



# **Service Plan**

## **2020/21**

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

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# 1 Introduction



Ian Hayton  
**Chief Fire Officer**

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Welcome to our Service Plan 2020/21 which outlines our priorities for the forthcoming year and reflects the third year of the Authority's Community Integrated Risk Management Plan (CIRMP) 2018-22.

The context of the Plan is unprecedented as the coronavirus sadly hits our communities hard and brings great worry and sadness for many people. And unfortunately, as it dominates our operating environment, many organisations and services have been negatively affected.

Safety remains our number one priority and we will continue to respond to emergency calls; provide fire safety advice; and deliver prevention services to those people who most at risk.

Over the last year our long standing approach to managing risk, through the adoption of a balanced strategy of prevention, protection and emergency response, has continued to serve us well.

Our response times to primary fire incidents are the fastest in the country; and we undertake a higher rate of Safer Homes Inspections and Industrial and Commercial Premises Fire Audits than any other fire and rescue service. This means that people in Teesside remain significantly safer in their homes; at work; within their neighbourhoods; and on the roads than they were in the past.

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

Going forward into 2020/21 we will strive to address any areas of improvement identified through inspection and further improve on our performance. We will be proactive in addressing the recommendations detailed in the HMICFRS State of Fire and Rescue: Annual Assessment of FRSs in England Report 2019.

Our CIRMP will remain at the forefront of our risk management plans. We will review our existing high quality Fire Safety activity to ensure the focus remains on those most vulnerable people in our community. Our risk based business safety activities will be targeted to those higher risk buildings in our community.

We are all aware of the cost and blight that arson places on our communities. In March we launched our multi agency Arson Strategy and we will drive its implementation in collaboration with our Partners using the multi-agency approach of Prevent, Protect, Prepare and Pursue to reduce incidents of arson.

The introduction of a Collaboration and Partnership Framework will strengthen the governance and benefit realisation from our work in this respect. We will continue to explore new opportunities for collaboration in the provision of front-line and enabling services.

The financial position for 2020/21 and beyond remains uncertain due to unknown outcomes from a range of factors including Business Rate Retention and Fair Funding Reviews, level of Pay Awards, impact of the Firefighter Pension Scheme and the financial impact of the current pandemic. All of these sit beyond our control and could impact on levels of expenditure as well as our resource base. This uncertainty makes financial planning extremely difficult, especially for Fire and Rescue Authorities (including Cleveland) who are more dependent on Government funding.

Supporting our people is at the heart of what we do and in the coming year we will be focusing on leadership and talent management; further increasing the diversity of our workforce; and further promoting mental wellbeing.

We will continue to provide the communities of Teesside with a range of excellent, value for money community safety services provided by a professional workforce who are highly skilled, motivated and engaged. We will build on our past successes to ensure that Cleveland Fire Brigade continues to be 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 to 2022

Our vision is that we have built a sustainable future and:

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

Our vision is underpinned by our strategic goals, objectives and outcomes, set out in our Community Integrated Risk Management Plan 2018-2022.



### 3 Our Plans

The Authority publishes two main plans:

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

Each year the Authority also publishes its:

- **Performance and Efficiency report** which reports on the previous year's performance and efficiency against the strategic outcomes set out in the CIRMP
- **Statement of Assurance** reflecting on its previous year's performance in governance, finance and operational matters.

The above documents are available on request and can be found at:

[www.clevelandfire.gov.uk/strategicreports](http://www.clevelandfire.gov.uk/strategicreports)







## 4 Our Priorities 2020/21

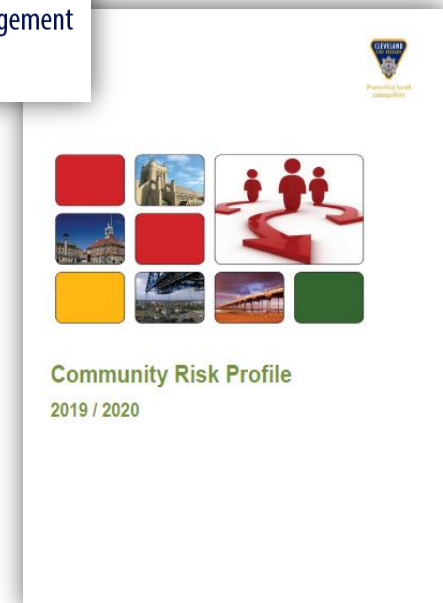
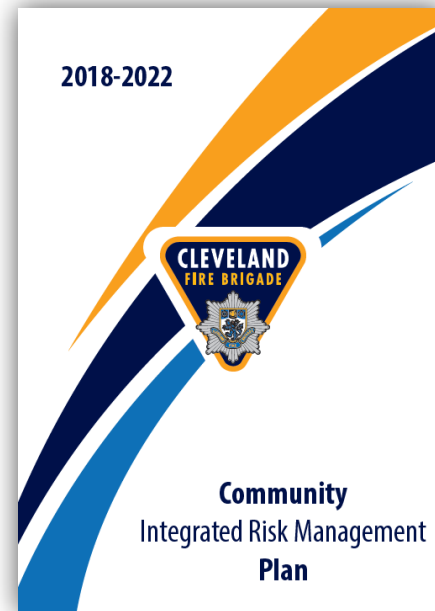
Our priorities 2020/21 stem from two main sources:

