



Internal Operating Plan 2021/22

This is Cleveland Fire Brigade's Internal Operating Plan which sets out the Authority's Improvement priorities 2021/22 that have been 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 4 Proposals and address any areas for improvement or development identified from our HMICFRS Inspection Self-Assessment and Reports 2019 and 2020.



The Priorities are set out in two types:

- Corporate i.e. strategic priorities which are public facing and included within our Service Plan 2021/22 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.

Glossary of Terms

ACFOCP	Assistant Chief Fire Officer: Community Protection
ACFSRP	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	Fire and Rescue Service
HMICFRS	Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services
NFCC	National Fire Chief's Council
NOG	National Operational Guidance

Strategic Planning Priorities

CSP1: Vision 2020 The Authority's Strategic Direction will be reviewed and a Vision for 2030 will be established		
Action	Lead	Date
CSP1.1: develop the Fire Authority's vision for 2030 Following consultation with employees and communities the Fire Authority's Vision was presented to ELT on 8th Jun 2021 and the Exec on 9 th Jul. It was approved at the CFA on 30 th July 2021 and will be included within the Corporate Plan 2022-2026.	Ian Hayton	May 2021
CSP1.2: develop the Authority's Corporate Plan 2022-2026 Taking account of the new vision and any emergency risks and opportunities the Authority's Corporate Plan 2022-2026 was presented to ELT on 8th Jun 2021 and the Exec on 9 th Jul. It was approved by CFA on 30 th July 2021 and will be published on 1 st April 2022.	Karen Winter	Jun 2021
CSP1.3: produce a document that advises of the key challenges and opportunities facing the Authority to 2030 Following an environmental scanning exercise ELT has produced a 'Changing Landscape' document that provides insight on the key issues facing the Authority to 2030. This was approved by ELT on 8th Jun 2021 and presented to the Exec on 9 th Jul and CFA on 30 th July 2021; it will be published as a foundation document that underpins the Authority's Corporate, Risk Management, People and Resources Plans for 2022-2026.	Karen Winter	May 2021
CSP1.4: produce a People Plan 2022-26 aligned to Community Risk Management Plan 2022-26 A People Plan has been developed taking cognisance of views from staff via Intranet, Health and Wellbeing Board; EDI Board and Health and Safety Committee. Representative Bodies have also been consulted. The Plan was presented to the Executive Committee on 14 th Jan 2022 and approved by the CFA on 11 th Feb 2022.	Karen Winter	Mar 2022

CSP2: The Authority's CIRMP 2022/23-2025/26/25

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

Action	Lead	Date
CSP2.1: produce the Authority's CIRMP 2022-2026 see actions below	Ian Hayton	Mar 2022
CSP2.2: evaluate effectiveness of existing prevention, protection and emergency response services A review of prevention, protection and emergency response services has been carried out by a dedicated team. The review concluded in March 2021 and the findings were presented to ELT on the 12 th April. The review identified a number of areas for consideration, which will be analysed during the configuration phase of the CIRMP development.	Carl Boasman	Apr 2021
CSP2.3: identify improvement opportunities; and determine policies and standards for delivery of community safety services Work continues on the basis of our Community Risk Profile. A Safer Homes Framework is being implemented, which underpins how we target the most vulnerable and what services we will offer. Our partner referral process has been refined to provide more targeted referrals. Service standards for prevention services are now in place.	Carl Boasman	Jun 2021
CSP2.4: allocate resources to manage the risks/deliver the services A fundamental review of fire cover was conducted over a 16-week period. The review concluded in August 2021 and Phase 1 of the review was signed off by ELT on 10 th November 2021. Phase 2 of the Fire Cover Review is now underway and this work forms part of the CRMP Delivery Plan 2022-26.	Carl Boasman	Aug 2021
CSP2.5: produce draft CIRMP 2022/23 onwards The draft CIRMP was produced, presented to and agreed by ELT on 30th Sept 2021. It was presented to Executive Committee on 8 th Oct 2021 and approved by CFA for consultation on 15 th Oct 2021.	Karen Winter	Sep 2021
CSP2.6: consult on CIRMP 2022/23 onwards The CIRMP engagement plan has been approved by ELT and presented to the Fire Authority. The consultation was launched on 29 th October 2021 and will close on 21 st January 2022. Outcomes from the consultation have been presented to ELT and the Fire Authority in Mar 2022 prior to publication.	Carl Boasman	Oct – Jan 2022
CSP2.7: set priorities and Service Plan 2022/23	Karen Winter	Mar 2022
CSP2.8: publish CIRMP 2022/23 onwards	Karen Winter	Mar 2022
CSP2.9: lead ORH Resource Configuration The Fire Cover Review was completed in August 2021 and Phase 1 was signed off by ELT on 10 th November 2021. Phase 2 of the Fire Cover Review is now underway and this work forms part of the CRMP Delivery Plan 2022-26.	Carl Boasman	Mar 2022

CSP3: Medium Term Financial Strategy

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 communities now and in the future

Action	Lead	Date
CSP3.1: undertake budget and reserve adjustments 2021/22 In line with the approved Medium Term Financial Strategy, on 1 st April 2021 the budget adjustments in relation to growth and savings were carried out by the ACFO SPR. In addition, as approved by the CFA £336k was used from reserves to support the Budget in 2021/22.	Karen Winter	Apr 2021
CSP3.2: review Efficiency Plan The efficiencies achieved and required are included within the MTFS.	Karen Winter	Jan 2022
CSP3.3: review of budget requirements Following the established budget processes, ELT approved the budget requirements for 2021/22 on 22 nd Nov 2021. These will now be used to inform our financial planning processes going forward.	Karen Winter	Oct 2021
CSP3.4: review Reserve Strategy The Authority's Reserve Strategy is included within its MTFS that was approved by the CFA on 11 th Feb 2022.	Karen Winter	Jan 2022
CSP3.5: prepare a CSR 2021 submission to the Treasury The Chief Fire Officer contributed to the NFCC CSR submission for 2021 which took account of the wider issues of the sectors financial challenges.	Karen Winter Chris Little	Oct 2021
DSP3.1: achieve an unqualified opinion on the financial statements Mazars issued an unqualified opinion on the 2020/21 financial statements on 14 th December 2021.	Karen winter	Oct 2021
DSP3.2: achieve an unqualified opinion on Value for Money Mazars reported to the Audit and Governance Committee on 25 th Jan 2022 that they had completed their audit work and that there were no significant weaknesses in the Authority's arrangements for securing economy, efficiency and effectiveness in the use of resources.	Karen Winter	Oct 2021
DSP3.3: monitor and report on costs associated with COVID-19 COVID 19 costs are monitored and reported on regularly to ELT, staff and Elected Members. HIMCFRS Inspection team acknowledges our robust arrangement in the COVID Inspection Report: Paragraph 58: 'The brigade has made robust and realistic calculations of the extra costs it has faced during the pandemic'.	Karen Winter	Mar 2022
DSP3.4: apply and monitor grant funding relating to COVID-19 COVID-19 Grants received are monitored and reported on regularly to ELT, staff and Elected Members as part of the arrangements set out in DSP3.3 above. Reports of expenditure against grants have been provided to the Home Office and NFCC on a monthly basis throughout 2020/21; this has been changed to quarterly with effect from 2021/22.	Karen Winter	Mar 2022

CSP4: Asset Management Plan

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

Action	Lead	Date
<p>CSP4.1: implement 2021/22 Asset Management Plan</p> <p>The following items within the AMP for 2021/22 are completed:</p> <ul style="list-style-type: none">• ICT: enhanced Cloud & Information Security Arrangements, rollout of new Human Resources and Rostering systems, procurement of new Asset Management system• Fleet: upgrades of specialist operational vehicles and replacement of departmental vehicles• Equipment: rollout of new structural fire helmets <p>The items below will be completed by end Mar 2022:</p> <ul style="list-style-type: none">• ICT Microsoft contract renewals• Estates: QMC training yard foam tank installation• Fleet: Delivery of new fire appliances <p>A new AMP has been developed and approved to cover the period 2022-2037.</p>	Karen Winter	Mar 2022
<p>CSP4.2: enhance AMP governance arrangements through the procurement of software and the development of the Brigade's Asset's Register</p> <p>A new Asset Management software system has been procured and project implementation started in Feb 2022. The full rollout of the project, to cover all Brigade Assets including Operational Equipment, Fleet, Estates and ICT is scheduled to complete by Dec 2022. This project is complete to date and will be carried forward into 2022/23 (ESR8).</p>	Karen Winter	Mar 2022

CSP5: Policy Changes following Brexit

The UK officially left the European Union (EU) on 31st Dec 2020 and agreed a 'deal' which contains new rules for how the UK and EU will live, work and trade together. This came into effect on 1st Jan 2021.

