



CORPORATE PLAN 2022 -2026

# REPORT

on Priorities 2022/23



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# INTRODUCTION

Cleveland Fire Authority's Vision 2030 is to be a leading fire and rescue service where our:

- communities feel safe and protected;
- people are professional, proud and passionate;
- organisation is welcoming, trusted and respected;
- business is built on learning, and innovative digital approaches; and
- future is 'greener' and bright.

Our Corporate Goals and Objectives take account of what we are trying to achieve in our vision as well as those key challenges and opportunities that we know we will face on our journey to 2026. These are set out in the Authority's Corporate Plan

Our strategies and associated priority actions for the delivery of our Corporate Goals over the years 2022-26 are set out in our Community Risk, People and Resource Plans.



This Report gives an end of year position statement on the progress of the priority actions for 2022/23.





# COMMUNITY RISK MANAGEMENT PLAN

This Plan focuses on the strategic goal, 'Safer, Stronger Communities' and the Authority's corporate objectives:

- to identify and assess all foreseeable fire and rescue service risks that our communities face
- to reduce fire incidents, deaths and injuries and other emergencies; and the associated economic, social and environmental impacts; and safeguard our heritage by:
  - responding quickly and effectively
  - providing education and advice to help our communities prevent fires and other emergencies and stay safe from harm
  - supporting the business sector to help people stay safe in their buildings and comply with fire safety standards
  - maintaining fire and rescue service national resilience assets in a high state of readiness





# RISK MANAGEMENT PRIORITIES 2022/23

## Risk Management Objective

- to develop our approach to risk management to reflect good practice and improve the safety, health, wellbeing and economic prosperity of our communities



## **RISK MANAGEMENT PROCESS**

We have:

- refreshed the Brigade's data library to take cognisance of the detailed data sets relating to the Census 2021 for integration into the risk, performance, and intelligence frameworks. (SSC 7.1)
- become a member of the NFCC Data Management Framework Project and participate in the Working Group to establish a National Reference library the outcome of which will be integrated into the Brigades data Register. (SSC 7.1)
- submitted responses to the NFCC CRM Consultations on Dwelling Fire Risk Assessments, Other Building Fire Risk Assessments and RTC Risk Assessments (SSC 8.1)
- developed both the LSOA and the UPRN models in line with the NFCC recommended risk model for dwelling fires and ran this model with our current risk assessment model with an intention to evaluate the effectiveness of both models at the end of 2023/24 and decide which model to adopt. (SCC8.1)
- completed a detailed gap analysis against the CRMP Fire Standard: three areas of partial compliance were identified relating to engagement in the CRMP process; continually evaluating the effectiveness, efficiency, and delivery of the CRMP and the provision of training to all who are involved in the development and implementation of the CRMP. (SSC11.1)
- agreed a schedule for the completion of the action plans from each of the NFCC Equality of Access to Services; commenced work on the neurodiversity equality of access statement for the areas describing the risk of injury in younger people, those fearful of large organisations and older people on the ND spectrum. Progress on actions included communication campaigns, established partnerships to support neurodiversity and awareness training for staff. (SSC 6.1)
- developed a more detailed understanding of the impact of vulnerability on the causes of dwelling fires to support the assessment of risk; a monthly report has been introduced, which provides insight into the cause and impact of each dwelling fire. This information is used to inform prevention activity and geographical targeting. (SSC 9.1)





# PREVENTION PRIORITIES 2022/23

## Risk Management Objective

- to reduce fire incidents, deaths and injuries and other emergencies; and the associated economic, social and environmental impacts; and safeguard our heritage by supporting the business sector to help people stay safe in their buildings and comply with fire safety standards.



## **HELPING PEOPLE STAY SAFE IN THEIR HOMES**

We have:

- embedded our new digital Safer Homes Visits to ensure we continue to target our resources to those most at risk. (SSC 27.1)
- worked with Partners to deliver more than our target of 20,000 Safer Homes Visits, targeting the Most Vulnerable. Partnership agreements have been refreshed and District Managers and Community Safety Hub staff are active members of each local authority Community Safety Partnership. (SSSC 28.1)
- completed over 650 quality assurance/evaluation checks following safer homes visits. This provides assurance and insight into the quality of each visit. (SSC 14.1)

## **TACKLING ARSON AND DELIBERATE FIRES**

We have:

- undertaken academic research in conjunction with regional partners that has identified a number of causal factors that may negatively impact the incidents of arson in the Northeast; these include socio-economic and educational attainment challenges. (SSSC 30.1)
- implemented Years 1 and 2 of our Arson Reduction Strategy which is currently being refreshed in light of national developments. The Senior Head of Prevention and Engagement is the national lead for arson reduction and is using insight from this role to inform years 3 and 4 of the strategy. (SSSC 29.1)
- progressed our Fire Investigation 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. (SSSC 26.1)

