

2018 - 2019



**Performance & Efficiency
Report**

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1 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.

2 Performance Highlights

Safer Stronger Communities

- Reduction in Accidental Dwelling Fires (ADF) - 20% (-29)
- Reduction in ADF Injuries
- Reduction in attendance to Non-domestic Automatic Fire Alarms
- Reduction of Primary Fires
- Average attendance time for first appliance to an incident under target at 4 minutes 48 seconds.
- Increase in Secondary Fires +23% (+666)
- Increase in Deliberate Dwelling Fires +13% (+10)

A Proud, Passionate, Professional and Inclusive Workforce

- Reduction in staff receiving attendance improvement notices
- Reduction in vehicle accidents
- Increase in external compliments
- Increase in percentage of operational personnel completed fitness assessments
- Reduction in accidents resulting in injury
- Increase in accidents resulting in damage to property
- Increase in Brigade sickness levels
- Increase in Wholetime staff not at prescribed staffing levels
- Reduction in retained appliance availability
- Reduction in percentage of staff receiving a Personal Development Review

Efficient use of Resource

- Zero internal Audit Reports classed as limited assurance
- Zero interest paid for late invoices
- Reduction in vacant FTE posts
- Increase of HFSVs carried out by partners
- Decrease in staff turnover
- Increase in False Alarm Malicious calls
- Increase in percentage of mobilisations to False Alarm Malicious calls

3 Introduction

This report provides details of Cleveland Fire Brigade’s performance for 2018/19. It provides a transparent, single view of information which allows Elected Members, Auditors and members of the public to hold the Brigade’s senior managers and staff to account in terms of the performance of their Fire Brigade during 2018/19.

Cleveland Fire Authority’s vision is suitably ambitious and yet underpinned by principles of reality and common sense; these being to understand the needs of its diverse communities and to respond with a wide range of excellent, value for money, integrated community services.

Our vision is that we have built a sustainable future and

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

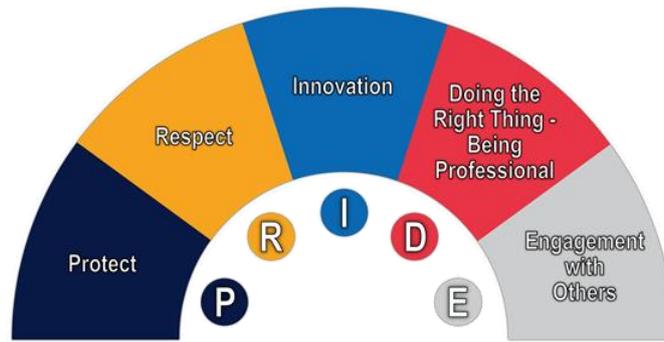
Our Vision is underpinned by 3 Strategic Goals that support the achievement of our vision by guiding our priorities and work



Each goal is underpinned by strategic objectives which deliver a number of strategic outcomes

Our Values

In order to achieve our **vision**, our **mission** and our **goals** we strive to work towards our Organisational Values using the **PRIDE** acronym.....



Protect - putting safety first. Protecting ourselves, the community, the organisation and the environment from all avoidable harm

Respect – respect 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 with Others – understanding and working with our colleagues, partners and communities to provide the best delivery of services

4 Operating Environment

Cleveland Fire Brigade is located in the north east of England and provides services to a small area containing the four boroughs of Hartlepool, Middlesbrough, Redcar and Cleveland and Stockton. The area is 231 square miles with a population of 566,150, occupying 249,221 dwellings. It is the seventh most densely populated fire authority area in England with only the Metropolitan FRSs being more densely populated. Teesside is home to 15,719 industrial and commercial premises.



We have 30 Top Tier COMAH sites located in the area which account for 9% of the national number of COMAH sites. Some of our dwellings are in extremely close proximity to these high hazard industries thereby making the risks they face more unique.

Teesport handles over 5,000 vessels and 40 million tonnes of cargo a year, making it one of the largest UK ports in terms of tonnage.

We have 5 power stations (1 nuclear fuelled and 4 bio-mass fuelled), 7 solar powered energy farms, 12 onshore and 1 offshore windfarms; and two bio-mass (wood pellets) power stations are being constructed at Port Clarence and Tees Port to produce electricity for the national grid. The demand to build renewable energy sources is expected to grow as Tees Valley has been awarded UK Government Care Status as a Centre for Offshore Renewable Engineering.

Like the majority of UK FRSs we have an extensive network of road and rail but due to the nature of commerce in Teesside our transportation conveys many significant hazards. Where the A19 crosses the Tees it carries over 96,000 vehicles per day which is 123% more than the number of vehicles using the A1M at the equivalent point.

Teesside shares many inner city type problems that are a key feature of the UK's Metropolitan areas such as older nineteenth century low cost housing (terraced), derelict land, high unemployment, congestion, high density of buildings and narrow roadways – not fit for modern usage.

Our 79 wards include the 2nd most deprived ward nationally (North Ormesby) with 38% (30) falling within the 10% most deprived wards nationally. 41% of the area's population reside in the most (10%) deprived wards with more than half of the population (57%) living in wards that are in the 20% most deprived wards nationally. Over a third of our dwellings are

social housing with almost two thirds of households in council tax bands A or B compared to less than half nationally and all four boroughs have a higher proportion of children living in low income families than the average for England and Wales.



The crime rate in the Cleveland Police area is 101 per 1,000 households compared to the national average of 78. The only two Police areas to experience higher rates of crime than Cleveland are Greater Manchester (122) and West Yorkshire (116). There are high levels of antisocial behaviour and deliberate fires, with Cleveland suffering from the highest arson rates in the country. This is reflected in attacks that our firefighters have been subjected to whilst responding to operational incidents. Over the five years up to 2017/18 the Brigade's personnel suffered more than double the national average of attacks (17/18 – 20.7 nationally compared to 46 for CFB).

Risk factors such as, deprivation, poor health and life expectancy is significantly lower than the England average and 29.1% of the population in the area is classed as disabled or having long term health issues. Low education attainment (lower than the England average), high unemployment (higher than the national average) and limited opportunity for social mobility, play a key part in the composition of our area with research demonstrating that higher deprived areas have higher risk from fire.

5 Risk Profile

As detailed our area and its communities face a complex profile of risks and as we are in the business of keeping people safe we have for a long time recognised the need for, and reaped the benefits from having effective and robust Risk Management arrangements that ensure the safety of our workforce, residents and businesses within the Brigade's area.

The cornerstone of our risk management is detailed within our Risk Management Framework that demonstrates our intentions and aim to be nationally recognised for being able to reduce risks in business, industry, society and in the home in Teesside.

Based on our operating environment, historical incidents data and information from a multitude of other sources (internal and external to the Brigade) we develop a Community Risk Profile that identifies, assesses and evaluates the risks facing the Brigade.

There are six main types of risk Cleveland Fire Authority need to manage:



National Risks

The government monitors the most significant emergencies that the UK could face over the next five years through its National Risk Assessment. The National Risk Register (NRR) is the public version of this assessment. It provides advice on how people, business and the emergency services can better prepare for civil emergencies.

Cleveland Area Risks

We are key members of the Cleveland Local Resilience Forum and actively work to prepare for, respond to and recover from any major emergency in the Cleveland area. The Community Risk Register (CRR) currently sets out the risks facing our communities and how they are being dealt with and include for example flooding, animal disease, adverse weather and pandemic flu.

Strategic (Corporate) Risks

Our Strategic Risks, if not managed, may negatively impact our strategic direction. We regularly scan the horizon to identify and address these risks and capture them in our Corporate Risk Register.

Tactical Risks

These are risks in our operational environment that affect life, property, the environment and heritage, and include:

- Built Environment
- Transport Environment
- Industrial Environment
- Neighbourhoods and the Environment Risks
- National Resilience
- Community Health and Wellbeing

Individual Risks

Keeping the workforce safe in whatever role they play within the Brigade is of paramount importance. This includes Health & Safety, Safe Systems of Work and Dynamic Risk Assessments.

Emerging Risks

Those that may impact our future service demand such as a change in population or new developments such as housing estates, commercial developments etc.

Based on our operating environment, historical incident data and information from a multitude of other sources (internal and external to the Brigade) we develop a Community Risk Profile that identifies, assesses and evaluates the risks facing the Brigade.

Each of the identified risk groups is assessed against the likelihood of the event occurring and the associated consequences/ impacts if it does occur. Our assessment looks to identify who/ what is at risk, when they are at risk and where they are at risk. This includes an assessment of risk in terms of:

- People (Community) safety
- Firefighter safety
- Property
- Heritage
- Environment
- Value for Money

This information is provided at a detailed level within our publically available Community Risk Profile and is underpinned by a suite of detailed risk assessments that are refreshed on an annual basis.

6 Our Organisational Model

Our Community Integrated Risk Management Plan (CIRMP) sets out the strategic direction, summarises assessment of risks faced by the Brigade, our financial position and the intended deployment of resources over the medium term to address the identified risks.

The Chief Fire Officer has overall responsibility for the delivery of the CIRMP which are delivered by three directorates:

Community Protection Directorate

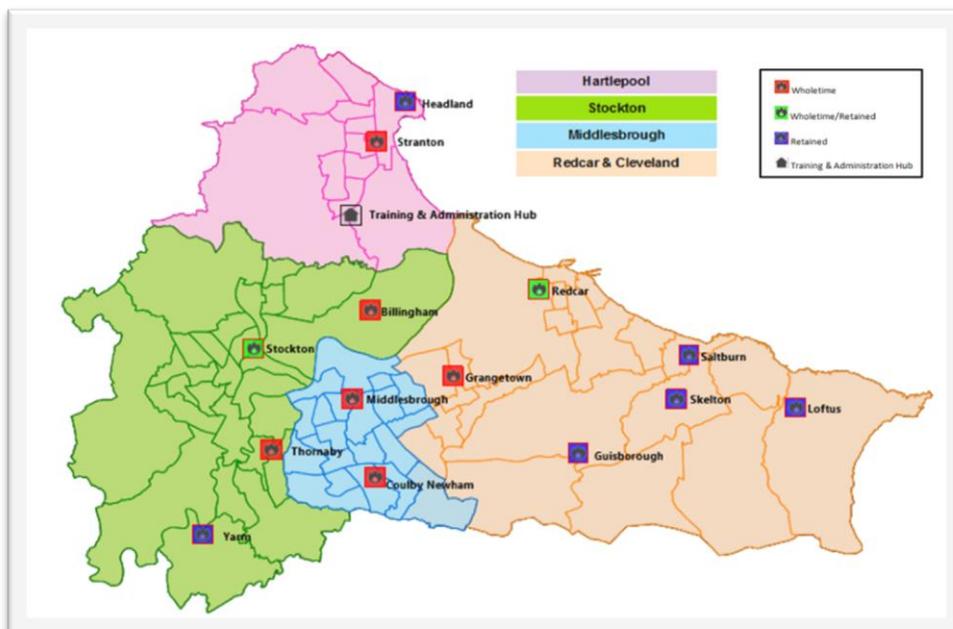
Our public facing and frontline service delivery Directorate that co-ordinates and delivers our Prevention, Protection, Emergency Response and National Resilience services and functions.

