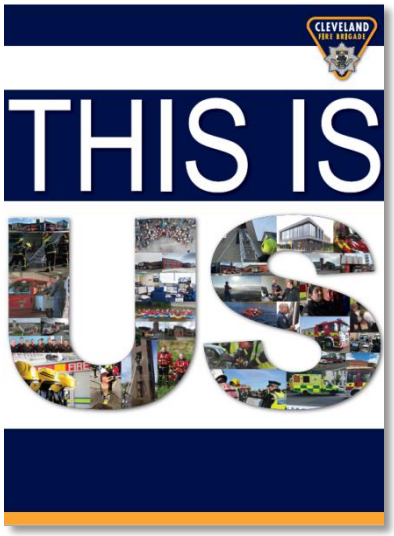


Protecting local communities

and

HMICFRS Inspection Report

=

CFB Improvement Plan 2019/20 onwards

January 2020

Introduction

'This is US' is CFB's self-assessment of its organisational effectiveness, efficiency and support for its people. It was undertaken in advance of the HMICFRS inspection of the Brigade in the Summer of 2019.

Each part of the self-assessment is set out in three Annexes attached to the main document as follows:

Annex 1: How effective we are at keeping people safe from fire and other risks
Annex 2: How efficient we are at keeping people safe from fire and other risks
Annex 3: How well do we look after our people

One of the outcomes from the self-assessment was a recognition of those things we do well (our strengths) and there are many of these detailed in every paragraph of the self-assessment; we reminded staff of these and showcased the 'best ones' in our Strategic Brief with HMICFRS.

As we strive to be outstanding the other outcome from the self-assessment is an identification of those areas we want to improve or further enhance; these are referenced in red within the self-assessment, captured within this **Improvement Plan** and progressed within our Corporate Internal Operating Plan (CIOP) and service delivery plans.

In December 2019 our Inspection Outcome Report was received and assessed by ELT. Any new actions have been captured within this Improvement Plan in blue ink and added into the Brigade's Corporate Internal Operating Plan

Effectiveness

- Understanding Risk
- Prevention
- Protection
- Emergency Response
- National Resilience

Understanding Risk

Improvement Actions

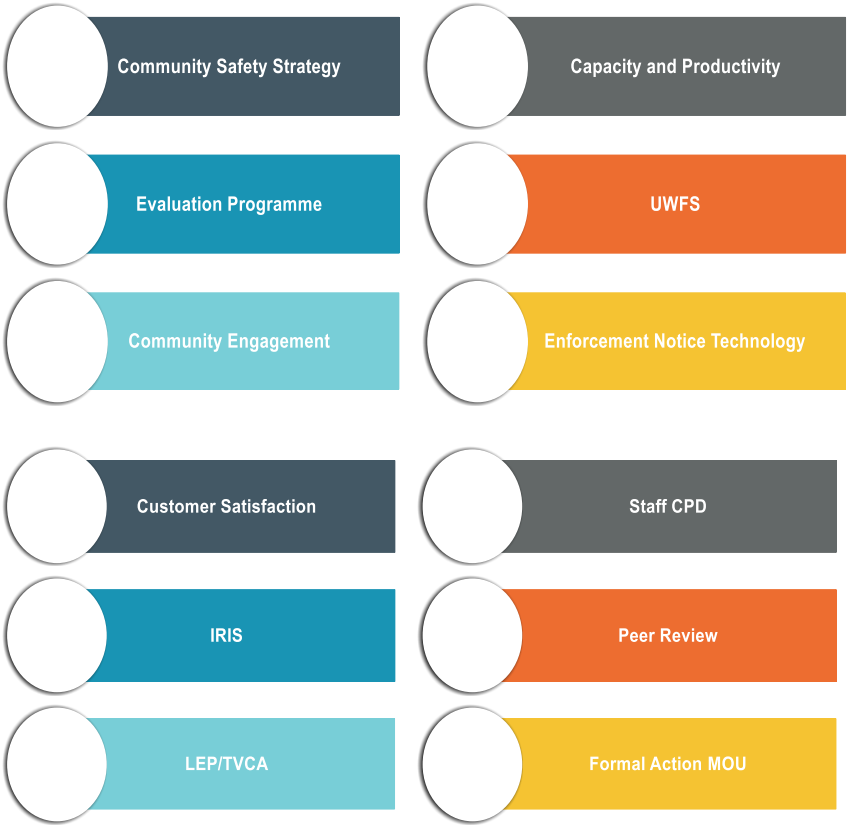
- **SSC 5 Review Community Engagement Strategy**
- **SSC 19 Implement Cross Border Improvement Plan**
- **SSC 20 Align Operational Intelligence and 7.2d Arrangements**
- **R&P 43 Seek External Validation of Risk Management Framework**
- **R&P 44 Support NFCC Risk Management Project**
- **R&P 45 Explore the Development of a Single CRP with Tees Valley Partners**
- **SNR 1 Embed Resilience Direct**

