

UPDATE ON SERVICE PRIORITIES

REPORT OF THE CHIEF FIRE OFFICER

**For Information**

1. PURPOSE OF REPORT

- 1.1 To update Members of the progress against the Service Priorities that have been agreed and published in the 2025/26 Cleveland Fire Brigade Service Plan.

2. RECOMMENDATIONS

- 2.1 Members are asked to note the progress against the 2025/26 Service Plan priorities

3. BACKGROUND

- 3.1 Each year the Brigade's Executive Leadership Team undertakes key strategic and financial planning activities to ensure that the strategic direction is reviewed and remains appropriate, and that annual priorities and key actions are set to ensure the delivery.
- 3.2 An update was provided to the Executive Committee on 19th September 2025 detailing the progress to date on the agreed priorities.
- 3.3 A 'Health Check' of all 59 actions has been completed, this has involved full and detailed scrutiny of the progress to date, including that of those actions which were marked as complete.
- 3.4 To provide specific detail on the progress of each action a number of categories have been added for the Health Check. 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 2025/26 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.
- 4.2 Out of the current 59 Service Priorities, 4 have been completed:
- Extend our Community Volunteer Scheme that will sit alongside our Commissioned Services Team
 - Evaluate the Whole-time Duty System for Station Based Grey Book personnel
 - Roll out BA sets, cylinders and BA Telemetry
 - Integrate the national Multi-Agency Incident Transfer system within our Fire Control Room
- 4.3 5 priorities have not yet been started or have been placed on hold:
- Review the current system for Fire Protection to understand potential future options.
 - Review Firefighting strategy to ensure optimum effectiveness in emergency response provision.
 - Consider options for community fire stations at Coulby Newham and Yarm as part of the refurbishment programme
 - Undertake a review of our job evaluation arrangements
 - Review employee induction procedure
- 4.4 Out of the 50 priorities that are 'In Progress' 32 are progressing to plan:
- Review our Arson Reduction Strategy with Partners
 - Work with partners to identify vulnerable people within our community to support them to stay safe from fire
 - Review, embed and evaluate the RBIP to ensure methodology continues to prioritise premises that are of the highest risk.
 - Actively implement learning from major events such as, Grenfell Tower Inquiry phase 2, and Manchester Arena Inquiry
 - Use good practice (NFCC Access to Services) to improve engagement with our business community
 - Complete a review of our approach to Fire Protection
 - Review and implement the On Call Improvement Programme to increase the Availability of On-Call Fire Appliances
 - Use the outcomes from our Independent Resource Review to develop options for improving our emergency response cover to meet current future risks and demands
 - Undertake a review of the current Key Performance Indicators (KPIs)
 - Consider national reports and research published to ensure that any learning relating to Cleveland FB is captured
 - Complete a programme of consultation and risk modelling to determine CRMP priorities and ultimately produce a public CRMP for 2026-2030.

- Monitor and review Fire Standards, including completion of gap analysis for any new standards published
- Ensure HMI outcomes are communicated to all Members and employees and an action plan developed and completed to address Areas for Improvement
- Review the organisational resources in line with strategic priorities
- Deliver the 2025/26 elements of the Asset Management Plan
- Recommence engagement with the national Emergency Service Mobile Communications Programme
- Deliver a new replacement Aerial Ladder Platform into service
- Deliver four new Fire Appliances into service
- Undertake a review of the existing uniform provision for Operational and Corporate employees, including review of the Dress and Appearance Policy
- Explore opportunities for collaboration in line with the partnership framework
- Review the MTFS to reflect planned 2026/27 national funding reforms
- Introduce Cleveland Fire People Awards night to recognise and celebrate individual and team contributions to organisational achievements aligned to values and ethical behaviours
- Undertake a review of the services approach to promotion processes
- Review training and development arrangements with elected members
- Complete 'Alls Well' research project in to sickness absence and use outcomes to inform a review of the sickness absence policy and procedure including training for managers"
- Consider 360 Appraisal Feedback Mechanisms and 'if appropriate' introduce for all staff.
- Review the services approach to Recruitment, Selection, including updating the Policy and Procedure
- Undertake a staff cultural survey
- Complete the recommendations within HMICFRS 'Standards of Behaviour' Report
- Ensure access to a dedicated Professional Standards function
- Implement the National Age Discrimination Remedy for Firefighter Pension Schemes
- Continue to explore opportunities to invest in and improve strategic leadership

4.5 Of the remaining 18 priorities, 17 are progressing with issues and 1 is progressing the significant issues which is detailed at the bottom of the list below:

- Embed the new Community Safety System into operational practice including delivery of staff training.
- Review the Brigade's approach to the cross-functional management of risk and implement improvements.
- Implement recommendations from CFB Gap Analysis against the NFCC Evaluation on Contaminants whilst considering potential organisational costs.
- Implement the collaborative project with CDDFRS, H&WFRS and Shropshire FRS for the future provision of fire call handling and mobilising services
- Expand and streamline use of Fire Service Rota where appropriate
- Undertake a review of the internal meetings and Boards

- Review the services approach to programme and project management
- Undertake a full audit , in line with the Organisational Audit Assurance Programme, to ensure that all risk management processes are legally compliant
- Deliver the 2025/26 elements of the Digital Transformation Strategy
- Deliver the 2025/26 elements of the Climate Change Strategy
- Procure new structural PPE Fire Kit for implementation in 2026/27
- Explore options for potential commercialisation of hydrant inspections
- Review training provision to staff relating to Culture and EDI
- Review Continuing Professional Development, Competency Framework and PDR process
- Review our Mental Health and Wellbeing offer, including refreshing the Policy and Procedure and training
- Review current approach to apprenticeships to align with service needs. Produce an Apprenticeship Strategy 2026/27 - 2029/30
- Undertake a full review of our approach to discipline, dignity at work and grievance processes ensuring that they cover key national recommendations and shared learning.
- Undertake a review of the existing provision to deliver Emergency Response Driver training, in line with Fire Standard 'Emergency Response Driving with specific regard to compliance with legislation and NFCC Emergency Response Driver & Instructor Framework

5. NEXT STEPS

- 5.1 As the new Community Risk Management Plan is launched for April 2026 this will be accompanied by a Service Plan for 2026 – 2027. 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.
- 5.2 The new Service Plan which will be shared at the next Executive Committee meeting will be supported by a detailed action plan which will include all priorities ongoing from the current plan, newly identified priorities from the CRMP and will be overlayed with the assurance from the NFCC Fire Standard required outcomes.

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