Corporate Services Directorate

The Directorate that delivers our corporate enabling services that support the CFA and other Directorates in delivering their services. Services include Democratic Services, Finance (including creditor payments and payroll), Procurement, Human Resources, Performance and Risk Management.

Technical Services Directorate

The Directorate that delivers our technical enabling services that support all Directorates in delivering their duties. Services include Health & Safety, Fleet, ICT, Workshops, Stores and Buildings including delivery of our Estates Rebuild and refurbishment program.



On 1st April 2019 the Brigade's establishment was 563.15 (FTE).

Our frontline services are co-ordinated and delivered from Community Safety District Hubs and 14 strategically placed Community Fire Stations. Delivery of services is through a balanced strategy of prevention, protection and emergency response.

Prevention

Our prevention services are designed to reduce the likelihood of emergency incidents occurring in the first place and as such are at the heart of our strategies to keep people safe. Our prevention work takes many forms, from marketing, advice and education through to involving the community in helping to design and deliver our services, to providing intervention and support to individuals at risk of recurring incidents. We have extensive programmes to help people understand, and consequently avoid, personal risk from fire and road collisions. We also run community programmes, such as health-promotion initiatives and self-development activities for young people.

Protection

Our protection services are at the heart of improving business safety and are centred on delivering the Authority's duty to enforce the Regulatory Reform (Fire Safety) Order 2005. Enforcing the Order ensures that business owners comply, putting appropriate measures in place to contain the effects of fire and ensuring that people can escape safely. Key aspects of our protection work involve advising businesses about their risk management responsibilities and enforcing fire safety regulations, where necessary, so that buildings are safer.

Response

Our response services focus on dealing with various emergencies such as fires in buildings, vehicles and open spaces, road traffic collisions, water rescues, hazardous material releases, explosions, structural collapse, rescue from heights and supporting other Blue Light Services. We protect the Critical National Infrastructure and provide national resilience through our use of specialist equipment. When emergency incidents occur, we continue to respond to them with well trained staff using modern methods, state of the art appliances and equipment. The Brigade operates one of the most stringent and challenging emergency response standards nationally.

National Resilience

The Government's aim is to reduce the risk from major emergencies so that people can go about their business freely and with the confidence that the UK is equipped to deal with major emergencies, like natural disasters or terrorist attacks. The Brigade plays an integral part in ensuring this and is 100% compliant with the Governments National Resilience requirements.

Organisational Performance 2018/19

Summary

7 Organisational Performance

Each year we self-assess the achievement of outcomes to ensure that we are constantly aware of our organisational performance. This serves as our organisational health check.

We collate evidence to show how we have performed when compared to previous years, the last five years, how we have performed against what we aimed to do and how we compare with other fire and rescue services. We use this evidence base to assess ourselves against the following 8 performance categories

- Strategic Goals and Aims
- Delivery of our Annual Priorities
- Key Service Standards
- Operational Assurance
- Corporate Governance
- Value for Money
- Performance Compared with Other FRS
- Customer Care

For each category we use a transparent scoring mechanism when undertaking the self-assessment. Using available evidence we assess a rating for each of the eight performance categories using the following ratings;

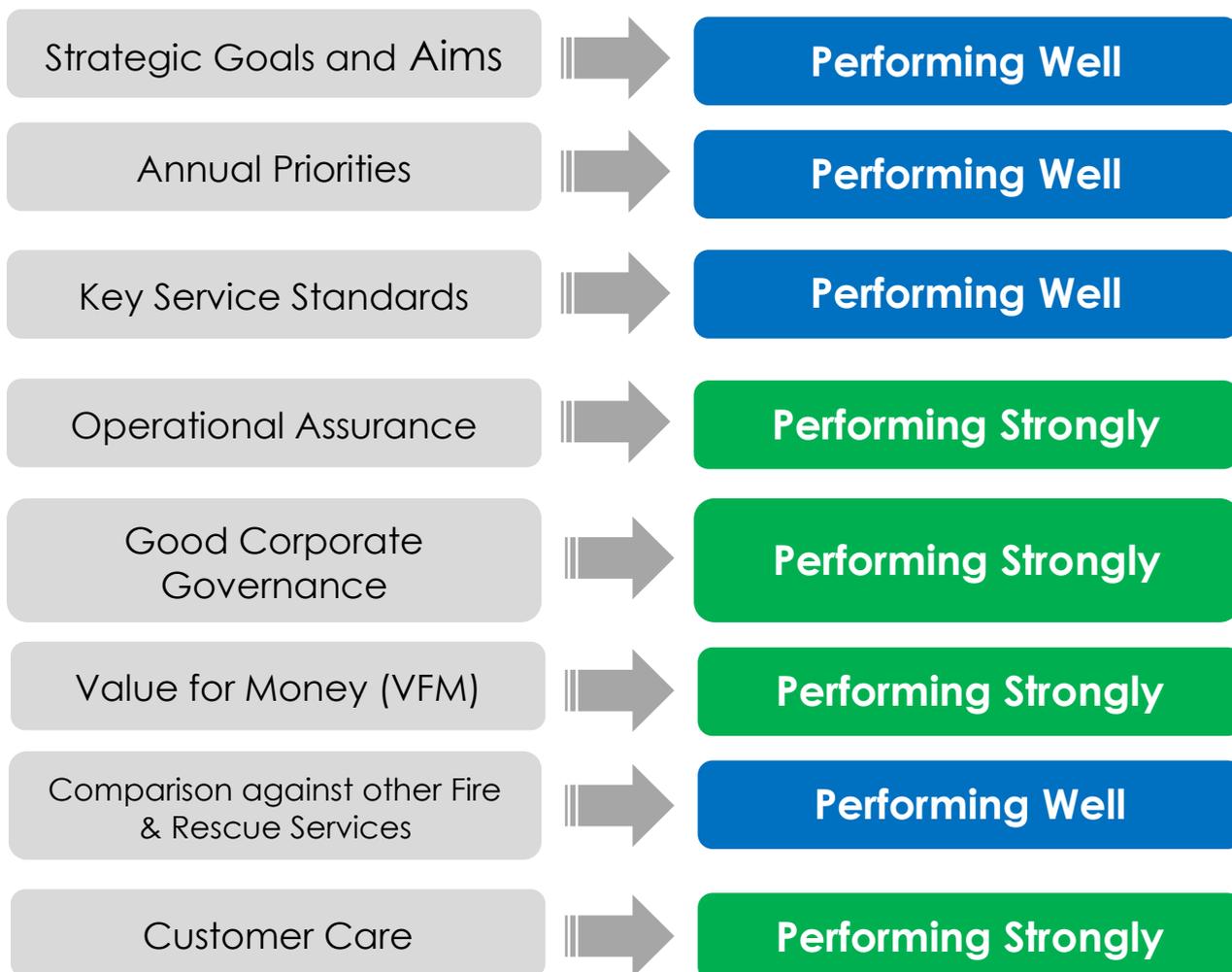
Performing Strongly	Performing Well	Adequate Performance	Requires Improvement
Well above minimum requirements	Consistently above minimum requirements	At only minimum requirements	Below minimum requirements

To obtain an overall organisational performance rating we use the eight performance categories' performance assessments and consolidate into an overall assessment using the following criteria;

Outstanding	Good	Requires Improvement	Inadequate
At least 5 4's no 2's or 1's	At least seven 3's no 1's	At least five 3's, no more than three 1's	Any other combination

Organisational Performance 2018/19

The Organisational Performance is measured against eight key areas. The summary picture of our performance in 2018/19 against these key areas is set out below:



Performance in 2018/19
assessed as

Good

STRATEGIC GOALS AND OUTCOMES



8 Strategic Goals and Outcomes

Measuring Performance

The Community Integrated Risk Management Plan (2018 - 2022) identifies three strategic goals supported by eight strategic objectives and seventeen strategic outcomes. The strategic goals are:

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

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 the indicators 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 five 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:

Value 4	Outstanding (More than 10% Improvement)
Value 3	Good (Between 0% and 9.9% Improvement)
Value 2	Requires Improvement (Between 0% and 9.9% Deterioration)
Value 1	Inadequate (More than 10% Deterioration)
NA	Not Recorded /Reported
Value 0	No Activity to Assess / No Comparator Info

Direction of Travel:

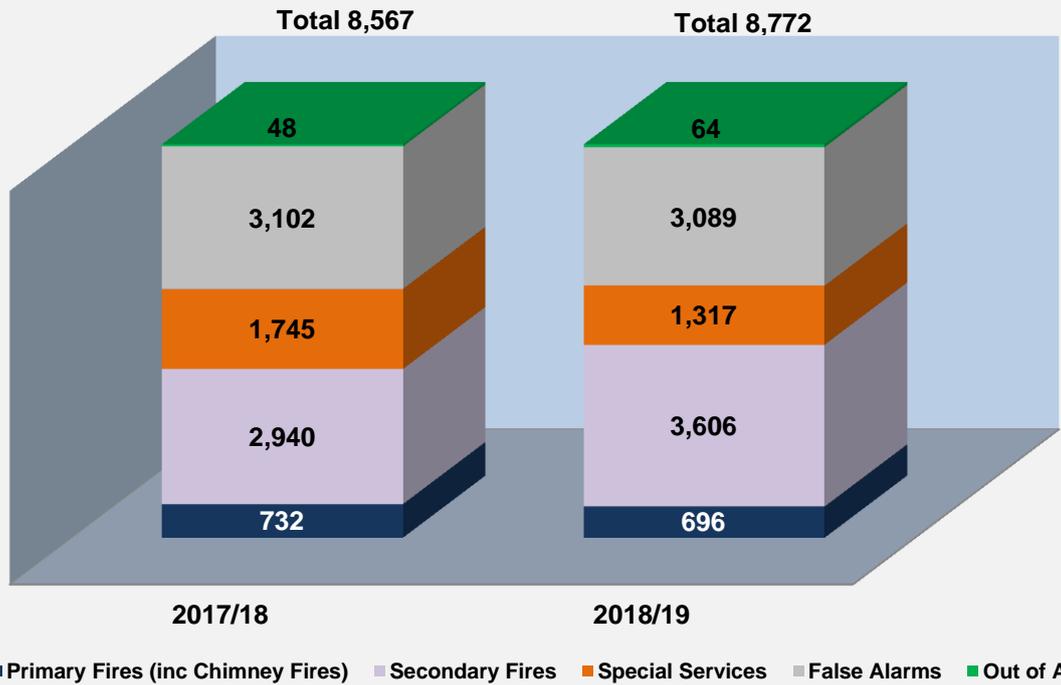
A direction of travel assessment is provided through the use of arrow graphics which shows movement in absolute performance.

Stage 2: Assessment of Each Strategic Outcome:

Using the individual scores allocated to each indicator an average score for the indicators in each Strategic outcome is calculated. The outcome is used and an overall assessment is evaluated using the following scoring:

Performing Strongly	Performing Strongly (More than 3.5)
Performing Well	Performing Well (Score 2.5 to 3.49)
Adequate Performance	Adequate Performance (Score 1.5 to 2.49)
Requires Improvement	Requires Improvement (Less than 1.5)
NR	Not Recorded /Reported
NA	No Activity to Assess / No Comparator Info

Incident Profile 01/04/2018 to 31/03/2019



Response

During 2018/19 there have been 8,772 incidents, an **increase of 205 (2%)** compared to 2017/18.

