



# CULTURE & PEOPLE PLAN

2022-2026



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உக இது ஆவண ஓ மா ெமாழிய, ெபரிய அ அல பெரய ேதைவபடா, எகைள ெதாட கொள தயக ேவடா.

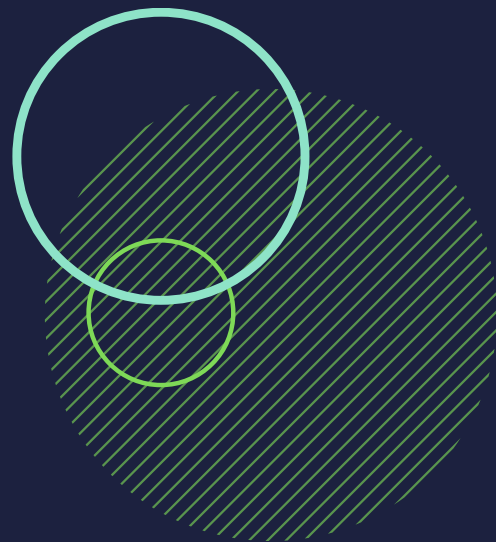
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# FOREWORD



Ian Hayton  
Chief Fire Officer

For a long time we have recognised that our success at keeping our communities safe is very much about having a robust Community Risk Management Plan that is executed by the right people with the right skills, attitudes and behaviours in the right place doing the right things. Our professional, engaged and motivated workforce, led by inspiring, creative leaders are making a difference every day.

Over the last few years, like most other organisations, we have felt the impact of the COVID-19 Pandemic. Our long-standing focus on employee health, safety and wellbeing was seamlessly tailored to support our employees during this time and our people have rallied to support our communities in their time of need by adapting the ways in which they delivered our services and working in different ways, from different locations.

This was positively acknowledged by Wendy Williams, Her Majesty's Inspector of Fire and Rescue Services, following our COVID-19 Inspection in 2020

*'the brigade adapted and responded to the pandemic effectively by prioritising the health, safety and wellbeing of both its own staff and the community'*

The importance we place on our workplace culture and people is reflected within the Authority's strategic goal 'Professional, Proud, Passionate People'.

We live within a constantly changing landscape, the Pandemic is set to continue, our communities are ageing and becoming more diverse and our finances remain a challenge. It is this changing environment that shapes our future community needs and our service demands. Our CRMP 2022-2026 sets out the risks that we need to deal with and our plans in this respect.

We need a modern, diverse and flexible workforce to implement these plans - a workforce that is professional and skilled not only to respond to fires and other emergencies but to stop these events happening in the first place. This will require outstanding leaders with drive and passion to explore new ways of working through collaboration and the application of digital technology - leaders who are responsible, resilient and who 'dare to be different'.

I am fully committed to implementing this Culture & People Plan, which is aligned to our CRMP 2022-26 and will work in partnership with staff to ensure that **'Cleveland Brigade remains a great place to work'**.



# INTRODUCTION

## PURPOSE

It is widely recognised that people are essential to organisational success; they provide the inspiration, creativity, vision and motivation that keep the organisation alive and the skills and competencies necessary to make it work.

In Cleveland Fire Brigade our service delivery and community risk activities aim to ensure that our prevention, protection and response services target the most vulnerable people and the greatest risks in our communities. Therefore we need to ensure that we have the right working environment, with people who have the right skills to carry out the right job, at the right time so that they can make even more of a difference every day and save even more lives. The purpose of this Culture & People Plan is to set out those things we intend to do over the next four years to provide and support such a proud, passionate, professional and inclusive workforce.

## OUR CULTURE & PEOPLE PLAN

Our Culture & People Plan 2022-26 is part of a suite of strategically linked documents that guide the work of Cleveland Fire Brigade to achieving the Authority's corporate objectives as set out in its Corporate Plan 2022-2026.



### Our Corporate Plan

sets out the Authority's Vision for 2030 and the strategic direction for the next four years.



### Our Community Risk Management Plan

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



### Our Culture & People Plan

sets out how we will create a workforce culture that allows our people to flourish and make a difference every day.



### Our Resource Plan

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

# NATIONAL AND LOCAL DRIVERS

## STATUTORY FUNCTIONS

The key pieces of legislation that determine the nature of our work and hence the roles, responsibilities, competencies and skill base required of our people include:

- **Fire and Rescue Services Act 2004** which details how we respond to fires and other emergencies; prevent fires and other emergencies and protect commercial and public buildings
- **Civil Contingencies Act 2004** which details how we work with other agencies to deal with emergencies.
- **The Regulatory Reform (RRO) (Fire Safety) Order 2005** which details how to promote fire safety in places such as offices, factories, shops, public and high rise buildings.

## OTHER KEY LEGISLATION

Other important legislation that impact our people includes:

- 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
- Public Sector Equality Duty 2011
- Data Protection Act 2018
- General Data Protection Regulation 2018
- Freedom of Information Act 2000

## FIRE AND RESCUE NATIONAL FRAMEWORK FOR ENGLAND

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

Specifically with regards to people the Framework sets out a priority to 'develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse'. It also states that 'each fire and rescue authority should have in place a people strategy that has been designed in collaboration with the workforce'.

The Framework requires us to collect and publish workforce data; implement the National Fire and Rescue Professional Standards once they have been developed; comply with the national fitness principles and adhere to the rules on re-engagement of senior officers.

## PROFESSIONAL STANDARDS

In 2021 the Fire Standards Board issued a number of standards in relation to people such as code of ethics, operational competence. We have considered those we have received to date as part of the development of this Plan and will continue to consider future standards throughout the lifetime of this Plan.

## HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES INSPECTION 2018/19

We were rated 'good' at managing our people.

### Strengths

- good wellbeing support for its staff, including after traumatic incidents
- health and safety is taken seriously
- all staff have the training they need
- all accidents are investigated
- clear set of values and behaviours which staff at all levels of the organisation understood and could talk about
- clear approach to workforce planning to make sure there are enough staff to cover important roles
- staff are well trained
- assessment and development of individual staff performance and linking this to the organisational values

### Areas for Improvement

- risk-critical training is not always up to date
- workforce diversity
- inconsistent approach to engaging with and obtaining feedback from staff
- no process to identify and develop staff with high potential to be senior leaders of the future.

## HMICFRS COVID-19 INSPECTION 2020

*'the brigade adapted and responded to the pandemic effectively by prioritising the health, safety and wellbeing of both its own staff and the community'*

## KEY NATIONAL REPORTS AND REVIEWS

Other key national reports and reviews that either have impacted or will impact this strategy include:

- Sir Ken Knight 'Facing the Future'
- Adrian Thomas 'The Independent Review of Conditions of Service for Fire and Rescue Staff in England'
- Regulation 28 'Prevention Future Deaths' (Coroners Report)
- Independent Culture Review of London Fire Brigade (Nov 2022)
- HMICFRS Values and Culture in fire and rescue services ('Spotlight Report' - March 2023)
- HO Fire Reform White Paper (2023)

## OTHER KEY SOURCES OF INSIGHT

- Our Community Risk Management Plan 2022-2026 sets out our plans, services and people requirements for managing those risks
- Our community and risk Profiles as set out in our [Community Risk Profile 2020/21 document](#).
- The outcomes from our environmental scanning exercise as set out in our ['Changing Landscapes' document](#).
- Our performance as detailed in our [Performance Report 2020/21](#).
- Our finances as set out in our [Medium Term Financial Strategy 2022/24](#).
- Consultation feedback from our community and staff as detailed in our [CRMP Consultation Outcome Report](#).

# VISION AND STRATEGIC DIRECTION

## Vision

Our vision is to be a leading fire and rescue service where our .....



## Mission

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

## Corporate Goals 2026

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



**Safer, Stronger  
Communities**

**Professional, Proud,  
Passionate People**

**Efficient, Sustainable  
Resources**

## Corporate Objectives 2026

This Plan focuses on the strategic goal, **'Professional, Proud, Passionate People'** and the Authority's corporate objectives:

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

## Corporate Outcomes 2026

- A Competent Workforce, Outstanding Leaders
- A Safe Workforce, Safe Workplaces
- An Inclusive and Great Place to Work
- A Healthy Workforce

## People Objectives 2026

- To ensure that we have the right number of people with the right skills, values and behaviours; in the right place at the right time to deliver our organisational objectives
- To promote our health and safety culture
- To diversify our staff, promote inclusion and create a fair, equal and great place to work
- To support the health and wellbeing of our people

# A GREAT PLACE TO WORK

## Values

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



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



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



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



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



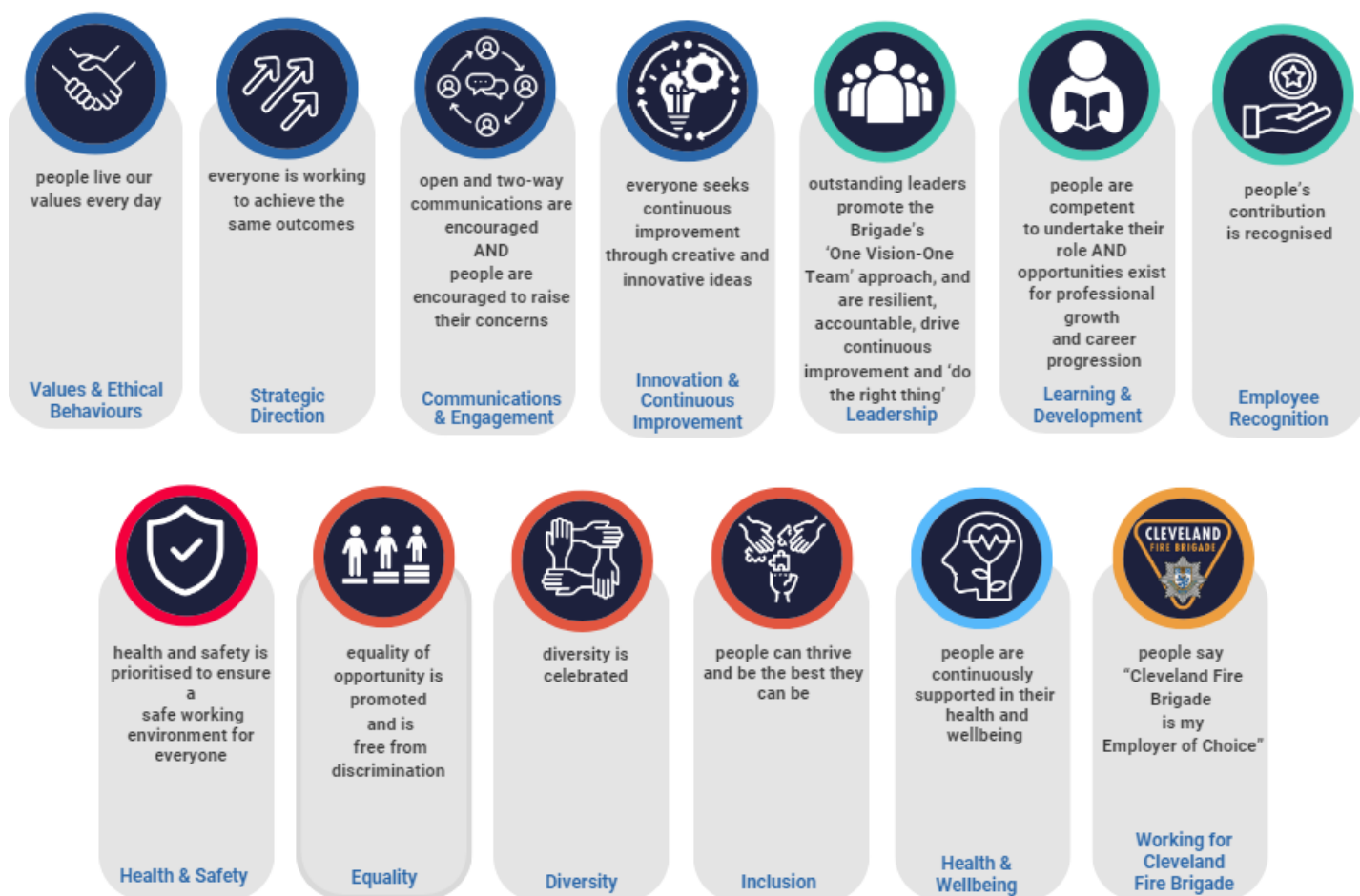
**Engagement:** Engagement with Others understanding and working with our colleagues, partners and communities to provide the best delivery of services.



