



Internal Operating Plan 1st Apr 2024 to 30th Sep 2024

Action Plans: All

Delivery Plans: All

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This is Cleveland Fire Brigade's Internal Operating Plan which sets out the Authority's Improvement Actions 2022/23 that have been established to: further progress the achievement of the Authority's Strategic Goals; reflect the requirements of our Community Integrated Risk Management, People and Resource Plans 2022-26 and address any areas for improvement or development identified from our HMICFRS Inspection Self-Assessment 2021.

The actions will be reported to and monitored by the Brigade's Executive Leadership Team. and the Authority's Executive Committee.

Glossary of Terms

ACFOCP	Assistant Chief Fire Officer: Community Protection
ACFOSPR	Assistant Chief Fire Officer: Strategic Planning and Resources
CFA	Cleveland Fire Authority
CFB	Cleveland Fire Brigade
CFO	Chief Fire Officer
CIRMP	Community Integrated Risk Management Plan
ELT	Executive Leadership Team
FRA	Fire and Rescue Authority
FRS	Fire and Rescue Service
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
NFCC	National Fire Chief's Council
NOG	National Operational Guidance

Strategic Planning

Strategic Planning

Action	Lead	Due Date	Status
SP 30: Review the arrangements in relation to Compliments and Complaints including updating all key documents	Karen Winter	May 2024	Complete
The Compliments and Complaints Procedure was reviewed in July 2024 in line with the Key Document Framework.			
SSC 114: Review the Performance Management policy, framework and diagram in line with key document framework	Ian Hayton	Jun 2024	Complete
The Performance Management Policy, Framework and Diagram were reviewed in May 2024 by the ACFOSPR. No changes were recommended.			

Professional, Proud, Passionate People

Culture, Health and Wellbeing

Action	Lead	Due Date	Status
PPP 117: Roll out Persons in Crisis training for all staff (S28 LFB refers and LFB Culture Report)	Karen Winter	Jun 2024	Complete
The suicide prevention crisis line and supporting toolkits issued by the Firefighters' Charity have been promoted within CFB on 3rd Nov 2023. Links to these resources have been added to the Brigade's health and wellbeing site. Suicide awareness training sessions have also been delivered to frontline staff.			
Further training with regards to persons in crisis has been actioned in direct response to JOL action note 24/002 and the Brigade's response to JOL (1st Aug 2024).			

Health and Safety

Action	Lead	Due Date	Status
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Equality, Diversity and Inclusion

Action	Lead	Due Date	Status
EDI 3.3: Publish Public Sector Equality Duty Report The Public Sector Equality Duty Report has been completed. It was considered by ELT on 30th Apr 2024 and the EDI Board on 13th May 2024 before being approved by the Fire Authority on 17th May 2024 for publishing on the Brigade's Intranet and Intranet sites.	Karen Winter	Sep 2024	Complete
EDI 4.3: Publish Gender Pay Gap Report The Gender Pay Gap Report has been completed. It was considered by ELT on 30th Apr 2024 and the EDI Board on 13th May 2024 before being approved by the Fire Authority on 17th May 2024 for publishing on the Brigade's Intranet and Intranet sites.	Karen Winter	Sep 2024	Complete
PPP 1.2: CFB PRIORITY 2024/25 Conduct a staff cultural survey and analyse results to give a baseline of performance against our key cultural component measures. Use the baseline figures to set targets for 2025/26 onwards. HMICFRS Culture Report Recommendation 23.2 South Wales (Values and Culture Part 3) The Brigade undertook a Workforce Culture Survey between April and May 2024. Of a potential 533 respondents, the survey received 150 responses, a response rate of 28% of the total workforce. The findings were analysed and a report with recommendations was discussed by ELT. However as the response rate was low it was unclear to what extent the Brigade were able to generalise the findings. A number of actions were identified and incorporated into the Brigade Internal Operating Plan. The outcomes of the survey have been shared with all staff including what actions are to be taken against the cultural components.	Karen Winter	Jun 2024	Complete
PPP 157: Publish an Accessibility Statement on Brigade's external website	Simon Weastell	Jun 2024	Complete
PPP 8.3: Voluntarily compile an ethnicity pay report as part of our approach to improve inclusion and tackle inequality in the workplace. The Ethnicity Pay Gap Report has been completed on a voluntary basis. It was considered by ELT on 30th Apr 2024 and the EDI Board on 13th May 2024 before being approved by the Fire Authority on 17th May 2024 for publishing on the Brigade's Intranet and Intranet sites.	Karen Winter	Sep 2024	Complete

Talent Management

Action	Lead	Due Date	Status
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PPP 2415: Refresh Workforce Plan (Annual Review)	Karen Winter	Jul 2024	Complete
Following an annual review, the Workforce Plan was refreshed to reflect current capacity, competence and diversity information. It was approved by ELT on 25th Jul 2024.			
PPP 33: Explore the potential of providing specialist training in-house through the use of our own staff to realise savings e.g. Fire Engineer trainer for the delivery of Level 3 and Level 4 Fire Safety qualifications	Karen Winter	Jul 2024	Complete
The recruitment of a Fire Engineering Trainer (Grade F) was unsuccessful and it was agreed that one of the Stn Manager Development posts be permanently added to the Fire Engineering structure. This is now complete and a trainer has been appointed.			

