

# SERVICE PLAN



2022/23



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

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# 1 Introduction



Ian Hayton  
**Chief Fire Officer**

Welcome to our Service Plan for 2022/23 which outlines our priorities for the forthcoming year and introduces and reflects the first year of the Authority's new Community Risk Management Plan (CRMP) 2022-26.

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

Our long standing approach to managing risk, through the adoption of a balanced strategy of prevention, protection and emergency response continues to serve us well.

We undertake a significantly higher rate of Safer Homes Visits and Industrial and Commercial Premises Fire Regulation Audits than most other Fire and Rescue Services and when we are required to respond to incidents our attendance times to fire incidents are one of the fastest in the country.

This means that people in Teesside remain safer in their homes; at work within their neighbourhoods; and on the roads than other places in the country.

Our exceptional performance was confirmed in 2019 with results from our inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). We are looking forward to the Inspectorate re-visiting the Brigade in 2022 so they can see how we have improved our performance across all areas of service.

Going forward into 2022/23 we will strive to address any areas of improvement we have identified and further improve on our performance. We will also be proactive in addressing the national recommendations detailed in the HMICFRS State of Fire and Rescue: Annual Assessments of FRSs in England Report 2019, 2020 and 2021.

We are aware that arson incidents remain high in our area and we have therefore developed a multi agency Arson Reduction Strategy that uses, as its foundation, a collaborative approach of Prevent, Protect, Prepare and Pursue.

The introduction of a Collaboration and Partnership Framework will strengthen our governance and benefit realisation from our existing and future work with our partners. We will ensure that existing partnerships are effective and efficient and we will continue to explore new opportunities for collaboration regionally and nationally in the provision of front-line and enabling services.

The financial position for 2022/23 and beyond remains uncertain due to unknown outcomes from a range of factors including Business Rate Retention and Fair Funding Reviews, level of Pay Awards, increasing levels of inflation, impact of the Firefighter Pension Scheme and the residual financial impact of the covid pandemic. All of these sit beyond our control and could impact on levels of expenditure as well as our resource base. This uncertainty makes financial planning extremely difficult, especially for Fire and Rescue Authorities (including Cleveland) who are more dependent on Government funding.

We will develop appropriate plans so that we can respond to future financial challenges in a planned way and ensure that we continue to provide the communities of Teesside with a range of excellent, value for money community safety services provided by our professional, highly skilled, motivated and engaged workforce.

We will build on our past successes to ensure that Cleveland Fire Brigade continues to be valued and recognised by our communities as being high performing, proud, passionate, professional and inclusive and by our staff as a great place to work.



## 2 Our Vision

Our vision is to be a leading Fire and Rescue Service where our

- Communities feel safe and protected;
- People are professional, proud and passionate;
- Organisation is welcoming, trusted and respected;
- Business is built on learning and innovative digital approach;
- Future is 'greener' and bright.

As set out in our Community Risk Management Plan 2022-26, our vision is underpinned by our;

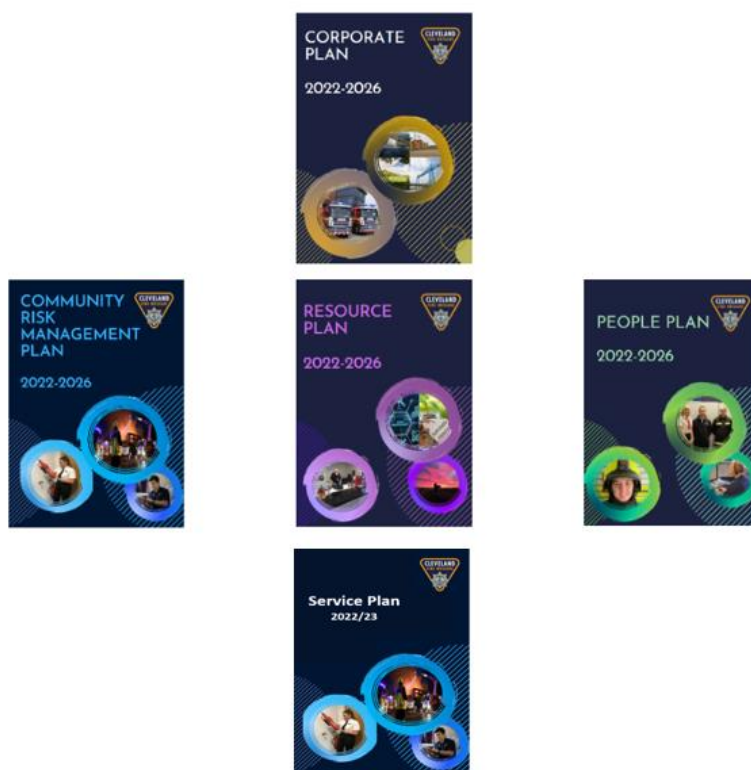
- Strategic Goals,
- Corporate Objectives
- Corporate Outcomes



