outcomes from the CRMP consultation exercise and the medium term financial position including use of the Authority's reserves

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2. **Corporate proposals** identified by the Brigade's Executive Leadership Team as a result of an annual Strategic Risk Assessment process.

The following sections details the Brigade's key priorities for 2023/24 aligned to our three Strategic Goals.

5   Strategic Planning Priorities

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

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

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

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

Key Improvement Actions

We will:

- SP7.1: ensure HMICFRS Inspection 2022 improvement actions are reported, communicated and captured within the Brigade's Corporate Internal Operating Plan
- SP 8.1: undertake a gap analysis against the NFCC's People Strategy 2023/2026 and put a plan in place to address any identified gaps
- SP 9.1: undertake a gap analysis against the Home Office's White Paper 'Reforming our Fire and Rescue Service' and put a plan in place to address any identified gaps
- SP 10.1: undertake a gap analysis against the Local Government Association and the NFCC's Report entitled 'Fit for the Future' and put a plan in place to address any identified gaps
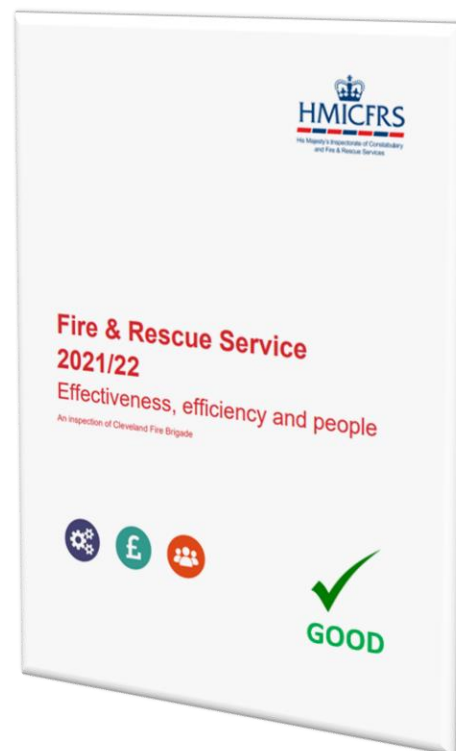
I am pleased with the performance of Cleveland Fire Brigade in keeping people safe and secure from fires and other risks. We are please to see the Brigade has made progress since our 2018 inspection.

Overall this is a good performance from Cleveland Fire Brigade, both for the communities it serves and for the people who work for the brigade.

Roy Wilshire
His Majesty's Inspector of Fire and Rescue Services

6   Our Safer, Stronger Communities Priorities
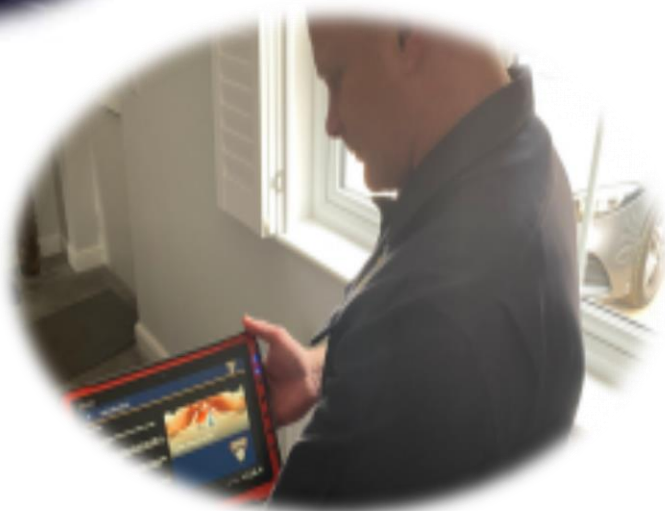
Approach to Risk Management:
To develop our approach to risk management to reflect good practice and improve the safety, health, wellbeing and economic prosperity of our communities

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It is recognised nationally that risk management is well embedded in Cleveland Fire Brigade. Our risk management processes have evolved over many years as a result of our experience and learning and we believe that this has put us at the forefront of risk management within the Fire and Rescue sector.

We will use the outcomes from the NFCC risk management work to further enhance our risk management work to improve the safety, health, well being and economic prosperity of our communities.

In December 2022 the HMICFRS Reported in their inspection report of Cleveland Fire Brigade

The brigade is good at identifying and understanding community risk…………..The Brigade has assessed an appropriate range of risks and threats after a thorough IRMP process

HMICFRS Inspection Report December 2022

Key Improvement Actions

We will:

- SSC 6.2 continue to work with Partners to gather better insight relating to our diverse and 'hard to reach' communities (NFCC Access to Services);
- SSC 7.2 continue to develop our data sources and sets, as presented in our Data Register, to ensure we have the most up to date risk profile;
- SSC 8.2 use the outcomes from the NFCC CRM work to develop enhancements in our approach to risk management to improve the safety, health, wellbeing and economic prosperities of communities;
- SSC 9.2 develop a more detailed understanding of the impact of vulnerability factors on the causes of dwelling fires to support the assessment of risk;
- SSC 11.2 undertake a Gap Analysis against the Fire Standard for Community Risk Management Planning;
- SSC 101.1: support the work of Cleveland's Unit Reduction of Violence (CURV) through partnership working, the sharing of data, resources and development of local initiatives where appropriate.

communities feel safe and protected

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

Arson Reduction: To tackle arson and deliberate fires

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

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

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

Key Improvement Actions

We will:

- SSC 27.2 evaluate our digital Safer Homes Visits following Year 1 implementation to ensure we continue to target our resources to those people deemed to be 'most at risk', and make further enhancements of the digitally interactive elements as required
- SSC 28.2 work with Partners to deliver 20,000 Safer Homes Visits per Year, targeting the most vulnerable

Deliberate fire setting is a chronic and, at times, acute problem in Teesside with the levels in our area being the highest in the country. Whilst inroads have been made to reduce these fires, the levels remain unacceptable.