## Culture

In order to support the achievement of our corporate goals and objectives, we are committed to creating a vibrant organisational culture based on our values and ethical behaviours.

### We want to create a workplace where .....



Cleveland Fire Brigade  
**A GREAT PLACE TO WORK**

# LINKING OUR CULTURE & PEOPLE PLAN TO OUR STRATEGIC DIRECTION



## DEVELOPED AND IMPLEMENTED IN PARTNERSHIPS

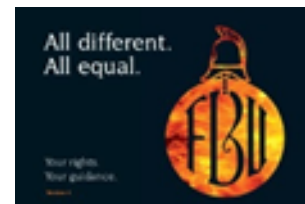


Our key partners in developing and implementing this Plan are our staff and Representative Bodies, the Fire Brigades' Union (FBU) and Unison.

Staff consultation takes place regularly through forums such as the Future Leaders Forum; the Employee Health and Wellbeing Board, the Health and Safety Committee and the Equality, Diversity and Inclusion Board.

People are always at the centre of the work that we do with the FBU and Unison and we enjoy long standing good industrial relations with both of them.

The FBU and Unison support this Culture & People Plan and we will continue to work with them through implementation to ensure the best workplace and employment practices.



## A LIVING PLAN

This plan is a living document that will change and adapt as we move forward and deliver our corporate outcomes.



**Professional**

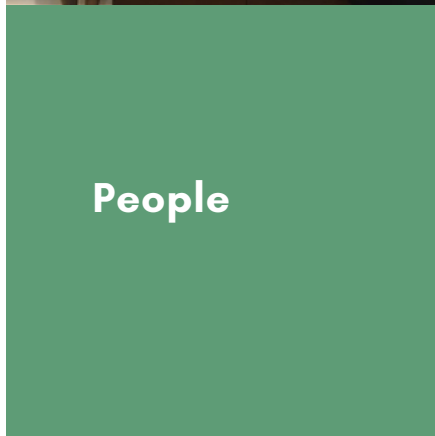


**Proud**



**Reception**

**Passionate**



**People**







# Talent Management

**People Objective: To ensure that we have the right number of people and leaders with the right skills, values and behaviours; in the right place at the right time, to deliver our organisational objectives**

Corporate Outcome: A Competent Workforce, Outstanding Leaders



We recognise the difference that every member of staff makes in keeping our communities safe. We have, for a long time, operated a 'one vision, one team' approach to achieving our organisational objectives – acknowledging every employee's contribution to our success.

**For us the term 'talent' is defined as every member of our workforce.**

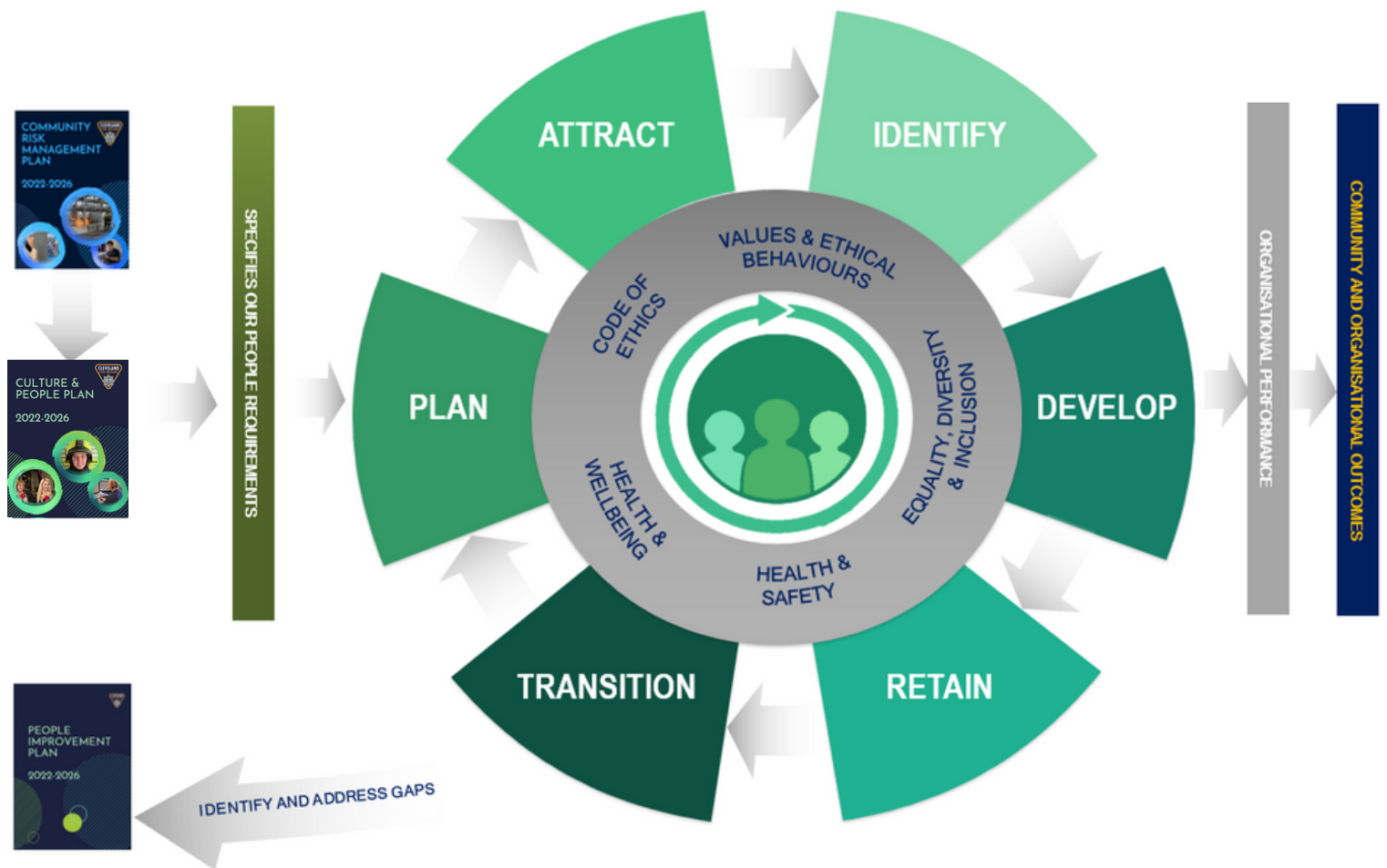
The changing nature and scope of the modern fire and rescue service requires a professional, flexible workforce with transformational, strong and resilient leadership at all levels to manage and motivate effectively in uncertain times and unpredictable situations. We need leaders who are able to collaborate across our different functions internally as well as being able to cross traditional boundaries with other agencies to achieve more efficient and joined up services.

Our approach to Talent Management seeks to attract, identify, develop, engage, retain and deploy individuals who are considered particularly valuable to us. It involves managing talent strategically from the top through our strategic planning arrangements thereby ensuring it is aligned to our community safety objectives set out in our Community Risk Management Plan and so that we can build a high-performance workplace; encourage a 'learning' organisation, add value to our employer brand; and improve diversity management.

With access to the right opportunities, exposure, stretch and development we want our people to reach their highest level of potential; whether this is in their current or future role.



## Our Integrated Talent Management Framework

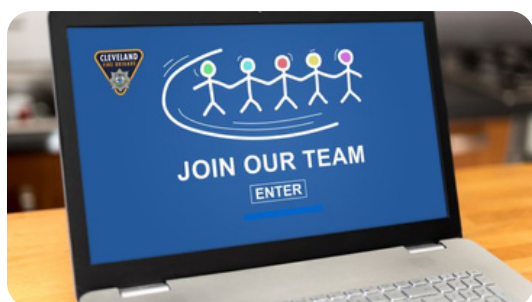


Our inclusive arrangements for managing our talent and supporting our people from the start to the end of their careers with us are captured within our Integrated Talent Management Framework. The Framework is integrated as it is informed by, our Community Risk Management and Medium Term Financial Plans. Our values and behaviours and health and safety; equality, diversity and inclusion; and health and wellbeing policies, processes and activities are intrinsically woven throughout each part of the Framework.

Over the next four years our approach to Talent Management will be to apply learning and good practice to what we have in place already. It will also focus on the achievement of the following People Outcomes.



## People Outcome TM 1: **WORKFORCE PLANNING**



### **We will have aligned our changing organisational needs with our Culture & People Plan**

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

*'The brigade has a clear approach to workforce planning to make sure there are enough staff to cover important roles'. (HMICFRS 2018/19)*

Our workforce planning processes follow a cyclical model which covers numbers, skills and diversity profiles.



Each stage of the model is discussed at our monthly workforce planning meetings between HR, Learning and Development and Operational Delivery teams, led by a Principal Officer and through formal quarterly Executive Leadership Team meetings. Meeting outcomes inform our 'live' medium term Workforce Plan' including Training Needs Analysis.

Our planning arrangements have served us well in the past and have proven to be successful in managing many significant changing workforce circumstances. For example, in reducing our workforce across all staff groups to meet budget deficits; in managing our operational appliance availability to meet service demands; and in dealing with a major event (the COVID-19 Pandemic) to ensure business continuity.

We will continue these arrangements over the next four years. Our new Human Resource Information Management System will better support the efficiency and effectiveness in the provision of information to inform our plans.

Going forward we will:

- further develop real-time information relating to our workforce profiles on our new business platform (The Bridge) to support strategic workforce planning; and HR in developing recruitment, retention and promotion plans (PPP7)
- achieve Level 4 of NFCC Talent Management Maturity Model (PPP22)
- achieve Level 4 of NFCC Recruitment Maturity Model (PPP25)
- achieve Level 4 of NFCC HR Analytics Maturity Model (PPP23)



People Outcome TM 2:

## ATTRACT



### We will be recognised as an Employer of Choice

#### Employer Brand

We have a strong organisational brand that is recognised by our communities as being trusted and respected. We attract many people to our whole-time firefighting positions, but these are, in the main, white males. We have less interest in our on-call firefighter positions and sometimes have difficulty in attracting people to our more specialised posts such as, for example, fleet and ICT technicians; and finance professionals.

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

#### Employee Value Proposition

An employee value proposition is the unique set of benefits that an employee receives in return for the skills, capabilities, and experience they bring to an organisation. We know that when integrated into all aspects of an organisation a strong employee value proposition will help retain top performers and attract best external talent.

We want to evaluate our current employee proposition to establish its contribution to employee attraction and retention.

#### Recruitment and Progression

We have in place recruitment and progression policies and procedures that are reviewed regularly with staff and Trade Unions to ensure that they are fair and do not disproportionately impact people from under-represented groups.

We also have our 'Approach to Positive Action' which aims to identify and remove barriers to attraction; enhance our employer brand; provide meaningful career and development opportunities and monitor workforce trends. (see our equality, diversity and inclusion theme)

Going forward we will:

- invest in the expertise of a professional marketing consultant to develop and enhance our Employer Brand (website; campaigns; social media) (PPP15)
- develop and evaluate our current employee value proposition to support attraction and retention (PPP40)
- achieve Level 4 of NFCC Recruitment Maturity Model (PPP25)
- achieve Level 4 of NFCC Talent Management Model (PPP22)
- establish a Fire Cadet Scheme to provide young people with an insight into a uniformed service with basic fire-fighting skills being learnt alongside personal and social skills (PPP41)



### People Outcome TM 3: **IDENTIFY**



**We will have identified potential future leaders, senior managers and individuals, to fill business - critical roles.**

Our Corporate and Community Risk Management Plans set out our business requirements and challenges to 2026.

Our Succession Plan 2026 identifies our key leadership, senior management and business-critical roles that will be required to support the delivery of these Plans.

Workforce planning will continue to support us to establish which of our key positions will become, or are likely to become vacant, over this same time period.

This will give us a complete picture of our succession planning requirements.

