



Protecting local
communities

Organisational Performance and Efficiency Report

Quarter 1
01 April – 30 June 2019

July 2019

*Prepared by:
Risk and Performance
Cleveland Fire Brigade*

DATA QUALITY STATEMENT

We are satisfied that any information and assessments included in this report are in all respects accurate and complete. No significant data quality issues have been identified during the preparation of this report by the Risk and Performance Team nor have any been brought to the team's attention.

Whilst we have not validated every item of information within the report we are confident, from our knowledge of our staff, relevant systems and processes, that the information produced is done so in accordance with CFB approved guidance. No issues on data quality have been identified in any internal or external assessment conducted on the Brigade. In addition the internal audit annual assurance statement on the Brigade's system of management controls has not identified any weaknesses with systems and processes.

Our commitment to high quality data is driven by our Data Quality Policy supported by a robust procedure and delivery plan to ensure continued improvements in the data quality arrangements. This quality assurance framework underpins the Brigade's Integrated Strategic, Business and Financial Planning Cycle.

Our embedded approach to the principles of efficient and accurate data collection, collation, recording, analysis and reporting of information across the organisation, to partners and the public, enable increased levels of confidence in the quality of information produced.

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

We continually work to further improve the quality of our data through internal reviews of management information systems, processes and procedures. Staff understanding and adherence to appropriate data quality standards will be continually monitored to ensure current high standards are maintained and are not the sole responsibility of the Risk and Performance Team.

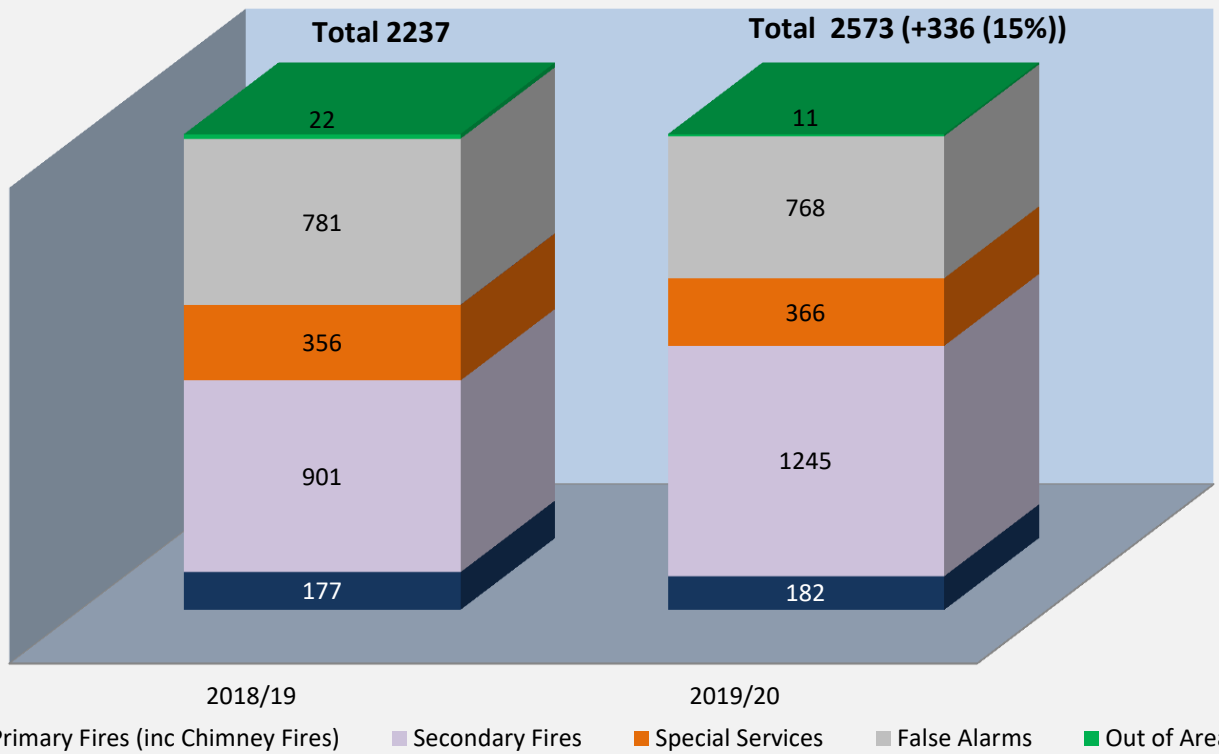
At the time of producing this report all incidents have been completed by our Operational Managers and quality assured through the approved data quality framework.

Any amendments to the data supporting this report after 19th July 2019, such as reclassification of incidents following fire investigations, will not be represented in the information reported.

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Incident Profile 01/04/2019 to 30/06/2019



Response

During quarter 1 of 2019/20 there have been 2,573 incidents, an increase of 336 (15%) compared to the first quarter in 2018/19.

Secondary Fires (1,245) account for 48% of all incidents attended, followed by False Alarms (768) accounting for 30% of all incidents.

Special Services have increased by 3% (10) to 366 incidents and Primary Fires have increased by 5 to 182 incidents.

Over the same period we have seen a reduction of Automatic False Alarm incidents by 7% (17) to 228 incidents.

Prevention

The Brigade (including the Volunteer Network) has conducted 4,061 Home Fire Safety Visits (HFSV) during the period. This is a reduction of 386 (8%) compared to the first quarter 2018 where there were 4,447 HFSV.

