



SERVICE PLAN 2024 - 2025



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INTRODUCTION

A WORD FROM THE CHIEF FIRE OFFICER

Welcome to our Service Plan 2024/25 which outlines our priorities for the forthcoming year and reflects the third year of the Authority's Community Risk Management Plan (CRMP) 2022-26.

Community and business safety remains our number one priority and we will continue to respond when required 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 and is recognised by our HMICFRS Inspector as being effective and efficient.

We continue to 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 are safer in their homes, at work, within their neighbourhoods; and on their roads than in any other area in the country.

In 2024 we look forward to welcoming the HMICFRS to review our performance. We are confident that this will have improved from the excellent results we received the last time they were here in 2022; making us one of the top performing services in the country and best performing in the North East and Yorkshire Area.

In 2024 we will continue to address the national recommendations in the HMICFRS State of Fire and Rescue Report, Annual Assessments of FRSs in England Report and the HMICFRS Spotlight Report 'Values and culture in fire and rescue services'.

The introduction of our 'Better Together' Partnership Framework will strengthen the governance and evaluation aspects of our partnership arrangements. We will continue to explore new opportunities for collaboration locally, regionally and nationally in the provision of front-line and enabling services.

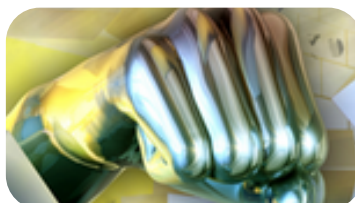
The financial position for 2024/25 and beyond remains uncertain and challenging due to inflationary pressures, pay awards and unknown outcomes from the Business Rate Retention and Fair Funding Reviews and the impact of the Firefighter Pension Scheme. This uncertainty makes financial planning extremely difficult, especially for Fire and Rescue Authorities (including Cleveland) who are more dependent on Government funding.

We will continue to review our 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 they deserve.

We will build on our past successes to ensure that Cleveland Fire Brigade continues to be valued and recognised by our communities as being a high performing organisation with services delivered by a professional, proud and passionate workforce.

**We continue
to punch well
above our weight**

Ian Hayton,
Chief Fire Officer



OUR VISION & STRATEGIC GOALS

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 solutions**
- **Future is 'greener' and bright**

Our Vision is underpinned by our Corporate Goals, Objectives and Outcomes.



Our **GOALS** are

Safer, Stronger Communities
Professional, Proud, Passionate People
Efficient, Sustainable Resources

OUR PLANS

The Authority publishes the following plans:

- **Corporate Plan 2022/26** which sets out the vision of Cleveland Fire Authority for 2030 and the strategic direction until 2026
- **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 **Culture and People Plan 2022/26**
- **Efficiency and Productivity Plan** which details how the Brigade will contribute to the national target of Fire and Rescue Services (FRSs) in England creating 2% of non-pay efficiencies and increase productivity by 3%
- **Service Plan** which sets out our 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 or on our website: www.clevelandfire.gov.uk

OUR PRIORITIES 2024/25

Our priorities 2024/25 stem from two main sources:

- 1) **CRMP 2022-26 Year 3 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, and,
- 2) **Corporate proposals** identified by the Brigade's Executive Leadership Team as a result of an annual Strategic Risk Assessment process.





OUR PRIORITIES

**The following sections details the Brigade's key priorities for 2024/25
aligned to our three Strategic Goals**





Strategic Planning Priority

Integrated Strategic Planning

To ensure all strategic risks are identified, managed, and aligned to the Brigade's medium-term financial plans

Priority 2024/25

SP 4.3: Prepare for His Majesty's Inspectorate Constabulary and Fire & Rescue Services (HMICFRS) Inspection, in October 2024

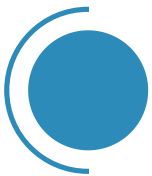
Our robust strategic planning processes has risk management at its core and ensures that the financial plans for the Brigade are developed to appropriately address the risk.

In 2024 the HMICFRS will be conducting Round 3 of its inspection programme and will visit the Brigade as part of that process. We are confident that our ethos of '*continuous improvement*' will be evident and anticipate that the inspectorate will find that we have not stood still on our previous performance rating of '**GOOD**', but will be able to demonstrate improvements in all three areas of the inspection focus i.e. Effectiveness, Efficiency, People.