1. **CIRMP 2018-22 Year 3 proposals** which reflect the Authority's current risk assessment outcomes, the outcomes from the CIRMP consultation exercise and the medium term financial position including use of the Authority's reserves.
2. **Corporate proposals** identified by the Brigade's Executive Leadership Team as a result of an annual Strategic Risk Assessment process.

The following sections detail the Brigade's priorities over 2020/21 aligned to our three Strategic Goals.



# Strategic Planning Priorities



**CSP1: We will have evidence based, high quality and consistent integrated community risk management planning arrangements that encompass all aspects of identifying, assessing and prioritising issues of local risk and ensuring that they are resilient to national risks and threats including terrorism**

Our established IRMP process follows the recommended process detailed in the Government's Fire and Rescue Service National Framework.

It identifies and prioritises all foreseeable risks, whether they are national, regional or local. Our process includes a comprehensive analysis of the Authority's community risk profile produced from our detailed knowledge of our operating environment, past and future, and a historical analysis of the incidents we deal with. This intelligence led approach enables us to prioritise all identified risks using the Brigade's risk matrix that considers:

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

Having identified and prioritised our risks we undertake a detailed assessment to fully understand the nature and extent of the risk in terms of:

- Who/ what is at risk
- When they are at risk
- Where they are at risk

Once we understand this we can identify the best way to address these risks by either reducing the likelihood of the risk occurring or minimising the impact the risk could have. We will deploy our finite resources in the most effective and efficient way taking into consideration the size of the risk being addressed in terms of likelihood and impact.

### **Milestones**

- CSP1.1: develop and implement a programme to ensure the production of the Authority's CIRMP 2022/23 - 2025/26
- CSP1.2: identify existing and future risks
- CSP1.3: evaluate effectiveness of existing prevention, protection and emergency response services
- CSP1.4: set priorities and the Service Plan 2021/22
- CSP1.5: identify improvement opportunities; and determine policies and standards for delivery of community safety services
- CSP1.6: allocate resources to manage the risks/ deliver the services
- CSP1.7: produce the draft CIRMP 2022/23 onwards
- CSP1.8: consult on the CIRMP 2022/23 onwards
- CSP1.9: publish the CIRMP 2022/23 onwards
- CSP1.10: set priorities and develop the Service Plan 2022/23

**Lead: Chief Fire Officer**

**CSP2: Our medium term financial planning will be aligned to the new Comprehensive Spending Review and Fair Funding Formula to meet the needs and risks of the communities now and in the future**

Since the current funding system was implemented in 2013/14 there have been continued annual reductions in Government funding which have exceeded increases in Council Tax income. This has resulted in a reduction in the Authority's cash budget over the period 2013/14 to 2019/20 of £3m – a 10% cash reduction. In addition to this cash reduction in the budget the Authority has also had to manage the impact of pay awards and other inflation pressures from within this reduced cash budget. As a result reductions in the budget implemented over the last nine years have required careful management.

The financial outlook for future years is extremely uncertain and dependant on decisions to be made by the Government which increased owing to the General Election and other external factors which may alter national priorities. This uncertainty makes financial planning extremely difficult for all authorities, particularly single purposes FRAs. Furthermore, those FRAs, including Cleveland, which are more dependent on Government funding than FRAs in more affluent areas, are more at risk from potential future national changes in the funding arrangements for the sector.

On 4th September the Government announced a one year Spending Review for 2020/21. For FRAs the key feature of this announcement is an inflation increase in funding. This announcement provides the first increase in Government funding for nine years.

The proposed Council Tax increase of 1.9% is below the Government referendum limit and sustains the Authority's resource base. This will generate £237,000 with a further £147,000 expected from future housing

growth. The remaining deficit of £221,000 will be addressed through contract negotiations in relation to ICT hardware and software and building security and cleaning.

We will undertake the revenue budget adjustments associated with the implementation of the third year of the Authority's CIRMP 2018/22, Efficiency Plan and Medium Term Financial Strategy to ensure a balanced budget for 2020/21. We will also review and revise our Efficiency Plan and Reserve Strategy in line with the Medium Term Financial Plan.

In parallel we will be developing detailed proposals to address these potential future deficits over the coming months through a review of our services.

### **Milestones**

- CSP2.1: undertake budget and reserve adjustments 2020/21
- CSP2.2: review Efficiency Plan
- CSP2.3: review Reserve Strategy

**Lead: Assistant Chief Fire Officer: Strategic Planning and Resources**





**CSP3: Our asset management planning will continue to provide ‘fit for purpose’ assets to support improved efficiency and effectiveness in service provision**

Our buildings are an integral part of the community. They are located in and are key to enhancing cohesion and engagement with our diverse communities.