Secondary Fires (3,606) account for 41% of incidents, followed by False Alarms (3,089) accounting for 35% of all incidents.

Special Services have **reduced by 428 (25%)** to 1,317 incidents, Automatic False Alarms have **reduced by 137 (11%)** to 1,093 incidents and Primary Fires have **reduced by 36 (5%)** to 696 incidents.

Over the same period we have seen an **increase of 666 (23%)** in Secondary Fires to 3,606 incidents and an **increase of 30 (32%)** in Malicious False Alarms to 124 incidents.

Prevention

The Brigade (including the Volunteer Network) has conducted 18,108 Home Fire Safety Visits during the period. A minor **reduction (1%)** compared to 2017/18. This is made up of HFSV Referrals from Other Agencies 1,337
 Exeter HFSV: 2,408
 Other targeted HFSV: 12,547
 HFSV by volunteers: 1,816

As part of these HFSV there have been 2,927 Safe and Well Visits (SAW) completed. This is a **36% (1681) reduction** from 4608 provided in 17/18. These visits resulted in 440 referrals to other agencies for support or items of equipment being provided.

Protection

1,456 audit inspections of industrial and commercial premises have been completed during the period. A **Reduction of 350 (19%)** compared to 2017/18.

Fire Control

Fire Control dealt with 12,598 emergency calls, a minor increase of **18** calls from the equivalent period in 2017/18.

SAFER STRONGER COMMUNITIES

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



Performance Summary: Safer Stronger Communities

Below is a summary of our performance in 2018/19 against our Strategic Goal 1 Safer Stronger Communities.

The subsequent pages illustrate how we performed against the corporate performance indicators for each of the strategic outcomes.

Aim	Outcome	Compared to 2017/18	Compared to 2013/14 (Direction of Travel)
1.1	1.1.1 Safer Homes	Performing Well	Performing Well
	1.1.2 Safer Buildings	Performing Well	Performing Strongly
	1.1.3 Safer Roads	Performing Well	Performing Strongly
	1.1.4 Safer High Hazard Industries	Performing Strongly	Performing Strongly
	1.1.5 Safer Neighbourhoods and Environment	Performing Well	Performing Well
	1.1.6 Supported National Resilience	No comparator information	No comparator information
1.2	1.2.1 Improved Health Outcomes	Adequate Performance	Adequate Performance

Performance in 2018/2019 assessed as	Our Direction of Travel Performance is assessed
Performing Well	Performing Well

1.1.1 Safer Homes

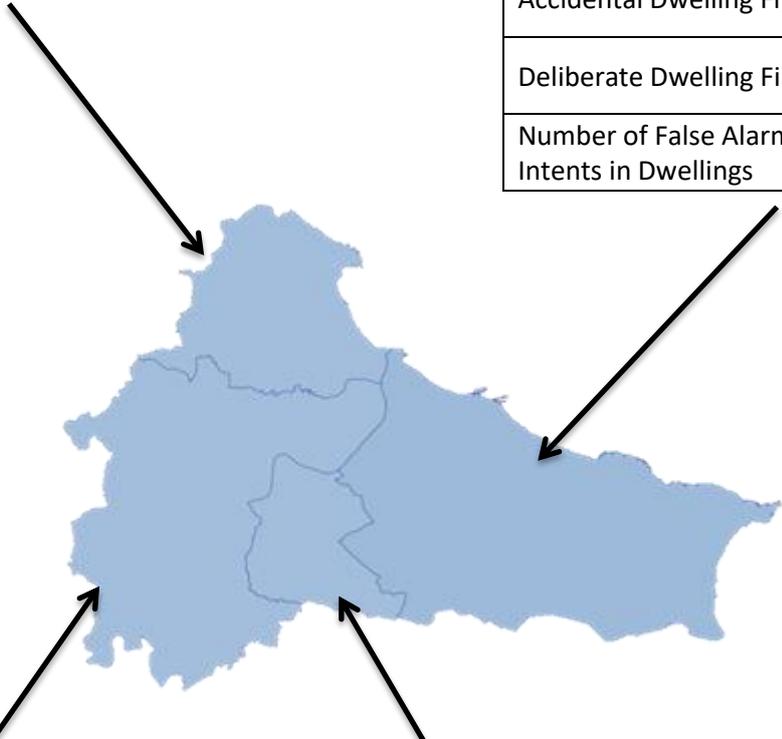
	2017/18	2018/19	Variance		RAG & DOT
			No	%	
Number of Accidental Dwelling Fires	142	113	-29	-20%	↓
Number of Deliberate Dwelling Fires	77	87	10	13%	↑
Number of Accidental Dwelling Fire Fatalities	4	2	-2	-50%	↓
Number of Deliberate Dwelling Fire Fatalities	0	0	0	-	↔
Number of Accidental Dwelling Fire Injuries	9	8	-1	-11%	↓
Number of Deliberate Dwelling Fire Injuries	2	0	-2	-100%	↓
Number of False Alarm Good Intents in Dwellings	634	694	60	9%	↑
Percentage of ADFs which have received a HFSV prior to the ADF	29%	35%	-	6%	↑
Percentage of Dwellings which have received a HFSV	58.1%	59.5%	-	1.4%	↑

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
Performing Well	Performing Well

Safer Homes District Summary

Hartlepool District	17/18	18/19
Accidental Dwelling Fires	23	23
Deliberate Dwelling Fires	17	17
Number of False Alarm Good Intents in Dwellings	131	123

Redcar & Cleveland District	17/18	18/19
Accidental Dwelling Fires	34	21
Deliberate Dwelling Fires	17	11
Number of False Alarm Good Intents in Dwellings	170	159



Stockton District	17/18	18/19
Accidental Dwelling Fires	48	44
Deliberate Dwelling Fires	18	19
Number of False Alarm Good Intents in Dwellings	167	183

Middlesbrough District	17/18	18/19
Accidental Dwelling Fires	37	25
Deliberate Dwelling Fires	25	40
Number of False Alarm Good Intents in Dwellings	166	229

1.1.2 Safer Buildings

	2017/18	2018/19	Variance		RAG & DOT
			No	%	
Percentage of the annual risk based inspection program completed in approved frequency	-	47%	-	-	-
Percentage of enforcement notices that are completed within prescribed timescales	100% (3/3)	100% (2/2)	0	0%	
Number of Fatalities in Industrial and Commercial Fires	0	0	0	0%	
Number of Injuries in Industrial and Commercial Fires	1	0	-1	-100%	
Number of Industrial and Commercial Fires	52	57	5	10%	
Number of Unwanted Automated Fire Alarm calls received	2,140	2,244	104	5%	
Number of attendances at Non Domestic Unwanted Automated fire calls	706	535	-171	-24%	
Percentage of eligible automated fire alarm calls where no fire is confirmed that the Brigade attends	14.5%	7.1%	-	-7.4%	
Average time of first appliance attendance to a building fire (7 Minutes)	-	00:04:48	-	-	-
First appliance attendance to a building fire within 10 minutes on 90% of occasions	-	98%	-	-	-
Average time for second appliance to attend a building fire (10 minutes)	-	00:06:44	-	-	-

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
Performing Well	Performing Strongly

1.1.3 Safer Roads

	2017/18	2018/19	Variance		RAG & DOT
			No	%	
Number of Road Traffic Collisions attended by the Brigade	314	321	7	2%	↑
Number of Fatalities in Road Traffic Collisions	9	6	-3	-33%	↓
Number of people seriously injured in Road Traffic Collisions	137	122	-15	-11%	↓
Number of people suffering slight injuries in Road Traffic Collisions	726	705	-21	-3%	↓
Average time of first appliance attendance to an immediate life threatening / rescue RTC (8 minutes)	-	00:05:46	-	-	-

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
Performing Well	Performing Strongly

1.1.4 Safer High Hazard Industry

	2017/18	2018/19	Variance		
			No	%	
Number of Incidents within identified High Hazard sites	12	7	-5	-42%	↓
Average time of first appliance attendance to an incident at a High Hazard site (7 minutes)	-	00:04:47	-	-	
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		

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
Performing Strongly	Performing Strongly

1.1.5 Safer Neighbourhoods and Environment

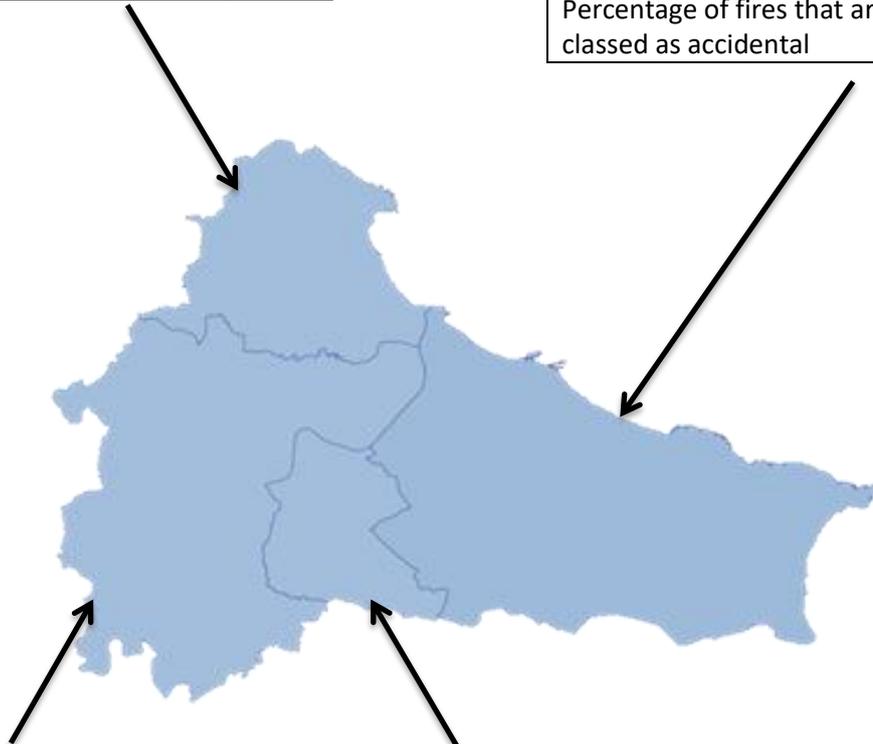
	2017/18	2018/19	Variance		RAG & DOT
			No	%	
Number of times a Fire Appliance assigned to an incident failed to respond	26	41	15	58%	
Number of Primary Fire Fatalities	4	3	-1	-25%	
Number of Primary Fire Injuries	12	10	-2	-17%	
Percentage of all fires that are classed as Accidental Fires	19%	15%	For information purposes		
Percentage of all fires that are classed as Deliberate Fires	81%	85%	For information purposes		
Number of Primary Fires	720	684	-36	-5%	
Number of Secondary Fires	2,940	3,606	666	23%	
Average time taken to answer an emergency 999 call (7 seconds)	-	7.5	-	-	-
Average time for Fire Control to mobilise a fire appliance to an incident (100 seconds)	77	77	0	0%	
Percentage of occasions Fire Control mobilise a Fire Appliance within 2 Minutes of the call	93%	93%	-	0%	
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%	69%	-	-1%	

