

Pillar	Action	Strategic Lead	Project Lead	Start	End	Current Status	Current Tracking
Prevention	Review our Arson Reduction Strategy with Partners	Simon Weastell	Lee Brown	01/04/2024	31/03/2026	In progress	On Track
Prevention	Extend our Community Volunteer Scheme that will sit alongside our Commissioned Services Team	Simon Weastell	Lee Brown	01/04/2024	31/03/2026	In progress	On Track
Prevention	Embed the new Community Safety System into operational practice including delivery of staff training.	Simon Weastell	Lee Brown	01/04/2025	31/03/2026	In progress	Off Track
Prevention	Work with partners to identify vulnerable people within our community to support them to stay safe from fire	Simon Weastell	Lee Brown	01/04/2025	31/03/2026	In progress	On Track
Protection	Review, embed and evaluate the RBIP to ensure methodology continues to prioritise premises that are of the highest risk.	Simon Weastell	Lee Brown	01/04/2024	31/03/2026	In progress	On Track
Protection	Review the Brigade's approach to the cross-functional management of risk and implement improvements.	Simon Weastell	Katie Sharrow	01/04/2025	31/03/2026	In progress	On Track
Protection	Actively implement learning from major events such as, Grenfell Tower Inquiry phase 2, and Manchester Arena Inquiry	Simon Weastell	Lee Brown	01/04/2024	31/03/2026	In progress	On Track
Protection	Use good practice (NFCC Access to Services) to improve engagement with our business community	Simon Weastell	Lee Brown	01/04/2024	31/03/2026	In progress	On Track
Protection	Review the current system for Fire Protection to understand potential future options.	Lee Brown	Lee Haggath	01/04/2025	31/03/2026	Not started	Not Started
Protection	Complete a review of our approach to Fire Protection	Lee Brown	Lee Haggath	01/04/2025	31/03/2026	In progress	On Track
Response	Implement recommendations from CFB Gap Analysis against the NFCC Evaluation on Contaminants whilst considering potential organisational costs.	Nicola Tranter	Sara Wilson	01/04/2024	31/03/2026	In progress	Off track
Response	Implement the collaborative project with CDDFRS, H&WFRS and Shropshire FRS for the future provision of fire call handling and mobilising services	Simon Weastell	Darren Richards	01/04/2025	31/03/2026	In progress	Off track
Response	Review and implement the On Call Improvement Programme to increase the Availability of On-Call Fire Appliances	Simon Weastell	Individual Station Manager	01/04/2024	31/03/2026	In progress	On Track
Response	Review Firefighting Strategy to ensure optimum effectiveness in Emergency Response Provision.	Simon Weastell	Lee Brown	01/04/2024	31/03/2026	Not started	Not Started
Response	Use the outcomes from our Independent Resource Review to develop options for improving our emergency response cover to meet current future risks and demands	Simon Weastell	Jim Hudson,	01/04/2025	31/03/2026	In progress	On Track
Response	Evaluate the Whole-time Duty System for Station Based Grey Book personnel	Simon Weastell	Katie Sharrow	01/01/2025	31/03/2026	Completed	Completed

Response	Undertake a review of the exisiting provision to deliver Emergency Response Driver training, in line with Fire Standard 'Emergency Response Driving with specific regard to compliance with legislation and NFCC Emergency Response Driver & Instructor Framework		Steve Mcallister	01/04/2025	31/03/2026	In progress	On Track
Response	Expand and streamline use of Fire Service Rota where appropriate	Dave Preston	Jim Hudson, Tom Willis	01/04/2025	31/03/2026	In progress	On Track
Strategic Planning	Undertake a review of the current Key Performance Indicators (KPIs)	Katie Sharrow	Trudy Murphy/Maria Watson	01/04/2025	31/03/2026	In progress	On Track
Strategic Planning	Consider national reports and research published to ensure that any learning relating to Cleveland FB is captured	Kristine Ward	Nicola Tranter	01/04/2025	31/03/2026	In progress	Off track
Strategic Planning	Complete a programme of consultation and risk modelling to determine CRMP priorities and ultimately produce a public CRMP for 2026-2030.	Kristine Ward	Katie Sharrow	01/04/2025	31/03/2026	In progress	On Track
Strategic Planning	Monitor and review Fire Standards, including completion of gap analysis for any new standards published	Kristine Ward	Nicola Tranter	01/01/2025	31/03/2026	In progress	On Track
Strategic Planning	Ensure HMI outcomes are communicated to all Members and employees and an action plan developed and completed to address Areas for Improvement	Kristine Ward	Nicola Tranter	01/04/2025	31/03/2026	In progress	On Track
Strategic Planning	Undertake a review of the internal meetings and Boards	Kristine Ward	Nicola Tranter	01/04/2025	31/03/2026	In progress	On Track
Strategic Planning	Review the organisational resources in line with strategic priorities	Kristine Ward/Simon Weastell	0	01/04/2025	31/03/2026	In progress	On Track
Strategic Planning	Review the services approach to programme and project management	Kristine Ward	Nicola Tranter	01/04/2025	31/03/2026	In progress	On Track
Resources	Undertake a full audit , in line with the Organisational Audit Assurance Programme, to ensure that all risk management processes are legally compliant	Nicola Tranter	Gary Crawford	01/04/2025	31/03/2026	In progress	Off track
Resources	Deliver the 2025/26 elements of the Asset Management Plan	Kristine Ward	Darren Richards	01/04/2025	31/03/2028	In progress	On Track
Resources	Deliver the 2025/26 elements of the Digital Transformation Strategy	Kristine Ward	Darren Richards	01/04/2025	31/03/2026	In progress	On Track
Resources	Deliver the 2025/26 elements of the Climate Change Strategy	Kristine Ward	Darren Richards	01/04/2025	31/03/2030	In progress	On Track
Resources	Recommence engagement with the national Emergency Service Mobile Communications Programme	Darren Richards	Nigel Rumford	01/04/2025	31/03/2026	Not started	Not Started
Resources	Consider options for community fire stations at Coulby Newham and Yarm as part of the refurbishment programme	Darren Richards		01/04/2025	31/03/2027	Not started	Not Started
Resources	Roll out BA sets, cylinders and BA Telemetry	Darren Richards	Darren Richards	01/04/2024	31/03/2026	Completed	Completed

