



# Internal Operating Plan 1st Apr 2023 to 31st Dec 2023

Action Plans: All  
Delivery Plans: All  
Produced: Jan. 10, 2024, 11:26 a.m.

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	Assistant Chief Fire Officer: Community Protection
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
<b>SP 11.1: Undertake a Gap Analysis against the HMICFRS Values and Culture in the Fire and Rescue Service published Mar 2023 and produce an improvement plan to address any areas of weakness or to adopt good practice.</b>	Ian Hayton	May 2023	Complete
<p>A gap analysis against the HMICFRS Values and Culture in the Fire and Rescue Service Report has been completed and an improvement plan has been produced to address the identified areas of weakness or to enhance our existing cultural work. This was reported to the CFA Executive Committee in May 2023.</p>			
<b>SP 21: To better communicate the Authority's Vision</b>	Karen Winter	Sep 2023	Complete
<p>The Authority's strategic direction is clearly displayed within the Authority's Corporate Plans, which cover Community Risk Management, People and Resources. Whilst the strategic goals and values and ethical behaviours are regularly communicated to staff and are well displayed and embedded the vision is less visible. To address this we have expanded existing mechanisms to re-inforce the vision. This includes screen savers, posters, intranet, recruitment materials etc.</p>			

# Professional, Proud, Passionate People

## Health and Wellbeing

Action	Lead	Due Date	Status
<b>PPP 105.1: Review access arrangements to Occupational Health Services (HMICFRS Inspection Report 21/22 page 38)</b>	Chris Chisholm	Dec 2023	Complete
<p>A full review has been undertaken of our existing arrangements and the following improvements have been made:</p> <ul style="list-style-type: none"> <li>- general occupational health appointments (doctor, nurse, technician) are facilitated either on site or via telephone. This can be at the request of the Brigade, individual or Occupational Health provider.</li> <li>- we have flexed clinics for pre-employment medicals (for example for Wholetime/ On-call Firefighter cohorts) - on a weekend to fit with the availability for candidates.</li> <li>- health surveillance is undertaken on Station at a time agreed with the Watch Manager, so that time is maximised and all of the Crew are on site.</li> <li>- physiotherapy is facilitated on site at HQ but if requested can be facilitated at another site with the appropriate facilities (We are receiving excellent feedback about our current physio service)</li> <li>- counselling (including specialist counselling) can be facilitated on site</li> </ul>			

(HQ), through video link or via telephone. This is usually through preference of the individual.

- specialist counselling is facilitated at other sites (external) if required.

In addition, we have established a reciprocal agreement with County Durham and Darlington FRS to utilise their clinic space at their HQ on occasions and they have utilised ours under the same agreement. This has been advantageous where we have required an urgent appointment.

We are currently undertaking a tender process for occupational health provision and have ensured that accessibility and flexibility in terms of delivery of service is detailed in the specification. As part of the procurement exercise, we are exploring other options such as in-house provision or other organisations which may provide a collaborative solution for all or for specific aspects of occupational health provision.

We will be conducting a staff survey with regards to occupational health provision early in 2024 which will provide valuable insight to help shape our service moving forward.

**PPP 17.2: Expand our participation in national health and wellbeing events**

Karen Winter

Oct 2023

Complete

We have supported teams to participate in the National Firefighter Challenge event which took place on 29/30th July 23. Great results from the teams, including Gold to British Women's Team relay and Bronze – British Men's Team relay. CFB have been chosen to Host/Run the North/Northeast regional British Firefighter challenge and are hoping that the first year of the event will be 24/25.

**PPP 31.2: Develop a detailed sickness absence analysis report for ELT**

Karen Winter

Sep 2023

Complete

A detailed sickness absence analysis report was presented to ELT in Sep 2023. The analysis gave better management information as a result of investment in and implementation in a new HR system. The Report now not only looked at staff groups and specific causes of sickness absences but gave greater analysis of those e.g. staff groups could be analysed by protected characteristics and causes of mental health were deeper analysed by types of mental health. This facilitates better targeted interventions.