## **ENSURING PREVENTION DELIVERS VALUE FOR MONEY**

We have:

- undertaken a gap analysis on the 'Safeguarding' Fire Standard. (SSSC 25.1)
- completed over 650 quality assurance/evaluation checks following safer homes visits. This provides assurance and insight into the quality of each visit. (SSC 14.1)
- undertaken a gap analysis on the 'Prevention' Fire Standard. (SSSC 12.1)





# PROTECTION PRIORITIES 2022/23

## Risk Management Objective

to reduce fire incidents, deaths and injuries and other emergencies; and the associated economic, social and environmental impacts; and safeguard our heritage by providing education and advice to help our communities prevent fires and other emergencies and stay safe from harm



## **RISK BASED INSPECTION PROGRAMME**

We have:

- used the NFCC good practice guidance to benchmark our approach to business engagement (SSC 22.1)
- reviewed our fire protection arrangements against the new Fire Protection Standard and put an action plan in place to address any gaps (SSC 23.1)
- undertaken a gap analysis against the learning from Grenfell and produced an improvement plan to address any gaps; we have completed some of these actions including a change to high rise evacuation and tactical firefighting arrangements. (SSC 33.1)
- put in place development pathways, which are aligned to the Competence Framework of Fire Safety Regulators, and have invested in a fire safety trainer post (SSC 36.1)

## **ENSURING PROTECTION DELIVERS VALUE FOR MONEY**

We have:

- undertaken a gap analysis on the 'Prevention' Fire Standard. (SSSC 12.1)





# EMERGENCY RESPONSE AND NATIONAL RESILIENCE PRIORITIES 2022/23

## Risk Management Objective

- to reduce fire incidents, deaths and injuries and other emergencies; and the associated economic, social and environmental impacts; and safeguard our heritage by responding quickly and effectively and maintaining fire and rescue service national resilience assets in a high state of readiness



## **PLANNING AND RESPONDING TO OPERATIONAL INCIDENTS**

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We have:

- reviewed our operational preparedness arrangements against the new Fire Protection Standard and put an action plan in place to address any gaps. (SSC 23.1)
- undertaken a gap analysis against the learning from Grenfell and produced an improvement plan to address any gaps; we have completed the action relating to a change to high rise evacuation and tactical firefighting arrangements. (SSC 33.1)
- put in place development pathways aligned to the Competence Framework of Fire Safety Regulators, and have invested in a fire safety trainer post (SSC 36.1)
- strengthened our Joint Emergency Services Interoperability Programme (JESIP) arrangements with local and regional partners. A regional JESIP Strategic Group is now supported by training/exercising and operations groups. (SSC 42.1)
- undertaken a gap analysis of our water rescue capability against the NFCC Rescue Boat Code for the Fire and Rescue Services and are now implementing an action plan against any identified gaps. (SSC 43.1)
- reviewed the whole-time duty system and identified a more productive system which was consulted upon with staff and FBU. The day-shift duration was a major obstacle to reaching a final agreement and implementation of the proposal has been paused to allow for a period of reconsideration. The existing whole-time duty system is continuing with adjustments to ensure that efficiency and productivity improvements are achieved. (UOR 4.1)
- undertaken an independent review of our future provision of fire call handling and mobilising services. The outcome was a collaborative proposal with a regional fire and rescue service Partner but after due consideration the cost benefit was not deemed to be appropriate for our Partner; this element is therefore not progressing. Work is now underway to assess the potential for a shared mobilising system which could provide resilience within the NE region. (SSC 37.1)
- undertaken a comprehensive fire cover review in 2021 and completed Phase 1 work which identified several potential options for configuration. (SSC 38.1)
- undertaken a comprehensive review of the Brigade's On-Call service provision in 2021 and the 23 recommendations for improvement were approved by ELT and captured within a prioritised action plan. The action plan is currently being delivered by a dedicated project team, overseen by the Senior Head of Operations and On-Call Support Officer. (SSC 39.1)
- reviewed the Flexible Duty Officer System and carried out consultation with FBU and FDOs; this work will be captured into a wider Transformational Change package aligned to the MTFs.(SSC 40)





# PEOPLE PLAN

This Plan focuses on the strategic goal, 'Professional, Proud, Passionate People' and the Authority's corporate objectives:

- 'to recruit, develop and maintain a professional, diverse and value driven workforce'
- 'to ensure that Cleveland Fire Brigade is a great, fair and inclusive place to work'





# TALENT MANAGEMENT PRIORITIES 2022/23

## People Objective

- to ensure that we have the right number of people and leaders with the right skills, values and behaviours; in the right place at the right time, to deliver our organisational objectives.