### 3 Our Plans

The Authority publishes the following plans:

- **Corporate Plan 2022-26**
- **Community Risk Management Plan (CRMP) 2022-26** which sets out its strategic direction, financial position, risk assessments and intended deployment of resources over the medium term. This plan is underpinned by complimentary **Resource Plan 2022-26** and a **People Plan 2022-26**
- **Service Plan** which sets out its priorities each year to deliver the strategic outcomes set out in the CRMP.



Each year the Authority also publishes its:

- **Performance and Efficiency Report** which reports on the previous year's performance and efficiency against the strategic outcomes set out in the CRMP
- **Statement of Assurance** which reflects on previous year's performance covering governance, finance and operational matters.

These documents are available on request and can be found on our website at: [Strategic Reports](#)



## 4 Our Priorities 2022/23

Our priorities 2022/23 stem from two main sources:

1. **CRMP 2022-26 Year 1 proposals** which reflect the Authority's current risk assessment outcomes, the outcomes from the CRMP consultation exercise and the medium term financial position including use of the Authority's reserves
2. **Corporate proposals** identified by the Brigade's Executive Leadership Team as a result of an annual Strategic Risk Assessment process.

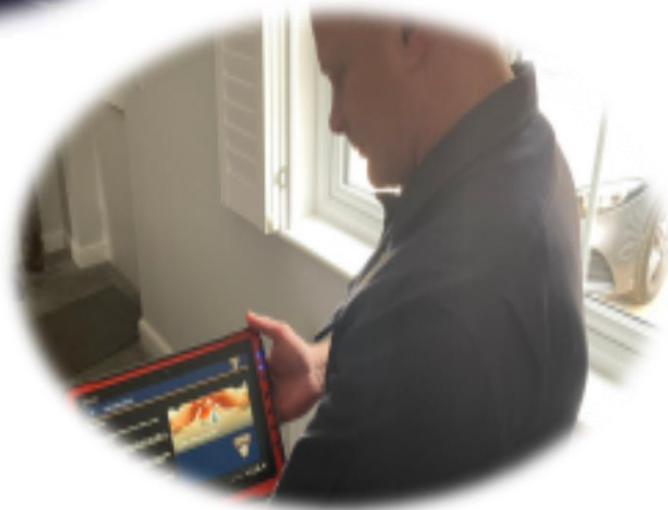


The following sections details the Brigade's key priorities for 2022/23 aligned to our three Strategic Goals.





## 5 Our Safer, Stronger Communities Priorities





**Develop our Approach to Risk Identification and Assessment to Reflect Good Practice and Improve the Safety, Health, Wellbeing and Economic Prosperity of our Communities**

The National Fire Chief’s Council (NFCC) has taken a leadership role in reviewing how community risk is assessed by FRSs across the UK and works with them to ensure that risk assessments align to a national definition of risk, supporting the development of risk assessment methodologies which allow a consistent risk-based approach to risk management planning.

This will enable FRSs to focus their resources on activities where they will have the greatest impact on reducing risk and vulnerability within their communities. The national work aligns with CFB’s strategic commitment of identifying, assessing, and stratifying local risk which is a core component of this CRMP.



It is recognised nationally that risk management is well embedded in Cleveland Fire Brigade. Our risk management processes have evolved over many years as a result of our experience and learning and we believe that this has put us at the forefront of risk management within the Fire and Rescue sector.

We will use the outcome from the NFCC risk management work to further enhance our risk management work to improve the safety, health, well being and economic prosperity of our communities.



