

**2018-2022**

**CLEVELAND  
FIRE BRIGADE**



**Community  
Integrated Risk Management  
Plan**

**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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## Consultation

This Community Integrated Risk Management Plan 2018-22 has been developed following a full and comprehensive consultation exercise.

The consultation period ran from 11<sup>th</sup> December 2017 to 2<sup>nd</sup> February 2018 and followed the Government's Principles of Consultation Guidance 2012, in that it aimed to be proportionate, targeted and placed emphasis on ensuring that consultees understood the effects of the proposals.

Those consulted included:

- Employees
- Members of the Public
- Community Groups
- Industrial and Commercial Businesses
- Representative Bodies: Fire Brigades' Union and Unison
- North East MEPs
- Members of Parliament in Teesside
- Chief Executives and Leaders of Hartlepool, Middlesbrough, Stockton and Redcar and Cleveland Borough Councils
- Tees Valley Combined Authority
- Tees Valley Mayor
- Police and Crime Commissioner for Cleveland
- Cleveland Police: Chief Constable
- Professional Associations
- Third Sector Organisations
- Other Partners: Health, Safeguarding Boards, Ambulance
- Media
- All Fire and Rescue Authorities in the United Kingdom
- Other Emergency Services

Mechanisms for Consultation included:

- Draft CIRMP 2018-2022 published on website and the Brigade's intranet
- Consultation Questionnaire
- Press Releases
- Elected Member, Trade Union and Staff Presentations
- Social Media
- Radio interview

Feedback from the consultation exercise was considered by Elected Members of the Fire Authority prior to approving this Plan and its proposals for implementation. A copy of the consultation feedback report can be found on the Authority's website [www.clevelandfire.gov.uk](http://www.clevelandfire.gov.uk)



North East  
Better Health  
at Work Award





## **Community** Integrated Risk Management **Plan**

Welcome to our Community Integrated Risk Management Plan (CIRMP) 2018-22.

Cleveland Fire Brigade (CFB) is one of 45 fire and rescue services in England providing community safety services to their communities. The Brigade operates across the whole of the Cleveland area (Teesside), serving 562,080 residents as well as those who work in or visit the region.

This document sets out our priorities – in the immediate, medium and longer term – and how we plan to deliver and shape services to provide Teesside with a first class fire and rescue service. We are a learning organisation, and keep in regular contact with other fire and rescue colleagues in the U.K. to share good practice and compare performance. We want people in Teesside to be the safest they can be and this Plan sets out how we will contribute to that ambition over the next four years.

## **'Protecting Local Communities'**

## Contents

	Page No		Page No
<b>Introduction</b>	<b>6</b>	UK Resilience	43
<b>Foreword</b>	<b>7</b>	Responding to Incidents	44
<b>About Us</b>	<b>8</b>	Response Standards	45
Cleveland Fire Authority	8	Emergency Response Resources	46
Statutory Function	8	<b>Emergency Services Collaboration</b>	<b>53</b>
Cleveland Fire Brigade	8	<b>Asset Management</b>	<b>55</b>
Our Communities	9	Modernising our Estate	55
Our Vision	10	Fit for Purpose Transport	56
Our Mission	10	Innovation through Technology	56
Our Goals	10	<b>The Importance of People</b>	<b>58</b>
Our Values	10	Safety First	59
<b>Our Performance</b>	<b>12</b>	Enabling Staff to Be the Best They	
<b>Our Risks</b>	<b>14</b>	Can Be	60
National Risk	15	Our Future Leaders	61
CFA Area Risk	15	Creating the Right Learning	
CFA Corporate Risk	15	Environment	61
Operational Risk	16	Apprenticeship Scheme	61
Property Fire Risk	17	An Inclusive Workforce	62
Transport Risk	20	Staff Engagement	63
Industrial High Hazard Risk	22	Workforce and Succession	
Neighbourhoods and the		Planning	63
Environment Risk	23	Industrial Relations	64
Community Health and		Employee Health and Wellbeing	64
Wellbeing Risk	25	<b>Budget</b>	<b>68</b>
Emerging Risk	26	<b>Opportunities for Improvement</b>	<b>72</b>
<b>Managing our Risk</b>	<b>29</b>	<b>CIRMP Action Plan</b>	<b>73</b>
<b>Prevention</b>	<b>31</b>	<b>High Level Impact Assessment</b>	<b>78</b>
Targeted Community Safety Work	31	<b>Monitoring and Assurance</b>	<b>80</b>
Community Engagement	32	<b>Shaping our Future</b>	<b>81</b>
Youth Engagement	34		
Tackling Arson	34	<b>Appendices</b>	
Accessing our Services	35	<b>1</b>	
<b>Protection</b>	<b>37</b>	<b>Strategic Goals, Objectives and Outcomes</b>	
Building Inspection Programme	37	<b>2</b>	
Enforcement	37	<b>Glossary of Terms</b>	
Working with our Partners	37		
Delivering Protection Services	38		
High Rise	38		
Sprinklers	38		
Unwanted Fire Signals	39		
Protecting our Heritage	39		
Fire Investigation	39		
<b>Emergency Response</b>	<b>41</b>		
Emergency Response Services	41		
Cross Border Arrangements	43		



"Our commitment to safety is apparent to all those who come into contact with us; and our safety record is evident through our excellent performance results".

**Jan Brunton- Dobson**  
**Chair of Cleveland Fire Authority**

## Introduction

Welcome to Cleveland Fire Authority's (CFA) Community Integrated Risk Management Plan (CIRMP) 2018-22.

Cleveland Fire Brigade provides fire and rescue services to its communities and those who work in and visit Teesside. It is a trusted organisation with an enviable reputation for public safety.

Our commitment to safety is apparent to all those who come into contact with us; and our safety record is evident through our excellent performance results. Over the last ten years we have seen significant reductions in incidents and continued to be the best performing Brigade at keeping people safe in their homes.

In developing this Plan the Authority is fully aware of the changing community risk such as high levels of deprivation; an increase in people aged over 65 years; and the large number of chemical industries - and the challenges that those present.

We are also aware of the changing community expectations of a modern fire and rescue service and the widening role of our professional firefighters in the contribution of public health as well as public safety. This might include undertaking a safe and well visit

at the home of a vulnerable person; rescuing someone from a road traffic accident; fighting a fire; or giving a talk to school children.

As we formulated this Plan we were conscious that at anytime our firefighters may be called to attend a major incident or to support a national event. The gravity of those that suffered in the London Grenfell fire is never far from our minds.

And yet within our planning we have had to once again take account of the financial resources available to us over the next two years; our financial position is well rehearsed and regrettably we are facing further grant reductions of almost £1.7m.

We also recognise that our success is not as a result of working in isolation but is founded on long standing partnership working. This is something we will continue to build on throughout the life of this Plan as we progress our agenda for collaboration particularly with Cleveland Police.

I am extremely proud to lead and be associated with the work of the Authority and its Brigade. Against our risk and financial backgrounds and with such professional officers and staff I am confident we will achieve our vision of building a sustainable future that makes a positive difference to the safety and quality of life of every local citizen; and the places where they live and work.



"We keep people safe through a balanced approach of prevention, protection and emergency response"

**Ian Hayton**  
**Chief Fire Officer**

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## Foreword

Our excellent reputation of keeping people safe is a direct result of our inherent long standing approach to managing risk through the adoption of a balanced strategy of prevention, protection and emergency response.

Thanks to our professional, forward thinking Elected Members, Senior Managers, Partners and staff, we are now responding to around 8,000 incidents per year – a level that we have been witnessing for the last five years - and an impressive 40% reduction (5,250) on those that we attended ten years ago.

We are also seeing substantial reductions across the board, in all incident types. Of importance is the 50% reduction of fires in the home over the same time period; it remains the case that you are less likely to have a fire in the home if you live on Teesside than you are in any other part of the Country; and if you are unfortunate enough to have a house fire we will respond in the fastest time possible.

Thankfully the majority of incidents that we do respond to are non-life threatening and relate to grass and rubbish fires and false alarms - a true testament to our mantra of prevention.

And our community safety success has been achieved despite the challenge of continuous and substantial cuts in government grants that we have been managing over the years.

However with a further £1.7m yet to manage, and no guarantees on future funding, we need to continue to review our resources and their deployment across the whole of the organisation. We also need to continue to think and work differently using new technologies, vehicles, buildings and equipment; this Plan reflects that need.

In implementing this Plan service provision will remain in line with stakeholders' needs and expectations; and staff and community safety will remain at the heart of our work. Collaborative working, leadership development, engagement and inclusion will be a focus.

I am proud to lead a professional organisation with first class people to deliver an inclusive fire and rescue service that ensures the safety and wellbeing of its communities.

## About Us

Cleveland is an area in the North East of England and incorporates the unitary, borough authorities of Hartlepool, Middlesbrough, Redcar and Cleveland; and Stockton-On-Tees. It covers an area of approximately 597km<sup>2</sup>, is centred around the mouth of the River Tees and has a population of 562,080<sup>1</sup> living in 249,221<sup>2</sup> dwellings

### Cleveland Fire Authority

Cleveland Fire Authority (CFA), a Combined Fire Authority, comprises of 16 Elected Members from the above four borough councils. The Authority is statutorily responsible for the provision of fire and rescue services across Teesside.

### Statutory Functions

Our statutory functions emanate from three main pieces of legislation:

- **The Fire and Rescue Services Act 2004:** the promotion of fire safety; preparation for fire-fighting; protecting people and property from fires, rescuing people from road traffic collisions; and dealing with other emergencies such as flooding or terrorist attack.
- **The Civil Contingencies Act 2004:** working with others to develop and implement emergency and business continuity Plans.
- **The Regulatory Reform (Fire Safety) Order 2005:** places the responsibility for Fire Safety in commercial premises with the owner/occupier and makes it a duty for them to carry out a fire risk assessment. The Authority is responsible for enforcement of the Order via its risk based inspection programme.



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

- Policing and Crime Act 2017
- Local Government and Housing Act 1989
- Local Government Finance Act 2012
- Health and Safety at Work Act 1974
- Equality Act 2010
- Data Protection Act 1998
- General Data Protection Regulation 2018
- Freedom of Information Act 2000

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

### Cleveland Fire Brigade

On 1<sup>st</sup> April 2017 the Brigade's establishment was 598.15 full time equivalents (FTE) costing £21,700,610. These staff are deployed across three directorates:

- Community Protection
- Corporate Services
- Technical Services

Frontline services are delivered by staff in our Community Protection teams in the main from our community safety hubs and 14 strategically placed community fire stations. These cost £17,519,125 representing 83% of the overall spend on staff.

<sup>1</sup> ONS Mid-Term Estimates 2015

<sup>2</sup> <https://www.gov.uk/government/statistics/council-taxbase-2016-in-england>



# 'To Twenty Twenty Two'

## Our Communities

Our communities are diverse. Therefore each year we obtain a full understanding of the make up of the people in our communities and the places where they live and work so that we can design and deliver services tailored to meet these diverse needs.

Our [Community Risk Profile](#) document contains full details of our community profile. Key facts include:

**Population: 562,080**



**Gender:** 48.9% Male 51.1% Female

**Ethnicity:** 94.5% White 5.5%BME

**Sexual Orientation:**

1.8% Lesbian/Gay/Bisexual

**Religion:** 67.8% Christian

### Age

0-15 = 19.2% 16-29 = 18.8%

30-44 = 18.7% 45-59 = 20.5%

60-64 = 6.2% 65+ = 16.16%

By 2039 population expected to **increase**

by **6.5% (34,700)** with a 48% increase in people aged 65+

29,600 people aged over 65 are Lone Pensioners

### Disability

21.1% of population classed as disabled or having long term health issues

### % of children living in low income families

Hartlepool: 31% (5,500)

Middlesbrough: 35% (10,000)

Redcar and Cleveland: 26% (6,400)

Stockton-On-Tees: 24% (8,600)

**Health and Life Expectancy is Significantly Worse than the England Average**

## 'Deprivation' .....

- 38% (30) of Cleveland's area's 79 wards fall within the worst 10% most deprived wards nationally; 8 (10%) of these fall within the top 1% most deprived ward nationally
- 41% of the area's population reside in the 42% of dwellings in the most deprived wards.
- more than half of the population (57%) live in wards that are in the 20% most deprived wards nationally

## 249,221 Dwellings

20% social housing (rented)  
some dwellings are located close to high hazard Industries

**47% of households are in Band A properties compared to 19% nationally**

**65% of households are in a Band A or B property compared to 44% nationally**



Crime Rate is 90.6 per 1,000 households - national average is 74.2. Only two Police areas experience higher rates of crime - Greater Manchester (96.1) and West Yorkshire (108.8)

- **Major Production Centre for Chemical Industry**
- **12% of all National COMAH Sites, 30 are Top Tier**
- **Two Power Stations: One Nuclear, One Gas**

# 'To Twenty Twenty Two'

## Our Vision

Our vision is that we have built a sustainable future and

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

## Our Mission

**'Our Mission is to deliver an Inclusive Fire and Rescue Service that ensures the Safety and Wellbeing of its Communities'**

## Our Goals

Our goals support the achievement of our vision by guiding our priorities and work. They are underpinned by strategic objectives which deliver a number of strategic outcomes. Appendix 1.

## Our Performance and Assurance Frameworks

Our performance and assurance frameworks include performance indicators which measure each of the strategic outcomes. These tell us where and how effective, efficient, competent and sustainable we are in achieving our vision.

### Goal

#### **Safer, Stronger Communities**

*Our communities are safer and stronger through the delivery of our responsive, accessible prevention protection and emergency response services.*

### Goal

#### **A Proud, Passionate, Professional and Inclusive Workforce**

*Our staff are fully supported, competent and motivated to give their best in keeping Teesside safe.*

### Goal

#### **Efficient Use of Resources**

*Our resource management arrangements and collaborative working will provide our communities with a value for money fire and rescue service.*

## Our Values

**P**rotect: putting safety first; protecting ourselves, the community, the organisation and the environment from all avoidable harm

**R**espect: respecting ourselves; our colleagues; our community; our heritage' our property; our organisation and our environment

**I**nnovation: improving performance through learning from our own and others' experiences and innovative business solutions

**D**oing the Right Thing – Being Professional: making decisions and undertaking our work in the most efficient and effective way

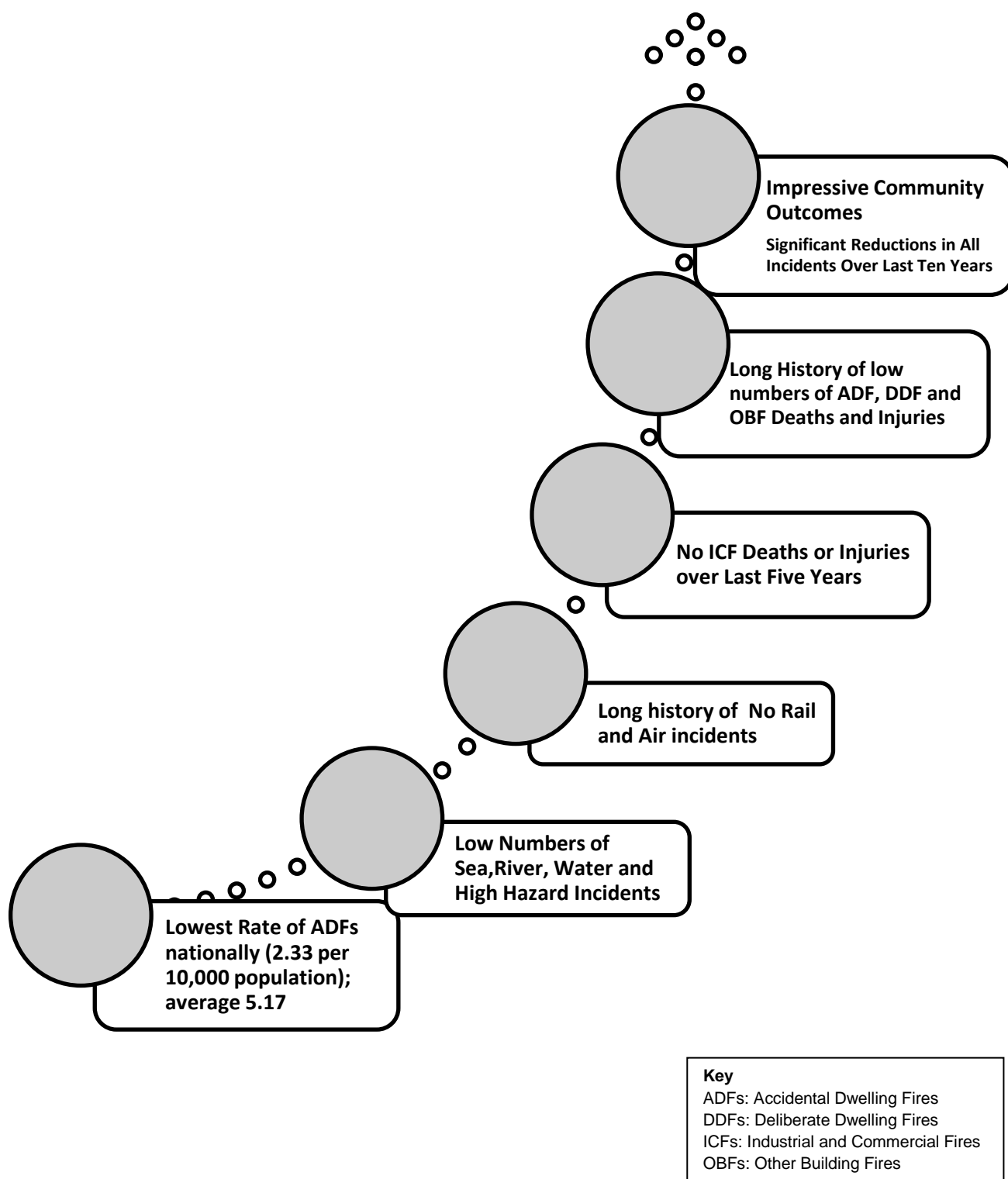
**E**ngagement – understanding and working with our colleagues, partners and communities to provide the best delivery of services

## **‘To Twenty Twenty Two’**



## **‘Protecting Local Communities’**

## Our Performance



# 'To Twenty Twenty Two'

## Impressive Community Outcomes

### Effective Performance - Significant Reductions in Incidents Over Last Ten Years

Against 2016/17 performance.....