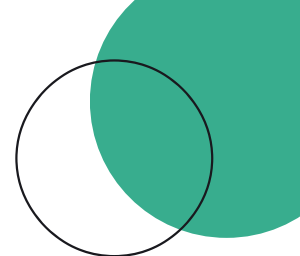
Well embedded appraisal systems will continue to provide opportunities for line managers to identify the development needs of individuals to undertake their existing roles. Future career aspirations will remain integral to the performance appraisal.

In 2018/19 the HMICFRS recognised that we were 'Good' at managing performance and developing leaders, and made positive comments about the use of our appraisal process to identify staff that are interested in, and suitable, for promotion. However, the Inspectorate stated that we should 'put in place an open and fair process to identify, develop and support high potential staff and aspiring leaders'.

We are currently expanding our system to better identify those people with high potential to access targeted development programmes aligned to the competency requirements of our key roles.

Going forward, we will

- finalise and implement our improved system to better support the identification of, and development for, those individuals with high potential (PPP30)
- achieve Level 4 NFCC Talent Management Maturity Model (PPP22)
- achieve Level 4 NFCC Leadership and Development Maturity Model (PPP24)



People Outcome TM 4:

## **DEVELOP**

### **(Competency Framework)**



**We will have a development framework that ensures all of our staff are competent to undertake their role**

Our approach to learning has been acknowledged by the HMICFRS in 2018/19 who stated that we 'are good at getting the right people with the right skills to deliver our CRMP with a robust approach to identifying future training requirements'. They found strong supporting structures in place to enable new or promoted staff to acquire and develop the skills they need for their roles and acknowledged that we had aligned risk-critical response training such as breathing apparatus and water rescue to national standards.

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

Commanding operational situations is different to managing controlled and defined situations or workplace scenarios. Incident Commanders need a range of leadership qualities together with command skills to deal with the wide-ranging nature of emergencies. We will continue to develop our incident commanders to be assertive, effective and safe; and to be able to resolve the full range of reasonably foreseeable incidents and adapt to those that are not. Our full approach to incident command development is detailed within our Incident Command Training Framework which is integral within our Competency Framework.

Creating the right learning environment and the investment of appropriate resources will continue to be the foundation to our training and education success. Blended learning and digital technology will be integral to our learning and development delivery model. Our apprenticeship framework will form the basis of our on-boarding arrangements.

Going forward, we will:

- further develop our Apprenticeship Framework and seek to become an Apprenticeship Training Provider (PPP32)
- explore the potential of providing specialist training in-house through the use of our own staff to realise savings e.g. Fire Engineer trainer for the delivery of Level 3 and 4 Fire Safety qualifications (PPP33)
- achieve Level 4 NFCC Blended Learning Maturity Model (PPP27)
- achieve Level 4 NFCC Learning Organisation Maturity Model (PPP26)





People Outcome TM 5:

### **DEVELOP (Training Programmes & Resources)**



#### **We will have improved training through the use of reflective learning and digital technology**

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

Our embedded, reflective learning approach will continue to comprise many and varied mechanisms such as debriefs (hot and structured), monitoring of local, national and international events, evaluation and staff feedback.

The National and Joint Organisational Learning is a national platform for shared learning. Our Single Point of Contact will continue to use this platform to actively monitor any new learning and share any of our new learning with others.

Investment in training will continue. Our work to develop our new facility called 'The Edge' on our new business platform 'The Bridge' will give access to a wide range of electronic learning resources to support individuals and teams in their development and maintenance of competence.

Our well-established, annual Exercise Programme will continue to provide realistic opportunities for operational personnel. The Programme will include joint exercises with the Cleveland Local Resilience Forum and cross border exercises with regional Fire and Rescue Services.

Going forward we will:

- build upon the learning from local, regional and national critical events such as Grenfell Tower fire and The Cube (Manchester) fire (SSC33) (see CRMP 2022-2026)
- further develop our learning platform 'The Edge' (accessed via The Bridge) (PPP34)
- achieve Level 4 of NFCC Blended Learning Maturity Model (PPP27)
- achieve Level 4 of NFCC Learning Organisation (PPP26)





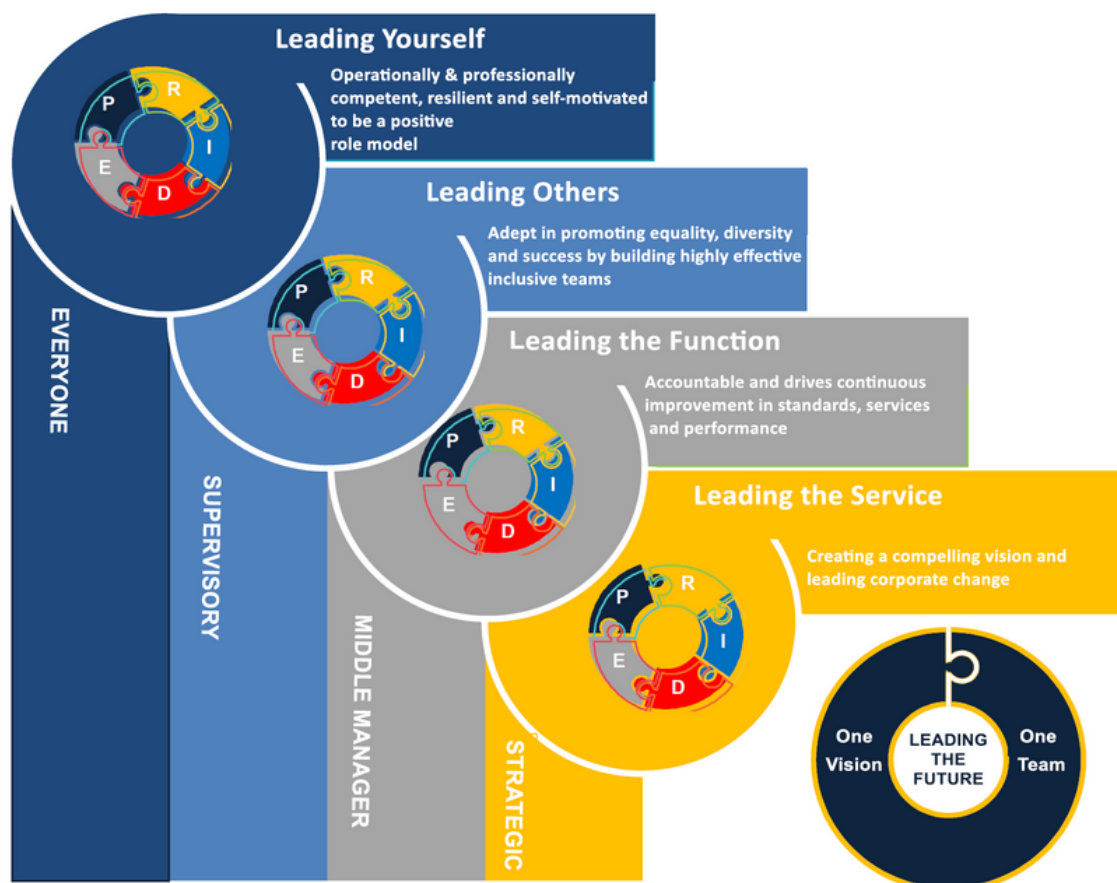
People Outcome TM 6:

## **DEVELOP (Leadership and Management)**

**We will have resilient, flexible, accountable leaders who create a compelling vision, drive continuous improvement and 'do the right thing'.**

Our approach to managing performance and developing leaders was assessed as 'Good' by HMICFRS in 2018/19 with our strengths being our annual appraisal completion rates; our leadership and management training which is aligned to nationally recognised qualifications and our mentor training programme with Cleveland Police.

### **Our Leadership Model**



Our approach going forward will be to continue to identify, nurture and support the leadership capabilities of our existing and future staff; through a culture that is underpinned by our values and ethical behaviours. We will continue to develop outstanding leaders who are ambassadors and role models for Cleveland Fire Brigade; who focus on others and who use leadership to create high performance teams. We will do all this through our well embedded Leadership Model.

## Our Core Learning Pathway

Our Core Learning Pathway presents a clear framework of structured development across each of our leadership levels to support career progression.

Integral to the Framework is a suite of tools that are designed to support individuals at each stage of their development. These include access to Mentors, secondments, involvement in projects and temporary promotions. We want to expand these development tools through the adoption of 360 Appraisals and Coaching.

We are currently expanding our system to better identify those people with high potential to access targeted development programmes aligned to the competency requirements of our key roles.

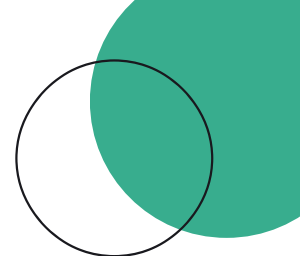
## Managing Performance

Individual performance will continue to be managed through our embedded personal development review process. This creates an opportunity for communication between an individual and their line manager. It ensures that every individual has the opportunity to develop their knowledge and skills to do their job, to consistently put these into practice and to receive the appropriate feedback and support in relation to personal performance and career aspirations.

Going forward, we will:

- introduce a 360 Appraisal Feedback mechanism (PPP35)
- introduce a Leadership Coaching Scheme (PPP36)
- finalise and implement our improved system to better support the identification of, and development for, those individuals with high potential (PPP30)
- achieve Level 4 NFCC Learning Organisation Maturity Model (PPP26)
- achieve Level 4 NFCC Leadership Development Maturity Model (PPP24)
- achieve Level 4 NFCC Performance Management Maturity Model (PPP28)





### People Outcome TM 7: **RETAIN**



#### **We will have a high level of workforce retention**

We are committed to ensuring that the Brigade continues to be recognised as 'a great place to work'; where our people remain professional, proud and passionate. We know that when people come to work for us, they stay with us and we believe this is because of the excellent range of benefits that they enjoy. Our staff turnover figures supports this, as the majority of people who do go on to leave do so to retire having fulfilled a lengthy career.

Staff health, safety and wellbeing will remain a top priority through the provision of a wide range of people focused policies; personal and professional development; modern, family friendly ways of working and wide range of engagement mechanisms.

Going forward we want to broaden our recognition arrangements through the expansion of our traditional approaches to staff awards, such as Long Service Medals and Chief Fire Officer Commendations, to include individual and team contributions to organisational achievement aligned to our values and ethical behaviours (PPP37). We also want to achieve Level 4 NFCC Employee Recognition Maturity Model (PPP29)



### People Outcome TM 8: **TRANSITION**



#### **We will have transition arrangements that mutually support staff and the organisation**

The transition process that leads to the formal separation between us and our employees through resignation, termination or retirement is what we call 'off-boarding'. This encompasses all the decisions and processes that take place when an employee leaves such as handing in equipment, pre-retirement courses, knowledge 'harvesting' and exit interviews.

Going forward we want to expand our off-boarding arrangements and widen our mental wellbeing support to staff post-retirement to ensure that our employees leave feeling happy and supported and, as a result, become a future advocate of the Brigade. (PPP4)



**Professional**



**Proud**



**Passionate**



**People**





# Health and Safety



# Health and Safety

## People Objective: To Promote our Health and Safety Culture

Corporate Outcome: A Safe Workforce, Safe Workplaces



Cleveland Fire Brigade's leaders foster a great culture of employee health and safety. From the very top there is a clear vision and commitment to this, evident within our Corporate and Community Risk Management Plans 2022-26.

Health and Safety is our number one value; a value that is recognised and wanted by our people. Promoting a safe workforce and safe workplaces are a priority; demonstrated through our health and safety arrangements that have been in place for many years such as our Health and Safety Policy; risk assessments, accident investigations; learning and development; and monitoring processes.

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

In 2018/19, following their inspection of Cleveland Fire Brigade, HMICFRS stated that we were good in our Health and Safety arrangements. 'Health and Safety is taken seriously. All staff have the training they need, and all accidents are investigated'.

Examples of the strengths identified included a comprehensive health and safety policy; clearly defined responsibilities of staff at all levels to promote health and safety; suitably trained staff with extra training being provided for specialist roles; a health and safety committee that reviews relevant performance; close working with representative bodies; staff encouraged to report health and safety issues; and learning from accidents and near misses.



Our workplace accidents are low and decreasing. In 2020/21 we saw a 42% reduction in these accidents from 48 in 2015/16 to 28. Similarly, we have seen a 62% reduction in accidents resulting in injury, from 22 in 2015/16 to 7 in 2020/21.