## **WORKFORCE PLANNING**

To align our changing organisational needs with our People Plan

We have:

- further developed real-time information relating to our workforce profiles on our new business platform (The Bridge) to support strategic workforce planning; and HR in developing recruitment, retention and promotion plans (PPP7)

## **ATTRACT**

To be recognised as an Employer of Choice.

We have:

- achieved Level 4 of NFCC Recruitment Maturity Model (PPP25) - this is a two year project and work has commenced on gap analysis
- achieved Level 4 of NFCC Talent Management Maturity Model (PPP22) - this is a two year project and work has commenced on gap analysis
- invested in the expertise of a professional marketing consultant to develop and enhance our employer brand (PPP15)
- established 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 (PPP41)
- developed and evaluated our current Employee Value Proposition to support attraction and retention (PPP40)

## **IDENTIFY**

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

We have:

- achieved Level 4 of NFCC Talent Management Maturity Model (PPP22) this is a two year project and work has commenced on gap analysis
- achieved Level 4 of NFCC Leadership Development Maturity Model (PPP24) this is a two year project and work has commenced on gap analysis.
- finalised and implemented our improved system to better support the identification of, and development for, those individuals with high potential (PPP30)



## **DEVELOPMENT TRAINING PROGRAMME AND RESOURCES**

To improve training through the use of reflective learning and digital technology.

We have:

- achieved Level 4 of NFCC Learning Organisation Maturity Model (PPP26) this is a two year project and work has commenced on gap analysis
- achieved Level 4 of NFCC Blended Learning Maturity Model (PPP27) this is a four year project and work has commenced on gap analysis
- developed our Learning Platform 'The Edge' (PPP34)

## **DEVELOPMENT COMPETENCY FRAMEWORK**

To have a development framework that ensures all of our staff are competent to undertake their role.

We have:

- achieved Level 4 of NFCC Blended Learning Maturity Model (PPP27) - as above
- achieve Level 4 of NFCC Learning Organisation Maturity Model (PPP26) - as above
- further developed our Apprenticeship Framework through the introduction of Apprentices at entry level. An Apprenticeship Strategy 2022-26 considers the wider use of apprenticeships such as firefighter apprenticeships and some of those roles which have been difficult to recruit into e.g., Mechanics and Fire Engineers. (PPP32.1)
- provided in-house specialist training for Fire Safety Qualifications (PPP33)



## **DEVELOPMENT LEADERSHIP AND MANAGEMENT**

To have resilient, flexible, accountable leaders who create a compelling vision, drive improvement and 'Do the Right Thing'

We have:

- achieved Level 4 of NFCC Leadership Development Maturity Model (PPP24) - this is a two year project and work has commenced on gap analysis.
- achieved Level 4 of NFCC Learning organisation Maturity Model (PPP26) - as above
- achieved Level 4 of NFCC Performance Management Maturity Model (PPP28) - this is a two year project and work has commenced on gap analysis.
- implemented our improved system to better support the identification of, and development for, those individuals with high potential (PPP30)
- introduce a 360 Appraisal Feedback Mechanism (PPP35) - work has commenced on this and NFCC is producing guidance - so extended work to 2023/24
- introduce a Leadership Coaching Scheme (PPP36) - this is a two year project, scheme is in development for roll-out 2023/24
- approved our new Development Gateway and subject to comprehensive consultation with the Future Leaders' Forum, Human Resources and Learning and Development teams and Representative bodies. The pilot scheme started in Autumn 2022 and was bespoke to people wanting to be developed beyond role to station manager and above roles. A Gateway Assessment Panel met to assess applications and a tailored development plan was provided to successful candidates. Learning from the pilot was used to inform the Brigade's final 'Development Gateway' approach. (PPP 30)

## **RETAIN**

To have a high level of workforce retention.

We have:

- broadened our Recognition arrangements (PPP37) - work to date has included a review of current arrangements and a revised policy will be finalised in Aug 2023

## **TRANSITION**

To have transition arrangements that mutually supports staff and the organisation

We have:

- expanded our 'Off-Boarding' arrangements and widened our mental wellbeing support to staff post retirement (PP4)





# HEALTH AND SAFETY PRIORITIES 2022/23

## People Objective

To promote our health and safety culture



## **LEGALLY COMPLIANT**

To continue to be compliant with all health and safety statutory and legal duties and responsibilities.

We have:

- established a Strategic Health and Safety Governance Structure. (PPP42)
- identified clear roles and responsibilities in our Health and Safety Policy. (PPP43)
- reviewed health and safety procedure notes to ensure legal compliance. (PPP44)
- carried out a gap analysis of all systems and processes in accordance with the management of Health and Safety at Work Regulations 1999. (PPP45)
- undertaken a full audit to ensure that all risk management processes are legally compliant. (PPP46)
- reviewed the Health and Safety Team structure and operating budgets (PPP47) - made an in-year investment of a temporary station manager to develop and implement a health and safety audit programme.

