

Pillar: People - Create a supportive, inclusive and safe culture

Priority: 1 - Embed wellbeing into our culture to build a resilient and high-performing workforce

Focus, output, meets criteria to achieve - CRMP, AFI, Fire Standard etc, Lead									Delivery confidence			Proposed
No.	Pillar	Priority	Focus of output	Directed from (1)	Directed from (2)	Applicable Fire Standard (3)	Fire Standard Link	Lead	Priority	Progress - status	Assurance level	Start Date
		CRMP Priority	Examples of outputs: Products: New kit, or software applications. Documents: Reports, policies, procedures, or designs. Services: Training sessions, workshops, Infrastructure: Completed construction, installed networks.	Select the area this action, will seek to meet / achieve.	Select the area this action, will seek to meet / achieve, if meeting more than one area.	Select the area this action, will seek to meet / achieve, if meeting more than one area.		Person responsible for the action	High Medium Low	Not yet started Progressing to plan Progressing with issues Significant issues On hold / Suspended Action complete	Organisational Assurance Team only	01/04/2026
P1-3	People	Embed wellbeing into our culture to build a resilient and high-performing workforce	Evaluate and enhance the current sickness absence and welfare management arrangements by developing and delivering training for managers and implementing clear, consistent processes that strengthen support, consistent management, and improved sickness absence outcomes	CRMP	Fire Standard outcome	Leading and Developing People	Open Link	Michelle Richardson	High	Progressing to plan		01/04/2026
P1-6	People	Embed wellbeing into our culture to build a resilient and high-performing workforce	Implement the new Sports and Social club arrangements	CRMP	Fire Standard outcome	Communications and Engagement	Open Link	Michelle Richardson	Medium	Progressing to plan		01/04/2026
P1-8	People	Embed wellbeing into our culture to build a resilient and high-performing workforce	Review the Secondary Employment Policy and establish a process to proactively monitor staff working hours, including overtime, dual contracts, and secondary employment, ensuring compliance with the Working Time Regulations	AFI	CRMP	Data Management	Open Link	Michelle Richardson	High	Progressing to plan		01/04/2026
P2-3	People	Actively embed EDI into all aspects of our work	Review Contractor Induction requirements with regards to Values and Behaviours linked to Core Code of Ethics	CRMP	Fire Standard outcome		Not Applicable	Michelle Richardson	Medium	Not yet started		01/04/2026
P3-1	People	Strengthen organisational culture	Develop and roll out Dignity at Work and Culture training supported by a scheduled programme to ensure ongoing delivery throughout the employee lifecycle	HMICFRS	Fire Standard outcome	Code of Ethics	Open Link	Michelle Richardson	High	Progressing to plan		01/04/2026
P3-2	People	Strengthen organisational culture	Review the appraisal process to incorporate 360 feedback and behavioural indicators aligned to Core Code of Ethics	HMICFRS			Not Applicable	Michelle Richardson	Medium	Progressing to plan		01/04/2026
P3-3	People	Strengthen organisational culture	Implement action plans to address the themes and opportunities identified through staff feedback from the Cultural Survey and carrying out an annual follow up survey.	2025/26 Service Plan	HMICFRS		Not Applicable	Michelle Richardson	High	Progressing to plan		01/01/2026
P4-2	People	Attract, develop and retain a skilled and diverse workforce for the future	Undertake a comprehensive review of recruitment practices across wholetime, on-call, fire control and corporate roles to identify strengths, gaps, and improvement opportunities, ensuring that processes are transparent, inclusive, and aligned with Service needs	AFI	Fire Standard outcome	Leading and Developing People	Open Link	Michelle Richardson	High	Progressing to plan		01/04/2026
P4-4	People	Attract, develop and retain a skilled and diverse workforce for the future	Implement the recommendations of the People Awards debrief including a review of the Rewards and Recognition Policy	CRMP	Fire Standard outcome	Code of Ethics	Open Link	Michelle Richardson	Medium	Not yet started		01/04/2026
P6-1	People	Inclusive learning for every role, every level, every opportunity	Develop a pathway to enhance digital learning opportunities				Not Applicable	Darren Richards	Medium	Not yet started		04/01/2026