The rate of firefighter accidents per 1,000 firefighters 43.2 in 2020/21 is much lower than the national average 68.7.

Our vehicle accident figures show a 14% reduction in the number of vehicle accidents, from 35 in 2015/16 to 30 in 2020/21; this latter figure is slightly worse than the national average for the number of vehicle accidents per 1,000 employees (69.6 compared to 58.8).

It is a reality that firefighters and officers sometimes have to work in very dangerous, dynamic and unpredictable operational environments; at times when attempting to save life and mitigate other emergencies.

Worryingly, attacks on frontline staff have risen significantly. In 2020/21, there were 52 attacks, an increase of 86% since 2015/16. Over the same period, nationally there has been a 50% increase on such incidents.

Our staff are equipped with appropriate personal protective equipment and trained to protect their wellbeing; our fire appliances are fitted with closed circuit television and we have provided our frontline crews with Body Worn Cameras. Following any attack we work very closely with our partners in Cleveland Police to identify the perpetrators to ensure they are prosecuted.



Over the next four years our approach to Health and Safety will be to apply learning and good practice to what we have in place already. It will also focus on the achievement of the following People Outcomes.



## People Outcome HS 1: **LEGALLY COMPLIANT**



### **We will continue to be compliant with all health and safety statutory and legal duties and responsibilities**

We have a legal responsibility under the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999 to ensure the health, safety and welfare at work of their employees. This is understood to include minimising the risk of work-related mental health issues as well as injury.

The Health and Safety at Work Act 1974 covers all workplaces, and requires an employer must do everything reasonably practicable to provide a safe and healthy workplace. It is supplemented by statutes, regulations, codes of practice and guidance.

The Working Time Regulations 1998, The Corporate Manslaughter and Corporate Homicide Act 2007, Approved Codes of Practice are all key legislation and guidance that we need to take cognisance of.

Our strategy is to continue to ensure the effective management, leadership, commitment, responsibilities and accountability for organisational health and safety. We want to maintain clear policies and procedures which are consistent with our strategic objectives and statutory duties and ensure effective processes for identifying hazards, controlling risks and taking action where necessary. We will continually improve our risk monitoring and evaluation management system and allocate the necessary resources to health and safety.

Going forward we will:

- establish a strategic health and safety governance structure (PPP42)
- identify clear roles and responsibilities in our Health and Safety Policy (PPP43)
- review all health and safety procedure notes to ensure legal compliance (PPP44)
- carry out a gap analysis of all systems and processes in accordance with the Management of Health and Safety at Work Regulations 1999 (PPP45)
- undertake a full audit to ensure that all risk management processes are legally compliant (PPP46)
- review the Health and Safety team structure and operating budgets (PPP47)



People Outcome HS 2:

## COMPETENCE



### **We will have a workforce that is competent to carry out their health and safety responsibilities**

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

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

Our staff will demonstrate their skills in the workplace by continuing to spot hazards, taking corrective action, carrying out risk assessments and workplace inspections.

In simple terms, our staff will be able to recognise the risks associated with each activity and apply the right measures to control and manage those risks.

Going forward we will:

- develop a health and safety training framework (PPP48)
- deliver health and safety training to all staff (PPP49)
- carry out an annual health and safety training needs analysis (PPP50)
- continue to deliver a programme of high-quality workplace audits (PPP51)



### People Outcome HS 3: **CULTURE**



**We will have a positive health and safety culture, where staff understand their responsibilities and are comfortable to report concerns and managers lead by example, taking action where necessary.**

Our positive health and safety culture will continue to be based on effective leadership at all levels. At the strategic level, our Health and Safety Committee will continue to be led by a Principal Officer. Our Health and Safety Sub Group will continue to be led by a Middle Manager with direct responsibility for organisational health and safety. Safety Representatives from the relevant trade unions will continue to participate in our health and safety governance structure and play an important role in our employee consultation and engagement mechanisms.

Workplace supervisors will maintain good communications with our employees and encourage a positive safety culture. Discussions and constructive challenge about health and safety will be part of everyday work conversations. Leaders will listen to what they are being told by staff and take any concerns seriously.

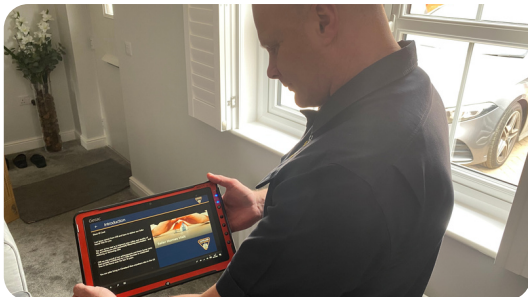
Staff participation in safety is important, to build ownership of safety at all levels and make the most of the knowledge that our staff have. We will encourage active involvement in safety conversations, risk assessments, hazard spotting and improvements in the workplace.

Going forward we will continue to:

- carry out regular audits and discussions to ensure that staff understand our safety values (PPP52)
- deliver a programme of senior leadership workplace visits that promote a positive health and safety culture (PPP53)
- monitor hazard reporting and identify any emerging trends (PPP54)
- Involve staff representatives in strategic and tactical health and safety committee structures (PPP55)
- implement feedback mechanisms to strengthen staff engagement (PPP56)
- review our joint accident investigation memorandum of understanding with Trade Unions (PPP57)



#### People Outcome HS 4: **COMMUNICATIONS**



#### **We will have a work environment that enables effective and open communications with staff**

Effective communication is an essential part of our approach to health and safety. Our intention is to create an environment where we can have open discussions with staff and listen to any concerns. As part of this, we will continue to involve workforce representatives in our safety committees, communications to staff and policy development.

Our focus will be on ensuring that time is allocated so that communications can take place. This will be encouraged in every workplace and planned as part of any changes to health and safety practices. If a risk, or lesson is identified, we will communicate this to the workforce in good time. We will plan training or coaching to ensure that line managers have the skills needed to carry out face-to-face discussions at all levels within the organisation.

Staff representatives will be given time and facilities to carry out their duties. This will ensure communication and engagement with staff at all levels. This will be supported by committee meetings, staff communications, fire alerts and face to face briefings where possible.

As part of this, we will continue to involve workforce representatives in our safety committees, communications to staff and policy development.

Going forward, we will:

- develop and maintain regular communications with staff through dedicated health and safety bulletins (PPP58)
- continue to utilise Fire Alert System to update staff with changes to critical health and safety policies and procedures (PPP59)
- continue to check that all workplaces display up to date health and safety information through the Health & Safety Audit process (PPP60)
- deliver a programme of health and safety roadshows for all staff (PPP61)
- develop a programme of 'toolbox' talks to be delivered by workplace supervisors (PPP62)



People Outcome HS 5:

## **CONTROLS**



### **We will have workplaces where risks are controlled**

As part of managing our health and safety arrangements across the organisation we will control the risks in our workplaces. To achieve this, we will maintain effective hazard identification and risk assessment processes. Our aim is to identify anything that has the potential to cause harm and implement measures to control the risk.

Our leaders will continue to proactively identify anything that has the potential to cause harm in every workplace. This will be done by regular contact with staff, workplace inspections and by observing working practices. This will help us to have a good understanding of who might be harmed and how.

We will actively make an assessment of the likelihood of harm occurring and do everything we can to prevent harm from happening.

We will use controls, such as:

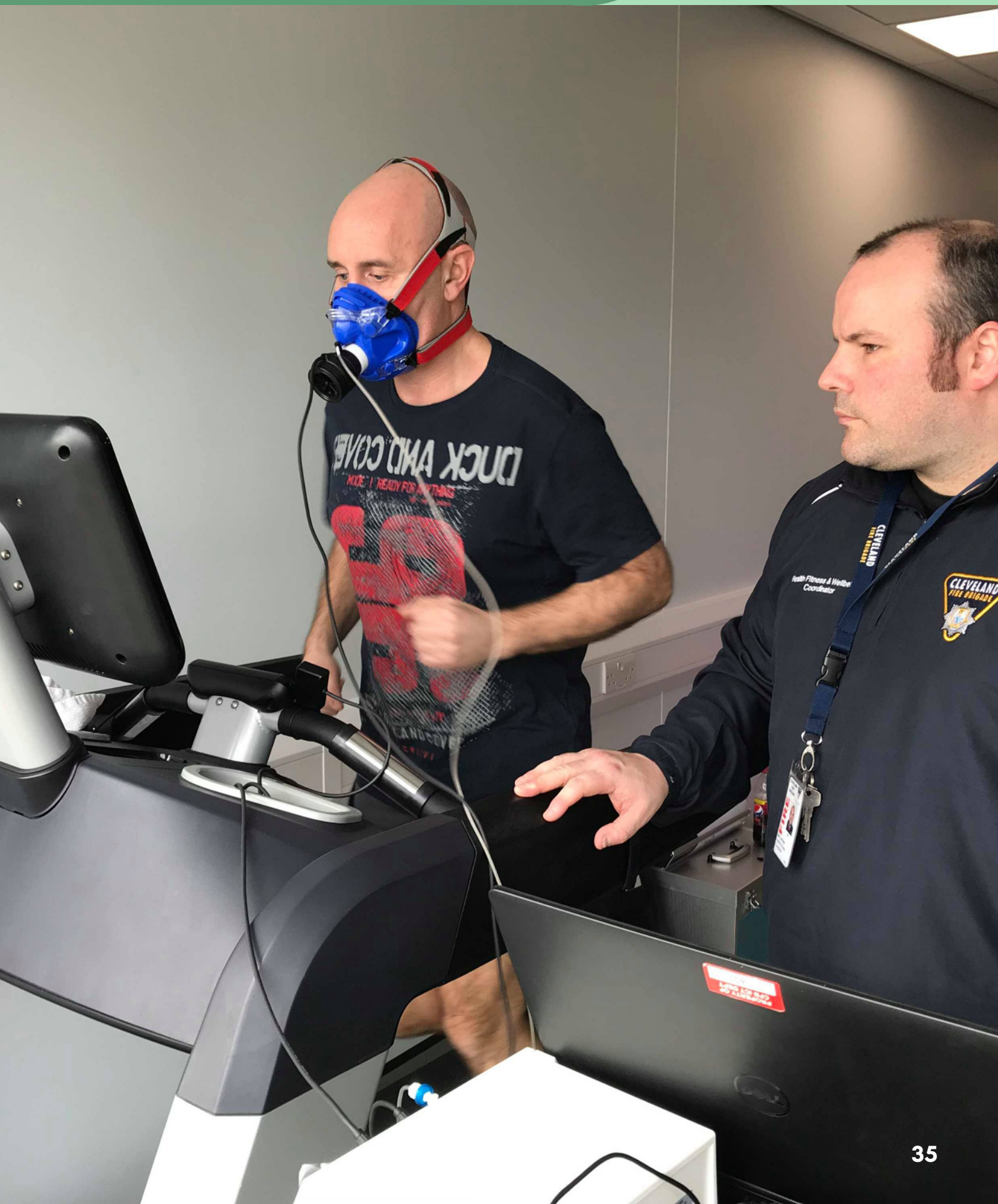
- Getting rid of the hazard
- Preventing access to the hazard
- Trying a less risky option
- Providing welfare facilities and a safe working environment
- Providing personal protective equipment

The overall aim is to identify anything that has the potential to cause harm and implement measures to control the risk.

Going forward we will:

- ensure that the risk assessment process is implemented and adhered to in all workplaces through regular monitoring and review (PPP63)
- deliver a programme of health and safety workplace audits (PPP64)
- undertake inspections of equipment, including personal protective equipment to ensure that they fit for purpose, tested correctly and records maintained (PPP65)
- monitor action plans resulting from audits to ensure that recommended control have been implemented (PPP66)







# Health and Wellbeing

## People Objective: To Support the Health and Wellbeing of our People

Corporate Outcome: A Healthy Workforce



For many years we have acknowledged what is widely known – that being in work is good for people’s health and wellbeing; and that a healthy workforce is beneficial to employers too. So by creating a positive, safe and healthy work environment for employees we can increase morale, improve our employees’ work-life balance and, in turn, positively impact the performance of our service.

We are passionate about the health and wellbeing of our people and have for a long time committed resources to preventing people being absent from the workplace for health reasons. Previous strategies have focussed on robust sickness absence management and improved support for people with poor mental and physical health, the current top causes of ill-health in the Fire and Rescue Service.