Prevention

Improvement Actions

- **SSC 5 Review Community Engagement Strategy**
- **SSC 10 Implement Community Safety Strategy**
- **SSC 10.1a Review Prevention Targeting Methodology to Ensure Resources are Targeted at People Most at Risk**
- **SSC 10.1b Ensure Prevention Work is Quality Assured**
- **SSC 10.8 Establish Programme of Community Safety Evaluation**
- **SSC 21 Develop an Arson Reduction Strategy**
- **SH 16 Explore Digital Solutions to Enhance Home Safety Services**
- **SH 18 Expand Fire-setter Intervention Programme to Reach Identified Individuals over 18**

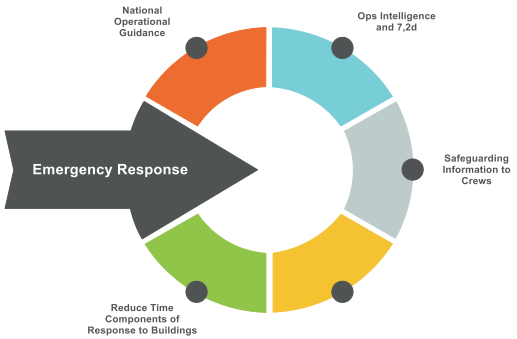
Protection



Improvement Actions

- SSC 5 Review Community Engagement Strategy
- SSC 5.3a Work with Local Businesses (large and small) to Share Information and Expectation on Compliance with Fire Safety Regulations
- SSC 7 Evaluate UWFS Strategy and Review Policy as Necessary
- SSC 10 Implement Community Safety Strategy
- SSC 10.2a Review RBIP to Ensure it Prioritises the Highest Risk
- SSC 10.8 Establish Programme of Community Safety Evaluation Plan
- SB 4 Work with NEFRSs to Trial Second Phase of IRIS
- SB 5 Review Capacity and Productivity
- SB 6 Develop Technical Solutions for the Management of Formal and Informal Enforcement Notices
- SB 11 Improve Links with Organisations such as LEP and TVCA
- SB 15 Review Customer Satisfaction Survey
- SB 18a Enhance CPD Recording Systems
- SB 18b Explore Peer Review/Quality Assurance for Protection
- SB 20 Develop MOU with LHAs to Improve the Process for Taking Informal Action within Premises

