



Internal Operating Plan 2022/23

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	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
SP1.1: Set Priorities 2023/24	Ian Hayton	Jan 2023	Not Due 
SP2.1: Produce and Publish Service Plan 2023/24	Karen Winter	Mar 2023	Not Due 
SP3: Consider the implications of the Government's White Paper 'Reforming our Fire and Rescue' that is expected in Spring 2022 In May 2022 the the Home Office published its White Paper entitled 'Reforming our Fire and Rescue Service' for consultation. The paper is themed around three main areas of reform: 'People'; 'Professionalism' and 'Governance'. The consultation ran from 18th May to 26th Jul 2022. The Paper was discussed at Exec Committee on 8th Jul (item 8.1 refers) and a subsequent response to the consultation was submitted. Feedback on the Paper is currently being analysed by the Home Office.	Ian Hayton	Dec 2022	In Progress 
SP4: Facilitate HMICFRS Inspection and Progress Inspection Outcomes. The HMICFRS Inspection preparation work was completed by 30th Apr 2022 in line with preparation timetable. The PO Strategic Brief took place on 10th May 2022 and the Inspection followed over May, Jun and Jul finishing with a 'hot de-brief' to Chair and Chief on 5th Jul 2022. The Brigade is now awaiting the outcomes from its inspection.	Ian Hayton	Mar 2023	In Progress 

Professional, Proud, Passionate People

Health and Wellbeing

Action	Lead	Due Date	Status
PPP3.1: Develop Trauma Impact Prevention Techniques (TIPT) training as part of our Personal Resilience support. Meeting between ACFO SPR and SHP 12th Sep 2022: Dr Miller, who has developed Trauma Impact Prevention Techniques (TIPT) for Police, attended CFB on 24th August to undertake work with a cross section of Brigade staff in order to develop 'tools' specific for the Fire and Rescue Service. Attending the workshop were staff representing whole-time, on call and flexi operational duty systems, fire control, fire protection, prevention and volunteers from our 'Befriending' service. The next step is for Dr Miller to analyse the information gained from staff and to use this to help inform bespoke tools for use within the Fire Service. Timeline for first draft is anticipated by end of October 22, with staff being trained to deliver 'TIPT' ready for rollout by end of Dec 22.	Karen Winter	Mar 2023	In Progress 
PPP4: Work with the Firefighters Charity to implement process for supporting staff with their mental health post retirement	Karen Winter	Mar 2023	In Progress 

Meeting between ACFO SPR and SHP 12th Sep 2022: Meeting with Dr Lessons and Dr Walker (Firefighter Charity) on 27th July to discuss how we can build upon our existing arrangements to better prepare our staff for the transition from Fire Service into retirement, transition to other work post fire service, or retirement from work all together. The 'Wellbeing into Retirement' module delivered by the FF Charity has been identified as tool which could help support staff and a programme is currently being planned for delivery Oct/Nov 22. Feedback will be sought from those attending to help inform future practice. If this is successful the intention is that this module forms part of our wellbeing service offer as part of pre-retirement arrangements.

With regards to work post fire service, the Brigade is supporting research by Professor Flynn from the University of Hull, into 'Health Ageing at work' and will investigate redeployment and flexible careers for older workers from physically demanding and stressful roles. Work has just commenced and workshops dates are being identified for Professor Flynn and the HR team – workshops will be attended by a HR representative, representation from line managers, union reps and firefighters to develop ideal models for career transitions (eg what system could help someone who needs to make a seamless transition from fire service to an equivalent career which makes good use of their skills). This would then be further developed as a larger project on career transitions, similar to arrangements already in place which supports Ex- armed services staff.

PPP5: Explore the provision of a 'Staff Community Garden' as part of our wellbeing facilities

Karen
Winter

Mar 2023

In Progress



Meeting between ACFO SPR and SHP 12th Sep 2022: discussions are underway with the SHA to discuss the creation of a community garden.

PPP17.1: Expand our participation in National Health and Wellbeing Events

Karen
Winter

Mar 2023

In Progress



Meeting between ACFO SPR and SHP 12th Sep 2022: Staff attended the British Firefighter Challenge, held in Hull on 30th and 31st Jul 2022. This builds on last years success, and again our teams of staff from whole-time and on-call duty systems achieved great results, with our Women's Relay Team achieving Silver, Mixed Relay Team achieving Bronze and within 'Age' category one of our male and female firefighters achieved Silver and Bronze respectively. Funds were also raised by those staff competing in support of the Firefighters Charity.

PPP20.1: Continue to explore channels and digital solutions to communicate health promotion initiatives

Karen
Winter

Mar 2023

In Progress



Meeting between ACFO SPR and SHP 12th Sep 2022: The Health and Wellbeing 'App' is now managed through the Brigade's Health and Fitness Advisor. The 'Your Recipes' under the healthy eating part of the 'App' has been expanded for 'use at home'.

PPP21.1: Achieve the six standards of the 'Mental Health at Work' Commitment

Karen
Winter

Mar 2023

In Progress



Meeting between ACFO SPR and SHP 12th Sep 2022: A 'gap analysis' is being prepared by Mental Health Sub Group and this will be presented to next HWB in Oct 2022.

PPP18.1: Achieve Level 4 of the NFCC Wellbeing Maturity Model and self-assess against the 'Blue Light Framework'

Karen
Winter

Mar 2023

In Progress



Meeting between ACFO SPR and SHP 12th Sep 2022: initial discussions have taken place with regard to aligning all of our health and wellbeing frameworks with a view to securing a set of holistic criteria against which we can undertake a comprehensive gap analysis.

PPP13: Maintain Ambassador Status for the North East Better Health Awards

Karen Winter

Mar 2023

In Progress

Meeting between ACFO SPR and SHP 12th Sep 2022: We are maintaining our self-assessment against the Ambassador Status criteria in preparation for submission in the Autumn 2022.



Health and Safety

Action**Lead****Due Date****Status****PPP42: Establish a strategic health and safety governance structure**

Carl Boasman

Mar 2023

Complete

The internal governance structure is now in place and embedded. The Health and Safety Strategic Committee meets quarterly and reports directly into ELT. The Health and Safety Sub Committee meets bi-monthly.

**PPP43: Identify clear roles and responsibilities in our Health and Safety Policy**

Carl Boasman

Mar 2023

Complete

The Health and Safety Policy has been reviewed and updated. Approved by the Executive Committee of the Fire Authority on 8th July 2022.

**PPP44: Review all health and safety procedure notes to ensure legal compliance**

Carl Boasman

Mar 2023

In Progress

The document review is in progress.

**PPP45: Carry out a gap analysis of all systems and processes in accordance with the Management of Health and Safety at Work Regulations 1999**

Carl Boasman

Mar 2023

In Progress

An organisational assurance audit is in progress, which will continue into 2023. A review of the governance and policy arrangements is complete, along with a number of workplaces. An action plan is in place for each area of audit and any risk critical issues addressed. The outcomes of the audit are periodically reported to ELT performance.

**PPP46.1: Undertake a full audit to ensure that all risk management processes are legally compliant**

Carl Boasman

Mar 2023

In Progress

An organisational assurance audit is in progress, which will continue into 2023. All risk management processes are included in the audit. An action plan is in place for each area of audit and any risk critical issues addressed. The outcomes of the audit are periodically reported to ELT performance.

