



# 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

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## Strategic Planning

Action	Lead	Due Date	Status
<b>SP1.1: Set Priorities 2023/24</b>  A Strategic Planning exercise was undertaken by ELT on 9th Jan 2023 to establish the priorities for 2023/24. This included a reflection on the medium term financial position, a review of existing planned priorities and an environmental scanning analysis to identify any new or emerging risks or opportunities. The outcomes from the exercise was an enhanced suite of priorities that would be published in the Service Plan 2023/24 and delivered through the Brigade's improvement planning arrangements. The Priorities were agreed by the Executive Committee on 20th Jan 2023.	Ian Hayton	Jan 2023	Complete
<b>SP2.1: Produce and Publish Service Plan 2023/24</b>  Meeting between ACFOSPR and HRP 24th Jan 2023: Draft Service Plan being developed. Scheduled to be presented to ELT on 28th Feb 2023 and Fire Authority on 24th Mar 2023 prior to publishing on Brigade's website in Apr 2023.	Karen Winter	Mar 2023	In Progress
<b>SP3: Consider the implications of the Government's White Paper 'Reforming our Fire and Rescue' that is expected in Spring 2022</b>  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	Mar 2023	In Progress
<b>SP4.1: Facilitate HMICFRS Inspection and Progress Inspection Outcomes.</b>  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. Cleveland Fire Brigade received its Inspection outcomes ('Good, Good, Good') in a Report that was published in Jan 2023. The Report has been analysed and any areas fore improvement have been identified and captured within the Brigade's Corporate Internal Operating Plan. The Report and its improvement plan were presented to CFA on 20th Feb 2023.	Ian Hayton	Mar 2023	Complete

## Professional, Proud, Passionate People

### Health and Wellbeing

Action	Lead	Due Date	Status
<b>PPP 13.1: Maintain Ambassador Status for the North East Better Health Awards</b>  In Jan 2023, following our comprehensive submission to the North East Better Health we were awarded 'continuing excellence' and have maintained our 'Ambassador' Status.	Karen Winter	Mar 2023	Complete

<b>PPP 17.1: Expand our participation in National Health and Wellbeing Events</b>  Meeting between ACFO SPR and SHP 13th Jan 2023: 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. We have currently entered teams in the 2023 games.	Karen Winter	Mar 2023	Complete
<b>PPP 18.1: Assess the Brigade's health and wellbeing arrangements against the criteria within the four levels of the NFCC Wellbeing Maturity Model. Identify any areas for improvement to achieve Level 4.</b>  As agreed by ACFO SPR this project was expanded to include a range of Health and Wellbeing Models and Frameworks namely; NFCC Wellbeing Maturity Model; Blue Light Framework; HMI-CFRS Wellbeing Criteria and Mental Health at Work Criteria. Following comprehensive completion of self-assessments across all models it was agreed by ACFO SPR, SHP and HHR that CFB can be assessed at Level 4 of the NFCC Maturity Model and is strongly performing against all criteria in the other models. In Jan 2023 HMI-CFRS gave a 'good' rating to CFB's culture and wellbeing and North East Better Health at Work gave us 'Maintaining Excellence' status to stand alongside our 'Ambassador' status. We have identified a number of good practice areas that we would like to progress and these have been added to the Corporate Internal Operating Plan as appropriate. The self-assessments and improvement actions were submitted and approved by ELT on 15th Feb 2023.	Karen Winter	Mar 2023	Complete
<b>PPP 20.1: Continue to explore channels and digital solutions to communicate health promotion initiatives</b>  Meeting between ACFO SPR and SHP 13th Jan 2023: 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'. Digital approaches will be developed to all future wellbeing projects.	Karen Winter	Mar 2023	Complete
<b>PPP 21.1: Achieve the six standards of the 'Mental Health at Work' Commitment established through the Royal Foundation</b>  Meeting between ACFO SPR and SHP 13th Jan 2023: We have been successful in our submission for the Mental Health at Work Commitment and because of the high standard of our submission we were contacted by the Senior Content Officer of MIND requesting us to support them to develop a blog with the aim of increasing sign up to the commitment.	Karen Winter	Mar 2023	In Progress
<b>PPP 3.1: Develop Trauma Impact Prevention Techniques (TIPT) training as part of our Personal Resilience support.</b>  Meeting between ACFO SPR and SHP 13th Jan 2023: 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. Since the workshop bespoke fire service resources have been developed. The Firefighter Charity's Trainers are going to be trained as TIPT trainers on 16th Feb 2023. These trainers will then attend QMC on 21st and 22nd Feb to deliver training to a number of staff including those who will become	Karen Winter	Mar 2023	In Progress

CFB TPT trainers. TIPT training will then be included within staff induction programmes and existing staff will be offered TIPT training.

**PPP 4: 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 13th Jan 2023: 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 Firefighter Charity 'Wellbeing into Retirement' module has been identified as tool which could help support staff in preparation for retirement and was delivered the Charity to CFB staff in Nov 2023. Feedback is being sought from those attended 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.