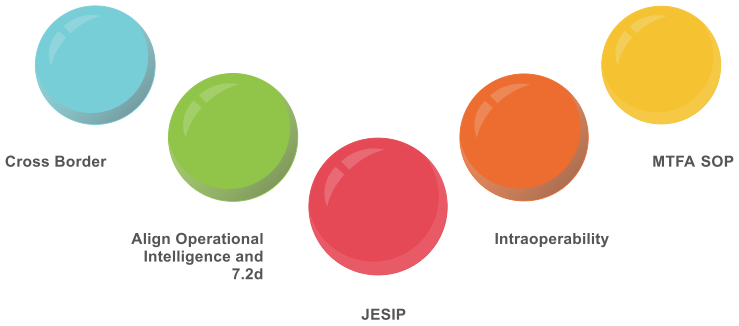
Emergency Response



Improvement Actions

- SSC 1.6 Evaluate Emergency Response Standards to Buildings
- SSC 1.7, SH 3 Reduce Response Time Components to Building Fires
- SSC 3 Introduce a Strategic Reserve
- SSC 5 Review Community Engagement Strategy
- SSC 5.3b Provide Relevant Information to the Public about On-going Incidents
- SSC 10 Implement Community Safety Strategy
- SSC 10.8 Establish Programme of Community Safety Evaluation Plan
- SSC 14 Continue to Implement NOG
- SSC 20 Align Operational Intelligence and 7.2d Arrangements
- UOR 1 Review Whole-time Firefighter Duty System
- UOR 2 Review FDO Duty System
- UOR 11 Review Retained Duty System
- SB 9 Expand ERP's for RWCPS to Encompass Residential Care Premises and to non RWCPS on COMAH Sites
- SN 18 Improve Safeguarding Information to Crews
- HHI 3 Continue to Review our Response to HHI Sites

National Resilience



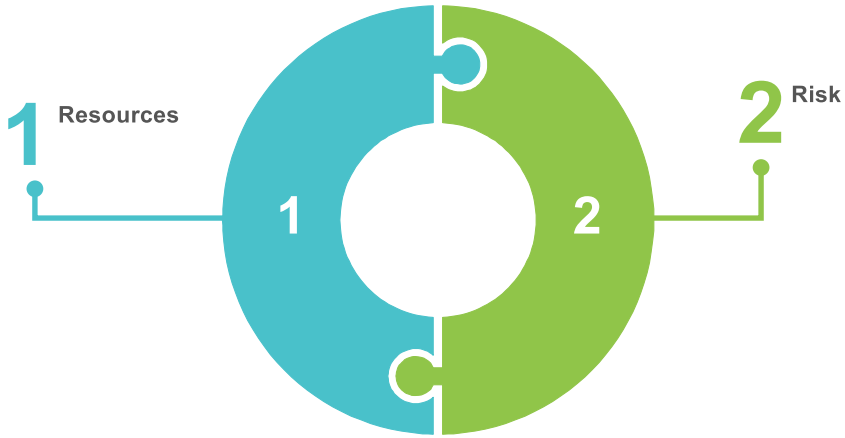
Improvement Actions

- **SSC 19 Implement Cross Border Improvement Plan**
- **SSC 20 Align Operational Intelligence and 7.2d Arrangements**
- **SNR 6 Implement JESIP Action Plan**
- **SNR 9 Enhance the Intra-operability Arrangements with CDDFRS and NYFRS through More Joint Exercises**
- **SNR 10 Review MTFA SOP against the Joint Operating Principles for the Emergency services Note**