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

We strive to ensure our front line operational staff have state of the art equipment to deliver the wide range of services the Brigade delivers, whether it be responding to emergency incidents or keeping people safe in their homes and businesses through our prevention and protection services. Through our investment in our equipment we can ensure that these services are delivered in the most efficient and effective manner.

**Milestones**

- CSP3.1: review Asset Management Plan
- CSP3.2: implement 2020/21 Asset Management Plan
- CSP3.3: complete complex on Queen’s Meadow Business Park

**Lead: Assistant Chief Fire Officer: Strategic Planning and Resources**

**CSP4: We will develop our arrangements to reduce our carbon emissions and tackle the impact of climate change on our operations**

Climate change is a global issue. It is impacting on the Fire and Rescue Service and it is anticipated it will become more pronounced. Nationally we have already seen that the weather impacts on service demand. In 2019 we saw an increase in numbers of secondary fires and wildfires as a result of the hot dry summer and experienced wide scale flooding in the country as a result of prolonged and heavy rainfall. Our high levels of these needless secondary fires are having a negative impact on the climate by releasing greenhouse carbon emissions into the atmosphere.



We all play a part in addressing these issues and as a Brigade we will ensure we are ready to respond to calls on our services in such situations. We will establish the risks to the area resulting from climate change and will establish a strategy to ensure we are ready to address such risks should they arise in the future.

**Milestones**

- CSP4.1: identify the risks associated with Climate Change
- CSP4.2: establish a Climate Change Strategy

**Lead: Assistant Chief Fire Officer: Strategic Planning and Resources**

**CSP5: The outcomes from the recommendations of HMICFRS State of Fire and Rescue: Annual Assessment of FRSs in England Report 2019 will be included within our strategic planning arrangements**

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

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

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

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



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

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

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

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

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



## Milestones

- CSP5.1: influence and support the work of the Home Office by participating in any relevant consultations in relation to HMICFRS Recommendation 1 regarding the role of the FRS and those who work in them
- CSP5.2: influence and support the work of the Home Office through the Chief's work on the National Fire Chief's Council and by participating in any relevant consultations in relation to HMICFRS Recommendation 2 regarding the reform of pay negotiations and the 'Grey Book'
- CSP5.3: influence the nature of the demarcation between those responsible for governance and operational decision making as required in HMICFRS Recommendation 3 by responding to any consultations
- CSP5.4: as per HMICFRS Recommendation 3, consider any amendments to legislation or National Framework document on demarcation of roles and responsibilities between the CFA and its Chief Fire Officer in the Authority's Scheme of Delegation
- CSP5.5: influence and support the work of the National Fire Chief's Council by participating in any relevant consultations in relation to HMICFRS Recommendation 4 regarding a Code of Ethics
- CSP5.6: consider and reflect any new code of ethics arising from HMICFRS Recommendation 4 against the Brigade's existing Code of Conduct and Value and Behaviours Framework

**Lead: Assistant Chief Fire Officer: Strategic Planning and Resources**

*“This is our first time inspecting fire and rescue services in England. We have seen much of which services can and should be proud. We have seen their commitment to their profession and their communities, impressive lifesaving prevention initiatives and their highly skilled emergency response. But we have also seen some worrying themes. In particular, some services are not doing enough to make sure buildings are safe for the public. We have also identified barriers the sector faces to becoming more effective and efficient. I am particularly concerned by a notable lack of diversity in the workforce, and, in some services, a toxic, bullying culture.”*

*“Without reform, the sector will continue to be beset by barriers that prevent progress, perpetuating outdated ways of working and ineffective and inefficient practices. Ultimately, it is the service to the public that suffers.*

*“But there are opportunities to be seized. English fire and rescue services are seen around the world as being some of the best. If the reforms I have suggested in my assessment are carried out fully, they will secure major improvements for the sector and cement it as world-leading in the years to come.”*

Sir Thomas Windsor January 2020

# Safer, Stronger Communities



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

The delivery of effective Business Fire Safety regulation depends on the competency of the professionals who undertake the work. Common regulatory competence standards, underpinned by a robust development process are essential to developing competency contributing to effective regulation.

Following the Grenfell Tower tragedy on 14th June 2017, Dame Judith Hackitt carried out an Independent Review of Building Regulations and Fire Safety which highlighted that the regulatory system for high-rise and complex buildings was not fit for purpose. Dame Judith highlighted competency as a corner stone to this change. The original Competency Framework has been revised to take into consideration Dame Judith's comments on competency and includes benchmark standards for Fire Safety Regulators regulating Higher Risk Residential Buildings (HRRBs).