## Health and Safety

Action	Lead	Due Date	Status
<p><b>PPP42: Establish a strategic health and safety governance structure</b></p> <p>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.</p>	Carl Boasman	Mar 2023	Complete
<p><b>PPP43: Identify clear roles and responsibilities in our Health and Safety Policy</b></p> <p>The Health and Safety Policy has been reviewed and updated. Approved by the Executive Committee of the Fire Authority on 8th July 2022.</p>	Carl Boasman	Mar 2023	Complete
<p><b>PPP44: Review all health and safety procedure notes to ensure legal compliance</b></p> <p>The document review is in progress.</p>	Carl Boasman	Mar 2023	In Progress
<p><b>PPP45: Carry out a gap analysis of all systems and processes in accordance with the Management of Health and Safety at Work Regulations 1999</b></p> <p>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.</p>	Carl Boasman	Mar 2023	In Progress

<b>PPP46.1: Undertake a full audit to ensure that all risk management processes are legally compliant</b>  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.	Carl Boasman	Mar 2023	In Progress 
<b>PPP47: Review the Health and Safety team structure and operating budgets</b>  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.	Carl Boasman	Mar 2023	Complete 
<b>PPP48: Develop a health and safety training framework</b>  The training framework has been reviewed and health and safety training is being delivered across all levels of the organisation.	Carl Boasman	Mar 2023	In Progress 
<b>PPP49.1: Deliver health and safety training to all staff</b>  A programme of health and safety training is being delivered at all levels of the organisation.	Carl Boasman	Mar 2023	In Progress 
<b>PPP50.1: Carry out an annual health and safety training needs analysis</b>  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 
<b>PPP51.1: Continue to deliver a programme of high-quality workplace audits</b>  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 
<b>PPP52.1: Carry out regular audits and discussions to ensure that staff understand our safety values</b>  Safety conversations and talks to staff are carried out as part of workplace audits and the organisational compliance audit.	Carl Boasman	Mar 2023	Complete 
<b>PPP53.1: Deliver a programme of senior leadership workplace visits that promote a positive health and safety culture</b>  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 
<b>PPP54.1: Monitor hazard reporting and identify any emerging trends</b>	Carl Boasman	Mar 2023	Complete 

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.



**PPP55: Involve staff representatives in strategic and tactical health and safety committee structures**

Carl Boasman

Mar 2023

Complete



Staff representatives are involved and embedded in the committee structures.

**PPP56: Implement feedback mechanisms to strengthen staff engagement**

Carl Boasman

Mar 2023

Complete



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.

**PPP58.1: Develop and Maintain regular communications with staff through dedicated health and safety bulletins**

Carl Boasman

Mar 2023

Complete



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.

**PPP59: Continue to utilise our Fire Alert System to update staff with changes to critical health and safety policies and procedures**

Carl Boasman

Mar 2023

Complete



Internal publication 'Fire Wire' is used to update staff on health and safety issues.

**PPP60.1: Continue to check that all workplaces display up to date health and safety information through our health and safety audit processes**

Carl Boasman

Mar 2023

Complete



A check on the provision of workplace information is carried out at each audit.

**PPP61.1: Deliver a programme of health and safety roadshows for all staff**

Carl Boasman

Mar 2023

In Progress



The programme of workplace roadshows is currently being developed.

**PPP62.1: Develop a programme of 'toolbox' talks to be delivered by workplace supervisors**

Carl Boasman

Mar 2023

In Progress



The programme of 'toolbox' talks is currently being developed.

**PPP63.1: Ensure that the risk assessment process is implemented and adhered to in all workplaces through regular monitoring and review**




Carl Boasman

Mar 2023





Complete







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.

<b>PPP64.1: Deliver a programme of health and safety workplace audits to ensure that procedures and processes are being adhered to</b>	Carl Boasman	Mar 2023	Complete 
A programme of health and safety workplace audits is in place and is being delivered throughout 2022/23.			
<b>PPP65.1: Inspect and check test records, equipment including PPE</b>	Carl Boasman	Mar 2023	Complete 
Test records of equipment, including PPE is carried out as part of workplace audits.			
<b>PPP66.1: Monitor audit action plans</b>	Carl Boasman	Mar 2023	In Progress 