**PPP47: Review the Health and Safety team structure and operating budgets**

Carl Boasman

Mar 2023

Complete

The team structure was reviewed and a proposal put forward as part of the in-year investment planning process. An ELT decision was taken to maintain the existing structure and resources within the health and safety team.



The operating budget was reviewed as part of the budget setting process.

PPP48: Develop a health and safety training framework









Carl Boasman










Mar 2023

In Progress



The training framework has been reviewed and health and safety training is being delivered across all levels of the organisation.

PPP49.1: Deliver health and safety training to all staff A programme of health and safety training is being delivered at all levels of the organisation.	Carl Boasman	Mar 2023	In Progress 
PPP50.1: Carry out an annual health and safety training needs analysis The training needs analysis for 2022/23 has been completed. All mandatory courses have been allocated and are in the process of being delivered.	Carl Boasman	Mar 2023	Complete 
PPP51.1: Continue to deliver a programme of high-quality workplace audits A programme of audits is in place for 2022/23. Joint audits are carried out between local managers and staff safety representatives.	Carl Boasman	Mar 2023	Complete 
PPP52.1: Carry out regular audits and discussions to ensure that staff understand our safety values Safety conversations and talks to staff are carried out as part of workplace audits and the organisational compliance audit.	Carl Boasman	Mar 2023	Complete 
PPP53.1: Deliver a programme of senior leadership workplace visits that promote a positive health and safety culture A Staff Engagement Strategy is in place for members of ELT to visit workplaces. Health and safety is an element of each visit. The ACFO Director of Community Protection continues to deliver a bespoke safety culture presentation as part of workplace visits.	Carl Boasman	Mar 2023	Complete 
PPP54.1: Monitor hazard reporting and identify any emerging trends Reporting mechanisms are in place which monitor near misses and cause for concerns. A monthly report is presented at the Community Protection Directorate Meeting and a quarterly report is presented at the ELT Performance Meeting. Overall trends are monitored at the Health and Safety Strategic Committee.	Carl Boasman	Mar 2023	Complete 
PPP55: Involve staff representatives in strategic and tactical health and safety committee structures Staff representatives are involved and embedded in the committee structures.	Carl Boasman	Mar 2023	Complete 
PPP56: Implement feedback mechanisms to strengthen staff engagement Staff are invited to attend Health and Safety Sub Committee meetings through an 'open chair' initiative. Minutes and actions from all health and safety committees are published and accessible to staff. All near misses, cause for concerns and accidents are investigated and feedback to the originator is given. Internal publications used to promote safety messages and emerging risks.	Carl Boasman	Mar 2023	Complete 

PPP58.1: Develop and Maintain regular communications with staff through dedicated health and safety bulletins A regular Health and Safety Bulletin is published and sent to all staff. The bulletin is used to highlight emerging trends and risks, along with providing information of various safety themes.	Carl Boasman	Mar 2023	Complete 
PPP59: Continue to utilise our Fire Alert System to update staff with changes to critical health and safety policies and procedures Internal publication 'Fire Wire' is used to update staff on health and safety issues.	Carl Boasman	Mar 2023	Complete 
PPP60.1: Continue to check that all workplaces display up to date health and safety information through our health and safety audit processes A check on the provision of workplace information is carried out at each audit.	Carl Boasman	Mar 2023	Complete 
PPP61.1: Deliver a programme of health and safety roadshows for all staff The programme of workplace roadshows is currently being developed.	Carl Boasman	Mar 2023	In Progress 
PPP62.1: Develop a programme of 'toolbox' talks to be delivered by workplace supervisors The programme of 'toolbox' talks is currently being developed.	Carl Boasman	Mar 2023	In Progress 
PPP63.1: Ensure that the risk assessment process is implemented and adhered to in all workplaces through regular monitoring and review A check on workplace risk assessments is carried out during each health and safety audit. In addition, a District Performance Monitoring Process is in place, which provides assurance that risk assessments are suitable and sufficient.	Carl Boasman	Mar 2023	Complete 
PPP64.1: Deliver a programme of health and safety workplace audits to ensure that procedures and processes are being adhered to A programme of health and safety workplace audits is in place and is being delivered throughout 2022/23.	Carl Boasman	Mar 2023	Complete 
PPP65.1: Inspect and check test records, equipment including PPE Test records of equipment, including PPE is carried out as part of workplace audits.	Carl Boasman	Mar 2023	Complete 
PPP66.1: Monitor audit action plans	Carl Boasman	Mar 2023	In Progress 






Equality, Diversity and Inclusion

Action

Lead

Due Date

Status

PPP6.1: Further develop our suite of equality, diversity and inclusion performance indicators using good practice guidance from NFCC and others to better support us in identifying and addressing disproportionality across our recruitment, retention and progression arrangements.	Karen Winter	Mar 2023	In Progress 
<p>EDI Board 31st Aug 2022 HHR advised that some work had commence on this project and that meetings were scheduled to progress further. ED to bring suite of PIs to next Board meeting.</p>			
PPP7: Further develop real-time information relating to our community and workforce profiles on our new business platform (The Bridge) to support ELT in taking a strategic overview of our diversity pictures; HR in developing recruitment, retention and promotion plans and community safety teams in the targeting of campaigns and activities.	Karen Winter	Mar 2023	In Progress 
<p>EDI Board 31st August 2022: This project is aligned to the Brigade's Digital Transformation Strategy and is well underway.</p>			
<p>An electronic map has been produced which details the profile of our community globally, by districts and by stations. This will be used by our community safety teams to better target their resources to the most vulnerable people.</p>			
<p>An electronic workforce profile is now being developed and this will be able to be easily compared to that of the community, making for better targeting of recruitment activities.</p>			
<p>Both the community and workforce profiles will be presented to the next EDI Board.</p>			
PPP8.1: Voluntarily compile an ethnicity pay report as part of our approach to improve inclusion and tackle inequality in the workplace.	Karen Winter	Sep 2022	Complete 
<p>EDI Board 31st August 2022: An Ethnicity Pay Gap Report had been produced and was presented for comments. Board members recommended the Report be published voluntarily on the Brigade's website; this has now been done.</p>			
PPP10: Continue to monitor the effects of COVID-19 on specific staff groups across the protected characteristics i.e. age, BAME, disability, pregnancy and maternity, as part of our business continuity arrangements, to ensure impacts are detected early and appropriate support is provided (see COVID Inspection Report page 5; para 36)	Karen Winter	Mar 2023	Complete 
<p>Our People Impact Assessment adopted for the COVID Pandemic was based on individual protected characteristics and considered the impact on those specific groups. Our learning during that period resulted in maintaining our wellbeing conversations with staff and the inclusion of long COVID into our sickness absence monitoring arrangements. We will continue to monitor government and health information relating to long COVID and the impacts on staff.</p>			
PPP11: Arrange a peer review of our EDI arrangements by the LGA	Karen Winter	Mar 2023	In Progress 
<p>At EDI Board 31st Aug 2022 SHP advised that a peer review was scheduled for Nov 2022. It was agreed that we should decide on the criteria we were to use for self-assessment e.g. HMICFRS, NFCC Maturity Model etc and ask the Peer Review Team to independently assure our assessment.</p>			
PPP12.1: Undertake a gap analysis of our EDI arrangements against the NFCC EDI Maturity Model Level 4, and develop an appropriate improvement plan to address	Karen Winter	Mar 2023	In Progress

any identified gaps

Update will be provided once PPP11 project is complete.

