



2024/25



## STRATEGIC PLANNING

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### Strategic Planning Priority

**Integrated Strategic Planning:** To ensure all strategic risks are identified, managed, and aligned to the Brigade's medium term financial plans.



**Priority Action 2024/25**

**SP 4.3: Prepare for HMICFRS Inspection in Oct 2024.**

- SP20.2: produce and publish Productivity and Efficiency Plan 2025/26
- SP 22: undertake a gap analysis against HMICFRS State of Fire Report
- SSC 114: review the Performance Management Policy, Framework and Diagram in line with the Brigade's Key Document Framework

### **Other Key Actions**

- SP 1.3: set Priorities 2025/26
- SP 2.3: produce and publish Service Plan 2025/26
- SP 5.3: refresh Partners' Priorities
- SP 6.2: develop and design new digital Performance Management Framework
- SP 9.2: implement any improvement plan emanating from the outcomes of the gap analysis of the Home Office's White Paper 'Reforming our Fire and Rescue Service'.
- SP 12: review the Authority's Changing Landscape Document in preparation for CRMP process 2025/26.

## RISK MANAGEMENT

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### **Community Risk Management Priority**

**Approach to Risk Management:** To develop our approach to risk management to reflect good practice and improve the safety, health, wellbeing, and economic prosperity of our communities.

#### **Key Actions**

- SSC 6.3: continue to work with Partners to gather better insight relating to our diverse and 'hard to reach' communities (NFCC Access to Services).
- SSC 9.3: develop a more detailed understanding of the impact of vulnerability factors on the causes of dwelling fires to support the assessment of risk.
- SSC 101.2: support the work of Cleveland's Unit for Violence Reduction through partnership working, the sharing of data, resources and develop local initiatives where appropriate.
- SSC 113: review risk management policy, framework and diagram in line with key document framework.
- SSC 114: produce Community Risk Profile in preparation for production of Community Risk Management Plan 2026-30.

## PREVENTION

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### Community Risk Management Priority

**Safer Homes:** To build on our successful approach to helping people stay safe in their homes.

#### **Key Actions**

- SSC 27.3: evaluate our digital Safer Homes Visits following Year 1 implementation to ensure we continue to target our resources to those people deemed to be 'most at risk' and make further enhancements of the digitally interactive elements as required.
- SSC 28.3: work with Partners to deliver 20,000 Safer Homes Visits per Year, targeting the most vulnerable.

### Community Risk Management Priority

**Arson Reduction:** To tackle arson and deliberate fires.

#### **Priority Action 2024/25**



**SSC 29.2: Evaluate our Arson Reduction Strategy.**

## **Community Risk Management Priority**

**Prevention Activities:** To ensure our prevention activities remain efficient, effective and deliver value for money.

### **Priority Action 2024/25**



**SSC 6.2: Improve our Engagement with our Communities  
in line with Good Practice**

### **Other Key Actions**

- SSC 14.3 progress our programme of quality assurance compliance audits aligned to each of the prevention activities.
- SSC 15.3 implement our evaluation programme for our prevention activities.
- SSC 31.2 establish a Community Volunteer Scheme
- SSC 32.2 further explore innovative and digital solutions to delivering prevention services.
- SSC 44.2 evaluate the Brigade's school's education programme.

## PROTECTION

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### Community Risk Management Priority

**Risk Based Approach to Inspection:** To enhance our risk-based approach to support businesses to keep their buildings safe in line with the Fire Safety Order 2005

#### Priority Action 2024/25



**SSC 21.2: Embed and Evaluate the Brigade's Risked Based Inspection Programme**

### Other Key Actions

- SSC 22.3 use good practice (NFCC Access to Services) to improve engagement with our business community.
- SSC 34.3 further explore innovative and digital solutions to delivering protection services.
- SSC 36.3 continue to develop and train our staff in line with the National Competency Framework for Fire Safety Regulators

### Community Risk Management Priority

**Fires in Tall Buildings:** To be better prepared to deal with incidents involving buildings where the height can have a serious impact on firefighting and evacuation.