- **40% reduction (5,250) in total incidents**

#### And

- 50% reduction (135) in ADFs
- 60% reduction (92) in DDFs
- 53% reduction (64) in ICFs
- 31% reduction (71) in OBFs
- 27% reduction (121) in RTCs attended
- 49% reduction (2,622) in secondary (nuisance) fires
- 40% reduction (40) in flooding incidents
- 54% reduction (363) in vehicle fires
- 33% reduction (391) in other special services
- 27% reduction (1,203) in false alarms
- 35% reduction (60) in other incidents

### Other Key Facts About our Performance

- National EMR that ran from Jan 2016 to Sep 2017 resulted in 2,925 additional incidents in 2016/17
- **Very Few Increases in Incidents Over Last Ten Years** - 17% increase (5) in bariatric assistance
- **Majority of Incidents were False Alarms (38.8%) and Secondary Fires (33.9%)**
- **Majority of Secondary Fires (85%) and Vehicle Fires (74%) were Deliberate**
- **Attend over twice as many RTCs as ADFs**

- **Higher rate of DDFs than national average: 1.09 per 10,000 population compared to 0.56 per 10,000 population**

- **Incident Prevalence**.....occurrence of the majority of.....

- incidents 1500hrs-2259hrs
- ADFs 1200hrs-1259hrs and 1400hrs - 2059hrs
- DDFs 2000hrs - 0359hrs
- ICFs 1000hrs-1259hrs and 1500hrs- 2159hrs
- OBFs 1400hrs-2359hrs
- RTCs 0800hrs-0859hrs, 1200hrs-1259hrs and 1400hrs-1959hrs
- secondary fires 1600hrs- 2259hrs
- vehicle fires 2100hrs-0259hrs
- other special services 1000hrs-1759hrs
- other incidents 1100hrs-1559hrs; and 1700hrs-1859hrs

### Organisational Status 2016/17

Each year we self-assess the strategic outcomes underpinning our goals to ensure that we are constantly aware of our organisational performance status - it is our organisational health check. We rate our Brigade as being either Excellent, Good, Average or Poor.

For 2016/17 we rate our Brigade as being:

**'GOOD'**

Details of the self-assessment process and outcomes; and other performance information are set out in our [Performance and Efficiency Report 2016/17](#)



## Risks in Cleveland

One of the most important things this plan must do is to set out how we will manage the risks to our local communities and make a contribution to national, cross-border, and multi-agency incidents.

The main process we use to do this is called integrated risk management planning, in simple terms it ensures we have **the right resources, in the right place, at the right time to address the risks which threaten our communities.**

## Our Risks

There are five main types of risk that our Fire Authority needs to be prepared for/manage.



### National Risks

The Government monitors the most significant emergencies that the UK could face over the next five years through its National Risk Assessment. The National Risk Register (NRR) is the public version of this assessment. It provides advice on how people, businesses and the emergency services can better prepare for civil emergencies. The Civil Contingencies Act 2004 describes a civil emergency as:

- an event or situation which threatens serious damage to human welfare in a place in the United Kingdom
- an event or situation which threatens serious damage to the environment of a place in the United Kingdom
- war, or terrorism, which threatens serious damage to the security of the United Kingdom

### Cleveland Area Risks

We are key members of the Local Resilience Forum and actively work to prepare for, respond to and recover from any major emergency in the Cleveland area.

The [Community Risk Register \(CRR\)](#)

currently sets out the risks facing our communities and how they are being dealt with. Currently these include:



- **Flooding**
- **Animal Disease**
- **Adverse Weather**
- **Hazardous Transport**
- **Industrial Action**
- **Pandemic Influenza**
- **Industrial Site Accident**
- **Marine Pollution**

### CFA Corporate Risks

Our Corporate Risks, if not managed, may negatively impact our strategic direction. We regularly scan the horizon to ensure we identify these risks; this includes an assessment of the following areas:

**Political:** e.g. Police and Crime Commissioners

**Economic:** e.g. spending review 2017

**Social:** e.g. ageing population

**Technological:** e.g. interoperability

**Legal:** e.g. Policing and Crime Act 2016

**Environmental:** e.g. climate change

The risks identified from this exercise are documented in our [Corporate Risk Register](#)

## Operational Risks

All fire and rescue service are expected to:

- reduce the number of fires and other emergency incidents
- reduce the loss of life in fires and other emergencies
- reduce the number and severity of injuries in fires and other emergency incidents
- safeguarding the natural and built environment
- reduce the commercial, economic and social impact of fires and other emergency incidents
- secure value for money

National guidance<sup>3</sup> states that 'while risk to property, the environment and heritage will continue to be of importance, **risk to life will in future be given the highest priority**'.

Our risk identification and prioritisation processes are set in the context of the above.

With regard to operational risk identification, our operating environments; and historical type of our incidents inform us of the risks in our communities.

Each identified foreseeable risk is prioritised into high, medium and low 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 and
- the likelihood of that risk occurring.

The Authority's identified operational risks and their prioritisation level are presented below.

Risk	Incident Type	Risk Level
Property Fire	accidental and deliberate dwelling fires (primary fire)	High
	industrial and commercial fires (primary fire)	High
	other building fires (primary fire)	Medium
Transport	road traffic collisions (special service)	High
	rail incidents (special service)	Medium
	sea/river/water incidents (special service)	Medium
	air incidents (special service)	Medium
Industrial	industrial high hazard incidents (primary fire)	High
Neighbourhoods and the Environment	accidental and deliberate nuisance fires (secondary fire)	Medium
	flooding (special service)	Medium
	vehicle fires (primary fire)	High
	heritage incidents (primary fire)	Medium
	other special services (special service)	Low
National Resilience	monitored and assessed by Government	
Community Health and Wellbeing	bariatric incidents (special service)	Low
	emergency medical response incidents (special service)	High

Each risk above is assessed to establish who it affects; and where and when it impacts. The assessments are based on an analysis of information and data relating our communities and households; deprivation, health and employment levels, building types, transport networks; and the environment.

The outcomes from these assessments are used by our Community Protection teams to evaluate existing prevention, protection and emergency response strategies and services in protecting the most vulnerable people.

**Full details of the Brigade's operational risk identification, prioritisation and assessment processes are set out in our [Community Risk Profile document](#).**

<sup>3</sup> DCLG IRMP Guidance Note 1



## Property Fire Risks

The range of property in Teesside is vast and includes dwellings such as houses and flats, commercial and public buildings such as hospitals, schools and shops; and other buildings such as garages and sheds. Each building type presents a unique hazard in the event of a fire.

### Dwellings



We have 249,221 dwellings of which 20% are social housing. Some of our dwellings are located close to High Hazard industries.

**47% of households are in Band A properties compared to 19% nationally**

**65% of households are in a Band A or B property compared to 44% nationally**

### Current Service Demand

#### Accidental Dwelling Fires (ADFs)

- 137 incidents in 2016/17
- 15% (24) and 50% (135) reductions over the last five and ten years respectively
- lowest rate nationally (2.33 per 10,000 population); average is 5.17
- majority (51%) occurred 1200-1259hrs and 1400-2059hrs
- 13 fatalities and 148 injuries over last ten years.

#### Deliberate Dwelling Fires (DDFs)

- 61 in 2016/17
- 60% reduction (92) over last ten years
- higher rate than national average: 1.09 per 10,000 population compared to 0.56
- majority (54%) occurred 2000-0359hrs
- 8 fatalities and 40 injuries over last ten years.

**National research and incident numbers tells us that certain people are more vulnerable than others to fires in dwellings:**

#### Older People (Aged 65+)

Over the period 1/4/2011 to 31/3/2016 from our 2,584 ADFs and DDFs; 4 deaths (31%) and 31 injuries (40%) were related to people over the age of 65 and over the last 10 years these figures were 5 (24%) deaths and 56 (30%) of injuries.

#### Lone Pensioners

Cleveland area has approximately 29,600 people aged over 65 who are classed as being a Lone Pensioner.

#### People Who Live in Deprived Areas

38% (30) of our area's 79 wards fall within the worst 10% most deprived wards nationally; 8 (10%) of these fall within the top 1% most deprived ward nationally

41% of the area's population reside in the 42% of dwellings in the most deprived wards.

57% of the population live in wards that are in the 20% most deprived wards nationally

majority (76%) of our dwelling fires occurred in our most deprived areas

#### People Living in Rented Accommodation

20% of our dwellings are social housing.

#### People Who Smoke

Within the Cleveland area, from April 2011 to March 2016, 120 of the 1,181 ADFs were a result of smoking (10%); one of these was a fatality

#### People Who Binge Drink

Over the last 5 years, 97 of our 1181 (8%) accidental building fires involved alcohol; and 4 of our 13 fire fatalities (31%) involved drinking. Over the same time period we calculate that one in every 24.25 fires involving alcohol is likely to be a fire fatality. In fires that do not involve alcohol this increases to one in every 120 fires.

# 'To Twenty Twenty Two'

## Industrial and Commercial Premises



We have **15,260** industrial and commercial premises located in the main densely populated towns of Middlesbrough, Stockton, Hartlepool and Redcar; and in the rural, sparsely populated areas particularly in the East Cleveland.

The Tees Valley has world class expertise in a number of key sectors which are vital to the health of the northern and wider UK economies. The area has a particular concentration of employment in process, chemicals and the energy sector where employment levels are more than double the national average. While some sectors, such as logistics, business and professional services, and culture and leisure are under-represented compared to the national average.

Most Tees Valley businesses are micro (employing fewer than 10 people). However, around one third of private sector workers are in firms employing more than 250 staff and 28% work in very large companies employing over 500.

### Current Service Demand

- 53 in 2016/17
- 34% reduction (26) and 53% (64) reduction over the last 5 and 10 years respectively
- majority (54%) over last ten years: 1000-1259hrs and 1500-2159hrs
- no fire deaths and 5 injuries

## Other Buildings

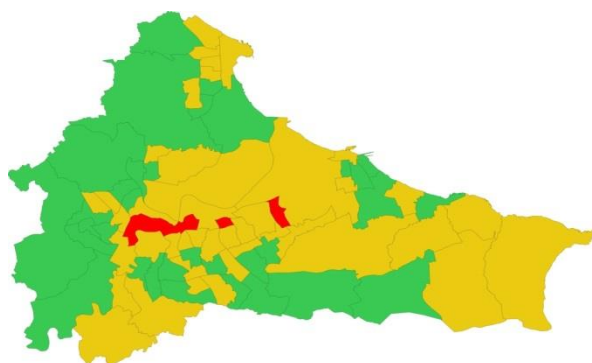
Other buildings include private garages, sheds, huts, recycling containers, allotments and portable temporary structures.

### Current Service Demand

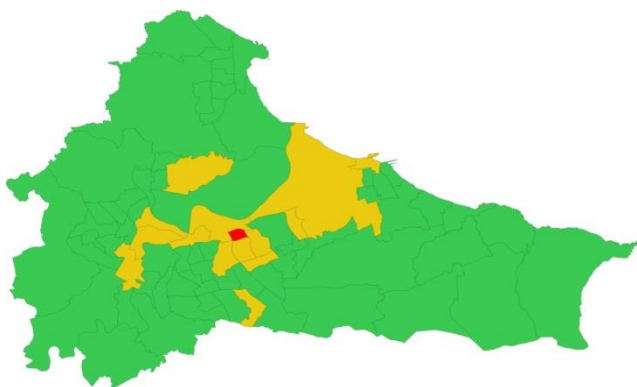
- 161 in 2016/17
- we have seen an increase 20% (27) over the last year, an increase of 41% (46) over the last five years and a reduction of 31% (71) over the last ten years
- over the last ten years the majority of these incidents have occurred between 1400hrs and 2359hrs
- over the last 10 years there has been 1 fire fatality and 7 injuries within 'Other buildings'.

The Brigade's current risk assessment processes for buildings comprise:

**Community Risk Assessment** the outcomes of which is a map highlighting the geographic locations of our high (red), medium (amber) and low (green) risk wards for directing our prevention and protection activities to reduce dwelling fires.



**Emergency Response Risk Assessment** the outcomes of which is a map highlighting the geographic locations of our high (red), medium (amber) and low (green) risk wards which have historically directed our response to emergency incidents in dwellings and industrial and commercial premises



A new approach, based on equitable deployment of emergency response resources, is set out in the Emergency Response section of this Plan.

**Industrial and Commercial Risk Assessment** the outcomes of which direct our protection activities to industrial and commercial premises.

The **current demand** for the Brigade's Inspection Programme is 15,260 industrial and commercial premises/sites across Cleveland . The risk assessment against these premises is based around the national prescribed inspection model that is used by all Fire and Rescue Services. From the assessments completed on the properties there are no very high risk premises and 39 high risk premises.

# 'To Twenty Twenty Two'

## Transport Risks

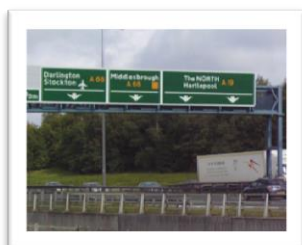


workers travelling from other areas.

87%<sup>4</sup> of our residents work within the Tees Valley. There is a small net outflow of commuters, with 38,000 Tees Valley residents working outside of the area, and 35,000 Tees Valley

### Roads

We have road networks of approximately 3,409km of roads which are a mixture of A class, B class and other roads with no motorways. Where the A19 crosses the Tees it carries over 96,000 vehicles per day which is 123% more than the number of vehicles using the A1M at the equivalent point.



### Current Service Demand

- Road Traffic Collisions (RTCs) are those incidents involving motor vehicles and/or pedestrians when we are called to attend; we only attend a proportion of RTCs that actually occur
- attended 333 RTCs in 2016/17; 27% reduction (121) over the last ten years
- attend over twice as many RTCs as ADFs
- the majority (52%): 0800-0859hrs, 1200-1259hrs and 1400-1959hrs
- last 5 years - 45 people have been killed, 784 seriously injured and 5,285 suffering minor injuries<sup>5</sup>.

<sup>4</sup> Tees Valley Combined Authority Economic Strategy

<sup>5</sup> Information provided by Cleveland Police

### Those Most at Risk

Research shows that, when involved in a RTC, older drivers are more susceptible to greater injury and fatality due to pre-existing health conditions and physical fragility.

From 2011–2015 statistics<sup>6</sup> show:

**Age:** people aged 16-24 and 25-34 incur the highest number of RTC injuries (1,813)

### Car

- 61% (4,011) of all casualties
- 30% (254) of the killed/seriously injured

### Motorcycle

- 6% (428) of all casualties
- 20% (169) of the killed/seriously injured

### Pedestrian

- 13% (881) of all casualties
- 29% (247) of the killed/seriously injured

### Bicycle

- 12% (763) of all casualties
- 17% (139) of the killed/seriously injured

### Rail

The rail network within Teesside is a branch of the East Coast rail line. There were 3.4m passenger boardings and alightings on the rail network in Tees Valley in 2007/08; this increased to 4.1m (19%) in 2015/16; 11,251 per day.