PPP14.1: Improve our local community intelligence with regard to identifying any potential barriers; busting any myths; showcasing our work and promoting us as an Employer of Choice

Karen
Winter

Mar 2023

In Progress

EDI Board 31st Aug 2022: SHP advised of recent campaigns - recruitment activities will continue and SHP will bring a report on findings and suggested areas for improvements in Mar 2023.

PPP15: Enhance our Employer Brand (website; campaigns; social media) through investment of a professional marketing consultant

Karen
Winter

Mar 2023

In Progress

EDI Board 31st Aug 2022: An independent branding consultant had been commissioned and had undertaken an audit of our current website re recruitment and branding. An outcome report will come to next EDI Board meeting with recommendations for improvement.

PPP38.1: Continue to implement our Staff Engagement Strategy

Carl
Boasman

Mar 2023

In Progress

EDI Board 31st Aug 2022: SHPE advised Board of new Staff Engagement Strategy and will bring an overview of approach to next EDI Board.

PPP1: Undertake an independent staff survey in partnership with ILG

Ian Hayton

Mar 2023

In Progress

Initial meeting with CFO, ACFO SPR, ACFO CP, SHP, SHPP in place Dec 2022

Talent Management

Action

Lead

Due Date

Status

PPP28.1: Achieve Level 4 NFCC Performance Management Maturity Model

Karen
Winter

Mar 2023

In Progress

Meeting between ACFO SPR and SHP 1st Aug 2022: We are currently updating our electronic Talent Management Framework on the Brigade's Intranet, The Bridge. One element of this relates to 'Development' and it is expected that this work will be completed by Mar 2023. The completed Development element will then be used to undertake a self-assessment against the criteria for each level within the Maturity Model.

PPP35: Introduce a 360 Appraisal Feedback Mechanism

Karen
Winter

Mar 2023

Not Due





PPP37: Expand our Reward and Recognition Scheme to include individual and team contributions to organisational achievements aligned to values and ethical behaviours

Karen
Winter

Mar 2023


In Progress

Meeting between ACFO SPR and SHP 1st Aug 2022: We are currently researching other organisations staff reward schemes.

PPP68: Educate our people to increase awareness of the impacts of their activities on the environment	Karen Winter	Mar 2023	Not Due 
PPP33: 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	Mar 2023	In Progress 
Recruitment is currently on-going for the post of Fire Engineering Trainer (Grade F) which will be part of the wider Training function. In preparation for the role, we are making an application to Skills for Justice Awarding Body.			
PPP27.1: Achieve Level 4 NFCC Blendid Learning Maturity Model	Karen Winter	Mar 2023	In Progress 
Meeting between ACFO SPR and SHP 1st Aug 2022: We are currently updating our electronic Talent Management Framework on the Brigade's Intranet, The Bridge. One element of this relates to 'Development' and it is expected that this work will be completed by Jan 2023. The completed Development element will then be used to undertake a self-assessment against the criteria for each level within the Maturity Model.			
PPP30: Pilot our new 'Development Gateway' to give staff the best opportunity to reach their potential and be the best they can be	Karen Winter	Jul 2022	In Progress 
Meeting ACFO SPR and SHP 12th Sep 2022: Our Development Gateway has been approved by ELT and subject to comprehensive consultation with the Future Leaders' Forum, Human Resources and Learning and Development teams and Representative bodies. The pilot will begin in Autumn 2022 and will be bespoke to people wanting to be developed beyond role to station manager and above roles. Learning from the pilot will inform the Brigade's final 'Development Gateway' approach.			

Safer, Stronger Communities

Risk

Action	Lead	Due Date	Status
SSC6.1: Continue to work with Partners to gather better insight relating to our diverse and 'hard to reach' communities (NFCC Access to Services)	Carl Boasman	Mar 2023	In Progress 
EDI Board 31st Aug 2022: The Board agreed a schedule for the completion of the action plans from each of the NFCC Equality of Access to Services as follows:			
<ol style="list-style-type: none"> 1. Neurodiversity; 2. Gypsy and traveller communities 3. The Roma Community; 4. Vulnerable re-housed homeless; 5. People from Asian Communities; 6. Lesbian Gay Bisexual and Trans People; 7. People from Black Communities; 8. Emerging Migrant Communities; 9. People who are living with dementia; 10. People Living in Rural Communities. 			

The EDI community group presented the progress of actions for the neurodiversity equality of access statement for the areas describing the risk of injury in younger people, those fearful of large organisations and older people on the ND spectrum.

Progress on actions included communication campaigns, established partnerships to support neurodiversity and awareness training for staff.

SSC7.1: Continue to develop our data sources and sets, as presented in our Data Register, to ensure we have the most up to date risk profile

Karen Winter

Mar 2023

In Progress



Meeting between ACFO SPR and HRP 25th Jul 2022: The HRP has refreshed the Brigade's data library to take cognisance of the first cut of the Census 2021. A refresh has taken place of the Energy Performance Certificates that inform the Proof of Concept Dwelling Risk Model.

SSC8.1: Use the outcomes from the NFCC CRM work to develop enhancements in our approach to risk management to improve the safety, health, wellbeing and economic prosperities of communities

Ian Hayton

Mar 2023

In Progress



Meeting between ACFO SPR and HRP 25th Jul 2022: We are parallel running the Proof of Concept Dwelling Risk Model and benchmarking it against our current risk to validate the outcomes of the NFCC CRM work.

SSC9.1: Develop a more detailed understanding of the impact of vulnerability factors on the causes of dwelling fires to support the assessment of risk

Carl Boasman

Mar 2023

In Progress



Detailed analysis of the causal factors of dwelling fires takes place on a monthly basis. A monthly report is produced, which provides insight into the cause and impact of each dwelling fire. This information is used to inform prevention activity and geographical targeting.

SSC11.1: Undertake a Gap Analysis against the Fire Standard for Community Risk Management Planning

Ian Hayton

Mar 2023

In Progress



Meeting between ACFO SPR and HRP 25th Jul 2022: Initial gap analysis is underway and will be presented to ELT in Dec 2022.

Prevention

Action

Lead

Due Date

Status

SSC25: Undertake a detailed gap analysis on the new Safeguarding Fire Standard

Carl Boasman

Mar 2023

In Progress



The gap analysis is underway and the findings will be presented to ELT when completed. Regular audits from local safeguarding boards indicate string performance in this area.

SSC26.1: Progress our Fire Investigation Implementation Plan established as a result of our work with and secondment to Cleveland Police relating to their achievement of ISO 17020 when it becomes legal in 2023

Carl Boasman

Mar 2023

In Progress



Work continues in partnership with Cleveland Police. The post of Technical Fire Manager has been advertised and subject to a suitable applicant being appointed, it is expected that this post will be filled by the end of the calendar year.

Once the post holder has been appointed, delivery will commence against the agreed action plan.

SSC27.1: Embed and prepare to evaluate our new digital Safer Homes Visits to ensure we continue to target our resources to those people deemed to be 'most at risk', and make further enhancements of the digitally interactive elements as required

Carl
Boasman

Mar 2023

In Progress



The digital platform is being continually developed to include insight from accidental dwelling fire data, causal factors and geographical trends. Recent changes to the information given on safer homes visits include a focus on outbuildings and closing doors at night to limit fire spread.

Evaluation of the digital platform will commence next year.

SSC28.1: Work with Partners to deliver 20,000 Safer Homes Visits per Year, targeting the Most Vulnerable

Carl
Boasman

Mar 2023

In Progress



Partnership agreements have been refreshed and District Managers and Community Safety Hub staff are active members of each local authority Community Safety Partnership. At a local level, a number of partnership agreements have been established, which focus on those most at risk.