Health and Safety			
Action	Lead	Due Date	Status

Equality, Diversity and Inclusion			
Action	Lead	Due Date	Status

<b>EDI 10: Review the system for providing feedback for those who have raised concerns. Check Managing Allegations Guidance - Safeguarding HMICFRS Culture Report Recommendation 4.1 (linked to Recommendation 1.1 PPP118)</b>	Karen Winter	Jun 2023	Complete
<p>An HR professional is appointed to each case of concern raised and is responsible for ensuring that the individual raising the concern is regularly updated on progress. We have now clarified these arrangements within our Whistleblowing, Dignity at Work and Grievance Policies.</p>			
<b>EDI 17.1: Consider Government's draft White Paper comments on Fire and Rescue Service Oath (Page 21) and provide a report on implications</b>	Karen Winter	Dec 2023	Complete
<p>The Home Office published its White Paper on Fire and Rescue Reform in Dec 2023. The proposal for FRSs in relation to an oath has been removed.</p>			
<b>EDI 3.2: Publish Public Sector Equality Duty Report</b>	Karen Winter	Sep 2023	Complete
<p>The Public Sector Equality Duty Report was approved by ELT on 1st Jun 2023 and presented to the Executive Committee in Jul 2023 prior to publishing on the Brigade's website.</p>			
<b>EDI 4.2: Publish Gender Pay Gap Report</b>	Karen Winter	Sep 2023	Complete
<p>A Gender Pay Report was presented to EDI Board in Mar 2023, ELT on 25th Apr 2023 and the Executive Committee on 19th May 2023. It is now published on Brigade's website.</p>			
<b>EDI 6: As part of our staff engagement and communications strategy, develop clear accessible mechanisms to signpost approved processes for staff to raise concerns in a confidential way HMICFRS Culture Spotlight Report 2023 refers (Recommendation 1.2)</b>	Chris Chisholm	Sep 2023	Complete
<p>As part of our staff engagement and communications strategy, we have reviewed our mechanisms for signposting staff to our approved processes for them to raise concerns in a confidential way. Following an assessment of the NFCC's recommended independent reporting line service providers, we have secured a contract with Safecall.</p>			
<b>PPP 118: Review existing Whistle Blowing, Grievance and Dignity at Work policies and procedures for staff to raise a concern including consideration of an external independent reporting line. (HMICFRS Culture Report Recommendations 1.1 , 3.1 and 5.1 ,S28, LFB Report, NFCC Culture Conference March 23 a Iso refer)</b>	Karen Winter	Sep 2023	Complete
<p>Our Whistle Blowing, Grievance and Dignity at Work Policies and Procedures have been reviewed to clarify existing reporting mechanisms and to include our new independent reporting line (Safecall). The Brigade's support arrangements have also been made more explicit within the policies.</p> <p>The policies have been approved by ELT in Dec 2023 and CFA's Executive Committee in Jan 2024 and are accessible to staff via the</p>			

Brigade's Intranet site. Our communities can access our Complaints and Whistleblowing policies via the Brigade's website..