Resources	Procure new structural PPE Fire Kit for implementation in 2026/27	Darren Richards	Darren Richards	01/04/2025	31/03/2026	In progress	Off track
Resources	Integrate the national Multi-Agency Incident Transfer system within our Fire Control Room	Darren Richards		01/04/2024	31/03/2026	In progress	On Track
Resources	Deliver a new replacement Aerial Ladder Platform into service	Darren Richards	Simon Weastell	01/04/2025	31/03/2027	In progress	On Track
Resources	Deliver four new Fire Appliances into service	Darren Richards	Darren Richards	01/04/2024	31/03/2026	In progress	On Track
Resources	Undertake a review of the existing uniform provision for Operational and Corporate employees, including review of the Dress and Appearance Policy	Kristine Ward	Darren Richards	01/04/2025	31/03/2026	In progress	On Track
Resources	Explore options for potential commercialisation of hydrant inspections	Kristine Ward	Darren Richards	01/04/2025	31/03/2026	Not started	Not Started
Resources	Explore opportunities for collaboration in line with the partnership framework	Katie Sharrow	Marie Lee	01/04/2024	31/03/2026	In progress	On Track
Resources	Review the MTFS to reflect planned 2026/27 national funding reforms	Chris Little	Lyn Younger	01/04/2025	31/03/2027	In progress	On Track
People	Introduce Cleveland Fire People Awards night to recognise and celebrate individual and team contributions to organisational achievements aligned to values and ethical behaviours	Kristine Ward	Michelle Richardson	01/04/2025	31/03/2026	In progress	On Track
People	Undertake a Review of our Job Evaluation arrangements	Kristine Ward	Michelle Richardson	01/01/2025	31/03/2026	In progress	On Track
People	Review training provision to staff relating to Culture and EDI	Kristine Ward	Steve McAllister	01/04/2024	31/03/2026	In progress	On Track
People	Undertake a review of the services approach to promotion processes	Kristine Ward	Michelle Richardson	01/04/2025	31/03/2026	In progress	On Track
People	Review training and development arrangements with elected members	Kristine Ward	Louise Tindall	01/06/2024	31/03/2026	In progress	On Track
People	Review Continuing Professional Development, Competency Framework and PDR process	Dave Preston	Steve McAllister	01/08/2024	31/03/2026	In progress	Off track
People	Complete 'Alls Well' research project in to sickness absence and use outcomes to inform a review of the sickness absence policy and procedure including training for managers	Kristine Ward	Michelle Richardson	01/04/2024	31/03/2026	In progress	On Track
People	Review our Mental Health and Wellbeing offer, including refreshing the Policy and Procedure and training	Michelle Richardson	Louise Bate	01/04/2024	31/03/2026	In progress	Off track
People	Review Employee Induction Procedure	Michelle Richardson	Michelle Richardson	01/04/2024	31/03/2026	Not started	Not Started

People	Consider 360 Appraisal Feedback Mechanisms and 'if appropriate' introduce for all staff.	Kristine Ward	Steve McAllister	01/04/2024	31/03/2026	In progress	On Track
People	Review current approach to apprenticeships to align with service needs. Produce an Apprenticeship Strategy 2026/27 - 2029/30	Dave Preston	Steve McAllister	01/04/2025	31/03/2026	In progress	Off track
People	Review the services approach to Recruitment, Selection, including updating the Policy and Procedure	Kristine Ward	Michelle Richardson	01/06/2024	31/03/2026	In progress	On Track
People	Undertake a staff cultural survey	Peter Rickard	Kristine Ward	01/04/2025	31/03/2026	Not started	Not Started
People	Complete the recommendations within HMICFRS 'Standards of Behaviour' Report	Kristine Ward	Michelle Richardson	01/08/2024	31/03/2026	In progress	On Track
People	Ensure access to a dedicated Professional Standards function	Kristine Ward	Michelle Richardson	01/09/2024	31/03/2026	In progress	On Track
People	Undertake a full review of our approach to discipline, dignity at work and grievance processes ensuring that they cover key national recommendations and shared learning.	Kristine Ward	Michelle Richardson	01/09/2024	31/03/2026	In progress	On Track
People	Implement the National Age Discrimination Remedy for Firefighter Pension Schemes	Kristine Ward	Michelle Richardson	01/04/2024	31/03/2026	In progress	On Track
People	Continue to explore opportunities to invest in and improve strategic leadership	Peter Rickard	Kristine Ward	01/04/2025	31/03/2026	In progress	On Track