RESOURCE PLAN

(INCLUDING RESERVES AND EFFICIENCIES)

2022-2026

CLEVELAND FIRE BRIGADE

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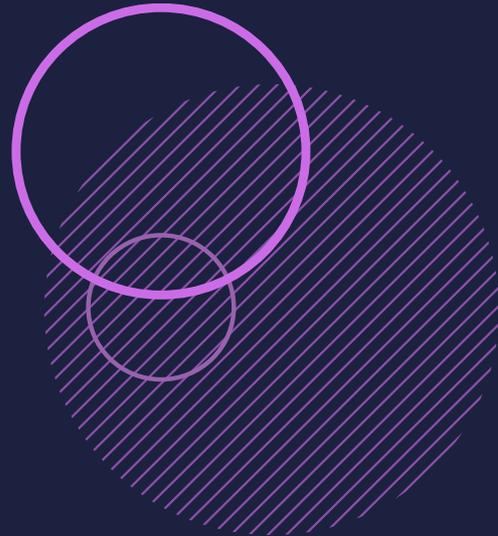
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Foreword

Ian Hayton
Chief Fire Officer

The Government is putting increased focus on the impact that public sector organisations, such as as fire and rescue services, have on peoples' lives – from helping them access vital emergency services with speed and simplicity to supporting local economic growth and community renewal.

At the heart of the Government's plans is the desire to maximise the value delivered from public spending and improving outcomes for citizens. Cleveland Fire Authority (CFA) has been, and will continue to be, committed to using its assets and resources efficiently and effectively and delivering demonstrable value for money to its local communities.

This was positively acknowledged by HMICFRS Phil Gormley following our 2018/19 inspection who stated that overall our **we were 'good' in terms of efficiency and financial planning.** This included good budget management; proper and appropriate financial spend; productive working patterns; a positive approach to collaboration; good use of external funding and a successful Community Interest Company (CIC).

A similar view was taken by HMICFRS Wendy Williams following our COVID-19 inspection in 2020 who stated that we had made robust and realistic calculations of the extra costs associated with the Pandemic demonstrating a full understanding of our financial position.

Like many public authorities, over the austerity period up to 2019/20, we have been affected by significant reductions in government funding. And we have been, and continue to be one of the hardest hit FRSs in this respect; having had to manage a significant 32% reduction in government grant from £18.5m in 2013/14 to £12.5m in 2019/20. Whilst most FRAs had seen an increase in Core Spending Power over this period; with the highest increase being 4%, others have seen a decrease with Cleveland and Lancashire suffering the most (-2.5%).

National funding settlements since 2020/21 have provided increased funding, including the £5 Council Tax precept level in 2023/24 and changes to the 'Funding Guarantee' grant in 2024/25. However, grant funding in 2024/25 is still £3.9m (i.e. 21%) less than it was in 2013/14. Therefore, most of the previous funding reduction is locked into the base budget and when account is taken of inflation and national pay settlements, particularly over the last two years the real terms reduction is even greater.

The recent increases in funding are welcome, although it increases our dependency on future inflationary increases in this funding to provide a sustainable financial basis as our council tax base remains low. This means we only fund 42% of core Spending Power from Council Tax, compared to a FRS average of 60% and 71% for the FRS least dependent on Government funding. The make up of funding is a key issue as all FRS's face the same inflation and national pay awards pressures, although have different financial ability to manage these pressures.

The financial outlook beyond the current allocation is vague, as yet again we have received a single year grant settlement which stymies medium term financial planning. Other factors such as unknown outcomes from the next Comprehensive Spending Review, Business Rate Retention, Fair Funding and Service Grant Reviews; and unknown details of Council Tax referendum limits; pay awards, and Fire Fighters Pension Scheme remedy costs all add to the uncertainty.

Over the next four years we will continue to take an integrated approach to resource management with our Community Risk Management Plan determining our human and financial resource requirement; and the nature of our assets to manage our risks. Our Reserves Strategy will support this approach.

We will secure efficiencies through the continuation of sound financial management; a productive workforce; positive, value for money procurement; collaborative working and the use of digital technology.

Our business approach, through the use of our Community Interest Company, will continue to add value and resources into community safety. We will gain a deeper understanding of the effects of climate change and reduce our carbon emissions thereby contributing to the creation of a more sustainable environment for future generations.

I am fully committed to implementing this Resources Plan, which is aligned to our CRMP 2022-26 and will work in partnership to ensure that **'Cleveland Fire Brigade is a greener, more sustainable organisation that continues to demonstrate an efficient and effective use of resources'.**

Purpose

In Cleveland Fire Brigade our service delivery and community risk activities aim to ensure that our prevention, protection and response services target the most vulnerable people and the greatest risks in our communities. Therefore we need to ensure that we have the right people, with the right skills to carry out the right job, at the right time and make effective use of our limited resources.

The purpose of this Plan is to set out how we will use and manage our financial, human and technical resources to improve effectiveness, efficiency and the environment.

Our Corporate Plan sets out the Authority's Vision for 2030 and the strategic direction for the next four years.

Our Community Risk Management Plan sets out how we will manage the risks to our local communities and support the U.K.'s national resilience arrangements.

Our Culture & People Plan sets out how we will create a workforce culture that allows our people to flourish and 'make a difference' every day.

Our Resource Plan sets out how we will use and manage our financial, human and technical resources to improve effectiveness, efficiency and the environment.

Vision

Our vision 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
- future is 'greener' and bright

Mission

Our Mission is **to 'make Teesside Safer and Stronger'.**

Values

Our Values and Behaviours are what makes us unique; they drive the way that we behave and respond to others at work. Integral to our Ethical Framework they underpin everything that we do.

Protect: Putting Safety first, protecting ourselves, the community, the organisation and the environment from all avoidable harm.

Respect: Respecting ourselves, our colleagues, our community, our heritage, our property, our organisation and our environment.

Innovation: Improving performance through learning from our own and others' experiences and innovative business solutions.

Doing the right thing – Being Professional: Making decisions and undertaking our work in the most efficient and effective way.

Engagement: Engagement with Others understanding and working with our colleagues, partners and communities to provide the best delivery of services.

Corporate Goals
- Efficient, Sustainable Resources

Corporate Outcomes 2026

- Efficient and Effective Use of Resources
- A Greener, More Sustainable Organisation

Resource Objectives 2026

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

Financial Resource
- 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

Estates, Fleet and Equipment
- to maximise the use of our modern estate
- 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 have value for money, state of the art equipment that supports the delivery of an effective fire and rescue service

Procurement
- 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

Digital Transformation
- 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

Collaboration and Partnership
- to pursue opportunities to collaborate with other organisations in order to improve outcomes and value for money for the people within our communities
- to reduce our carbon footprint and better support the Government's intentions of achieving net zero.

Climate Change
- to ensure our buildings are energy efficient; reduce our energy and water consumption
- to reduce the fuel consumption and carbon emissions from our fleet
- to reduce waste and recycle and improve recycling rates
- to educate our people and encourage behavioural change to support climate change

**Mission
To Make Teesside Safer and Stronger**

Drivers for Change

Strategic Goals	Legislation
FRS National Framework	HMICFRS Inspection
Workforce Data and Intelligence	Staff Feedback

RESOURCE PLAN
2022-2026

Deliverers of Improvement

**Human Resource Objectives
Financial Objectives
Estates, Fleet and Equipment Objectives
Digital Transformation Objectives
Procurement Objectives
Climate Change Objectives**

**Workforce Planning Team
Digital Transformation Group
Strategic Finance Team
Procurement Contract Clinic
Procurement Improvement Group
Audit and Governance Committee**

Resource Outcomes

National and Local Drivers

Statutory Functions

- **Fire and Rescue Services Act 2004** which details how we respond to fires and other emergencies; prevent fires and other emergencies and protect commercial and public buildings

- **Civil Contingencies Act 2004** which details how we work with other agencies to deal with emergencies.

- **The Regulatory Reform (RRO) (Fire Safety) Order 2005** which details how to promote fire safety in places such as offices, factories, shops, public and high rise buildings.

Other Key Legislation
- Policing and Crime Act 2017
- LGH Act 1989
- Local Government Finance Act 2012
- Health and Safety at Work Act 1974
- Equality Act 2010
- Public Sector Equality Duty 2011
- Data Protection Act 2018
- GDP Regulation 2018
- Freedom of Information Act 2000

Fire and Rescue National Framework for England
The Secretary of States' blueprint of priorities and objectives for fire and rescue services is set out in the Fire and rescue national framework for England. The Framework specifies requirements relating to budget management, efficient and effective use of resources; regular reviews of the numbers and deployment of firefighters and other staff; legal compliance, delivering value for money to the public purse; and medium term financial, efficiency and reserve plans covering both revenue and capital and aligned with the IRMP.

HMICFRS Inspection 2018/19
We were rated 'good' at making the best use of our resources with many areas of strength. Areas for improvement relate to effectively monitoring, reviewing and evaluating the benefits and outcomes of any collaboration and making the best use of technology to improve efficiency and effectiveness.

External Auditors
External Auditors, currently Mazars consistently provided unqualified opinion on financial statements and arrangements to secure economy, efficiency and effectiveness

Other Key Sources of Insight

- Our Community Risk Management Plan 2022-2026 sets out our plans and services for managing our community risks.

- Our community and risk Profiles as set out in our Community Risk Profile 2020/21 document.

- The outcomes from our environmental scanning exercise as set out in our Changing Landscapes' document.

- Our performance as detailed in our Organisational Performance Report 2020/21.

- Our finances as set out in our Medium Term Financial Strategy 2022/26.

- Consultation feedback from our community and staff as detailed in our CRMP Consultation Outcome Report.

Our Resource Plan

Our Resources Plan is set out into **seven key themes** which reflects our commitment to align our resources to our CRMP and achieve value for money for our communities.
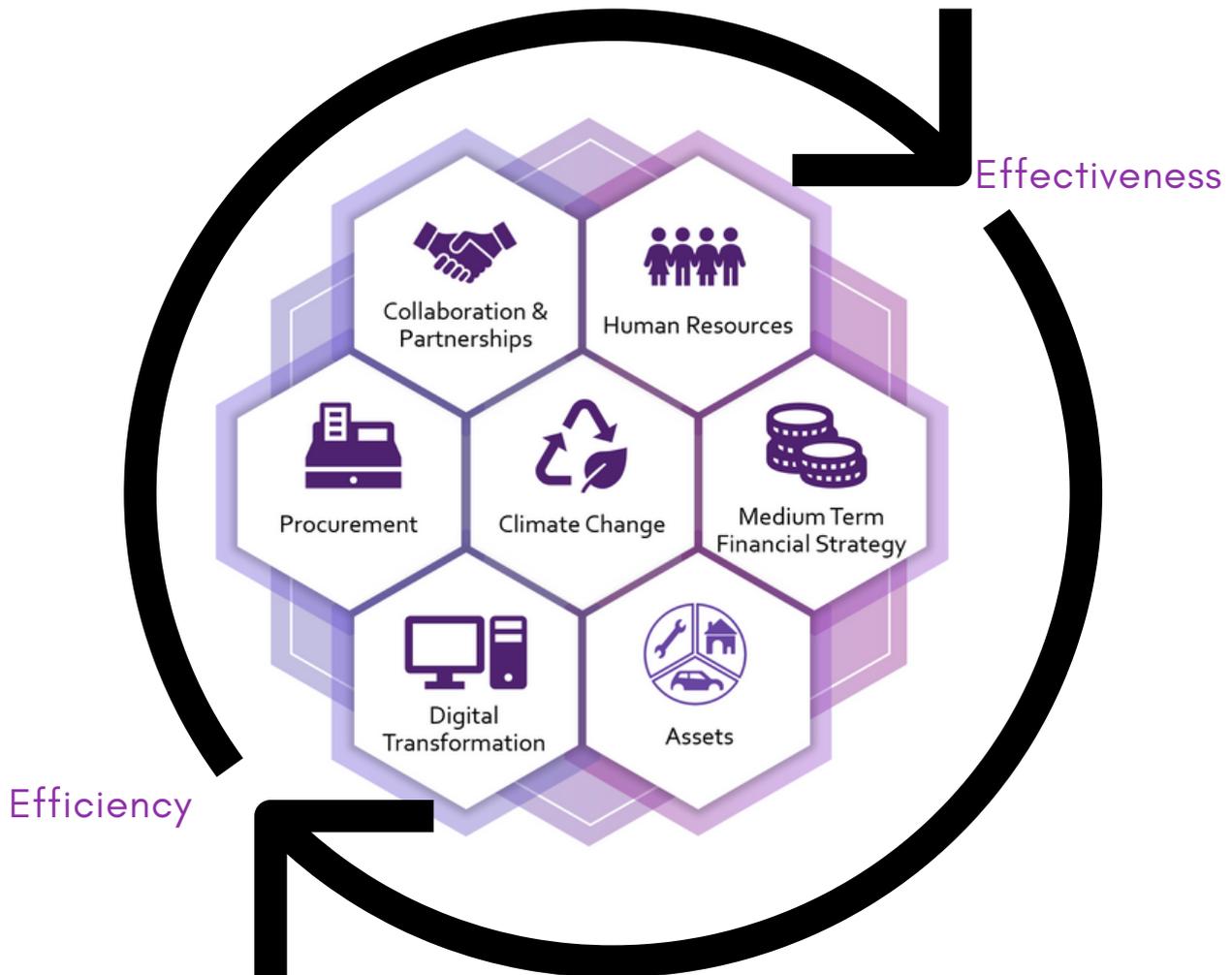
Building on our strategic achievements to date, our Resource Plan seeks to maximise organisational performance in realising our strategic goal:

'Efficient, Sustainable Resources'

It is a living document that will change and adapt as we move forward on delivering against our themed areas.

The Plan encompasses the Authority's Efficiency Plan and is intrinsically linked to the CRMP 2022-26. The efficiencies are set out throughout the document under various themes.

HUMAN RESOURCES

Corporate Outcome
Efficient and Effective Use of Resources

Human Resource Objective
To provide a workforce that is aligned to the management of our risk of fire and other emergencies

To deliver CFA's corporate objectives the CFO, through our IRMP process, identifies the community and organisational risks that need to be managed; and the means by which to manage them (prevention, protection and emergency response services). The CFO also determines the future workforce required to deliver those services and the enabling services required to support that delivery.

(People Objective 'to have the right number of people with the right skills, values and behaviours; in the right place at the right time to deliver our organisational objectives).

In configuring the workforce required cognisance is taken of the our need to:

- comply with the CFA's statutory responsibilities
- deal with our current and future risks
- respond to current and future service demands
- maintain community and firefighter safety
- meet our 'equal entitlement' and 'speed of attack' appliance response standards
- work within our available medium term finances
- comply with the CFA's statutory duty

- adhere to national operational guidance
- provide additional fire engines as part of our business continuity arrangements during a major incident and/or spate operational conditions

As at 1st April 2022 the Brigade's current workforce establishment is 557.65 as set out below.

	EST
Brigade Manager	3
Grey Book Whole-time	330
Grey Book On-Call	96
Grey Book Control	19
Green Book	109.65
TOTAL	**557.65**

Current Configuration of Human Resource

3 x Principal Officers
0.5 x Legal Advisor and Monitoring Officer
33.5 x Prevention
15.5 x Protection
81.65 x Enabling Services
19 x Control
293 x W/T Firefighters
96 x On-call Firefighters
15.5 ER Management and Support

Full details of our current workforce configuration can be found within our Workforce Plan.

The National Framework states that FRA's should regularly review the numbers and deployment of firefighters and other staff to ensure that their fire and rescue service has a workforce that is commensurate with the risks that they face.

Efficiencies

Resourcing to Risk

In establishing the current workforce requirements we have undertaken several workforce configuration reviews that have achieved significant efficiencies over the years. Of note was our Operational Configuration Review in 2017 which was supported by our underpinning Emergency Response Review 2017.

Since our last HMICFRS inspection over the period 2019/20–2021/22 we have delivered a further £0.893m of savings in line with our CIRMP. The term 'further delivered' is of great significance and importance as, here in CFB, these specific savings above only give a little snapshot of a much bigger, impressive financially managed situation.

The combination of severe grant cuts and our low council tax base has meant that, over the Government's austerity period 2011/12 to 2019/20, we have had to manage significant budget deficits.

Our **total efficiency savings over the austerity period** amount to

£11.138m

and to date (2021/22) this increases to £11.359m. These savings have been realised in the main through a number of organisational structure, duty system and operational configuration reviews; and non-pay budgets.