<p><b>PPP 119: Formalise the Brigade's 'Buddy' Role (S28 LFB Report)</b></p> <p>All new entrants to CFB are assigned a 'buddy' as part of our on-boarding arrangements; these are voluntary staff of CFB and have specific role profiles.</p>	Karen Winter	May 2023	Complete
<p><b>PPP 134: Working with Cleveland Police, establish formal arrangements within our Recruitment and Selection, Dignity at Work, Grievance and Discipline Policies to ensure that we are informed of and deal with identified incidents where the sharing of information would be appropriate under the Common Law Police Disclosure powers. HMICFRS Culture Report Recommendation 10.1</b></p> <p>On 21st Feb 2023, the Chief Fire Officer wrote to the Chief Constable of Cleveland Police to re-iterate that the fire and rescue service should be a recognised occupation for Common Law Police Disclosure purposes and clarified the Brigade's point of contacts in such instances.</p> <p>In addition the Brigade's Discipline Policy has been amended to reflect our potential actions with regard to Disclosure and a HR departmental procedure note has been produced in relation to point of contacts and subsequent actions.</p>	Karen Winter	Sep 2023	Complete
<p><b>PPP 138: Formalise the arrangements for notifying the HMICFRS re staff gross misconduct through an amendment to the Brigade's Discipline Policy re responsibilities and process. HMICFRS Culture Report Recommendation 17.1</b></p> <p>The Brigades Discipline and Grievances policies have been updated to reflect the requirements of the Chief Fire Officer and to formalise the system for reporting allegations that have the potential to constitute staff gross misconduct. (ELT 27th June 2023). 17.1: Formalise the arrangements for notifying the HMICFRS re staff gross misconduct through an amendment to the Brigade's Discipline Policy re responsibilities and process. On 19th July 2023, HMI Wilshire advised that the returns were to be sent to HMI Michelle Skeer with immediate effect. He also went on to thanks us for keeping him updated on the disciplines and related issues in a 'regular and comprehensive manner'.</p>	Karen Winter	May 2023	Complete
<p><b>PPP 139: Chief Fire Officer to write to HMICFRS to give assurance that all parties are supported in relation to on-going investigations. HMICFRS Culture Report 2023 Recommendation 18.1 due date 1st Aug 2023</b></p> <p>Letter sent to HMICFRS R Wilshire on 21st Jun 2023 providing details of Cleveland Fire Brigade's support arrangements for all parties involved in ongoing investigations.</p>	Karen Winter	Jul 2023	Complete
<p><b>PPP 8.2: Voluntarily compile an ethnicity pay report as part of our approach to improve inclusion and tackle inequality in the workplace.</b></p> <p>A Voluntary Ethnicity Pay Report was presented to EDI Board in Mar 2023, ELT on 25th Apr 2023 and the Executive Committee on 19th May 2023. It is now published on Brigade's website.</p>	Karen Winter	Sep 2023	Complete

<b>PPP 9: Gain Re-Accreditation of our Disability Confident Leader Status</b>	Karen Winter	Dec 2023	Complete
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We have once again been successful in maintaining our Disability Confident Leader Status following our submission to the recognised Government Scheme in Nov 2023, which included an independent peer review by Middlesbrough College. This achievement shows that the Brigade is committed to the recruitment, retention and development of people with a range of disabilities and supports them to reach their potential in the workplace. In addition, because of our long standing success as a Disability Confident we were asked by Northumbria Police to carry out an independent peer review of their submission.

## Talent Management

Action	Lead	Due Date	Status
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<b>PPP 113.1: Ensure the system to record and monitor operational staff competence is aligned to its policy for maintaining skills and knowledge HMICFRS Inspection Report 2021/22 Page 40</b>	Chris Chisholm	Oct 2023	Complete
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Our new personal development recording system, 'PDR Pro' records the maintenance of competence for all operational and non-operational personnel. At the time of inspection this was complimented with a paper-based portfolio for those staff that were working towards gaining their competence in role, either as a new starter or following a successful promotion process.

The paper-based system was a requirement of awarding bodies for operational and Control staff aligned to national vocational qualifications, as it was possible, at the time, for the electronic system to be plagiarised, as well as providing insufficient robust information to meet the standards and base an assessment decision on.

The 'Core Skills' requirement for each member of staff are a fundamental component of 'PDRpro' and are the minimum requirements that must be completed each year – we refer to this as the 'Core Skills Competency Framework' plan.

The RAG (Red, Amber, Green) system shows whether a person has maintained their competence for a particular core skill. Red meaning that the timeframe for completing has lapsed, amber showing that a member of staff is working towards maintaining their competence and green is where the core skill has been achieved.

The RAG system is applied in the same way across all roles within the Brigade, for instance, there is no difference in how the RAG rating is applied for firefighters or managers, nor is there a difference between green and grey book personnel. The only differences are the core skills that are being claimed, are aligned to each individual role profile.