At a national level we are the NFCC lead for arson reduction and a member of the Home Office National Anti-Social Behaviour Strategic Board. At a local level we are members of our Local Authority Safer Partnerships and work collaboratively with partners including Cleveland Police to reduce the incidence of arson through community engagement, preventative services, fire investigation and where necessary prosecution.

Key Improvement Actions

We will:

- SSC 29.2 develop and implement our Arson Reduction Strategy with Partners;
- SSC 26.2 progress our fire investigation Implementation Plan established as a result of our work with and secondment to Cleveland Police relating to their achievement of ISO 17020 when it becomes legal in 2023;
- SSC 30.2 work with NEFRSs to understand, through academic research, the science behind why the North East experiences significantly higher levels of arson than other parts of the country.

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

Risk Based Approach to Inspection: To enhance our risk-based approach to support businesses to keep buildings safe in line with the Fire Safety Order 2005

One of the biggest factors in the number of incidents that we attend is how people behave; this includes people at home, at work, in the community and on the roads. We believe that by influencing and changing behaviours the number of fires can be reduced along with the number of injuries and deaths that result from them. As a result we place great emphasis on preventing such incidents through a wide range of different preventative services. To ensure that we are making best use of our finite resources we will evaluate the effectiveness and efficiency of the range of prevention activities that the Brigade delivers.

Key Improvement Actions

We will:

- SSC 6.2 continue to Improve our Engagement with our Communities in Line with Good Practice;
- SSC 12.2 undertake a gap analysis against the Fire Standard for Prevention;
- SSC 14.1 progress our prigramme of quality assurance compliance audits aligned to each of the prevention activities;
- SSC 14.2 progress our programme of quality assurance compliance audits aligned to each of the prevention activities;
- SSC 15.2 implement our evaluation programme for our prevention activities;
- SSC 24.2 maintain our 'Green' rating with TSAB for our safeguarding arrangements;
- SSC 31.2 establish a Community Volunteer Scheme;
- SSC 32.2 further explore innovative and digital solutions to delivering prevention services.

The Fire Safety Order 2005 places a duty on fire authorities to enforce fire safety legislation in non residential premises such as shops, offices and factories. We audit these premises and target audit inspections at those premises that present the highest risk. In 2021, we reviewed and enhanced our Risk Based Inspection Programme to ensure that we identify and target for inspection those properties that pose the highest risk.

Our long-standing approach is to engage and support businesses to enable them to comply with the Fire Safety Order and only use enforcement action when necessary. We will continue this approach, which has proved to be successful, over the coming year.

Key Improvement Actions

We will:

- SSC 21.1 embed and evaluate the Risk Based Inspection Programme.
- SSC 22.2 use good practice (NFCC Access to Services) to improve engagement with our business community.
- SSC 23.2 review our fire protection arrangements against the new Fire Protection Standard and address any identified gaps.
- SSC 34.2 further explore innovative and digital solutions to delivering protection services.
- SSC 35 explore Peer Review/Quality Assurance for Protection.
- SSC 36.2 continue to develop and train our staff in line with the National Competency Framework for Fire Safety Regulators.
- SSC 102.1 following the introduction of the Building Safety Act 2022, assess the impact on capacity and potential increase in demand from the Building Safety Regulator.
- SSC109.1: ensure capacity and competencies of Fire Engineering staff.

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

To ensure that we continue to be efficient and effective, we have completed an independent review of the configuration of our emergency response resources. We are also performing a review of our On-Call Duty System to increase the availability of our on call fire engines.

We will continue to review the whole-time duty system and explore with Durham and Darlington FRS future ways of working for our Fire Control Service.

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

Key Improvement Actions

We will:

- UOR 4.1: review Whole-time Duty System;
- SSC 33.2: implement the learning from local, regional and national critical events to ensure that our emergency response capabilities remain effective;
- SSC 37.2: undertake an independent review to inform the nature of our future provision of fire call handling and mobilising services;
- SSC 38.2: use the outcomes from the independent resource review to develop options for improving our emergency response cover to meet current and future risks and demand;
- SSC 39.2: use the outcomes from the on-call review to increase the availability of our on-call fire engines;
- SSC 40.2:review 'Flexi-Duty Officer' duty system;
- SSC 41.2:continue to develop our digital monitoring system to gain a better understanding of our operational capacity and productivity;
- SSC 103.1: develop a Wildfire Strategy to consider the emerging risk around anticipated climate change and expected increase in wildfires.