Other Key Actions:

- **SP1.3** set priorities 2025/26
- **SP2.3** produce and publish Service Plan 2025/26
- **SP5.3** refresh our Partner's priorities
- **SP6.2** develop and design new digital Performance Management Framework
- **SP9.2** address any identified improvements required from the gap analysis of the Home Office's White Paper 'Reforming our Fire and Rescue Service
- **SP 12** review the Authority's 'Changing Landscape' document
- **SP20.2** produce and publish the Authority's Productivity and Efficiency Plan 2025/26
- **SP 22** undertake a gap analysis against HMICFRS 'State of Fire' Report
- **SSC11** review the Performance Management Policy, Framework and Diagram





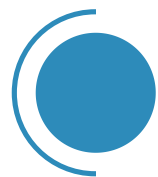
Community Risk Management Priority

Approach to Risk Management

Develop our approach to risk management to reflect good practice and improve the safety, health, wellbeing, and economic prosperity of our communities

Key Actions:

- SSC6.3 continue to work with partners to gather better insight relating to our diverse and 'hard to reach communities (NFCC Access to Services)
- SSC9.3 develop a more detailed understanding of the impact of vulnerability factors on the causes of dwelling fires to support the assessment of risk
- SSC101.2 support the work of Cleveland's 'Unit for Violence Reduction' through partnership working, the sharing of data, resources and develop local initiatives where appropriate
- SSC113 review risk management policy, framework and diagram in line with key document framework
- SSC114 produce Community Risk profile in preparation for production of Community Risk Management Plan 2026-30



Community Risk Management Priority

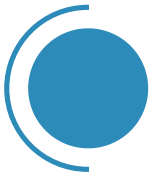
Safer Homes:

Build on our successful approach to helping people stay in their homes

Key Actions:

- SSC27.3 evaluate our digital Safer Homes Visits following Year 1 implementation to ensure we continue to target our resources to those people deemed to be 'most at risk' and make further enhancements of the digitally interactive elements as required
- SSC28.3 work with Partners to deliver 20,000 Safer Homes Visits per Year targeting the most vulnerable





Community Risk Management Priority

Arson Reduction

To develop our approach to risk management to reflect good practice and improve the safety, health, wellbeing, and economic prosperity of our communities

Priority 2024/25

SSC29.2 : Evaluate of Arson Reduction Strategy

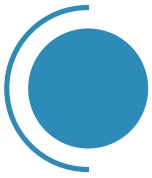
Deliberate fire setting is a chronic and, at times, acute problem in Teesside with the levels in our area being the highest in the country - our rate of deliberate fires per 100,000 population is 538% higher than the national rate. Whilst great inroads have been made to reduce these numbers, the levels remain unacceptable.

This is firmly on our agenda. 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 work with our Local Authority Safer Partnerships and Cleveland Police to reduce the incidence of arson through engagement with young people, fire investigation and where necessary, prosecution. In 2020, we launched a joint commitment to reducing arson across Teesside; this is being delivered through our Arson Reduction Strategy 2020/24. Our Strategy gives focus to our enhanced role in fire investigation and we are working with Cleveland Police to further develop our arrangements to an accredited standard. We also continue to deliver our children and adult fire setter intervention service, and work with North East FRSSs, to understand, through academic research, the science behind why the NE experiences significant higher levels of arson than other parts of the country.

Evaluating our arson reduction strategy delivered with our Local Authority Partners through the adoption of Partnership agreements and locally developed and co-ordinated multi-agency plans will be a priority for us in 2024/25.





Community Risk Management Priority

Prevention Activities

Ensure our prevention activities remain efficient, effective and deliver value for money

Priority 2024/25

SSC6.2 : Improve our Engagement with our Communities in line with Good Practice

Engagement is key to keeping people safe. We have many ways in which we do this e.g. through our safety campaigns; our station open days; home visits; and schools and road safety education programmes.

Our services can be accessed in different ways e.g. our fire stations are in the heart of our communities, our mini fire station (Middlesbrough) is used as part of our education approach, we provide facilities to help us communicate with people who do not speak English, our website is accessibility compliant and we use Text Box to support hearing impaired people.

Our Network of Engagement Champions is growing and is open to anyone who wants to be involved in our work. In line with good practice we will continue to improve community engagement to better understand our communities and their needs.

Other Key Actions:

- ⦿ **SSC14.3** progress our programme of quality assurance compliance audits aligned to each of the prevention activities
- ⦿ **SSC15.3** implement our evaluation programme for our prevention activities
- ⦿ **SSC31.2** establish a Community Volunteer Scheme
- ⦿ **SSC32.2** further explore innovative and digital solutions to delivering prevention services
- ⦿ **SSC44.2** evaluate the Brigade's school's education programme





Community Risk Management Priority

Risk Based Approach to Inspection

To enhance our risk-based approach to support business to keep their buildings safe in line with the Regulatory Reform (Fire Safety) Order 2005

Priority 2024/25

SSC21.2 : Embed and evaluate the Brigade's Risk Based Inspection Programme (RBIP)

The Regulatory Reform (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 places a duty on fire authorities to enforce all fire safety legislation in non-domestic premises and target their inspections at those premises that present the highest risk.

Our long standing protection strategy continues to support businesses to enable them to be legally compliant with the Fire Safety Order and for us to use enforcement action when necessary which we do in line with the 'Better Business for All' agenda and the Regulator's Code. This will continue to be a high priority for us over the coming year.