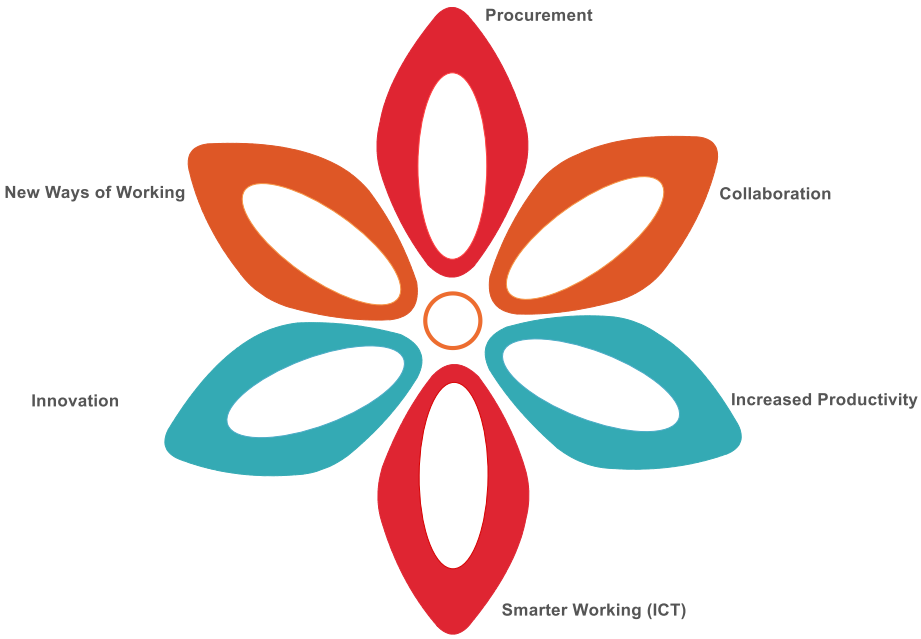
Efficiency

- **Using Resources to Manage Risk**
- **Affordable Ways of Managing the Risks Now and in the Future**

