



CORPORATE PLAN 2022 -2026

REPORT

on Priorities 2023/24



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INTRODUCTION

Cleveland Fire Authority's Vision 2030 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 approaches; and
- future is 'greener' and bright.

Our Corporate Goals and Objectives take account of what we are trying to achieve in our vision as well as those key challenges and opportunities that we know we will face on our journey to 2026. These are set out in the Authority's Corporate Plan

Our strategies and associated priority actions for the delivery of our Corporate Goals over the years 2022-26 are set out in our Community Risk, Culture and People, and Resource Plans.



This Report gives an end of year position statement on the progress of the priority actions for 2023/24.





COMMUNITY RISK MANAGEMENT PLAN

This Plan focuses on the strategic goal, 'Safer, Stronger Communities' and the Authority's corporate objectives:

- to identify and assess all foreseeable fire and rescue service risks that our communities face
- to reduce fire incidents, deaths and injuries and other emergencies; and the associated economic, social and environmental impacts; and safeguard our heritage by:
 - responding quickly and effectively
 - providing education and advice to help our communities prevent fires and other emergencies and stay safe from harm
 - supporting the business sector to help people stay safe in their buildings and comply with fire safety standards
 - maintaining fire and rescue service national resilience assets in a high state of readiness





RISK MANAGEMENT PRIORITIES 2023/24

Risk Management Objective

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



RISK MANAGEMENT PROCESS

We have:

- refreshed our data library to take cognisance of the detailed data sets relating to the Census 2021 for integration into our risk, performance, and intelligence frameworks. (SSC 7.1)
- become a member of the NFCC Data Management Framework Project and now participate in the working group to establish a National Reference Library the outcomes of which will be integrated into the Brigade's Data Register. (SSC 7.1)
- developed the Local Super Output Area and the UPRN models in line with the NFCC recommended risk model for dwelling fires and ran these models with our current risk assessment model with an intention to evaluate the effectiveness of both models. (SSC8.1)
- completed a detailed gap analysis against the CRMP Fire Standard: three areas of partial compliance were identified relating to engagement in the CRMP process; continually evaluating the effectiveness, efficiency, and delivery of the CRMP and the provision of training to all who develop and implement of the CRMP. (SSC11.1)
- agreed a schedule for the completion of the action plans from each of the NFCC Equality of Access to Services as follows: 1. Neurodiversity; 2. Gypsy and traveller communities 3. The Roma Community; 4. Vulnerable re-housed homeless; 5. People from Asian Communities; 6. Lesbian Gay Bisexual and Trans People; 7. People from Black Communities; 8. Emerging Migrant Communities; 9. People who are living with dementia; 10. People Living in Rural Communities. To date progress has been made against most of the strands which includes communication campaigns, established partnerships to support neurodiversity and awareness training of staff to support the organisational understanding of cultural awareness. All specific training needs have been included within the Training Needs Analysis. A Sharepoint site is in development for 2024/25 to increase visibility of the equality of access work throughout the organisation. (SSC 6.2)
- adopted the NFCC person centred framework which aligns vulnerability factors to person, behavioural or environmental related factors. For each of these three distinct factors, each accidental dwelling fire is recorded against the causal factor to enable a greater understanding of the causal factors of ADFs, with outcomes reported into the Community Protection Directorate monthly, and ELT quarterly performance meetings. The intelligence is used to inform prevention activity and geographical targeting. (SSC 9.2)





PREVENTION PRIORITIES 2023/24

Risk Management Objective

- to reduce fire incidents, deaths and injuries and other emergencies; and the associated economic, social and environmental impacts; and safeguard our heritage by supporting the business sector to help people stay safe in their buildings and comply with fire safety standards.





HELPING PEOPLE STAY SAFE IN THEIR HOMES

We have:

- undertaken a full evaluation of our embedded Safer Homes Visits, the findings from which were presented to ELT on 10th Nov 2023 and CFA Audit and Governance Committee on 24th Nov 2023. The Evaluation has led to confirmation that Safer Homes Visits continue to have a positive impact in ensuring home safety and therefore we will continue with this initiative moving forward. The Evaluation brought forward a suite of service improvements relating to, for example, data and systems, staff training and our approach to evaluation and these are currently being addressed. Outcomes from the evaluation have been fed back to staff and Partners. (SSC 27.2)
- refreshed our Partnership agreements and District Managers and Community Safety Hub staff are active members of each local authority Community Safety Partnership. Expanding the network of partners, aligned to identified risk factors is an ongoing process. The procedure is well embedded and accounts for circa 3k of our 20k completed visits. Progress has been made with both local NHS Trusts to receive referrals for vulnerable at-risk patients when discharged from hospital. Our target of 20,000 SHVs is unlikely to be met for 2023/24 due to low attrition rates and reduced appliance availability due to sickness absence. New ways of working introduced in 2024 and a focus on productivity are expected to see us achieve our targets in 2024. (SSC28.2)



TACKLING ARSON AND DELIBERATE FIRES

We have:

- refreshed our Arson Reduction Strategy in light of national developments. The Senior Head of Prevention and Engagement is the national lead for arson reduction and is using insight from this role to inform years 3 and 4 of the strategy. (SSSC 29.1)
- developed a detailed delivery plan in conjunction with Cleveland Police to meet the ISO 17020 accreditation by Oct 2025. This will include the development of the current Fire Investigation cadre, quality assurance of the process, training and work to increase the number of successful prosecutions for criminal activity. The Fire Technical Manager currently provides quality assurance on fire investigation reports and has introduced streamlined forensic reporting in Jan 2024, aligned to the ISO Standard. (SSSC 26.2)



ENSURING PREVENTION DELIVERS VALUE FOR MONEY

We have:

- established quality assurance processes for our Safer Homes Visits and the delivery of school education sessions. Brigade procedures are in place for quality assurance which covers five different tiers for each activity. These tiers include direct workplace observation of activities, feedback from service users to ensure their expectations are met and dip sampling of documentation. Trends in performance and the delivery of quality assurance processes are delivered using Microsoft forms. Corrective actions identified from the quality assurance processes are tracked and monitored by a newly established Quality Assurance Group. From Jan 2024, all outcomes from prevention quality assurance processes are reported into the Community Protection Directorate and the ELT quarterly performance meetings. (SSC 14.2)
- fully embedded the NFCC national tool 'staywise into our school's education program. Microsoft 365 has been used to develop an efficient platform for all quality assurance and evaluation processes. The NFCC national online home fire safety check tool is fully embedded and is used by North Tees NHS to fully risk assess and refer on to CFB discharged patients. Updates to the Brigade's community safety system progress through the Digital Transformation Board following a demonstration of an alternative system by CFRMIS during August 2023. Options appraisals are now in progress. Stakeholder meeting and trial to be completed with staff from Prevention hubs. Work will continue into 2024/25. (SSC 32.1)
- undertaken a gap analysis on the Fire Standard for Prevention; this was approved by the Internal Fire Standards Board on 20th Feb 2023. The Prevention team is currently addressing any identified gaps; this is being monitored by the IFSB and ELT. (SSC 12.2).
- commenced our programme of evaluation and processes are now in place for schools' education and safer homes assessments. (SSC 15.2).
- approved the introduction of a community volunteer scheme in Apr 2023. Funding has been identified, and procurement processes followed. In Autumn 2023, the intended provider indicated the cost of running the volunteer scheme would be around 50% higher than the cost initially identified at around £60k. Future options are now being explored and these will be the basis of a report to ELT in Apr 2024. (SSC 31.2)
- maintained our 'Green' rating with TSAB for our safeguarding arrangements in Nov 2023, with findings highlighting positive safeguarding working arrangements and areas of notable good practice. The rating is valid until the commencement of the next audit in July 2025. (SSC 24.2)





