



Internal Operating Plan 1st Apr 2023 to 30th Sep 2023

Action Plans: All

Delivery Plans: All

Produced: Sept. 13, 2023, 12:19 p.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
SP 11.1: Undertake a Gap Analysis against the HMI-CFRS 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.	Ian Hayton	May 2023	Complete
<p>A gap analysis against the HMI-CFRS 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>			
SP 21: To better communicate the Authority's Vision	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
PPP 31.2: Develop a detailed sickness absence analysis report for ELT	Karen Winter	Sep 2023	Complete
<p>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.</p>			

Health and Safety

Action	Lead	Due Date	Status
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Equality, Diversity and Inclusion

Action	Lead	Due Date	Status
EDI 3.2: Publish Public Sector Equality Duty Report 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 upublishing on the Brigade's website.	Karen Winter	Sep 2023	Complete 
EDI 4.2: Publish Gender Pay Gap Report 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.	Karen Winter	Sep 2023	Complete 
PPP 119: Formalise the Brigade's 'Buddy' Role (S28 LFB Report) 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.	Karen Winter	May 2023	Complete 
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 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. 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.	Karen Winter	Sep 2023	Complete 
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 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'.	Karen Winter	May 2023	Complete 
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	Karen Winter	Jul 2023	Complete

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.



PPP 8.2: Voluntarily compile an ethnicity pay report as part of our approach to improve inclusion and tackle inequality in the workplace.

Karen
Winter

Sep 2023

Complete



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.

Talent Management

Action	Lead	Due Date	Status
<p>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</p> <p>Advertising for the post of Fire Engineering Trainer (Grade F), which will be part of the wider Training function, has taken place in July 2023 and there were no applications received. The ACFOCP has tasked the SHPE to look for an alternative solution for training delivery.</p>	Karen Winter	Sep 2023	In Progress
<p>PPP 36: Introduce a Leadership Coaching Scheme HMICFRS Culture Report Recommendation 26.2</p> <p>CFB now have access to the NFCC Coaching network portal, which is a central register of all FRS Coaches who are available to act as a coach for anyone in the Fire and Rescue sector. NFCC do not state what coaching qualification/level you need to become a registered FRS Coach.</p> <p>Currently we are building into the training need analysis 24/25 a financial bid to procure training from an external provider .(lots of providers and levels of coaching qualifications to choose from)</p> <p>We have also 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.</p> <p>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.</p>	Karen Winter	Sep 2023	In Progress



Safer, Stronger Communities

Risk

Action	Lead	Due Date	Status
Prevention			
Action	Lead	Due Date	Status
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
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.	Karen Winter	Sep 2023	Complete
<p>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.</p> <p>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.</p> <p>Report received July 2023, stating that Cleveland Fire Brigade has a high standard of cyber security governance and assurance.</p> <p>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.</p>			

Estates and Climate Change

Action	Lead	Due Date	Status
ESR 68: Review our recycling facilities and implement new waste and recycling contracts across our estate 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.	Karen Winter	Sep 2023	Complete

Fleet and Climate Change

Action	Lead	Due Date	Status
ESR 66.2: Improve the tracking and monitoring of our fleet usage and driving behaviours 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
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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
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ESR 90.2: Achieve an unqualified opinion on the financial statements

Ian Hayton

Sep 2023

In Progress

At the Audit and Governance Meeting in Sep 2023 Mazars, the External Auditors advised that the Audit Strategy of Memorandum for the 2022/23 audit will be presented to the next meeting of Audit and Governance and that they aimed to have completed the audit work in relation to the 2022/23 by Dec 2023.



ESR 91.2: Achieve an unqualified opinion on Value for Money

Ian Hayton

Sep 2023

In Progress

At the Audit and Governance Meeting in Sep 2023 Mazars, the External Auditors advised that the Audit Strategy of Memorandum for the 2022/23 audit will be presented to the next meeting of Audit and Governance and that they aimed to have completed the audit work in relation to the 2022/23 by Dec 2023. The value for money opinion will be issued once this work is completed.



Climate Change

Action	Lead	Due Date	Status
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① Information only valid at the time of printing Sept. 13, 2023, 12:19 p.m.