Action	Lead	Date
<p>CSP5.1: working with Partners in Cleveland Local Resilience Forum (CLRF) consider the risks arising from the UK's 'deal' with Europe</p> <p>To manage any potential risks associated with the new rules, CLRF formed an EU Exit Coordination Group which monitored national, regional and local developments. The Group met on an ad hoc basis, when required. CFB was represented by the SHO.</p> <p>As part of business continuity planning, department heads are periodically requested to carry out an assessment of any emerging or potential issues. Where appropriate, department business continuity plans are reviewed and control measures put in place. A summary of the potential issues is set out below:</p> <ul style="list-style-type: none">• Potential supply chain issues (fuel, goods and essential services)• Community impact (disproportionate impact on low income households)• Increase in community tensions (public disorder, hate crime)• Potential increase in illegal migration – increased vulnerability <p>At its meeting of 29 Mar 2021, ELT considered the potential issues from an internal and external perspective. After careful consideration, no significant risks were identified. Any residual risk will be managed through the normal business continuity management process. If this position changes, any emerging issues or risks will be escalated in the normal manner.</p>	<p>Carl Boasman</p>	<p>Mar 2022</p>
<p>CSP5.2: assess and implement any changes where necessary arising from the Government's paper 'Transforming Public Procurement'</p> <p>In Dec 2020 the Cabinet Office presented to Parliament a Green Paper entitled 'Transforming Public Procurement' which proposes to comprehensively streamline and simplify the complex framework of regulations that currently governs public procurement. The Cabinet Office ran a consultation on the proposals within the Paper from 15th Dec to 11th Mar 2021 and we responded via the NFCC who are providing a co-ordinated response from the Fire and Rescue sector as a whole.</p> <p>In Dec 2020 the Government published its response to the consultation. The Government's response indicates some key changes:</p> <ul style="list-style-type: none">• toughening and widening of the rules for excluding underperforming suppliers;• new measures of transparency to ensure that the public has enhanced visibility of spend;• competition rules in urgent circumstances to prevent reliance on direct awards;• Introduction of 'social value' scoring criteria in the tender evaluation process. <p>The Brigade's procurement team is well established to implement any proposed changes to the procurement regulations. The transformation journey and delivery of the objectives within the procurement strategy since late 2018 have ensured that a solid foundation is in place with a clear roadmap for continuous improvement. We will keep a watching brief for publication of new legislation and report accordingly.</p>	<p>Karen Winter</p>	<p>Mar 2022</p>

CSP6: Climate Change

Our future business operations will be reviewed to support the Government's target to cut greenhouse gas emissions, especially carbon dioxide to as close to zero as possible by 2050.

Action	Lead	Date
CSP6.1: produce a Climate Change Risk Assessment that can be considered within the Brigade's CIRMP planning arrangements Our Risk Assessment for Climate Change indicates that the existing operational risks associated with Climate Change relate to flooding and wildfires. Currently, at a local level, the frequencies of these events are low, however it is predicted that these will increase by 2030 and we must prepare and plan to respond accordingly in line with our Safety Plan. As part of our wider National Resilience arrangements we must also prepare to support other Fire and Rescue services if required. Our Community Risk Profile document has been updated to reflect Climate Change as an emerging risk.	Karen Winter	Jun 2021
CSP6.2: produce a Climate Change Strategy that links to our Safety Plan and contributes to the reduction of the risks identified in CSP6.1 above A Climate Change Strategy to address the risks identified above is on-scheduled to be completed by March 2022. In addition the Strategy will consider the Authority's wider role to reducing carbon emission from its business operations.	Karen Winter	Mar 2022

CSP7: Fire and Rescue Reform

The outcomes from the recommendations of HMICFRS State of Fire and Rescue: Annual Assessment of FRSs in England Report 2019 and 2020 will be included within our strategic planning arrangements

Action	Lead	Date
CSP7.1: influence and support the work of the Home Office by participating in any relevant consultations in relation to HMICFRS Recommendation 1 (3) regarding the role of the FRS and those who work in them See CSP7.3	Ian Hayton	Mar 2022
CSP7.2: 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 (4) regarding the reform of pay negotiations and the 'Grey Book' See CSP7.3	Ian Hayton	Mar 2022

<p>CSP7.3: influence the nature of the demarcation between those responsible for governance and operational decision making as required in HMICFRS Recommendation 3 (5) by responding to any consultations</p> <p>Strengthening fire governance remains to be an important element of the Government's fire reform White Paper "Reforming Our Fire Service", in which options to transfer governance to an executive leader, such as a mayor, will be consulted on. The latest information indicates that the 10 – 12-week consultation will be forthcoming in early 2022.</p> <p>The Government consultation will consider the role that directly elected mayors of local authorities with a county deal could have when it comes to police and fire governance. The UK Government will take steps to remove barriers to combined authority mayors taking on public safety functions. Where there are existing or planned mayoral combined authorities with coterminous boundaries to PCCs and Fire and Rescue Authorities, the UK Government will look to transfer these functions to the Mayor. For remaining MCAs, resolution to any challenges will be sought, including exploring aligning boundaries.</p> <p>All actions deferred until publication of the consultation document.</p>	<p>Ian Hayton</p>	<p>Mar 2022</p>
<p>CSP7.4: as per HMICFRS Recommendation 3 (5), 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</p> <p>See CSP7.3</p>	<p>Ian Hayton</p>	<p>Mar 2022</p>
<p>CSP7.5: consider and reflect any new code of ethics arising from HMICFRS Recommendation 4 (6) against the Brigade's existing Code of Conduct and Value and Behaviours Framework</p> <p>On 18th May 2021 the Fire Standards Board issued the new Code of Ethics Fire Standard for Fire and Rescue Services. The Fire Standard was published alongside the Core Code of Ethics which is based on the Seven Principles of Public Life, known as the Nolan Principles, but tailored to suit the fire and rescue context. The Brigade has a well-embedded values and behaviour framework in place which includes the Nolan principles and a Code of Conduct for staff. An assessment is underway to identify any improvements that can be made to existing arrangements. This is picked up in Priority CPPPIW1.1 below.</p>	<p>Ian Hayton</p>	<p>Mar 2022</p>

<p>CSP7.6: review the implications of the HMICFRS State of Fire and Rescue: Annual Assessment of FRSs in England Report 2020.</p> <p>As part of its reform agenda, the Government has introduced an independent inspection regime for FRAs in England – and the FRS they oversee. Under section 28B of the FRS Act Her Majesty’s Chief Inspector of FRS must report to the Secretary of State on the State of Fire and Rescue Services in England.</p> <p>HMICFRS State of Fire and Rescue: Annual Assessment of FRS in England 2020 Report, written by Sir Thomas Winsor the current Her Majesty’s Chief Inspector of FRS was presented to the CFA on 26th Mar 2021. It is set out in three parts.</p> <p>Part 1 contains his assessment of the state of FRSs in England based upon the inspections that have been carried out in 2020. This includes the Home Secretary’s commissions to assess how fire and rescue services are responding to the pandemic, and how the London Fire Brigade is responding to the Grenfell Tower Inquiry’s Phase 1 recommendations. It also includes the work to consider how services are responding to the causes of concern given in Round 1 of the FRS inspections.</p> <p>Part 2 is an overview of the findings from the inspection activity completed during 2020.</p> <p>Part 3 sets out the full list of fire and rescue publications in the period covered by the Report.</p> <p>The Brigade's ELT have reviewed the content of the State of Fire Report and amended/added any new actions to this Corporate Internal Operating Plan 2021/22 as appropriate.</p>	<p>Ian Hayton</p>	<p>Mar 2022</p>
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<p>CSP8: Fire and Rescue Reform</p> <p>The Government is proposing to produce a White Paper on Fire and Rescue Reform in the Spring of 2021. Actions will be developed when the document has been published and considered.</p>		
Action	Lead	Date
<p>CSP12.1: assess the implications of the Government’s ‘White Paper’ on Fire and Rescue Reform and determine future actions in this respect</p> <p>Strengthening fire governance remains to be an important element of the Government’s fire reform White Paper “Reforming Our Fire Service”, in which options to transfer governance to an executive leader, such as a mayor, will be consulted on. The latest information indicates that the 10 – 12-week consultation will be forthcoming in early 2022.</p> <p>All actions deferred until publication of the consultation document.</p>	<p>Ian Hayton</p>	<p>Mar 2022</p>

CSP9: COVID-19 Response Plan

We will protect the public from the impacts of the COVID-19 Pandemic by ensuring that: (1) our service provision remains resilient and effective; (2) we support the broader public service response to tackle the pandemic and; (3) we maintain the highest possible standards of health, safety and wellbeing of our staff.

Action	Lead	Date
<p>CSP9.1: ensure that the Authority's governance is maintained to be assured that its statutory functions, service priorities and budgetary provision are fully discharged during the pandemic.</p> <p>The Authority's governance was maintained during the pandemic to ensure that its statutory functions, service priorities and budgetary provisions were maintained. This was recognised by HMICFRS in the COVID 19 Inspection report of Cleveland Fire Brigade published in Jan 2021. Key highlights from the Report were:</p> <ul style="list-style-type: none">• Para 58: the Brigade's 'robust and realistic calculations of the extra costs it has faced during the pandemic' and 'its full understanding of the effect this will have on its previously agreed budget and anticipated savings'.• Para 73: 'Members of Cleveland Fire Authority were actively engaged in discussions with the chief fire officer on the brigade's ability to discharge its statutory functions during the pandemic'.• Summary: 'the brigade adapted and responded to the pandemic effectively by prioritising the health, safety and wellbeing of both its own staff and the community.' <p>Our governance arrangements are undertaken in full and all statutory duties are being maintained.</p>	Ian Hayton	Mar 2022
<p>CSP9.2: in line with good governance, the Brigade has developed and implemented a Pandemic Flu Plan and a bespoke COVID-19 Business Continuity Plan. Maintain preparedness activity and ensure that the plans are reviewed and remain effective against a changing landscape</p> <p>The Brigade was inspected by HMICFRS in November 2020, with a specific focus on its pandemic flu plan and business continuity arrangements. The findings confirmed that in line with good governance, the Brigade had a pandemic flu plan and business continuity plans in place, which were in date.</p> <p>The inspection also recognised that the Brigade adapted and responded to the pandemic effectively by prioritising the health, safety and wellbeing of both its own staff and the community, whilst delivering its core statutory functions.</p> <p>A suite of business continuity plans are in place, including a bespoke Covid-19 pandemic flu plan. In addition, a recovery plan has been developed. A testing and review plan is in place to maintain preparedness in this area.</p>	Carl Boasman	Mar 2022
<p>CSP9.3: adopt a risk-based approach to the maintenance of the core statutory functions</p> <p>A review of safer homes prevention work, including how we target our most vulnerable people has been undertaken. A revised process has been implemented which includes improvements to partnership referrals. A revised Risk Based Inspection Programme (RBIP) has been implemented, which targets our business safety resources at our buildings most at risk. Throughout the Covid-19 pandemic, a risk based approach to the delivery of core statutory functions has been maintained.</p>	Carl Boasman	Mar 2022