P6-8	People	Inclusive learning for every role, every level, every opportunity	Develop an operational competence framework (Wholetime, On-Call, Fire Control, Flexi Duty Officers, Principal Officers) aligned to NFCC national standards.	CRMP	AFI	Operational Competence	Open Link	Alan Turner	High	Progressing to plan		01/04/2026
P6-9	People	Inclusive learning for every role, every level, every opportunity	Develop a training calendar that ensures risk-critical competencies are maintained and delivered consistently.	CRMP	Best practice	Operational Preparedness	Open Link	Alan Turner	High	Not yet started		01/10/2026
P6-10	People	Inclusive learning for every role, every level, every opportunity	Review the Training Department duty system to identify the most effective and resilient staffing model.	CRMP	2025/26 Service Plan	Leading and Developing People	Open Link	Alan Turner	High	Not yet started		01/10/2026
P6-12	People	Inclusive learning for every role, every level, every opportunity	Review the provision of Driver Training to ensure it meets operational needs and demand.	CRMP	2025/26 Service Plan	Emergency Response Driving	Open Link	Alan Turner	High	Progressing to plan		01/07/2026

P6-13	People	Inclusive learning for every role, every level, every opportunity	Assess whether the current incident command training provider remains appropriate, initiating procurement if required.	CRMP	2025/26 Service Plan	Operational Competence	Open Link	Alan Turner	High	Not yet started		01/10/2026
P6-16	People	Inclusive learning for every role, every level, every opportunity	Develop a modular On-Call Firefighter Course suitable for the operational needs of CFB and availability patterns of the public.	CRMP	2025/26 Service Plan	Leading and Developing People	Open Link	Alan Turner	High	Progressing to plan		01/04/2026
P7-1	Prevention	Protect and support vulnerable people	Implement a robust, data driven community safety system.	CRMP	AFI	Prevention	Open Link	Richie Brown	High	Progressing with issues		27/01/2026
P11-1	Prevention	Tackle deliberate fire setting and arson	Review the Service's Arson Reduction Strategy to enhance intelligence sharing and strengthen multi-agency collaboration	CRMP	2025/26 Service Plan	Prevention	Open Link	Richie Brown	High	Progressing to plan		01/01/2026
P11-5	Prevention	Tackle deliberate fire setting and arson	Work with youth services, specialist agencies and young people to provide targeted support and interventions that reduce the likelihood of reoffending.	CRMP	2025/26 Service Plan	Prevention	Open Link	Richie Brown	High	Progressing to plan		01/01/2026
P11-6	Prevention	Tackle deliberate fire setting and arson	Strengthen community trust and partnership working to deliver coordinated prevention and promote safer behaviours	CRMP	2025/26 Service Plan	Prevention	Open Link	Richie Brown	High	Progressing to plan		01/01/2026
P12-1	Protection	Target those premises that present the greatest risk	Modernise our Fire Protection Risk Management Information System to enable mobile audits and real time risk insights.	2025/26 Service Plan	CRMP	Protection	Open Link	Lee Haggath	High	On Hold/Suspended		01/04/2026

P12-2	Protection	Target those premises that present the greatest risk	Deliver a dynamic risk-based inspection programme to prioritise high-risk premises.	AFI	CRMP	Protection	Open Link	Lee Haggath	High	Progressing to plan		04/01/2026
P13-1	Protection	Strengthen business engagement	Deliver proactive engagement to Responsible Persons through in person workshops, seminars, and digital resources. Providing clear information and establishing a structured network that supports clear communication and shared intelligence.	Fire Standard outcome	CRMP	Protection	Open Link	Lee Haggath	High	Progressing to plan		01/04/2026
P13-2	Protection	Strengthen business engagement	Provide clear, practical, and accessible fire safety guidance to Responsible Persons	Fire Standard outcome	CRMP	Protection	Open Link	Lee Haggath	Medium	Progressing to plan		01/04/2026
P15-1	Response	Resource to Risk	Review station cover, appliance numbers, crewing assumptions, and reserve arrangements to ensure operational resources are distributed in a way that best meets current and emerging risk across Cleveland	CRMP	Best practice	Emergency Preparedness and Resilience	Open Link	Jim Hudson	Medium	Progressing with issues		01/04/2026
P15-2	Response	Resource to Risk	Ensure operational capability to appropriately respond to new and emerging climate risks including flooding and wildfire.	CRMP	Fire Standard outcome	Emergency Preparedness and Resilience	Open Link	Jim Hudson	Medium	Progressing to plan		01/04/2026
P16-1	Response	Provide a Fast and Effective Emergency Response	Review operational competence requirements including incident command and specialist skills.	CRMP	Fire Standard outcome	Operational Competence	Open Link	Jim Hudson	Medium	Progressing to plan		01/04/2026

