



Corporate and Directorate Priorities 2023/24

STRATEGIC PLANNING

Strategic Planning Priority

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

Existing Key Directorate Actions

- SP 1.2 set Priorities 2024/25
- SP 2.2 produce and publish Service Plan 2024/25
- SP 5.2 refresh Partners' Priorities
- SP 6.2 develop and design new digital Performance Management Framework

New Key Corporate Actions

- SP7.1: ensure HMICFRS Inspection 2022 improvement actions are reported, communicated and captured within the Brigade's Corporate Internal Operating Plan

- SP 8.1: undertake a gap analysis against the NFCC's People Strategy 2023/2026 and put a plan in place to address any identified gaps
- SP 9.1: undertake a gap analysis against the Home Office's White Paper 'Reforming our Fire and Rescue Service' and put a plan in place to address any identified gaps
- SP 10.1: undertake a gap analysis against the Local Government Association and the NFCC's Report entitled 'Fit for the Future' and put a plan in place to address any identified gaps

RISK MANAGEMENT

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

Existing Key Corporate Actions

- SSC 6.2 continue to work with Partners to gather better insight relating to our diverse and 'hard to reach' communities (NFCC Access to Services)
- SSC 7.2 continue to develop our data sources and sets, as presented in our Data Register, to ensure we have the most up to date risk profile
- SSC 8.2 use the outcomes from the NFCC CRM work to develop enhancements in our approach to risk management to improve the safety, health, wellbeing and economic prosperities of communities
- SSC 9.2 develop a more detailed understanding of the impact of vulnerability factors on the causes of dwelling fires to support the assessment of risk
- SSC 11.2 undertake a Gap Analysis against the Fire Standard for Community Risk Management Planning

New Key Corporate Actions

- SSC 101.1: support the work of Cleveland's Unit for Violence Reduction through partnership working, the sharing of data, resources and develop local initiatives where appropriate

PREVENTION

Community Risk Management Priority

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

Existing Key Corporate Actions

- SSC 27.2 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 28.2 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

Existing Key Corporate Actions

- SSC 29.2 develop and implement our Arson Reduction Strategy with Partners
- SSC 26.2 progress our fire investigation Implementation Plan established as a result of our work with and secondment to Cleveland Police relating to their achievement of ISO 17020 when it becomes legal in 2023
- SSC 30.2 work with NEFRSs to understand, through academic research, the science behind why the North East experiences significantly higher levels of arson than other parts of the country

Community Risk Management Priority

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

Existing Key Corporate Actions

- SSC 6.2 continue to Improve our Engagement with our Communities in Line with Good Practice
- SSC 12.2 undertake a gap analysis against the Fire Standard for Prevention
- SSC 14.2 progress our programme of quality assurance compliance audits aligned to each of the prevention activities
- SSC 15.2 implement our evaluation programme for our prevention activities
- SSC 24.2 maintain our 'Green' rating with TSAB for our safeguarding arrangements
- SSC 31.2 establish a Community Volunteer Scheme
- SSC 32.2 further explore innovative and digital solutions to delivering prevention services

Existing Key Directorate Actions

- SSC 44.1 evaluate the Brigade's school's education programme

PROTECTION

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

Existing Key Corporate Actions

- SSC 21.1 embed and evaluate the Risk Based Inspection Programme
- SSC 22.2 use good practice (NFCC Access to Services) to improve engagement with our business community
- SSC 23.2 review our fire protection arrangements against the new Fire Protection Standard and address any identified gaps.
- SSC 34.2 further explore innovative and digital solutions to delivering protection services
- SSC 35 explore Peer Review/Quality Assurance for Protection
- SSC 36.2 continue to develop and train our staff in line with the National Competency Framework for Fire Safety Regulators

New Key Corporate Actions

- SSC 102.1 following the introduction of the Building Safety Act 2022, assess the impact on capacity and potential increase in demand from the Building Safety Regulator