<p>CSP9.4: maintain the health, safety and wellbeing of all staff to the highest possible standards</p> <p>One of our strategic intentions during the planning and response stages of the COVID pandemic related to maintaining the health, safety and wellbeing of our staff thereby giving a real commitment from the top on these important areas.</p> <p>With health, safety and wellbeing being part of the fabric of our very existence as captured within our values we were able to quickly adapt and build upon our existing excellent arrangements including, for example:</p> <ul style="list-style-type: none"> ✓ early establishment of 'COVID Secure Workplace' arrangements e.g. locking down locations and isolating staff to limit potential for spread of infection contributed to very low sickness absence and high levels of availability to respond ✓ the development and agreement of risk assessments and safe working practices with Representative bodies ✓ collaboration on the procurement of PPE across sectors, to ensure the efficiency of suppliers ✓ access to professional occupational health services ✓ sector specific guidance and advice on control measures including PPE ✓ provision of 'Safe Working during COVID' guidance document and e-learning package ✓ introduction of wellbeing conversations and risk estimator tool ✓ undertaking of people impact assessments ✓ flu vaccination vouchers for all staff ✓ provision of mental health training ✓ advice and support on financial hardship <p><u>Outcomes from our COVID Inspection 2020</u></p> <p>Summary: 'the brigade adapted and responded to the pandemic effectively by prioritising the health, safety and wellbeing of both its own staff and the community'.</p> <p>Paragraph 34: 'Staff wellbeing was a clear priority for senior leaders during the pandemic. They actively promoted wellbeing services and encouraged staff to discuss any worries they had'.</p> <p>Paragraph 39: 'The brigade assessed the risks of new work to make sure its staff had the skills and equipment needed to work safely and effectively'.</p>	<p>Karen Winter</p>	<p>Mar 2022</p>
<p>CSP9.5: in conjunction with the Local Resilience Forum and/or Local Strategic Outbreak Boards, we will protect our communities by carrying out additional activities, beyond our core role, to support other local blue light services and other public service providers</p> <p>We continue to support partners in the LRF through chairing the Tactical Coordination Group (TCG), vaccination support, marshalling at vaccination centres and delivery of essential items. The Brigade has also developed a formal agreement to provide ambulance drivers to the North East Ambulance Service, in support of their business continuity plans.</p>	<p>Carl Boasman</p>	<p>Mar 2022</p>

<p>CSP9.6: lessons learnt from the COVID-19 response are gathered, shared and acted upon, where appropriate</p> <p>The Brigade has well embedded arrangements to ensure that we continue to learn from our experiences, from others and from major events; these are co-ordinated through our organisational assurance team.</p> <p>Therefore learning lessons from the way in which we handled the Pandemic was a natural part of our arrangements. We have produced two 'Lessons Learnt' Reports covering the specific areas of:</p> <ul style="list-style-type: none"> • Plans, procedures and information • Governance Arrangements • People: Health & Safety • People: Ways of Working • People: Health & Wellbeing • Statutory Functions: Prevention, Protection & Response • Communications • Resources (equipment, financial etc.) • Data reporting • Partnership Working <p>Any agreed improvements have been shared with ELT, managers and staff and either added to this Internal Operating Plan or to Departmental Delivery Plans.</p>	<p>Karen Winter</p>	<p>Mar 2022</p>
<p>CSP9.7: in considering recovery we will align to the Emergency Response and Recovery Non statutory guidance accompanying the Civil Contingencies Act 2004</p> <p>On 15 March 2021, the Brigade formally entered the recovery phase of the Covid-19 pandemic. In line with the above guidance, the strategic objectives of the recovery group are:</p> <ol style="list-style-type: none"> Ensure an integrated approach to recovery across all functional areas Minimise the period of time between disruption and restoration Ensure a seamless handover of leadership from response to recovery Provide a plan for recovery in the short, medium and long term Plan for a possible resurgence of Covid 19 <p>A bespoke recovery plan has been developed on the basis of the relevant guidance and will be periodically reviewed.</p> <p>Effective recovery arrangements remain in place and are continually reviewed.</p>	<p>Carl Boasman</p>	<p>Mar 2022</p>

CSP10: COVID-19 Response Improvement Plan

The COVID-19 Response Improvement Plan builds upon the findings of the CFB self-assessed lessons learnt study; the NFCC Key learning study and the HMICFRS COVID-19 Inspection Report. The Plan will improve the resilience, effectiveness and efficiency of the Fire Authority's response to the COVID-19 pandemic crisis and provide a springboard for lasting reform and modernisation

Action	Lead	Date
<p>CSP10.1: evaluate and develop new and innovative ways of working introduced during the pandemic (COVID 19 inspection Para 11a)</p> <p>During the Pandemic we took a risk based approach to delivering services supported by new and innovative ways of working including, for example,</p> <ul style="list-style-type: none">• further enhancing our home safety assessments with Partners, to create an integrated Safer Homes Assessment that can be delivered face-to-face in peoples' homes, over the telephone, and virtually• creating an on-line Safer Homes self-assessment tool• improving the referral system for Safer Homes Visits by providing better access for station personnel to the Community Safety System through the introduction of digital tablets• developing our systems for recording Statutory Notices through the implementation of an on-line register which is accessible through the Fire Safety Business pages of the Brigades website• increasing accessibility to our services through the use of digital technology for example, electronic translator facility and the introduction of a virtual platforms	Ian Hayton	Mar 2022
<p>CSP10.2: ensure whole-time fire-fighters are fully productive, while minimising the risk of them contracting or spreading the virus (COVID 19 inspection Para 11c)</p> <p>In November 2020, the Brigade was 'virtually' inspected by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) as part of an inspection programme to determine how well the Fire & Rescue Service was responding to the pandemic in terms of service delivery and the safety and wellbeing of staff and their local communities. Its subsequent report acknowledged that Cleveland Fire Brigade had continued to deliver its statutory functions and had responded to the pandemic effectively by prioritising the health, safety, and wellbeing of both our own staff and our community.</p> <p>The health and safety of our staff has continued to be paramount as clearly evidenced within our Strategic Intentions, and Trade Union Representatives acting in a pragmatic and supportive manner, including the joint development of risk assessments and safe working practices.</p> <p>From a productivity perspective, our response to emergency incidents remained unchanged as were the control measures for PPE, hygiene, equipment, and vehicle cleaning routines. Training and maintenance of operational competence was undertaken with BA and incident command training continuing to be delivered as part of the annual programme of maintenance of competence. Our prevention and protection continued with our risk-based approach, with only very high-risk interventions continuing on a face to face basis.</p> <p>Throughout the pandemic, we sustained the fourth highest rate of Safer Homes Visits in the country (more than three times the national average), and the second highest rate of business safety audits at more than four times the national average.</p>	Ian Hayton	Mar 2022

<p>CSP10.3: evaluate the activities undertaken to support our partner organisations and assess the continuation of those services (COVID 19 inspection Para 53)</p> <p>Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) COVID-19 Inspection Report noted that that not only could we respond to emergencies and deliver essential prevention and protection services but were 'ready, willing and able' to take on a greater role in the community by supporting other blue light services and partner agencies.</p> <p>As a valued and trusted partner, the Brigade and its staff delivered a broader support role most notably in helping vulnerable people with essential supplies; supporting the NHS in the delivery of PPE and essential medical supplies; supporting mass testing; providing emergency ambulance drivers to NEAS; and being instrumental in the delivery of the NE vaccination Programme.</p>	<p>Ian Hayton</p>	<p>Mar 2022</p>
<p>CSP10.4: consider the adaptation of flexible working arrangements to make sure that we have the right provisions to support a modern workforce (COVID 19 inspection Para 63)</p> <p>Home working is included in our Flexible Working Policy. During Covid-19 we realised that this way of working was fundamental to the continued delivery of both our community safety and enabling services and became the prominent way of working especially for Green Book staff. Reflecting on our COVID-19 experiences and considering the views of our staff, we have revisited our home working arrangements and established criteria to allow more of our staff to adopt this way of working on a more permanent basis for the benefits of both the organisation and the individual.</p>	<p>Karen Winter</p>	<p>Mar 2022</p>

CSP11: HMICFRS Inspection

Our HMICFRS Inspection preparations will ensure no surprises

Action	Lead	Date
CSP11.1: scope out CFB's self-assessment format and activity A template has been developed to ensure the Brigade's self-assessment remains up to date; this is housed on the Brigade's business platform. A programme of self-assessment activity has been scheduled and work will commence in line with this from Jul 2021.	Karen Winter	Apr 2021
CSP11.2: undertake a gap analysis on 'HMICFRS document request' template A Gap Analysis was undertaken against the HMICFRS document request' template in Apr and was discussed and agreed at ELT on 27 th April 2021. The analysis will be used to monitor document completion going forward.	Karen Winter	Apr 2021
CSP11.3: establish a Communications and Marketing Plan for CFB's Inspection A plan has been developed and was agreed at ELT in April 2021. The plan will continue to develop as the inspection schedule is confirmed.	Carl Boasman	Apr 2021
CSP11.4: programme of self-assessment activity Assessment activity completed Dec 2021 and outcomes informed the Self-Assessment to be submitted in Feb 2022	Karen Winter	Dec 2021
CSP11.5: complete self-assessment Self-Assessment completed and approved by ELT on 31 st Jan 2022; and Executive Committee 4 th Mar 2022. Self-Assessment submitted to HMICFRS by due date 7 th Feb 2022	Karen Winter	Feb 2022
CSP11.6: complete and submit HMICFRS 'Document Request' template Document Request template and associated documents submitted to HMICFRS by due date 7 th Feb 2022	Karen Winter	Feb 2022
CSP11.7: prepare Strategic Brief presentation	Karen Winter	Mar 2022
CSP11.8: prepare fieldwork inspection arrangements	Karen Winter	Mar 2022