Using Resources to Manage Risk



Affordable Ways of Managing the Risks Now and in the Future



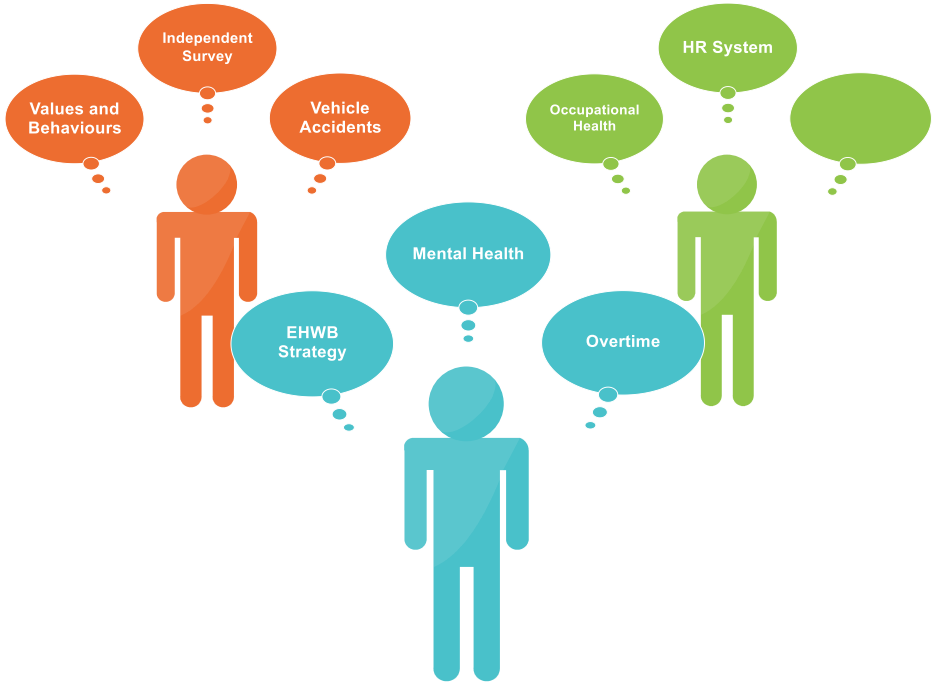
Improvement Actions

- SSC 3 Introduce a Strategic Reserves
- SSC 5 Implement Community Engagement Strategy
- SSC 7 Evaluate UWFS Strategy
- SSC 19 Better Share Cross Border Risk Information
- SSC 23 Review Business Continuity Arrangements
- UOR 1 Review Whole-time Duty System
- UOR 2 Review FDO Duty System
- UOR 7 Explore Collaborative Working for Incident Command Support
- UOR 10 Undertake Interim Review of CIRMP
- UOR 10.2 Review Non-Pay Budgets
- UOR 11 Review Retained Duty System
- UOR 14 Explore Collaborative Opportunities for Enabling Services with Cleveland Police
- UOR18a.2 Complete QMC in Collaboration with Community Groups
- UOR 18bcd Complete Estates Programme
- UOR 20 Investigate the Benefits and Implications of 24hr Working
- UOR 22 Evaluate the Use of SFUs
- UOR 23 Review Provision of Specialist Capability
- UOR 25 Reform Uniform Procurement
- UOR 26 Review Occupational Health Services
- UOR 27 Review Financial Management Services
- UOR 39 Procure Human Resource Information System
- UOR 42 Develop a Collaboration and Partnership Framework including Evaluation
- UOR 43 Implement ICT Strategy
- UOR 44 Implement Procurement Strategy
- SH 8 Expand Fire-setter Intervention Programme
- SB 5 Review Capacity and Productivity to meet RBIP
- SNR 9 Enhance Intra-operability with CDDFRS and NYFRS

People

- **Promote Values and Culture**
- **Training and Skills**
- **Fairness and Diversity**
- **Leadership and Capability**

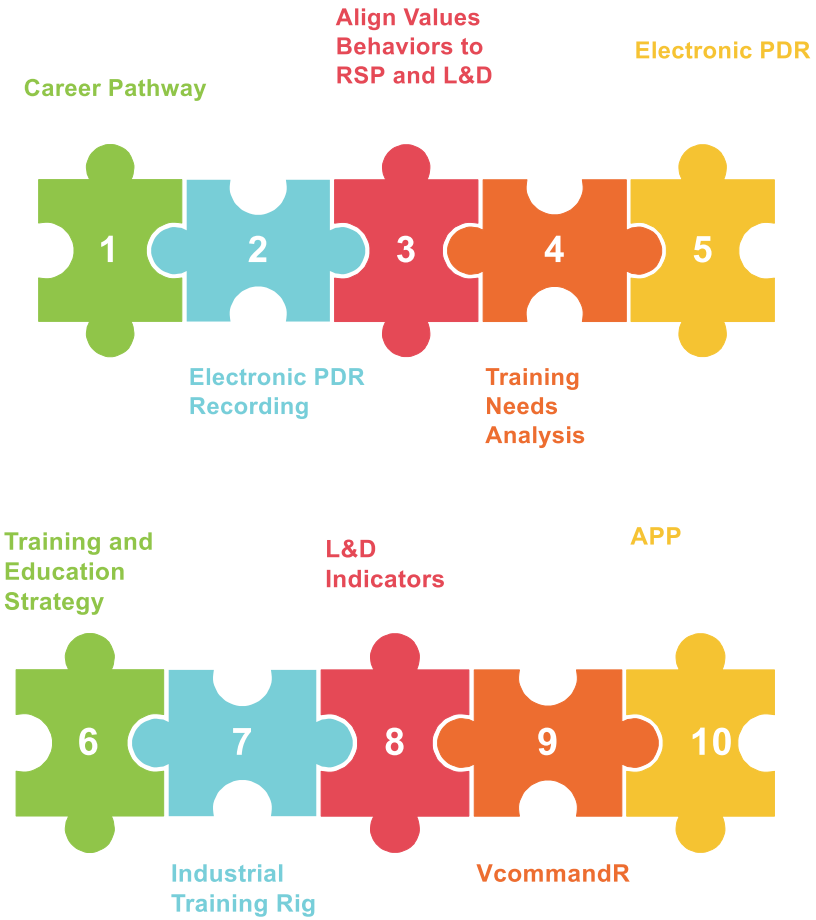
Promote Values and Culture



Improvement Actions

- **PIW 3.5 Align New Value and Behaviour Framework to our Recruitment, Selection and Promotion; and Learning and Development Arrangements**
- **PIW 4.1 Undertake an independent staff survey in partnership with Institute of Local Governance (also linked PIW 2.2, EO7)**
- **PIW 4.3 Improve Visibility of Senior Leaders**
- **PIW 10 Review interventions and training associated with vehicle accidents (part of implementation of H&S Strategy)**
- **PIW 11 Implement EHWB Strategy**
- **PIW 11.3 Review Mental Health Support**
- **UOR 26 Review Current Occupational Health Service Provision**
- **UOR 39 Procure an HR System to Improve Recording and Reporting of People Indicators**
- **EHWB 8 Understand the Impact of Working Additional Hours (Overtime) has on our Workforce**