As part of the maintenance of skills and knowledge, all operational personnel are required to take part in the 'Advanced Professional Development' (APD) programme, which is a series of risk critical competency themes ran over a three year period, that allow for professional updating aligned to those risk critical areas.

Following successful completion of an APD, a risk critical frequency is set for reattendance to maintain that particular skill. For example, for BA

there is a requirement to attend the APD every 12 months, whereas for RTC, this is every 36 months.

The RAG rating for this part of the system is:

- Green – in date and deemed as competent.
- Amber – in date and deemed as competent but will run out within 60 days.
- Red – out of competence.

Following the last HMICFRS Inspection we commenced the transition of all staff onto the electronic recording system, as the previous issue with awarding body requirements for Operational and Control staff no longer applied as the NVQ qualifications have ceased. To date we have:

- provided all Grey and Green Book staff with electronic folders on 'PDRPro'.
- ran a Watch Managers Managing Incidents course in Sep 2023, with those that were successful being the first Grey Book staff to have a fully electronic route to competence portfolio.
- provided training to staff as they move into different roles on the correct methods of recording their competence.
- provided our whole-time firefighter apprentices with a robust route to competence process, including an End Point Assessment, which is fully electronic as well as adding evidence to their PDRPro account.
- updated our RAG System to show when someone is either in or out of competence.
- updated our Maintenance of Competence policy (training procedure note 13) to reflect changes that have been made.
- provided extra training for staff to support their use of the PDRPro system.
- held PDR workshops for Heads of Service to gain feedback or concerns that they may have had around the practical application of PDRPro for their staff.
- implemented improvements from staff feedback including:
  - claimable operational incidents.
  - monthly to quarterly training planner.
  - alignment of Development Gateway programmes to individual accounts.
  - revision of sub roles for all staff to rationalise Core Skills.

<b>PPP 137: Source independent investigation and hearing training for all supervisory, middle and senior managers HMICFRS Culture Report Recommendation 13.2 and 14.2</b>	Karen Winter	Aug 2023	Complete
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Investigation and hearing training has been sourced via ACAS for delivery to all supervisory, middle and senior managers (includeing corporate mangers). This will be rolled out in 2024/25

<b>PPP 145: Enhance our leadership and development training to support managers in challenging inappropriate behaviours and handling difficult conversations HMICFRS Culture Report Recommendation 26.1</b>	Karen Winter	Oct 2023	Complete
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CFB has aligned the development of leaders in all roles and at all levels to the NFCC Leadership Model and Core Learning Pathway. This includes delivery of leadership and managements qualifications using the Apprenticeship Framework and people modules such as health, safety, and wellbeing, challenging inappropriate behaviours and equality, diversity, and inclusion. Going forward into 2024/25 we will enhance our training programme to include all staff in respect of challenging behaviours and EDI.

CFB has access to the NFCC Coaching network portal. Currently we are building into the training need analysis 2024/25 a financial bid to procure coaching training from an external provider. We have made enquiries with London Fire Brigade who NFCC state are a good example of introducing coaching into the service. They have offered us to free places on their next course for 'train the trainer' coaching. Once we have some CFB staff trained as coaches and on the national register, we will communicate this out to staff as part of their leadership development/on promotion/gateway applicants.

We invest in leadership development through our staff conference events which to date have focussed on leadership, EDI and Health and Wellbeing. Our 2023/24 programme of events includes a health and wellbeing conference (EDI 1.2) scheduled for Feb 2024 the outcomes from which will contribute to 'Making CFB a Great Place to Work'.

Member development is mostly undertaken within Members' constituent councils. Specific training is provided on issues relating to the Fire Authority e.g., values and behaviour and code of ethics. Elected member development is aligned to role profiles which includes induction training which is given to all new Members and a rolling programme of maintenance training. The Fire Authority approve a Member Development Plan each year

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**PPP 152: To include the values and behaviours framework document in all recruitment packs (HMICFRS Recommendation 34)**

Karen  
Winter

Sep 2023

Complete



The Brigade's Values and Behaviours Framework is included in all recruitment packs regardless of role.