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
Performing Well	Performing Well

Safer Neighbourhoods & Environment District Summary

Hartlepool District	17/18	18/19
Number of Primary Fires	125	119
Number of Secondary Fires	435	646
Percentage of fires that are classed as accidental	26%	18%

Redcar & Cleveland District	17/18	18/19
Number of Primary Fires	187	147
Number of Secondary Fires	897	1061
Percentage of fires that are classed as accidental	17%	13%



Stockton District	17/18	18/19
Number of Primary Fires	214	224
Number of Secondary Fires	516	778
Percentage of fires that are classed as accidental	25%	20%

Middlesbrough District	17/18	18/19
Number of Primary Fires	194	194
Number of Secondary Fires	1092	1121
Percentage of fires that are classed as accidental	14%	11%

1.1.6 Supported National Resilience

	2017/18		2018/19		Variance		RAG & DOT
	No	%	No	%	No	%	
Percentage of times the appropriate national resilience resource is mobilised within 60 minutes of request	-	-	-	-	-	-	-

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
No Activity	No Activity

1.2.1 Improved Health Outcomes

	2017/18		2018/19		Variance		RAG & DOT
	No	%	No	%	No	%	
Percentage of Safe and Well visits that led to a positive intervention (equipment and/or referral for additional support)	14%	16%	2%	-			↑
Number of Falls related emergency admission aged 65+ to hospital*	1970	2129	159	8%			↑
Percentage of Co-responder incidents attended by the Brigade where medical treatment was provided by CFB	99%	92%	-	-7%			↓

**to be reported quarterly in arrears due to delays in obtaining data from Health*

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
Adequate Performance	Adequate Performance

A PROUD, PASSIONATE, PROFESSIONAL AND INCLUSIVE WORKFORCE

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



Performance Summary: A Proud, Passionate, Professional, and Inclusive Workforce

Below is a summary of our performance in 2018/19 against our Strategic Goal 2: A Proud, Passionate, Professional and Inclusive Workforce.

The subsequent pages illustrate how we performed against the corporate performance indicators for each of the strategic outcomes.

Aim	Outcome	Compared to 2017/18	Compared to 2013/14 (Direction of Travel)
2.1	2.1.1 A Healthy Workforce	Adequate Performance	Adequate Performance
	2.1.2 A Safe Workforce	Performing Well	Adequate Performance
2.2	2.2.1 Competent and Trained Workforce	Performing Well	Performing Well
2.3	2.3.1 Outstanding Leaders	No Measures	No Measures
2.4	2.4.1 A Great Workforce Culture	No Measures	No Measures
2.5	2.5.1 A Sustainable Workforce	Adequate Performance	No comparator information

Performance in 2018/2019 assessed as	Our direction of Travel Performance is assessed
Performing Well	Adequate Performance

2.1.1 A Healthy Workforce

	2017/18	2018/19	Variance		RAG & DOT
			No	%	
Percentage of operational staff who have completed fitness assessments during year	98%	96%	-	-2%	↓
Percentage of operational personnel who have completed fitness assessments that have achieved / exceeded the relevant V02 rates (<i>based on initial pass rates</i>)	92%	96%	-	4%	↑
Number of staff who have had attendance improvement notices (formal sickness review) during the year	63	37	-26	-41%	↓
Average number of duty days lost to sickness absence per employee - All Staff	6.72	7.95	1.23	18%	↑
Average number of duty days lost to sickness absence per employee - Wholetime	6.44	8.06	1.62	25%	↑
Average number of duty days lost to sickness absence per employee - Retained	7.25	6.81	-0.44	-6%	↓
Average number of duty days lost to sickness absence per employee - Control	4.83	10.52	5.69	118%	↑
Average number of duty days lost to sickness absence per employee - Green Book	7.62	8.11	0.49	6%	↑
Percentage sickness duty days classed as Mental Health issues as a proportion of all duty days lost to sickness	28%	20%	-	-8%	↓

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
Adequate Performance	Adequate Performance

2.1.2 A Safe Workforce

	2017/18	2018/19	Variance		RAG & DOT
			No	%	
Number of Violence to Staff Incidents (Verbal and / or Physical)	45	42	-3	-7%	
Number of RIDDOR reportable incidents	6	5	-1	-17%	
Number of Accidents resulting in physical injury	8	2	-6	-75%	
Number of Accidents resulting in damage to property	2	5	3	150%	
Number of Near Misses	19	19	0	0%	
Number of Vehicle Accidents	41	32	-9	-22%	

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
Performing Well	Adequate Performance

2.2.1 Competent and Trained Workforce

	2017/18	2018/19	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	98%	98%	-	0%	
Maintaining Competence: Percentage of Green Book Personnel (Grades A-J) who have been assessed as maintaining competence aligned to PDR Core Skills	82.5%	84%	-	1.5%	
Independent Assessment of Competence: Percentage of Operational & Fire Control* (WT/ Retained/ Fire Control, FF-GM) who have been independently assessed by training aligned to the Risk Critical Themes during the year and have been assessed as maintaining their competency	87%	78%		-9%	
Percentage of staff who have received a Personnel Development Review in the last the year	88%	80.5%		-7.5%	

*Fire Control to be implemented 2019

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
Performing Well	Performing Well

2.3.1 Outstanding Leaders

	2017/18	2018/19	Variance		RAG & DOT
			No	%	
Measures Under Development	-	-	-	-	-

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
No Measures	No Measures

2.4.1 A Great Workforce Culture

	2017/18	2018/19	Variance		RAG & DOT
			No	%	
Measures Under Development	-	-	-	-	-

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
No Measures	No Measures

2.5.1 A Sustainable Workforce

	2017/18	2018/19	Variance		RAG & DOT
			No	%	
Percentage of time 18 or more appliances are available to respond to Emergency Calls*	-	77%	-	-	-
Percentage of time Retained Crewed Appliances are available for Operational Response	80%	73%		-7%	↓
Percentage of Shifts Wholetime staff not at prescribed staffing levels	22%	32%		10%	↑

**Data from June 2018*

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
Adequate Performance	No Comparator Information

EFFICIENT USE OF RESOURCES

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



Performance Summary: Efficient use of Resources

Below is a summary of our performance in 2018/19 against our Strategic Goal of Efficient use of Resources.

The subsequent pages illustrate how we performed against the corporate performance indicators for each of the strategic outcomes.

Aim	Outcome	Compared to 2017/18	Compared to 2013/14 (Direction of Travel)
3.1	3.1.1 Sound Financial, Procurement and Corporate Governance	Performing Well	Performing Strongly
	3.1.2 Value for Money Assets	No Measures	No Measures
	3.1.3 Optimum Use of Human Resources	Adequate Performance	Adequate Performance
	3.1.4 Efficiencies through Collaboration and Partnerships	Performing Strongly	Performing Strongly

Performance in 2018/2019 assessed as	Our direction of Travel Performance is assessed as
Performing Well	Performing Well

3.1.1 Sound Financial Procurement and Corporate Governance

	2017/18	2018/19	Variance		RAG & DOT
			No	%	
Number of Internal Audit reports 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	97.6%	97.3%		-0.3%	
Public Contracts Regulation 2015: Interest Paid due to late payment of invoices	£0	£0	0	0%	

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
Performing Well	Performing Strongly

3.1.2 Value For Money Assets

	2017/18	2018/19	Variance		RAG & DOT
			No	%	
Measures Under Development					

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
No Measures	No Measures

3.1.3 Optimum Use of Human Resources

3.1.3	2017/18 2018/19		Variance		RAG & DOT
			No	%	
Number of Malicious False Alarms	94	124	+30	+32%	
Percentage of incidents that turn out to be a Malicious False Alarm resulted in a mobilisation of a fire appliance	55%	57%	-	+2%	
Staff Turnover: Percentage of staff leaving the Brigade as a proportion of the total workforce	3.8%	2.3%		-1.4%	
No of FTE posts vacant at end of the reporting period	65.53	59.48	-6.05	-9%	

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
Adequate Performance	Adequate Performance

3.1.4 Efficiencies Through Collaboration and Partnerships

	2017/18 2018/19		Variance		RAG & DOT
			No	%	
Number of HFSV conducted by Partners (Fire Support Network)	1,459	2,024	565	+39%	

Performance in 2018/19 compared to 2017/18 is assessed as	Direction of Travel from 2013/14 Performance is assessed as
Performing Strongly	Performing Strongly

Annual Priorities

9 Annual Priorities

Our priorities in 2018/19 stemmed from two main sources:

- 1. CIRMP 2018-22 Year 1 proposals** which reflect the Authority's risk assessment outcomes, the outcomes from the CIRMP consultation and the medium term financial position including the use of the Authority's reserves.
- 2. Corporate proposals** identified by the Brigade's Executive Leadership Team as a result of a strategic risk assessment (the opportunities that will support, or the threats that will prevent, the achievement of the Authority's strategic outcomes).

Scoring Methodology

Each of the priorities have been monitored throughout the year and a year-end status has been assigned to the priority, as follows

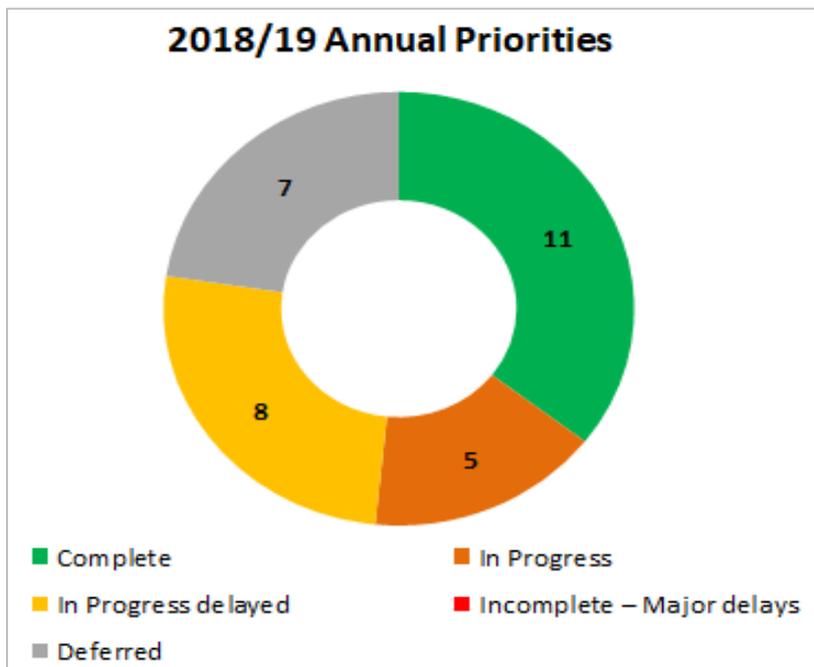
Deferred:	The priority is now no longer to be delivered in that year following in year review by ELT (Score 0) and priority is excluded from overall scoring.
Incomplete / Significantly Behind Schedule:	The priority will not be completed by the due date (Score 1).
In progress and minor delay:	The priority is in the progress of being delivered but there are some minor delays in its delivery (Score 2).
In progress and on target:	The priority is in the progress of being delivered and will be completed by the due date (Score 3).
Complete:	The priority has been completed (Score 4).