P16-2	Response	Provide a Fast and Effective Emergency Response	Review overtime arrangements with a view to decreasing reliance on overtime.	CRMP	Fire Standard outcome	Operational Competence	Open Link	Jim Hudson	High	Progressing to plan		01/04/2026
P17-1	Response	Continue to Improve our Fire Control Arrangements	Review the current Fire Control training plan.	Best practice	Fire Standard outcome	Operational Competence	Open Link	Jim Hudson	Medium	Progressing with issues		01/04/2026
P17-2	Response	Continue to Improve our Fire Control Arrangements	Embed the new Fire Control Establishment	Best practice	Fire Standard outcome	Fire Control	Open Link	Jim Hudson	Medium	Progressing to plan		01/04/2026
P18-1	Response	Improve On-Call Availability	Deliver the On-Call Improvement Plan.	CRMP	Best practice		Not Applicable	Jim Hudson	High	Progressing to plan		01/04/2026
P18-3	Response	Improve On-Call Availability	Implement the changes and improvements to Fire Service Rota	CRMP	Fire Standard outcome	Digital and Cyber	Open Link	Jim Hudson	High	Progressing to plan		01/04/2026
P20-1	Resources	Ensure our financial plans are resilient, adaptable and aligned to our strategic priorities	Record and track efficiencies and savings	CRMP			Not Applicable	Lyn Younger	High	Progressing with issues		01/04/2026
P20-2	Resources	Ensure our financial plans are resilient, adaptable and aligned to our strategic priorities	Align contract management to contracts	CRMP	Fire Standard outcome	Procurement and Commercial	Open Link	Lyn Younger	High	Progressing to plan		01/04/2026
P20-3	Resources	Ensure our financial plans are resilient, adaptable and aligned to our strategic priorities	Review the Service Reserve Strategy	CRMP			Not Applicable	Lyn Younger	High	Progressing to plan		01/04/2026
P20-5	Resources	Ensure our financial plans are resilient, adaptable and aligned to our strategic priorities	Ensure budgets are aligned to CRMP priorities.	CRMP			Not Applicable	Lyn Younger	High	Progressing to plan		01/06/2026
P21-1	Resources	Drive value for money	Subscribe to the Social Value Model (TOMS).	CRMP	Fire Standard outcome	Procurement and Commercial	Open Link	Lyn Younger	Medium	Progressing to plan		01/04/2026
P21-2	Resources	Drive value for money	Capture the cost to the service of incident types, replacement assets.	CRMP			Not Applicable	Katie Sharrow	Medium	On Hold/Suspended		01/04/2026
P21-3	Resources	Drive value for money	Evaluate the benefits of internal financial investment.	CRMP			Not Applicable	Lyn Younger	High	Not yet started		09/01/2026
P21-4	Resources	Drive value for money	Move to an electronic transfer of payment data.	CRMP			Not Applicable	Lyn Younger	High	Progressing to plan		01/04/2026