## **COMPETENCE**

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

We have:

- developed a Health and Safety Training Framework (PPP48)
- delivered health and safety training to all staff (PPP49)
- carried out an annual Health and Safety Training Needs Analysis (PPP50)
- continued to deliver a programme of high-quality workforce audits (PPP51)

## **CONTROLS**

To have workplaces where risks are controlled.

We have:

- ensured that the risk assessment process is implemented and adhered to. (PPP63)
- developed a programme of health and safety workplace audits to ensure that procedures and processes are being adhered to. (PPP64)
- inspected and checked test records, equipment including PPE. (PPP65)
- monitored Audit action plans. (PPP66)



## **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.

We have:

- carried out regular audits and discussions to ensure that staff understand our safety values. (PPP52)
- ensured senior leader workplace visits. (PPP53)
- monitored hazard reporting and identify emerging trends. (PPP54)
- involved staff representatives in Health and Safety Committee structures. (PPP55)
- implemented feedback mechanisms to strengthen staff engagement. (PPP56)
- reviewed our Joint Accident Investigation MOU with Representative Bodies. (PPP57)

## **COMMUNICATIONS**

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

We have:

- developed and maintained Health and Safety bulletins. (PPP58)
- continued to utilise our Fire Alert System. (PPP59)
- continued to check that all workplaces display health and safety information. (PPP60)
- delivered a programme of health and safety staff roadshows. (PPP61)
- developed 'Toolbox' Talks. (PPP62)





# HEALTH AND WELLBEING PRIORITIES 2022/23

## People Objective

- to support the health and wellbeing of our people



## **ORGANISATIONAL FRAMEWORK**

We have:

- assessed the Brigade's health and wellbeing arrangements as 'performing strongly' against the criteria within Level 4 NFCC Wellbeing Maturity Model; Blue Light Framework; HMICFRS Wellbeing and Mental Health at Work. (PPP 18.1)
- achieved a 'good' rating from HMICFRS regarding CFB's culture and wellbeing. (PPP 18.1)
- achieved the Northeast Better Health at Work 'Maintaining Excellence' status to stand alongside our 'Ambassador' status. (PPP 18.1)
- expanded our sickness absence analysis reporting to include more comprehensive criteria relating to detailed causes and protected characteristics so that we can better target our interventions. (PPP 31.1)

## **PHYSICAL HEALTH**

To have employees who are supported in their Physical Health to remain at or return to work.

We have:

- expanded our participation in national health and wellbeing events. (PPP 17)
- participated in British Firefighter Challenge. (PPP 17.1)

## **FIREFIGHTER FITNESS**

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

We have:

- expanded our participation in national health and wellbeing events. (PPP 17)



## **MENTAL HEALTH**

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

We have:

- developed Trauma Impact Prevention Techniques. (PPP3)
- worked with the Firefighters' Charity Support Staff with their Mental Health Post Retirement. (PPP4)
- achieved the Six Standards Mental Health at Work Commitment and because of the high standard of our submission we were contacted by the Senior Content Officer of MIND requesting us to support them to develop a 'blog' with the aim of promoting sign up to the commitment by other organisations. (PPP21)

## **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.

We have:

- explored the provision of a staff community garden (PPP5) - this project was re-scheduled to 2023/24 to allow for the installation of a foam capture system to support on-site training
- explored digital channels to support health and wellbeing and transferred the management of our Health and Wellbeing 'App' to the Brigade's Health and Fitness Advisor and expanded the 'Your Recipes' healthy eating part of the 'App' for 'use at home' (PPP20)
- assessed the Brigade's health and wellbeing arrangements as 'performing strongly' against the criteria within the four levels of the NFCC Wellbeing Maturity Model; Blue Light Framework; HMICFRS Wellbeing and Mental Health at Work. (PPP18.1)
- achieved a 'good' rating from HMICFRS regarding CFB's culture and wellbeing (PPP18.1)
- achieved Northeast Better Health at Work 'Maintaining Excellence' status to stand alongside our 'Ambassador' status. (PPP18.1)
- expanded our sickness absence analysis reporting to include more comprehensive criteria relating to detailed causes and protected characteristics so that we can better target our interventions. (PPP31.1)





# EQUALITY, DIVERSITY AND INCLUSION PRIORITIES 2022/23

## People Objective

- to diversify our staff, promote inclusion and create a fair, equal and great place to work.



## **ORGANISATIONAL FRAMEWORK**

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We have:

- reviewed key national documents such as the Independent Cultural Report relating to London Fire Brigade and HMICFRS Inspection Report 2021/22 Pages 37, 43 and produced an action plan to address any cultural and EDI gaps in our current arrangements. (PPP 104.1)

## **LEGAL COMPLIANCE**

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To be compliant with all equality, diversity, and inclusion legislation.

