Productivity & Efficiency Plan 2026/27

Version Control	Changes Made	Date	Author
V.1		10/04/2026	Head of Finance

1.0 Introduction & Background

The National Framework sets a requirement for Fire and Rescue Authorities (FRAs) to produce and publish annual efficiency plans. For 2026/27, there remains a clear expectation from the Minister of State for Crime, Policing and Fire that these plans should set out not only planned efficiencies, but also how FRAs intend to increase productivity and make best use of available resources.

Building on the ambitions set out through the Spending Review and subsequent sector-led improvement activity, the National Fire Chiefs Council (NFCC) and the Local Government Association (LGA) continue to work with Fire and Rescue Services (FRSs) to improve value for money across the sector. The 2026/27 FRA Productivity and Efficiency Plans will support the NFCC, LGA and the Home Office in collating evidence, understanding emerging pressures and opportunities, and assessing progress at a national level against agreed productivity and efficiency objectives.

Cumbria Fire and Rescue Service (CFRS) transitioned from Cumbria County Council control to the Office of the Police, Fire and Crime Commissioner for Cumbria on 1 April 2023.

Cumbria Fire and Rescue Authority is committed to delivering an effective, efficient, and productive service that delivers against its vision.

2.0 Primary Information

2.1 Budget

The table below shows the revenue budget for previous years as well as the 2026/27 budget as agreed in February 2026.

BUDGET (£000)					
Revenue Expenditure	**2024-2025**	**2025-2026**	**2026-2027**	**2027-2028**	**2028-2029**
Direct Employee	23,412	22,644	22,484	23,111	23,749
Indirect Employee	810	422	533	533	533
Premises	2,241	2,199	2,340	2,340	2,340
Transport	1,175	1,157	1,099	1,099	1,099
Supplies and Services	3,417	3,471	2,819	2,319	2,319
Capital Financing	4,442	2,820	3,641	3,727	3,846
Other	1,754	3,174	3,196	2,705	2,718
Total	37,251	35,887	36,112	35,834	36,604
Income	**2024-2025**	**2025-2026**	**2026-2027**	**2027-2028**	**2028-2029**
Actual Received from Precept	- 16,713	- 18,709	- 19,446	- 20,775	- 21,953
Local Government Finance Settlement	- 11,111	- 12,671	- 12,533	- 12,036	- 11,480
Other Grants	- 4,986	- 2,922	- 2,676	- 2,676	- 2,676
Income Raised Locally	- 433	- 603	- 698	- 698	- 698
Total	- 33,243	- 34,905	- 35,353	- 36,185	- 36,807

The core grant from government will reduce by over 11% over the next 3-years which is a major driver in our funding shortfall and deficit position.

As a result, there was a Band D council tax increase of 5.04% or £4.95 to cover this shortfall.

The service is continually looking at ways to be more productive and efficient to help breach the funding gap.

2.2 Reserves

The table below outlines the forecast for the usable reserves over the life of the Medium-Term Financial Plan.

RESERVES (£000)										
	2024-2025		2025-2026		2026-2027		2027-2028		2028-2029	
General Reserves	-	4,492	-	4,491	-	3,837	-	4,306	-	4,642
Earmarked Revenue Reserves	-	3,402	-	3,402	-	3,323	-	3,217	-	3,097
of which MRP reserve										
Earmarked Capital Reserves										
Other Reserves										
of which revenue										
of which capital										
Total	-	7,894	-	7,893	-	7,160	-	7,523	-	7,739

The service has undertaken an exercise to review the level of general fund reserves using a risk assessment matrix that considers potential use of reserves if assumptions in the budget change, external pressure is placed upon the service or unexpected factors occur. The findings of this determined that the prudent level of general fund reserves for the service should be set at £4.518million.

Based on the current MTFP the service will contribute to general fund reserves every year except for 2025/26 and 2026/27 and therefore meet the prudent level of general fund reserves by the end of the 2028/29 financial year.

The earmarked PFI reserve will be released in line with the differences in PFI charges and the PFI grant received each year.

2.3 Precept

The service recognises the impact of a precept rise on its communities, particularly given the ongoing pressures on cost of living. Any such increase must be necessary and based on further investment and improvement to services.