**Milestones**

- CSSC1.1: implement the new professional standards for business safety
- CSSC1.2: implement a competence framework for our firefighters and specialist protection staff

**Lead: Assistant Chief Fire Officer : Community Protection**

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

The aim of our risk based inspection program is to reduce the risk and impact of fire in industrial and commercial premises in the community; safeguard our fire-fighters, heritage and environment; reduce loss of life and numbers of, injuries, commercial, economic and social costs. Consequently our statutory duty to enforce fire safety law and promote fire safety will be based on risk and providing our community with value for money.

Our risk based inspection program that directs our Fire Safety Activities is targeted at Premises which present the highest risk and are therefore audited and inspected on a more frequent basis. It is intended that all premises which are required to comply with the Regulatory Reform (Fire Safety) Order 2005 (FSO), which fall under the FRA as the enforcing Authority will be inspected within a ten year period.

Our current approach utilised the algorithm within our CFRMIS system but we wish to enhance this risk based targeting through the inclusion of additional risk elements to ensure we are targeting those buildings which pose the greatest risk of fire related incidents.

**Milestones**

- CSSC2.1: review and implement the Brigade's risk based inspection programme

**Lead: Assistant Chief Fire Officer : Community Protection**



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

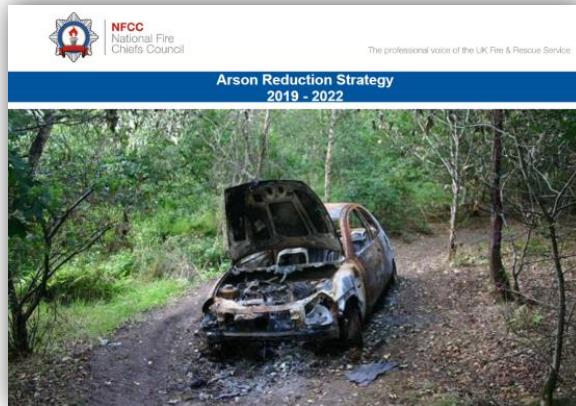
Arson has been a blight on our local communities for some considerable time resulting in economic loss to people, businesses, communities and local authorities. Aside from this, the demands from arson and deliberate fires far outweighs that of other incident types; resulting in resources being diverted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

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

**Milestones**

- CSSC3.1: implement year 1 of our Arson Reduction Strategy

**Lead: Assistant Chief Fire Officer : Community Protection**



**CSSC4: Fire Safety Activity will be enhanced to focus on those most vulnerable in our community to demonstrate the most efficient and effective use of resources**

Cleveland Fire Brigade area is the safest place to live in the country. Year on year we have seen the lowest rate of accidental dwelling fires in the country which has been complemented with one of the highest rates of HFSV/ SAW.

Underpinning this success we have an established and comprehensive methodology for assessing risk which is utilised to support our targeting methodology for HFSV / SAW so that prevention services are targeted to people most at risk.

We aim to build upon this success and enhance our risk assessment and targeting methodology so we maximise the efficiency and effectiveness of our prevention services by knowing who and where our vulnerable communities are and providing them with the appropriate prevention services.

**Milestones**

- CSSC4.1: improve the stratification of risks associated with the most vulnerable people in our communities
- CSSC4.2: review the targeting methodology for allocating resources to risk
- CSSC4.3: re-design service offer to communities

**Lead: Assistant Chief Fire Officer : Community Protection**



## **CSSC5: Embedding the National Marauding Terrorist Attack Strategy will enhance our response to terror related incidents**

The UK has lived with the threat of terrorism for decades with multiple attacks which the fire service has responded to. Unfortunately it is likely that such attacks will happen again in the future and as a service we need to be able to respond to such incidents.

Marauding terrorist incidents refer to terrorist incidents which occur across multiple sites and perpetrated by the same attacker or group of attackers where firearms are the principle weapon.

The Fire and Rescue Service has always responded to terrorist events and our response has changed over the years with the changing face of terrorism. We will implement our policy, procedures and training of staff in line with the national Marauding Terrorist Attack Strategy so that we are well prepared if such an incident should occur within our area in the future.

### **Milestones**

- CSSC5.1: implement policy, procedures and training relating to the National MTA Strategy.

**Lead: Assistant Chief Fire Officer : Community Protection**



# A Proud, Passionate, Professional and Inclusive Workforce





**CPPPIW1:** Our Leadership Framework clearly sets out a suite of values, expectations and behaviours which everyone can promote and support. It is the basis on which the Brigade and its employees operate

The National Fire Chiefs Council (NFCC) People Framework has six key improvement areas, of which Leadership is integral. The NFCC Leadership strategy will identify plans to address the challenges facing current and future leaders of the Fire Sector.

The sector requires leaders who are both operationally and professionally competent, as well as being capable of creating and delivering a compelling vision for the future to inspire and motivate others. A number of workstreams to support the Leadership Framework are in the process of development, one of which is the review and development of a Code of Ethics for the Fire Sector.

When this work is completed we will consider the new Code of Ethics and ensure that the Brigade's behaviours and ethical framework considers the NFCC Code of Ethics.