CSP12: Pension Reform

Pension Reform and remedies as a result of outcomes from significant litigation claims relating to age discrimination and the less favourable treatment of part-time workers

Action	Lead	Date
Age Discrimination		
<p>CSP12.1: deal with the remedy for the immediate detriment cases</p> <p>In 2015, the Government introduced changes to firefighters' pension entitlements. The effect of the changes (implemented under the Firefighters' Pension Scheme (England) Regulations 2014 (the 2015 Scheme)) for members of the 1992 Scheme was that:</p> <ul style="list-style-type: none"> • active members of the FPS 1992 Scheme born after 2 April 1971 (born after 2 April 1976 for NFPS 2006 active members) were moved to the 2015 Scheme with effect from 1 April 2015; • active members of the 1992 Scheme who were born between 2 April 1967 and 2 April 1971 (born between 2 April 1972 and 2 April 1976 for NFPS 2006 active members) were moved to the 2015 Scheme on an age-related date specified in Schedule 2 to the 2014 Regulations; and • active members of the 1992 Scheme who were born before 1 April 1967 (born before 1 April 1972 for NFPS 2006 active members) were allowed to remain in the 1992 Scheme. <p>In 2018, the Court of Appeal ruled that the transitional protection element of the 2015 public service pension reforms constituted unlawful age discrimination in the Firefighters' Pension Schemes. The Government stated that it respects the decision and has confirmed its intention to address the discrimination in two parts.</p> <ol style="list-style-type: none"> 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. For benefits built up during the period of discrimination, 1 April 2015 to 31 March 2022, unprotected and taper members will be credited with final salary build-up in their original legacy scheme. At retirement, all members will be able to keep their legacy final salary benefits or choose to receive the 2015 scheme benefits that they would have built up in the same period. <p>Whilst we expect that transferring remaining members into the 2015 scheme at 1 April 2022 will be relatively straightforward, the conversion of 2015 scheme benefits into final salary will involve complex administrative processes with adjustments of pay, contributions, tax relief, and pension tax liabilities.</p> <p>The Home Office has published updated guidance (10 June 2021), which confirms that the power to calculate and pay pension entitlements under the legacy schemes is through the application of Section 61 of the Equality Act 2010. That provision means that these individuals have the right to be treated as though they have been in service in their legacy scheme since 1 April 2015. However, the revised guidance only aims to offer a pathway towards paying immediate detriment payments for those whose benefits are not already in payment (prospective cases).</p>	Ian Hayton	Mar 2022

<p>The status of the revised guidance is still labelled as ‘informal’, and caveated that: <i>‘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.’</i></p> <p>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.</p> <p>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.</p> <p>Being mindful of the Court of Appeal interim order and the Home Office guidance, the CFA has:</p> <ul style="list-style-type: none"> 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. 		
<p>CSP12.2: transfer all members to FPS 2015 at 1 April 2022</p> <p>Upon the implementation of primary legislation, from 1 April 2022 legacy schemes (FPS 1992 & NFPS 2006) will close and all remaining members of the legacy schemes will be moved to the reformed scheme (2015 Scheme). Our Pension Administrators, XPS, will work with the software provider to assist in the upgrades required to change membership when time and legislation allows and will oversee this change.</p>	<p>Ian Hayton</p>	<p>Mar 2022</p>

<p>CSP12.3: Deferred Choice Underpin (DCU) Part 1 - implement</p> <p>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:</p> <ul style="list-style-type: none"> • 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 	<p>Ian Hayton</p>	<p>Oct 2023</p>
<p>CSP12.4: Deferred Choice Underpin (DCU) Part 2 - maintenance of CARE underpinned records from April 2015</p> <p>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:</p> <ul style="list-style-type: none"> • 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. 	<p>Ian Hayton</p>	<p>Mar 2022</p>

<p>CSP12.5: Deferred Choice Underpin (DCU) Part 3 – provide remedy choice from Oct 2023</p> <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"> • All affected members will be treated as though they were a member of the legacy scheme from 1 April 2015 to 31 March 2022. • All affected members will have their records updated to hold legacy and reformed details for the remedy period and eventual DCU option. • The exercise of revisiting historical retirements, deceased members, transfers and pension sharing cases will commence to retrospectively offer remedy and DCU for those members already in receipt of their pension or those with an entitlement. 	<p>Ian Hayton</p>	<p>Mar 2023</p>
<p>Matthews & Others v Kent & Medway Towns Fire Authority & Others</p>		
<p>CSP12.6: Monitor Progress of the legal case outcomes and consider next steps</p> <p>Negotiations taking place with the Home Office, FBU and the FRAs nationally to bring final settlement to the pensions' aspects of the Employment Tribunal claims brought on behalf of RDS members under the Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000 ('PTWR').</p> <p>Those negotiations are continuing. No further progress.</p>	<p>Ian Hayton</p>	<p>Mar 2022</p>

<p>DSP2: Our business continuity arrangements will be reviewed to ensure robust service delivery</p>		
<p>Action</p>	<p>Lead</p>	<p>Date</p>
<p>DSP2.1: implement Business Continuity Plan programme and continue testing</p> <p>In 2020/21 a review of business continuity plans was undertaken and a three year programme of testing was implemented. The majority of business continuity plans for 2021/22 were tested and reviewed, with action plans in place for improvement where necessary.</p> <p>Work scheduled for 22/23 includes:</p> <ul style="list-style-type: none"> • reformatting all plans into a single, digitally enabled format • reviewing a the range of reasonably foreseeable event plans • incorporating continual learning from the Covid-19 pandemic • delivery of business continuity training to all managers involved in the process • embedding revised arrangements 	<p>Carl Boasman</p>	<p>Mar 2022</p>

DSP3: Key Document Framework

Key documents and policies support the best decision making

Action	Lead	Date
DSP3.1: review Anti-Bullying and Harassment Policy and Procedure The Anti-Bullying and Harassment Policy has been reviewed and has had a title change to Dignity at Work to reflect our positive approach of maintaining a positive workplace culture that is free from bullying, harassment and victimisation, where all staff are considerate of each other and treat each other with respect. The Policy statement, roles and responsibilities still reflect the original policy and have been update only to reflect role title changes and formatting. A procedure implements the Policy; this too has been updated and continues to support staff through the adoption of a more timely and effective approach to resolution of bullying and harassment; this includes interventions to aid informal resolution as appropriate e.g. the use of mediation. In addition, where actions require an escalation to a more formal resolution the revised procedure proposes that this will progress through the utilisation of the discipline policy rather than the grievance policy, as dignity at work is about conduct and behaviour. This will also reduce timescales to resolutions by elimination the duplication of investigation. The Policy was approved by the Executive Committee on 21 st Jan 2022.	Karen Winter	Jan 2022
DSP3.2: review Grievance Policy and Procedure The Grievance Policy and Procedure has been revised in line with the Brigade's Key Document Framework. It has been refreshed to the Brigade's new format; been given a greater focus on informal resolution with line manager where possible; and been changed to remove concerns relating to Bullying and Harassment as these reference conduct and behaviour and are covered under 'Dignity at Work' and the Discipline Policies. The Policy now includes documentation for the reporting of the grievance and its outcome; and timeframes for the whole of the grievance process. The Policy was approved by the Executive Committee on 4 th Mar 2022.	Karen Winter	Jan 2022
DSP3.2a) review Grievance Procedure to ensure the fairness and consistency of informal resolutions or learn from any trends (HMICFRS) As set out above the Grievance Policy and Procedure has been revised in line with the Brigade's Key Document Framework. This encompasses improvements relating to informal resolutions. HR practices have been put in place to support the recording of informal resolutions.	Karen Winter	Jan 2022
DSP3.3: review Discipline Policy and Procedure	Karen Winter	Mar 2022
DSP3.6: review key document framework guidance The Key Document Framework guidance has been reviewed and no significant amends have been made; the document has been updated to incorporate our new branding.	Karen Winter	Mar 2021

DSP3.7: review Continued Professional Development Scheme : Grey Book Employees Procedure Continuous Professional Development Scheme: Grey Book Employees Procedure was reviewed in March 2021 with minor amendments relating to employees on both whole-time and retained duty system contracts. This was approved on 29 th March 2021 and the Key Document Framework has been updated accordingly.	Karen Winter	June 2021
DSP3.8: review Health and Wellbeing Framework The Health and Wellbeing Framework content remains the same being built on the principles of promote, prevent, detect and support; and treat and recover. It has been refreshed in terms of design to reflect the colours and format of the new People Plan.	Karen Winter	Dec 2021
DSP3.9: review Leadership and Management Strategy The Leadership and Management Strategy has been reviewed and is now included within the People Plan 2022-2026	Karen Winter	Mar 2022
DSP3.10 review Pay Protection Policy The Pay Protection Policy was reviewed by the ACFO SPR in Dec 2021. No amendments are proposed to existing Policy. ELT were notified on 10 th Feb 2022.	Karen Winter	Dec 2021
DSP3.11: review Reward and Recognition Policy	Karen Winter	Mar 2022
DSP3.12: Safeguarding Children and Young People Policy This policy has been reviewed.	Carl Boasman	Mar 2022
DSP3.14: review ICT Strategy The ICT Strategy has been reviewed and a wider Digital Transformation has been approved by ELT in Jan 2021 and will be included in the CFA's Resource Plan	Karen Winter	Apr 2022
DSP3.15: review Health and Safety Strategy The current strategy was reviewed and approved by ELT in May 2021. A new strategy for 2022–26 is now in place as part of the People Plan, prioritising the following areas: <ul style="list-style-type: none"> • Compliance • Culture • Competence • Communication • Controls • Workforce health and wellbeing 	Carl Boasman	Apr 2021
DSP3.16: review Staff Suggestion Scheme	Karen Winter	Mar 2022
DSP3.17: review Special Leave Policy	Karen Winter	Mar 2022