### Key Actions

- SSC 33.3 actively implement learning from major national events such as Grenfell Tower and The Cube

## EMERGENCY RESPONSE

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### Community Risk Management Priority

**Resourcing to Risk:** To develop options for improving the efficient and effective deployment of our emergency response resources to flexibly meet current and future risks and demands.

#### Priority Action 2024/25



**SSC 39.3: Increase the Availability of On-Call Fire Appliances**



**SSC 118.1: Review Operational Specialisms and Configuration to ensure Optimum Effectiveness in Emergency Response Provision**

### **Other Key Actions**

- SSC 33.3: implement the learning from local, regional and national critical events such as Grenfell Tower fire and The Cube (Manchester) fire to ensure that our emergency response capabilities remain effective.
- SSC 37.3: undertake an independent review to inform the nature of our future provision of fire call handling and mobilising services.
- SSC 38.3: use the outcomes from the independent resource review to develop options for improving our emergency response cover to meet current and future risks and demands.
- SSC 41.3: continue to develop our digital monitoring system to gain a better understanding of our operational capacity and productivity.

## LOCAL AND NATIONAL RESILIENCE

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### **Community Risk Management Priority**

**Operational Preparedness:** To ensure that our firefighters' plan and prepare to respond effectively to operational incidents including those across our borders.

### **Key Actions**

- SSC 42.3: strengthen our Joint Emergency Services Inter-operability Programme (JESIP) arrangements with local and regional partners.

## TALENT MANAGEMENT

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### People Priority

**Workforce Planning:** To align our changing organisational needs with our People Plan

### Priority Action 2024/25



**PPP 169: Review Senior Management Structure to Better Build Capacity and Support Succession Planning.**

### Other Key Actions

- PPP 22.2: achieve Level 4 of NFCC Talent Management Maturity Model
- PPP 23.1: achieve Level 4 of the NFCC HR Analytics Maturity Model
- PPP25.2: achieve Level 4 of the NFCC Recruitment Maturity Model

### People Priority

**Attract:** To be recognised as an Employer of Choice

### Key Actions

- PPP 22.2: achieve Level 4 of NFCC Talent Management Maturity Model
- PPP 25.2: achieve Level 4 of the NFCC Recruitment Maturity Model
- PPP 168: develop the Brigade's career portal on the external website.

## **People Priority**

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

### **Key Actions**

- PPP 22.2: achieve Level 4 of NFCC Talent Management Maturity Model
- PPP 24.2: achieve Level 4 of NFCC Leadership Development Maturity Model
- SPR 21: review development and recruitment, selection and promotion arrangements with a view to ensuring we establish an internal pipeline of talent to middle and senior positions.

## **People Priority**

**Development (Training Programmes and Resources):** To improve training using reflective learning and digital technology.

### **Key Actions**

- PPP 26.2: achieve Level 4 of NFCC Learning Organisation Model
- PPP 27.2: achieve Level 4 of NFCC Blended Learning Maturity Model

## People Priority

**Development (Competency Framework):** To have a development framework that ensures all our staff are competent to undertake their role

### **Key Actions**

- PPP 26.2: achieve Level 4 of NFCC Learning Organisation Model
- PPP 27.2: achieve Level 4 of NFCC Blended Learning Maturity Model

## People Priority

**Development (Leadership and Management):** To have resilient, flexible, accountable leaders who create a compelling vision, drive improvement and 'Do the Right Thing'

### **Key Actions**

- PPP 24.2: achieve Level 4 of NFCC Leadership Development Maturity Model
- PPP 26.2: achieve Level 4 of NFCC Learning Organisation Model
- PPP 28.2: achieve Level 4 of NFCC Performance Management Maturity Model
- PPP 35.2: introduce a 360 Appraisal Feedback Mechanism
- PPP 36.2: introduce a Leadership Coaching Scheme.
- PPP 142: develop and implement an action Plan relating to Leading the Fire Service Fire Standard.
- PPP 143: develop and implement an action Plan relating to Leading and Developing People Fire Standard.