P21-5	Resources	Drive value for money	Implement electronic workflow and e-invoicing	CRMP			Not Applicable	Lyn Younger	Medium	Progressing to plan		07/01/2026
P22-1	Resources	Enhance digital skills and technology use	Adopt Artificial Intelligence tools to automate routine tasks, enhance decision-making, and boost employee productivity.	CRMP	Fire Standard outcome	Digital and Cyber	Open Link	Darren Richards	Medium	Progressing to plan		04/01/2026
P22-2	Resources	Enhance digital skills and technology use	Ensure the ongoing resilience of our voice and data communications systems by replacing all remaining analogue PSTN & ISDN connections before the BT switch off in January 2027.	CRMP			Not Applicable	Darren Richards	High	Progressing to plan		04/01/2026
P22-3	Resources	Enhance digital skills and technology use	Commence local implementation works required for the national Emergency Services Mobile Communications Programme.	CRMP			Not Applicable	Darren Richards	High	Progressing with issues		04/01/2026
P22-4	Resources	Enhance digital skills and technology use	Deliver the Integrated Fire Control Collaboration's new Fire Control Mobilising system, including the replacement of CAD, ICCS, MDT, Station End Equipment, and Incident Command Systems.	CRMP			Not Applicable	Darren Richards	High	Progressing with issues		04/01/2026
P22-5	Resources	Enhance digital skills and technology use	Undertake a review of corporate digital applications, including HR, Rostering, Prevention & Protection, Asset Management and Training systems.	CRMP	Fire Standard outcome	Digital and Cyber	Open Link	Darren Richards	High	Progressing to plan		04/01/2026
P22-6	Resources	Enhance digital skills and technology use	Improve the safety of our staff, assets and the public by implementing new CCTV across the fleet of Fire Appliances and new Body Worn Video Cameras for operational staff.	CRMP			Not Applicable	Darren Richards	High	Progressing to plan		04/01/2026
P23-1	Resources	Maintain a fit for purpose estate for our staff, partners and local community	Consider options for the refurbishment of Coulby Newham and Yarm Community fire Stations.	CRMP			Not Applicable	Darren Richards	High	Not yet started		04/01/2026
P23-2	Resources	Maintain a fit for purpose estate for our staff, partners and local community	Implement the Estates projects within the capital Asset Management Plan 2026-30	CRMP			Not Applicable	Darren Richards	Medium	Progressing with issues		04/01/2026
P23-3	Resources	Maintain a fit for purpose estate for our staff, partners and local community	Deliver repairs and improvements to the Fire Behaviour and Fire House training facilities	CRMP			Not Applicable	Darren Richards	High	Progressing with issues		04/01/2026
P23-4	Resources	Maintain a fit for purpose estate for our staff, partners and local community	Determine and progress requirements for fire station reconfiguration relating to operational requirements, decontamination and dignity at work.	CRMP	Best practice		Not Applicable	Darren Richards	Medium	Not yet started		04/01/2026
P23-5	Resources	Maintain a fit for purpose estate for our staff, partners and local community	Develop a schedule of reactive maintenance across the estate.	CRMP			Not Applicable	Darren Richards	High	Progressing to plan		04/01/2026
P24-1	Resources	Ensure our fleet and equipment supports the delivery of an effective fire and rescue service now and into the future	Deliver the four new 2026 Fire Appliances into service and procure the five new 2027 Fire Appliances and the new Prime Mover vehicle.	CRMP			Not Applicable	Darren Richards	High	Progressing to plan		04/01/2026
P24-2	Resources	Ensure our fleet and equipment supports the delivery of an effective fire and rescue service now and into the future	Enhance our working at height capability by delivering the new Aerial Ladder Platform vehicle into service.	CRMP			Not Applicable	Darren Richards	High	Progressing with issues		04/01/2026
P24-3	Resources	Ensure our fleet and equipment supports the delivery of an effective fire and rescue service now and into the future	Enhance our wildfire response capability through the procurement and introduction of new wildfire vehicles.	CRMP			Not Applicable	Darren Richards	Medium	Progressing with issues		04/01/2026
P24-4	Resources	Ensure our fleet and equipment supports the delivery of an effective fire and rescue service now and into the future	Procure and implement new Structural PPE Fire Kit through the National Firefighter Framework.	CRMP	Best practice		Not Applicable	Darren Richards	High	Progressing with issues		04/01/2026
P24-5	Resources	Ensure our fleet and equipment supports the delivery of an effective fire and rescue service now and into the future	Undertake a review of the existing uniform provision for Operational and Corporate employees, including review of the Dress and Appearance Policy	CRMP	Best practice		Not Applicable	Darren Richards	Medium	Progressing with issues		04/01/2026