An overall judgement is determined by calculating an average score for all priorities using the individual priority scores. The following criteria is used to ascertain an overall assessment.

Inadequate Performance	Adequate Performance	Performing Well	Performing Strongly
Score 1 to 1.5	Score 1.51 to 2.50	Score 2.51 to 3.5	Score 3.5+

2018/19 Annual Priorities Summary

	Complete	In Progress	In Progress delayed	Incomplete – Major delays	Deferred
Safer Stronger Communities	2	2	1	0	0
Proud, Passionate, Professional and Inclusive Workforce	3	0	1	0	0
Use of Resources	6	3	6	0	7



In Delivering our Annual Priorities for 2018/19 we assess ourselves as

Performing Well

The following tables provide a summary of the progress made against each of the Annual Priorities assigned to our Strategic Goals. Full details of progress are reported throughout the year to Elected Members of the Executive Committee.

Safer Stronger Communities Priorities	
SSC1: Aspire to the guiding principle that ‘everyone should have equal entitlement to the same attendance targets for fire engines, irrespective of whether they live in a geographic area in which there is a higher likelihood or a lower likelihood of a fire occurring’ and implement the outcomes of the review of the emergency response standards.	4: Complete
SSC2: Introduce a core emergency response resource of 18 fire appliances	3: In Progress
SSC3: Establish a ‘strategic reserve’ to sustain the minimum operational configuration of 18 fire appliances	3: In Progress
SSC4: Continue to support the National Fire Sprinkler Network for the promotion of fire suppression systems in buildings	4: Complete
SSC5: Develop and implement our community engagement strategy	2: In Progress - Delayed

Proud, Passionate, Professional and Inclusive Workforce Priorities	
PIW1: Adopt the National Leadership Strategy aligned to the National Behavioural Framework	4: Complete
PIW2: Implement our new equality, diversity and inclusion strategy	4: Complete
PIW3: Develop and implement our workforce strategy to support our CIRMP 2018-22	4: Complete
PIW4: Develop and Implement our Cultural Reform Strategy	2: In Progress - Delayed

Use of Resources Priorities	
UOR1: Review all current duty systems. This will include the crewing arrangements on fire engines; flexible ways of staffing our fire stations and control centre; and the provision of incident command	2: In Progress - Delayed
UOR3: Prepare for the implementation of outcomes of the Control Room review – removal of four Fire Control Operator posts	4: Complete
UOR4: Implement an alternative staffing model on the incident command unit removing 4 crew manager and 4 firefighter posts	3: In Progress
UOR5: Prepare to extend the implementation of four riders per appliance to all fire engines removing 12 firefighter posts on 1st April 2019	3: In Progress
UOR6: Implement incident command and principal officer cover with the intention of establishing a structure of a chief fire officer and two assistant chief fire officers (directors) removing one directors Post	4: Complete
UOR7: Explore collaborative arrangements for the provision of the incident command support	4: Complete
UOR8: Review the outcomes of the national and local emergency medical responder project evaluations and determine the future of this scheme in Teesside.	0: Deferred
UOR9: Emergency Services Mobile Communications Programme – Collaboration with North East Fire and Rescue Services	2: In Progress - Delayed
UOR10: Update policy and procedures to achieve and demonstrate compliance with the General Data Protection Regulations	4: Complete
UOR11: Conduct a review of the recruitment, pay and contracts; and availability of retained duty system firefighters	3: In Progress
UOR12: Develop a joint police and fire prevention strategy	0: Deferred

Use of Resources Priorities	
UOR14: Explore collaborative opportunities for training and developing our people	0: Deferred
UOR15: Explore collaborate opportunities for sharing/integrating support services	0: Deferred
UOR16: Explore collaborative opportunities for sharing estate	0: Deferred
UOR17: Explore collaborative opportunities for ICT strategies and solutions	0: Deferred
UOR 18 (a): Progress estates programme by completing our new external training facilities	2: In Progress - Delayed
UOR 18 (b): Progress estates programme by refurbishing Stockton Fire Station	2: In Progress - Delayed
UOR 18 (c): Progress estates programme by refurbishing Guisborough Fire Station	2: In Progress - Delayed
UOR 18 (d): Progress estates programme by refurbishing Loftus Fire Station	2: In Progress - Delayed
UOR19: Undertake annual revenue budget adjustments associated with the implementation of the CIRMP 2018-22	4: Complete
UOR20: Investigate the benefits and implications of 24 hour working within the Brigade.	0: Deferred
UOR21: Continue to develop our trading company to generate commercial revenues to support preventative services and apprenticeship schemes	4: Complete

Service Standards

Includes

- Fire Control Call Handling Times
- Crew Reaction Times
- Emergency Response Standards Building Fires
- Emergency Response RTC's
- Emergency Response High Hazard

10 Key Service Standards

EMERGENCY RESPONSE BENCHMARKS

We aim to respond to any incident as quickly as possible. To assist in the planning of the deployment of our resources we have locally set response standards for dealing with emergency calls, how fast crews mobilise and how fast we get to fire related incidents within buildings and Road Traffic Collisions.

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

For each individual service standard that has appropriate activity, the scoring mechanism used is:

 Standard Achieved	 Standard Not Achieved
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To assess whether we have achieved our service standards the overall scoring mechanism used is:

Performing Strongly	Performing Well	Adequate Performance	Requires Improvement
76%+ service standards achieved	51-75% Standards Achieved	26-50% Standards Achieved	0-25% Standards Achieved

In Delivering our Key Service Standards in 2017/18 we assess ourselves as
Performing Well 60% (6 Out of 10 Standards Achieved)

Response Benchmarks 2018/19

Building Fires

Indicator		2018/19	Target	% Direction of travel from target	Achieved
1.1.2.10	Average time of first appliance attendance to a building fire (7 Minutes)	00:04:48 (88% within 7 mins)	00:07:00	-31%	✓
1.1.2.11	First appliance attendance to building fires within 10 minutes on 90% of occasions	98% (2,372/2,421)	90%	8%	✓
1.1.2.12	Average time of second appliance to attend a building fire incident (10 minutes)	00:06:44 (88% within 10 mins)	00:10:00	-33%	✓

Road Traffic collisions

Indicator		2018/19	Target	% Direction of travel from target	Achieved
1.1.3.5	Average time of first appliance attendance to an immediate life threatening / rescue RTC (8 minutes)	00:05:46 (81% within 8 mins)	00:08:00	-30%	✓

High Hazard

Indicator		2018/19	Target	% Direction of travel from target	Achieved
1.1.4.2	Average time of first appliance attendance to an incident at an industrial site (7 minutes)	00:04:47 (86% attendance within 7 minutes)	00:07:00	-32%	✓
1.1.4.3	Average time full mobilisation requirement of appliances to an industrial fire (20 minutes)	-	00:20:00	-	NA

Fire Control Call Handling and Crew Reaction Time

Indicator		2018/19	Target	% Direction of travel from target	Achieved
1.1.5.9	Average time taken to answer an emergency 999 call (7 seconds)	7.5	7	10%	✘
1.1.5.10	Average time for Fire Control to mobilise a fire appliance to an incident (seconds)	77	100	-18%	✔
1.1.5.11	Percentage of times a fire appliance is dispatched to an emergency in 2 minutes	93%	98%	-5%	✘
1.1.5.12	Percentage of Wholetime appliances meeting Book Mobile threshold of 2 minutes	98%	100%	-2%	✘
1.1.5.13	Percentage of Retained appliances meeting the Book Mobile threshold of 5 Minutes	69%	100%	-31%	✘

Response Benchmarks – Pre April 2018

Service standards for 2018/19 were introduced for the first time to enable comparison with the former standards. Pre April 2018 benchmarks are detailed for information purposes only.

Building Fires

Indicator	2018/19	Target	% Direction of travel from target
High Risk Wards			
1st Pump in 5 minutes	96% (23/24)	75%	19%
2nd pump in 8 minutes	100% 23/23	75%	25%
3rd pump in 10 minutes (persons reported)	-	75%	-
Medium Risk Wards			
1st Pump in 8 minutes	97% (861/886)	75%	22%
2nd pump in 11 minutes	96% (730/764)	75%	22%
Low Risk Wards			
1st pump in 10 minutes	97% (1,467/1,511)	75%	22%
2nd pump in 13 minutes	94% (1,127/1,205)	75%	19%

Road Traffic Collisions

Indicator	2018/19	Target	% Direction of travel from target
Emergency Response to Road Traffic Collisions 1st Pump attendance 8 minutes	81% 162/200	75%	6%

Fire Control Call Handling and Crew Reaction Time

Indicator	2018/19	Target	% Direction of travel from target
Percentage of times a fire appliance is dispatched to an emergency in 2 minutes	93%	98%	-5%
Percentage of Wholetime appliances meeting Book Mobile threshold of 2 minutes	98%	100%	-2%
Percentage of Retained appliances meeting the Book Mobile threshold of 5 Minutes	69%	100%	-31%

Operational Assurance

Includes

- Operational Assurance
- National Resilience Assessment
- JESIP
- HMICFRS
- SOPS/NOGS

11 Operational Assurance

This section provides information to the public to demonstrate that the local Fire and Rescue Service's operational service delivery is efficient, effective and robust both at a local and national level. We use data gathered from internal and external sources to make a judgement on how well we perform within this category.

The following frameworks are included:

- Operational Assessment Framework
- National Resilience Assurance Framework
- Joint Emergency Services Interoperability Principles Framework (JESIP)
- HMIC Inspection of Fire and Rescue Services

**We currently assess our
Operational Assurance as
being**

Performing Strongly

Operational Assessment

In 2013 The Executive Leadership Team approved the completion of the Operational Assessment, the purpose being to provide current indication of performance benchmarked against the LGA and CFA Operational Assessment and Peer Challenge Toolkit.

This process, which has a strong operational focus, comprises a self-assessment and external peer challenge and is designed to allow a “whole system” look at how a Fire & Rescue Authority (FRA) leads, prioritises and delivers the interrelated functions of prevention, protection and response.

The following areas are covered in the review:

- Community Risk Management;
- Prevention;
- Protection;
- Response;
- Health and Safety;
- Training and Development;
- Call Management and Incident Support.

The last full operational assessment was conducted in 2014. No review or update of the Operational Assessment has been completed within 2018/19.



National Resilience

The National Resilience Assurance Team (NRAT) visited the Brigade during August 2014 to undertake an audit and review. Seven key areas of assessment (KAA) were inspected and feedback from the review awarded compliance:

Prior to call preparation: Fire and Rescue Service ability to mobilise National Resilience assets to an incident.