For 2026/27, the service has increased the precept by £4.95 for a band D property (from £98.19 to £103.14) in line with the precept flexibility offered by the Government. This additional funding is necessary for us to protect front line services, invest in vital equipment and technology (given the continued lack of dedicated capital funding) and absorb the significant inflationary pressures facing the service. This increase also provided the necessary resilience for the service following its disaggregation from Cumbria County Council.

The combination of significant inflationary pressures, historical under investment, and the need to invest in key service delivery areas, means that without the increase in precept, the service may need to review front line service provision if all other options for service savings have been exhausted.

3.0 Efficiency

3.1 Efficiency Data

The table below provides an overview of the cashable efficiencies the service has achieved over the past two years along with a forecast for the three years, 2026-27 to 2028-29.

EFFICIENCY DATA (£000)

Cumbria	Actual 2024-25		Actual 2025-26		Forecast 2026-27		Forecast 2027-28		Forecast 2028-29	
Opening Revenue Expenditure Budget (Net)	27,823		30965		36112		35834		36604	
Less Total Direct Employee Costs	21,256		21256		23017		23017		23017	
Non Pay Budget	6,567		9709		13095		12817		13587	
Efficiency Savings	**Recurrent**	**Non-recurrent**	**Recurrent**	**Non-recurrent**	**Recurrent**	**Non-recurrent**	**Recurrent**	**Non-recurrent**	**Recurrent**	**Non-recurrent**
<u>Direct Employee</u>										
Reduction in Prevention/Protection/Response Staff	569	-	577		569		569		569	
Reduction in Support Staff	101	-	179		416		424		433	
<u>Indirect Employee (e.g. training, travel etc.)</u>										
All Indirect Employee Costs	0	0								
<u>Premises</u>										
Utilities	0	176	40		40		40		40	
Rent/Rates	0	0								
Other Premises Costs	0	0								
Shared Premises	0	0								
<u>Transport</u>										
Fleet	0	87		48						
Fuel	0	0								
Other Transport Costs	0	0								
<u>Supplies and Services</u>										
National Procurement Savings	0	0								

Local Procurement Savings	0	285	100		115		115		115	
Other Technology Improvements	0	0	15		15		105		105	
Decreased Usage	0	84	34		34		34		34	
Capital Financing										
Revenue Expenditure Charged to Capital	0	317								
Net Borrowing Costs	0	27		138						
Other										
Shared Service Level Agreements	0	49								
Total Efficiency Savings (excluding direct employee savings)	**1,025**		**375**		**204**		**294**		**294**	
Efficiency Savings as a Percentage of Non-Payroll Budgets	**15.61%**		**3.86%**		**1.56%**		**2.31%**		**2.29%**	

3.2 Efficiency Narrative

3.2.1 Direct Employee

Following a value for money review conducted in 2023/24, the commissioner approved a proposal of the removal of some long-term vacant posts from 2024/25 generating a cashable efficiency of £0.569m on a recurring basis. This change has not affected current service delivery, and services will continue to be closely monitored to ensure they remain effective and sustainable in future years.

3.2.2 Indirect Employee

Efficiencies have not been generated in this category during 2025/26.

3.2.3 Premises

The renewal of the service's utility contracts after disaggregating from the council has led to cashable savings. For the 2024/25 financial year the renewal of the gas contract led to the service being charged at a third of the cost per unit in comparison to the prices before the renewal. This contributed to a cashable efficiency of £0.176m for the year 2024/25 and a recurring saving of £0.040m for the year 2025/26. This saving has been reinvested back into the service.

3.2.4 Transport

Upon disaggregation from Cumbria County Council, over the past year, the service has made a concentrated effort in improving the efficiencies when it comes to repairs and maintenance of our fleet and equipment to lower both the cost and the downtime of the vehicles. A review of this service level agreement has led to a change in working practices as detailed in 4.3. In 2024/25 this led to a cashable efficiency of £0.087m and has produced a cashable efficiency of £0.048m for 2025/26.

3.2.5 Supplies and Services

Following the recent court ruling in 2024/25 in relation to the Airwave/Motorola charges, the service received a refund of £0.285m in relation to Airwave charges. The recurring reduction in this cost has created an efficiency of £0.100m. The implementation of a new finance system and the transfer of historic data from the old ledger now means there is a realised recurring cashable efficiency of £0.015m. All savings are reinvested back into the service.

3.2.6 Capital Financing

For the year 2025/26 the service fully funded its capital programme resulting in no new capital financing costs for 2026/27 The MRP charge and actual borrowing costs will be less than budgeted. These savings have been reinvested back into the service.