Our Workforce has reduced by 173.06 (FTE) 24% over the same austerity period as follows:

- Grey Book Whole-time reduced by 33% (164)
- Grey Book On-Call increased by 33% (24)
- Grey Book Control reduced by 38% (10)
- Grey Book On-call Control increased 300% (3)
- Green Book reduced by 19% (24.06)
- Gold Book reduced by 50% (2)
- Elected Members reduced by 30% (7)

Specific workforce changes linked to efficiencies and our CIRMPs are set out in the following table.

Establishment Changes linked to CIRMPs and Efficiencies

Year	CIRMP Proposal	Gold	W/T	OC	Cont	OCC	Green	Total	Savings (£m)
2011/12	Org Review and Duty System		51		5		13.32	69.32	1.850
	Non Pay								0.055
									1.905
2012/13	Org Review and Duty System								1.169
	Non Pay								0.248
									1.417
2013/14	ER 4+4		3					3	0.119
	Org Review								0.724
	Capital Finance Smoke Alarms Inflation Over Non-Pay								0.476
									1.319
2014/15	OD 1 Treasurer						0.24	0.24	0.024
	ER 4+ 4		21					21	0.791
	OD3 Org Review								0.063
	Capital, Non-Pay, incremental drift								0.749
									1.627
2015/16	OD2 CFA 23-16								0.040
	OD3 Org –GM +SM -4WM -4CM – Control Green Book		8		1		11.42	20.42	0.919
	ER 5 ETs Coulby, Redcar		16					16	0.651
	ER 9 On Call Redcar, Stockton			+24				+24	(0.300)
	OD3 Business Development	1						1	0.130
	ER11 SFUs		+12					+12	(0.480)
	Estates, Inflation, Pension, Audit, Occupancy								0.468
									1.428
2016/17	OD3 Residual Structure Changes		1			+0.92	0.08		0
	ER 6 De-Staff HP and New CARPS		8					8	0.249
	ER 7 Close Marine		20					20	0.835
	Non Pay								0.031
									1.125
2017/18	ER 6 Residual Savings								0.070
	ER9 Remove 2nd Appliance Redcar		16					16	0.641
	ER9 RDS Grangetown, Thornaby			+24				+24	(0.300)
	ER 11 SFUs		12					12	0.485
	Estates, Apprentice Levy, Pensions								(0.002)
									0.894
2018/19	UOR 4 ICU		8					8	0.297
	UOR 6 Senior Management	1						1	0.140
	ER9 Remove budget RDS Grangetown and Thornaby			24				24	0.300
	UOR 19 Non Pay								0.015
									0.752
2019/20	UOR 3 Control Review				4	+3		1	0.145
	UOR4 ICU Residual Savings								0.043
	UOR5 4 Riders		12					12	0.483
									0.671
Total Savings Over Austerity Period 2011/12-2019/20		**2**	**164**	**+24**	**10**	**+3**	**24.06**	**173.06**	**£11.138**
		50%	33%	+33%	38%	+300%	19%	24%	

Our workforce plans are set against our current establishment being in place to 2026. However we have a number of reviews planned that may change these establishments and increase **efficiency**. Going forward we will:

- complete our review of whole-time duty system (UOR4.1)
- undertake an independent review of fire call handling and mobilising services (SSC 37)
- use Resource Review outcomes to improve our ER cover to meet future risks and demands (SSC 38)
- use on-call review outcomes to increase the availability of our on-call fire engines (SSC 39)
- review our 'Flexi-Duty Officer' System to ensure it remains effective and efficient (SSC 40)
- review firefighter productivity following introduction of our new recording system (ESR 27)

Medium Term Financial Resources

Updated 9th Feb 2024 to reflect Local Government Financial Settlement and the approved Medium Term Financial Strategy 2024/25 - 2026/27

Corporate Outcome
Efficient and Effective Use of Resources

Financial Objectives
To have a Medium Term Financial Strategy which integrates our revenue and capital budgets and reserves; and that is aligned to our Integrated Risk Management Plan

Our MTFS 2024/25 to 2026/27 was approved by the Fire Authority on 9th Feb 2024.

Over the years there have been several key factors that have permanently impacted the Authority's current financial position.

1. Changes in Funding Mix
There have been significant changes that have had an impact on recurring resources:

- a reduction in Government funding of £4.7m – a reduction of 25% between 2013/14 and 2023/24

- an increase in the percentage of the recurring resources funded from Council Tax from 31% in 2013/14 to 47% in 2023/24 – £4.5m increase


- cash reduction in funding of £0.4m – real term reduction in resources of £9.7m (calculated using the Bank of England inflation calculator)

2. Low Council Tax Base
The Authority has a low Council Tax base – 45% of properties are in Band A, the lowest Council Tax band, compared to 24% nationally. This means the Authority raises the lowest proportion of Core Spending Power from Council Tax than any other Fire and Rescue Authority, and therefore will continue to remain reliant on Government grant.

2024/2025 Forecast Council Tax as % of Core Spending Power for standalone FRAs
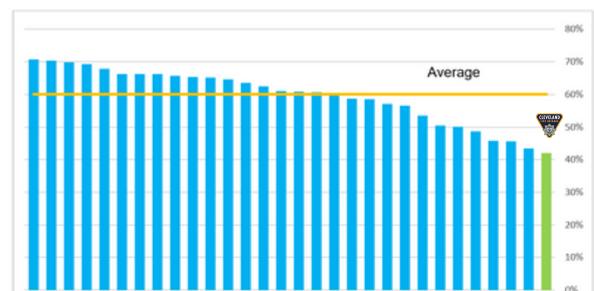
3. Impact of Previous Budget Reductions

Previous budget reductions which have seen an overall 22% (162.06 FTE) reduction in our workforce numbers from 725.21 in 2010/11 to 563.45 at 31st Mar 24 as detailed below:

- 33% (162) reduction in wholetime firefighters from 494 in 2010/11 to 332 in 2023/24
- 33% (24) increase in on-call firefighters from 72 in 2010/11 to 96 in 2023/24
- 25% (9) reduction in fire control posts from 26 in 2010/11 to 17 in 2023/24
- 300% (3) increase in on-call fire control operators from 0 in 2010/11 to 3 in 2023/24
- 12% (-16.06) reduction in Green Book staff from 129.21 in 2010/11 to 113.45 in 2023/24
- 50% (-2) reduction in Gold Book Officers from 4 in 2010/11 to 2 in 2023/24

In summary Cleveland Fire Authority is starting 2024/25 with:

- less cash funding than in 2013/14
- a low Council Tax base which means a much lower proportion of spending is funded from Council Tax than is the case for the average CFA
- continued reliance on the level of Government funding
- a signifcant challenge given the requirement to increase Council Tax to partly fund inflation pressures
- uncertainty regarding 2024 national pay awards and inflation

Budget Requirement 2024/25

£34.989m

The budget requirement reflects the resources needed to implement our CIRMP. The forecasts were prepared in Jan 2024 and were reviewed to reflect changing external circumstances covering the following key issues:

National Pay Awards
Pay accounts for 80% (£27.8m) of the budget and the level of national pay awards has a significant impact on the budget.

Our MTFS is based on forecast pay awards for firefighters of 3% for 2024 and 2% for 2025 and 2026. The forecasts are based on falling inflation and pay settlements across the economy. We recognise the potential risk, particularly regarding the 2024 budget, that national pay settlement may exceed these forecasts, Each 1% increase above our forecast would increase recurring costs by £0.223m, which would need to be addressed by identifying further services cuts.

In relation to staff, covered by national Green Book pay conditions, we have made provision for the 2024 pay award reflecting the impact of the increase in the National Living Wage in April 2024. This position reflects the anticipation that the National Employers Organisation will seek to maintain the lowest Green Book pay level above the level of the National Living Wage.

Non-Pay Inflation
The level of inflation has reduced and is expected to continuing reducing during 2024/25. We have assessed the impact of inflation across our no pay budgets and for 2024/25 have made provision for an overall inflation impact of 5%. For the final two years of our MTFS (2025/26 and 2026/27) we have assumed the Bank of England will return inflation to 2%.

Capital Programme
Details of the capital programme are outlined later in this document; in summary the costs of replacing operational equipment will be higher than when the equipment was last replaced. This increase reflects the cumulative impact of inflation, including the current significant increase.

Investment Income
In response to the expectation that current interest rates will begin to reduce during 2024 we continue to proactively manage our investments to secure investment income to support the revenue budget, whilst ensuring the money we have invested remains secure. Our proactive approach will secure investment income which will protect us from reductions in interest rates and provide £0.250m of annual support for our revenue budget over the period of the MTFS and potentially sustainable into 2027/28.

Government Funding

The 2024/25 Local Government Finance Settlement is for one year only owing to the timing of the next General Election and Spending Review. This makes financial planning more challenging. The settlement for 2024/25 was disappointing as Cleveland received the joint lowest increase in Core Spending Power (CSP) of any Fire and Rescue Authority, despite all authorities facing the same national pay and inflation pressures. The position was in part driven by the approach the Government adopted for allocating the Funding Guarantee as the Authority received one of the lowest allocations.

Comparison of CSP Increases and Funding Guarantee Grant included in CSP

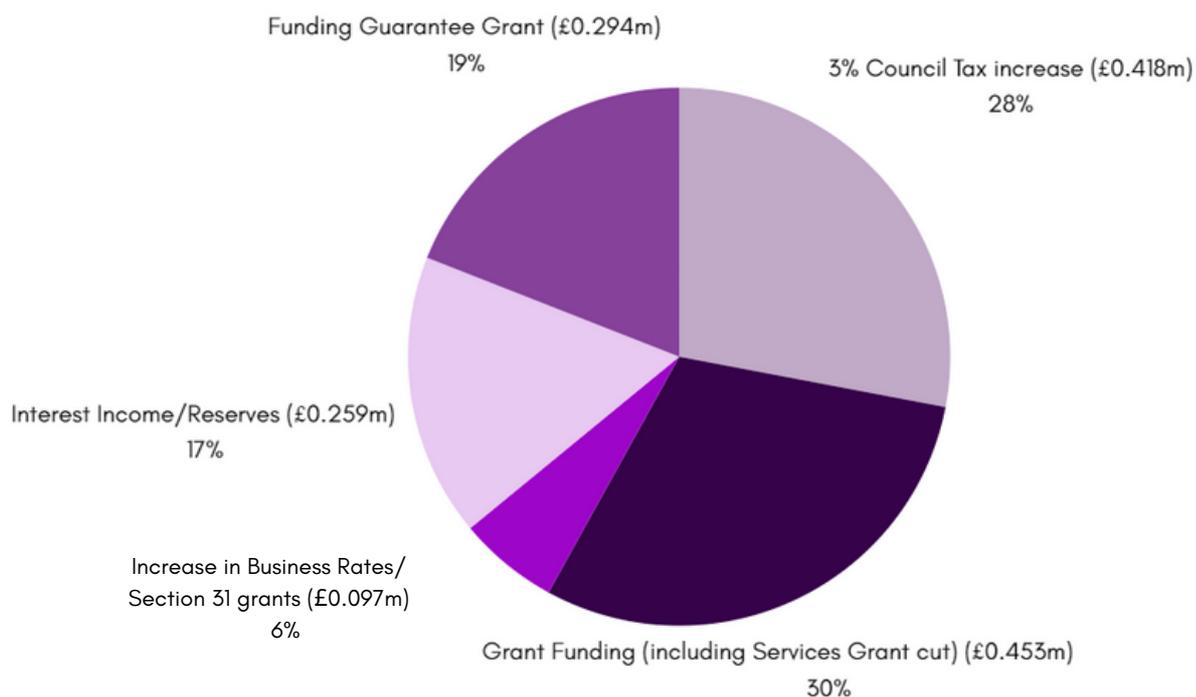|	Final 2024/25 CSP increase	Final 2024/25 CSP percentage increase	Final Funding Guarantee included in CSP increase	Provisional Funding Guarantee included in CSP increase
Cleveland	**£1.692m**	**5.1%**	**£0.294m**	Nil
West Midlands	£6.352m	5.1%	£1.312m	£0.152m
Tyne and Wear	£3.121m	5.2%	**£0.689m**	£0.126m
Durham & Darlington	£1.972m	5.6%	**£0.530m**	£0.198m
Buckinghamshire	£2.119m	6.0%	**£0.598m**	£0.260m
Dorset and Wiltshire	£4.077m	6.0%	**£1.632m**	£0.990m
Hereford and Worcester	£2.300m	6.0%	**£0.902m**	£0.556m
Shropshire	£1.630m	6.0%	£0.373m	£0.174m

Other Areas of the Settlement

The Government 'asks authorities to continue to consider how they can use their reserves to maintain services over this and the next financial year, recognising that not all reserves can be reallocated, and that the ability to meet spending pressures from reserves will vary between authorities'.

The Authority has a robust strategy for managing reserves which underpins the Asset Management Plan and provides resources to support the MTFS. The reserves strategy is very clear that any use of reserves to address a budget deficit is not a sustainable strategy and would simply defer service cuts until a later financial year.

After reflecting the above issues we had a budget requirement of £36.510m, compared to resources of £34.989m which meant we faced budget deficit of £1.521m. We address this deficit through a combination of measures as summarised below:

Funding Guarantee Grant (£0.294m)
19%

3% Council Tax increase (£0.418m)
28%

Interest Income/Reserves (£0.259m)
17%

Increase in Business Rates/
Section 31 grants (£0.097m)
6%

Grant Funding (including Services Grant cut) (£0.453m)
30%

The Council Tax increase was in line with the national referendum limit and the assumption within Core Spending Power forecasts for 2024/25 that authorities would use the Council Tax flexibilities to provide recurring resources to avoid further cuts in services.

FINANCIAL OUTLOOK
2025/26 to 2026/27

The financial outlook beyond the 2024/25 one year settlement remains uncertain as only 42% of Spending Power is funded from Council Tax and the remaining 58% will be determined by national changes to the funding formula.

This funding split is important as without annual increases in both sources of income the Authority will face annual budget deficits. Based on available information annual Council Tax Referendum Limits of 2% are anticipated and will be a key component in increasing Spending Power.

The position in relation to other funding is also uncertain and will depend on reforms to the Local Government funding system. The Government funding settlement for 2024/25 is a significant change and provides a robust basis for developing the MTFS. Therefore, for planning purposes it would be prudent to plan for a cash freeze in funding.

The other important factors will be the level of national pay awards and inflation. For planning purposes it is assumed that inflation returns to the Bank of England 2% target from 2025/26, which will reduce both inflationary and pay award pressures.

On the basis of these forecast the baseline forecast deficit for 2025/26 and 2026/27 is £0.603m.We have also considered a range of budget scenarios in relation to potential pay/inflation levels and Government funding which could potentially increase the deficit to between £0.923m and £1.541m.

Planning Scenarios - Alternative Potential Budget Deficits 2024/25 to 2026/27

	2024/25 Deficit £'m	2025/26 Deficit £'m	2026/27 Deficit £'m	Total Deficit £'m	Total Deficit as % of budget
Scenario 1 - Updated Baseline Forecast **Annual Planning Factors from 2025/26** • **Inflation and Pay Awards 2%** • **Council Tax Increase 2%** • **Government Grant Freeze** • **£0.250m Investment Income sustained in 25/26 and 26/27 (defers deficit to 27/28)**	0.000	0.349	0.254	0.603	1.8%
Scenario 2 – Mid Case (a) **Annual Planning Factors from 2025/26** • **Inflation and Pay Awards 3%** • **Council Tax Increase 2%** • **Government Grant Freeze** • **£0.250m Investment income sustained in 25/26 and 26/27 (defers deficit to 27/28)**	0.000	0.623	0.598	1.221	3.6%
Scenario 3– Mid Case (b) **Annual Planning Factors from 2025/26** • **Inflation and Pay Awards 2%** • **Council Tax Increase 2%** • **Government grant reduction 1%** • **£0.250m Investment Income sustained in 25/26 and 26/27 (defers deficit to 27/28)**	0.000	0.510	0.413	0.923	2.7%
Scenario 4 – Worst Case **Annual planning factors from 2025/26** • **Inflation and Pay Awards 3%** • **Council Tax Increase 2%** • **Government Grant Reduction 1%** • **£0.250m Investment income sustained in 25/26 and 26/27 (defers deficit to 27/28)**	0.000	0.784	0.757	1.541	4.6%

The Chief Fire Officer has been asked to bring forward saving proposals to address the forecast deficits for consideration by the Authority during 2024 to ensure the Authority's budget position does not become unmanageable.