PROTECTION PRIORITIES 2023/24

Risk Management Objective

to reduce fire incidents, deaths and injuries and other emergencies; and the associated economic, social and environmental impacts; and safeguard our heritage by providing education and advice to help our communities prevent fires and other emergencies and stay safe from harm



RISK BASED INSPECTION PROGRAMME

We have:

- collated and analysed evidence to support a full evaluation of the Risk Based Inspection Programme that is scheduled for 2024/25. (SSC 21.1)
- used the NFCC good practice guidance to benchmark our approach to business engagement (SSC 22.2)
- undertaken a gap analysis against the learning from Grenfell and produced an improvement plan to address any gaps; we have completed some of these actions including a change to high rise evacuation and tactical firefighting arrangements. (SSC 33.2)
- put in place development pathways, which are aligned to the Competence Framework of Fire Safety Regulators, and have invested in a fire safety trainer post (SSC 36.2)
- agreed a Memorandum of Understanding regionally for arrangements regarding the Building Safety Regulator (BSR) with TWFRS being the leading service. We continue to offer support to the arrangements through our qualified competent accredited officers (we are the only FRS in the region with accredited inspectors). We attend regional meetings with manager responsible for BSR work and receive briefings from the Protection lead from NFCC on BSR progress. We will need to continue to inspect High Risk Residential Buildings under the Fire Safety order as the BSR are not intending to carry out site visits at this time. We will still be consulted on building regulations even after the same consultation has been through the multi-disciplinary BSR team.

ENSURING PROTECTION DELIVERS VALUE FOR MONEY

We have:

- undertaken a gap analysis on the Fire Standard for Protection; this was approved by the Internal Fire Standards Board (IFSB) on 20th Feb 2023. The Protection team is currently addressing any identified gaps; this is being monitored by the IFSB and ELT on a quarterly basis. (SSC 23.1)
- used Microsoft forms to develop a customer satisfaction survey following the completion of a business fire safety audit. These forms are available on the Brigade's mobile phones and are used by Fire Engineering staff. Further digital solutions for fire engineering are being progressed through the Brigade's Digital Transformation Board and include a repository on Brigade's website for responsible persons to upload building safety information. This covers building plans and a methodology to report faults on equipment that may affect operational fire crews in the event of an incident. Additional staff have been employed to undertake the data cleanse for the allocation of UPRNs for premises.. Staff from Protection are developing PowerBi reports to illustrate protection performance. (SSC32.2)





EMERGENCY RESPONSE AND NATIONAL RESILIENCE PRIORITIES 2023/24

Risk Management Objective

- to reduce fire incidents, deaths and injuries and other emergencies; and the associated economic, social and environmental impacts; and safeguard our heritage by responding quickly and effectively and maintaining fire and rescue service national resilience assets in a high state of readiness



PLANNING AND RESPONDING TO OPERATIONAL INCIDENTS

We have:

- reviewed our operational preparedness arrangements against the Operational Preparedness Fire Standard and have deemed ourselves to be fully compliant. This was approved by the Internal Fire Standards Board and ELT in Feb 2022 and will be reviewed in 2025. (SSC 23.2)
- continued to deliver our action plan relating to the gap analysis against the learning from Grenfell Tower Inquiry. The Grenfell Task Group has addressed actions relating to a change to high rise evacuation and tactical firefighting in 2022/23 and now the majority of the actions within the Plan have been completed. Work continues into 2024/25 on the gap analysis from the Manchester Arena Inquiry and this will be subject to similar governance arrangements to oversee the delivery of the recommendations. (SSC 33.2)
- reviewed our procedures for gathering risk information following feedback in our 2021/22 Inspection. Prior to the inspection, we completed basic familiarisation visits at our Level 3 and 4 risk premises annually, across a 4-year watch cycle. This resulted in all four watches visiting the Level 3 and 4 risk premises in their station footprint across the cycle. These visits did not include the collation of Site-Specific Risk Information (SSRI) that is used to produce detailed risk information for use by crews which we currently perform at our Level 4 and 5 risk premises. It was agreed that we would change our approach and that operational staff would gather SSRI at all higher risk Level 3 and 4 premises, whilst continuing to continue the same process at all Level 5 risk premises on an annual basis. We achieve this by manually creating re-inspection dates within the CFRMIS database. This new approach ensures that we provide detailed risk information on all higher Level 3, 4 and 5 risk premises to our operational crews which helps to improve their situational awareness if required to attend operational incidents at these locations. We are currently carrying out a full review of our Operational Procedure Note 79 – Operational Intelligence Gathering, which will include all Level 3 and 4 premises as part of the annual inspection schedule. We will also implement a more robust Quality Assurance for the inspection process. (SSC 110.1)
- developed a new Wildfire Strategy which was approved by ELT in Sep 2023 ensuring resource allocation in relation to Personal Protective Equipment, equipment, training and vehicles and is aligned to our Asset Management Plans. (SSC 103.1)
- undertaken a training exercise 'Mighty Oak' to understand the risk of managing the National Power Outage on CFB and its communities (SSC 104.1)
- launched version 4 of our Productivity and Capacity System which measures key metrics with operational personnel inputting data which is reported on a quarterly basis to the Home Office. The data evidences the efficiency, effectiveness and resilience of the new wholetime duty system. (SSC 41.2)
- strengthened our Joint Emergency Services Interoperability Programme (JESIP) arrangements with local and regional partners. A regional JESIP Strategic Board is now supported by training/exercising and operations groups. (SSC 42.2)



PLANNING AND RESPONDING TO OPERATIONAL INCIDENTS

We have:

- produced an Operational Configuration Report setting out several options for re configuration of our resources. This was presented to ELT in Sep 2023, with five options approved to implement which included: Wholetime Duty System; Fire Control Duty System; Global Station Specialisms; Crew Manager Deputisation; and On Call Recategorisation. The remainder of the proposals will remain dormant for further consideration to meet any future Brigade cost envelopes. (SSC 38.2)
- reviewed of our Flexible Duty Officer Duty System. A change proposal was presented to the Fire Brigades' Union in Oct 2022, which set out a revised Flexible Officer Duty System. Consultation and negotiation discussions were undertaken and on 18th Apr 2023, the change proposal was rejected. Further analysis reflects that current arrangements are operating successfully. We will therefore re-consider this proposal as part of the wider future operational configuration project. (SSC40.2)
- implemented a new whole-time duty system on 1st Jan 2024.
- published a collaborative tender with CDDFRS, H&WFRS and Shropshire FRS in Jan 2023 for a call handling and mobilising platform, which could be used by all four services; a contract was awarded to Motorola. The Implementation Project commenced in Jan 2024, with expected timeline of completion Jul 2025. Governance includes a Project team, Strategic Board and CFB Project Board (SSC 37.2)
- carried out a review of the Brigade's On-Call service provision during 2021. The findings were presented to ELT, along with 23 recommendations for improvement which are contained within a prioritised action plan. The action plan is currently being delivered by a dedicated project team, overseen by the Senior Head of Operations and On-Call Support Officer. However as there little improvement to on-call availability this work will continue as a high priority for 2024/25. (SSC 39.2)
- implemented our plans for Cross Border Training Exercises. Our current Training Procedure commits to a minimum of one cross border exercise per year. In reality, we seldom stick to this minimum level and often invite neighbouring FRSs to participate in our larger scale Brigade Exercises (Level 3) (for example 'Tall Buildings' exercises). CDDFRS were invited to this training to ensure that their crews were aware of expectations placed on their staff should they be required to assist at a fire in one of our High Rise residential buildings. There has been occasions where neighbouring FRS' have had to withdraw from the exercises at short notice due to operational circumstances. This does not however reflect on the commitment between services to exercise together. Themes/risk/objectives are discussed at the Cleveland Local Resilience Forum Training & Exercise Group (TEG) meetings and we form part of the Regional TEG. The Risk Information Sharing Group has been re-established to agree requirements for regional cross border training relating to specific risk/service resource capability etc. (SSC112.1)





CULTURE & PEOPLE PLAN

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



'to recruit, develop and maintain a professional, diverse and value driven workforce'



'to ensure that Cleveland Fire Brigade is a great, fair and inclusive place to work'





TALENT MANAGEMENT PRIORITIES 2023/24

Culture and People Objective

- to ensure that we have the right number of people and leaders with the right skills, values and behaviours; in the right place at the right time, to deliver our organisational objectives.





TALENT MANAGEMENT

We have:

- refreshed our Workforce Plan for 2023/24
- produced an evaluation report on the Whole-time Firefighter Recruitment Campaign 2023. This was approved by ELT in Jan 2024 and the recommendations are now being progressed through HR team. (PPP 133)
- established a Fire Cadet Scheme to provide young people with an insight into working in a uniformed service with basic firefighting skills being learnt alongside personal and social skills (PPP 41)
- included the Brigade's Values and Behaviours Framework in all recruitment packs (PPP152)
- implemented our improved system to better support the identification of, and development for, those individuals with high potential (PPP30)
- launched our new digital learning platform via 'The Bridge' which provides staff with an easily accessible range of learning resources to support them in their current and future roles. (PPP34)
- reviewed our Personal Development Recording System ('PDRPRO') to ensure it is aligned to Policy. this includes the transition from a paper-based system to the electronic recording system (PPP 113.1)
- introduced Integrity Health Checks into our existing annual Personal Development Reviews. (PPP 153)
- introduced Apprentices at entry level. Our Apprenticeship Strategy 2022-26 considers the wider use of apprenticeships such as firefighter apprenticeships and some of those roles which have been difficult to recruit into e.g., Mechanics and Fire Engineers. (PPP32.1)
- expanded our 'Off-Boarding' arrangements and widened our mental wellbeing support to staff post retirements (PPP4)





DEVELOPMENT LEADERSHIP AND MANAGEMENT

We have:

- engaged with NFCC recommended suppliers for the introduction of 360 appraisals into the Brigade and are currently undertaking a procurement exercise in this respect. (PPP 35.1)
- gained access to the NFCC Coaching network portal and secured finances in 2024/25 to procure coaching training for CFB staff wanting to coach. We have made enquiries with London Fire Brigade who NFCC state are a good example of introducing coaching into the service. They have offered us to free places on their next course for 'train the trainer' coaching. Once we have some CFB staff trained as coaches and on the national register, we will communicate this out to staff as part of their leadership development/on promotion/gateway applicants. (PPP 36)
- commenced a gap analysis against the Fire Standard 'Leading and Developing People' (PP141)
- completed leadership training programmes including 'challenging appropriate behaviours' (PPP 145)
- sourced investigation and hearing training for delivery to all supervisory, middle and senior managers and this will be rolled-out in 2024/25 (PPP 137)
- completed a 'gap analysis' against the 'Leading the Service' Fire Standard and are fully compliant in all but two sub areas relating to the use of technology and data literacy. Plans are in place to address these (PPP 140)



HEALTH AND SAFETY PRIORITIES 2023/24

People Objective

To promote our health and safety culture



LEGALLY COMPLIANT

We have:

- continued to review health and safety procedure notes to ensure legal compliance. (PPP44)
- carried out a gap analysis of all systems and processes in accordance with the management of Health and Safety at Work Regulations 1999. (PPP45)

COMPETENCE

We have:

- delivered health and safety training to all staff (PPP49)
- continued to deliver a programme of high-quality workforce audits (PPP51)

CONTROLS

We have:

- embedded our Hazard reporting along with leading/lagging indicators in the organisational performance and health and safety governance structure. (PPP 54.2)
- ensured that the risk assessment process is implemented and adhered to. (PPP63)
- developed a programme of health and safety workplace audits to ensure that procedures and processes are being adhered to. (PPP64)
- inspected and checked test records, equipment including PPE. (PPP65)
- monitored Audit action plans. (PPP66)
- established a Contaminants Working Group.