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

Existing Key Corporate Actions

- SSC 33.2 actively implement learning from major national events such as Grenfell Tower and The Cube

EMERGENCY RESPONSE

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

Existing Key Corporate Actions

- UOR 4.1: review Whole-time Duty System
- SSC 33.2: 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 37.2: undertake an independent review to inform the nature of our future provision of fire call handling and mobilising services
- SSC 38.2: 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 39.2: use the outcomes from the on-call review to increase the availability of our on-call fire engines
- SSC 40.2: review 'Flexi-Duty Officer' duty system
- SSC 41.2: continue to develop our digital monitoring system to gain a better understanding of our operational capacity and productivity

New Key Corporate Actions

- SSC 103.1: develop a Wildfire Strategy to consider the emerging risk around anticipated climate change and expected increase in wildfires

LOCAL AND NATIONAL RESILIENCE

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

Existing Key Corporate Actions

- SSC 13.2: undertake a Gap Analysis against the Fire Standard for Operational Preparedness
- SSC 42.2: strengthen our Joint Emergency Services Inter-operability Programme (JESIP) arrangements with local and regional partners
- SSC 43.2: undertake a gap analysis of our water rescue capability against the NFCC Rescue Boat Code for the Fire and Rescue Service

New Key Corporate Actions

- SSC 104.1: manage the impact of the National Power Outage to both CFB and its communities
- SSC 105.1: monitor and engage with the Freeport development process through the Local Resilience Forum and ensure that relevant information and intelligence is fed back into the CRMP process

- SSC 106.1: undertake a gap analysis against the recommendations within the 'Manchester Area Inquiry: Volume 2 Emergency Response Report' and produce an action plan to address any identified risks
- SSC 107.1: mitigate the risks associated with industrial action relating to firefighter and control room staff pay
- SSC 108.1: undertake an evaluation of the effectiveness of the Brigade's business continuity arrangements in response to Industrial Action by FBU members, and develop an action plan to implement any lessons learnt

TALENT MANAGEMENT

People Priority

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

Existing Key Corporate Actions

- PPP 22.1: achieve Level 4 of NFCC Talent Management Maturity Model
- PPP 23.1: achieve Level 4 of the HR Analytics Maturity Model
- PPP 25.2: achieve Level 4 of NFCC Recruitment Maturity Model

People Priority

Attract: To be recognised as an Employer of Choice

Existing Key Corporate Actions

- PPP 22.1: achieve Level 4 of NFCC Talent Management Maturity Model
- PPP 25.2: achieve Level 4 of NFCC Recruitment Maturity Model
- PPP 41.2: establish a Fire Cadet Scheme to provide young people with an Insight into a uniformed service with basic firefighting skills being learnt alongside personal and social skills

People Priority

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

Existing Key Corporate Actions

- PPP 22.1: achieve Level 4 of NFCC Talent Management Maturity Model
- PPP 24.2: achieve Level 4 of NFCC Leadership Development Maturity Model

New Key Directorate Actions

- 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

Existing Key Corporate Actions

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

New Key Corporate Actions

- PPP 101.1: actively encourage staff to participate in national events to improve their development and seek out innovation

People Priority

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

Existing Key Corporate Actions

- PPP 26.2: achieve Level 4 of NFCC Learning Organisation Model
- PPP 27.2: achieve Level 4 of NFCC Blended Learning Maturity Model
- PPP 32.2: further Develop our Apprenticeship Framework through Apprenticeships at Entry Level
- PPP I02.1: review our safeguarding arrangements in light of pending changes to Disclosure and Barring Services

People Priority

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

Existing Key Corporate 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

New Key Corporate Actions

- PPP 68: educate our people to increase awareness of the impacts of their activities on the environment