In 2018/19, following their inspection of our Brigade, HMICFRS stated that we were good at looking after our people and offer good wellbeing support for our staff, including after traumatic incidents.

The Inspector acknowledged that we took workforce wellbeing seriously, having in place a comprehensive wellbeing strategy and a wide range of wellbeing services overseen by a health and wellbeing board. The Inspector noted the Chief Fire Officer's commitment to health and wellbeing through his longstanding leadership of the NFCC’s Occupational Health Committee and our lead on sickness absence benchmarking for the fire sector.

Throughout 2020/21 we were responding to and recovering from the COVID-19 Pandemic. As a learning organisation, during this time, we have regularly reflected on what worked well and where we needed to improve/evolve; our feelings in this respect are captured in our 'Lessons Learnt' documents.



In August 2020 a specific COVID-19 HMICFRS Inspection was undertaken on how we responded to the Pandemic. The summary opinion from the Inspector was that we had adapted and responded to the pandemic effectively by prioritising the health, safety and wellbeing of both our staff and the community. The Inspector stated that 'staff wellbeing was a clear priority for senior leaders during the pandemic who 'actively promoted wellbeing services and encouraged staff to discuss any worries they had'.

As can be seen from the table below our sickness absence levels in 2019/20 (pre-Pandemic) across all staff groups were higher than during 2015/16 with an increasing trend over the years 2017/18 -2019/20.

CFB 2015/16	Staff Group	CFB 2017/18	CFB 2018/19	CFB 2019/20	National 2019/20
7.44	All Staff	6.72	7.96	9.36	9.78
7.23	Whole time	6.44	8.06	9.47	9.05
6.58	Retained	7.25	6.81	8.30	12.41
4.05	Control	4.83	10.52	6.00	10.86
9.48	Green Book	7.62	8.11	10.65	9.35

During the Pandemic, in 2020/21 our sickness absence levels reduced across most staff groups as shown in the following table. This was the same for most other fire and rescue services.

Staff Group	2019/20	2020/21	Diff
All Staff	9.36	8.05	-1.31 (-14%)
Wholetime	9.47	9.60	+0.13 (+1.4%)
Retained	8.30	4.97	-3.33 (-40%)
Fire Control	6.00	3.81	-2.19 (-36.5%)
Green Book	10.65	6.43	-4.22 (-40%)

We are applying caution to the 2020/21 figures as these were impacted by COVID-19 and maybe not a reflection of true sickness absence levels.

In 2020/21, 98% of our Firefighters have achieved our fitness standard (VO2 42.3) at the first time of testing.

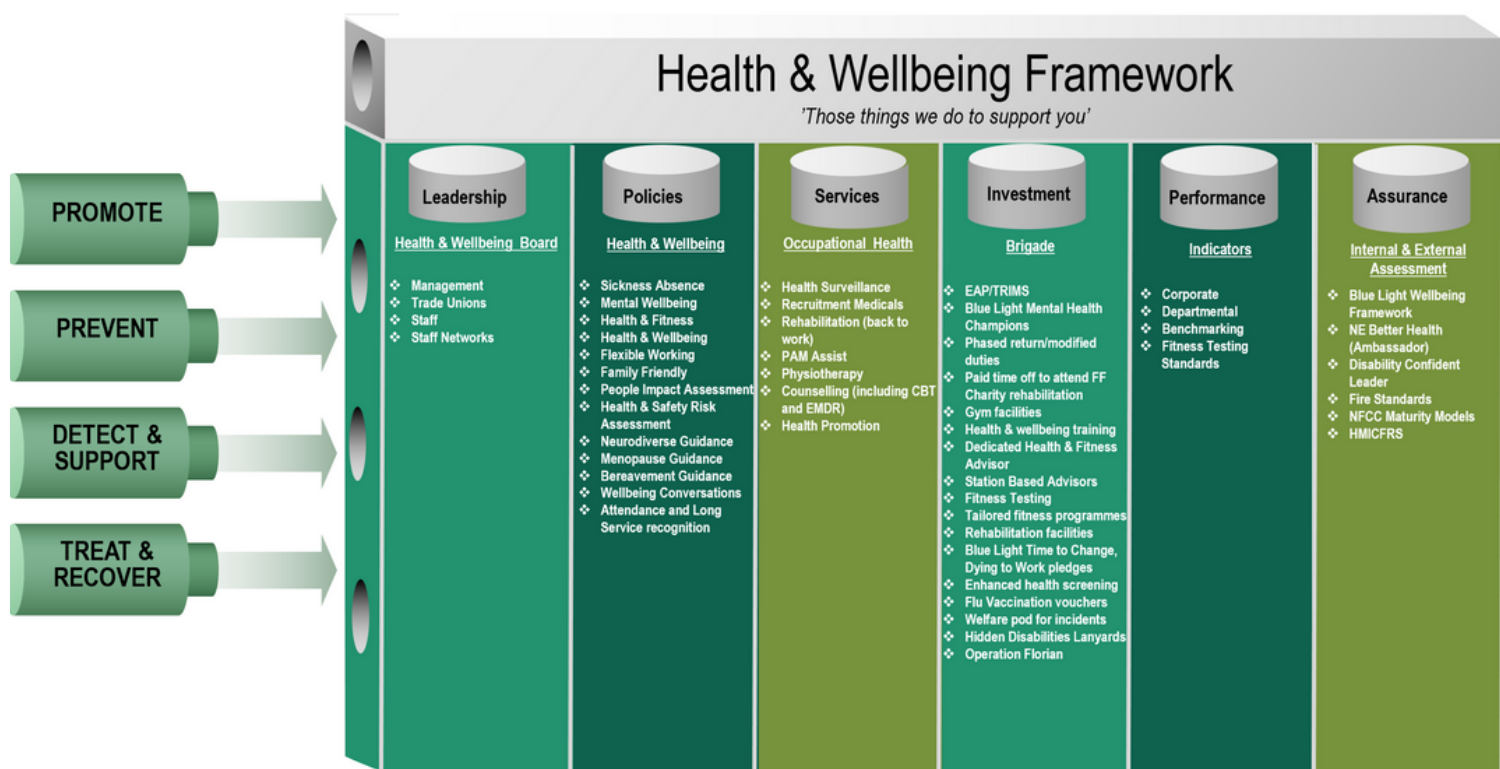


We believe the focus of our existing Health and Wellbeing Strategy 2019/2024, developed through the members of our workforce and representative bodies that sit on our Health and Wellbeing Board, is still relevant. The timeline of the Strategy has been extended to support the achievement of the Authority's strategic outcomes as set out in its CRMP 2022-26. It:

- builds on our existing approach and practices to promote, prevent, detect and treat workplace issues known to impact health and wellbeing including physical, psychological and societal elements.
- further enhances our Health and Wellbeing Framework through adoption of good practice, compliance with legislation, refreshment of policies and external assessments
- specifically concentrates on physical health and fitness, mental health and health promotion
- continues to reflect ACAS guidance in that managing health, work and wellbeing is the responsibility of both the employer and the employee – a philosophy based on self-help and individual responsibility



## Our Health and Wellbeing Framework



### Promote

ELT and Departments Heads will promote physical and mental health including healthy lifestyles across the Brigade by organising events, improving their knowledge, and providing materials, toolkits and on-line support

Line management will promote physical and mental health including healthy lifestyles within their teams; ensuring awareness and use of the Brigade's support mechanisms and by attendance at events.

### Prevent

We will undertake continued analysis and comparisons of physical and mental health performance; engage in forums to share good practice, learn from others and seek feedback from staff and HWB Board.

We will provide training, workshops, materials, toolkits and support to help people build and improve their own resilience.

### Detect and Support

We will provide a role risk assessment tool and guidance on screening and monitoring

We will provide occupational health, physiotherapy and counselling services; and an outreach health and fitness advisory service; training will be provided to early identify wellbeing issues.

### Treat and Recover

We will operate in line with Medical and Occupational Evidence for Recruitment and Retention of staff in the FRS and ensure our occupational health providers are members of the Association of Local Authority Medical Advisors/accredited to the Safe, Effective, Quality Occupational Health Service Standards.

We will build organisational capability and individual resilience by providing and developing early intervention and post-trauma support

Each year we review elements of our framework to ensure that we continue to: comply with relevant legislation; incorporate best/good practice and keep our policies and procedures up to date. **Over the next 2 years we will seek to achieve Level 4 of the NFCC Wellbeing Maturity Model.** (PPP18)



People Outcome HWB 1:  
**PHYSICAL HEALTH**



**We will have employees who are supported in their physical health to remain at or return to work.**

Physical health relates to everything from the absence of disease to fitness level. The key areas that should be addressed are:

- physical activity – including strength, flexibility and endurance
- nutrition and diet – including nutrient and fluid intake and healthy digestion
- alcohol and drugs – including the abstinence from or reduced consumption
- medical self-care – including addressing minor ailments or injuries

In the FRS the physical fitness of firefighters is important. For members of the public, it is vital to ensure a swift and effective response. For firefighters adequate levels of physical fitness is important to ensure they minimise the risk of personal injury. For the organisation it is important in relation to productivity.

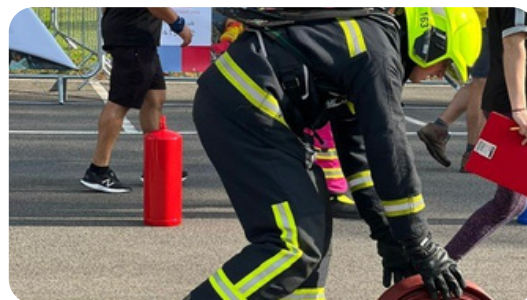
Therefore we have for many years invested in the physical fitness of our staff. For example, we have employed a Health and Fitness Advisor, introduced a specific policy on health and fitness, established a clear process of fitness assessment in line with the National Framework; established health and fitness representatives on fire stations and provided gym facilities on every premises.

Going forward we will:

- expand our participation in National Firefighter Health and Wellbeing Events (PPP17)
- seek independent accreditation of physical health arrangements (PPP19)



People Outcome HWB 2:  
**FIREFIGHTER FITNESS**



**We will have an increasing number of firefighters achieving and maintaining the standards of personal fitness**





People Outcome HWB3:  
**MENTAL HEALTH**



**We will have employees who are supported in their mental health to remain at or return to work**

ACAS defines mental health as the mental and emotional state in which we feel able to deal well with the normal stresses of everyday life. If we feel good about ourselves we often work productively; interact well with colleagues and make a valuable contribution to our team.

Poor mental health can range from feeling 'a bit down' to common disorders such as anxiety, stress and depression that may be diagnosed by a doctor. The Centre for Mental Health has estimated that one in four of us will suffer from a mental health problem at some point in our lives.

Many of life's demands can cause stress, particularly work, relationships and money problems and, when an individual feels stressed, it can get in the way of sorting out these demands.

Stress is not an illness itself, but it can cause serious illness if it isn't addressed. It's important therefore for individuals and managers to recognise the symptoms of stress early to help figure out ways of coping.

Our health and wellbeing strategies over the years have focused on mental health. We are committed to ending mental health stigma and discrimination in the workplace and we will build upon our previous work which was aligned to MIND's Blue Light Programme. We have signed up to the Mental Health at Work Commitment supported by the Royal Foundation of the Duke and Duchess of Cambridge which re-affirms our dedication for the long-term mental health and wellbeing of our staff. The Commitment has six standards of how organisations can better support employees mental health

Our Mental Health Employee Group continues to explore good practice and our employees have 24hr access to confidential facilities such as TRIMS and Employee Assistance Programme. Our work on mental health has helped individuals to feel comfortable to ask for support and we have found that more people are declaring and using their experiences to help others.

The practices that are in place have and are continuing to serve us well in supporting our people to cope with the 'new' mental health concerns (isolation, financial hardship etc) that have arisen from the COVID-19 Pandemic. We have seamlessly adapted existing people policies and support including activities such as 'wellbeing conversations'; and mental health and personal resilience training.