Corporate Outcomes
Efficient and Effective Use of Reserves

Financial Objective
To use our reserves wisely to develop plans against financial uncertainty, improve efficiency and support innovation and new affordable ways of working.

Statutory Duty
Reserves are a key element of the Authority's financial planning arrangements and enable financial risks and spending priorities to be managed over more than one financial year, where these support the Authority's strategy to deliver good quality commuity safety services to the public. Provisions within the Local Government Act 1992 require authorities to have regard to the level of reserves needed to meet estimated future expenditure when calculating the budget requirement.

The Fire and Rescue National Framework for England details specific requirements for Authorities in relation to their reserves including the requirement to have a published reserves strategy that has been developed in consultation with their Chief Finance Officer.

The Authority's Reserve Strategy is contained within its MTFS 2024/25 to 2026/27.

It sets out the reserves held, their intended use and the strategy for ensuring the funds are maintained at an appropriate level.

The Authority holds Earmarked Reserves and an Unearmarked General Fund Reserve. Earmarked reserves make up 88% of the Authority's Reserves and are held to spread the cost of large scale capital projects over a number of years, to support the revenue budget and to meet other one off commitments.

In the event that circumstances change and individual Earmarked Reserves are not needed, or the calls on these reserves are less than currently forecast, the position will be reviewed when the MTFS is updated. This will ensure that our Reserves Strategy continues to underpin the MTFS and the financial resilience of the Authority.

Reserves Benchmarking
The national reserve figures consist of two components – Earmarked Reserves and General Fund Reserves and the following sections compare Cleveland's position with the national average.

Earmarked and General Fund Reserve
The Authority's split of reserves is broadly in line with the national total.

	Cleveland	National total
Earmarked Reserves	88%	86%
General Fund Reserves	12%	14%
Total	100%	100%

The Authority's General Fund Reserves – £1.637m 31.03.2024

As a single purpose authority, there is no opportunity to use cross service subsidies to meet unanticipated expenditure arising from, for example, volatile business rate income or a major incident, so this reserve is key in our strategy to manage our financial risks.

This is the only uncommitted reserve held by the Authority and equates to 5% of the 2024/25 approved revenue budget – which equates to only three weeks expenditure. This reserve is the level suggested in the National Framework document.

The Authority's Earmarked Reserves

The Authority's Earmarked Reserves fall into three categories and the forecasted position at 31st Mar 2024 is summarised below.

≫ Category 1

Funding for planned expenditure on projects and programmes over the period of the current MTFS – £7.362m forecast balance 31.03.24. These reserves relate to three key areas:

Earmarked Capital Reserves (£3.841m): used to partly fund the Authority's approved Asset Management Plan, which addresses operational requirements covering fire appliances, operational equipment and properties.

Budget Support Fund Reserve (£2.857): the 2024/25 Local Government Finance Settlement only covers one financial year. Funding for 2025/26 and future years will be determined by the next Spending Review, which will be completed after the General Election. This position, alongside current inflation and uncertainty regarding 2024 national pay awards, makes financial planning extremely challenging. This reserve helps manage these risks and uncertainties.

Earmarked Revenue Reserves (£0.664m): used to manage potential Collection Fund deficits; the installation of domestic sprinklers, and income risks re. services commissioned/funded from specific grants/external funding.

≫ Category 2

Funding for specific projects and programmes beyond the current planning period – £2,704m balance 31.03.24

Capital Phasing Reserve (£1.644m): used to smooth the interest and loan repayment costs charged to the annual budget.

Other Reserves (£1.060m): used in the main for 'Invest To Save' initiatives, Breathing Apparatus replacement, delivery of our Grenfell Action Plan and pension matters.

≫ Category 3

General contingency or resources to meet other expenditure needs held in accordance with sound principles of good financial management – £0.643m balance 31.03.24

This reserve relates to the Insurance Fund and is earmarked to fund insurance policy excess payments.

Full details of the Authority's current reserves and planned expenditure of those reserves to 2028/29 is set out in the following table

	Balance 31/03/24 £k	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	2028/29 £k	Balance (On-going Risk)
Unearmarked General Fund Reserve							
	1,637	**0**	**0**	**0**	**0**	**0**	**1,637**
Earmarked Reserves Category 1							
Capital Reserves							
Capital Investment	3,435	(2,596)	0	(539)	0	0	300
AMP Inflation Risk	406	10	(50)	(170)	(110)	(370)	(284)
Revenue Reserves							
Budget Support Fund	2,857	(9)	(787)	(757)	0	0	1,304
Innovation Fund	453	(153)	(150)	(150)	0	0	0
Commissioned Services	211	0	0	0	0	0	211
	7,362	**(2,748)**	**(987)**	**(1,616)**	**(110)**	**(370)**	**1,531**
Earmarked Reserves Category 2							
Capital Planning	1,644	117	(246)	(274)	(346)	0	895
Grenfell Action Plan	113	(24)	(30)	(30)	(29)	0	0
Invest to Save	887	(634)	(188)	(65)	0	0	0
Ringfenced Grants	60	(34)	(26)	0	0	0	0
	2,704	**(575)**	**(490)**	**(369)**	**(375)**	**0**	**895**
Earmarked Reserves Category 3							
Insurance Fund	**643**	**0**	**0**	**0**	**0**	**0**	**643**
Total Earmarked Reserves	**10,709**	**(3,323)**	**(1,477)**	**(1,985)**	**(485)**	**(370)**	**3,069**
Total Reserve Balance		**7,386**	**5,909**	**3,924**	**3,439**	**3,069**	

Asset Management

In CFB the term 'assets' refers to our Estates, Fleet, Equipment and ICT. We have plans for each of these in support of the delivery of our CRMP 2022-26.

◆ Estates Plan pages 28 and 29

◆ Fleet Plan pages 30 and 31

◆ Equipment Plan page 32

◆ ICT Plan (Digital Transformation) pages 33-45

Our Plans are underpinned by a funding strategy which will finance capital costs through a combination of using the earmarked Capital Investment Programme reserve, Prudential Borrowing and the approach previously outlined.

The revenue budget includes provision to meet the interest and principal repayment costs of using Prudential Borrowing. The phasing of these costs is supported from the Capital Phasing Reserve.

The financial requirements to deliver the Asset Plans to 2026/27 are detailed at Appendix C.

Robustness Advice

In line with the Local Government Act 2003, Chris Little, the Authority's Section 151 Officer (Treasurer) sets out his advice to the Fire Authority Appendix D gives details.

Going forward we will:

- annually review our Medium Term Financial Strategy including efficiencies and reserves (ESR33)

ASSETS

ESTATES
FLEET
EQUIPMENT

Estates Objective
To maximise the use of our modern estate

We want to make our buildings an integral part of the community we serve by being the local hub to enhance community cohesion and engagement. As an employer we seek to create the right working environment for all our staff.

In 2012 we set out on our ambition to transform our entire estate and to date we have:

- rebuilt four new community fire stations at Middlesbrough, Headland, Grangetown and Thornaby
- refurbished eight community fire stations at Redcar, Billingham, Saltburn, Skelton, Hartlepool, Stockton, Guisborough and Loftus
- rationalised all of our non-operational estate into one purpose built administrative, technical and training complex at Queens Meadow Business Park in Hartlepool

Through these investments we are ensuring that we continue to build a 21st Century fire service able to meet the complex needs of our communities.

Modernising our estate has enabled opportunities to build on the success of our partnership work; we have established strategically placed Community Hubs in fire stations to coordinate and integrate the delivery of community services with our Partners.

HM Coastguard is co-located at Redcar Community Fire Station, and we have the Ambulance service utilising our facilities at Grangetown Community Fire Station. Cleveland Police have moved into our purpose built Thornaby Community Fire Station marking a major advance in our collaboration ambitions, whilst Cleveland Local Resilience Forum have a secondary Strategic Co-ordinating Centre at our Queens Meadow Complex to facilitate Gold Command functions.

We will look to develop further plans with the Police and Ambulance services on the feasibility of sharing assets at our Technical Hub to secure efficiency improvements in fleet maintenance.

Having a modernised estate brings new associated challenges. It is important that we protect our investment in these buildings through a high-quality planned preventative maintenance regime to ensure that they provide a long service life and remain fit for purpose. A new digital Asset Management system will support this.

We will review the technology protecting our buildings and our people, including access control and CCTV systems.

A legislative risk register process verified by an annual premises audit system supports the effective management of property assets.

Sustainability is a key consideration in the future maintenance of our buildings. We will support our Climate Change strategy and work towards net zero carbon emissions by 2050 by commencing a scheme of site decarbonisation, replacing our heating systems with renewable energy sources. We will install electric vehicle charging points across our estate.

Following the Covid-19 pandemic, we will relaunch our on-site restaurant, serving the whole of the Queens Meadow Business Park and will maximise our grounds and space to commence community landscaping and gardening projects.

Social value is important in the procurement of all estates related goods and services and we will look to engage local employers wherever possible.

Going forward we will:

- refurbish our community fire stations at Coulby Newham and Yarm (ESR19)
- enhance our station-based training facilities with a programme to replace existing Drill Towers (ESR20)
- undertake a rolling programme of site de-carbonisation to support our Climate Change plans (ESR21)
- upgrade our Queens Meadow Technical Hub facility to support collaboration on vehicle maintenance (ESR22)
- undertake a variety of smaller-scale refurbishment and development projects across our stations (core work)

Funding Requirements

Our Estates Plan covers a 15 year period 2022/23-2036/37. The funding requirements associated with this are set out in Appendix E and addressed through the MTFS.

Corporate Outcome
Efficient and Effective Use of Resources

Fleet
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

Our strategy for fleet and transport is to ensure that we provide a fit for purpose fleet of vehicles to meet the needs of our community and deliver an effective fire and rescue service now and into the future.

Over recent years we have made significant investment in our fleet; we have:

- introduced eleven new standard Water Tender Fire Appliances, including seven in 2022 alone, all with cleaner diesel technology
- enhanced the specification of our existing vehicles, to ensure the continuity of our critical services during periods of severe and inclement weather and our capability to deal with major industrial emergencies
- upgraded our smaller 4x4 specialist response vehicles
- replaced some of our non-operational support fleet with smaller, more efficient 'greener' cars
- continued the rollout of pod systems to assist in the delivery of specialist services
- shared our Incident Support vehicles with the Police and neighbouring FRS to enhance interoperability and inter-agency effectiveness at emergencies

As demands on our service change, so will our fleet profile. We will continually review our fleet replacement programme to ensure that we maintain efficient and effective transport resilience, with adequate availability of suitable vehicles which are flexible to meet our service requirements. We will continue to collaborate with our neighbouring emergency services in the procurement and use of our fleet.

Our fleet is maintained in-house to very high safety standards, which secures significant financial efficiencies whilst delivering a resilient and flexible service. Fire Appliances are serviced on a 13-week schedule and have a frontline operational lifecycle of 15 years. Non-operational vehicles are serviced twice a year.

The specification and procurement process for our vehicles commences with a review to validate replacement against the requirements of the CRMP; subsequently early internal customer engagement is central to our approach.

Fleet research and development is undertaken by benchmarking agreed specifications with other fire and rescue services and testing the open market to identify innovative or find new solutions. The procurement process itself is focussed on achieving value for money using relevant Frameworks.

Future innovations are identified and captured by our people through attendance at national and regional groups including the NFCC Transport Officers Group, Zero Emission Pumping Appliance Group, Transport Managers System Users Group and Emergency Services Show.

Sustainability is a key consideration in the future of our fleet, and we will support our Climate Change strategy and work towards net zero carbon emissions by 2030. Undertaking research and development in conjunction with suppliers, we will plan an effective transition towards a zero-carbon fleet, assessing usage profiles and determining suitable alternatives including electric, hybrid, and ultra-low emission vehicles. At the end of their working lifespan with us, all vehicles will be disposed of in a sustainable and responsible manner. Whenever possible, fire appliances are donated to the Operation Florian charity for further use across other parts of the world.

Our fleet is managed from our Technical Hub at our Queens Meadow Complex. As vehicle technology advances, we will continue to ensure that our people undertaking fleet maintenance activities are competent to comply with relevant controls and legislation. Attracting and retaining appropriately qualified vehicle technicians is a challenge in the current climate and we will therefore look to develop new talent through apprenticeship programmes.

Going forward we will:

- progress our rolling fleet replacement programme (core work)
- investigate the potential of a specialist Aerial Ladder Platform vehicle to improve our high-rise response capabilities (ESR23)
- investigate the use of alternative and smaller emergency response vehicles (ESR24)
- evaluate a range of greener vehicles in support of our Climate Change aims (ESR25)
- implement vehicle telemetry across our fleet (ESR26)

Funding Requirements

Our Fleet Plan covers a 15 year period 2022-23-2036/37. The funding requirements associated with this are set out in Appendix F.

Corporate Outcome
Efficient and Effective Use of Resources

Equipment Objective
To have value for money, state of the art equipment that supports the delivery of an effective fire and rescue service

Our strategy is that all our operational equipment is fit for purpose, ensuring safety, effectiveness, efficiency and legal compliance. It is issued to the right staff with the right training and skills working in the right way all of the time.

Significant investment in our equipment has been made in recent years. We have:

- provided all operation staff with new Fire Helmets and half-face respirators
- introduced a new range of thermal imaging cameras and gas detection monitors on all our fire appliances to enhance our search and rescue capabilities at the scene of an incident
- issued Body Worn Video Cameras to front-line staff to deter incidents of violence

As new products are constantly entering the fire and rescue market at pace, we need to ensure that we continue to undertake robust research to ensure we identify the best technical solutions to meet for our future equipment requirements.

Going forward we will:

- renew our foam fire-fighting equipment in line with our foam strategy (ESR30)
- replace Breathing Apparatus sets and cylinders and, at the same time, investigate the introduction of BA Telemetry (ESR31)
- replace all Personnel Protective Equipment fire kit including a managed kit washing service (ESR32)
- use our new digital Asset Management system to record full lifecycle history of all equipment, including the logging of standard equipment test results on stations (ESR8)

Funding Requirements

Our Equipment Plan covers a 15 year period 2022-23-2036/37. The funding requirements associated with this are set out in Appendix G and addressed through the MTFS.

DIGITAL TRANSFORMATION

Digital Transformation

We set out our commitment to innovation through technology in our ICT strategy for 2019-22 to support the achievement of our strategic goals and a great deal has been achieved during this period. Better value for money in the use of technology has been achieved, modern and resilient information systems and technology have been introduced, robust governance arrangements have been strengthened.

Moving forward, we will take a **'Digital First'** approach.

It is tempting to think of digital as a thing, but it is more a way of doing things. It isn't just about the technology in the office, the Internet, social media activity or the hardware and software that form the backbone of the computers in every office.

The terms 'Digitisation' and 'Digitalisation' are often used interchangeably and confused with digital transformation, but these terms have their own distinct meanings and can be seen as stages on a roadmap along the journey to Digital Transformation:

Digitalisation
(Process Adaption)

Digitisation
(Data Conversion)

Digital Transformation
(Business Change)
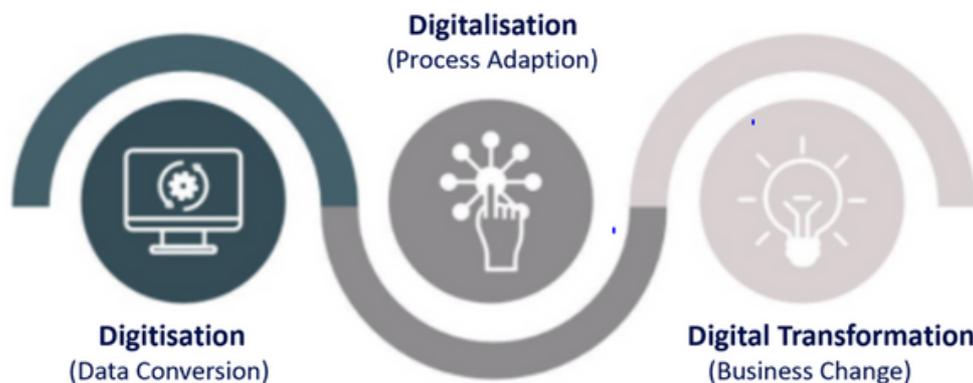
Digitisation is the process of converting information from an analogue physical format to a digital one. For example, scanning a paper-based form and saving as an electronic document.

