APPENDIX 1

Improvement Priorities 2020/21

1. Introduction

The Authority's improvement priorities 2020/21 are established to: further progress the achievement of the Authority's Strategic Goals; reflect the requirements of our Community Integrated Risk Management Plan 2018-22 Year 3 Proposals and address any areas for improvement or development identified from our HMICFRS Inspection Self-Assessment and Reports 2019. The Priorities are set out in two types:

- Corporate i.e. strategic priorities which are public facing and included within our Service Plan 2020/21 and pre-fixed by the letter 'C' below and;
- Directorate i.e. functional priorities that are pre-fixed by the letter 'D'.

Both types of priorities will be reported to and monitored by the Brigade's Executive Leadership Team; only the Corporate Priorities will be monitored by the Authority's Executive Committee.

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2. Strategic Planning Priorities

CSP1: We will have evidence based, high quality and consistent **integrated community risk management planning** arrangements that encompass all aspects of identifying, assessing and prioritising issues of local risk and ensuring that they are resilient to national risks and threats including terrorism

- CSP1.1: develop and implement a programme to ensure the production of the Authority's CIRMP 2022/23-2025/26: Ian Hayton
- CSP1.2: identify existing and future risks: Karen Winter
- CSP1.3: evaluate effectiveness of existing prevention, protection and emergency response services: Carl Boasman
- CSP1.4: identify improvement opportunities; and determine policies and standards for delivery of community safety services: Carl Boasman
- CSP1.5: allocate resources to manage the risks/deliver the services: Carl Boasman
- CSP1.6: produce CIRMP 2022/23- 2025/26: Karen Winter
- CSP1.7: set priorities 2021/22: Karen Winter

CSP2: Our medium term **financial planning** will be aligned to the new Comprehensive Spending Review and Fair Funding Formula to meet the needs and risks of the community now and in the future

- CSP2.1: undertake budget and reserve adjustments 2020/21: Karen Winter
- CSP2.3: review Efficiency Plan: Karen Winter
- CSP2.4: review Reserve Strategy: Karen Winter
- DSP2.1: achieve an unqualified opinion on the financial statement: Karen Winter
- DSP2.2: achieve an unqualified opinion on Value for Money: Karen Winter

CSP3: Our **asset management planning** will continue to provide 'fit for purpose' assets to support improved efficiency and effectiveness in service provision

- CSP3.1: review Asset Management Plan: Karen Winter
- CSP3.2: implement 2020/21 Asset Management Plan: Karen Winter
- CSP3.3: complete complex on Queen's Meadow Business Park: Karen Winter
- DSP3.1: review stores procedure notes to reflect any changes to the processes used to issue, replace and dispose of uniform

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CSP4: We will develop our arrangements to **reduce our carbon emissions and tackle the impact of climate change on our operations**

- CSP4.1: identify the risks associated with climate change: Karen Winter
- CSP4.2: establish a Climate Change Strategy: Karen Winter

CSP4: The outcomes from the recommendations of **HMICFRS State of Fire and Rescue: Annual Assessment of FRSs in England Report 2019 will be included within our strategic planning arrangements**

- CSP4.1: influence and support the work of the Home Office by participating in any relevant consultations in relation to HMICRFS Recommendation 1 regarding the role of the FRS and those who work in them: Ian Hayton

- CSP4.2: influence and support the work of the Home Office through the Chief's work on the National Fire Chief's Council and by participating in any relevant consultations in relation to HMICFRS Recommendation 2 regarding the reform of pay negotiations and the 'Grey Book': Ian Hayton

- CSP4.3: influence the nature of the demarcation between those responsible for governance and operational decision making as required in HMICFRS Recommendation 3 by responding to any consultations: Ian Hayton

- CSP4.4: As per HMICFRS Recommendation 3, consider any amendments to legislation or National Framework document on demarcation of roles and responsibilities between the CFA and its Chief Fire Officer in the Authority's Scheme of Delegation: Ian Hayton

- CSP4.5: influence and support the work of the National Fire Chief's Council by participating in any relevant consultations in relation to HMICFRS Recommendation 4 regarding a Code of Ethics: Ian Hayton