### Service Demand

Over the last five years there have been no incidents in relation to rail.

<sup>6</sup> Casualty Information provided by the North East Regional Road Safety Resource

# 'To Twenty Twenty Two'

## Sea/River/Water



Within the Brigade area are the two main ports at Hartlepool and Teesport. Teesport handles over 5,000 vessels and 40 million tonnes of cargo a year, making it one of the largest UK ports in terms of tonnage.

### Service Demand

- over the last five years - 6 fire incidents, 1 fatality and 1 injury in boats
- 4 water rescue incidents in 2016/17; a reduction 6 (60%) over the last five years
- water rescue incidents 1600-1759hrs

We respond to any incidents at this facility in conjunction with County Durham and Darlington Fire and Rescue Service.

In 2015 the Airport had 142,379 passengers (17,940 aircraft movements including small aircraft arrivals and departures). Cargo volumes have slowly declined since 2000, to effectively zero tonnage in 2015.

There is a helipad located at James Cook University Hospital (major trauma centre) which sees regular use. To support this, we attend all landings of the Coastguard helicopter on a protective standby function.

### Service Demand

- over the last five years there have been no incidents in relation to aircraft
- in 2016/17 we attended 10 standby incidents at James Cook hospital; a reduction of 9% (1) over the last year and 38% (6) over the last five years. No injuries or fatalities have been sustained as a direct result of these incidents.

## Air



Cleveland borders Durham Tees Valley Airport; one of the United Kingdom's smaller airports, offering links to three domestic/european destinations.

## Industrial High Hazard Risks

Teesside is a major production centre for the chemical industry with 12% of all national COMAH sites - the densest proportion in the country. It also has two power stations, a nuclear power station, with two nuclear reactors, and a gas power station, both producing electricity for the national grid.

The COMAH Regulations, enforced by the Health and Safety Executive and the Environment Agency, ensure that these industries take all measures necessary to prevent major accidents involving dangerous substances and limit the consequences to people and the environment.

Even though they are well regulated, these industries still represent a high hazard and risk to the local area. Should serious incidents occur it would take the deployment of significant fire service and other resources, in terms of both equipment and people with suitable skills and abilities, to bring them to a safe conclusion.

Our firefighters are trained in dealing with chemical incidents safely and effectively. We also have a number of Hazardous Material and Environmental Protection Advisors who can be called upon at any hazardous materials incident for specialist advice.

### Current Service Demand

Over the last 10 years there has been 21 fire incidents at High Hazard sites with a further 34 incidents at the former Corus/SSI Site.



Our Provision of Risk Information System (PORIS) is used to determine the level of risk within each of our industrial premises which in turn determines the Brigade's frequency of inspection for that premise.

From this information appropriate worst case planning scenarios emergency response plans, site specific crew task analysis and resource requirements can be developed.



# 'To Twenty Twenty Two'

## Neighbourhoods and the Environment Risks

### Accidental and Deliberate Nuisance Fires (Secondary Fires)



Secondary fires are fires such as grass, refuse and wheelie bins and can be classed as nuisance fires as they cause a blight to the areas in which they occur albeit they do not cause injury or loss of life.

### Service Demand

There was 2,732 secondary fires in 2016/17 representing 25% of all our incidents. Over last 10 years secondary fires:

- represented 33.9% of our incidents; **85% were deliberate**

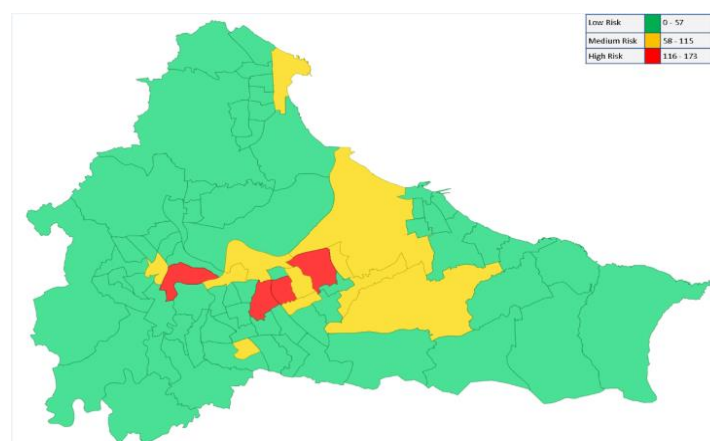
**the incidence of fire and anti-social behaviour in Cleveland is high; we suffer from one of the highest arson rates in the country**

- have reduced by 49% (2,622)
- occurred between 1600hrs and 2259hrs

Dealing with secondary fires diverts our resources away from other key activities. They also pose a risk to individuals nearby as the fire could spread to property.

Research evidences that young people start a large proportion of secondary fires and therefore education and engagement with these people is key to reducing these type of incidents.

Our risk assessment is based on pure service demand that identifies those locations where these incidents are occurring.



This assists the Brigade's Prevention Teams in terms of targeting educational and diversionary activities. It also influences the disposition of our small fires units that are used to deal with these types of incidents during the hours of 2.00pm to 10.00pm.

### Other Special Servcies

We are sometimes requested to respond to a variety of other incidents such as, for example:

- spills and leaks of dangerous and hazardous materials
- rescues and release of people and animals
- recovery and removal of objects
- assistance to other agencies such as Police and Ambulance

### Current Service Demand

- 810 incidents in 2016/17
- 33% (391) reduction over the last ten years.

# 'To Twenty Twenty Two'

## Flooding



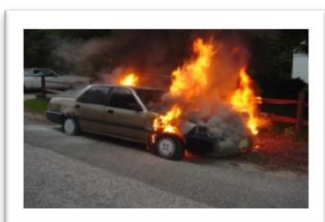
We work in close partnership with the Environment Agency, Local Authorities and the Local Resilience Forum to ensure we can respond to the impact of climate change across Teesside. When required we also support other areas of the country which have experienced severe flooding by deploying some of our national resilience assets.

### Current Service Demand

- attended 61 flooding and 4 water rescue incidents in 2016/17
- 40% (40) and 60% (6) reduction in flooding and water rescue incidents respectively over the last five years
- highest levels of flooding incidents occurred 1600hrs-2159hrs whilst the highest levels of water rescue incidents took place 1600hrs-1759hrs

Our risk assessment uses service demand figures and information from the environment agency to identify locations where flooding occurs.

## Vehicle Fires



Vehicle Fires include road, air or water vehicles. They are classed as primary fires

as they involve an asset of value and pose a direct risk to life if and when they occur.

Vehicle Fires can be accidental and deliberate in nature.

### Current Service Demand

- 305 vehicle fires in 2016/17 of which 72% (219) were deliberate
- last five years - 1,211 vehicle fires of which 800 (66%) were deliberate
- last ten years - 3,401 of which 2,514 (74%) were deliberate
- 8% increase (22) over the last year, 43% (91) increase over the last five years and 54% (363) reduction over the last ten years
- last 10 years - 2 fatalities, one was deliberate and 7 injuries
- high levels of vehicle fire incidents occurred 2100hrs - 0259hrs

## Heritage

Within the Brigade area there are 25 Grade I, 1263 Grade II and 84 Grade II\* listed

buildings and include examples such as the Windmill at Hart, the Transporter Bridge, Guisborough Priory and Preston Hall Museum.



Incidents within listed buildings are not separately identifiable within the Incident Recording System. Any such incidents would be included within the primary fire incident details and responded to in line with the Building Fire Risk Assessment unless a separate guidance has been identified as part of the inspection programme.



## Community Health and Wellbeing Risks

### Bariatric Incidents

We primarily respond to bariatric rescues at the request of the Ambulance Service or other agencies to assist in the lifting and moving of individuals who are classed as being obese.

#### Service Demand

We attended 35 bariatric incidents in 2016/17 which is an increase of 17% (5) compared to 10 years ago.

There has been an average of 30 bariatric incidents per year over the last ten years. In 2015, the UK Health Forum and predicted that in the UK, 74% of men and 64% of women will be obese; this being an increase from 70% and 59% respectively five years ago. Whilst we are expecting an increase in population in our area and the UK Government is expecting an obesity crisis to 2030 there is no evidence in our service demand figures that we have seen any significant increase in bariatric incidents over the last ten years.

### Emergency Medical Response (EMR) Incidents

Historically we have responded to medical incidents to assist the ambulance service. These are known as Co-Responder incidents and mainly occurred in East Cleveland

In January 2016 a national EMR trial commenced which enabled us to extend this service to other areas of Teesside; the trial ended in September 2017.

#### Service Demand

- attended 2,925 EMR incidents (Co-Responder) in 2016/17 as part of a national trial
- 3,114% (2,834) increase over the last year,
- 313% (2,217) increase over the last five years
- increase of 1,306% (2,717) compared to 10 years ago.
- majority (60%) of EMR/co-responder incidents occur between 1800 to 1459, 1800 to 1859 and 2000 to 2359 hrs.

## Emerging Risks

that may impact our future service demand

### Population

By 2039 population expected to increase by 6.5% (34,700) with a 48% increase in People Aged 65+

### Dwellings

Local Authority Plans indicate that there will be an increase of 34,300 dwellings across Teesside as follows:

- Hartlepool: 7,300 by 31/03/2022
- Middlesbrough: 6,970 by 2029 and a further 1,630 post 2029
- Redcar and Cleveland: 4,200 by 31/03/2022
- Stockton: 14,200 by 31/03/2032

### Industrial and Commercial Premises

- The Tees Valley Combined Authority Economic Strategy sets a target of 2,000 new businesses to be created by 2026
- A potential for an increased future demand of 12,000 industrial and commercial premises as a result of the assessment of our address based targeting system (these are anticipated to be low risk premises)
- The outcomes of the Public Enquiry in relation to the Grenfell Fire Incident in 2017 may result in new/amended Government Policy/Legislation.

### Roads

Transport developments in Tees Valley relate to addressing current road network pinch points and supporting economic growth and housing expansions.

With an expected increase of 34,000 people in Teesside by 2039 and an increase of people

65+ of 48% we can assume that there will be an associated increase of road users; specifically over 65.

### Air

The Durham Tees Valley Airport Master Plan sets show a projected 50% decrease to passenger numbers using Durham Tees Valley Airport by 2030.

### Rail

The Tees Valley Combined Authority Transport Plan indicates investment to create new bulk rail freight capacity to serve Teesport and promote the Port's expansion – funding is in place to double existing container rail capacity.

### Sea, River and Water

- Chemical, oil and gas movements are expected to continue similar to current levels.
- Bulk cargoes through Redcar Bulk Terminal suffered a dramatic reduction to almost zero with the closure of the SSI Plant, but these have seen a recent resurgence and this is expected to grow.
- Roll-on/roll-off ferry traffic is expected to continue at current levels.
- Container traffic continues to grow at around 12% per year and this is expected to continue.
- Larger vessels are expected on the Tees Dock requiring an expansion of the terminal within Tees Dock.
- Sirius Minerals are developing the York Potash Project, which is expected to develop a polyhalite export terminal at Bran Sands.

# 'To Twenty Twenty Two'

## Emergency Medical Response

For some considerable time we have mobilised our resources in parallel with the local ambulance service (NEAS), under blue-light conditions, to immediate life threatening conditions. The recent nationwide EMR trial provided a further opportunity for Cleveland's firefighters to demonstrate their potentially wider role in saving more lives and enhancing their value and reputation to local communities.

The operational demands on our Ambulance Service to respond to 999 calls has continued to rise steadily year on year; ambulance trusts in England received over 9 million 999 calls in 2014-15 (up by over 6% on the previous year) resulting in 6.47 million incidents.

In 2016/17 we attended 2,925 medical emergencies which accounted for 34% of the Brigade's incident total. With the key factors of an ageing population, an increase in the number of people living with long-term conditions and co-morbidities, social deprivation and population density, expected to increase ambulance service demand and the introduction of more stringent response times, the opportunities for EMR collaboration can only grow.



## **‘To Twenty Twenty Two’**



## **‘Protecting Local Communities’**

## Managing our Risk

We are in the business of keeping people safe and believe that our long term success is founded on our ability to identify, assess and manage risk.

The way we manage risk in Cleveland is simple: **we adopt a balanced approach of prevention, protection and emergency response.**

### Prevention

One of the biggest factors in the number of fires that we attend is how people behave; this includes people at home, at work, the elderly and the young. 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.

### Protection

Our protection services are at the heart of improving business safety and are centred on delivering the Authority's duty to enforce the Regulatory Reform (Fire Safety) Order 2005 (FSO).

### Emergency Response

No-one can predict when an emergency will happen and what type of event that will be. That's why we must be fully equipped to respond to every situation so that the right number of trained firefighters are sent with the right type of equipment to resolve the incident in the most effective way, with the lowest risk to lives, businesses and property.





## Helping to Make Teesside Safe

Our aim is to stop fires and other emergencies happening and to make Teesside the safest place to live and work. When incidents do occur, we want to make sure that people are equipped to deal with them.

## Prevention

Our Brigade has been in the vanguard of the shift in focus in the UK Fire and Rescue Service towards prevention and has made virtually unparalleled progress in reducing our calls to fires over the last twenty years.

In addition we have committed resources in areas where reducing fires is not the primary objective such as tackling fuel poverty, reducing road traffic collisions and youth engagement.

Our community safety strategy allocates services and resources to achieve the Authority's strategic outcomes under its goal of 'Stronger, Safer Communities'. Also, in line with our Equality, Diversity and Inclusion Policy, our Strategy takes account of the need to deliver accessible services that are responsive to the needs of our diverse communities.

**We will continue to build on our existing approaches to prevention these being:**

### Targeted Community Safety Work

We use our community risk assessment process and information from our Partners to target our prevention activities to the geographic ward locations of our most vulnerable people.

### Home Safety

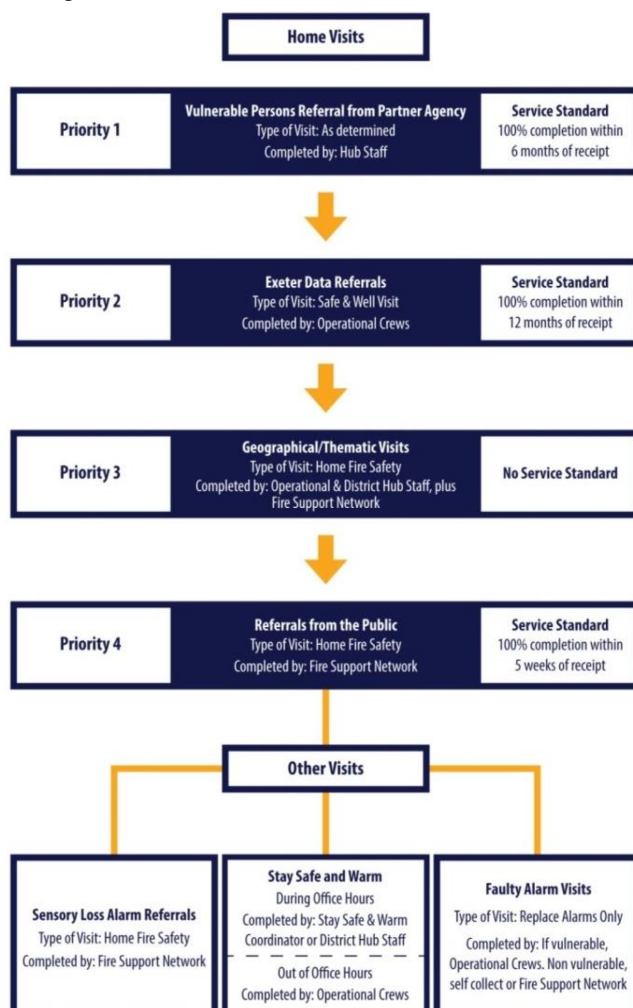
We deliver **Free Safe and Well Visits**, as an expansion of the Home Fire Safety Visit, to prevent and reduce slips, trips and falls, as well as information gathering and signposting relating to vulnerabilities such as fuel poverty, alcohol consumption, social isolation and dementia. This is not an exhaustive list of issues that will be dealt with through Safe and

Well Visits, rather it is a starting point that will be developed through our continuing



discussions and negotiations with Health, Social Care and the Police.

The following diagram demonstrates the hierarchy of Home Visits undertaken by the Brigade.





# 'To Twenty Twenty Two'

## Community Engagement

### Stay Safe and Warm



Stay Safe and Warm is a campaign that sees many agencies including Age UK Teesside, Hartlepool, Stockton, Redcar & Cleveland and Middlesbrough Councils, Middlesbrough Environment City and Middlesbrough and Stockton MIND working together to keep vulnerable people safe and warm over the winter.