We have:

- voluntarily compiled an Ethnicity Pay Report. (PPP8)
- achieved Level 4 of NFCC EDI Maturity Model (PPP12) – this project commenced and had to be re-scheduled to 2023/24 to release capacity to deal with planning for Industrial Action.
- published the Public Sector Equality Duty Report. (EDI 3.1)
- published our Gender Pay Gap Report on the Brigade's website. (EDI 4.1)

## **EQUALITY**

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

We have:

- developed our diversity performance indicators to identify and address disproportionality across Recruitment, Retention and Progression. (PPP6)
- continued to monitor the effects of COVID-19 on specific staff groups across the protected characteristics. (PPP10)
- achieved Level 4 of NFCC EDI Maturity Model (PPP12) – as above.
- reviewed the Brigade's Discipline Policy and Procedure in consultation with HR, the Fire Brigade's Union, and UNISON. (DSP3.3)





## **DIVERSE WORKFORCE**

To have a workforce that increasingly reflects the communities we serve.

We have:

- developed our diversity performance indicators to identify and address disproportionality across Recruitment, Retention and Progression. (PPP6 )
- developed an electronic workforce profile on 'The Bridge' to better target recruitment activities. (PPP 7.1)
- produced an electronic map which details the profile of our community globally, by districts and by stations. This will be used by our community safety teams to better target their resources to the most vulnerable people. (PPP 7.1)
- achieved Level 4 of NFCC EDI Maturity Model. (PPP12) - as above.
- improved our Local Community Intelligence to Identify any Potential Barriers Busting any Myths; and Showcasing our Work. (PPP14) – work has commenced to establish a database of community groups and identification of barriers to recruitment – this will continue into 2023/24
- enhanced our Employer Brand (website campaigns; social media) through investment of a professional marketing consultant (PPPI5.1, PPP40)





## **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..

We have:

- undertake a further cultural survey. (PPP 1) – this project was re-scheduled to 2023/24 given the industrial relations landscape and the potential for Industrial Action
- held an EDI Conference on 7th Sep 2022 at MBFC Riverside Stadium; the theme was 'Diversity on Our Doorstep'. (EDI 1.2)
- further developed our suite of performance indicators to give us a better picture of our culture. (PPP 2)
- achieved Level 4 of NFCC EDI Maturity Model. (PPP12) – as above.
- maintained our 'Better Health at Work Ambassador' status. (PPP 13)
- enhanced our Employer Brand. (PPP 15)
- implemented our Staff Engagement Strategy (PPP38) – work has commenced on this project and will continue into 2023/24 where we will have reviewed and developed a new Staff Engagement Strategy for implementation in 2024/25.
- expanded our Network of Staff Engagement Champions. (PPP 39)
- implemented and evaluated awareness sessions around departments and stations on the issues faced by women in the Fire and Rescue Service. (TE 2)
- developed a monthly programme for the promotion of 'Hidden Disabilities' (TE 7)





# RESOURCE PLAN

This Plan focuses on the strategic goal, 'Efficient Sustainable Resources' and the Authority's corporate objectives:

- 'to ensure the efficient and effective use of resources'
- 'to work towards a greener, more sustainable organisation'





# HUMAN RESOURCES

## Resource Objective

- to provide a workforce that is aligned to the management of our risk of fire and other emergencies



## **HUMAN RESOURCING TO RISK**

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We have:

- reviewed the whole-time duty system and identified a more productive system which was consulted upon with staff and FBU. The day-shift duration was a major obstacle to reaching a final agreement and implementation of the proposal has been paused to allow for a period of reconsideration. The existing whole-time duty system is continuing in 2022 with necessary adjustments to ensure that efficiency and productivity improvements are achieved. Further work will continue once further proposals have been developed. (UOR 4.1)
- undertaken an independent review of our future provision of fire call handling and mobilising services. The outcome was a collaborative proposal with a regional fire and rescue service Partner but after due consideration the cost benefit was not deemed to be appropriate for our Partner; this element is therefore not progressing. Work is now underway to assess the potential for a shared mobilising system which could provide resilience within the NE region. (SSC 37.1)
- undertaken a comprehensive fire cover review in 2021 and completed Phase 1 work which identified several potential options for configuration. (SSC 38.1)
- undertaken a comprehensive review of the Brigade's On-Call service provision in 2021 and the 23 recommendations for improvement were approved by ELT and captured within a prioritised action plan. The action plan is currently being delivered by a dedicated project team, overseen by the Senior Head of Operations and On-Call Support Officer. (SSC 39.1)
- reviewed the Flexible Duty Officer Duty System and carried out consultation with FBU and FDOs; this work will be captured into a wider Transformational Change package aligned to the MTFS.(SSC 40)
- introduced our new firefighter productivity and capacity recording system (ESR 27)
- reviewed the prevention team structure and capacity and are using this to inform options for improvement and any future configuration changes in 2023/24. (ESR 28.1)
- developed a suite of standards and performance measures for Democratic Services (SPR1.1), HR (SPR1.2) and Estates (SPR1.8) and introduced systems of recording and monitoring.