3.2.7 Other

For the year 2024/25 the service managed to save on the legal service level agreement with Cumberland and Westmorland and Furness councils. This was a one-off efficiency saving. The service has now entered a shared arrangement with the OPFCC for an in-house legal resource which has been detailed in section 5.1 and continues to utilise Cumberland council for employment law support.

The service has undertaken an operational fire cover review within the year 2025/26 with the hope that the findings will highlight possible areas of the service where further efficiencies can be found.

3.2.8 Future Efficiencies

Cumbria Fire and Rescue continue to explore opportunities to invest to save to realise future efficiencies.

Direct Employee

A Service Leadership Team restructure for the year 2026/27 has generated a further £0.040m recurring cashable efficiency.

It is anticipated that from 2026/27 £0.275m recurrent savings will be realised resulting from the triennial valuation of the Local Government Pension Scheme with the employer's contribution rate falling from 18.4% to 15.9%.

Supplies and services

It is anticipated that from 2026/27 onwards additional cashable efficiencies will be achieved through the introduction of a new HR system. The service is committed to improving its current technology and these efficiencies are expected to continue to grow throughout the upcoming years.

It is expected that the PSTN renewal will generate £90k recurring saving from 2027/28 onwards.

3.3 Income

The table below provides an overview of income the service has generated over the past two years along with a forecast for the 2025-26 year.

INCOME						
£000						
	Actual 2023-24		Actual 2024-25		Forecast 2025-26	
	Recurrent	Non-recurrent	Recurrent	Non-recurrent	Recurrent	Non-recurrent
Income generated from charging policies		-14		-5		-6
Income generated from trading operations	-10		-10		-10	
Income generated from shared premises	-48		-48		-56	
Income generated from interest on investments		-597	-278	-614	-413	-407
Income generated from other sources	-40		-40	-19	-75	
Total	-98	-611	-376	-638	-554	-413

4.0 Productivity

The service is committed to partnership working and to delivering the best for Cumbrian communities and will continue to engage with the national Blue Light Collaboration Board through the commissioner’s Executive Board - Working Together, driving forward collective productivity and service delivery improvements.

4.1 Administration

The service intends to implement an automated invoice scanning system within the next 12 months, which will improve the productivity of the finance and business support teams as less time will be spent on manual input.

The service implemented a new HR system in January 2026, which has improved the productivity of the HR and wider teams. The new system vastly improved access to the system for our remote, on-call workforce. The service has a system that is fit for purpose for a fire and rescue service, rather than one set up for a wider council, which means some of the pay elements and terms and conditions for the service require manual input and intervention.

The system can create bespoke reports rather than relying on a systems team which is part of a function hosted by the unitary council where there are delays in waiting for essential reports.

The service brought the Occupational Health provision in house in April 2026 to better meet the operational, statutory and workforce wellbeing needs of a Fire and Rescue Service and is now looking into collaboratively working with the Police to deliver a joint function. This change has enhanced productivity, efficiency and resilience by aligning Occupational Health more closely with frontline realities, operational risk and workforce demands.

4.2 ICT

In addition to the two systems highlighted above, the service is also investing in up-to-date software to facilitate prevention and protection. This investment will contribute to the increased productivity of our wholetime firefighters in line with national productivity ambitions.

The fitness team is looking at ways of becoming more productive by reducing the quantity of paper-based forms they currently use and moving to a digital platform. The intention is that this will reduce the time required to complete administrative work.

4.3 Fleet

The Technical Services team has recently brought fleet administration back in-house, removing reliance on a third-party provider. Although improvements in productivity and reductions in vehicle downtime are anticipated, these benefits are not currently measurable.

Alongside the insourcing of fleet administration, the testing of fire equipment has been brought back in-house as well. We are now able to easily test the equipment at the same time the vehicle is off the run for annual checks. Equipment testing is now carried out a higher standard than what was previously done by the council meaning we are now more confident that our equipment is safe and compliant.

4.4 Service Delivery

The service's Learning & Development department have invested in APIs (Application Programming Interface) to reduce the time they take on manual inputting for reporting.

By investing in the use of artificial intelligence to automate the processing of actions required to address the pensions remedy, the service has been able to complete our data request for Sergeant/McCloud in a much shorter period (a couple of months) whereas other services have needed numerous staff members working over a couple of years to achieve this. This has also reduced the need for manual calculations and therefore reduced the risk of human error within the process.