## **People Priority**

**Retain:** To have a high level of workforce retention

### **Key Actions**

- PPP 29.2: achieve Level 4 of NFCC Employee Recognition Maturity Model
- PPP 154: Review Local Agreement 11 and Annualised Hours Duty System for Green Book Staff procedure.
- PPP158: Review Continuing Professional Development Scheme for Grey Book employees.
- PPP 161: review Career Break Policy and Procedure.
- PPP 164: review Flexible Working Policy and Procedure.

## HEALTH AND SAFETY

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### People Priority

**Legally Compliant:** To continue to be compliant with all health and safety and legal duties and responsibilities.

#### **Key Actions**

- PPP 46.2: undertake a full audit to ensure that all risk management processes are legally compliant.

### People Priority

**Competence:** To have a workforce that is competent to carry out their health and safety responsibilities

#### **Key Actions**

- PPP 49.3: deliver health and safety training to all staff.
- PPP 50.3: carry out an annual Health and Safety Training Needs Analysis
- PPP 51.3: continue to deliver a programme of high-quality workforce audits.

## **People Priority**

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

### **Key Actions**

- PPP 52.3: carry out regular audits and discussions to ensure that staff understand our safety values.
- PPP 53.3: ensure senior leader workplace visits.
- PPP 54.3: monitor hazard reporting and identify emerging trends.

## **People Priority**

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

### **Key Actions**

- PPP 58.3: develop and maintain Health and Safety bulletins.
- PPP 62.3: develop 'Toolbox' Talks

## **People Priority**

**Controls:** To have workplaces where risks are controlled

### **Key Actions**

- PPP 63.3: ensure that the risk assessment process is implemented and adhered to.
- PPP 64.3: undertake a Health and Safety Assurance Audit across all functional areas of the organisation to ensure that we are compliant against all procedures and processes.
- PPP 65.3: inspect and check test records, equipment including PPE.
- PPP 66.3: monitor Audit action plans.
- PPP 120.1: monitor outcomes of NFCC evaluation on contaminants.

## HEALTH AND WELLBEING

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### People Priority

#### **Physical Health and Firefighter Fitness:**

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

To have an increasing number of firefighters achieving and maintaining the standards of personal fitness

### People Priority

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

#### **Key Actions**

- PPP 21.3: achieve the six standards of the 'Mental Health at Work' Commitment
- PPP 71: review Blue Light Mental Health arrangements
- PPP 128: undertake assessment against MIND Workplace Wellbeing Index linked to Mental Health at Work Wellbeing Index

## People Priority

**Health Promotion:** To promote healthy lifestyles and provide access to information and advice to enable our employees to look after their own health, fitness, and wellbeing.

### Priority Action 2024/25



**PPP 159: Reduce Sickness Absence Levels within Cleveland Fire Brigade**

### Other Key Actions

- PPP 5.3 explore the provision of a ‘staff community garden’ as part of our wellbeing facilities.
- PPP 23.1: achieve Level 4 NFCC HR Analytics Maturity Model
- PPP 31.3: develop a detailed sickness absence analysis report.
- PPP 68.2: produce an annual Customer Satisfaction Report on Occupational Health Services
- PPP 103.1: consider national research outcomes relating to health and wellbeing in the Fire and Rescue Service and develop existing Framework as necessary.
- PPP 131: explore possibility of extending health and well-being arrangements to Employees families.