The campaign comes as fire brigades across the country and NHS England, Public Health England, Age UK and the Local Government Association have pledged to tackle health and social care problems to try and reduce the number of winter hospital admissions and winter deaths.

Electric heaters, thermal blankets, torches, flasks and fleecy mattress covers are available for issue as well as advice on managing fuel bills and referrals for free boiler repairs or replacements.

### Station Open Days

Our fire station personnel hold station open days for all members of the public. These events provide us with the perfect opportunity to engage with our residents in a relaxed environment, whilst at the same time being able to give advice and information on how they can stay safe.

### Engaging the Elderly



Redcar Red Watch made it a Xmas day to remember for local residents, mainly elderly and lonely, at Marske as they provided presents and served up turkey with all the trimmings.

### Working with Disability Support Groups

Stranton firefighters visit Hartlepool Special Needs Group to work with the children and help them understand our fire safety messages.





## 'To Twenty Twenty Two'

### Schools Education

Fire safety education and the long term investment we have made in this field have clearly delivered results in home safety and this is now embedded in the local education arrangements of primary school education.



# 'To Twenty Twenty Two'

## Youth Engagement

Engaging with young people who are on the fringes of, or are engaged in, anti-social behaviour and criminality remains a high priority for our prevention services. We invest, with partner support, in the delivery of programmes that build confidence, raise expectations and improve life chances not just for individual young people but for their families who may find themselves in challenging situations.

Our Fire Escape community facility at Redcar and Mini Fire Station' at Middlesbrough Fire Station support our youth engagement activities.

## National Citizen Service

Our self-funded Commissioned Services Team works hard to generate income to ensure young people are given better opportunities through our LIFE, Family LIFE, SAFE, Fire Team and EVOLVE programmes.



Last year we became the first Brigade to be successful in linking up with the National Citizen Service to deliver life learning skills through fun residential courses following a successful bid for European Social funding.



## European Union

European  
Social Fund

## Road Traffic Collisions

We continue to be active members of the Cleveland Strategic Road Safety Partnership and predominantly target one of the identified High Risk Road User Groups with our main Learn and Live initiative - young people.

Our interventions are around influencing young people on the Fatal 4 Behaviours - Speed, Drink and Drugs, Distraction and Seatbelts, through presentations alongside key partners to audiences at local colleges. We will be embracing new technology in the form of virtual reality, to ensure that we remain current and relevant to young people

## Tackling Arson

Deliberate fire setting is a chronic and, at times, acute problem in Teesside and we continue to battle to reduce its impact. Whilst great inroads have been made to reduce the number of deliberate fires, the levels still remain unacceptable. We will continue our work in this area through our arson audit inspections, community callback, soft stripping and boarding up unoccupied properties and our education and diversion programmes. We will also work with academic institutions to establish a greater understanding of the problem so that more effective, sustainable and productive solutions can be delivered.

# 'To Twenty Twenty Two'

## Accessing our Services

### Community Fire Stations

Our fire stations are located in the heart of our local communities and are accessible and welcoming to members of the public and community groups. For example in Redcar the station is used by local nurses and the coastguard; dyslexia and first aid groups use our Headland fire station.

Our Hub and Mini Fire Station at Middlesbrough fire station are used by, for example:

- Justice Football Club – Fitness training for the refugee community
- New Life New You – Fitness training for males from the BME community
- NUR Fitness – aimed at females in the BME community
- Wheel of Yoga – mixed (male/female) adults group
- New/Recent mother's exercise group
- Mother and baby yoga group
- Guide Dogs for the Blind – meeting
- Sign language classes



### Talking Your Language

We have various facilities to help us communicate with members of the community who do not speak English. For example:

- language line is used in fire control and across the organisation
- documents and leaflets can be translated on request
- translation tool on our website changes text into a variety of languages

### Available to All

#### Text Box

We use text box in our control room to communicate with hearing impaired people

#### Tex Mee

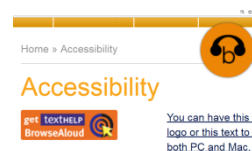
We have made it easier for the hard of hearing and deaf to raise the alarm in the event of an emergency; an upgraded app service means they can get in touch immediately without having to get anyone else to speak to a fire control operator on their behalf.



The live Tex Mee app can be downloaded to provide a rapid response. As soon someone clicks on the Cleveland Fire Brigade logo it will dial and all they have to do is start typing. It is all instant and in real time as there is no send button – it means that those affected by any hearing impairment can rest assured they still have exactly the same service as everyone else and will get a rapid response in an emergency.

#### Browse Aloud

Our website prominently displays a feature called Browse Aloud – when clicked the user can hear the page or sections of the page read out to them. Image attached.



## **‘To Twenty Twenty Two’**



## **‘Protecting Local Communities’**



## Protection

Our community safety strategy and risk based inspection programme enforce the provisions of the Fire Safety Order. This ensures that people in our communities are protected from fire and businesses are safeguarded from undue burden.

**We recognise the importance a thriving industrial and commercial sector to our communities' health and safety and our area's economy.**

### Building Inspection Programme

**We will continue to audit premises using our risk based inspection programme** which places an emphasis on premises providing sleeping accommodation such as hospitals and hotels.

Currently we have 15,260 premises in our area that are recorded in our 'CFRMIS' database and form the basis of our inspection programme. We know that there is a potential for 12,000 more premises to be added to the programme once we have assessed those that are held in our addressed based targeting system (these are anticipated to be low risk premises). **We will focus on assessing these additional premises moving forward.**

**We will also continue to embrace and explore technology to support the efficiency and effectiveness of our inspection regimes.** This will include hand held tablets for inspections, systems for recording and monitoring of premises; and new software such as IRIS Pathfinder and Experian for business risk modelling.

## Enforcement

Our enforcement activities will continue to be determined by the level of risk presented, the Regulator's Code and the principles of the Enforcement Management Model produced by the Health and Safety Executive, which is considered as best practice.

Our Enforcement Policy is published on our Website.

## Working with our Partners

We rely on the collaboration and co-operation of our Partners to make buildings in our area, safer. Examples of this type of work include:

- joint inspections of waste and recycling sites with the Environment Agency
- auditing of houses converted to flats or in multiple occupancy with Local Authority Housing Officers
- multi-agency operations where criminal activity is suspected with the Police, Trading standards, Immigration and Customs Officers

Partnership working will remain fundamental to our protection approach; we will continue to work with:

- businesses and industry to support the refurbishment and building of safer homes, workplaces and places of entertainment
- architects, Local Authority and Approved Inspector Building Control bodies to ensure that the fire safety requirements are included within building design
- the North East Chamber of Commerce which affords us and other businesses the opportunity to give and receive business fire safety advice

We aim to further expand our partner portfolio by linking with our Local Enterprise Partnership, Tees Valley Unlimited.

# 'To Twenty Twenty Two'

## Delivering Protection Services

Our protection services will continue to be delivered through our existing professionally qualified, and experienced fire protection team.

Delivery will be supported by our operational fire safety advisors who will inspect our low – medium risk non-sleeping premises. This way of working will mean that not only we will use operational capacity to deliver our fire safety inspection service but operational managers will augment their existing knowledge on fire behaviour in buildings thereby assisting operational decision making to improve the safety of our firefighting crews.

## High Rise

Incidents in high-rise premises are a concern to us all, that is why they continue to be part of our priority premises contained within our inspection programme.

We maintain strong and close working relationships with our local housing providers to ensure that the residential high-rise premises within our area meet the requirements of the Fire Safety Order.

We will continue to have effective measures in place for dealing with high-rise incidents, keeping them under review to improve where lessons are learnt, these include:

- a pre-determined attendance of an aerial and five fire appliances to any high-rise incident
- familiarisation visits to high-rise premises, producing site specific risk information and risk information plates, which provide vital information to our firefighters, including location of hydrants, dry risers and whether firefighting lifts are provided.

**We will explore the introduction of emergency response plans for high rise premises** which will assist the Incident Commander in the early stages of an incident.

## Sprinklers



Lobbying for the inclusion of sprinklers and other suppression systems within buildings and elsewhere is important to us.

In schools, for example, we know that the impact of a fire is significant, not just in financial terms, but also in terms of the devastating effect on the environment and communities they serve; as well as the disruption to students, teachers and families. We are concerned that proposals from the Department for Education that change the wording of Building Bulletin 100 (BB100) removes the expectation that all new schools will have sprinklers fitted.

As a member of the National Fire Sprinkler Network we have raised issues relating to the installation of sprinklers within schools and this has resulted with those issues being raised at the All-party Parliamentary Fire Safety and Rescue Group. **We will continue to work at a local and national level to support the Network's promotion of fire suppression systems.**

At a local level we work with housing providers, care providers, local authorities, regulators and trade associations to raise awareness of fire risk and the benefits of installing automatic fire detection/automatic fire suppression systems. As a result a number of local housing providers have now installed domestic sprinklers into new build social housing developments; we will continue to campaign on this important issue.

# 'To Twenty Twenty Two'

## Unwanted Fire Signals

Unwanted Fire Signal (UwFS) are either generated by an Automatic Fire Alarm system or by persons believing there to be a fire. They are classified as an UwFS when no fire situation exists.

Whilst it is widely recognised that the installation of modern fire safety management systems and the increasing use of Automatic Fire Detection systems, provide the earliest possible warning of fire; UwFS's have far reaching impacts on our businesses, communities and resources. Our records show that UwFS in Teesside are increasing and in 2016/17 we received 1,377 UwFS incidents costing the economy £2.75m<sup>7</sup>

We have recently adopted a new approach to reducing the number of UwFS whereby the management of automatic fire alarm actuations will be placed squarely on the shoulders of the responsible person for that premise

.....And between 0800 and 1700 Monday to Friday, we will not be attending automatic fire alarms to low and medium risk premises unless a confirmation of fire is received via 999. These changes do not affect houses, flats and other residential premises or where people sleep such as in hospital wards.

**We will monitor the impact of our new approach to managing UwFS.**

## Protecting our Heritage

Heritage buildings can often pose the greatest challenges at either operational incidents due to their construction and layout or to fire safety officers having to provide advice in the context of weighing up the need for a safe building against the need not to spoil its authenticity.



To expand our knowledge and share good practice on protecting and dealing with fires in these type of buildings we will continue to engage with our regional Fire and Rescue Services as well as Historic England and other relevant stakeholders.

## Fire Investigation

Fire investigation can have a substantial influence on the safety of the people living and working within our communities. By establishing the cause of a fire or explosion and using the information gleaned from the investigation to inform for example, national and local campaigns; Police investigations; Coroners courts etc, we can take action to mitigate or prevent a further occurrence.

The Fire and Rescue Services Act 2004 has provided the service with the power to investigate a fire, giving the investigator a much wider remit, assessing matters such as the performance of buildings, systems and the impact of fire fighting operations. In the light of these developments, the Service's approach to the investigation of fires has been evaluated and a revised protocol produced.

**We will continue to investigate the cause of all fires and the reasons for abnormal fire spread using this new protocol.** To support our efforts we will invest in the development of our Fire Safety Investigators to qualify them to Level 5 Certificate in Fire Investigation.

<sup>7</sup> DCLG Economic Cost of Fires 2004



## Responding in an Emergency

We have one of the of the best emergency responses to all types of incidents in the UK.



## Emergency Response

**Cleveland Fire Brigade will continue to respond to fires and other emergencies 24 hours per day; 365 days a year.**

### Emergency Response Services

#### Fires

Fires include fires in buildings, industrial complexes, vehicles and open spaces.



Domestic incidents are the 'bread and butter' jobs of the fire and rescue service. We deploy our assets, fire-fighters and fire engines across Teesside to provide the quickest response to fires in the home.

#### Road Traffic Collisions (RTCs)

People involved in road traffic collisions in Teesside can be assured of a prompt and effective emergency response. We deploy people with specialist skills trained to the highest national standards and who significantly enhance our ability to safely free people who are trapped in vehicles.

#### Water Rescue



Those people who use the waterways around Teesside are safer as a result of our high level water rescue capability; provided by our water rescue team at Thornaby supported by highly skilled water incident managers and rescue swimmers.

#### Rescues from Height

Every firefighter can work safely at height with ropes. Our line rescue team, located at Coulby Newham, can be deployed at any time and is pivotal in assisting with bariatric rescues.

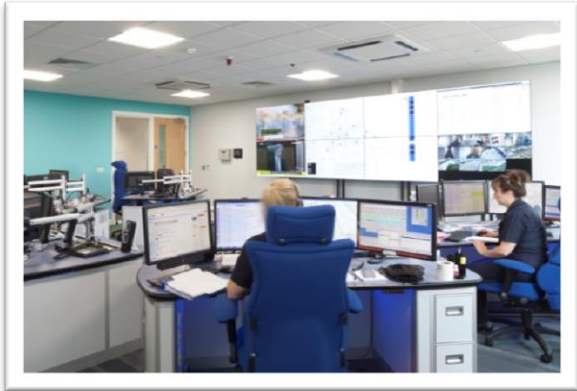
#### Hazardous Materials and Environmental Protection

Our highly qualified Hazardous Material Environmental Protection Officers can draw on resources to detect, identify, monitor, contain, seal and clean up hazardous substances. They can also safely decontaminate responders or others who may have come into contact with hazardous materials.

#### Other Rescues

We have a fire engine with off road capability and equipment to perform fire-fighting in otherwise inaccessible situations. Located at our Grangetown the Unimog is ideally located to access fires on the Cleveland Hills that become so prevalent in summer. It also provides a capability to break through snow in winter ensuring we can maintain access to people who may be otherwise cut off.

## 'To Twenty Twenty Two'



# 'To Twenty Twenty Two'

## Cross-Border Arrangements

We share borders with County Durham and Darlington Fire and Rescue Service and North Yorkshire Fire and Rescue Service. We will continue to ensure that interoperability between these services is developed by:

- sharing risk information
- contributing to regional working groups
- undertaking joint and regional training exercises
- developing formal agreements for Mutual Aid and Reinforcement Schemes.

## UK Resilience



The Government's National Resilience Capabilities Programme aims to increase the capability of the UK to respond to and recover from major civil emergencies. We have a statutory duty under the Civil Contingency Act to ensure we support a response to these national emergencies.

Our support arrangements include various nationally provided specialist vehicles and equipment that we can deploy to a range of serious, significant or catastrophic incidents that have a national impact, including:

- Chemical, biological, radiological, nuclear explosive incidents
- Urban search and rescue
- Water and high volume pumping
- Command and control
- Emerging threats

## Detection Identification and Monitoring (DIM)

The DIM vehicle and equipment enables:

- detection of a wide range of chemical or radiological hazardous substances
- identification of hazardous substances whether chemical, biological or radiological
- monitoring of the levels of contaminate present and to establish and maintain cordons

The vehicle is deployed through a team of highly qualified and trained DIM advisors.

## Chemical, Biological, Radiological and Nuclear Response CBRN(E)

We can respond to incidents involving CBRN(E) threats. Our primary role is to ensure the safety of the public through the efficient decontamination of any one person or group of people exposed to these hazards.

## Terrorism and Non Terrorist Major Incidents

We train regularly and are equipped to respond to this type of incident. Working in these circumstances requires close co-operation with the other blue light services and to secure this we have agreements in place with both the Cleveland Police and North East Ambulance Service.

We will continue to support the Government's national resilience programme through the continued deployment of these resources and partnership working with our category 1 responders through the Local Resilience Forum and Cleveland's Emergency Planning Unit.

# 'To Twenty Twenty Two'

## Responding to Incidents

Response standards provide communities with a clear indication of the level of service they can expect from a fire and rescue service.

We are one of the fastest responding fire and rescue services in the country; and through our long standing and extensive range of prevention activities have been extremely successful in reducing the number of fire incidents in the home resulting in there now being only one high risk ward in our area for emergency response.

## Equal Entitlement

It is our professional view that, in the event of a serious incident, each person should expect a broadly similar emergency response in terms of the resources deployed and the time taken to arrive. Just because a person lives in an area with a lower likelihood of fire occurring, does not mean that they should have a slower response when a fire actually does occur.

We refer to this as our guiding principle of **'equal entitlement'** - guiding because it depends on making sure we have plans and resources in the right place to carry out our prevention work.

Our Brigade's operational resources (fire engines and firefighters) are planned and allocated on an Authority-wide basis so they can arrive at incidents as quickly as possible, wherever the incident occurs in Teesside.

**We will respond to emergencies using our guiding principle:**

### Guiding Principle Aspiration

Everyone should have **equal entitlement** to the same attendance targets for fire engines, irrespective of whether they live in a geographic area in which there is a higher likelihood or a lower likelihood of a fire occurring



Our recent review of Emergency Response Standards, undertaken using the above guiding principle, sets the following emergency response standards going forward from 1<sup>st</sup> April 2018.