Staff continue to target the most vulnerable residents and are performing strongly in this area.

SSC12.1: Undertake a gap analysis against the Fire Standard for Prevention

Carl
Boasman

Mar 2023

In Progress



This is underway and will be reported through the internal Fire Standards Board when completed.

SSC14.1: Progress our Programme of Quality Assurance Compliance Audits aligned to each of the Prevention Activities

Carl
Boasman

Mar 2023

In Progress



Over 650 quality assurance/evaluation checks have been completed following safer homes visits. This provides assurance and insight into the quality of each visit. The wider programme of evaluating prevention activities continues to develop.

SSC15.1: Implement our evaluation programme for our prevention activities

Carl
Boasman

Mar 2023

In Progress



Work has commenced on evaluating Safer Homes Visits and a programme of wider evaluation areas is in progress.

SSC29.1: Continue to Implement our Arson Reduction Strategy with Partners

Carl
Boasman

Mar 2023

In Progress



Years 1 and 2 of the Arson reduction Strategy have been delivered. The Strategy is currently being refreshed in light of national developments. The Senior Head of Prevention and Engagement is the national lead for arson reduction and is using insight from this role to inform years 3 and 4 of the strategy. Arson reduction remains a firm focus for the Brigade and work continues in terms of strategic demand reduction in conjunction with partners.

SSC30.1: Work with NEFRSs to understand, through academic research, the science behind why the North East experiences significantly higher levels of arson than other parts of the country

Carl
Boasman

Mar 2023

In Progress



Academic research continues in conjunction with regional partners. Initial research has identified a number of causal factors, which include socio-economic and educational attainment challenges. The research is currently paused pending phase two, which will focus on each fire and rescue services respective challenges.

SSC31.1: Establish a Community Volunteer Scheme

Carl
Boasman

Mar 2023

In Progress

A scoping exercise has been carried out and an options report is being compiled, which will set out the required resources and opportunities.



SSC32.1: Further explore innovative and digital solutions to delivering prevention services

Carl
Boasman

Mar 2023

In Progress

The evaluation of the digital platform will inform future opportunities for improvement.



Protection

Action

Lead

Due Date

Status

SSC22.1: Use good practice (NFCC Access to Services) to improve engagement with our business community

Carl
Boasman

Mar 2023

In Progress

The access to service document is being used to benchmark our approach to business engagement. This work is in progress and will be delivered as part of a pre-arranged schedule.



SSC23.1: Review our fire protection arrangements against the new Fire Protection Standard that was issued in Sep 2021 and address any identified gaps through an improvement action plan.

Carl
Boasman

Mar 2023

In Progress

The review is in progress and any gaps will be assessed as part of the internal Fire Standards Board arrangements.



SSC33.1: Actively implement learning from major national events such as Grenfell Tower and The Cube

Carl
Boasman

Mar 2023

Complete

A gap analysis has been carried out and a number of actions have been completed, including a change to high rise evacuation and tactical firefighting arrangements. This area of work is contained within the Grenfell Task Group and is periodically reported to ELT.



SSC36.1: Continue to develop and train our staff in line with the National Competency Framework for Fire Safety Regulators

Carl
Boasman

Mar 2023

In Progress

Development pathways are in place, which are aligned to the Competence Framework of Fire Safety Regulators. Recruitment is currently underway to establish an internal fire safety trainer and an existing Station Manager post has been designated in support of the competence framework. Once a suitable person has been appointed to the fire safety trainer role, this will further enhance capability and capacity in this area.



SSC34.1: Further explore innovative and digital solutions to delivering protection services

Carl
Boasman

Mar 2023

In Progress



This work continues on the basis of lessons learned throughout the pandemic. A wider piece of work is linked to the business engagement review that is being carried out.



Emergency Response

Action	Lead	Due Date	Status
<p>UOR4.1: Review Whole-time Duty System</p> <p>This review evaluated a wide range of duty systems from across the sector and analysed the cost, benefits and risks associated with each one. A change proposal to modify the existing whole-time duty system was approved by ELT in Aug 2021 for presentation to staff and consultation with the FBU. Subsequently meetings were held with the FBU which further developed the change proposal and a formal consultation took place in Dec 2021.</p> <p>The day-shift duration was a major obstacle to reaching a final agreement and implementation of the proposal was paused to provide a period of reconsideration.</p> <p>The existing whole-time duty system is continuing into 2022 with necessary adjustments to ensure that efficiency and productivity improvements are achieved.</p>	Carl Boasman	Mar 2023	In Progress
<p>SSC33.1: Implement the learning from local, regional and national critical events such as Grenfell Tower fire and The Cube (Manchester) fire to ensure that our emergency response capabilities remain effective</p> <p>A gap analysis has been carried out and a number of actions have been completed, including a change to high rise evacuation and tactical firefighting arrangements. This area of work is contained within the Grenfell Task Group and is periodically reported to ELT.</p>	Carl Boasman	Mar 2023	Complete
<p>SSC37.1: We will undertake an independent review to inform the nature of our future provision of fire call handling and mobilising services</p> <p>As previously reported, a review was undertaken and a number of options presented. The outcome was a collaborative proposal with a regional fire and rescue service partner. After careful consideration, the cost vs benefit was not deemed to be at the appropriate scale for our partner. This element of the proposal is currently not progressing.</p> <p>Work is underway to assess the potential for a shared mobilising system, which could provide resilience within the region.</p>	Carl Boasman	Mar 2023	In Progress
<p>SSC38.1: Use the outcomes from the independent resource review to develop options for improving our emergency response cover to meet current and future risks and demands</p> <p>A comprehensive fire cover review was carried out in 2021. Phase 1 of the review identified a number of potential options for configuration, which are currently being developed as part of Phase 2.</p> <p>This work will continue into 2022, with a view to identifying any location specific proposals in 2023.</p>	Carl Boasman	Mar 2023	In Progress
<p>SSC39.1: Use the outcomes from the on-call review to increase the availability of</p>	Carl	Mar 2023	In Progress

our on-call fire engines

Boasman



A comprehensive review of the Brigades On-Call service provision was carried out during 2021. The findings were presented to ELT, along with 23 recommendations for improvement. The recommendations were approved in principle and are contained within a prioritised action plan. The action plan is currently being delivered by a dedicated project team, overseen by the Senior Head of Operations and On-Call Support Officer.

SSC40.1: Review 'Flexi-Duty Officer' duty systemCarl
Boasman

Mar 2023

In Progress



A review of the Flexible Duty Officer Duty System has been carried out. A report, with an option for improvement is expected to be presented to ELT in October.

SSC41.1: Continue to develop our digital monitoring system to gain a better understanding of our operational capacity and productivityCarl
Boasman

Mar 2023

In Progress



Version 2 of the digital monitoring system has been developed and is in the process of being embedded. This data will inform future capacity planning processes and provide insight into strategic demand.

National Resilience

Action**Lead****Due Date****Status****SSC13.1: Undertake a Gap Analysis against the Fire Standard for Operational Preparedness**Carl
Boasman

Mar 2023

In Progress



A gap analysis has been carried out and progressed through the internal Fire Standards Board arrangements.