CULTURE

We have:

- carried out regular audits to ensure that staff understand our safety values. (PPP52)
- ensured senior leader workplace visits. (PPP53)
- monitored hazard reporting and identify emerging trends. (PPP54)
- involved staff representatives in Health and Safety Committee structures. (PPP55)
- implemented feedback mechanisms to strengthen staff engagement. (PPP56)
- reviewed our Joint Accident Investigation MOU with Representative Bodies. (PPP57)
- strengthened our health and safety related procedures and increased staff awareness and knowledge relating to the importance of health and safety. We have introduced a TG20 Risk assessment process to ensure safe working practices are followed by staff when in the training and operational environments and when using equipment. Station personnel are responsible for creating and reviewing the Risk Assessments and the Health and Safety team offer training to Supervisory Officers in their completion. A monthly Health and Safety Bulletin provides safety-critical updates, notifications on procedural changes and provides an awareness of key health and safety performance metrics. Staff representative bodies have placed on record at the Health & Safety Sub-Committee and the Strategic Health & Committee, their praise and confidence around the pro-active approach adopted by CFB in relation to health and safety. (PPP 106.1)

COMMUNICATIONS

We have:

- developed and maintained Health and Safety bulletins. (PPP58)
- continued to utilise our Fire Alert System. (PPP59)
- continued to check that all workplaces display health and safety information. (PPP60)
- delivered a programme of health and safety staff roadshows. (PPP61)
- developed 'Toolbox' Talks. (PPP62)





HEALTH AND WELLBEING PRIORITIES 2023/24

People Objective

- to support the health and wellbeing of our people



ORGANISATIONAL FRAMEWORK

We have:

- assessed the Brigade's health and wellbeing arrangements as 'performing strongly' against the criteria within Level 4 NFCC Wellbeing Maturity Model; Blue Light Framework; HMICFRS Wellbeing and Mental Health at Work. (PPP 18.1)
- achieved a 'good' rating from HMICFRS regarding CFB's culture and wellbeing.
- reviewed existing occupational health services and have made the following improvements:
 - appointments (doctor, nurse, technician) are facilitated either on site or via telephone
 - flexed clinics for pre-employment medicals (e.g. to fit in with firefighters availability)
 - health surveillance is undertaken on Station at a time agreed with the Watch Manager
 - physiotherapy is facilitated on site at Headquarters but can be facilitated at another site
 - counselling can be facilitated on site at Headquarters through video link or via telephone
 - specialist counselling is facilitated at other sites (external) if required. (PPP 105.1)
- been awarded 'Ambassador Status' which is an accolade that we have held since 2018. 'Ambassador' status is the highest level that can be achieved and is only awarded to those employers who demonstrate both long-term commitment and outstanding practice around workplace health and wellbeing, and who consistently go above and beyond. (PPP 13.2)
- expanded our sickness absence analysis reporting to include more comprehensive criteria relating to detailed causes and protected characteristics so that we can better target our interventions. (PPP 31.2)
- undertaken a staff survey was undertaken to inform the provision of new occupational health services from 1st Apr 2024. (PPP 68.1)
- produced a video about the health and wellbeing journey of employees throughout their employment with Cleveland Fire Brigade that is hosted on 'The Bridge' and our public website. In improving some aspects of this journey we have identified a programme, delivered by Firefighters' Charity, called 'Wellbeing into Retirement' and have established a 'Living Well' Group for staff post retirement. (PPP 72)
- signed up to 'Unite Gambling Charter' to support individuals in the workplace and raise awareness for staff and managers (PPP 7)



PHYSICAL HEALTH FIREFIGHTER FITNESS

We have:

- supported teams to participate in the National Firefighter Challenge event in Jul 2023. Great results from the teams, including Gold to British Women's Team relay and Bronze – British Men's Team relay. CFB have been chosen to host/run the North/Northeast regional British Firefighter Challenge and are hoping that the first year of the event will be 24/25. (PPP 17.2)

MENTAL HEALTH

We have:

- trained our staff in Trauma Impact Prevention Techniques. Following a review of the pilot 'train the trainer' training materials, the Firefighters' Charity has delivered a revised course in Feb 2024 direct to our the wholetime trainees who have just been placed onto stations. This cohort will be the longer term sample cohort so that FF Charity can undertake some longer term evaluation to see what the impact of the training has on their ability to deal with traumatic situations arising either in the workplace or homelife.(PPP3.1)
- worked with the Firefighters' Charity Support Staff with their Mental Health Post Retirement. (PPP4)
- instrumental in developing and promoting the National Suicide Prevention Crisis Line across Fire and Rescue Services.
- achieved the Six Standards Mental Health at Work Commitment and because of the high standard of our submission we were contacted by the Senior Content Officer of MIND requesting us to support them to develop a 'blog' with the aim of promoting sign up to the commitment by other organisations. (PPP21.2)





EQUALITY, DIVERSITY AND INCLUSION PRIORITIES 2023/24

People Objective

- to diversify our staff, promote inclusion and create a fair, equal and great place to work.



ORGANISATIONAL FRAMEWORK

We have:

- written to the Chief Constable of Cleveland Police to re-iterate that the fire and rescue service should be a recognised occupation for Common Law Police Disclosure purposes and clarified the Brigade's point of contacts in such instances. In addition the Brigade's Discipline Policy has been amended to reflect our potential actions with regard to Disclosure and a HR departmental procedure note has been produced in relation to point of contacts and subsequent actions. (PPP 134)
- updated the Brigade's Discipline and Grievances policies to reflect the requirements of the Chief Fire Officer to report allegations that have the potential to constitute staff gross misconduct. On 19th July 2023, HMI Wilshire thanked us for keeping him updated on the disciplines and related issues in a 'regular and comprehensive manner'. (PPP 138)
- sent a letter to HMICFRS R Wilshire on 21st Jun 2023 providing details of Cleveland Fire Brigade's support arrangements for all parties involved in ongoing investigations.(PPP 139)
- approved a 'Safeguarding Staff and Managing Safeguarding Related Allegations' Policy and Procedure on 28th March 2024. In developing the policy we have considered the views of the Teesside Safeguarding Adults Board and their 'green rated' assurance of our arrangements..
- once again been successful in maintaining our Disability Confident Leader Status following our submission to the recognised Government Scheme in Nov 2023, which included an independent peer review by Middlesbrough College. This achievement shows that the Brigade is committed to the recruitment, retention and development of people with a range of disabilities and supports them to reach their potential in the workplace. In addition, because of our long standing success as a Disability Confident we were asked by Northumbria Police to carry out an independent peer review of their submission. (PPP 9)
- We have reviewed our Equality Impact Assessment Policy and Procedure resulting in minor amendments. These were approved by ELT in Mar 2024. (PPP 162)





LEGAL COMPLIANCE

We have:

- reviewed our arrangements following the changes to the Rehabilitation of Offender's Act 1974 to make sure that we have suitable and sufficient background checks in place to safeguard our staff and the communities we serve. This includes a review of our DBS policy, role profiles, and person specification requirements. Our new arrangements are currently being implemented and will apply to all existing and new staff. (PPP 102)
- voluntarily compiled an Ethnicity Pay Report. (PPP8.1)
- published the Public Sector Equality Duty Report. (EDI 3.2)
- published our Gender Pay Gap Report on the Brigade's website. (EDI 4.2)



DIVERSE WORKFORCE

We have:

- commenced our work on identifying any potential barriers to attracting people from diverse backgrounds to our operational firefighter positions. An initial report was presented to ELT on 2nd Mar 2024. More work is required to include findings from recent evaluation of whole-time firefighter campaign; this was to be completed by May 2024. (PPP 14)