The service has successfully completed 7,418 home fire safety visits in the year ending March 2026 with a more concentrated focus on improving the quality and thoroughness of each visit to ensure each household receives comprehensive safety advice and support. Currently, the service is piloting a programme with our on-call firefighters to help deliver these home fire safety visits.

The service is planning to get all its firefighters trained up to Level 2 in fire safety. This will be a collaboration with Greater Manchester Fire and Rescue Services to enable us to obtain greater resilience within the service.

The implementation of a new Health and Safety software system will deliver measurable productivity improvements by streamlining processes, improving data quality and reducing administrative burden across the Service. The system will replace manual and fragmented processes with a single, integrated digital platform.

5.0 Collaboration

The service has a long tradition of partnership working and was able to demonstrate that in exceptional ways throughout the Covid-19 pandemic, working tirelessly with partners to delivery life critical vaccinations across the county. As a key partner of the Local Resilience Forum (LRF), the service is linked in with strategic partners to deliver efficient and effective prevention, protection, and response services to Cumbrian communities, whilst at the same time ensuring that these services are delivered in the most productive manner, using the available knowledge and skills of ourselves and partner agencies.

5.1 Collaboration with Cumbrian Blue Light Services (including OPFCC)

The service has a duty to collaborate with Police and Ambulance services under the Policing and Crime Act 2017, with the aim of improving efficiency and effectiveness and deliver improved outcomes.

The key workstreams of the Blue Light Collaboration Board are managed locally through the 'Executive Board – Working Together' alongside Cumbria Constabulary and the Office of the Police, Fire and Crime Commissioner. The aim of this collaboration is to identify possible opportunities for collaboration on enabling functions, to develop the business cases and deliver the agreed option. The principles are that any agreed option should be for the benefit of all three organisations, both cashable and non-cashable.

Executive Board – Working Together is chaired by the commissioner and is committed to working with partners to deliver improved services for the people of Cumbria.

Collaboration projects to date have delivered improved community outcomes and commensurate increases in operational response activity, ensuring the right blue light agency can respond effectively to deliver the best outcomes:

- Joint PFI scheme with Merseyside and Cumbria Fire Services to deliver 16 stations across the 3 Authorities, the largest Fire specific PFI scheme agreed at that point in time (estimated capital value of £48m)
- Combined blue light hub facility at Ulverston for CFRS, NWAS and the Constabulary resulting in increased partnership working and reducing the need for agencies to invest in new facilities independently resulting in significant savings to the public

purse, including a recently opened 'mini Blue Light Hub' based out of Grange Over Sands Fire Station.
- Firefighters will attend Category one incidents when requested by NWAS to facilitate access to the building, significantly reducing the need to wait for police officers to attend a similar incident.
- Joint procurement with the NHS Clinical Commissioning Group for the rollout of Wide Area Network providing resilience for incidents
- Involvement in high risk missing person searches
- Gaining entry for Ambulance service
- North West Fire Control (NWFC) – collaboration between Cumbria, Lancashire, Cheshire, and Gtr. Manchester Fire Authorities for call handling and tasking for incident response, realising annual savings in excess of £1m p.a
- Regional fleet collaboration through Technical Officers Group (TOG) on equipment and vehicle related issues, including procurements and common specifications.
- We currently have a Memorandum of Understanding (MOU) with Lancashire FRS to deliver fire investigation canine capabilities.

The service is using the opportunity in the disaggregation from the County Council to look at joint teams with Cumbria Police and the OPFCC for joint functions. The service has so far established joint teams for estates, treasury management, legal, procurement and communications. Work is currently underway in evaluating other functions such as Digital, Data and Technology (DDaT) and payroll.

5.2 Collaboration with other Blue Light Services

Through the implementation of the new HR system, the service has been working closely with Derbyshire Fire and Rescue who already have the system to implement best practices within our new system.

The service worked closely with Cleveland Fire and Rescue to use their Firehouse facility whilst a new facility was under reconstruction. As a result, the north-east fire services are using this as an opportunity to observe the way the service delivers training allowing for best practices to be put identified and put into operation.

The service has a shared post for the Senior Pension advisor with Northumberland Fire and Rescue to fulfil the needs of both services in what is a specialist area that is difficult to recruit to. The shared post has enabled the service to generate income of £0.036m from the partial recharge of salary cost.