SSC42.1: Strengthen our Joint Emergency Services Inter-operability Programme (JESIP) arrangements with local and regional partnersCarl
Boasman

Mar 2023

Complete



A regional JESIP Strategic Leads Group has been established, which is chaired by the ACFO - Director of Community Protection. Two sub groups report into the strategic group, which oversee training/exercising and operations.

SSC43.1: Undertake a gap analysis of our water rescue capability against the NFCC Rescue Boat Code for the Fire and Rescue ServiceCarl
Boasman

Mar 2023

Complete



The gap analysis has been completed and the recommendations from an options report was recently approved by ELT.

Efficient Sustainable Resources

Digital Transformation

Action	Lead	Due Date	Status
ESR2.1: Transition to our new business platform 'The Bridge' aligned to our digital transformation priorities Meeting between ACFO SPR and SHA: 1st Sep 2022: The Digital Transformation Roadmap details 'the Bridge' implementation plan. Areas completed relate to 'strategic direction'; 'governance' and assurance'. This includes implementation of the vision, goals, values, key documents, fire authority structure, constitution, key documents, improvement planning and HMICFRS self assessment. The next phase which will be completed by Dec 2023 will be community and workforce profiles, talent management framework, services and partnership and evaluation frameworks.	Karen Winter	Mar 2023	In Progress
ESR3.1: Embrace workplace mobility, providing the necessary accessibility and connectivity for our people to work anytime anywhere on any device Meeting between ACFO SPR and SHA: 1st Sep 2022: Analysis is in progress to map future connectivity and location requirements for all staff. Due for completion Dec 2022.	Karen Winter	Mar 2023	In Progress
ESR4.1: Expand our use of Microsoft 365 business productivity tools and unified communication Meeting between ACFO SPR and SHA: 1st Sep 2022: New software licensing agreement established with Microsoft for Office 365. Migration of user accounts, mailboxes and client software is in progress and due for completion Mar 2023.	Karen Winter	Mar 2023	In Progress
ESR5.1: Improve training programmes and resources ensuring that our people are effective in the use of technology Meeting between ACFO SPR and SHA: 1st Sep 2022: ICT Training Needs Analysis for all staff planned for completion by Feb 2023.	Karen Winter	Mar 2023	In Progress
ESR6.1: Utilise digital technology to support the Health and Wellbeing of our people Meeting between ACFO SPR and SHA: 1st Sep 2022: Our Better Health at work information is now available electronically, through both our intranet and a mobile app. We will transfer our health and wellbeing framework onto 'The Bridge' by Mar 2023.	Karen Winter	Mar 2023	In Progress
ESR7: Enable the public to provide us with digital information at the scene of an emergency Meeting between ACFO SPR and SHA 1st Sep 2022: working in collaboration with the three North East FRS, we are procuring a mobile application which will allow the public to send us visual information live from the scene of an incident.	Karen Winter	Mar 2023	In Progress
ESR9.1: Introduce digital mobile applications for alerting our flexi duty officers and our retained firefighters Meeting between ACFO SPR and SHA: 1st Sep 2022: Proof of concept trials with mobile alerting app to be undertaken between Jan-Mar 2023.	Karen Winter	Mar 2023	In Progress
ESR10.1: Implement digital technology to support our climate change plans	Karen Winter	Mar 2023	In Progress

Meeting between ACFO SPR and SHA 1st Sep 2022: initial research on technology to support our climate change plans is underway.



ESR11.1: Achieve accreditation to connect to the Government's new Emergency Services Network

Karen Winter

Mar 2023

In Progress



Meeting between ACFO SPR and SHA 1st Sep 2022: we have been directed by the Home Office to put this activity on hold whilst re-procurement exercises take place for ESMCP at a national level.

ESR13.1: Align all of our geospatial and location data, across all of our systems, with the national UK Addressing Database

Karen Winter

Mar 2023

In Progress



Meeting between ACFO SPR and SHA 1st Sep 2022: processing and formatting of data from the UK UPRN Addressing Gazetteer completed in Sep 2022. Integration of the Gazetteer with our risk modelling and fire engineering systems is in progress and due for completion by Mar 2023.

ESR14.1: Integrate the national Multi-Agency Incident Transfer protocols within our Fire Control Room systems

Simon Weastell

Mar 2023

In Progress



Meeting between ACFO SPR and SHA 1st Sep 2022: We have made an expression of interest to join NFCC national MAIT project on 20th Jul 2022. Trials of national system will take place in 2023.

ESR16: Enhance the visualisation and presentation of our data through the expanded use of business intelligence dashboards using Microsoft Power BI

Karen Winter

Mar 2023

In Progress



Meeting between ACFO SPR and SHA 1st Sep 2022: Microsoft Power BI dashboards have been developed and rolled out; so far this includes Community Profiling, Daily Incident Monitoring, and Operational Productivity & Capacity.

ESR17: Establish a Digital Transformation Group to support the delivery of our Digital Transformation Strategy

Karen Winter

Apr 2022

Complete



Meeting between ACFO SPR and SHA 1st Sep 2022: A Digital Transformation Group has been established with nine sub group leads to deliver the Brigade's Digital Transformation Strategy.

DUOR6.1: Implement Integra Stores System to improve stock management in CFB

Karen Winter

Mar 2023

In Progress



Meeting between ACFO SPR and SHA 1st Sep 2022: Integra Stores System implemented and went live on 22nd Aug 2022 and is currently being rolled out.

SPR17.1: Progress the Digital Transformation Road Map by leading the 'Digital Experiences: Employees' Group and Delivering the Projects therein

Karen Winter

Mar 2023

Not Due



SPR16.1: Progress the Digital Transformation Road Map by leading the 'Smart Technologies' Business Processes Group and Delivering the Projects therein

Karen Winter

Mar 2023

Not Due



SPR18.1: Progress the Digital Transformation Road Map by leading the 'Data Insights - Joined Up Data' Group and Delivering the Projects therein.

Karen Winter

Mar 2023

Not Due

**ESR92.1: Review and transform remaining business processes**Karen
Winter

Mar 2023

In Progress

Meeting between ACFO SPR and SHA 1st Sep 2022: Work has commenced on identifying the key business processes across all functions within the Brigade.

**ESR12.1: Transition Airwave radio communications across to the Emergency Services Network**Karen
Winter

Mar 2023

In Progress

Meeting between ACFO SPR and SHA 1st Sep 2022: ESN in-building coverage testing exercises completed for 12 out of 15 Brigade premises. ESN external coverage assurance completed for 40 out of 46 industrial sites. Remaining coverage work to be completed by Dec 2022.



Estates

Action**Lead****Due Date****Status****ESR20.1: Enhance our station-based training facilities with a programme to replace existing Drill Towers**Karen
Winter

Mar 2023

In Progress

Meeting ACFO SPR and SHA 6th Jun 2022: in 2022/23 we are upgrading drill towers at five sites: QMC, Redcar, Thornaby, Billingham and Saltburn.

We have received planning permission for four of five sites – final site is progressing. Tender package for construction works has been published and Bidders open day to be held on 22nd Sep 2022. Tender evaluations scheduled for 19th Oct 2022.

**ESR21.1: Undertake a programme of site de-carbonisation to support our Climate Change plans**Karen
Winter

Mar 2023

In Progress

Meeting ACFO SPR and SHA 6th Jun 2022: initial research on heating systems is underway.

