

PRIORITIES 2026/27

REPORT OF CHIEF FIRE OFFICER



For Recommendation

1. PURPOSE OF REPORT

- 1.1 To present the Year 1 priorities and actions arising from the Community Risk Management Plan (CRMP) 2026–2030, as set out in the Service Plan 2026/27 (Appendix 1), and to provide assurance to Members on how delivery will be achieved and monitored.

2. RECOMMENDATIONS

- 2.1 Members are asked to review and endorse the proposed Service Plan 2026/27 (Appendix 1) and note the arrangements in place to monitor delivery.

3. BACKGROUND

- 3.1 Cleveland Fire Brigades Community Risk Management Plan (CRMP) 2026–2030 is now in place, having been developed in collaboration with communities, partners and staff.
- 3.2 The CRMP sets out a clear and ambitious direction for the Service, built around five strategic pillars: **People, Prevention, Protection, Response, Resources**, all underpinned by effective **Strategic Planning**.
- 3.3 This Service Plan for 2026/27 sets out how the Service will deliver against these pillars in the first year of the CRMP, bringing together key priorities, goals and objectives into a single, clear and deliverable plan.
- 3.4 The Service Plan has been developed by our 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.

4. PRIORITIES 2026/27

- 4.1 Each year, the Executive Leadership Team undertakes strategic and financial planning to ensure that the Service's direction remains appropriate, and that clear annual priorities and actions are agreed to support delivery.
- 4.2 The Fire Authority has previously approved the CRMP, which sets out the following strategic priorities for delivery over the period 2026–2030

4.3 People

- Embed wellbeing into our culture to build a resilient and high-performing workforce
- Actively embed Equality, Diversity, and Inclusion (EDI) into all aspects of our work
- Strengthen organisational culture
- Attract, develop, and retain a skilled and diverse workforce for the future
- Foster an environment of trust, growth, and shared leadership
- Inclusive learning for every role, every level, every opportunity

4.4 Prevention

- Protect and support vulnerable people
- Strengthen prevention through partnerships and intelligence
- Empower and equip staff to deliver effective prevention
- Reduce harm from all incidents
- Tackle deliberate fire setting and arson

4.5 Protection

- Target those premises that present the greatest risk
- Strengthen business engagement
- Fulfil our statutory duty in fire protection

4.6 Response

- Resource to risk
- Provide a fast and effective emergency response
- Continue to improve our Fire Control arrangements
- Improve On-Call availability
- Work collaboratively to embed and improve community resilience

4.7 Resources

- Ensure our financial plans are resilient, adaptable and aligned to our strategic priorities
- Drive value for money
- Enhance digital skills and technology use
- Maintain a fit-for-purpose estate for staff, partners, and community
- Ensure our fleet and equipment supports the delivery of an effective fire and rescue service now and into the future

4.8 Strategic Planning

- Use Information and intelligence to drive better outcomes
- Embed effective governance and programme management
- Collaborate and share learning
- Take a proactive and strategic approach to risk and opportunity
- Drive service improvement through change and organisational learning
- Enhance communication to build trust and engagement
- Drive forward workplace safety through leadership, learning, and risk management

4.9 Whilst the CRMP has identified the above priorities, the Service Plan details the key actions that will be undertaken in Year 1 in order to achieve those priorities.

4.10 The Service Plan (Appendix 1) will be published on our website.

4.11 Delivery of the Service Plan will be reported through the Service Improvement Delivery Plan and existing performance reporting frameworks. Written updates will be provided quarterly to the Executive Committee to provide transparency and assurance to Members.

SIMON WEASTELL

Interim Chief Fire Officer

KRISTINE WARD

ACFO - Director of Strategic Planning, People & Resources

LEE BROWN

Temporary ACFO - Director of Service Delivery