This is made up of:

- Exeter HFSV: 165 (1,142 Q1 2018/19)
- Safe and Well: 333 (987 Q1 2018/19)
- Other HFSV: 3,563 (2,318 Q1 2018/19)

Referrals to other agencies for support or items of equipment was provided to 48 individuals. This is 134 (74%) fewer than Quarter 1 2018/19 where referrals or equipment was provided to 182 people following a Safe and Well Visit.

Protection

397 Inspections of industrial and commercial premises have been completed during the period. This is made up of 211 planned audits, 110 reactive audits and 76 audits that carried over from 2018/19 planning.

Fire Control

During the period Fire Control dealt with 3,692 emergency calls, an increase of 471 (15%) calls from the equivalent period in 2018/19.

MEASURING PERFORMANCE

The Community Integrated Risk Management Plan (2018 to 2022) identifies three strategic goals supported by six strategic objectives and twenty strategic outcomes. The strategic goals are:

- Safer, Stronger Communities;
- A Proud, Passionate, Professional and Inclusive Workforce;
- Efficient Use of Resources.

In order to assist our measuring of progress against these strategic goals, objectives and outcomes a suite of corporate performance indicators have been developed.

By measuring progress against these indicators and subsequently our strategic aims, as detailed within this section, it can tell us whether or not we are achieving our strategic goals.

We will assess this performance against the following criteria;

- (i) Performance compared to previous year
- (ii) Performance compared to 5 years ago
- (iii) Performance against target

Our assessment methodology for the corporate suite of indicators follows a two stage process.

Stage 1 Assessment of Each Indicator:

Every indicator identified in each Strategic Outcome will be allocated a performance RAG rating using the following criteria:

Stage 1

Value 4	Performing Strongly (More than 10% better than previous year)
Value 3	Performing Well (Between 0% and 9.9% better than previous year)
Value 2	Adequate Performance (Between 0% and 9.9% worse than previous year)
Value 1	Requires Improvement (More than 10% worse than previous year)
NA	Not Recorded /Reported
Value 0	No Activity to Assess / No Comparator Info

Direction of Travel:

A direction of travel assessment is provided through the use of arrow graphics which shows movement in absolute performance.

Stage 2: Assessment of each Strategic Outcome:

Using the RAG ratings for the individual indicators (detailed above) a performance score is assigned to each indicator with Performing Strongly awarded 4, Performing Well awarded 3, Performing Adequately awarded 2 and Requires Improvement allocated 1. Where no performance can be reported or the indicator is not measured these are allocated 0 and excluded from the overall assessment.

An average score for the key indicators in each Strategic Outcome is then calculated and an overall assessment is evaluated using the following scoring;

Stage 2

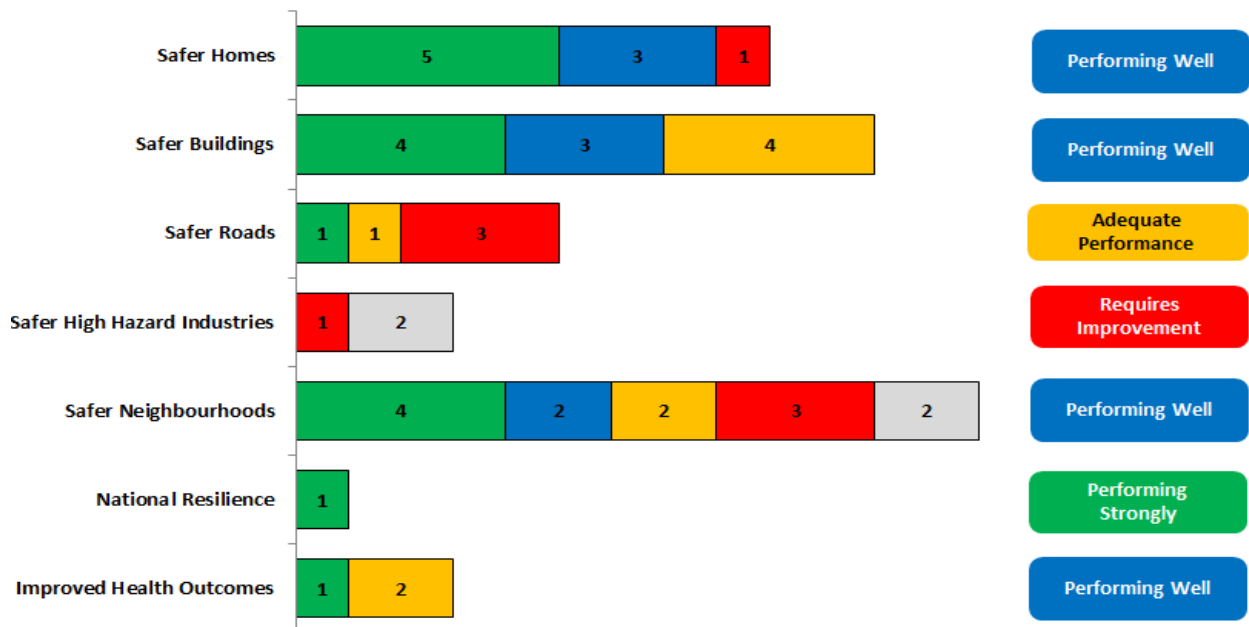
>3.5	Performing Strongly (More than 3.5)
2.5-3.5	Performing Well (Score 2.5 to 3.5)
1.5-2.5	Adequate Performance (Score 1.5 to 2.5)
<1.5	Requires Improvement (Less than 1.5)
--	Not Recorded /Reported
--	No Activity to Assess / No Comparator Info

New Performance Dashboard

The introduction of the new strategic goals and associated strategic outcomes has resulted in a review of the performance dashboard to summarise the performance assessment against each strategic goal.