**Key Improvement Actions**

We will:

- continue to work with Partners to gather better insight relating to our diverse and ‘hard to reach’ communities (SSSC 6);
- continue to develop our data sources and sets, as presented in our Data Register, to ensure we have the most up to date risk profile (SSSC 7);
- use the outcomes from the NFCC CRM work to develop enhancements in our approach to risk management to improve the safety, health, well-being, and economic prosperity of communities (SSSC 8);
- develop a more detailed understanding of the impact of vulnerability factors on the causes of dwelling fires to support the assessment of risk (SSSC 9).

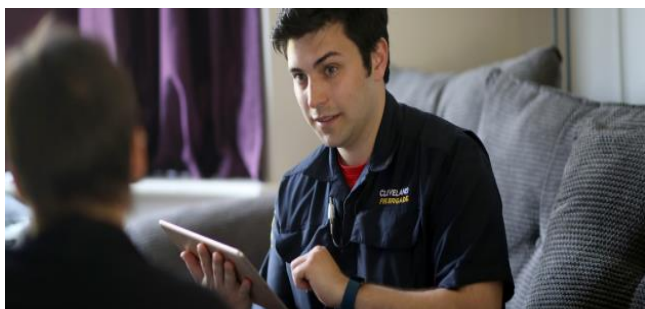


**Enhance our Home Safety Risk-Based approach to support the targeting of the most vulnerable people within our communities**

How people behave and act is one of the biggest contributory factors influencing the number of fire incidents in the home that we attend. We believe that by influencing and changing the way people behave we can reduce the number of fires in the home along with the number of injuries and deaths that result from them.

Safer Homes Visits have been our longstanding approach to keeping people safe in their homes through the provision of information and advice, and, where necessary, home safety risk reduction equipment. Our last CIRMP saw the development of these visits to a more 'person centred' approach based around proven human behavioural and vulnerability factors which contribute to dwelling fire incidents.

Through using digital technology during a Safer Homes Visit we will identify and assess the wider needs of an individual including safeguarding issues and ensure that we 'Make Every Contact Count' in reducing the risk of a fire incident occurring.



**Key Improvement Actions**

We will:

- Embed and evaluate our new digital Safer Homes Visits to ensure we continue to target our resources to those people deemed to be 'most at risk' (SSC27);
- Work with Partners to deliver 20,000 Safer Homes Visits per Year, targeting the Most Vulnerable (SSC28).



**Tackle arson and deliberate fire setting**

Deliberate fire setting is a chronic and, at times, acute problem in Teesside with the levels in our area being the highest in the country. Whilst great inroads have been made to reduce these numbers, the levels remain unacceptable.

At a national level we are the NFCC lead for arson and a member of the Home Office National Anti-Social Behaviour Strategic Board. At a local level we are members of our Local Authority Safer Partnerships and work collaboratively with partners including Cleveland Police to reduce the incidence of arson through community engagement, fire investigation and where necessary prosecution.



In 2020 with our partners we launched a joint commitment to reducing arson across Teesside; being delivered through our Arson Reduction Strategy 2020-24.

**Key Improvement Actions**

We will:

- Continue to Implement our Arson Reduction Strategy with to Partners Progress our Fire Investigation Implementation Plan (SSC 29);
- Progress our Fire Investigation Implementation Plan established as a result of our work with and secondment to Cleveland Police relating to their achievement of ISO 17020 when it becomes legal in 2023 (SSC 26);
- Work with NEFRSs to understand, through academic research, the science behind why the North East experiences significantly higher levels of arson than other parts of the country (SSC 30).





## Enhance our risk based approach to support businesses to keep their buildings safe in line with the Fire Safety Order 2005

The Fire Safety Order 2005 places a duty on any person who has some level of control in premises, such as offices, factories, shops, and public buildings to take reasonable steps to reduce the risk from fire and make sure people can safely escape if there is a fire.

The Order also places a duty on fire authorities to enforce fire safety legislation in non-domestic premises and target audit inspections at those premises that present the highest risk. In 2021, we reviewed and enhanced our Risk Based Inspection Programme to ensure that we identify and target for inspection those properties that pose the highest risk.

Our long-standing approach is to engage and support businesses to enable them to comply with the Fire Safety Order and only use enforcement action when necessary. We intend to continue with this approach over the next four years.

### Key Improvement Actions

We will:

- Embed and evaluate the RBIP to ensure it continues to prioritise premises that are of the highest risk (SSC 21);
- Actively implement learning from major national events such as Grenfell Tower and The Cube (SSC 33);
- Use good practice (NFCC Access to Services) to improve engagement with our business community (SSC 22);
- Continue to develop and train our staff in line with the National Competency Framework for Fire Safety Regulators (SSC 36).