- CSP4.6: consider and reflect any new code of ethics arising from HMICFRS Recommendation 4 against the Brigade's existing Code of Conduct and Value and Behaviours Framework: Ian Hayton

DSP1: Our **HMICFRS Inspection preparations** will **ensure no surprises**

- ~~DSP1.1: prepare a HMICFRS Inspection Programme for Cleveland Fire Brigade: Karen Winter~~
- ~~DSP1.2: refresh the Brigade's Self-Assessment: Karen Winter~~

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DSP2: Our **business continuity arrangements** will be **reviewed** to ensure **robust service delivery**

- DSP2.1: test all Business Continuity Plans in line with Business Continuity Review Programme: Carl Boasman

DSP3: Key documents and **policies support the best decision making**

- DSP3.1: review sickness absence policy: Karen Winter
- DSP3.2: review substance misuse policy: Karen Winter
- DSP3.3: review health and fitness policy: Karen Winter
- DSP3.4: review recruitment, selection, promotion policy: Karen Winter
- DSP3.5: establish a programme of Local Agreement reviews: Karen Winter
- DSP3.6: review re-employment following retirement policy: Karen Winter
- DSP3.7: review equality impact assessment policy: Karen Winter
- DSP3.8: review family friendly policy: Karen Winter
- DSP3.9: review work placement policy: Karen Winter

- DSP3.10 review Grievance Procedure to ensure the fairness and consistency of informal resolutions or learn from any trends: Karen Winter
- DSP3.11: review career break policy: Karen Winter
- DSP3.12: review data protection policy: Karen Winter
- DSP3.13: review fire safety enforcement policy: Carl Boasman
- DSP3.14: review fire safety general service standards: Carl Boasman
- DSP3.15: review flexible working policy: Karen Winter
- DSP3.16: review of freedom of information policy: Karen Winter
- DSP3.17: review all information compliance policies: Karen Winter
- DSP3.18: review information governance policy: Karen Winter
- DSP3.19: review all information security policies: Karen Winter
- DSP3.20: review record management policy: Karen Winter
- DSP3.21: review RIPA policy: Karen Winter
- DSP3.22: review secondment policy: Karen Winter

3. Safer, Stronger Communities Priorities

CSSC1: Fire protection will be enhanced through the use of new professional standards, a new competence framework and training for our firefighters and specialist protection staff

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- CSSC1.1: implement the new professional standards for business safety: Carl Boasman
- CSSC1.2: implement a competence framework for our firefighters and specialist protection staff: Carl Boasman

CSSC2: Risk based **business safety** will be **targeted to those higher risk buildings** in our community to demonstrate the most efficient and effective use of resources

- CSSC2.1: review and implement the Brigade's risk based inspection programme: Carl Boasman

CSSC3 Our **Arson Reduction** multi-agency approach of Prevent, Protect, Prepare and Pursue will reduce the incidents of arson within our communities

- CSSC3.1: implement year 1 of our Arson Reduction Strategy: Carl Boasman

- **CSSC4: Fire Safety** Activity will be enhanced to **focus on those most vulnerable** in our community to demonstrate the most efficient and effective use of resources

  - CSSC4.1: improve the stratification of risks associated with the most vulnerable people in our communities: Karen Winter, Carl Boasman
  - CSSC4.2: review the targeting methodology for allocating resources to risk: Carl Boasman
  - CSSC4.3: re-design service offer to communities: Carl Boasman

- **CSSC5:** Embedding the **National Marauding Terrorist Attack Strategy** will enhance our response to terror related incidents

  - CSSC5.1: implement policy, procedures and training relating to the National MTA Strategy: Carl Boasman

- **DSSC1:** Our **Unwanted Fire Signal Policy** will ensure the most efficient use of resources

  - ~~DSSC11.1: evaluate the Unwanted Fire Signal Pilot Study: Carl Boasman~~
  - ~~DSSC11.2: review the Brigade's Unwanted Fire Signal Policy and Procedure in light of our consultation on charges: Carl Boasman~~

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- **DSSC2:** Our **Prevention activity** will be **quality assured** to deliver the best benefits to our communities