The aim of our RBIP is to reduce risk and ensure compliance with fire safety legislation; meaning that we can better target our audits and inspections at those buildings that we deem to be of greatest risk using the following criteria:

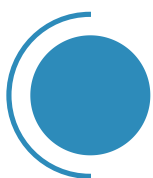
- higher risk buildings – due to the likelihood of a fire occurring, and/or the severity of consequences
- building layout, height and complexity
- the potential for 'catastrophic' consequences of uncontrolled fire/smoke development
- how well the buildings fire precautions are being managed
- the likelihood of non-compliance and enforcement action by the FRS

Over the year 2024/25, we aim to evaluate our RBIP to ensure its effectiveness and where necessary implement any improvement actions.

Other Key Actions:

- **SSC22.3** use good practice (NFCC Access to Services) to improve engagement with our business community
- **SSC34.3** further explore innovative and digital solutions to delivering protection services
- **SSC36.3** continue to develop and train our staff in line with the National Competency Framework for Fire Safety Regulators





Community Risk Management Priority

Resourcing to Risk

To develop options for improving the efficient and effective deployment of our emergency response resources to flexibly meet current and future demands

Priority 2024/25:

SSC39.3 : Increase the Availability of On-Call Appliances

SCC118.1: Review Operational Specialisms and Configuration to ensure Optimum Effectiveness in Emergency Provision

Our configuration and deployment of emergency response resources is based on our need to comply with the Fire Authority's statutory responsibilities which includes our ability to deal with our current and future risks, respond to current and future service demands, maintain community and firefighter safety, meet our 'equal entitlement' and 'speed of attack' appliance response standards.

The availability of on-call appliances has not only be an area of focus for Cleveland Fire Brigade, but continues to be at a national level. Going forward over the next year, we will place a stong focus on identifying and removiong any barriers which may be preventing us from recruiting staff to the on-call duty system, seeking to optimise on-all staff availability, for example consideration of contracted hours and also look to learn from other fire and rescue services in this respect.

We need to ensure that we will have the right number of firefighters and fire engines, at the right place, at the right time delivering the right standards of response. However, just as important is that we have to have the people with the right specialist competence and access to the right specialist resources to effectively respond and deal with a range of incidents and events such as rescues from height, terrorism, urban search and rescue, high volume pumping and water rescue. Again, this will be another area of our focus over the period 2024/25

Other Key Actions:

- **SSC33.3** implement the learning from local, regional, and national critical events to ensure that our emergency response capabilities remain effective
- **SSC37.3** undertake an independent review to inform the nature of our future provision of fire call handling and mobilising services
- **SSC38.3** use the outcomes from the independent resosource review to develop options for improving our emergency response cover to meet current and future risks and demands
- **SSC41.3** continue to develop our digital monitoring system to gain a better understanding of our operational capacity and productivity





Community Risk Management Priority

Fires in Tall Buildings

To be better prepared to deal with incidents involving buildings where the height can have a serious impact on firefighting and evacuation

Key Actions:

- SSC33.3 actively implement learning from major national events such as Grenfell Tower and The Cube



Community Risk Management Priority

Operational Preparedness

To ensure that our firefighters' plan and prepare to respond effectively to operational incidents including those across our borders

Key Actions:

- SSC42.3 strengthen our Joint Emergency Services Inter-operability Programme (JESIP) with local and regional partners





People Priority

Workforce Planning

To align our changing organisational need with our Culture and People Plan (2022-2026)

Priority 2024/25:

PPP169: Review Senior Management Structure to Better Build Capacity and Support Succession Planning

Workforce planning is an essential part of our Talent Management Framework as it makes the links between our organisational business strategies and our people plans for recruitment, retention, staff development and training. It is about how we get to where we want to be.

Workforce planning also provides the opportunity for longer term thinking about future service pressures and needs, and what we need to do now to get workable strategies in place – not only for people development, but for financial and change management too. In Cleveland Fire Brigade, strategic leaders own workforce planning; and work in partnership with Human Resource professionals to ensure the necessary planning activities are delivered; our arrangements are well-embedded.

Succession planning actions identified above are delivered through the succession plan arrangements led by ACFO SPR, and our performance management arrangements ensure that key workforce planning performance indicators are recorded and monitored by ELT. Our new Human Resource Information Management System will better support the efficiency and effectiveness in the provision of information to inform our plans.

Other Key Actions:

- **PPP22.2** achieve Level 4 of NFCC Talent Management Maturity Model
- **PPP23.1** achieve Level 4 of the NFCC HR Analytics Maturity Model
- **PPP25.2** achieve Level 4 of the NFCC Recruitment Maturity Model





People Priority

Attract

To be recognised as an 'Employer of Choice'

Key Actions:

- **PPP22.2** achieve Level 4 of NFCC Talent Management Maturity Model
- **PPP25.12** achieve Level 4 of the NFCC HR Recruitment Model
- **PPP 168** develop the Brigade's career portal on the external website



People Priority

Development (Competency Framework)

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

Key Actions:

- **PPP26.2** achieve Level 4 of NFCC Learning Organisation Model
- **PPP27.2** achieve Level 4 of the NFCC Blendid Learning Model