Using the performance assessment detailed in the previous section, a new style chart for each outcome has been developed that summarises the performance measures against each strategic outcome and provides the overall assessment for the strategic goal.

The following section details how the dashboard works.



A graphical representation of the individual indicator assessment – based on **Stage 1** of the Performance Assessment process detailed above.

Full details of the performance for each indicator is shown in the tables detailed against each strategic outcome.

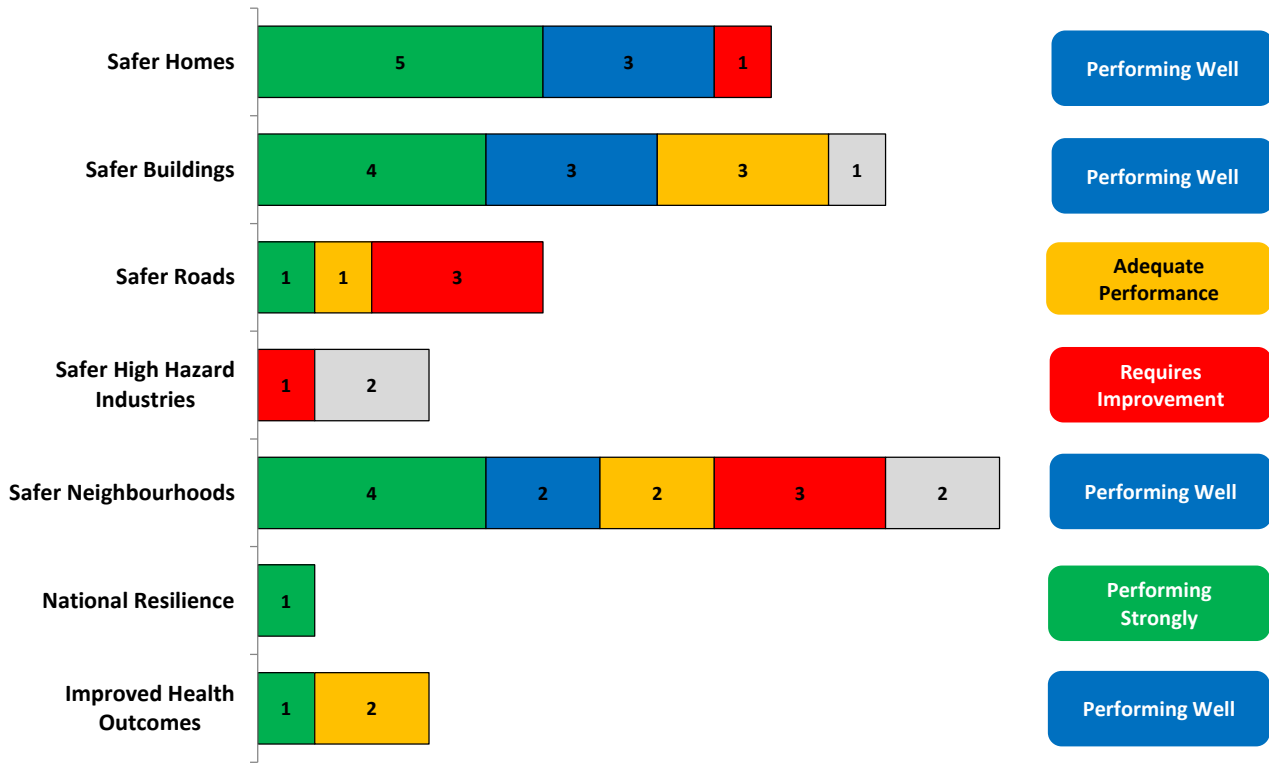
The overall judgement for the strategic outcome based on the measurable indicators.

Calculation of this assessment as detailed in **Stage 2** of the Performance Assessment framework detailed above.

SAFER STRONGER COMMUNITIES

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

SAFER STRONGER COMMUNITIES STRATEGIC OUTCOMES SUMMARY



KEY

Stage 1

Value 4	Performing Strongly (More than 10% better than previous year)
Value 3	Performing Well (Between 0% and 9.9% better than previous year)
Value 2	Adequate Performance (Between 0% and 9.9% worse than previous year)
Value 1	Requires Improvement (More than 10% worse than previous year)
NA	Not Recorded /Reported
Value 0	No Activity to Assess / No Comparator Info

Stage 2

>3.5	Performing Strongly (More than 3.5)
2.5-3.5	Performing Well (Score 2.5 to 3.5)
1.5-2.5	Adequate Performance (Score 1.5 to 2.5)
<1.5	Requires Improvement (Less than 1.5)
--	Not Recorded /Reported
--	No Activity to Assess / No Comparator Info

Exceptionally Good Performance

- Zero Dwelling Fire Fatalities;
- Zero Dwelling Fire Injuries with Accidental Dwelling Fire Injuries reducing by 100% (3);
- 26% reduction in the number of False Alarms in dwellings from 183 to 135;
- The average time taken to answer an emergency call is well within the approved response time of 7 seconds at an average of 5.95 seconds;
- 16% (20) reduction in the number of attendances at Non Domestic Unwanted Fire Signals;
- The average time of the first appliance to a high hazard site is 4 minutes and 29 seconds, which is 2 minutes and 31 seconds faster than the approved response time;
- The average time of the first appliance attendance to a building fire is 4 minutes and 54 seconds with the second appliance being and 7 minutes 06 seconds: both faster than the approved response standards to building fires.