  - DSSC12.1: develop a quality assurance mechanism for our prevention activity: Carl Boasman

- **DSSC3:** Our **rescue capability** will be **'fit for purpose'**

  - DSSC13.1: review our specialist capability re line rescue including bariatric lifts and body recovery: Carl Boasman

- **DSSC4:** Our **operational policies and guidance will reflect best practice**

  - DSSC14.1: continue to implement our Year 2 and Year 3 actions within our National Operational Guidance Programme: Karen Winter

- **DSSC5:** Our **prevention, protection and emergency response service**s will continue to make a **positive difference to the safety of our communities**

  - DSSC15.1: implement our Year 2 actions within our Community Safety Strategy: Carl Boasman

4. Efficient Use of Resources Priorities

- **CUOR1:** A c**ollaboration and partnership framework** will **strengthen the governance and benefit realisation** of partnership and collaborative arrangements

  - CUOR1.1: further develop a collaboration and partnership register: Karen Winter
  - CUOR1.2: develop a collaboration and partnership framework: Karen Winter

- **CUOR2:** Continued **collaboration** with others in the provision **of front-line services** will further improve the efficient and effective use of resources

  - CUOR2.1: explore collaboration opportunities with other regional fire and rescue services for the provision of Special Appliances, Services and Capabilities: Carl Boasman

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- **CUOR3:** In line with our Review Programme, **enabling services** will be more efficient and effective through seeking **collaboration** with others

  - CUOR3.1: review the Brigade's Insurance Services: Karen Winter
  - CUOR3.2: review the Brigade's Occupational Health Services: Karen Winter
  - CUOR3.3: review the Brigade's Financial Management Services: Karen Winter
  - CUOR3.4: review the Brigade's Admin Services: Karen Winter
  - CUOR3.5: review the Brigade's Community, Partner and Staff Engagement Services: Carl Boasman
  - CUOR3.6: review the Brigade's Democratic Services: Karen Winter
  - CUOR3.7: review the Brigade's Security Services: Karen Winter
  - CUOR3.8: review the Brigade's Mechanical and Electrical maintenance Service: Karen Winter
  - CUOR3.9: review the Brigade's Catering Services: Karen Winter
  - CUOR3.10: review the Brigade's Ground Maintenance Services: Karen Winter

- **CUOR4:** The **optimum use of human resources** will be realised through **improved staff productivity**

  - CUOR4.1: explore opportunities to increase capacity through a review of firefighter productivity: Carl Boasman

- **CUOR5: Workforce patterns** will be **improved** to increase productivity and appliance availability

  - CUOR5.1: review Operational Whole-time Duty System: Carl Boasman
  - CUOR5.2: review Flexi Duty System: Carl Boasman
  - CUOR5.3: review Retained Duty System: Carl Boasman

- **CUOR6: Information and Communication Technology** will provide **enhanced** efficiency and effectiveness in service provision

  - CUOR6.1: progress the communication technology transfer from the Airwave Communication System to the new Emergency Services Mobile Communications Programme in collaboration with other NEFRSs: Karen Winter
  - CUOR6.2: in collaboration with CDFRS produce an options appraisal to seek mutual technological and service delivery enhancements to emergency call handling and mobilising provision: Karen Winter
  - DUOR6.1: implement Year 2 of the Brigade's ICT Strategy: Karen Winter
  - DUOR6.2: implement Phase 2 of the Integra System to improve stock management and control of uniform and equipment: Karen Winter
  - DUOR6.3: procure and implement a Human Resource Information System to improve workflow; and data collection and monitoring: Karen Winter

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- **DUOR 7: Value for money in the procurement of goods, services and works** will be achieved through enhanced contract management and greater collaboration

  - DUOR7.1: implement Year 2 of the Brigade's Procurement Strategy: Karen WInter

5. Proud, Passionate, Professional and Inclusive Workforce Priorities

- **CPPPIW1:** Our **Leadership Framework** clearly sets out a **suite of values, expectations and behaviours** which everyone can promote and support. It is the basis on which the Brigade and its employees operate