**Develop options for improving the efficient and effective deployment of our emergency response resources to flexibly meet our current and future risks and demands**

To ensure that we continue to be efficient and effective, in 2021 we completed an independent review of the configuration of our emergency response resources. We also performed a review of our On-Call Duty System to increase the availability of our on call fire engines.

In 2022 we will review the whole-time duty system and explore with Durham and Darlington FRS future ways of working for our Fire Control Service.

The outcomes of these reviews will be used to develop options for improving our emergency response cover to meet current and future demand for services.

**Key Improvement Actions**

We will:

- Undertake an independent review to inform the nature of our future provision of fire call handling and mobilising services (SSC 37);
- Continue to develop our digital monitoring system to gain a better understanding of our operational capacity and productivity (SSC 41);
- Use the outcomes from the independent resource review to develop options for improving our emergency response cover to meet current and future risks and demands (SSC 38);
- Use the outcomes from the on-call review to increase the availability of our on-call fire engines (SSC 39);
- Review 'Flexi-Duty Officer' duty system (SSC 40).





## 6 Our Proud, Passionate, Professional People





**WORKFORCE PLANNING**  
**To align our changing Organisational needs with our People Plan**

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.



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

We will continue our approach to workforce planning to ensure that we have the right number of people and leaders with the right skills and behaviours at the right time to deliver the Brigade’s priorities over the coming years.

**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);
- Achieve Level 4 of NFCC Talent Management Maturity Model (PPP22);
- Achieve Level 4 of NFCC Recruitment Maturity Model (PPP25).



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

In 2018/19 the HMICFRS recognised that we were 'Good' at managing performance and developing leaders. They made positive comments about the use of our appraisal process to identify staff that are interested in, and suitable, for promotion.

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

As part of new Integrated Talent Management Framework we have developed a ‘Development Gateway’ which supports career development of all staff and the identification of future leaders.



**Key Improvement Actions**

We will:

- Pilot our new ‘Development Gateway’ to give staff the best opportunity to reach their potential and be best they can be (PPP30);
- Achieve Level 4 NFCC Talent Management Maturity Model (PPP22);
- Achieve Level 4 NFCC Leadership and Development Maturity Model (PPP24).





## HEALTH AND SAFETY

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 our people.



The Brigade fosters a great culture of employee health and safety. Promoting a safe workforce and workplaces is a priority as demonstrated through our health and safety arrangements that have been in place for many years. Our robust approach to Health and Safety within the organisation is structured and covers the following objectives;

- To continue to be compliant with all health and safety statutory and legal duties and responsibilities;
- To have a workforce that is trained and competent to carry out their health and safety responsibilities;
- To have a positive health and safety culture where staff understand their responsibilities and report concerns and managers lead by example, taking action where necessary;
- To have effective health and safety Communications;
- To have workplaces where risks are controlled robustly and effectively.

In 2022/23 we will continue our priority for the Health and Safety of our staff through;

## Key Improvement Actions

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);
- Deliver health and safety training to all staff (PPP49);
- Deliver a programme of health and safety workplace audits (PPP64);
- Involve staff representatives in strategic and tactical health and safety committee structures (PPP55);
- 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);
- Ensure that the risk assessment process is implemented and adhered to in all workplaces through regular monitoring and review (PPP63);
- Undertake inspections of equipment, including personal protective equipment to ensure that they are fit for purpose, tested correctly and records maintained (PPP65).



## HEALTH AND WELLBEING

We are passionate about the health and wellbeing of our people.

For many years we have acknowledged that by creating a positive, safe and healthy work environment for employees we can increase morale, improve our employees' work-life balance, reduce people being absent from the workplace for health reasons and, in turn, positively impact the performance of our service.



Our approach to the Health and Wellbeing of staff will cover the following areas;

- **Physical Health:** To support employees in their Physical Health to remain at or return to work;
- **Firefighter Fitness:** To have an increasing number of firefighters achieving and maintaining the standards of personal fitness;
- **Mental Health:** To support employees in their Mental Health to remain at or return to work;
- **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.

In 2022/23 we will continue our approach to ensuring the Health and Wellbeing of staff.



## MENTAL HEALTH

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

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 has the opposite effect.