Mobilisation and support to the incident: FRS arrangements for managing the mobilisation of National Resilience assets and the provision of relevant information and support to responding crews.



Command & Control: responsibilities and actions of attending personnel and the integration of National Resilience capability into planned or existing Command and Control arrangements.

Operational Response: structures, policies and arrangements in place to allow attending crews to achieve the objectives of the incident.

Monitoring and Review: evaluation and recording of National Resilience incidents and exercises.

Integration of National Resilience capability: integration of National Resilience capability into planning assumptions for identified or emerging local risks.



Multi agency integrated response: how the Fire and Rescue Service engages with other organisations and agencies to meet effective resolution to National Resilience incidents.

In 2018/19 there has been no National Resilience Assessments of CFB.

JESIP Assurance Programme

The Brigade was audited on 20th June 2017 by the JESIP (Joint Emergency Services Interoperability Principles) inspection team who undertook assurance visits of Police, Fire, and Ambulance services in England and Wales during 2017.

The visits were specifically intended to measure the progress made by services in embedding JESIP into their business as usual arrangements in line with the HMIC Tri-Service recommendations of 2015 and to review how robust the services arrangements appeared in terms of the future delivery and maintenance of JESIP. An outcomes report on the findings was received by the Brigade in November 2017.

As a result an improvement plan has been developed to address the identified gaps and areas for development in the service and associated actions have been developed to address these. This is being implemented during 2018/19. The following table summarises the progress made in implementing the improvement actions that address the identified gaps and the current status.

Status	Number of Identified Gaps	Number of Improvement Actions to Address Gaps
Complete	5	14
In Progress	5	8
Overdue	1	3
Total	11	25

Source JESIP Gap Analysis and Action Plan 10th April 2019

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

Responsibility for fire formally moved from DCLG to the Home Office in early 2016. In 2017/18 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) commenced inspections of England's Fire & Rescue services that assesses each FRS in terms of their effectiveness, efficiency, and how they treat their people.

All Fire and Rescue Services in England will be inspected by the HMICFRS in three tranches commencing in the summer 2018. Cleveland Fire Brigade has been assigned to be inspected in the third tranche with the inspection being carried out April to July 2019. Work has commenced in preparation for the inspection.

During 2018/19 Cleveland Fire Brigade have carried out the following actions in preparation for the HMICFRS inspection:

- ✓ Service Liaison Lead engagement visits have been completed covering all areas of the Brigade;
- ✓ Cleveland Fire Brigade's key documents have been submitted to the HMICFRS for review;
- ✓ 3 Data requests have been submitted to provide evidence for the inspection;
- ✓ A detailed self assessment has been compiled that has informed the self assessment submitted to the HMICFRS;
- ✓ A staff survey from the HMICFRS has been issued to all CFB personnel;
- ✓ The HMICFRS have conducted a Public Perception Survey of all FRS's, over 400 responses received from the Brigade area.

The work completed to date, in particular our critical self assessment has identified no significant areas for concern within our operational arrangements. Thus we can be assured that we have robust operational arrangements in place.

Standard Operating Procedures / National Operational Guidance

In 2018/19 internal procedures were developed and embedded to enable the Brigade's Operational Assurance team ensure that the suite of Standard Operating Procedures (SOPs) used by the Brigade are reviewed and maintained and support the transition to the National Operational Guidance (NOGS).

Prior to the review the Brigade had a suite of SOPs (A - I). The review has afforded the opportunity to realign a number of SOPs. Our remaining SOPs will be reviewed and maintained during the transition to the NOGS. The following table profiles the position at 31st March 2019.

SOP	No	Reviewed & Current	Under Review	Out of Date	Status
A SOP	38	38	0	0	Green
B SOP (Site Specific Pre Plans)	36	35	0	0	Green
C SOP	13	11	2	0	Yellow
D SOP	<i>Review will commence once the G SOPS are complete</i>				Grey
E SOP (H&S Procedural Note)	27	27	0	0	Green
F SOP(National Resilience Operational Notes)	<i>Risk based approach to determining priorities for review. Currently concentrating on the MTA.</i>				Grey
G SOP (Business Continuity Plans)	37	34	3	0	Yellow
H SOP(Realigned)	<i>Documents realigned as part of the review</i>				Grey
I SOP(Logistics Procedural Notes)	16	16	0	0	Green

Good Corporate Governance

Includes

- Internal Audit
- External Audit
- Other Audits and Assessments

12 Good Corporate Governance

This section provides information to the public to demonstrate that the Fire and Rescue Services corporate governance arrangements are efficient, effective and promote value for money. The judgement will be made from the following sources of information

Internal Audit

Internal Audit is prescribed by the Accounts and Audit Regulations 2003 in accordance with the CIPFA Code of Practice for Internal Audit in Local Government. A risk based internal audit plan is developed in conjunction with the Authority's Treasurer with the purpose of providing assurance that the system of internal management controls are operating effectively within the Brigade.

In 2018/19 the Brigade's internal audit function has been commissioned from Hartlepool Borough Council.

External Audit

External Audit is governed by the Audit Commission Act 1998 and the Accounts and Audit (England) Regulations 2011. The Audit Commission appoints a body to act as the Brigade's External Auditors and this body is governed by the commission's code of audit practice which prescribes the way in which auditors carry out their functions.

In 2018/19 the Brigade's external Auditor was Mazars.

Other External Assessment and Audits

At various times during the year external bodies may conduct ad-hoc inspections and audits on the Brigade's activities covering specific areas of service.

We assess ourselves as

Performing Strongly

Internal Audit

Our commissioned Internal Audit function provides challenge and assurance over the effectiveness of our risk management, internal control and governance arrangements. The function supports, provides advice and challenge management to assist the development of robust systems of management control. Annually an opinion on the status of our systems of management control is provided by Internal Audit.

On 10th June 2019 the Head of Audit and Governance at Hartlepool Council, our Internal Auditors, issued the following opinion on the Brigade's system of Internal Control.

'From the work undertaken during the year 2018/19, Internal Audit has reached the opinion that key systems are operating soundly and that there is no fundamental breakdown in controls resulting in material discrepancy. Satisfactory arrangements were implemented to ensure the effective, efficient and economic operation of Cleveland Fire Authority's financial affairs.'

To inform this judgement a programme of internal audit reviews have been undertaken during 2018/19. The table below details the completed internal audits and their associated outcomes for the audit inspections that have been undertaken in 2018/19.

2018/19 Audits	Audit Status
Insurance	Satisfactory Assurance
Creditors	Satisfactory Assurance
Payroll	Satisfactory Assurance
Pensions	Satisfactory Assurance
Information Data Management	Satisfactory Assurance
Attendance Management	Satisfactory Assurance
Budgetary Control	Satisfactory Assurance
Cash Bank Reconciliation	Satisfactory Assurance
Debtors	Satisfactory Assurance
Fleet Management	Satisfactory Assurance
Contracts/Procurement	Satisfactory Assurance
Retained Firefighter Claims	Satisfactory Assurance
Stores	Satisfactory Assurance
National Fraud Initiative	Satisfactory Assurance
VAT	Satisfactory Assurance

External Audit

To ensure transparency and accountability, an independent audit of The Financial Report is undertaken by our External Auditor (Mazars LLP) to provide assurance there are sound governance arrangements in place and our Financial Report shows a true reflection of our financial position and that we are providing value for money services.

The Authority's external auditors, Mazars LLP, have issued an unqualified opinion on the statement of accounts and reported to Members of the Audit and Governance Committee:



Our auditors report issued on 27 July 2018 included our opinion that the financial statements:

- *gave a true and fair view of the Authority's financial position as at 31 March 2018 and of its expenditure and income for the year ended; and*
- *had been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 17/18*

Audit and Governance Committee 24th August 2018
'Mazars Annual Audit Letter'.

Performance Management Good Practice

In 2019 the Brigade received a request from Mazars, our External Auditors to share the Brigade's approach to performance reporting with Leicester Fire and Rescue Service as Mazars view the Brigade's approach as good practice.

'Leicester FRS might benefit from consideration of your approach to reporting performance, as I have always been struck by how well you present your data and how it enables a good level of Member debate led by Tim Graham, particularly when you make your Power point presentations on the subject. I think there is a clear opportunity for them to learn from you'

*Gavin Barker Director/Public Services Mazars
'Email to Director of Corporate Service 22nd March 2019'.*

Other External Assessment and Audits

Annual Statement of Assurance

The National Framework for Fire and Rescue Services for England (2018) requires FRS's to produce and publish an Annual Assurance Statement. The Framework specifically states:

'FRS must provide annual assurance on financial, governance and operational matters and show how they have had due regard to the expectations set out in their integrated risk management plan and the requirements included in the Framework. To provide assurance, fire and rescue authorities must publish an Annual Statement of Assurance'.

The Annual Statement of Assurance was approved by the Executive Committee of the Fire Authority on the 23rd November 2018. No issues were identified during the production of this statement.

The Annual Assurance Statement is available on our website at:

www.clevelandfire.gov.uk/fire-authority/documents-publications/strategic-reports/

Achieved Compliance with National Framework?



Trade Union Facility Time

We are required by the Trade Union Facility Time Regulations 2017, to publish transparent information on Trade Union facility time afforded by the Brigade in 2018/19. The total number of employees who were relevant union officials during financial year 2018/19 is five, the full time equivalent number of employees who were relevant union officials is one.

Five employees spend between 1% and 50% of their working hours on facility time.

Payment made to employees who were relevant union officials is £28,400 which is 0.14% of the Brigades total wages bill. See following link for further details:

<https://www.clevelandfire.gov.uk/about/what-we-spend-how/>

Public Contracts Regulations Act 2015: Payment Performance Statistics

Regulation 113 of the Public Contracts Regulations Act 2015 requires all contracting authorities to pay undisputed invoices within 30 days. When undisputed invoice payments are not paid within this 30 day period, interest becomes payable on the outstanding amount as set out in the late payment legislation. We are required to publicise the following information;

- (i) Percentage of invoices to first tier suppliers / prime contractors of invoices (not under dispute) paid within 30 days.
- (ii) The amount of interest paid to suppliers due to late payments.
- (iii) The total amount of interest that the contracting authority is liable to pay (whether or not paid) due to breach of regulation 113 (reportable from April 2017).

The following table demonstrates the Brigade's performance against this requirement for 2018/19 in advance of the statutory deadline for publication of such information.