INCLUSIVE CULTURE

We have:

- reviewed our Whistle Blowing, Grievance and Dignity at Work Policies and Procedures to clarify existing reporting mechanisms and to include our new independent reporting line (Safecall). The Brigade's support arrangements have also been made more explicit within the policies. The policies were approved by ELT in Dec 2023 and CFA's Executive Committee in Jan 2024 and are accessible to staff via the Brigade's Intranet site. (PPP 118)





INCLUSIVE CULTURE

We have:

- reviewed our system for providing feedback to those who have raised concerns. An HR professional is appointed to each case and is responsible for ensuring that the individual is regularly updated on progress. We have now clarified these arrangements within our Whistleblowing, Dignity at Work and Grievance Policies. (EDI 10).
- reviewed our mechanisms for signposting staff to our approved processes for them to raise concerns in a confidential way. Following an assessment of the NFCC's recommended independent reporting line service providers, we have secured a contract with Safecall. (EDI 6)
- reviewed our mechanisms for the public to raise a concern ensuring that they are clear and accessible. Our external website, independently assessed as being 'accessibility compliant' gives access to people with visual impairment or people where English is not their first language. The landing page of our external website gives quick access for members of the public to raise a concern about a member of staff or service. Easy to follow instructions are provided on how to make a complaint via the most suitable mechanism e.g., website, telephone, email, in writing or in person. The instructions set out the expectations and timescales for completion of each stage of the complaints process and provide a link to the Local Government Ombudsman should the complainant be dissatisfied with the outcome or how the complaint was handled. The public are provided with similar guidance on how to make a complaint against an Elected Member of the Fire Authority. Our 'whistleblowing' policy is available on the website. We continuously analyse complaints from the public through ELT as part of our performance management arrangements. This helps to identify trends and areas for improvement. (EDI 9.1)
- formalised our 'buddy' arrangements - all new entrants are assigned a 'buddy' as part of our on-boarding arrangements; these are voluntary staff of CFB and have specific role profiles. (PPP 119)
- approved a new Staff Engagement Strategy (ELT Jan 2024) and are currently consulting with staff (PPP to be presented to ELT in Jan 2024 and currently being consulted upon. (PPP 38.1)
- reviewed our Code of Conduct and reformatted the layout of the document to make our standards and values and behaviours more explicit. This review considered Codes of Conduct from other organisations, including the Police and gave us two new actions to progress in 2023/24 relating to communicating, promoting and enforcing the Code (PPP152 - inclusion in recruitment packs and PPP 153 - integrity health checks refer). (EDI 9)





RESOURCE PLAN

This Plan focuses on the strategic goal, 'Efficient Sustainable Resources' and the Authority's corporate objectives:

- 'to ensure the efficient and effective use of resources'
- "to work towards a greener, more sustainable organisation"





HUMAN RESOURCES PRIORITIES 2023/24

Resource Objective

- to provide a workforce that is aligned to the management of our risk of fire and other emergencies





HUMAN RESOURCING TO RISK

We have:

- reviewed the Brigade's financial management services which are provided through a small in-house team and an SLA with HBC. It includes payroll, internal audit, income collection, payment of accounts, accounting and financial management; VAT and tax accounting; treasury management and financial advice services. The Review included an assessment of the efficiency and effectiveness of the current service provision, a comparison to the service provision of other organisations and a consideration of the options available for the future financial management service provision. The Review concluded that the current arrangements for the provision of financial management services with improvements relating to digitalisation and contract and performance management was the preferred future option. On 31st Oct 2023 the Review recommendations were presented to ELT and were subsequently approved by the CFA's Exec Committee on 17th Nov 2023. (UOR 27.1)
- produced an Operational Configuration Report setting out several options for re configuration of our resources. This was presented to ELT in Sep 2023, with five options approved to implement which included: Wholetime Duty System; Fire Control Duty System; Global Station Specialisms; Crew Manager Deputisation; and On Call Recategorisation. The remainder of the proposals will remain dormant for further consideration to meet any future Brigade cost envelopes. (SSC 38.2)
- carried out a review of the Brigade's On-Call service provision during 2021. The findings were presented to ELT, along with 23 recommendations for improvement which are contained within a prioritised action plan. The action plan is currently being delivered by a dedicated project team, overseen by the Senior Head of Operations and On-Call Support Officer. However as there little improvement to on-call availability this work will continue as a high priority for 2024/25. (SSC 39.2)
- implemented a new whole-time duty system on 1st Jan 2024. (UOR 4.2)
- published a collaborative tender with CDDFRS, H&WFRS and Shropshire FRS in Jan 2023 for a call handling and mobilising platform, which could be used by all four services; a contract was awarded to Motorola. The Implementation Project commenced in Jan 2024, with expected timeline of completion Jul 2025. Governance includes a Project team, Strategic Board and CFB Project Board (SSC 37.2)
- reviewed our new firefighter productivity and capacity recording system (ESR 27.1)
- reviewed the prevention team structure and capacity and are using this to inform options for improvement and any future configuration changes in 2024/25. (ESR 28.2)
- developed a suite of standards and performance measures for all Enabling Services and Estates and introduced systems of recording and monitoring. (SPR 1)





MEDIUM TERM FINANCIAL RESOURCES

Resource Objectives

- to ensure that our MTFS integrates our revenue and capital budgets and reserves; and that it is aligned to our Integrated Risk Management Plan
- to use our reserves wisely to develop plans against financial uncertainty, improve efficiency and support innovation and new ways of working





MEDIUM TERM FINANCIAL RESOURCES

- As reported to the Audit and Governance and Fire Authority meetings throughout 2023/24 Mazars, the External Auditors advised that there was a significant delay in carrying out this audit due to a shortage of resources in their audit team. Mazars have completed the Audit in Jan 2024 and we are awaiting pension audit outcome which are schedule to be presented to Extraordinary Meeting of Audit and Governance Committee on. 19th April 2024. (ESR 90.2)
- The delays relating to the completion of the Audit relating to the Statement of Accounts 2023/24 (as explained in Project ESR90.2) have also resulted in Mazars being unable to fully provide an opinion on value for money. (ESR 91.2)

We have:

- contributed to the National Fire Chiefs' Council submission to Treasury on the financial issues relating to fire and rescue services to be considered within the Comprehensive Spending Review 2023. In addition the Chair of Cleveland Fire Authority and the Chief Fire Officer wrote to all Teesside MPs setting out the Authority's financial position and seeking support for fairer funding.(ESR 87)
- reviewed our Medium Term Financial Strategy including efficiencies and reserves. (ESR 33.2)
- presented the final budget settlement, pay awards and business rates to the Fire Authority on 10th Feb 2024. This led to the approval of the budget for 2024/25, and a decision to increase the council tax by 3%. With a more clearer picture of the finances and the associated deficits we have reviewed our Medium Term Financial Strategy, Resources and Efficiency Plans. (ESR 82)
- progressed the 2023/24 Capital Programme which accounts for some schemes being deferred to 2024/25 and others being funded through investment in year. At 31st March 2024 expenditure incurred was £1.827m with all incomplete schemes relating to the Aerial Ladder Platform, conversion of Technical Hub, Personal Protective Equipment and Mobile Data Terminals being deferred to 2024/25. (ESR 83.2)