**ESR22.1: Explore collaboration on vehicle maintenance and the associated upgrading of our Queens Meadow Technical Hub facility**Karen
Winter

Mar 2023

In Progress

Meeting ACFO SPR and SHA 12th Aug 2022: a business case for CFB to maintain vehicles for Cleveland Police (Hartlepool District) for a trial period (Nov 2022-Oct 2023) was approved by ELT on 28th Jul 2022 and presented to CFA's Executive on 23rd Sep 2022.

An evaluation of the trial will inform ELT as to the success of the collaboration and whether an expansion into other districts or an extension of Hartlepool District arrangement is possible/required going forward.

**ESR61: Undertake a new baseline review to profile our current energy usage and carbon footprint across our estate**Karen
Winter

Mar 2023

In Progress

Meeting ACFO SPR and SHA 6th Jun 2022: we are exploring the use of an independent energy consultants to provide a base line report.



ESR62.1: Aim to reduce our electricity, gas and water consumption year on year Meeting ACFO SPR and SHA 6th Jun 2022: independent assessment of energy usage underway - in the meantime we are working towards reductions in our gas, water and electricity consumptions through our own initiatives.	Karen Winter	Mar 2023	In Progress
ESR65.1: Implement an 'Electric Vehicle' charging infrastructure Meeting ACFO SPR and SHA 6th Jun 2022: installation of EV charging points at QMC Technical Hub completed on 11th Sep 2022. Installation of EV charging points at Stockton Fire Station due for completion 30th Sep 2022.	Karen Winter	Mar 2023	In Progress
ESR68: Review our recycling facilities and implement new waste and recycling contracts across our estate Meeting ACFO SPR and SHA 6th Jun 2022: we are producing a tender specification for our next recycling contract to commence in Apr 2023.	Karen Winter	Mar 2023	In Progress

Fleet

Action	Lead	Due Date	Status
ESR23.1: Investigate the potential of a specialist Aerial Ladder Platform vehicle to improve our high-rise response capabilities Meeting ACFO SPR and SHA 6th Jun 2022: our Emergency Response teams are producing a business case for the Aerial Ladder Platform requirements. A demonstration day, trialing the capabilities of an ALP vehicle to meet Brigade requirements, took place on 24th Aug 2022.	Carl Boasman	Mar 2023	In Progress
ESR24.1: Investigate the use of alternative and smaller emergency response vehicles Meeting ACFO SPR and SHA 6th Jun 2022: awaiting outcomes from operational configuration reviews.	Karen Winter	Mar 2023	In Progress
ESR25.1: Evaluate a range of greener vehicles in support of our Climate Change aims Meeting ACFO SPR and SHA 6th Jun 2022: we are currently evaluating a range of vehicles to determine future suitability for incorporation into our fleet.	Karen Winter	Mar 2023	In Progress
ESR64: Undertake a baseline review to profile our current fuel consumption and carbon footprint across our fleet Meeting ACFO SPR and SHA 6th Jun 2022: we are exploring the use of an Independent Energy Consultants to provide a baseline report on the fuel used within our fleet.	Karen Winter	Mar 2023	In Progress
ESR66.1: Improve the tracking and monitoring of our fleet usage and driving behaviours Meeting ACFO SPR and SHA 6th Jun 2022: working to produce a tender for vehicle trackers which will allow us to track and monitor fleet usage and behaviours.	Karen Winter	Mar 2023	In Progress

Equipment

Action	Lead	Due Date	Status
ESR30: Renew Foam Firefighting Equipment in line with Foam Strategy Meeting ACFOSPR and SHA 6th Jun 2022: a Foam Strategy is in development the outcomes from which will determine the equipment required.	Karen Winter	Mar 2023	In Progress
ESR8.1: Use our new Asset Management System to record full life history of all equipment and other assets Meeting ACFOSPR and SHA 6th Jun 2022: the Brigade's Project team is currently configuring the system for equipment records and fleet management use. First stations are scheduled to go live in Nov 2022.	Karen Winter	Mar 2023	In Progress
ESR67: Undertake a new baseline review to profile our current waste and recycling rates. Meeting ACFOSPR and SHA 6th Jun 2022: we are exploring the use of Independent Consultants to produce a base line report on waste and recycling rates	Karen Winter	Mar 2023	In Progress
ESR69.1: Incorporate biodiversity mapping information on Fire Appliance Mobile Data Terminals for the benefit of firefighting crews Meeting ACFOSPR and SHA 6th Jun 2022: initial research is underway	Karen Winter	Mar 2023	In Progress

Service and Productivity Reviews

Action	Lead	Due Date	Status
UOR4.1: Review Wholetime Duty System A review of the whole-time duty system completed in 2021 resulted in the identification of a more productive duty system and a change proposal to modify the existing system was approved by ELT in Aug 2021 for presentation to staff and consultation with the FBU. Subsequently meetings were held with the FBU which further developed the change proposal and a formal consultation took place in Dec 2021. The day-shift duration was a major obstacle to reaching a final agreement and implementation of the proposal has been paused to allow for a period of reconsideration. The existing whole-time duty system is continuing into 2022 with necessary adjustments to ensure that efficiency and productivity improvements are achieved. Further work will continue once further proposals have been developed.	Carl Boasman	Mar 2023	In Progress
ESR28.1: Review the provision of Prevention Services to ensure efficiency and effectiveness A review of the prevention team structure and capacity is currently underway. This will inform options for improvement and any future configuration changes.	Carl Boasman	Mar 2023	In Progress

SSC37.1: Undertake an independent review to inform the nature of our future provision of fire call handling and mobilising services	Carl Boasman	Mar 2023	In Progress
<p>As previously reported, a review was undertaken and a number of options presented. The outcome was a collaborative proposal with a regional fire and rescue service partner. After careful consideration, the cost vs benefit was not deemed to be at the appropriate scale for our partner. This element of the proposal is currently not progressing. Work is underway to assess the potential for a shared mobilising system, which could provide resilience within the region.</p>			
SSC38.1: Use the outcomes from our Independent Resource Review to develop options for improving our emergency response cover to meet current future risks and demands	Ian Hayton	Mar 2023	In Progress
<p>A comprehensive fire cover review was carried out in 2021. Phase 1 of the review identified a number of potential options for configuration, which are currently being developed as part of Phase 2. This work will continue into 2022, with a view to identifying any location specific proposals in 2023.</p>			
SSC39.1: Use the outcomes from the on-call review to increase the availability of our on-call fire engines	Carl Boasman	Mar 2023	In Progress
<p>A comprehensive review of the Brigades On-Call service provision was carried out during 2021. The findings were presented to ELT, along with 23 recommendations for improvement. The recommendations were approved in principle and are contained within a prioritised action plan. The action plan is currently being delivered by a dedicated project team, overseen by the Senior Head of Operations and On-Call Support Officer.</p>			
SSC40: Review the Flexi-Duty Officer System	Carl Boasman	Mar 2023	In Progress
<p>A review of the Flexible Duty Officer Duty System has been carried out. A report, with an option for improvement is expected to be presented to ELT in October.</p>			
ESR27: Further review our Fire-fighter productivity and capacity evaluation following the introduction of our new ICT 'Productivity and Capacity' recording system	Carl Boasman	Mar 2023	In Progress
<p>Version 2 of the digital monitoring system has been developed and is in the process of being embedded. This data will inform future capacity planning processes and provide insight into strategic demand.</p>			
UOR27.1: Review of Financial Management Services	Karen Winter	Mar 2023	In Progress
<p>The Brigade has an SLA with HBC and an in-house team that currently delivers this service. It includes payroll, internal audit, income collection, payment of accounts, accounting and financial management; VAT and tax accounting; treasury management and financial advice services. The existing contract expires on 31st March 2022.</p> <p>As a result of the impact of COVID-19 the Government published a Procurement Policy Note (PPN) 01/20 in March 2020 setting out information and associated guidance on the public procurement regulations and responding to the Coronavirus COVID-19 outbreak. The PPN notice made clear that in these exceptional circumstances, contracting authorities may need to procure goods, services and works of extreme urgency which would permit using Regulation 32(2)(c) under the Public Contract Regulations 2015.</p>			

Further information regarding Regulation 32 states that an allowance would be made for an exemption from the regulations for provision of emergency supply as well as allowing the contract extensions under Regulations 72 as a result of delayed sourcing activities during these exceptional circumstances. This was the case in relation to the provision of the Brigade's Financial Management Services.