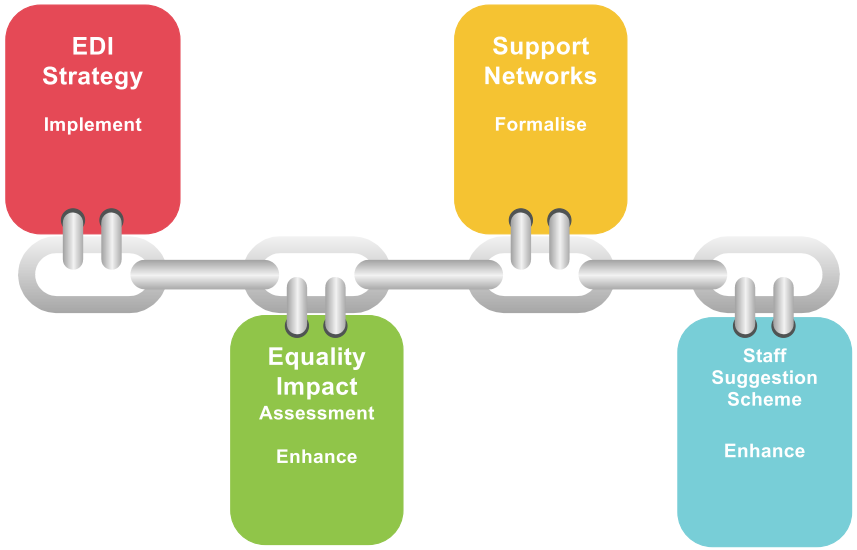
Training and Skills



Improvement Actions

- **PIW 1.5 Develop a Career Framework/Pathway aligned to Professional Qualifications and Standards which Considers NFCC Guidance**
- **PIW 3.5 Align New Value and Behaviour Framework to Recruitment, Selection and Promotion; and L&D Arrangements**
- **PIW 3.6 Enhance our Training Needs Analysis Processes**
- **PIW 9.7 Further Develop the Electronic PDR Recording System**
- **PIW 9.8 Develop an Electronic PDR Process which Links to PDPs**
- **PIW 12 Implement Training and Education Strategy**
- **PIW 12.1a Introduce a System for Staff to use Debriefs to Improve Operational Response and Incident Command**
- **PIW 12.1b Improve Staff Participation in Large Scale Exercises**
- **PIW 12.1c Develop Training Resources to Support Managers in Recognising the Signs of Trauma in their Staff**
- **PIW12.3 Establish a System that gives a Picture of Staff Competence**
- **UOR 18a.1 Complete Installation of Industrial Training Rig**
- **TE 1 Develop a Comprehensive Suite of L&D Indicators to Better Measure strategic Outcomes**
- **TE 3.1.1 Further Develop our 'App' Product for Mobile Phones and Tablets, to Host a Wider Range of 'Aide Memoire' Information**
- **TE 3.1.2 Develop 'VcommandR' with More Scenarios including Aspects Important to IC Training such as Biometrics**