**NB:** The response standards to building fires will be implemented on a one year's trial basis, at the end of which will be an evaluation to inform final implementation decisions.

There will however be occasions, albeit very infrequently, where we may not be able to respond within the response target timeframe. We have identified locations where this is more likely to occur, and have put in place additional measures to try and prevent and reduce the need for an emergency response in these areas. For more information please refer to our Community Safety Strategy.

## New Ambulance Response Standard

In October 2017, the NHS introduced a new ambulance response standard of 7 minutes designed to ensure that the most suitable high-quality response is delivered to every patient in an appropriate clinical timeframe.

Consequently, in consultation with NEAS, **we will consider the new 7 minute ambulance service response standard to life threatening conditions in the context of fire and rescue service interventions.**



# 'To Twenty Twenty Two'

## Our Emergency Response Standards

### Call Handling

- answer 95% of 999 calls within 7 seconds
- dispatch a fire engine to emergency incidents within an average 1 minute 40 seconds of answering the call
- dispatch a fire engine to emergency incidents within 2 minutes on 98% of calls

### Building Fires (Dwellings and Other Buildings)

- average of 7 minutes for the attendance of the first appliance to ALL building fires with 90% receiving an attendance within 10 minutes
- average of ten (10) minutes for the attendance of the support appliance to ALL building fires

### Industrial Fires

- first appliance on the scene within an average of 7 minutes across the authority's area
- full reasonable worst-case planning scenario resource requirement being on scene within an average time of 20 minutes

### Road Traffic Collisions

- average of 8 minutes for the first appliance to rescues and immediate life-threatening calls

### Medium/Low Risk Incidents

- Dependent on the nature of the incident, the appropriate resources (fire engines, equipment and staff) will arrive at emergencies as quickly as possible

### National Resilience

- Prepared to mobilise the appropriate resources within 60 minutes

## Our Emergency Response Resources

### Fire Stations and Firefighters

We have 14 community fire stations staffed according to local risk and activity levels:

- **six whole-time stations** in the main urban areas (Middlesbrough, Grangetown, Thornaby, Coulby Newham, Billingham and Stranton) with crews working 10.5 hour day (0900hrs – 1930hrs) and 13.5 hour night (1930hrs- 0900hrs) shifts to provide 24 per day cover, 365 days per year.
- **six retained duty system (RDS) stations** mainly in rural areas (Headland, Yarm, Guisborough, Loftus, Saltburn, Skelton) with RDS staff living or working within five minutes of the station. RDS staff are alerted via a pager to respond to any emergency day and night, 365 days per year.
- **two mixed whole-time/RDS stations** in the urban areas (Redcar, Stockton) with a mixture of crews working the whole-time and RDS duty systems to provide cover 24 hours per day, 365 days per year.

The 14 community fire stations deliver a 24/7 emergency response services using twenty-one pumping appliances of which four are enhanced capability rescue pumps and two are Combined Aerial Rescue Pumps. We also have two small fires units, foam pods and foam equipment, national assets including a Detection Identification and Monitoring vehicle and an Incident Response Unit; and water and line rescue capabilities. Additional resources can be mobilised from the technical hub utilising the fleet management drivers

The firefighter establishment numbers on fire stations as at 1<sup>st</sup> April 2017 was 313 whole-time firefighters and 96 RDS firefighters. The disposition of these appliances and firefighters is shown on the adjacent picture.

### Control Room Personnel

We operate our fire control room from the Queens Meadow site at Hartlepool and handle all of the 999 emergency calls for the area.

The control room is staffed 24 hours a day, 365 days per year. There are twenty Fire Control staff working a four-watch shift duty system that comprises two 10.5 hour days (0900hrs – 1930hrs) and two 13.5 hour nights (1930hrs – 0900hrs) over an eight-day cycle.

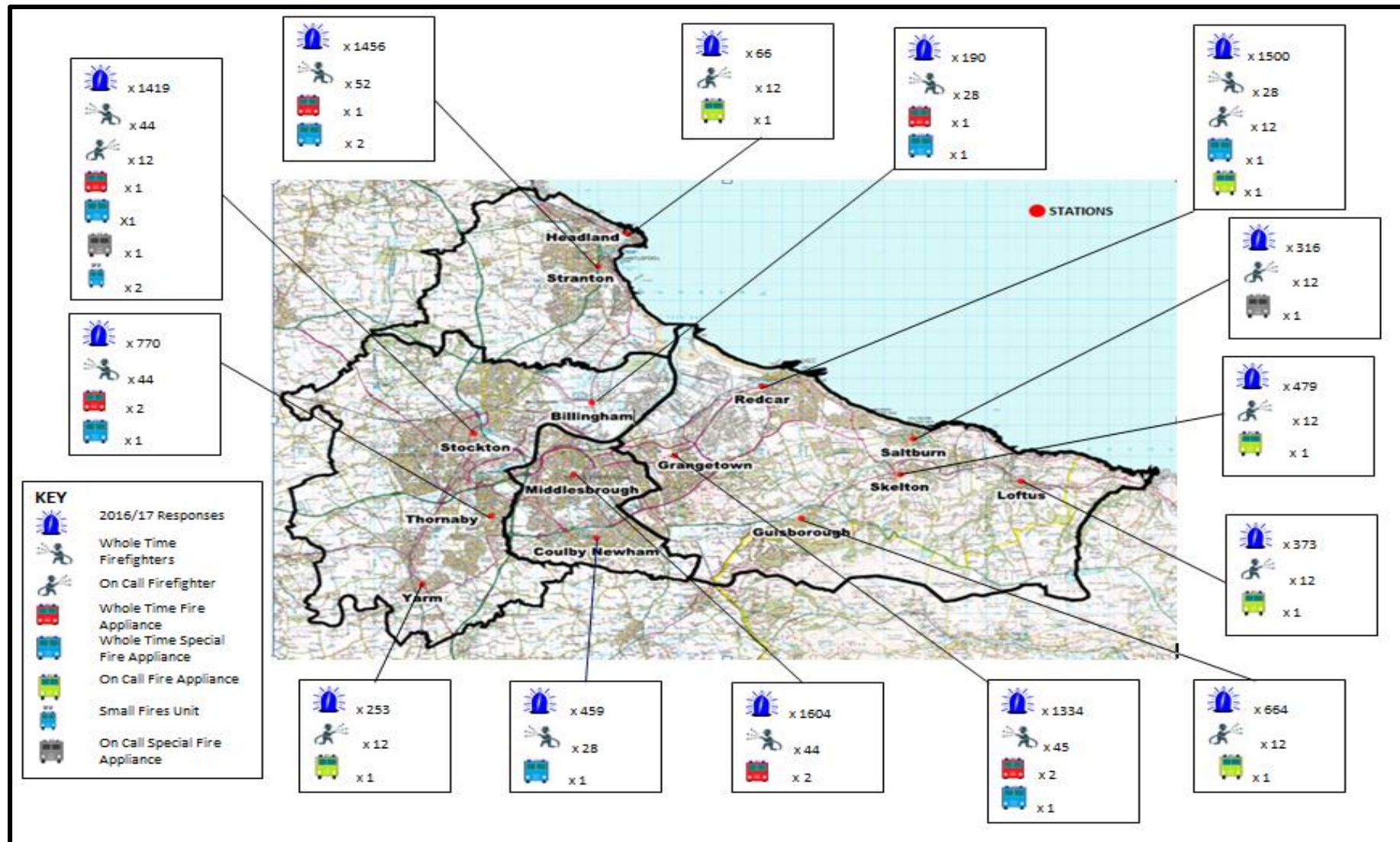
### Incident Command

Incident Command is fundamental to the way that Fire and Rescue Services resolve emergency incidents. To ensure that we operate in accordance with the national doctrine, the operational command structure requires the immediate availability of at least one Strategic (Brigade) Manager, one Group Manager, with the remaining officer cover provided by a minimum of four other officers from Station manager to Group Manager level.

Currently to meet this minimum level of command there are four Principal Officers providing Strategic (Gold) Operational Command (Brigade Manager) cover on a continuous duty system and twenty Flexible Duty System Officers (FDO's) providing operational cover on a rostered basis.



# 'To Twenty Twenty Two'



# 'To Twenty Twenty Two'

## Using Our Emergency Response Resources Wisely

We recognise that it is vitally important for the public and our communities to have confidence in the quality of the service that we provide. We will continue to deliver a first-class fire and rescue service that is:

- **Safe:** being able to immediately respond to every emergency incident ensuring the safety of our communities and firefighters
- **Effective:** ensuring that our firefighters and fire engines are effectively deployed so that they can always respond as quickly as possible
- **Affordable:** making the necessary financial savings required to balance our budgets and deliver a fire and rescue service that is fit for purpose through to 2022

Consequently we need to ensure that we will have the right number of firefighters and fire engines, at the right place, at the right time delivering the right standard of response.

In order to fulfil this commitment we will continue to be innovative and flexible in the way that we deal with emergencies and therefore will focus on the following priority areas for improvement during the lifetime of this Plan. We will:

- deal with emergency calls quickly and accurately
- locate the appropriate number and type of fire engines, with the right number of trained firefighters, to meet our communities needs and meet our response targets
- get specialist resources to incidents as quickly as they are needed

- increase the resilience of the Retained Duty System (RDS)
- employ flexible crewing arrangements

## Resource Deployment

In establishing our optimum fire engine disposition and the associated crewing arrangements we have taken account of:

- the need to deal with our national, local, corporate operational and emerging risks
- our operational performance and the levels of incident activity
- the need to maintain compliance with 'speed of attack' response standards
- the need to maintain firefighter safety
- the need for additional fire engines to provide the necessary business continuity provision during a major incident and/or spate operational conditions

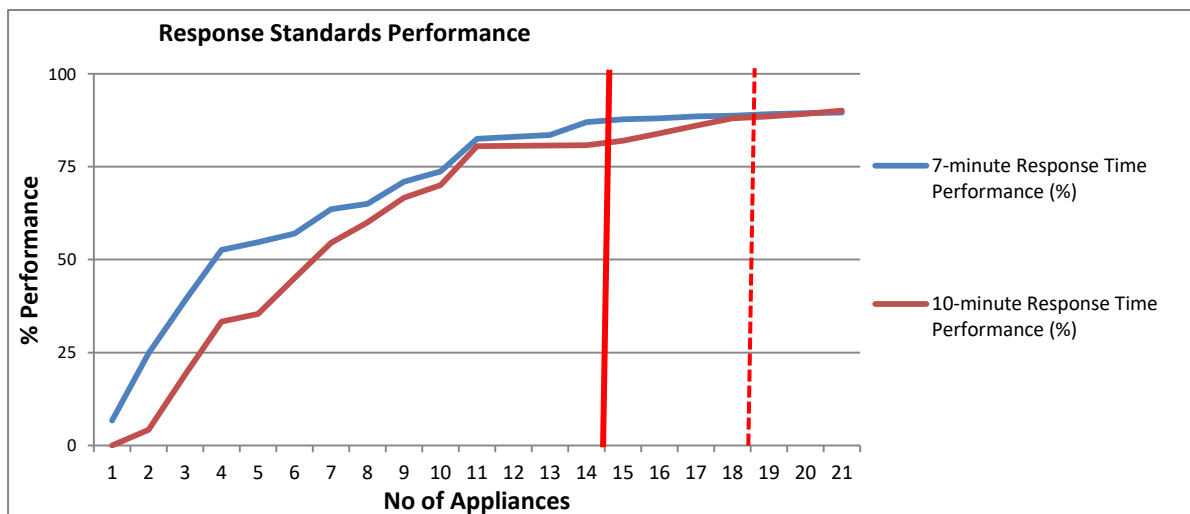
## Fire Engine Disposition



As highlighted above we currently have 21 fire engines, located at 14 fire stations that respond to our emergency incidents.

An important part of reviewing our emergency response activity was to understand which appliances were making significant contributions to meeting emergency response times, and which were making less contribution. This can be assessed using modelling software which compares incidents that have occurred in the last five years with the disposition of our appliances and stations and measures our ability to reach emergency incidents within 7 minutes for the first and 10 minutes for the second fire engine.

## 'To Twenty Twenty Two'



**The thick red line is the point where additional fire engines contribute very little to overall performance.**

From time to time the operating fleet is stretched by larger sized incidents which overlap each other or peak at the same time in terms of resources needed to deal with them. Equally, a greater number of smaller multi pump incidents will have the same effect. There are other occasions such as severe weather events (drought, hurricanes, floods, even earthquakes) known as 'spate conditions' where the service becomes inundated with demand and is required to attend a large number of incidents based on priority mobilising as and when assets become available.

Whatever the reason, the conditions above require a degree of resilience in the emergency response capacity. This is defined as the number of appliances and staff left available to deal with other calls, provide relief crews and move around to strategic locations when the fleet of fire engines (and firefighters) is degraded through unusual demand levels.

**The thin dotted line is the provision of additional fire engines required for business continuity purposes.**

# 'To Twenty Twenty Two'

We aim to ensure adequate levels of service provision by keeping sufficient vehicles and crews available to meet the prevailing current and future demand and respond to a larger incident that may occur at any time.

## 18 fire appliances

Having undertake a review of our emergency response provision and in order to:

- deal with our current and future usual incident demand; and
- deal with any of our spontaneous larger emergencies

by employing a a swift, equitable and effective response when called, **we will, for the lifetime of this Community Plan, maintain, as far as possible, a core emergency response resource of 18 fire engines.**

At any given time not all of our fire appliances are available. This is because on average, during the day, 3 of our RDS appliances do not always have the necessary crew to make them available because they are at their primary employment, or because they are not contracted to be on-call at a particular time. A review of RDS arrangements is currently underway. The question of resilience and RDS are closely linked as the un-crewed fire engines represent unused capacity through a crewing deficiency.

In recognition of the resilience and business continuity requirements we will seek to improve the way we allocate our resources on a daily basis to ensure that the we maximise the use of firefighters and fire engines, consequently, **we will establish and use, where possible, an operational framework known as a "Strategic Reserve".**

A Strategic Reserve is the managed and structured capacity of personnel, fire engines and other resources that can be used for a range of activities, such as maintaining core fire engines, covering staffing deficiencies, training, and community safety.

### Use of Special Appliances



In addition to our standard fire engines, we have a number of vehicles that carry specialist equipment to manage specific risks and challenges.

Some of these appliances are staffed by firefighters who have received specialist training to enable them to perform rescues in water and from height, and provide an enhanced incident command capability. We also have a capability to deal with small low risk incidents where a fully equipped fire engine is not appropriate.

Over the next four years **we will review our specialist capability provision to ensure suitability for purpose** in the light of changing risk and demand profiles and taking into consideration whether the number and location of vehicles is right for the risks on Teesside.



# 'To Twenty Twenty Two'

Specifically in regard to:

- **Incident Command Unit (ICU)**  
The ICU provides support to incident commanders as they manage and control operational incidents.

Commencing April 2018, **we will establish a more efficient staffing model**, so that the ICU is staffed by crews on fire engines at that station or by another alternative staffing model. **This will remove 8 firefighter posts**

**We will explore more collaborative approaches to Incident Command Support with other emergency services.**

## **Small Fire Units**

- In considering the nature and range of emergency incidents that we attend that do not require the attendance of a fully equipped and crewed fire engine **we will review the future use of our Small Fire Units.**

## **Specialist Search and Rescue Capability**

- **We will review our specialist search and rescue capabilities including flooding response, water and line rescue and body recovery**

## **Operational Crewing**

Currently, the fire and rescue service uses three main duty systems plus a number of variations to provide the service. Namely:

- Whole-time
- Day-Crewed
- Day-Crewed Plus (Close Proximity)
- Retained

We will continue to deliver a 24/7 operational response service every day of the year. In providing this service we know that there are varying levels of demands on services in terms



of where incidents happen or and at what time of day. As part of this Community Plan, **we will review all current duty systems. This will include the crewing arrangements on fire engines; flexible ways of staffing our fire stations and control centre; and the provision of incident command cover.**

Specifically:

- **We will consider the introduction of a day crewing<sup>8</sup> model or alternative variable crewing arrangements to a number of fire stations/fire engines**
- The previous CIRMP 2013/14-17/18 reduced the number of firefighters on some fire engines from the traditional five to four riders. Consequently, as the overall risk assessment was rated as **LOW** and in the four years since its implementation our firefighters' safety and standard operating procedures have not been compromised, **we will**, commencing April 2018, **extend the implementation of 4 riders per appliance to all fire engines thereby removing 12 firefighter posts**
- **We will consider and consult on the introduction of flexible rostering across all current duty systems**

<sup>8</sup> Day-crewing is a shift system that means a fire engine is crewed during specified times of the day but is not crewed at night. Variations of this model include the day-crewed fire engine being staffed at night on a retained basis

# 'To Twenty Twenty Two'

- **We will review and implement incident command and Principal Officer cover with the intention of establishing a structure of a Chief Fire Officer and two Assistant Chief Fire Officers (Directors) removing one Directors post**
- In consideration of the reduced demand profile (5% in 2016/17 and 40% over the last ten years); the average number of incidents being only 22 per day; and only 4% of the fire control operator's time being spent on operational incidents; **we will reduce the establishment within Fire Control from 20 to 16 fire control operators**

Whilst the whole-time fire engines provide a guaranteed crew to respond to emergency calls, RDS staff usually have a primary employer other than the fire and rescue service. In some cases where they work may be close enough to the local fire station to respond within a short time (5 minutes), providing that the employer is willing to allow this to happen.