In order to allow for a thorough assessment of the market place the Executive Committee approved an extension of the existing contract with HBC to 31st March 2024. In preparation for the contract expiry a baseline review and options appraisal will take place in 2022/23.

CUOR5.4: Review the Brigade's Admin Services.

Karen
Winter

Mar 2023

In Progress

Meeting ACFO SPR and DSM 21st Jul 2022: A number of tasks are underway in relation to this Review; these include research, a customer satisfaction survey and a task analysis due by end of Jan 2023.



CUOR5.6: Review the Brigade's Democratic Services

Karen
Winter

Mar 2023

Complete

A full review including baseline and future options appraisal was undertaken by the ACFO SPR and DSM throughout Apr-Jun 2022. The findings from the Review were presented to ELT on 28th July 2022.



ELT agreed that the future democratic service would continue to be provided by an in-house team in the short to medium term (2023/24-2026/27) with a focus on addressing the identified improvements within the Report. It was also agreed that a further review of democratic services be undertaken should any changes to Cleveland Fire Brigade governance structure as a result of proposals emanating from the Government's White Paper on Fire and Rescue Reform in the meantime.

Procurement

Action

Lead

Due Date

Status

ESR34.1: 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

Karen
Winter

Mar 2023

In Progress

Meeting ACFO SPR, HFP and PM: 29th Jun 2022: currently preparing for a local supplier engagement event to be undertaken in the Autumn 2022 to share knowledge on planned procurement activity for 2022 and to explain our procurement principles.



Regional working with FRS Partners continues and pipeline activity is shared. Explorations underway to expand the Group to North Yorkshire FRS.

ESR70.1: 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.

Karen
Winter

Mar 2023

In Progress

Meeting ACFO SPR, HFP and PM: 29th Jun 2022: we have established a strategic approach to contract classification; each contract is now classified with regard to overall contract value and associated risk.



Procurement professionals have been directed to support budget holders in the management of those strategic contracts that are of the highest risk/value; in doing this

a KPI model has been introduced. For new relevant contracts we have been able to establish a more structured approach to ensure effective contract delivery. A lot of the 'established' contracts however require further work to introduce the new KPI model. This will resolve over time as contracts are renewed.

We are currently developing a training package to support budget holders in a 'self-managed' approach to contract of a medium to low risk

ESR71.1: 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.

Karen
Winter

Mar 2023

In Progress



Meeting ACFO SPR, HFP and PM: 29th Jun 2022: we are preparing to provide our key stakeholders with a progress report on the requirements of our strategic contract management platform including data management and ongoing governance (finance, legal).

We are currently re-defining our training for stakeholders to ensure a more comprehensive, consistent and holistic approach is adopted.

ESR72.1: Incorporate opportunities for creating social value into all relevant contracts, encouraging our suppliers to offer opportunities for employment, training, and work experience within local communities

Karen
Winter

Mar 2023

In Progress



Meeting ACFO SPR, HFP and PM: 29th Jun 2022: we have commenced a review of our social value opportunities to ensure that procurement activities better support the corporate objectives of CFB.

ESR73.1: Build on and improve our governance and due diligence arrangements regarding modern slavery; health and safety and good working practices pre and post tender.

Karen
Winter

Mar 2023

In Progress



Meeting ACFO SPR, HFP and PM: 29th Jun 2022: we are reviewing our current arrangements within our contract preliminaries and subsequent process maps to ensure more robust governance procedures which take into account changes in legislation and National Procurement guidance.

We have been producing and publishing Modern Slavery Statements voluntarily over the last few years and are enhancing the statements to reflect good practice or when legislation changes.

ESR74.1: Working across the business we will identify opportunities to maximise value from products and services for as long as possible and make use of sustainable material (circular procurement)

Karen
Winter

Mar 2023

In Progress



Meeting ACFO SPR, HFP and PM: 29th Jun 2022: research is underway to inform this project

ESR75.1: Encourage suppliers to reduce their environmental impact and gain certification to relevant accreditation schemes

Karen
Winter

Mar 2023

In Progress



Meeting ACFO SPR, HFP and PM: 29th Jun 2022: we are at an early stage of this project and are currently researching what others have done in this respect. Also outcomes from an independent assessment on carbon emissions may help.

ESR76.1: Undertake an independent Peer review of our procurement services

Karen
Winter

Mar 2023

In Progress

Meeting ACFO SPR, HFP and PM: 29th Jun 2022: research work is underway and options for Peer Review will be presented to ACFO SPR at next meeting of Peer Review Group.



ESR77: Develop a suite of response, quality and competence standards for our procurement services (Linked to Service Review Project SPR1.6)

Karen
Winter

Mar 2023

In Progress



Meeting ACFO SPR, HFP and PM: 29th Jun 2022: service standards development is underway and the PM is arranging a separate meeting with ACFO SPR to agree the response standards first by end of Oct 2022.

Business Continuity

Action

Lead

Due Date

Status

Collaboration and Partnerships

Action

Lead

Due Date

Status

ESR1.1: Implement our new 'Better Together' Collaboration and Partnership Framework, develop a rolling programme of collaboration and partnership evaluation and establish a Collaboration Strategy

Karen
Winter

Mar 2023

In Progress



Meeting between ACFO SPR and PEM 30th Aug 2022: the new 'Better Together' Framework is being developed and tested manually with a view to establishing it fully on 'The Bridge' by Mar 2023.

SSC30: Work with NEFRSs to understand, through academic research, the science behind why the North East experiences significantly higher levels of arson than other parts of the country

Carl
Boasman

Mar 2023

In Progress



Academic research continues in conjunction with regional partners. Initial research has identified a number of causal factors, which include socio-economic and educational attainment challenges. The research is currently paused pending phase two, which will focus on each fire and rescue services respective challenges.

Finance

Action

Lead

Due Date

Status

ESR83.1: Implement the 2022/23 Capital Programme

Karen
Winter

Mar 2023

In Progress



Meeting ACFO SPR and SHA 6th Jun 2022: out of the 35 capital projects set out in the AMP - seven are now complete. These relate to new fire appliances, specialist 4x4 vehicles, new minibus, new vans, BA compressors, QMC training ground foam capture tank, and cloud software.