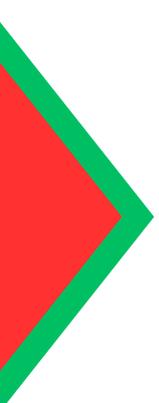


# MEDIUM TERM FINANCIAL RESOURCES

## Resource Objectives

- to ensure that our MTFs integrates our revenue and capital budgets and reserves; and that it is aligned to our Integrated Risk Management Plan
- to use our reserves wisely to develop plans against financial uncertainty, improve efficiency and support innovation and new ways of working





## MEDIUM TERM FINANCIAL RESOURCES

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We have:

- worked with the Authority's Pension Administrators, XPS, to implement the Prospective Remedy as scheduled on 1 Apr 2023 with all serving firefighters being moved to FPS 2015, meaning all scheme members will be treated equally from that date. (CSP 12.4)
- In accordance with the Accounts and Audit Regulations 2015, all Local Authorities are normally required to produce an annual Statement of Accounts by 31st May. These regulations have been temporarily relaxed and the deadline for 2021/22 was 31st July. The Fire Authority's draft accounts were published on the Authority's website on 24th June and presented to Audit and Governance Committee on 26th Aug 2022. The Financial Report presents the Authority's financial position for 2021/22 in a specified format and reflects the Outturn Strategy previously approved by the Fire Authority. The Authority was informed by its external auditors, Mazars that their annual report would not be published by the deadline of 30th Sep 2022. The reasons for the delay are due to outstanding work relating to: 1. property, plant and equipment that will not be completed by Nov 2022; and 2. the Net Defined Benefit Liability (Pensions) that cannot be completed until assurances have been received from the Pension Fund auditor, which is a different audit firm. The audit position has been explained to the public on the Brigade's website. On 18th Nov 2022 Mazars explained this latest position to the Audit and Governance Committee. (ESR 90.1)
- The delays relating to the completion of the Audit relating to the Statement of Accounts 2021/22 (as explained in Project ESR90.1) have also resulted in Mazars being unable to fully provide an opinion on value for money. The draft value for money statement however, that was presented to the Audit and Governance Committee on 18th Nov 2022 gives a draft value for money opinion from Mazars based on audit work to date. This stated 'we have not identified any significant weaknesses in arrangements that require us to make a recommendation however we continue to undertake work on the Authority's arrangements. (ESR 91.1)



## MEDIUM TERM FINANICAL RESOURCES

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We have:

- contributed to the National Fire Chiefs' Council submission to Treasury on the financial issues relating to fire and rescue services to be considered within the Comprehensive Spending Review 2022. In addition the Chair of Cleveland Fire Authority and the Chief Fire Officer wrote to all Teesside MPs setting out the Authority's financial position and seeking support for fairer funding.(ESR 87)
- reviewed our Medium Term Financial Strategy including efficiencies and reserves. (ESR 33)
- presented the final budget settlement, pay awards and business rates to the Fire Authority on 10th Feb 2023. This led to the approval of the budget for 2023/24, and a decision to increase the council tax to the £5 limit. With a more clearer picture of the finances and the associated deficits we have reviewed our Medium Term Financial Strategy, Resources and Efficiency Plans. (ESR 82)
- implemented the 2022/23 Capital Programme. (ESR 83.1)
- reviewed non-pay budgets as part of the budget setting process and identified efficiencies of £730k. These savings have been used to off-set the growth and inflation requirements of £1.275m in 2023/24. (SPR 12)
- commissioned an independent Value for Money assessment of the Brigade. Eight other Brigades had been assessed previously and the findings stated that “Cleveland Fire Brigade performs better than its peers in terms of economy and efficiency as well as the other top performers in terms of effectiveness”. A summary of the findings was presented to the Fire Authority in September 2022. (SPR 16)





# ESTATES AND CLIMATE CHANGE

## Resource Objective

- to maximise the use of our modern estate
- to ensure that our buildings are energy efficient and reduce our energy and water consumption



## **ESTATES AND CLIMATE CHANGE**

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We have:

- upgraded our drill towers at five sites: QMC, Redcar, Thornaby, Billingham and Saltburn. (ESR 20.1)
- completed an audit of our current heating plant and used this insight to develop our heating system upgrade programme which will be funded through our Asset Management Plan. A baseline evaluation of our energy consumption is now in progress. (ESR 21)
- upgraded QMC Technical Hub to support vehicle maintenance collaboration. (ESR 22)
- undertaken a baseline review to profile our current energy usage and carbon footprint across our estate. (ESR 61)
- installed Electric Vehicle charging points at QMC Technical Hub and Stockton, Middlesbrough, Redcar, Billingham, Hartlepool, and Skelton Fire Stations. (ESR65.1)
- reviewed our recycling facilities and prepared a tender specification for new waste and recycling contracts across our estate to be secured in 2023/24. (ESR 68)





# FLEET AND CLIMATE CHANGE

## Resource Objectives

- to provide 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
- to reduce the fuel consumption and carbon emissions from our fleet and reduce business travel mileage





## **FLEET AND CLIMATE CHANGE**

We have:

- held a demonstration day, trialing the capabilities of an Aerial Ladder Platform and are currently developing a business case for our high rise response and ALP requirements moving forward. (ESR23)
- commenced investigation into the use of alternative and smaller emergency response vehicles. (ESR24)
- commenced evaluation of greener vehicles in support of our Climate Change aims. (ESR 25)
- implemented vehicle telemetry across our fleet. (ESR26)
- improved the tracking and monitoring of our fleet usage and driving behaviours. (ESR 66)





# EQUIPMENT AND CLIMATE CHANGE

## Resource Objectives

- to have value for money, state of the art equipment that supports the delivery of an effective fire and rescue service





## **EQUIPMENT AND CLIMATE CHANGE**

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We have:

- procured a new Asset Management System to record full lifecycle history of all equipment. (ESR8)
- developed a foam strategy to set the requirements of our foam fire-fighting equipment. (ESR30)
- commenced a new baseline review to profile our current waste and recycling rates. (ESR67)
- undertaken research into the use of bio-diversity mapping information on Fire Appliance Mobile Data Terminals. (ESR69)





# DIGITAL TRANSFORMATION

## Resource Objectives

- to provide a great technology experience that helps fulfil the potential of our people
- to offer the right digital channels for our communities to easily engage with us and provide targeted and relevant communications on the things that matter to them
- to use digital technology as a key enabler to enhance our working with Partners
- to review all areas of our organisation to ensure smart technologies enhance and improve the efficiency of our business processes
- to maintain a modern technology infrastructure
- to further join up our data sources and integrate our digital systems to enable seamless performance and enhanced productivity
- to promote data-driven intelligence with information stored once and analysed across a range of channels
- to have resilient and secure arrangements to respond to events that threaten the provision of our digital data and technology
- to ensure the effective, robust and accountable control of all aspects of our digital data and technology whilst complying with our legislative requirements



## **DIGITAL EXPERIENCES**

We have:

- transitioned to our new business platform 'The Bridge' aligned to our digital transformation priorities as set out in our Digital Transformation Road Map. Phase 1 areas relate to 'strategic direction'; 'governance' and assurance'. This includes implementation of the vision, goals, values, key documents, fire authority structure, constitution, key documents, improvement planning and HMICFRS self - assessment. (ESR2.1)
- commenced analysis of existing connectivity, accessibility and training requirements for all staff in order to embrace workplace mobility and support our staff to work anytime, anywhere on any device. (ESR3.1)
- established new software licensing agreement with Microsoft for Office 365 and migrated user accounts, mailboxes and client software. (ESR 4.1)
- commenced ICT Training Needs Analysis for all staff (ESR 5.1)
- utilised digital technology to support the Health and Wellbeing of our people - our Better Health at Work information is now available electronically, through both our intranet and a mobile app. (ESR 6.1)
- further enhanced the digitally interactive elements of our face-to-face SHVs. (SSC27)
- explored digital solutions to support our prevention engagement activities (SSC32)
- explored digital solutions to support our protection engagement activities (SSC34)
- enabled the public to provide us with digital information at the scene of an emergency (ESR7.1)



## **SMART TECHNOLOGIES**

We have:

- procured our new integrated Asset Management System (ESR8)
- carried out an independent review of our call handling and mobilising services to inform the nature of our future provision. This has resulted in a collaborative procurement exercise with CDDFRS, HWFRS and Shropshire to source a new mobilising system. (SSC37.1)
- introduced digital mobile applications for alerting our FDOs and our on-call firefighters (ESR9)
- implemented digital technology to support our climate change plans (ESR10)
- achieved accreditation to connect to the Government's new Emergency Services Network (ESR11)
- integrated the UK UPRN Address Gazetteer with our risk modelling (proof of concept) and fire engineering systems (ESR13.1)
- confirmed our intention to join the national MAIT project in July 2022 as part of our project to integrate the national Multi-Agency Incident Transfer protocols within our Fire Control Room systems (ESR14.1)
- migrated stores data onto our new Integra Stores system. Work is now in progress to link the system with the Integra Financial system and remove manual procurement processes. In 2023/24 a digital portal will be launched for all staff to order uniform and other equipment, removing the current manual paper-based requisition processes. (DUOUR 6.1)
- commenced a four-year project on business processes which will be undertaken in three phases for each service area:
  1. Identify the service elements and standards (Apr 22-March 24)
  2. identify the key business processes that would benefit from digitalisation ( April 23-March 23)
  3. Digitalise identified business processes (Apr 24 - Mar 26)
- At the end of Mar 2023, we have commenced the identification of service elements and standards for three service areas relating to Democratic Services, Estates and HR. (ESR 92.1)