Many of our RDS firefighters work somewhere very different to that and therefore provide emergency response when not at work – mostly during evenings and at weekends. Recruitment, retention and exposure to real incidents is an increasing problem for many Fire & Rescue Services including Cleveland.

**We will implement a further review of our RDS capability with the intention of achieving improvement in recruitment, retention, and retained firefighter and fire engine availability.**

## **Firefighter Productivity**

Firefighting staff are omniscient in fire service matters and deliver prevention, protection and response services as well as maintaining equipment, maintaining a sound working knowledge of local risks and importantly maintaining competence to act effectively in a range of emergency situations.

Operational personnel deliver the vast majority of the preventative workload including circa 14,000 HFSV per year of which more than 50% incorporate wider Safe and Well Visits. These visits are set out in annual targets contained within district delivery plans and aimed at delivering against the authority's community safety strategy, that is established in recognition of the community safety demand profile.

Operational personnel deliver components of the Authority's risk based inspection regime designed to ensure premises comply with the FSO 2005. This work involves inspecting low risk high volume premises contained in the circa 15,000 business premises in our area.

Operational personnel deliver emergency response services, and whilst the number of incidents is significantly less than ten years ago there is still a significant amount of work required to maintain operational preparedness. This includes basic and specialist training, visiting the high risk industrial and commercial sites for risk familiarisation purposes, undertaking single and multiagency exercises and maintaining operational equipment.

Clearly, as the numbers of operational firefighters decrease the potential commensurate reduction in the capacity of the organisation to deliver this range of services will also diminish. Work has been undertaken to establish the organisation's ability to do work, i.e. its capacity, and how efficient it is against that capacity, i.e. its productivity. Currently the productivity and capacity evaluation highlights that 42% of operational duty time is uncommitted other than for stand-down time (00:00 – 07:00) or allocated to meal breaks.

**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 the benefits and implications of 24 hour working within the Brigade**



## Strengthening Emergency Service Collaboration



The Authority has for many years been collaborating with the North East Ambulance and Cleveland Police as well as working closely with many more important Partners. Examples include:

- Cleveland Police's neighbourhood policing team co-locating into our new Community Fire Station at Thornaby
- shared use of the Brigade's Incident Command Unit to support JESIP interoperability principles by ensuring closer working to manage the effectiveness of command and control at major operational incidents and events
- assessing the feasibility of delivering fleet maintenance services on behalf of Cleveland Police. The aim is to see the transfer of the Police's fleet maintenance service to the Brigade's Technical Hub based at Queens Meadow Business Park.
- working with the North East Ambulance Service to provide an Emergency Medical Response (co-responding<sup>9</sup>) service to people on the East Coast of our area.

Subject to national and local negotiations, **we will continue to work with NEAS to use our collective capabilities and resources to enhance the lives of the people in our communities through the potential introduction of a brigade-wide emergency medical response scheme.**



- established a North East Fire and Rescue services' project team and plan to commence the delivery of the emergency services mobile communications programme (ESMCP) which will provide the next generation communication system for the three emergency services (police, fire and rescue, and ambulance) and other public safety users. This system, called the emergency services network (ESN), will provide an integrated critical voice and broadband data services to replace the current contract provided by Airwave.

**We will continue our work to replace Airwave as part of this National ESMCP**

- the Maritime Coastguard Agency locating its land based spotter teams at Redcar Community Fire Station

<sup>9</sup> Co-responding is whereby appropriately trained and equipped FRS staff are mobilised to medical emergencies as part of a joint FRS and Ambulance Service response

# 'To Twenty Twenty Two'



We will therefore explore further collaborative opportunities, with a focus on but not limited to:

- developing a Joint Police and Fire Prevention Strategy
- procuring goods and services
- training and developing our people
- integrating/sharing support services
- sharing estate
- sharing ICT strategies and solutions

The introduction of the Policing and Crime Act 2017 on 31<sup>st</sup> January 2017 means that the Fire Authority now has a statutory duty to collaborate with other emergency services.

The legislation serves only to promote the importance of the collaborative approach that the Authority has been following for many years and puts our arrangements on a firmer footing through our joint statement of intent.

## Joint Statement of Intent

Building on past successes this statement sets out the the combined mission to strengthen collaborative working with a view to:

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

## Asset Management



Managing our assets is instrumental in our drive to securing service improvements whilst reducing costs through the adoption of new ways of working. Technology and the flexible use of our estate will enable decreases in energy consumption and a general rationalisation of our accommodation and space requirements.

Through our Assets Transformation Programme we have embarked on major areas of change in the development of our assets, transport fleet, equipment and technology. This is enabling our staff to work much more flexibly alongside our partners in the communities.

Sustainability impacts on every area of our operations from the water and energy we use, to the products and supplies we purchase to the advice we provide on fire prevention and building design. And, of course, the positive impact of our response services in containing and minimising the environmental harm from emergency incidents. Our Asset Management Plans will reduce our environmental impact and provide value for money in meeting future challenges.

### Modernising our Estate

We want to make our buildings an integral part of the community and to develop communities through and in our premises by being the local hub to enhance community cohesion and

engagement. As an employer we seek to create the right working environment for all our staff and a focus on efficiency will mean that we develop our premises to make a positive step change in the delivery of our services.

In 2012 we set out on our ambition to transform our estate and to date we have:

- Rebuilt four new community fire stations and refurbished a further four.
- Rationalised all our non-operational estate into one purpose built administrative, technical and training complex

**Going forward we will be investing in three further fire stations which will undergo major refurbishments and completing our new external training facilities.** Through these investments we are ensuring that we continue to build a 21<sup>st</sup> Century fire service able to meet the complex needs of our communities.

We recognise that the underlying causal factors that give rise to fire are the similar to those that impact on poor health, crime and antisocial behaviour and disadvantaged neighbourhoods. We are moving much more to an integrated approach in the way we deliver our prevention and protection services with partner agencies. We will continue to roll out plans to create 'Community Hubs' which will bring more seamless delivery of services to local communities at our fire stations.

# 'To Twenty Twenty Two'

We will continue to drive forward collaboration opportunities with our partners to deliver joined up services that secure efficiencies.

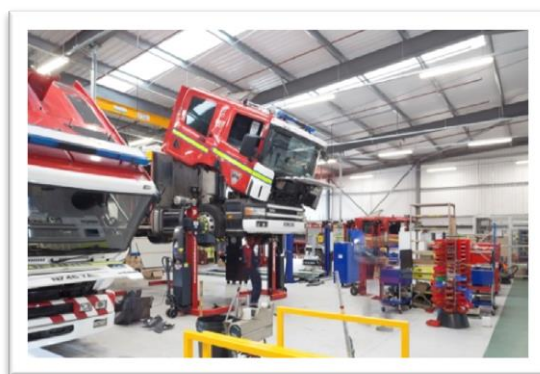
HM Coastguard are already co-located at Redcar Community Fire Station and we have the Ambulance service utilizing our facilities at Grangetown Community Fire Station. In 2018 Cleveland Police will be moving into our purpose built Thornaby Community Fire Station marking a major advance in our collaboration ambitions. **We will develop further plans with the Police and Ambulance services on the feasibility of sharing assets at our Technical Hub to secure efficiency improvements in fleet maintenance.**



## Fit for Purpose, Value for Money Transport

Our Transport Improvement Plans for 2018 onwards mean that we will be:

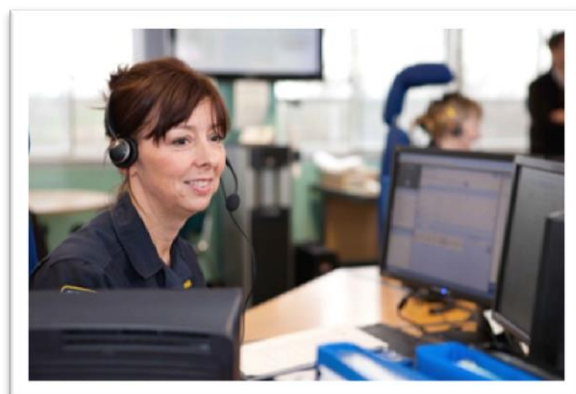
- investigating the use of smaller emergency vehicles and cleaner diesel technologies; including the feasibility of electric vehicles in our support fleet
- continuing the roll out of Pod Systems in the delivery of Specialist Services
- enhancing vehicle specifications to ensure the continuity of our critical services during periods of severe and inclement weather and our capability to deal with major industrial emergencies.
- sharing our Incident Support Vehicles with the Police to enhance interoperability and interagency effectiveness at emergencies.
- exploring opportunities to collaborate on fleet maintenance at our Technical Hub with our sister emergency services. A pilot is already planned with the Ambulance service commencing in early 2018.



## Innovation through Technology

Our Technology Improvement Plans for 2018 onwards that we will be:

- further enhancing the resilience of our new Fire Call Handling and Control Centre; this will result in a world class incident management facility which will be supported by a bespoke emergency command and information system
- replacing our mobile data terminals on all fire engines with new secure Information Terminals that will integrate with the new Fire Control facility. This will radically improve the availability of risk information thereby enhancing Fire-fighter safety.
- investing in technology to secure fit for purpose external training facilities and props which will strengthen the operational competence and safety of our staff.
- preparing to switch across to the Government's new Emergency Services Network with its ambition to modernize radio and data communications across public services.





## People First

**Our people are our most important asset. We will:**

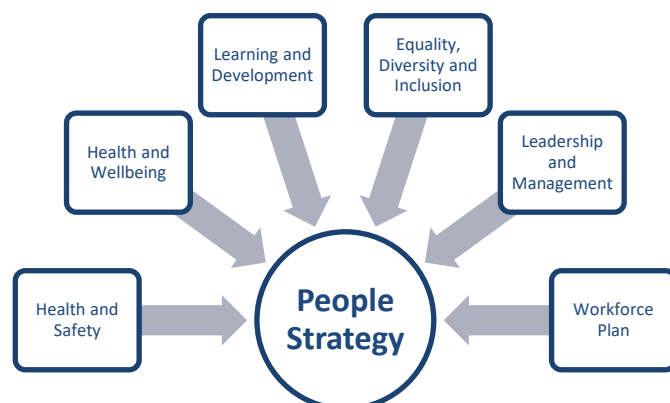
- **Attract** the right people to ensure that our workforce represents the communities we serve
- **Develop** the people to have the right skills, behaviours and competencies
- **Retain** the right people to maintain a highly motivated workforce



## The Importance of our People

We recognise the important role our people have in keeping people in our communities safe and making positive impacts on their quality of lives.

The importance that we place on our people is reflected in the Authority's strategic headlines under its strategic goal:



### 'A Proud, Passionate, Professional and Inclusive Workforce'

To achieve this ambition our strategy for our workforce will continue to comprise a number of themes and associated underpinning strategies; these being:

- Health and Safety
- Health and Wellbeing
- Learning and Development
- Leadership and Management
- Equality, Diversity and Inclusion
- Workforce Planning





# 'To Twenty Twenty Two'

## Safety First

It is a reality that firefighters and officers sometimes have to work in very dangerous and dynamic operational environments. This includes, at times exposure to dangerous and unpredictable situations when attempting to save life and mitigate other emergencies. The Health and Safety at Work Act 1974 applies to all activities that we undertake.

The Health and Safety of our people and visitors is of fundamental importance to us. We will continue to equip our staff, managers and leaders with the necessary Health and Safety training, including qualifications from the Institution of Occupational Safety and Health, to enable them to assess and deal with the unique challenges they face on a daily basis. This training will continue to be a compulsory requirement for all newly promoted leaders and managers within the operational and corporate environments.

Our robust risk based safe systems of work in reviewing activities, identifying trends and sharing best practices will continue to provide us with the assurance that our people work to the requirements of our health and safety strategy and the relevant legislation.

Worryingly, the number of attacks on firefighters attending incidents, both locally and nationally has risen significantly. Our staff are equipped with appropriate personal protective equipment and trained to protect their wellbeing; and our fire appliances are fitted with closed circuit television. Following any attack we work very closely with our partners in Cleveland Police to identify the perpetrators to ensure they are prosecuted.

Moving forward the government is proposing new legislation to double the maximum sentence for those who assault firefighters. At a local level we will continue to assess the risk and will explore the use of new technology, body- worn video cameras for staff and high definition footage cameras on all new fire appliances to drive down the number of these attacks on our firefighters.



# 'To Twenty Twenty Two'

## Enabling Staff To Be the Best They Can Be

Our community safety achievements to date have been delivered by our dedicated, highly skilled and trained people. Our approach to learning ensures that we achieve organisational competence through continued investment in the development of our staff.



By adopting the principles of the fire services Integrated Personal Development System to support an individuals' development from the time they join us and their continuing development in a role or beyond, we can be confident that we have **'the right people with the right skills at the right time'**.

We acknowledge that the potential to improve the quality, flexibility and effectiveness of the Brigade lies in equipping all of our staff with the skills and competencies required to undertake their role and the need to develop a culture of continuous improvement through continued personal and professional development.

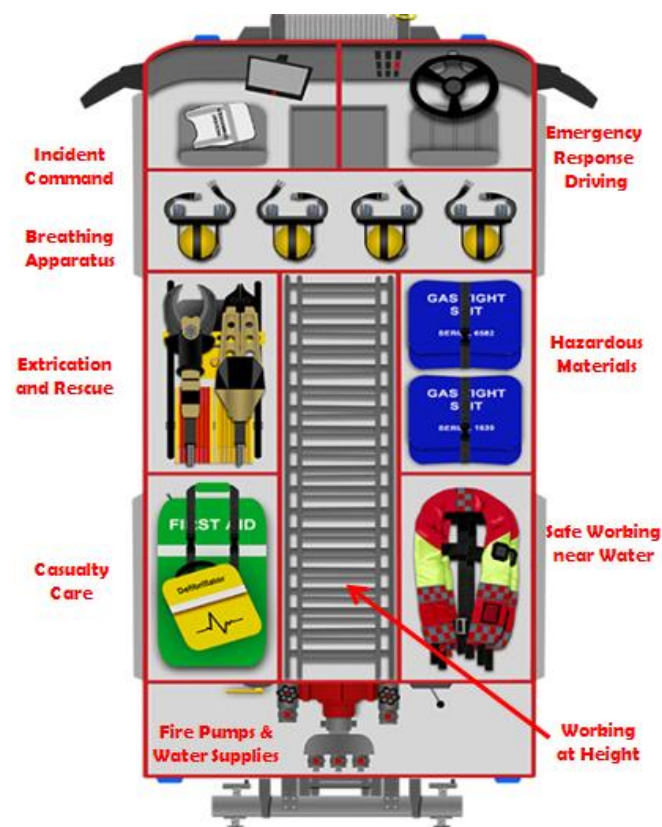
## Our journey to a professional and operationally competent workforce

Through IPDS we have developed training policy, programmes and procedures that enable us to train and develop our staff to deal safely and effectively with a range of risks within our local area.

**We will continue to secure and provide training for all staff that ensures and enhances competence including alignment and achievement to professional qualifications.**



We have embraced the Fire Professional Framework and the National Operational Guidance Programme which aim to provide a model of what competence should look like and guidance of what performance outcomes should be.



Fire Professional Framework Skill Areas

One of our key values is learning through improvement; as such **we will establish and embed a reflective learning culture through the use of Brigade, National and Joint Organisational Learning processes.**

# 'To Twenty Twenty Two'

## Our Future Leaders

We are committed to developing our staff to help unlock individual potential so that they become our future leaders; who can embrace change; consider the local and national landscape; innovate, and most importantly, inspire and enthuse those around them to achieve positive change.