## Equality, Diversity and Inclusion

Action	Lead	Due Date	Status
<b>PPP 10.1: 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)</b>	Karen Winter	Mar 2023	Complete 
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.			
<b>PPP 104.1: Review the Independent Cultural Report relating to London Fire Brigade and consider outcomes from HMICFRS Inspection Report 2021/22 Pages 37, 43. Produce recommendations to address any cultural and EDI gaps in our current arrangements.</b>	Karen Winter	Mar 2023	In Progress 
The ACFOSPR and SHP have completed a gap analysis against the recommendations set out in the Independent Cultural Report of London Fire Brigade. In addition, as part of the Brigade's assurance arrangements, we have considered the S28 Coroners Report on cultural issues in London Fire Brigade. The gap analyses have resulted in improvement/development actions for CFB moving forward. The outcome work and actions are to be presented to ELT and EDI Board in Mar 2023.			
<b>PPP 12.1: Undertake a gap analysis of our EDI arrangements against the NFCC EDI Maturity Model Level 4, and develop an appropriate improvement plan to address any identified gaps</b>	Karen Winter	Mar 2023	In Progress 
Work has started on this project and a gap analysis is being produced. It is anticipated that this project will be completed as per scheduled timeline.			
<b>PPP 14.1: Improve our local community intelligence with regard to identifying any potential barriers; busting any myths; showcasing our work and promoting us an Employer of Choice</b>	Karen Winter	Mar 2023	In Progress 

Meeting ACFO SPR and SHP 9th Feb 2023: SHP advised of recent campaigns - recruitment activities will continue and will bring a report on findings and suggested areas for improvements in Mar 2023.

<b>PPP 15.1: Enhance our Employer Brand (website; campaigns; social media) through investment of a professional marketing consultant</b>	Karen Winter	Mar 2023	In Progress 
<p>Meeting between ACFO SPR and SHP 9th Feb 2023: An independent branding consultant had been commissioned and had undertaken an audit of our current website re recruitment and branding. An outcome report will go to EDI Board meeting in Apr 2023.</p>			
<b>PPP 38.1: Continue to implement our Staff Engagement Strategy</b>	Carl Boasman	Mar 2023	In Progress 
<p>EDI Board 31st Aug 2022: SHPE advised Board of new Staff Engagement Strategy and will bring an overview of approach to next EDI Board.</p>			
<b>PPP 6.1: 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.</b>	Karen Winter	Mar 2023	Complete 
<p>Meeting between ACFO SPR, SHP, HHR AND HRP 27th Jan 2023: a review of existing performance indicators has been undertaken which has resulted in more focussed measurements against the strategic outcomes for equality, diversity and inclusion. HRP has written up definition sheets for each of the indicators. The new measurements will commence from Apr 2023.</p>			
<p>The performance indicators are now supported by a workforce profile tool which gives a picture of the diversity of the Brigade's workforce and allows for specific targeting of positive action campaigns. The recruitment/promotion campaign evaluations also give valuable insight into barriers to recruitment/progression of people with protected characteristics.</p>			
<p>Other measurements of EDI outcomes were identified as external assessments e.g. HMICFRS, Stonewall etc and these would form part of the Brigade's annual Assurance Report.</p>			
<b>PPP 7: 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.</b>	Karen Winter	Mar 2023	Complete 
<p>This project is aligned to the Brigade's Digital Transformation Strategy and is complete.</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 has been developed which will be made available on 'The Bridge' and will make for better targeting of recruitment activities.</p>			
<p>Both the community and workforce profiles have been presented to the EDI Board and ELT.</p>			
<b>PPP 8.1: Voluntarily compile an ethnicity pay report as part of our approach to improve inclusion and tackle inequality in the workplace.</b>	Karen Winter	Sep 2022	Complete



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.



## Talent Management

Action	Lead	Due Date	Status
<b>PPP27.1: Achieve Level 4 NFCC Blendid Learning Maturity Model</b>  Meeting between ACFO SPR and SHP 19th Feb 2023: 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.	Karen Winter	Mar 2023	In Progress
<b>PPP28.1: Achieve Level 4 NFCC Performance Management Maturity Model</b>  Meeting between ACFO SPR and SHP 1st 9th Feb: We are currently updating our electronic Talent Management Framework on the Brigade's Intranet, The Bridge. One element of this relates to 'People Development' and it is expected that this work will be completed by Mar 2023. The completed People Development element will then be used to undertake a self-assessment against the criteria for each level within the Maturity Model.	Karen Winter	Mar 2023	In Progress
<b>PPP30: Pilot our new 'Development Gateway' to give staff the best opportunity to reach their potential and be the best they can be</b>  Meeting ACFO SPR and SHP 9th Feb: 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 scheme started in Autumn 2022 and was 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.	Karen Winter	Mar 2023	In Progress
<b>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</b>  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.	Karen Winter	Mar 2023	In Progress
<b>PPP37: Expand our Reward and Recognition Scheme to include individual and team contributions to organisational achievements aligned to values and ethical behaviours</b>  Meeting between ACFO SPR and SHP 9th Feb 2023: We are currently researching other organisations staff reward schemes.	Karen Winter	Mar 2023	In Progress