## **DIGITAL FOUNDATIONS**

We have:

- established a Digital Transformation Group to support the delivery of our Digital Transformation Strategy. (ESR 17.1)
- participated in the Home Office and NFCC cyber assurance assessment of FRS to allow them to better understand the current cyber risk in all FRSs and to develop a common cyber security reporting framework. Two separate gap analyses were undertaken against the Cyber Assurance Framework, one for Control Room systems and the other for the Corporate ICT network. (ESR 103.1).

## **DATA INSIGHT**

We have:

- developed and rolled out Microsoft Power BI dashboards; so far this includes Community Profiling, Daily Incident Monitoring, and Operational Productivity & Capacity. Power BI has been deployed in the delivery of the 'Proof of Concept' Dwelling Fire Risk Assessment. Recently a suite of operational intelligence reports has been developed with the view to future automation. (ESR 16.1)





# PROCUREMENT

## Resource Objectives

- to secure value for money in the procurement of our goods and services through the enhancement of our strategic partnerships
- to ensure more efficient and effective contract management
- to enhance our approach to sustainable procurement
- to deliver a faster, leaner, fairer and more effective procurement service



## **PROCURING COLLABORATIVELY**

We have:

- held local supplier engagement events on 8th and 9th Mar 2023. The events facilitated shared knowledge on CFB's planned procurement activity for 2023/24 through the launch of our Work Plan. (ESR34)

## **CONTRACT MANAGEMENT**

We have:

- commenced our two year project to establish a differentiated approach to managing strategic and tactical contracts. Year 1 work is complete and has seen the establishment of a strategic approach to contract classification; each contract is now classified according to its value and associated risk. Budget holders and stakeholders have been supported with training on contract management and support in procurement planning. We have also introduced consistent key performance indicators for all relevant contracts to ensure effective contract delivery. (ESR 70)
- started to embed our contract management platform through the collation of data for key contracts and rolling out future governance arrangements/reporting. (ESR 71)
- built the national TOMS (Themes, Outcomes and Measures) Model, which is a framework for delivering excellence in measuring and reporting social value, into CFB sourcing templates and evaluation criteria from July 22. Social value efficiencies and performance are now reported quarterly to the Brigade's Executive Leadership Team. (ESR 72)
- improved our governance arrangements pre and post tender by reviewing our procurement documentation and subsequent process maps. We have been producing and publishing Modern Slavery Statements voluntarily over the last few years and are enhancing the statements to reflect good practice or when legislation changes. The modern slavery statement for 22/23 has been published along with actions for each of the identified business areas (Supply chain, HR, operations). Progress against these actions is monitored and reported in a series of regular catch up meetings by an established cross-cutting team. (ESR 73.1)



## **SUSTAINABLE PROCUREMENT**

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We have:

- commenced research to inform this four year project on maximising value from products and services. (ESR 74)
- commenced research to inform this four year project to encourage suppliers to gain certification to relevant accreditation schemes (ESR 75)

## **PROCUREMENT EXCELLENCE**

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We have:

- undertaken initial research and a possible route to the peer review assessment would be to use the NFCC national procurement hub. This option will be followed up in 2023/24. The Chartered Institute of Procurement Skills Gap Analysis tool is being used to provide an in-depth look at the procurement teams training needs and talents. (ESR 76)
- identified a suite of service elements and standards for procurement services and these will be monitored at Directorate level to ensure procurement service excellence (ESR 77)





# COLLABORATION AND PARTNERSHIPS

## Resource Objective

- to pursue opportunities to collaborate with other organisations in order to improve outcomes and value for money for the people within our communities



## **'BETTER TOGETHER' PARTNERSHIP FRAMEWORK**

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We have:

- invested in a new post - Partnership and Evaluation Manager to maintain and develop our Partnership Framework. (ESR 1)
- introduced our new 'Better Together' Partnership and Collaboration Framework on 'The Bridge'. This provides a one-stop portal for everything relating to the governance of partnership and collaboration. The Framework supports managers to establish, maintain, monitor review and evaluate partnerships. Training on the Framework is scheduled for February and March ready for its launch in April 2023. Phase 2 Implementation of the Framework is now underway. (ESR1.1)