By developing our leadership capacity we will be able to create an environment that can drive change through engaging and enabling our people so that we continue to be **professional, proud and passionate** helping to take us successfully into

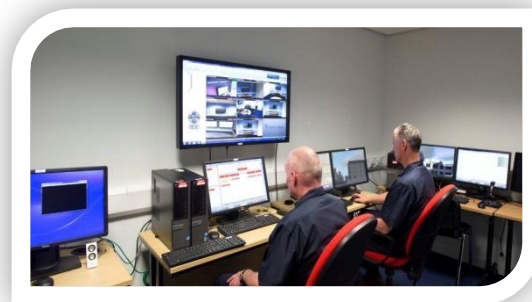
## 'Twenty Twenty Two'

**We will seek to improve our Leadership development which will be underpinned by our behavioural framework**

## Creating the Right Learning Environment

To help train our staff to respond to the vast range of incidents we are called upon to deal with, we have made a significant investment in building a new training facility located on our Queens Meadow site. With a range of purpose built training rigs and equipment we are aiming to create a truly realistic, state-of-the-art training environment for our firefighters and operational commanders to ensure that they have the skills and knowledge to be effective and safe in a range of dynamic situations.

Our incident command training suite aims to maximise the potential of emerging technologies to deliver a richer synthetic environment; which seeks to enable greater opportunity for collaborative training and exercising with our colleagues from the other blue-light organisations.



**We will explore and implement technological solutions to create realistic and challenging environments for our incident commanders**

## Apprenticeship Scheme

We see the introduction of an Apprenticeship Scheme as central to our workforce plans in the future. Having already progressed two cohorts of firefighter apprentices we recognise the many benefits of apprentices in terms of individual skill development and organisational planning.

Working in partnership with local training providers and industry, we are in the privileged position of helping people to train in work-based environments throughout our area. This provides an excellent way of creating a highly skilled workforce while offering real opportunities for people in our local communities

**We will develop a new apprenticeship programme across all roles that will support our future workforce planning arrangements.**

# 'To Twenty Twenty Two'

## An Inclusive Workforce

We are currently consulting on our new [Equality, Diversity and Inclusion \(EDI\) Strategy](#) which supports the achievement of our mission to be an inclusive Fire and Rescue Service.

In relation to employees the strategy aims to

**'create a work environment of equal opportunities; that is free from discrimination; where people thrive and where everyone recognises the positive contribution and value of diversity'**

..... and is supported by three employee related equality objectives centred on the themes of political and professional leadership; an inclusive culture and recruitment, progression and retention.

Our EDI Strategy is designed to build on/improve the existing arrangements that we already have in place; examples being

### Policies and Procedures

We have longstanding policies to support equality, diversity and inclusion including:

- equality, diversity and inclusion
- recruitment, selection and promotion
- bullying and harassment
- grievance
- discipline

### Different Ways of Working

We have many flexible working patterns in place, for example:

- Annualised Hours
- Job Share
- Part-time
- Secondments
- Career Breaks
- Flexible Retirement
- Flexi-time

## Operation Florian

Some of our firefighters recently returned from Zimbabwe after three weeks of intensive training for the fire service in the country's capital Harare.



Working with the charity Operation Florian and other UK service personnel they gave courses and demonstrations in firefighting, incident command, road traffic accidents, breathing apparatus and fire safety. The team also fitted smoke alarms in local orphanages, handed over two appliances formerly in service in Cleveland and gave basic medical training for paramedics.

It is the third year running that Cleveland Fire Brigade has been out to Harare; which provides a unique development opportunity for our firefighters and a valuable service to the communities in Harare.



# 'To Twenty Twenty Two'

## Positive Action and Recruitment

As part of our aim to recruit a more diverse and representative workforce we actively market ourselves as an employer that promotes equality and values diversity



## Dying to Work Charter

We have signed up to the TUC's Dying to Work Charter which is part of its campaign aimed at seeking greater security for terminally-ill workers.

Following our consultation exercise, **we will launch and implement our new EDI Strategy which will be driven by our Inclusion Forum. It will embed some of our current approaches and introduce new ones including for example :**

- **Staff training in EDI, Unconscious Bias**
- **EDI key work objectives**
- **Independent accreditation of our working practises**
- **Establishing EDI internal role models**
- **Establishing targets for under-represented employment groups**

## Staff Engagement



Over the last year we have started to build on the levels of engagement that we have with staff. The Executive Leadership Team hold communication forums with staff on a weekly basis, the Chief Fire Officer visits stations at least once a week and the Directors meet on a one to one basis with their Directorate staff. However we know we need to get better at this – engagement needs to take place in all directions via several different media on a more regular basis.

We want staff to be able to have their say, share their ideas and influence decision making. To support our ambition **we will implement our new staff engagement strategy.**

## Workforce and Succession Planning

We are committed to our purpose of 'Protecting Local Communities' and our priorities support this intention. Flowing from this intent and aligning with the overarching strategic plans (CIRMP and Medium Term Financial Strategy (MTFS)), a workforce plan will link people management into the operational business process.

The Workforce Plan (including a Succession Plan) will ensure that we have the right number of people with the right skills employed in the right place at the right time to deliver the short and long term objectives of the Authority. Consequently, **a significant part of developing our People Strategy will be the development of a workforce plan (including succession planning) to support service improvement and enhance our ability to respond to the changing environment in which we operate.**

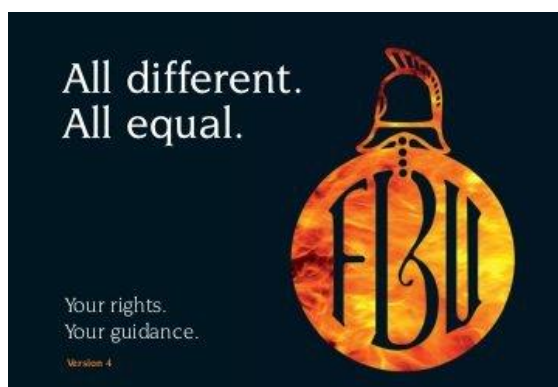
# 'To Twenty Twenty Two'

## Industrial and Employee Relations

We recognise the importance of having good industrial relations. For some considerable time Fire Brigade managers and recognised (Fire Brigades' Union and Unison) trade union representatives have worked together for the benefit of the service, its employees, and the local communities. By working together we will jointly commit to:

- the success of Cleveland Fire Brigade
- recognising each other's legitimate interests and responsibilities
- focusing on the quality of working life
- operating in a transparent manner
- continuously improving industrial relations
- reaching agreement within timescales
- on-going dialogue and exchange of views including face-to-face meetings and
- a 'no surprises' culture where we seek to engage informally on significant matters much earlier

Together we will deliver a better fire and rescue service.

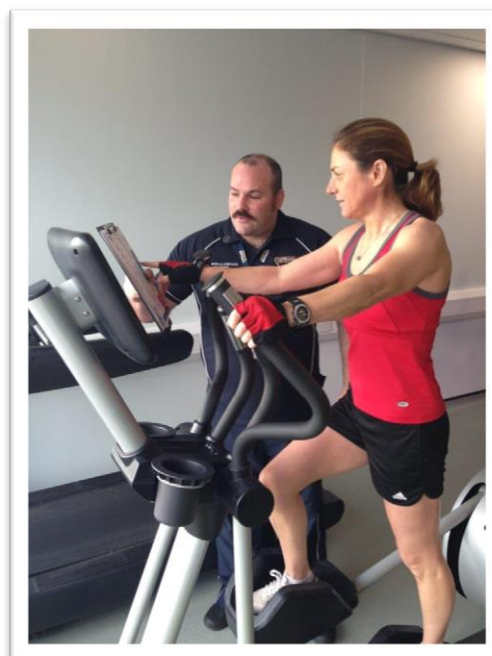


## Employee Health and Wellbeing

**We will continue to have embedded employee health and wellbeing arrangements to support staff to be fit and well at work** including a range of policies; gym facilities and a comprehensive occupational health service.

### Fitness Testing

Over the last year we have undertaken fitness testing on all our operational firefighters and supported everyone to maintain these levels in their role.



### Better Health at Work Award

In embedding an employee health and wellbeing culture we have achieved 'Continuing Excellence' in the North East Better Health at Work Award. This follows on from our achievements in previous years of Bronze, Silver and Gold Awards.



North East  
**Better Health**  
at Work Award



# 'To Twenty Twenty Two'

## Local and National Occupational Health Work

The Chief Fire Officer receives an award from the Chief Fire Officers' Association in recognition of his promotion and work on Occupational Health



## Supporting Mental Wellbeing



Our work on mental health has helped to support individuals to feel comfortable to ask for support and we have found that more people are declaring and using their experiences to help others. We have signed up to and promoted our work against the Blue Light Mental Health pledges and rolled out mental health training across the Brigade.

Our employees have access to TRIMS and a comprehensive Employee Assistance Programme which provides access to a 24 hour helpline staffed by professional counsellors who can provide impartial and confidential advice on matters which may create anxiety or stress (PAM Assist helpline 0800 882 4102)

We will continue to support and drive health and wellbeing across our workforce through the continued implementation of our Employee Health and Wellbeing Strategy.

## 'To Twenty Twenty Two'





Protecting local  
communities

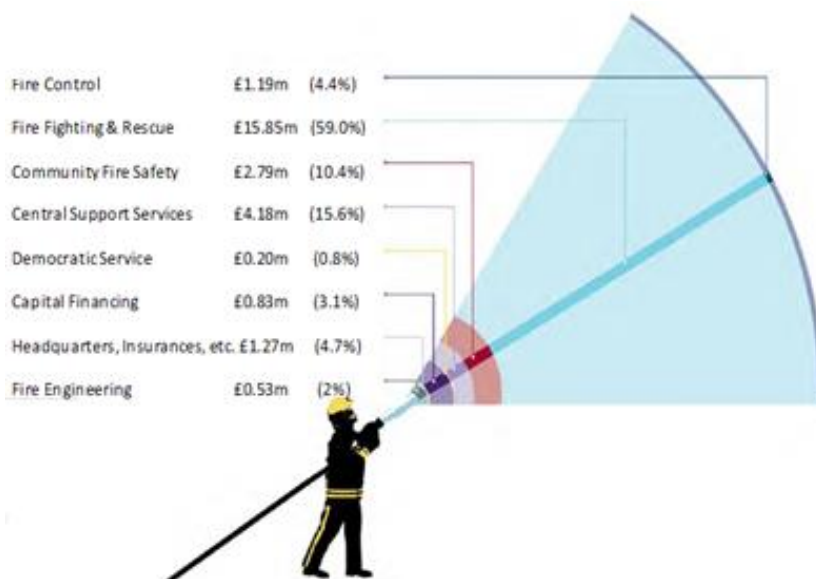
## Budget

Like all public sector bodies we need to take into account our available financial resources when planning our future services

## Budget

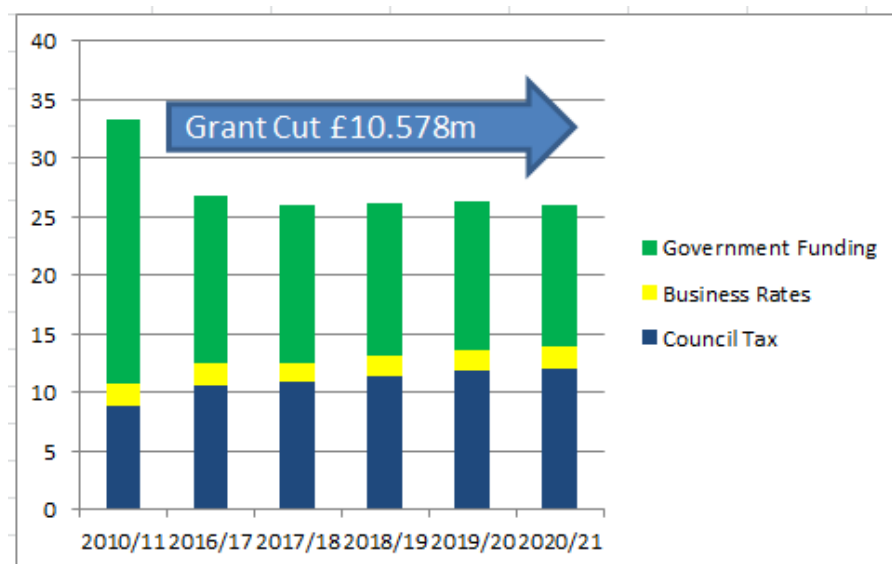
### What We Spend our Money On

**Budget 2018/19**  
**£26.844m**



### Where our Money Comes From

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



# 'To Twenty Twenty Two'

## What We Have to Spend

**£26.8m** 2018/19

**£26.6m** 2019/20

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
<b>Budget Requirement</b>	28.592	28.119	27.596	27.606	27.253
<b>Funding</b>					
Government	16.226	15.108	14.833	14.513	13.941
Council Tax	10.520	10.874	11.368	11.801	12.025
Other Funding	0.721	0.998	0.643	0.368	0.492
<b>Total Funding</b>	27.467	26.980	26.844	26.682	26.458
<b>Budget Shortfall Each Year</b>	1.125	1.139	0.752	0.924	0.795
<b>Cumulative Shortfall</b>	1.125	2.264	3.016	3.940	4.735

The Government are proposing significant changes to the funding system for FRAs, which will be implemented from 2020/21. This will also be the first year of the Government's next Comprehensive Spending Review.

Until there is more information on the impact of these issues it is extremely difficult to forecast the Authority's resources for 2020/21 and future years. Therefore, our plans for 2020/21 and future years will be rolled forward when more information is available.

## Our Financial Challenge

Since 2013, the government has reduced funding for Cleveland Fire Authority by £5.6m or **30%**. We have absorbed those significant reductions through reducing staffing costs, reducing infrastructure costs, varying the number of firefighters responding to incidents, and by engaging in collaborative opportunities. We have, however, maintained the long-running downward trend in incidents, accidental dwelling fires and fire casualties.

With government funding reductions predicted to continue in future years, and the budget set to be cut by a minimum of **£1.676**<sup>10</sup> over the next two years, we are faced with the twin challenges of implementing new cost-reduction

measures, and managing increased risks and demand with a reduced capacity.

We will strive, through considered financial management, and long-term planning, to meet these challenges and create a sustainable future for 2022 and beyond.

**Full details of our medium term financial position is set out in our Medium Term Financial Strategy.**

<sup>10</sup> Dependent on firefighter pay claim settlements



# 'To Twenty Twenty Two'

## CFB Risk Management Services

CFB Risk Management Services CIC (CFBRM) is a community interest trading company that was established in March 2011 to allow the Brigade to generate commercial revenue that is used to support preventative services and our apprenticeship scheme to improve safety and quality of life on Teesside.

CFBRM is a successful business providing a comprehensive range of risk management services that enable organisations to protect their business critical assets; we help to prevent incidents and prepare for emergency situations, rescuing and assisting people in emergencies quickly and competently and alleviating the after effects of emergencies.

CFBRM has established a sound customer base, regularly works with large blue-chip companies who operate globally in the Petrochemical, Oil & Gas, Nuclear, Energy and Mining markets. It prides itself on delivering beyond expectations by understanding customers' specific service requirements and delivering bespoke risk based design of products and services.

**We will continue to develop our trading company to generate commercial revenues to support preventative services and apprenticeship schemes.**



**For more information on CFBRM services please contact**  
**[info@cfbriskmanagement.com](mailto:info@cfbriskmanagement.com)**

**01429 874088**



## Driving Improvement

We never rest on our laurels - instead we strive to build on our impressive community outcomes

## Opportunities for Improvement

We plan our areas for improvement against our Strategic Goals and associated outcomes.

Strategic Goal	
<b>Safer, Stronger Communities</b>	Our communities are safer and stronger through the delivery of our responsive, accessible prevention, protection and emergency response services
<b>A Proud, Passionate, Professional and Inclusive Workforce</b>	Our staff are fully supported, competent and motivated to give their best in keeping Teesside safe.
<b>Efficient Use of Resources</b>	Our resource management arrangements and collaborative working will provide our communities with a value for money fire and rescue service

Proposals that reflect our continued core work, will be progressed through Directorate Internal Operating Plans each year. Proposals reflecting new priority work will be progressed through our annual Service Plans.

If our review proposals identify options which have the potential to significantly impact on our communities or staff appropriate consultation will take place.