# Safer, Stronger Communities

## Risk

Action	Lead	Due Date	Status
<b>SSC11.1: Undertake a Gap Analysis against the Fire Standard for Community Risk Management Planning</b>  Meeting between ACFO SPR and HRP 25th Jul 2022: Initial gap analysis is underway and will be presented to ELT in Dec 2022.	Ian Hayton	Mar 2023	In Progress
<b>SSC6.1: Continue to work with Partners to gather better insight relating to our diverse and 'hard to reach' communities (NFCC Access to Services)</b>  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"> <li>1. Neurodiversity;</li> <li>2. Gypsy and traveller communities</li> <li>3. The Roma Community;</li> <li>4. Vulnerable re-housed homeless;</li> <li>5. People from Asian Communities;</li> <li>6. Lesbian Gay Bisexual and Trans People;</li> <li>7. People from Black Communities;</li> <li>8. Emerging Migrant Communities;</li> <li>9. People who are living with dementia;</li> <li>10. People Living in Rural Communities.</li> </ol> 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.	Carl Boasman	Mar 2023	In Progress
<b>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</b>  Meeting between ACFO SPR and HRP 24th Jan 2023: The HRP is refreshing the Brigade's data library to take cognisance of the detailed data sets relating to the Census 2021 for integration into the risk, performance and intelligence frameworks. A refresh has taken place of the Energy Performance Certificates that inform the Proof of Concept Dwelling Risk Model.  The HRP is now a member of the NFCC Data Management Framework Project and participates in the Working Group to establish a National Reference library.	Karen Winter	Mar 2023	In Progress
<b>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</b>  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.	Ian Hayton	Mar 2023	In Progress

**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.

## Prevention

**Action**
**Lead**
**Due Date**
**Status**
**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 HMICFRS Report 2021/22 Page 14**

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.

**SSC25.1: 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.

**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.

**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.

**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.

## Emergency Response

### Action

### Lead

### Due Date

### Status

**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**

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.

**SSC37.1: We will 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



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.

**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**

Carl  
Boasman

Mar 2023

In Progress



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.

**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



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 system**

Carl  
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 productivity**

Carl  
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.

**UOR4.1: Review Whole-time Duty System**

Carl  
Boasman

Mar 2023

In Progress



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.

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.

The existing whole-time duty system is continuing into 2022 with necessary adjustments to ensure that efficiency and productivity improvements are achieved.




## Local and National Resilience

Action

Lead





Due Date

Status

<b>SSC 13.1: Undertake a Gap Analysis against the Fire Standard for Operational Preparedness</b>  A gap analysis has been carried out and progressed through the internal Fire Standards Board arrangements.	Carl Boasman	Mar 2023	In Progress 
<b>SSC 42.1: Strengthen our Joint Emergency Services Inter-operability Programme (JESIP) arrangements with local and regional partners</b>  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.	Carl Boasman	Mar 2023	Complete 
<b>SSC 43.1: Undertake a gap analysis of our water rescue capability against the NFCC Rescue Boat Code for the Fire and Rescue Service</b>  The gap analysis has been completed and the recommendations from an options report was recently approved by ELT.	Carl Boasman	Mar 2023	Complete 

## Efficient Sustainable Resources

### Digital Transformation

Action	Lead	Due Date	Status
<b>ESR10.1: Implement digital technology to support our climate change plans</b>  Meeting between ACFO SPR and SHA 1st Feb 2023: initial research on technology to support our climate change plans is underway.	Karen Winter	Mar 2023	In Progress 
<b>ESR12.1: Transition Airwave radio communications across to the Emergency Services Network</b>  Meeting between ACFO SPR and SHA 1st Feb 2023: 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 Mar 2023.	Karen Winter	Mar 2023	In Progress 
<b>ESR13.1: Align all of our geospatial and location data, across all of our systems, with the national UK Addressing Database</b>  Meeting between ACFO SPR and HRRP 24th Jan 2023: processing and formatting of data from the UK UPRN Addressing Gazetteer completed in Sep 2022. Integration of the Gazetteer with our risk modelling (proof of concept) and fire engineering systems is in progress and due for completion by Mar 2023.	Karen Winter	Mar 2023	In Progress 
<b>ESR16.1: Enhance the visualisation and presentation of our data through the expanded use of business intelligence dashboards using Microsoft Power BI</b>	Karen Winter	Mar 2023	In Progress 

Meeting between ACFO SPR and HRP 24th Jan 2023: Microsoft Power BI dashboards have been developed and rolled out; so far this includes Community Profiling, Daily Incident Monitoring, and Operational Productivity & Capacity. Power BI has been deployed in the delivery of the 'Proof of Concept' Dwelling Fire Risk Assessment. Recently a suite of operational intelligence reports have been developed with the view to future automation.

**ESR17.1: 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.

**ESR2.1: Transition to our new business platform 'The Bridge' aligned to our digital transformation priorities**

Karen Winter

Mar 2023

In Progress



Meeting between ACFO SPR and SHA: 1st Feb 2023: 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 Mar 2023 will be community and workforce profiles, talent management framework, services and partnership and evaluation frameworks.

