

SERVICE PLAN PRIORITIES 2026/27 UPDATE REPORT



REPORT OF THE CHIEF FIRE OFFICER

For Information

1. PURPOSE OF REPORT

- 1.1 To update Members on the progress against the Service Priorities that have been agreed and published in the 2026/27 Cleveland Fire Brigade Service Plan.

2. RECOMMENDATIONS

- 2.1 Members are asked to note the progress against the 2026/27 Service Plan priorities

3. BACKGROUND

- 3.1 The Service Plan has been developed by Heads of Service, as well as the wider Executive Leadership Team to ensure that the identified priorities are aligned with organisational risk, capacity and strategic intent.
- 3.2 The Service Plan for 2026/27 was shared with Members for approval at the Annual Meeting on 5 June 2026, detailing agreed priorities.
- 3.3 Over the year 2026/27 there are 25 priorities, split down into the five pillars underpinned by strategic planning. Within these priorities areas of focus have been identified to aid implementation. The priorities include:

Pillar	Priorities
People	5
Prevention	2
Protection	2
Resources	4
Response	5
Strategic Planning	7

- 3.4 In terms of monitoring progress a detailed workbook has been developed which provides an indication of the outcomes the activity will link to. For example, alongside the requirements of the Service Plan an action may directly link to a Fire Standard outcome, this information is recorded within this document and provides a direct link to the Fire Standard outcomes on the NFCC website.
- 3.5 To provide specific detail on the progress of each action, a standardisation of categories is included to support monitoring of progress. These categories determine the progress as follows:
- Not yet started
 - Progressing to plan – *successful delivery is highly likely and there is no evidence to suggest that this will change*
 - Progressing with issues - *successful delivery appears feasible but there are some issues which require management attention.*
 - Progressing with significant issues - *cannot be completed as planned due to issues which at this stage cannot be resolved*
 - On hold/suspended
 - Action is complete

4. **CURRENT PROGRESS**

- 4.1 Progress against the Service Priorities 2026/27 is monitored via the Assistant Director of Governance and Assurance and is reported monthly at the Directorate Meetings which are chaired by the Assistant Chief Fire Officers.

Work has been ongoing internally, regionally and nationally to ensure alignment of our plans with NFCC guidance, HMICFRS recommendations and outcomes from other services following inspections.

The new Service Plan includes all priorities ongoing from the previous plan, newly identified priorities from the CRMP and has been overlayed with the assurance from the NFCC Fire Standard required outcomes.

- 4.2 People Pillar - out of the current 5 Service Priorities:

Priority	Status
Embed wellbeing into our culture to build a resilient and high-performing workforce	Progressing to Plan
Actively embed EDI into all aspects of our work	Not yet started
Strengthen organisational culture	Progressing to Plan
Attract, develop and retain a skilled and diverse workforce for the future	Progressing to Plan
Inclusive learning for every role, every level, every opportunity	Progressing to plan

4.3 Prevention Pillar – out of the 2 Service Priorities:

Priority	Status
Protect and support vulnerable people	Progressing with issues
Tackle deliberate fire setting and arson	Progressing to plan

4.4 Protection Pillar – out of the 2 Service Priorities:

Priority	Status
Target those premises that present the greatest risk	Progressing to plan
Strengthen business engagement	On hold

4.5 Response Pillar – out of the 4 Service Priorities:

Priority	Status
Resource to risk	Progressing to plan
Provide a fast and effective emergency response	Progressing to plan
Continue to improve our Fire Control arrangements	Progressing with issues
Improve On-call availability	Progressing to plan

4.6 Resource Pillar – out of the 5 Service Priorities:

Priority	Status
Ensure our financial plans are resilient, adaptable and aligned to our strategic priorities	Progressing with issues
Drive value for money	Progressing to plan / not yet started
Enhance digital skills and technology use	Progressing with issues
Maintain a fit for purpose estate for our staff, partners and local community	Progressing with issues
Ensure our fleet and equipment supports the delivery of an effective fire and rescue service now and into the future	Progressing with issues

4.7 Strategic Planning Pillar – out of the 7 Service Priorities:

Priority	Status
Strengthen information and intelligence to drive better outcomes	Progressing to plan / on hold
Embed effective governance and programme management	Progressing to plan
Collaborate and share learning	Progressing to plan
Take a proactive and strategic approach to risk and opportunity	Progressing with issues
Drive Service improvement through change and organisational learning	Progressing to plan
Enhance communications to build trust and engagement	Progressing to plan / not yet started
Drive forward workplace safety through leadership, learning and risk management	Progressing to plan

5. NEXT STEPS

- 5.1 As the new Service Plan develops in its progress, this report will be accompanied by a high-level overview of the activity as per previous years. This will provide a true reflection of the activity and progress.

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