In addition, the Service is providing 0.6 FTE support to Northumberland Fire and Rescue Service during the Matthews 2 options exercise. This support includes facilitating staff training and establishing necessary processes and will continue until 31 July 2026. The arrangement is expected to generate further income of £0.027m.

The Service also has two employees on secondment to external organisations:

- National Resilience, where a Flood Capability Officer role generates income of £0.048m; and
- North West Fire Control (NWFC), supporting the CAD and ICS project, generating income of £0.079m.

5.3 Collaboration with other Local Authorities and Organisations

Following the disaggregation from the County Council the service has SLAs in place with the two unitary authorities. There are currently agreements in place in relation to the functions such as HR/OD, Fleet, ICT, Property and Records Management. These arrangements differ depending on the function.

The service works closely with the nuclear industry in Cumbria (Sellafield and BAE Systems) and arrangements are in place around funding of posts and joint training arrangements to ensure an accomplished response should a major incident be declared at either of these sites.

To understand the unique risk and complexities of Sellafield Ltd, the service works closely with the site and other partner organisations to develop and improve operational response. Actions include:

- Development of a biannual Interoperability Training programme between the service and Sellafield Fire and Rescue Service. This programme aims to get the attendance of the closest 13 service appliances to Sellafield Ltd every quarter attending a risk specific training event.
- To deliver site-specific input to all Service Flexi Managers annually.
- Work alongside Sellafield Emergency Planning Teams to support the ONR (Office of Nuclear Regulation) Regulatory Level 1 Exercises. Held twice a year the Service provides resources at Strategic, Tactical and Operational levels where appropriate.
- Supporting the JEMR (Joint Emergency Management and Response) team by providing attendance to the OSCAR (Offsite Coordination and Response) steering group meetings. Appropriate service resources also attend the modular exercise programme that tests the Sellafield Offsite Emergency Plan.

- Attendance from the service to the WCSSG (West Cumbria Sites Stakeholders Group). This is an independent body made up of representatives from local government, regulators, union representatives, town and parish councils and emergency services.
- The service has established specific roles to maintain close collaboration with Sellafield Ltd. These include:
  - A Station Manager responsible for the Local Command Unit in which Sellafield is dedicated.
  - A specific Sellafield Liaison role. (Watch Manager Level)
  - A Professional Lead funded by Sellafield who has an extensive background working in a Local Authority Fire and Rescue Service alongside Sellafield.
  - Attendance to bi-weekly meetings at Sellafield Ltd maintains consistent communications between both organisations.
  - A quarterly meeting is also scheduled which reviews performance and sets actions moving forward.

6.0 Transformation Plans

The service's transformation high level planning is available across our Community Risk Management Plan (CRMP) and supporting core strategies. Some of our high-level plans include:

- A strategic review of our estate in conjunction with the Constabulary and Office of the PFCC. The Joint Head of Estates between the three organisations is leading the development.

- Considering options towards a joint Digital Data and Technology (DDaT) programme in collaboration with the police as a result of our aim to move away from the current SLA arrangement with Cumberland Council. A programme board has been established to draft a business case which has been explored in full detail including a feasibility study.

- A strategic review of the administration of payroll services.

- A comprehensive review of all the SLAs agreed through the LGR process to ensure we extract maximum value.

Currently the provisions that the service receives through our SLAs is inadequate to meet the needs of how the service wishes to develop. A dedicated team has been established, to ensure that any new SLAs are fit for purpose, meet the needs of the service and contribute towards the delivery of national productivity targets.

The service has engaged a review of the service structure and corporate functions through the external consultant (who supported the service through the transition process) to examine options for further improvement and transformation.

7.0 Charging Policies

The service's priority is to deliver our objectives with the best community outcomes. The service is a trusted partner that can, and does, support regional and national partners during emergency incidents. Arrangements are in place across our neighbouring services to deliver the quickest and most suitable response, generally on a cost neutral basis.

The service works with several partners to deliver services that generate income for the service, these include:

- The delivery of driver training on behalf of both unitary authorities and a quid pro quo arrangement with the Constabulary with regards to driving tests
- The inclusion of wholetime firefighters from Sellafield on our courses

The service does have a "Charging for Mutual Aid" policy that is reviewed to ensure it is fit for purpose.

The charging policy is reviewed annually, and charges are set for the start of the financial year in line with budget expectations.