**ESR4.1: Expand our use of Microsoft 365 business productivity tools and unified communication**

Karen Winter

Mar 2023

In Progress



Meeting between ACFO SPR and SHA: 1st Feb 2023: 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.

**ESR5.1: Improve training programmes and resources ensuring that our people are effective in the use of technology**

Karen Winter

Mar 2023

In Progress



Meeting between ACFO SPR and SHA: 1st Feb 2023: ICT Training Needs Analysis for all staff planned for completion by Mar 2023.

**ESR6.1: Utilise digital technology to support the Health and Wellbeing of our people**

Karen Winter

Mar 2023

In Progress



Meeting between ACFO SPR and SHA: 1st Feb 2023: 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.

**ESR9.1: Introduce digital mobile applications for alerting our flexi duty officers and our retained firefighters**

Karen Winter

Mar 2023

In Progress



Meeting between ACFO SPR and SHA: 1st Feb 2023: Proof of concept trials with mobile alerting app to be undertaken between Jan-Mar 2023.

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

Karen Winter

Mar 2023

In Progress



Meeting between ACFO SPR and SHA 1st Feb 2023: This project will be in four parts: for each service area we will

1. Identify the service elements
2. Identify the tasks (business processes) that underpin each service element



3. Analyse the necessity of each task and the current time taken to do each
  4. Identify business process improvement through technological application and the proposed new time take to do the task
- Part 1 will be complete by end of Mar 2023.

<b>SPR16.1: Progress the Digital Transformation Road Map by leading the 'Smart Technologies' Business Processes Group and Delivering the Projects therein</b>	Karen Winter	Mar 2023	In Progress
Meeting between ACFO SPR and SHA 1st Feb 2023: Scoping work for this project to be formally agreed at meeting between ACFO SPR, SHA and HFP on 7th Mar 2023			
<b>SPR17.1: Progress the Digital Transformation Road Map by leading the 'Digital Experiences: Employees' Group and Delivering the Projects therein</b>	Karen Winter	Mar 2023	In Progress
Meeting between ACFO SPR and SHA 1st Feb 2023: Scoping work for this project to be formally agreed at meeting between ACFO SPR, SHA and SHP on 17th Mar 2023			
<b>SPR18.1: Progress the Digital Transformation Road Map by leading the 'Data Insights - Joined Up Data' Group and Delivering the Projects therein.</b>	Karen Winter	Mar 2023	In Progress
Meeting between ACFO SPR and HRP 24th Jan 2023: Scoping work for this project to be formally agreed at meeting between ACFO SPR, SHA and HRP on 14th Mar 2023.			

## Estates

Action	Lead	Due Date	Status
<b>ESR20.1: Enhance our station-based training facilities with a programme to replace existing Drill Towers</b>	Karen Winter	Mar 2023	In Progress
Meeting ACFO SPR and SHA 10th Oct 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 was held on 22nd Sep 2022. Tender evaluations scheduled for 19th Oct 2022.			
<b>ESR21.1: Undertake a programme of site de-carbonisation to support our Climate Change plans</b>	Karen Winter	Mar 2023	In Progress
Meeting ACFO SPR and SHA 10th Oct 2022: following industry research and consultation our de-carbonisation plans up to 2030 will focus on upgrades and replacements of natural gas heating systems. To support these plans, and in line with our Climate Change Strategy, an audit of our current heating plant has been completed. This has provided the insight to develop our heating system upgrade programme which will be funded through our Asset Management Plan.			
A baseline evaluation of our energy consumption is now in progress.			
<b>ESR22.1: Explore collaboration on vehicle maintenance and the associated upgrading of our Queens Meadow Technical Hub facility</b>	Karen Winter	Mar 2023	In Progress
Meeting ACFO SPR and SHA 10th Oct 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 10th Oct 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**

Karen Winter

Mar 2023

In Progress



Meeting ACFO SPR and SHA 10th Oct 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.

**ESR65.1: Implement an 'Electric Vehicle' charging infrastructure**

Karen Winter

Mar 2023

In Progress



Meeting ACFO SPR and SHA 10th Oct 2022: installation of EV charging points at QMC Technical Hub was completed on 11th Sep 2022 and at Stockton Fire Station on 30th Sep 2022. A programme of installations will now take place across our remaining sites.

**ESR68: Review our recycling facilities and implement new waste and recycling contracts across our estate**

Karen Winter

Mar 2023

In Progress



Meeting ACFO SPR and SHA 10th Oct 2022: we are producing a tender specification for our next recycling contract to commence in Apr 2023.

## 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**

Carl Boasman

Mar 2023

In Progress



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.

**ESR24.1: Investigate the use of alternative and smaller emergency response vehicles**

Karen Winter

Mar 2023

In Progress



Meeting ACFO SPR and SHA 6th Jun 2022: awaiting outcomes from operational configuration reviews.