Areas For Improvement

- 38% (344) increase in the number of Secondary Fires;
- On 4 occasions a fire appliance assigned to an incident has failed to respond;
- 1 Primary Fire Fatality;
- 15% increase in the number of calls to Fire Control;
- 28% (19) increase in the number of Road Traffic Collisions attended by the Brigade.


1.1.1 Safer Homes	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Number of Accidental Dwelling Fires	31	31	0	0%	↔
Number of Deliberate Dwelling Fires	20	20	0	0%	↔
Number of Accidental Dwelling Fire Fatalities	0	0	0	-	↔
Number of Deliberate Dwelling Fire Fatalities	0	0	0	-	↔
Number of Accidental Dwelling Fire Injuries	3	0	-3	-100%	↓
Number of Deliberate Dwelling Fire Injuries	0	0	0	-	↔
Number of False Alarm Good Intents in Dwellings	183	135	-48	-26%	↓
Percentage of ADFs which have not received a HFSV prior to the ADF	58%	70%	12%	-	↑
Percentage of Dwellings which have received a HFSV	58%	60%	2%	-	↑




1.1.2 Safer Buildings	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Percentage of the annual risk based inspection program completed in approved frequency	-	9% (211/2229)	-	-	-
Percentage of enforcement notices that are completed within prescribed timescales	100% (1/1)	100% (1/1)	0	0%	↔
Number of Fatalities in Industrial and Commercial Fires	0	0	0	0%	↔
Number of Injuries in Industrial and Commercial Fires	0	0	0	-	↔
Number of Industrial and Commercial Fires	12	11	-1	-8%	↓
Number of Unwanted Automated Fire Alarm calls received	530	510	-20	-4%	↓
Number of attendances at Non Domestic Unwanted Automated fire calls	127	107	-20	-16%	↓
Percentage of eligible automated fire alarm calls where no fire is confirmed that the Brigade attends	22%	16%	-6%	-	↓
Average time of first appliance attendance to a building fire (7 Minutes)	00:04:43	00:04:54	00:00:11	4%	↑
First appliance attendance to a building fire within 10 minutes on 90% of occasions	98%	97%	-1%	-	↓
Average time for second appliance to attend a building fire (10 minutes)	00:06:44	00:07:08	00:00:24	6%	↑

1.1.3 Safer Roads	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Number of Road Traffic Collisions attended by the Brigade	67	86	19	28%	↑
Number of Fatalities in Road Traffic Collisions	4	5	1	25%	↑
Number of people seriously injured in Road Traffic Collisions	33	42	9	27%	↑
Number of people suffering slight injuries in Road Traffic Collisions	194	150	-44	-23%	↓
Average time of first appliance attendance to an immediate life threatening / rescue Road Traffic Collisions (8 minutes)	00:05:13	00:05:21	00:00:08	3%	↑

1.1.4 Safer High Hazard Industries	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Number of Incidents within identified High Hazard sites	0	4	4	100%	↑
Average time of first appliance attendance to an incident at a High Hazard site (7 minutes)	-	00:04:29	-	-	-
Average time full mobilisation requirement to a Worse Case Planning Scenario incident at a High Hazard site (20 minutes)	-	-	No Worse Case Planning Scenario Incidents		-

1.1.5 Safer Neighbourhoods and Environment	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Total Number of 999 Calls Dealt with by Fire Control	3221	3692	471	15%	↑
Number of times a Fire Appliance assigned to an incident failed to respond	8	3	-5	-63%	↓
Number of Primary Fire Fatalities	0	1	1	100%	↑
Number of Primary Fire Injuries	3	0	-3	-100%	↓
Percentage of all fires that are classed as Accidental Fires	18%	12%	For information purposes		For information purposes
Percentage of all fires that are classed as Deliberate Fires	82%	88%	For information purposes		For information purposes
Number of Primary Fires	173	179	6	3%	↑
Number of Secondary Fires	901	1245	344	38%	↑
Average time taken to answer an emergency 999 call (7 seconds)	7.4	5.95	-1.45	-20%	↓
Average time for Fire Control to mobilise a fire appliance to an incident (100 seconds)	104	86	-18	-17%	↓
Percentage of Occasions Fire Control mobilise a Fire Appliance within 2 Minutes of the call	92%	91%	-1%	-	↓
Percentage of Wholtime appliances meeting Book mobile threshold of 2 minutes	98%	98%	0%	-	↔
Percentage of Retained appliances meeting Book mobile threshold of 5 minutes	70%	73%	3%	-	↑

1.1.6 Supported National Resilience	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Percentage of times the appropriate national resilience resource is mobilised within 60 minutes of request	100%	100%	0%	-	