Digitalisation is leveraging digitisation to adapt and improve existing business processes. For example, adding an automated workflow between electronic documents to replace a manual process.

Digital Transformation is the integration of digital technology into all areas of our organisation resulting in fundamental changes to how we operate in an efficient and effective manner. Digital transformation requires us to re-examine how we do things, how we operate and how we behave, working out what can be done better and what can be changed to improve the outcomes that we want to see for our workforce and the wider public.

It is important that we make transformational choices on the ways in which we work, harness data, exploit technologies, collaborate with partners and organise ourselves. Data and digital technologies are powerful in this respect and will be given priority as it underpins all areas of our business from front-line response to the targeting of our interventions; from how we manage risk to how we look after our people. It is also important that we must not mistake 'digitalisation' as an end in itself but understand it instead as an enabler to our mission of keeping people safe. Digital transformation will be integrated into how our services are modernised, alongside our partners, and complemented by the skills our people need to do their jobs.

Covid-19 has accelerated the speed of change of digital transformation acting as a springboard to a faster implementation of digital solutions for the provision of front-line services in prevention and protection and for the expansion of our agile 'ways or working' in the future. Supporting our colleagues in the health sector in ways that we have not done before during the Pandemic requires us to make sense of the data generated by such experiences to inform our learning so that we improve our preparedness for future events.

Digital transformation across our Brigade will be more than just providing laptops or smartphones to our staff, it needs a change in culture to secure employee and manager buy-in to secure successful implementation. Our focus will not be limited to how we use data or deploy digital capabilities and new technologies to improve our operations and services; we will also focus on how we protect our critical infrastructure.

The pace of change has never been as fast with remarkable advances in mobile, cloud, artificial intelligence, sensors and analytics.

As society becomes increasingly connected, with people spending more and more time online our dependence on digital technologies and channels grows, we need to keep up with a constantly evolving digital landscape.

Our Digital Transformation Strategy outlines a set of objectives and outcomes as a framework for the further development, innovation and improvement of all aspects of digital, information and communication technology across our organisation, aligned to our Community Risk Management Plan 2022-26. The outcomes from this framework will be translated into detailed activities within our Digital Delivery Plan to ensure effectiveness and continued relevance over the next four years.

We will also support the NFCC's Digital & Data Strategy, watching the changing digital environment carefully to understand future developments and what they might offer FRSs.

Moving forward, our Digital Transformation Strategy is based on four objectives: **Digital Experiences** – to ensure people are engaged and have a great experience with technology which is familiar to them in their everyday life; **Smart Technologies** – to adopt smart technologies that improve our business processes and provide a fit for purpose digital infrastructure; **Data Insights** – to integrate our data to visualise easily and in real-time, to enhance organisational performance; **Digital Foundations** – to ensure that resilient secure arrangements and effective governance controls protect our data and technology.

Digital First - Our Digital Transformation Framework
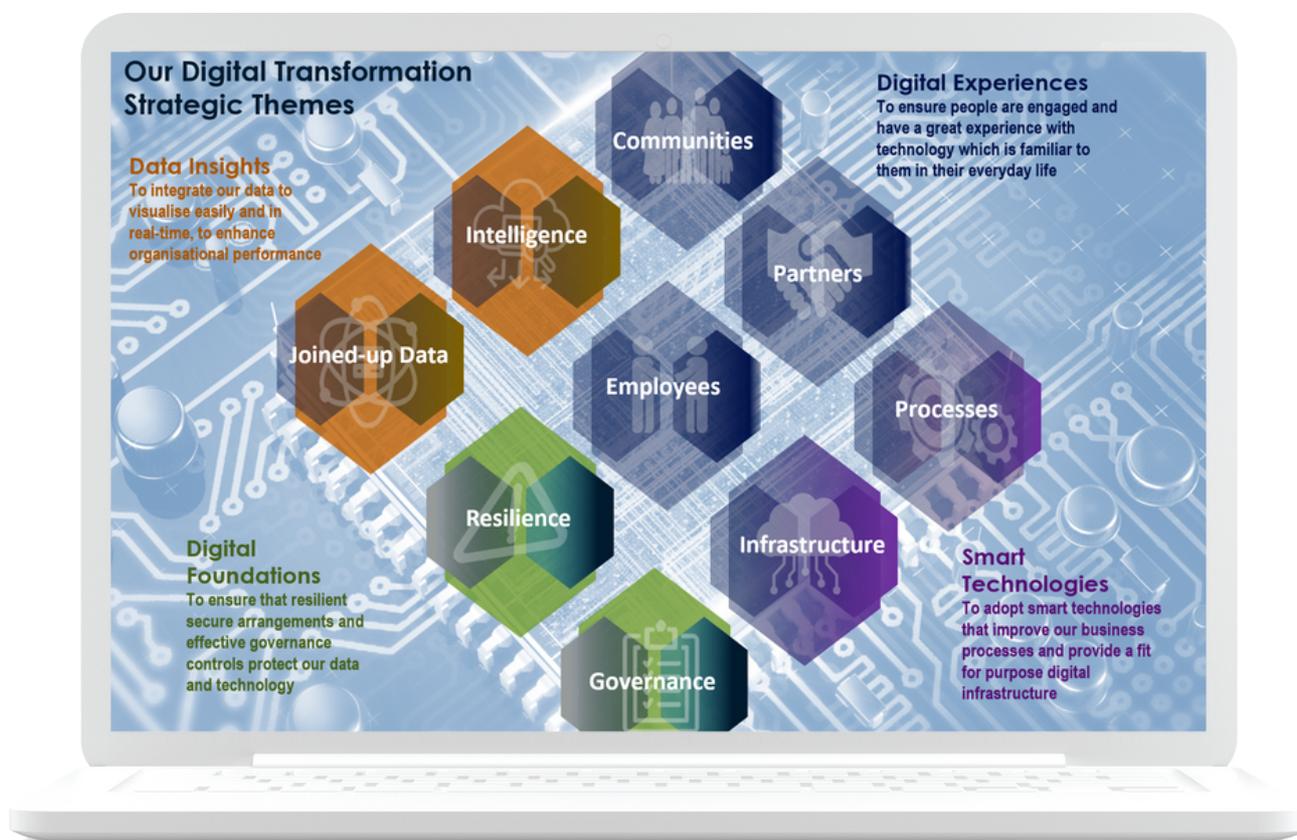
Our Digital Transformation Strategy outlines a set of objectives as a framework for the further development, innovation and improvement of all aspects of digital, information and communication technology across our organisation, aligned to our Community Risk Management Plan 2022-26.

The nine objectives from this framework will be translated into activities within our Digital Roadmap and Delivery Plan to ensure effectiveness and continued relevance over the next four years.

We will also support the National Fire Chiefs Council's Digital & Data Strategy, watching the changing digital environment carefully to understand future developments and what they might offer the fire and rescue service.

Funding Requirements

Our ICT Plan on the following pages covers a 15 year period 2022-23-2036/37. The funding requirements associated with this are set out in Appendix H and addressed through the MTFS.

Digital Transformation Objective
To provide a great technology experience that helps fulfil the potential of our people

Technology advances are changing the ways in which we can harness innovation and apply digital solutions to increase productivity and effectiveness.
The established consumerism and widespread public use of mobile devices and applications increases our workforce's comfort with powerful technology.

Building upon our digital transformation successes, we want to deliver an attractive user-driven experience where our people have easy access to business applications and communication tools when and where they need them. Wherever possible, we will implement seamless authentication and single sign-on to applications to enhance the digital experience.

Our new business platform 'The Bridge' is a key enabler to the implementation of our digital transformation plans, giving easier access and control to our business information, facilitating great staff collaboration and providing a gateway to our internal and external data and digital systems.

Our people need the right skills to utilise our digital solutions. We will enhance our learning environment and increase the use of on-line, intuitive and innovative learning opportunities.

Improving our productivity and effectiveness has close links to our Health and Wellbeing Strategy. Collaborative digital solutions will underpin new initiatives supporting our people to be fit and well at work.

Going forward we will:

- Transition to 'The Bridge' aligned to our digital transformation priorities (ESR2)
- Provide accessibility and connectivity for our people to work anytime, anywhere on any device (ESR3)
- Expand our use of Microsoft 365 business productivity tools (ESR4)
- Improve training programmes to ensure that we have the right skills at the right time (ESR5)
- Utilise technology to support the Health & Wellbeing of our people (ESR6)

Corporate Outcome
Efficient and Effective Use of Resources

Digital Transformation Objective
To offer the right digital channels for our communities to easily engage with us and provide targeted and relevant communications on things that matter to them

Our intentions are to introduce public facing digital services which are inclusive and accessible to all. We want to ensure that our community safety activities remain efficient and effective and to do this we will further explore innovative digital solutions to educate and advise our communities.

Similarly, we will further explore innovative digital solutions for fire protection to support businesses to keep their buildings safe.

We will enable better access to our services through digital media, channels and tools which are built on the public's expectations, and are inclusive.

We know that our communities are interested in our activities and the incidents that we attend and we will keep them informed by providing timely information on incidents as they happen. Equally, we will introduce digital apps that allow those calling us in an emergency to share location and video from their own mobile device which can assist our efficient response.

Going forward we will:

- Explore innovative digital solutions to support our prevention engagement activities, including the further creative use of media channels for public communications (SSC32)
- Further enhance the digitally interactive elements of our face-to-face SHVs (SSC27)
- Explore innovative digital solutions to support our protection engagement activities, including the ability for businesses to submit fire safety self-assessments to us (SSC34)
- Enable the public to provide us with digital information at the scene of an emergency (ESR7)

Corporate Outcome
Efficient and Effective Use of Resources

Digital Transformation Objective
To use digital technology as a key enabler to enhance our working with partners.

We pursue opportunities to collaborate with other organisations in order to improve outcomes and value for money for our communities. Digital technology is a key enabler to support productive and purposeful collaborative working with our range of partners to enhance the services we provide.

The efficiency and effectiveness of sharing of information and communications with partners in joined up services will be enhanced using our cloud-based business productivity collaboration tools.

The sharing of health information with our partners enhances both data quality and the streamlining of referrals, contributing towards improved health outcomes for members of our communities.

Digital technology to assist agile working enables our people to represent us within integrated partnership teams, sometimes working in other office locations belonging to our partners. We expect further integration opportunities to arise, particularly in areas of Community Safety.

Going forward we will:

- Use 'The Bridge' to manage our partnership network (ESR2)
- Utilise our Microsoft 365 business collaboration tools to support partnership working (ESR4)
- Enhance the sharing of health data and onward referrals generated through our SHVs (SSC27)
- Support the expansion of the Integrated Community Safety Team model (core work)

Corporate Outcomes
Efficient and Effective Use of Resources

Digital Transformation Objective
To review all areas of our organisation to ensure smart technologies enhance and improve the efficiency of our business processes.

It is vital that we use our data and digital technology to deliver 'fit for purpose' solutions to address our business needs. To drive further efficiency and effectiveness we will ensure that administrative processes are streamlined and workflows are automated. We will review existing process to identify re-design opportunities that replace our remaining manual and paper-based practices with efficient and effective digital technology.

Artificial Intelligence technologies offer the potential to transform people's lives, transforming industries and delivering first-class public services. The Government has recently published its first National AI Strategy. Maximising the potential of AI developments in the future will help us to increase innovation and productivity across our organisation.

The continued uptake of smart assets with digital capabilities will help us in many ways. Wearable technologies can allow us to monitor firefighter safety at the scene of an incident and assist with creating realistic training scenarios.

Digital innovation will help our climate change plans, contributing to achieving net zero targets through the introduction of building energy management systems and fleet monitoring.

Going forward we will:

- implement a new integrated Asset Management System (ESR8)
- review our Fire Control mobilising systems (SSC37)
- extend the tablet and smartphone devices on our fire appliances (core work)
- introduce digital mobile applications for alerting FDOs and on-call firefighters (ESR9)
- monitor AI developments that support the Fire & Rescue sector (core work)
- implement technologies including BA telemetry (ESR31)
- further develop our Augmented and Virtual Reality training scenarios (core work)
- enhance our CCTV and body worn camera technology (core work)
- implement digital technology to support our climate change plans (ESR10)

Corporate Outcome
Efficient and Effective Use of Resources

Digital Transformation Objective
To maintain a modern technology infrastructure that underpins our digital needs.

Significant investment has been made in our technology infrastructure, including new on-site Data Centres and faster connections for our networks and Wi-Fi access. We have progressively adopted cloud-based technologies and now manage a hybrid environment where some of our technology and infrastructure is on-site, and some is hosted in the cloud. Moving forward we will continue to transition towards cloud based services for both software and infrastructure where this benefits our transformation plans.

Gigabit broadband and 5G mobile networks are the cutting edge of digital infrastructure. The high-speed connectivity benefits will make us more efficient and give us access to information faster than ever before.

At the same time, we must be well prepared for the decommissioning of legacy national communication systems. For example, the BT public PTSN telephone network will be switched off in 2025 and the emergency services Airwave radio network is due to be terminated in 2026.

The Government's new Emergency Services Network, which will ultimately be based upon these new technologies, will provide resilient and secure voice and data connectivity and present opportunities to expand our use of digital technology for both routine and emergency response purposes.

Going forward we will:
- continue our transition to Cloud based applications and infrastructure services (core work)
- introduce new higher-speed connectivity for our Wide Area Networks, Internet access and mobile data connections (core work)
- achieve accreditation to connect to the Government's new ESN (ESR11)
- Transition Airwave radio communications to ESN (ESR12)
- explore opportunities to use the ESN to enhance data connectivity in the field (core work)
- implement new digital telephony and unified communications to replace legacy systems (core work)

Corporate Outcome
Efficient and Effective Use of Resources

Digital Transformation Objective
To further join up our data sources and integrate our digital systems to enable seamless performance and enhance productivity

Everything we do depends on the effective use of data and information, ranging from the point of service delivery through to checking and monitoring how well we are delivering our services. We store and process large volumes of data in many different forms. As our digital transformation journey progresses, these quantities of data will increase significantly into the realms of what is known as Big Data.

To join up our data we need to integrate our new digital systems to perform seamlessly together. This will be achieved through removal of data duplication and further development of Application Programming Interfaces. (core work)

Much of our data relates to location-based information. Aligning our data with the UK National Address Gazetteer and its Unique Property Reference Numbers will link address data across a diverse range of systems; facilitate greater accuracy and immediate data sharing internally and externally (ESR 13)

HM Government has developed a common data transfer standard – Multi Agency Incident Transfer (MAIT) – to send time-critical incident information between emergency services. Working with our Control Room technology suppliers to adopt this standard we will enable efficient and effective incident data sharing and reduce the time taken to respond to calls from other emergency responders. (ESR14)

The NFCC Digital and Data programme will develop a data hub to collaboratively improve the efficiency and effectiveness of identifying and reducing community risk and vulnerability. As the programme moves forward, we will provide engagement and support. (core work)

Corporate Outcome
Efficient and Effective Use of Resources

Digital Transformation Objective
To promote data-driven intelligence with information stored once and analysed across a range of channels.

Data is a fundamental building block of evidence required for improvement. It can be as simple as the count of our incidents, but the value of the data comes from analysis and insight. Asking questions and being curious to see what the evidence tells us means we can make better quality decisions. We need to be able to find the information we need, at the time when we most need it, and then be able to make sense of it at a glance.

We will use digital solutions to further enhance our own risk-based information that is available to our firefighters and incident commanders, whilst utilising the Government's 'Resilience Direct' secure online portal to maintain our awareness of the emergency plans of other emergency responders.

The risks faced by emergency services and the availability of resources change on a minute-by-minute basis. We have introduced a Dynamical Coverage Tool to visualise operational coverage on a live basis.

We will better use the tool moving forward to inform evidence-based decisions on how to deploy resources (core work)

There is a need across the Fire & Rescue sector to better measure the value of intervention activities and technology must play a key role in this challenge. We have developed real-time management information dashboards relating to our incidents and mobilising systems. There is potential to improve the visualisation and presentation of more of our data through the further integration of innovative intelligence dashboards (ESR16).