People Priority

Development (Leadership and Management)

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

Key Actions:

- **PPP24.2** achieve Level 4 of NFCC Leadership Development Model
- **PPP26.2** achieve Level 4 of the NFCC Learning Organisation Model
- **PPP28.2** achieve Level 4 of the NFCC Performance Management Model
- **PPP35.2** introduce a 360 Appraisal Feedback Mechanism
- **PPP36.2** introduce a Leadership Coaching Scheme
- **PPP142** develop and implement an action plan relating to Leading the Fire Service Fire Standard
- **PPP143** develop and implement an action plan relating to Leading and Developing People Fire Standard



People Priority

Retain

To have a high level of workforce retention

Key Actions:

- **PPP29.2** achieve Level 4 of NFCC Employee Recognition Maturity Model
- **PPP154** review Local Agreement 11 and Annualised Hours Dduty System for Green Book Staff Procedure
- **PPP 158** review Continuing Professional Development Scheme for Grey Book Employees
- **PPP 161** review Career Break Policy and Procedure
- **PPP 164** review Flexible Working Policy and Procedure





People Priority

Health and Safety: Legally Compliant

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

Key Actions:

- **PPP46.2** undertake a full audit to ensure that all risk management processes are legally compliant



People Priority

Health and Safety: Competence

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

Key Actions:

- **PPP49.3** deliver health and safety training to all staff
- **PPP50.3** carry out annual Health and Safety Training Needs Analysis
- **PPP51.3** continue to deliver a programme of high-quality workforce audits



People Priority

Health and Safety: Culture

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

Key Actions:

- **PPP52.3** carry out regular audits and discussions to ensure that staff understand our safety values
- **PPP53.3** ensure senior leader workplace visits
- **PPP54.3** monitor hazard reporting and identify emerging trends





People Priority

Health and Safety: Communications

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

Key Actions:

- **PPP58.3** develop and maintain Health and Safety Bulletins
- **PPP62.3** develop 'Toolbox' talks



People Priority

Health and Safety: Controls

To have workplaces where risks are controlled

Key Actions:

- **PPP63.3** ensure that the risk assessment process is implemented and adhered to
- **PPP64.3** undertake a Health and Safety Assurance Audit
- **PPP65.3** inspect and check test records, equipment including P.P.E
- **PPP66.3** monitor Audit action plans
- **PPP120.1** monitor outcomes of NFCC evaluation on contaminants





People Priority

Physical Health and Firefighter Fitness

To have employees who are supported in their physical health to remain at or return to work, and to have an increasing number of firefighters achieving and maintainin the standards of personal fitness



People Priority

Mental Health

To have employees who are supported in their mental health to remain at or return to work

Key Actions:

- **PPP21.3** achieve the six standards of the 'Mental Health at Work' Commitment
- **PPP71** review Blue Light Mental Health arrangements
- **PPP128** undertake assessment against MIND Workplace Wellbeing Index linked to Mental Health at Work Wellbeing Index





People Priority

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

Priority 2024/25

PPP159: Reduce sickness Absence Levels within Cleveland Fire Brigade

Our performance for 2023 show an increase in sickness absence, with statistics indicating that our levels are higher than the FRS national average.

One of the top causes of sickness absence, along with musculo-skeletal, is mental health and we have been proactive in this respect looking further into the causes for this and to identify solutions to help reduce the impact of poor mental health. We already have in place a wide range of tools and support for staff to reach out to such as Occupational Health provision, access to physiotherapy and counselling as well as an Employee Assistance Programme.

The Brigade continues to promote the value of health and wellbeing with employees throughout all roles and is committed to establishing a positive health and wellbeing culture within the workplace. We have recently launched our dedicated Health and Wellbeing intranet site, which is a portal for staff to access a range of support materials.

However, we acknowledge that there is work to do to better understand why our sickness levels have increased and what improvements to existing services we need to make or what new measures we need to put in place to help address this issue, and this will be our focus over the coming year.

Other Key Actions:

- **PPP5.3** explore the provision of a 'staff community garden' as part of our wellbeing facilities
- **PPP23.1** achieve Level 4 HR Analytics Model
- **PPP31.3** develop a detailed sickness absence analysis report
- **PPP68.2** produce an annual Customer Satisfaction Report on Occupational Health Services
- **PPP103.1** consider national research outcomes relating to health and wellbeing in the Fire & Rescue Service and develop existing Framework as necessary
- **PPP131** explore possibility of extending health and well-being arrangement to Employees families





People Priority

Equality, Diversity and Inclusion: Legal Compliance

To be compliant with all equality, diversity and inclusion legislation

Key Actions:

- **PPP8.3** voluntarily compile Ethnicity Pay Report
- **PPP12.2** achieve Level 4 of NFCC EDI Maturity Model
- **PPP3.3** publish Public Sector Equality Duty Report
- **PPP4.3** publish Gender Pay Gap Report Report
- **PPP156.1:** produce Anti-Slavery and Human Trafficking Statement
- **EDI 18** consider Stonewall Accreditation