8.0 Asset Management and Investment in Technology

The service is moving forward with a series of investments in technology, which includes a new asset management system to reduce the number of paper-based processes and different systems for inventories and defect reporting that we currently use.

The service has a fleet replacement strategy and has been able to invest in a range of new vehicles to replace an ageing fleet. Ten appliances were commissioned in 2025/26. Investment in light fleet is also detailed in the fleet replacement strategy to ensure the overall fleet is fit for purpose, with modern functionality that lowers the risks associated with an ageing fleet.

Other sections in this report cover our investment in different systems that we believe will improve our productivity. Investment has been made in virtual reality headsets for training and community engagement purposes around road safety and the use of artificial intelligence is being progressed for pension remedy support. The service is developing a comprehensive IT strategy and will be sharing an IT post with the unitary authority to co-ordinate this work as well as looking at our objectives of disaggregation from the unitary authorities, as this will be instrumental in our delivery of any productivity targets.

9.0 Resourcing

Due to its size and firefighter composition, the service must be innovative when it comes to the delivery of services to meet the needs of the community. We believe we have introduced one of the most efficient shift systems in the country.

Penrith Duty System deploys operational firefighters into back-office departments to support the delivery of operational assurance and service support functions. These firefighters also provide a wholetime response capability to the local community. This ensures that the 10.5hrs days are maximised with activities that meet the needs of the CRMP, 7 days a week without the need to resource departments with the more traditional, non-operational workforce. Of the current operational workforce, 65% is already on-call, which has been identified as the most productive duty system.

In addition, we have changed our delivery model of our Learning and Development workforce to increase the time available to deliver courses around the needs of an on-call service. Training courses are also being delivered remotely over MS Teams technology rather than an entirely centre based approach, reducing unnecessary travel time and costs. Corporate non-operational roles were introduced to the department to ensure the most cost effective and skilled staff were completing the administration and support activities.

The service is committed to continually reviewing shift patterns to ensure we are improving productivity. The service has introduced a variety of shift patterns including a 12-hour pattern and day duty systems and we have reduced the night shift from 15 hours to 13.5 hours maximising day shifts recognising the most productive hours.

10.0 Procurement

The service is involved in regional procurement projects as well as undertaking our own local procurement activities. In all instances we seek to maximise the benefits offered by existing frameworks to deliver savings, both cashable and non-cashable, and to maximise the commercial advantages offered by collaboration. Some examples being:

- North West PPE Contract (led by Merseyside FRS)
- Structural Firefighting PPE (led by Merseyside FRS)
- Station Wear and associated items (led by Greater Manchester Combined Authority)
- Fire Hose Repairs and Inspection (led by Lancashire)
- Private Finance Initiative (as per section 6)

The service is now working with Cumbria Constabulary in respect of procurement with an arrangement under a Service Level Agreement. This provides resilience to the service around procurement, expert advice, and will explore any joint procurement arrangements that can lead to economies of scale and efficiency benefits.

11.0 Service Changes and Achievements

Over the past year, the service has strengthened its approach to productivity and efficiency through a more structured, comprehensive and risk-led framework. Key developments include the introduction of a Savings Strategy, a clearly defined Risk Appetite Statement, and a refreshed Corporate Risk Register and Risk Management Framework. Together, these provide a stronger line of sight between risk, resource allocation and organisational priorities.

Governance has been enhanced through the establishment of a Finance and Efficiencies Board, with clear terms of reference for driving efficiency and financial oversight. This has improved focus, ownership and accountability.

Furthermore, a comprehensive risk assessment and risk acceptance process is now in place, ensuring that resources are aligned to statutory duties while maintaining transparency around areas of managed risk. These arrangements are subject to regular scrutiny, with quarterly reporting to Executive Board providing authority oversight and assurance.

The service has also introduced a Service Improvement Board, which provides challenge and oversight of progress against the Community Risk Management Pan (CRMP), service performance, delivery of the HMICFRS Action Plan and the Corporate Risk Register. Local service delivery managers and departmental/team leads attend the board on a quarterly basis to provide a bottom-up view of performance and organisational intelligence, strengthening the evidence base and informing decision-making.

The revised Programme and Project Management Framework further strengthens this approach by improving prioritisation, delivery discipline and performance monitoring.

Collectively, these changes demonstrate a more mature, consistent and integrated approach to productivity, efficiency, aligned to the delivery of the CRMP and the management and mitigation of risks in the Corporate Risk Register.