Corporate Outcome
Efficient and Effective Use of Resources

Digital Transformation Objective
To ensure resilient and secure arrangements are in place to respond to events that threaten the provision of our digital data and technology

There are ever increasing technology risks associated with information security and cyber-attacks. Our Digital transformation needs to address cyber resiliency, by integrating cyber security throughout the organisation. We need to continue to Protect our digital systems and data, detect when someone is trying to act maliciously against us, and adapt and evolve our security posture to stay ahead of threats.

We have amended our policies to ensure compliance with the National Cyber Security Centre (NCSC)'s 'Ten Steps to Cyber Security' and all our people have undertaken information security training. As an organisation, we have gained NCSC Cyber Essentials certification.

A comprehensive ICT Business Continuity Plan is in place which details our risk assessments and control measures and provides all the relevant information needed to allow us to recover quickly from any interruption, getting services back to normal operation as soon as possible and keeping disruption to a minimum.

Going forward we will:

- continue to implement measures to make our data and technology more secure against cyber threats and ensure that any new our digital technology introduced is secure by design (core work)

- further strengthen our disaster recovery arrangements, backing up our data and infrastructure to the cloud (core work)

- undertake annual assessments of our Information Security arrangements and ensure that remedial action plans are developed to address any identified security risks (core work)

- ensure that our Business Continuity arrangements are regularly reviewed and tested (core work)

Corporate Outcome
Efficient and Effective Use of Resources

Digital Transformation Objectives
To ensure the effective, robust and accountable control of all aspects of our digital data and technology whilst complying with our legislative responsibilities.

Information Governance is our framework of law and best practice that regulates the manner in which our information in all its forms is managed. It is key in underpinning corporate governance, service planning and performance management and serves to protect privacy and the maintenance of public trust.

Our ICT Service Governance arrangements assure that our digital resources and assets are always used in the most efficient and effective manner, through the application of robust and accountable controls.

We have worked in collaboration with other Fire & Rescue Services to establish significant technology partnerships for Fire Control (with Shropshire and Hereford & Worcester FRS) and the Emergency Services Mobile Communications Programme (with Durham & Darlington, Tyne & Wear and Northumberland FRS). Technology has been utilised to facilitate co-location collaboration opportunities with partners, resulting in the Police, NHS, Coastguard and Local Authorities sharing space on a number of our Fire Stations.

Collaborative procurement on technology projects in liaison with the NFCC delivers significant efficiencies and strengthens our ICT contract management arrangements. We will continue to explore other collaborative opportunities for ICT strategies and solutions where appropriate.

Going forward we will:
- establish a Digital Transformation Steering Group to support the delivery of our digital plans (ESR17)
- ensure continuing compliance with all relevant statutory information governance legislation (core work)
- establish a suite of digital performance measurement indicators (ESR18)
- explore collaborative opportunities for digital strategies and solutions (core work)
- maintain and develop the specialist skills of our ICT staff to keep up with technological changes (core work)
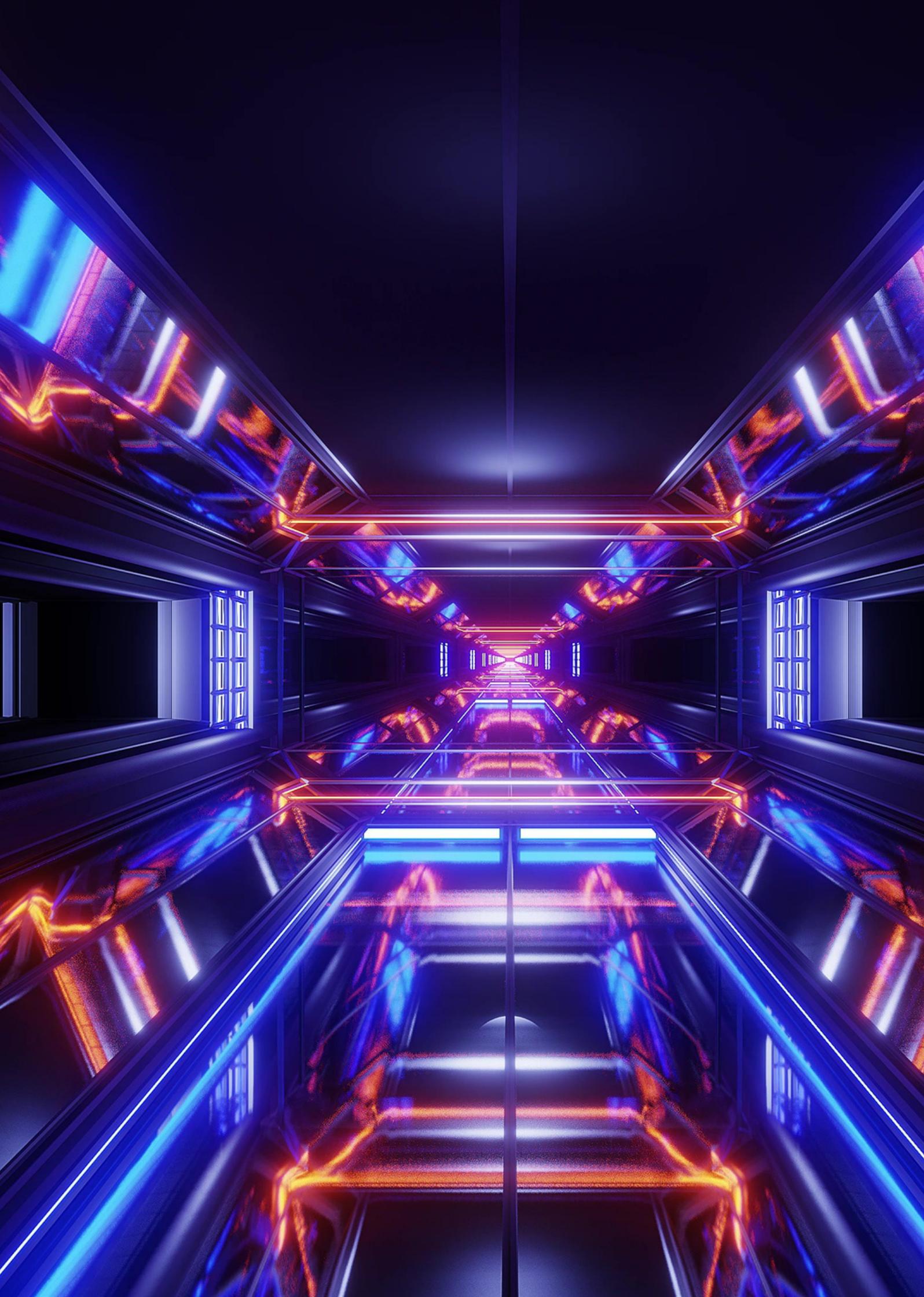
PROCUREMENT

Procurement

The future and shape of procurement will change significantly as a result of the Government's paper 'Transforming Public Procurement' which aims to speed up and simplify procurement processes, place value for money at the heart of procurement, and unleash opportunities for small businesses, charities and social enterprises to innovate in public service delivery.

Effective contract and procurement management will be essential in order to become best in class in a process that involves all aspects of business operation and support. It will have a significant impact on the delivery of value for money and efficient use of resources; therefore, it is vital that all procurement activities are managed effectively, and procurement personnel are well trained and highly professional.

The delivery of our Procurement Strategy 2018-2022 has given us a firm platform with robust processes and procedures to support the vision within our Community Integrated Risk Management Plan 2018-2022, supporting our communities and ensuring the cost-effective use of resources with efficient and effective procurement. We are already building on this platform by creating a positive procurement culture founded on sound business ethics.

As a key enabler to business success we now look to advance and build upon our procurement activities through our new Procurement Strategy 2022-26.

The Strategy reflects national and local policies and includes our approach to collaboration and partnerships, the recovery from the global pandemic, the impact of brexit, suppliers' fair working practices and ethicality, sustainability, climate change, corporate social responsibility and the development of Small and Medium-sized Enterprises (SME) and third sector organisations.

Overall, it will support the delivery of a cost-effective high-quality service that considers a more strategic role for procurement which:

- takes cognisance of the national procurement agenda and policy as well as the Authority's local priorities within the CRMP 2022-26
- supports the objectives within the Fire Commercial Transformation programme
- provides a framework for best value and continuous improvement

The Strategy will focus on four key themes over the next four years.

The Four Themes of Our Procurement Strategy 2022–26

Commercialization & Working Collaboratively	Contract Management & Risk Mitigation	Responsible & Ethical Sourcing	Improvement & Innovation
Four Themes	Of Our	Procurement	Strategy
Exploring strategic partnerships and enhancing our collaboration commitment further	Building on our current arrangements with specific focus on social value, delivery and managing risk within our supply chain	Supporting the Brigade on global issues such as environmental impact, carbon reduction and sustainability	Aiming for faster, leaner, fairer, and more effective procurement service

working towards our Resource Objective ....

'to secure value for money and promote good business ethics in the procurement of our goods and services'

Corporate Outcome:
Efficient and Effective Use of Resources

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

Our commitment to securing value for money in our procurement activities is clear and evidenced through the use of a mixture of local and national collaborations, partnering, shared services and frameworks. Our Partners include other Fire and Rescue Services, Emergency Services and Local Authorities.

We are committed to the National Fire Commercial Transformation Programme and regularly call off contracts from established Frameworks, for example West Midlands FRS (smoke alarms, gas monitors); Kent FRS (COVID 19 PPE) and Devon and Somerset FRS (Fire appliances).

Our work with the North East FRSs through our formal procurement meetings ensure that a pipeline of sourcing activity and contract information is constantly shared to identify and deliver potential collaborative opportunities and good practice. A number of collaborative procurement exercises have taken place as a result of these regional meetings with the majority of activity being commercially led by Cleveland.

Going forward we will continue to work with Partners to better understand the growing complexities of and the need for resilience within our global supply chains, manufacturing techniques and advances in technology.

We will use our procurement expertise and commercial acumen to explore income generation opportunities and the potential for joined up public services. By expanding our 'one team' approach and collective intellect with Partners we will ensure resources are applied efficiently, needs are understood, knowledge is shared, and innovative solutions are implemented.

We will continue to demonstrate collaboration throughout our supply chains by publicising our procurement pipeline; engaging with local and regional suppliers and adopting a more strategic approach to regional procurement. (ESR34)

ISO 44001 provides a structured life-cycle route map for partnerships; we will assess our partnerships against this standard to ensure they remain effective and optimised. (ESR35).

Procurement Objective
To ensure more efficient and effective contract management arrangements

Contract management is vital to service performance as it promotes quality, value for money, innovation, agility and flexibility in the delivery of services. It also provides opportunities to decrease risks and carbon emissions and increase social value, innovation and resilience.

As we increasingly procure on a more collaborative basis, it is vital that we continue to adopt robust contract management that is proportionate and ensures considerations of strategic, political and community impacts. This will include the use of a balanced scorecard to measure both 'hard' data, such as KPI performance, and 'soft' measures such as levels of customer satisfaction and relationships.

Going forward our contract management arrangements will continue to focus service delivery on quality performance, making efficiencies and achieving cost reductions, increasing social value opportunities, decreasing environmental footprint, mitigating risks, increasing resilience and harnessing continuous innovation and change.

We will:

- embed our new contract management platform which includes a toolkit and central recording and monitoring system and establish strong governance arrangements to manage business risk and enable strategic oversight. (ESR71)

- take a differentiated approach to managing our strategic and tactical contracts based on risk. This will involve directing our time and efforts to contracts where the risks and rewards are highest; a 'self-managed' approach with exception reporting will be adopted for lower risk contracts. (ESR70)

- incorporate opportunities for creating social value into all relevant contracts, encouraging our suppliers to offer opportunities for employment, training, and work experience within local communities. (ESR72)

- build on and improve our governance and due diligence arrangements regarding modern slavery; health and safety and good working practices pre and post tender. (ESR73)

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Corporate Outcome
Efficient and Effective Use of Resources
A Greener, More Sustainable Organisation

Procurement Outcome
To enhance our approach to sustainable procurement.

Achieving value for money in public procurement remains focused on securing the best mix of value, quality and effectiveness. Awarding criteria in future will include consideration of environmental benefits.

Using a circular procurement approach involves keeping resources in use for as long as possible, extracting the maximum value from them whilst in use, then recovering and regenerating materials at the end of serviceable life.

Our aim is that we will procure sustainably in a way that achieves value for money on a whole life basis and generates benefits not only to our organisation but also to the environment. This will involve us having a greater understanding of the potential environmental impacts as a result of our purchasing decisions.

We will work with suppliers, service providers and collaborative colleagues to reduce our carbon footprint in line with developing commitments both locally and nationally.

This will include measurement and reduction of carbon emissions towards Net Zero ambitions as well as carefully considering specifications and standards with a total lifecycle approach to consider the long-term impact.

Going forward we will:

- working across the business we will identify opportunities to maximise value from products and services for as long as possible and make use of sustainable material (circular procurement) (ESR74)

- encourage suppliers to reduce their environmental impact and gain certification to relevant accreditation schemes. (ESR75)

Corporate Outcome
Efficient and Effective Use of Resources

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

We want a Procurement Function; that is 'fit for purpose', agile, fair and transparent – a function that is working towards being 'best in class'.

As an organisation, we are committed to lifelong learning and continuous professional development. We will continue to identify learning opportunities within our procurement environment and supply chain, and share our knowledge widely.

Our professional procurement staff will continue to have access to a broad range of development and experiences to enhance their learning in the procurement field.

Digital transformation and modern, innovative procurement approaches will be explored with the overall aim of streamlining business systems, adopting leaner processes, removing bureaucracy, and increasing the efficiency and quality of our service.

Continuous improvement will underpin our service delivery model.
We will have a better understanding of service effectiveness through the development and adoption of standards in relation to response and quality.

We will have a better understanding of service effectiveness through the development and adoption of standards in relation to response and quality.

The role of procurement as an influencer to innovation and change is increasing within the fire and rescue sector. Early procurement involvement; market engagement, collaboration and innovative supply solutions are key in this.

Our Procurement team will continue to be a facilitator of change within the Brigade in that it will continue to work across the organisation and our supply base to identify opportunities for change and harness opportunities from specialist and innovative service providers.

Going forward we will:

- develop a suite of response, quality and competence standards for our procurement services (ESR77)
- undertake a best value review of CFB's Procurement Services in line with the Brigade's enabling services review programme (ESR36)
- undertake an independent Peer review of our procurement services (ESR76)

COLLABORATION AND PARTNERSHIPS

Corporate Outcome
Efficient and Effective Use of Resources

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

Our strategy is to keep collaborations under review, notify other Emergency Services of proposed collaborations, and give effect to proposed collaborations where they would be in the interests of efficiency or effectiveness.

For many years we have recognised that our success at addressing local problems and improving community safety is best achieved by working together with other agencies.

A framework for joint and integrated working exists in Teesside. Community Safety Partnerships bring together different public services to address local problems collectively. Placed based teams exist across our area, tackling local problems together, sometimes in an integrated way, where officers from different organisations serve as a single purpose team, with the same priorities, aims and outcomes. Our Community Hub at Hartlepool is a good example of this.

Wider collaboration exists with other Fire and Rescue services. For example, we have long standing working arrangements in place with the North East Fire and Rescue Services to deliver solutions at a strategic and tactical level. These are overseen through a Strategic Collaboration Board.

The are many examples of our Partnership working in our front line service provision such as delivering safer homes visits in partnership with health and local authorities, tackling arson with local authorities and Cleveland Police, and joint inspections of waste and recycling plants with the Environment Agency.

Over recent years our work with Partners in the Local Resilience Forum has meant that we were better prepared to keep our communities safe throughout the COVID-19 Pandemic; and our ongoing future work with CDDFRS intends to explore strategic options for the future resilience of our call handling services.

Joint procurement exercises with NEFRS have secured significant savings through economies of scale and sharing of estates, fleet and equipment with the Police have brought about cost reductions and joined up community safety working.

Following our last inspection the HMICFRS acknowledged that we have a positive approach to collaboration but stated that we should ensure that we effectively monitor, review and evaluate the benefits and outcomes of any collaboration.

We have started our journey in this respect through the development of our 'Better Together' Partnership and Collaboration Framework which is geared towards enhancing our governance arrangements for the management and monitoring of collaborations and partnerships. The Framework sets out our commitment to working in collaboration and to better evidencing the benefits of working in this way.

Over the next four years our priorities will be to:
- progress this work and populate the Framework
- strengthen our governance of partnerships
- commence a programme of Partnership evaluation
- develop a more co-ordinated Collaboration Strategy.