Poor mental health can range from feeling 'a bit down' to common disorders such as clinically diagnosed disorders including anxiety, stress and depression. It is important therefore for individuals and managers to recognise the symptoms early to help identify necessary support.

### Key Improvement Actions

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).



## EQUALITY, DIVERSITY AND INCLUSION

We are committed to ensuring that we are an Employer of Choice, one that welcomes diversity and is becoming increasingly more representative of the diverse communities it serves.

We actively promote 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 in a working environment that is free from discrimination, victimisation and harassment and supports equal treatment, equal opportunity, inclusion and transparency.



In 2022/23, we will continue our work on Equality, Diversity and Inclusion covering the following objectives;

- To be compliant with all equality, diversity and inclusion legislation;
- To have people policies, processes and practices that provide equality of opportunity and are free from discrimination;
- To have a workforce that increasingly reflects the communities we serve;
- 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.



## DIVERSE WORKFORCE

To 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.

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 of our communities. We are beginning to make progress in this respect and will continue our efforts in this area.

### Key Improvement Actions

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);
- Further develop our suite of diversity 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).

## 8 Our Efficient Sustainable Resource Priorities





## DIGITAL TRANSFORMATION

As an intelligence led organisation the Brigade is data and information rich. It uses information technology, digital technology and data to deliver its services.

We are striving to transform the way we work to incorporate digital solutions and data to the core of our service delivery.

The Brigade is committed to innovation through technology and has a Digital Transformation Programme that aims to maximise the added value gained from the innovative use of information technology and digital solutions by the Brigade.



Our Digital Transformation Strategy outlines a set of objectives and outcomes as a framework for the further development, innovation and improvement of all aspects of digital, information and communication technology across our organisation and covers the following themes;

- Digital Experience :To ensure people are engaged and have a great digital experience with technology;
- Smart Technologies: To adopt smart technologies that improves our business processes and provides a 'fit for purpose' digital infrastructure;
- Data Insights: To integrate our data, visualise easily and in real-time, to enhance organisational performance;

- Digital Foundations To ensure that resilient, secure arrangements and effective governance controls protect our data and technology.

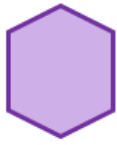
The strategy will be delivered in line with the Community Risk Management Plan 2022-26. In 2022/23 we will continue our priority for Digital Transformation through;

### Key Improvement Actions

We will:

- Transition to our new business platform 'The Bridge' (ESR2);
- Provide accessibility and connectivity for our people to work anytime, anywhere on any device (ESR3);
- Improve training and resources ensuring that our people are adept in the use of technology (ESR5);
- Utilise digital technology to support the Health and Wellbeing of our people (ESR6);
- Further enhance the digitally interactive elements of our face-to-face SHVs (SSC27);
- Enable the public to provide us with digital information at the scene of an emergency (ESR7);
- Review our Fire Control mobilising systems (SSC37);
- Introduce digital mobile applications for alerting our FDOs and our on-call firefighters (ESR9);
- Achieve accreditation to connect to the Government's new Emergency Services Network (ESR11);
- Align our geospatial and location data with the national UK Addressing Database (ESR13);
- Enhance the presentation of our data through using Microsoft Power BI(ESR16).





**PRUDENT, INTEGRATED,  
FINANCIAL MANAGEMENT**

**To ensure that our Medium Term Financial Strategy integrates our revenue and capital budgets and reserves and that it is aligned to our Community Risk Management Plan**



Since the current funding system was implemented in 2013/14, there has been annual reductions in Government



funding which have exceeded increases in Council Tax income creating budget deficits to address every year.

Cleveland is more dependent on Government funding than other Fire and Rescue Services and subsequently more at risk from potential future national changes in funding arrangements for the sector.

The latest Local Government Finance Settlement provided funding details for only 2022/23 thus making financial planning extremely uncertain.

Due to our challenging and uncertain financial situation we ensure that a robust and comprehensive Medium Term Financial Strategy (MTFS) is maintained and reviewed on a regular basis covering our revenue, capital budgets and financial reserves.

On 11<sup>th</sup> February 2022, the Authority approved its Medium Term Financial Strategy 2022/23 which reflects a Council Tax increase of 1.9% and a revenue budget for 2022/23 of £30.62m

**Key Improvement Actions**

We will:

- Review MTFS including efficiencies and reserves (ESR 33)

**Did you know for an Emergency Response service 24 hours a day 365 days a year, Cleveland Fire Brigade costs the council tax payer .....**



## 9 Our Finances

Since the current funding system was implemented in 2013/14 there has been continued annual reductions in Government funding, which have exceeded increases in Council Tax income.