**ESR25.1: Evaluate a range of greener vehicles in support of our Climate Change aims**

Karen Winter

Mar 2023

In Progress



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.

**ESR64: Undertake a baseline review to profile our current fuel consumption and carbon footprint across our fleet**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 baseline report on the fuel used within our fleet.

**ESR66.1: Improve the tracking and monitoring of our fleet usage and driving behaviours**Karen  
Winter

Mar 2023

In Progress



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.

## Equipment

**Action****Lead****Due Date****Status****ESR30: Renew Foam Firefighting Equipment in line with Foam Strategy**Karen  
Winter

Mar 2023

In Progress



Meeting ACFO SPR and SHA 6th Jun 2022: a Foam Strategy is in development the outcomes from which will determine the equipment required.

**ESR67: Undertake a new baseline review to profile our current waste and recycling rates.**Karen  
Winter

Mar 2023

In Progress



Meeting ACFO SPR and SHA 6th Jun 2022: we are exploring the use of Independent Consultants to produce a base line report on waste and recycling rates

**ESR69.1: Incorporate biodiversity mapping information on Fire Appliance Mobile Data Terminals for the benefit of firefighting crews**Karen  
Winter

Mar 2023

In Progress



Meeting ACFO SPR and SHA 6th Jun 2022: initial research is underway

**ESR8.1: Use our new Asset Management System to record full life history of all equipment and other assets**Karen  
Winter

Mar 2023

In Progress



Meeting ACFO SPR 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.

## Service and Productivity Reviews

**Action****Lead****Due Date****Status****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 task are underway in relation to this Review; these include research, a customer satisfaction survey and a task analysis due by end of Jan 2023.

<b>CUOR5.6: Review the Brigade's Democratic Services</b>  A full review including baseline and future options appraisal was undertaken by the ACFOSPR 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.	Karen Winter	Mar 2023	Complete
<b>ESR27: Further review our Fire-fighter productivity and capacity evaluation following the introduction of our new ICT 'Productivity and Capacity' recording system</b>  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.	Carl Boasman	Mar 2023	In Progress
<b>ESR28.1: Review the provision of Prevention Services to ensure efficiency and effectiveness</b>  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
<b>SSC37.1: Undertake an independent review to inform the nature of our future provision of fire call handling and mobilising services</b>  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.	Carl Boasman	Mar 2023	In Progress
<b>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</b>  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.	Ian Hayton	Mar 2023	In Progress
<b>SSC39.1: Use the outcomes from the on-call review to increase the availability of our on-call fire engines</b>  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.	Carl Boasman	Mar 2023	In Progress

<b>SSC40: Review the Flexi-Duty Officer System</b>  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.	Carl Boasman	Mar 2023	In Progress
<b>UOR27.1: Review of Financial Management Services</b>  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.  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.  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.	Karen Winter	Mar 2023	In Progress
<b>UOR4.1: Review Wholtime Duty System</b>  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

## Procurement

Action	Lead	Due Date	Status
<b>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</b>  Meeting ACFO SPR, HFP and PM: 24th Jan 2023: A scoping session for the local supplier engagement event is planned for 25th Jan 2023 with a view to holding the event on 8th and 9th Mar 2023. The event will facilitate shared knowledge on CFB's planned procurement activity for 2023/24 through the launch of our Work Plan.	Karen Winter	Mar 2023	In Progress

<b>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.</b>	Karen Winter	Mar 2023	In Progress 
<p>Meeting ACFOSPR, HFP and PM: 24th Jan 2023: this project will result in three clear deliverables. It will (1) support budget holders/stakeholders with a self managed approach with contracts of a medium value; (2) implement a consistent KPI model across all relevant contracts and (3) identify efficiencies, cost reductions and innovative service delivery from the Brigade's strategic contract. With regard to (1) we have established a strategic approach to contract classification; each contract is now classified according to its value and associated risk. Budget holders and stakeholders have been supported with training on contract management as well as further support within procurement planning meetings 23/24. For (2) we have introduced a consistent KPI model across all new relevant contracts to ensure effective contract delivery; further work is required to establish a timeline across all strategic contracts, in particular those contracts that have been in place prior to establishing KPI model. (3) will commence Mar 2023.</p>			
<b>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.</b>	Karen Winter	Mar 2023	In Progress 
<p>Meeting ACFOSPR, HFP and PM: 24th Jan 2023: a contract management platform is in place, further work is required to allow the collation of data for key contracts and rolling out future governance arrangements/reporting. A procurement/contract management training programme will be designed March 2023 with the aim on providing an innovative and interactive learning experience.</p>			
<b>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</b>	Karen Winter	Mar 2023	In Progress 
<p>Meeting ACFOSPR, HFP and PM: 24th Jan 2023: the national TOMS (Themes, Outcomes and Measures) which is a framework for delivering excellence in measuring and reporting social value has been simplified and relaunched by NFCC in 2022. This model is now built into CFB sourcing templates and evaluation criteria from July 22. An update on TOMS and our Social Value plans will be included within the supplier engagement event schedule for Mar 23.</p>			
<p>Social value efficiencies and performance are now reported quarterly to the Brigade's Executive Leadership Team.</p>			
<b>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.</b>	Karen Winter	Mar 2023	Complete 
<p>Meeting ACFOSPR, HFP and PM: 24th Jan 2023: work continues in relation to reviewing our procurement documentation and subsequent process maps to improve governance arrangements pre and post tender.</p> <p>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. The modern slavery statement for 22/23 has been published along with actions for each of the identified business areas (Supply chain, HR, operations). Progress against these actions is monitored and reported in a series of regular catch up meetings by an established cross-cutting team..</p>			
<b>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</b>	Karen Winter	Mar 2023	In Progress