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

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

We aim to be a service that is fully prepared to respond to incidents and large-scale emergencies and meet our duties under the Civil Contingencies Act in order to keep the public safe. We mitigate the impact of major emergencies through robust and effective preparedness, response and recovery arrangements.

We also work with our relevant partners to continually learn and improve multi-agency response by de-briefing after training, exercises and emergencies, sharing and acting on the lessons identified.

Key Improvement Actions

We will:

- SSC 13.2: undertake a Gap Analysis against the Fire Standard for Operational Preparedness
- SSC 42.2: strengthen our Joint Emergency Services Inter-operability Programme (JESIP) arrangements with local and regional partners
- SSC 43.2: undertake a gap analysis of our water rescue capability against the NFCC Rescue Boat Code for the Fire and Rescue Service
- SSC 104.1: manage the impact of the National Power Outage to both CFB and its communities
- SSC 105.1: monitor and engage with the Freeport development process through the Local Resilience Forum and ensure that relevant information and intelligence is fed back into the CRMP process

- SSC 106.1: undertake a gap analysis against the recommendations within the 'Manchester Area Inquiry: Volume 2 Emergency Response Report' and produce an action plan to address any identified risks
- SSC 107.1: mitigate the risks associated with industrial action relating to firefighter and control room staff pay

- SSC 108.1: undertake an evaluation of the effectiveness of the Brigade's business continuity arrangements in response to Industrial Action by FBU members, and develop an action plan to implement any lessons learnt
- SSC110.1: Improve the way that we plan and carry out familiarization visits by operational crews at high risk premises
- SSC111.1: provide more training for Control Staff on how to handel calls from people who do not understand English
- SSC112.1: Impement plans for Cross Border Exercisiing

7   Our Proud, Passionate, Professional People

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

Attract: To be recognised as an Employer of Choice

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

We have, for a very long time, had sound and effective workforce planning arrangements in place to ensure that we are able to deliver our Community Risk Management Plans.

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

Key Improvement Actions

We will:

- PPP 22.1: achieve Level 4 of NFCC Talent Management Maturity Model
- PPP 23.1: achieve Level 4 of the HR Analytics Maturity Model
- PPP 25.2: achieve Level 4 of NFCC Recruitment Maturity Model

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

Our reputation allows us to attract many people to our whole-time firefighting positions. However there is less interest in our on-call firefighter positions and we sometimes have difficulty in attracting people to our more specialised posts within our enabling services.

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

Key Improvement Actions

We will:

- PPP 22.1: achieve Level 4 of NFCC Talent Management Maturity Model
- PPP 25.2: achieve Level 4 of NFCC Recruitment Maturity Model
- PPP 41.2: establish a Fire Cadet Scheme to provide young people with an Insight into a uniformed service with basic firefighting skills being learnt alongside personal and social skills
- PPP114.1: continue to identify the barriers to the recruitment and retention of staff from under represented groups

Identify: To identify potential future leaders, senior managers and individuals to fill business critical roles

Development (Training Programmes and Resources): To improve training using reflective learning and digital technology

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

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

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

Key Improvement Actions

We will:
- PPP 22.1: achieve Level 4 of NFCC Talent Management Maturity Model;
- PPP 24.2: achieve Level 4 of NFCC Leadership Development Maturity Model;
- SPR21: review development and recruitment , selection and promotion arrangements with a view to ensuring we establish an internal pipeline of talent to middle and senior positions.

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

We have an embedded, reflective learning approach that consists

of many and varied mechanisms such as debriefs (hot and structured), monitoring of local, national and international events and staff feedback.

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

Key Improvement Actions

We will:
- PPP 26.2: achieve Level 4 of NFCC Learning Organisation Model;
- PPP 27.2: achieve Level 4 of NFCC Blended Learning Maturity Model;
- PPP 101.1: actively encourage staff to participate in national events to improve their development and seek out innovation.

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

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

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

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

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

Key Improvement Actions

We will:
- PPP 24.2: achieve Level 4 of NFCC Leadership Development Maturity Model
- PPP 26.2: achieve Level 4 of NFCC Learning Organisation Model
- PPP 28.2: achieve Level 4 of NFCC Performance Management Maturity Model
- PPP 35.2: introduce a 360 Appraisal Feedback Mechanism
- PPP 36.2: introduce a Leadership Coaching Scheme
- PPP 68: educate our people to increase awareness of the impacts of their activities on the environment
- PPP113.1: ensure the system to record and monitor operational staff competence is aligned to its policy for maintaining skills and knowledge.

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

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

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

Key Improvement Actions

We will:
- PPP 24.2: achieve Level 4 of NFCC Leadership Development Maturity Model
- PPP 26.2: achieve Level 4 of NFCC Learning Organisation Model
- PPP 28.2: achieve Level 4 of NFCC Performance Management Maturity Model
- PPP 35.2: introduce a 360 Appraisal Feedback Mechanism
- PPP 36.2: introduce a Leadership Coaching Scheme
- PPP 68: educate our people to increase awareness of the impacts of their activities on the environment

Retain: To have a high level of workforce retention

HEALTH AND SAFETY

We are committed to ensuring that the Brigade continues to be recognised as 'a great place to work'; where our people remain professional, proud and passionate. We know that when people come to work for us, they stay with us and we believe this is because of the excellent range of benefits that they enjoy.