People Priority

Equality, Diversity and Inclusion: Equality

To have people policies, processes and practices that provide equality of opportunity

Key Actions:

- **PPP6.2** develop our diversity performance indicators to identify and address disproportionality across recruitment, retention and progression
- **PPP12.2** achieve Level 4 of NFCC EDI Maturity Model





People Priority

Diverse Workforce

To have a workforce that increasingly reflects the communities we serve

Priority 2024/25

PPP14.2: Increase the diversity of the workforce

In Cleveland Fire Brigade, serving our local communities is at the heart of everything we do. We have, for many years, worked towards achieving a diverse and inclusive workforce that reflects our local communities, as we believe that this will enable us to better understand and meet their needs. But like many other fire and rescue services, both nationally and even internationally, it is probably fair to say that women and those from ethnic minority backgrounds are still under-represented in the role of operational firefighter.

We know it is not enough to just have policies and procedures in place that talk about diversification of our workforce - and that's why we taken action to try and address the imbalance.

So, in order to better understand the reasons for this under-representation, our priority over 2024/25 will be to focus our attentions to identifying and understanding the reasons for this and where possible work to remove or reduce any real or perceived barriers to recruitment. We remain committed to recruiting talented people who have a diverse range of skills and experiences, and, who share our values and passion in making a difference to our local communities. We believe that by recruiting from the widest pool of people this will mean we can employ individuals who understand different cultures and lifestyles and are willing to use those skills to the benefit of the community and the organisation.

Other Key Actions:

- **PPP6.2** develop our diversity performance indicators to identify and address disproportionality across recruitment, retention and progression
- **PPP12.2** achieve Level 4 of NFCC EDI Maturity Model
- **PPP16.2** explore Direct Entry as a means of recruiting to senior positions





People Priority

Inclusive Culture

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

Priority 2024/25

PPP129: Adopt Positive Cultural Change, where appropriate

PPP 1.3: Conduct a Staff Survey

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

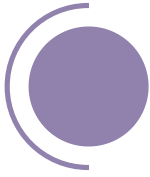
Based upon thirteen 'cultural components, we aim to have a workplace which is free from discrimination and where everyone can be themselves. In other words, we want to make sure that everyone says '**Cleveland Fire Brigade is a Great Place To Work!**'

We aim to build upon our well embedded values and behaviours, which were developed in consultation with our workforce. We have already reviewed many of our people policies to make sure that they are 'fit for purpose' and are supportive to all staff. We have improved our mechanisms for staff to report any concerns they may have and for them to feel supported and able to speak up.

Moving forward, we aim to undertake a staff survey based on our thirteen cultural themes and develop a 'culture dashboard' so that everyone can see how we are doing and, where appropriate, to put in place improvement plans to address any issues identified.

Other Key Actions:

- **PPP2.2** further develop our suite of performance indicators to give us a better picture of our culture
- **PPP 9** gain re-accreditation of our Disability Confident Leader status
- **EDI1.3** arrange a CFB EDI conference
- **PPP12.2** achieve Level 4 of NFCC Maturity Model
- **PPP 37** expand our Reward and Recognition Scheme to include individual and team contributions to organisational achievements aligned to values and ethical behaviours
- **PPP38.2** continue to implement Staff Engagement Strategy
- **EDI2.2** expand our Network of Staff Engagement Champions
- **PPP 90** review Job Evaluation arrangements
- **EDI 19** research Police Cultural Competence Model
- **EDI 20** research NHS 'People Promise' Framework and Toolkit
- **EDI 21** research concept of 'psychological safety'
- **PPP149.2** develop a dashboard on 'The Bridge' to monitor watch and team cultures (HMICFRS Culture Report Recommendation 24.2)



Resource Priority

Human Resourcing to Risk

To provide a workforce that is aligned to the management of risk and other emergencies

Key Actions:

- **SSC 37.3** review the future provision of fire call handling
- **SSC 38.3** use Independent Resource Review to develop options for Emergency Response Cover
- **SSC39.3** use On-Call review to increase availability of on-call fire engines
- **ESR28.3** review the provision of prevention Services to ensure efficiency and effectiveness
- **ESR36.1** undertake a best value review of CFB's procurement services
- **ESR105.1** evaluate the whole-time duty system for station based Grey Book personnel (Jun-Jul 2024)
- **ESR105.2** evaluate the whole-time duty system for station based Grey Book personnel (Nov-Jan 2025)





Resource Priority

Financial Services: Prudent, Integrate, 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

Priority 2024/25

ESR 106: Develop a plan to address the Medium-Term Financial Strategy deficit £1.7m to 2025/26

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. For the last 6 years the Local Government Finance Settlements have only provided funding details for single year periods 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.