#### **Milestones**

- CPPPIW1.1: assess new national Code of Ethics and refine the Brigade's existing behavioural and ethical frameworks as necessary

**Lead: Assistant Chief Fire Officer: Strategic Planning and Resources**

**CPPPIW2:** Talent will be identified and supported through our individual performance management arrangements and leadership and management development frameworks

The over-arching Strategic Outcome of our Leadership Strategy is to support the development of Outstanding Leadership through the identification and development of individuals so they achieve their full potential and are high performing.



To achieve this we will nurture a working culture where people feel motivated, are equipped to perform highly, and have shared aspirations for the Service. To support staff we will investigate opportunities of developing a Talent Management Scheme and explore opportunities for accelerated career development within the Brigade.

#### **Milestones**

- CPPPIW2.1: establish a Talent Management Scheme
- CPPPIW2.2: explore the use of accelerated career development

**Lead: Assistant Chief Fire Officer: Strategic Planning and Resources**

**CPPPIW3: Building career paths will encourage a breadth of experience and a depth of expertise**

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

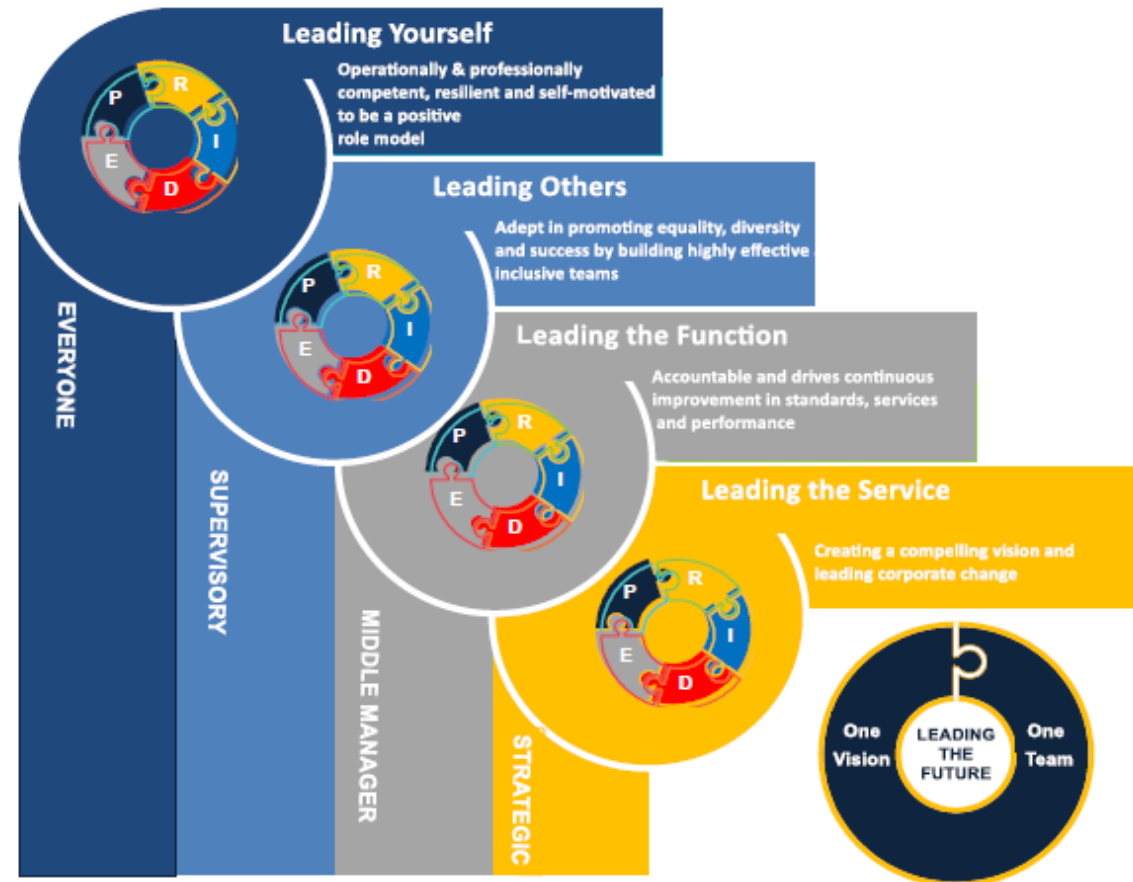
We will continue to build upon our existing arrangements which will empower and support individuals to take a career approach to their employment with the Brigade.

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

**Milestones**

- CPPPIW3.1: explore a direct entry scheme
- CPPPIW3.2: develop an organisational succession plan

**Lead: Assistant Chief Fire Officer: Strategic Planning and Resources**



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

Staff are our greatest asset and we want them to be able to have their say, share their ideas, influence decision making and shape the Brigade so it's a great place to work.

Over the last year we have continued to build on the levels of engagement that we have with staff and continue the development of an inclusive culture throughout the Brigade.