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**PPP 34: Further develop our learning platform (accessed via The Bridge)**

Karen  
Winter

Dec 2023

Complete



In Nov 2023, we launched our new digital learning platform via 'The Bridge' which provides staff with an easily accessible range of learning resources to support them in their current and future roles.

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**PPP 41.1: Establish a Fire Cadet Scheme to provide young people with an Insight into a uniformed service with basic firefighting skills being learnt alongside personal and social skills**

Simon  
Weastell

Dec 2023

Complete



In Sep 2022 we launched our fire cadet scheme which commenced with two fire cadet units being delivered in the Middlesbrough and Redcar districts. These run until Summer 2024 after which time we will evaluate them to ascertain the community and organisational benefits. Depending on the outcomes from the evaluation we will look to expand the Scheme into other Districts.

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## Safer, Stronger Communities



Risk			
Action	Lead	Due Date	Status
Prevention			
Action	Lead	Due Date	Status
<b>SSC 24.2: Maintain our 'Green' rating with TSAB for our safeguarding arrangements</b>	Simon Weastell	Dec 2023	Complete
Green rating awarded to Cleveland Fire Brigade in November 2023, with the findings highlighting positive safeguarding working arrangements and areas of notable good practice. The rating is valid until the commencement of the next audit in July 2025.			

Protection			
Action	Lead	Due Date	Status
Emergency Response			
Action	Lead	Due Date	Status
Local and National Resilience			
Action	Lead	Due Date	Status

## Efficient Sustainable Resources

Digital Transformation			
Action	Lead	Due Date	Status
<b>ESR 103.2: Consider the IBM findings following their gap analysis of our Control Room and Corporate ICT Network security systems against the Cyber Assurance Framework. Address any identified gaps.</b>	Karen Winter	Sep 2023	Complete
The Home Office, working with the NFCC, as part of the Government's Cyber Security strategy is reviewing the current cyber posture across all the Fire and Rescue Services in England. The NCSC's Cyber Assurance			

Framework is being used to better understand the current cyber risk and work towards the development of a common cyber security reporting framework.

IBM have undertaken a cyber resilience gap analysis, across all FRSs against the Cyber Assurance Framework; the Brigade's was undertaken on 28th Mar 2023 and included Control Room systems and the Corporate ICT network.

Report received July 2023, stating that Cleveland Fire Brigade has a high standard of cyber security governance and assurance.

It was recommended within the report that the Brigade consider aiming to achieve the Cyber Essentials Plus security accreditation. This action is already planned within the Digital Transformation Roadmap.

<b>ESR 7.1: Enable the public to provide us with digital information at the scene of an emergency.</b>	Karen Winter	Dec 2023	Complete
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Working in collaboration with the other three North East FRS, we will procure a mobile application which will allow the public to send us visual information live from the scene of an incident. This will be aligned with the implementation of the new Fire Control Mobilising System.

<b>ESR 9.2: Introduce digital mobile applications for alerting our flexi duty officers and our retained firefighters</b>	Karen Winter	Dec 2023	Complete
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Work to be aligned to implementation of Fire Control Mobilising System in 2025/26.

## Estates and Climate Change

Action	Lead	Due Date	Status
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<b>ESR 102.1: Develop our training facilities to ensure we are prepared to manage our risks associated with off-shore and on-shore wind farms</b>	Karen Winter	Dec 2023	Complete
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Wind Turbine training facility constructed at QMC Training Yard and handed over to CFB in Dec 2023.

<b>ESR 20.2: Enhance our station-based training facilities with a programme to replace existing Drill Towers</b>	Karen Winter	Dec 2023	Complete
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The 2023-24 phase of the Drill Tower replacement plan is complete, with new facilities constructed at QMC, Redcar, Thornaby, Billingham and Saltburn. Preparation work for the 2024-25 scheme to replace the next four drill towers at Stockton, Hartlepool, Guisborough and Skelton has commenced.