<p>DSP3.18: review re-employment following retirement policy</p> <p>This policy has been fundamentally reviewed and is now called 'Re-engagement after Retirement' Policy and Procedure. It reflects two circumstances:</p> <ul style="list-style-type: none"> • Re-employment - retired employees will be eligible to apply for vacancies, through an open recruitment process, provided the role is fundamentally different from the post from which they retired. • Re-appointment - on occasions when it would be in the interests of public safety and/or efficiency, the Authority will permit retired employees to be temporarily re-appointed into the role they were undertaking prior to their retirement. <p>The policy was reviewed by ELT on 29th Jun 2021 and approved by the Executive Committee on 9th July 2021.</p>	Karen Winter	July 2021
<p>DSP3.19: review work placement policy</p> <p>The current Work Placement Policy has been reviewed. Following discussions with the CFO on 23rd Mar 2021 it was agreed that, as this was an initiative, a future policy is not required and an HR procedure was sufficient. The Key Document Framework has been amended to reflect this decision.</p>	Karen Winter	Apr 2021
<p>DSP3.20: review career break policy and procedure</p>	Karen Winter	Mar 2022
<p>DSP3.28: review fire safety enforcement policy</p> <p>This policy has been reviewed.</p>	Carl Boasman	Aug 2021
<p>DSP3.29: review fire safety general standards</p> <p>Completed.</p>	Carl Boasman	Mar 2022

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 fire-fighters and specialist protection staff

This project began in 2020/21. On 26th May 2020 ELT approved the adoption of the National Fire Chiefs' Council Competency Framework for Business Fire Safety Regulators. It was acknowledged that the requirements of the Framework would take up to eighteen months to achieve. It was also agreed that support for implementation would be provided through the Brigade's Organisational Assurance team and that a Peer Review would be considered after implementation.

Action	Lead	Date
CSSC1.1: complete the implement of the new professional standards for business safety The competence framework has been adopted and implemented and four new posts have been recruited for and filled. Existing role profiles have been revised to incorporate the new professional framework. Periodic progress reports are provided to ELT.	Carl Boasman	Dec 2021
CSSC1.2: implement Year 2 of the competence framework for our fire-fighters and specialist protection staff This work continues in conjunction with CSSC1.1.	Carl Boasman	Dec 2021

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

Action	Lead	Date
CSSC2.1: implement the Brigade's new risk based inspection programme A revised risk based inspection programme was approved by ELT in 2020, subject to some minor refinements. The final inspection schedule was approved in October 2021. The revised risk based inspection programme will be implemented from 1 st April 2022 and covers a four year period. The programme gives a commitment to inspect all buildings in the very high, high and medium risk categories during this period.	Carl Boasman	Jun 2021
CSSC2.2: evaluate the Brigade's risk based inspection programme to ensure efficiency and effectiveness including the Brigade's capacity to meet our duty to enforce under the Regulatory Reform (Fire Safety) Order 2005 This will be completed in June 2023.	Carl Boasman	Jun 2022

CSSC3: Arson Reduction

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

Action	Lead	Date
CSSC3.1: implement years 1 and 2 of our Arson Reduction Strategy The approved arson reduction strategy is in place and an action plan for delivery is currently in progress. A key element of the strategy is working within district based Safer Partnerships, which is being led by local Station Managers. Work will continue into 2022/23.	Carl Boasman	Mar 2022
DSSC3.1: support the production of research into the levels of arson within the North East by Durham and Newcastle Universities through the provision of information This project aims to measure the consistency and agreement in the recording of deliberate outdoor fires, within and between fire and rescue services. It is expected that eight services will be involved within the study, four based within the North East, and four services outside of the region. The project is currently in the research phase and is anticipated to continue into 2022/23.	Carl Boasman	Mar 2022

CSSC4: Fire Safety Focussed on the Most Vulnerable People

Fire safety activity will be enhanced to focus on those most vulnerable people in our communities

Action	Lead	Date
CSSC4.2: review the prevention targeting methodology for allocating resources to risk and re-design the service offer to communities Work continues on the basis of our Community Risk Profile. Updated risk information has been provided to staff, which will be used to target those most vulnerable through specific station plans. A key focus of this work is community engagement and this is being developed through local links with vulnerable groups. A Prevention Framework is in place, which sets out how we target the most vulnerable and what services we will offer. A dedicated Safer Homes Steering Group has been established and our Partner referral process has been refined to provide more targeted referrals. An online facility for safer home self-assessments has been implemented on our website and is generating referrals from digitally connected community. We have introduced a telephone assessment process for those who are not digitally connected. A paper based self-assessment is under development for any household to complete when we cannot gain access. Analysis of the causal factors that impact on the likelihood and severity of accidental dwelling fires is being developed, which will further inform our targeting methodology.	Carl Boasman	Dec 2021
DSSC4.1: support the DCP in the review of the prevention targeting methodology for allocating resources to risk Risk and Performance team supplied data to inform targeting methodology.	Karen Winter	Mar 2022

CSSC5: Grenfell Tower Inquiry

On 15th Jun 2017 the Prime Minister announced a public Inquiry into the fire at Grenfell Tower on the night of 14 Jun 2017. The Grenfell Tower Inquiry will examine the circumstances leading up to and surrounding the fire. Sir Martin Moore-Bick was appointed as the Chairman of the Inquiry which is set out in two Phases. Phase 1 focuses on the factual narrative of the events on the night of 14 June 2017 and Phase 2 examines the causes of these events, including how Grenfell Tower came to be in a condition which allowed the fire to spread in the way identified by Phase 1.

Action	Lead	Date
<p>CSSC5.1: implement the Brigade's Grenfell Tower Action Plan established in response to the recommendations contained within the Grenfell Inquiry Phase 1 Report published in Oct 2019</p> <p>A dedicated task group is chaired by the ACFO CP. A comprehensive action plan is in place, which is complemented by a prioritised delivery plan. The prioritised delivery plan was approved by ELT on 8th June 2021 and the appropriate resources allocated.</p> <p>Completed actions to date include a number of revised operational procedures for high rise incidents, training for fire engineering staff and the purchase of additional equipment, including smoke escape hoods.</p> <p>During 22/23, broader work will be completed, which will include the development of an electronic command system, linked to our command and control system and the implementation of national policies and procedures when made available.</p>	<p>Carl Boasman</p>	<p>Mar 2022</p>
<p>CSSC5.2: allocate grant funding to progressing the Brigade's Grenfell Tower Action Plan and monitor expenditure</p> <p>Grants received are allocated against the above mentioned prioritised Grenfell action plan. This is done by the ACFO SPR and Treasurer to ensure the expenditure meets the criteria for spending the grant.</p> <p>Grants are recorded, monitored and reported to the Brigade's ELT Finance meeting on a bi-monthly basis. Reports on expenditure against grants are also provided to the Home Office and the NFCC Protection Board on a quarterly basis.</p>	<p>Karen Winter</p>	<p>Mar 2022</p>

DSSC1: Unwanted Fire Signal (UWFS) Strategy

Our Unwanted Fire Signal (UWFS) Strategy will ensure the most efficient use of resources

Action	Lead	Date
DSSC1.1: implement cost recovery model in relation to our Unwanted Fire Signal Strategy Following approval by the Authority, Cost recovery arrangements took effect on 1 April 2021. Prior to the new arrangements being put in place, engagement with business owners took place, which included letters and the use of social media.	Carl Boasman	Apr 2021
DSSC1.2: evaluate the 24hr operating model (pilot) The pilot scheme of call challenging was introduced on 1 st September 2020 and ran until 31 st March 2021. The pilot scheme has been evaluated and a report with recommendations will be provided to ELT Policy in June 2021. In summary, the implementation of 24 hour call challenging as a pilot scheme has resulted in a significant reduction in attendances at AFAs during the reference period. It is concluded that the pilot has been successful in ensuring the most efficient use of our resources, in accordance with our current strategy. The following recommendations are made: <ul style="list-style-type: none"> • A report and recommendation for approval to be prepared for CFA • UwFS strategy and associated procedures will be updated to reflect the 24 hour period operating model and the Key Document Framework updated • Internal and external communications will be issued, communicating the outcome of the trial and the adoption of the 24 hour operating model 	Carl Boasman	Jun 2021

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

Action	Lead	Date
DSSC3.1: review our specialist capability re line rescue including bariatric lifts and body recovery This review was presented to ELT on 29 March 2021. Following careful consideration, ELT approved a recommendation to provide enhanced Line Rescue and Bariatric capability at Coulby Newham and Middlesbrough Fire Stations. The revised arrangements are currently being implemented.	Carl Boasman	Apr 2021