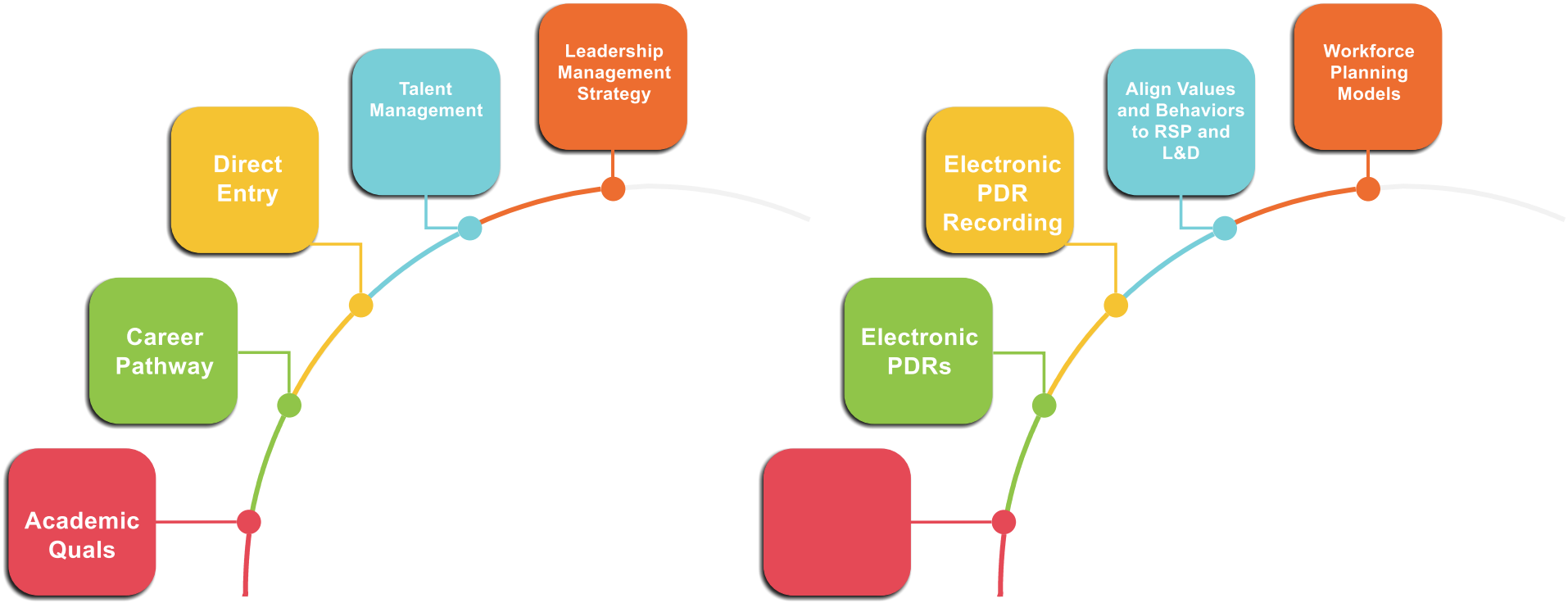
Fairness and Diversity



Improvement Actions

- **PIW 2 Implement EDI Strategy**
- **PIW 4.5 Increase Diversity of Workforce to Better Reflect the Communities We Serve**
- **UOR 36.20, EO 6.4 Enhance our Equality Impact Assessment Arrangements**
- **UOR 36.25 Review Staff Suggestion Scheme**
- **UOR36.26 Review Grievance Procedure to Ensure Fairness and Consistency of Informal Resolutions or Learn from Trends**
- **EO 6 Formalise our Support Networks for Women and LGBT**

Leadership and Capability



Improvement Actions

- **PIW 1.2 Implement Leadership and Management Strategy**
- **PIW 1.3a/b Adopt a Talent Management Scheme and Explore Use of Accelerated Career Development**
- **PIW 1.4 Explore a Direct Entry Scheme**
- **PIW 1.5 Develop a Career Framework/Pathway aligned to Professional Qualifications and Standards which Considers NFCC Guidance**
- **PIW 1.6 Explore Collaboration Opportunities for Accessing Academic Qualifications**
- **PIW 3.1 Review Workforce Planning Models**
- **PIW 3.5 Align New Value and Behaviour Framework to our Recruitment, Selection and Promotion; and Learning and Development Arrangements**
- **PIW 9.7 Further Develop the Electronic PDR Recording System**
- **PIW 9.8 Develop an Electronic PDR Process which Links to PDPs**