ESR33.1: Review Medium Term Financial Strategy including efficiencies and reserves

Ian Hayton

Mar 2023

Not Due



ESR82: Develop a business contingency and efficiency plan to meet forecasted budget deficits	Ian Hayton	Oct 2022	In Progress
Work is underway to develop an efficiency plan - this includes reviews of non-pay budgets and the commencement of service reviews.			
ESR87: Prepare a CSR 2022 submission to Treasury	Ian Hayton	Oct 2022	Not Due
ESR90.1: Achieve an unqualified opinion on the financial statements	Ian Hayton	Nov 2022	Not Due
ESR91.1: Achieve an unqualified opinion on Value for Money	Ian Hayton	Nov 2022	Not Due
CSP12.1: Firefighters Pension Scheme: deal with the remedy for immediate detriment	Ian Hayton	Mar 2023	In Progress
<p>In 2015, the Government introduced changes to firefighters' pension entitlements. The effect of the changes (implemented under the Firefighters' Pension Scheme (England) Regulations 2014 (the 2015 Scheme)) for members of the 1992 Scheme was that:</p> <ul style="list-style-type: none"> - active members of the FPS 1992 Scheme born after 2 April 1971 (born after 2 April 1976 for NFPS 2006 active members) were moved to the 2015 Scheme with effect from 1 April 2015; - active members of the 1992 Scheme who were born between 2 April 1967 and 2 April 1971 (born between 2 April 1972 and 2 April 1976 for NFPS 2006 active members) were moved to the 2015 Scheme on an age-related date specified in Schedule 2 to the 2014 Regulations; and - active members of the 1992 Scheme who were born before 1 April 1967 (born before 1 April 1972 for NFPS 2006 active members) were allowed to remain in the 1992 Scheme. <p>In 2018, the Court of Appeal ruled that the transitional protection element of the 2015 public service pension reforms constituted unlawful age discrimination in the Firefighters' Pension Schemes. The Government stated that it respects the decision and has confirmed its intention to address the discrimination in two parts.</p> <p>i. To remove future discrimination from the schemes and ensure equal treatment, all remaining protected members who are not currently members of FPS 2015 will transfer into this scheme on 1 April 2022.</p> <p>ii. For benefits built up during the period of discrimination, 1 April 2015 to 31 March 2022, unprotected and taper members will be credited with final salary build-up in their original legacy scheme. At retirement, all members will be able to keep their legacy final salary benefits or choose to receive the 2015 scheme benefits that they would have built up in the same period.</p> <p>Whilst we expect that transferring remaining members into the 2015 scheme at 1 April 2022 will be relatively straightforward, the conversion of 2015 scheme benefits into final salary will involve complex administrative processes with adjustments of pay, contributions, tax relief, and pension tax liabilities.</p> <p>The Home Office has published updated guidance (10 June 2021), which confirms that the power to calculate and pay pension entitlements under the legacy schemes is through the application of Section 61 of the Equality Act 2010. That provision means that these individuals have the right to be treated as though they have been in service in their legacy scheme since 1 April 2015. However, the revised guidance only aims to offer a pathway towards paying immediate detriment payments for those whose benefits are not already in payment (prospective cases).</p>			

The status of the revised guidance is still labelled as 'informal', and caveated that: 'it should not be seen as providing a definitive resolution to all of the consequences arising from the discrimination, rather as a way to progress certain immediate detriment cases (as defined in this guidance) now there is some clarity as to how certain issues should be approached. It is important to note that ALL cases processed using this guidance will need to be revisited once the full detail of the Government's approach is finalised, and legislation is in place. Legislation is expected to be in place by October 2023.'

On 29 November 2021, the Home Office withdrew its informal and non-statutory guidance on processing certain kinds of immediate detriment case ahead of legislation, with immediate effect.

The decision to withdraw the guidance is based on HM Treasury's best assessment on the advisability of processing immediate detriment cases. The Home Office has stated that, although the decision remains for scheme managers to make, it does not advise schemes to process any immediate detriment cases before legislation is in place, given in its view the risk and uncertainty of correcting benefits before the PSPJO Bill, scheme regulations and relevant tax legislation come into force. Being mindful of the Court of Appeal interim order and the Home Office guidance, the CFA has:

- declared that they are fully committed to the interim declaration made by the Employment Tribunal on 18 December 2019 that all existing claimants are entitled to be treated as members of the legacy Firefighters Pension Scheme for all pensionable service, between 31 March 2015 and 31 March 2022, and to have their pension contributions and entitlements calculated on that basis: and
- will, subject to a legal and financial risk assessment, seek to offer reformed scheme members who retire before October 2023 a choice of legacy or reformed scheme benefits for the relevant period at retirement, where, and to the extent, this is possible; and
- in the case of 'tapering' members support the immediate cessation of compulsory transfer into the 2015 Scheme at the expiry date of individual members' tapered protection.

CSP12.3: Firefighters Pension Scheme: Deferred Choice Underpin (DCU) Part 1 - implement

Ilan Hayton

Mar 2023

In Progress



Working with our Pension Administrators, XPS, we will seek to implement the prospective and retrospective remedy identified through the consultation process across all affected members.

Broadly, the preparatory work will consist of:

- identifying affected members in relevant schemes in scope of remedy project
- creating a process to offer and deliver Immediate Detriment pension options and payments on the request of the scheme manager, outside of legislation, should it be required
- collecting and verifying legacy and reformed scheme data from employers in order to maintain dual scheme remedy period records.
- working with Heywood to assist in the creation, testing and delivery of administration system upgrades for all stages of remedy and associated updates
- implementing prospective and retrospective member choices and applying DCU by calculating member benefits in reformed and legacy schemes
- communicating actions and options to members

CSP12.4: Firefighters Pension Scheme: Deferred Choice Underpin (DCU) Part 2 - maintenance of CARE underpinned records from April 2015

Ilan Hayton

Mar 2023

In Progress



To allow for the eventual DCU option XPS require details of both legacy scheme membership and reformed scheme membership for all affected members for the period 1 April 2015 to 31 March 2022. The information needed is final pensionable and actual pay, CARE pay, member pension contributions paid and details of those due in the opposite scheme, details of any changes in hours or breaks in service and details of any pensionable part time overtime or any added years/added pension purchased. Most of these details should already be held on member Altair records, however, to provide remedy XPS will require details of what the members data would have looked like in the opposite scheme. XPS aim to work in the area of data collection in the following ways:

- work with LGA and Heywood to develop software reports which will extract affected members from the administration system and populate a spreadsheet template with their details to show all remedy data held and gaps where data is required
- test the report and template before final Heywood sign off and roll out
- data produced at roll out will be checked over and the template will be sent securely for employer verification and completion with support from XPS where required
- employer data collection guidance and notes will be issued to assist with data collection
- work with Heywood to test a new bulk data upload facility for the eventual storage of remedy data
- upon return of the data from employers it will be checked over and upon the Altair system upgrades to allow for remedy data storage the data will be bulk uploaded to the system, potentially with some manual intervention.

CSP12.5: Firefighters Pension Scheme: Deferred Choice Underpin (DCU) Part 3 – provide remedy choice from Oct 2023

Ian Hayton

Mar 2023

In Progress



By 1 October 2023 and in-line with Home Office requirements we aim to be in the position to apply retrospective remedy and to offer the DCU option to all members upon retirement. Work will progress in the following areas:

- All affected members will be treated as though they were a member of the legacy scheme from 1 April 2015 to 31 March 2022.
- All affected members will have their records updated to hold legacy and reformed details for the remedy period and eventual DCU option.
- The exercise of revisiting historical retirements, deceased members, transfers and pension sharing cases will commence to retrospectively offer remedy and DCU for those members already in receipt of their pension or those with an entitlement.

Climate Change

Action	Lead	Due Date	Status
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ⓘ Information only valid at the time of printing Sept. 16, 2022, 3:48 p.m.