Year	Number of Invoices paid	Percentage of Valid invoices paid within 30 days (target 95%)	Interest the Authority is liable to pay to Suppliers as a result of a breach of regulation 113	The Amount of Interest actually paid to Suppliers due to breach of Regulation 13
2017/18	5,720	97.61%	£8,559.73	£0
2018/19	5,279	97.31%	£14,825.33	£0

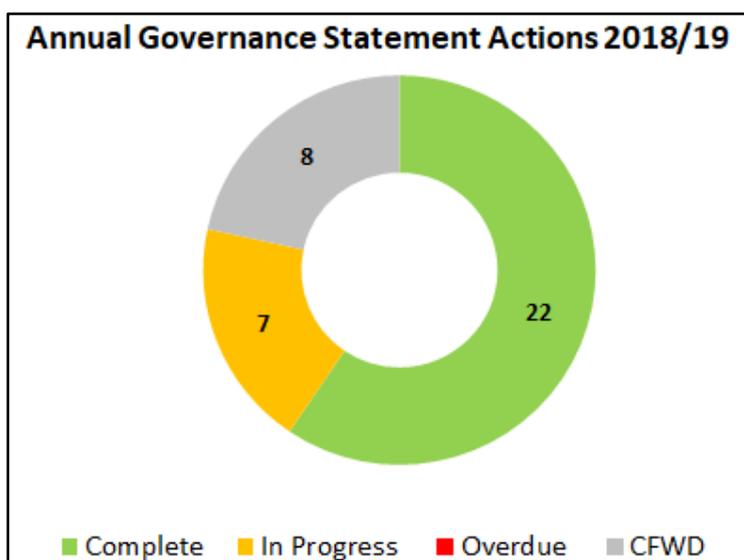
Compliance with Public Contract Regulation Act Section 113?.....YES

Annual Governance Statement 2018/19

As part of the development of the Authority’s Financial Statement there is a requirement for an Annual Governance Statement to be produced. This provides assurance that the governance arrangements in place are effective and operating effectively.

In the interests of continually improving and developing our governance arrangements an improvement plan has been developed and implemented during 2018/19. Progress against the identified improvement actions is shown in the following chart.

An Internal Audit review of the AGS did not identify any areas of significant weakness.



CIPFA/ALARM Risk Management Benchmarking Assessment

In 2018/19 we completed a self-assessment of our Risk Management Governance Framework. This assessment, co-ordinated by CIPFA/ALARM, is designed to assess and provide assurance on risk management arrangements over seven key areas :

Assessment Area	Assessment
Leadership & Management	Driving
Policy & Strategy	Driving
People	Embedded & Integrated
Partnerships & Shared Resources	Embedded & Integrated
Processes	Driving
Risk Handling & Assurance	Embedded & Integrated
Outcomes & Delivery	Driving

Value For Money

Includes

- External Audit opinion of the Brigade's VFM;
- Financial Outturn;
- Efficiencies;
- Cost per Head of Population;
- Adequacy of Reserves.

13 Value For Money

'Value for money' (VFM) is a term used to assess whether or not an organisation is providing the public and businesses of Teesside with the maximum benefit from the services it provides. VFM is also often described in terms of the 'three Es'.



Economy – the careful use of resources to save expense or time;

Efficiency - delivering the same level of service for less cost or time;

Effectiveness - delivering better services and outcomes from the use of the same level of resources or time.

We strive to be a high performing and continually improving organisation, whilst at the same time achieve value for money and thus maximise the use of the finite resources available to ourselves. We can demonstrate that we are providing value for money services through analysis of the following areas;

- External Audit opinion of the Brigade's VFM;
- Financial Outturn;
- Efficiencies;
- Cost per Head of Population;
- Adequacy of Reserves.

We assess ourselves as

Performing Strongly

External Audit: Annual Audit Opinion on VFM and Financial Resilience

In accordance with the Accounts and Audit (England) Regulations 2011, external audit is required to conclude whether the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

External Audit form this opinion by considering the evidence they extract from their, and others, work during the year against two criteria specified by the Audit Commission, notably;

- Financial Resilience, that considers evidence across three main areas:
 - financial governance;
 - financial planning;
 - financial control.

- Securing economy, efficiency and effectiveness, that considers evidence across two main areas:
 - prioritising resources;
 - improving efficiency and productivity

Following the work by Mazars, in August 2018 they reported to Members of the Audit and Governance Committee their conclusion on the Authority's arrangements for achieving Efficiency and Value for Money. Their conclusion states;

Our Auditors concluded that we are satisfied that in all significant respects, the Authority had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2018.

*Audit and Governance Committee 24th August 2018
'Mazars Annual Audit Letter'*



Achieved VfM and have Financial Resilience? Yes



Financial Outturn

The Authority's total net revenue budget for 2018/19 was **£26.243m**; which equates to **£46.68** per person in the Teesside area.

The following table provides a draft overview of the outturn of the Brigade in 2018/19, shown by the types of services provided.

2018/19	Budget £0	Outturn £0	Variance £0
Community Fire Safety	3,627	3,123	-504
Firefighting and Rescue Operations	16,869	16,972	+103
Management and Support Services	7,678	7,447	-231
Corporate Expenses	202	179	-23
Gross expenditure	28,376	27,721	-655
Income from Grants, Fees and charges	1,295	1,562	-267
Net expenditure	27,081	26,159	-922
Contributions from reserves	695	495	-200
Section 31 Grants	143	222	+79
Net expenditure	26,243	25,442	-801

2018/19 Efficiencies

The Authority's Efficiency Policy and its Community Integrated Risk Management Plan drives a focused robust approach to the delivery of efficiencies through various service transformation programmes.

The on-going programme of efficiencies around a number of themed work streams prevalent to 2018/19 have contributed to the current and future levels of efficiencies including:

- Organisational Structure – vacancy management;
- Reconfiguration of Front Line Service Delivery arrangements;
- Strategic Asset Management : Estates Rebuild Program and Brigade Fleet.

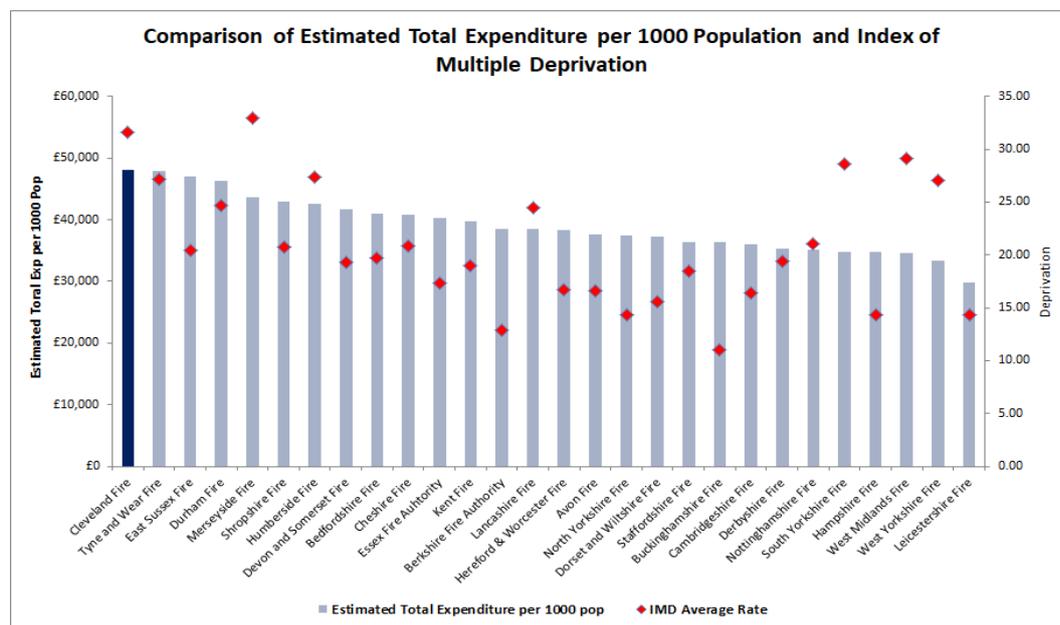
Met efficiency target of £0.752m ? : Achieved £0.752m



Cost per Head of Population

At face value cost per person appears high when compared to other Fire and Rescue Authorities. This comparison is however disingenuous as it does not take account of the local context and circumstances of individual Fire Authorities.

The chart below illustrates that Cleveland Fire Brigade area, one the smallest in the country, has the second highest level of deprivation (IMD) and an extremely challenging and complex local risk profile in a concentrated area (as detailed in our Community Risk Profile) which results in the requirement for high level of expenditure to maintain the safety of residents, businesses and industry.



Adequacy of Reserves

It is good practice to ensure reserves are maintained, either earmarked (for intended purposes) or un-earmarked (no specific purpose) so that the Brigade can respond financially to unforeseen circumstances.

The Local Government Act 2003 requires the CFA to consider the proposed level of reserves on the advice of the Treasurer. Every year, as part of our financial planning arrangements, we produce a risk assessment on the level of reserves likely to be required based on those things that may occur which will impact on our financial position, such as industrial action, pay increases, and fire-fighter pensions.

In the report to CFA on 15th February 2019 the Treasurer advised the CFA that he believed that the level of reserves within our financial strategy was adequate for 2019/20.

Comparison Against Other Fire & Rescue Services

Includes

- Family Group Performance
- Occupational Health
- Home Office National Fire Attendance Times

14 Comparison against other FRS'

We use available data from the following sources to assess our performance against other FRS's

- Family Group
- Occupational Health Group
- National Response Times

Whilst aiming to continually improve we also want to be the best in all our benchmarked indicators. So we can self-assess ourselves we have used the following parameters:

- Improve quartile position or remain in top quartile against other FRS's in our Family Group in all benchmarked indicators.
- Improve quartile position or remain in top quartile against other FRS's relating to sickness absence in all benchmarked indicators.

The following criteria is used to assess the performance

4	3	2	1
Over 76%	Between 51-75%	Between 26 – 50%	Between 0 – 50%

We assess ourselves as

Performing Well
65% (13 out of 20)

Family Group

Family Group 4 consists of 18 Fire Brigades that benchmark performance information on a quarterly basis against an approved set of performance indicators.

This FG4 assessment has been based on data for the period 1st April – 30th September, however, it must be noted only 17 Fire Brigades provided data.

Indicator	Quartile Position Benchmark Group 2017/18	Quartile Position Benchmark Group 2018/19	Improved / Retained Top Quartile?
All Incidents	Bottom (17 th out of 17)	Bottom (17 th out of 17)	✘
All Fires	Bottom (17 th out of 17)	Bottom (17 th out of 17)	✘
All Primary Fires	3 rd Quartile (11 th out of 17)	Top (4 th out of 17)	✔
All Dwelling Fires	3 rd Quartile (10 th out of 17)	Top (1 st out of 17)	✔
Accidental Dwelling Fires	Top (1 st out of 17)	Top (1 st out of 17)	✔
Secondary Fires	Bottom (17 th out of 17)	Bottom (17 th out of 17)	✘
All Deliberate Fires	Bottom (17 th out of 17)	Bottom (17 th out of 17)	✘
Fatalities	3 rd Quartile (13 th out of 17)	Top (1 st out of 17)	✔
Injuries	Top (1 st out of 17)	Top (1 st out of 17)	✔
RTC	3 rd Quartile (13 th out of 17)	2 nd Quartile (6 th out of 17)	✔

Occupational Health Group

In addition to the benchmarking work provided by Family Group, Cleveland Fire Brigade leads the NFCC Occupational Health Group. As part of this work the Brigade produces a sickness absence benchmarking report on a quarterly basis which allows comparison on levels of sickness under key indicators to be undertaken. There is currently in excess of 30 Brigades who participate within this benchmarking.

This assessment has been based on data for the period 1st April – 31st December 2018.