Since 2017/18, the Authority has faced and dealt with a budget shortfall of £3.12m.

In addition the Authority has had to manage the impact of increased demand for services, pay awards and other inflation pressures from within this reduced cash budget. As a result, the reductions in the budget implemented over the last nine years have required very careful management.

The financial outlook for future years is extremely uncertain. The latest Local Government Finance Settlement provided funding details for the 2022/23 as a single year meaning that the Authority's financial position was the most uncertain ever experienced due to financial factors relating to the unknown outcomes from the Business Rates Retention and Fair Funding Reviews, pay awards, increasing inflation, Fire Fighters pension contributions and Fire Fighters' Pension Scheme transition protections.

This uncertainty makes financial planning extremely difficult for all authorities, particularly single purpose FRAs.

Furthermore, those FRAs, including Cleveland, which are more dependent on Government funding are more at risk from potential future national changes in funding arrangements for the sector and face increased risk through single year financial settlements.

On 11<sup>th</sup> February 2022, the Authority approved its Medium Term Financial Strategy 2022/23 which reflects:

- The final Local Government Finance Settlement for 2022/23;
- The Authority approving a Council Tax increase of 1.9%;
- The Authority's receipts from the Council Tax;
- National Non-Domestic Rate (NNDR) collection funds;and
- A revenue budget for 2022/23 of



£ 30.62m



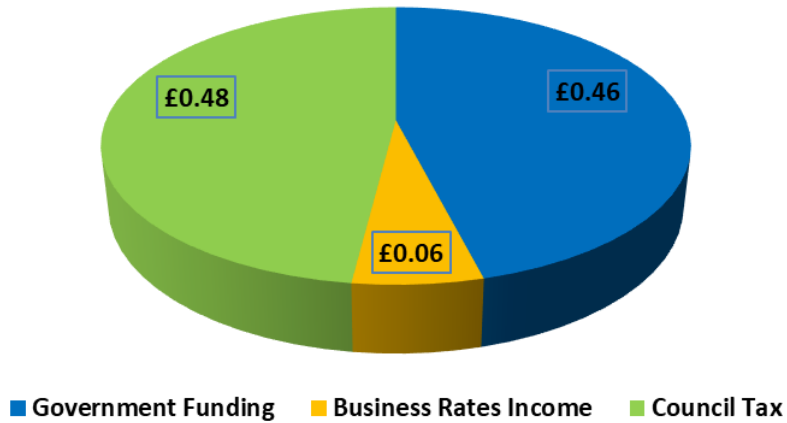


## The 2022/23 Revenue Budget is £30.62m

### Where our Money Comes From?

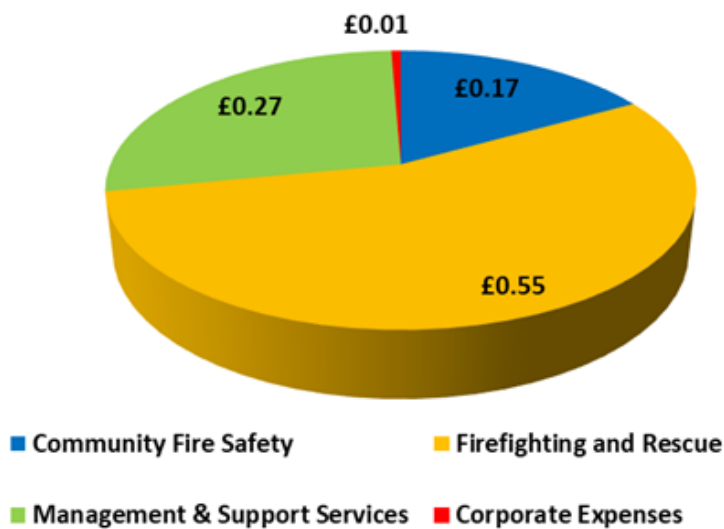
Our revenue budget is funded through a combination of central government grant and local taxation.

Where each £1 comes from the various sources are shown in the following chart:



### Where our Money is Spent

The following chart shows where each £1 is spent on delivering different aspects of our service out of the 2022/23 Budget of £30.62m.