ESTATES AND CLIMATE CHANGE PRIORITIES 2023/24

Resource Objective

- to maximise the use of our modern estate
- to ensure that our buildings are energy efficient and reduce our energy and water consumption





ESTATES AND CLIMATE CHANGE

We have:

- completed the upgrades of our drill towers at Queen Meadows Complex,, Redcar, Thornaby, Billingham and Saltburn Community Fire Stations. Preparation work for the 2024-25 scheme to replace the next four drill towers at Stockton, Hartlepool, Guisborough and Skelton has commenced. (ESR 20.2)
- commenced our De-carbonisation Programme 2030 which focusses on upgrades and replacements of natural gas heating systems and installation of LED electric lighting; and will be funded through our Asset Management Plan. In Year 1 of the Programme we have audited our current heating plant across our estate and installed new energy efficient gas heating system at Stockton, Hartlepool and Redcar Community Fire Stations. We have installed new energy efficient LED lighting across Redcar and Skelton Community Fire Stations; in the appliance bays and outside canopies at Middlesbrough (including Mini Fire Station); Grangetown; Thornaby; Billingham and Headland Community Fire Station (ESR 21.1)
- signed a five-year MoU with Cleveland Police for maintenance of police vehicles in the Hartlepool district. To further expand the collaboration for Police fleet maintenance, designs and plans for the upgrade and expansion of the QMC Technical Hub workshop facilities are being drawn up and a business case will be prepared by end Jun 2024. (ESR 22.2)
- documented our estates energy consumption figures for previous three years as a baseline to measure our estates energy consumption and carbon footprint . Following establishment of a new NFCC National Decarbonisation Consultancy Services framework contract, consultants have been engaged with a view to establishing a baseline CO2 footprint in 2024.undertaken a baseline review to profile our current energy usage and carbon footprint across our estate. (ESR 61)
- installed 26 Electric Vehicle charging points across nine sites ready for the introduction of our first electric vehicles in Jun 2024. These include at Queen's Meadow Complex and Middlesbrough, Stockton, Grangetown, Redcar, Thornaby, Billingham, Hartlepool, and Skelton fire stations. A further ten charging points are planned in 2024/25 across our remaining sites. In support of our Climate Change plans, research has been undertaken into a monitoring system which will allow staff to privately use these electric charging points and reimburse the Brigade accordingly. (ESR 65.2)
- constructed a new Wind Turbine training facility at the Queen's Meadow Complex (ESR 102.1)





FLEET AND CLIMATE CHANGE

Resource Objectives

- to provide a 'fit for purpose' fleet that meets the needs of our community and delivers an effective fire and rescue service now and into the future
- to reduce the fuel consumption and carbon emissions from our fleet and reduce business travel mileage





FLEET AND CLIMATE CHANGE

We have:

- undertaken research relating to the capabilities of an Aerial Ladder Platform vehicle to meet Brigade requirements; this included visiting other fire and rescue services and vehicle manufacturers. The potential procurement of a used Aerial Ladder Platform from other fire and rescue services has also been investigated. Discussions and demonstrations have been held with vehicle manufacturers at the Emergency Services Show in Sep 2023. A business case was presented to ELT in Mar 2024, however further work is required before a final decision is made on either a new or used Aerial Ladder Platform. (ESR 23.1)
- collated baseline data on our current fuel consumption. Following establishment of a new NFCC National Decarbonisation Consultancy Services framework contract, consultants have been engaged with a view to establishing a baseline fleet CO2 footprint and have submitted a cost proposal for consideration by the Brigade. (ESR 64.1)
- evaluated a range of greener vehicles and procured six small electric vehicles to replace older inefficient diesel cars as part of the Asset Management Plan. These will be used as station transport and pool cars. Moving forward our fleet replacement programme will ensure that we continue to consider the use of electric vehicles. (ESR 25)
- fitted tracking and monitoring capabilities to all Brigade vehicles to monitor our fleet usage and driving behaviours. (ESR 66.1)





EQUIPMENT AND CLIMATE CHANGE

Resource Objectives

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





EQUIPMENT AND CLIMATE CHANGE

We have:

- undertaken trials of the Brigade's new Asset Management system for operational equipment at Hartlepool Community Fire Station in Dec 2023. Equipment on all fire appliances at all other fire stations was asset tagged by the end of March 2024. Training for fire crews is to be arranged in Apr-May 2024 prior to going live across the Brigade in Jun 2024. A project has commenced to implement the Fleet Management module of the Asset Management System to replace the old Tranman system at the Technical Hub. This is expected to be completed by end Jun 2024. (ESR8.2)
- approved a foam strategy to set the requirements of our foam fire-fighting equipment. A procurement exercise is underway with equipment currently in build and due for delivery in September 2024. (ESR30)
- undertaken a collaborative procurement exercise with four other FRS (West Midlands, Staffordshire, Warwickshire, Hereford & Worcester) for new Self-Contained Breathing Apparatus and Telemetry. A contract was awarded to MSA and initial sets arrived in Jan 2024. Equipment configuration and firefighter training has commenced with full rollout expected to take place by September 2024. (ESR 31.1)





DIGITAL TRANSFORMATION

Resource Objectives

- to provide a great technology experience that helps fulfil the potential of our people
- to offer the right digital channels for our communities to easily engage with us and provide targeted and relevant communications on the things that matter to them
- to use digital technology as a key enabler to enhance our working with Partners
- to review all areas of our organisation to ensure smart technologies enhance and improve the efficiency of our business processes
- to maintain a modern technology infrastructure
- to further join up our data sources and integrate our digital systems to enable seamless performance and enhanced productivity
- to promote data-driven intelligence with information stored once and analysed across a range of channels
- to have resilient and secure arrangements to respond to events that threaten the provision of our digital data and technology
- to ensure the effective, robust and accountable control of all aspects of our digital data and technology whilst complying with our legislative requirements



DIGITAL EXPERIENCES

We have:

- completed Phase 2 of the Digital Transformation Roadmap relating to 'The Bridge' implementation plan. This has focussed on the work associated with community and workforce profiles, talent management framework, services, partnerships, evaluation, risk and performance. Microsoft 365 functional portals have been created and are accessed through 'The Bridge'. (ESR 2.2)
- developed a digital skills and software matrix based on role and department requirements in consultation with managers and staff. A new programme of digital skills training has been rolled out across the Brigade and digital training resources have been made available via the new Workforce Development site on 'The Bridge'. Our ICT Trainer has developed several new 'Sharepoint' sites; this includes team sites for every wholetime and on-call station and department sites such as training, operational assurance, and health and safety which enable collaboration, project planning and standardisation of file management. These sites provide the opportunity to harness the power of Microsoft 365 through enhanced communications tools, improved workflows and a co-constructive team approach. We have launched a number of workforce specific sites which includes operational Information and Guidance, Workforce Development, Health and Wellbeing and Equality, Diversity and Inclusion. (ESR 3.2)
- produced a gap analysis to inform training across on-call and whole-time fire stations, and departments. A generic training programme has been implemented to address the fundamental principles of individual productivity and team working within the Microsoft 365 cloud solution. Phase I of training has been completed and the IT Trainer is focusing on 'mop up sessions' for staff who may have been unable to attend training sessions. A training programme is also being developed as part of phase II approach, as staff begin to use some of the 365 systems. This will include a train the trainer programme to enable and empower a series of department-based innovators and knowledge administrators so that sites continue to be developed. A digital skills area is now available on 'Workforce Development' Sharepoint where staff will be able to access short training courses to upskill further. The Workforce Development site also hosts a number of training resources which cover aspects of operational training, apprenticeship resources and leadership and management resources such as skills videos, guides and quick links to relevant further reading. (ESR 4.2)
- produced a digital training needs analysis for the workforce which fed into the Brigade's overall TNA. A training programme relating to the basics of M365 and One Drive, TEAMS Comms Tools and Sharepoint Collaboration has been rolled out to On-Call, Wholetime and Departmental Staff. Further training requirements which were identified during this programme have been captured and will feed into the phase II training programme for 2024/25. A digital skills area is now available on the 'Workforce Development' site available via 'The Bridge', where staff can access short training courses to upskill further as required. (ESR 5.2)



DIGITAL EXPERIENCES

We have:

- produced a digital training needs analysis that details the training requirements for the workforce which fed into the Brigade's overall TNA. A training programme relating to the basics of M365 and One Drive, TEAMS Comms Tools and Sharepoint Collaboration has been rolled out to On-Call, Wholetime and Departmental Staff. Further training requirements which were identified during this programme have been captured and will feed into the phase II training programme for 2024/25. A digital skills area is now available on the 'Workforce Development' site available via The Bridge, where staff can access short training courses to upskill further as required. These resources will continue to be developed as the digital transformation programme rolls out. (ESR 5.2)
- migrated all our health and wellbeing resources from FISH to the dedicated Health and Wellbeing site available via The Bridge. As part of the migration, resources were quality assured to ensure that the information was still valid and current. Additional resources have been added to the site, such as videos and updated accessibility to recipes and nutrition information. Quick links to additional resources are also included, and a health promotion annual calendar so that staff can easily see health promotion activities that are taking place throughout the year. (ESR 6.2)
- evaluated the delivery of our safer home visits and identified a range of recommendations. Recommendation 2 focussed on data and systems and proposed to improve the quality of safer home visit data recording, reporting and use of technology by making changes to digital systems. A new safer home application has been designed and is aligned to the NFCC Home Safety Committee for fire and rescue services to enable the consistency of recording the outcomes of visits and benchmarking of national performance. The new safer home application will be aligned to the standard data requirement for the person centred framework. The safer home application is currently being trialled with prevention and operational crews. Feedback from the trial will be used to inform the final version of the application. (SSC 27)
- engaged digitally with our communities through a broad range of digital platforms, including Facebook, Instagram, X, TikTok, LinkedIn, NextDoor and Threads. Although there is a decreasing use of the Brigade's public facing website, it is still used to host information for public access. In Feb 2024 we undertook a community survey to gain insight into the preferred community engagement channels; this and the NFCC equality of access statements will be used to inform the Brigade's community engagement strategy. (SSC 32)



DIGITAL EXPERIENCES

We have:

- used Microsoft forms to develop a customer satisfaction survey following the completion of a business fire safety audit. These forms are available on the Brigade's mobile phones and are used by Fire Engineering staff. Further digital solutions for fire engineering are being progressed through the Brigade's Digital Transformation Board and include a repository on Brigade's website for responsible persons to upload building safety information. This covers building plans and a methodology to report faults on equipment that may affect operational fire crews in the event of an incident. Additional staff have been employed to undertake the data cleanse for the allocation of UPRNs for premises.. Staff from Protection are developing PowerBi reports to illustrate protection performance. used Microsoft forms to develop a customer satisfaction survey following the completion of a business fire safety audit. These forms are available on the Brigade's mobile phones and are used by Fire Engineering staff. Further digital solutions for fire engineering are being progressed through the Brigade's Digital Transformation Board and include a repository on Brigade's website for responsible persons to upload building safety information. This covers building plans and a methodology to report faults on equipment that may affect operational fire crews in the event of an incident. Additional staff have been employed to undertake the data cleanse for the allocation of UPRNs for premises.. Staff from Protection are developing PowerBi reports to illustrate protection performance. (SSC34)

SMART TECHNOLOGIES

We have:

- undertaken a collaboration exercise with CDDFRS, HWFRS and Shropshire FRS to procure a Fire Control Call Handling and Mobilising System (SSC37.1)
- integrated stores data onto our new Integra Stores system. Work is now in progress to link the system with the Integra Financial system and remove manual procurement processes. In 2023/24 a digital portal will be launched for all staff to order uniform and other equipment, removing the current manual paper-based requisition processes. (DUOUR 6.1)
- commenced a four-year project on business processes which will be undertaken in three phases for each service area: 1. Identify the service elements and standards (Apr 22- March 24) 2. Identify the key tasks (business processes) that would benefit from digitisation (Apr 23 -Mar 25) 3. Digitlise identified business processes (Apr 24 - Mar 26) The service elements and standards for all enabling services is now complete. At the end of Mar 2024, we have completed the service elements and standards for all enabling services. (ESR 92.2)



DATA INSIGHT

We have:

- reviewed all work activities and produced a list of reports being produced on a daily, weekly, monthly, quarterly and annual basis. Generally, the reports are produced through enquiries on the relevant management information systems which are then validated, manipulated and presented. This is labour-intensive and reports tend to be out of date as soon as any information changes. This project is designed to look at ways of producing these reports automatically to free up capacity within the organisation. The list of reports have been prioritised to establish a programme of development work that will be electronically enabled through Power BI to 2030. (ESR 16.2)
- established a dedicated Performance Portal which will house the Power BI reports - this is accessible via the Bridge. Briefings have been provided to operational managers on how to access the relevant portal. User guidance notes and a 'How to use Power BI' instruction video has been developed. (ESR 16.2)
- already developed Community and Workforce Profiles; Daily Incident Summary Reports; Emergency Response Benchmarks; Accidental Dwelling Fire Analysis and Productivity and Capacity Reports. (ESR 16.2).
- commenced the implementation of the 'Address Base' into our property based ICT systems notably CFRMIS, the Community Safety System, mobilising system, and Incident Recording System (FIS). This will result in all buildings and structures assigned a Unique Property Reference Number which will enable the joining up data between the systems and assist in compiling risk assessments at individual property level. There are approximately 17.5k non-residential dwellings and 280k dwellings in the Brigade's area and therefore a staged approach to the delivery of UPRNs in systems is being taken. (ESR 13.2)
- confirmed our intention to join the national Multi-Agency Incident Transfer (MAIT) project in Jul 2022. The MAIT system has now been developed with trials undertaken in Sep 2023. The onboarding for the MAIT system commences Apr 2024 with Fire and Rescue Services split into ten tranches. CFB has been placed in tranche four, with onboarding expected to commence in Jul 2024, followed by a go-live date of Sep 2024. Initial access will be through the MAIT web portal, with full integration taking place when the new Motorola CommandCentral Fire Control mobilising system goes live in June 2025. (ESR 14.2)





DATA INSIGHT

The Home Office have commenced a National Project to replace the Incident Recording System (Introduced in 2009) with a new system which addresses some of the new and emerging issues and developments which the current IRS system does not facilitate.

The Home Office awarded the contract of the new system to Rowe IT Limited (cost £2.4m with a contract length June 23 to June 25) with an intention of phase 1 going live in Summer 2024 and phases 2 by Winter 2024 which covers the recording of additional datasets on incidents. This will then be followed by further phases covering Prevention and Protection Human Resources in future years.

We have:

- participated in the development group established by the Home Office to identify gaps in information on Emergency Response incidents to ensure the new system meets the needs of Fire and Rescue Services.
- developed our in-house IRS system (pre-populated from Information from the Mobilising system) which sits above the national IRS system to collect the information it required. The required information for the national IRS is transferred daily through an interface between the CFB and National IRS systems.
- explored options on how the Brigade will operate with the new Fire Information System,





PROCUREMENT

Resource Objectives

- to secure value for money in the procurement of our goods and services through the enhancement of our strategic partnerships
- to ensure more efficient and effective contract management
- to enhance our approach to sustainable procurement
- to deliver a faster, leaner, fairer and more effective procurement service



PROCURING COLLABORATIVELY

We have:

- publicised our procurement pipeline and this has been aligned with our 2024/25 Workplan; this will give insight to facilitate collaboration across FRSs. (ESR34.1)

CONTRACT MANAGEMENT

We have:

- put in place contract management arrangements for high risk, high value contracts. New templates have been implemented to ensure consistency re: KPI performance and engagement. Remaining contracts are low value and low risk; however, these continue to be assessed in line with our contract classifications (strategic, leverage, bottleneck, and routine). commenced our two year project to establish a differentiated approach to managing strategic and tactical contracts. (ESR 70.1)
- undertaken contract management training within our Procurement overview session with all budget holders/key stakeholders; refresh training is scheduled in line with the impending changes to public sector procurement late 2024 (ESR 71.1)
- moved away from a standard-arm's length approach with regard to social value and adopted a nationally recognised framework into our bid documents and evaluation criteria which is fully aligned to the Social Value Act and UK Government Social Value Model. (ESR 72.2)
- improved our governance arrangements pre and post tender by reviewing our procurement documentation and subsequent process maps. We have been producing and publishing Modern Slavery Statements voluntarily over the last few years and are enhancing the statements to reflect good practice or when legislation changes. The modern slavery statement for 22/23 has been published along with actions for each of the identified business areas (Supply chain, HR, operations). Progress against these actions is monitored and reported in a series of regular catch up meetings by an established cross-cutting team. (ESR 73.2)

SUSTAINABLE PROCUREMENT

We have:

- commenced research to inform this four year project to encourage suppliers to gain certification to relevant accreditation schemes; we need to produce an environmental policy and this will be done in 2024/25 (ESR 75)





COLLABORATION AND PARTNERSHIPS

Resource Objective

- to pursue opportunities to collaborate with other organisations in order to improve outcomes and value for money for the people within our communities



'BETTER TOGETHER' PARTNERSHIP FRAMEWORK

We have:

- invested in a new Partnership and Evaluation Manager who has developed our new digital 'Better Together' Partnership Framework. This included engaging our Middle and Senior Managers in gathering an understanding of the Brigade's current partnership working arrangements and legislative duties and creating a digital platform for the Framework on the Brigade's new Intranet site, 'The Bridge' which included functionality for staff to submit partnership proposals, undertake reviews and exiting partnerships, and the presence of a live digital Partnership Register. The Framework splits collaborative working arrangements with external organisations into: Partnerships (for formal agreements requiring resource and where there are shared objectives and risks) and Networks (for more informal collaboration meetings). This means we are making the best use of resources to review and evaluate arrangements proportionately by focusing the most in-depth monitoring, reviewing and impact evaluation on the arrangements which take up the most time and resources. We have established good governance arrangements for partnership working; including a step-by-step process for the approval of proposals to start and end partnerships, as well as to review partnership impact. We have delivered training on the Partnership Framework as part of its launch; training will be provided on induction for new staff and on an annual basis for existing staff. We are populating the Partnership Register by adopting a strategic, staged approach with entries for all statutory partnerships being prioritised. The introduction of a Benefit Realisation Spreadsheet Template enables staff to evaluate the impact of our partnerships. Key corporate evaluation projects have been introduced; these include evaluation of Safer Homes Visits and Risk Based Inspection Programme. We have developed approaches to support best practice in working in partnership with other organisations; this includes: □ embedding a consistent approach to Community Safety Partnerships with the four local authorities in Teesside □ improving our referral agreement with external agencies □ improving the quality of our Service Level Agreements □ working/membership with local and national groups such as the Consultation, Engagement and Research Officers Network and Serious Violence Duty Evaluation & Research Steering Group. Our ongoing plans include: □ the development of a one-stop shop of Partners' priorities □ the development of a 'live' data dashboard to support the monitoring and evaluation of partnerships and networks. (ESR 1.2)
- commenced our project to evaluate the Effectiveness and Efficiency of Sharing the ICU and Welfare POD with Cleveland Police. Consultation feedback from both parties has been used to propose improvement recommendations to the current arrangements and these have been captured within a revised Memorandum of Understanding that is currently being considered. This project will be completed by Jun 2024. (ESR 38)
- evaluated the Pilot Vehicle Maintenance Collaboration between CFB and Cleveland Police which indicates significant positive impacts in terms of efficiency, effectiveness and people. These have informed decisions re our vehicle maintenance arrangements moving forward and secured further collaborative work for the medium term. (ER 93.1)