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

Key Improvement Actions

We will:
- PPP 29.1: achieve Level 4 of NFCC Employee Recognition Maturity Model

We have a legal responsibility under the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999 to ensure the health, safety and welfare at work of our people.

The Brigade fosters a great culture of employee health and safety. Promoting a safe workforce and workplaces is a priority as demonstrated through our health and safety arrangements that have been in place for many years. Our robust approach to Health and Safety within the organisation is structured and covers the following objectives;

- To continue to be compliant with all health and safety statutory and legal duties and responsibilities;
- To have a workforce that is trained and competent to carry out their health and safety responsibilities;
- To have a positive health and safety culture where staff understand their responsibilities and report concerns and managers lead by example, taking action where necessary;
- To have effective health and safety Communications;
- To have workplaces where risks are controlled robustly and effectively.

In 2023/24 we will continue our priority for the Health and Safety of our staff through;

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

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

Staff will continue to have the necessary knowledge, skills and experience to manage health and safety within their operating environment. Our workforce will maintain competency appropriate to their role and will be developed using accredited learning and internationally recognised qualifications including:

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

Our staff will demonstrate their skills in the workplace by continuing to spot hazards, taking corrective action, carrying out risk assessments and workplace inspections. In simple terms, our staff will be able to recognise the risks associated with each activity and apply the right measures to control and manage those risks.

Key Improvement Actions

We will:
- PPP 49.2: deliver health and safety training to all staff
- PPP 50.2: carry out an annual Health and Safety Training Needs Analysis
- PPP 51.2: continue to deliver a programme of high-quality workforce audits

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

Promoting a safe workforce and workplaces is a priority as demonstrated through our comprehensive health and safety arrangements that have been in place for many years. We will continue to enhance the health and safety culture in all areas and levels of the organisation in the coming year.

Key Improvement Actions

We will:
- PPP 52.2: carry out regular audits and discussions to ensure that staff understand our safety values
- PPP 53.2: ensure senior leader workplace visits
- PPP 54.2: monitor hazard reporting and identify emerging trends
- PPP 57: review our Joint Accident Investigation MOU
- PPP106.1: review staff confidence levels in Health and safety

Health and Safety: Communications
To create a workforce environment that enables effective and open communications with staff

Health and Safety: Controls
To have workplaces where risks are controlled

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

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

Our inclusive approach sees representatives from the relevant trade unions will continue to participate in our health and safety governance structure and play an important role in our employee consultation and engagement mechanisms.

Discussions and constructive challenge about health and safety will be part of everyday work conversations. Leaders will listen to what they are being told by staff and take any concerns seriously.

Key Improvement Actions

We will:
- PPP 58.2: develop and maintain Health and Safety bulletins
- PPP 62.2: develop 'Toolbox' Talks

business is built on learning, and innovative digital approaches

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

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

Staff will proactively identify anything that has the potential to cause harm in every workplace and make an assessment of the likelihood of harm occurring and do everything we can to prevent harm from happening.

Key Improvement Actions

We will:
- PPP 63.2: ensure that the risk assessment process is implemented and adhered to
- PPP 64.2: undertake a Health and Safety Assurance Audit across all functional areas of the organisation to ensure that we are compliant against all procedures and processes.
- PPP 65.2: inspect and check test records, equipment including PPE
- PPP 66.2: monitor Audit action plans
- ESR 32: replace all PPE Fire Kit including a managed kit wshing service

HEALTH AND WELLBEING

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

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

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

- **Physical Health:** To support employees in their Physical Health to remain at or return to work;
- **Firefighter Fitness:** To have an increasing number of firefighters achieving and maintaining the standards of personal fitness;
- **Mental Health:** To support employees in their Mental Health to remain at or return to work;
- **Health Promotion:** To promote healthy lifestyles and provide access to information and advice to enable our employees to look after their own health, fitness and wellbeing.
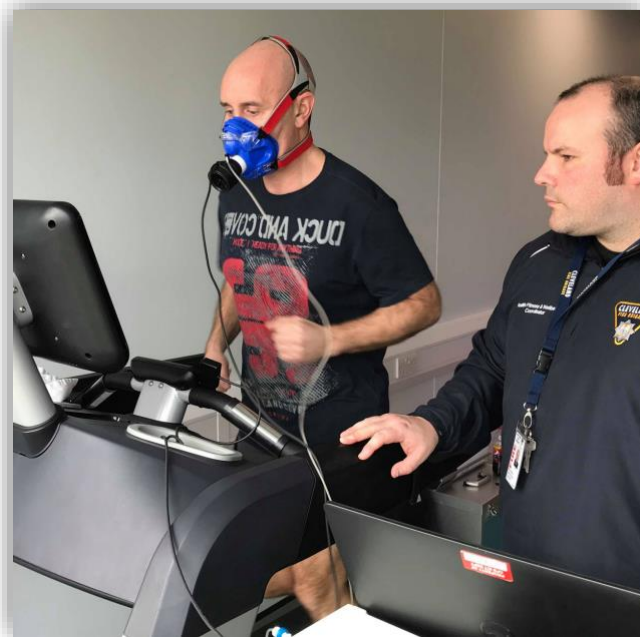
In 2023/24 we will continue our approach to ensuring the Health and Wellbeing of staff.