Since the current funding system was implemented in 2013/14, there has been significant reductions in Government funding which have exceeded increases in Council Tax income creating budget deficits to address every year. Our annual budget requirement reflects the resources needed to implement our CRMP priorities, reflect changing external circumstances including anticipated pay awards and non-pay inflation which in the last year have proved to be volatile.

The latest Local Government Finance Settlement provided funding details for only 2024/25. On 9th February 2024, the Authority approved its Medium Term Financial Strategy 2025/26 which reflects a Council Tax increase and a revenue budget for 2023/24 of £34,989m.

Other Key Actions:

- **ESR 33.3** review MTFS including efficiencies and reserves
- **ESR 83.3** implement 2024/25 Capital programme
- **ESR90.3** achieve an unqualified opinion on the Authority's financial statements
- **ESR91.3** achieve an unqualified opinion on Value for Money
- **ESR101.2** implement the National Age Discrimination Remedy for Firefighter Pension Schemes





Resource Priority

Estates including Climate Change

To maximise the use of our 'modern estate' and reduce our energy and water consumption

Key Actions

- **ESR20.3** replace Drill Towers
- **ESR21.2** undertake a rolling programme of site de-carbonisation
- **ESR62.2** aim to reduce our electricity, gas and water consumption
- **ESR63.1** consider more widespread generation of our own energy through solar power and wind turbines for both direct energy and storage



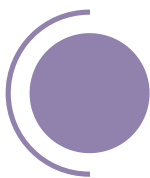
Resource Priority

Fleet including Climate Change

To have 'fit for purpose' fleet that meets the needs of our community and delivers an effective fire and rescue service now and into the future

Key Actions:

- **ESR24.2** investigate the use of alternative and smaller emergency response vehicles
- **ESR25.2** evaluate greener vehicles in support of our Climate Change aims



Resource Priority

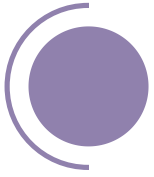
Equipment including Climate Change

To have value for money, state-of-the-art equipment that supports the delivery of an effective fire and rescue service

Key Actions:

- **ESR31.2** replace BA sets and cylinders; investigate the introduction of telemetry
- **ESR32.1** replace all PPE Fire Kit including a managed kit washing service





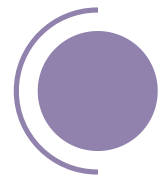
Resource Priority

Digital Transformation: Digital Experience

To ensure people are engaged and have a great digital experience with technology which is familiar to them in everyday life

Key Actions:

- **ESR2.3** transition to our new business platform 'The Bridge'
- **ESR3.3** provide accessibility and connectivity for our people to work anytime, anywhere on any device
- **SSC27.3** further enhance the digitally interactive elements of our face-to-face Safer Homes Visits
- **SSC32.3** explore digital solutions to support our prevention engagement activities
- **SSC34.3** explore digital solutions to support our protection engagement activities



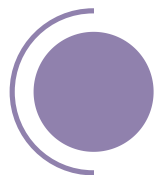
Resource Priority

Digital Transformation: Digital Insights

To integrate our data to visualise easily and in real-time, to enhance organisational performance

Key Actions:

- **ESR16.3** enhance the visualisation and presentation of our data through the expanded use of business intelligence dashboards using Microsoft Power BI



Resource Priority

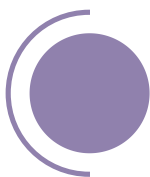
Digital Transformation: Digital Foundations

To have value for money, state-of-the-art equipment that supports the delivery of an effective fire and rescue service

Key Actions:

- **ESR18.3** establish a suite of digital performance measurement indicators and introduce a system to record and monitor performance





Resource Priority

Digital Transformation: SMART Technologies

To adopt smart technologies that improves our business processes and provides a 'fit for purpose' digital infrastructure

Priority 2024/25:

SSC 37.3: Implement the collaborative project with CCDFRS, HWFRS and Shropshire FRS for the future provision of fire call handling and mobilising services

Our current Call Management and Mobilising System has been in place in its current format, since 2016. The systems comprise of a complex combination of on premise and cloud-based technologies (hardware, software and telecommunications services) from a range of suppliers. These technologies interact to form a system with the purpose to support the receipt of calls for emergency assistance, propose the correct level of response, mobilise operational resources and maintain communication between Firefighters and Control Room staff throughout. The system is designed in such a way as to provide sufficient redundancy to be robust and resilient in the event of failure of any component.

We have continued to improve our current systems to reflect current Fire Control technology, including the areas of resilience, mobile communications and increased use of cloud-based solutions, aiming to continuously improve call handling times and mobilising capabilities.

In 2022 as we looked to replace for our current systems, we undertook a full options appraisal to identify what systems were available and whether there were any collaborative opportunities which would bring out efficiencies; both in terms of financial efficiencies as well as improving resilience. The outcome is a collaborative approach with three other Fire & Rescue Services for the procurement of a new call handling and mobilising system. A project plan has been agreed with all services and the supplier, and service leads appointed. The project, which has already commenced, is expected to be completed by June 2025.