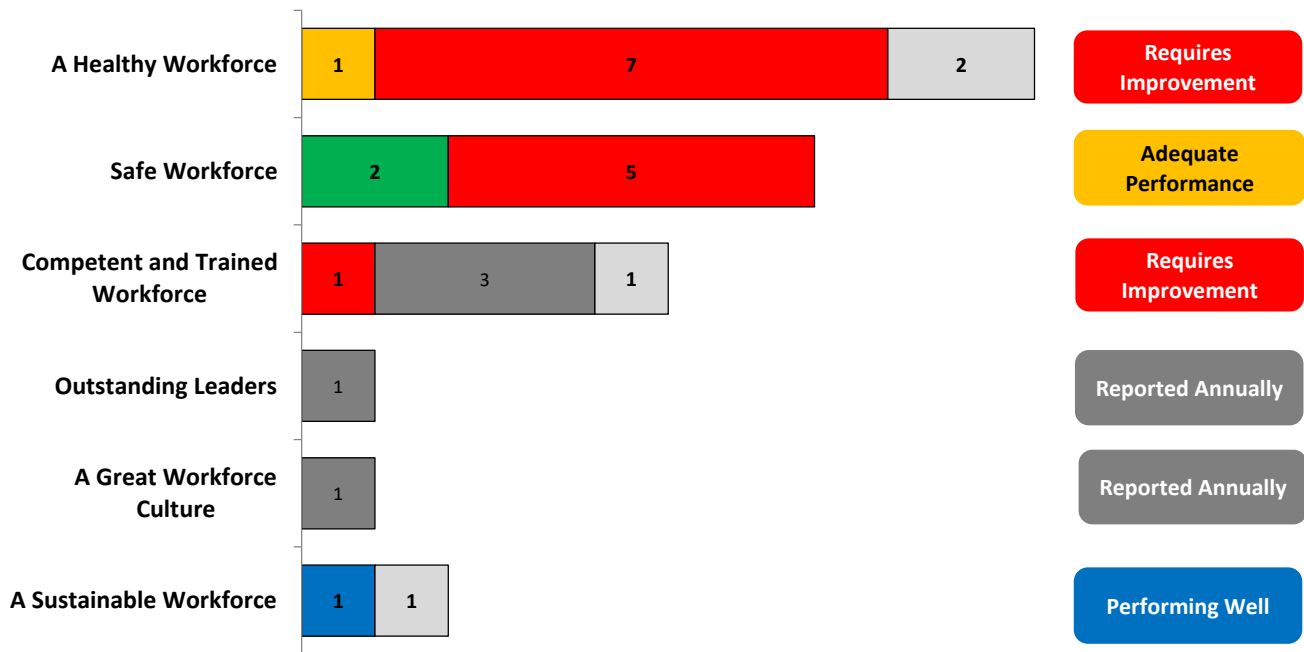
1.2.1 Improved Health Outcomes	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Percentage of Safe and Well visits that lead to a positive intervention (equipment and/or referral for additional support)	20%	14%	-6%	-	
Number of Falls related emergency admission aged 65+ to hospital*	659	660	1	0.15%	
Percentage of Co-responder incidents attended by the Brigade where medical treatment was provided by CFB	86%	100%	14%	-	

* to be reported 1/4ly in arrears due to delays in obtaining data from Health

A PROUD, PASSIONATE, PROFESSIONAL AND INCLUSIVE WORKFORCE

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

A PROUD, PASSIONATE, PROFESSIONAL AND INCLUSIVE WORKFORCE STRATEGIC OUTCOMES SUMMARY



KEY

Stage 1	
Value 4	Performing Strongly (More than 10% better than previous year)
Value 3	Performing Well (Between 0% and 9.9% better than previous year)
Value 2	Adequate Performance (Between 0% and 9.9% worse than previous year)
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Exceptionally Good Performance

- 25% increase in percentage of Operational & Fire Control staff maintaining competency;
- 50% (1) reduction in the number of Accidents resulting in damage to property;
- 33% (2) reduction in the number of Near Misses.
- 96% of those operational officers tested have passed the fitness assessment at the first attempt

Areas For Improvement

- 52% (0.82 duty days) increase in the average number of duty days lost to sickness absence from 1.58 to 2.40 duty days - All staff;
- 16% (0.33 duty days) increase in the average number of duty days lost to sickness absence from 2.11 to 2.44 shifts – Wholetime staff;
- 124% (1.29 duty days) increase in the average number of duty days lost to sickness absence from 1.04 to 2.33 duty shifts – Retained;
- 624% (2.81 duty days) increase in the average number of duty days lost to sickness absence from 0.45 to 3.26 duty shifts – Fire Control;
- 221% (1.5 duty days) increase in the average number of duty days lost to sickness absence from 0.68 to 2.18 duty shifts – Green Book;
- 400% (4) increase in the number of accidents resulting in physical injury;
- 1000% (10) increase in the number of incidents resulting in personal physical injury to an individual.


2.1.1 A Healthy Workforce	2018/19		2019/20		Variance		RAG & DOT
	No	%	No	%	No	%	
Percentage of operational staff who have completed fitness assessments during year	57%		47%		-10%	-	↓
Percentage of operational personnel who have completed fitness assessments that have achieved / exceeded the relevant V02 rates (based on initial pass rates)	98%		96%		-2%	-	↓
Average number of duty days lost to sickness absence per employee - All Staff	1.58		2.40		0.82	52%	↑
Average number of duty days lost to sickness absence per employee - Wholetime	2.11		2.44		0.33	16%	↑
Average number of duty days lost to sickness absence per employee - Retained	1.04		2.33		1.29	124%	↑
Average number of duty days lost to sickness absence per employee - Control	0.45		3.26		2.81	624%	↑
Average number of duty days lost to sickness absence per employee - Green Book	0.68		2.18		1.5	221%	↑
Percentage of total duty days lost to sickness absence where mental health issues are classed as the main cause of the absence: All staff	14%		25%		11%	-	↑
Number of Individuals who have been on phased return following a period of sickness absence for more than 4 weeks	-		0		No comparator Information		-
Number of individuals who have been on modified duties following a period of sickness for more than 2 months	-		4		No comparator Information		-

2.1.2 A Safe Workforce	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Number of Violence to Staff Incidents (Verbal and / or Physical)	10	12	2	20%	↑
Number of RIDDOR reportable incidents recorded	2	5	3	150%	↑
Number of Accidents resulting in physical injury	1	5	4	400%	↑
Incidents resulting in injury	1	11	10	1000%	↑
Number of Accidents resulting in damage to property	2	1	-1	-50%	↓
Number of Near Misses	6	4	-2	-33%	↓
Number of Vehicle Accidents	5	7	2	40%	↑