To ensure that this happens we have invested in a Partnership and Evaluation Manager (currently being recruited) and established a Priority Project for 2022/23 and 2023/24. (ESR1).
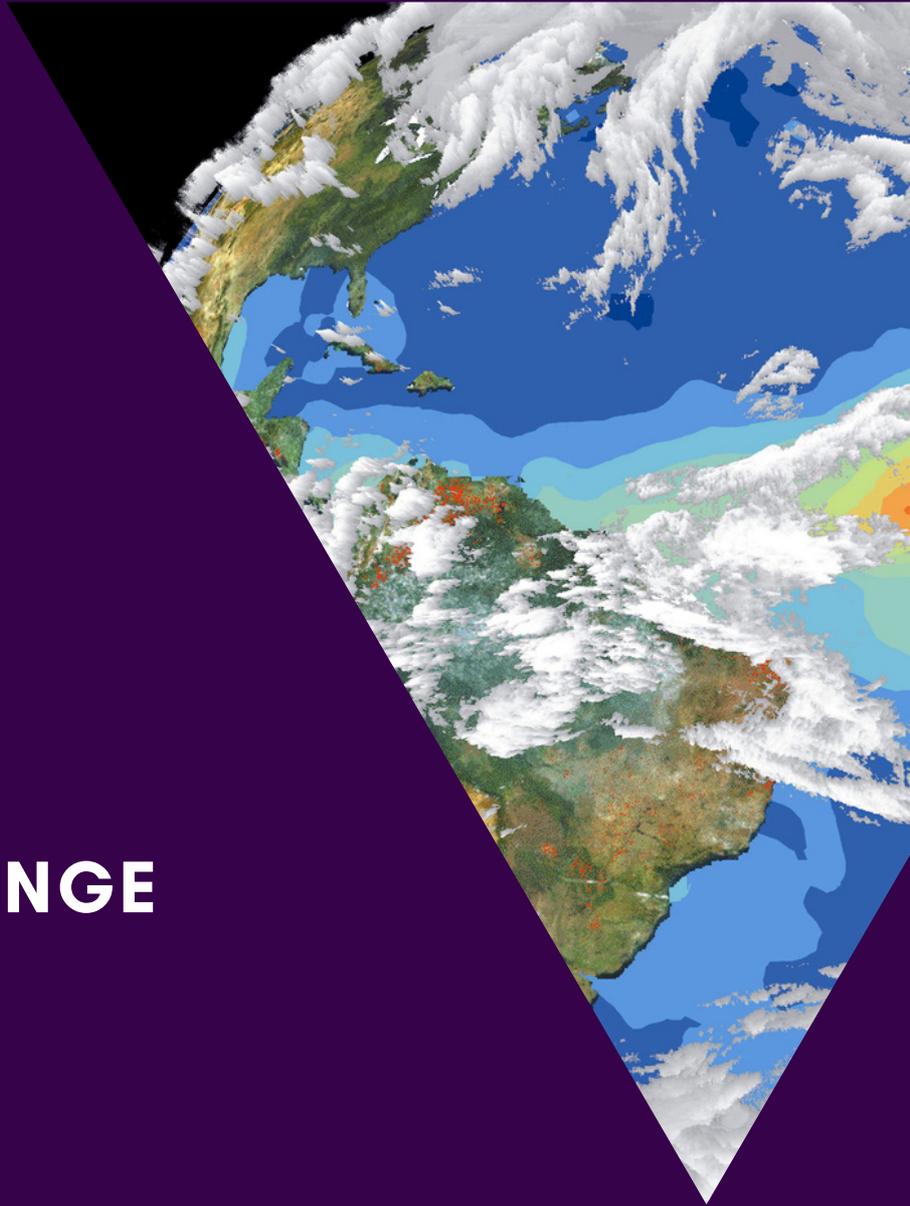
CLIMATE CHANGE

Climate Change

There is clear evidence to demonstrate that Climate Change is happening. From heating our buildings to filling up our vehicles, burning fossil fuels releases the greenhouse gases that increase global temperatures. Figures show that the average temperature at the Earth's surface is rising, sea levels are rising, and the seven warmest years on record have occurred consecutively since 2015. If emissions aren't reduced, we will face future climate change risks including frequent coastal, river and surface water flooding along with droughts, wildfires and increased air and water pollution.

The UK Environment Act 2021 builds on all previous climate change legislation and acts as the new framework of environmental protection, allowing the UK Government to set targets for air quality, water, biodiversity and waste reduction. The UK Government's Net Zero Strategy has a national target to reduce greenhouse gas emissions to net zero by 2050.

We recognise the impact of our daily activities and that we have a leading role to play in protecting our environment. Moving forward we will ensure that our ways of working are sustainable, and that we eliminate, as far as possible, the use of climate change contributing pollutants.

Our Climate Change Strategy sets out the objective, outcomes and required actions to reduce the environmental impacts of our activities and operations. The main contributors to our carbon footprint are our assets, including our buildings, technology, fleet and firefighting equipment.

Over the last ten years since 2012 we have made significant reductions in carbon emissions across our assets as they are upgraded or replaced through our Asset Management Plan. Within our Estates Rebuild and Refurbishment Programme, our buildings have been designed to be as efficient as possible using the Building Research Establishment Environmental Assessment Methodology and included more energy efficient insulation, heating, lighting and double glazing. Our ICT technology infrastructure has become more energy efficient as systems are virtualised or moved to the cloud. Our newer Fire Appliances and other vehicles are more fuel efficient and conform to the latest legislation with regards to diesel exhaust emissions. These measures have led to a combined reduction of 900 Tonnes of CO2 carbon emissions across our assets each year.

Although we have made good progress, there is still lots more that we can do. Our objective is that we will continue to reduce our carbon footprint and better support the Government's intentions of achieving net zero.

Contributing to a Cleaner, Greener Brighter Future

Working towards our resource objective 'to reduce our carbon footprint and better support the Government's intentions of achieving net zero'.

Our Strategy 2022-2026 will focus on six main themes

- **Energy and Water**

- **Transport**

- **Waste and Recycling**

- **Operational Activities**

- **Procurement (see Procurement Section)**

- **Sustainability Culture**

Climate Change Objective
To ensure that our buildings are energy efficient and reduce our energy and water consumption

We recognise the importance of reducing our energy and water consumption across our estate and we are continuously researching new green technology to make our buildings more sustainable.

One of our community fire stations has Solar Photovoltaic Panels installed to generate our own renewable electricity. Another station has air-source heat pumps installed. We intend to develop and commence a scheme of site decarbonisation, which will ultimately replace our heating systems with renewable energy sources across our entire estate over the next ten years.

All our buildings have Display Energy Certificate (DEC) assessments ranging from an A to D rating, which are classed as better than the average score for public buildings. This indicates to our people and visitors how energy efficient our buildings are.

As a Fire and Rescue Service, we rely heavily on water for all our activities including attending incidents and when training and within our buildings. It is essential that we use water in a sustainable way.

Within our buildings we have installed variable flush controls and low volume showerheads and taps.

We have recently invested in new water meters and replaced the underground pipework infrastructure at two of our fire stations. At QMC we are harvesting and recycling water used for training exercises.

Going forward we will:
- undertake a new baseline review to profile our current energy usage and carbon footprint across our estate (ESR61).
- prioritise any maintenance remedial actions to reduce emissions (core work).
- optimise our Building Management System to reflect current and future operating needs (core work)
- aim to reduce our electricity, gas and water consumption year on year (ESR62)
- introduce further LED lighting units and motion sensors where appropriate (core work)
- continue to upgrade our water meters and infrastructure across our estate (core work)
- develop and commence a scheme of site decarbonisation, replacing our heating systems with renewable energy sources (ESR21)
- consider more widespread generation of our own energy through solar power and wind turbines for both direct energy and storage (ESR63)

Corporate Outcome
A Greener, More Sustainable Organisation

Climate Change Objective
To reduce the fuel consumption and carbon emissions from our fleet and reduce business travel mileage

We have a wide range of vehicles, for both emergency response and non-response purposes, across our 150-strong fleet. Our transport movements, the type of vehicles and type of fuel we use all have an impact on our carbon footprint.

To ensure efficiency in fuel consumption and emissions, all our vehicles are maintained regularly by trained engineers and a range of daily checks are undertaken by each driver. Our training centre undertakes driver training and assessments.

An early trial of a small electric vehicle within the Brigade was limited by the mileage range available before the vehicle needed to be recharged. However, as technology has progressed, electric and hybrid vehicles have become a more viable option for our fleet and their introduction will have a major effect on the reduction of our carbon emissions.

The Covid pandemic has proved that it is possible to successfully hold many meetings virtually. Our digital transformation plans will further promote and facilitate virtual meetings, in turn reducing the amount of non-essential business travel undertaken.

Going forward we will:
- undertake a baseline review to profile our current fuel consumption and carbon footprint across our fleet (ESR64)
- implement an 'Electric Vehicle' charging infrastructure (ESR65)
- focus on removing the oldest and most fuel inefficient vehicles from our fleet (core work)
- introduce environmentally efficient Zero Emission and Ultra Low Emission Vehicles (core work).
- aim to rationalise the number of vehicles that we operate (core work).
- encourage the use of virtual meetings to reduce non-essential travel (core work).
- improve the tracking and monitoring of our fleet usage and driving behaviours (ESR66).
- aim to reduce single occupancy car journeys, encourage car sharing and promote our cycle to work scheme (core work).
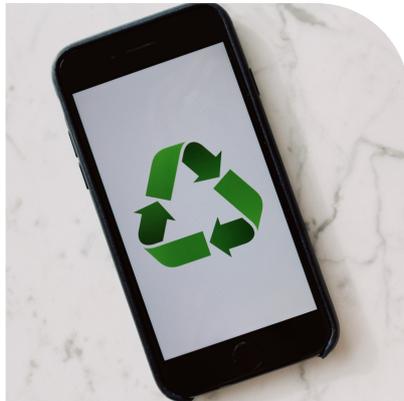
Corporate Outcome
A Greener, More Sustainable Organisation

Climate Change Objective
To reduce waste and improve recycling rates.

Waste is a big issue for any organisation.

Reducing the waste and refuse we generate in the first instance, along with encouraging more recycling, will ensure less pollution by lowering the amounts of waste sent for incineration or to landfill sites. Our waste hierarchy is to:
- eliminate producing waste
- reduce the amount of waste we produce
- re-use items as many times as possible
- recycle what we can only after we have re-used it
- dispose of what is left, in a responsible way

We re-use and recycle many items e.g.
- paper and packaging materials are recycled
- worn out uniforms and fire kit are recycled through textile banks
- at the end of their service life fire appliances and other items are donated to the Operation Florian charity for further use in Africa
- redundant technology and white goods are either sold to recover revenue, donated to local community causes, subject to component recovery to extend the lifespan of other equipment or, as a last resort, disposed of in line with Waste Electrical and Electronic Equipment regulations.

- single use plastic items include plastic bags, plastic water bottles and most food packaging which are only used once before being thrown away or recycled. The process of creating these items emits huge amounts of greenhouse gases. Through our procurement activities, we can reduce our use of single use plastics and set a good example to encourage our people to do likewise.

We can also benefit financially through cost savings associated with less waste disposal and better recycling. Going forward we will:
- undertake a new baseline review to profile our current waste and recycling rates (ESR67)
- review our recycling facilities and implement new waste and recycling contracts across our estate (ESR68)
- reduce the amount of waste we send to landfill year on year (core work)
- encourage the re-use of materials and equipment where safe to do so (core work)
- reduce the amount of single use plastic items we procure and encourage our people to do the same (core work)
- where possible, go paperless (core work)

Corporate Outcome
A Greener, More Sustainable Organisation

Climate Change Objective
To undertake operational activities in an effective manner that minimises our impact on the environment

As an emergency service, environmental protection is a priority. We regularly assist the public in dealing with incidents such as flooding and wildfires which arise from natural climate change.

In fighting fires, we can help to reduce the amount of CO_2 and other pollutants which would be released into the environment. The implementation of a balanced community protection strategy, with emphasis on prevention and protection, is our approach to reducing environmental pollution by preventing fires happening in the first place.

We operate national resilience equipment which helps to identify unknown substances and aid rapid deployment of the correct assets to deal safely with environmental pollutants. Our operational procedures for the decontamination of firefighters after deployment ensure the containment of pollutants which may otherwise have entered watercourses.

We work with other agencies to enable a co-ordinated response to emergencies such as flooding and chemical spills. Regular meetings are held with the Environment Agency and the local Emergency Planning Unit to discuss environmental issues and other scenarios. We have an established mutual aid group with other fire and rescue services in the region which enables a co-ordinated response to incidents which require the use of firefighting foam.

Continual improvement of response to flooding is a high priority. We have a severe weather strategy and specialist flood-response equipment. An all-terrain vehicle improves our access to hill wildfires.

Going forward we will:
- consider the environmental impact of foam used in firefighting (core work)
- research new technologies and equipment to reduce the environmental impact of fire and protect biodiversity (core work)
- continue to work with environmental agencies to ensure best practice (core work)
- incorporate biodiversity mapping information on Fire Appliance Mobile Data Terminals for the benefit of firefighting crews (ESR69)
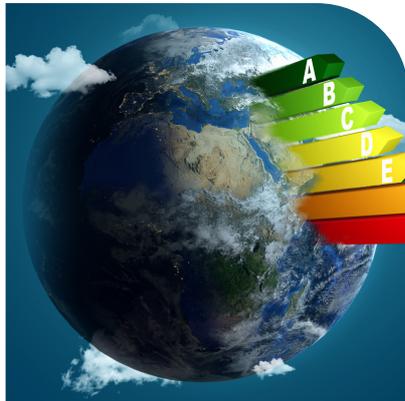
A Greener, More Sustainable Organisation

Climate Change Objective
To educate our people and encourage behavioural change to support our climate change objectives

Our people have responsibilities and a role to play in ensuring we move towards a more sustainable future.

Changing mindsets so that climate change and sustainability issues are considered regularly by everyone will be vital to ensuring we can undertake a positive change. Most individuals recycle in their homes and conserve energy to save money, we must ensure that these principles are repeated in our working environment.

Through our health and wellbeing initiatives, it is important that we promote the development and utilisation of green space across our estate, getting our people involved with tree planting, wildflower planting and encouraging a variety of biodiversity.

Going forward we will:

- educate our people to increase awareness of the impacts of their activities on the environment (PPP68)
- develop a core group of Climate Change champions (core work)
- encourage our people to get involved in the landscaping of our Queens Meadow Complex (PPP5)
- develop a tree planting scheme across our estate (core work)

- set challenging but realistic targets for year on year carbon footprint reduction and communicate the progress to our workforce (core work)
- support the development of the NFCC Environment and Sustainability Strategy (core work)

Resource Priorities to 2026

Over the next four years we will focus on our resource priorities. These will direct our work activities and will be underpinned by a suite of 'SMART' improvement actions that have been established through our learning and insight.