Other Key Actions:

- **ESR 4.3** expand our use of Microsoft 365 business productivity tools and unified communication
- **ESR 9.3** introduce digital mobile applications for alerting our flexi-duty officers and on-call staff
- **ESR10.2** implement digital technology to support our climate change plans
- **ESR913.2** align our geospatial and location data with the national UK Addressing Database
- **ESR14.2** integrate the national MAIT protocols into our Fire Control Room systems





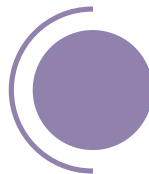
Resource Priority

Working in Partnership: Partnerships

To be 'Better Together' - Working in Partnerships

Key Actions:

- **ESR 15** evaluate the effectiveness and efficiency of Cleveland Police co-locating at Thornaby Fire Station
- **ESR 37** evaluate the effectiveness and efficiency of Cleveland Police leasing the former Training Centre at Grangetown
- **ESR93.2** evaluate our vehicle maintenance collaboration partnership with Cleveland Police



Resource Priority

Procurement: Collaboration

To secure value for money in the procurement of our goods and services through the enhancement of our strategic partnerships

Key Actions:

- **ESR34.3** demonstrate collaboration throughout our local and regional supply chain
- **ESR35.3** work to ISO 44001 Framework for partnerships



Resource Priority

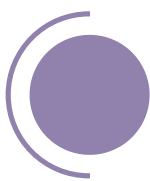
Procurement: Contract Management

To ensure more efficient and effective contract management

Key Actions:

- **ESR72.3** incorporate opportunities for creating social value into all relevant contracts
- **ESR73.3** build on due diligence arrangements regarding modern slavery; and health and safety





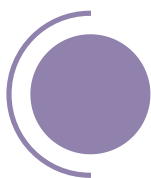
Resource Priority

Procurement: Sustainable Procurement

To enhance our approach to sustainable procurement of our goods and services through the enhancement of our strategic partnerships

Key Actions:

- **ESR74.3** identify opportunities too maximise value from products and services
- **ESR75.3** encourage suppliers to gain certification to relevant accreditation schemes



Resource Priority

Procurement: Excellence

To deliver a faster, leaner, fairer and more effective procurement service

Key Actions:

- **ESR36.1** undertake a best value review of CFB's procurement services
- **ESR76.3** undertake an independent Peer Review of our procurement services
- **ESR98.1** assess the implications of the procurement Act 2023, scheduled to be published in October 2024





OUR FINANCES

The current funding system was implemented in 2013/14 and up until 2022/23 there have been annual reductions in Government funding. Increases in Government funding in 2023/24 and 2024/25 did not reverse this situation. As a result, the amount of our budget funded from Government Grant and Business Rates income reduced from 69% in 2013/14 to 58% in 2024/25 and a Council Tax funding requirement shifting from 31% to 42% over the same period.

The financial position for 2023/24 has been extremely challenging owing to the impact of inflation and pay awards. Whilst inflation continues to reduce it remains an issue for 2024/25, alongside national pay awards and we have addressed this position in our 2024/25 budget.

The latest Local Government Finance Settlement provided funding for 2024/25 was a single year settlement meaning the Authority's financial position continues to remain uncertain. Delays in planned reforms to the Business Rates Retention system, the Fair Funding Reviews and Fire Fighters' Pension Scheme transition protections add to this uncertainty.

This 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 9th February 2024, the Authority approved its Medium-Term Financial Strategy 2024/25 which reflects:

- The final Local Government Finance Settlement for 2024/25;
- The Authority approving a Council Tax increase 3% (Band D increase - £2.60);
- The Authority's receipts from the Council Tax;
- National Non-Domestic Rate (NNDR) collection funds; and
- A set revenue budget for 2024/25 of **£34.989m**

Where our Money Comes From?

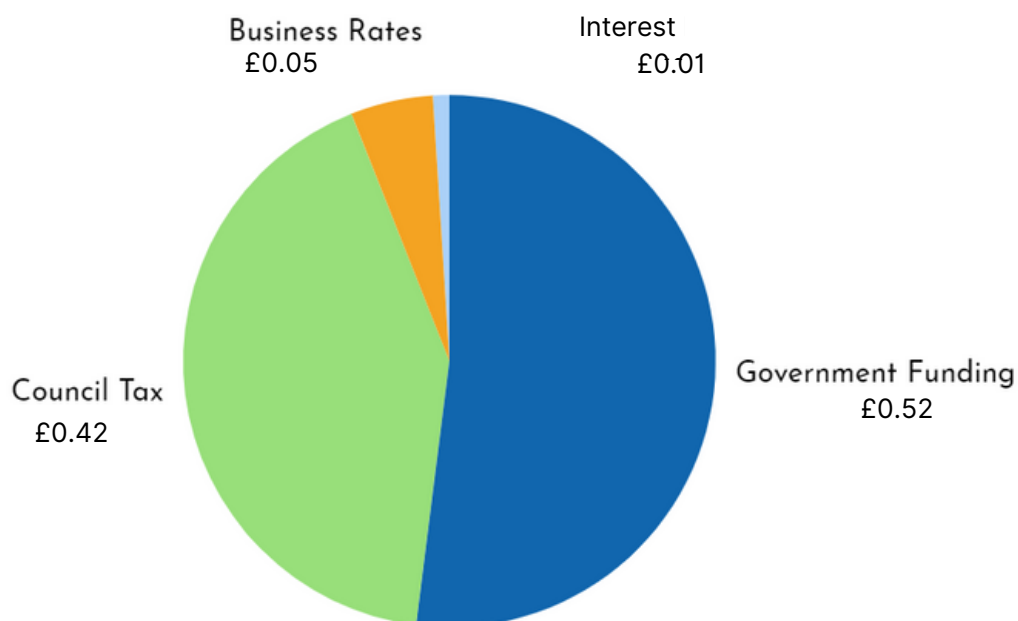
Our revenue budget is funded through a combination of central government grant and local taxation.