Indicator	Quartile Position Benchmark Group 2017/18	Quartile Position Benchmark Group 2018/19	Improved / Retained Top Quartile?
Wholetime Firefighter Sickness	Top (8 th out of 35)	3rd Quartile (24 th out of 38)	✘
Retained Staff Sickness	Top (4 th out of 20)	Top (6 th out of 23)	✔
Fire Control Staff Sickness	Top (6 th out of 28)	3 rd Quartile (19 th out of 32)	✘
Non Uniformed Staff Sickness	2 nd Quartile (16 th out of 36)	3rd Quartile (21 st out of 38)	✘

National Attendance Times – Comparator 2017/18

On an annual basis the Home Office publish details of the average response times for all Fire and Rescue Services for fire related incidents. The following table shows the performance of Cleveland Fire Brigade compared to the national average for 2017/18 and how we rank when compared to all FRS's in England.

<u>2017/18 Response times (minutes and seconds)</u>	England Average 2017/18	CFB 2016/17	CFB 2017/18	National Rank Position	Improved / Retained Top Quartile?
Primary Fires	8m 45s	6m 21s	6m 35s	1 ↔	✓
Dwelling Fires	7m 44s	5m 40s	5m 56s	1 ↔	✓
Other Building Fires	8m 30s	5m 56s	6m 54s	4 ↓	✓
Road Vehicle Fires	9m 35s	6m 55s	6m 42s	1 ↔	✓
Other Outdoor Primary Fires	10m 46s	6m 41s	7m 25s	1 ↔	✓
Secondary Fires	9m 10s	7m 20s	7m 47s	2 ↓	✓

Home Office figures for 2017/18, released in January 2019, shows that the Brigade has maintained its position as being the fastest service in the country to respond to all categories of primary fire incidents apart from primary fires in other buildings (i.e. non-residential buildings) where the Brigade is ranked as 4th fastest in the country.

Customer Care

Includes

- Satisfaction Survey – After the Fire Survey
- Satisfaction Survey – Complaints Handling
- HMICFRS Public Perception Survey of Fire and Rescue Services

15 Customer Care

Through community engagement we are better able to target our services to what people want and need, improve the take up and delivery of our services, prioritise our services to make better use of limited resources and improve public confidence and satisfaction.

We pride ourselves on the quality of services we provide and are a learning organisation to continually drive the quality of our services.

We monitor customer satisfaction in the following ways: complaints/ compliments, satisfaction surveys such as percentage of people satisfied with our HFSV's, Fire Safety Audits and the overall service provided by Cleveland Fire Brigade following a fire in the home.

The scoring mechanism used is:

4	3	2	1
95-100% Satisfaction	85-94% Satisfaction	70-84% Satisfaction	<70% Satisfaction

Outcome	Performance 2017/18	Customer Satisfaction
Percentage of People satisfied with the service they received/the way the Brigade dealt with a complaint	100%	4: Performing Strongly
People satisfied with the service they received	28 out of 28 surveys indicate satisfaction	
Percentage of businesses satisfied with the service they received: Protection Services	9 out of 9 surveys indicate satisfaction	
People satisfied with the way the Brigade dealt with a complaint	Zero surveys returned	

Public Perception Survey

During the summer of 2018 HMICFRS engaged BMG research to conduct a Public Perception Survey of all Fire and Rescue services in England. The outcomes were published in December 2018. Findings from Cleveland Fire Brigade were:

- Third highest number of responses in the country
- 76% of respondents satisfied with CFB : Higher than national average (70%)
- 87% respondents said we have a good reputation: Higher than national average (85%)
- 77% believe the local fire and rescue service represents good value for money: Higher than national average (70%)
- 88% believe the Local Fire and Rescue Service provide an effective service : Higher than national average (86%)
- Respondents are confident that they can access the Brigade in an emergency and that extinguishing fires and attending life threatening emergencies are our top activities.

This full report is available using the following link:

<https://www.bmgresearch.co.uk/hmicfrs-public-perceptions-of-fire-and-rescue-services-in-england-2018-report/>

16 Compliments and Complaints

Cleveland Fire Brigade is committed to providing a professional and efficient service that is valued by the community we serve. We welcome feedback whether it is congratulations, criticism or constructive suggestions.

All comments received will be used in a positive way to contribute to the formulation of policy and service improvement.

We deal with all compliments and complaints in a timely, consistent and confidential manner. All comments received will be used to contribute to the improvement of our services.

You can make a compliment or complaint in the following ways:

- In person at any Cleveland Fire Brigade site
- By telephone (01429) 872311, (01429) 874030
- In writing to any Cleveland Fire Brigade establishment
- By email to [**riskandperformance@clevelandfire.gov.uk**](mailto:riskandperformance@clevelandfire.gov.uk)
- Or complete our online form using the link below:

All compliments will be recorded and acknowledged within five working days. Details will then be passed to the appropriate Senior Officer and the staff concerned.

You can download the policy for Compliments and Complaints at:
[**http://www.clevelandfire.gov.uk/about/our-policies-procedures/**](http://www.clevelandfire.gov.uk/about/our-policies-procedures/)

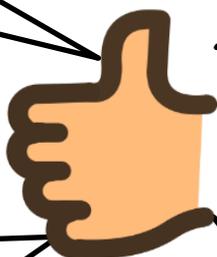


Or click on 'Our Performance' on the Brigade Home Page:
[**http://www.clevelandfire.gov.uk/**](http://www.clevelandfire.gov.uk/)

Compliments

Many thanks to all of the fire crew from the Middlesbrough Community Fire station who attended a kitchen fire at my mother's apartment. We are all very grateful that you attended so quickly and stayed around afterwards to help and support my mother and the nearby residents.

I just wanted to say a quick thank you to the officer who let my child onto their fire engine today. My son has special needs and anxiety, so seeing him so confident and happy made both his and my day. Thank you so much



A gentleman rang in to thank the two Fire Brigade staff who attended his home to rectify a problem with his smoke alarms. The gentleman is elderly and in ill-health and wished to thank our staff for doing such a good job

Telephone call received from a lady who wished to pass on her sincerest gratitude for the professionalism and kindness she received from our crews whilst they were carrying out a Home Fire Safety Visit.

A Hartlepool Councillor came and spoke to the communications team when he was in HQ recently. He complimented the team, in particular, on how well our Social Media is doing and to keep up the good work

Hartlepool Community Safety Team has been awarded a Recognition of Outstanding Service and Excellence (ROSE) Gold Award for Continuous Improvement by Cleveland Police

17 Equality and Diversity Profile

We are required by the Equality Act to publish a profile of the Brigade's 'customers'* in relation to the key characteristics detailed in the Equality Act. The following section provides details of the key characteristics that we collect from our surveys of users of our services and compares them to the averages for Teesside and England as derived from the National Census information.

Category	Type	England & Wales %	Cleveland %	CFB Customer* %
Age	0-15	18.9%	19.2%	0.0%
	16-29	18.7%	18.8%	9.09%
	30-44	20.5%	18.7%	27.27%
	45-59	19.4%	20.5%	31.82%
	60-64	6.0%	6.2%	0.0%
	65+	16.4%	16.16%	31.82%
Long-Term Health or Disability	Yes	17.9%	21.1%	15.0%
	No	82.1%	78.9%	85.0%
	Not Declared	0.0%	0.0%	0.0%
Marital Status	Single	25.8%	25.7%	41.18%
	Married	45.7%	44.9%	58.82%
	Civil Partnership/Co-Habiting	12.1%	12.4%	0.0%
	Other	16.4%	17.0%	0.0%
	Not Declared	0.0%	0.0%	0.0%
Gender	Males	49.2%	48.9%	28.57%
	Females	50.8%	51.1%	71.43%
Gender Re-assignment	Male to Female Female to Male TOTAL	Not available	Not available	Total 4.76%

Category	Type	England & Wales %	Cleveland %	CFB Customer* %
Ethnicity	White	86.0%	94.5%	95.45%
	Dual Heritage	2.2%	1.0%	0.0%
	Asian or Asian British	6.8%	3.1%	4.55%
	Black or Black British	3.3%	0.6%	0.0%
	Chinese or other	0.7%	0.4%	0.0%
	Other	1.0%	0.4%	0.0%
Religion or Belief	Christian	59.3%	67.8%	52.94%
	Buddhist	0.4%	0.2%	0.0%
	Hindu	1.5%	0.3%	0.0%
	Jewish	0.5%	0.0%	0.0%
	Muslim	4.8%	2.7%	0.0%
	Sikh	0.8%	0.2%	0.0%
	Other Religion	0.4%	0.2%	0.0%
	No Religion	25.1%	22.3%	41.18%
Religion Not Stated	7.2%	6.3%	5.88%	
Sexual Orientation	Heterosexual	Not available	Not available	66.67%
	LGB	1.7%	1.8%	14.29%
	Other	0.4%	Not available	0.0%
	Would not identify	4.1%	Not available	19.05%
Pregnancy / Paternity	Conceptions	3.0%	2.9%	4.76%
	Live Births	2.4%	2.3%	Not available

***those people who have used CFB services (including incidents) and completed one of our surveys.**

18 Glossary of Terms

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

BVPI's (Best Value Performance Indicators): defunct indicators that form the basis of the majority of our performance indicators;

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;

CLG: Department of Communities and Local Government;

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;

CSR: Comprehensive Spending Review;

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;

FG4: Family Group 4 – a group of 18 Fire Brigades that benchmark performance information on a quarterly basis against an approved set of performance indicators.

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;

Heartstart: an initiative ran in partnership with the British Heart Foundation to provide lifesaving first aid skills;

HFSV: Home Fire Safety Visit;

HMICFRS: Her Majesty's Inspectorate for Constabulary and Fire and Rescue Services

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;

Learn and Live: a group of hard hitting presentations covering Road Safety, Home Safety, Drugs/Alcohol Safety and Workplace Safety;

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;

OHG : Occupational Health Group this is the group that contributes to the national benchmarking report on sickness absence;

ONS: Office of National Statistics;

Primary Fires: fires that occur within a property;

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 الاصل في تردد فلا، بر ايل بطريقه او مطبوع باحرف كبيره او بديلته بلغة المسند هذا إلى محتاج كنت إذا

আপনার যদি এই নথিটিকে বিকল্প ভাষা, বড় হরফের মুদ্রন বা ব্রহেলে প্রয়োজন হয়, আমাদের সাথে যোগাযোগ করতে দ্বিধা করবেন 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 vè belgeyê bi zimanê Kurdî, çapa bi tîpên mezin an Xetê Brîl dixwazî bi hetim bi me ra têkilliyê bigir.

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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 ਸ਼ਿਜਕ ਮਹਿਸੂਸ ਨਾ ਕਰੋ।

உங்களுக்கு இந்த ஆவணம் ஒரு மாற்ற மொழியில், பெரிய அச்சு அல்லது பிரயெயிலில் துவைபட்டால், எங்களதைத் தொடர்பு கொள்ள தயங்க வண்டாம்.

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

Cleveland Fire Authority

Endeavour House
Training and Administration Hub
Queens Meadow Business Park
Hartlepool
TS25 5TH

01429 872311 - communications@clevelandfire.gov.uk - www.clevelandfire.gov.uk