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

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

covers;

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

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

Key Improvement Actions

We will:
- PPP 17.2: expand our participation in national health and wellbeing events
- PPP 19.2: commission an independent assessment of our physical health support arrangements

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

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

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

Many of todays lifes demands can cause stress and mental health issues in particular work, relationship and financial problems.

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

Key Improvement Actions

We will:
- PPP 3.2: develop and implement Trauma Impact Prevention Techniques (TIPT) training as part of our Personal Resilience support.
- PPP 21.2: achieve the six standards of the 'Mental Health at Work' Commitment

people are professional, proud and passionate

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

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We aim for health and well motivated individuals have a positive effect on the organisaion, so its important to promote health at work.

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

Health promotion can take many forms from the provision of gym facilities to staff training to flexible working to employee engegment in health initiatives. Over the next year we will continue to enhavce our health promotion initiatives.

Key Improvement Actions

We will:
- PPP 5.2 explore the provision of a 'staff community garden' as part of our wellbeing facilities
- PPP 18.2: achieve Level 4 of the NFCC Wellbeing Maturity Model and self-assess against the 'Blue Light Framework'
- PPP 20.2: continue to explore channels and digital solutions to communicate health promotion initiatives
- PPP 23.2: achieve Level 4 NFCC HR Analytics Maturity Model
- PPP 103.1: consider national research outcomes relating to health and wellbeing in the Fire and Rescue Service and develop existing Framework as necessary
- PPP105.1: review access arrangements to occupational health services

EQUALITY, DIVERSITY AND INCLUSION

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

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

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

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

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

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

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

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

- a Public Sector Equality Duty Report that shows how we comply with the 3 mains of the Equality Duty.
- a Gender Pay Gap Report.

Key Improvement Actions

We will:

- PPP8.2: voluntarily compile an Ethnicity Pay Report
- PPP12.2: achieve Level 4 of NFCC EDI Maturity Model
- EDI3.2: publish Public Sector Equality Duty Report
- EDI4.2: publish Gender Pay Gap Report
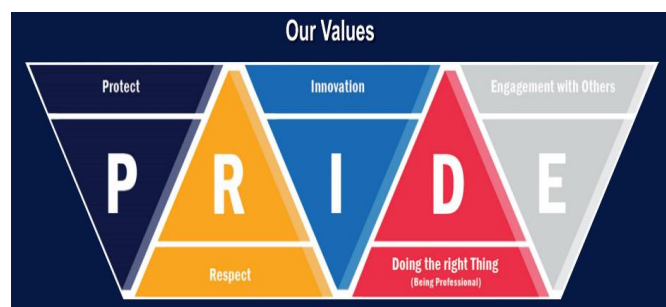
Equality: To have people policies, processes and practices that provide equality of opportunity and are free from discrimination

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

We aim to ensure that equal treatment is embedded within our day to day business, processes and activities whether that is equality in remuneration, equality in recruitment and promotion, access to learning opportunities and in the way we work in delivering our services whether it is public facing or in our enabling services.
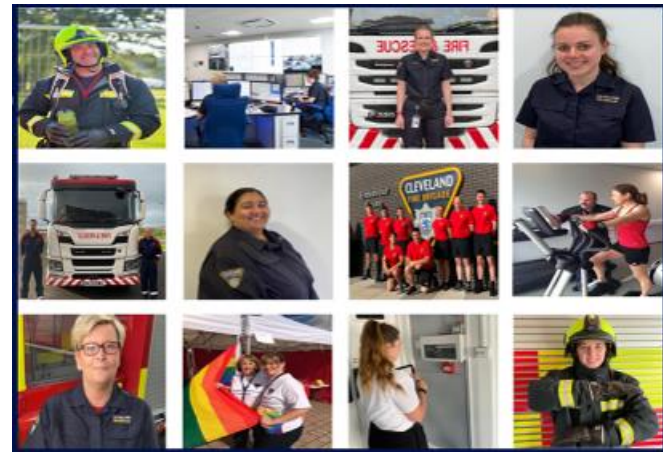
Key Improvement Actions

We will:

- PP6.2: develop our diversity performance indicators to identify and address disproportionality across recruitment, retention and progression
- PPP12.2: achieve Level 4 of NFCC EDI Maturity Model

organisation is welcoming, trusted and respected

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

We have invested resources into identifying and tackling the barriers to equality of opportunity and making our workforce more representative of our communities. Although we are beginning to make progress in this respect we acknowledge that like other fire and rescue services there is more to do in this area. Over the coming years we will continue our efforts in this area.

Key Improvement Actions

We will:

- PPP 6.2: develop our diversity performance indicators to identify and address disproportionality across recruitment, retention and progression
- PPP 12.2: achieve Level 4 of NFCC EDI Maturity Model
- PPP 14.2: improve our local community intelligence to Identify any potential barriers busting any myths; and showcasing our work
- PPP 16.2: explore Direct Entry as a means of recruiting to senior positions

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

We want to create an environment where people can thrive and be the best they can be . We have well embedded values and behaviours, which we expect all staff to abide by, strong leadership, robust health and safety and staff well being arrangements and flexible and family friendly working practices.