To ensure that we develop a fully inclusive culture we need to fully understand the makeup of the profile of our workforce against the EDI characteristics and how it reflects the communities we serve.

By clearly understanding this we can develop a strategy on how we can support the aspiration of increasing diversity across our workforce so it better reflects the communities we serve.

### **Milestones**

- CPPPIW4.1: confirm overall picture of workforce diversity compared to community and highlight areas of challenge/opportunity
- CPPPIW4.2: establish a strategy and improvement plan that builds upon existing employment model to support increased diversity across the workforce

**Lead: Assistant Chief Fire Officer: Strategic Planning and Resources**

# Efficient Use Of Resources



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

Building on past successes we will seek out the opportunity to strengthen collaborative working by developing a partnership and collaborative framework that will focus on strengthening the governance arrangements for partnerships and collaborative working. By having robust arrangements in place we will be able to maximize the benefits arising from collaborative working.

**Milestones**

CUOR1.1: further develop a collaboration and partnership register

CUOR1.2: develop a collaboration and partnership framework

**Lead: Assistant Chief Fire Officer: Strategic Planning and Resources**



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

Building on past successes we will seek out the opportunity to strengthen collaborative working with a view to:



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

**Milestones**

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

**Lead: Assistant Chief Fire Officer : Community Protection**



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

We aim to deliver a first-class fire and rescue service that is Safe, Effective and Efficient.

Our operational staff deliver the vast majority of our prevention, protection and response services as well as maintaining competence for a wide range of emergency situations they may face, maintaining equipment and a sound working knowledge of local risks.

Our analysis of productivity and capacity of operational staff highlights that 42% of operational duty time is uncommitted other than for stand-down time (00:00 – 07:00). As the numbers of operational firefighters decrease there is a potential commensurate reduction in the capacity of the organisation to deliver this range of services.

The Authority remains committed to delivering the current range and volume of services and to ensure that the Brigade's capacity does not diminish. We will investigate opportunities to increase capacity through a review of firefighter productivity.

**Milestones**

- CUOR3.1: explore opportunities to increase capacity through a review of firefighter productivity

**Lead: Assistant Chief Fire Officer : Community Protection**

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

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

Over recent years, due to our excellent prevention and protection work, we have seen a reduction in the number of emergency response incidents that we are called to and, through our continually improving risk analysis processes, have a better picture of where and when these incidents occur.

This means we can review where, when and how we deploy our resources to ensure we continue to deliver our services in the most efficient and effective way.

In previous years we have reviewed our Fire Control function and introduced a new duty system in 2019/20. We will continue with our reviews in 2020/21 focusing on our Operational Whole Time Duty System, Retained Duty System and the Flexi Officer Duty System.

**Milestones**

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

**Lead: Assistant Chief Fire Officer : Community Protection**



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

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

Over a period of time a program of reviews of our enabling services will be undertaken with the aim of maximising the resilience, effectiveness and efficiency of these services whilst exploring opportunities for the delivery of these services through a collaborative approach.

**Milestones**

- CUOR5.1: review the Brigade's Insurance Services
- CUOR5.2: review the Brigade's Occupational Health Services
- CUOR5.3: review the Brigade's Financial Management Services
- CUOR5.4: review the Brigade's Admin Services
- CUOR5.5: review the Brigade's Community, Partner and Staff Engagement Services
- CUOR5.6: review the Brigade's Democratic Services
- CUOR5.7: review the Brigade's Security Services
- CUOR5.8: review the Brigade's Mechanical and Electrical Maintenance Services
- CUOR5.9: review the Brigade's Catering Services
- CUOR5.10: review the Brigade's Ground Maintenance Services

**Lead: Assistant Chief Fire Officer: Strategic Planning and Resources**

**CUOR6: Information and Communication Technology will provide enhanced efficiency and effectiveness in service provision**

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

We are currently working with our colleagues within the North East Fire and Rescue Services to implement the Emergency Services Mobile Communications Programme (ESMCP). This will provide the next generation communication system for the three emergency services (police, fire and rescue and ambulance) as well as other public safety users with the aim to replace the current communication network contract that is provided by Airwave.

**Milestones**

- CUOR6.1: progress the communication technology transfer from the Airwave Communication System to the new Emergency Services Mobile Communications Programme in collaboration with other NEFRSs
- CUOR6.2: in collaboration with CDFRS produce an options appraisal to seek mutual technological and service delivery enhancements to emergency call handling and mobilising provision

**Lead: Assistant Chief Fire Officer: Strategic Planning and Resources**

# Underpinning Framework Priorities



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

Community and staff engagement is important to us because it breaks down barriers and generates trust with our staff, communities and partners.

Through appropriate engagement we can develop and deliver meaningful services designed where possible to meet community expectations and reach diverse and the hard to reach groups within our communities.

We use an extensive range of traditional such as station open days, school education visits, partnership working, Safer Homes Visits and social media platforms including Face Book and Twitter to engage with our communities.