Going forward we will:

- achieve the six standards of the 'Mental Health at Work Commitment' (PPP21)
- develop Trauma Impact Prevention Techniques as part of our personal resilience support (PPP3)
- work with the Firefighters' Charity to implement a process for supporting staff with their mental health post retirement (PPP4)



#### People Outcome HWB4: **HEALTH PROMOTION**



**We will have promoted healthy lifestyles and provided access to information and advice to enable our employees to look after their own health, fitness and wellbeing**

Healthy and well-motivated employees can have a positive impact on an organisation, so it's important to promote health at work.

When people think of health at work, they often think about health and safety in the workplace, and how they can ensure that they're meeting their legal health and safety responsibilities. However, workplace health promotion is about taking steps to help our employees improve their own general health and wellbeing at work.

As an employer, we have an abundance of things we do to help create a healthy, safe and positive workplace for our employees; this is evident within our working practices and is externally recognised by others. These include gym facilities; employee engagement in health initiatives; staff training in physical and mental wellbeing; and many forms of flexible working.

Going forward we will:

- continue to explore channels and digital solutions to communicate our health promotion initiatives (PPP20)
- explore the provision of a 'staff community garden' to encourage those who do not want to/cannot participate in physical activity to 'chill out' during breaks (PPP5)

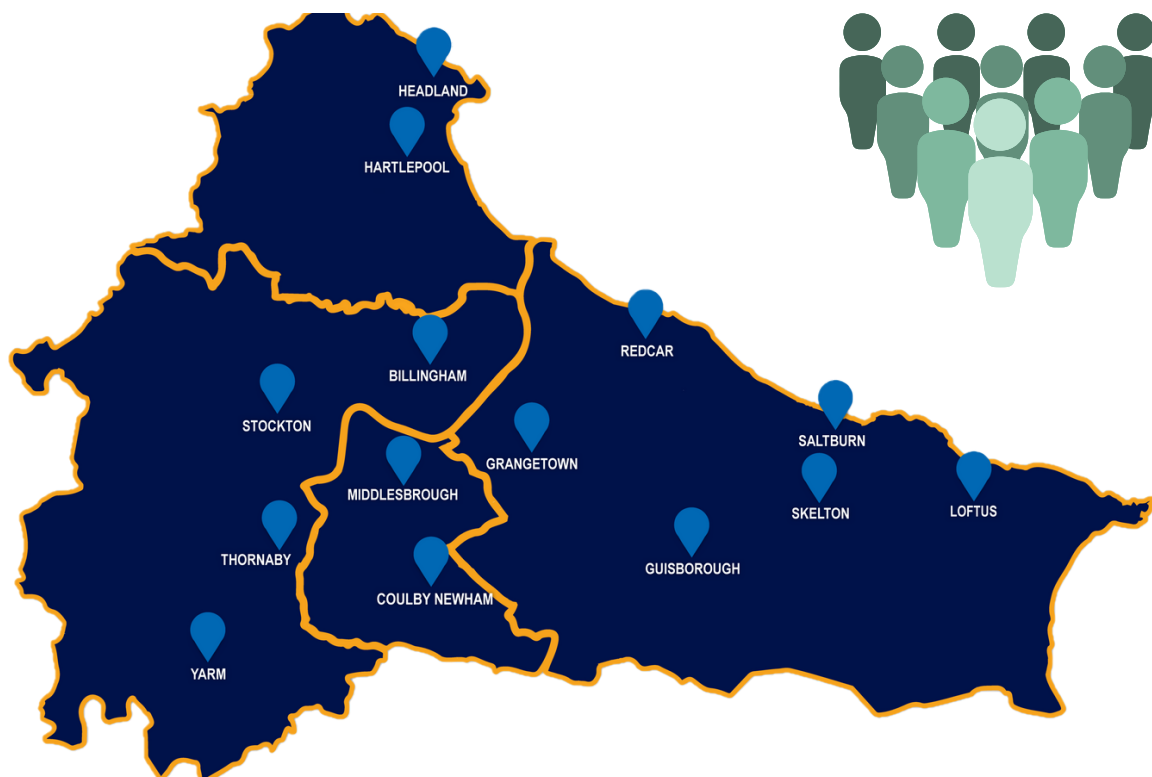




# Equality, Diversity and Inclusion



# DIVERSITY IN TEESSIDE



Cleveland Fire Authority covers an area of 597km and provides fire and rescue services to its diverse communities across Teesside which includes the districts of Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton.

In line with the Equality Act 2010, each year we publish on our website our community's diversity profiles within our Performance and Efficiency Report. Our latest community profile information for the year 2020/21 tells us the following facts:



## Gender

49.1% Male  
50.9% Female



## Ethnicity

94.5% White  
5.5% BME



## Sexual Orientation

1.8% Lesbian/Gay Trans Sexual



## Age

0-15 = 19.7%    16-24 = 10.2%  
25-35 = 14.6%    36-45 = 11.2%  
46-55 = 13.5%    55-64 = 11.8%  
65+ = 19.1%



## Long Term Health or Disability

**21.1%** Disabled (limited day-to-day activities: 10.6% of which are limited significantly)



## Marital Status

Single = 25.7%  
Married = 44.9%  
Civil Partnership = 12.4%  
Other = 17%

## Diversity in Cleveland Fire Brigade

Our workforce is spread across various sites and fire stations in Teesside and comprises of an establishment of 557.65 full-time equivalent employees (1st May 2021). The workforce is made up of five staff groupings:

- **Gold Book Personnel:** Chief and Assistant Chief Fire Officers
- **Grey Book Whole-time Operational Personnel:** who work for us on a full-time basis delivering prevention, protection and emergency response services
- **Grey Book Retained Duty System (RDS) Operational Personnel:** who work for us on a part-time basis delivering prevention, protection and emergency response services
- **Grey Book Control Room Personnel:** who handle our 999 calls
- **Green Book Personnel:** some of who deliver community safety prevention and protection services and some of who work in support of the front-line

Understanding the diversity of our workforce is important to us in ensuring that we create the most representative workforce to deliver services.

Each year we collect information on the diversity of our workforce and compare it to the diversity information relating to our working population.

This information shows us that of the 540 people (headcount) who make up our workforce, 63.7% are Grey Book Whole-time Operational Personnel, 78% of the workforce are male and 97.4% are white.

### GENDER: FEMALES (%)

	CFB	UKFRS
All Staff	20.9	18.0
W/T FFs	6.9	8.1
RDS FFs	6.6	6.5
Control	84.6	76.0
Green Book	55.5	54.8

Working Population in Cleveland Area 50.9%

### ETHNICITY: BAME (%)

	CFB	UKFRS
All Staff	0.9	4.8
W/T FFs	0.9	5.9
RDS FFs	0	1.4
Control	0	2.8
Green Book	1.7	7.4

Working Population in Cleveland Area 5.5%

### SEXUAL ORIENTATION: LGBT+ (%)

	CFB	UKFRS
All Staff	1.4	2.2

Working Population in Cleveland Area 1.8%



**AGE : 16-24 (%)**

	CFB	UKFRS
All Staff	2.9	4.0
W/T FFs	2.2	2.1
RDS FFs	5.5	7.3
Control	0	5.1
Green Book	3.4	4.0

**Working Population in Cleveland Area 18.1%**

**AGE : 56+ (%)**

	CFB	UKFRS
All Staff	8.5	9.3
W/T FFs	2.8	3.3
RDS FFs	3.3	7.8
Control	19.2	15.5
Green Book	25.2	27.4

**Working Population in Cleveland Area 18.9%**

**AGE : 25-35 (%)**

	CFB	UKFRS
All Staff	22.0	24.5
W/T FFs	22.3	22.3
RDS FFs	38.5	33.3
Control	7.7	25.7
Green Book	11.8	16.7

**Working Population in Cleveland Area 23.4%**

Details of our workforce diversity profile are included in our Workforce Profile, Public Sector Equality Duty and Community Risk Profile Reports which are available from our website: <http://www.clevelandfire.gov.uk>

**AGE : 36-45 (%)**

	CFB	UKFRS
All Staff	34.6	30.6
W/T FFs	38.9	35.5
RDS FFs	29.7	28.3
Control	23.1	26.2
Green Book	29.4	21.4

**Working Population in Cleveland Area 18.0%**

**AGE : 46-55(%)**

	CFB	UKFRS
All Staff	32.1	31.4
W/T FFs	33.9	36.8
RDS FFs	23.1	23.2
Control	50.0	27.1
Green Book	30.3	29.4

**Working Population in Cleveland Area 21.6%**



# Equality, Diversity and Inclusion

**People Objective: To diversify our staff, promote inclusion and create a fair, equal and great place to work**

Corporate Outcome: An Inclusive and Great Place to Work



## **Our Community Safety Services**

Our service delivery and community risk activities aim to ensure that our prevention, protection and response services target the most vulnerable people and the greatest risks in our communities. We need to be able to better engage with our diverse communities to better understand their needs thereby allowing us to provide more efficient, effective responsive and accessible community safety services. **This work will be progressed through our Community Risk Management Improvement Plan.**

To support this work so that we can make even more of a difference every day and save even more lives we need a workforce that comprises the right people, with the right skills to carry out the right job, at the right time.

We are committed to ensuring that we are an Employer of Choice, one that welcomes diversity; is becoming increasingly more representative of the diverse communities it serves and where our employment and training arrangements support the recruitment, retention and progression of diverse employees.

We are also committed to promoting an inclusive, learning culture that is built on mutual trust and respect and values diversity; one that appreciates and encourages the contribution of everyone within the organisation; that learns from its mistakes and where engaged employees thrive in a working environment that is free from discrimination, victimisation and harassment.

We want a culture that recognises the rights of individuals at work to be supported regardless of their particular traits including their gender, sexuality, mental health state and beliefs; and where staff can be confident in declaring disability or sexuality without the fear of discrimination or prejudice.

At all levels, our leaders encourage a culture that supports equal treatment, equal opportunity, inclusion and transparency; they champion professional standards and challenge inappropriate behaviours. Our values set out in the Ethical Framework and Code of Conduct guide staff to maintain high standards when carrying out their roles.

In 2018/19, following their inspection of Cleveland Fire Brigade, HMICFRS recognised our work in relation to equality, diversity and inclusion. Strengths acknowledged were our equality, diversity and inclusion strategy; our EDI forum including representative bodies and staff volunteers; our staff suggestion scheme; equality impact assessments for all our policies; appropriate handling of grievances and our e-learning equality and diversity training. However, two areas of improvement related to staff engagement and diversifying the workforce.



# EQUALITY, DIVERSITY AND INCLUSION 2022-2026

Over the next four years our approach to equality, diversity and inclusion will be to apply learning and good practice to what we have in place already. It will also focus on the achievement of the following People Outcomes.



## People Outcome EDI 1: **LEGAL COMPLIANCE**

**We will have continued to ensure compliance with all equality, diversity and inclusion legislation**

The Equality Act 2010 replaced previous anti-discriminatory laws with a single Act.

The public sector equality duty came into force on 5th April 2011 and is a duty on public authorities to consider how their policies or decisions affect people who have protected characteristics under the Equality Act; these being:

- age
- disability
- gender reassignment
- marriage and civil partnership (but only in respect of eliminating unlawful discrimination)
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

The Equality Duty is supported by specific duties which require us to:

- publish information to show compliance with the Equality Duty at least annually; and
- set and publish equality objectives at least every four years



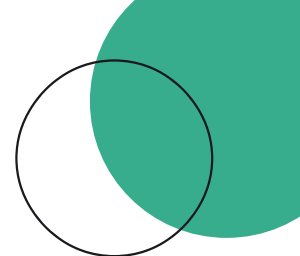
When publishing this information we are required to show how we comply with the Equality Duty. This means that our information must show how we are working to the three aims of the Equality Duty and have had due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not

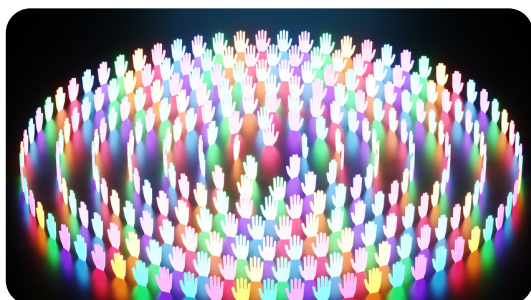
From 6 April 2017 we are legally required to publish information on: Gender Pay.