**sustainable material (circular procurement)**

Meeting ACFO SPR, HFP and PM: 24th Jan 2023: research continues to be carried out to inform this project although we are still at a very early stage.

**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: 24th Jan 2023: 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: 24th Jan 2023: research work continues and a possible route to the peer review assessment would be to use the NFCC national procurement hub. This option will be followed up in mar 2023.

The CIPS Skills Gap Analysis will provide an in-depth look at the procurement teams training needs and talents. By using this tool and assessing any gaps in knowledge, identifying the strengths and benchmarking your organisation against the best in class, CIPS will help to inform future development. The analysis will be carried out by CIPS Mar 2023.

**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: 24th Jan 2023: service standards development is underway and meetings are arranged with ACFO SPR on 24th Feb 2023.

## Business Continuity

**Action****Lead****Due Date****Status**

**SPR7.2: Human Resources Team (1) Agree Business Critical Posts (2) Develop a Robust Succession Plan for all Posts (3) Identify and Develop Internal Talent for Career Progression (4) Ensure Risk Critical Tasks are Fully Documented to Enable Continuity of Services**

Karen Winter

Mar 2023

In Progress

**SPR7.3: Learning and Development Team (1) Agree Business Critical Posts (2) Develop a Robust Succession Plan for all Posts (3) Identify and Develop Internal Talent for Career Progression (4) Ensure Risk Critical Tasks are Fully Documented to Enable Continuity of Services**

Karen Winter

Mar 2023

In Progress

**SPR7.4: Organisational Assurance Services Team (1) Agree Business Critical Posts (2) Develop a Robust Succession Plan for all Posts (3) Identify and Develop Internal Talent for Career Progression (4) Ensure Risk Critical Tasks are Fully Documented to Enable Continuity of Services**

Karen Winter

Mar 2023





In Progress

**SPR7.5: Finance Team (1) Agree Business Critical Posts (2) Develop a Robust Succession Plan for all Posts (3) Identify and Develop Internal Talent for Career Progression (4) Ensure Risk Critical Tasks are Fully Documented to Enable Continuity of Services**



Karen Winter

Mar 2023

In Progress

<b>SPR7.6: Procurement Team (1) Agree Business Critical Posts (2) Develop a Robust Succession Plan for all Posts (3) Identify and Develop Internal Talent for Career Progression (4) Ensure Risk Critical Tasks are Fully Documented to Enable Continuity of Services</b>	Karen Winter	Mar 2023	In Progress 
<b>SPR7.7: ICT Team (1) Agree Business Critical Posts (2) Develop a Robust Succession Plan for all Posts (3) Identify and Develop Internal Talent for Career Progression (4) Ensure Risk Critical Tasks are Fully Documented to Enable Continuity of Services</b>	Karen Winter	Mar 2023	In Progress 
<b>SPR7.8: Estates Team (1) Agree Business Critical Posts (2) Develop a Robust Succession Plan for all Posts (3) Identify and Develop Internal Talent for Career Progression (4) Ensure Risk Critical Tasks are Fully Documented to Enable Continuity of Services</b>	Karen Winter	Mar 2023	In Progress 
<b>SPR7.9: Technical Services Team (1) Agree Business Critical Posts (2) Develop a Robust Succession Plan for all Posts (3) Identify and Develop Internal Talent for Career Progression (4) Ensure Risk Critical Tasks are Fully Documented to Enable Continuity of Services</b>	Karen Winter	Mar 2023	In Progress 

## Collaboration and Partnerships

Action	Lead	Due Date	Status
<b>ESR1.1: Develop our new 'Better Together' Collaboration and Partnership Framework, develop a rolling programme of collaboration and partnership evaluation HMICFRS Inspection Report Page 28</b>	Karen Winter	Mar 2023	Complete 
<p>The new 'Better Together' Partnership and Collaboration Framework has been developed on 'The Bridge'. This provides a one-stop portal for everything relating to the governance of partnership and collaboration. The Framework supports managers to establish, maintain, monitor review and evaluate partnerships. The Framework was presented to and approved by ELT on 23rd Jan 2023. Training on the Framework is scheduled for February and Mar ready for its launch in April 2023. Phase 2 Implementation of the Framework is now underway.</p>			
<b>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</b>	Carl Boasman	Mar 2023	In Progress 
<p>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.</p>			

## Finance

Action	Lead	Due Date	Status
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**CSP12.1: Firefighters Pension Scheme: deal with the remedy for immediate detriment**

Ian Hayton

Mar 2023

In Progress



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:

- 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.