<b>ESR 68: Review our recycling facilities and implement new waste and recycling contracts across our estate</b>	Karen Winter	Sep 2023	Complete
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Waste and re-cycling services were secured through a collaborative procurement exercise led by Northumbria Police, and included Cleveland Police, Durham Police, NEAS NHS and Cleveland Fire Brigade.

Contract awarded to Biffa to run for 3 years with option to extend 2x 12 months.

## Fleet and Climate Change

Action	Lead	Due Date	Status
<b>ESR 25.1: Evaluate a range of greener vehicles in support of our Climate Change aims</b>  Following evaluation of a range of greener vehicles, an initial six small electric vehicles have been ordered to replace older inefficient diesel cars as part of the Asset Management Plan. These will be used as station transport and pool cars. Moving forward our fleet replacement programme will ensure that we continue to consider the use of electric vehicles.	Karen Winter	Dec 2023	Complete
<b>ESR 66.2: Improve the tracking and monitoring of our fleet usage and driving behaviours</b>  Tracking and monitoring capabilities have now been fitted to all Brigade vehicles.	Karen Winter	Sep 2023	Complete

## 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
<b>ESR 34.2: Demonstrate collaboration throughout our local and regional supply chain by publicising our procurement pipeline; engaging with local and regional suppliers and adopting a more strategic approach to regional procurement</b>  A 'Meet the Buyer' event was held in Mar 2023 with the aim of targeting suppliers within the Tees valley. The event didn't attract a great response despite working with the Comms Team and advertising the event on the	Karen Winter	Dec 2023	Complete

Brigade's social media platforms. The procurement team will begin scoping and planning the 2024 event in late January/early February 24. The publication of our pipeline of activity will tie in with our 24/25 workplan which will be created in March 2024.

<b>ESR 70.2: We will take a differentiated approach to managing Brigade 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.</b>	Karen Winter	Dec 2023	Complete
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Contract management arrangements are in place for high risk, high value contracts. New templates have been implemented to ensure consistency re: KPI performance and engagement.

Remaining contracts are low value and low risk; however, these continue to be assessed in line with our contract classifications (strategic, leverage, bottleneck, and routine.

<b>ESR 71.2: 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.</b>	Karen Winter	Dec 2023	Complete
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Contract management arrangements are in place for high risk, high value contracts. New templates have been implemented to ensure consistency re: KPI performance and engagement.  
Contract management training was included within our Procurement overview session with all budget holders/key stakeholders during 2023, these sessions will continue into financial year 2024/2025 with a refresh in line with the impending changes to public sector procurement late 2024.

<b>ESR 73.2: Build on and improve our governance and due diligence arrangements regarding modern slavery; health and safety and good working practices pre and post tender.</b>	Karen Winter	Dec 2023	Complete
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This is now part of our contract management and governance arrangements.



Business Continuity

Action	Lead	Due Date	Status
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Collaboration and Partnerships

Action	Lead	Due Date	Status
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Finance

Action	Lead	Due Date	Status
<b>ESR 90.2: Achieve an unqualified opinion on the financial statements</b>  At the Audit and Governance Meeting on 24th Nov 2023 Mazars, the External Auditors presented their Audit Strategy Memorandum for the 2022/23 audit. They advised that there was a significant delay in carrying out this audit due to a shortage of resources in their audit team. Mazars now plan to carry out the audit in Jan 2024.	Ian Hayton	Sep 2023	Behind Schedule 
<b>ESR 91.2: Achieve an unqualified opinion on Value for Money</b>  The delays to the completion of the Audit relating to the Statement of Accounts 2022/23 have also resulted in Mazars being unable to fully provide an opinion on value for money.	Ian Hayton	Sep 2023	Behind Schedule 

## Climate Change

Action	Lead	Due Date	Status
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ⓘ Information only valid at the time of printing Jan. 10, 2024, 11:26 a.m.