In 2018 and 2019, the HMICFRS commissioned BMG Research to conduct a Public Perception survey of Fire and Rescue Services in England which revealed that whilst the fire and rescue service was held in high esteem by the community, some people

living within our communities are unaware of the services we provide.

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

We will further enhance our engagement activities going forward not only to improve our communities' understanding of our services but also, where possible, to better involve them in our service design. We will look for new ways to support transparency so that members of the public can make informed judgements as to how the service is performing and whether we are providing value for money.

### **Milestones**

- CUF1.1: produce a Community Engagement Strategy and implement year 1 actions
- CUF1.2: produce a Staff Engagement Strategy and implement year 1 actions
- CUF1.3: produce a Partnership Engagement Strategy and implement year 1 actions

**Lead: Assistant Chief Fire Officer : Community Protection**

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

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

At times when our resource base is diminishing we must be confident that services are having the desired impact. To that effect we have in place a robust performance framework that identifies efficiency and effectiveness of services and drives improvements in service delivery. A key element to this Framework is the robust evaluation of services to ensure they are achieving what they are designed to achieve in an efficient and effective manner. We will review and enhance our existing evaluation framework based on best practice to ensure our future decision making is based on robust and reliable evaluated information.

**Milestones**

- CUF2.1: establish an Evaluation Framework

**Lead: Assistant Chief Fire Officer: Strategic Planning and Resources**





## 5 Our Finances

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

The financial outlook for future years is extremely uncertain. The latest Local Government Finance Settlement provided funding details for the 2020/21 financial year only and the implementation of the Local Government Fair Funding Review has been delayed until 2021/22. The COVID19 emergency presents a significant and unexpected financial challenge for the Government that may result in changes to the spending plans and priorities set out by the Chancellor in the March 2020 Budget Statement. This uncertainty makes financial planning extremely difficult for all authorities, particularly single purposes FRAs. Furthermore, those FRAs, including Cleveland, which are more dependent on Government funding than those FRAs in more affluent areas, are more at risk from potential future national changes in funding arrangements for the sector

Such a challenge was recognised in the HMICFRS inspection with the Chief Inspector quoting;

*“I am pleased to report that Cleveland Fire Brigade performed well in each of the main areas of our inspection. This is also impressive given that the brigade has faced some of the largest cuts to its government funding.”*

**HM Inspector of Fire and Rescue Services, Phil Gormley**

On 14<sup>th</sup> February 2020, the Authority approved its Medium Term Financial Strategy to 2020/21 which reflects:

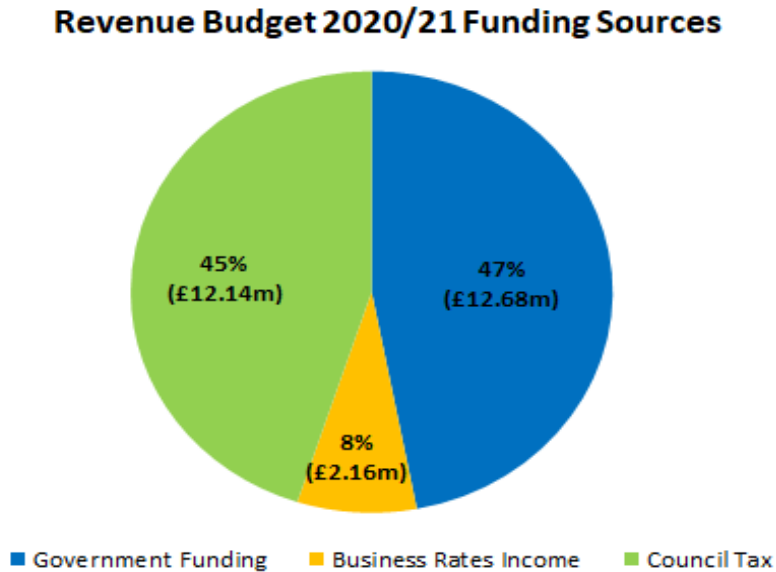
- the final local government finance settlement for 2020/21
- the Authority approving a Council Tax increase of 1.9%
- the Authority's receipts from the Council Tax and National Non-Domestic Rate (NNDR) collection funds

The Authority's medium term financial position up to 2020/21 means that there has been a budget shortfall of £3.9m from 2016/17 to 2020/21 with annual budget shortfalls being:

• 2016/17	£1.125m
• 2017/18	£1.139m
• 2018/19	£0.752m
• 2019/20	£0.671m
• 2020/21	£0.221m

Where our Money Comes From?