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.

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.

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.

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.

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).

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.

<b>CSP12.5: Firefighters Pension Scheme: Deferred Choice Underpin (DCU) Part 3 – provide remedy choice from Oct 2023</b>	Ian Hayton	Mar 2023	In Progress
<p>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:</p> <ul style="list-style-type: none"> <li>• All affected members will be treated as though they were a member of the legacy scheme from 1 April 2015 to 31 March 2022.</li> <li>• All affected members will have their records updated to hold legacy and reformed details for the remedy period and eventual DCU option.</li> <li>• 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.</li> </ul>			
<b>ESR 33.1: Review Medium Term Financial Strategy including efficiencies and reserves</b>	Ian Hayton	Mar 2023	In Progress
<b>ESR 82: Develop a business contingency and efficiency plan to meet forecasted budget deficits</b>	Ian Hayton	Mar 2023	In Progress
<p>The final budget settlement, pay awards and business rates were presented to the Fire Authority on 10th Feb 2023. This led to the approval of the budget for 2023/24, a decision to increase the council tax to the £5 limit. With a more clearer picture of the finances and the associated deficits for the medium term we have now commenced a review of our Resources and Efficiency Plans which will be presented to Fire Authority in Mar 2023.</p>			
<b>ESR 87: Prepare a CSR 2022 submission to Treasury</b>	Ian Hayton	Oct 2022	Complete
<p>In May 2022 the National Fire Chiefs' Council provided a submission to Treasury on the financial issues relating to fire and rescue services to be considered within the Comprehensive Spending Review 2022. Cleveland Fire Brigade contributed to that submission. In addition the Chair of Cleveland Fire Authority and the Chief Fire Officer of Cleveland Fire Brigade wrote to all Teesside MPs in Sep 2022 setting out the Authority's financial position and seeking support for fairer funding.</p>			
<b>ESR83.1: Implement the 2022/23 Capital Programme</b>	Karen Winter	Mar 2023	In Progress
<p>Meeting ACFOSPR and SHA 13th Feb 2023: There are 35 capital projects during 2022/23. Of these, 15 are completed and a further 2 will complete before the end of this financial year. There are 11 in currently in progress which will complete in 2023/24 and 7 which have been deferred to begin in 2023/24. The 15 completed to date relate to cloud software projects, new fire appliances, specialist 4x4 vehicles, new minibus, new vans, BA compressors, hydraulic hoses, QMC training ground foam capture tank, FBT training units, and a variety of refurbishment projects at Stockton, Redcar and Skelton fire stations.</p>			
<b>ESR90.1: Achieve an unqualified opinion on the financial statements</b>	Ian Hayton	Sep 2022	Behind Schedule
<p>In accordance with the Accounts and Audit Regulations 2015, all Local Authorities are normally required to produce an annual Statement of Accounts by 31st May. These regulations have been temporarily relaxed and the deadline for 2021/22 was 31st July. The Fire Authority's draft accounts were published on the Authority's website on 24th</p>			

June and presented to Audit and Governance Committee on 26th Aug 2022.

The Financial Report presents the Authority's financial position for 2021/22 in a specified format and reflects the Outturn Strategy previously approved by the Fire Authority.

The Authority was informed by its external auditors, Mazars that their annual report would not be published by the deadline of 30th Sep 2022. The reasons for the delay are due to outstanding work relating to:

- 1. property, plant and equipment that will not be completed by Nov 2022; and
- 2. the Net Defined Benefit Liability (Pensions) that cannot be completed until assurances have been received from the Pension Fund auditor, which is a different audit firm.

The audit position has been explained to the public on the Brigade's website.

On 18th Nov 2022 Mazars explained this latest position to the Authority's Audit and Governance Committee.

<b>ESR91.1: Achieve an unqualified opinion on Value for Money</b>	Ian Hayton	Sep 2022	Behind Schedule
<p>The delays relating to the completion of the Audit relating to the Statement of Accounts 2021/22 (as explained in Project ESR90.1) have also resulted in Mazars being unable to fully provide an opinion on value for money. The draft value for money statement however, that was presented to the Audit and Governance Committee on 18th Nov 2022 gives a draft value for money opinion from Mazars based on audit work to date. This stated 'we have not identified any significant weaknesses in arrangements that require us to make a recommendation however we continue to undertake work on the Authority's arrangements.</p>			



## Climate Change

Action	Lead	Due Date	Status
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ⓘ Information only valid at the time of printing Feb. 23, 2023, 4:01 p.m.