Going forward we will:

- continue to meet our legal requirements under the Public Sector Equality Duty
- continue to meet our legal requirements with regard to Gender Pay reporting
- continue to report voluntarily on Disability and Mental Wellbeing
- continue to report voluntarily on Modern Slavery
- voluntarily report on Ethnicity Pay (PPP8)
- achieve Level 4 of NFCC EDI Maturity Model (PPP12)



## People Outcome EDI 2: **EQUALITY**



**We will have people policies, processes and practices that provide equality of opportunity and are free from discrimination**

We want to ensure that equal treatment is embedded within our day to day business processes and activities, whether that is in our remuneration packages; in our recruitment, retention and progression policies; in the way that we work; in the way that we provide access to learning and development or in the provision of benefits.

People are at the forefront of everything that we do and that is why we undertake people impact assessments to inform our decisions relating our everyday activities and service delivery.

We have an extensive range of mechanisms which provide our staff with the opportunity to identify and resolve concerns. These include discussions with line managers; anti-bully and harassment; grievance and whistle-blowing policies; mediation; and trade union facilities.

Going forward we will:

- further develop our suite of performance diversity performance indicators using good practice guidance from NFCC and others to better support us in identifying and addressing disproportionality across our recruitment, retention and progression arrangements (PPP6)
- continue to monitor the affects of COVID-19 on specific staff groups across the protected characteristics i.e. age, BAME, disability, pregnancy and maternity, as part of our business continuity arrangements, to ensure impacts are detected early and appropriate support is provided (PPP10)
- achieve Level 4 of NFCC EDI Maturity Model (PPP12)





### People Outcome EDI 3: **DIVERSE WORKFORCE**



#### **We will have a workforce that increasingly reflects the communities we serve**

Diversifying our workforce, particularly changing the diversity of our front-line firefighters has always been important to us. However, as recognised by HMICFRS in 2018/19, and like most other Fire and Rescue Services, we have had limited success in achieving this.

Over the last three years we have invested more resources into identifying and tackling the barriers to equality of opportunity and making our workforce more representative.

We are beginning to make progress in this respect. In 2019 we had 19 (5.8%) female whole-time and 5 (4.4%) female on-call firefighters; this has increased to 22 (6.9%) whole-time and 6 (6.6%) on-call in 2021. The number of ethnic minority firefighters remains low 5 (1.5%).

Key to our achievements has been the introduction of our new 'Approach to Positive Action' which aims to identify and remove barriers to attraction; enhance our employer brand; provide meaningful career and development opportunities and monitor workforce trends.

Fundamental to our new approach, is a suite of targeted activity and evaluation for delivery with the support of a Positive Action Recruitment Team (PART) comprising of volunteer Recruitment Ambassadors from across all current workforce groups and those who have recently retired.

Going forward we will:

- continue to improve our local community intelligence with regard to identifying any potential barriers; busting any myths; and showcasing our work and promoting us as an Employer of Choice (PPP14)
- further develop real-time information relating to our community and workforce profiles on our new business platform (The Bridge) to support ELT in taking a strategic overview of our diversity pictures; and HR in developing recruitment, retention and promotion plans (PPP7)
- enhance our Employer Brand (website; campaigns; social media) through investment of a professional marketing consultant (PPP15)
- explore Direct Entry as a means of recruiting to Senior positions (PPP16)
- further develop our suite of performance diversity performance indicators using good practice guidance from NFCC and others to better support us in identifying and addressing disproportionality across our recruitment, retention and progression arrangements (PPP6)
- achieve Level 4 of NFCC EDI Maturity Model (PPP12)



#### People Outcome EDI 4: **INCLUSIVE CULTURE**



**We will have a working environment where our employees feel they can be themselves and where they can grow to be the best they can be**

We want to create a working environment where people can thrive and be the best that they can be, and our EDI work has, for a long time, focused on this. With well-embedded values and behaviours; strong leadership, long-standing health, safety and wellbeing arrangements, an array of flexible and family friendly working practices and a significant investment in people we are well on our journey in achieving this.

However, despite having many mechanisms for staff engagement, in 2018/19 the HMICFRS stated that we needed to do more work in this area.

Over the last three years we have given a more strategic focus to our staff engagement through the investment of resources into more senior roles as part of a Senior Management Structure review in 2020. This involved merging our prevention and communications teams together to create a 'prevention and engagement' function and to better align our strategies and delivery activities.

Our Staff Engagement Strategy (2021–24) includes an Annual Communication Plan that supports and co-ordinates staff engagement and feedback. This Strategy builds upon our existing staff engagement activities through the introduction of formal Staff Networks for Women, Disability, Cultural Diversity and LGBT+; the expansion of senior management visits to stations and departments; the widening of participants in our weekly staff communications forum and the commissioning Northumbria University to carry out a cultural survey.

Going forward we will:

- continue to implement our Staff Engagement Strategy (2021–2024) (PPP38)
- expand our network of Staff Engagement Champions (CPPP39)
- undertake a further cultural survey (PPP1)
- further develop our suite of performance indicators to give us a better picture of our culture (PPP2)
- gain Re-Accreditation of our our Disability Confident Leader Status (PPP9)
- arrange a peer review of our EDI arrangements by the LGA (PPP11)
- achieve Level 4 of the NFCC EDI Maturity model (PPP12)
- maintain our 'Better Health and Work Ambassador' status (PPP13)
- enhance our Employer Brand (website; campaigns; social media) through investment of a professional marketing consultant (PPP15)



# Culture & People Priorities to 2026

Over the next four years we will focus on our culture and people priorities. These will direct our work activities and will be underpinned by a suite of 'SMART' improvement actions that have been established through our local and national learning and insight.

## ORGANISATIONAL

01

### ORGANISATIONAL - CROSS-CUTTING

To align our actions to our workplace cultural components, ensuring that Cleveland Fire Brigade continues to be 'A Great Place To Work'

#### Key Improvement Actions - We will:

- provide a confidential way for staff to raise concerns and that staff are aware of whistleblowing processes ( EDI 10 - HMICFRS Spotlight Report Recommendation 1)
- review the system for providing feedback to those who have raised concerns (EDI 10 - HMICFRS Spotlight Report Recommendation 1)
- develop clear and accessible mechanisms to signpost approved processes for staff to raise concerns in a confidential way (EDI 6 - HMICFRS Spotlight Report Recommendation 1)
- develop clear and accessible mechanisms to signpost approved processes for public to raise concerns linked to the Brigades Complaints Policy (EDI 9 - HMICFRS Spotlight Report Recommendation 5)
- review existing Whistle Blowing, Grievance and Dignity at Work policies to include procedures for staff to raise a concern (PPP118 - HMICFRS Spotlight Report Recommendation 1, 3, 5)
- review the Brigades Discipline Policy aligned to Fire Standard (PPP136 - HMICFRS Spotlight Report Recommendation 14)
- establish formal arrangements relating to sharing of information under the Common Law Police disclosure powers (PPP134 - HMICFRS Spotlight Report Recommendation 10)
- formalise the arrangements for notifying HMICFRS re staff gross misconduct (PPP138 - HMICFRS Spotlight Report Recommendation 17)
- Chief Fire Officer to write to HMICFRS to give assurance that all parties are supported in relation to on-going investigations (PPP139 - HMICFRS Spotlight Report Recommendation 18)
- review DBS policy to ensure all background check arrangements are included and they are sufficient and suitable ( PPP102 - HMICFRS Spotlight Report Recommendation 9)
- review current 'professional standards' arrangements for staff (EDI 8 - HMICFRS Spotlight Report Recommendation 4)
- undertake gap analysis of current policies aligned to disclosures, complaints and grievances aligned to the relevant Fire Standard (PPP135 - HMICFRS Spotlight Report Recommendation 12)
- strengthen trend analysis relating to staff concerns (EDI 32 - HMICFRS Spotlight Report Recommendation 4)
- review internal safeguarding arrangements utilising NFCC Safeguarding Self-Assessment Toolkit (PPP 147 - HMICFRS Spotlight Report Recommendation 1 and 15)

# Culture & People Priorities to 2026

## TALENT MANAGEMENT

02

### WORKFORCE PLANNING

To align our changing organisational needs with our Culture & People Plan

#### Key Improvement Actions - We will:

- further develop real-time information relating to our workforce profiles on our new business platform (The Bridge) to support strategic workforce planning; and HR in developing recruitment, retention and promotion plans (PPP7) (Yr 1)
- achieve Level 4 of NFCC Talent Management Maturity Model (PPP22) (Yrs 1, 2)
- achieve Level 4 of NFCC Recruitment Maturity Model (PPP25) (Yrs 1,2)
- achieve Level 4 of the HR Analytics Maturity Model (PPP23) (Yrs 2, 3)

03

### ATTRACT

To be recognised as an Employer of Choice

#### Key Improvement Actions - We will:

- achieve Level 4 of NFCC Recruitment Maturity Model (PPP25 - HMICFRS Spotlight Report Recommendation 32) (Yrs 1, 2)
- achieve Level 4 of NFCC Talent Management Maturity Model (PPP22) (Yrs 1, 2)
- invest in the expertise of a professional marketing consultant to develop and enhance our employer brand (PPP15) (Yr 1)
- establish a Fire Cadet Scheme to provide young people with an insight into a uniformed service with basic firefighting skills being learnt alongside personal and social skills (PPP41) (Yrs 1, 2)
- develop and evaluate our current 'Employee Value Proposition' to support attraction and retention (PPP40) (Yr 1)

04

### IDENTIFY

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

#### Key Improvement Actions - We will:

- achieve Level 4 of NFCC Talent Management Maturity Model (PPP22) (Yrs 1, 2)
- achieve Level 4 of NFCC Leadership Development Maturity Model (PPP24) (Yrs 1, 2)
- finalise and implement our improved system to better support the identification of, and development for, those individuals with high potential (PPP30 - HMICFRS Spotlight Report Recommendation 33) (Yr 1)
- include values and ethical behaviours framework document into all recruitment materials regardless of role (PPP152 - HMICFRS Spotlight Report Recommendation 34)

05

### DEVELOPMENT (TRAINING PROGRAMMES AND RESOURCES)

To improve training through the use of reflective learning and digital technology

#### Key Improvement Actions - We will:

- achieve Level 4 of NFCC Learning Organisation Maturity Model (PPP26) (Yrs 1, 2)
- achieve Level 4 of NFCC Blended Learning Maturity Model (PPP27) (Yrs 1, 2, 3, 4)
- develop our Learning Platform 'The Edge' (PPP34) (Yr 1)
- provide discipline investigation and hearing manager training to supervisory, middle and strategic managers (PPP137 - HMICFRS Spotlight Report Recommendation 13 & 14)
- provide training to support managers in challenging behaviours and handling difficult conversations (PPP 145 - HMICFRS Spotlight Report Recommendation 26)

# Culture & People Priorities to 2026

06

## DEVELOPMENT (COMPETENCY FRAMEWORK)

To have a development framework that ensures all of our staff are competent to undertake their role

### Key Improvement Actions - We will:

- achieve Level 4 of NFCC Blended Learning Maturity Model (PPP27) (Yrs 1, 2, 3, 4)
- achieve Level 4 of NFCC Learning Organisation Maturity Model (PPP26) (Yrs 1, 2)
- further Develop our Apprenticeship Framework through Apprenticeships at entry level (PPP32, Yrs 1,2)
- explore the Provision of In-house Specialist Training for Fire Safety Qualifications (PPP33) (Yr 1)
- introduce 'Integrity Health Check' as part of annual Personal Development Review (PPP153 - HMICFRS Spotlight Report Recommendation 34)
- develop a plan that introduces 'career pathways' for staff in non-operational roles (PPP 150 - HMICFRS Spotlight Report Recommendation 33)

07

## DEVELOPMENT (LEADERSHIP AND MANAGEMENT)

To have resilient, flexible, accountable leaders who create a compelling vision, drive improvement and 'Do the Right Thing'