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

UOR4.1: complete our review of whole-time duty system (Yr 1)
SSC37: review the future provision of fire call handling (Yrs 1,2,3,4)
SSC38: use Independent Resource Review to develop options for ER Cover (Yrs 1,2,3,4)
SSC39: use on-call review to increase availability of on-call fire engines (Yrs 1,2,3,4)
SSC40: review our 'Flexi-Duty Officer' System (Yr 1)
ESR27: review fire-fighter productivity and capacity evaluation (Yr 1)

02 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

ESR33: review MTFS including efficiencies and reserves (Yrs 1, 2,3,4)

03 Estate and Climate Change
To maximise the use of our 'modern estate' and reduce our energy and water consumption

ESR19: refurbish fire stations at Coulby Newham and Yarm (Yr 4)
ESR20: replace Drill Towers (Yrs 1,2,3,4)
ESR21: undertake a rolling programme of site de-carbonisation (Yrs 1,2,3,4)
ESR22: upgrade QMC Technical Hub to support vehicle maintenance collaboration (Yrs 1,2)
ESR61: undertake a new baseline review to profile our current energy usage and carbon footprint across our estate (Yr1)
ESR62: aim to reduce our electricity, gas and water consumption (Yrs 1,2,3,4)
ESR63: consider more widespread generation of our own energy through solar power and wind turbines for both direct energy and storage (Years 3,4)
ESR65: implement an 'Electric Vehicle' charging infrastructure (Years 1,2)
ESR68: review our recycling facilities and implement new waste and recycling contracts across our estate (Yr 1)

04 Fleet and 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

ESR23: investigate the potential of a specialist ALP vehicle to improve our high-rise response capabilities (Yrs 1,2)
ESR24: investigate the use of alternative and smaller emergency response vehicles (Yrs 1,2,3,4)
ESR25: evaluate greener vehicles in support of our Climate Change aims (Yrs 1,2)
ESR26: implement vehicle telemetry across our fleet (Yr 1)
ESR64: undertake a baseline review to profile our current fuel consumption and carbon footprint across our fleet (Yr 1)
ESR66: improve the tracking and monitoring of our fleet usage and driving behaviours (Yrs 1,2)

05 **Equipment and Climate Change**
To have value for money, state of the art equipment that supports the delivery of an effective fire and rescue service

ESR8: use our new Asset Management System to record full lifecycle history of all equipment (Yr 1,2)
ESR30: renew our foam fire-fighting equipment (Yr 1)
ESR31: replace BA sets and cylinders; investigate the introduction of BA telemetry (Yr 2)
ESR32: replace all PPE fire kit including a managed kit washing service (Yr 3)
ESR67: undertake a new baseline review to profile our current waste and recycling rates (Yr 1)
ESR69: incorporate biodiversity mapping information on Fire Appliance Mobile Data Terminals (Yr 1)

06 **Digital Experience**
To ensure people are engaged and have a great digital experience with technology which is familiar to them in everyday life

ESR2: transition to our new business platform 'The Bridge' (Yrs 1,2)
ESR3: provide accessibility and connectivity for our people to work anytime, anywhere on any device (Yr 1)
ESR4: expand use of Microsoft 365 business productivity tools and unified communication (Yr 1)
ESR5: improve training and resources ensuring that our people are adept in the use of technology (Yr 1)
ESR6: utilise digital technology to support the Health and Wellbeing of our people (Yr 1)
SSC27: further enhance the digitally interactive elements of our face-to-face SHVs (Yrs 1,2)
SSC32: explore digital solutions to support our prevention engagement activities (Yrs 1,2)
SSC34: explore digital solutions to support our protection engagement activities (Yrs 1,2)
ESR7: enable the public to provide us with digital information at the scene of an emergency (Yr 1)

07 **Smart Technologies**
To adopt smart technologies that improve our business processes and provide a 'fit for purpose' digital infrastructure

ESR8: implement our new integrated Asset Management System (Yr 1)
SSC37: review our Fire Control mobilising systems (Yrs 1,2,3,4)
ESR9: introduce digital mobile applications for alerting our FDOs and our on-call firefighters (Yr 1)
ESR10: implement digital technology to support our climate change plans (Yrs 1,2)
ESR11: achieve accreditation to connect to the Government's new Emergency Services Network (Yr 1)
ESR12: transition Airwave radio communications across to the Emergency Services Network (Yrs 3,4)
ESR13: align our geospatial and location data with the national UK Addressing Database (Yrs 1,2)
ESR14: integrate the national MAIT protocols into our Fire Control Room systems (Yrs 1,2)

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

ESR16: enhance the presentation of our data through using Microsoft Power BI (Yr 1)

Resource Priorities to 2026

09 Digital Foundations
To ensure that resilient, secure arrangements and effective governance controls protect our data and technology

ESR17: establish a Digital Transformation Group (Yr 1)
ESR18: review our suite of digital performance measurement indicators (Yr 2)

10 Procuring Collaboratively
To secure value for money in the procurement of goods and services through the enhancement of strategic partnerships

ESR34: demonstrate collaboration throughout our local and regional supply chain (Yrs 1,2,3,4)
ESR35: work to the ISO 44001 Framework for partnerships (Yrs 2,3,4)

11 Contract Management
To ensure more efficient and effective contract management arrangements

ESR70: establish a differentiated approach to managing strategic and tactical contracts (Yrs 1,2)
ESR71: embed our contract management platform and establish strong governance arrangements (Yrs 1,2)
ESR72: incorporate opportunities for creating social value into all relevant contracts (Yrs 1,2,3,4)
ESR73: build on due diligence arrangements regarding modern slavery; and health and safety (Yrs 1,2)

12 Sustainable Procurement
To enhance our approach to sustainable procurement

ESR74: identify opportunities to maximise value from products and services (Yrs 1,2,3,4)
ESR75: encourage suppliers to gain certification to relevant accreditation schemes (Yrs 1,2,3,4)

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

ESR36: undertake a best value review of CFB's procurement service (Yrs 2,3)
ESR76: undertake an Independent Peer Review of our procurement service (Yrs 1,2)
ESR77: develop a suite of response, quality and competence standards for our procurement services (Yr 1)

Delivering our Outcomes

Resource Improvement Plan
The improvement actions required to achieve our Resource Outcomes will be captured within our Resource Improvement Plan delivered by a number of cross cutting teams under the leadership of a Principal or Strategic Officer.

Resources

Finance
Heads of Department are allocated budgets to manage and develop their areas of work.

The Resource Requirements associated with the delivery of our Assets (estates, fleet, equipment and ICT) are set out in and funded through our Medium Term Financial Strategy 2022/23-2025/26. Our funding strategy finances capital costs through a combination of using the earmarked Capital Investment Programme reserve, Prudential Borrowing and the proposal outlined in the previous section. The Revenue budget includes provision to meet the interest and principal repayment costs of using Prudential Borrowing. The phasing of these costs is supported from the Capital Phasing Reserve.

As we implement this Plan any agreed new areas of unfunded work or any new asset, ICT or equipment requirement will be addressed through the annual budget setting process. Expenditure for any work or opportunities that arise 'in -year' will be considered as part of our 'in-year' spend exercise from any managed or fortuitous underspends.

People
It is anticipated that the majority of the 'people' actions can be undertaken within the core work of the relevant teams. Where larger projects are required then the associated resources will be assessed within our strategic planning activities.

Efficiencies
It is anticipated that efficiencies will materialise through the implementation of this Plan e.g. through more collaborative procurement and as a result of service reviews. These will be recorded and monitored by the Brigade's Executive Leadership Team. In addition the Chief Fire Officer will develop a Plan to meet any future budget deficits.

Equality Impact Assessment
An equality impact assessment has been undertaken on the proposals within this Resource Plan; this is attached at Annex 1. At this point it is considered that the Plan does not negatively, disproportionately, or unfairly affect any group or individuals by virtue of their age, race, religion, gender, sexuality or disability.

Good Governance, Transparency, Accountability
Good governance leads to good management, good performance, good stewardship of public money, good public engagement and, ultimately, good outcomes for citizens and service users. Good governance enables an authority to pursue its vision effectively as well as underpinning that vision with mechanisms for control and management of risk.

Our financial decisions are taken with the advice and guidance of the chief finance officer (our Treasurer) and our decision making is based with an emphasis on delivering value for money to the public purse. The Fire Authority makes this explicit in its Strategic Goal 'Efficient, Sustainable Resource' and underpinning objectives.

Our governance and accountability arrangements are set out in Authority's constitution and supporting key documents such as the Authority's Scheme of Delegation, Financial Regulations and Contract Procedure Rules. A decision making framework ensures that decisions are made at the right level by the right people. Codes of Conducts and a Values and Ethical Behaviours Framework evidence our commitment to ensure we comply to the seven principles of public life. Members of the public can use our whistle blowing or complaints policies to express any concerns whilst staff can freely use our grievance procedures in a similar vein.

The Chief Fire Officer is held to account through appraisal mechanisms and is measured against achievements of annual priorities.

We comply with our statutory transparency requirements set out in the Local Authority Transparency Code 2015 and publish senior salaries; register of interests; staffing; income and expenditure; property; rights and liabilities; and decisions of significant public interest. Our live performance data is provided on our website which ensures that members of the public can access data and information on their performance. We also publish an annual Performance and Efficiency Report and Statement of Assurance.

Monitoring, Audit and Review
The Executive Leadership Team will undertake regular reviews of this Plan to ensure it is driving improvement and that it is taking account of any new or emerging economic or environmental factors. A fundamental review of the Plan will be undertaken by the Assistant Chief Fire Officer Strategic Planning and Resources in April 2025.

CAPITAL PROGRAMME 2021/22 TO 2026/27

Description	Financed Years	Estimate 2021/22 £	Prudential Borrowing £	Reserves £
QMC Slippage	40	88,298	88,298	
Water Tenders	15	367,113	367,113	
7 Water Tenders (Bodies Only)	15	925,325	925,325	
Specialist Vehicle	12	15,000		15,000
Fire Appliance CCTV Upgrade	8	12,500		12,500
HR & Rostering Systems	10	106,588		106,588
Mini Bus	9	26,000		26,000
Cloud Technology & Information Security	3	10,000		10,000
Microsoft MPSA Agreement	3	24,000	19,000	5,000
4 Small Vans	9	55,500		55,500
Fleet Management System	10	50,000		50,000
4 Departmental Vehicles	10	30,000		30,000
QMC Training Yard Foam Capture System	30	400,000	400,000	
520 Fire Helmets	10	135,200		135,200
TOTALS		2,245,524	1,799,736	445,788

Description	Financed Years	Estimate 2022/23 £	Prudential Borrowing £	Reserves £
HP (A6) Re-chassis	25	750,000	750,000	
Fire Appliance CCTV Upgrade	8	50,500		50,500
Cloud Technology & Information Security	3	20,000	20,000	
HR & Rostering Systems	10	23,353		23,353
24 Hydraulic Hose	10	17,160		17,160
Tec Hub Resource Garages Conversion	30	200,000	200,000	
Tech Hub Mezannine Conversion	30	25,000	25,000	
Mobilising System	10	300,000	270,915	29,085
26 Electric Charging Points	30	65,000	65,000	
Foam Equipment	15	200,000	200,000	
Mobile Workshop Van	15	40,000	40,000	
FDO Resilience Vehicle	9	23,000		23,000
117 Vehicle Trackers	10	33,000		33,000
Rescue Boat	12	35,000		35,000
Asset Management System	5	28,000		28,000
Redcar Kitchen Refurbishment	20	30,000	30,000	
Stockton App Bay Floor Refurbishment	20	60,000	60,000	
Skelton Roof Refurbishment	30	28,000	28,000	
Hartlepool Garage Refurbishment	30	50,000	50,000	
Hartlepool Emergency Generator Upgrade	25	22,000	22,000	
Drill Tower Replacements and Ladders	30	140,000		140,000
20 Digital Advertising Screens	10	20,000	20,000	
TOTALS		2,160,013	1,780,915	379,098

Description	Financed Years	Estimate 2023/24 £	Prudential Borrowing £	Reserves £
132 BA Telemetry	10	147,300	22,300	125,000
2 BA Decontamination	10	7,000	7,000	
26 Emergency Air Supply Equipment	12	13,000	13,000	
256 BA Cylinders	10	100,096	100,096	
132 BA Sets	10	160,000	160,000	
1000 Personal Protective Equipment (Fire Kit)	9	625,000	125,000	500,000
17 Departmental Vehicles	10	255,000	255,000	
Cloud Technology & Information Security	3	20,000	20,000	
HR & Rostering Systems	10	23,353		23,353
30 Mobile Working Devices	5	50,000	50,000	
36 x Mobile Data Terminals (MDTs)	5	148,000	148,000	
Hartlepool App Bay Floor Refurbishment	20	60,000	60,000	
Guisborough Roof Refurbishment	30	50,000	50,000	
Redcar Emergency Generator Upgrade	25	22,000	22,000	
Billingham Emergency Generator Upgrade	25	22,000	22,000	
Asset Management System	5	28,000		28,000
TOTALS		1,730,749	1,054,396	676,353

CAPITAL PROGRAMME 2021/22 TO 2026/27

Description	Financed Over Years	Estimate 2024/25 £	Prudential Borrowing £	Reserves £
6 Departmental Vehicles	10	96,000	96,000	
4 Water Tenders	15	1,078,012	1,078,012	
HR & Rostering Systems	10	23,353		23,353
Coulby Newham Refurbishment	40	1,325,000	1,325,000	
High Volume Foam Pump	20	20,000	20,000	
34 Defibrillators	8	25,500	25,500	
5 BA Compressors	20	100,000	100,000	
2 Electronic Security Gates	25	44,000	44,000	
Microsoft MPSA Agreement	3	24,000	24,000	
Cloud Technology & Information Security	3	50,000	50,000	
Drill Tower Replacements and Ladders	30	280,000		280,000
Asset Management System	5	28,000		28,000
TOTALS		**3,093,865**	**2,762,512**	**331,353**

Description	Financed Over Years	Estimate 2025/26 £	Prudential Borrowing £	Reserves £
4 Departmental Vehicles	10	54,000	54,000	
HR & Rostering Systems	10	23,353		23,353
Asset Management System	5	28,000		28,000
10 Standard Lifting Bags	10	5,000	5,000	
4 Ladders	18	10,200	10,200	
24 Hydraulic Hose	10	17,160	17,160	
TOTALS		**137,713**	**86,360**	**51,353**

Description	Financed Over Years	Estimate 2026/27 £	Prudential Borrowing £	Reserves £
4 Departmental Vehicles	10	54,000	54,000	
14 Tyre Compressor	20	10,450	10,450	
74 Hydraulic RTC Tools	20	637,000	637,000	
50 Life Jackets	10	6,500	6,500	
52 Gas Tight Suits	10	39,000		39,000
QMC Training Yard Classroom	30	125,000	125,000	
Yarm Refurbishment	40	310,000	310,000	
Drill Tower Replacements and Ladders	30	280,000	280,000	
A0 Plotter	9	12,000	12,000	
135 Fireground Radios & BA Comms	10	81,000	81,000	
Asset Management System	5	140,000	140,000	
TOTALS		**1,694,950**	**1,655,950**	**39,000**

GRAND TOTAL CAPITAL		**11,062,814**	**9,139,869**	**1,922,945**

Chris Little
Treasurer

Robustness Advice

The LG Act 2003 introduced a formal requirement on authorities to consider the advice of the Treasurer on the robustness of the budget proposals, including the level of reserves. If Members ignore this advice the Act requires the Authority to record this position. This latter provision is designed to recognise the statutory responsibilities of Treasurers.

I would advise Members that, in my opinion, the budget forecasts and the proposed level of reserves for 2024/25 are robust. This opinion is based on consideration of the following factors:

- work undertaken by the CFO and Brigade Officers regarding the preparation of detailed budget forecasts
- assurance from the CFO that no material issues have been omitted from the budget forecasts
- the level of Government Grant to be provided in 2024/25
- a prudent view of the net costs of the Authority's overall cash flow, including a prudent provision for the repayment of Prudential Borrowing
- the recommended Budget Support Fund reserve detailed in this report
- the recommended Council Tax increase, which secures additional recurring income.

The Government's approach to funding increases in 2024/25 Spending Power for FRAs is reliant on a combination of an increase in Revenue Support grant, the new Services grant and a 3% Council Tax referendum limit for FRAs.

At a local level another important consideration is the level of the budget funded from Council Tax, which at 42% is significantly below the average FRA level of 60%. Whilst the recommended Council Tax increase will not address this gap it will secure additional recurring resources and ensure the gap does not increase.

Therefore, against this background, the recommended 3% increase Council Tax provides the most robust and sustainable basis for services in 2024/25 and beyond.

CIPFA has issued a Financial Management Code of Practice and a self-assessment against the criteria has been completed. As this document brings together existing best practice the Authority complies with the majority of these requirements. There are a small number of areas where improvements can be made and these will be addressed during 2024/25. In the main these issues relate to the development of a long term MTFS that demonstrates the sustainability of the budget. This is difficult without a multi-year settlement. This report clearly sets out the implications of the 2024/25 budget decisions and the forecast deficits to be addressed in 2025/26 to 2026/27.