## EQUALITY, DIVERSITY AND INCLUSION

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### People Priority

**Legal Compliance:** To be compliant with all equality, diversity, and inclusion legislation.

#### **Key Actions**

- PPP 8.3: voluntarily compile an Ethnicity Pay Report
- PPP 12.2: achieve Level 4 of NFCC EDI Maturity Model
- EDI 3.3: publish Public Sector Equality Duty Report
- EDI 4.3: publish Gender Pay Gap Report
- PPP 156.1: produce Anti-Slavery and Human Trafficking Statement in line with the Brigade's Key Document Framework
- PPP157: Publish an Accessibility Statement on the Brigade's website.
- EDI 18: consider Stonewall Accreditation

### People Priority

**Equality:** To have people policies, processes and practices that provide equality of opportunity and are free from discrimination

#### **Key Actions**

- PPP 6.2: develop our diversity performance indicators to identify and address disproportionality across recruitment, retention and progression.
- PPP 12.2: achieve Level 4 of NFCC EDI Maturity Model

## People Priority

**Diverse Workforce:** To have a workforce that increasingly reflects the communities we serve.

### Priority Action 2024/25



**PPP 14.2: increase the diversity of the workforce.**

### Other Key Actions

- PPP 6.2: develop our diversity performance indicators to identify and address disproportionality across recruitment, retention, and progression.
- PPP 12.2: achieve Level 4 of NFCC EDI Maturity Model.
- PPP 16.2: explore Direct Entry as a means of recruiting to senior positions.

## People Priority

**Inclusive Culture:** To have a working environment where our employees feel they can be themselves and where they can grow to be the best they can be.

### Priority Action 2024/25



**PPP 129: Adopt Positive Cultural Change, where appropriate**



**PPP 1.3: Conduct a Staff Cultural Survey**

- EDI 2.2: expand our Network of Staff Engagement Champions
- PPP 90: review Job Evaluation arrangements
- EDI 19: research Police Cultural Competence Model
- EDI 20: research NHS People Promise Framework and Toolkit
- EDI 21: research concept of psychological safety
- PPP 149.2: develop a dashboard on The Bridge to monitor watch and team cultures (HMICFRS Culture Report Recommendation 24.2).

### Other Key Actions

- PPP 2.2: further develop our suite of performance indicators to give us a better picture of our culture.
- PPP 9: gain Re-Accreditation of our Disability Confident Leader
- EDI 1.3: arrange a CFB EDI conference.
- PPP 12.2: achieve Level 4 of NFCC EDI Maturity Model
- PPP 37: expand our Reward and Recognition Scheme to include individual and team contributions to organisational achievements aligned to values and ethical behaviours.
- PPP 38.2: continue to implement our Staff Engagement Strategy

## HUMAN RESOURCES

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### Resource Priority

**Human Resourcing to Risk:** To provide a workforce that is aligned to the management of risk and other emergencies.

### **Key Actions**

- SSC 37.3: review the future provision of fire call handling.
- SSC 38.3: use Independent Resource Review to develop options for Emergency Response Cover.
- SSC 39.3: use on-call review to increase availability of on-call fire engines.
- ESR 28.3: review the provision of Prevention Services to ensure efficiency and effectiveness.
- ESR 36.1: undertake a best value review of CFB's procurement services.
- ESR 105.1: evaluate the whole-time duty system for station based Grey Book personnel (Jun-Jul 2024)
- ESR 105.2: evaluate the whole-time duty system for station based Grey Book personnel (Nov-Jan 2025)

## FINANCIAL SERVICES

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### Resource Priority

**Prudent, Integrated, Financial Management:** To ensure that our Medium-Term Financial Strategy integrates our revenue and capital budgets and reserves; and that it is aligned to our Community Risk Management Plan

### Priority Action 2024/25



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

### Other Key Actions

- ESR 33.3: review MTFs including efficiencies and reserves.
- ESR 83.3: implement 2024/25 Capital Programme.
- ESR 90.3: achieve an unqualified opinion on the Authority's financial statements.
- ESR 91.3: achieve an unqualified opinion on Value for Money.
- ESR 101.2: implement the National Age Discrimination Remedy for Firefighter Pension Schemes

## ASSETS

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### Resource Priority

**Estates including Climate Change:** To maximise the use of our 'modern estate' and reduce our energy and water consumption.