2.2.1 A Competent and Trained Workforce	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Maintaining Competence: Percentage of Operational & Fire Control Personnel (WT/ Retained/ Fire Control, FF-GM) who have been assessed as maintaining competency aligned to PDR core skills	-	52%	no comparator information		-
Maintaining Competence: Percentage of Green Book Personnel (Grades A-J) who have been assessed as maintaining competence aligned to PDR Core Skills	-	-	reportable from 2020		
Percentage of staff who have received a Personal Development Review during the current financial year	82%	54%	-28%	-	↓
Percentage of Personnel who have completed training on areas identified within the approved Training Needs Assessment	-	-	reportable from 2020		
Percentage of operational exercises undertaken and completed as a proportion of the Annual Operational Exercise Programme	-	-	reportable from 2020		

2.3.1 Outstanding Leaders	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Measures Under Development	-	-	-	-	-

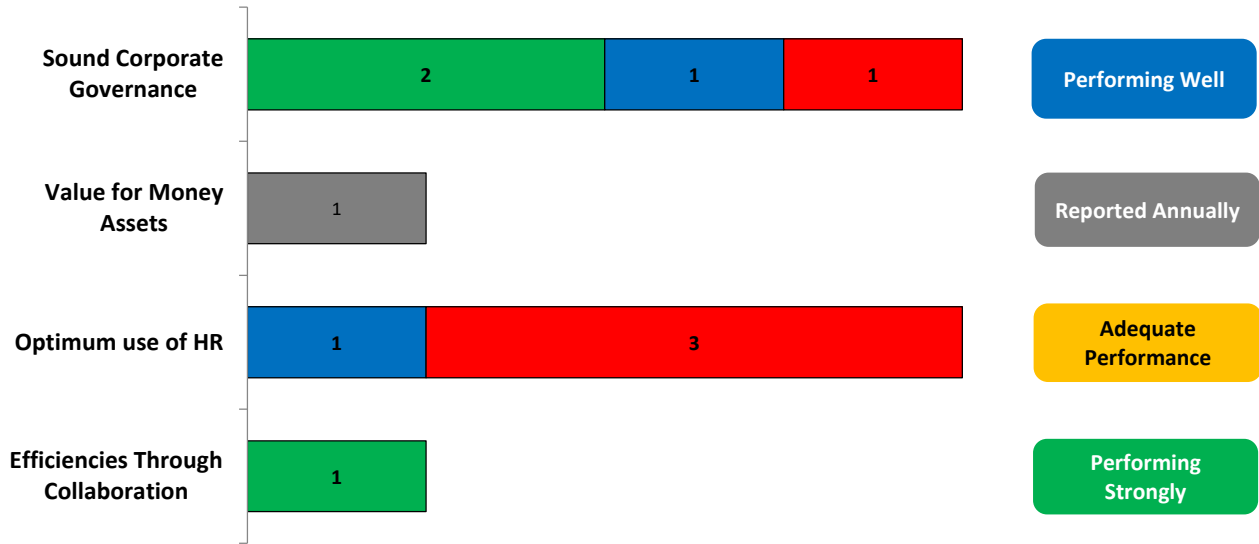
2.4.1 A Great Workforce Culture	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Measures Under Development	-	-	-	-	-

2.5.1 A Sustainable Workforce	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Percentage of time 18 or more appliances are available to respond to Emergency Calls	-	67%	no comparator information		-
Percentage of time Retained Crewed Appliances are available for Operational Response	71%	71%	-	-	

EFFICIENT USE OF RESOURCES

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

EFFICIENT USE OF RESOURCES STRATEGIC OUTCOMES SUMMARY



KEY

Stage 1

Value 4	Performing Strongly (More than 10% better than previous year)
Value 3	Performing Well (Between 0% and 9.9% better than previous year)
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Value 1	Requires Improvement (More than 10% worse than previous year)
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Stage 2

>3.5	Performing Strongly (More than 3.5)
2.5-3.5	Performing Well (Score 2.5 to 3.5)
1.5-2.5	Adequate Performance (Score 1.5 to 2.5)
<1.5	Requires Improvement (Less than 1.5)
--	Not Recorded /Reported
--	No Activity to Assess / No Comparator Info





EFFICIENT USE OF RESOURCES

Exceptionally Good Performance

- Zero Internal Audit Report assessments deemed as limited assurance or below;
- 25% increase in the number of Home Fire Safety Visits conducted by Partners from 348 to 435.

Areas For Improvement

- 74% (20) increase in number of Malicious False Alarms from 27 to 47;
- We have mobilised appliances to these Malicious False Alarms on 62% of occasions.