DSSC4: Operational Policies and Guidance

Our operational policies and guidance will reflect best practice

Action	Lead	Date
DSSC4.1: continue to implement National Operational Guidance Programme Fully implemented eight pieces of NOG include ing Major Incidents and Fires in Tall Buildings.	Karen Winter	Mar 2022

DSSC5: Community Safety Strategy

Our prevention, protection and emergency response services will continue to make a positive difference to the safety of our communities

Action	Lead	Date
DSSC5.1: implement Year 3 actions within our Community Safety Strategy Completed.	Carl Boasman	Mar 2022
DSSC5.2: evaluate and develop the efficiency and effectiveness of the 'Prevention at Home' on-line tools (COVID Inspection Report Paras 7 and 27) Completed.	Carl Boasman	Mar 2022
DSSC5.3: evaluate and develop the efficiency and effectiveness of the 'Protection for Business' on-line tools (COVID Inspection Report Paras 7 and 27) Completed.	Carl Boasman	Mar 2022

Efficient Use of Resources Priorities**CUOR1: Governance of Collaboration and Partnership Working**

A collaboration and partnership framework will strengthen the governance and benefit realisation of partnership and collaborative arrangements

Action	Lead	Date
CUOR1.1: develop a collaboration and partnership framework We have developed our 'Better Together' Collaboration and Partnership Framework which is geared towards enhancing our governance arrangements for the management and monitoring of collaborations and partnerships. The Framework sets out our commitment to working in collaboration and to better evidencing the benefits of working in this way. This work has included the compilation of a more comprehensive Partnership Register. The new Framework will be housed on 'The Bridge' and ownership will lie with the Senior Head of Prevention and Engagement.	Karen Winter	Dec 2021
CUOR1.2: implement the collaboration and partnership framework The Framework will be implemented and populated in 2022/23 and a rolling programme of collaboration and partnerships will be evaluated (ESR 28).	Karen Winter	Mar 2023

CUOR2: Collaboration and Partnership Working

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

Action	Lead	Date
<p>CUOR2.1: explore collaboration opportunities with other regional fire and rescue services for the provision of Special Appliances, Services and Capabilities</p> <p>This is in progress and the four regional Fire and rescue Services meet every two months as part of the Strategic Operational Regional Response Group. Collaboration opportunities are kept under constant review, which includes the provision of mutual aid under 13/16 agreements under the Fire and Rescue Services Act 2004. A recent project around potential collaboration between fire controls in County Durham and Darlington Fire and Rescue Service was approved by the Executive Committee of the Fire Authority in September 2021. This work is currently at the scoping stage.</p>	Carl Boasman	Mar 2022

CUOR3: The optimum use of human resources will be realised through improved staff productivity

Action	Lead	Date
<p>CUOR3.1: explore opportunities to increase capacity through a review of fire-fighter productivity</p> <p>A review of the productivity metrics has been completed and now aligns to new procedures around operational intelligence gathering, safer homes visits and business fire safety work.</p> <p>On 1 April 2021, a capacity and productivity monitoring tool was implemented, which will facilitate accurate recording and reporting in this area. This will be monitored periodically and reported back to ELT as data becomes available.</p> <p>This work continues into 2022/23.</p>	Carl Boasman	Mar 2022
<p>CUOUR3.2: align productivity to budget spend</p> <p>The Brigade's budget is reported as a best value model, this aligns the budget requirement to five sections of the Brigade (Fire Control, Emergency Response, Prevention and Protection, Infrastructure & Support Services and Democratic Services).</p> <p>Over the years there has been a shift in the time spent by our operational staff to deliver more prevention activity and the Brigade has captured station productivity data which has allowed us to align the budget to this activity. There is a measurable shift since 19/20 (88% ER 12% prevention) to 22/23 (80% ER 20% prevention).</p> <p>2022/23 will see the launch of Version 2 of the App. which is used to collect the data from operational staff, this will better ensure the quality and validity of the data captured and hence the costings. 2020/21 also saw the introduction of the allocation of Area Manager costs (at a basic level) being allocated to their various functions, giving greater accuracy to the costs associated with each function.</p>	Karen Winter	Mar 2022

CUOR4: Ways of Working

Workforce patterns will be improved to increase productivity and appliance availability

Action	Lead	Date
CUOR4.1: review Operational Whole-time Duty System A review of the whole-time duty system completed in 2021 resulted in the identification of a more productive duty system and a change proposal to modify the existing system was approved by ELT in Aug 2021 for presentation to staff and consultation with the FBU. Subsequently meetings were held with the FBU which further developed the change proposal and a formal consultation took place in Dec 2021. The day-shift duration was a major obstacle to reaching a final agreement and implementation of the proposal has been paused to allow for a period of reconsideration. The existing whole-time duty system is continuing into 2022 with necessary adjustments to ensure that efficiency and productivity improvements are achieved. Further work will continue once further proposals have been developed.	Carl Boasman	Aug 2021
CUOR4.2: review Flexi Duty System Due to staff changeovers and COVID-19 pressures this project has been re-prioritised into 2022/23 and will be picked up under Project SSC 40.	Carl Boasman	Mar 2022
CUOR4.3: review Retained Duty System This review was presented to ELT on 16 September 2021. The review covered the following areas in detail: <ul style="list-style-type: none">• Recruitment and Retention• Application and selection• Training and development• Competency and Skills• Working Patterns and roster systems• Delivery of prevention work• Administrative Support to On-Call stations• Contracts of employment• Work Routines/ Administration• Employer engagement• Rewards Schemes A total of 23 recommendations were made, which are being developed into a delivery plan. It is expected that this delivery plan will span period of three years and will be incorporated into the 2022 – 26 CRMP.	Carl Boasman	Aug 2021

CUOR5: Enabling Services

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

Action	Lead	Date
CUOR5.1: review the Brigade's Insurance Services Following a desk top audit of our existing Insurance Programme by an Independent Insurance Broker, we approached the market with a tender insurance specification which reflects our current requirements. Our procurement route was through the Yorkshire Purchasing Organisation Framework. On the 21 st Jan 2022 the CFA Executive Committee awarded the contract for Insurance Cover and Claims Handling to Zurich Municipal.	Karen Winter	Mar 2022
CUOR5.3: review the Brigade's Financial Management Services The Brigade has a Service Level Agreement with Hartlepool Borough Council and an in-house team that currently deliver this service. It includes: Payroll, internal audit, income collection, payment of accounts; accounting and financial management; VAT and tax accounting; levying of precepts; cash flow management; Treasury management and financial advice services. The existing contract expires in Mar 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 with extreme urgency which would be permitted 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 for contract extensions under regulation 72 as a result of delayed sourcing activity during these exceptional circumstances. This was the case in relation to the Brigade's provision of 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 for the financial services SLA with HBC to 31/03/2024. In preparation for the contract expiry a baseline review and options appraisal will take place in 2022/23.	Karen Winter	Jan 2022
CUOR5.4: review the Brigade's Admin Services A baseline review has been completed and is being considered by the ACFO SPR. Once the baseline has been agreed efficiencies will be identified. This project will continue into 2022/23.	Karen Winter	Mar 2022
CUOR5.5: review the Brigade's Communication and Engagement Services This review is in progress and a report with options was presented to ELT in March 2022.	Carl Boasman	Aug 2021

<p>CUOR5.6: review the Brigade's Democratic Services</p> <p>The Fire Authority was established in 1995 in line with the Cleveland Fire Service Combination Order 1995 and LG Act. Whilst there is no legal requirement to have a Democratic Services team the Authority requires service support. This includes: ensuring that legislative and constitutional arrangements are taken into account in the preparation and servicing of the Fire Authority's meetings; and providing administration to Elected Members. Over the last two years there has been new service requirement to support the CFA/Scheme Manager in meeting its legal duty to establish a Firefighters' Pension Scheme Board.</p> <p>A baseline review has been concluded and is being considered by ACFO SP\$. This project will continue into 2022/23.</p>	<p>Karen Winter</p>	<p>Mar 2022</p>
<p>CUOR5.9: review the Brigade's Catering Services</p> <p>A procurement tendering exercise has been undertaken for the provision of catering services from the restaurant facility at the QMC Training & Admin Hub.</p> <p>A preferred bidder has been identified and review meetings have taken place. The tender was agreed at the Procurement Contract Clinic on 7th Feb 2022 and will go to Exec on 4th Mar for final sign off. The new service will commence 1st Apr 2022.</p>	<p>Karen Winter</p>	<p>Mar 2022</p>
<p>CUOR5.10: review the Brigade's Ground Maintenance Services</p> <p>For the past three years, the Brigade has had a partnership with Durham Tees Valley Probation Service for grounds maintenance across all our sites. Due to a national restructure, the probation service now only has the resources available to continue maintaining our Queens Meadow Complex site. A procurement exercise is therefore underway to identify suitable organisations to undertake grounds maintenance across our 14 community fire stations.</p>	<p>Karen Winter</p>	<p>Mar 2022</p>

CUOR6: Digital and Data Transformation

We will accelerate the transformation of our business activities, processes, competencies and models in a strategic and prioritised way to fully leverage the changes and opportunities of digital technologies and their impact across society.