# 'To Twenty Twenty Two'

## Our CIRMP 2018- 2022 Action Plan

Safer, Stronger Communities						
Corporate Proposals						
No	Project	Corporate Lead	18/19	19/20	20/21	21/22
SSC1	Aspire to the guiding principle that 'everyone should have equal entitlement to the same attendance targets for fire engines, irrespective of whether they live in a geographic area in which there is a higher likelihood or a lower likelihood of a fire occurring' and implement the outcomes of the review of the emergency response standards	Chief Fire Officer	Yr 1	Yr 2	Yr 3	Yr 4
SSC2	Introduce a core emergency response resource of 18 fire appliances	Chief Fire Officer	Yr 1	Yr 2	Yr 3	Yr 4
SSC3	Establish a 'strategic reserve' to sustain the minimum operational configuration of 18 fire appliances	Chief Fire Officer	Yr 1	Yr 2	Yr 3	Yr 4
SSC4	Continue to support the National Fire Sprinkler Network for the promotion of fire suppression systems in buildings	Chief Fire Officer	Yr 1	Yr 2		
SSC5	Develop and implement our community engagement strategy	Chief Fire Officer	Yr 1	Yr 2		

## ‘To Twenty Twenty Two’

Safer, Stronger Communities						
Directorate Proposals						
No	Project	Corporate Lead	18/19	19/20	20/21	21/22
SSC6	In consultation with NEAS, consider the new 7 minute ambulance service response standard to life threatening conditions in the context of fire and rescue service interventions	Chief Fire Officer	Yr 1			
SSC7	Monitor the impact of our new approach to reducing the number of Unwanted Fire Signals	Chief Fire Officer	Yr 1	Yr 2		
SSC8	Monitor the impact of our new protocol for investigating fires	Chief Fire Officer	Yr 1	Yr 2		
SSC9	Continue to develop the high hazard industry site specific risk information for firefighters	Chief Fire Officer	Yr 1	Yr 2	Yr 3	Yr 4
SSC10	Continue to build on our approach to prevention to meet the needs of those that are most vulnerable	Chief Fire Officer	Yr 1	Yr 2	Yr 3	Yr 4
SSC11	Continue to develop the risk based building inspection programme to comply with the Regulatory Reform (Fire Safety) Order 2005 specifically: <ul style="list-style-type: none"> <li>the inspection of premises</li> <li>the assessment of premises in our addressed based targeting system</li> <li>exploration of new technology</li> </ul>	Chief Fire Officer	Yr 1	Yr 2	Yr 3	Yr 4
SSC12	Explore the introduction of emergency response plans for high rise premises	Chief Fire Officer	Yr 1			



## ‘To Twenty Twenty Two’

A Proud, Passionate Professional and Inclusive Workforce						
Corporate Proposals						
No	Project	Corporate Lead	18/19	19/20	20/21	21/22
PIW1	Develop our leadership and management strategy to include our brigade’s behavioral framework	Director of Technical Services	Yr 1	Yr 2	Yr 3	Yr 4
PIW2	Launch and implement our new equality, diversity and inclusion strategy	Director of Corporate Services	Yr 1	Yr 2	Yr 3	Yr 4
PIW3	Develop our people strategy (including workforce and succession plans) to support service improvement	Directorate of Corporate Services	Yr 1	Yr 2		
PIW4	Implement our staff engagement strategy	Chief Fire Officer	Yr 1	Yr 2		

A Proud, Passionate, Professional and Inclusive Workforce						
Directorate Proposals						
No	Project	Corporate Lead	18/19	19/20	20/21	21/22
PIW5	Continue to secure and provide training for all staff that ensures and enhances competence including alignment and achievement to professional qualifications	Director of Technical Services	Yr 1	Yr 2	Yr 3	Yr 4
PIW6	Embed a reflective learning culture through the use of Brigade, national and joint organisational learning processes	Director of Technical Services	Yr 1	Yr 2	Yr 3	Yr 4
PIW7	Explore and implement use of new technological solutions to create realistic and challenging training simulation environments for our incident commanders	Director of Technical Services	Yr 1	Yr 2	Yr 3	Yr 4
PIW8	Develop a new apprenticeship scheme that will support our future workforce planning arrangements	Directorate of Corporate Services	Yr 1	Yr 2		

## ‘To Twenty Twenty Two’

Efficient Use of Resources						
Corporate Proposals						
No	Project	Corporate Lead	18/19	19/20	20/21	21/22
UOR1	Review all current duty systems. This will include the crewing arrangements on fire engines; flexible ways of staffing our fire stations and control centre; and the provision of incident command	Chief Fire Officer	Yr 1	Yr 2	Yr 3	Yr 4
UOR2	Consider introducing day crewing model or alternative variable crewing arrangements to fire stations/fire engines	Chief Fire Officer	Yr 1	Yr 2	Yr 3	Yr 4
UOR3	Implement the outcomes of the control room review including consultation on the removal of 4 fire control operator posts	Chief Fire Officer		Yr 2		
UOR4	Implement an alternative staffing model on the incident command unit removing 4 crew manager and 4 firefighter posts	Chief Fire Officer	Yr 1			
UOR5	Extend the implementation of 4 riders per appliance to all fire engines removing 12 firefighter posts	Chief Fire Officer	Yr 1	Yr 2		
UOR6	Implement incident command and principal officer cover with the intention of establishing a structure of a chief fire officer and two assistant chief fire officers (directors) removing one directors post	Chief Fire Officer Fire Authority	Yr 1			
UOR7	Explore collaborative arrangements for the provision of the incident command support	Director of Technical Services	Yr 1			
UOR8	Review the outcomes of the national and local emergency medical responder project evaluations and determine the future of this scheme in teesside.	Chief Fire Officer	Yr 1	Yr 2	Yr 3	Yr 4
UOR9	Continue our work to replace airwave as part of the national emergency service mobilisation and communication programme	Director of Technical Services	Yr 1	Yr 2	Yr 3	Yr 4
UOR10	Update policy and procedures to achieve and demonstrate compliance with the General Data Protection Regulations	Director of Technical Services	Yr 1			

# 'To Twenty Twenty Two'

Efficient Use of Resources						
Corporate Proposals						
No	Project	Corporate Lead	18/19	19/20	20/21	21/22
UOR11	Conduct a further review of the Retained Duty System to support the recruitment, retention and availability of retained firefighters	Chief Fire Officer	Yr 1	Yr 2		
UOR12	Develop a joint police and fire prevention strategy	Chief Fire Officer	Yr 1	Yr 2		
UOR13	Explore collaborative opportunities for procuring goods and services	Director of Corporate Services		Yr 2	Yr 3	Yr 4
UOR14	Explore collaborative opportunities for training and developing our people	Director of Technical Services	Yr 1	Yr 2	Yr 3	Yr 4
UOR15	Explore collaborative opportunities for sharing/integrating support services	Director of Technical Services	Yr 1	Yr 2	Yr 3	Yr 4
UOR16	Explore collaborative opportunities for sharing estate	Director of Technical Services	Yr 1	Yr 2	Yr 3	Yr 4
UOR17	Explore collaborative opportunities for ICT strategies and solutions	Director of Technical Services	Yr 1	Yr 2	Yr 3	Yr 4
UOR18	Progress estates programme by refurbishing Stockton, Guisborough and Loftus fire stations and completing our new external training facilities	Director of Technical Services	Yr 1	Yr 2		
UOR19	Undertake annual revenue budget adjustments associated with the implementation of the CIRMP 2018-22	Director of Corporate Services	Yr 1	Yr 2	Yr 3	Yr 4
UOR20	Investigate the benefits and implications of 24 hour working within the brigade.	Chief Fire Officer	Yr 1	Yr 2		
UOR21	Continue to develop our trading company to generate commercial revenues to support prevention services and apprenticeship schemes	Chief Fire Officer	Yr 1	Yr 2	Yr 3	Yr 4
Directorate Proposals						
UOR22	Review the future utilisation of the small fires units	Chief Fire Officer	Yr 1			
UOR23	Review our specialist search and rescue capabilities including flooding response, water and line rescue and body recovery	Chief Fire Officer	Yr 1			

## High Level Impact Assessment

To ensure that we have a full understanding of the implications of our improvements, a high level impact assessment has been undertaken.

### People

The proposals will have a significant impact upon the workforce in both terms of structure and the ways in which they work. It will result in a reduction in establishment of 1 Director; 0.5 Personal Assistant; 20 whole-time fire-fighter and 4 fire control operator posts.

Appropriate consultation will take place with relevant representative bodies. No staff redundancies are anticipated.

### Equality Impact

An equality impact assessment has been undertaken on the IRMP process where the outcomes are known.

The response standards review proposes a more equitable approach to our response provision to fires in the home; thereby ensuring that everyone has equal entitlement to the same attendance targets for fire engines irrespective of whether they live in a geographic area in which there is a higher likelihood or a lower likelihood of a fire occurring.

At this point in the process it is considered that the CIRMP does not negatively, disproportionately, or unfairly affect any group or individuals by virtue of their age, race, religion, gender, sexuality or disability.

### Delivery of Services

While it is anticipated that our service delivery will continue to improve during the implementation of the Plan a detailed assessment will take place on each proposal prior to implementation to ensure this is the case.

### Fire-fighter Safety

A risk assessment will be completed for each proposal, which focuses on the impact on operational response and fire-fighter safety. The IRMP process will ensure that Health and Safety is at the forefront of decision making.

### Organisational Performance

While it is anticipated that the proposals will have no impact on the organisational performance, the situation will be closely monitored to ensure the achievement of our strategic outcomes.

### Financial

Implementation of the CIRMP will result in the following budget reductions which underpin our MTFS.

	2018/19 £'000	2019/20 £'000	2020- 2022 £'000
Implement incident command and principle officer cover establishing a structure of a chief fire officer and two assistant chief fire officers (directors) removing one directors post	140	0	To be determined
Implement alternative staffing model on the incident command unit removing 4 crew manager and 4 firefighter posts	297	43	
Extend the implementation of 4 riders per appliance to all fire engines removing 12 firefighter posts	0	483	
Implement of the outcomes of the control room review including consultation on the removal of 4 fire control operator posts	0	145	
Remove budget allocated to retaining pumps at Grangetown and Thornaby	300	0	
Non pay budgets	15	0	
Introduce day crewing model or alternative variable crewing arrangements to fire stations/fire engines*	0	253	
<b>Total</b>	<b>752</b>	<b>924</b>	
*subject to evaluation			



## Monitoring and Assurance

Our performance and assurance arrangements will let everyone know if we are doing the right things and doing things right



## Monitoring and Assurance

### Performance

We will monitor progress of this Plan through our well established Performance Management Framework. This will include reporting performance to the Brigade's Executive Leadership Team and the CFA; and publishing performance on our website.

### Assurance

We have a number of systems and processes in place to provide assurance on our plans and give us and our stakeholders confidence that we are operating legally and in line with good governance and are prudent with our finances.

- **Audit:** we comply with public body statutory audit requirements and have both internal and external audit arrangements in place. Results from these audits highlight any specific issues with regard to our financial management and corporate governance arrangements including systems of internal control.
- **Statement Of Assurance**  
The annual 'Statement of Assurance' gives us the opportunity to formally state how well we believe the finance, governance and operations of our Service are run. The statement also states how well the standards set in the law; the Fire and Rescue National Framework for England, have been met. We have to publish this statement every year; our latest statement of assurance is available on our website.

### Community Engagement

We engage with our communities in lots of different ways with a view to spreading our community safety messages.

We will build upon our digital communications, including creating a new website to improve how people can access information and interact with us online; this will be central to our new Community Engagement Strategy that will be implemented over the lifetime of this Plan.

### Data Quality

We are satisfied that any information included in this Plan is in all respects accurate and complete. Any issues on data quality are highlighted.

Whilst we have not validated every item of information within the Plan we are confident, from our knowledge of relevant systems and processes, that all information produced is done so in accordance with approved statutory and local guidance. No issues on data quality have been identified in any external assessment conducted on the Brigade's services. In addition the internal audit annual assurance statement has not identified any issues with our current systems and processes of internal control, or any information that is subsequently provided.

In all cases, whatever the source of information, the most up to date publicly available information is used within our reports. Information and data sharing agreements and protocols have been formally established where data is shared between partners.

### Being Transparent

We are compliant with the Local Government Transparency Code 2015 and aim to be as open and transparent as we can be. We already publish a range of data about the Brigade including all our incident and performance data and are working on making more information available including engaging and innovative ways to present it to the public so that it is easier to understand.

## Shaping our Future

We are committed to transparency and openness in everything that we do.

We want to maintain a close relationship between decision-makers, and those affected by the decisions made – our communities.

Consultation and engagement with our communities is therefore vital to us in shaping our future and our priorities.

Our action plan sets out how we will progress with the decisions and changes made within this CIRMP, and when they will be implemented.

We will review, update and publish our action plan annually, in line with progress and updated risk profiles.

If you have any comments, or would like any further information on anything within this document, please contact us at:

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

**Tel: 01429 872311**

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

You can also follow us on Facebook and Twitter



[www.facebook.com/clevelandfb](https://www.facebook.com/clevelandfb)



[www.twitter.com/clevelandfb](https://www.twitter.com/clevelandfb)

If you wish to find out more about Cleveland Fire Brigade, the work we do, or the Authority itself, our website provides everything you need to know: [www.clevelandfire.gov.uk](http://www.clevelandfire.gov.uk)

You can also keep in touch and find out more by following us on social media channels.

## Appendix 1

### Strategic Goals, Aims and Outcomes

Goal 1: Safer, Stronger Communities	
Strategic Objective	Outcome
<b>1.1 We will protect people, property and the environment from harm as a result of fires and other emergencies</b>	1.1.1 Safer Homes
	1.1.2 Safer Buildings
	1.1.3 Safer Roads
	1.1.4 Safer High Hazard Industries
	1.1.5 Safer Neighbourhoods and Environment
	1.1.6 Supported National Resilience
<b>1.2 We will support our partners by working collaboratively to improve health outcomes across our communities</b>	1.2.1 Improved Health Outcomes

Goal 2: A Proud, Passionate, Professional and Inclusive Workforce	
Strategic Objective	Outcome
<b>2.1 We will support and promote health, safety and wellbeing across our workforce</b>	2.1.1 A Healthy Workforce
	2.1.2 A Safe Workforce
<b>2.2 We will provide first class training and education to ensure the competence of all staff</b>	2.2.1 A Competent and Trained Workforce
<b>2.3 We will develop our leaders to be able to lead within a modern fire and rescue service</b>	2.3.1 Outstanding Leaders
<b>2.4 We will diversify and engage our staff, promote inclusion and create a fair, equal and great place to work</b>	2.4.1 A Great Workforce Culture
<b>2.5 We will have the right number of people, with the right skills, in the right place, at the right time to deliver our organisational objectives</b>	2.5.1 A Sustainable Workforce

## 'To Twenty Twenty Two'

Goal 3: Efficient Use of Resources	
Strategic Objective	Outcome
<b>3.1 We will provide efficient and effective use of resources</b>	3.1.1 Sound Financial, Procurement and Corporate Governance
	3.1.2 Value for Money Assets
	3.1.3 Optimum Use of Human Resources
	3.1.4 Efficiencies through Collaboration and Partnerships

### Glossary of Terms

<b>ADF</b>	Accidental Dwelling Fire
<b>CBRN(E)</b>	Chemical, Biological, Radiatoin, Nuclear Explosive
<b>CFA</b>	Cleveland Fire Authority
<b>CFB</b>	Cleveland Fire Brigade
<b>CFRMIS</b>	Community Fire Risk Management Information System
<b>CIRMP</b>	Community Integrated Risk Management Plan
<b>COMAH</b>	Control of Major Accident and Hazardous Materials
<b>CRR</b>	Community Risk Register
<b>DDF</b>	Deliberate Dwelling Fire
<b>DIM</b>	Detection Identification and Monitoring
<b>EDI</b>	Equality, Diversity and Inclusion
<b>ELT</b>	Executive Leadership Team
<b>ESMCP</b>	Emergency Services Mobile Communications Programme
<b>ESN</b>	Emergency Services Network
<b>FRA</b>	Fire and Rescue Authority
<b>FTE</b>	Full-time Equivalent
<b>HFSV</b>	Home Fire Safety Visit
<b>ICF</b>	Industrial and Commercial Fire
<b>ICU</b>	Incident Command Unit
<b>IRMP</b>	Integrated Risk Management Plan
<b>IRS</b>	Incident Recoding System
<b>JESIP</b>	Joint Emergency Service Interoperability Programme
<b>MCA</b>	Maritime Coastguard Agency
<b>MTFS</b>	Medium Term Financial Strategy
<b>NEAS</b>	North East Ambulance Service
<b>NHS</b>	National Health Service
<b>NRR</b>	National Risk Register
<b>OBF</b>	Other Building Fire
<b>ONS</b>	Office of National Statistics
<b>RDS</b>	Retained Duty System
<b>RTC</b>	Road Traffic Collision
<b>UK</b>	United Kingdom
<b>VfM</b>	Value for Money