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

Key Improvement Actions

We will:

- PPP 2.2: further develop our suite of performance indicators to give us a better picture of our culture
- PPP 9: gain Re-Accreditation of our Disability Confident Leader
- EDI 1.2: arrange a CFB EDI conference
- PPP 12.2: achieve Level 4 of NFCC EDI Maturity Model
- PPP 37: expand our Reward and Recognition Scheme to include individual and team contributions to organisational achievements aligned to values and ethical behaviours
- PPP 38.2: continue to implement our Staff Engagement Strategy
- PPP 39.2: expand our Network of Staff Engagement Champions
- PPP 90: review Job Evaluation arrangements
- PPP 104.1: review the Independent Cultural Report relating to London Fire Brigade and consider the outcomes from HMICFRS Inspection Report 2021/22. Produce recommendations to address any cultural and EDI gaps in our current arrangements
- PPP38.2: continue to implement our staff engagement strategy

8 Our Efficient Sustainable Resource Priorities

Human Resourcing to Risk: To provide a workforce that is aligned to the management of risk and other emergencies

We can assess the workforce requirements that are required to deliver the priorities identified through our robust CRMP process.

Through our workforce planning arrangements we aim to have the right number of people with the right skills, values and behaviours in the right place at the right time to deliver our priorities efficiently and effectively.

Key Improvement Actions

We will

- SSC 37.2: review the future provision of fire call handling;
- SSC 38.2: use Independent Resource Review to develop options for ER Cover;
- SSC 39.2: use on-call review to increase availability of on-call fire engines;
- UOR 27.2: review the provision of the Brigade's Financial Management Services;
- ESR 28.2 review the provision of Prevention Services to ensure efficiency and effectiveness.

Estates including Climate Change: To maximise the use of our 'modern estate' and reduce our energy and water consumption

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

Since 2012 we have undertaken an ambitious estates refurbishment and rebuild programme to ensure our buildings meet the current and future needs of our communities.

Sustainability within our buildings is a key consideration in the future. Our Climate Change strategy and work towards a net zero carbon emissions by 2050 will be achieved by commencing a scheme of site

decarbonisation, replacement of our heating systems with renewable energy sources and installation of electric vehicle charging points across our estate.

Key Improvement Actions

We will

- ESR20.2: replace Drill Towers
- ESR21.2: undertake a rolling programme of site de-carbonisation
- ESR22.2: upgrade QMC Technical Hub to support vehicle maintenance collaboration
- ESR62.2: aim to reduce our electricity, gas and water consumption
- ESR65.2: implement an 'Electric Vehicle' charging infrastructure
- ESR 102.1: develop our training facilities to ensure we are prepared to manage our risks associated with off-shore and on-shore wind farms

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

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

Over recent years we have made significant investment into our fleet and as demands on our services change due to our changing community profile and changes in legisaltion our fleet profile will also have to change.

As with our estates, sustainability is a key consideration in the future of our fleet and we will support our Climate Change strategy and work towards net zero carbon emissions by 2030.

Key Improvement Actions

We will

- ESR23.2: investigate the potential of a specialist ALP vehicle to improve our high-rise response capabilities
- ESR24.2: investigate the use of alternative and smaller emergency response vehicles
- ESR25.2: evaluate greener vehicles in support of our Climate Change aims
- ESR66.2: improve the tracking and monitoring of our fleet usage and driving behaviours

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

Our strategy is that all our operational equipment is fit for purpose, ensuring safety, effectiveness, efficiency and legal compliance.
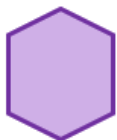
New products are constantly entering the fire and rescue market, we ensure that we continue to undertake robust research to ensure that we identify the best technical solutions to meet for our future equipment requirements

Key Improvement Actions

We will

- ESR8.2: use our new Asset Management System to record full lifecycle history of all equipment
- ESR31.1: replace BA sets and cylinders; investigate the introduction of BA telemetry

future is 'greener' and bright

DIGITAL TRANSFORMATION

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

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

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

- Digital Experience :To ensure people are engaged and have a great digital experience with technology;

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

- Data Insights: To integrate our data, visualise easily and in real-time;

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

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

Building upon our digital transformation successes, we want to deliver an attractive user-driven experience where our people have easy access to business applications and communication tools when and where they need them.

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

We aim to introduce public facing digital services which are inclusive and accessible to all. We will explore innovative digital solutions for our community safety activities.
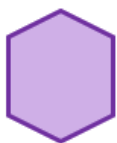
Similarly, we will further explore innovative digital solutions for fire protection to support businesses to keep their buildings safe and comply with building fire safety legislation.

Key Improvement Actions

We will:

- ESR 2.2: transition to our new business platform 'The Bridge'
- SSC 27: further enhance the digitally interactive elements of our face-to-face SHVs
- SSC 32: explore digital solutions to support our prevention engagement activities
- SSC 34: explore digital solutions to support our protection engagement activities

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

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

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

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

Key Improvement Actions

We will:
- ESR 4.2: expand our use of Microsoft 365 business productivity tools and unified communication
- ESR 10.2: implement digital technology to support our climate change plans
- ESR 11.2: achieve accreditation to connect to the Government's new Emergency Services Network
- ESR 12.2: transition Airwave radio communications across to the Emergency Services Network
- ESR 13.2: align our geospatial and location data with the national UK Addressing Database
- ESR 14.2: integrate the national MAIT protocols into our Fire Control Room systems
- DUOR 6.1: implement Integra Stores System to improve stock management in CFB

Everything we do depends on the effective use of data and information, ranging from the point of service delivery through to checking and monitoring how well we are delivering our services. Data is a fundamental building block of evidence required for improvement. We store and process large volumes of data in many different forms. As our digital transformation journey progresses, these quantities of data will increase significantly into the realms of what is known as Big Data. We need to be able to access the information we need, at the time when we most need it, and then be able to make sense of it at a glance.