Action	Lead	Date
CUOR6.1: design a Digital Transformation Strategy/Programme that enables the achievement of our strategic objectives by using customer insight and experience to establish new digital community safety services as set out in our CIRMP and achieve efficiencies and increased productivity in internal processes through digital applications. Digital Transformation Strategy for 2022-26 has been produced aligning our work to that of the Authority's CRMP. It was approved by ELT on 20 th January and will be published and managed through the Resources Plan 2022-26.	Karen Winter	Sep 2021
CUOR6.2: launch our new digital business platform that will enable digital transformation and support staff on their digital transformation journeys, stimulating thought and innovative ways of working and the required cultural change. Our new platform has been provided to Senior Officers over the last six months so that they can get used to format and design. An implementation Plan supporting the launch of the new Platform to the wider workforce has been agreed; this includes rollout of training and various support aides. The Brigade's Intranet site will remain in place until staff are confident in the use of the new Platform. A two year plan has been developed to transition content to 'The Bridge' (ESR2 refers)	Karen Winter	Mar 2022
CUOR6.3 progress the communication technology transfer from the Airwave Communication System to the new Emergency Services Mobile Communications Programme in collaboration with other NEFRS The expected national go live date for the new Emergency Services Network has been delayed until 2024-25. Progress is being made with coverage testing and the development of Control Room mobilising and communications systems. Work will continue into 2022/23 (ESR11 refers)	Karen Winter	Mar 2022
CUOR6.4: in collaboration with CDFRS explore options to seek mutual technological and service delivery enhancements to emergency call handling and mobilising provision CDFRS have confirmed a willingness to explore three options: <ul style="list-style-type: none">i. Strategic Alignment (new system and shared staffing remotely)ii. Strategic Alignment (new system and shared staffing on-site)iii. Strategic Partnering (joint provision of Fire Control on one site) An update was presented to the Executive Committee of the Fire Authority in September 2021. An independent external consultancy company have been jointly appointed by the Brigade and DDFRS to produce a recommendations report relating to the three options. Work has commenced and the report is due to be delivered in April 2022. The project will continue throughout 2022/23 (SSC37)	Carl Boasman Karen Winter	Mar 2022

<p>CUOR6.5: Implement ICT Strategy</p> <p>We have delivered the projects within our ICT Strategy, now our:</p> <ul style="list-style-type: none"> • in-house Community Safety System enhances efficiency of SHVs • digital rostering system (on-call firefighter availability) automatically updates our mobilising system • Technical Fire Safety System is web-based; during Covid-19 we introduced the facility for remote Fire Safety Audits using Microsoft TEAMS • risk Information (including cross border) is integrated between our systems; updates are automatically downloaded to our new Fire Appliance Mobile Data Terminals and digital tablets • new business platform 'The Bridge' enables the implementation of our digital transformation plans, providing more access and control to our business information; greater employee collaboration and a gateway to our internal and external data and digital systems • new Performance Portal dashboard for our incident statistics provides information to the public via our website • new Dynamical Coverage Tool presents operational coverage on a live basis • new Productivity and Capacity system enables better evaluation of our community safety activities • traditional analogue radios have been replaced with new digital fire ground radios connected to BA sets • CCTV on fire appliances are upgraded • Body Worn Video Cameras have been rolled out • ICT infrastructure has been upgraded to improve cyber security and take advantage of cloud technologies • email security filtering takes place in the cloud and several of our key systems are also now cloud-based, including Personnel, Rostering, Incident Command and our Dynamic Mobilising Coverage dashboard • migration to Microsoft Office 365 is enabling agile working and use of TEAMS has benefitted virtual meetings and virtual training • use of Microsoft Power BI is facilitating business intelligence, data visualisation and advanced reporting • Fire Control mobilising systems have hardware and software upgrades • preparatory work for the Government's new Emergency Services has began • new HR system provides efficiencies in HR processes and performance reporting • an SLA with CDDFRS re Data Protection Officer • amended our policies to comply with NCSC's 'Ten Steps to Cyber Security'; all our people have undertaken information security training; hold NCSC Cyber Essentials certificate • moved to a 'Digital First' approach for our new Digital Transformation Strategy 2022-26 which is aligned to our CRMP 2022-26 • established a Digital Transformation Steering Group to strategically drive our new Digital Transformation Strategy • an Asset Management Plan 2022-37 which contains our future ICT capital projects; this is reviewed annually 	<p>Karen Winter</p> <p>Darren Richards</p>	<p>Mar 2022</p>
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DUOR6.1: implement Phase 2 of the Integra System to improve stock management and control of uniform and equipment Due to staffing issues at both HBC and CFB; and upgrade work on the existing system it was not possible to implement the Integra System for Stock Management in CFB in 2021/22. This has now been re-scheduled into 2022/23.	Karen Winter	Sep 2021
DUOR6.2: implement Human Resource Information System to improve workflow; and data collection and monitoring An internal Implementation Team has been established to work with the system suppliers (Softworks and Fire Service Rota) to ensure the delivery of the new human resource and duty rota system. A project plan, risk assessment and people impact assessment were integral to the Project. The 'Softworks' HR System went live on 1 st Jan 2022.	Karen Winter	Mar 2022
DUOR6.3: implement Operational Rota System to improve workflow; and data collection and monitoring An internal Implementation Team was established to work with the system suppliers (Softworks and Fire Service Rota) to ensure the delivery of the new human resource and duty rota system. A project plan, risk assessment and people impact assessment were produced. The Fire Service Rota system went live on 1 st Jan 2022.	Karen Winter	Mar 2022

DUOR1: Procurement Value for money in the procurement of goods, services and works will be achieved through enhanced contract management and greater collaboration		
Action	Lead	Date
DUOR1.1: implement Year 3 (2021/22) of the Brigade's Procurement Strategy Building on our achievements in Years 1 and 2 of the Brigade's Procurement Strategy, in Year 3 we have: <ul style="list-style-type: none"> delivered a contract management platform ensuring oversight of the Brigade's strategic and higher value contracts provided training to key stakeholder introduced new strategic procurement KPIs updated and refreshed our standing orders to take account of Brexit attended CIPS lunch and learn sessions as part of our monthly team meetings focusing on key procurement skills such as contract performance monitoring, preparing for external negotiations and understanding suppliers cost drivers put greater emphasis on the importance of our core values through supplier engagement 	Karen Winter	Mar 2022

Proud, Passionate, Professional and Inclusive Workforce Priorities

CPPPIW1: People Strategy

Our People Strategy identifies nurtures and supports the leadership capabilities of present and future employees and is supported by a culture underpinned with clear values, expectations and behaviours that everyone can promote and support. It identifies and develops talent against the four levels of leadership.

Action	Lead	Date
<p>CPPPIW1.1: assess new national Code of Ethics and refine the Brigade's existing behavioural and ethical frameworks as necessary</p> <p>On 18th May 2021 the Fire Standards Board issued the new Code of Ethics Fire Standard for Fire and Rescue Services. The Fire Standard was published alongside the Core Code of Ethics which is based on the Seven Principles of Public Life, known as the Nolan Principles, but tailored to suit the fire and rescue context. The Brigade has a well-embedded values and behaviour framework in place which includes the Nolan principles and a Code of Conduct for staff.</p> <p>Following the publication of the Fire Standard 'Code of Ethics' in May 2021, we undertook a gap analysis to help us identify any areas for improvement. The outcome from this work was minor amendments to our existing Values and Behaviours Framework and Employee's Code of Conduct. 2021 also saw the development of the Authority's new Vision for 2030 in consultation with our communities and workforce. This, along with the Mission and the Values, were approved by the Authority in July 2021 for inclusion within the Corporate Plan 2022-2026. Our current Values and Ethical Behaviour Framework continues to reflect the acronym 'PRIDE':</p> <ul style="list-style-type: none"> • Protect: Putting the safety first, protecting ourselves, the organisation and the environment from all avoidable harm • Respect: Respecting ourselves, our colleagues, our heritage, our property, our organisation and our environment • Innovation: Improving performance through learning-learning from our own and others' experiences and innovative business solutions • Doing the Right Thing – Being Professional: Making decisions and undertaking our work in the most efficient and effective way • Engagement: Engaging with others, understanding and working with our colleagues, partners and communities, to provide the best delivery of services 	Karen Winter	Mar 2022
<p>CPPPIW1.2: develop a Talent Management Framework</p> <p>We have enhanced our Talent Management arrangements through the introduction of a Talent Management Framework which includes the plans, policies and processes applied to every stage of an individual's employment journey with CFB.</p>	Karen Winter	Dec 2021

<p>DPPPIW1.1: explore opportunities to develop staff using the Apprenticeship Framework</p> <p>A report on Apprenticeship for Fire-fighters went to ELT in Dec 2021 and it was agreed that we would go out to tender to support the delivery of an Apprentice Programme with a pilot programme taking place for W/T fire-fighters either in 2022 or 2023 depending on workforce requirements.</p> <p>We are delivering apprenticeships in leadership and management for Supervisory and Middle Managers aligned to a degree programme. Going forward we want to explore apprentices across the whole of the workforce e.g. mechanics, ICT. This project will therefore continue into 2022/23 (PPP32 refers)</p>	<p>Karen Winter</p>	<p>Mar 2022</p>
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<p>CPPPIW4: Inclusive Working Environment</p> <p>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</p>		
Action	Lead	Date
<p>CPPPIW4.1: confirm overall picture of workforce diversity compared to community and highlight areas of challenge/opportunity</p> <p>A workforce profile report has been produced and details were presented to staff. We are developing a portal on to the Brigade's new digital platform in order to maintain real-time information on both community and workforce profiles.</p>	<p>Karen Winter</p>	<p>Oct 2021</p>
<p>CPPPIW4.2: evaluate the success of the Positive Action Framework in supporting increased diversity across the workforce</p> <p>We have introduced a new 'Approach to Positive Action '2020-2023' which requires EDI leadership across the whole of the organisation and sets out four positive action objectives with underpinning actions relating to identifying and removing barriers to attraction; enhancing our employer brand; providing meaningful career and development opportunities and monitoring workforce trends. Fundamental to our new approach, is a Positive Action Recruitment Team (PART) comprising of volunteer Recruitment Ambassadors from across all current workforce groups and those who have recently retired.</p> <p>Integral to our Positive Action Approach is the introduction of a 'Positive Action Recruitment Campaign Plan' which sets out who we are going to recruit, where we are going to recruit from, what methods will we use to attract and includes the requirement to evaluate the success of the campaign which helps to identify and address any future barriers to attraction. This is supported by the requirement to produce an evaluation report following each recruitment campaign that is presented to the ELT Workforce Planning and highlights what worked well and what needs to improve.</p>	<p>Karen Winter</p>	<p>Mar 2022</p>