People Priority

Retain: To have a high level of workforce retention

Existing Key Corporate Actions

- PPP 29.1: achieve Level 4 of NFCC Employee Recognition Maturity Model

HEALTH AND SAFETY

People Priority

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

Existing Key Corporate Actions

- PPP 49.2: deliver health and safety training to all staff
- PPP 50.2: carry out an annual Health and Safety Training Needs Analysis
- PPP 51.2: 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

Existing Key Corporate Actions

- PPP 52.2: carry out regular audits and discussions to ensure that staff understand our safety values
- PPP 53.2: ensure senior leader workplace visits
- PPP 54.2: monitor hazard reporting and identify emerging trends
- PPP 57: review our Joint Accident Investigation MOU

People Priority

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

Existing Key Corporate Actions

- PPP 58.2: develop and maintain Health and Safety bulletins
- PPP 62.2: develop 'Toolbox' Talks

People Priority

Controls: To have workplaces where risks are controlled

Existing Key Corporate Actions

- PPP 63.2: ensure that the risk assessment process is implemented and adhered to
- PPP 64.2: 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 65.2: inspect and check test records, equipment including PPE
- PPP 66.2: monitor Audit action plans

HEALTH AND WELLBEING

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

Existing Key Corporate Actions

- PPP 17.2: expand our participation in national health and wellbeing events
- PPP 19.2: commission an independent assessment of our physical health support arrangements

People Priority

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

Existing Key Corporate Actions

- PPP 3.2: develop and implement Trauma Impact Prevention Techniques (TIPT) training as part of our Personal Resilience support.
- PPP 21.2: achieve the six standards of the 'Mental Health at Work' Commitment

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

Existing Key Corporate Actions

- PPP 5.2 explore the provision of a 'staff community garden' as part of our wellbeing facilities
- PPP 18.2: achieve Level 4 of the NFCC Wellbeing Maturity Model and self-assess against the 'Blue Light Framework'
- PPP 20.2: continue to explore channels and digital solutions to communicate health promotion initiatives
- PPP 23.2: achieve Level 4 NFCC HR Analytics Maturity Model

Existing Key Directorate Actions

- PPP 31.2: develop a detailed sickness absence analysis report
- PPP 68.2: produce an annual Customer Satisfaction Report on Occupational Health Services
- PPP 72: establish United Minds National Network with other Fire and Rescue Services

New Key Corporate Actions

- PPP 103.1: consider national research outcomes relating to health and wellbeing in the Fire and Rescue Service and develop existing Framework as necessary

EQUALITY, DIVERSITY AND INCLUSION

People Priority

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

Existing Key Corporate Actions

- PPP8.2: voluntarily compile an Ethnicity Pay Report
- PPP12.2: achieve Level 4 of NFCC EDI Maturity Model
- EDI3.2: publish Public Sector Equality Duty Report
- EDI4.2: publish Gender Pay Gap Report

People Priority

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

Existing Key Corporate Actions

- PP6.2: develop our diversity performance indicators to identify and address disproportionality across recruitment, retention and progression
- PPP12.2: achieve Level 4 of NFCC EDI Maturity Model

People Priority

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

Existing Key Corporate 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 14.2: improve our local community intelligence to Identify any potential barriers busting any myths; and showcasing our work
- 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

Existing Key Corporate 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 1.2: 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
- PPP 39.2: expand our Network of Staff Engagement Champions

New Key Corporate Actions

- PPP 90: review Job Evaluation arrangements
- PPP 104.1: review the Independent Cultural Report relating to London Fire Brigade

HUMAN RESOURCES

Resource Priority

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

Existing Key Corporate Actions

- SSC 37.2: review the future provision of fire call handling
- SSC 38.2: use Independent Resource Review to develop options for ER Cover
- SSC 39.2: use on-call review to increase availability of on-call fire engines
- UOR 27.2: review the provision of the Brigade's Financial Management Services
- ESR 28.2 review the provision of Prevention Services to ensure efficiency and effectiveness