  - CPPPIW1.1: assess new national Code of Ethics and refine the Brigade's existing behavioural and ethical frameworks as necessary: Karen Winter

- **CPPPIW2: Talent** will be **identified and supported** through our individual performance management arrangements and leadership and management development frameworks

  - CPPPIW2.1: establish a talent management scheme: Karen Winter
  - CPPPIW2.2: explore the use of accelerated career development: Karen Winter

- **CPPPIW3: Building career paths** will **encourage a breadth of experience** and a **depth of expertise**

  - CPPIW3.1: explore a direct entry scheme: Karen Winter
  - CPPIW3.2: develop an organisational succession plan: Karen Winter

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- **CPPPIW4:** We continuously strive to **create a working environment that makes Cleveland Fire Brigade a great place to work**. An **inclusive culture is at the heart of this**. A **review of our employment activities** will **further improve the diversity of people across our workforce**; and continue to make us an Employer of Choice.

  - CPPIW4.1: confirm overall picture of workforce diversity compared to community and highlight areas of challenge/opportunity: Karen Winter
  - CPPIW4.2: establish a strategy and improvement plan that builds upon existing employment model to support increased diversity across the workforce: Karen Winter
  - DPPIW4.1: implement Year 3 actions within the Equality, Diversity and Inclusion Strategy: Karen Winter
  - DPPIW4.2: identify any areas for improvement from the outcomes of the Independent Staff Survey: Ian Hayton

- **DPPIW1:** We will manage performance and develop leaders by using **a career pathway** aligned to professional qualifications and new national standards, apprencticeships, talent management and direct entry schemes

  - DPPIW1.1: implement Year 2 of the Brigade's Learning and Development Strategy: Karen Winter
  - DPPIW1.2: ensure all staff have undertaken a Personal Development Recording System: Karen Winter
  - DPPIW1.3: expand electronic Personal Development Reviews to include Green Book staff: Karen Winter
  - DPPIW1.4: Implement electronic Personal Development Review system for all staff: Karen Winter

- **DPPPIW2**: The health and safety of our staff will remain of paramount importance

  - DPPIW2.1: implement year 2 improvement actions associated with the Brigade's Health and Safety Strategy: Carl Boasman

- **DPPPIW3:** We will positively engage with our diverse communities to shape the design and delivery of services.

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  - DPPPIW3.1: using the Brigade's Community Profile establish an engagement strategy to establish the communities' requirements in relation to service design and delivery: Carl Boasman

- **DPPPIW4: Staff** will be **supported in their physical and mental health** to remain at or return to work.

  - DPPIW4.1: implement year 2 improvement actions associated with the Brigade's Health and Wellbeing Strategy: Karen Winter

- **DPPIW5**: Our **workforce** will be trained and competent through **enhanced learning and developing** arrangements

  - DPPPIW5.1: implement year 3 improvement actions associated with the Brigade's Training and Education Strategy: Karen Winter
  - DPPPIW5.2: explore opportunities to develop staff using the Apprenticeship Framework: Karen Winter
  - DPPPIW5.3: build upon existing arrangements to share and implement learning from debriefs to improve operational response and incident command:Karen Winter
  - DPPPIW5.4: improve staff participation in large scale exercises: Karen Winter
  - DPPPIW5.5: develop training resources for managers to recognize the signs of trauma or stress: Karen Winter

6. Underpinning Framework Priorities

- **CUF1:** An integrated **engagement strategy** will enhance **community, staff and partnership engagement**

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  - CUF1.1: produce a community engagement strategy and implement year 1 actions: Carl Boasman
  - CUF1.2: produce a staff engagement strategy and implement year 1 actions: Carl Boasman
  - CUF1.3: produce a partnership engagement strategy and implement year 1 actions: Carl Boasman

- **CUF2:** Decision making, resource allocation and efficiencies will be improved through performance management and **evaluation of** fire and rescue **service activity**

  - CUF2.1: establish an Evaluation Framework: Karen Winter
  - DUF2.1: evaluate new working arrangements in Brigade Control Room: Karen Winter
  - DUF2.2: evaluate the use of Small Fires Unit: Carl Boasman