Our revenue budget is funded through a combination of central government grant and local taxation. The amounts we will receive from the various sources are shown in the following chart:

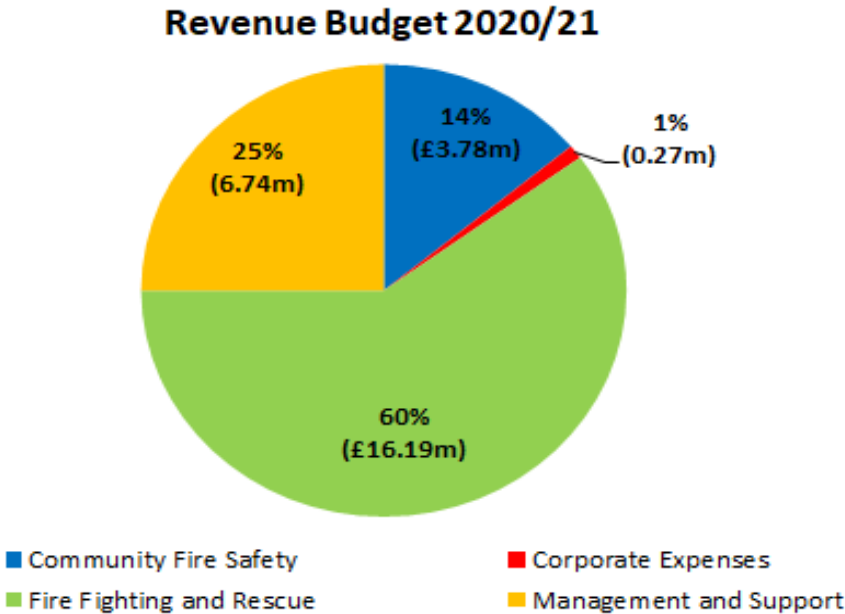


Did You Know?

*In 2020/21 it will cost each household in Cleveland an average of 22 pence per day for a 24 hour a day fire and rescue service which has the fastest response times in the country and completes one of the highest rates of Home Safety Checks and Business Safety Audits.*

What do we spend our money on?

The following chart shows how much money we will spend on delivering different aspects of our service out of the annual budget of £26.977m in 2020/21.





## 6 Our Performance in 2019/20

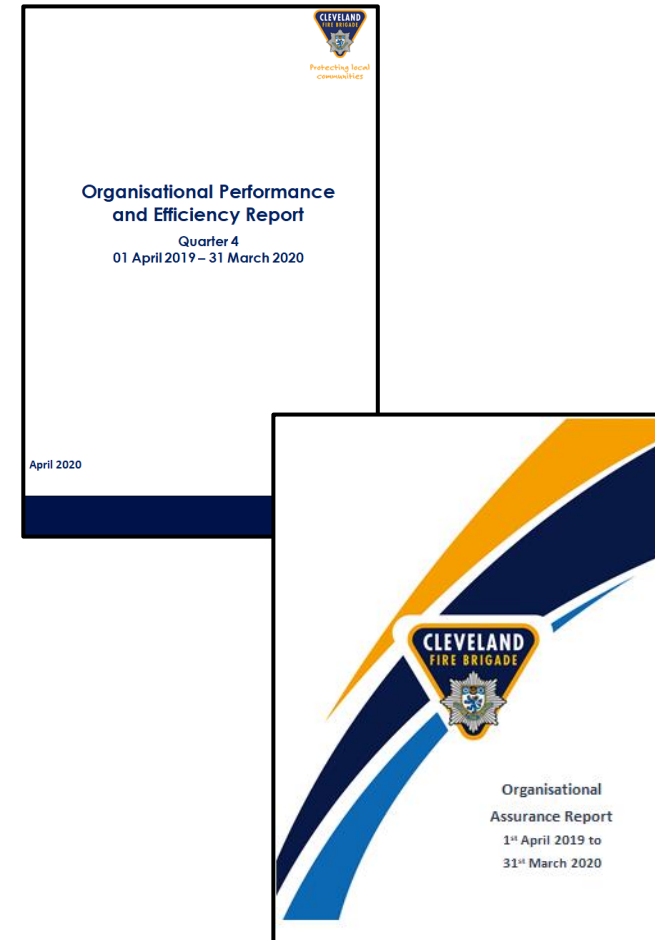
We pride ourselves in being open and transparent on how we are performing. Our Performance Management and Assurance Framework is used to demonstrate current performance and areas for improvement in the future, to internal and external stakeholders.

Full details of our 2019/20 performance is outlined in the following documents;

Organisational Performance and Efficiency Report 2019/20

Organisational Assurance 2019/20

Both of which will be published  
and available either on request or from our website [www.clevelandfire.gov.uk](http://www.clevelandfire.gov.uk)



## 7 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:

- be interested to know more about the range of services we provide
- 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
- have ideas about how you could help us to deliver services that will make a positive difference and improve both safety and quality of life for our communities

**If you would like to be involved please contact:**

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

**01429 872311  
[communications@clevelandfire.gov.uk](mailto:communications@clevelandfire.gov.uk)**

 ClevelandFB  ClevelandFB  ClevelandFB [www.clevelandfire.gov.uk](http://www.clevelandfire.gov.uk)

## 8 Glossary of Terms

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



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