### Key Improvement Actions - We will:

- achieve Level 4 of NFCC Leadership Development Maturity Model (PPP24 - HMICFRS Spotlight Report Recommendation 26) (Yrs 1, 2)
- achieve Level 4 of NFCC Learning Organisation Maturity Model (PPP26) (Yrs 1, 2)
- achieve Level 4 of NFCC Performance Management Maturity Model (PPP28) (Yrs 1, 2)
- finalise and implement our improved system to better support the identification of, and development for, those Individuals with high potential (PPP30 - HMICFRS Spotlight Report Recommendation 33) (Yr 1)
- introduce a 360 Appraisal Feedback Mechanism (PPP35- HMICFRS Spotlight Report Recommendations 21 & 22) (Yr 1)
- introduce a Leadership Coaching Scheme (PPP36 -HMICFRS Spotlight Report Recommendation 26 ) (Yrs 1,2)
- undertake a gap analysis Fire Standard 'Leading the Service Fire Standard' (PPP140 - HMICFRS Culture Report Recommendation 20)
- undertake gap analysis Fire Standard 'Leading and Developing People' (PPP 141 - HMICFRS Culture Report Recommendation 20)

08

## RETAIN

To have a high level of workforce retention

### Key Improvement Actions - We will:

- achieve Level 4 of NFCC Employee Recognition Maturity Model (PPP29) (Yrs 2, 3)
- broaden our Recognition arrangements (PPP37) (Yr 1)

09

## TRANSITION

To have transition arrangements that mutually supports staff and the organisation

### Key Improvement Actions - We will:

expand our 'Off-Boarding' arrangements and widen our Mental Wellbeing support to staff post-retirement (PP4) (Yr 1)



# Culture & People Priorities to 2026

## HEALTH AND SAFETY

10

### LEGALLY COMPLIANT

To continue to be compliant with all health and safety statutory and legal duties and responsibilities

#### Key Improvement Actions - We will:

- establish a Strategic Health and Safety Governance Structure (PPP42) (Yr1)
- identify clear roles and responsibilities in our Health and Safety Policy (PPP43) (Yr1)
- review health and safety procedure notes to ensure legal compliance (PPP44) (Yr 1)
- carry out gap analysis of all systems and processes in accordance with the management of Health and Safety at Work Regulations 1999 (PPP45) (Yr 1)
- undertake a full audit to ensure that all risk management processes are legally compliant (PPP46) (Yrs 1, 3)
- review the Health and Safety Team structure and operating budgets (PPP47) (Yr1)

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### COMPETENCE

To have a workforce that is competent to carry out their health and safety responsibilities

#### Key Improvement Actions - We will:

- develop a Health and Safety Training Framework (PPP48) (Yr1)
- deliver health and safety training to all staff (PPP49) (Yrs 1,2,3,4)
- carry out an annual Health and Safety Training Needs Analysis (PPP50) (Yrs 1,2,3,4)
- continue to deliver a programme of high-quality workforce audits (PPP51) (Yrs 1,2,3,4)

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### CULTURE

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

#### Key Improvement Actions - We will:

- carry out regular audits and discussions to ensure that staff understand our safety values (PPP52) (Yrs 1,2,3,4)
- ensure senior leader workplace visits (PPP53) (Yrs 1,2,3,4)
- monitor hazard reporting and identify emerging trends (PPP54) (Yrs 1,2,3,4)
- involve staff representatives in strategic and tactical Health and Safety Committee structures (PPP55) (Yr 1)
- implement feedback mechanisms to strengthen staff engagement (PPP56) (Yr 1)
- review our Joint Accident Investigation MOU (PPP57) (Yr 2)

# Culture & People Priorities to 2026

13

## COMMUNICATIONS

To create a workforce environment that enables effective and open communications with staff

### Key Improvement Actions - We will:

- develop and maintain Health and Safety bulletins (PPP58) (Yrs 1,2,3,4)
  - continue to utilise our Fire Alert System (PPP59) (Yr 1)
  - continue to check that all workplaces display health and safety information (PPP60) (Yrs 1, 3)
  - deliver a programme of health and safety staff roadshows (PPP61) (Yrs 1, 3)
  - develop 'Toolbox' Talks (PPP62) (Yrs 1,2,3,4)
- 

14

## CONTROLS

To have workplaces where risks are controlled

### Key Improvement Actions - We will:

- ensure that the risk assessment process is implemented and adhered to (PPP63) (Yrs 1,2,3,4)
- develop a programme of health and safety workplace audits to ensure that procedures and processes are being adhered to (PPP64) (Yrs 1,2,3,4)
- inspect and check test records, equipment including PPE (PPP65) (Yrs 1,2,3,4)
- monitor Audit action plans (PPP66) (Yrs 1,2,3,4)

# Culture & People Priorities to 2026

## HEALTH AND WELLBEING

15

### PHYSICAL HEALTH

To have employees who are supported in their Physical Health to remain at or return to work

#### Key Improvement Actions - We will:

- expand our participation in national health and wellbeing events (PPP17) (Yrs 1, 2)
  - commission independent review of our physical health arrangements (PPP19) Yr 2)
- 

16

### FIREFIGHTER FITNESS

To have an increasing number of firefighters achieving and maintaining the standards of personal fitness

#### Key Improvement Actions - We will:

- expand our participation in national health and wellbeing events (PPP17) (Yrs 1, 2)
  - commission independent review of our physical health arrangements (PPP19) Yr 2)
- 

17

### MENTAL HEALTH

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

#### Key Improvement Actions - We will:

- develop Trauma Impact Prevention Techniques (PPP3) (Yrs 1, 2)
  - working with the Firefighters' Charity support staff with their mental health post-retirement (PPP4) (Yr 1)
  - achieve the Six Standards Mental Health at Work Commitment (PPP21) (Yrs 1, 2, 3, 4)
- 

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### HEALTH PROMOTION

To promote healthy lifestyles and provide access to information and advice to enable our employees to look after their own health, fitness and wellbeing

#### Key Improvement Actions - We will:

- explore the provision of a staff community garden (PPP5) (Yr 1)
- explore digital channels to support health and wellbeing (PPP20) (Yrs 1, 2, 3, 4)

# Culture & People Priorities to 2026

## EQUALITY, DIVERSITY AND INCLUSION

19

### LEGAL COMPLIANCE

To be compliant with all equality, diversity and inclusion legislation

#### Key Improvement Actions - We will:

- voluntarily Compile an Ethnicity Pay Report (PPP8) (Yrs 1,2,3,4)
- achieve Level 4 of NFCC EDI Maturity Model (PPP12) (Yrs 1, 2, 3, 4)
- ensure Equality Impact Assessments are fit-for-purpose (PPP102 - HMICFRS Spotlight Report Recommendation 27)

20

### EQUALITY

To have people policies, processes and practices that provide equality of opportunity and are free from discrimination

#### Key Improvement Actions - We will:

- develop our diversity performance indicators to identify and address disproportionality across recruitment, retention and progression (PPP6) (Yrs 1, 2)
- continue to Monitor the Effects of COVID-19 on Specific Staff Groups across the Protected Characteristics (PPP10) (Yr1)
- achieve Level 4 of NFCC EDI Maturity Model (PPP12) (Yrs 1, 2, 3, 4)
- review the implementation of the 'Core Code of Ethics ' (EDI 9 - HMICFRS Spotlight Report Recommendation 34)

21

### DIVERSE WORKFORCE

To have a workforce that increasingly reflects the communities we serve

#### Key Improvement Actions - We will:

- disproportionality Across Recruitment, Retention and Progression (PPP6) (Yrs 1,2)
- further Develop Real-Time Information Relating to our Community and Workforce Profiles (PPP7) (Yr 1)
- achieve Level 4 of NFCC EDI Maturity Model (PPP12) (Yrs 1,2,3,4)
- improve our Local Community Intelligence to Identify any Potential Barriers Busting any Myths; and Showcasing our Work (PPP14) (Yrs 1, 2)
- enhance our Employer Brand (PPP15) (Yr 1)
- explore Direct Entry as a means of recruiting to Senior Positions (PPP16 HMICFRS Spotlight Report Recommendation 32) (Yr 2)

22

### INCLUSIVE CULTURE

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

#### Key Improvement Actions - We will:

- undertake a further cultural survey (PPP1 - HMICFRS Spotlight Report Recommendation 23) (Yr 1)
- further develop our suite of performance indicators to give us a better picture of our culture (PPP2 - HMICFRS Spotlight Report Recommendation 24) (Yrs 1, 2)
- gain Re-Accreditation of our Disability Confident Leader Status (PPP9) (Yr 2)
- achieve Level 4 of NFCC EDI Maturity Model (PPP12) (Yrs 1,2,3,4)
- maintain our 'Better Health at work Ambassador' status (PPP13) (Yr 1)
- enhance our Employer Brand (PPP15) (Yr 1)
- continue to implement our Staff Engagement Strategy (PPP38 - HMICFRS Spotlight Report Recommendation 23) (Yrs 1,2)
- expand our Network of Staff Engagement Champions (PPP39) (Yrs 1, 2)
- consider using NFCC 'Challenging Behaviours Toolkit' (PPP72 - HMICFRS Spotlight Report Recommendation 3)

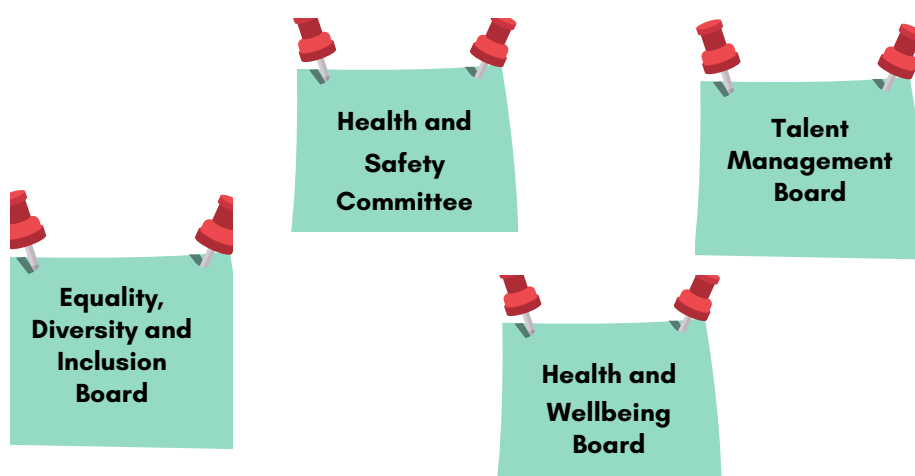


# DELIVERING OUR PRIORITIES



## Culture & People Improvement Plan 2026

Our Culture People Priorities and underpinning actions will be captured within our People Improvement Plan delivered by a number of cross cutting teams under the leadership of a Principal or Strategic Officer.



## Resource Implications

### Finance

Heads of Department are allocated budgets to manage and develop their areas of work e.g. the Head of Human Resources has budgets to support health and wellbeing and equality and diversity; and the Head of Training and Assurance has a budget for Training and Education and Leadership and Management.

As we implement this Plan any agreed new areas of unfunded work or any new asset, ICT or equipment requirement will be addressed through the annual budget setting process. Expenditure for any work or opportunities that arise 'in -year' will be considered as part of our 'in-year' spend exercise from any fortuitous underspends.

### People

It is anticipated that the majority of the 'people' actions can be undertaken within the core work of the relevant teams. Where larger projects are required then the associated resources will be assessed within our strategic planning activities.



### **Working in Partnership**

We are committed to meeting our statutory duty under the Policing and Crime Act 2017 to keep collaborations under review, notify other Emergency Services of proposed collaborations, and give effect to proposed collaborations where they would be in the interests of efficiency or effectiveness.

For many years we have recognised that our success in delivering our people priorities is best achieved by working together with others. Examples of this collaborative approach are: the provision of our Occupational Health Service with County Durham and Darlington Fire and Rescue Service; the Brigade Exercise programme through Cleveland Local Resilience Forum; delivery of Health and Safety training with North East Fire and Rescue Services; Mentor training with Cleveland Police.

We will continue to explore collaborative opportunities to support the delivery of this Culture & People Plan.



### **Equality Impact Assessment**

An equality impact assessment has been undertaken on the Proposals within this Culture & People Plan; this is attached at Annex 1.

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



### **Monitoring, Audit and Review**

The Executive Leadership Team will undertake regular reviews of this Plan to ensure it is driving improvement and that it is taking account of any new or emerging economic or environmental factors. A fundamental review of the Plan will be undertaken by the Assistant Chief Fire Officer Strategic Planning and Resources in April 2025.











April 2022

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