<p>DPPIW4.1: implement Year 4 actions within the Equality, Diversity and Inclusion Strategy</p> <p>The following work has been undertaken:</p> <ul style="list-style-type: none"> • A Community Risk Profile has been produced which underpins our CIRMP and allows us to better target our resources to the most vulnerable people in our area. • A community Engagement Strategy has been produced which sets out media and tools for a wide range of community engagement activities • Engagement champions have been established; we use these to seek views on different aspects of our work. Some of our champions are leaders of Community Groups. • Station plans include a focus on enhancing links with local community groups – examples of discussions with such groups include access to services and recruitment into Cleveland Fire Brigade. • Taking into account of feedback and learning a review of the recruitment, selection and promotion policy and procedure during 2021 and a revised policy was approved by ELT on 29th Mar 2020. Policy updates include more focus on positive action and advertising all positions internally and externally to attract more diverse people to the Brigade. • An analysis of the community and workforce profiles to understand the areas on which we need to focus with regard to positive action. • A positive action strategy has been implemented. This considers each recruitment campaign separately and sets out on 'positive action campaign form' the people we are aiming to reach; this allows positive action to be targeted. The same form is used to evaluate the success of the campaign. • Recruitment champions have been established across the workforce • The Brigade's induction arrangements have been updated to include training on EDI with an emphasis on values and behaviours • Codes of conduct are issued to and signed for by all members of staff on appointment. • Modern Slavery e learning for all staff has been incorporated into the Brigade's Training Plan. • The Personal Development Review process has been reviewed and now includes a key work objective for all staff relating to equality, diversity and inclusion. • Support Networks have been established for Women, BAME, Disability and LGBT+. The Chairs of these Groups are members of the EDI Board • short video awareness session on working during Ramadan have been produced by the BAME network • Published the Public Sector Equality Duty Report 2021 • Published the Gender Pay Gap Report • Achieved Disability Confident Leader Status 	Karen Winter	Mar 2022
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<p>DPPPIW2: Health and Safety</p> <p>The health and safety of our staff will remain of paramount importance</p>		
Action	Lead	Date
DPPPIW2.1 implement Year 3 of the Brigade's Health and Safety Strategy	Carl Boasman	Mar 2022

DPPPIW4: Health and Wellbeing

Staff will be supported in their physical and mental health to remain at or return to work

Action	Lead	Date
<p>DPPPIW4.1: implement year 3 improvement actions associated with the Brigade's Health and Wellbeing Strategy</p> <p>Year 3 actions have been completed. We have:</p> <ul style="list-style-type: none">secured a new Occupational Health Service (April 2021) following consultation with staff through Health and Wellbeing Board and a joint procurement exercise with Co Durham and Darlington and Tyne and Wear FRSs to secure value for money in both procurement arrangements and service provisionexpanded our flexible working policies to include homeworking - reflecting the successful ways of working we adopted during COVID-19used our Health and Wellbeing conversations and feedback from managers to identify some of the longer term effects of COVID-19 on our staff such as 'Long Covid', mental health, financial hardship and ways of working. This has resulted in adaptations to our flexible working arrangements and Covid 19 People Policy and Procedure.embedded the concept of wellbeing conversations with staff, that we developed during COVID, into our Personal Development Reviewssupported other FRSs to address matters associated with the Firefighters Pension Immediate Detriment cases through the provision of regular national pension seminars by our Chief Fire Officerencouraged other FRSs to sign the 'Mental Health at Work Commitment for Emergencies Services' developed through the Royal Foundation and MIND (CFO lead)procured, populated a new Human Resource Information System which will assist with the monitoring and measuring of cultural indicators relating to health and wellbeingbuilt on our mental health support by:<ul style="list-style-type: none">signing up to the 'Mental Health at Work Commitment for Emergency Services' developed by MIND and the Royal Foundationembedding our wellbeing conversations, established through COVID-19, into our annual PDR reviewsestablishing a staff mental health working group to promote mental wellbeingdeveloping a range of resources and information for staff and managers relating to 'hidden disabilities' for example, Neurodiversityproviding mental health training for example, State of Mind Sport, ACAS and 'Supporting Wellbeing and Personal Resilience' programmetaking part in suicide prevention trainingdeveloped a guidance note to help managers to better recognise the signs of trauma in their staff so that appropriate action can be takentrained a network of Health and Fitness Advisors on fire stations who are qualified (through an Apprenticeship route) to Level 2 Fitness qualificationworked with 'Pro Analytics' company to further develop a cloud-based platform, that it is an effective and accessible tool for our staff so that they can assess and evaluate their own health, fitness and wellbeing and use this information to make any changes they feel would benefit them	Karen Winter	Mar 2022

<ul style="list-style-type: none"> • invested in Brigade sporting activities which includes the resurrection of the Brigade's football and golf teams and our entry into the British Firefighter Challenge event. • formalised our staff networks under our EDI and HWB Boards; these include Women's, Cultural Diversity; Disability • designed a new brand to support our health and wellbeing and equality, diversity and inclusion agendas; this is known as the 'IN' brand and is used to promote associated activities. In terms of health and wellbeing we have held 'Dine INs' on subjects such as Menopause, and Neurodiversity. We have also promoted our fitness campaigns through our 'Keep in Shape' logo • held a two day successful EDI HWB Conference at the Riverside Stadium (Middlesbrough Football Club) called 'Being Inclusive = Being Healthy' for all staff. • developed a CFB 'App' for Health and Wellbeing which provides access to a range of resources and information relating to all aspects of health and wellbeing • held 'End of Course' Celebration evenings are in place for whole-time and on-call firefighters and their families to recognise their achievements • given Chief Fire Officer commendations to those that 'went the extra mile' • been awarded Ambassador Status by North East Better Health at Work • been accredited Disability Confident Leader status 		
<p>DPPPIW4.2: review ways that staff can access health and wellbeing information using digital solutions</p> <ul style="list-style-type: none"> • held annual conference in person and via TEAMS • HWB Board meetings can be held via TEAMS • developed a CFB 'App' for Health and Wellbeing which provides access to a range of resources and information relating to all aspects of health and wellbeing • Intranet site developed to give a whole range of HWB support 	Karen Winter	Mar 2022
<p>DPPPIW4.3: work with staff to determine how the Brigade can identify and address any longer-term impact that COVID 19 may have on their wellbeing (COVID 19 inspection Para 11b)</p> <p>Health and Wellbeing conversations and feedback from managers led us to identify some of the longer term effects of COVID-19 on our staff. This included health and wellbeing matters such as 'long covid' and mental health, financial matters such as hardship and practical matters such as ways of working. In response to this insight, we have adapted our Flexible working arrangements with better emphasis on home working and Covid 19 People Policy and Procedures to include a guidance note for managers regarding Long Covid Referrals to Occupational Health.</p>	Karen Winter	Mar 2022
<p>DPPPIW4.4: explore the development of wellbeing conversations with a view to embedding them into Personal Development Reviews (COVID inspection Para 36)</p> <p>During COVID-19 we introduced the concept of wellbeing conversations with staff. This involved a face-to-face conversation between line manager and individuals in relation to wellbeing and gave us a much clearer understanding of the individual's wellbeing status, and therefore we were able to tailor support to better meet their needs. In 2021 we included the requirement for these wellbeing conversations into our Personal Development Reviews.</p>	Karen Winter	Sep 2021

Underpinning Framework Priorities

CUF1: Engagement An integrated strategy will enhance community, staff and partnership engagement		
Action	Lead	Date
CUF1.1: implement year 1 actions relating to the Brigade's Community Engagement Strategy <ul style="list-style-type: none"> A community Engagement Strategy was approved by ELT in Apr 2021. The Plan includes a range of Community Engagement media and tools that can be tailored to suit the nature of engagement. Actions completed from this strategy include: Engagement champions have been established; we use these to seek views on different aspects of our work. Some of our champions are leaders of Community Groups. A community engagement calendar has been produced; this is regularly updated by the Communication's team and is accessed via the Brigade's intranet or on notice boards across the Brigade's premises. The calendar holds information relating to key national and local events such as International Women's Day; Ramadan and Mental Health Awareness Week. It gives our staff the opportunity to plan activities and promote campaigns specific to those events. Station plans include a focus on enhancing links with local community groups – examples of discussions with such groups include access to services and recruitment into Cleveland Fire Brigade. 	Carl Boasman	Mar 2022
CUF1.2: produce a staff engagement strategy and implement year 1 actions A staff engagement strategy is now established and reporting mechanisms have been established.	Carl Boasman	Mar 2022
CUF1.3: produce a partnership engagement strategy and implement year 1 actions This work will continue into 2022/23. (SSC6 refers)	Carl Boasman	Mar 2022

CUF2: Evaluation Decision making, resource allocation and efficiencies will be improved through performance management and evaluation of fire and rescue service activity		
Action	Lead	Date
CUF2.1: establish an Evaluation Framework An evaluation procedure and toolkit has been introduced to facilitate evaluation across small to large scale activities.	Karen Winter	Aug 2021
DUF2.1: evaluate new working arrangements in Brigade Control Room An evaluation of the new working arrangements in Brigade Control has been undertaken and will be discussed at ELT in Mar 2022,	Karen Winter	Mar 2022