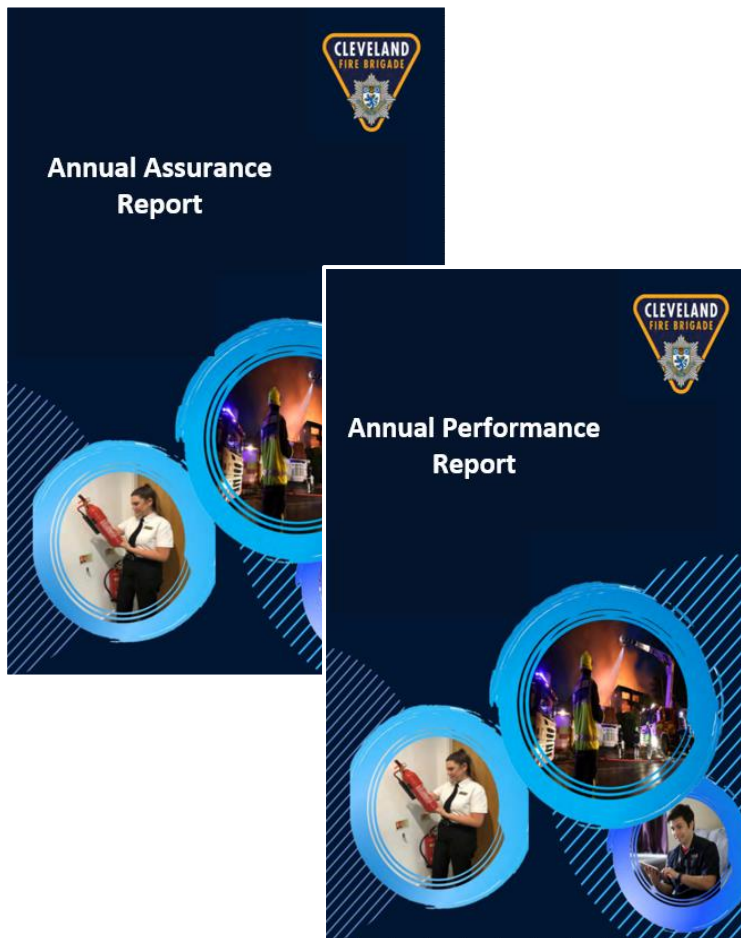
## 10 Our Performance in 2021/22

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

Full details of our 2021/22 performance is outlined in the following documents;

- Organisational Performance Report 2021/22
- Organisational Assurance 2021/22

Both of which will be published and available either on request or from our [website](#)



## 11 Shaping Our Future

Would you like to be involved in shaping the future services delivered by your local Fire Brigade?

This plan provides information about our future priorities. You may:

- want to make a contribution and/or be involved in helping us target and deliver our services;
- have comments or feedback regarding the content of this plan;
- be interested to know more about the range of services we provide;
- have ideas about how you could help us to deliver services that will make a positive difference and improve both safety and quality of life for our communities.

If you would like to be involved please contact

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

**01429 872311**

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

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

## Glossary of Terms

<b>AMP</b>	Asset Management Plan
<b>CFA</b>	Cleveland Fire Authority
<b>CFB</b>	Cleveland Fire Brigade
<b>CRMP</b>	Community Risk Management Plan
<b>Control</b>	Fire Control Room
<b>CSR</b>	Comprehensive Spending Review
<b>EDI</b>	Equality, Diversity and Inclusion
<b>ELT</b>	Executive Leadership Team
<b>ESMCP</b>	Emergency Services Mobile Communication Program
<b>FRA</b>	Fire and Rescue Authority
<b>FRS</b>	Fire and Rescue Services
<b>HO</b>	Home Office
<b>HMICFRS</b>	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
<b>ICT</b>	Information Communications Technology
<b>Mazars</b>	The body that audits the Brigade to show value for money and improvements
<b>MTFS</b>	Medium Term Financial Strategy
<b>NFCC</b>	National Fire Chiefs Council
<b>Retained</b>	Members of staff that respond to incidents on a part-time basis
<b>SSC</b>	Safer Stronger Communities
<b>UOR</b>	Use Of Resources
<b>VfM</b>	Value for Money
<b>Wholetime</b>	Members of staff that are on full-time firefighter contracts that comprise of a regular rotating pattern of day shifts, night shifts or day duty