ESTATES FUNDING REQUIREMENTS 2022/23 – 2036/37

Year	Asset	Quantity	Lifecycle (years)	Capital £	Revenue / Reserves £	To Be Identified £	Comments
2022/23	Electric Vehicle Charging Points	26	30	65,000			Deferred from 21/22
	Tech Hub Mezannine Conversion	1	30	25,000			Provide additional storage capacity
	Tech Hub Resource Garages Conversion	1	30	200,000			Provide additional Workshop capacity
	Redcar Kitchen Refurbishment	1	20	30,000			
	Stockton App Bay Floor Refurbishment	1	20	60,000			
	Skelton Roof Refurbishment	1	30	28,000			
	Hartlepool Garage Refurbishment	1	30	50,000			Maintenance of Estates Department secure storage facility
	Hartlepool Emergency Generator Upgrade	1	25	22,000			
	Drill Tower Replacement/Upgrade	1	30		140,000		Rolling program (4 of 12)
	2022/23 TOTAL			**480,000**	**140,000**		
2023/24	Potential Station Reconfiguration Changes	1	40			tbc	Unknown at present - Subject to CRMP outcomes
	Hartlepool App Bay Floor Refurbishment	1	20	60,000			
	Guisborough Roof Refurbishment	1	30	50,000			
	Redcar Emergency Generator Upgrade	1	25	22,000			
	Billingham Emergency Generator Upgrade	1	25	22,000			
	Climate Change - Site Decarbonisation	2	30			tbc	Two per year (1/2 of 15) - costs to be established in 22/23
	2023/24 TOTAL			**154,000**			
2024/25	Electronic Security Gates (D, G)	2	25	44,000			
	Coulby Newham Refurbishment	1	40	1,325,000			Brought forward from 25/26 due to maintenance requirements
	Drill Tower Replacement/Upgrade	2	30		280,000		Rolling program (5/6 of 12)
	Climate Change - Site Decarbonisation	2	30			tbc	Two per year (3/4 of 15) - costs to be established in 22/23
	2024/25 TOTAL			**1,369,000**	**280,000**		
2025/26	Climate Change - Site Decarbonisation	2	30			tbc	Two per year (5/6 of 15) - costs to be established in 22/23
	2025/26 TOTAL						
2026/27	Yarm Refurbishment	1	40	310,000			
	Drill Tower Replacement/Upgrade	2	30	280,000			Rolling program (7/8 of 12)
	Climate Change - Site Decarbonisation	2	30			Tbc	Two per year (7/8 of 15) - costs to be established in 22/23
	QMC Training Yard Classroom	1	30	125,000			Not funded during 2021-26. To be reviewed at this time.
	2026/27 TOTAL			**715,000**			
2027/28	Station App Bay Rear Doors (D, G, I, O)	14	20			105,000	
	Station App Bay Front Doors (D, G, M)	10	20			65,000	
	Hartlepool Roof Refurbishment	1	30			70,000	
	Climate Change - Site Decarbonisation	2	30			tbc	Two per year (9/10 of 15) - costs to be established in 22/23
	2027/28 TOTAL					**240,000**	
2033/34	Fire & Intruder Alarm Systems (L, O)	2	15			24,000	
	2033/34 TOTAL					**24,000**	
2034/35	Fire & Intruder Alarm Systems (B)	1	15			12,000	
	2034/35 TOTAL					**12,000**	
2035/36	Station Yard Resurfacing (A)	1	20			40,000	
	2035/36 TOTAL					**40,000**	
2036/37							
	2036/37 TOTAL						
	REQUIRED FUNDING (2022-2037)			**1,969,000**		**2,153,000**	

FLEET FUNDING REQUIREMENTS 2022/23 – 2036/37

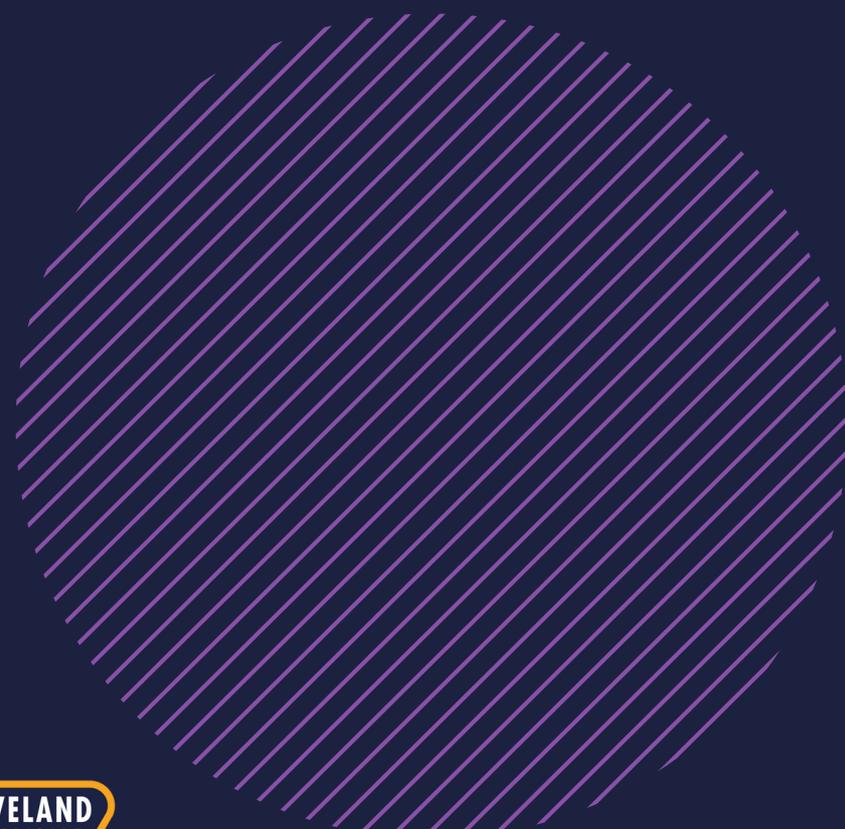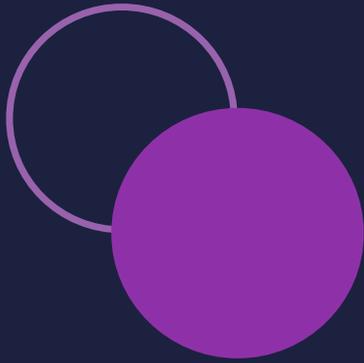| Year	Asset	Quantity	Lifecycle (years)	Capital £	Revenue / Reserves £	To Be Identified £	Comments
2022/23	Aerial Ladder Platform	1	25	750,000			Subject to CRMP outcomes. Total £750,000, instead of HP (A6) re-chassis in 26/27 at a cost of £345,000
	FDO Resilience Vehicle	1	9		23,000		Deferred from 21/22 to align with FDO lease cars replacement
	Vehicle Trackers	117	10		33,000		Deferred from 21/22
	Rescue Boat	1	12		35,000		Deferred from 21/22
	Mobile Workshop Van	1	15	40,000			Brought forward from 25/26
	2022/23 TOTAL			790,000	91,000		
2023/24	Department Vehicles	17	10	255,000			Deferred from 22/23. Subject to CRMP outcomes
	2023/24 TOTAL			255,000			
2024/25	Water Tenders	4	15	1,078,012			Includes one W/T deferred from 22/23. Subject to CRMP outcomes
	Department Vehicles	6	10	96,000			Subject to CRMP outcomes
	2024/25 TOTAL			1,174,012			
2025/26	Department Vehicles	4	10	54,000			Subject to CRMP outcomes
	2025/26 TOTAL			54,000			
2026/27	Department Vehicles	4	10	54,000			Subject to CRMP outcomes
	2026/27 TOTAL			54,000			
2027/28	Unimog (C4)	1	20			197,300	Subject to CRMP outcomes
	Small Fire Units	2	12			132,000	Subject to CRMP outcomes
	Technical Hub Delivery Van	1	9			19,000	
	Inflatable Boat	1	10			9,000	Subject to assessment
	Outboard Engine	1	10			4,700	Subject to assessment
	2027/28 TOTAL					362,000	
2028/29	Rescue Pump	4	15			1,200,800	Subject to CRMP outcomes
	2028/29 TOTAL					1,200,800	
2029/30	Land Rover (L4 & Commissioned Services)	2	15			60,700	Subject to CRMP outcomes
	Water Bowser	1	15			16,200	Subject to CRMP outcomes
	2029/30 TOTAL					76,900	
2030/31	Department Vehicles (Small Van)	4	9			55,500	Subject to CRMP outcomes
	Minibus	1	9			26,000	Subject to CRMP outcomes
	2030/31 TOTAL					81,500	
2031/32	Department Vehicles	4	10			30,000	Subject to CRMP outcomes
	FDO Resilience Vehicle	1	9			23,000	Subject to CRMP outcomes
	4x4 Specialist Vehicle (H4 & M4)	2	12			60,000	Subject to CRMP outcomes
	2031/32 TOTAL					113,000	
2032/33	Water Tenders	2	15			539,006	Subject to CRMP outcomes
	2032/33 TOTAL					539,006	
2033/34	Incident Command Unit	1	25			350,000	Subject to CRMP outcomes
	Welfare Unit	1	20			60,000	
	Department Vehicles	17	10			255,000	Subject to CRMP outcomes
	2033/34 TOTAL					665,000	
2034/35	Water Tenders	2	15			539,006	Subject to CRMP outcomes
	Rescue Boat	1	12			35,000	Subject to CRMP outcomes
	Department Vehicles	6	10			96,000	Subject to CRMP outcomes
	2034/35 TOTAL					670,006	
2035/36	Technical Hub Braker Roller Tester	1	15			40,000	
	Department Vehicles	4	10			54,000	Subject to CRMP outcomes
	2035/36 TOTAL					94,000	
2036/37	Department Vehicles	4	10			54,000	Subject to CRMP outcomes
	2036/37 TOTAL					54,000	
	REQUIRED FUNDING (2022-2037)			1,922,012	91,000	4,261,212	

EQUIPMENT FUNDING REQUIREMENTS 2022/23 – 2036/37

Year	Asset	Quantity	Lifecycle (years)	Capital £	Revenue / Reserves £	To Be Identified £	Comments
2022/23	Hydraulic Hose	24	10		17,160		
	Foam Equipment	1	15	200,000			Deferred from 21/22
	2022/23 TOTAL			**200,000**	**17,160**		
2023/24	BA Sets	132	10	160,000			
	BA Cylinders	256	10	100,096			
	Emergency Air Supply Equipment	26	12	13,000			
	BA Telemetry	132	10	22,300	125,000		
	BA Decontamination	2	10	7,000			
	Personal Protective Equipment (Fire Kit)	1000	15	125,000	500,000		Brought forward from 25/26. Total Cost £625,000
	2023/24 TOTAL			**427,396**	**625,000**		
2024/25	BA Compressor	5	20	100,000			
	Defibrilators	34	8	25,500			
	High Volume Foam Pump	1	20	20,000			
	2024/25 TOTAL			**145,500**			
2025/26	Hydraulic Hose	24	10	17,160			
	Ladders	4	18	10,200			
	Standard Lifting Bags	10	10	5,000			
	2025/26 TOTAL			**32,360**			
2026/27	Gas Tight Suits	52	10	39,000			
	Lifejacket	50	10	6,500			
	Hydraulic RTC Tools	74	20	637,000			
	Tyre Compressor	14	20	10,450			
	2026/27 TOTAL			**692,950**			
2027/28	Heavy Duty Lifting Bags	18	15			31,200	
	Roof Ladder Harnesses & Lanyards	30	10			7,500	
	2027/28 TOTAL					**38,700**	
2028/29							
	2028/29 TOTAL						
2029/30	Ladders	24	18			51,900	
	2029/30 TOTAL					**51,900**	
2030/31	Thermal Image Cameras	28	10			81,000	
	2030/31 TOTAL					**81,000**	
2031/32	Fire Helmets	520	10			135,200	
	Ladders	7	18			8,400	
	Line Rescue Equipment	82	10			7,300	
	2031/32 TOTAL					**150,900**	
2032/33	Hydraulic Hose	24	10			17,600	
	Defibrillators	34	8			25,500	
	2032/33 TOTAL					**43,100**	
2033/34	BA Sets	132	10			160,000	
	BA Cylinders	256	10			100,096	
	BA Telemetry	132	10			147,300	
	BA Decontamination	2	10			7,000	
	Ladders	3	18			6,600	
	2033/34 TOTAL					**420,996**	
2034/35	Portable Water Pumps	23	25			6,900	
	2034/35 TOTAL					**6,900**	
2035/36	Emergency Air Supply Equipment	26	12			13,000	
	Hydraulic Hose	24	10			17,600	
	Standard Lifting Bags	10	10			5,000	
	2035/36 TOTAL					**35,600**	
2036/37	Gas Tight Suits	52	10			39,000	
	Lifejacket	50	10			6,500	
	2036/37 TOTAL					**45,500**	
	REQUIRED FUNDING (2022-2037)			**1,498,206**	**642,160**	**874,596**	

ICT FUNDING REQUIREMENTS 2022/23 – 2036/37

Year	Asset	Quantity	Lifecycle (years)	Capital £	Revenue / Reserves £	To Be Identified £	Comments
2022/23	Mobilising System	1	10	270,915	29,085		Total £300,000 is estimate only - dependent on collaboration options
	Fire Appliance CCTV	1	8	50,500			Year 2 of payments 21-23
	HR & Rostering Systems	1	10		23,353		Year 2 of payments 21-26
	Cloud Technology & Information Security	1	3	20,000			Year 2 of payments 21-24
	Asset Management System	1	5		28,000		Year 2 of payments 21-26 - Agreed at ELT Finance on 14th Sep 2021
	Digital Advertising Screens	20	10	20,000			
	2022/23 TOTAL			**361,415**	**80,438**		
2023/24	Mobile Working Devices	30	5	50,000			
	Mobile Data Terminals	36	5	148,000			
	HR & Rostering Systems	1	10		23,353		Year 3 of payments 21-26
	Cloud Technology & Information Security	1	3	20,000			Year 3 of payments 21-24
	Asset Management System	1	5		28,000		Year 3 of payments 21-26 - Agreed at ELT Finance on 14th Sep 2021
	2023/24 TOTAL			**218,000**	**51,353**		
2024/25	Cloud Technology & Information Security	1	3	50,000			New requirement for ICT innovation & compliance with GDPR
	Microsoft MPSA Agreement	1	3	24,000			Infrastructure payment every 3 years
	HR & Rostering Systems	1	10		23,353		Year 4 of payments 21-26
	Asset Management System	1	5		28,000		Year 4 of payments 21-26 - Agreed at ELT Finance on 14th Sep 2021
	2024/25 TOTAL			**74,000**	**51,353**		
2025/26	HR & Rostering Systems	1	10		23,353		Year 5 of payments 21-26
	Asset Management System	1	5		28,000	28,000	Year 5 of payments 21-26 - Agreed at ELT Finance on 14th Sep 2021
	2025/26 TOTAL				**51,353**		
2026/27	Fireground Radios & BA Comms	135	10	81,000			
	A0 Plotter	1	9	12,000			
	Asset Management System	1	5	140,000			Covers 5 years from 26-31
	2026/27 TOTAL			**233,000**			
2027/28	Cloud Technology & Information Security	1	3			50,000	New requirement for ICT innovation & compliance with GDPR
	Microsoft MPSA Agreement	1	3			24,000	Infrastructure payment every 3 years
	2027/28 TOTAL					**74,000**	
2028/29	Mobile Working Devices	30	5			50,000	
	Mobile Data Terminals	36	5			148,000	
	2028/29 TOTAL					**198,000**	
2029/30	Fire Appliance CCTV	1	8			63,000	
	2029/30 TOTAL					**63,000**	
2030/31	Cloud Technology & Information Security	1	3			50,000	New requirement for ICT innovation & compliance with GDPR
	Microsoft MPSA Agreement	1	3			24,000	Infrastructure payment every 3 years
	2030/31 TOTAL					**74,000**	
2031/32	HR & Rostering Systems	1	10			200,000	
	Asset Management System	1	5			140,000	Covers 5 years from 31-36
	2031/32 TOTAL					**340,000**	
2032/33	Mobilising System	1	10			300,000	Total £300,000 is estimate only - dependent on collaboration options
	2032/33 TOTAL					**300,000**	
2033/34	Mobile Working Devices	30	5			50,000	
	Mobile Data Terminals	36	5			148,000	
	Cloud Technology & Information Security	1	3			50,000	
	Microsoft MPSA Agreement	1	3			24,000	Infrastructure payment every 3 years
	2033/34 TOTAL					**272,000**	
2034/35							
	2034/35 TOTAL						
2035/36	A0 Plotter	1	9			12,000	
	2035/36 TOTAL					**12,000**	
2036/37	Fireground Radios & BA Comms	135	10			81,000	
	Asset Management System	1	5			140,000	Covers 5 years from 36-41
	2036/37 TOTAL					**221,000**	
	REQUIRED FUNDING (2022-2037)			**676,415**	**172,497**	**1,826,000**	