3.1.1 Sound Financial, Procurement and Corporate Governance	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Number of Internal Audits classed as Limited Assurance or below	0	0	0	-	
Number of Internal Audit recommendations' not completed and signed off by Internal Audit by the due deadline	0	1	1	100%	
Public Contracts Regulation 2015: Percentage of invoices paid within 30 days	96%	96%	0%	-	
Public Contracts Regulation 2015: Interest Paid due to late payment of invoices	£0	£0	0	0%	

3.1.2 Value for Money Assets	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Measures Under Development	-	-	-	-	-

3.1.3 Optimum Use of Human Resources	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Number of Malicious False Alarms	27	47	20	74%	↑
Percentage of Malicious False Alarms resulting in mobilisation of a fire appliance	48%	62%	14%	-	↑
Staff Turnover: Percentage of staff leaving the Brigade as a proportion of the total workforce	3%	2%	-1%	-	↓
No of FTE posts vacant at end of reporting period	30.62	52.48	21.86	71%	↑

3.1.4 Efficiencies through Collaboration and Partnerships	2018/19	2019/20	Variance		RAG & DOT
			No	%	
Number of HFSV conducted by Partners (Fire Support Network)	348	435	87	25%	↑

EMERGENCY RESPONSE BENCHMARKS

EMERGENCY RESPONSE BENCHMARKS

In 2018/19 the approval of the Community Integrated Risk Management Plan 2018/22 introduced a new suite of emergency response benchmarks that moved away from the traditional risk based benchmarks for building fires to a standard benchmark for building fires in Brigade area.

Response Benchmarks – Post April 2018

Fire Control and Mobilisation

Indicator		2018/19	2019/20	Target	% Direction of travel from target
1.1.5.9	Average time taken to answer an emergency 999 call (7 seconds)	7.4	5.95	7	-15%
1.1.5.10	Average time for Fire Control to mobilise a fire appliance to an incident (seconds)	104	86	100	-14%
1.1.5.11	Percentage of times a fire appliance is dispatched to an emergency in 2 minutes	92%	91%	98%	-7%
1.1.5.12	Percentage of Wholetime appliances meeting Book Mobile threshold of 2 minutes	98%	98%	100%	-2%
1.1.5.13	Percentage of Retained appliances meeting the Book Mobile threshold of 5 Minutes	70%	73%	100%	-27%

Building Fires

Indicator		2018/19	2019/20	Target	% Direction of travel from target
1.1.2.10	Average time of first appliance attendance to a building fire (7 Minutes)	00:04:43	00:04:54	00:07:00	-30%
1.1.2.11	First appliance attendance to building fires within 10 minutes on 90% of occasions	98%	97%	90%	7%
1.1.2.12	Average time of second appliance to attend a building fire incident (10 minutes)	00:06:44	00:07:08	00:10:00	-29%

Road Traffic Collisions

Indicator		2018/19	2019/20	Target	% Direction of travel from target
1.1.3.5	Average time of first appliance attendance to an immediate life threatening / rescue RTC (8 minutes)	00:05:13	00:05:21	00:08:00	-33%

High Hazard

Indicator		2018/19	2019/20	Target	% Direction of travel from target
1.1.4.2	Average time of first appliance attendance to an incident at an industrial site (7 minutes)	-	00:04:29	00:07:00	-36%
1.1.4.3	Average time full mobilisation requirement of appliances to an industrial fire (20 minutes)	-	-	00:20:00	-

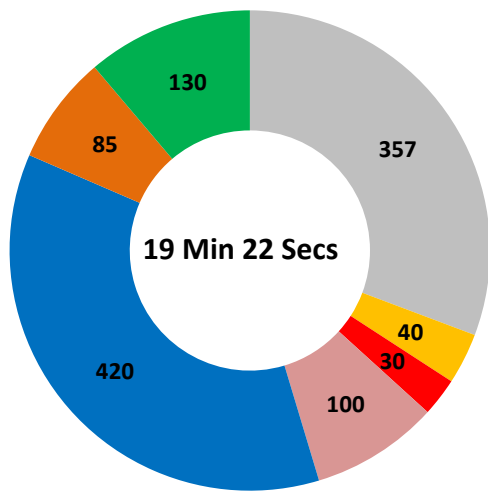
EMERGENCY RESPONSE BENCHMARKS: FIRE SURVIVABILITY

The development of our locally determined Emergency Response Standards to a Building Fire has utilised intelligence derived from live fire tests conducted in actual dwellings to establish tenability and survivability of people in fires. The tests provided raw data and enabled assessments to be made utilising the methodology set out in ISO 13571:2012 Life-threatening components of fire - Guidelines for the estimation of time to compromised tenability in fires.

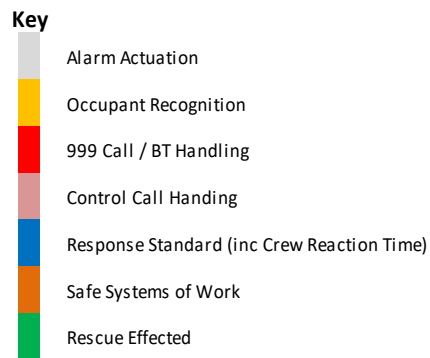
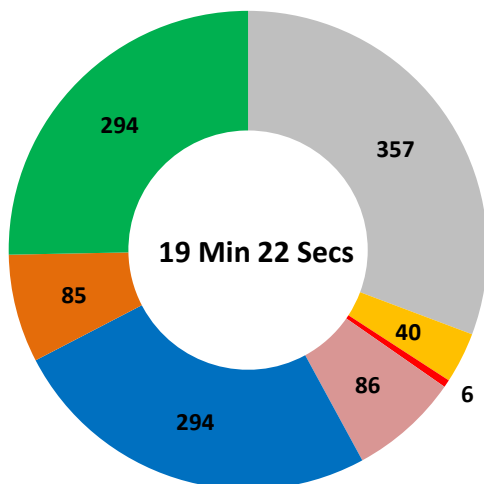
A timeline for human survivability aligned to these fire tests has been developed that sets out all the components of an incident from the start of a fire in a domestic property until the last reasonable point that successful rescue could be made. The tests it was found that the fire created untenable conditions within:

- 15:44 with the door open
- 19:22 with the door closed.