Existing Key Directorate Actions

- ESR 36.1: undertake a best value review of CFB's procurement services

FINANCIAL RESOURCES

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

Existing Key Corporate Actions

- ESR 33.2: review MTFS including efficiencies and reserves
- ESR 83.2: implement 2023/24 Capital Programme
- ESR 90.2: achieve an unqualified opinion on the Authority's financial statements
- ESR 91.2: achieve an unqualified opinion on Value for Money

New Key Corporate Actions

- ESR 101.1: implement the National Age Discrimination Remedy for Firefighter Pension Schemes

ASSETS

Resource Priority

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

Existing Key Corporate Actions

- ESR20.2: replace Drill Towers
- ESR21.2: undertake a rolling programme of site de-carbonisation
- ESR22.2: upgrade QMC Technical Hub to support vehicle maintenance collaboration
- ESR62.2: aim to reduce our electricity, gas and water consumption
- ESR65.2: implement an 'Electric Vehicle' charging infrastructure

New Key Corporate Actions

- ESR 102.1: develop our training facilities to ensure we are prepared to manage our risks associated with off-shore and on-shore wind farms

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

Existing Key Corporate Actions

- ESR23.2: investigate the potential of a specialist ALP vehicle to improve our high-rise response capabilities
- ESR24.2: investigate the use of alternative and smaller emergency response vehicles
- ESR25.2: evaluate greener vehicles in support of our Climate Change aims
- ESR66.2: improve the tracking and monitoring of our fleet usage and driving behaviours

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

Existing Key Corporate Actions

- ESR8,2: use our new Asset Management System to record full lifecycle history of all equipment
- ESR31.1: replace BA sets and cylinders; investigate the introduction of BA telemetry

DIGITAL TRANSFORMATION

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

Existing Key Corporate Actions

- ESR 2.2: transition to our new business platform 'The Bridge'
- SSC 27: further enhance the digitally interactive elements of our face-to-face SHVs
- SSC 32: explore digital solutions to support our prevention engagement activities
- SSC 34: 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

Existing Key Corporate Actions

- ESR 4.2: expand our use of Microsoft 365 business productivity tools and unified communication
- ESR 10.2: implement digital technology to support our climate change plans
- ESR 11.2: achieve accreditation to connect to the Government's new Emergency Services Network
- ESR 12.2: transition Airwave radio communications across to the Emergency Services Network
- 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
- DUOR 6.1: implement Integra Stores System to improve stock management in CFB

Resource Priority

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

Existing Key Corporate Actions

- ESR 16.2: 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

Existing Key Corporate Actions

- ESR 18: establish a suite of digital performance measurement indicators and introduce a system to record and monitor performance

WORKING IN PARTNERSHIP

Resource Priority

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

Existing Key Corporate Actions

- ESR 1.2: Implement our new 'Better Together' Collaboration and Partnership Framework, develop a rolling programme of collaboration and partnership evaluation and establish a Collaboration Strategy

PROCUREMENT

Resource Priority

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

Existing Key Corporate Actions

- ESR 34.2: demonstrate collaboration throughout our local and regional supply chain
- ESR 35: work to the ISO 44001 Framework for partnerships

Resource Priority

Contract Management: To ensure more efficient and effective contract management

Existing Key Corporate Actions

- ESR 70.2: establish a differentiated approach to managing strategic and tactical contracts
- ESR 71.2: embed our contract management platform and establish strong governance arrangements
- ESR 72.2: incorporate opportunities for creating social value into all relevant contracts
- ESR 73.2: build on due diligence arrangements regarding modern slavery; and health and safety

Resource Priority

Sustainable Procurement: To enhance our approach to sustainable procurement

Existing Key Corporate Actions

- ESR 74.2: identify opportunities to maximise value from products and services
- ESR 75.2: encourage suppliers to gain certification to relevant accreditation schemes

Resource Priority

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

Existing Key Corporate Actions

- ESR 36.2: undertake a best value review of CFB's procurement service
- ESR 76.2: undertake an Independent Peer Review of our procurement services