Safer, Stronger Communities

Risk

Action	Lead	Due Date	Status
SSC 113: Review Risk Management policy; framework and diagram in line with key document framework	Ian Hayton	May 2024	Complete
The Brigade's Risk Management Framework, Policy and Procedure have been reviewed. No major changes have been identified.			

Prevention

Action	Lead	Due Date	Status
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Protection

Action	Lead	Due Date	Status
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Emergency Response

Action	Lead	Due Date	Status
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Local and National Resilience

Action	Lead	Due Date	Status
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Efficient Sustainable Resources

Digital Transformation

Action	Lead	Due Date	Status
ESR 17: To develop a business case to identify options to sustain the long-term implementation of our Digital Transformation Roadmap Delivery Plan 2025/26	Karen Winter	Aug 2024	Complete

A business case in relation to investment of £300k to support the delivery of the Digital Transformation Roadmap Plan 2025/26 was considered by ELT on 22nd July 2024 and approved by the Executive Committee on 5th August 2024.

ESR 3.3: Embrace workplace mobility, providing the necessary accessibility and connectivity for our people to work anytime anywhere on any device	Karen Winter	Sep 2024	Complete
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All of our people can now access Microsoft 365 on any device and have been provided with the types of devices most suited to their work requirements, including laptops, tablets and smartphones. All staff who need to access our internal corporate systems remotely have been set up with secure VPN access.

Estates and Climate Change

Action	Lead	Due Date	Status
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Fleet and Climate Change

Action	Lead	Due Date	Status
ESR 64.2: Establish the carbon footprint of our fleet	Karen Winter	Sep 2024	Complete

In Aug 2024 ESOS Energy Consultants established our CO2 Carbon Footprint baseline for 2023/24. Results were 413 tonnes for our Estates Building Stock and 391 tonnes for our Fleet, giving a total carbon footprint of 804 tonnes of CO2. Following implementation of our carbon reduction plans (e.g. de-carbonisation of our estates, procurement of cleaner diesel technology fire appliances and procurement of electric cars) we will have ESOS review our carbon footprint position to establish if our plans are meeting our objectives to become a cleaner, greener organisation.

Equipment and Climate Change

Action	Lead	Due Date	Status
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Service and Productivity Reviews

Action	Lead	Due Date	Status
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Procurement

Action	Lead	Due Date	Status
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ESR 104: Review Contract Procedure Rules	Karen Winter	May 2024	Complete
The Contract Procedure Rules have been reviewed, updated and approved at the AGM 7th June 2024. Key changes related to the New Procurement Act 2023, Subsidy Control and Placement of Purchase Orders and Approval Limits.			

Business Continuity




Action	Lead	Due Date	Status
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Collaboration and Partnerships

Action	Lead	Due Date	Status
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ESR 38: Evaluate the Effectiveness and Efficiency of Sharing the ICU and Welfare POD with Cleveland Police	Simon Weastell	Jun 2024	Complete
The Brigade has undertaken a project to evaluate the effectiveness and efficiency of sharing the ICU and Welfare POD resources with Cleveland Police. The evaluation involved using CFB data relating to resource usage and consulting with Cleveland Police staff to gather their feedback on the arrangement, due to data identifying that there were limited requests for the resources outside of CFB. The consultation highlighted that some staff lacked awareness in regards to the availability of the ICU and Welfare Pod and were unsure of the process through which to request them. The evaluation report was presented to ELT in Feb 2024. As a result a new Memorandum of Understanding was drafted to refine the process, with the intention of raising awareness amongst staff upon agreement of the MOU. The MOU is currently in the process of being signed off by legal teams for both organisations.			

Finance

Action	Lead	Due Date	Status
ESR 106: PRIORITIES 2024/25 Develop a plan to address the Medium Term Financial Strategy deficit to 2026/27. <p>The Fire Authority's Medium-Term Financial Strategy to 2026/27 shows a worst case deficit of £2.6m. To address this deficit the Chief Fire Officer has produced a range of service review and efficiency proposals that have been discussed with the Brigade's Executive Committee. As details of the next Comprehensive Spending Review and the associated budget/deficit position becomes clearer in Dec 2024, the Chief Fire Officer will firm up the details of the Plan for approval, consultation, negotiation as appropriate.</p>	Ian Hayton	Jun 2024	Complete 
ESR 90.3: Achieve an unqualified opinion on the financial statements 2023/24 <p>Meeting ACFO SPR and HFP 1st Oct 2024: although all work has been completed by the Authority, the external audit of the draft statement of accounts for the year ended 31st Mar 2024, due to be completed by our external auditors Forvis Mazars, has not yet commenced. Therefore, the Authority is unable to publish the audited financial statements in accordance with the statutory timetable of the 30th Sep 2024. The Authority expects an unqualified opinion on its statement of accounts. The reason for the delay is that Forvis Mazars have a backlog of audit work from previous years, which is impacting on the timely delivery of the 2023/24 audit. The Brigade has hosted a notice of delay on publication and the letter of delay from Forvis Mazars on our website by the statutory deadline of 30th Sep 2024.</p>	Ian Hayton	Sep 2024	Behind Schedule 
ESR 91.3: Achieve an unqualified opinion on Value for Money 2023/24 <p>The delays to the completion of the Audit relating to the Statement of Accounts 2023/24 have also resulted in Forvis Mazars being unable to fully provide an opinion on VFM</p>	Ian Hayton	Sep 2024	Behind Schedule 

① Information only valid at the time of printing Oct. 11, 2024, 12:19 p.m.