We have developed real-time management information dashboards relating to our incidents and mobilising systems. There is potential to improve the automation, visualisation and presentation of more of our data through the further integration of innovative intelligence dashboards.

Key Improvement Actions

We will:
- ESR 16.2: enhance the visualisation and presentation of our data through the expanded use of business intelligence dashboards using Microsoft Power BI
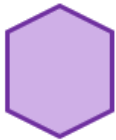
Digital Foundations: To ensure that resilient, secure arrangements and effective governance controls protect our data and technology

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

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

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

There is an established and effective framework for joint and integrated working working within the Brigade.

The HMICFRS acknowledged that we have a positive approach to collaboration but indicated that we should ensure that we effectively monitor, review and evaluate the benefits and outcomes of any collaboration.
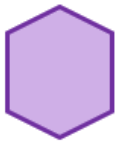
We have commenced our journey in this respect through the development of our 'Better Together' Partnership and Collaboration Framework which is geared towards enhancing our governance arrangements for the management and monitoring of collaborations and partnerships.

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

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

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

Key Improvement Actions

We will:
- ESR 1.2: Implement our new 'Better Together' Collaboration and Partnership Framework, develop a rolling programme of collaboration and partnership evaluation and establish a Collaboration Strategy

Key Improvement Actions

We will:
- ESR18: establish a suite of digital performance measures and introduce a system to record and monitor performance

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

Our commitment to securing value for money in our procurement activities is clear and evidenced through the use of local and national collaborations, partnering, shared services and frameworks. Our Partners include other Fire and Rescue Services, Emergency Services and Local Authorities.

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

Key Improvement Actions

We will:
- ESR 34.2: demonstrate collaboration throughout our local and regional supply chain
- ESR 35: work to the ISO 44001 Framework for partnerships
- ESR1.1: ensure we effectively monitor, review and evaluate the benefits and outcomes of any collaboration

Contract Management: To ensure more efficient and effective contract management

Contract management is vital to service performance as it promotes and drives quality, value for money, innovation, agility and flexibility in the delivery of services. Effective contract managemeny also affords the opportunity to decrease risks and increase social value of the service and increase resilience.

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

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

Key Improvement Actions

We will:
- ESR 70.2: establish a differentiated approach to managing strategic and tactical contracts
- ESR 71.2: embed our contract management platform and establish strong governance arrangements
- ESR 72.2: incorporate opportunities for creating social value into all relevant contracts
- ESR 73.2: build on due diligence arrangements regarding modern slavery; and health and safety
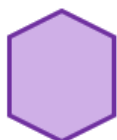
Procurement Excellence: To deliver a faster, leaner, fairer and more effective procurement service

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

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

Our ethos of continuous improvment will underpin our service delivery model through gaining a better understanding of service effectiveness and the development and adoption of procurement performance standards.
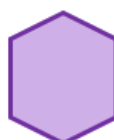
Key Improvement Actions

We will:
- ESR 36.2: undertake a best value review of CFB's procurement service
- ESR 76.2: undertake an Independent Peer Review of our procurement services

"Cleveland Fire Brigade continues to be good at managing resources now and for the future.

The brigade's financial plans are modest but realistic. They reflect the national challenges and uncertainty about fire service budgets and spending plans."

HMICFRS Inspection Report December 2022

Sustainable Procurement: To enhance our approach to sustainable procurement

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

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

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

Key Improvement Actions

We will:
- ESR 74.2: identify opportunities to maximise value from products and services
- ESR 75.2: encourage suppliers to gain certification to relevant accreditation schemes

Prudent, Integrated, Financial Management: To ensure that our Medium-Term Financial Strategy integrates our revenue and capital budgets and reserves; and that it is aligned to our Community Risk Management Plan

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

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

The annual budget requirement reflects the resources needed to implement our CIRMP. The forecasts are prepared annually to reflect changing external circumstances including anticipated pay awards and non-pay inflation.

The latest Local Government Finance Settlement provided funding details for only 2023/24 thus making financial planning extremely uncertain. Due to our challenging and uncertain financial situation we ensure that a robust and comprehensive Medium Term Financial Strategy (MTFS) is maintained and reviewed on a regular basis covering our revenue, capital budgets and financial reserves.

On 10th February 2023, the Authority approved its Medium Term Financial Strategy 2023/24 which reflects a Council Tax increase of £5 (Band D) and a revenue budget for 2023/24 of £33.876m

Key Improvement Actions

We will:
- ESR 33.2: review MTFS including efficiencies and reserves
- ESR 83.2: implement 2023/24 Capital Programme
- ESR 90.2: achieve an unqualified opinion on the Authority's financial statements
- ESR 91.2: achieve an unqualified opinion on Value for Money
- ESR 101.1: implement the National Age Discrimination Remedy for Firefighter Pension Schemes

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

24p per day

9   Our Finances

The current funding system was implemented in 2013/14 and up until 2022/23 there had been annual reductions in Government funding. As a result the amount of our budget funded from Government grant and Business Rates income reduced from 69% of our funding in 2013/14 to 57% in 2023/24.