P25-1	Strategic Planning	Strengthen information and intelligence to drive better outcomes	Lead a Power BI discovery programme to define a strategic roadmap for advanced analytics, improving data availability, reporting capability, and evidence-based decision-making across the organisation.	CRMP	2025/26 Service Plan	Data Management	Open Link	Katie Sharrow	High	Progressing to plan		01/04/2026
P25-8	Strategic Planning	Strengthen information and intelligence to drive better outcomes	Develop a service evaluation framework, staff training package and evaluation calendar. Identify how evaluation and learning will be collated and shared with the workforce and external agencies.	Best practice	Fire Standard outcome	Community Risk Management Planning	Open Link	Katie Sharrow	Medium	Not yet started		07/09/2026
P25-2	Strategic Planning	Strengthen information and intelligence to drive better outcomes	Review Information Governance Framework	CRMP	2025/26 Service Plan	Data Management	Open Link	Darren Richards	High	On Hold/Suspended		01/04/2026
P26-1	Strategic Planning	Embed effective governance and programme management	Develop and implement a standardised, organisation wide approach to programme and project management to ensure consistency, improved delivery, assurance, and alignment with strategic priorities.	CRMP	2025/26 Service Plan	Internal Governance and Assurance	Open Link	Nicola Tranter	High	Progressing to plan		01/10/2025
P26-2	Strategic Planning	Embed effective governance and programme management	Establish and implement a Corporate Governance framework that facilitates effective organisational oversight, strengthens interaction across the organisation, and enhances engagement with external partners and audit bodies at a strategic level.	CRMP	2025/26 Service Plan	Internal Governance and Assurance	Open Link	Nicola Tranter	Medium	Progressing to plan		01/04/2026
P26-3	Strategic Planning	Embed effective governance and programme management	Review the Service's complaints procedure.	Best practice		Internal Governance and Assurance	Open Link	Katie Sharrow	Medium	Progressing to plan		01/04/2026
P26-4	Strategic Planning	Embed effective governance and programme management	Review and optimise the governance of the capital planning cycle, ensuring robust decision-making that supports sustainable medium and long-term financial planning.	2025/26 Service Plan		Internal Governance and Assurance	Open Link	Nicola Tranter	Medium	Not yet started		01/09/2026
P27-1	Strategic Planning	Collaborate and share learning	Work alongside the NFCC and other Fire and Rescue Services to identify and inform improvements	2025/26 Service Plan			Not Applicable	Nicola Tranter	Medium	Progressing to plan		01/04/2026
P27-2	Strategic Planning	Collaborate and share learning	Monitor and review Fire Standards, including completion of gap analysis for any new standards published	2025/26 Service Plan	HMICFRS		Not Applicable	Marty Challenor	Medium	Progressing to plan		01/04/2026
P28-1	Strategic Planning	Take a proactive and strategic approach to risk and opportunity	Fully embed new approach to risk management.	2025/26 Service Plan	AFI		Not Applicable	Nicola Tranter	High	Progressing to plan		01/04/2026

P28-2	Strategic Planning	Take a proactive and strategic approach to risk and opportunity	Ensure access to accurate and up to date risk information.	CRMP	AFI	Emergency Preparedness and Resilience	Open Link	Nicola Tranter	High	Progressing with issues		01/04/2026
P29-2	Strategic Planning	Drive Service improvement through change and organisational learning	Design and implement a continuous improvement approach that leverages external networks and sector best practice to translate operational insights into organisation-wide learning and service enhancement	CRMP	2025/26 Service Plan	Internal Governance and Assurance	Open Link	Nicola Tranter	Medium	Progressing to plan		01/04/2026
P29-3	Strategic Planning	Drive Service improvement through change and organisational learning	Work within the new Fire Standards framework to move from an operational learning service to an organisational learning service. Using this as a driver for continuous improvement increasing cross-functional working, knowledge sharing, and external partnership engagement	CRMP	AFI	Internal Governance and Assurance	Open Link	Nicola Tranter	Medium	Progressing to plan		01/04/2026
P31	Strategic Planning	Drive forward workplace safety through leadership, learning and risk management	Develop a cohesive and collaborative approach to Health & Safety reviews, audits, and assurance activity that strengthens organisational understanding of risk and informs effective mitigation strategies.	CRMP	2025/26 Service Plan		Not Applicable	Nicola Tranter	Medium	Progressing to plan		01/04/2026
P32	Strategic Planning	Enhance communications to build trust and engagement	Procure and implement a new public-facing website aligned to accessibility standards and designed to improve user experience, transparency and digital engagement				Not Applicable	Natalie Routledge	High	Progressing to plan		01/04/2026
P33	Strategic Planning	Enhance communications to build trust and engagement	Develop and implement a Communications Framework, including an annual calendar				Not Applicable	Natalie Routledge	Medium	Not yet started		01/04/2026
P34	Strategic Planning	Enhance communications to build trust and engagement	Review and enhance internal communication channels to improve staff engagement, awareness and two-way communication across departments and stations.				Not Applicable	Natalie Routledge	Medium	Not yet started		01/04/2026
P35	Strategic Planning	Enhance communications to build trust and engagement	Establish clearer governance and branding standards for corporate communications				Not Applicable	Natalie Routledge	High	Progressing to plan		01/04/2026