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

Where our Money Comes From?

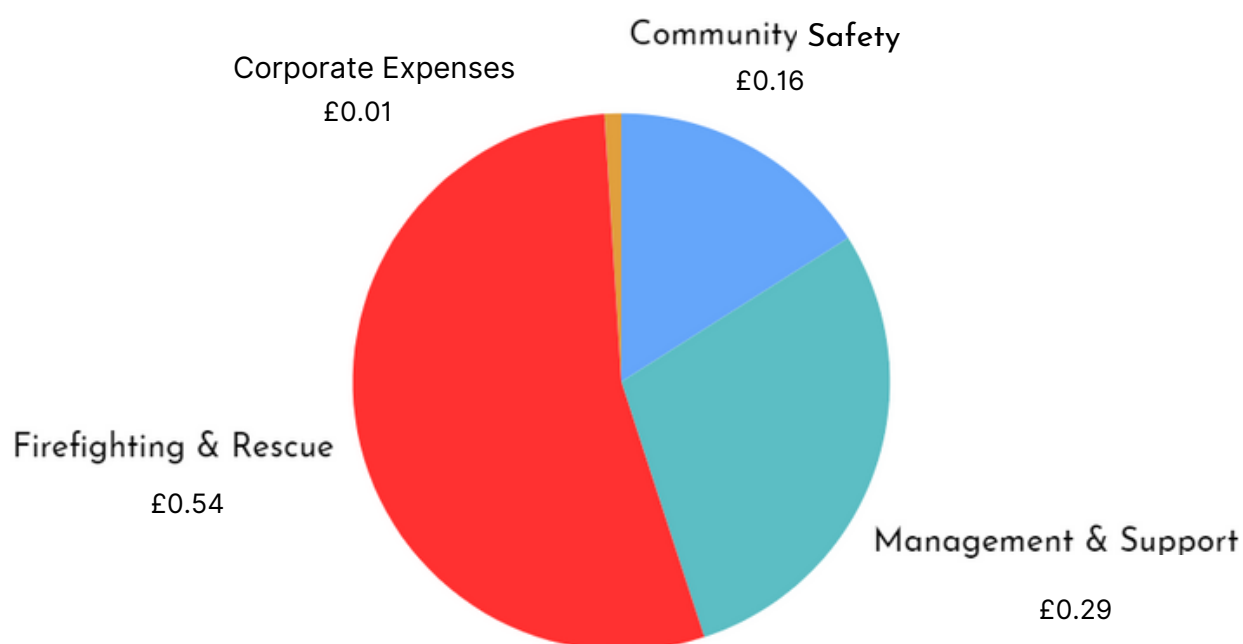
Our revenue budget is funded through a combination of central government grant and local taxation.

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.



OUR PERFORMANCE 2023/24

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 2023/24 performance is outlined in the following documents, which are available from our website: www.clevelandfire.gov.uk

- Organisational Performance Report 2023/24
- Organisational Assurance 2023/24

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 in helping to shape our plans please contact:

**Cleveland Fire Authority
Endeavour House Training and Administration Hub
Queens Meadow Business Park
Hartlepool TS25 5TH**

Telephone: 01429 872311

Email: communications@clevelandfire.gov.uk



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

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

如果您需要本文件的其他语言版本、大字版本或盲文版本，请随时与我们联系

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

ਜੇ ਤੁਹਾ ਇਹ ਦਸਤਾਵੇਜ਼ ਿਕਸੇ ਬਦਲਵ ਭਾਸ਼ਾ, ਵੱਡੇ ਅੱਖਰਾਂ ਜਾਂ ਬੇਲ ਿਵੱਚ ਚਾਹੀਦਾ ਹੈ, ਤਾਂ ਿਕਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਸੰਪਰਕ ਕਰਨ ਵਿੱਚ ਿਸ਼ਜਕ ਮਿਹਸੂਸ ਨਾ ਕਰੋ।

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

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

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