As a result of this reduction there was a shift on to Council Tax to fund service which increased from 31% our recurring resources in 2013/14 to 42% in 2023/24.

The financial position for 2022/23 has been extremely challenging owing to the impact of inflation and pay awards. This position will continue in 2023/24 and we have addressed the impact on inflation and national pay awards in our 2023/24 budget.

The latest Local Government Finance Settlement provided funding for the 2023/24 as a single year settlement meaning the Authority's financial position remains uncertain. Delays in planned reforms to the Business Rates Retention system, the Fair Funding Reviews and Fire Fighters' Pension Scheme transition protections add to this uncertainty.

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

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

On 10th February 2023, the Authority approved its Medium Term Financial Strategy 2023/24 which reflects:

- The final Local Government Finance Settlement for 2023/24;
- The Authority approving a Council Tax increase for Band D of £5;
- The Authority's receipts from the Council Tax;
- National Non-Domestic Rate (NNDR) collection funds; and
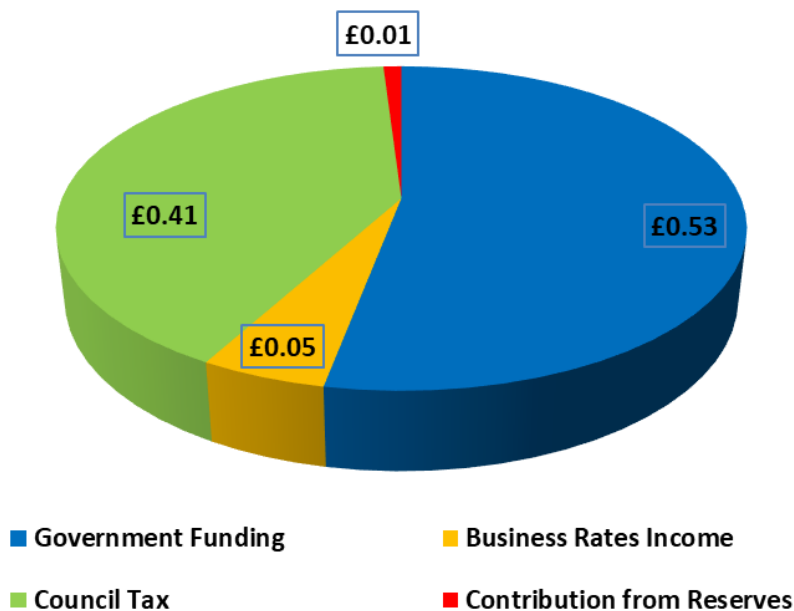- A set revenue budget for 2023/24 of

£ 33.876m

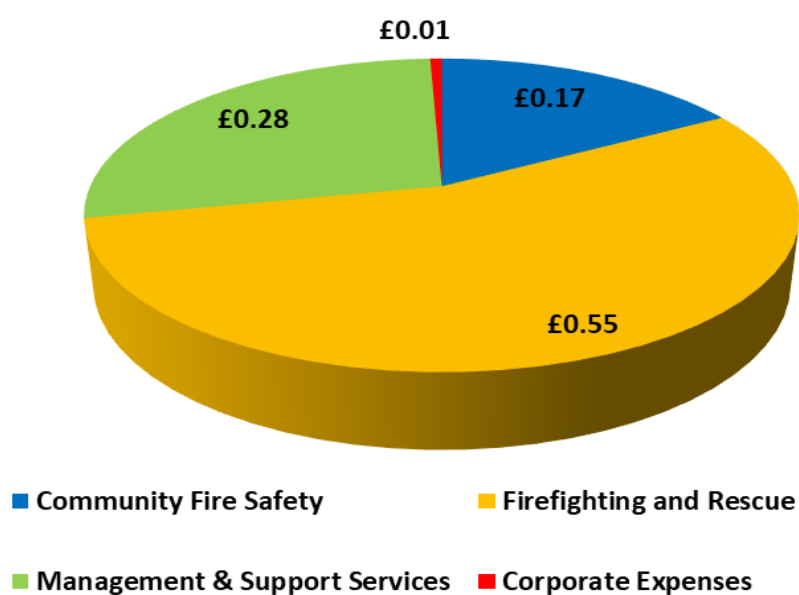**The 2023/24 Revenue Budget is £33.876m**

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:

- Government Funding
- Business Rates Income
- Council Tax
- Contribution from Reserves

Where our Money is Spent

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

- Community Fire Safety
- Firefighting and Rescue
- Management & Support Services
- Corporate Expenses

10   Our Performance in 2022/23

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 2022/23 performance is outlined in the following documents;

- Organisational Performance Report 2022/23
- Organisational Assurance 2022/23

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

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communications@clevelandfire.gov.uk

 ClevelandFB ClevelandFB ClevelandFB www.clevelandfire.gov.uk

Glossary of Terms

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