#### **Key Actions**

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

### Resource Priority

**Fleet including Climate Change:** To have 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.

#### **Key Actions**

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

## **Resource Priority**

**Equipment including Climate Change:** To have value for money, state of the art equipment that supports the delivery of an effective fire and rescue service.

### **Key Actions**

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

## DIGITAL TRANSFORMATION

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### Resource Priority

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

### **Key Actions**

- ESR 2.3: transition to our new business platform 'The Bridge'
- ESR 3.3: provide accessibility and connectivity for our people to work anytime, anywhere on any device.
- SSC 27.3: further enhance the digitally interactive elements of our face-to-face Safer Homes Visits.
- SSC 32.3: explore digital solutions to support our prevention engagement activities.
- SSC 34.3: explore digital solutions to support our protection engagement activities.

### Resource Priority

**SMART Technologies:** To adopt smart technologies that improves our business processes and provides a 'fit for purpose' digital infrastructure.

### **Priority Action 2024/25**



**SSC 37.3: Implement the collaborative project with CDDFRS, H&WFRS and Shropshire FRS for the future provision of fire call handling and mobilising services.**

### **Other Key Actions**

- ESR 4.3: expand our use of Microsoft 365 business productivity tools and unified communication.
- ESR9.3: introduce digital mobile applications for alerting our flexi-duty officers and on-call staff.
- ESR 10.2: implement digital technology to support our climate change plans.
- ESR 13.2: align our geospatial and location data with the national UK Addressing Database.
- ESR 14.2: integrate the national MAIT protocols into our Fire Control Room systems.

### **Resource Priority**

**Data Insights:** To integrate our data to visualise easily and in real-time, to enhance organisational performance.

#### **Key Actions**

- ESR 16.3: enhance the visualisation and presentation of our data through the expanded use of business intelligence dashboards using Microsoft Power BI

### **Resource Priority**

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

#### **Key Actions**

- ESR 18.3: establish a suite of digital performance measurement indicators and introduce a system to record and monitor performance.

## WORKING IN PARTNERSHIP

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### Resource Priority

**Partnerships:** To be 'Better Together' – Working in Partnerships

### **Key Actions**

- ESR 15: evaluate the effectiveness and efficiency of Cleveland Police co-locating at Thornaby Fire Station
- ESR 37: evaluate the effectiveness and efficiency of Cleveland Police leasing the old Training Centre at Grangetown
- ESR 93.2: evaluate our vehicle maintenance collaboration Partnership with Cleveland Police

## PROCUREMENT

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### Resource Priority

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

#### **Key Actions**

- ESR 34.3: demonstrate collaboration throughout our local and regional supply chain.
- ESR 35.3: work to the ISO 44001 Framework for partnerships

### Resource Priority

**Contract Management:** To ensure more efficient and effective contract management.

#### **Key Actions**

- ESR 72.3: incorporate opportunities for creating social value into all relevant contracts.
- ESR 73.3: build on due diligence arrangements regarding modern slavery; and health and safety.

## **Resource Priority**

**Sustainable Procurement:** To enhance our approach to sustainable procurement.

### **Key Actions**

- ESR 74.3: identify opportunities to maximise value from products and services.
- ESR 75.3: encourage suppliers to gain certification to relevant accreditation schemes.

## **Resource Priority**

**Procurement Excellence:** To deliver a faster, leaner, fairer and more effective procurement service.

### **Key Actions**

- ESR 36.1: undertake a best value review of CFB's procurement services.
- ESR 76.3: undertake an Independent Peer Review of our procurement services.
- ESR 98.1: Assess the implications of the Procurement Act 2023 scheduled to be published in Oct 2024.