Fire Survivability Model: Compartment Door Closed



Fire Survivability Actuals: Compartment Door Closed



Glossary of Terms

Accidental Dwelling Fires (ADF): incidents that occurred in the home that were not deliberate;

Call Challenge: an initiative where our Control Room Operators can challenge the caller if they believe the incident to be malicious;

Call Questioning: an initiative where our Control Room Operators question an incident with an Automatic Fire Alarm to confirm there is a fire with someone on site at the time of the incident;

CIPFA: The Chartered Institute of Public Finance & Accountancy;

COMAH sites: Control Of Major Accident Hazards;

Complaint: anyone expressing dissatisfaction in relation to any action or service provided by Cleveland Fire Brigade;

Compliment: an expression of satisfaction with the service provided by the Brigade or its employees in the course of their duties;

CIRMP: Community Integrated Risk Management Plan;

Control Operator: members of staff that take calls relating to operational incidents etc;

Co-Responder: a partnership with the NEAS (North East Ambulance Service) to attend Medical Emergencies in East Cleveland;

Deliberate Fire: a fire that following our investigations has been deemed to have been started with malicious intent;

Economic Cost of Fire: produced by CLG to provide estimations for the cost of specific types of fire. Costs include human costs, property damage, lost business and response cost. Costs incurred by the Criminal Justice System are excluded in all but deliberate fires;

ELT (Executive Leadership Team): Directors and Area Managers that have responsibility for the running of the Brigade;

EMR (Emergency Medical Response): Incidents the Brigade attends on behalf of the Ambulance Service to provide life saving treatment to individuals suffering life threatening medical conditions;

Fatalities: fatal casualties occurring at an incident;

FAM (False Alarm Malicious): incidents that are made with the intent of making the Fire Brigade attend a non-existent event;

FTE (Full Time Equivalent): a unit used to determine the percentage of time part time staff work;

Green Book (Support) Staff: corporate staff contracted under NJC Conditions of Service;

HFSV: Home Fire Safety Visit;

Injuries: Non-Fatal Casualties that occurred at an incident;

KSI (Killed and Seriously Injured): indicators used by Cleveland Police for people who have died or were seriously injured in Road Traffic Collisions;

Mazars: organisation that audits Cleveland Fire Brigade on its financial, corporate governance arrangements, VfM, financial resilience improvements;

NEAS: North East Ambulance Service;

NI's (National Indicators): these indicators were taken from the BVPI's;

ONS: Office of National Statistics;

Primary Fires: fires that occur within a property;

RAG: A performance rating using an assigned colour scheme

Response Standards: standards produced to determine how quickly we should aim to arrive at a certain type of incident;

Retained: members of staff that respond to incidents on a part time basis;

Secondary fires: fires that do not occur in property e.g. grass/ refuse/ wheelie bins;

Safe and Well: an initiative to ensure people remain safe within their own homes. An extension of the Home Fire Safety Visits;

Stay Safe and Warm: an initiative that aims to raise awareness of the dangers faced by people who struggle to keep warm during the cold months and to provide advice and support to anyone identified;

VfM (value for money): term used to prove an organisation is doing the right thing, in the right way, with the right people;

Wholetime: operational staff working full-time contracts that comprise of a regular rotating pattern of day shifts, night shifts or day duty.

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

If you require this document in an alternative language, large print or Braille, please do not hesitate to contact us.

بنا الاتصال في كورد فولا، بر ايرل بطريقه او مطبوع باحرف كبيره او بديله بلغه المسمدهدا إلى محتاج كنت إذا

আপনার যদি এই নথিটিকে একটা বিকল্প ভাষা, বড় হরফের মুদ্রন বা ব্রহেলে পুরয়োজন হয়, আমাদের সাথে যোগাযোগ করতে দুবধি করবনে না।

Pokud potřebujete tento dokument v alternativním jazyce, velkém tisku nebo Braillově písmu, neváhejte nás kontaktovat.

اگر این نوشتار را به زبانی دیگر، با چاپ درشت یا خط بریل لازم دارید، لطفاً با ما تماس بگیرید.

Kung nangangailangan ka ng dokumentong ito sa isang alternatibong wika, malaking print o Braille, mangyaring huwag mag-atubiling makipag-ugnay sa amin

Eger tu vé belgeyê bi zimanê Kurdî, çapa bi tîpên mezin an Xetê Brîl dixwazî bi hetim bi me ra têkilliyê bigir.

如果您需要本文件的其他语言版本、大字版本或盲文版本，请随时与我们联系

Jeśli chcieliby Państwo otrzymać ten dokument w innym języku, w wersji dużym drukiem lub pisany alfabetem Braille'a, prosimy o kontakt z nami.

ਜੇ ਤੁਹਾਨੂੰ ਇਹ ਦਸਤਾਵੇਜ਼ ਕਿਸੇ ਬਦਲਵੀਂ ਭਾਸ਼ਾ, ਵੱਡੇ ਅੱਖਰਾਂ ਜਾਂ ਬ੍ਰੇਲ ਵਿੱਚ ਚਾਹੀਦਾ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਸੰਪਰਕ ਕਰਨ ਵਿੱਚ ਇਜ਼ਜ਼ ਮਹਿਸੂਸ ਨਾ ਕਰੋ।

உங்களக்க இந்த ஆவணம் ஒரு மாற்ற மொழியில், பெரிய அச்சு அல்லது பிரயெயிலில் தவேபட்டால், எங்களதைத் தொடர்பு கொள்ள தயங்க வணடாம்.

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

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